Performance Audit of the State of Nevada's Enforcement and Collection of Child Support

Final Report Audit Findings and Recommendations

December 22, 2006

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EXECUTIVE SUMMARY

EXECUTIVE SUMMARY

Introduction

Since 1975, Nevada has participated in the federal/state child support program, known as the Title IV-D program,[1] by providing services to welfare recipients, former welfare recipients, and any custodial parent (CST) or non-custodial parent (NCP) who applies for child support services.

Nationally, one in three children at any given time lives in a single parent household and could be the beneficiary of child support services.[2] The services the program provides include activities that can lead to:

- Locating a Parent
- Determining a Child's Paternity
- Establishing a Financial and Medical Support Order
- Enforcing the Order
- Collecting and Distributing the Support
- Adjusting the Amount of the Order, when appropriate

Nevada's child support program has performed poorly compared to other state programs as illustrated in *Exhibit ES-1: Nevada's Performance Rank Relative to Other State Child Support Programs* below In fact, in all five categories the federal government uses to measure performance and provides incentive dollars, Nevada is in the bottom six of the 50 states.[3]

Nevada's Rank in the Five Federal Performance Measures among 50 States					
National Rank Among 50 States	**Paternity Establishment*[4]**	**Order Establishment**	**Current Support Collected**	**Cases with Arrearages in Paying Status**	**Cost-Effectiveness**
Nevada	49	45	49	48	47

*Paternity category includes states that use a statewide measurement as well as the IV-D caseload measurement

Exhibit ES-1: Nevada's Performance Rank Relative to Other State Child Support Programs.

Recommendations

Our report's general conclusion is that Nevada's child support program's leadership needs to focus on ways to improve performance through:

- ***Unprecedented collaboration between the state and the county child support staff through a focus on measuring successful outcomes rather than policy adherence***
- ***Realignment of the local casework responsibilities***
- ***Improved efficiency***
- ***Centralization of selected functions***
- ***An increased emphasis on customer service***

Shown below in *Exhibit ES-2: Ten Lead Recommendations to Implement to Improve Child Support Performance and Increase Collections* are the ten lead recommendations we are making to improve the program.

Recommendation	Current Practice	Future Change	Program Performance Benefit
Restructuring of the program	PAOs conduct intake, locate and establishment for IV-A cases; DAs enforce them and offer full range of service in non IV-A cases	Merge PAOs and DA offices into 3 regional offices – Elko, Reno and Las Vegas. A state RA would oversee it with a county-chosen ROM as a county lead	Taking advantage of economies of scale, the regional offices would reduce staffing and casework redundancies
Centralizing functionality including a call center	Some required centralized functionality exists such as SCaDU, income withholding, interstate central registry	Centralize non-core functions such as FIDM and insurance matching and freezing/seizing, robust SPLS, lien registry, robust call center	Allows local workers to concentrate on core functions to move cases from one step to the next as quickly as possible
Measuring case performance and customer service	Measuring policy adherence at office level; 95% compliance rate	Measuring performance down to the individual level; task completion goals for office, unit, individual	Measuring what drives the program to success will lead to an emphasis on tasks that result in increased collections and efficiencies
Conducting training	Limited central training activities; some active training in Clark DA office and Reno PAO	Coordinated, comprehensive training offered in person or online to new and experienced workers needing a refresher	Well-trained staff should have a shorter learning curve and allow veterans to stay abreast of changes and to freshen knowledge – policy continuity will be more likely
Strategic planning for program and IT	Current efforts for state strategic plan underway	Gathering diverse input, state plans for future of program to ensure that all elements of the program are focused on the same goals	Better coordinated, shared vision approach should yield higher performance
Improving the paternity establishment process	Some paternity acknowledgments in hospital; buccal swabs taken by vendor; genetic test results may lead to rebuttable presumption of paternity, with hearing in front of hearing masters	Bolstered in-hospital paternity establishment; buccal swabs by case managers; conclusive presumption of paternity leads to only exceptional hearings	More acknowledgments in hospital; faster test results; fewer hearings to determine paternity should result

Exhibit ES-2: Ten Lead Recommendations to Implement to Improve Child Support Performance and Increase Collections.

Recommendation	Current Practice	Future Change	Program Performance Benefit
Using administrative process	Administrative process was used briefly in the past; the current model is to use quasi-judicial officials to adjudicate and enforce cases supplemented with some administrative procedures	Administrative process used for all adjudication and all enforcement not related to contempt or criminal prosecution; appeal right to court	Faster and less formal adjudication of cases should occur, with lesser need for attorney involvement and court writs
Issuing more robust reports	NOMADS limits reports that can be obtained to track office performance; no reports currently at the team or individual level	While NOMADS is still in use, extract data nightly to produce data warehouse in which data are mined for office, team and individual performance trends	Better ability to measure current performance, spot weaknesses and strengths, reverse negative trends and amplify and transfer positive trends in performance
Improving document handling	Documents are received at local and state offices, filed in folders	Image all incoming documents; ensure that courts will accept electronic signatures; have a mail room receive all incoming documents	Universal access to all documents in a case will help document sharing in inter-county cases and in PAO/DA cases until regionalization occurs
Replacing NOMADS	NOMADS is considered inflexible, hard to use, and contains bad data; too many unhelpful alerts and " work-arounds"	New system is user-friendly, GUI, based on realigned business process, with document retrieval and artificial intelligence components	Significant time savings, increased data analysis of current and future trending (through proactive neural net application), should result in increased productivity and performance

Exhibit ES-2: Ten Lead Recommendations to Implement to Improve Child Support Performance and Increase Collections (continued).

Audit Background

The Nevada Legislature commissioned an audit to determine how customer service and performance in the child support program could be improved, by looking at best practices from around the country and within Nevada. MAXIMUS was selected as the vendor to conduct the audit and produce a report of our findings.[5] MAXIMUS staff spent months interviewing close to 200 persons from around the state and the nation, surveyed parents, county case managers, county supervisors and state staff.[6] About half of the state IV-D directors or their assistants were interviewed for this report, as were a few child support directors of large-county child support programs.

Based on our interviews, survey responses, visits, research and our previous work in this area, we drafted a report that reflects our findings and recommendations for Nevada to transition its child support program to the upper tier of the nation's child support programs.

Nevada state and the county government workers were extremely forthcoming with information and documentation. We appreciate their time and candor. We believe that most workers strive to do their best for the children of Nevada. We hope these reforms will make that goal more attainable for them.

To put our recommendations in context, we provide the following snapshot of the child support program.

Child Support Program Caseload

A combination of state and county employees provides child support services. At the time this report was produced, over 400 program employees work over 116,000 cases.[7] The Clark County District Attorney's (DA's) Office provides services for about 71% of the state caseload; the Washoe County DA Office provides services for about 12% of the State's total caseload.[8] See *Exhibit ES-3: Nevada Jurisdictional Caseload* below.

Nevada Jurisdictional Caseload - 7/06		
Office	**Caseload**	**% of State**
Carson DA	2,504	2.14%
Churchill DA	1,501	1.29%
Clark DA	82,723	70.85%
Douglas DA	773	0.66%
Elko DA	2,502	2.14%
Humboldt DA	1,301	1.11%
Lincoln DA	175	0.15%
Lyon DA	2,005	1.71%
Mineral DA	619	0.53%
Nye DA	2,305	1.97%
Pershing DA	339	0.29%
Storey DA	21	0.02%
Washoe DA	13,931	11.93%
Ely CSE	330	0.28%
Reno PAO	4,531	3.88%
Elko PAO	786	0.67%
Pahrump	280	0.24%
NSWD Central Office	126	0.10%
Total	116,752	

Source: NV DWSS website - July 06 caseload

Exhibit ES-3: Nevada Jurisdictional Caseload.

The DA Offices provide services for most of the child support casework throughout the state. In a small percentage of cases, a few DAs have relinquished their control of the program and placed their cases with state offices. The state also manages

Program Area Offices (PAOs) to handle welfare cases from case setup through the establishment of an order. The lone exception is White Pine County where the state assumed responsibility for the child support program. The Reno PAO conducts a broader range of casework for some neighboring counties.

The Las Vegas PAO IV-D work has been transferred over to the Clark County DA Office. From Carson City, the state runs the interstate central registry, the systems shop (supporting NOMADS, the statewide child support/welfare computer system), policy, the collection center known as SCaDU (State Collection and Disbursement Unit), and an elemental, Division-wide VRU / call center.[9]

Child Support Program Funding

Child support program funding is a combination of state, federal and county funds. The federal government matches state or local contributions with Federal Financial Participation (FFP) at a rate of 66 cents for every 34 cents in state or local contribution towards the administration of the program.[10] Additionally, the federal government provides incentives to all the state child support programs.[11] While Nevada does not have a final number for its federal incentives for SFY05, the state received $1.355 million in SFY04, which was then matched with $2.63 million in additional FFP.[12] Beginning with FY08, the federal government will no longer provide an FFP match on federal incentives to states, meaning a $2-3 million loss to the Nevada program.[13]

The counties appropriated $9.55 million, matched by $19.10 million in FFP.[14] This coupled with the federal incentive and its FFP match supports the DA offices and the lion's share of the casework costs.

The state retains a share of support payments collected from the NCP for welfare recipients. As a condition of receiving welfare (known as Temporary Assistance for Needy Families or TANF or the IV-A program), the recipient assigns rights to current support to the state. Child support collected for current welfare recipients (and some money from former welfare recipients) is divided between the federal and state governments based on the FMAP (Federal Medical Assistance Percentage) rate.[15] In FY05, the amount was 55.9%, so the state retained 44.1 cents and the federal government received 55.9 cents of each welfare reimbursement dollar collected. This state-retained amount, $3.17 million,[16] supports the state IV-D activities (administration, SCaDU, PAOs, etc), and is in turn matched with $5.11 million in FFP. See *Exhibit ES-4: SFY05 Budget for Nevada Child Support Program* below.

Nevada Child Support Program's SFY05 Budget (Federal, State and County Sources)						
NEVADA IV-D ACTUAL REVENUE FOR SFY2005			**(in millions)**			
	PER DWSS AS REVISED ON 10/30/06					
State Budget Code	*3228*	*3233*	*3238*	*3239*	*COUNTY ADMIN*	*TOTAL*
TANF State Retained Share			3.17			3.17
FFP match to state retained share			5.11			5.11
State appropriation	2.82	0.03				2.85
FFP match to state appropriation	5.64	0.06				5.70
Total State Operations	**8.46**	**.09**	**8.28**			**16.83**
Federal Incentives to counties				TBD*		-
FFP match for incentives				TBD*		-
County Admin share					9.55	9.55
FFP match for County Admin				19.10		19.10
Total County Operations				**19.10**	**9.55**	**28.65**
Total IV-D Budget	**$8.46**	**$.09**	**$8.28**	**$19.10**	**$9.55**	**$ 45.48**
BUDGET FOR COUNTY DAs			(in millions)			
	PER DWSS AS REVISED ON 10/30/06					
State Budget Code	*3228*	*3233*	*3238*	*3239*	*COUNTY ADMIN***	*TOTAL***
Clark				13.10	6.55	19.65
Washoe				3.60	1.80	5.40
Elko				0.29	0.15	0.44
Carson City				0.37	0.19	0.56
Other Counties				1.74	0.87	2.61
County Totals	$ -	$ -	$ -	$19.10	$ 9.56	$28.66

Notes

A. 3228 = Welfare Administration. Primarily captures costs associated with system development and maintenance (including NOMADS) as well as Child Support's share of general administrative costs in accordance with the Division's federally approved cost allocation plan.
B. 3233 = Field Services. This budget account funds the staff responsible for determining eligibility for most public assistance programs administered by DWSS. A small amount (less than .2%) Includes costs allocable to the Child Support program in accordance with the Division's federally approved cost allocation plan.
C. 3238 = This budget account funds the State's Child Support Operations including SCaDU.
D. 3239 = Federal Reimbursement. This budget account is used to pass through federal funds to District Attorneys' offices for the federal share of child support costs and incentive payments.
E. The most recently received incentive award was for FFY2004 in the amount of $1,355,443 and was issued on October 28, 2005. The two previous awards were $1,293,543 for FEY 2003 and $856,400 for FFY 2002.
* TBD – To Be Determined – as of October 30, 2006, DWSS did not have a final figure for federal incentives and their federal match dollar value
** Numbers for county administration and total are rounded off

Exhibit ES-4: SFY05 Budget for Nevada Child Support Program.

Case Processing

Welfare (TANF) applications are processed by DWSS' public assistance program at District Offices (DOs) throughout the state. All public assistance workers are state employees. IV-D child support workers providing services for TANF cases are state employees, working in the PAOs. (A major exception is in Clark County where the DA Office took over the PAO functions in 2000 during a state budget reduction period.)

Once a child support order is established the case is transferred to the DA Office, except for some small counties that have turned the program over to the state. The DAs provide services for welfare cases from enforcement to payment monitoring, and customer service. If the case needs locate assistance (finding the Non-custodial Parent (NCP) for instance), responsibility for the case is usually transferred back on the NOMADS system to the PAO. TANF recipients who no longer receive welfare benefits automatically continue to receive IV-D services, unless they specifically opt out of the program.

Persons who have never received welfare benefits can apply for child support services. DA Offices process child support service applications, except in a few rural counties where the PAO handles all aspects of all the cases. The DA Offices provide child support services for all aspects of Non-TANF cases from intake to locate, paternity determination (if needed), financial and medical support order establishment, order enforcement, order modification, payment monitoring and customer service.

The State administers the child support program, sets policy, conducts self-assessments, maintains NOMADS, runs the PAOs, and operates the interstate central registry and the State Collection and Disbursement Unit (SCaDU). District Courts oversee Hearing Masters, who are the quasi-judicial decision-makers for child support enforcement. The Hearing Master's salaries are reimbursed by the IV-D Program.

The patchwork of responsibility developed over the life of the program, based on the exigencies of the situations at the time. If Nevada reorganizes into a more efficient child support program operation, parents will receive more timely services and support, and taxpayers will receive better value. This reorganization, coupled with a new approach to customer service, centralizing some functionality, and focusing on performance instead of policy adherence, will result in a marked improvement in the quality of services provided.

Lead Recommendations (1-10)

Our report contains dozens of recommendations to improve the program, some of which require legislation and others just a change in a procedure. The following ten recommendations, based on our findings, should take Nevada to the top quintile in measured performance, provided that all those involved in implementing the recommendations find the resolve and determination to work together to make the necessary changes.

ES 1a-c. Restructuring the Program

Nevada currently has a fractured program, with a state Central Office (CO), local state Program Area Offices (PAOs) providing child support services for welfare cases up to the order establishment stage, and District Attorney (DA) offices providing child support services for all non-welfare cases, and welfare cases after the establishment stage. The parts of the program are not optimally synchronized. Until January 2005, the DA offices were not required to meet program-wide expectations or risk losing part or all of their funding under cooperative agreements. Some DAs, we were told, did not want to sign the cooperative agreements, but eventually relented. Without accountability, each office can run a program as it sees fit, lacking an overriding desire to lift the entire program to new levels of accomplishments. It is imperative that both state and local workers are all held accountable for the success of the statewide program.

Because of the unique geography and demographics of Nevada, it makes sense to take advantage of technology, economies of scale, and a statewide approach to policy and procedure uniformity and performance goals emphasis. The county DA programs and the PAOs should be merged to eliminate recurring case transfer, redundant actions and case confusion. Rural counties could combine their resources in a regional focus to support more staff, which could lead to case-manager specialization once the regional office has a caseload of over 10,000 cases.

ES 1a - Consolidation of Child Support Offices into Three Regions

Our report recommends that the legislature authorize the merger of the Washoe County DA's Office and the Reno PAO, and then invite geographically-proximate county DA offices to be part of the region. The counties would pool their resources and a governing board of the county designees would select a Regional Office Manager (ROM). The state would appoint a Regional Administrator (RA) to be the on-site state liaison and to oversee the program's performance. The RA would be assisted by a state trainer and quality assurance specialist. For eight to 12 years, the employees would be county employees. Eight to 12 years from now, if a study recommends that the state should take over the staffing and funding of the program from the counties, the state would gradually take over the program and the employees would convert to state employment.

A similar configuration should occur in the northern and eastern part of the state, with Elko serving as the regional office after the Elko DA Office and the Elko PAO merge. A RA and a ROM would oversee the operations, and the state would gradually take over operations if the study suggests it is in the best interest of the state.

Clark County DA Office would become its own regional office, with a RA and ROM. In addition the RA would have a quality assurance supervisor to oversee a data analyst and all the IV-D staff co-located at the DOs for public assistance intake to ensure that the child support data needed to process a TANF case are secured as soon as the case is established.

We believe that, as in California, that each District Attorney should relinquish control of the child support program, with the program as its own department under county commissioners until the time, if any, the state takes over the program.

The regionalization of the child support program pools resources to produce economies of scale. Intake for the rural counties could be accomplished through regularly-scheduled circuit riding in all the counties, or phone, web and kiosk accessibility. Fax machines at the DOs throughout the state could be used for documents that are then imaged centrally and tied to a case. Telephonic administrative hearings will lessen the inconvenience to all parties concerned and will supply the parties with swift decision-making made by child support experts, with the right to appeal to the district court. Combined with a strong call center unit, regionalization should bring the performance rates to new heights.

While this means there would not be permanent child support offices in the less populous counties, the reorganized program should offer parents the advantage of larger office specialization, expertise and efficiency. Combined with heightened customer service and administrative process, plus some "circuit riding" on a periodic basis for in-person interviewing when necessary in the counties that currently have offices, the rural customer should make out as well or better than before. While rural offices provided generally good customer service and better performance than some larger jurisdictions, the efficiencies that can be gained by a well-run regional office and improvements in technology bolster those relative strengths. The child support program requires knowledge of myriad diverse and arcane areas of law and procedure, which is hard for a generalist to master.

The regionalization combined with centralized-work functionality including a statewide call center, plus administrative process, will produce specialists processing cases step-by-step and attentiveness to customers whenever they make an inquiry (plus outbound proactive contacting).

We believe it is best to have the regional offices be independent of the DAs, to lessen costs and reduce the emphasis on unneeded court involvement. We believe the courts do not need to use precious resources to hear routine child support cases and should hear only complex first-impression cases and appeals from administrative determinations.

ES 1b - "Statizing" Elko and Reno Regional Offices

After regionalization, the next step the state should consider is to "statize" the operations of the regional offices. This would be the last piece of the efficiency and responsiveness puzzle if coupled with a replacement system. While the shifts in costs from counties to state and employees from counties to state may require extensive planning, the benefits of having workers who work directly for the state agency in charge of the program outweigh the transitional issues. The statization of the program allows for quick realignments and reassignments of resources and tasks, depending on need and availability in the regional offices. For instance, if the Las Vegas RO has a surge in intake cases, the Reno and Elko ROs may be able to provide temporary assistance to keep the intake step to acceptable timeframes.

Since there are state costs attributable to the statization of the program, we offer one alternative in which the Elko and Reno offices are statized, representing 29% of the caseload and about $3 million in current county costs that would be transferred to the state. Since some rural DAs have given up or are considering giving up the program, with the state taking over the case-processing work, the statization of Elko and Reno may occur to some extent without any additional legislation.

ES 1c - "Statizing" All Three Regional Offices

The third alternative has the Las Vegas office statized as well to complete the transformation to a completely efficient, state-of-the-art program. The cost to the state and the savings to Clark County to "statize" this region would cost $6.55 million in SFY05 dollars.

If and when the program is state-operated, with three regional offices, a new automated system, a centralized call center and administrative process, Nevada will be in a position to synchronize all of its child support program parts, which should result in significant cost savings, and marked collection and customer service improvements.

ES 2. Centralizing Case-processing and Call Center Functions

Coupled with the regionalization of the program, the state should centralize certain functions that lend themselves to mass rather than individual case-processing.

While Nevada and its counties do not under-fund the program compared to other programs, the resources are not shared equally around the state or between the state and the counties. Clark and some of the rural counties have caseloads per FTE (Full Time Equivalent staff) that are fairly high. As Clark goes, so goes the state, as seven out of ten IV-D parents rely on the services of its DA's Office. To lessen the burden on these counties, it makes sense to limit the caseworkers time to core functions that will allow them to concentrate on moving the case to the next step – successfully determining paternity (if needed), establishing or modifying an order and enforcing the amounts owed. Certain tasks can be centralized that are supplemental, secondary or supportive of these basic goals.

The following functions should be centralized, or if already centralized, enhanced:

- *Call or contact center* for all incoming calls and correspondence. The correspondence would be imaged and linked to cases on NOMADS (and eventually its replacement system). Highly trained customer service specialists would assist callers or e-mailers with their inquiries, resolving the vast majority of issues and questions. An improved Voice Response Unit (VRU) would be able to resolve inquiries that have automated answers, such as whether a payment has been received recently or the balance of the arrearages owing. The call center will have technology that will provide instant access to the case information and imaged documents. Another component will be the ability to conduct outbound sequenced calling or emailing, whichever the parent prefers, to provide proactive notice of an important case event or date.
- *Lien registry* for all real and personal property liens. As most liens are passive and await a property transfer to be activated, a comprehensive database of cases

with arrears should be checked by title searchers before clearing title to real or titled personal property.

- *Employer database maintenance unit* for correct addresses for the different addresses that employers maintain; employers may have several offices, some located out of state, and the CSE program needs to know where to send income withholding notices (payroll), verifications of job and income, new hire reporting compliance notices, worker's compensation questions (human resources), and National Medical Support Notices (NMSNs) for medical support (benefits plan administrator). The employer community is key to the program, and having a unit that maintains accurate information and performs outreach to the employer community is vital to ensure good relations and good results
- *Robust State Parent Locator Service (SPLS) and Interstate Central Registry (ICR) units* for locating parents to serve process or notices or to forward collect support and for handling incoming interstate cases. Currently, the federally-mandated SPLS shares two FTEs with the Interstate Central Registry. Each should have its own resources and be strengthened to provide better services.
- *Centralized mail room and imaging unit* for instant linking documents to cases. A central mail room, expanding the one used for the State Collection and Disbursement Unit (SCaDU) today, will sort all of the mail statewide and image the mail to provide the beginning of a paperless office approach, keeping hard copies of very small percentage of incoming mail and forwarding them to one of the three regional offices. The imaged documents can be called up at the state or Regional Offices without the need for physical transfer.
- *Centralized enforcement unit* for data matching. Enforcement techniques that use data bases to match with the state's list of non-custodial parents who owe support should be centralized, with enforcement activity (notice, liens, seizures, NMSN and income withholding compliance) centrally managed. The federal government mandates quarterly matches with financial institutions and recently mandated matches with insurance companies for personal injury claims. If an administrative hearing is requested by an account holder or claimant, an administrative hearing officer will hear the case with an appeal possible to the appropriate district court. This unit can also conduct medical support enforcement activity for cases in which health insurance was ordered for the children.

These centralized functions should result in economies of scale, procedural uniformity, extensive expertise and improved customer service. These proposed changes will increase efficiency and collections. When coupled with freed-up case manager time, the benefits of the centralized functions double. The key is to use automation to conduct mass case-processing and to design an exceptions-processing protocol for cases that need individual attention.

Providing Excellent Customer Service

The child support program's mission is to support and strengthen those families in which the parents are not living together. Traditionally, child support programs have focused on the custodial parent's (CST's) needs and viewed the non-custodial parent (NCP) as a wallet. The twenty-first century child support program seeks good

relations with both parents, as the children benefit both financially and emotionally by having two involved, non-feuding parents. The child support program cannot make everyone get along, but the program can do its part not to exacerbate strains between parents and to offer resources to overcome interpersonal barriers. This begins with customer service that does not leave customers frustrated.

Caseworkers cannot spend all their time talking to parents. While the preceding sentence may seem to contradict the paragraph above, it does not. The best thing a caseworker can do for a parent is to have uninterrupted time working a case. The best thing the program can do for a parent is to answer his or her concerns quickly, professionally and accurately. The best way to accomplish both goals is to have a statewide call center, with a robust Voice Response Unit (VRU). Specially-trained Customer Service Representatives (CSRs) with access to imaged documents and NOMADS data can answer the vast majority of the questions. The VRU and CSRs will limit the hold time, abandonment rate and wrap time for the calls to a level that will leave customers satisfied.

Additionally, parents should use other media for intake, contact and information update. Transactional websites, email, kiosks at malls, faxes and phones are workable and usually preferable alternatives to traditional mail delivery and in-person interviewing. Regular mail takes days and is not interactive. In person interviewing requires a parent to factor in babysitters, parking, gas, and significant loss of work time. While not everyone has internet access, within a few years very few will not. Between cell phones and the internet, most everyone will have a way to instantly receive or provide case information. Outbound calling using an automated dialer to remind parents of appointments, hearings and order compliance will ensure better attendance and order compliance.

Customer service must be even-handed. It has been said that the prime customer after an order is established is the NCP, since one relies on the NCP and his or her employer to comply with the order. While child support's funding stream does not support full funding for a variety of supportive services for parents, states can use IV-D funding for better outreach to parents – to contact both of them before hearings to explain the program to them. The outbound dialer and CSRs can begin the dialogue with the parent for relatively little cost. Attempts to resolve any disagreements or uncertainties outside of an adversarial setting like a courtroom will also improve results. While child support workers cannot address visitation, job and child care needs, parenting skills and substance abuse issues, the workers can refer parents to resources that will improve their lives and their relationship with their children.

ES 3-6. Emphasizing Performance

Measuring Performance, Improving Management Reporting, Strategic Planning, Improving Training

ES 3. Measuring Performance

Nevada must *plan* to improve performance before it can implement the necessary changes to improve performance. This begins with measuring workers, units and offices by their performance levels. The adage that what gets measured gets done

applies here. Measuring workers by policy adherence and not by performance goes against the principles for which a modern child support program stands. The goal of welfare agencies to ensure grant applications are processed accurately is an inappropriate yardstick in child support, and Nevada has used a secondary measure as its primary measure for the past year by focusing on policy at the expense of performance. Policy is a means to an end, and every state child support leader interviewed said that the state must focus on performance. Not only are federal incentives distributed based on performance, high performance leads to children receiving their financial and medical support. This is not to say that the local offices should avoid policy adherence; it is to say that producing successful outcomes is more important than following policy dictates. While some performance improvement may occur by strict policy adherence, measuring by policy compliance is a limited, inefficacious approach to maximizing help to the families. Emphasizing performance is as important as any of the recommendations, because it will have a large impact on case-processing approach and worker focus. By requiring every caseworker to be accountable for his or her performance, one can measure progress made.

ES 4. Improving Management Reporting

Through sophisticated applications that can mine data, Nevada can note trends at a statewide, office, unit and individual level to take the appropriate steps to reverse negative trends, and to replicate the positive ones. It is the constant review and recalibration that will improve performance step by step. The state needs to coordinate state and local efforts to provide effective strategic planning, training, and quality assurance. Management reports from extracted NOMADS data will supply the child support leadership with the knowledge they need to be successful.

ES 5. Strategic Planning

DWSS is starting a formal strategic planning process, which we commend. It is important to include the District Attorneys and their designees from all offices as well as stakeholders to obtain a plan that addresses common goals and objectives. A strategic plan focuses workers from top to bottom on the direction of the program. It is vital to ensure that the state and local casework approach is consonant with those goals and objectives.

ES 6. Improving Training

While training is provided intermittently at the state level, and in some counties, notably Clark, it appears most knowledge is gained on the job or through informal group discussions. It is important to keep workers educated in general child support and specific program changes through regular training offerings for experienced as well as new staff. Training will improve productivity as fewer errors will be made that need correcting, and individual consultation about how to address problems will be reduced. Training on meeting performance goals will heighten the success rate of the program.

ES 7-10. Improving Case Processing

Improving the Paternity Establishment Process, Using Administrative Process, Imaging Documents, and Replacing NOMADS

ES 7. Improving the Paternity Establishment Process

It is imperative that Nevada improve its paternity establishment rate. This is not only because establishing paternity leads to support orders and collections – more paternities mean more children will have legal fathers with whom they can interact and form a lifelong bond of love, trust and responsibility.

The program needs to increase its paternity establishment rate. Currently, Nevada establishes paternity for 66% of the children in the IV-D caseload who need paternity established. The national average is 87%. Nevada should develop a comprehensive approach to establishing paternity at hospitals through voluntary acknowledgments. This approach requires witnessed rather than notarized signatures, training for hospital personnel, up-to-date written materials for parents, and an outreach effort by both state and local child support staff to all birthing hospitals in the state.

For cases in which the parent wants a genetic test, the state should consider conducting the buccal (cheek) swab in the office or near a hearing room. The legislature should pass a statute making a genetic test result of 99.9% probability of paternity a conclusive rather than rebuttable presumption of paternity. This will lead to a determination of paternity based on a genetic test without need for a hearing. The subsequent support order can then be set quickly.

The state may want to review features of the Uniform Parentage Act to determine if there are some sections, including presumptions of parentage, which the state may want to adopt. The program should consider paternity outreach efforts at clinics as well.

ES 8. Using Administrative Process

Administrative procedures are used by just about every state, and administrative process by about one-third of the states. Administrative procedures allow for actions to be taken in cases to advance them to the collection stage, such as sending out administrative subpoenas and liens. Administrative process allows for administrative adjudication, which should save time and money without sacrificing fairness. Every party should have a right to elect that a court hears the case instead of an administrative hearing officer. Every party should have a right to a court appeal, on the record.

ES 9. Imaging Documents

By scanning/imaging incoming documents, and linking them through bar coding to cases, a case manager can call up a case with accompanying documents anywhere in the state at any time. No longer will the case manager have to go to the file room or ask a fellow worker if he or she has seen the file – the electronic version will be instantly available. This should save time and space. While it may be a while before all offices are paperless, it is appropriate to begin the process now.

ES 10. Replacing NOMADS

The last recommendation may be the one most clamored for by the case managers around the state – replace the statewide child support case management system – NOMADS. Since NOMADS won't be cost effective until next year, we delay this recommendation until the state can plan appropriately for the next generation of automation, case data cleanup and conversion. The financial case data in NOMADS are notoriously unreliable, causing individual financial audits for each case before a hearing. Two subsystems work in unison with NOMADS to overcome its limitations. The workarounds case managers use are elaborate, and the number of system fixes reflected in work tickets is high. The inefficiency of what is already a clearly out-dated system hurts productivity as much as any other case-processing deficiency. The good news is that replacement systems are cheaper and easier to implement than the legacy systems. Cognitive models using artificial intelligence will lead to predictive actions by the new system based on its own case data analysis. Replacing NOMADS would still be a very large undertaking, and should be done in conjunction with the regionalization and centralization, and if the state chooses, the statization of the program.

11. Funding Recommendation

Regarding funding, we recommend that the counties fund their share of the program while their offices are run locally by their District Attorney Office or in a consolidated Regional Office. The funding for the state IV-D related activities should be based on TANF retained collections routinely supplemented with an appropriate amount of general revenue funding. The supplemental amount will ensure that the program, with its heightened state responsibilities and uneven TANF retained collection history has sufficient funding to enact the recommendations and improve performance.

If a study concludes that in the long-term it makes sense to convert the program to a completely state-operated program, we recommend that the legislature consider the most appropriate funding options to transfer the fiscal responsibilities for the program entirely to the state. Not only would the state funding of the program increase and the county funding commensurately decrease, staff would be phased in as state employees as well.

Impact of Recommendations

We estimate that if Nevada implements the Top 10 recommendations, that the state will achieve the following positive results as shown in *Exhibit ES-5: Impact of the Top Ten Recommendations.*

Impact of Top Ten Recommendations on Incentives, Collections and Cost Savings	
Annual Impact on CSE Program, State Budget and Families	**One-year Estimate after Fully Implemented**
Increased Family Collections	$20,177,692
Increased State-retained Collections	$780,256
Increased Incentives	$937,752
Cost Savings** (excluding NOMADS replacement)***	$4,209,000

** Cost savings assume one FTE saving of $35,000, doubled for fringe and overhead, plus office space, utilities, telephony, equipment and furniture one-time and ongoing costs*

*** Annual Cost Savings do not include one-time equipment, furniture, telephony, etc., expenses of $1,100,000 of which the state pays 34%*

****Regarding a replacement CSE system, based on FL and NJ costs for their replacement systems, a very rough, proportionate estimate is $31.4 million amortized over 10 years, of which $10.78 million would be paid by the State.*

Exhibit ES-5: Impact of the Top Ten Recommendations.

We believe the recommendations will save over $5.3 million in salaries, fringe and overhead. We estimate a net of 66.5 FTEs could be freed up to work on greater performance, which in turn will increase collections for families and the taxpayers, plus improve the federal incentive total. An additional $1.2 million would be added in costs. This figure does not include the cost of the NOMADS replacement. A study to accurate determine the replacement cost for NOMADS is beyond the scope of this audit, but based on the Florida and New Jersey system replacement costs and their relative caseload size, we have proportionately estimated that the cost in today's dollars would be $31.4 million, which could be amortized over ten years. The state would pay $10.8 million of that amount over ten years and the federal government the rest if the new system plan is approved by the federal government. Please see *Appendix G: Incentive for Recommendations Table*, for more detail about the incentive, cost and collection impact of the recommendations and our supporting documentation.

Conclusion

These recommendations should bring Nevada to a leading position within the child support community. Nevada can move further into the upper echelon of state IV-D programs by taking advantage of the opportunities to redesign business practices based on best practices that leverage the next decade's artificial intelligence technology. Implementing the recommendations in this report, Nevada's children should receive superior service and more financial support than they currently receive as illustrated in *Exhibit ES-6: Change in Performance Indicators with Adoption of Top Ten Recommendations.*

Performance Impact of Top Ten Recommendations*					
Nevada Performance	**Paternities Established %**	**Orders Established %**	**Current Support Collected %**	**Paying Arrears Cases %**	**Cost-Effectiveness**
FY05	66.30	62.41	45.68	49.61	2.98
Top 10 Recs. Implemented	85.82	80.19	56.20	60.81	3.68

Exhibit ES-6: Change in Performance Indicators with Adoption of Top Ten Recommendations.

*****_The FY05 numbers are derived from the federal OCSE website; the Top 10 numbers are derived by estimating incentive impact of the implementation of each of the 10 recommendations, aggregating the increases and then taking 40% of the aggregate amount to take into account redundancies in impact of some parts of the recommendations and overall diminution in impact of all recommendations occurring simultaneously._

With the opportunity to replace NOMADS in the next 12 years, and perhaps make the program state-operated, another leap to the top may occur as business practices can be further redesigned based on best practices that will come to the fore that can take advantage of the next decade's artificial intelligence technology. With these recommendations in place, the Nevada's children should receive superior service and more support than they currently receive.

The implementation of the recommendations does more than save the child support program money and collect more support. It will tie the state program to the county operations much more closely than in the past, which will lead to a critical improvement in communication, benefiting the program as a whole. Most importantly, the recommendations will make the program much more customer friendly, as the goal will be to interact with both parents throughout a case's life in a professional, polite, timely, responsive and accurate manner.

If the major recommendations are not implemented, the program may continue to lag at the bottom of the state IV-D program performance list. A renewed charge to shape the program around customers and outcomes will invigorate a currently-compartmentalized program that is just beginning to stress greater state-county accountability in both directions.

DWSS COMMENTS

The Division of Welfare and Supportive Services (DWSS appreciates the efforts and analysis that has resulted in this audit. Although the agency concurs with many of the recommendations, there are areas in which there is disagreement. Initially, the responses to the first draft were made with reference to section numbers, where pertinent, or section titles and page numbers where section numbers were not utilized. In subsequent drafts of the report, section numbers, page numbers, etc. changed. Therefore, the response will be to each chapter of the report as there is inadequate time to appropriately cross reference.

The DWSS will respond to the top ten recommendations as presented in the Executive Summary and more specifically in the pertinent chapters of the audit.

LEAD RECOMMENDATIONS:

1. (a-c) Restructuring the Program

The DWSS agrees with the proposal to restructure the Child Support Enforcement Program through regionalization of offices. DWSS concurs the ultimate result of a restructure of the program should included what is referred to as "statization." However, the following counties disagree with the proposed restructuring of the program: Clark, Washoe, Carson City, Douglas, Lyon, Humboldt, Nye, Pershing, Churchill, Mineral and Lincoln.

2. Centralizing Case-processing and Call Center Functions

The DWSS generally agrees with the recommendation to centralize various functions. Steps have already been undertaken to address some of the proposals.

Providing Excellent Customer Service

The DWSS agrees with the recommendations contained in this section.

3. Measuring Performance

The Executive Summary presents the Nevada Child Support Enforcement Program should focus on performance rather than policy adherence. The audit fails to recognize that through policy adherence, the program maximizes its opportunity to achieve outcomes. It further appears certain conclusions are drawn regarding the concept of policy adherence without having the data or exploratory analysis done to reach those conclusions. The audit states child support leaders interviewed indicated the focus should be primarily on performance. The audit report does not provide a definition of policy adherence. Nevada defines policy adherence as a means to ensure every case is processed timely and accurately, ensuring equitable treatment of all customers, thereby maximizing the opportunity to achieve desired outcomes. Additionally, it includes adherence to timeframes mandated by Federal regulations and State law.

The DWSS continues to conduct annual Federal Self Assessment Reviews for each county operation in compliance with 45 CFR §308. The Federal Self Assessment Review is focused on the following performance outcomes: case closure; paternity establishment; enforcement of orders; disbursement of collections; securing & enforcing medical support orders, review & adjustment of orders; interstate services; and expedited process. State policy adherence serves as a blueprint for achieving federal performance outcomes. Both state policy adherence and federal performance outcomes are measured annually.

Prior to January 1, 2005, the various District Attorney's offices determined how they would monitor their office's performance and set their own priorities. In fact, prior to the new contract, the statewide program focus was on performance outcomes and Nevada declined in national performance rankings. During that time frame, Nevada was under penalty status for data reliability concerns. A new contract with the District Attorneys took effect January 1, 2005 which emphasized the State's authority over the Program. In early 2006, the DWSS adopted a process of management evaluations which included ensuring policy adherence. Since this new process of policy

adherence has been in effect for less than one year, the final results of Nevada's management evaluations and reviews and the impact on performance is yet to be determined. However, preliminary data indicates performance outcomes have improved, particularly in the area of paternity establishment, which has been a challenge for Nevada the past several years. In addition, Nevada passed data reliability in Federal Fiscal Year 2005, thereby ceasing the accruing penalties.

4. Improving Management Reporting

The DWSS agrees with the recommendations regarding development of additional management reports.

5. Strategic Planning

The DWSS agrees with this recommendation and has already developed an outline for a strategic plan.

6. Improving Training

The DWSS generally agrees with this recommendation and, given the limitations of available staff, resources and funding, has already taken steps to address this concern. However, DWSS disagrees with the comment "it appears most knowledge is gained on the job or through informal group discussions." Both Clark and Washoe counties have developed formal curriculum to train new staff and offered support to other jurisdictions.

IMPROVING CASE PROCESSING

1. Improving the Paternity Establishment Process

The DWSS agrees with the recommendations provided and has in fact previously taken action in various areas, including advancement of the hospital-based paternity program, the introduction of an on-line interface with the Office of Vital Statistics to access birth records, initiation of the buccal swab program, and working with the Office of Vital Statistics to allow witnessed rather than notarized acknowledgements of paternity. The DWSS would welcome legislation to create a conclusive presumption of paternity if genetic tests results indicate a 99.9% probability of paternity.

2. Using Administrative Process

The DWSS agrees with the recommendation that administrative procedures be utilized in favor of judicial process. Nevada has the ability to administratively serve subpoenas and liens. Currently, Nevada has a quasi-administrative process that requires Hearing Masters to make recommendations. The order is not final until reviewed and approved by a District Court Judge. It is believed it would be more cost effective and efficient to utilize administrative hearing offices with the opportunity to seek judicial review, rather than requiring all cases be reviewed by the Court. Such a change would require statutory changes.

3. Imaging Documents

The DWSS agrees with this recommendation and believes this recommendation will bring significant benefit to program performance. The DWSS has initiated some

preliminary software efforts towards this objective, but is delayed due to limited funding and resources.

4. Replacing NOMADS

The DWSS agrees with this recommendation, but would suggest that a feasibility study be conducted to determine the best method of replacement of NOMADS. The options may include: write a new application from scratch and convert; transfer a system from another State; purchases a customer off the shelf product and convert from old to new; or migrate NOMADS one module or business function at a time.

5. Funding Recommendations

The report lacks a methodology explaining how MAXIMUS arrived at these fiscal amounts. DWSS requests MAXIMUS provide information necessary to validate the estimates in the chart titled Impact of Top Ten Recommendations on Incentives, Collections and Cost Savings.

IMPACT OF RECOMMENDATIONS

The DWSS is unable to respond at this time as the dollar impacts have not been provided.

CONCLUSION

The DWSS concurs with many of the recommendations provided in the audit report. However, many steps have already been taken which have advanced Nevada's performance. The DWSS is hampered from being more aggressive in pursuing change due to current limits to funding and resource availability.

The report lacks a methodology explaining how MAXIMUS arrived at these performance indicators. DWSS requests MAXIMUS provide information necessary to validate the estimates in the chart titled Performance Impact of Top Ten Recommendations.

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[1] 42 U.S.C. § 651 et seq.

[2] U.S. Bureau of the Census, Department of Commerce, 2205 census data show that of 73 million children under 18. over 49 million lived with both parents, over 17 million live with their mother only, over 3 million live with their father only, and over 3 million live with neither parent, http://www.census.gov/population/socdemo/hh-fam/cps2005/tabC2-all.csv

[3] OCSE, Preliminary Annual Report to Congress, FY05 Unaudited Incentive Performance Scores, Table 10

[4] 25 states including Nevada use IV-D caseload standard – percentage of children in caseload from the prior year needing paternity established who had paternity established by end of the fiscal year; other states use percentage of children born out of wedlock statewide who have had their paternity established.

[5] MAXIMUS is a provider of outsourcing and consulting services in child support. The company committed at the start of the audit to solely evaluate the program based on our findings and best practices gleaned from around the country, and not to advocate without foundation any specific change that could favor outsourcing or MAXIMUS. We pledge to Nevada that nothing drafted within this report was written with a bias of tilting a recommendation towards a private sector or MAXIMUS solution to a problem. If outsourcing is the end result of a recommendation, it will be based on an independently-derived decision of the legislature.

[6] Appendix A of this report lists all the persons interviewed and Exhibit 29 lists the number of survey responses received.
[7] State of Nevada, Division of Welfare and Supportive Services
[8] Ibid.
[9] See Chart CCC in the Report, which shows the current functions performed by state staff.
[10] 42 U.S.C. §655 (a)(2)(C)
[11] 42 U.S.C. §658a
[12] Information received from Roger Mowbray, DWSS, September 2006
[13] Deficit Reduction Act of 2005, P.L. No. 109-171
[14] Information received from Roger Mowbray, DWSS, September 2006
[15] Federal Register: December 3, 2003 (Volume 68, Number 232), pp. 67676-67678
[16] Information received from Roger Mowbray, DWSS, September 2006

BACKGROUND

A. BACKGROUND

Background

Nevada's child support program employs 462 FTEs dedicated, hard-working individuals collecting support for Nevada's children. The key to the collective future success of the program is for child support staff at the state and local levels to work in unison, focus on performance, more efficiently use the tools already provided, and combine resources to take advantage of automated approaches that aid their efforts. This effort requires a change in the historic relationship between the state and the county employees who are part of the child support program, from one that is parochially-driven to support a worker's office's insular priorities to one that sustains statewide success and stresses individual and group performance.

Nevada has a child support program that was built for the 1970s, when Congress passed Title IV-D of the Social Security Act.[1] Congress required every state to operate a statewide child support program as a condition of federal funding for both the welfare and child support programs. At the time, Title IV-D was conceived primarily as a welfare reimbursement mechanism for states, recouping the states' share of welfare expenditures.

District Attorneys (DAs) had a significant role in child support before the passage of Title IV-D. The Uniform Reciprocal Enforcement of Support Act (URESA), first promulgated in the 1950s[2], required district attorneys to provide child support services in interstate cases. By the mid-1970s, every state had a version of URESA or its revised version. In Nevada, the DAs used URESA to prosecute cases where the parents lived in different states.

As an offshoot, Nevada evolved into a bifurcated program after Title IV-D was promulgated in 1975, with the state Program Area Offices (PAOs) performing child support functions to establish child support orders in welfare (now known as TANF) cases, and the DAs' offices performing enforcement functions for all cases and the intake and establishment functions for the non-welfare cases.

Initially, Nevada's caseload was a small percentage of non-welfare cases in the IV-D system. Congress originally paid for 75% of the administrative costs of the program, matched by a state or local share. The federal share of the administrative cost, FFP (Federal Financial Participation), was offered to the states if they, as a condition of receiving their IV-A (welfare) and IV-D funding, passed certain laws and met certain timeframes that added functional and procedural uniformity to state IV-D programs. Congress created the federal Office of Child Support Enforcement (OCSE) to oversee the state programs, and provide policy and technical guidance.

In the 1980s, Congress passed additional child support provisions to the IV-D program that expanded the enforcement powers of the state child support agency (and to those under contract to it, such as the DAs)[3]. Congress required states to add new tools such as income withholding, liens on real and personal property, and federal tax return refund offset, as a condition of continued federal funding. Administrative process and quasi-judicial process were emphasized. Presumptive guidelines to set support orders became applicable not only to IV-D cases, but to all cases (the non IV-D caseload consists of

private attorney and pro se cases). In the Family Support Act of 1988 (FSA) Congress required every state to have a statewide case-management system for its IV-D program (originally to be completed by 1995 and later extended to 1997). Congress reduced FFP to 66%, requiring states to match with state or local contributions totaling 34%. Many states partially funded their program with the state share of TANF reimbursement (which Nevada does today). Millions of dollars of federal incentives were available to states and were based on a percentage of collections, with non-welfare incentives capped at 115% of the welfare collection incentive amount.

In the 1990s, Congress again enhanced the program by requiring states to pass laws that added affidavit/acknowledgment paternity determination, administrative powers to order genetic testing, issue subpoenas and interstate liens (if perfected based upon local rules), and the freezing and seizing of assets, including bank accounts and other personal property. The Personal Responsibility and Work Opportunity and Responsibility Act of 1996 (PRWORA) revamped and block-granted the welfare program (changing the grant acronym from ADC/AFDC to TANF) yet prescribed more enumerated powers for the child support agencies. Every state had to have the new version of URESA, UIFSA (the Uniform Interstate Family Support Act), a centralized collection and disbursement unit, and immediate income withholding. States were also required to have statewide automated systems in place, with PRWORA-mandated enhancements, by October 1, 2000. Some states missed meeting the 1997 FSA deadline as well as the 2000 PRWORA enhancement deadline. Nevada received certification for both FSA and PRWORA requirements in May 2001. The rush to achieve certification for state systems often resulted in hurried development with insufficient testing and inadequate data cleanup during conversion from the legacy system to the certified system.

By the end of the 1990s, Congress revamped the funding structure and emphasis from a focus on timeframes and procedures to a focus on performance. The FFP rate remained at 66%, but the incentive formula was changed to reflect a state's success in program outcomes: paternity determination; order establishment; current support collected; cases with arrearages receiving payments; and, cost effectiveness. The Child Support Performance and Incentives Act of 1998 (CSPIA) included a transition period to the new incentive methodology, allowing states time to adjust their focus to performance results. See *Exhibit A-1: Key Federal Child Support Legislation Since 1975* below.

Key Child Support Legislation	Highlights
1975 – Passage of Title IV-D of the SSA (Public Law 63-457)	Start of the IV-D program, requiring states as a condition of federal funding for IV-A and IV-D to have a statewide CSE program and meet other requirements; creation of federal OCSE
1981 – Omnibus Budget Reconciliation Act of 1981 (Public Law 97-35)	Tax refund offset for welfare and non-welfare cases
1984 – Child Support Enforcement Amendments of 1984	Enforcement tools such as income withholding and liens
1986 – "Bradley Amendment"	Prohibition against retroactive modification and reducing a CSE past due debt to money judgment by operation of law

Exhibit A-1: Key Federal Child Support Legislation Since 1975.

Key Child Support Legislation	Highlights
1988 – Family Support Act of 1988	Statewide systems requirement, mandatory guidelines to set support amounts, immediate income withholding, review and adjustment protocols in IV-D cases
1992 – Omnibus Budget Reconciliation Act of 1992	Paternity acknowledgment and in-hospital paternity; federal criminal nonsupport
1996 – Personal Responsibility and Work Opportunity Reconciliation Act of 1996	Centralized collections, enhanced federal data matching for locate purposes, state central registries, UIFSA, administrative enforcement powers, additional systems requirements
1998 – Child Support Performance and Incentives Act of 1998	New incentive formula based on five performance categories
2006 – Deficit Reduction Act of 2006	Eliminating federal match for incentives, imposing a $25 annual fee for never-TANF cases, ordering health coverage against custodial parents as well as non-custodial parents, simplified distribution

Exhibit A-1: Key Federal Child Support Legislation Since 1975.

States henceforth competed for a set pot of incentive dollars that required states to maximize performance to receive a disproportionately greater share of the pot compared to the state's percentage of the national caseload. Thus, a high-performing state may receive more incentive dollars than a state with a similar caseload that was not performing at an equivalently-high level. Each state's baseline potential for its share of the incentive pool is based on collections: (TANF- and former-TANF case collections, which are doubled, and never TANF-case collections, are added together to form the *potential* incentive amount a state could receive). How well the state performs in the five performance categories leads to a determination of how much of the potential pool the state actually receives.

By the start of this century, the federal auditors were less interested in compliance with timeframes than they were in accurate data to determine how well a program was performing. Also, the OCSE National Strategic Plan, developed jointly with the state IV-D programs, focused on performance outcomes. Since PRWORA in 1996 and CSPIA in 1998, almost every child support program around the country has focused primarily on performance and secondarily on procedural and policy adherence. Nevada's current primary emphasis on policy adherence is the only known exception.

Today, the federal government oversees a Title IV-D program that collected $23 billion in FY05 in over 15.8 million cases. About 12 million cases had orders and 8.3 million cases had some collections. Nevada's program in FY05 collected and distributed over $115.5 million in 114,440 cases. OCSE today is emphasizing customer service, payment-delinquency prevention and early detection, and medical support enforcement (the latter may become a sixth incentive indicator in the next few years). Data mining and individual, unit, office and state performance accountability are being stressed by both the federal and state child support offices nationwide.

Methodology

MAXIMUS used the SURE (Scan, Understand, Recommend, and Execute) Methodology to conduct the research and analysis for this report.[4] SURE methodology in its detail can be found in our proposal in response to the Request for Proposal, October 24, 2005, issued by the Legislative Audit Bureau. At a high level, we **S**canned or gathered research data by requesting reports and other documentation and took every effort to gain a complete **U**nderstanding of the information provided. Based upon the information and data and our understanding, **R**ecommendations are made. The **E**xecution of the recommendations will be at the discretion of the state and the counties.

The findings and recommendations for this report are outlined in detail in each of the following chapters. A full list of all recommendations in this report can be found in *Appendix K: Recommendations.*

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[1] Title IV-D of the Social Security Act, 42 U.S.C. §651 et seq. (1975).

[2] The Uniform Reciprocal Enforcement of Support Act (1950, 1952, 1958) and the Revised Uniform Reciprocal Enforcement of Support Act (1968) were promulgated by the National Conference of Commissioners on Uniform State Laws. Eventually every state had a version of URESA/RURESA or its predecessor, the Uniform Support of Dependents Act. Nevada replaced its version of RURESA in 1997 with the Uniform Interstate Family Support Act (UIFSA), the successor to URESA/RURESA, *see* NEV REV. STAT. §§130.0902 – 130.802.

[3] The Child Support Enforcement Amendments of 1984, "Bradley Amendment" (1986), and the Family Support Act of 1988, 42 U.S.C. §651 et seq.

[4] MAXIMUS is a provider of outsourcing and consulting services in child support. The company committed at the start of the audit to solely evaluate the program based on our findings and best practices gleaned from around the country, and not to advocate without foundation any specific change that could favor outsourcing or MAXIMUS. We pledge to Nevada that nothing drafted within this report was written with a bias of tilting a recommendation towards a private sector or MAXIMUS solution to a problem. If outsourcing is the end result of a recommendation, it will be based on an independently-derived decision of the legislature.

PROPOSED RESTRUCTURING

B. Proposed Restructuring of the Nevada Child Support Program

Current Nevada Program Structure

State Structure and Staffing

The Nevada child support program is within the Department of Health and Human Services (DHHS), administered by Director Michael J. Willden. Within DHHS is the umbrella agency for child support, the Division of Welfare and Supportive Services (DWSS), headed by Administrator Nancy K. Ford. Within DWSS are several supportive functions such as technology, administration, personnel and program review.

Overseeing program operations for DWSS, and specifically the child support program, is the Deputy Administrator for Program and Field Operations, Gary Stagliano. Mr. Stagliano oversees field operations for the IV-A(TANF) program, the Food Stamp Program, the Child Care Program, Employment and Support Services Program, and the Child Support Enforcement Program (CSEP), along with other oversight responsibilities.

Louise Bush is the Chief of CSEP. Ms. Bush runs the program day-to-day as the chief. Ms. Bush oversees a staff of 19 at the Central Office (CO) working in Carson City and the Program Area Offices (PAO). The State Collection and Disbursement Unit (SCaDU) is overseen by Roger Mowbray, Deputy Administrator. Another 4 child-support paid staff work on the automated, integrated IV-A/IV-D system, NOMADS. These 80 state employees are supplemented by 17 staff assigned to two customer service units, financial accounting, and quality assurance, etc., totaling 97 state FTEs paid by the child support program.

The other 364.95 child support workers are employed by the counties, specifically in the DA Offices in 12 counties. Clark County DA Office has 244.20 FTEs, Washoe County DA Office has 63 FTEs, and the other 10 DAs have a total of 57.75 FTEs. See *Exhibit B-1: Current DWSS Organizational Chart* below.

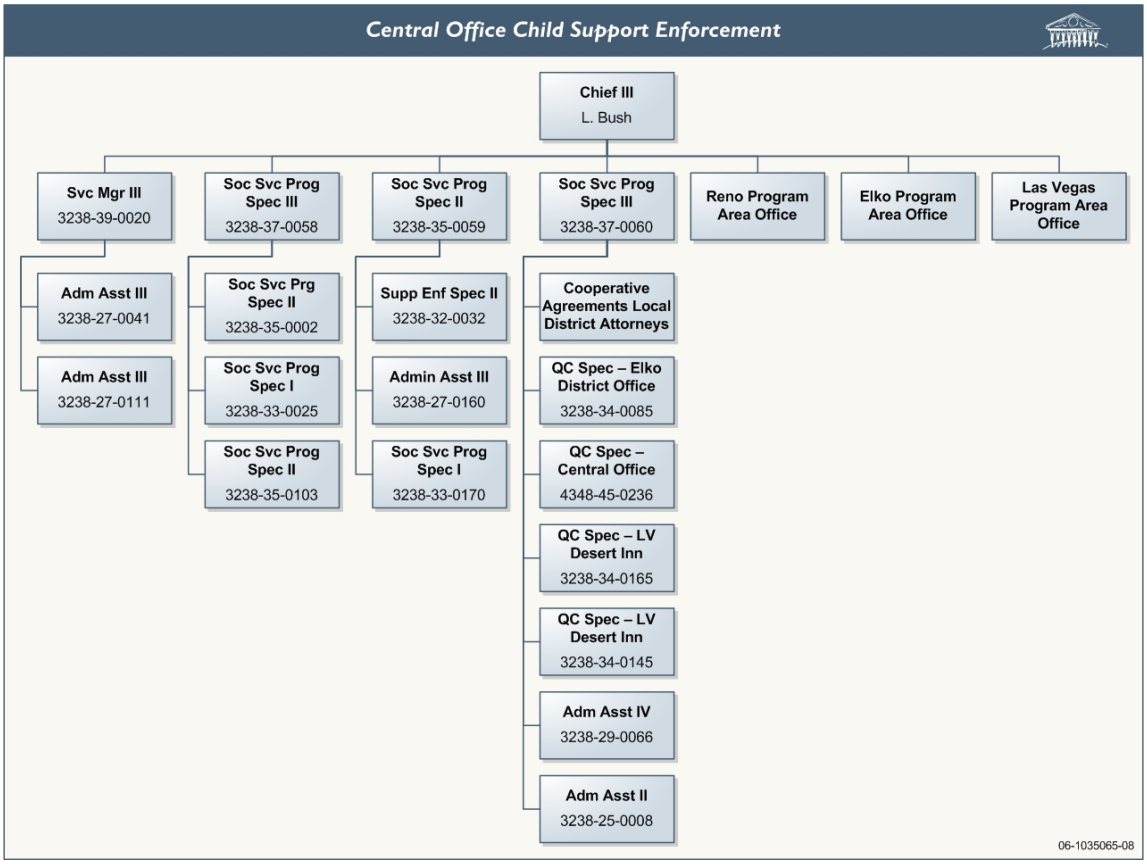


Exhibit B-1: Current DWSS Organizational Chart.

Local Structure and Staffing

The DA offices provide services for all non-welfare (known as never-TANF cases) from intake through enforcement. They also provide enforcement services for the TANF and former-TANF cases. Former TANF cases are automatically retained in the IV-D caseload unless the case is closed based on federal criteria for case closure.

See *Exhibit B-2: Basic Case Process Flow – General Chart 1* and *Exhibit B-3: Basic Case Process Flow – General Chart 2* below.

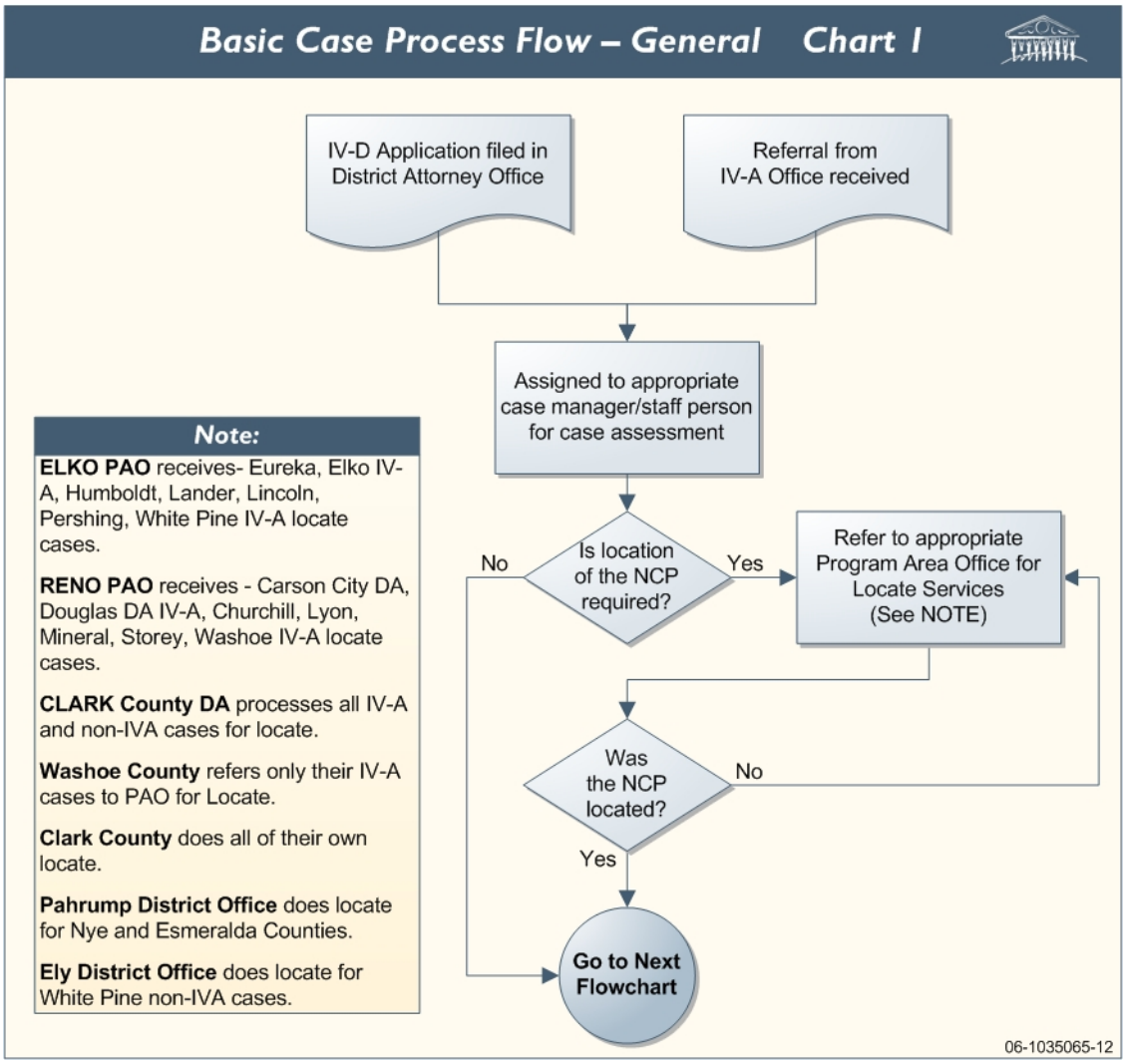


Exhibit B-2: Basic Case Process Flow – General Chart 1.

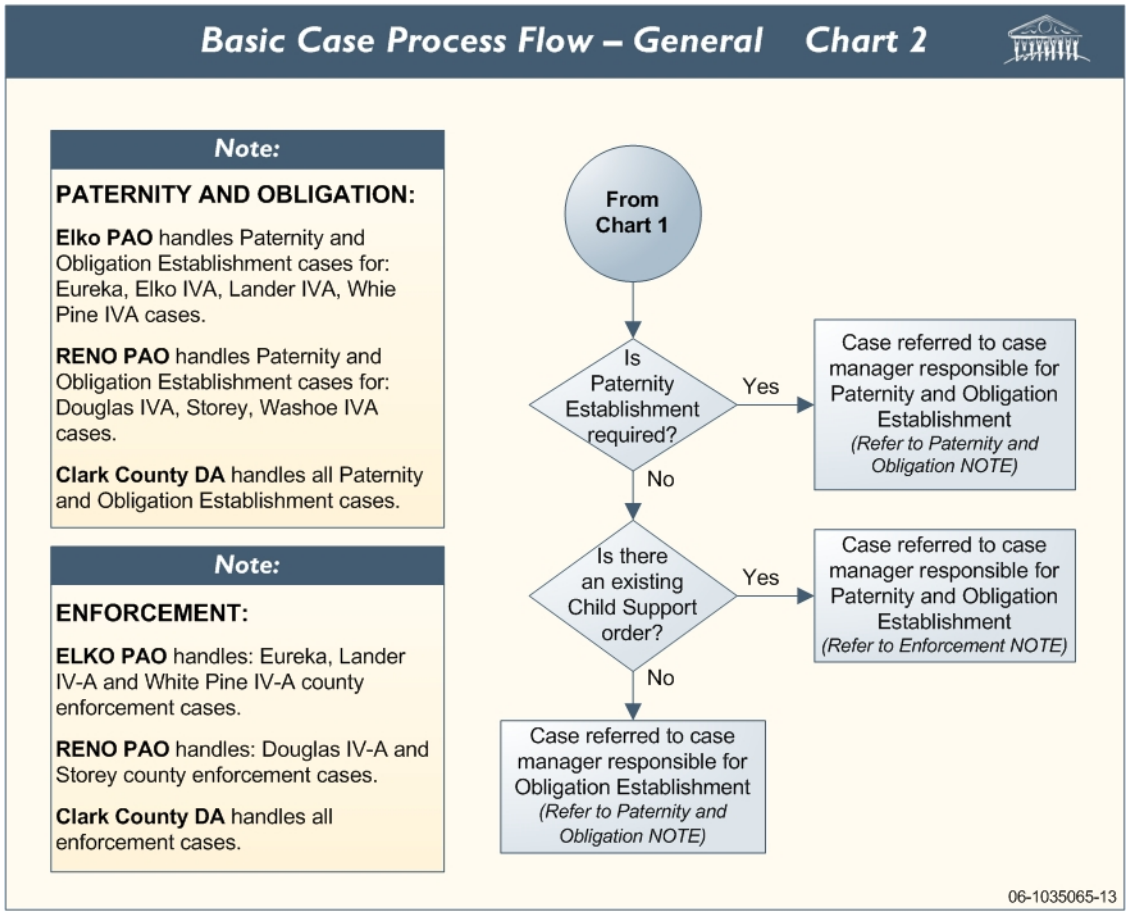


Exhibit B-3: Basic Case Process Flow – General Chart 2.

If a DA Office case manager has a TANF case with an order, but needs locate assistance (e.g., cannot find the Non-custodial Parent (NCP)), the case is transferred to the PAO, where the case originated, so that the PAO can perform locate services. The case is then transferred for a second time to the DA office for enforcement. A hard-copy case file is retained in each office, while the case is tracked on NOMADS. A case that starts out as a non-welfare case in the DA's office stays there if the parent goes on welfare, as long as a support order is in place at the time the parent applies for TANF. If there is no order, then the case is transferred to the PAO for support order establishment. See *Exhibit B-4: Current FTE Count* below.

State/DA	Office	#FTEs
S	CO Operations (includes 4 QC staff)	19
S	Customer Svce	3
S	IS	4
S	CO I&R	1
TOTAL Central Office FTEs		27
S	Elko PAO	4
S	Reno PAO	23
TOTAL PAO FTEs		27
S	White Pine DO	1
S	Henderson DO	1
S	Pahrump DO	1
S	Flamingo DO	1
S	Belrose DO	1
S	Nellis DO	1
S	Owens DO	1
S	Owens I&R	2
S	Reno DO	1
S	LV Desert Inn	3
S	Clark DA	7
S	SCaDU	22
S	S PDC	1
TOTAL Field Office FTEs		43
D	Carson City	9.55
D	Churchill	8.41
D	Clark	244.20
D	Douglas	6.90

D	Elko	8.20
D	Esmeralda	0
D	Eureka	0
D	Humboldt	5.50
D	Lincoln	1
D	Lyon	8.30
D	Mineral	1.40
D	Nye	6.10
D	Pershing	2.39
D	Storey	0
D	Washoe	63
TOTAL DA FTEs		364.95
GRAND TOTAL		461.95

Exhibit B-4: Current FTE Count.[1]

Nevada's state and local child support staff include 461.95 FTE employees, based on numbers provided by the state. Ninety-seven work for the state (Central Child Support Program Office, Information Technology, Program Area Offices, and the State Collection and Disbursement Unit (SCaDU), and 364.95 work for 12 District Attorney Offices (plus seven state FTEs assigned to Clark DA).

In two counties, Eureka and Esmeralda, the PAO provides services for only a functional portion of their cases respectively. The White Pine cases are split between an individual assigned to the White Pine DO (non-TANF cases) and the Elko PAO (TANF cases). The Clark County DA's Office, which began providing services for all the PAO functions in 2002, has 244.20 county FTE plus 7 state FTEs (some state FTE positions are unfilled and may be taken back by the state), Washoe DA's Office has 63 FTEs, and the Reno PAO has 23 FTEs.

Other DA offices have between one and seven FTEs for a total of 45 FTEs. Nevada has a staff to caseload ratio of one FTE for every 264.9 cases. The FY05 national average was one FTE for every 259.8 cases. See *Exhibit B-5: Nevada Jurisdictional Caseload* below.

Nevada Jurisdictional Caseload - 7/06		
Office	**Caseload**	**% of State**
Carson DA	2,504	2.14%
Churchill DA	1,501	1.29%

Nevada Jurisdictional Caseload - 7/06		
Office	**Caseload**	**% of State**
Clark DA	82,723	70.85%
Douglas DA	773	0.66%
Elko DA	2,502	2.14%
Humboldt DA	1,301	1.11%
Lincoln DA	175	0.15%
Lyon DA	2,005	1.71%
Mineral DA	619	0.53%
Nye DA	2,305	1.97%
Pershing DA	339	0.29%
Storey DA	21	0.02%
Washoe DA	13,931	11.93%
Ely CSE	330	0.28%
Reno PAO	4,531	3.88%
Elko PAO	786	0.67%
Pahrump	280	0.24%
NSWD Central Office	126	0.10%
Total	116,752	
Source: NV DWSS website - July 06 caseload		

Exhibit B-5: Nevada Jurisdictional Caseload.

Funding

Child support program funding is a combination of state, federal and county funds. The federal government matches state or local contributions with Federal Financial Participation (FFP) at a rate of 66 cents for every 34 cents in state or local contribution towards the administration of the program.[2] Additionally, the federal government provides incentives to all the state child support programs.[3] While Nevada does not have a final number for its federal incentives for SFY05, the state received $1.355 million in SFY04, which is then matched with $2.63 million in additional FFP.[4] Beginning with FY08, the federal government will no longer provide an FFP match on federal incentives to states, meaning a $2-3 million loss to the Nevada program.[5] Nevada should be earning more incentives, based on higher performance and collections.

The counties appropriated $9.55 million, matched by $19.10 million in FFP.[6] This coupled with the federal incentive and its FFP match supports the DA offices and the lion's share of the casework costs.

The state retains a share of support payments collected from the NCP for welfare recipients. As a condition of receiving welfare (known as Temporary Assistance for Needy Families or TANF or the IV-A program), the recipient assigns rights to current support to the state. Child support collected for current welfare recipients (and some money from former welfare recipients) is divided between the federal and state governments based on the FMAP (Federal Medical Assistance Percentage) rate.[7] In FY05, the amount was 55.9%, so the state retained 44.1 cents and the federal government received 55.9 cents of each welfare reimbursement dollar collected. This state-retained amount, $3.17 million,[8] supports the state IV-D activities (administration, SCaDU, PAOs, etc), and is matched with $5.11 million in FFP. See *Exhibit B-6: Nevada Estimated FY2005 Revenue* below.

NEVADA IV-D ACTUAL REVENUE FOR SFY2005			**(in millions)**			
	PER DWSS AS REVISED ON 10/30/06					
State Budget Code	3228	3233	3238	3239	COUNTY ADMIN	TOTAL
TANF State Retained Share			3.17			3.17
FFP match to state retained share			5.11			5.11
State appropriation	2.82	0.03				2.85
FFP match to state appropriation	5.64	0.06				5.70
Total State Operations	8.46	.09	8.28			16.83
Federal Incentives to counties				TBD*		-
FFP match for incentives				TBD*		-
County Admin share					9.55	9.55
FFP match for County Admin				19.10		19.10
Total County Operations				19.10	9.55	28.65
Total IV-D Budget	$8.46	$.09	$8.28	$ 19.10	$9.55	$45.48
BUDGET FOR COUNTY DAs			(in millions)			

Exhibit B-6: Nevada Estimated FY2005 Revenue.

NEVADA IV-D ACTUAL REVENUE FOR SFY2005			(in millions)			
	PER DWSS AS REVISED ON 10/30/06					
State Budget Code	3228	3233	3238	3239	COUNTY ADMIN**	TOTAL**
Clark				13.10	6.55	19.65
Washoe				3.60	1.80	5.40
Elko				0.29	0.15	0.44
Carson City				0.37	0.19	0.56
Other Counties				1.74	0.87	2.61
County Totals	$ -	$ -	$ -	$19.10	$ 9.56	$28.66

Exhibit B-6: Nevada Estimated FY2005 Revenue. Cont.

Notes:

A. 3228 = Welfare Administration. Primarily captures costs associated with system development and maintenance (including NOMADS) as well as Child Support's share of general administrative costs in accordance with the Division's federally approved cost allocation plan.

B. 3233 = Field Services. This budget account funds the staff responsible for determining eligibility for most public assistance programs administered by DWSS. A small amount (less than .2%) Includes costs allocable to the Child Support program in accordance with the Division's federally approved cost allocation plan.

C. 3238 = This budget account funds the State's Child Support Operations including SCaDU.

D. 3239 = Federal Reimbursement. This budget account is used to pass through federal funds to District Attorneys' offices for the federal share of child support costs and incentive payments.

E. The most recently received incentive award was for FFY2004 in the amount of $1,355,443 and was issued on October 28, 2005. The two previous awards were $1,293,543 for FEY 2003 and $856,400 for FFY 2002.

* TBD – To Be Determined – as of October 30, 2006, DWSS did not have a final figure for federal incentives and their federal match dollar value

** Numbers for county administration and total are rounded off

Exhibit B-6: Nevada Estimated FY2005 Revenue (continued).

Regarding funding, we recommend that the counties fund their share of the program while their offices are run locally by their District Attorney Office or consolidated Regional Office. The funding for the state IV-D related activities should be based on TANF retained collections routinely supplemented with an appropriate amount of general revenue funding. The supplemental amount will ensure that the program, with its heightened state responsibilities and uneven TANF retained collection history has sufficient funding to enact the recommendations and improve performance.

If a study concludes that in the long-term it makes sense to convert the program to a completely state-operated program, we recommend that the legislature consider the most appropriate funding options to transfer the fiscal responsibilities for the program entirely to the state. Not only would the state funding of the program increase and the county funding commensurately decrease, staff would be phased in as state employees as well.

In March 2006, the President signed the Deficit Reduction Act (DRA) into law, which included the Reauthorization of the TANF program that was begun in PRWORA. Congress also added changes to the child support program, including a change in funding. States can no longer match their federal incentive dollars with FFP. With $450 million in incentives in FYO5, states could match that with an additional $900 million in FFP in the $5.3 billion program. Starting in October 2007, states (and counties in states that require county contribution for the cost of the administration of the program) must either absorb the loss in funding or find one-third of the lost match in appropriated funding (one-third of the lost FFP incentive match, if appropriated, can in turn generate a two-thirds match and make a program whole). In Nevada, with incentives given to the counties that have in turn matched with FFP, the counties will have to appropriate one-third of the lost share of their incentive-matching FFP to become whole. The FY08 incentive-FFP match loss to Nevada is estimated to be about $5 million, requiring counties to raise an extra $1.6 million to stay even.

The current funding structure produces several effects:

- First, without the state central operations sharing in the incentive dollars, the state bears no direct fiscal impact of the state's performance as measured by the federal incentive categories. The counties bear the benefits or detriments associated with performing at a high or low level. The DRA's negative financial impact beginning in FY08 also hits the counties' and not the state's budget.
- Second, since the state's budget for the state-run aspects of the child support program relies on collection of money owed to the state, and that money being matched with FFP, the state relies on the counties' performance in collection of TANF debt owed to the state. This amount has been relatively flat over the last few years since the sharp decline in the welfare caseload occurred after the implementation of the PRWORA TANF provisions starting in 1996. Each dollar recouped for the state leads to about two dollars in additional program funding through matching FFP. The new stringent work requirements for TANF recipients may lower the TANF rolls, which could lead to fewer dollars available to the state-run functions unless steps are taken to maintain recoupment through greater collection focus on the current-TANF cases.
- Third, since the IV-D program has only 97 state employees compared to hundreds of public-assistance state employees, there is a perception that DWSS gives IV-D secondary attention. For instance, the public assistance program has a state training academy and IV-D does not. Our findings show that IV-D has taken a

backseat to public assistance, which in many ways turns welfare reform on its head. Since 1996, programs of self sufficiency such as child support drive welfare reform rather than traditional money-providing programs, such as the IV-A TANF eligibility program.

- Fourth, since the state does not rely on targeted program appropriations, there may be less scrutiny of the budget and expenditures of the program, since there is not a need for new appropriations every biennium. The TANF recoupment funds the child support program with its FFP match, the counties fund the bulk of the casework for the program with county appropriations matched with FFP and federal incentives, matched (for now) with FFP. This may have the consequence of the Legislature placing less attention on the child support program.
- Fifth, with independent funding, there is a limited sense of interdependency. The DAs should collect TANF reimbursement to support state funding and the state should maximize incentives for the DAs. This is a major problem, which is at the root of the endemic malaise in the program. As of September 2006, the state has no plans for assisting the DAs to replace the loss of matching FFP to incentives that would have gone to the DAs. Mutual responsibility and accountability must become the foundation of the new program.

Performance Measures

We believe emphasis on and measurement of policy adherence rather than performance will limit the potential for maximizing success. Since Nevada has not done well in the incentive performance categories historically when compared to other states, Nevada needs to go beyond the recently-implemented policy adherence measurement of local programs and implement program performance measurements as the primary measure of local office success. This is not to suggest that following policy is unimportant, but that the focus of a case manager on a daily basis must be to produce results. All cases should be worked to their potential, which in most cases should mean collection status. It is this unwavering goal that should be the primary guide of the program.

In each of the five performance categories, Nevada is in the bottom eight of the nation's 54 non-tribal IV-D jurisdictions (the 50 states, the District of Columbia, Guam, the Virgin Islands and Puerto Rico). Among the 50 states only, Nevada is 49th, 45th, 49th, 48th and 47th in the five categories. See *Exhibit B-7: Nevada's Performance in the Five Incentive Categories* below

Category	Nevada Performance	NV Rank Compared to 54 Jurisdictions	NV Rank Compared to 50 States	National Average	Performance Level Maximizing Incentives
Paternity Establishment %	66.3*	53	49	87.57	80%**
Cases w/ Support Orders %	62.41	46	45	75.87	80%
% of Current Support Collected	45.68	53	49	59.91	80%
% of Arrears Cases w/ Payments	49.6	51	48	60.04	80%
Cost-effectiveness Ratio	2.98	50	47	4.58	5.00
* 25 states use IV-D caseload standard - % of children in caseload from the prior year needing paternity established					
who had paternity est. by end of FY; other states use % of children born out of wedlock statewide with paternity est.					
** while the incentive maximization for paternity is 80%, states must reach 90% or incrementally improve to 90% goal to avoid penalties					
(source: OCSE website - Unaudited Performance Incentive Scores, FY 2005					

Exhibit B-7: Nevada's Performance in the Five Incentive Categories.

To increase the state performance overall requires raising the numbers in Clark (71%), Washoe (12%), Elko (2%) , Lyon (2%) and Nye (2%) Counties' DA offices, Carson City (2%) DA office and Reno PAO (4%). These offices have 95% of the caseload. Clark and Washoe DA offices and the Reno PAO alone account for 87% of the caseload.

While it is important that every Nevadan receive the best child support services possible, to lift Nevada from the depths of performance measurements requires addressing performance issues in the Clark County DA Office and in the Washoe County DA office and its sister agency, the Reno PAO. Recommendations throughout the report address steps that can be taken to improve the performance in the two most populous counties.

With a too-detached, public assistance-focused DWSS, counties struggling to find the solution to performance deficiencies, and at the same time meet the policy adherence standards the state requires, Nevada needs a solution that will focus on the IV-D program at all levels, and provide counties with support from the state in a comprehensive, positive way. Centralizing some functions should remove some casework burdens from county staff and offer the advantages of uniformity,

automation and economies of scale. At the same time, county leaders need to ensure that the resources paid for by IV-D funding are allocated appropriately to maximize performance.

Customer Service

Based on customer survey feedback, a review of the communication network, observations, and our interviews, it appears that a statewide approach to customer service is warranted. The state should have one central CSE call center, preferably in Las Vegas. The call center will handle all basic calls through the interactive Voice Response Unit (VRU), and offer concise, polite and clear answers by a sufficiently trained and staffed customer service unit. Relatively few calls will be routed to the case manager if the call center is run well, based on the experiences of other states.

Findings and Recommendations

Nevada's CSEP needs immediate reform and a new management style at both the state and local levels that emphasizes cooperation, accountability, innovation and commitment of the right resources to solve problems. See *Exhibit B-8: Major Issues Facing the IV-D Program* below.

Issue	Current Situation	Recommended Solution
State focus on IV-D	Few IV-D experts, lower priority than public assistance	Greater state tie to casework, high-level commitment to the program and centralization of certain case processing functions; built-in communication improvement through more casework interdependencies.
Performance	Low performance on federal incentive measures	Focus on performance improvement at state, local, team and individual level rather than policy adherence
Resource Allocation	State has too few experts; counties are not efficient with resources	State adds subject matter experts, centralizes common functions; counties focus less on investigator / attorney-driven process and more on core casework; realign resources for greater efficiency to serve rural Nevadans
Customer Service (CS)	Patchwork of irregular CS	Regional or statewide call center to improve response time, satisfaction, and accuracy
CSE System	Unreliable data and system workarounds prevail	New system in the long term; in the short term, clean up financial data, work the system-fix priorities for CSE

Exhibit B-8: Major Issues Facing the IV-D Program.

Future Operations Structure

We reviewed several possible ways to restructure the program. Some of the issues we considered were:

- Noting the difference in salaries between state workers and some county workers
- Ensuring good customer service and casework for rural Nevadans
- Acknowledging the current funding structure and problems associated with radical restructuring of funding responsibilities

- Acknowledging the population growth and dominance of Clark County while ensuring the rest of the state's needs are addressed
- Acknowledging the current Clark County changes made as a result of a recent county-paid study, and the early indications of little impact on performance
- Reconciling the inherent inefficiencies in the DA office and PAO bifurcation of the child support program
- Attracting enough high-level child support talent to live in or near Carson City
- Dealing with a user-unfriendly system that creates more problems than it solves

These considerations led us to believe that unless the state and the counties were willing to engage a discussion about the loss of local control of the CSEP, and state funding rather than county funding for the program, the solution has to be based on county-funded case-processing for the core functions. While a state-financed and operated solution may be the most efficient, there are alternatives that we offer that allow a meaningful reform within the current funding parameters.

Recommendation 1 – Option A – Three County-run Regional Offices (ES 1)

Nevada should restructure its program by combining the local offices into three regional offices funded by pooled county contributions (pooled statewide or by region) and eliminating the PAOs (legislation needed, policy changes, operational changes, systems changes). See *Exhibit B-9: Nevada Map of the Three Regional Offices* below.

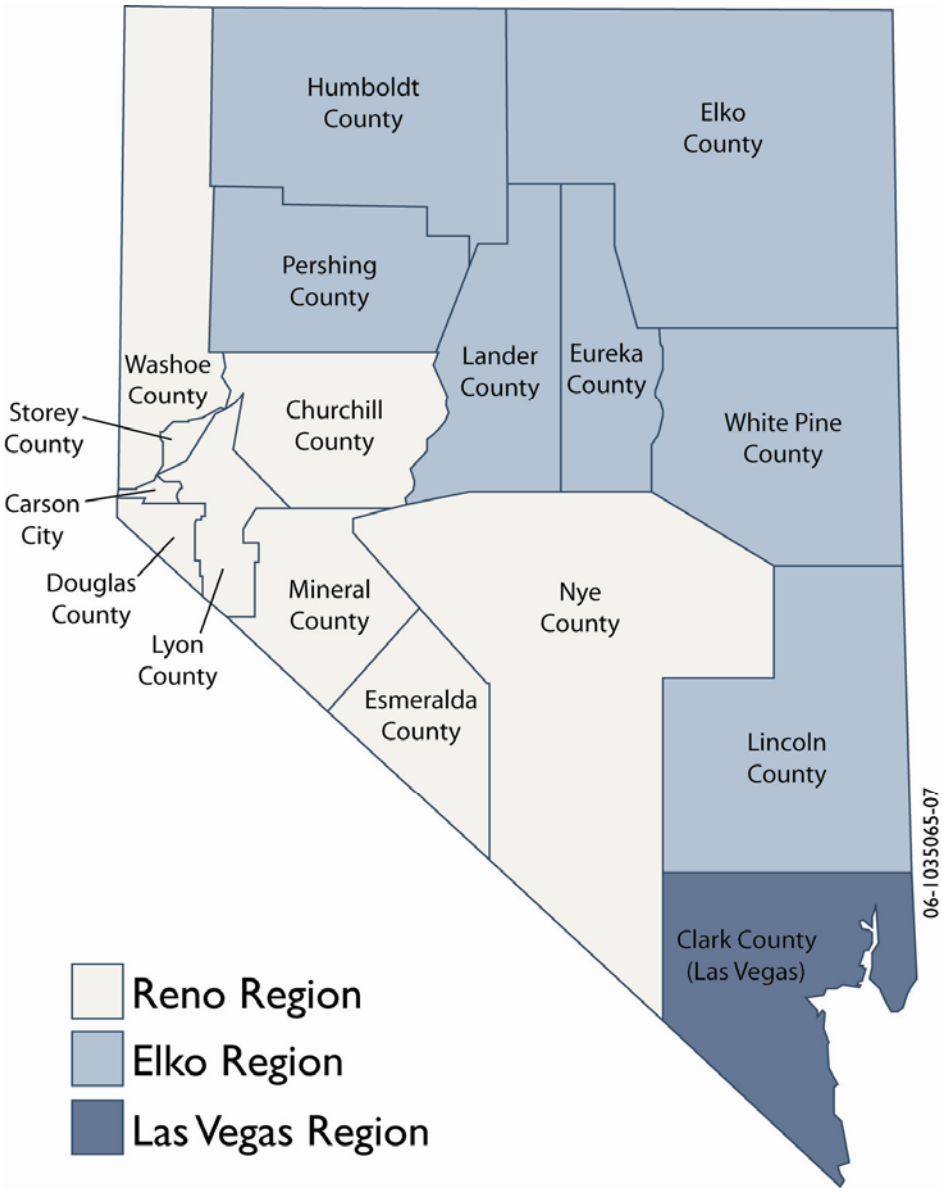


Exhibit B-9: Nevada Map of the Three Regional Offices.

Our first recommendation is for the legislature to require counties to pool their resources to make the overall program more efficient. By operating three regional offices in Las Vegas, Reno and Elko, economies of scale, co-location of expertise and specialization should produce benefits for the state in general and especially for the rural counties, where resources would be combined. We recommend the abolition of the 1970s vestige PAOs, and to merge all those cases with the regional office caseloads. Nevada could pilot the Reno Regional Office with surrounding counties and their PAOs, or begin with the pooling of county resources in Elko and the Elko PAO. Clark County, as the stand-alone Las Vegas Regional Office could also be formed with little realignment other than a suggested independence from the DA's Office.

The three regional offices would receive funding from the counties that they serve, but would no longer be directly under the District Attorneys. The three-regional offices would be stand-alone agencies, run by a leadership team elected or appointed by the participating counties through the county leadership structure. One county-paid manager would be the Regional Office Manager (ROM), serving at the pleasure of the counties, with the caveat that the state approves the person appointed to the position. Due to historic funding differences at the local level and the relatively expensive cost of running a very small child support office, the counties can either pool their funding to finance their own regional program or pool their money statewide to offset some current caseload imbalances among the three proposed regional offices we are proposing. Each county would have to maintain its current funding level (Maintenance of Effort or MOE), increased based on future child support needs and economic variables such as inflation, unemployment, population growth or shrinkage, or recession.

Nevada's Uniqueness

Nevada is unlike any other state. One county dominates the caseload statistics with 71% of the caseload, with another county making up almost half of the rest of the cases. There are three demographic groups that naturally combine into three separate regional offices that will be able to address the special situations facing the counties in each of the regions.

The northern and eastern rural counties could share resources with the universally recognized model program, Elko County. Elko County DA Office's child support program is by acclamation considered to be the best-run child support office. The staff works efficiently and cooperatively, working toward the program's goals and making adjustments to meet them.. Having the northern and eastern rural counties run their program from the Elko office should lead to an easier transfer of the admirable Elko approach to the other workers. The obvious downside is the distance between the customer and the office for counties heretofore served by a county-located staff. While not a perfect solution, biweekly or monthly circuit riding to every county will allow local face-to-face interaction and document reviewing and copying. For all other communication, there is the phone, email, regular mail, and

fax. Rural communities have long learned how to deal with long distances for services and this office should be able to address this adaptable demographic well.

The Reno area, which includes all of Washoe County, Carson City, and the western counties will have a mixed demographic of some urban, some suburban and some rural citizens. Cases from Reno and Carson City and their suburbs would make up a large majority of the regional caseload.

The third region has all the Clark County cases, about 70% of the state caseload. While we have some concern about the unbalanced caseload of the three regions, with Clark County having the lion's share, we feel it makes sense to leave Clark County intact as one regional office.

State Assistance to the Regional Offices

The state will support the core functions of the regional office through staff that work in the regional offices as well as centrally. The state staff in the regional office will include the Regional Administrator (RA), who has primary responsibility for carrying out the state performance goals at the regional level. The RA should be assisted by a state Quality Assurance (QA) Specialist and a state Trainer. The QA Specialist will constantly monitor performance and provide data mining analysis about the regional office's strengths and weaknesses at the office, unit and individual levels. The Trainer will offer onsite training for all new employees and for existing employees who need to refresh their knowledge in various areas.

In Carson City, the state should have additional support for the IV-D director. The director should have three deputies to assist with the oversight of the regions and central operations, policy and QA/reporting and program financials.

The state should centralize certain operations, including:

- The SCaDU
- Centralized call center and VRU
- Dedicated state parent locator specialists for intrastate and interstate cases
- Interstate central registry for incoming and outgoing cases, using the QUICK technology developed for the electronic transfer of data from statewide child support systems
- Central lien repository
- Employer data base repository and worker follow-up with non-complying employers regarding Income Withholding Orders (IWOs) and National Medical Support Notices (NMSNs)
- Third-party data base match processing (FIDM, CSLN, licenses, SESA, FPLS)
- A liaison with all Nevada bases, airfields and stations to ensure military cases are worked appropriately

See *Exhibit B-10: Restructured DWSS Central Office* below.

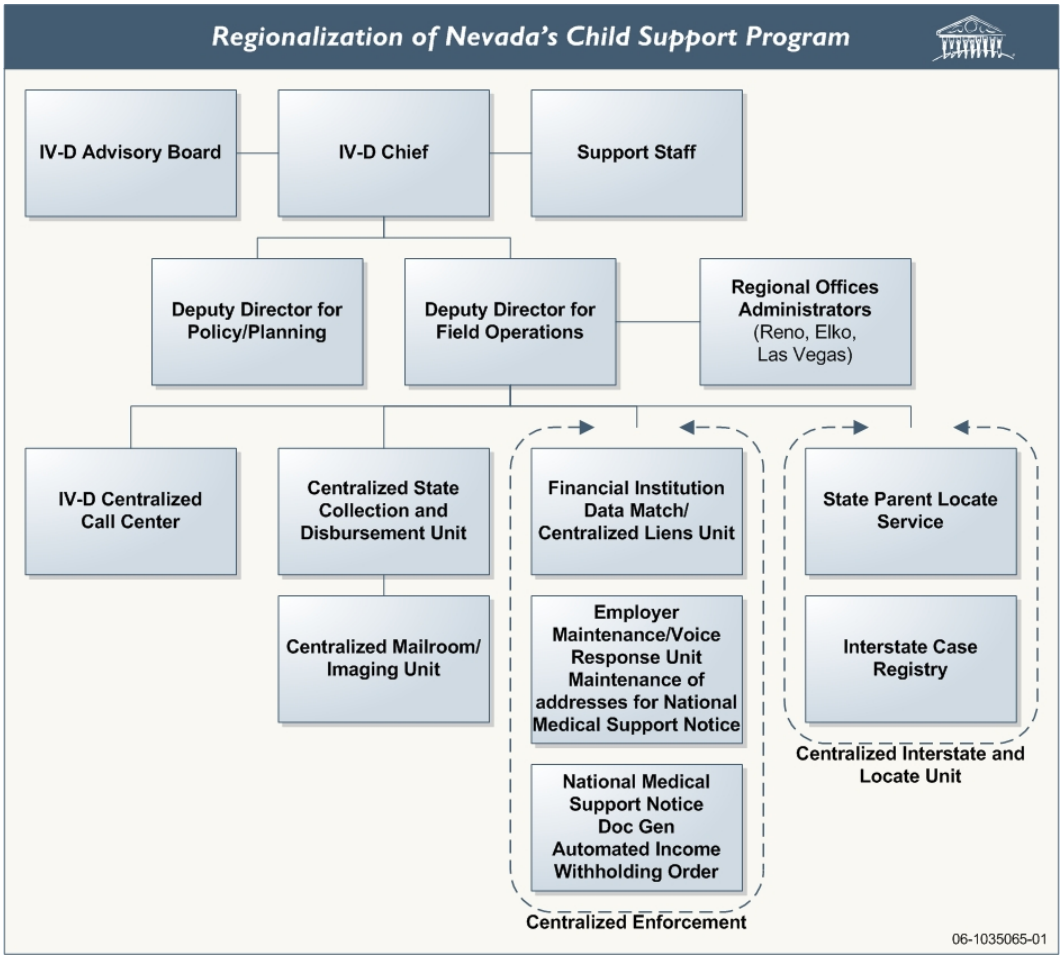


Exhibit B-10: Restructured DWSS Central Office.

See *Exhibit B-11: Central Office Policy/Planning Unit* below.

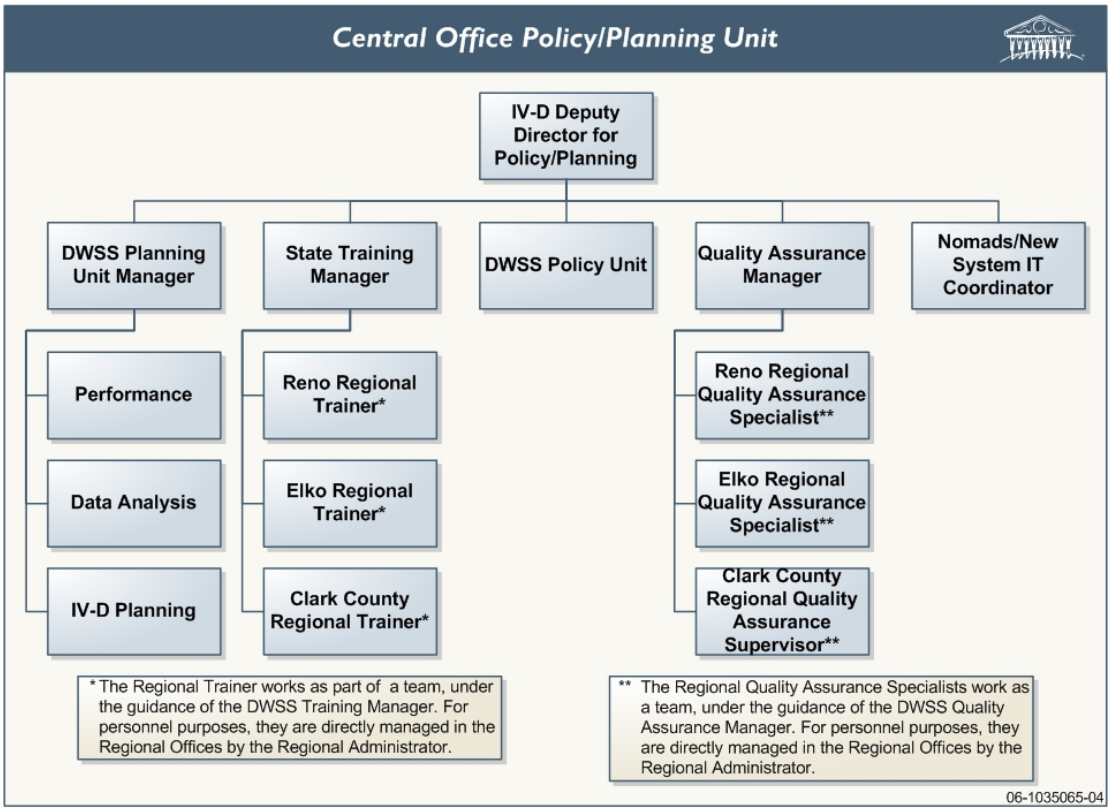


Exhibit B-11: Central Office Policy/Planning Unit.

Case-Processing

The regional offices would co-locate IV-D staff at DOs with the understanding that IV-D staff interview applicants for IV-A and Medicaid-only services at the time of application. These co-located IV-D staff would fall under the supervision of the RA with the exception of Clark County. In Clark County, there would be a need for an Assistant RA who would handle supervision of any IV-D staff co-located in a District office. Once the IV-D case manager obtains enough IV-D information to signify cooperation with the IV-D program, the public assistance agency can process the application and the IV-D regional office can open a case and start working it. For IV-D applicants who do not apply for means-tested benefits, the application should be able to be done through an interactive website, in person or by mail. Circuit riders to each county will periodically ensure that there is a person to see face-to-face in every county for the purposes of intake/information gathering and document sharing.

The regional offices will establish paternity through two enhanced programs:

- Acknowledgment in cases in which there is no legally-presumed father and the parents express no doubt about the father of the child
- Administratively-ordered genetic testing for all other cases

Acknowledgment programs in every birthing hospital should be enhanced by setting as a goal the daily opportunity for parents to acknowledge paternity by affidavit in front of trained hospital staff. Any requirements for a notary should be changed to a witnessed document requirement and an affirmation to the truth of the matters stated in the affidavit under the penalty of perjury. Ordering genetic testing administratively should save time. Workers should be able to take samples through buccal swabs after training by the state's genetic testing vendor. Once the test results come back, if the alleged father has a 99.9% or greater probability that he is the father, the results should lead to a conclusive presumption of paternity unless the alleged father objects within a short period of time. These steps eliminate court delays and make the paternity cases ready for the establishment of the financial and medical support order. Contested cases should be heard by the hearing masters.

In cases in which paternity is no longer at issue, the amount of support should be established administratively using the state child support guidelines. The income information may come from the NCP's employer, the NCP and/or CP and other automated sources of financial information including the state employment security data and federal 1099 data. If there is an objection to the administrative order, then the objecting party may have a hearing before a hearing master.

Once the order is set, an Income Withholding Order (IWO) and a National Medical Support Notice (NMSN) are sent to the employer based on updated addresses in an employer repository. Federal tax offset and lien imposition (using the state child support lien registry) should automatically occur if there are arrearages of a certain amount.

Additional automated efforts done centrally by the state include matching, freezing and seizing financial institution accounts (FIDM) and workers' compensation and personal injury settlements. If monitoring reveals a need for additional enforcement, driver's and occupational license revocation and suspension notices should go out when an arrearage threshold is met, giving the licensed NCP time to object and/or to engage in payback arrangement discussions. If there is no objection or the NCP does not win at the hearing level, the license is suspended until a payment plan is put into place and the suspension is released. Automatically reporting arrears to credit bureaus and looking for fraudulent conveyances are two other tools to use for the self-employed. Contempt is available as a last resort.

If income changes or a child emancipates, an easy self-guided review and adjustment procedure for both parents should be put into place. Because of the Bradley Amendment's prohibition against retroactive modification, it is imperative for fairness reasons that both parties be able to petition when there is a substantial change in circumstances. Administrative reapplication of the guidelines to verified income information should result in a modified order that then goes through the enforcement mechanism described above.

IWO and NMSN compliance should be conducted centrally, using the state employer repository to call employers who have not complied, and to ensure that the employer contact information is accurate.

The SCaDU functions should be consolidated in Las Vegas or in another location that combines low rent with an abundance of labor. All customer calls should initially go through a customer service center, with a robust interactive Voice Response Unit (VRU). The VRU should be able to handle 70-80% of the questions. If a customer wants a live person or the VRU does not have an answer, the call is transferred to a professional staff of Customer Service Representatives (CSRs) who should be properly trained in customer service call center skills and child support. Short hold times and polite, accurate and helpful answers should be the goals. In some cases, only the case manager will know an answer, and the call should be transferred to the regional office where the case is being serviced.

A culture change at the regional office and state office levels should permeate all activities. Every caseworker, supervisor and manager should understand the need to engage both parties in the process to get buy-in and participation, as the goal is to provide the support to the parties' children based on an appropriate level of support established through guideline applications and enforced through withholding or voluntary payments. Related issues such as visitation, job training and searching, drug counseling, prison record, violence control and parenting skills are not IV-D functions. However, it benefits everyone including the case manager if these issues could be addressed. Therefore, each regional office should have a list of available resources to address all of the tangential needs and document the referral in the case notes. See *Exhibit B-12: Case Flow Processes in Regional Office Setting* below.

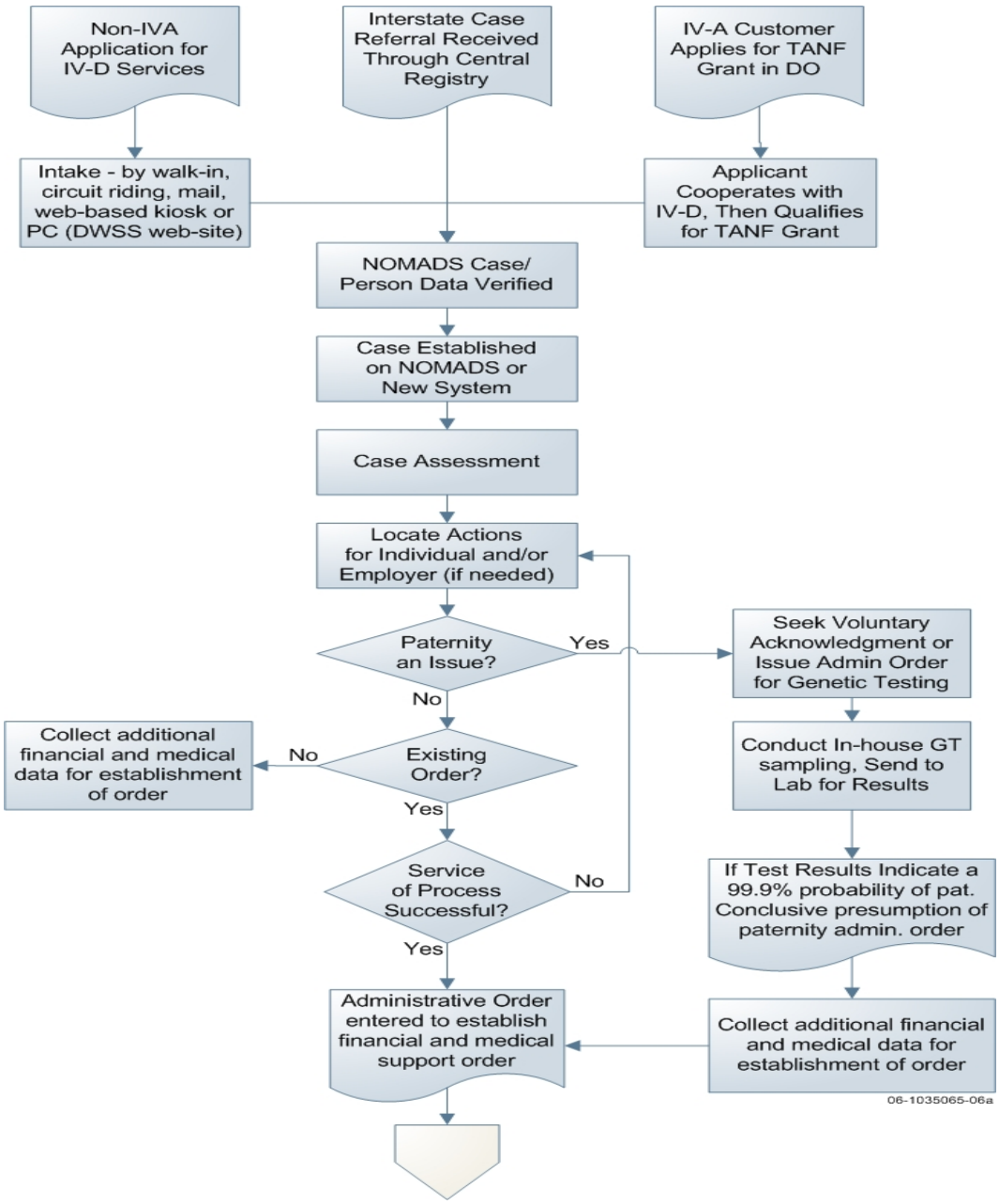


Exhibit B-12: Case Flow Processes in Regional Office Setting.

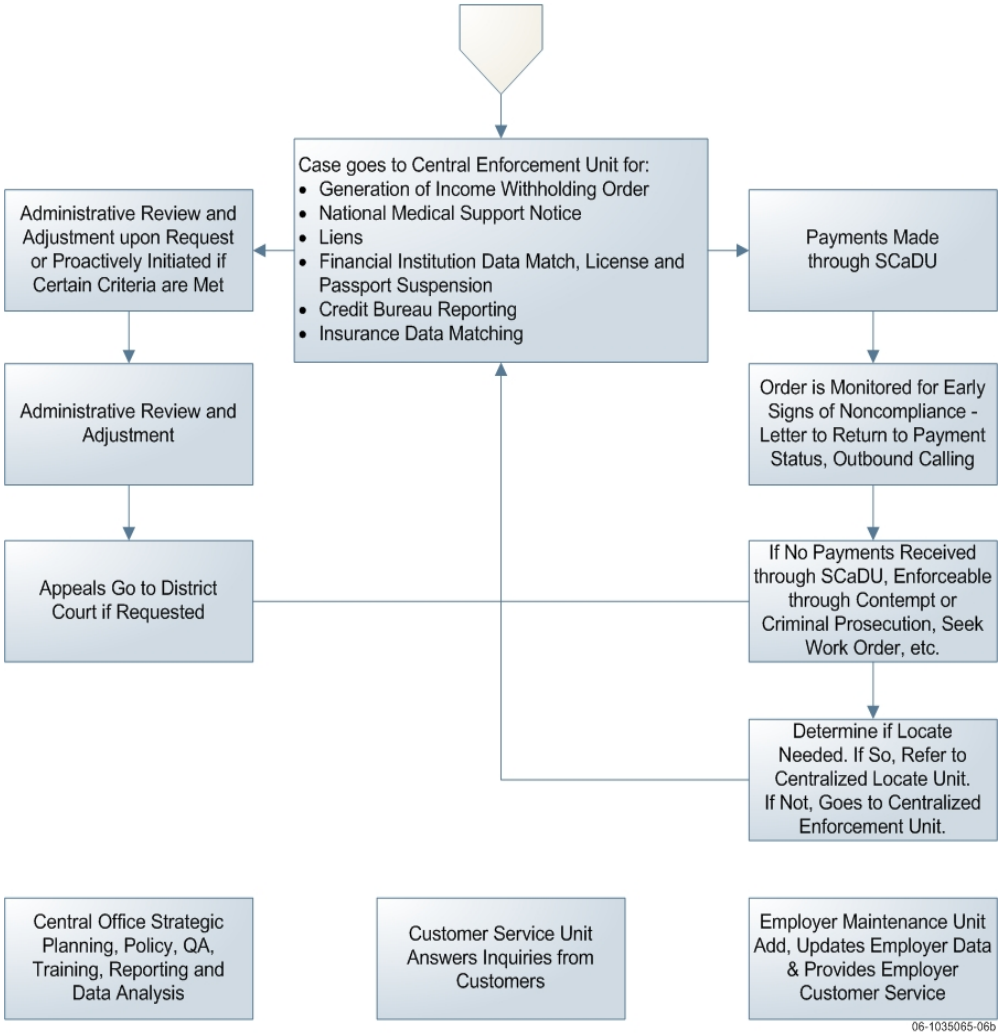


Exhibit B-12: Case Flow Processes in Regional Office Setting (continued).

Organizational Structure

Overall Impact

The overall impact of the above changes should:

- Lead to more case manager time spent on core case tasks
- Provide economies of scale and in-house expertise for all cases
- Boost the amount of centralization and automation for bulk, routine tasks
- Streamline case-processing by logically proceeding to the next step through case manager activity with an opportunity for objection by a party that would lead to a hearing

- Ease the burden on Clark County, based on caseload changes going forward; cases could be transferred between regional offices on a temporary or more permanent basis – possible realignment between regional offices to more evenly distribute the caseload may occur depending on regional resources and the state of automation
- Save money by making more efficient use of resources

Recommendation 1 – Option B -- Two State-run Regional Offices and one County-run Office (ES 1)

Alternatively or as Phase II, Nevada should restructure its program by combining the local offices into two state-run regional offices and one county-run office, and eliminating the PAOs (legislation needed, policy changes, operational changes, systems changes).

In many ways similar to Option A, this option has a key difference with several consequences. The two regional offices in Reno and Elko would be state-run with state employees. Clark County, which comprised the Las Vegas Regional Office in Option A, would continue to be county-run as a regional office in Option B.

The advantage of state-run offices is more seamlessness between the state central office and the regional office. Everyone in the two state-run offices would be state employees, under the DWSS's line of authority. This relieves all counties (except Clark) of any financial burden, which would be shifted to the state. We estimate that the state would have to pay an additional $3.0 million to replace the non-Clark county contributions. A four-year transition plan could lessen the economic impact on the state and ease the shift for many workers from county employment to state employment.

The downside of course is the county's loss of control over the program at the county level. No longer would child support services be provided by the county, except in Clark. Some counties have already declined to sign cooperative agreements with the state to continue the current state/county relationship and have opted to return the program to the state; other counties have said they are contemplating it.

To better understand why it may be advantageous to Nevada to have the state take over many offices from the county, we first provide some national background on program structure and financing.

Child Support Programs Nationally

Most state IV-D programs are state-operated, with state employees performing management and case manager functions. Some state-operated programs fund cooperative agreements for services with local district attorneys and sheriffs for legal and process-serving. Some states have IV-D-employed attorneys and internal or hired process servers. Most states use a combination of administrative process (agency-employed decision-makers) and quasi-judicial process (referees, masters or commissioners) in the more populous areas for decision-making. In less-populous

areas, states generally use either administrative process or judicial (judges) decision-making. Sometimes the judicial decision-making is little more than ratifying an order prepared by the agency.

Twelve states have described themselves to be county-run but there are additional states with a mix of county and state-provided services. Nationally, there are several states that have mixed county/state operations. Some have privatized operations as well. Arizona operates Maricopa (Phoenix) and Pima (Tucson) Counties directly, and has privatized some rural counties. Florida operates a statewide program except primarily in Miami-Dade) County. Maryland has "statized" the larger counties over the last few years, making the bulk of the caseload the direct responsibility of the state. North Dakota formed regional offices with county-pooled resources many years ago and is now looking at options including "statizing" the program. Similarly, Wyoming has Joint Task Boards operating three multi-county child support district offices out of a total of nine district offices. Oregon has moved from a bifurcated Attorney General/local program based on welfare/non-welfare status to one run by the Attorney General. See *Exhibit B-13: State Employed and Locally Employed Case Managers* below.

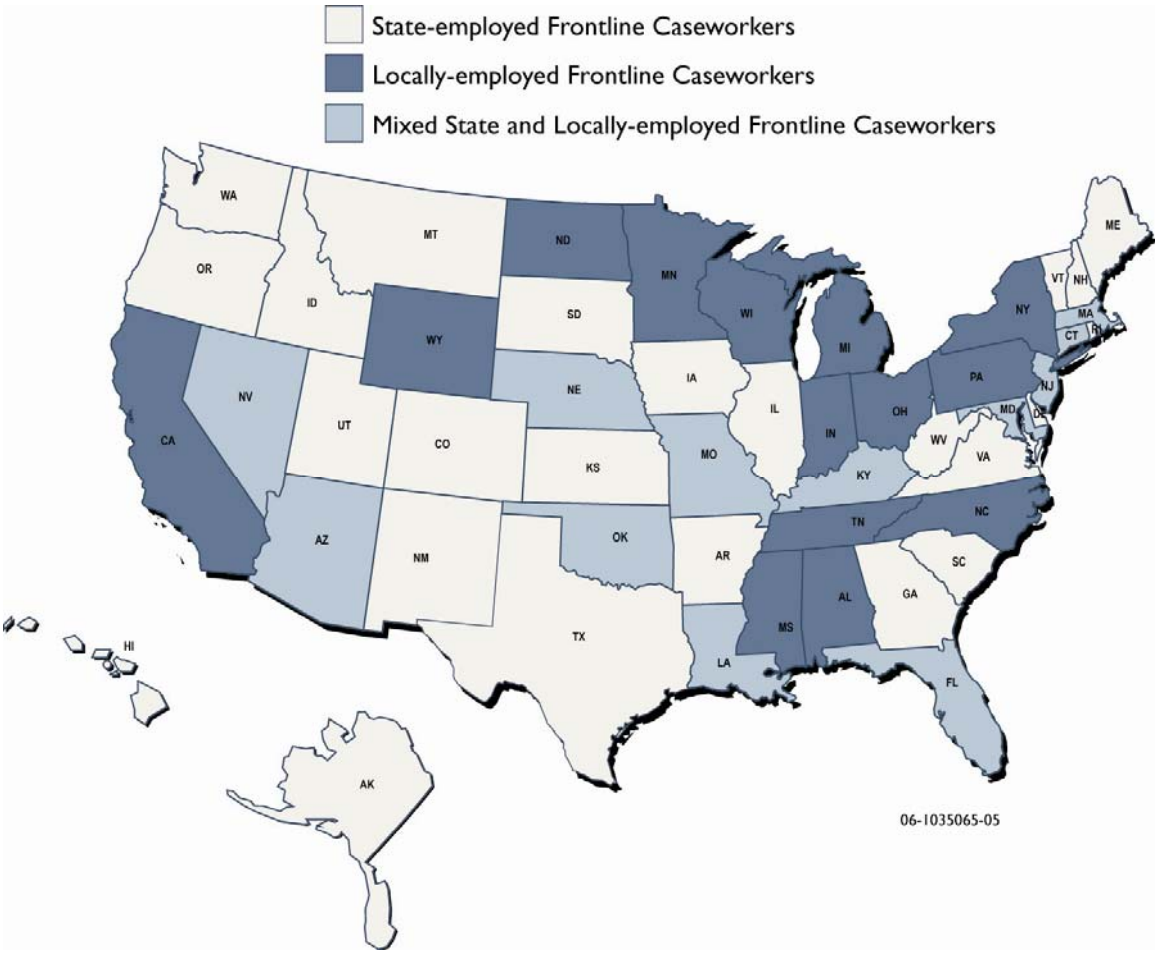


Exhibit B-13: State Employed and Locally Employed Case Managers.

Many states have privatized parts of their programs, based on a child support task or by office. Illinois has privatized some non-core Cook County child support tasks as well some statewide functions. Nebraska, Maryland, Tennessee, Oklahoma, Colorado, Wyoming, North Carolina, Kansas, Virginia, and West Virginia have privatized offices, ranging in size to large cities such as Omaha and Baltimore to small jurisdictions in Wyoming and Oklahoma. Mississippi, South Carolina and Georgia once privatized some local offices but no longer do. Indiana passed legislation this year allowing for the privatization of the local child support offices, which are currently overseen by county prosecutors.

A task force appointed by California Gov. Schwarzenegger had proposed that low-performing counties face private competition, but so far the California legislature has not enacted that approach. In 2001, California switched to a program in which the state asserted fiscal control over the program, although each county operates the child support program with the state-appropriated expenditures using state employees.

National Program Funding Mix

A federal preliminary report issued in 2000 indicated that states that relied on general funds overall had higher performance levels than states that relied on local funding or TANF retained collections.[9] The report's authors stated that moving from a program that is supported by state general funds for 33% of its pre-FFP match dollars to one that is 67% supported by state general funds had a significant positive impact on obtaining orders and collecting arrearages performance. The preliminary report indicated that 12 states reported that they were county-administered and another 17 states had some county-funding support for their state-operated programs.[10]

The final report indicated that: "While the mix of funding sources for each state is different, financing for the State and local share of child support expenditures for the nation as a whole comes from State general fund appropriations (42%), Federal incentive payments (25%), the State share of retained TANF collections (15%), and County general fund appropriations (9%)."[11]

Retained TANF collections are not increasing nationally, as TANF caseload levels after PRWORA dropped initially and then remained stable (TANF caseload levels may be dipping again soon due to stricter work requirements in the DRA). We understand that in Nevada, the TANF roles went up after 9/11 as the tourist industry in Clark and Washoe Counties were severely hit and more workers sought public assistance.

Consequences of Statization of Reno and Elko Regional Offices

"Statizing" Reno and Elko regional offices will require the state to pick up the $3.1 million in administrative costs that the counties paid that were matched with FFP. We believe that there may be additional savings in the consolidation, not only from the county office consolidation, but the elimination of the Reno and Carson PAOs and some efficiencies that could be realized in Washoe County. Washoe County could reduce its reliance on the judiciary and the use of investigators, as well as the number of attorneys.

Additionally, with the State offering customer service and centralized automated functions for case-processing that the counties used to perform, significant regional savings could be made with the workload shift. See *Exhibit B-14: Reno and Elko Regional Offices* below.

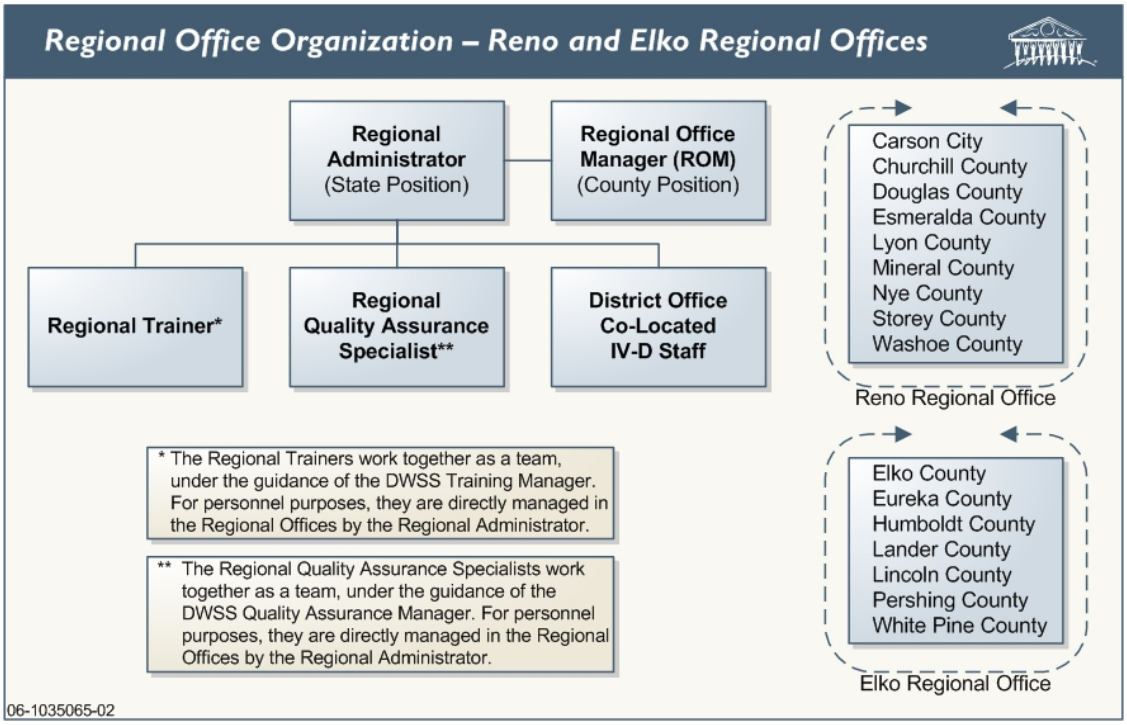


Exhibit B-14: Reno and Elko Regional Offices.

Recommendation 1 –Option C -- Three State-run Regional Offices (ES 1)

Alternatively or as Phase III, Nevada should restructure its program by combining the local offices into three state-run regional offices, and eliminating the PAOs (legislation needed, as well as policy changes, operational changes, and systems changes)

To put the state in complete control of the caseload and the case managers who work them, the third option has the state taking over direct responsibility for the Clark County cases in addition to the cases from the rest of the state. This adds the remaining 70% of the caseload to the state caseload. Currently, Clark spends $7.8 million in county appropriations, and employs 243 child support staff. See *Exhibit B-15: Nevada Regional Offices – Clark County Regional Offices* below.

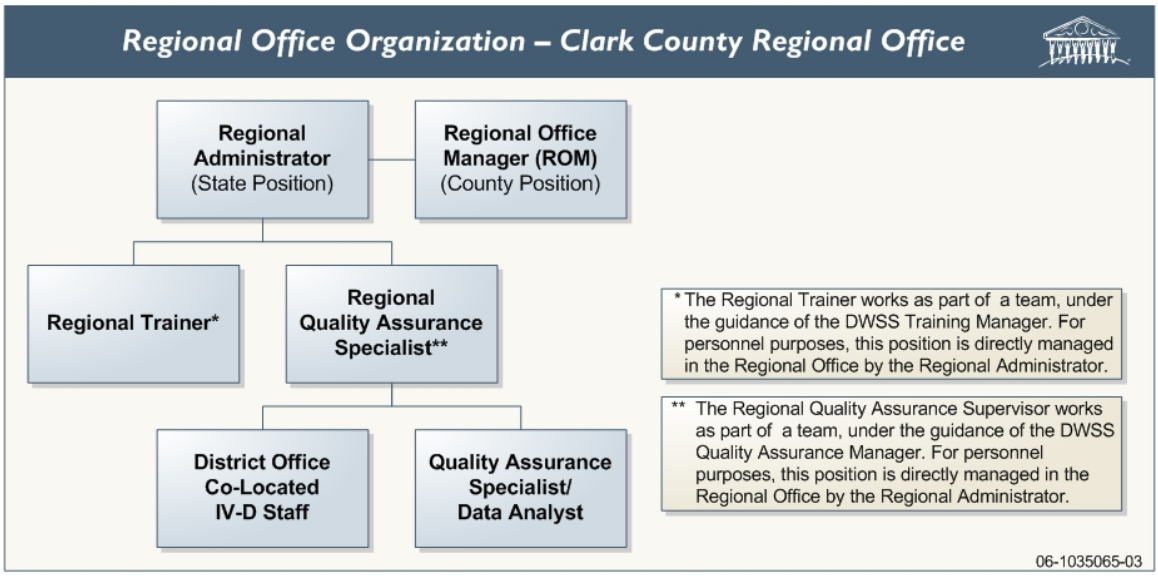


Exhibit B-15: Nevada Regional Offices – Clark County Regional Offices.

Lifting the IV-D program performance in Nevada to at or above the level of the nation in aggregate rests with large improvements in the performance of Clark County. *Exhibit B-16: Clark County/State of Nevada Performance* below shows the following level of county performance compared to the state and national averages.

Jurisdiction	Paternity Establishment %	Order Establishment %	% of Current Support Owed Paid	% of Arrears Cases in Paying Status	Cost-Effectiveness
Clark	68%	43%	**43%**	**55%**	**Not posted**
NV: Sept 05 Website	74%	46%	**46%**	**57%**	**Not posted**
NV: OCSE Report	66.30%	62.41%	**45.68%**	**49.60%**	**$2.98**
Nation	87.57%	75.87%	**59.91%**	**60.04%**	**$4.58**

Exhibit B-16: Clark County/State of Nevada Performance.

Based on FY05 numbers for the Nation published by OCSE as reported by the states and September 2005 for Clark County and the State as published on the Nevada website.

Additional savings through increased efficiency should be realized in Clark County through the implementation of the recommendations in this report. Using the same chart for the centralization savings for the Reno and Elko regional offices, the following represents Clark and total state savings that could be realized if the recommendations are implemented.

Addressing Concerns

There are several concerns with the state taking over the child support casework from Clark County. The first issue is the conversion of 243 county workers to state workers. There is a salary and benefits disparity between Clark County and the State of Nevada, and to convert county employees to state employees would have an adverse impact on many of the current workers' wages and benefits. We believe that there could be a gradual change to state-employment status that would mitigate the impact over time. Tying the final conversion to the implementation of the new statewide child support system will give case managers several years to adjust to the disparity as the differences will be minimized over time, with some retirements and well-planned buy-outs alleviating the impact.

Clearly the key is to get the program's costs under control for all Nevadans, and the low-cost-effectiveness of the program today calls for a future program that pays workers well but not completely out of line with their counterparts in other states. Highly-experienced Clark County attorneys with caseloads of 35-40 cases, with minimal supervisory duties, are annually earning as much as $140,000.[12] It appears that the marketplace for young attorneys with less experience would allow the county to save money. Many dollars could be pared off the $19.65 million FY05 Clark County child support budget, which required 6.55 million in Clark County appropriations matched with federal dollars (incentives and FFP).

Second, the additional state cost of funding the program could partially be funded by county contributions over a five-year period as the state takes over the program. As the program and staff transition to state-operated, Clark can pay a decreasing percentage of the cost of the county's program. In some states and with the federal government, there is a cost of living adjustment for workers in a high-cost area. Obviously, this has implications beyond child support and the legislature may want to look at this issue as a matter of general policy.

Third, politically, the District Attorney and Clark County would transfer to the state the operations of its child support program, which impacts close to 100,000 children, or about one in four Clark County children. This is a major change in the entity providing services to children, although it puts this service in line with the welfare service provision, which is a state function. If the increased efficiencies result in an improved product delivered to Clark County children and state taxpayers, the benefits will inure throughout the county and the state.

Reaping the Benefits

The changes, some of which could be painful, should result in a more efficient program that is more successful at establishing paternities, establishing financial and medical support orders and collecting current and past-due support. The changes should measurably improve customer service, as the recipients of the services may begin to feel as if someone is listening, someone cares and someone is doing something to collect support. With a professionally-staffed call center, NCPs should

feel that they are not the enemy, and that the child support program will work with them to overcome payment barriers and to set support at realistic levels based on their incomes.

By producing better child support results, the state's number of welfare grants should decline, as well as the reliance on public health care instead of private insurance. The end result is a more self-sufficient, less-government-reliant citizenry.

Program Leadership Structure

Recommendation 12

We recommend that consideration be given to placement of the IV-D Chief directly under the supervision of the DWSS Administrator.

With the potential implementation of "statization" of Nevada's Child Support Enforcement Program, the responsibilities the IV-D Chief will assume will be not only leadership capacity for the state's Child Support Enforcement Program, but also as a guiding member of the IV-D Steering Committee and providing leadership over the Regional Administrators. The IV-D Chief will have major responsibility for Program Administration as well as high level oversight of field operations. With this level of responsibility and the administration of an all-encompassing program, it is felt that this warrants the direct report of the IV-D Chief to the DWSS Administrator.

Recommendation 13

In order to draw the best talent available to bolster the existing talent, especially in a state-enhanced program, new and existing centralized operational functions and the call center should be placed in or near Las Vegas or Reno.

The state is severely lacks Carson City-based child support expertise. That is why we believe that in order to bolster the level of talent at the state level, the centralized operations and call center functions should be placed in or near Las Vegas or Reno, attracting Clark or Washoe County talent as well as national talent drawn to the Las Vegas or Reno environment. However, this does not preclude consideration being given to some of the rural areas, such as Elko, for placement of a centralized operation.

Recommendation 14

The focus of the IV-D program should be on performance and not policy adherence

One of the most important changes the state can make is to measure and focus on improving how well the program performs at the state and local levels. No other state child support program, either directly interviewed or anecdotally, focuses primarily on policy adherence instead of performance enhancement. Performance enhancement does not necessarily follow policy compliance, as has been suggested by senior DWSS staff. We strongly suggest that this recommendation be implemented.

Elko County, traditionally the best-run and most-admired office, has recently had to change the way it does business to ensure policy adherence. For example, if the

policy is that a worker take 'X' action within 'Y' timeframe, if he or she does that, the county gets full credit, whether or not the activity resulted in a task accomplishment that leads or will ultimately lead to a collection. This is measuring and rewarding the means rather than the ends of the program, and is reminiscent of IV-A focused management ill-suited to child support.

B DWSS and County District Attorney Comments

B.1 COUNTY DISTRICT ATTORNEY COMMENTS

B.1.1 Carson City District Attorney[13]

We are firm in our position that regionalization will limit access for rural customers and are surprised at the recommendation due to the emphasis that MAXIMUS places on customer service. Limiting access to the system for anyone is contrary to why we are here. Many customers prefer to communicate with their case manager face to face and we have found that it does facilitate the process. Regionalization would certainly cause a hardship for rural customers.

The second problem with regionalization is access to accurate and timely legal advice. Local child support offices within the District Attorney's Office are overseen by attorneys and the case managers have the benefit of immediate and ongoing access to legal advice. Legal questions arise frequently and can cause delays in processing a case if access to legal information is limited.

MAXIMUS' suggestion of having different organizational systems in the North and the South would lead to inconsistent service across the state and cause unnecessary confusion. We don't believe that dividing the system is in the best interest of any of the parties and would further compound the existing problems.

While management reports are important, Nevada must be careful about adding too many more reports for the local offices. There is an overabundance of paperwork that currently inundates many of the smaller offices. Existing reports should be evaluated to determine if they can be improved or replaced in lieu of creating more reports that clutter an already complex and full data base.

B.1.2 Churchill County District Attorney[14]

Mineral County's District Attorney Cheri Emm-Smith addresses some major concerns in her November 9 response to the MAXIMUS Audit. These concerns, both on the effect of further limiting services to our smaller communities and restricting the due process and legal rights of our constituents, should be taken very seriously. District Attorney Emm-Smith hit the nail on the head when she stated that rural services provide more satisfactory client service due to the smaller communities to which they provide services. Churchill County agrees that, due to the fact that the people we are serving are our constituents, but they are also our neighbors and our co-workers and people we see in the community every day. It is axiomatic that they receive timely, dignified and conscientious service.

I refer to the phrase printed at the bottom of Mineral County District Attorney Cheri Emm-Smith's FAX cover sheet, which states simply, "KIDS COME FIRST." I cannot emphasize enough the depth of meaning that this phrase holds in the area of child support. Most of our child support recipients are single mothers, often working two, even three jobs to make ends meet. They are taking on these extremely heavy burdens on behalf of their children and they are simply asking our assistance in enabling them to get by and provide decent lives for their children. Often custodial parents are people who need the most help and are in the position of being least able to provide it themselves. It is unacceptable to this office that anyone would question that this would best be accomplished on a local level.

It has become very apparent in the last several years that a complete top down evaluation must be accomplished at the state level before any issues at the county level could be possibly addressed. It would seem to be putting the cart before the horse to centralize or regionalize, utilizing a structure that gives every indication of being already broken. It is strongly suggested that our new governor and legislature consider a very in depth and honest evaluation, all the state offices involved in child support, with the eventual goal of not increasing bureaucracy, and not of depriving the rural counties of additional services, but, in fact, of better serving all the people of Nevada, especially those in the rural areas. Any course contrary to this would have long range, devastating effects to many of our families and children in rural Nevada.

B.1.3 Clark County District Attorney

B.1.3.a Clark County Family Support Division[15]

There are repeated references to Clark County comprising 71% of the cases in the state. This figure is taken from the State website. There is another report, Caseload by Office Report, which shows that the Clark County caseload is actually 59%. Is there a reason that one figure has been chosen over the other?

There are repeated references to the number of full time equivalents in Clark County and it is not always clear exactly what is being counted. The report states that there are 244.2 FTEs in Clark. The information we provided reflects 247 FTE in Clark County plus an additional 7 State workers assigned to perform IV-D case responsibilities integrated in our workforce.

The description of the current child support system showing case flow between a local PAO and District Attorney office does not apply in Clark County.

The statement is made that there were organizational changes made in Clark County and "early indications of little impact on performance." The report otherwise makes repeated references to the fact that there are no meaningful management reports – the type of report necessary to determine the relationship between changes in organizational structure and outcome measurements. The lack of these reports calls into question the basis for this statement. The State website (Caseload by Office Monthly Report – August, 2006) shows that Clark County represents 59% of cases in the State. Collections reports for August, however, show that Clark County collected

63% of all monies collected statewide. Moreover, collections in Clark County have increased from $80,956,989 in calendar year 2003 to $74,704,012 in the first 9 months of 2006. Our caseload has dropped during the same time period by over 6,000 cases. As a gross measure of change, something IS happening in Clark County even in the absence of the types of management reports and tools MAXIMUS is advocating.

The statement is made that Elko County [has] "long been held to be the best run office." Without meaning to detract from Elko County this statement suggests that it is appropriate to compare the operations of Elko County to operations in Washoe, Clark or elsewhere in the State. We do not believe such a comparison fairly takes into account the differences in sizes and make-up of the various communities in the State. If there are specific management or casework techniques employed in Elko County which are transferable to other jurisdictions then we believe these should be stated to support the stated conclusion.

Exhibit B-17 attempts to distinguish Clark County's performance from the performance in the State as a whole. This statistical comparison is very misleading and, in fact, we suggest that there should be a continuing caveat throughout the report that NOMADS statistical data does not necessarily reflect the actual performance of a given office (assuming that it does accurately reflect the performance of the State as a whole). It is interesting to note that the State website has the notation, posted in December of 2004, "Questions have been raised regarding the validity of Incentive Measures statistical data. A request has been submitted to review accuracy of data sources used to determine these statistics." Similarly, the Incentive Measures monthly report on the web site states that effective December, 2005, "Future postings of this report are suspended pending review and possible revisions." Attempts to generate ad hoc reports for paternity establishment have been unsuccessful since the report is based on case "ownership" (a status that changes whenever a case is closed, re-opened, or otherwise transferred between offices). Clark County may establish paternity in a given case but if the case is closed "ownership" of the case is transferred to Office 19 (Las Vegas PAO office) which then gets the credit for having established paternity (the most recent ad hoc paternity establishment report shows Clark as having established 33,784 paternities and Office 19 (which does not establish paternity) as having established 1,625 paternities (as of August 1, 2006)

We question the wisdom, without a more detailed study, of commenting on caseload and/or attorney salary issues. There were 13,898 cases heard in court 2004 and 13,109 cases heard in court in 2005. This equates to approximately 1,500 cases presented in court per year per attorney (absent special assignments). Additionally, attorneys are called on not just to appear in court but are actively involved in cases from intake through disposition. Our attorneys routinely answer inquiries from specialized, higher paid private attorneys who do not know the intricacies of child support. Starting salary for Clark County Associate Attorneys is approximately $68,000 and, under the current agreement with Clark County, the stated salary of

$140,000 will not be reached for 12 to 15 years of practice. I do not know if the suggestion is that seasoned attorneys with 12 to 15 years of practice can be employed for less money or if child support is not worthy of seasoned attorneys and that entry level attorneys are all that is ever needed to perform child support. I do not see any value in making this statement other than to direct the focus of this study away from its central theme – that the organizational structure and lack of management tools has doomed the current system to failure – to a generalized beating on attorneys.

B.1.3.b Clark County Family Support Division[16]

We concur with the implicit recommendation that additional resources need to be provided to the program at the State level. Advances in automation, training, clear policy development and dissemination cannot be done based on the current staffing levels of the Central Office. MAXIMUS should include in this report comparisons of the staffing levels (as well as responsibilities) of the Central Office in Nevada with similarly run programs in other States.

We concur with the conclusion that management of the IV-D program should be based on performance. In Fact, the counties contracted with the State to provide performance measurement tools two years ago and today we have nothing. MAXIMUS has recommended that performance be measured at the state, office, unit, team and worker level and we agree. We believe that the recommendations concerning development of management reports should be illustrated by examples from other jurisdictions where the development of such reports has, in fact, resulted in quantitative improvement in performance. Moreover, we believe that MAXIMUS should further support this recommendation by comparing these new and recommended management reports to the types of reports that are currently generated in NOMADS and the significant differences in management techniques that each report type requires (e.g., the ability to measure individual worker performance in specific areas (new) as opposed to "gross" ad hoc reports which generate "clean up" activities rather than provide managers with the ability to proactively prevent the necessity of "clean up" occurrences.

We believe that regardless of the final recommendations MAXIMUS makes, as implementation schedule should be recommended and justified with measurement milestones established to determine whether the intended results have been achieved, whether implementation corrections should be made, etc. MAXIMUS rightfully stated that Clark County should review the impact of our organizational restructuring which was recommended by PSI. PSI also recommended the creation of management reports to measure performance. Our inability to conduct such review has been hampered by the absence of meaningful management reports. We believe that it makes little sense to reorganize at the State level without the ability to measure current performance and consistently measure performance thereafter as restructuring takes place. Quite frankly, we believe that implementation of all the recommendations short of the restructuring proposed by MAXIMUS (e.g., a performance based system enabled by clear policy, adequate training, a worker

friendly automated system which actually reduces rather than exacerbates worker responsibilities, all of which is monitored by tailored management reports) will achieve the desired result of catapulting Nevada into the top tier of State performers.

B.1.4 Douglas County District Attorney

Under either the regional office or the state-administered office approaches advocated by MAXIMUS, this consultant recommends co-mingling the Douglas County program with other programs in the western part of Nevada. Douglas County is not claiming perfection in the administration of its child support enforcement program but based on the drafts of the MAXIMUS reports we reviewed it appears our program is not on the consultant's list of jurisdictions and PAO offices which MAXIMUS finds require "raising the numbers" to "increase the state performance overall." Mixing a stand alone program that performs to standard with programs that, in the consultant's view under perform and placing a management structure on top of the adequately performing program which will in reality be dominated by some performance cellar dwellers is not the recipe for improved performance. It is the consultant's statement of a policy preference for regionalization and centralization at the expense of performance.

Give the evolutionary recommendations proposed by MAXIMUS a thorough implementation and a fair opportunity to improve this State's overall performance. If these initial steps do not produce sufficient increases in the State's numbers, then consideration of sweeping changes to the program's management may be in order. But right now the policy of "bigger is better" is contradicted by the performance to date of smaller programs like those in Douglas and Elko counties. The recommended policy making sweeping changes to management structure should not be implemented.

B.1.5 Elko County District Attorney

I agree that Nevada should be performance based and all offices should strive to adhere to federal performance standards. The more money collected in Nevada, means more families become self sufficient which equals less people on welfare. I also agree that offices should adhere to policy, but this should not be the total outcome of an offices success. Nevada's Child Support Program has lost the meaning and value of why we have this program.

It makes since to regionalize the child support program in Nevada. We find some grey areas in MAXIMUS' three recommendations of how the state should regionalize and Elko is willing to discuss these options further if and when that time comes. If the state is looking into regionalizing, the Elko region should be first and should be in stages. The reason the Elko region should be looked at first, is you are merging smaller rural offices and you would not affect a large amount of staff. To merge these offices in stages, allows Elko's region to convert the case file into our existing format and allow for case cleanup.

I have always thought that the PAO offices should be co-located within the District Attorney's Offices since we share cases. This will eliminate cases changing offices within NOMADS. The Nevada Child Support Program should have one case file for each obligee/obligor known to NOMADS.

B.1.6 Lincoln County District Attorney

It has come to our attention that the State has conducted an audit/report, which will recommend that child support offices be taken away from the counties and placed in a regional system. We strongly oppose the recommended move to a regional system, and urge the State to leave the child support office under the counties.

Lincoln County's Child Support Office has been and continues to be an important asset to our community. Our child support officer, Trista Boyce, has provided excellent service for over ten years, and she is an essential link between the public and the District Attorney's office on child support matters. Creating a regional child support office would jeopardize the public's access to the office, especially in Lincoln County where residents all ready must travel long distances to get to the office and transportation is limited. Further, enforcement of child support would suffer from a regional system in that a regional system would have a greater case load and less contact with the individual DA's Offices. Similar problems already exist with the Division of Child and Family Services. Please take these items under consideration before going forward with any recommendation.

B.1.7 Humboldt County District Attorney[17]

Regionalization: This is an inappropriate concept for Humboldt County. We are a rural area with limited access to the three suggested regional offices (Elko being 123 miles to the east and Reno being 167 miles to the west).

Internet and telephone access may be limited or non-existent, in the far reaches of the county.

Policy based audits don't tell the whole story of the success or failure in servicing a particular case. Performance based audits are key to determine whether child support is efficiently collected for Nevada's children.

B.1.8 Lyon County District Attorney[18]

Lyon County does not agree with suggestions that the IV-D program needs restructuring as stated. While there may be a need for redefining roles within the present structure, Lyon County does not believe that the merger of PAO's and District Attorney's Offices into three regional offices would increase the level of customer service or resolve the problems facing the IV-D program.

Lyon County does not agree with the Regionalization of Child Support Offices. Regionalization offices are not an answer to the existing problems facing the current child support structure. Lyon County maintains an on hands accessibility to the customer. Lyon County Child Support is a local point of contact, which is necessary

to the customer. Our office provides walk in service to approximately 5-10 customers on a daily basis.

The feasibility of a biweekly or monthly circuit rider to visit every rural county on a monthly or weekly basis by MAXIMUS and DWSS is a discriminating and inadequate solution for rural counties serving the community. Lyon County questions whether the suggestion truly appreciates the vast distances that already complicate service under the current system. Amplifying the distances does not appear a logical solution.

B.1.9 Mineral County District Attorney[19]

I question the wisdom of moving court hearings out of the rural areas to a regional based court where the rural areas were identified as being the most efficient. In my opinion, regionalizing the child support procedures as set forth in the MAXIMUS audit would further complicate Nevada's position in the overall child support system.

B.1.10 Nye County District Attorney[20]

While Nye County agrees that both state and local workers shall be held accountable for the failure and or success of the program, we oppose regionalizing the program or consolidating it into three regions. As stated in "centralizing case processing," seven out of ten IV-D parents rely on the services of the local District Attorney's Offices. In Nye County, parties are set for hearing upon their request within one to two months of said request which affords due process to the clients. So called "regionalization" will place greater distance between the parties we are attempting to serve. The more localized the program is, it will yield more sable employment with greater knowledge.

If central case processing were to occur, we could not accurately track and monitor our cases. For example, in Nye County we have found that there has been minimal response to enforcement tools such as delinquent and credit bureau letters and driver's license suspension; however, the filing of a criminal complaint for felony non support gets the non-compliant parent's attention coupled with faster access to District Court which has resulted in a dramatic increase in collections in our county.

In conclusion, having the Child Support Enforcement Division in the local District Attorney's Office allows for immediate access to the assigned attorney for questions, answers, signing of documents, etc. Being a rural county office allows for a "hands on" relationship with your clients and the files which leads back to the issues of customer service. Removing the personal contact with the clients, we believe, will adversely affect customer service. Additionally, being that this is a rural county, the local community takes pride in whatever employment opportunities are afforded in our area, especially in the public sector; therefore we see fewer turnovers in jobs. Turnovers cost money! Training new employees where turnovers occur could prove to be quite costly. Keeping child support enforcement in the rural offices; where turnover of employees are lower, would allow for the funds not used for continual training of new employees to be used for advanced training of existing workers.

B.1.11 Pershing County District Attorney[21]

The first concern that the Audit presents is the focus on centralizing the Child Support Services and forms. Pershing County parents do not have nor are they likely to gain access to the Internet in the near future. We are often getting complaints regarding the automated systems we now have with the debit card. Many times the caseworker has had to call JP Morgan for the client, as the client was unable to navigate the system. Furthermore, many of our rural clients cannot afford a phone to call the Welfare office that is located 50 miles away. Some of our clients have even been known to carpool to the Welfare office.

The Pershing County D.A.'s office strongly opposes transitioning the child support program from local county office to regionalization and then to be run by the State in the future. The regionalization of the Child Support offices does not take into the account the needs of the rural clients. A majority of our clients do not have a phone, cars or Internet access. They are on low fixed incomes and many are unemployed. They live in a rural area and would not be easily able to travel to a regional office. Given these facts a regional office would not meet their needs.

The rural counties should be subject to regionalization just because they do not have the majority of the cases. Our clients should not be made to suffer just because they choose to live in a rural area. Intake for the rural counties to be achieved through circuit riding, phone, web and kiosk accessibility is ridiculous. The State has taken over many services in Pershing County and has failed. For example, the State regionalized the Division of Child and Family Services. The regional office governing Lovelock was based in Elko. The result – dozens of abused children being left in the home to be abused without proper services. The regional office has no local accountability. It was only recently that services were changed with Churchill County providing services to Lovelock with an assigned worker. In the past year alone over 30 children have been removed from homes in Pershing County because we are finally able to get some services. How did this happen? It was not because the State listened, or the regional directors listened – it was because the District Court Judges were disgusted with the lack of services provided to this rural community's children.

Additionally, the State is supposed to provide Parole and Probation services to Lovelock. The result – many of our parolees and probationers are not properly supervised. Why? Because the regionalized State agency cannot successfully serve a rural community such as Lovelock. The State, through their regionalized offices, has taken over other programs in our area and the same result occurred. A third example would be the mental health program. The State took over the services of mental health promising to provide said services – the result – we no longer have functioning mental health services. Again and again Lovelock has been subject to the State promising to provide services through regional offices and the State consistently fails to provide those services. There is absolutely no evidence that regionalization of the child support offices would have a result other than the result achieved by other State

predecessors. Said result being failure to provide services and a rural community being left without services. A fax machine, kiosk or circuit rider cannot be termed proper "services" and would only serve to further alienate our rural clients. The result would not be in the best interest of the clients, the State or the children.

The audit correctly suggested that Nevada should focus on performance rather than policy adherence. The Child Support Enforcement Policy Manual is completely outdated. Nomads is outdated. The policy guidelines are higher than even the Federal Guidelines – yet, no additional training is provided, the policy updates are extremely slow in developing, and the policies are set by individuals who have never even performed actual casework themselves. Furthermore, the CEM often contradicts the Nevada Revised Statutes. Thus, given all these factors, a focus on policy adherence is highly ineffective and unrealistic. The auditors are correct in stating that performance should be the focus of the program, as policy adherence will only be an acceptable scale to be judged by once the policy is actually updated correctly and proper training has been received. Furthermore, if the policy based enforcement tactics continue then the State needs to provide additional training as well as providing more re-reviews of more cases so that the office can ensure compliance.

B.1.12 Washoe County District Attorney

B.1.12.a Washoe County District Attorney[22]

Thank you for the opportunity to respond to the Draft MAXIMUS Report. Preliminarily, we would like to state that we respect the insurmountable task that MAXIMUS took on of researching and reviewing the root cause(s) of Nevada's poor performance in child support enforcement and we applaud their efforts in attempting to make recommendations for improvement. However, it is our belief that reorganizing the program and its core staff into regional areas would do little to no good without first curing the root cause of Nevada's failures: the NOMADS computer system and the related IT issues of the inability to mine data and provide meaningful management reports down to the worker level to ensure success.

In conclusion, we fully support the recommendation of MAXIMUS that DWSS focus of performance rather than strict policy adherence. The strict policy adherence leaves IV-D staff focusing on documenting action for the sake of "passing" an audit rather than focusing on performing for the benefit of children and families. However, we must stress that in order to demand performance from IV-D staff, we must give them the tools (reports) to proactively manage their caseloads and we must give management the tools (reports) to ensure compliance. These management reports must also provide a clear indication on whether changes are proving to be successful or not and must be comprised of valid data.

B.1.12.b Washoe County District Attorney[23]

We cannot respond to the funding recommendation set forth or the performance impact percentages set forth in the Executive Summary as the Report does not include

the data on which the MAXIMUS calculations were based on. However, on its face, these numbers appear to be questionable.

Finally, we would just like to reiterate the priorities that need to be met before consideration of other costly recommendations:

- Improve NOMADS functionality
- Mine data to provide management and worker reports at the office level, team level, and individual worker level
- Completing a feasibility study to ultimately replace NOMADS.

As previously stated, the focus must first be on correction of the technological issues facing the program.

B.2 DWSS COMMENTS[24]

CURRENT NEVADA PROGRAM STRUCTURE

State Structure and Staffing

The Chief of the Child Support Enforcement Program is responsible for full statewide operation of the program, administratively and operationally. There are currently 100 statewide full time equivalents in the Child Support Program in the DWSS. The breakdown of staff in offices is as follows:

Northern Nevada

- Central Office CSE (includes QC): 18
- SCaDU 6
- Information Systems/Help Desk 5
- Customer Service 3
- Investigation & Recovery 1
- Reno PAO 23
- Elko PAO 4
- In District Offices: 2

Southern Nevada

■ LV PAO	3
■ SCaDU	14
■ Customer Service	1
■ Information Systems Tester	1
■ Employment Assistance Program	3
■ In District Offices	6
■ Investigations & Recovery	2
TOTAL	**100**

Local Structure and Staffing

The assigned responsibilities for child support cases vary depending on the office. In White Pine County, the White Pine County District Attorney's office terminated their contract. Therefore, all child support services in that county are provided by the DWSS staff.

The audit provides the number of cases per FTE in Nevada and nationally. However, it is the State's understanding this calculation is based upon total FTEs including management and administrative staff and is not limited to case managers.

The DWSS recommends modifying Exhibit 5: Nevada Jurisdictional Caseload to show the percentage of statewide caseload rather than the percent of State.

With regard to federal incentives, 45 CFR §305.35 requires incentives to be utilized to supplement and supplant other funds. Therefore, the loss of the ability to match incentives, as a result of the Deficit Reductions Act, results in less opportunity to augment the program. There should be no impact on the county's base budget from the loss of incentive match.

Based upon the change in the contract with the District Attorneys, which took effect January 1, 2005, FFY 2005 will be the first year the state will participate in receiving incentives.

Performance Measures

The audit indicates the emphasis on policy adherence has resulted in poor performance. As states previously, prior to January 1, 2005, the program focused on performance outcomes. The measurement of policy adherence did not begin until early 2006; therefore, the full impact is unknown. In addition, the audit provides information for FFY 2005 performance, but fails to make a comparison to FFY 2004 performance, which would have illustrated improvement.

DWSS disagrees with the representation the IV-D Program is secondary to IV-A considerations. DWSS agrees additional solutions should be introduced focusing on IV-D improvements at all levels. Discussion have been initiated to centralize specific IV-D functions statewide.

Customer Service

Redundant customer service systems were deliberately put in place to address disaster recover and to allow for statewide selection of staff. It is a prudent business practice to have redundant systems in this area.

FUTURE OPERATIONS STRUCTURE

DWSS concurs with the concept of regionalization to improve accountability and performance. However, this will require legislative approval of amendments to statutes, adequate funding and staff.

Recommendation 1 – Options A, B and C: DWSS agrees with regionalization of IV-D offices and believes Option C should be the end result using the recommended phased-in approach to optimize transition and minimize business/customer impacts.

Recommendation 12: The IV-D Chief's placement in the DWSS organization was deliberate and advances program cooperation between IV-A and IV-D.

Recommendation 13: The DWSS disagrees with centralizing functions solely in Las Vegas based on the ability to recruit. The DWSS has made a deliberate effort to place centralized functions in both the north and south to ensure redundancy of systems in case of disaster or down time in one geographic location. Therefore, customer service, SCaDU, VRU, Quality Control, Systems Support are located in both the north and south.

Recommendation 14: The DWSS agrees performance is an important component of success. However, DWSS believes performance and policy adherence go together as one.

[1] August 2006 DWSS Organizational Chart – Budget code 3238

FY 2007 DAFS Budget Request Data

[2] 42 U.S.C. §655 (a)(2)(C)

[3] 42 U.S.C. §658a

[4] Information received from Roger Mowbray, DWSS, September 2006

[5] Deficit Reduction Act of 2005, P.L. No. 109-171

[6] Information received from Roger Mowbray, DWSS, September 2006

[7] Federal Register: December 3, 2003 (Volume 68, Number 232), pp. 67676-67678

[8] Information received from Roger Mowbray, DWSS, September 2006

[9] The Lewin Group (M. Fishman et al), *Preliminary Assessment of the Associations between State Child Support Performance and Financing Structure*, U.S. Dep't of Health and Human Service, ASPE & OCSE (2000), p. 10

[10] Ibid, p. 21

[11] The Lewin Group (M. Fishman et al), *State Financing of Child Support Enforcement Programs, Final Report,* U.S. Dep't of Health and Human Service, ASPE & OCSE (2001), pp.iv, 25

[12] Interview with Attorney, Clark County, May 2006, and financial data collected from county and state

[13] Comments received from the Vicki Chittenden, CSE Supervisor/Coordinator, Carson City District Attorney, 11/17/06

[14] Comments received from Arthur E. Mallory, Churchill County District Attorney, 11/16/06.

[15] Comments directed to Ruth Hara from Robert W. Teuton, Assistant District Attorney, Office of the District Attorney, Family Support Division, 10/31/06

[16] Comments directed to Ruth Hara from Robert W. Teuton, Assistant District Attorney, Office of the District Attorney, Family Support Division, 11/1/06

[17] Comments received from David G. Allison, Humboldt County District Attorney, 11/17/06.

[18] Comments received from Patricia Peacher, Child Support Supervisor, Lyon County District Attorney, 11/14/06.

[19] Comments received from Cheri Emm-Smith, District Attorney, Mineral County District Attorney, 11/9/06.

[20] Comments received from Robert S. Beckett, District Attorney, Nye County, 11/15/06.

[21] Comments received from Rita D. Fowler, Deputy District Attorney, Pershing County District Attorney, 11/17/06.

[22] Comments received from Susan Hallahan, Chief Deputy District Attorney, and Lori Garcia, Program Manager, Family Support Division, Washoe County District Attorney, 10/30/06.

[23] Comments received from Susan Hallahan, Chief Deputy District Attorney, and Lori Garcia, Program Manager, Family Support Division, Washoe County District Attorney, 11/16/06.

[24]Comments received from Nancy K. Ford, DWSS Administrator, Division of Welfare and Supportive Services, 11/17/06.

CUSTOMER SERVICES

C. CUSTOMER SERVICE

CONCLUSIONS

Based upon our findings from extensive interviews, reviewing data, and evaluating current technologies, we conclude that to meet the needs of its customers, the State of Nevada's Child Support Enforcement program (CSEP) must reengineer customer service delivery for both internal and external customers. By doing so, customer satisfaction will be improved and CSEP will benefit through improved performance.

We found that while staff at all levels have a desire to provide quality services to families, customers are often frustrated by the service delivery system. To improve the delivery of effective customer service, Central Office must take on the role of providing leadership to instill a quality customer service culture among all stakeholders. In so doing, Central Office will have an opportunity to collaborate with counties to develop strategic initiatives based upon recommendations found within this Customer Service Section.

From establishing a customer service plan and customer service standards to enhancing the Voice Response Unit (VRU) and the Web site, there are many opportunities for CSEP to improve customer service. Some changes will be relatively simple and quick, others are more complex and will require time to implement. We feel all are worth considering.

RECOMMENDATIONS

C.3 CUSTOMER SERVICE DELIVERY

C.3.3.1 Establish Standards Regarding the Method and Timeliness of Contacts With Customers, and Monitor Compliance to Those Standards -

C.3.3.2 Mail Handling

C.3.3.3 Consider Providing an Enhanced E-mail Option as a Method for Communication Between Case Managers and Customers

C.4 VOICE RESPONSE UNIT (VRU)

C.4.3.1 Improve the Existing VRU

C.5 CUSTOMER SERVICE CULTURE

C.5.3.1 Creation of a Statewide Customer Service Committee and Plan

C.5.3.2 Include Customer Service Delivery Goals and Objectives as Part of Case Managers' Annual Personnel Evaluations

C.5.3.3 Solicit Feedback From External Customers

C.5.3.4 Establish an Equitable Distribution of Cases

C.5.3.5 Change in Paradigm of Case Ownership

C.5.3.6 Consideration Should be Given to Customer Service Needs in Future Office Space Planning

C.5.3.7Adoption of a Proactive Approach Towards Customer Service

C.5.3.8 Provide a Centralized Customer Service Call Center and Specialized Customer Service Training

C.6 COMPLAINTS

C.6.3.1 Implement and Monitor the Formal Procedure for Handling Complaints

C.7 WEB SITE

C.7.3.1 Enhance Central Office's Web Site for Case Participants and Employers

C.8 DOCUMENTS: FORMS, CORRESPONDENCE, AND LITERATURE

C.8.3.1 Improve the Readability and Clarity of Customer Forms and Correspondence

C.8.3.2. Standardized Forms Should be Used by all Offices, When Possible

C.8.3.3 Improve the Readability and Clarity of Customer Literature -

C.8.3.4 Develop an Outreach Plan

C.8.3.5 Assign Responsibility for Development of Outreach Materials to the DWSS Central Office

C.8.3.6 Expand the Dissemination of Brochures and Fact Sheets

C.8.3.7 Improve the Readability, Clarity, and Accessibility of the Application for Child Support Services

C.10 EMPLOYERS

C.10.3.1 Strengthen Relationship with Employers

C.10.3.2 Ease Employer Burden

C.1 BACKGROUND FOR CUSTOMER SERVICE STUDY

The intent of the customer service study portion of our audit is to ascertain the extent to which the State of Nevada, Child Support Enforcement Program (CSEP) provides effective, efficient, and quality customer service. We realize because the state supervises the child support enforcement program and the administration of services rests with the county district attorneys through cooperative agreements, customer service is the responsibility of all parties involved to deliver services to the children and families of Nevada.

We also recognize customer service delivery is a very important part of the child support enforcement program across the nation and has gained renewed emphasis through the Federal Office of Child Support Enforcement (OCSE). A National Strategic Plan was developed by OCSE in conjunction with IV-D Directors and reflects the direction and support of state child support enforcement programs. In this Strategic Plan for 2005-2009, customer service is identified in its strategies and customers are defined.

The National Strategic Plan defines the primary customer and beneficiaries of the child support enforcement program as the children. The parents and/or custodians of these children are also customers. The National Strategic Plan also acknowledges the many partners and stakeholders that are integral to the program.

We developed definitions for "customer" and "service" that are used across the study to ensure consistent context. For purposes of this study we defined *customers* as

those who receive any type of service from, or who deliver services to, the CSEP. We also categorized customers into two categories: internal and external.

- *External customers* are defined as children, custodial parents (CSTs), non-custodial parents (NCPs), employers, and others who are outside the government umbrella who receive any type of service from, or deliver services to the CSEP.
- *Internal customers* are defined as those entities primarily under the governmental umbrella that receive services from, or deliver services to the CSEP. Case managers are included in this definition as casework is often transferred from one person or team to another.

Services are defined as any tangible product or service provided by an entity or a person to an internal or external customer. Essentially, if an entity or person performs work and delivers a product or performs a service on behalf of another, then a customer relationship exists.

For information relating to the proposed restructuring of the CSEP, including in regards to customer service, please see *Section B: Proposed Restructuring of the Nevada Child Support Program*.

C.2 METHODOLOGY

We used our **SURE** (Scan, Understand, Recommend, and Execute) methodology to evaluate the current effectiveness and efficiency of customer service in the Nevada CSEP.

Our SURE methodology detail can be found in our response to the Request For Proposal (RFP) to provide this audit of the Nevada child support enforcement program. A high level explanation of our Sure methodology approach includes:

- We **S**canned the customer service operations of the CSEP to identify key issues and collect essential data. The primary means used to collect essential data included staff interviews (see Section B.2.1), customer interviews (see Section B.2.2), a customer survey (see Section B.2.3), and review of documentation in the form of reports and other customer service-related data (see Section B.2.4).
- We took every effort to gain a complete **U**nderstanding of the role of the customer service operation within the CSEP by reviewing and analyzing information gathered, as well as researching and analyzing "best practices."
- We made **R**ecommendations for improvements in customer service operations in the areas of customer service delivery, Voice Response Unit (VRU), customer service culture, complaints, Web site, documents, and employers. Recommendations are provided in summary fashion in the Recommendations section above with more detail provided within each particular section.
- The **E**xecution of the recommendations will be at the discretion of the Nevada state legislature, DWSS, and the counties.

References to large, medium and small counties are noted in the Customer Service study section. The large county is Clark County, the medium county is Washoe County, and the small counties include Elko and the other rural counties.

C.2.1 Staff Interviews

We interviewed staff from large, medium, and small counties. Our interviewees represent over 131 child support professionals, including executives, managers, supervisors, case managers, and administrative support. We conducted interviews in group and one-on-one settings, and to ensure a proper environment for staff to speak freely, conducted interviews in conference rooms and by telephone to ensure confidentiality. We recognized that when selecting staff to be interviewed, there was apprehension on the part of the employees. To allay that apprehension and to obtain frank and honest responses, we assured employees their names would not be mentioned in the report, and made it clear the intent of the study was to seek their input for improving the Nevada CSEP. With these assurances, we are confident the information provided by staff was in the form of honest and open communication.

We created interview questions based upon the contractual obligations contained in the RFP response, plus additional questions. The questions and responses from each interview were entered in an Excel spreadsheet. To maintain the confidentiality of the responses, we maintained the actual responses from individuals, but did not include their names in our report. We conducted interviews primarily in person, although some smaller offices interviews were conducted by telephone. Some interviews were held in a group setting by teams and/or by functional areas, while others were held with individuals. We interviewed by rank within the organizational structure such as executives, managers, supervisors and case managers. Depending upon staff role, additional types of questions were asked.

Since delivering case management services to custodial parents (CSTs) and non-custodial parents (NCPs) is a part of customer service, conversations often overlapped into organizational structure and associated issues.

A list of interview questions for non-supervisory and supervisory staff can be found in *Appendix C-3* and *Appendix C-4: Customer Service*.

Results of staff interviews are mentioned within relevant sections of the Customer Service Section.

C.2.2 Customer Interviews

We conducted exit interviews with customers after they visited, in-person, with counter staff or case managers.

We had the opportunity to observe customer service interactions in the Clark County Reception Area. In addition, customers were interviewed after they were assisted by counter staff. A list of interview questions used for this purpose can be found in *Appendix C-2: Customer Service*. Five customers – two custodial parents and three non-custodial parents were interviewed formally. Several others were talked to informally.

Although the number of customers we interviewed was small and would not be considered a statistically valid sample, we obtained valuable information that still adds insight into customer service delivery.

The results of our customer interviews are mentioned within relevant sections of the Customer Service Section.

C.2.3 Customer Surveys

A customer satisfaction survey was developed, mailed to external customers (custodial and non-custodial parents), and responses were reviewed. The customer satisfaction survey can be found in *Appendix C-1: Customer Service*.

OCSE developed customer satisfaction surveys in the late 1990s; the surveys were a result of work done by a Federal/State/local child support customer service workgroup. We used these surveys as starting point for developing our survey instrument, but made significant changes, including additions, deletions, and revisions to tailor it to the Nevada CSEP, and to ensure information we gathered was relevant to the performance review.

Our survey asked a series of questions about the customer's most recent contact with the program. In addition, the survey asked questions about the customer's experience with leaving a voice message, sending an e-mail or letter and using the Voice Response Unit (VRU) and Web site. We also asked questions about receipt of letters, forms, brochures and asked the customer to rate satisfaction in a number of areas. For demographic data we asked customers to provide year-of-birth, gender, and education level.

When drafting the survey, we strived to use language that recognizes the unique relationship customers may have with the CSEP. For example, our survey asked if the customer received the information they needed, rather then asking if the customer received the information they wanted. In a program like Child Support Enforcement, it is not always feasible or appropriate to provide customers with what they want, but rather the goal should be to provide customers with what they need. For illustration purposes:

> *A non-custodial parent may want CSEP to reinstate a suspended license. While it may not be appropriate for CSEP to reinstate the license (i.e., what the customer wants), it is appropriate to provide options for contesting the action and information as to what action the non-custodial parent must take to have their license reinstated (i.e., what the customer needs). Great customer service can be provided, though the customer may not always get what they want.*

The customer satisfaction surveys were mailed out in July 2006, to 1,875 customers: 938 sent to custodial parents, 937 sent to non-custodial parents. A cover letter accompanied the surveys and customers were given a deadline to respond. To encourage response, we provided postage-paid return envelopes. We analyzed responses to our surveys returned before August 24, 2006.

Unfortunately, the percentage of completed surveys returned was low. Of 1,875 total surveys mailed, 197 were completed and returned by the recipient (10.5%), 275 were returned as undeliverable (14.7%), and 1,403 were unaccounted for (74.8%). For a further break-down, see the *Exhibit C.2.3-1: Customer Survey Return Statistics* below.

Mailed	CST	NCP	Percentage
1,875	**938**	**937**	**100%**
Completed	CST	NCP	Percentage
197	**125**	**72**	**10.5%**
Undeliverable			
275	**157**	**118**	**14.7%**
Unaccounted			
1,403	**656**	**747**	**74.8%**

Exhibit C.2.3-1: Customer Survey Return Statistics.

The majority of customers responding to the survey were born between the years 1963 and 1974. Over 60% were female and over 60% were custodial parents.

As far as education level, the vast majority of customers responding to the survey had at least a high school diploma or GED. We cannot conclude if this is indicative of the education level of the case participants. Of the five customers formally interviewed in-person, three reported having less than a high school diploma or GED. The responses may indicate that customers with a higher education level are more apt to complete a written survey, and may also indicate that customers with a lower education level are more likely to seek in-person assistance.

Although we are perplexed as to the reasons for the low response rate to the customer survey, those responding did provide valuable information. We gave special attention to the "free form" comments provided in response to a question which asked customers to share anything else about the program and its services to customers. We found trends within comments that may indicate the presence of customer satisfaction issues.

A summary of the results of the customer survey can be found in *Appendix C-5*. Specific results of customer surveys are also mentioned within relevant sections of the Customer Service Section.

C.2.4 Requests For Documentation

We requested various documentation from both the DWSS Central Office as well as various District Attorney Offices. This requested documentation included Voice Response Unit (VRU) statistics and scripts, as well as customer forms and literature. The Central Office and counties were very cooperative in providing us with the requested documentation to the best of their ability. In addition, we also reviewed documents regarding and relating to customers and organizational staffing. For a complete list of documents, see the Document Repository in *Appendix F: Document Repository*.

We noted that NOMADS is not currently able to produce management reports with the details necessary to provide effective management and thus, customer service.

See Effectiveness of Operations *Section D-6: Reports* for more information regarding management reports. Management reports are critical to effective leadership and management of the CSEP for Nevada. Accurate and detailed information is vital to providing the outputs that relate directly to customers, thus providing customer service.

C.3 CUSTOMER SERVICE DELIVERY

C.3.1 Background

In evaluating customer service delivery, we reviewed the methods CSEP staff use to interact with internal and external customers and the use of technology. Our review of methods included telephone, mail, e-mail, in-person contact, and other forms of technology.

C.3.2 Findings

C.3.2.1 Finding: Methods of Interacting with Customers Varies Across the State

C.3.2.2 Finding: The Methods and Timeliness of Contacts with Customers needs Improvement

It became evident during interviews with county staff that the size of the county and the size of a case manager's caseload impacted the methods they generally preferred to use to interact with customers. Case managers with higher caseloads tended to prefer less personal contact with customers than case managers with lower caseloads. Case managers with smaller caseloads were more likely to try to resolve the customer's issue immediately, i.e., when the customer calls or stops in the office.

While it was consistently reported that telephone was the primary method used by customers to contact case managers, there were variances as to what was the primary method used by case managers to contact customers. It was not uncommon for case managers, especially those with higher caseloads and those in larger offices, to state a preference for sending a letter to a customer in response to a customer's voice mail message. Reasons given for this preference included that it was a more efficient use of their time and that it was a way to document the response to the customer. Other case managers, especially those with lower caseloads and those in smaller offices tended to prefer returning voice mail messages with telephone calls.

A practice of consistently responding to voice mail messages left by customers with a letter is questionable. Customers may feel frustrated that a call-back was not provided, and there is an increased likelihood that customers will again need to contact the case manager with follow-up questions because the letter did not respond to their issue. This need for repeated contact is especially true if the customer's voice mail message did not completely or accurately describe the issue.

Case managers in Clark County in particular tended to prefer mail rather than speaking with customers on the telephone or in-person. Washoe County utilized a more balanced approach between telephone and mail. Small counties, such as Elko, Mineral, and Nye, generally take telephone calls and walk-ins at anytime, and

expressed the desire to speak with the customer the first time the customer contacted the office in an attempt to meet the customer's needs at that time.

A common concern among counties was that caseloads were too large.

Interview responses indicated that staff from larger counties tend to want to be sheltered from customer contacts so they could do "case work." There was more of a tendency to view customer contacts as something outside of "case work." On the other hand, staff from smaller counties tend to view customer contacts as being a more integrated part of working on cases.

There were also variances regarding the reported use of voice mail. Case managers in large counties were more likely to report having a large number of voice mail messages. To what extent this is due to caseload numbers versus a practice of letting telephone calls go to the voice mail system is unclear. Case managers in smaller counties were more likely to answer the telephone calls when they come in, rather than deal with voice mail later.

Case managers in Clark and Washoe Counties require a substantial amount time to process their voice mail messages. In spite of managerial expectations and policies that all telephone calls are returned within 48 hours, it is clear that not all case managers are able to meet this commitment due to the sheer volume of messages. When a customer served by Clark and Washoe Counties cannot get through to their case manager, the customer sometimes calls outlying counties and asks those case managers for assistance; customer have learned who is likely to answer the telephone. This customer tactic is burdensome to the smaller counties, but in their spirit of customer service, they will answer basic questions and will sometimes send an e-mail to the customer's case manager to request an action.

Best Practice – Washington (WA 05)
Washington does a lot of outbound dialing for reminders and collections and returns incoming calls that are taken on voice mail within 24 hours.

The "free-form" comment section in our customer survey became an avenue for customers to vent about the lack of ability to contact their case manager, the feeling that case managers perceived NCPs to be "bad people," and the belief that telephone calls and voice mail messages need to be returned. We received numerous comments about the Voice Response Unit (VRU) not working properly and about the menu being too long. There were many comments that were about case specific issues not related to the survey; those types of comments may indicate the customer needs to be heard and understood.

Many customers indicated through the customer survey and customer interviews they do not receive return calls when they leave voice messages. Of the 145 customer survey respondents reporting they left a voice mail message, 64 (44%) reported not receiving a return call. Even though the sampling of customers interviewed in the Clark County reception area is too small to draw any statistically valid conclusions, it should be noted that the two customers interviewed in Clark County reported they left

a voice mail message, and not received a return call, thus necessitating an in-person visit.

One NCP interviewed was quite upset because he reportedly lost two days of work to resolve his problem. If he had reached the case manager on the telephone, he would have made sure to bring with him some of the financial data the case manager needed. He was advised not to mail the financial data in because it might get lost and the case manager needed the information as soon as possible.

Reviewing Clark County customer interviews, we identified some common themes. Generally, customers felt they were treated courteously by the Reception Area workers. However, they didn't feel that counter workers knew enough about their case, and they expressed dissatisfaction they were unable to speak with their case manager. Also, they expressed general dissatisfaction about not being able to get what they needed from the Voice Response Unit (VRU), thus necessitating an in-person visit. Customers who had Limited English Proficiency (LEP) were grateful for the availability of Spanish interpreters.

Customer survey results revealed 50 respondents sent an e-mail or a letter to the CSEP or case manager asking for information. Of those 50, only 13 (26%) reported they received all of the information they needed.

Customer survey results revealed the following from the 180 respondents answering the question as to whether they received the information they felt they needed during their most recent contact:

- 60 (33%) reported getting all of the information they needed;
- 77 (43%) reporting getting some but not all of the information they needed; and
- 43 (24%) reported getting none of the information the needed.

Of the 120 reporting not getting all of the information they needed, 47 reported being told that someone from CSEP would follow-up after the contact with more information. Of those 47, 22 (47%) reported not receiving the information following the contact.

Respondents expressed the following opinions in the customer survey as to whether they strongly agreed, agreed, disagreed, or strongly disagreed with various statements about their most recent contact with the caseworker or other representative (these are arranged in an order showing descending satisfaction levels):

- **75%** strongly agreed or agreed that the worker was **polite and courteous**. 25% strongly disagreed or disagreed
- **60%** strongly agreed or agreed that the worker **listened closely to their question and concerns**. 40% strongly disagreed or disagreed
- **53%** strongly agreed or agreed that the worker was **knowledgeable about their case**. 47% strongly disagreed or disagreed
- **49%** strongly agreed or agreed that the worker **gave clear answers to their questions**. 51% strongly disagreed or disagreed
- **48%** strongly agreed or agreed that the worker **clearly explained what happens next**. 52% strongly disagreed or disagreed

- **46%** strongly agreed or agreed that the worker **clearly explained their options**. 54% strongly disagreed or disagreed

Respondents expressed the following opinions in the customer survey as to their overall satisfaction with how they were treated during their most recent contact:

- **21%** were **very satisfied**
- **21%** were **satisfied**
- **13%** were **somewhat satisfied**
- **11%** were **somewhat dissatisfied**
- **9%** were **dissatisfied**
- **26%** were **very dissatisfied**

Our customer survey also asked how satisfied customers were with the level of customer service provided by the CSEP. *Exhibit C.3.2.2-1: Customer Service Satisfaction* indicates responses for those expressing an opinion in each of the areas. The responses are arranged in an order showing descending satisfaction levels.

Customer Service Level of Satisfaction Question	Very Satisfied or Satisfied	Very Dissatisfied or Dissatisfied
Overall treatment by worker	60%	40%
Length of time to talk to worker	49%	51%
Ability to get things explained to me	46%	54%
Ability to have my questions answered	44%	56%
Length of time to get a response	37%	63%
Ability to get information needed	35%	65%

Exhibit C.3.2.2-1: Customer Service Satisfaction.

In general, our findings indicate that customers believe they are treated politely and courteously when they are able to make contact with a worker. However, they are frustrated about their inability to make contact with case managers by telephone, and they feel their voice mail messages are not consistently returned. Customers are generally not satisfied about the ability to get information they need, get questions answered, and the timeliness of responses.

Some customers have learned to ask for supervisors to get action on their requests. In other instances, customers come into the office in hopes of receiving some personal time with case managers. When customers do make contact with case managers, they tend to leave satisfied. However, customers were quick to note that if the case manager would have spoken or returned their phone calls in the first place, they would have not needed to make an in-person visit and would had a better disposition prior to entering the office. Costs associated to office visits (parking, child care, and lost wages) for customers can be burdensome as many customers have a low income status.

C.3.2.3 Finding: Mail Handling is Problematic

Depending upon the size of the county, mail is processed by a unit or person. Smaller counties make it a priority to keep up with the mail daily; medium to large counties struggle with the volume of incoming mail. Clark County has experienced a significant increase in incoming and outgoing mail over the last year, and thus, outgoing mail is now handled by case managers. As we noted earlier, large and medium counties prefer to do most of their customer contacts by mail, generating larger amounts of return mail. Smaller counties prefer in-person or telephone contacts, with a lower volume of mail.

NOMADS does not generate documents properly, there is no centralized mailing service, and documents are not bar coded.

C.3.2.4 Finding: Use of Email as a Method of Interactions Between Case Managers and Customers is Limited

While there is an e-mail link for customers on Central Office's Web site, the use of e-mail as a method to interact with customers was very limited in county offices. Case managers from small counties generally welcomed the idea of e-mail as a method of communicating with customers. Case managers from medium and large counties were more likely to express concerns with the idea, expressing they were not comfortable with the idea of customers having their e-mail addresses. These concerns, however, seemed to be allayed with the idea of an office email address which the case managers could use to respond, and then generally agreed there may be a value to having an e-mail contact option.

C.3.2.5 Finding: Location, Parking, and Office Hours Make In-Person Office Visits More Difficult for the Customer

Our personal site visits to Clark and Washoe counties revealed that location, parking, and office hours make in-person office visits more difficult for the customer. CSTs and NCPs may need to secure transportation and child care (or bring their children with them) when making in-person visits. In some cases, a customer that makes this burdensome trip in an effort to talk to the case manager, is told upon arriving the case manager is not available. Parking is not an issue in the rural offices.

C.3.3 Recommendations

C.3.3.1 Recommendation: Establish Standards Regarding the Method and Timeliness of Contacts With Customers, and Monitor Compliance to Those Standards

We recommend DWSS establish standards and expectations regarding the method and the timeliness of customer contacts, and monitor those standards for compliance. Established standards may be appropriately addressed through the statewide Customer Service Committee and Plan we recommend in *Section C.5.*

WASHOE COUNTY

Washoe County has implemented specified timeframes for case managers to respond to requests coming into the Family Support Division to see their case manager. When a customer comes up to the Reception Desk, the Receptionist completes a index card

size green slip recording the customer's name, Case # or SSN, Caseworker Name and reason for the visit. The Receptionist then sends the case manager an inner office email notifying them of the customer request. The case manager is to come to the Reception area within 15 minutes to speak with the customer in one of the Interview Rooms. If the case manager does not respond within the 15 minute timeframe, a second email is sent to the case manager with a copy to the case manager's supervisor along with a copy of the original email. If there is still no response within a 5 minute timeframe, an email is then sent out to all of the 4th floor supervisors. If there is still no response from any of the 4th floor supervisors within 5 minutes, an email is then sent out to all of the 5th floor supervisors and then to the assigned attorney if there is still no response within an additional 5 minutes. It is the responsibility of the Receptionist to track the timeframes and resend the emails however there is no report provided to management of the response times to these emails. While this provides a means of ensuring that customers coming into the office are seen, the monitoring is a totally manual process.

We recommend that this process be automated and that there be an ability to provide management reports regarding the number of walk-in customers, the length of time they had to wait, and at what point in this progression the customer was seen. While we commend Washoe County for their proactive approach to providing timely customer service to their walk-in customers, the efficiency and effectiveness of this procedure should be measurable.

C.3.3.2 Recommendation: Streamline Mail Handling

Mail processing could be streamlined by:

- Bar coding basic documents
- Ensuring NOMADS generates documents on correct forms
- establishing a centralized mailing unit for all outgoing NOMADS-generated mail
- Purchasing scanners for scanning incoming mail and for those incoming documents that have a bar code
- Enhancing NOMADS to automatically update the case record

C.3.3.3 Recommendation: Consider Providing an Enhanced Email Option as a Method for Communication Between Case Managers and Customers

We recommend DWSS explore an enhanced e-mail option as a method of communication between case managers and customers. Consideration should be given to creating an "office e-mail address" from which case managers can respond (rather than using their individual e-mail addresses).

See Recommendation in Section C.5 regarding considering customer service needs in future office space planning

C.3.4 Benefits

Establishing standards regarding the method and timeliness of contacts with customers, and monitoring those standards, will ensure more consistent delivery of appropriate customer service.

Streamlining the mailing and returned mail processes will ensure case managers receive valuable information in a timely manner. Information regarding potential collections and money to families is too valuable to leave in an "in basket" on a desk.

Providing an enhanced e-mail option as a method for communication between case managers and customers can be beneficial to both customers and to the CSEP. Customers are provided an additional option for contacting the case manager. In addition, case managers may find receiving e-mails versus telephone calls from some customers has its advantages. For example, case managers can respond to the e-mail during a more convenient time of day. There are also benefits such as the ability to attach information to the e-mails when responding.

C.4 VOICE RESPONSE UNIT (VRU)

C.4.1 Background

Automated voice response systems are often used by Child Support Enforcement programs as a method to provide information to, and to communicate with, external customers via the telephone. In the Nevada CSEP, the automated voice response system is called the Voice Response Unit (VRU).

States use their automated child support systems as the data source for these automated voice response systems. In Nevada, NOMADS is the automated system for both CSEP and the welfare programs. The VRU supports both the CSEP and the welfare program.

Automated voice response systems are often the method most used by customers. Customer survey results showed 57% of the respondents have used the VRU. (The VRU was used equally between CSTs and the NCPs.) This clearly demonstrates the importance of the VRU.

The VRU leads customers through the system by specific menu options.

We obtained and reviewed VRU statistics and scripts. In addition, we conducted actual testing of the VRU.

C.4.2 Findings

C.4.2.1 Finding: The Ability to Harvest Detailed Management Data From the VRU is not Presently Available

C.4.2.2 Finding: The VRU is Complex in Design and not Customer-Friendly

The VRU lacks the ability to produce detailed reports.

NOMADS is the data source for the VRU. Customers in Clark and Washoe Counties have the option of either calling county VRU phone numbers or the Central Office VRU. However, customers calling the Clark or Washoe VRU numbers are seamlessly routed to the Central Office VRU for very basic case information. Since the VRU also supports the welfare program, child support customers must first navigate through initial menu options before choosing the CSEP option. After choosing the child support option, there are six child support menu options to choose from. The six options are:

1. Custodial Parent
2. Non-custodial Parent
3. Paternity Establishment
4. Attorney
5. Employer
6. General Child Support Information

The basic information provided is as follows:

- Last Five Payments
- Direct Deposit/Debit Card
- Lost/Stolen Checks
- Next Court Date
- Child Support Office Locations
- To Speak with a Case Manager
- Paternity Establishment

Once inside the Central Office VRU system, provided the customer enters his or her Personal Identification Number (PIN), the customer can opt-out to speak with a case manager. If the customer chooses to opt out, the customer is routed back to the Clark or Washoe County VRU and into the case manager's voicemail box. If the customer does not know their PIN and has opted out, the customer is routed to either the North or South DWSS Central Office Customer Service Units.

Exhibit C.4.2.2-1: Nevada Voice Response Unit Routing System illustrates the VRU routing process flow as it was explained to us.

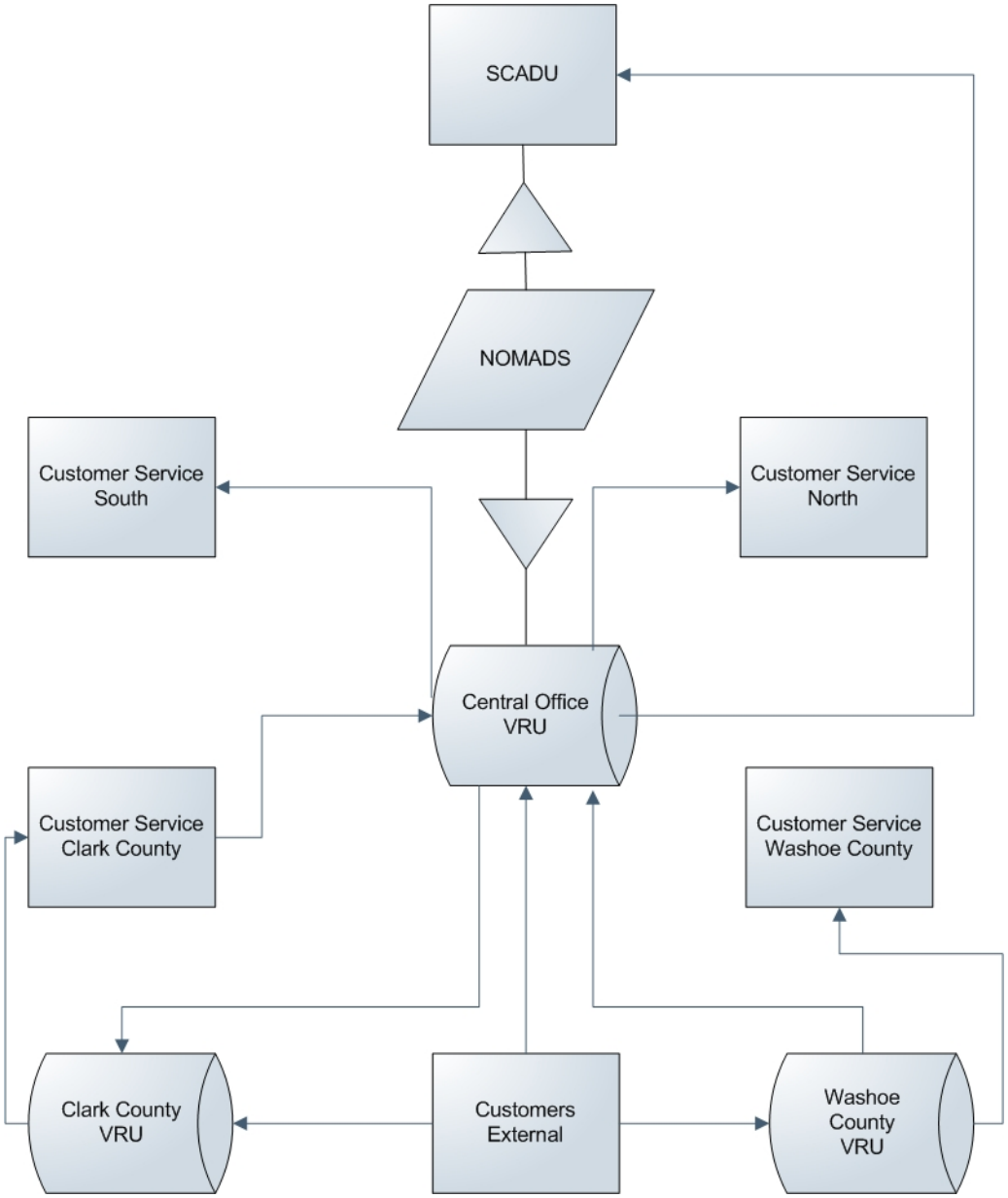


Exhibit C.4.2.2-1: Nevada Voice Response Unit Routing System.

Please note that the North and South DWSS Customer Service Units service welfare recipients as their primary customers. Since many of the recipients must receive child support services as a condition of receiving benefits, child support questions are asked. Due to this, DWSS added customer service representatives and child support scripts to their call center services. Our findings indicate there is very limited child support information provided to the customer and an insufficient number of customer service representatives. However, we applaud DWSS for recognizing the need to assist welfare recipients who have child support questions.

The State Collection and Disbursement Unit (SCaDU) provides payment data to NOMADS. NOMADS updates the Central Office VRU during a nightly batch run and customers access payment information via the Central Office VRU. However, to speak with someone at the SCADU, the customer must call into the SCaDU via a direct phone number. At the DWSS South customer service unit (Desert Inn building), when SCaDU has high volume call days, the South customer service unit phone lines are negatively impacted due to technical capacity issues. Customers are unable to reach customer service agents.

In Clark County, customers always have the option of leaving a voice message or talking to a live person. However, some customers we interviewed stated they left voicemail messages that are never returned, escalating the customer's frustration to new heights. The customer becomes motivated to appear in person at their county office.

Since Washoe County elected to link their VRU with Central Office VRU this past February, an unintended consequence has been that some of the calls occasionally "overflow" to the main District Attorney's office telephone number.

Out-of-state customers cannot reach the Central Office VRU with the toll-free number. Customers must call either the North or South main phone number at their own cost. If the VRU does not recognize the customer as having an active case, or if the customer cannot recall their PIN, they must speak with a Customer Service Representative (CSR). There is no option for the customer to retrieve their PIN without speaking to a CSR. We learned from our interviews with CSRs that the majority of customers do not have, or have forgotten, their PIN. CSRs spend significant amount of time providing PIN numbers and payment information that could have otherwise been provided through automation.

The Central Office VRU accepts calls from Clark County, and as of February 2006, Washoe County. The volume for an eleven-month period was over 430,000 transfers. Although the transfer is seamless to the customer, it still involves two systems working together and different phone numbers for the customer, adding to customers' confusion.

According to staff, the VRU can only hold 34 calls in the queue at one time and many callers never reach the queue for a CSR to respond. Also, the other counties in Nevada have no connectivity with the Central Office VRU for routing their customers back to their case managers. These county customers must call the Central Office VRU for basic payment information and then call their local county office phone number to speak with their case managers.

Customer survey results showed that 70 respondents reported choosing the VRU option to speak to a worker. Of those, only nine (13%) reported being able to speak with a worker. Of those reporting not being able to speak with a worker, only 8%)reported being able to get the information they needed from choosing another option.

In addition, this type of VRU configuration is ineffective when a customer has multiple cases across the state. Customers with more than one case must exit out of the VRU, call back and enter another case number to obtain case information.

C.4.3 Recommendations

C.4.3.1 Recommendation: Improve the Existing VRU

We recommend the following improvements to the VRU:

- **C.4.3.1.a** Enhance the VRU into a single Statewide VRU system with a national toll-free number for all counties in Nevada
- **C.4.3.1.b** Ensure the VRU has adequate phone lines to handle the capacity of callers
- **C.4.3.1.c** Allow customers to retrieve a forgotten PIN within the VRU system
- **C.4.3.1.d** Permit customers to transfer to a case manager or centralized CSR
- **C.4.3.1.e** Permit outbound calling to proactively update customers on selected changes in case and payment statuses
- **C.4.3.1.f** Provide periodic updates of PINs to customers through electronic means or the U.S. Mail
- **C.4.3.1.g** Provide marketing tools like wallet cards and refrigerator magnets with VRU short cuts for the most sought after information
- **C.4.3.1.h** Allow customers to obtain case information on multiple cases without leaving the VRU

Best Practice – Pennsylvania (PA 05)

Pennsylvania has expanded the media through which contact can be made. Most customer service is conducted at the Domestic Relations Office level. Each has an IVR, although the state manages them. Each Domestic Relations Office records its own scripts for the IVR. There is a state hotline and a SDU number for calls regarding payments.

C.4.4 Benefits

Customer satisfaction will be improved when customers can more easily navigate, and get the information they are seeking from, the VRU.

The need for customers to contact a case manager will be reduced. Keeping case managers working on cases is a major benefit towards productivity and program performance.

C.5 CUSTOMER SERVICE CULTURE

C.5.1 Background

Customer service culture relates to viewing customer service delivery from large, medium, and small county operations, as well as from the Central Office. We reviewed unmet customer service needs and trends regarding duty assignments between and among agencies, staffing, and customer service training. We also reviewed customer service from a variety of perspectives. First, we looked at internal customer relations: the relationship and the delivery of services between internal organizations. We believe this is the foundation for delivering customer service to the end customer; primarily the custodial parent, the non-custodial parent, and their children. Second, we looked at the relationship and services with the external customer.

C.5.2 Findings

C.5.2.1 Finding: There is Lack of Knowledge About Central Office's and Local Offices' Duties in Regards to Customer Service

Our findings indicate there is limited customer service and an apparent disconnect between Central Office and local offices. We noted there were contrary views expressed by Central Office and local offices in this regard. However, a consistent finding was neither party had full knowledge of the tasks or services performed for the external customer, or which entity was responsible for what services within the cooperative agreements.

County office staff possessed very little knowledge as to the services and duties Central Office performs for customer service. The majority of respondents had no ready response what Central Office did in regards to customer service. Staff offering a response described Central Office as addressing general questions and counties were described as addressing case-specific questions.

The vast majority of Clark County staff were unaware that Central Office had customer service units. Other county staff across the state that knew of the customer service units, were unaware of what types of questions and customer services were performed and how those services may affect their customers.

From the Central Office customer service unit perspective, they believe they are helping the counties and providing a valuable service. Central Office staff view the customer service unit's role as more providing customer service to callers, than providing a service to the counties as customers. The Central Office customer service units do not communicate directly with county case managers. This is due to a request from the District Attorneys to DWSS. The CSRs create a Contact Entry on the case with the hope case managers discover the information in time. We witnessed a Central Office CSR receive verified employment information and pass it along to the county case manager via case notes.

C.5.2.2 Finding: There is Lack of Customer Service Plans and Objectives

There is a lack of customer service plans and objectives at the Central Office and local office level. The lack of customer service perspectives in strategic and personnel performance plans, and with minimal customer service requirements for staff, leaves very little organization accountability for customer service.

During our interviews, we noted offices did not have established customer service goals or objectives, aside from perhaps a written or unwritten policy regarding within what amount of time telephone messages should be returned.

We asked staff how well they believed customer service goals or objectives were achieved by themselves individually, and as an office as a whole. Generally, individuals tended to think they were doing a good job with customer service given their duties and caseloads, but admitted there was always room for improvement. Regarding as an office as a whole, individuals from large and medium counties stated their offices as a whole were doing "fair" to "poor." Individuals from smaller counties often said their offices were doing "excellent."

C.5.2.3 Finding: Caseloads are Disproportionate

Caseloads in Clark and Washoe counties are disproportionate among teams, and among workers in a team. Some case managers have 1,500 cases while others have 200 cases. How county offices use FTEs varies across the state. Smaller counties tend to have few staff that are not case managers and leverage every FTE to perform case work. We recognize that staff assignments are management decisions. However, we believe an established caseload standard should be applied across the state per CSEP FTE.

C.5.2.4 Finding: There is a Need for More Proactive Case Work

We have learned through years of consulting in the Child Support Enforcement program there is a direct correlation between performing quality case work and a reduction in customer contact. Stated simply, contacts from customers are reduced and customer satisfaction is higher if work is being done on their case. Therefore, an integral part of ensuring demands in the customer service area are manageable is ensuring the case managers are performing proactive case work.

In Nevada, case managers have different interpretations about what customer service is, the means of customer service delivery, and to what extent customer service should be provided. Some case managers will take the time to educate and inform their customers, while others want to hurry back to their work.

Early intervention techniques are getting national attention. The idea behind early intervention is that case managers, or other staff, invest time with the customer early in the process, educating them about the program and actions to be taken with the goal of gaining increased long-term cooperation of the customer over the life of the case. One of the highlights of the National Strategic Plan is to "Prevent the build-up of unpaid support (arrearages) through early intervention rather than traditional debt threshold-based enforcement." Strategies within the Plan are to "Emphasize prevention and early intervention" and "Provide proactive case management to ensure

reliable payments of support." A Special Improvement Project (SIP) grant was awarded in FY 2004 for a study entitled "Early Intervention: A Multi-Site Study." This study assesses the use and impact of early intervention techniques in five jurisdictions of varying size. The project period for this SIP project was extended through October 31, 2006.

Smaller Nevada counties are proving the concept to be reliable as they work their cases from "cradle to grave." This approach has allowed case managers to develop long-term relationships with their customers.

While examining customer service delivery, we identified that smaller counties work cases more proactively, while Clark and Washoe Counties work cases more reactively. In Clark and Washoe counties, it is often the "squeaky wheel that gets the oil." Concentrating more on the "squeaky wheel" cases results in fewer cases worked timely and potentially more calls and complaints. Some customers have learned to complain to supervisors to get their cases worked.

Our findings have shown that staff in the smaller counties are touching each of their cases at least once every two months, whereas staff in the larger and medium counties cannot recall the last time they touched every case in their caseload. We believe proactive casework by the smaller counties is the main reason for higher productivity and higher levels of customer satisfaction. The same result can also occur for Clark and Washoe counties with effective enhancements and programming in NOMADS and the use of newer technologies.

Another philosophy to this customer service unit is to instill a culture that working in the customer service unit is a privilege and honor. These customer service agents are the most tenured, most customer service-talented and technical staff and therefore, paid among the highest paid positions. This is the best of the best handling the most valued customers – the citizens of Nevada.

Our findings among staff interviewed depended upon the size of the organization. The majority of staff in Clark and Washoe Counties endorsed a Customer Service Unit to shelter case managers so other case work can be performed. On the other hand, smaller counties endorsed adding more staff to reduce caseloads to a manageable level and allow case managers to work directly with the customers. The smaller counties felt customers were better served by the personal contact and worked cases cradle to grave. The Clark and Washoe staff prefer case specialization to mass produce casework and meet the customer's needs by getting casework done as quickly as possible. They felt the best way to do that was to shelter staff by having a statewide customer service unit with experienced staff. Both of these methodologies remain valid. The implementation of one solution over the other can be driven by the program costs over customer service delivery goals. (See our recommendation in Executive Summary B – Proposed Restructuring of the Nevada Child Support Program for organization structure.)

Best Practice – Vermont (VT 04)
Vermont has found centralized customer service to be very helpful and highly recommends it. Vermont advises, however, that it cannot be set up as a "glorified answering service" – the customer service representative must give out accurate information to the caller.

It was reported that the most common issues in customer contacts for external customers dealt with payment information for the CST and enforcement actions for NCP.

Customers are calling case managers for basic information which takes time away from dealing with cases with special issues and needs.

In the VRU Section (C.4), we discussed the number of callers into the VRU. Industry standards have shown that 20% to 25% of the callers will immediately opt-out for a live customer service agent. Statistics show there were 2,645,039 total VRU calls in twelve months (July 2005 – June 2006). If 20% opted out for a customer service agent, it would mean 529,008 callers did so. Our study found that child support callers were entering the VRU on the welfare side and not just through the child support menu option. There are no accurate statistics to indicate what percentage of these callers are truly in need of child support services.

Statistics reveal the average hold time is over five minutes. Over 16,000 calls are abandoned after an average wait time of over four minutes of holding. Our conversations with the customer service unit staff revealed that only 34 people can wait in the "hold" queue at a time. All other callers are told to call back at another time via an automated message. Central Office does not know how many customers wanting services are not registering within the statistical data. Note that abandoned calls rose over 20% from the previous year's statistics. This may indicate that customers are frustrated with the VRU and not reaching a CSR.

Industry standards have shown that 50% of callers opting out for a live customer service agent only want payment and status information that can be obtained from the VRU. Customers simply do not want to go through the menu of options. By using outbound calling and proactively notifying customers of basic case information, customers with more pressing needs will be able to reach customer service representatives and potentially reduce the need for FTEs in a call center as well. See *Exhibit C.5.2.4-1: Central Office Call Center and VRU Statistics* below.

Type	July 2004 – June 2005 (average per month)	July 2005 – June 2006 (average per month)	Notes Regarding Change Between Years (based on averages per month)
# of Staff			
North	3.3	5.0	2.7 more staff
South	13.6	11.9	1.7 less staff
Total Calls	30,772.0	33,502.0	2,730 more total calls
Calls Answered			
North	8,545.0	10,726.0	2,181 more calls answered
South	22,227.0	22,776.0	549 more calls answered
English	29,954.0	31,363.0	1,409 more English calls
Spanish	817.0	2,140.0	1,323 more Spanish calls (Note: This is an increase of over 2.5 times)
TANF/FS/Medicaid	28,571.0	22,916.0	5,655 less TANF/FS/Medicaid calls
Child Support	2,201.0	3,476.0	1,275 more Child Support calls
EAP	N/A	7,758.0	N/A
Resolved by CSU	23,856.0	15,521.0	8,335 less cases resolved
Referrals to Office	6,898.0	7,421.0	523 more calls referred back to counties
Immediate Referrals	17.0	5.0	12 more immediate referrals
Avg Time Per Call (mn/sec)	2:56	2:49	7 seconds less time per call
Avg Wait Time	5:23	5:18	5 seconds less wait time
Abandoned Calls	12,660.00	16,094.00	3,434 more abandoned calls
Avg wait time before Abandoned	3:44	4:43	59 seconds longer wait time before abandoning

Exhibit C.5.2.4-1: Central Office Call Center and VRU Statistics.

Exhibit C.5.2.4-2: Total Calls, *Exhibit C.5.2.4-3: Number of Staff* and *Exhibit C.5.2.4-4: Time per Call* illustrate these statistics.

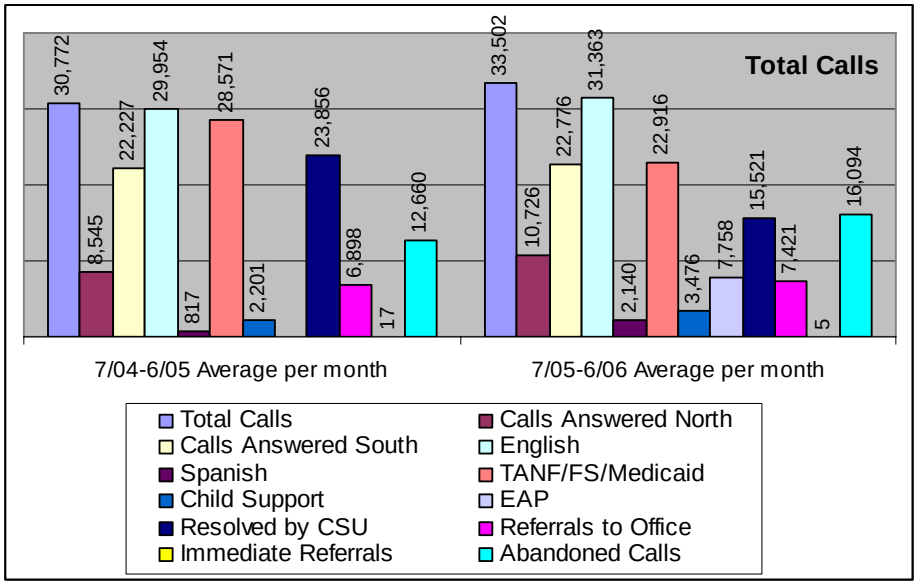


Exhibit C.5.2.4-2: Total Calls.

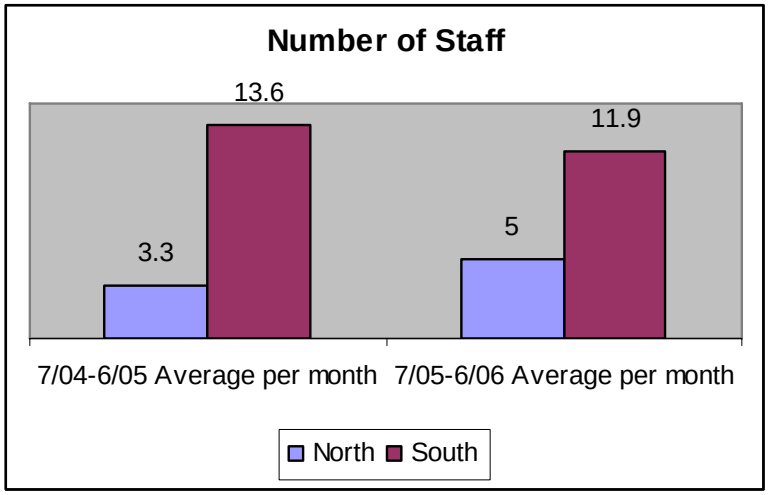


Exhibit C.5.2.4-3: Number of Staff.

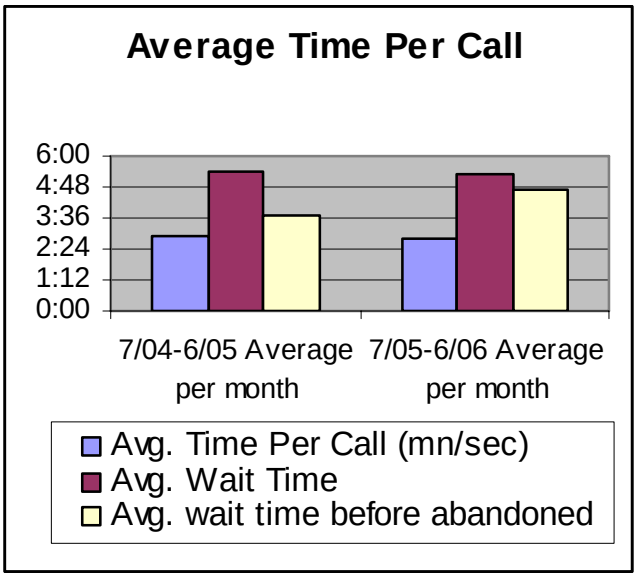


Exhibit C.5.2.4-4: Average Time per Call.

C.5.2.5 Finding: Location, Parking, and Office Hours Make In-Person Office Visits More Difficult for the Customer

C.5.2.6 Finding: Security is not Present Consistently Across the State

Central Office does not typically experience walk-in traffic for customer service. However, should someone come to Central Office, they are seen by someone from the administrative office. The vast majority of face-to-face customer service is at the county level.

Clark and Washoe Counties have established customer service units for handling walk-in traffic and some telephone calls. Although each case manager is responsible for handling customer calls, these customer service units attempt to assist case managers as much as possible. Clark County's customer service unit is much larger than Washoe County's, but both are based upon volume and need. Washoe sees approximately 24 customers a day compared to Clark at approximately 110 per day.

Clark County uses counter staff to work with the customers, with a Case Manager of the Day (CMOD) to handle difficult case questions. The intent is to keep the case managers free to work their cases. However, our interviews indicated some resistance by case managers to this approach because someone else was working their cases and could potentially make a mistake in the case. Furthermore, with the new Central Office evaluation process which requires strict adherence to policy, case managers do not want to suffer personnel actions based upon someone else's mistake.

We received 32 customer survey responses on in-person visits. Of those, 20 (63%) reported not having a appointment or court hearing, 26 (81%) reported waiting for under 30 minutes, and about half reported being able to talk in a private area.

The table below shows Clark County statistical customer service data for the first nine months of 2006. Clark County had 21,532 visitors to their customer service unit in the reception area. Four staff handled over 10,000 of those customers. *Exhibit C.5.2.6-1: Clark County Customer Service Log* simply provides some insight into how many customers are seen and the average time a customer service worker spends with the customer.

Group	Served	Avg. Service Time	Max. Service Time
2_Admins			
2_Admins			
2_Admins	39	00:09:00	00:27:45
2_Admins	17	00:02:06	00:30:06
3_Managers	1027	00:09:19	03:05:40
3_Managers			
3_Managers			
4_CMOD	350	00:09:34	01:42:05
4_CMOD	26	00:15:39	01:48:56
4_CMOD	1747	00:19:33	02:19:46
4_CMOD	52	00:08:22	00:27:10
5_Front Desk	1635	00:08:34	01:17:22
5_Front Desk			
5_Front Desk	195	00:07:47	00:28:32
5_Front Desk	855	00:09:22	02:43:15
5_Front Desk			

Exhibit C.5.2.6-1: Clark County Customer Service Log.

Group	Served	Avg. Service Time	Max. Service Time
5_Front Desk			
5_Front Desk			
5_Front Desk	2183	00:07:17	01:35:07
5_Front Desk	968	00:10:51	00:52:58
5_Front Desk	280	00:04:59	00:18:10

Exhibit C.5.2.6-1: Clark County Customer Service Log (continued).

CLARK COUNTY

County office locations for the most part are not customer- friendly. Clark County is located centrally in Las Vegas but parking is very limited and costly. The customer enters through the main office door and is immediately greeted by private security and a metal detector. The main lobby area prior to the customer service waiting area is congested with equipment and all of the patrons entering the building. Once inside the customer service waiting area, the customer reports to a receptionist that requests personal contact information in open view and within hearing range of all customers. Clark has a unique customer calling system by flashing the customer's number and informing them to report to a designated window. The window is similar to a bank teller's window that is incased in bullet-proof glass with a speaking hole and slide tray for documents. There is no privacy for the majority of conversations. However, Clark County does provide individual interview rooms should the need arise to see the CMOD or a case manager. The interview rooms do not have computers and thus, no access to NOMADS nor are case files available. The odds of meeting the customer's needs are unlikely if this visit is unscheduled.

Overall, the waiting area is cramped and congested with little or no privacy.

Exhibit C.5.2.6-2: Clark County Family Support Division Reception Area below is a view of the reception area at the Clark County District Attorney's Family Support Division.

Exhibit C.5.2.6-2: Clark County Family Support Division Reception Area.

WASHOE COUNTY

The Washoe County DA's office is housed within the courthouse. Parking is blocks away at a cost to the customers. Security is located as you enter through the main doors. Only employees are allowed past security prior to 8:00 am. This arrangement prevents flexibility in adjusting hours for customer service - no early or late appointments. The lobby for the Family Support Division is located on the fourth floor of the Mills B. Lane Justice Center and is co-located with several other District Attorney departments. Adequate seating is available for customers while they wait to speak to a case manager. Five interview rooms, equipped with computers, are available. Overall, the customer has privacy after their first contact with the receptionist; however there are security concerns for the receptionist and for the case manager meeting with the customer. The case managers visiting with customers in the individual interview rooms are behind solid closed doors with no windows. If a case manager is experiencing difficulty with a belligerent customer or is being threatened, case managers in the office on the other side of the door cannot view what is going on inside the closed door. The receptionist is in an open area and access to the inside of the work area where the case managers are located is behind locked doors with access through the use of a key card. On those occasions when there is only one receptionist in the reception area, if there is any problem with an angry customer, she is reliant on one of the other receptionists for one of the other District Attorney departments to observe and summons assistance.

In both instances, in the individual interview rooms and in the reception area, there is an absence of a "panic" button that the staff person may press for help.

Exhibit C.5.2.6-3: Washoe County Family Support Division Reception Area below is a view of the reception area at the Washoe County District Attorney's Family Support Division Office.

Exhibit C.5.2.6-3: Washoe County Family Support Division Reception Area.

RENO PAO

Reno PAO is located in offices atop a parking garage. The customer has no privacy when speaking to staff. There are no interview rooms nor is there security.

ELKO DA and PAO

Elko County DA is located in a daylight basement of a building with very limited, but free parking and a very cramped reception area. Customers are seen by a case manager at the front counter or are taken to the case manager's office if the questions are detailed in nature.

Elko PAO has plenty of free parking and easy access to their office. However, they are extremely crowded and perhaps only two customers can be at the front counter at the same time. Otherwise, customers have to wait out in the hallway of the building. There is no security for staff.

C.5.2.7 Finding: There is a Lack of Customer Service Training

Customer service training for staff is lacking in both Central Office and county offices. Staff who received customer service training usually reported the training was several years ago, and not child support-specific.

C.5.3 Recommendations

C.5.3.1 Recommendation: Creation of a Statewide Customer Service Committee and Plan

We recommend that communication between Central Office and the counties be improved. A better understanding of services and the roles each agency provides in the overall delivery of customer service is a must. Central Office and the local offices must work together as partners in the CSEP.

We recommend that the Central Office Customer Service Unit staff work with each county and ascertain how each county office operates.

We recommend the creation of a statewide Customer Service Committee to develop a plan how customer services are to be delivered, statewide, in a consistent and effective manner. This Customer Service Committee could serve as a sub-committee to the Child Support Oversight Committee recommended in *Section D.9.2.2* of this report. The basis for this recommendation is that the current IV-D Planning Committee currently operates under a full agenda for the 2 days that the committee meets. The availability of time for in-depth discussions and development of goals, objectives and standards for customer service would more than likely be extremely limited and not do "justice" to the task at hand. Additionally, not all the individuals involved or tasked with providing customer service are part of the IV-D Planning Committee and may not be available to participate. Forming a sub-committee would appear to be a more viable alternative as those individuals appointed to the sub-committee would be able to participate in the customer service-focused activities and discussions and then have the Sub-Committee Chair report back to the IV-D Planning Committee.

We recommend that a statewide customer service plan include standards and objectives to which all child support staff in Nevada are held accountable. This plan can also be a vehicle for discussion and dissemination of office-specific "best practices."

C.5.3.2 Recommendation: Include Customer Service Delivery Goals and Objectives as Part of Case Managers' Annual Personnel Evaluations

We recommend that customer service delivery goals and objectives are included in case managers performance plans, and made a part of annual personnel evaluations.

C.5.3.3 Recommendation: Solicit Feedback From External Customers

We recommend that feedback regarding customer satisfaction is solicited from external customers. This can be accomplished by comment cards at local offices, on-line surveys (mentioned in the Web site section, see *Section C.7*), interviews by management of randomly-selected customers after an in-person visit, and by periodic mailings of surveys.

C.5.3.4 Recommendation: Establish an Equitable Distribution of Cases

We recommend that caseload standards are established that can be applied statewide, and the proper allocation of resources considered in the organizational structure of

offices. In addition, when FTEs are added, priority should be given to the case manager level.

C.5.3.5 Recommendation: Change in Paradigm of Case Ownership

We recommend a cultural change as to who owns the child support cases. For customer service to work efficiently and effectively, the culture should support the concept that cases belong to the state. Assuming that all workers in contact with customers are well trained, any staff receiving a call from a customer should be able to handle the customer's needs.

A related recommendation is to focus more on performance than on strict policy adherence. This is discussed more in the Effectiveness of Operations *Section D.10: Performance Measurements*. Besides advantages on doing so mentioned in other areas of the report, strict policy adherence may cause case managers to be more inflexible in addressing special needs or issues customers may have.

C.5.3.6 Recommendation: Consideration Should be Given to Customer Service Needs in Future Office Space Planning

We recommend future building plans need to consider customer service needs. A "one-stop" concept may work well in some areas of the state.

We also suggest that consideration is given to staff safety as levels of security were inconsistent across the state. We recommend that security needs are blended between safety of the staff and the needs of the customer.

While security is needed, it is beneficial when the presence of the security does not project an appearance of lack of trust.

We provide the following to illustrate this recommendation:

> *The Washoe County reception area is very open and the receptionist does not have protection. Installation of bullet-proof glass or a panic button, or both, would afford the receptionist with security and would not negatively affect customer service. Interview rooms allow the customer privacy, but put case managers at a security risk. Addition of strategically placed windows or a panic button, or both, would afford the case managers with a level of security while still allowing customers privacy.*

With the restructuring of the program and the creation of Regional Offices, we recommend that the safety of those who interact on a personal level with customers be given a high priority and they safety be given serious consideration in the design of the floor plan for the Regional Offices.

C.5.3.7 Recommendation: Adoption of a Proactive Approach Towards Customer Service

We recommend the Central Office and local offices consider early customer education and intervention in child support cases. Refer to *Section D.3.1.6* for additional recommendations.

NOMADS must provide systematic case management that is directly related to the desired result of getting payments to families, and case managers must then

consistently work alerts. Please refer to *Section D.5* for additional findings and recommendations regarding alerts.

Enhancements to the VRU and the Web site (see also Sections C.4 and C.7), as well as outbound calling, would also go a long way in adopting a proactive approach towards customer service. Providing basic information to customers through other technologies will free up case managers' time for dealing with cases with special issues and needs, as well increase the likelihood that customers with more difficult issues can speak with case managers.

C.5.3.8 Recommendation: Provide a Centralized Customer Service Call Center and Specialized Customer Service Training

We recommend the development and implementation of a statewide Child Support Customer Service Call Center. The State of Virginia is one of the first states to have a full service child support customer service unit. The intent of this unit, and for any effective customer service unit, is to answer and meet as many of the customers' needs as possible. It is not to serve as a glorified message taking unit or VRU and to allow all customers the right to speak with an individual rather than leave a voice message.

It is evident during our discussions with IV-D case managers across the state, that a good deal of their time is spent handling customer service calls and taking reactive actions in response to the calls. Recommending a centralized Customer Service Unit is by no means intended to replace the unique customer service that is currently being provided by IV-D case managers. It is the intent, however, of allowing customers who either call in through the VRU and elect to talk to a "real" person, or who would prefer calling a Customer Service toll free number to talk to an individual. The Customer Service Unit would operate on a triage basis, responding to entry-level inquiries concerning payments, hearing dates, reporting address changes and/or employment changes, requests for case status, etc. The Customer Service Representatives at this level would take and resolve all of these calls, making any requested changes, sending out requested forms, and providing the requested information. Case manager-level Customer Service Representatives would handle second-level calls related to more specific information requests. These CSRs would be trained in providing more detailed information and taking more specific actions. For all third-level calls, the CSR would refer the customer directly to their case manager in the appropriate office.

For a customer service unit to be effective, Nevada case managers will need a paradigm shift of case ownership. That is, case managers in the District Attorney Offices will need to understand that all IV-D cases are "owned" by the state and that they have contracted with the state to provide the IV-D services on the local level. The intent of a triage-type Customer Service Call Center is not a reflection on the high level of customer service that the DA offices currently provide to their customers, but to alleviate these case managers from having to spend an inordinate amount of their daily activities on answering and returning phone calls instead of working their case alerts, processing documents and mail, and any other ongoing special projects.

CSRs who are part of the Customer Service Call Center would have specific performance standards and measurements to abide by to ensure that quality customer service is being provided. Among these would be a predetermined maximum "hold" time for callers, monitoring of response time, meet customer service satisfaction goals are among some of these. Software is currently available that will monitor and report the number of calls received, the amount of "hold" time, and the number of "dropped" calls. These reports will provide management with statistics and an ability to measure and evaluate results and performance.

We recommend child support-specific training is provided for staff dealing with custodial and non-custodial parents. DWSS should consider using the OCSE training tool entitled Customer Service Training for Child Support Enforcement Workers when developing the state's own curriculum. The training material is available on the OCSE Web site at **http://www.acf.hhs.gov/programs/cse/pubs/training/customer_service/trainer_guide/**.

According to the OCSE Web site:

"The goal for this course is to provide comprehensive customer service training to Child Support Enforcement workers who are responsible for handling customer situations. This training will equip them with practical tools to improve their customer service skills and attitudes."

Best Practice – Virginia (VA 03)
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.

Best Practice – New Jersey (NJ 05)
Three counties are piloting a joint call center, jointly staffing the center. Since the Administrative Office of the Courts (AOC) oversees the county work, the state IV-D agency cannot summarily set up the pilot. The state IV-D agency works with the AOC to plan for the program's future, using pilots such as the call center to determine if program changes should be rolled out statewide.

Best Practice – California (CA 05)
The Los Angeles County Child Support Services Department (CSSD) call center has been shown to be very effective. The statewide state disbursement unit has a call center.

Best Practice – Wisconsin (WI 04)
Milwaukee has a call center for Milwaukee and Racine Counties. Other counties and the state disbursement unit answer questions directly.

We recommend that training include techniques to terminate telephone conversations. A common concern with staff was they had difficulty getting off of a telephone call. This is covered in the OCSE curriculum.

C.5.4 Benefits

Improved communication, a complete understanding of the roles within the CSEP between Central Office and the counties, and the creation of a statewide Customer Service Committee will lead to a unified understanding of operations and development of a consistent and holistic approach to delivering customer services across the state. This approach will increase collaboration, streamline customer service objectives, and improve performance.

A more hands-on approach by Central Office and providing more guidance for the county offices, should result in program improvement.

Measuring customer service as part of a case manager's performance plan will keep customer service in the forefront of the work case managers perform, thus enhancing prioritization of customer service delivery. It also ensures appropriate accountability with established standards.

Soliciting feedback from external customers on customer satisfaction will allow CSEP to identify systemic customer service issues, and appropriate actions can be taken to address those issues. The benefit to exit interviews by management is to gain the most recent feedback from the customers their office served. The effort to seek improvements from involving customers assists in making customers feel they are valued. This practice offers an opportunity to improve overall customer satisfaction.

The benefit to establishing the ratio of cases to case manager by total assigned FTE removes arguments about large county versus small county. Furthermore, it stresses the responsibility on the office management to allocated FTEs carefully. A balanced caseload to case manager ratio will provide a baseline standard for evaluating customer service delivery among case managers. Management will have a more effective means to evaluate resource allocation, the ability for NOMADS to aid case managers, and future staffing allocation.

The benefit to a cultural change in case ownership is the customer makes one contact with the agency and is assured the work will get done. Taking messages and requiring the customer to call back because their specific case manager is inaccessible results in a lesser degree of customer service.

Focusing on performance rather than strict policy adherence will better serve customers as case managers may be more flexible in addressing customers special needs or issues.

Early customer education and intervention in child support cases will assist in ensuring long-term cooperation of customers.

The benefits of having an appropriate set of NOMADS alerts allows case managers to work what is important and necessary on their cases. Focused work leads to higher productivity, increasing the production on federal performance measures and better customer service delivery.

VRU and Web site enhancements, and the use of other media to proactively provide basic case information will permit case managers to stay focused on cases with special issues and needs.

Child Support Enforcement professionals deal daily with customer personal issues involving divorce, children, and money, and must possess the skills needed to interact with customers in difficult situations. Child support staff who receive specialized customer service training will possess the confidence and the ability to provide quality customer services. Customers benefit by receiving a higher level of customer service from staff who possess better skills to handle customer issues and situations.

C.6 COMPLAINTS

C.6.1 Background

We reviewed complaint processes when conducting our interviews, attempting to ascertain the number of complaints and how complaints were registered and tracked for resolution.

C.6.2 Findings

Finding: Complaints are not Effectively Identified and Tracked

Federal regulations at 45 CFR § 303.35 require states to have in place an administrative complaint procedure. The provision is as follows:

> *(a) Each State must have in place an administrative complaint procedure, defined by the State, in place to allow individuals the opportunity to request an administrative review, and take appropriate action when there is evidence that an error has occurred or an action should have been taken on their case. This includes both individuals in the State and individuals from other States.*
>
> *(b) A State need not establish a formal hearing process but must have clear procedures in place. The State must notify individuals of the procedures, make them available for recipients of IV-D services to use when requesting such a review, and use them for notifying recipients of the results of the review and any actions taken.*

In Nevada, the procedure can be found in Section 219 "Administrative Complaint Procedure" of the Child Support Enforcement manual.

Central Office considers customers complaints to be a county responsibility.

CLARK COUNTY

Clark County uses a Complaint Log that is an Excel spreadsheet for complaints registered from their child support Web site and complaint calls that come in through the General Administrative phone number located on the 6th Floor. These complaints are logged on this Complaint Log by an individual in the Administration Office and then passed on to the Unit Managers for investigation. The Unit Manager is

responsible for ensuring that the complaint is resolved and reporting back to the Administration Office the resolution which is also logged. The individual Unit Managers, Team Leads and/or case managers do not keep separate complaint logs to record other phone calls they receive outside of those coming in through the 6th Floor.

Other counties handled complaints verbally. Complaints are not tied to case managers' performance and thus, there is reduced accountability for how customers are served.

We did not find an apparent link between the informal processes followed by the counties for complaints and the procedure required in Section 219 of the Child Support Enforcement Manual.

C.6.3 Recommendations

C.6.3.1 Recommendation: Implement and Monitor the Formal Procedure for Handling Complaints

A formal Administrative Complaint procedure is addressed in the Child Support Enforcement Manual. There is a need for these procedures to be consistently implemented and monitored. If the procedures are not workable for some reason, DWSS should consider revising the procedures, while ensuring that all federal regulations are still met. Developing forms to be used by customers and the local offices may assist in the implementation of complaint procedures.

We recommend the complaint process includes a reporting requirement so complaints are tracked and evaluated, and to ensure systemic issues can be identified and acted upon.

We also recommend that an automated complaint tracking system be developed for use in both Clark and Washoe counties to log all customer service complaints received directly by these two offices and provide management reports identifying the type of complaint, the length of time it took to call back as well as the length of time it took to resolve the complaint. The complaints logged in on this tracking system would also be prime candidates for requesting Customer Service Satisfaction information.

C.6.4 Benefits

The implementation of a formal procedure will ensure customers are afforded a process to have complaints addressed.

A reporting requirement offers the opportunity to identify possible needs for program improvements as well as identify possible staff training needs.

Best Practice – Ohio (OH 05)
Customer calls go to the counties and then, if needed, they are bumped up to the state. Part of customer service can be done at the state level, including fielding state disbursement unit calls. If a customer is unhappy, there is an independent hearing officer to review the actions taken or not taken.

Best Practice – Washington (WA 05)
Complaints are handled by a community relations unit of five people. They act as core staff to respond to legislators' inquiries and to field calls from inquiring parents. A conference board adjudicates disputes regarding policy application in specific cases, caseworker treatment, and compromising arrearages.

C.7 WEB SITE

C.7.1 Background

We reviewed the contents of Nevada's Web sites and compared the results to other states' Web sites to identify enhancements that may improve child support customer service operations.

We reviewed Central Office's Web site. The Central Office Web site provides links to two county office Web sites: Carson City District Attorney Child Support Enforcement Division and Clark County District Attorney Family Support Division. These two county Web sites were also reviewed. (Note: An error, "The page cannot be found," was initially received when trying to access the Carson City link. Upon learning of the "broken link" through a MAXIMUS preliminary report, the link was quickly fixed. However, a link to application materials within that Web site does not work.)

Our reference to other states' Web sites includes a matrix detailing states' use of Web sites for customer service components, entitled "Customer Service Website Information," This detailed information can be found on the Federal Office of Child Support Enforcement Website at:
http://www.acf.hhs.gov/programs/cse/stsys/wbcs/CustomerWeb.pdf.

We used information from this matrix and information based on our team members' knowledge of various Web site enhancements to identify options and enhancements.

C.7.2 Findings

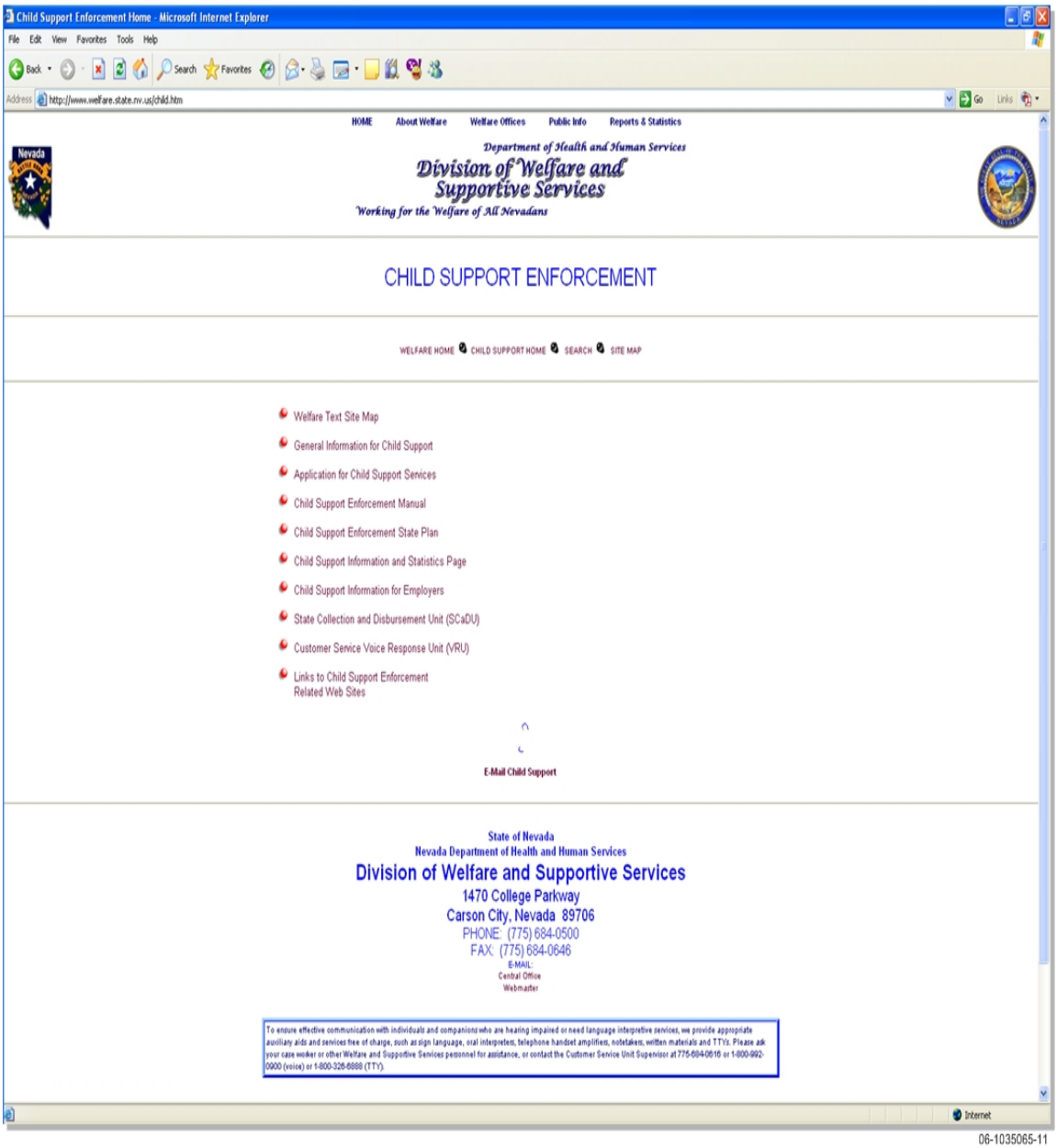
C.7.2.1 Finding: There Are Opportunities for Enhancements to Nevada's State Web Site

Although generic information of interest to case participants is available through the Web site and there are some download options, case participants cannot access case-specific information, nor can they submit information on-line. In addition, while information of interest to employers is available through the Web site, employers have no on-line options. We expect web site enhancements would increase customer satisfaction for case participants and employers, as well as provide significant benefits to the program.

We noted problems with links to, and within, one of the county's Web sites (Carson City).[1] We conclude there is an apparent need to review existing Web sites periodically to ensure links are working appropriately.

See *Exhibit C.7.2.1-1: Carson City Division of Welfare and Supportive Services Web Site – Child Support Enforcement* below.

CENTRAL OFFICE



06-1035065-11

Exhibit C.7.2.1-1: Carson City Division of Welfare and Supportive Services Web Site – Child Support Enforcement.

A summary of the contents of *Central Office's* Web site follows:

- **"General Information for Child Support" Section**
  - Information on electronic payments (direct deposit and debit card) - explanation, frequently asked questions, Chase Nevada debit card information including how to access account information on-line, and the flyer entitled "Electronic Child Support Payment"
  - "What Every Parent Should Know About Establishing Paternity" state brochure
  - Information for mobilized reservists and national guard members – links to OCSE and Judge Advocate General's (JAG's) information
  - "OCSE Handbook on Child Support Enforcement" federal handbook
  - "Affidavit of Custodian of Minor Child and Notice to Obligor" state form (Note: appears to be listed twice) – can be printed then completed
  - "Affidavit of Custodian of Minor Child and Notice to Obligor" state form instructions – can be printed then completed
- **"Application for Child Support Services"** The Application form can be printed then completed by the applicant.
- **"Child Support Enforcement Manual"** (.pdf)
- **"Child Support Enforcement State Plan"**
- **"Child Support Information and Statistics Page"**
  - Information on caseloads, incentive measures, and collections/disbursements (Note: It appears the most recent information available on collections/disbursements is for quarter ending March 2005.)
- **"Child Support Information for Employers" Section**
  - Income withholding information – links to OCSE information; state-specific information regarding questions/answers, fees, and an email option to get EFT instructions
  - National Medical Support Notice information – instructions
  - New hire reporting information – instructions
- **"State Collection and Disbursement Unit (SCaDU)"**
  - Information on direct deposit and an authorization form (.pdf) and instructions as to where payments are to be sent
- **"Customer Service Voice Response Unit (VRU)"**
  - Information on the VRU numbers and other contact information
- **"Links to Child Support Enforcement Related Web Sites" Section**
  - Links include:
  - Child Support Enforcement Manual, Domestic Violence – Clark County
  - District Attorney Offices in Nevada (addresses & phone numbers)
  - District Attorney Child Support Web Sites (Carson City, Clark County)
  - National Council of Child Support Directors
  - Tribal IV- D Agencies (pdf file)
  - Various links within the OCSE Web site

- Link to Service members Civil Relief Act (SCRA) which provides a "look-up" feature.
- The Web site also contains a "**E-mail Child Support**" option (sent to **cse@dwss.nv.gov**)

See *Exhibit C.7.2.1-2: Carson City Web Site* below.

CARSON CITY

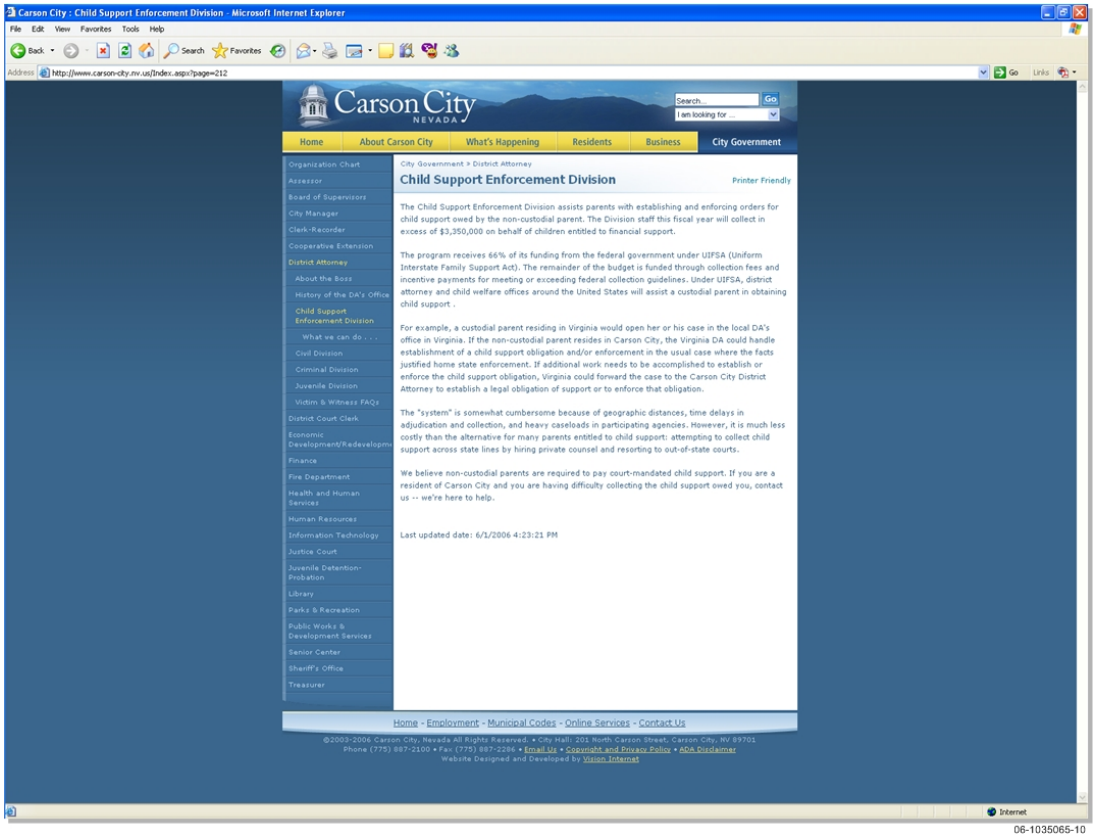


Exhibit C.7.2.1-2: Carson City Web Site.

A summary of the contents of Carson City District Attorney Child Support Enforcement Division's Web site follows:

> *In addition to the above information, Web site visitors can select a "What can we do. . ." option. When selected, a page of additional information is displayed which includes very general information about applications, paternity, and enforcement. (Note: Regarding applications, it states "If you would like to see the information or documents it will be necessary to have when applying, click here." However, the "click here" link did not work.) Also included is the number of cases and the sources of the referrals. (Note: Language states that referrals come to the office from three sources, and there are four listed.)*

See *Exhibit C.7.2.1-3: Clark County Web Site* below.

CLARK COUNTY

06-1035065-09

Exhibit C.7.2.1-3: Clark County Web Site.

A summary of the contents of Clark County District Attorney Family Support Division's Web site follows:

> *Provides office information such as address, telephone number, fax number, office mission, office structure, office location, and telephone directory.*

- **"Filing for Child Support (Overview)"**
  - The Application for Child Support Services is available here (can be printed and then completed by the applicant). There are several "up-front questions" that are asked of the potential applicant, and then, depending on the answers, a list of certain forms is provided. These are forms that can be printed, then completed. In addition, instructions for completing an application are provided. [Note: These were options not found on the state's Web site. The customization is interesting, and it helps ensure additional paperwork is received at time of application. The state should, however, determine whether it is appropriate to seemingly require this additional paperwork at the time of application, rather than requesting it after the application is received. For

example, if the applicant indicates the non-custodial parent resides in another state, the applicable federal interstate referral forms are then listed for completion. A balance should be struck between getting the information needed to establish a case, but not discouraging applications by asking for too much information up-front.]

- **"Child Support Issues"**
  - Contains "frequently asked questions" on child support issues.
- **"Paternity Issues"**
  - Contains "frequently asked questions" on paternity issues.
- **"Outreach Program"**
  - The "C.A.R.E. Handbook."
- **"Other State Child Support Agencies"**
  - Provides links to other states' Web sites.
- **"Other Local Agencies"**
  - Provides more information than the category suggests. When this option is chosen, the information is labeled "Relevant Agencies Re: Family Support" and includes links to State of Nevada Index of Agencies & Services, Federal Office of Child Support Enforcement, ADOPT: Assistance Information Support, DivorceNet: Family Law Divorce Resource, and Nevada State WIC Program.

No prominent link to the state's Web site was noted on Clark County's Web site. There was a link to it under the "Other State Child Support Agencies" section, in alphabetical order with all other states.

While state Child Support Enforcement programs have historically used Web sites to provide general information to customers and the general public, programs are increasingly using Web sites to take advantage of opportunities to enhance and improve customer service operations. Emerging technology and states' use of automated systems for case processing has made web technology particularly attractive when faced with rising caseloads and limited resources; and has made the large scale dissemination, and exchange, of information possible . The "working smarter, not harder" concept applies here.

Custodial parents, non-custodial parents, and employers are the primary recipients of these enhanced and improved operations.

C.7.2.2 Custodial parents and Non-Custodial Parents (Case Participants)

In addition to using Web sites to provide general information, a number of states are using Web sites to provide "access" to case-specific information to case participants, as well as to provide "interactive" components for their use.

Our customer survey results revealed 24 respondents reported trying to access a Web site to get information. Of the 24, only three reported getting the information they needed, with an additional four reporting they received some of the information they needed.

With enhancements and advertisements of the availability of the options, we expect the use of the Web site to give and get information to greatly increase.

C.7.2.2.1 Access – Case Participants

There are a number of possible options for case participants to access case-specific information through a Web site. This case-specific information is taken from the state's automated system. Some examples of possible options are as follows:

- Court-ordered Amounts
- Last Payment Information
- Arrears Balance
- Payment History (time period available varies)
- Case Status
- Hearing Information

In some instances, case participants (or sometimes other interested persons) can access and download various forms.

C.7.2.2.2 Interactive – Case Participants

There are a number of possible interactive options for case participants as well.

In some instances, case participants can provide information on-line. This information can be processed in a number of ways. For example, programming can allow information to automatically feed into the automated system and/or create an "alert" regarding the information to a worker. Some examples of possible options for case participants to provide information on-line are as follows:

- Address Updates
- Employment Updates
- Telephone Number Updates

In other instances, case participants (and sometimes other interested parties) can use other interactive tools. Some examples of possible interactive tool options are as follows:

- Child support guidelines calculator
- Application for IV-D services (completed and submitted on-line)
- Customer satisfaction surveys

Best Practice – Virginia (VA 03)
To provide customers the information they want, Virginia posts information to their Web site. This includes information on frequently asked questions as well as providing access to unique case-specific information, such as payment history, last five actions noted in a case, and upcoming court dates.

C.7.2.3 Employers

In addition to using Web sites to provide relevant information to employers (forms, resources, and references), a number of states are using Web sites to provide "interactive" components for employers' use.

C.7.2.3.1 Interactive - Employers

Some examples of "interactive" options for employers are as follows:

- Reporting new hires
- Reporting employee terminations
- Submitting income withholding payments electronically, through a secure Web-based process (This is especially beneficial to smaller employers who may find that programming for Electronic Funds Transfer/Electronic Data Interchange is beyond their capabilities or is not cost beneficial.)
- Exchanging documents electronically

C.7.2.4 Security

Safeguards must be in place to ensure appropriate access when allowing case participant access to case-specific information. For example, states may require use of a PIN (Personal Identification Number) to access on-line services. In addition, "interactive" options require safeguards to ensure information submitted is secure.

C.7.3 Recommendations

C.7.3.1 Recommendation: Enhance Central Office's Web Site for Case Participants and Employers

C.7.3.1.a We recommend DWSS consider enhancing the state's Web site to provide options for case participants to access case-specific information. Primary items for consideration include:

- Court-ordered Amounts
- Last Payment Information
- Arrears Balance
- Payment History (time period available varies)

Other items include:

- Case Status
- Hearing Information

Best Practice – Colorado (CO 05)
Colorado provides customers with the ability to go online through their state website and access payment history online. In addition, the CST or NCP may display a complete payment record in pdf format to be printed.

C.7.3.1.b We recommend DWSS consider enhancing the state's Web site to provide options for case participants to provide information on-line. Primary items for consideration include:

- Address Updates (for both case participants)
- Employment Updates (for non-custodial parents)
- Telephone Number Updates (for both case participants)

C.7.3.1.c We recommend DWSS consider enhancing the state's Web site to allow electronic completion and submittal of:

- An Application for Child Support Services
- Request a Debit Care
- Sign Up for Direct Deposit

Best Practice – Colorado (CO 06)
Colorado provides customers with the ability to go online through their state website and request case status and/or request an application for a debit card.

C.7.3.1.d We recommend DWSS consider enhancing the state's Web site to provide additional options specifically for employers. Primary items for consideration include:

- Reporting New Hires
- Submitting income withholding payments electronically, through a secure Web-based process (This is especially beneficial to smaller employers who may find that programming for EFT/EDI is beyond their capabilities or is not cost beneficial.)
- Other items that may be considered:
  - Reporting Employee Terminations
  - Exchanging Documents Electronically

If this recommendation is implemented, it is also recommended that access to this portion of the website be secure so that only employers and not CSTs or NCPs be allowed access.

The other alternative is to develop and maintain a separate website that is accessible only to employers.

C.7.3.1.e All county DA Child Support Enforcement Web sites should contain a prominent link to the state's Web site.

With the implementation of Regional Offices, this would not be an issue as there would be only one website in use for customers statewide.

C.7.3.1.f We recommend DWSS consider assigning responsibility to ensure links to, and within, Web sites remain in working order. The links on the DWSS website should be "tested" periodically to ensure that they are not broken, as well as updated as they may change.

C.7.3.1.g When allowing access to case-specific information, DWSS must implement safeguards to ensure appropriate access. In addition, if interactive options become available, safeguards must be in place to ensure information submitted is secure.

C.7.3.1.h Once any enhancements are made, on-going advertising of what options are available, and how to access the options, should be done. Advertising can be accomplished by adding this information to brochures and fact sheets, as well as telling case participants and employers about it when speaking with them. The availability of options should also be added to any counties' Child Support Enforcement Web sites, along with a link. In addition, mass-mailing to employers regarding enhancements may be appropriate, as well as coordinating outreach efforts with government or private entities that deal with employers.

C.7.4 BENEFITS

We recognize that not all case participants or employers will choose to use customer service enhancements through Web sites. Some customers simply are not internet users, and will always prefer other methods to get information and interact with the program. However, people are increasingly using the internet to obtain and provide information in other parts of their lives. Web enhancements simply provide another option for customers.

We expect providing case participants options through the Web site to improve customer satisfaction. Case participants can access available information any day, at any time, and provide information to the program any day, at any time. Case participants can avoid lengthy waits on the telephone and waiting for a response from voice messages or correspondence.

We expect Web site enhancements to improve operations for the program as well. Case participants using Web site options don't need to call or visit the offices. This frees up time for the case managers. In addition, case participants may provide important information not otherwise provided if Web site options did not exist.

Another advantage is the program can control what will happen to information provided by case participants for each option. For example, DWSS may decide when a custodial parent provides updated address information through an on-line option, the address in NOMADS is automatically updated, and the assigned worker does not receive an alert. On the other hand, DWSS may decide when a non-custodial parent provides updated address information through an on-line option, the address in NOMADS is automatically updated, but the assigned worker receives a system-generated alert, prompting the worker to request a postal verification. (There may be instances where a non-custodial parent is attempting to provide a "false" address in order to avoid Child Support Enforcement.)

We recognize employers are important customers to the Child Support Enforcement program, and play an increasingly integral role in the program's success. We expect enhancing employer options and easing their burden through Web site options, will increase employer satisfaction as well as compliance, generating positive results for the program. In addition, information that is submitted on-line can be processed more efficiently. For example, new hire reports received through a Web site do not have to be manually entered. This means less worker intervention and reduced chance of error.

C.8 DOCUMENTS: FORMS, CORRESPONDENCE, AND LITERATURE

C.8.1 Background

We selected 20 various forms and correspondence from Central Office and county offices for a detailed review.

We also reviewed customer service literature (brochures and fact sheets, etc.) from Central Office and various county offices and selected thirteen for a detailed review. The literature was developed by Central Office, Clark County, and Washoe County, and the intended recipients of the documents are custodial parents, non-custodial parents, or both.

The primary objectives of the review were to:

- Determine the general readability of the document.
- Determine whether the document clearly conveyed the intended message(s).

To determine general readability, our initial review of each document included the application of the "Fog Index" to language, or a sampling of language . The "Fog Index," devised by Robert Gunning, can be used to identify a "grade level" of the language to help determine the "readability." The Fog Index does not assess how well something is written. There are currently several versions of the "Fog Index." The method we used in this review was as follows:

1. Counted the words in a sample.
2. Counted the number of sentences within the sample.
3. Counted the number of words with three or more syllables (with some exceptions such as capitalized words (unless the words are capitalized only because they begin a sentence), compounds of simple words, and verbs with the third syllable of -ed or –es).
4. Divided the number of words (#1) by the number of sentences (#2) for an "average words per sentence."
5. Added the "average words per sentence" to the number of words with three or more syllables (#3).
6. Multiply the total in #5 by .4. This result is the "readability grade level."

While the "Fog Index" can give an indication of "readability," it does not ensure the message is clear. Therefore, we also reviewed each of the selected documents for clarity.

We also reviewed the "Application for Child Support Services" and the methods that may be used by customers to apply for services.

C.8.2 Findings

C.8.2.1 Finding: Readability and Clarity Of Forms, Correspondence, and Literature Could be Improved

C.8.2.2 Finding: Much of the Available Customer Documents are "County-Specific," Rather Than "Statewide"

C.8.2.3 Finding: Dissemination of Literature is Largely Limited to Customers Visiting "In-Person"

C.8.2.4 Finding: There is no On-Line Application Process (in which applicants can complete and submit an application on-line) Available

C.8.2.5 Finding: The Application for Child Support Services Appears to be Applicable to Only Custodial Parents.

C.8.2.6 Forms And Correspondence

Document Description	Provided by	Identifier
• SURRENDER LETTER	Central Office	GN0005
• Positive genetic test results	Central Office	GN0032
• DELINQUENCY NOTICE	Central Office	GN0049
• CASE CLOSURE IN 60 DAYS	Central Office	GN0074
• Child turning 18	Central Office	GN0106
• Notice of genetic testing appointment	Central Office	GN0116
• Cover letter to Arrearage Calculation Summary	Washoe County DA	WGN008
• Notice to party of genetic testing appointment	Washoe County DA	WGN013
• NOTICE REGARDING DIRECT PAYMENTS (NCP)	Washoe County DA	WGN030
• NOTICE REGARDING DIRECT PAYMENTS (CST)	Washoe County DA	WGN031
• Child turning 18	Washoe County DA	WGN034
• 60 DAY CLOSURE NOTIFICATION	Carson City DA	DAYS60
• Paternity testing appointment	Carson City DA	PATTST
• Positive paternity testing results	Carson City DA	PATPOS
• Negative paternity testing results	Carson City DA	PATNEG
• Letter to custodial parent upon opening the case	Douglas County DA	N/A
• Letter to non-custodial parent upon opening the case and employment is unknown or non-custodial parent is self-employed	Douglas County DA	N/A
• Introductory letter (application)	Clark County DA	ACKLTR
• No longer employed	Clark County DA	EMPTRM
• Child turning 18	Clark County DA	VERANC

Exhibit C.8.2.6-1: Sample Forms and Correspondence Reviewed.

Regarding readability, the application of the "Fog Index" to the documents we selected showed documents fell into the various grade levels as follows: (Conventional wisdom is that reading level should generally be kept at or below a grade level 7 or 8. Results of the sampling showed the majority of the documents exceeded that level)

- Six documents were in the grade level 7 or 8 range.
- Seven documents were in the grade level 9 or 10 range.
- Six documents were in the grade level 11 or higher range.

(One document was too short to get an adequate language sample.)

Regarding clarity, the results or our review indicate improvements are needed to ensure customers understand what the document is telling them, what if any action they can or should take, and the consequences for taking or not taking an action.

The customer survey responses appear to support the finding that improvements are needed in the readability and clarity of documents. One hundred and twenty-one (121) respondents reported receiving a letter, form, or brochure from the CSEP. Keeping in mind that 90% of survey respondents possessed an education level of at least a high school diploma or GED, 36 (30%) of the 121 respondents reported they had problems understanding the letter, form, or brochure. In addition, 11 (9%) respondents reported asking someone to translate the letter, form, or brochure and 24 (20%) reported needing to ask someone to explain the document.

C.8.2.7 Customer Literature (Brochures, Fact Sheets, Etc.)

Applying the conventional wisdom that the reading level should be kept at or below a grade level 7 or 8, the application of the "Fog Index" revealed customer literature, like forms and correspondence, exceeds that level.

Regarding clarity, results of the review indicate improvements are needed to better ensure customers are able to understand the customer literature.

As we mentioned in the preceding section, customer survey responses support the finding that readability and clarity improvements are needed. (See Section 8.2.2 for more information.)

From the literature provided, it appears much of the available customer literature is county-specific and our interviews with county workers indicate use of the literature is largely limited to customers who pick it up during an in-person visit.

Nevada Best Practice (NV 01)

Clark County has a blue card that can be folded into a business card size and contains the office phone number, fax number, hours, location, mailing address, address for mailing payments, room to add individual case numbers, etc. The card requests changes in employment, address, or telephone number be reported and how. The card is a good idea and customers can carry it with them easily in a purse or wallet. (This would also be a good place to advertise email and Web site options, if those areas are enhanced.)

C.8.2.8 Application For Child Support Services

Our review showed that, in addition to Applications for Child Support Services being picked up by customers, or sent out to customers, a customer can also download the Application for Child Support Services from the Web site. This means that customers can print it off from the Web site, then complete it and send it in. It is good to have this option. (However, there does not seem to be clear instructions on where/how the applicant should submit the application.) An "interactive" on-line application process is not available.

Nevada Best Practice (NV 02)

An innovative approach was found in Clark County. A tutorial to the Application is available for in-person visitors. A computer with the on-line tutorial is in a room off of the Reception Area. Potential applicants who need assistance in completing an Application (English or Spanish) are shown to this room and the tutorial guides them through the Application. They can place the cursor on any field and there is an audible explanation as to what is required for that field. Clark County reported benefits include the fact that staff intervention and time is not needed to sit with the potential applicant and explain or assist with completing the application. (Future plans include the ability for potential applicants to complete the Applications on-line. As of now, however, there is not that capability.)

We found the content of the Application for Child Support Services to be applicable to only custodial parent applicants, not to non-custodial parent applicants. From other materials that we reviewed, it appears the program does accept non-custodial parent applications (a federal requirement), but the Application for Child Support Services language is written for custodial parents. (We noted there appears to be a process for non-custodial parents to apply for a "voluntary income withholding case." It is unclear, however if or how this fits into the IV-D application process). There are instances when non-custodial parents want to apply for services. Their motivation for applying is often related to either paternity establishment or, most commonly, review & adjustment.

Consistent with our findings regarding other customer forms and literature, language in the Application for Child Support Services could be improved in both readability and clarity.

C.8.3 Recommendations

C.8.3.1 Recommendation: Improve the Readability and Clarity of Customer Forms and Correspondence

We recommend improvements to ensure written communication with customers is readable and clear.

Improvements can be accomplished by considering the following when noticing or corresponding with customers in writing:

C.8.3.1.a Consideration should be given to adding a "label" or a "heading" on each notice or correspondence.

Labels or headings help the reader put the notice or correspondence in context and, in some situations, may grab the recipient's attention. . Labels and headings also assist to readily identify the document in any subsequent contacts between the customer and staff.

Note: Of the documents we reviewed, six contained a clear "label" or "heading" (Documents #1, 3, 4, 9, 10, and 12).

C.8.3.1.b The "Fog Index" concepts should be kept in mind. Generally, writing which contains shorter sentences and smaller words is more "readable."

To illustrate this, we provide the following example:

- *We found the following language in a document provided by one of the county offices (Document #17):*

  > *"The affidavit of arrears shows that you are delinquent in your child support payments through the designated date in the affidavit of arrears. This delinquency will result in enforcement action by our office if payments in the amount of . . . do not begin immediately."*

  This language could be replaced with something like this:

  > *"The affidavit of arrears shows you are past-due on your child support payments. You must begin making payments in the amount of . . . now. If you do not, our office will take action to collect the child support."*

Common sense, however, should prevail. Do not sacrifice accuracy for readability. In addition, sometimes longer words are more understandable than shorter words (e.g. the use of "non-custodial parent" will be understood by more people than "obligor").

If a sentence is long because of a listing of items, and making one sentence into several is not practical, use bulleted lists to aid readability**.**

C.8.3.1.c Avoid use of words and terms that may not be generally understood, and ensure language is stated as simply as possible.

To illustrate this, we provide the following examples:

- *We found the following language in a document provided by Central Office (Document # 3):*

  > *"Our records indicate you are delinquent in paying your child support obligation."*

  This language could be changed to something like this:

  > *"Our records show you are behind in paying your child support."*

- *A document provided by one of the counties contains the words "arrearage," "adjudicated penalty," "unadjudicated penalty," and "discrepancies." (Document #7) Consideration should be given to replacing these words with words that are more understandable.*
- *The child turning 18 notices provided by Central Office and two counties contain versions of the word "emancipate." (Documents #5, #11, and #20) This term should be avoided or explained.*
- *We found the following language in a document provided by one of the counties (Document #8):*

  > *"The usual elapsed time for the test results to reach our office is four to four and one-half weeks. However, should further testing be required, it my take 3 or 4 months."*

  This language could be replaced with something like this:

"Our office usually gets the test results in about a month. If more testing is needed, it may take 3 or 4 months."

- *We found the following language in a document provided by one of the counties (Document #9):*

  ". . . the tendering of direct payments to the custodial parent. . ."

  This language could be replaced with something like this:

  ". . .paying child support directly to the custodial parent. . ."

- *The terms "active receipt of payments" and "constitute grounds" in a document provided by one of the counties could be clarified (Document #10).*
- *We found the following language in a document provided by one of the counties (Document #16):*

  "Per your request, a case has been opened in our statewide mandated computer system (NOMADS). Please refer to the case number listed above on *any future correspondence or inquiries you might have."*

  This language could be replaced with something like this:

  "Per your request, we have opened a child support case with our office. Please use the case number listed above any time you contact our office by telephone or in writing."

- *We found the following language in a document provided by one of the counties (Document #19):*

  "You must keep this office informed regarding your efforts to obtain employment. You must notify us immediately upon obtaining employment. You must supply the name and address of your new employer. . ."

  This language could be replaced with something like this:

  "You must keep this office informed of what you are doing to try to get a job. You must let us know right away when you get a job. You must give us the name and address of your new employer. . ."

C.8.3.1.d Clearly state what action, if any, the parent may take and the consequences of taking or not taking the action.

To illustrate this, we provide the following examples:

- *The 60-day closing notice provided by Central Office tells the parent that the case will be closed in 60 days unless additional information is provided that allows the office to proceed with the case. (Document #4) However, it doesn't appear to state the specific reason for closing. There are nine federal closing reasons that require the 60-day closing notice. If the parent were to be informed of which closing reason applies, the parent would be able to better determine what information would be relevant. For example, if the case is being closed because the non-custodial parent could not be located, the custodial parent would know that location-related information would be helpful.*

- *A document provided by one of the counties notifies the custodial parent that receiving direct payments from the non-custodial parent may lead to case closure. (Document #10) The document does not tell the custodial parent, however, what to do to avoid case closure if they receive direct payments .*
- *A document provided by one of the counties asks the custodial parent to complete and return information if the child is still in high school. (Document #11) The document does not tell the custodial parent, however, what will happen if it is completed and returned (presumably that on-going child support will continue until the child graduates or turns 19, whichever happens first).*
- *This same document does address what will happen if a response is not received, but the message is not clear. It states "If a response is not received by the date requested your child will be automatically emancipated on his/her eighteenth birthday." What does that mean to the custodial parent? It should be clear that on-going child support will stop.*

C.8.3.2 Recommendation: Standardized Forms Should be Used by all Offices, When Possible. (This is especially true if the contents of the message are based on federal or state requirements.)

While different versions of forms may be appropriate in some cases, for example if local practices vary for acceptable reasons, a statewide version is preferable, and will ensure consistency of the message. In addition, if Central Office develops a document that is compliant with federal and state laws, the use of that form by all offices will ensure compliance is statewide.

To illustrate this, we provide the following examples:

- *There were two versions of a 60-day closing notice. (Documents #4 and #12) There are 12 reasons a case may be closed under federal regulations (45 C.F.R. § 303.11). If closing for one of nine reasons, a 60-day closing notice is required. Therefore, it is important that a case being closed meets one of the allowable reasons and, if appropriate, the parent receives the 60-day notice. A notice which is used statewide, informs the recipient of the specific reason (of the nine choices), and clearly states what is needed to prevent case closure, would be a good idea. It appears the case closing notice provided by Central Office does not contain the specific reason for closure. The case closing notice provided by one of the counties does provide the reason. However, it is a concern that the reasons do not closely follow the federal reasons. For example, the notice contains six possible reasons, rather than nine, provides an "other" category which could lead to misuse, and one reason is not a federally sanctioned reason ("The custodial parent no longer lives in our jurisdiction"). (Note: States are not required to close a case which meets one of the federal reasons, but they are allowed to close a case which meets one of the federal reason. States often, however, choose to close cases that meet federal reasons.)*
- *There were three versions of a notice relating to the child turning 18 years old. (Documents #5, #11, and #20) Nevada state law appears to provide that on-going child support ends when the child turns 18, unless the child is in high school. If the child is in high school, on-going child support continues until the*

child graduates from high school or turns 19, whichever occurs first. (NRS 125B.200) A good idea would be to create a notice used statewide that informs the recipient of the law, and clearly states what will happen if the requested information (e.g., graduation date) is provided or not provided.

- *There were three versions of a document which notify parents of a genetic testing appointment. (Documents $6, #8, and #13) The requirements for identification differ. While all appear to use the same lab, two documents (one provided by Central Office and one provided by a county) state one form of (picture) identification is needed, while the other document provided by another county states two forms of identification (one picture) are needed. Is there truly a difference in requirements? Also, we noted that one document contains information about when results can be expected, while the other two do not. It seems to be a good addition, as turn-around time is often longer than customers think it will be. Customers are used to receiving lab results from their doctors in a matter of a day or two, and that doesn't happen with genetic testing results.*

Other notes:

While not specifically linked to a recommendation, we believe the following may warrant consideration:

- Two documents (documents #9 and #10, provided by Washoe County) which are custodial parent and non-custodial parent versions of a "direct payment notice" use the term "absent parent." This term, while used historically in the child support program, is one that should be avoided. Some parents take issue with the term, feeling it infers they are absent from their children's lives. The term "non-custodial parent" is generally more acceptable.
- In an introductory letter provided by Clark County (document #18) there is some concern about the length of time mentioned in the letter.

> "Please contact us for status if you do not receive correspondence or a court order form our office **within 180 days**."

Six months seems to be a long time to wait to hear about your case, especially if there is already an order in place. Perhaps this would be better: "If you have an order for child support, please contact us if you haven't heard from us within three months and you are not getting child support payments. If you do not have an order for child support, please contact us if you haven't heard from us within six months and you have not received a child support order."

C.8.3.3 Recommendation: Improve the Readability and Clarity of Customer Literature

We recommend improvements to ensure customer literature is readable and clear.

Improvements can be accomplished by considering the following when developing customer literature:

C.8.3.3.a The "fog index" concepts should be kept in mind. See Recommendation **C.8.3.1.b** for more information.

C.8.3.3.b Avoid use of words and terms that may not be generally understood, and ensure language is stated as simply as possible.

The illustrations below provide more detail on our recommendations for customer literature (such as brochures and fact sheets).

CENTRAL OFFICE

- *"Nevada State Welfare Division Direct Deposit Information and Authorization Agreement" contains the following language:*

  ". . because mailing is eliminated. . ."

  This language could be replaced with something like this:

  ". . .because payments are not mailed to you. . . "

  Note: The print is very small, which does not help readability. Page limitations may have dictated the size of the print. .

- *"What Every Parent Should Know About Establishing Paternity" contains the following language:*

  ". . .entitled to a hearing in court" and ""The age of the father or mother is not relevant under Nevada paternity establishment laws."

  This language could be replaced with something like this:

  "has a right to have a court hearing." and "The age of the father or mother does not matter under Nevada paternity establishment laws."

  - *"Nevada Electronic Payments" contains the following language:*

    "If you are a custodian, you will receive your child support collections as a direct deposit into your bank account or by a Nevada Debit card."

    This language could be replaced with something like this:

    "Child support will be deposited directly into your bank account or onto a Nevada Debit Card."

WASHOE COUNTY

Washoe County has attempted to address customer service issues through the development of a series of brochures. These include: "General Information," "Opening a Child Support Case," "Driver's License Suspension in Child Support Cases," "Modification of Child Support," and "Intercept Programs." They should be recognized for those attempts. However, a review of the brochures showed the contents to be quite complex, often written at a high reading level, and the language often seems to be too "legal" or "technical" to be understood by many customers. Some examples of how the language could be simplified are as follows:

- *"General Information" contains the following language:*

"If either parent contests paternity, they have a right to genetic testing and must request the same through the FSD."

This language could be replaced with something like:

"If either the mother or the possible father is not sure who the father is, he or she has the right to have genetic testing done. The mother or possible father can ask that this testing be done through the FSD."

Note: This brochure contains the words "Obligees" and "Obligors" - two legal terms that most people do not understand.

- *"Opening a Child Support Case" contains the term "opposing party." This term is more of a legal term. In addition, it may carry with it a negative connotation. The term "other parent" would be more understandable and more neutral.*
- *Other note: This brochure addresses how to apply for services, but does not mention that the application can be downloaded from the Web site.*
- *"Driver's License Suspension in Child Support Cases" contains the following language:*

"If you do not want to avail yourself to one of the options set forth above. . ."

This language could be replaced with something like this:

"If you do not want to do any of the above. . ."

- *"Modification of Child Support" contains the following language:*

". . .to determine if there are sufficient grounds for our office to assist in obtaining a change. . . "

This language could be replaced with something like this:

"to see if we find there is a reason for our office to help to change. . ."

CLARK COUNTY

- *"District Attorney's Office Family Support Division" contains the following language:*

"While you are receiving TANF your rights to receive court ordered child support may be affected."

This language could be replaced with something like this:

"While you are on TANF, the state may keep some or all of your child support."

Note: This brochure uses the word "initiate" a couple of times. This word could be replaced with "start."

Note: This brochure contains FAQs (and also contains the Web site address and VRU number), which are all good ideas. In addition, a Spanish version is available.

- *"Looking Beyond Teenage Pregnancy" Note: A Spanish version is also available.*
- *"C.A.R.E. Handbook" While some of the contents could be improved in readability and clarity, there are positive things to note. This handbook attempts to address many aspects of a child support case. It provides a Glossary of words and terms. It provides referral information for mediation services and community resources. It is also available in a Spanish version. Double-sided copying would*

help reduce the number of pages in the handbook. (It is currently 24 pages long. The length was mentioned by Clark County case managers.)

C.8.3.4 Recommendation: Develop an Outreach Plan

We recommend DWSS develop a customer service outreach plan. This plan could be developed in conjunction with the statewide Customer Service Committee and Plan recommended in *Section C.5*, or separately. This plan should take into consideration the VRU enhancements, Web, e-mail options, and employer outreach as noted in various other sections.

The customer service outreach plan should take into consideration the needs of bi-lingual customers, and ensure services are made available to those of Limited English Proficiency (LEP). Bi-lingual resources can be found through colleges, private agencies, phone companies, community service volunteers, and senior citizens centers. Hiring practices should take into consideration the need for hiring bi-lingual staff, as appropriate, to ensure the needs of customers with LEP are met.

WASHOE COUNTY

Clark County has developed software that sits on a computer workstation in their First Floor Reception area. This software allows a customer to access information on how to complete the Application for IV-D Services form in both English and Spanish. The software takes the customer through the Application field by field and explains both visually and audibly how to complete each section of the Application form. We recommend that Washoe County install a workstation in their Reception Area and use the same software that Clark County developed to provide easy access in both English and Spanish on how to complete the Application form.

Best Practice – Washington (WA 05)
Washington has Spanish-speaking personnel in all field offices, and in Seattle there are Russian and Vietnamese speakers. In addition, administrative notices have been translated.

C.8.3.5 Recommendation: Assign Responsibility for Development of Outreach Materials to the DWSS Central Office

We recommend DWSS consider developing a series of brochures and/or fact sheets that can be used statewide, addressing various CSEP services. The content would need to be general enough to allow for acceptable variances among local offices.

C.8.3.6 Recommendation: Expand the Dissemination of Brochures and Fact Sheets

We recommend that workers take advantage of naturally occurring situations to provide the information to customers, regardless of the method customers use for contacting the office. For example, when a worker receives a call regarding paternity establishment and discusses issues with the customer, the worker should consider

following the contact by sending the customer a paternity brochure. It is advantageous to all to have well-informed customers.

C.8.3.7 Recommendation: Improve the Readability, Clarity, and Accessibility of the "Application for Child Support Services"

C.8.3.7.a We recommend that DWSS consider providing an "interactive" on-line application option on the state's Web Site. (See also *Section C.7.*)

C.8.3.7.b The Application for Child Support Services should be made applicable to non-custodial parent applicants.

This can be accomplished by developing one Application that is applicable to both custodial parents and non-custodial parents [Colorado's is an example] or by developing two separate Applications – one for custodial parents and one for non-custodial parents [North Dakota's is an example].

C.8.3.7.c Improvements are needed to ensure the Application for Child Support Services is readable and clear. This can be accomplished by considering the following:

- The "fog index" concepts should be kept in mind. See Recommendation C.8.3.1.b for more information.
- Avoid use of words and terms that may not be generally understood, and ensure language is stated as simply as possible.
- Instructions on where/how the applicant should submit the completed application would be helpful for customers who download the Application for Services from the Web site.

C.8.4 Benefits

The importance of ensuring written communication (such as forms and correspondence) with customers is readable and understandable (clarity) cannot be understated. Easily understood documents will lead to improved customer cooperation and support for the program's activities and services. In addition, easily understood documents will decrease the need for customers to make follow-up contacts with the child support office. It's a win/win for both the customers and the program.

Literature, such as brochures and fact sheets, is useful as an outreach tool if it is readable and understandable to the intended recipient. A variety of well-written brochures and other literature for customers will increase their knowledge of services and reduces the need for customers to contact case managers. This increases productivity and customer involvement.

A customer service outreach plan will help ensure the various entities involved with CSEP know where responsibilities lie, and that outreach resources are available.

Bi-lingual services aid in communication between case managers and non-English speaking customers. When communication is effective the result is a better understanding. Case managers will benefit from this understanding by providing the needed services requested by the customer.

An on-line application process will promote the availability of program services by providing another option for customers to apply for, and thus access, services.

C.9 HELP DESK

C.9.1 Background

We reviewed how the Help Desk provides services to the case managers in the field. DWSS provided documentation from tracking forms for our review.

C.9.2 Findings

Central Office initiated a process where all case manager needs in this area must be handled through the Help Desk in Carson City. When the case manager registers a need, a form is completed by the Help Desk staff person. The case manager receives an incident number via e-mail for future reference. The Help Desk forwards the incident to the most appropriate person that can handle the request. When the incident is concluded, the disposition is also e-mailed to the case manager.

During our interviews with local office staff, some interviewees noted they directly call a person they know in Central Office and get immediate results, while others were required to follow the Help Desk process. Staff that use this work-around commented they take this course of action because they feel the Help Desk takes too long to respond. This approach appears to be a way for case managers to get their needs met in a more timely manner.

Our review of the Help Desk logs, as well as those situations listed in the preceding paragraph, reveals these calls are for services that case managers or supervisors could solve much faster at the local level if trained and empowered. Example: Case merging appears to be one of the most frequent requested actions of the Help Desk and most timely to be resolved. Before case work can be initiated, these cases must be merged.

Also, it appears many corrections require a programmer to move data or release case actions, which may take programmer time away from more important activities.

Other types of frequent requests include financial requests for refunds, moving balances, and how to perform basic screen operations in NOMADS.

Our recommendations for the Help Desk are found in the Effectiveness of Operations Section D.9.2.3 of this report

C.9.3 Benefits

Training field staff to perform the more routine and mundane case data fixes will enable programmers to work on enhancing NOMADS to the benefit of all staff statewide.

C.10 EMPLOYERS

C.10.1 Background

We recognize employers as important customers of the Child Support Enforcement program, as well as a partner, and they play an increasingly integral role in the program's success. Employers' roles include:

- Reporting of new hires
- Withholding and submitting child support and premium payments under income withholding orders and National Medical Support Notices
- Assisting in the enrollment of children in health insurance

It is important to acknowledge the role employers play in the success of the program. One of the primary ways to acknowledge the importance of employers is to ease the burdens placed upon them, by providing them with more options to submit and receive information.

We reviewed the relationship between employers and the CSEP with interviews of child support staff at all levels.

C.10.2 Findings

Finding: More Emphasis on Employer Relations is Needed

Finding: More can be Done to Ease Employers' Burdens

Central Office and the counties need more focus on employer relations. There appears to be confusion with whom has the responsibility for outreach services. The cooperative agreement places the responsibility on Central Office, but county administrators do recognize that outreach is indeed a joint effort. CSEP involvement with employer organizations is lacking. Offices will provide a representative to speak to employer groups if requested from an employer, but otherwise no special emphasis has been placed on employer relations.

We received no positive responses for employer brochures being available at the front reception areas while conducting field visits.

Information is available to employers through Central Office's Web site. However, in addition to using Web sites to provide relevant information to employers (forms, resources, and references), a number of states are using Web sites to provide "interactive" components for employers. More detail is provided in *Section D.7* regarding findings relating to employers and the Web site.

Employers can access the VRU and proceed through a menu designed for them. They must listen to the six options before proceeding with their needs.

Best Practice – California (CA 05)
California reaches out to the California Chamber of Commerce and other state agencies to promote employer/IV-D program understanding and to address issues that the employer community may have.

C.10.3 Recommendations

C.10.3.1 Recommendation: Strengthen Relationship with Employers

CSEP needs to use outreach to get child support information to the employer community. Outreach can be accomplished in a variety of ways including mass mailings to employers or employer groups, coordination with state and local

chambers of commerce or other state agencies who have employers as their customers.

C.10.3.2 Recommendation: Ease Employer Burden

We recommend DWSS consider enhancing the state's Web site to provide additional options for employers. More detail is provided in *Section D.7* regarding recommendations relating to employers and the Web site.

We recommend that DWSS establish a toll-free number for employers into the VRU, minimizing the number of options to access employer functions. In addition, employers should have an option to access a live customer service agent quickly.

More information regarding employers can be found in the Effectiveness of Operations *Section D.3*.

C.10.4 Benefits

State child support programs benefit by recognizing the importance of the role employers play in reporting new hires, withholding and submitting support and premium payments and assisting in the enrollment of children in health insurance.

Supporting employers to meet their various requirements leads to increased compliance and benefits the Child Support Enforcement program and its customers. In addition, medical support enforcement adds to the cost savings for DWSS Medicaid program expenditures through cost avoidance.

C.11 DWSS AND COUNTY DISTRICT ATTORNEY COMMENTS

C.11.1 Carson City District Attorney[2]

We are firm in our position that regionalization will limit access for rural customers and are surprised at the recommendation due to the emphasis that MAXIMUS places on customer service. Limiting access to the system for anyone is contrary to why we are here. Many customers prefer to communicate with their case manager face to face and we have found that it does facilitate the process. Regionalization would certainly cause a hardship for rural customers.

Many of the recommendations made in the area of Customer Service are useful, and some of the suggestions are already in place, such as using standardized forms when possible. The counties do use the federal forms and others when possible, but the child support offices are not the sole determinants of the forms that will be used. Many forms are demanded by the judicial system and those requirements vary from one judicial district to the next. We do not believe that the application form should have been standardized. Central Office changed the application form to fit the IV-A program, and in so doing, deleted much information that was/is needed by the Child Support Offices to establish and begin working a case. The differences in requirements within the state make it impractical to have all the forms standardized and the state must consider the needs of and take input from local offices when creating or changing forms. The difference between the State's employer verification and Carson City District Attorney's Office employer verification is significant. The DA's form requests much more detailed information which expedites the compilation of information for the case manager. The State's verification form is deficient.

Stricter time limits developed by the State for customer service standards are sure to fail until a more user friendly technological system is developed for the child support program. It takes time to respond to questions and requests using the NOMADS system.

The District Attorney's staff understands their customer service duties however, there seems to be some confusion within the state staff. At times the Central Office customer service personnel provided incorrect information to the public which creates a conflict when the District Attorney Child Support Staff gives a different answer to an often hostile client. Part of the problem is that the State staff does not take time to read the case before they answer the client's question. Therefore, to provide the most efficient and useful customer service for clients, it would be counterproductive to have a statewide Customer Service program.

C.11.2 Churchill County District Attorney[3]

Mineral County's District Attorney Cheri Emm-Smith addresses some major concerns in her November 9 response to the MAXIMUS Audit. These concerns, both on the effect of further limiting services to our smaller communities and restricting the due process and legal rights of our constituents, should be taken very seriously. District Attorney Emm-Smith hit the nail on the head when she stated that rural services provide more satisfactory client service due to the smaller communities to which they provide services. Churchill County agrees that, due to the fact that the people we are serving are our constituents, but they are also our neighbors and our co-workers and people we see in the community every day. It is axiomatic that they receive timely, dignified and conscientious service.

C.11.3 Clark County Family Support Division[4]

There are multiple errors in the section of the report dealing with the VRU in Clark County. First, the statement that calls are "seamlessly routed" to the State VRU is inaccurate. Calls to Clark County are answered by Clark County personnel. They are provided with a PIN if they do not already have one and are then passed to the VRU which matches the PIN with the caseworker. The connection from Clark County to the State VRU bypasses all the non-IVD prompts that exist for all other callers to State Welfare. The caller then has options at the VRU to obtain system information about their case or can "push off" to the Clark County office. The caller is given an option of either leaving a voice message for the case manager or pushing a button to speak to a live person if the phone is not answered. The only time the caller is not given either option is if the case manager is on a regularly scheduled day off, in which case the caller is provided with the days of the week that the case manager is available. Therefore, the diagram of calls originating from Clark County is also in error. The fact that the caller has the option of leaving a voice message or talking to a live person in Clark County breaks the "reoccurring loop" reference. ***MAXIMUS NOTE****: This factual information has been corrected.*

The discussion concerning the fact that caseloads are out of balance in Washoe and Clark Counties failed to mention the fact that NOMADS only allows for caseloads to be assigned one way: alphabetical. Caseloads cannot be distributed to enforcement

workers in a manner different than distributed to paternity or order establishment workers. Moreover, while we are sympathetic to establishing uniform caseload measures so that equivalent FTEs can be established throughout the State, consideration must be given to the fact that Washoe and Clark Counties provide many "statewide" services (e.g., both counties make training resources – a state function – available to rural counties. Clark County I.T. developed a Born Out of Wedlock automation routine two years ago when all jurisdictions in the State reviewed our BOW indicators. This automation routine was used by everyone except Washoe County to update NOMADS. Clark and Washoe counties are currently moving forward on GUI front end screens for NOMADS which will be available throughout the State for use by all workers). Including these personnel, who would be considered "Central Office Support" personnel in any other state, in the local office FTE count would be unfair. I assume that these personnel are the ones that the statement "Clark and Washoe also have employees not performing case work at all and not doing child support work but are in their FTE count" is addressed to. If this statement is taken at face value, however, it simply is not true and we would like to know the identify of any person who is drawing child support salary who is not engaged in child support work so that appropriate actions can be taken.

Section C.6.3 discusses the issue of complaint and inquiry logs. Although Clark does not keep a log of customer inquiries, we do have a customer complaint log. All complaints – regardless of the source (web, phone, in person or by mail) are logged and routed to the appropriate personnel for resolution in accordance with written procedures. ***MAXIMUS NOTE****: This factual information has been corrected.*

C.11.4Humboldt County District Attorney[5]

Complaints regarding the automated systems are numerous. Clients do not like dealing with JP Morgan for their debit card issues. Clients do not like automated phone systems that often times require at least a 5 minute wait for services and sometimes only to be provided inaccurate information or no information.

Child Support Enforcement is a very personal and emotional issue for our clients. Subjecting these parents to a cold, insensitive and inhuman automated phone system bolsters the argument that government services are uncaring, insensitive and employee policy driven bureaucrats.

C.11.5Lyon County District Attorney[6]

Our caseworkers provide hands on assistance to help in resolving issues and doing appropriate paperwork to successfully complete the case. Our updated phone system provides the ability for the customer to communicate with their caseworkers and the ability to leave a message on voice mail. Our office has a minimum of 40-50 calls per day. Our office policy is to return phone calls in a 24 hour turn around. Our receptionist helps the client at the counter and on the phone.

Lyon County also offers a web site with updated information for the clients use. Lyon County receives several calls a week from frustrated clients living in other larger jurisdictions that cannot reach their caseworker or receive necessary information regarding child support as their communication efforts reverts to a machine.

Automation has not shown to be the solution to communication problems. The socio-economic situations many of the clients find themselves in does not allow for easy telephone or computer access.

C.11.6 Mineral County District Attorney[7]

I am not surprised that the rural offices provide more satisfactory client services due to the smaller communities to which we provide services. This is common and unique for rural Nevada due to our constituents also being our neighbors and coworkers.

C.11.7 Pershing County District Attorney[8]

Oftentimes we are given compliments regarding the fact that our clients are actually able to speak to a human being rather than a machine. They often express frustration with automated systems especially California's where it can be virtually impossible to contact a person regarding a case (even as caseworker's we experience this frustration). Automated response units simply are not customer friendly and would serve to reduce our customer satisfaction rather than enhance it.

C.11.8 Washoe County District Attorney[9]

The most glaring factual error noted in this report is "Clark and Washoe also have FTEs not performing casework at all and not doing child support work but are in their FTE count." All 63 Washoe County District Attorney Family Support staff members are dedicated to full-time child support work. While they may not all be assigned a caseload and "performing casework," they are all doing child support work related to the IV-D program. ***MAXIMUS NOTE:*** *This incorrect factual information has been deleted.*

"Since Washoe County elected to link their VRU with Central Office VRU this past February, an unintended negative consequence has been the influx of callers to the direct Washoe County Courthouse phone line. This practice is upsetting to the court staff and creating a minor hostility towards the child support agency." We are unaware of any calls that have been received directly by courthouse staff as a result of the VRU and are unaware of any hostility between courthouse staff and the child support agency. Accordingly, we question this factual finding. However, we would note that there have been calls received by the "main" District Attorney's Office phone number that have been received by receptionists and forwarded to the appropriate child support worker. We are unaware, however, of any hostility this has created and question the factual finding in this regard.

The report states that the main child support lobby happens to be on the same floor as the court's lobby. This is factually incorrect. The main child support lobby is located on the 4th floor of the Mills B. Lane Justice Center and is co-located with other D.A. Departments, such as Victim Witness Assistance Center, Fraudulent Check Department, Discovery and Warrants Division. There is no court staff on this floor. In addition, the report states that there are only a few chairs when in reality there are over 20 chairs available. Washoe also has five interview rooms- each with their own computer. The report indicates Washoe only has a "few." It should also be noted that access to the 4th floor, which is the only public floor for the D.A.'s office, is not

limited via controls on the elevator. Only the non-public floors from 5-8 are subject to such controls. ***MAXIMUS NOTE:*** *This factual information has been corrected.*

Incorrect spelling of interviewed staff – Janet Oneirie should be Janet O'Neill; Kashe Filmer should be Kathi Filmer; Stephanie Grimiun should be Stephanie Grimm; Darina Bennett should be Drina Bennett. ***MAXIMUS NOTE:*** *The spelling of these individuals' names have been corrected in Appendix A.*

C.11.9DWSS Comments[10]

C.1 Background for Customer Service Study. The DWSS has no comment.

C.2 METHODOLOGY. The DWSS has no comment.

C.2.1 Staff Interviews. The DWSS has no comment.

C.2.2 Customer Interviews. The five interviews conducted with external customers is an inadequate sampling.

C.2.3 Customer Surveys. The DWSS was also disappointed in the low response to the surveys. It should be noted that many of the undeliverable mailings were returned due to failure of the contractor to utilize the full address provided by DWSS.

C.2.4 Requests for Documentation. The statement "NOMADS is not able to produce management reports with the details necessary to provide effective management…" is inaccurate. NOMADS is able to produce management reports, but it is not "coded" to produce management reports with details.

C.3 CUSTOMER SERVICE DELIVERY

C.3.3 Recommendations

C.3.3.1 Recommendation: Establish Standards Regarding the Method and Timeliness of Contacts with Customers, and Monitor Compliance to Those Standards.

The DWSS agrees standards for customer service should be established. DWSS currently employs the Management Evaluation process by which shortcomings can be identified and rectified.

C.3.3.2 Recommendation. Streamline Mail Handling. The DWSS agrees with these recommendations, contingent upon adequate funding and resources.

C.3.3.3 Recommendation: Consider Providing an Enhanced E-Mail Option as a Method for Communication Between Case Managers and Customers. The DWSS agrees with this recommendation, but recognizes the need for adequate staff to be responsive to this method of communication. The lack of adequate staff to man this process could result in customer frustration and dissatisfaction.

C.4 VOICE RESPONSE UNIT (VRU)

C.4.2 Findings. It is represented the CSU offers preference to public assistance customers. There is no distinction between child support or public assistance customers. Callers are served on a first come, first served basis. Additionally, it should be noted child support piloted the CSU and public assistance was added in March 2004.

C.4.3 Recommendations

C.4.3.1 (a-h) Recommendation: Improve the Existing VRU. DWSS generally agrees with the recommendations, contingent upon the availability of funding and required staff and equipment.

C.5 CUSTOMER SERVICE CULTURE.

C.5.2 Findings

C.5.2.1 Finding: There is a Lack of Knowledge About Central Office's and Local Offices' Duties in Regards to Customer Service. The Central Office Customer Service Representatives are able to transfer a customer to their child support caseworker. However, they are precluded from doing so based on business rules established by the county IV-D offices.

C.5.3 Recommendations

C.5.3.1 Recommendation: Creation of a Statewide Customer Service Committee and Plan. The DWSS agrees with the recommendation but believes it can be addressed through the current IV-D Planning Committee rather than creating a new committee.

C.5.3.2 Recommendation: Include Customer Service Delivery Goals and Objectives as Part of Case Managers' Annual Personnel Evaluations. The DWSS agrees with the concept, however, application of this practice is contingent upon "Statization" or voluntary compliance by IV-D partners.

C.5.3.3 Recommendation: Solicit Feedback from External Customers. The DWSS agrees with this recommendation and is currently expanding its Management Evaluation Reviews to include surveys of internal and external customers.

C.5.3.4 Recommendation: Establish an Equitable Distribution of Cases. The DWSS agrees with the recommendation. DWSS presented a draft time study to assist in determining a staffing standard which is currently under discussion with the county IV-D staff.

C.5.3.5 Recommendation: Change in Paradigm of Case Ownership. The DWSS agrees with the need for cultural change and has already initiated conversations with IV-D participants advancing the concept of shared case responsibility.

C.5.3.6 Recommendation: Consideration Should be Given to Customer Service Needs in Future Office Space Planning. The DWSS agrees future building plans must meet future customer needs and security. However, this is continent upon adequate funding and resources.

C.5.3.7 Recommendation: Adoption of a Proactive Approach Towards Customer Service. The DWSS agrees with these recommendations, contingent upon adequate funding and resources.

C.5.3.9 Recommendation: Provide Specialized Customer Service Training. The DWSS agrees with these recommendations, contingent upon adequate funding and resources.

C.6 COMPLAINTS

C.6.3 Recommendations

C.6.3.1 Recommendation: Implement and Monitor the Formal Procedure for Handling Complaints. The DWSS agrees to work with IV-D partners to develop forms, methods for tracking complaints, and amend policy as necessary.

C.7 WEB SITE

C.7.3 Recommendations

C.7.3.1 (a-h) Recommendation: Enhance Central Office's Web Site for Case Participants and Employers. The DWSS agrees with the recommendation, contingent upon the availability of adequate staff, funding and required resources. In addition, there may be automation security issues which must be overcome.

C.8 DOCUMENTS: FORMS, CORRESPONDENCE, AND LITERATURE

C.8.3.1 (a-c) Recommendation: Improve the Readability and Clarity of Customer Forms and Correspondence. The DWSS agrees with the recommendation and is currently developing and piloting a Central Document Management System (CDMS) which is expected to promote the standardization and improved readability of forms.

C.8.3.2 Recommendation: Standardized Forms Should be Used by all Offices, When Possible. The DWSS agrees with the recommendation and is currently developing and piloting a Central Document Management System (CDMS) which is expected to promote the standardization and improved readability of forms.

C.8.3.3 (a-b) Recommendation: Improve the Readability and Clarity of Customer Literature. The DWSS agrees with this recommendation.

C.8.3.4 Recommendation: Develop an Outreach Plan. The DWSS agrees with these recommendations, contingent upon adequate funding and resources.

C.8.3.5 Recommendation: Assign Responsibility for Development of Outreach Materials to the DWSS Central Office. The DWSS currently develops various outreach literature appropriate for statewide distribution. The DWSS agrees to review the literature for possible expansion contingent upon adequate funding and resources.

C.8.3.6 Recommendation: Expand the Dissemination of Brochures and Fact Sheets. The DWSS agrees with the recommendation contingent upon available funding and resources.

C.8.3.7 (a-c) Recommendation: Improve the Readability, Clarity, and Accessibility of the "Application for Child Support Services." The DWSS agrees with the recommendation contingent upon available funding and resources.

C.9 HELP DESK

C.9.3 Recommendations See responses to Section D.9.2.3.

C.10 EMPLOYERS

C.10.3 Recommendations

C.10.3.1 Recommendation: Strengthen Relationship with Employers. The DWSS agrees with this recommendation and has developed an employer outreach plan and has taken steps to implement aggressive employer outreach. DWSS agrees with the recommendation contingent upon available funding and resources.

C.10.3.2 Recommendation: Ease Employer Burden. The DWSS agrees with the recommendation contingent upon available funding and resources.

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[1] Once DWSS became aware of this, the link to the Carson City DA Office was repaired as noted during Exit Conference, 10/13/06.
[2] Comments received from the Vicki Chittenden, CSE Supervisor/Coordinator, Carson City District Attorney, 11/17/06
[3] Comments received from Arthur E. Mallory, Churchill County District Attorney, 11/16/06.
[4] Comments directed to Ruth Hara from Robert W. Teuton, Assistant District Attorney, Office of the District Attorney, Family Support Division, 11/1/06
[5] Comments received from David G. Allison, Humboldt County District Attorney, 11/17/06.
[6] Comments received from Patricia Peacher, Child Support Supervisor, Lyon County District Attorney, 11/14/06.
[7] Comments received from Cheri Emm-Smith, District Attorney, Mineral County District Attorney, 11/9/06.
[8] Comments received from Rita D. Fowler, Deputy District Attorney, Pershing County District Attorney, 11/17/06.
[9] Comments received from Susan Hallahan, Chief Deputy District Attorney, and Lori Garcia, Program Manager, Family Support Division, Washoe County District Attorney, 10/30/06.
[10]Comments received from Nancy K. Ford, DWSS Administrator, Division of Welfare and Supportive Services, 11/17/06.

EFFECTIVENESS OF OPERATIONS

D. EFFECTIVENESS OF OPERATIONS

Conclusions

A recent study entitled "Study of State Demographic, Economic, and Programmatic Variables and Their Impact on the Performance-Based Child Support Incentive System" prepared for the federal Office of Child Support Enforcement by the Lewin Group[1] evaluates several programmatic factors in relation to state child support performance:

- States that serve a large number of non-TANF clients should report better performance than programs that primarily serve current recipients of case assistance. Specifically, we find that states with a higher share of IV-D cases receiving TANF exhibit weaker performance on the paternity (statewide), case with orders, current collections, arrearages, and cost-effectiveness.
- Staff resources devoted to enforcement – expressed in terms of cases per FTE are also related to performance. Specifically, the lower is the ratio of cases to total program staff, the better is performance in the cases with orders and current collections measure.
- Average IV-D expenditures per case is related to better performance on the paternity measure (statewide) but weakens the cost-effectiveness ratio.
- The process by which states establish child support orders appears related to their performance on cases with orders. Specifically, having an administrative process is associated with better performance in order establishment.

Based on statistical information obtained from the federal OCSE FY 2005 Child Support Enforcement Preliminary Data Report, Nevada reported that out of a total caseload size of 114,440, 9,644 represented current TANF cases and 37,450 represented former TANF cases, a total of 47,094 total TANF-related cases, compared to 67,346 cases that never received TANF. This would seem to indicate that based on the first finding, Nevada should be a higher performing state based on the number of non-TANF to TANF client ratio. However, there are clearly other factors that are providing a negative impact on performance, other than case composition. These other three findings are discussed in greater detail within this Section of the report.

As a result of our data gathering through the use of a variety of Survey Questionnaires and group/individual interviews both in person and by telephone, we obtained a great deal of valuable input from all of these sources which assisted us in gaining not only an in depth insight to the current Nevada Child Support Enforcement Program, but also assisted in our formulation of multiple findings and resulting recommendations in a number of areas related to the program operations. While child support staff across the state are hoping for quick and easy fixes to a multitude of problematic areas and issues related to their ability to excel in performance, it is our belief that several major steps need to be made. Many of the recommendations identified in the Executive Summary as well as within this section of the Report may be accomplished within a relatively short period of time and will contribute to an

increase in Nevada's performance. Some of the recommendations discussed are more long term and involve extensive planning and education.

Many of the recommendations listed below will have a major impact in the current manner in which the Nevada Child Support Program does business. Some will have more of an impact on the rural District Attorney Child Support Enforcement offices while others impact only the larger counties.

It is our conclusion that there is no "quick fix" to the issues and problems that Nevada has been facing in regard to the program performance metrics. Simply adding additional resources in the form of staff will not resolve many of the problems if the program does not provide sufficient tools to enable the program to excel. Examples of these tools are:

- Reports that provide both case managers, supervisors and management with a means of effectively managing their caseloads and monitoring performance,
- An improved automated system to replace the current NOMADS that appears to impact performance in a more negative manner than positive one,
- Accountability at all levels of the program in regard to job expectations, performance standards and responsibilities,
- Clear and efficient means of sharing policy and procedural information to all child support staff (county and state),
- Effective training and tools in the terms of Desk Guides, a user-friendly and easily understood Child Support Policy Manual and a System User Manual,
- A clear roadmap for Nevada's Child Support Enforcement Program, in terms of a DWSS Strategic Plan, with goals and objectives outlining where the program expects to be within the next five years, how these goals will be attained and how child support staff at all levels are expected to contribute to the success of the program.

A clear and strong commitment and dedication to the success of Nevada's Child Support Enforcement program was expressed by all statewide. Nevada is very capable of improving performance at all levels and providing improved and effective services to the citizens of this state, given the right type of tools. What is contained in this section is a discussion of what kinds of tools child support staff currently are or are not provided with, and recommendations on how these tools may be improved or how efficient and effective tools may be provided.

Recommendations:

LOCATE – D.1

D.1.3.1 Centralization of Locate

D.1.3.2 Provision of Additional Locate Tools

D.1.3.3 NOMADS Interface and Alert Problems

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D.10.2.6 Strengthen the Role of the DWSS Central Office

D.10.2.7 Change Primary Focus From Policy Adherence to Federal Performance Outcomes

D.10.2.8 Initiate a Study to Develop an IV-D Staffing Standard

Methodology

During this audit, MAXIMUS utilized our SURE Methodology in our evaluation and analysis DWSS' Child Support Enforcement performance as explained in Section B Background of this report.

In our SCANNING of the operations of DWSS, the District Attorney (DA) and Program Area Offices (PAOs), we conducted interviews of over 107 individuals or

groups of individuals. These interviews were conducted either in person or over the phone, between the months of April and August, 2006. In addition to these interviews, three Survey Questionnaires were distributed among case managers, supervisors and Central Office staff in all three of the above program operational areas. Those surveyed were asked but not required to respond. (*Refer to Appendix B Survey Instruments*.)

Of a total of 283 surveys distributed to case managers and supervisors, and 16 surveys distributed to Central Office staff, a total of 224 completed survey responses were returned, as illustrated below in *Exhibit D-1: Survey Questionnaire Responses.*

LOCATION	TOTAL	Non-Sup	Supervisor
Carson City	7	6	1
Churchill	2	2	0
Clark County	130	120	10
Douglas County	4	3	1
Elko	7	6	1
Humboldt	4	3	1
Lincoln	1	1	0
Lyon	6	5	1
Mineral	1	0	1
Pershing	2	1	1
Washoe	37	32	5
White Pine	1	1	0
Elko PAO	4	3	1
Reno PAO	9	8	1
Las Vegas PAO	1	0	1
Central Office	8	0	0
TOTAL	224	191	25

Exhibit D-1: Survey Questionnaire Responses.[2]

In addition to the Survey Questionnaire instruments, MAXIMUS undertook a comprehensive review of the manner in which a variety of child support activities are performed in the child support offices throughout the state. Interviews were conducted with staff in the Program Area Offices (PAOs) as well as the District Attorney (DA) Offices, either in person or over the telephone, to gather information about the processes utilized in each of the offices, roles and responsibilities and caseload assignments. These interviews involved case managers, supervisors and program administrators and Coordinators.

In our UNDERSTAND phase of our methodology, documentation was gathered from the Central Office and each of the DA and PAOs to be used in our analysis to assist us in understanding current business processes in each of the offices and be able to make comparisons and identify differences. This documentation was also used to assist MAXIMUS in assessing program efficiencies and effectiveness between the various offices.

D.1 LOCATE

D.1.1 Background

Before undertaking effective child support enforcement efforts, child support staff must ascertain the location of a non-custodial parent. The locate effort involves identifying and confirming the residential and/or mailing addresses and telephone numbers of non-custodial parents, as well as verified employment. In those instances where the child support agency has lost contact with the custodial parent, location of the custodial parent must also be pursued.

Federal regulations and Nevada statutes authorize the Nevada IV-D Child Support Enforcement program to request information on the location of program participants from a wide variety of sources, including public agencies, all public and private employers, financial institutions and public utilities.[3] Within 75 days of determining that locate activities are required in a case, the IV-D agency must access all appropriate location sources and ensure that the locate information on a case is sufficient to take the next appropriate action in the case.[4] If the information received on a case indicates that a non-custodial parent resides in another state, a State Parent Locate Service (SPLS) referral must be initiated to that state's child support Central Registry within 20 days. [5]

In Nevada, the primary responsibility for locate activities for IV-A (welfare or TANF cases) belongs with the PAOs, who perform this function for some District Attorney offices in order to begin the process of paternity establishment and the setting of financial and medical support order. (Once the order is established, the case is transferred to the DA for enforcement). In other offices, once the PAO has located the non-custodial parent, the case is transferred to the appropriate DA for establishment of paternity and/or a child and medical support order. Non-IVA cases require that an Application for Child Support Services is filed at the local DA office. For Non-IVA cases, locate activities remain the responsibility of the staff in the DA office. Depending on how the caseload is distributed in an office (by functional area or from application to closure, commonly referred to as "cradle to grave"), DA staff perform locate activities on these Non-IVA cases that require location as the next step in case processing.

NOMADS performs nightly automated batch data matching with Nevada state databases, as well as with the Federal Parent Location Service (FPLS) and the Federal Case Registry (FCR). Currently there are automated interfaces with the Nevada Department of Employment Security and the Nevada Department of Motor Vehicles. Potential locate information is returned through the interface and the worker is notified of possible matches via a NOMADS system alert. Workers also have the capability to manually initiate additional interfaces through a specific locate screen in NOMADS.

The performance of the offices we surveyed is mixed. Our interviews with staff from across the State revealed that case manager performance of locate activities is not ideal. Locate workers identified widespread dissatisfaction with the locate tools they have been given to work with.

While there are child support offices in Nevada in which locate work is done in a timely and effective manner, in too many instances cases in need of locate activities are not given appropriate attention. Unique situations exist in many jurisdictions where the locate function moves between the PAO and the DA office during the life of a case. While responsibility, based on case assignment, is transferred between the two offices on NOMADS, the hard copy case file remains with the office responsible for the establishment of paternity, an obligation or enforcement on the case.[6] The opportunity for shifting of responsibility and "burying" cases in the locate function is significant.

D.1.2 Findings

D.1.2.1 Finding: Availability of Locate Tools

Our evaluation identified a number of case managers who indicated that they did not use many of the locate resources currently available to them. This disclosure mirrors the earlier findings in an Audit Report done by the Legislative Auditor in 1999 citing the number of locate resources available, but not always used by IV-D staff.[7]

Even today, the number of locate tools that case managers rely on or use has not significantly changed, demonstrated in *Exhibit D.1.2.1-1: Locate Tools Used by Case Managers*.

Number of Respondents	Which of these locate sources do you not use at all? (Check all that apply)
36	Wildlife Records
35	Credit Reports
35	Gaming Records
33	Partial Credit Check
18	IRS 1099
18	Utility Companies
14	Bank Verification
10	Police Department
10	SPLS
5	FPLS
4	TANF records
2	Employment Security
1	ANSRS
1	Corrections Department
1	Employer Verification

Exhibit D.1.2.1-1: Locate Tools Used by Case Managers.[8]

Looking at all of the locate sources available for use, our Survey Questionnaire asked case managers to indicate the locate sources they used most often. *Exhibit D.1.2.1-2: Locate Sources Used* depicts the results.

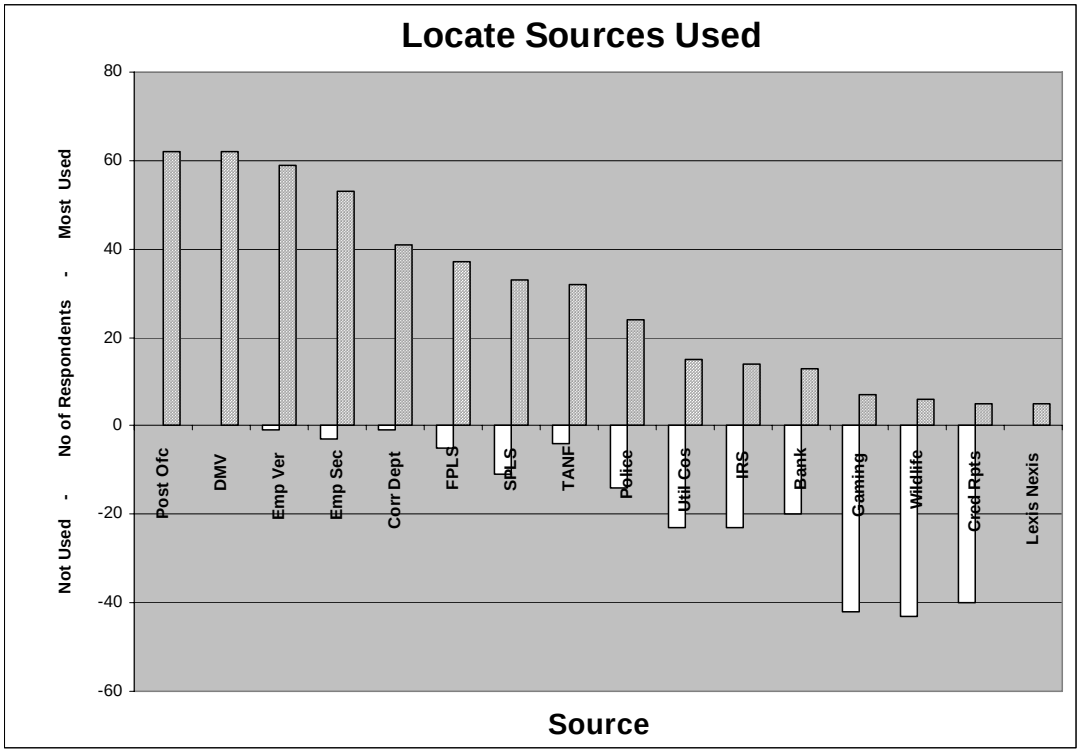


Exhibit D.1.2.1-2: Locate Sources Used.[9]

Case managers indicated they used a variety of manual locate sources, but none of the sources provided any significant results.

When asked about the frequency that skip-tracing techniques are used when following-up on locate leads via phone or mail, 18 case managers responded they use skip-tracing infrequently or not at all., and 19 out of 67 respondents answered that they were not familiar with skip-tracing.

In some jurisdictions, access to fundamental tools such as credit reporting[10] and even basic internet access is not always available to the worker to supplement the automated system efforts.[11]

Case managers in both Clark and Washoe Counties mentioned the availability of LEXIS-NEXIS to the investigators and that they frequently referred the more difficult locate cases to investigators for further locate actions. The case managers questioned why this locate tool was available to the investigators, but not to them.

The federal regulations passed with PRWORA require that a IV-D agency use appropriate location sources such as the Federal PLS; interstate location networks; local officials and employers administering public assistance, general assistance, medical assistance, food stamps and social services; relatives and friends of the non-custodial parent; current or past employers; the local telephone company; the U.S. Postal Service; financial references; unions; fraternal organizations; police, parole,

and probation records if appropriate; and State agencies and departments, as authorized by State law, including those departments which maintain records of public assistance, wages and employment, unemployment, insurance, income taxation, driver's licenses, vehicle registration, and **criminal records** and other sources".[12] In an Action Transmittal issued of OCSE, OCSE clarifies that "Section 466(a)(12) of the Act as added by section 315 of PRWORA requires States to enact laws and use procedures to ensure that all Federal and State agencies conducting activities under title IV-D of the Social Security Act have access to any system **used by the State** to locate an individual for purposes relating to motor vehicles or law enforcement. If **direct, on-line access** to these databases and networks is an option, that would be a way States could choose to meet the requirements of this section."[13]

NRS 425.393 "Authority of Chief to request information to carry out chapter; compliance with request" states that the Chief may request the following information to carry out the provisions of this chapter: (11) law enforcement agencies and any other agencies that maintain records of criminal history." Currently, other than the limited access provided criminal records through the use of Clark and Washoe County investigators, the IV-D case managers in the rural DA offices are not provided with equal access to this information and the locate sources they do use are very limited.

D.1.2.2 Finding: Need for Locate Training

MAXIMUS found there was a significant number of staff who felt that they did not receive adequate training or needed further training on how to use the locate resources available to them.

Of the 65 respondents who answered the question "Do you feel that you received adequate locate training that provided you with the skills required in the performance of your locate responsibilities?," 33 out of the 65 respondents replied "No." Respondents cited a variety of reasons including:

- A lack of explanation or understanding of how to use the NOMADS locate screens
- Poorly written procedures
- The inability to use credit reports
- A lack of information on how to use each locate source

Overall, more than 59% of the staff who completed surveys indicated they needed additional or refresher training in order to adequately perform their locate duties.[14] This trend was even more pronounced in the smaller and rural jurisdictions in which the locate function is not specialized and is only one part of the overall effort of the caseworker. In these small and rural jurisdictions, more than 72% of the survey respondents indicated a need for additional locate training. A recurring comment made by these respondents is they believed there were additional NOMADS system resources of which they were unaware or unfamiliar, and that additional training would help them to obtain the benefit of all available tools.

In a previous MAXIMUS report, we made a recommendation that DWSS provide "skip tracing" training to all staff having locate responsibilities to allow them to

obtain information from additional and more current sources.[15] It was not evident in both the case manager responses to the Survey Questionnaire, or in the group interviews, that case managers were aware what "skip tracing" is in regard to locate actions.

D.1.2.3 Finding: Alerts Not Being Worked

The number of alerts created by NOMADS as a result of locate activities appears to be overwhelming to case managers. Case managers stressed there wasn't enough time in the day to review and work their locate alerts. Of the 60 responses received regarding the usefulness of NOMADS alerts related to locate activities, 38 respondents felt that the alerts were "somewhat useful" or "not useful at all." There were multiple reasons given for, but the three prevalent ones cited include:

- The tremendous volume of alerts,
- The size of their caseloads, and
- Distrust in the locate information provided.

Case managers stated on multiple occasions that too often they received duplicate or redundant alerts with the same locate information or that locate information was too old or not useful. Working through a huge volume of alerts proved to be tedious and extremely time consuming for case managers, with oftentimes of little benefit when the information is outdated.

D.1.2.4 Finding; Movement of Cases In and Out of Locate

NOMADS contains a functional area called "Locate." Based on business rules in a system table, NCP cases with no verified address or employer are assigned to specific office locations and staff for locate activities. However, as cases move in and out of the Locate Functional area in NOMADS, there is no actual transfer of the hard copy case file. Additionally, many respondents stated that even though the case was assigned to the PAO for locate actions, the case manager in the local DA office also performs locate activities, duplicating effort and actions.

CLARK COUNTY

In the state's largest jurisdiction, Clark County, the office's overall effort is significantly hampered by a fundamental lack of trust in the work produced by the locate staff. In this office, the work produced by locate staff members is routinely ignored by the Investigations Unit charged with service of process responsibilities. Because the Investigations Unit has access to a number of superior criminal databases, they essentially perform a duplicate locate effort on each case referred for service of process. The ramifications of this duplication of effort is twofold:

1. *It contributes to a loss of efficiency.*
2. *Significantly undermines the reliance other staff members give to the work of the locate staff.* [16]

This distrust oftentimes results in a delay in attempts at service of process, re-scheduling of court dates, and therefore a consequential delay in the establishment of a child support order.

D.1.3 Recommendations

D.1.3.1 Recommendation: Centralization of Locate

D.1.3.1.a We recommend the consolidation of the overall locate effort by DWSS to a Centralized Locate Unit. A Centralized Locate Unit will allow for more effective use of resources, greater specialization of effort, as well as providing the opportunity to employ more effective performance measuring and management. A focus on locate training for these case managers will provide locate case managers with the knowledge and skills to master the automated and manual resources. This will ultimately result in improved and more accurate, verified locate matches. Caseworkers in the field offices will be liberated to focus on the core tasks of establishing and enforcing child and medical support obligations. We recommend establishing the Centralized Locate Unit in either the CSE Central Office or in a Las Vegas Office cite.

With the implementation of a wider use of imaging, the ability for return documentation, as a result of a centralized locate action, becomes more readily available in every IV-D case with which the NCP is related.

D.1.3.1.b We further recommend the State issue clear policies on what constitutes a valid locate of a party to the child support case. Once such policies are determined, we suggest the State undertake refresher training for all staff engaged in the locate effort to ensure full dissemination of all available locate resources. Field offices should also receive periodic training on soliciting viable information from child support customers to support the locate effort. With the creation of a centralized Locate Unit, this allows for the training to be focused on a smaller group of case managers

D.1.3.1.c The centralization of locate efforts will allow for consistency and standardization of locate activities. Adhering to locate policies and procedures will be easy to monitor, as well as provide the State the ability to quickly identify and resolve issues related to locate activities. This also provides a means of measuring performance at the individual level

D.1.3.2 Recommendation: Provision of Additional Locate Tools

We recommend that DWSS establish access to one or all of the three main credit reporting agencies for case managers involved with locate activities. During our interviews with field office staff we learned they have access solely to one lesser known credit reporting system. In some instances the workers even had the sole access removed. Centralizing location activities will allow DWSS to easily monitor usage of the credit bureaus for cost-effectiveness.

We recommend that DWSS obtain access to either LEXIS-NEXIS or ACCURINT to provide case managers with a valuable tool for skip-tracing. Securing access to either of these tools can be limited to the Centralized Locate Unit staff to limit costs and ensure confidentiality. Use of a locate tool such as LEXIS-NEXIS or ACCURINT is not limited to those involved in law enforcement but is used as a locate tool by many child support entities. It offer a much broader range of resources available for child support locate purposes

In an Action Transmittal issued by OCSE, the federal Office of Child Support Enforcement offers this explanation: "Section 466(a)(12) of the Act (Title IV-D Act), as added by Section 315 of PRWORA, requires States to enact laws and use procedures to ensure that all Federal and State agencies conducting activities under title IV-D of the Social Security Act have access to any system used by the State to locate an individual for purposes relating to motor vehicle or law enforcement. The intent of this State plan requirement is to help State IV-D agencies get access –for parent locator purposes—to law enforcement and motor vehicle state databases and to interstate networks that State law enforcement agencies and motor vehicle agencies to, or participate in, such as the National Law Enforcement Telecommunications System (NLETS), the National Crime Information Center (NCIC), and the American Association of Motor Vehicle Administrators (AAMVA) network."[17]

With the creation of a Centralized Locate Unit, DWSS would be able to acquire use of a locate source such as LEXIS-NEXIS or ACCURINT at a much lower cost due to the limited number of case managers who would be using this locate resource, as opposed to providing access to this locate resource to all PAO and DA case managers who currently perform locate activities. This would help ensure that all IV-D cases, regardless of which office they reside in, would receive equal access to all of the locate sources available to the IV-D program.

We recommend that DWSS emphasize the use of the State Parent Locator Service (SPLS.) Nevada's SPLS may assist in the location of parties within the State of Nevada and we encourage the State to remind staff of the availability of the service.

We also recommend that DWSS explore establishing agreements with cell phone providers in Nevada for access to cell phone information as a locate resource.

Best Practice – Virginia (VA 02)
Virginia won a 2006 federal award for innovation based on its project to collect support by subpoenaing phone companies for their cell phone records. Working with Cingular and Verizon, the two cell phone companies have volunteered to give information to the DCSE in lieu of receiving subpoenas for thousands of customer records. The cell phone information provides great locate information.

We recommend that DWSS compile a list of frequently used websites and the type of information that may be gleaned from the website from all the IV-D staff. The internet is fast becoming one of the better tools available for location purposes. A

compilation of some of the better websites will provide an excellent Desk Guide for locate staff.

D.1.3.3 Recommendation: NOMADS Interface and Alert Problems

D.1.3.3.a We recommend that Information Technology resources be dedicated to exploring the problems related to automated interfaces and the alerts created as a result of these interfaces, including:

- Data returned on the interface is too old,
- Data received from interfaces is no longer vaid and overlays newer information entered by case manager,
- Duplication of locate information, and
- Creation of more meaningful alert text.

The NOMADS system makes it unduly difficult for workers attempting to perform locate work, when they must sort through information gleaned from data matching on a daily basis. In many instances dated information previously determined to be invalid, is repeatedly reported as new information, thereby wasting limited resource time devoted to the locate effort.[18] NOMADS delivers an alert to the worker each time a new match is made, overwhelming staff with alerts of marginal importance. Relevant alerts that may result in successful casework are often lost in the maze of alert notifications. As a result of being inundated with alerts, many workers no longer pay any attention to the entire alert scheme.

We recommend DWSS develop business rules that will allow for the elimination of a significant number of duplicate and dated alerts. For example, if an address match is generated from a locate source that is more than "x" number of months old, and more recently verified data is already on the system, an alert is not required for the worker. Such dated information may be maintained on the system, but the alert could be eliminated allowing the worker to focus on more productive efforts.

D.1.3.3.b Further frustrating the success of location efforts is the structure of the locate tools within the NOMADS system. Locate information and functionality is spread across a multitude of screens within the system. Workers are forced to access and complete an inordinate number of individual screens in order to complete the locate function. This results in inefficient efforts and, in many instances, incomplete work. We recommend that DWSS consider consolidating a number of locate screens.

D.1.3.3.c NOMADS also should be modified to support sending locate verification letters for custodial parents. Staff informed us the system does not currently support this task in an automated fashion.[19]

D.1.3.4 Recommendation: Locate as a Sub-Function

We recommend that NOMADS be modified to disallow 'Locate' as a Functional area, but create it as a 'sub-function' of the major functions of Paternity Establishment, Obligation Establishment and Enforcement.

Locate is not a goal, but a means to a goal or goals such as the establishment of paternity and/or a child and medical support order. As a sub-function of the major functional areas, locate supports the success in these various steps by providing

current locate information, thus making the completion of the various function level actions more likely. Locate by itself does not accomplish a legal relationship such as paternity establishment, or produce an enforceable order nor lead to a collection. Locate is a step that helps attain those goals.

The State of Minnesota statewide IV-D system, PRISM, uses this design. When a case is assigned to Paternity or Enforcement, for example, the Functional assignment of the case is PL (Paternity Locate) or EL (Enforcement Locate) when either a verified address or employer is missing or no longer valid. The case is then subject to automated locate actions but remains in the primary functional area.[20]

A Central Locate Unit will provide support to case managers in each of the major functional areas. With specialized training and tools, improved interfaces and locate alerts, and established performance expectations, a Central Locate Unit will provide the case managers with the timely support and information that is expected for them to take prompt actions on their cases.

The success of this recommendation is dependent on the implementation of another recommendation made in the Automation subsection of this report (Recommendation D.5.2.3 Implementation of Expanded Use of Imaging Technology). Case managers in the Central Locate Unit should have access to and the ability to image any hard copy documentation received by the Central Locate Unit in response to locate actions that they initiated. This will allow the case managers in the Regional Offices, as well as those working in the centralized Customer Service Center, to have immediate access to the most current documentation related to their IV-D caseload.

CLARK AND WASHOE COUNTIES

We recommend the responsibility for performing locate activities be *removed from investigators. Providing case managers in the Central Locate Unit with the proper tools, such as LEXIS-NEXIS or ACCURINT, eliminates the need for repetitive locate actions on the part of the Investigative Unit.*

Contracting with private process servers, as we recommend later in this report, will also avoid the duplication of effort that currently occurs and delays the initiation of service of process. Private process servers will immediately pursue service with the information provided to them.

D.1.3.5 Recommendation: Performance Standards

D.1.3.5.a We recommend the adoption of clear performance standards for all staff associated with the locate effort. Currently, in the majority of offices across the State, there is no established method of assessing the success of the locate effort. There do not appear to be readily available tools to determine the success of individual locate workers, the percentage of an assigned caseload in locate status, or the length of time a case has been in locate status. In Clark County, there appears to be an uneven assignment of the locate caseload among the workers assigned to various teams. Further frustrating success in the locate effort is the general failure within the offices throughout the State to manage for performance outcomes.

Especially in the large jurisdictions, locate staff could not identify job expectations in the performance of their jobs. Collections performance information was generally posted in a conspicuous manner in the majority of field offices that we visited but only rarely did we view the dissemination of individual or unit performance expectations and outcomes in a similar manner. With staff unaware of expectations and not being measured on the outcome of their efforts, it is not surprising that overall performance is less than ideal. Our office visits and staff interviews repeatedly revealed the undercurrents of apathy, frustration and job dissatisfaction that settles in among even the most diligent of workers and supervisory staff with unclear standards and performance expectations.

D.1.3.5.b We recommend that standards be published within each unit workspace, and publish each individual worker's progress toward meeting their performance expectations. This approach will be especially effective with a Centralized Locate Unit and will encourage staff to excel in their locate efforts.

D.1.3.6 Recommendation: Provision of Locate Training

D.1.3.6.a We recommend that all FTEs involved with locate activities receive thorough and timely training on the use of locate tools available to them, specifically LEXIS-NEXIS/ACCURINT, skip-tracing techniques and the use of the NOMADS screens and the data located on the screens. Additionally, staff should receive training on the interpretation and procedures for working locate-related alerts.

D.1.3.6.b We recommend that at least one person from the Centralized Locate Unit participate in the Alerts Workgroup mentioned later in this report, to provide input and participate in decision-making regarding locate alerts.

D.1.3.6.c We recommend that DWSS develop a written Locate Handbook and "cheat" sheets for use by Locate staff in the Centralized Locate Unit. These tools are quick and easy visual aids to assist staff in following the designated procedures for performing their various tasks.

D.2 PATERNITY ESTABLISHMENT

Background

OCSE requires that states meet their "PEP Standard," or paternity establishment percentage mark to avoid facing potential penalties against the state that could reduce IV-D and PA funding. States ultimately must achieve a 90 percent paternity establishment rate (or constant improvement to reach that rate) or face funding cuts. The funding cuts affect PA as well as IV-D funding and can have severe repercussions on the financial health of the two programs. This funding impact is in addition to the impact of low PEP on federal incentives.

In FY02, Nevada lagged behind the national average in paternity and order establishment. See *Exhibit D.2-1: Comparison Between Nevada and National Paternity Establishment Performance Standards – FY02* below.

Nevada and National Performance Data for FY02		
	Paternity Establishment	**Order Establishment**
Nevada	56.3	60.4
US	84.0	70.5

Exhibit D.2-1: Comparison Between Nevada and National Paternity Establishment Performance Standards – FY02.

In the two years since FY02, Nevada made some modest improvements in paternity but declined in order establishment while the national average indicators rose. See *Exhibit D.2-2: Comparison Between Nevada and National Paternity Establishment Performance Standards – FY 04* below.

Nevada and National Performance Data for FY04		
	Paternity Establishment	**Order Establishment**
Nevada	63.2	59.8
US	85.0	74.4

Exhibit D.2-2: Comparison Between Nevada and National Paternity Establishment Performance Standards – FY 04.

As exemplified in *Exhibit D.2-3: OCSE FY 2005 Preliminary Data* below, Nevada still lags behind based on the OCSE FY 2005 Preliminary Data.

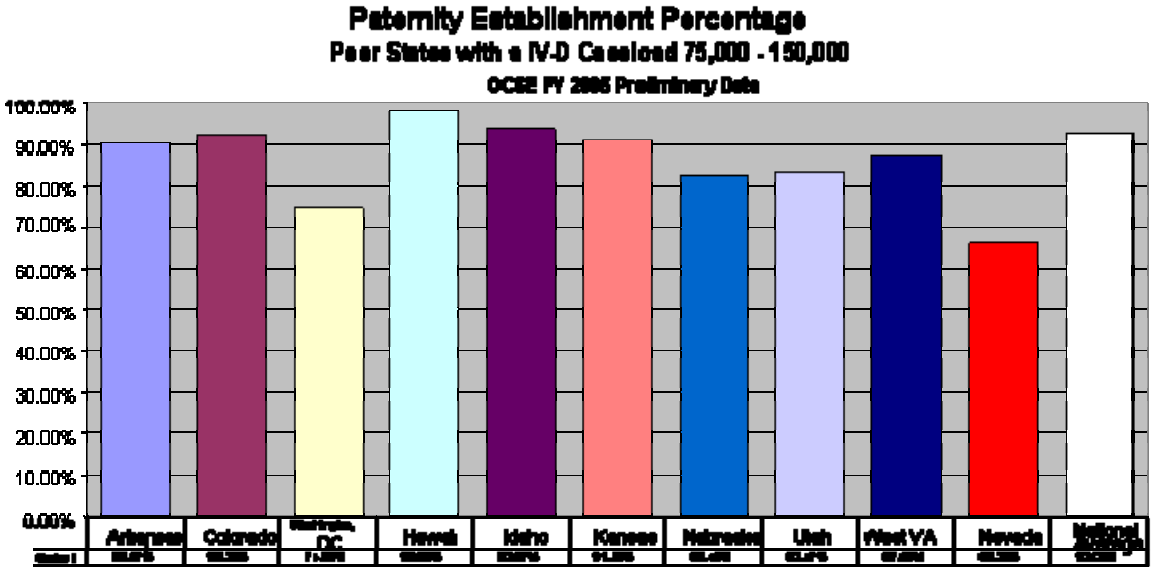


Exhibit D.2-3: OCSE FY 2005 Preliminary Data.

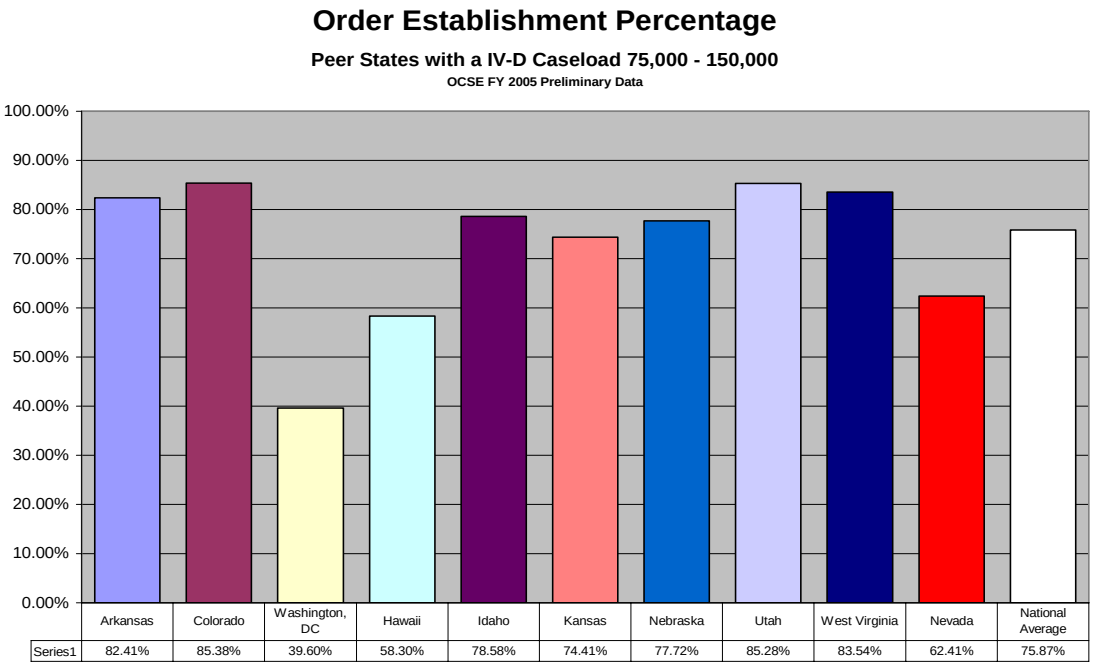


Exhibit D.2-4: OCSE FY 2005 Preliminary Data.

Methodology

During this audit, MAXIMUS utilized our SURE Methodology in the evaluation and analysis DWSS' Child Support Enforcement performance. Among the areas that we concentrated on were:

- Paternity Establishment policies and procedures in place
- Use of Genetic Testing
- Staffing in selected DA and PAO offices
- Utilization of Voluntary Paternity Acknowledgement and In-Hospital Paternity Acknowledgements
- Consistencies and inconsistencies within an office
- Office organization and paternity establishment caseload distribution
- Reporting methodology currently in place for paternity establishment activities

During our SCANNING of the operations of DWSS, the DA Offices and PAOs, we conducted interviews conducted and included in the data gathering questions specific to paternity establishment and order establishment.

In the UNDERSTAND phase of our methodology, we reviewed documentation gathered in relation to paternity and order establishment ,and analyzed program efficiencies and effectiveness among the various offices. We also reviewed and analyzed information from the results of the best practices interviews and gathered data from other states (*Refer to Appendix D Best Practices*) to identify tools incorporated that may lend themselves to Nevada and program efficiency improvements in the area of paternity and order establishment.

Finally, contained within this section we report our findings and recommendations for program improvement, as well as recommendations specific to implementation and change management to assist DWSS and the State of Nevada.

D.2.1 Findings

D.2.1.1 Finding: Genetic Testing Scheduling and Delays

There appears to be a delay of anywhere from 7 – 10 days from the scheduling of genetic testing to the actual testing of all parties. This delay does not include the normal turnaround time for the lab to produce the genetic test results report to share with the parties. The initial delay is due to several factors:

- Failure of all of the parties to show for their scheduled genetic test appointments
- Availability of hospital and clinic facilities to perform genetic tests
- The lack of trained case managers to obtain samples at the office. Delays are especially true for the smaller, rural counties where facilities are limited and the availability of appointments for scheduling of the genetic tests are also limited.

D.2.1.2 Finding: Required Notarization of Paternity Affidavits

While states are required to comply with a party's request for genetic testing based on a sworn statement, many of the District Attorneys still require that a notarized Paternity Affidavit be provided before any action is taken to pursue establishment of paternity. One DA office makes special notation in their informational sheet that accompanies the Application for IV-D services, to not sign any of the papers until they are brought into the office. They then ensure that a notary is available in the office to notarize signatures.

In the PSI findings and report for Clark County DAFS, PSI also noted that there was a requirement that the Affidavit in support of Establishing Paternity be notarized. Their recommendation was that Clark County DAFS "eliminate unnecessary affidavits."[21] Clark County DAFS currently has their Legal staff investigating the feasibility of eliminating unnecessary affidavits and have reviewed and eliminated some. As a result of this review, many of the affidavits, including the Paternity Affidavit, were revised in 2004 to no longer require that the affidavit be notarized but instead represent an unsworn declaration made by the individual signing the document.[22]

DWSS did revise the language on the Paternity Affidavit indicating that the signature on the form indicates that the information is being provided to the best of the individual's knowledge or belief "under penalty of perjury."

The requirement imposed by some of the DA and Hearing Masters that the Affidavit be notarized frequently causes a delay in the establishment of paternity, as case managers must wait for the notarized Paternity Affidavit to be returned or for the applicant to come into the office to have the document notarized. Contributing to the delay is the lack of availability of notaries in some counties, as well as transportation issues which prevent Custodial Parents (CSTs) from coming into the local District Attorney offices to get the Paternity Affidavit notarized.

D.2.1.3 Finding: Lack of Administrative Process for Paternity and Order Establishment

With the passage of the Personal Responsibility and Work Opportunity Reconciliation Act of 1996 (PRWORA), Congress greatly enhanced the authority of administrative child support agencies. Administrative processes in regard to child support provides statutory authority by a legislative body to an administrative agency to determine paternity and to establish, modify and enforce child support orders. Federal regulations were promulgated that defined expedited processes as "administrative or expedited judicial processes or both which …meet specified processing times and under which the presiding officer is not a judge of the court."[23]

Nevada has been classified as a "quasi-judicial" state in that NRS 425.382 has granted Hearing Masters the authority to establish paternity, child support orders and enforcement of established child support orders, subject to approval by the District Court. In Nevada, caseworkers for the most part are responsible for collecting financial information and drafting the proposed order for the Hearing Master and in many of the rural counties, are responsible for presenting the case before the Hearing Master. In the two urban counties, Clark and Washoe, even though the majority of the court preparation is done by non-attorney staff, the cases and information is reviewed by a Staff Attorney prior to a hearing.

Underused administrative process for establishment of paternity and orders is prevalent throughout the State of Nevada. Case managers are far more prone to move paternity establishment cases through the judicial process rather than administrative process.

In a previous report produced by MAXIMUS[24], one of our recommendations was "Define the use of Administrative Process and require its use in all jurisdictions to allow expedited case processing. Viable scenarios for Administrative Processes include:

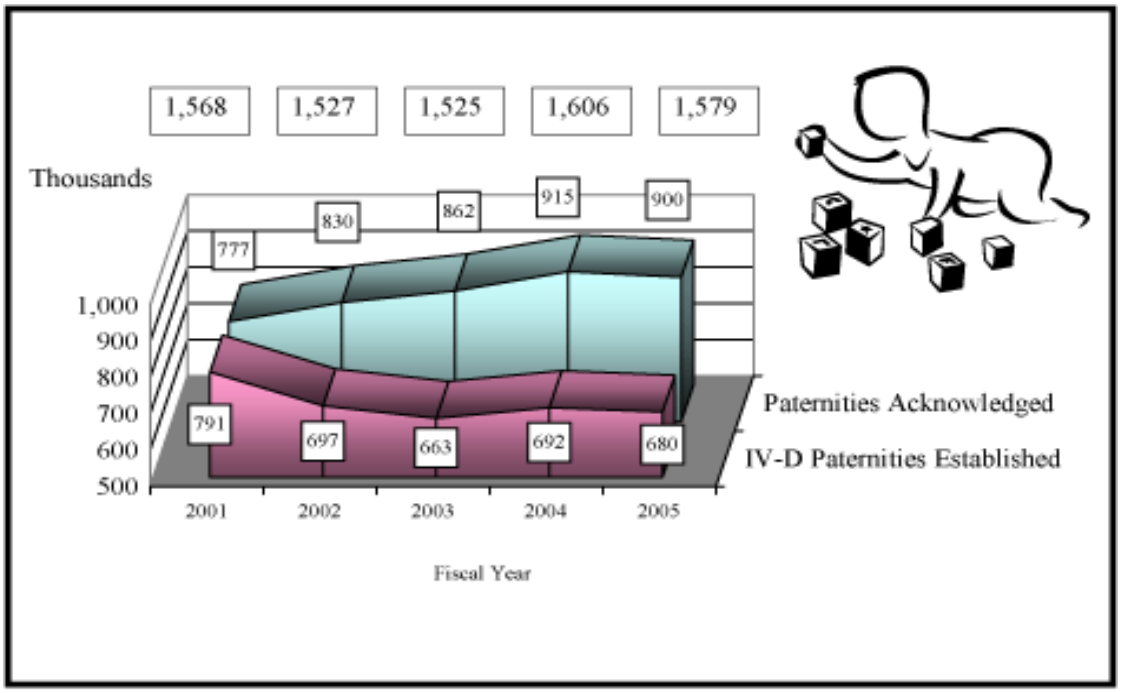
- Voluntary Acknowledgment of Paternity
- Voluntary Establishment of Support Orders
- License Revocation
- Unemployment Benefit Intercept

NRS 425.3838 provides that even when both parties sign Affidavits or other sworn statements that paternity has not been legally established, and that the male parent is the father of the child, the Hearing Master must still enter a recommendation establishing the paternity of the child during a proceeding. Any recommendation entered by the Master must be reviewed and approved by the district court before it become effective.

Upon receipt of a Notice and Finding of Financial Responsibility to establish a child support obligation, NRS 425.3824 provides that a parent may contact the office and request a conference for negotiation. A Stipulation signed by an NCP establishing a child support obligation must still be reviewed and signed by the district court before it becomes final.

D.2.1.4 Finding: Little Use of Voluntary Paternity Acknowledgements and In-Hospital Paternity Acknowledgements

Voluntary Paternity Acknowledgments and In-Hospital Paternity Acknowledgments are little used tools by Nevada CSE case managers. Nationally, the number of in-hospital paternity acknowledgments are on the increase while IV-D paternities have decreased. *(Child Support Enforcement, FY 2005, Preliminary Report, Figure 4: IV-D and Statewide Paternities Established or Acknowledged for Five Fiscal Years).*



Source: Form OCSE-157 lines 10 and 16

Exhibit D.2.1.4-1: IV-D and Statewide Paternities Established or Acknowledged for Five Fiscal Years, Child Support Enforcement, FY 2005 Preliminary Report Figure 4. *(Includes in-hospital and other paternities acknowledged. State paternity acknowledgements include an unknown number of acknowledgments for children in the IV-D caseload.)*[25]

During our audit we received the following comment among the 72 responses to a question asked on the Case Manager Survey Questionnaire.

"How often to you encourage an alleged father to voluntarily acknowledge paternity of a child outside of the hospital?". Of the 72 respondents, 61 indicated that they "infrequently","hardly ever", "Never" or "I don't" encourage voluntary paternity acknowledgment, while only 11 indicated that they "Quite frequently" or "Frequently" encouraged voluntary acknowledgment of paternity. *Exhibit D.2.1.4-2: Case Manager Paternity Survey Results* displays the responses received to this question.

	Total	Quite frequently	Frequently	Infrequently	Hardly Ever	Never	I don't
Carson City	2			2			
Churchill	1			1			
Clark	20		1	2	12	4	1
Douglas	3				3		
Elko	5				5		
Humboldt	2			1	1		
Lincoln	1			1			
Lyon	4	2	1		1		
Pershing	1	1					
Washoe	25	2	3	6	14		
White Pine	1		1				
Elko PAO	1			1			
Reno PAO	6			2	4		
Total	72	5	6	16	40	4	1

Exhibit D.2.1.4-2: Case Manager Paternity Survey Results.[26]

The sample reasons given by case managers varied, but there were several underlying similarities in responses:

- "Encourage the alleged father to request genetic test if there is any doubt that they are the father"
- "Since the initial contact is normally with the serving of a Notice and Finding of Financial Responsibility, the legal process has already started"
- "Little contact with alleged fathers prior to court hearing"
- "Not our place to discuss with the alleged father – it is his choice"
- "The alleged father usually responds with a request for genetic testing or they may voluntarily acknowledge paternity. Encouraging them is not an accurate description of how we work with them to establish paternity"

When case managers were asked "Do you feel that discussing Voluntary Paternity Acknowledgment is a more effective means of establishing paternity rather than court-ordered genetic testing," 52 answered "No" and only 15 answered "Yes." There were several comments made in response to this question also[27]:

- "It would be nice if the NCP agreed to paternity. Mine often do not"
- "We don't pursue "Voluntary Acknowledgment" other than allowing the obligor to testify to same at the hearing"
- "It doesn't matter either way to me"
- "Only when they are not denying paternity and the caseworkers would not be clear on the procedures"
- "I never have the opportunity to discuss this with either parent"

This response supports our finding that the majority of case managers do not feel that Voluntary Paternity Acknowledgment is an option that should be actively pursued with an alleged father. Case managers expressed strong feelings during the group interviews towards encouraging alleged fathers to request and proceed with genetic testing to remove all doubt and alleviate future problems. Clearly, DA and PAO staff do not see Voluntary Paternity Acknowledgment as a service that is provided to their customers and they are almost totally removed from the use of this process.

Also, during the group interviews, when asked about what steps are taken to establish paternity in hospitals at the time of the child's birth, an overwhelming number of respondents answered there were no steps taken. Of the 66 respondents, 58 answered they do nothing.

As of June, 2006, there are two DWSS individuals who are tasked with providing outreach to the Nevada hospitals and birthing centers. The individual responsible for coordination of Nevada's Hospital-Based Paternity Project in the South had also been tasked with cleaning up the remaining Esmeralda County cases earlier so that the cases could be transferred to the new case manager now stationed in Nye County (Pahrump District Office). Whenever possible, she did distribute "Paternity – It's in the Bag (PIB)" packages to hospitals she visited. The addition of a second individual in the North parcels out the state hospital coverage between the Las Vegas area and the Northern and Eastern hospitals and birthing centers.[28]

These "PIB" bags contain various informational pamphlets about Child Support and Paternity, as well as an Office of Vital Statistics Affidavit of Paternity. The PIBs are given to new parents upon the birth of the child. DWSS and the Bureau of Health Planning and Statistics have developed a "Nevada Hospital Paternity Program" Training Manual used during training presentations about the Nevada Hospital Paternity Establishment Program at various hospitals. A video, "Power of Two" is also provided to hospitals for the purpose of viewing by the new parents. Both the PIB and video are available in English and Spanish.

Once the In-Hospital Paternity Affidavit is completed, the hospital sends the Affidavit, along with the Birth Certificate to either the local registrar or the State Registrar within 10 days of the birth of the child. The data is entered into the Office of Vital Statistics system and available to DWSS and DA staff through inquiry into Automated Nevada Server-based Reference System (ANSRS). With the completion of the transfer of Esmeralda County cases, DWSS is again initiating its Outreach efforts to Nevada hospitals.

CLARK COUNTY

In a review of PSI recommendations[29], they made several recommendations related to Paternity Acknowledgments as follows:

- *Provide regularly scheduled technical assistance/outreach to hospitals*
- *Monitor major birthing hospitals' paternity acknowledgment rates*
- *Increase awareness of paternity acknowledgments*

However, each of these recommendations fall primarily within the realm of DWSS responsibility rather than Clark County DAFS. The Interlocal Contract Between

DWSS and the individual county District Attorneys identify the primary responsibility "to publicize the Program in compliance with 45 CFR 302.30 (Attachment A, Section 3.N). The District Attorney agrees "to assist the Division in publicizing the Progrtam in compliance with 45 CFR 302.30 (Attachment A, Section II.S)" [30] *It should be noted that this Interlocal Contract is the same for all of the contracted District Attorneys in Nevada.*

We recommend that the current DWSS Office Manager in the Las Vegas PAO be tasked with developing a plan for monitoring in-hospital paternity acknowledgements and providing statistics to both the county and state on a regular basis. The major birthing hospitals that have a low or decreasing number of in-hospital paternity acknowledgements should be contacted by the Office Manager to jointly identify the reasons for the low or declining rate. Based upon the findings by the joint parties, the Office Manager should develop a corrective action plan with birthing hospitals to address any problems found.

In discussions with case managers, supervisors and Unit Administrators, the voluntary acknowledgment of paternity appears to have a low priority. The respondents do not perceive it as part of their responsibility. We recommend that desk guides, procedures, and emphasis should be developed and incorporated for exploring potential voluntary paternity acknowledgment among the DAFS staff, as well as the general public.

D.2.1.5 Finding: Paternity Establishment Policy

When asked how clear case managers felt that the paternity establishment policy is, of 72 responses received, 35 felt that the policy is very clear and 29 felt that the policy is somewhat clear. Of those respondents that felt that the policy is somewhat clear, we found that it was not so much the policy that is somewhat clear, but the procedures for implementation of the policy. In the larger counties, 43.48% of the respondents felt that the policy is very clear to somewhat clear, while a smaller percentage of respondents from the rural counties felt that the policy is very clear to somewhat clear.

D.2.1.6 Finding: Income Consideration and Establishment of a Child Support Order

Of the 76 responses received from case managers, when asked whether they establish a child support obligation at the same time paternity is established, 72 respondents indicated "Yes" and only 4 responded "No" to the question. It appears that the majority of case managers pursue establishment of a child support obligation at the same time paternity is established.

However, when asked what they use to calculate the NCP's income when the income is not provided by the NCP or other means of verification, case managers in at least six (6) of the DA CSE offices and in both the Elko and Reno PAO offices stated that they use the Nevada Average Wage as a default indicator when calculating the NCP's income. This is normally a poor indicator of NCP income as in most instances, the Average Wage is far above the NCP's actual earning capability and sets, at the establishment of a child support obligation, an unrealistic and unattainable child

support obligation that almost always results in the NCP accumulating an arrearage, even when attempts to meet the obligation are met.

In January 19, 2005 there was a change to the State Regulation in regard to what is the appropriate amount of income to default to when other means of income verification are unavailable. This change has already been incorporated into the DWSS CSE Policy Manual, Section 506(B) which states that "If actual income information is unavailable or does not reflect the obligor's current earning ability and the obligor's occupation is known and no other documented factors suggest a higher or lower amount is appropriate, gross monthly income should be based on Occupational Employment Statistics (OES) as published by the Department of Employment, Training and Rehabilitation (DETR).[31]

D.2.1.7 Finding: Judge's Signature

Nevada NRS 425.3844 states that any recommendation issued by a Hearing Master does not go into effect until it has been approved by the District Court and filed. This requirement may cause delays in establishing child support obligations. For instance, in Nye County (Tonopah), some of the Hearing Master recommendations must be sent by special carrier to a Judge in Pahrump for review, signature and filing. The filed orders are normally returned within 3-5 days. This procedure has resulted in delays when the Judge has been unavailable or is on vacation.

D.2.1.8 Finding: Service of Process

When asked about the preferred method of service of process, 168 of the 222 case manager responses indicated they use personal service. In the two larger counties, the investigators are used heavily for process service. In rural counties, the majority of service is done by certified mail or by the local sheriff's office or constable. In Washoe County, case managers are required to use personal service for all initial paternity and order establishment cases. See *Exhibit D.2.1.8-1: Preferred Methods of Service* below.

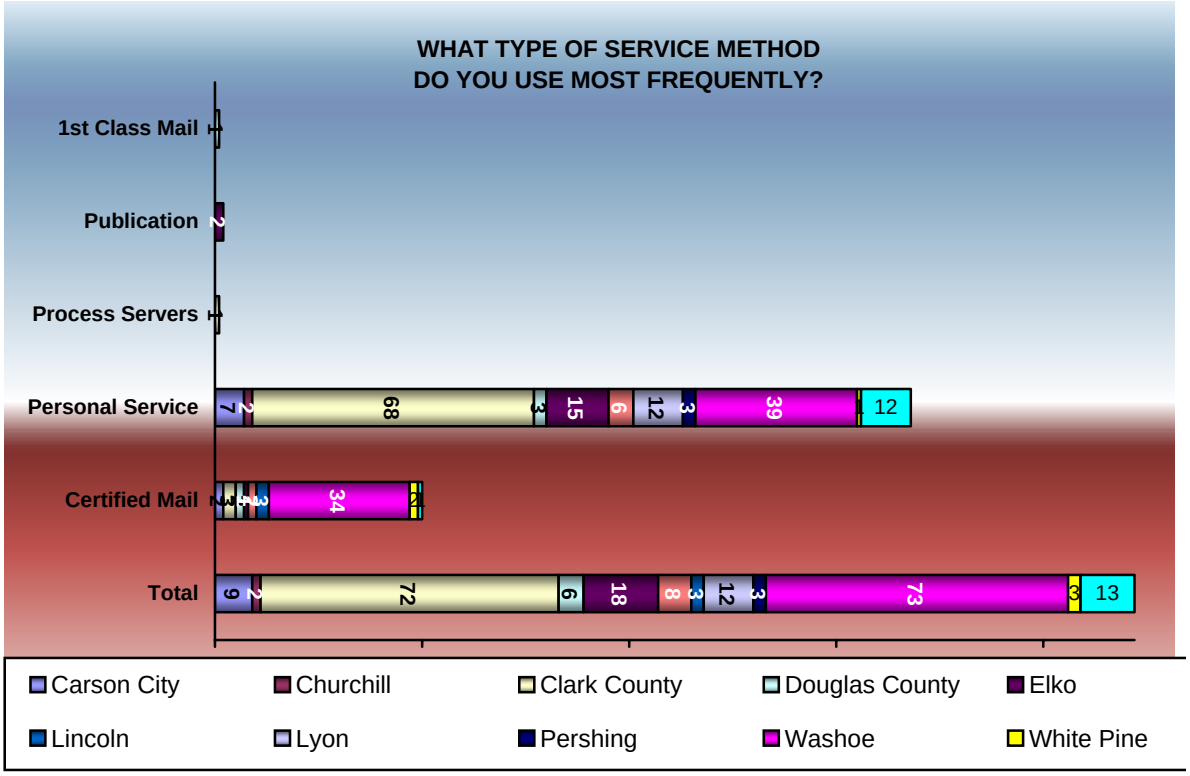


Exhibit D.2.1.8-1: Preferred Methods of Service.[32]

In Clark County, there is a team of five (5) full-time and one (1) part-time process servers in addition to two legal office assistants. Washoe County relies primarily on the Washoe County Sheriff's Office to provide process service. They have three (3) investigators who, under limited circumstances also perform service of process functions. We determined that case managers face problems with use of the internal process servers, based on case manager survey questionnaire responses and group interviews. Several of the comments received were:

- "Service of process was only attempted Monday thru Friday, 8AM to 5PM"
- "Attempts at service are only made during the day when the NCP is at work"
- "Personal service (Sheriffs Office) takes too long and servers only go out during daytime working hours"
- "When going through the local Sheriff, there was often times a delay due to time and resource constraints on the Sheriff's Department"
- "Lack of initiative or incentive to accomplish service by Sheriff's Department"
- "Delay in service attempts"
- "Avoidance/dodging service attempts on the part of the NCP"

Successful service of an individual before any pending legal action has a major impact on the ability to move a case forward through the legal system. A lengthy delay in successful service oftentimes leads to loss of contact with the individual to be served. The result is that due to a lack of a current address, the NCP normally must be re-located and service attempted again once the individual is located.

D.2.2 Recommendations

D.2.2.1 Recommendation: Clarification of the Paternity Establishment Policy

D.2.2.1 a Clear and standardized procedures should be developed and included in the DWSS Policy Manual to provide continuity and standardization of paternity and order establishment procedures across the state. While the current emphasis by DWSS is to remove procedures from the CSE Manual. This is particularly important in the smaller, rural counties where the DA Coordinator or Office Manager may not have the necessary experience and skills to develop clear processes and procedures for their individual offices..

D.2.2.1.b DWSS should develop "cheat" sheets and Desk Guides that visually display the paternity establishment process to facilitate uniform procedures statewide. The guides will also facilitate the review of paternity establishment cases pulled during the DWSS Self-Assessment reviews as the procedures will always be the same, regardless of the county reviewed.

The standardization and continuity in the process should facilitate an increase in paternity establishment numbers. However, because of the differences between counties, these counties should also be provided with a vehicle to share best practices among themselves.

D.2.2.2 Recommendation: Certification of Case Managers to Conduct Genetic Testing

Nevada, like many states, struggles with timeframes associated with genetic test scheduling, particularly in the rural counties where great distances must be traveled to a hospital clinic or other medical facility.

We recommend that DWSS initiate and pursue discussions with their current genetic test vendor LabCorp, to train and certify case managers in the local DA offices to perform the genetic tests. The tests can be performed in either the local DA CSE office or outside the court room in those instances where genetic testing is ordered by the Hearing Master. This change in obtaining samples will lessen the number of "no shows" for genetic testing and expedite the submission of the genetic test samples to the lab for analysis.

We recommend that counties should move towards an administrative process for the ordering of genetic testing rather than through the judicial process.

Best Practice – North Carolina (NC 01)
The North Carolina CSE program, in an effort to improve performance in all of the performance areas, formed several subcommittees as part of their "Journey to Excellence" initiative. The Paternity Establishment subcommittee recommended that every employee in each office be trained to be a "DNA Agent" and take DNA samples in offices or courtrooms. Two-thirds of their offices now do their own samples.

CLARK COUNTY

In the PSI Report, it was recommended that Clark County simplify procedures for scheduling genetic tests. We recommend that Clark County move from an extremely judicial process to a more administrative process for genetic test orders.

We recommend that in order to lower the default rate, Clark County DAFS institute "outbound" calling to remind parties of scheduled Genetic Test appointments and hearing dates.

We recommend that Clark County DAFS institute the use of pre-trial diversion meetings to encourage the parties to agree to a stipulation. These meetings should be held as early as possible to avoid a last minute rush before going into the court room.

D.2.2.3 Recommendation: Allow Sworn Statements in Lieu of Notarization of Paternity Affidavits

We recommend that DWSS conduct training as well as issue a clear Policy and Procedure regarding the unnecessary use of notarization of the Paternity Affidavit. We also recommend that DWSS work with the Attorney General's Office to encourage Hearing Masters to discontinue the requirement of a notarized Affidavit by the Custodial Parent. The availability of a notary to notarize the Paternity Affidavit at times imposes a hardship on the Custodial Parent, who may not have easy access to a Notary Public, may not live within close proximity to a Notary, nor can afford to pay for a Notary. Especially in these circumstances, imposing an unnecessary action on the part of the Custodial Parent will often times cause delay in paternity activities based on the inability of the Custodial Parent to get their document notarized. DWSS has previously taken measures to add language to the document informing the Custodial Parent that signature on the Paternity Affidavit is done so under penalty of perjury.

D.2.2.4 Recommendation: Emphasize Use of Administrative Process for Paternity and Order Establishment (ES 8)

Along with our recommendation to accept witnessed sworn statements in lieu of a notarized Paternity Affidavits, we recommend a greater usage of administrative process for paternity establishment and genetic testing cases.

In a study conducted by the Lewin Group entitled "Administrative and Judicial Processes for Establishing Child Support Orders"[33] the study findings indicate that while administrative and judicial states are both meeting expedited timeframes requirements, among the nine states studied in depth, administrative process states appeared to do particularly well on cost-effectiveness measures.

This study concludes that "OCSE does not require reporting on no-show rates at hearings or the extent of early non-compliance with default orders. But OCSE does provide incentive funds for cost-effectiveness and for collections as a proportion of ordered amounts. It is in the interest of state and county administrators to monitor the effects of no-show rates and default orders on performance and then consider the expense of service of process methods, negotiation sessions, the need to involve judges before making deviations from guidelines, etc. Then, the extra step being suggested here: compare results across state lines with those who do it differently. It

is a mistake to assume that "we've always done it that way; the other way would produce too many appeals" or "too much non-compliance." That is the one thing that the Lewin study makes most clear: doing it "the other way" may save money, and the folks who do it that way are often convinced that THEY are the ones getting the better compliance and lower no-show rates."[34]

In a report issued by the Department of Health and Human Services, Office of Inspector General, "child support respondents report more fully administrative methods generally allow their agencies greater procedural control, more closely comply with Federal standards, and are easier for child support agency staff to facilitate than primarily judicial procedures. Fully administrative procedures appear to be particularly useful when both parents mutually consent to establish paternity, either without or following genetic testing. Staff with primarily administrative procedures also report they value their authority to complete the paternity process independently, and believe most cases can be resolved more quickly with routine administrative procedures than by subjective court judgments."[35]

We recommend that the Legislature pass a statutory change that allows for the use of an Administrative Process for the establishment of paternity and child support obligations through the use of Administrative Hearing Officers. These positions should be granted with the same authority to hear Child Support Enforcement paternity and order establishment cases as currently provided the current Hearing Masters.

Policy Studies, Inc.[36] also had similar findings in the review of the Clark County DAFS organizational structure. "In Clark County, it does not appear that the current balance (between attorneys and program staff) is serving the long term interests of the County. Some procedures appear to be overly legalistic and complex." The same holds true for the more judicial-based rather than administrative-based processes in Washoe County.

Administrative Hearing Offices could be assigned to each of the Regional Offices. The responsibility of the Administrative Hearing Officers would be to hear and make legally-binding decisions regarding issues that are currently brought before the Hearing Masters. The decision of the Administrative Officer would carry the same weight as a court order established through the judicial process and appeals based on the Administrative Hearing Officer's decision could be appealed through the judicial system. Standards can be established for these Administrative Hearing Officers upon which their performance is measured. Should Nevada choose to not move towards the "regionalization" of its IV-D program, these Administrative Hearing Officers could be located in the PAOs and service a number of counties such as the Hearing Masters currently do.

Nevada is currently considered a "quasi-judicial" state when reference is made to its IV-D legal process. The allowance for the establishment of paternity and child support obligations administratively, as opposed to use of the judicial process, allows for an alternative approach to the establishment of paternity and child support in those instances where the parties agree.

One of the primary arguments raised in opposition to the use of administrative process rather than the judicial process is the right that all individuals have to Due Process.[37] The U.S. Supreme court has established some very important criteria for due process, falling into three general areas:

- **Right to Notice:** A person has a right to be notified of any action being taken that concerns his or her liberty or property. All child support administrative processes require the executive agency to notify the responsible parent of the support amount and arrears, alleged to be due and owing, and the procedure for contesting the claim. These statutes further requi8re that the executive agency serve the notice in a manner reasonably calculated to give the parties actual notice.
- **Right to a Hearing:** Courts have also specified the type and quality of hearing necessary before a person is deprived of property. The hearing must be fair and impartial, and the person entitled to the hearing must have reasonable opportunity to present evidence through documents or witnesses, confront the opposing party, and refute any evidence. Administrative processes allow the obligor to present all evidence in his or her favor, with the aide of any attorney, if desired.
- **Right to Judicial Review of Administrative Action:** The administrative decision must be in writing and must be based solely on evidence submitted at the hearing. A proper hearing includes the right to appeal to a judicial authority.

Use of the administrative process still affords the parties due process as currently exists for judicial hearings. In Nevada, individuals subject to the administrative process for establishment of paternity and child support obligations should still be afforded the right to 1) proper service, 2) request that their case be heard before a Hearing Master if they so choose, and 3) file an appeal of an Administrative Hearing Officer's decision through the judicial system.

The allowance for and use of the Administrative Process for paternity and child support establishment in those instances where both parties are agreeable would serve to enhance and expedite the number of paternities and child support orders established. This method would facilitate these actions outside of the judicial process and would certainly cut back on the size of the Hearing Master court dockets.

The use of the Administrative Process would also limit attorney involvement and allow attorneys to be used only in those instances where the parties elect to have their case heard before a Hearing Master, file an appeal of the Administrative Hearing Officer's decision, and for those more difficult and challenging cases where the IV-D agency may elect to take the case through the judicial process rather than the administrative process.

Best Practice – Illinois (IL 02)
In her discussion on steps that were taken in Illinois to improve an under-performing program, Ms. Compton spoke about the decision to use 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 the administrative process more regularly than the 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.

Best Practice – Michigan (MI 02)
In an interview with Ms. Stephen, a, former child support attorney in Jackson County, MI, she stated that she believes that the program uses too many lawyers and that more activities need to be administrative. This measure not only will cut costs but will speed up the process while ensuring that parents are treated fairly and have a right to appeal to a court if they choose.

D.2.2.5 Recommendation: Allow Conclusive Presumption of Paternity Establishment

We recommend that Nevada adopt by statute a "conclusive presumption of paternity."[38], In those instances where the results of a genetic test return a probability of 99.9%, this presumption will allow conclusive evidence that the alleged father is in fact the natural father of the child in question, and will allow the establishment of paternity and order without the need for further evidence. An alleged father would have the right to a request a hearing to contest the test results before the order becomes final. If the alleged father does not request a hearing, a final order may be entered by the decision-maker(Administrative Hearing Officer or Hearing Master).

If the alleged father contests the genetic test results, an evidentiary hearing would be held to determine access to the mother by the alleged father during the likely time of conception. There is a recitation of the chain of custody of the evidence, and the test results are interpreted after introduction into evidence. Unless those facts are disputed, there is a rebuttable presumption that the test results show the truth of the matter asserted, that there is no taint in the chain of custody. The Hearing Master or Administrative Hearing Officer must determine if the presumption of paternity was rebutted by other evidence. If not rebutted, then a paternity determination is entered.

Implementation of this recommendation will result in a higher rate of paternities in a timely manner. Today, there are only very rare challenges to the genetic test results when the probability of paternity is over 99.9%. Therefore, the cost of staff and decision-making time is greatly reduced, without the need for a pro forma hearing.

Best Practice – Michigan (MI 02)
Many times an alleged father will not sign (paternity acknowledgment) if he is unsure about his status. If he agrees to a genetic test on the condition that if the results come back with a high probability of paternity, he will sign an acknowledgment, the case can be resolved without a court hearing, as acknowledgments ripen into determinations of paternity by operation of law.

D.2.2.6 Recommendation: Increase Focus and Use of In-Hospital Paternity Acknowledgment (ES 7)

Nationally, as reported in the OCSE FY2003 and FY2004 Annual Report to Congress, the number of In-Hospital Paternities has increased and IV-D paternities have decreased.

D.2.2.6.a We recommend that a higher priority be placed on the use of Voluntary Paternity Acknowledgment and that there be a more focused outreach effort towards local hospitals and birthing centers. We recommend that with the formation of Regional Offices, the responsibility for outreach activities to local hospitals and birthing centers is assigned to the Regional Administrators as part of their responsibilities. Following along the basic framework that is already in place by DWSS, these Regional Administrators' would be able to reach and interact with more hospitals and birthing centers in their region than one person could accomplish traveling the entire state. We recommend that a new position, Outreach Coordinator, be created. This Statewide Outreach Coordinator would be responsible for ensuring continually communication and coordination of the Outreach activities in each of the Regional Offices.

In the interim, the two DWSS persons tasked with outreach to hospitals and birthing centers in Nevada should develop an In-Hospital Paternity Establishment Outreach plan for working with stakeholders. This Outreach Plan should be distributed to all of the DA and PAO offices to make them aware of when these outreach efforts will be occurring in their counties.

We recommend that training be conducted with all CSE staff, providing them with information and direction regarding the use of In-Hospital Paternity Acknowledgment and their responsibilities. The current publication, "Paternity: It's in the Bag" published quarterly by DWSS, should also be distributed to all PAO and DA staff to raise their awareness of the training and educational efforts being conducted in their counties.

Increased involvement at the local level will serve as a stronger influence upon hospitals and birthing centers, as well as enable local IV-D staff to answer and respond to inquiries from the community regarding in-hospital paternity establishment. While the primary responsibility for outreach to hospitals and birthing centers contractually rests primarily with DWSS, outreach cannot be done in a vacuum but should be a partnership effort between DWSS and the DA offices. Emphasis in communication and teamwork with the DA offices in regard to Nevada's Hospital-Based Paternity Project should be an ongoing process as well as included in any paternity-focused training developed.

Best Practice – North Carolina (NC 01)
The North Carolina CSE program, in an effort to improve performance in all of the performance areas, formed several subcommittees as part of their "Journey to Excellence" initiative. The Paternity Establishment subcommittee recommended that an annual campaign with all hospitals and birthing centers be held to encourage paternity acknowledgments.

Best Practice – Michigan (MI 02)
Michigan has 102 birthing hospitals. The state conducts a lot of outreach to the hospitals to ensure that as many acknowledgments are completed as could be expected. A state initiative resulted in eight hospitals offering free genetic testing. The initiative was very popular.

Best Practice - Nevada (NV 04)
DWSS currently has the start of what could be a very effective outreach tool to encourage in-hospital paternity acknowledgments. The person responsible for this outreach task is currently housed in the Las Vegas DWSS Desert Inn facility. She has several "eye-catching" informational items that enable the education and distribution of in-hospital paternity acknowledgment to both the hospitals and birthing centers, but also to the general public.
Paternity – It's in the Bag" (PIB) small plastic bags containing as assortment of pamphlets about child support enforcement as well as an Affidavit of Paternity form that may be completed in the hospital, Nevada Hospital Paternity Program Hospital Training Manual, and Paternity: It's in the Bag Newsletter that is published quarterly.

D.2.2.6.b One of the most important keys to success in paternity establishment is the information obtained from the Office of Vital Records. With the availability of ANSRS (Automated Nevada Server-based Reference System), CSE Staff have online access to birth certificate information which assists in the determination whether paternity is an issue. We recommend that further training or a Desk Guide be instituted to assist CSE staff in using this important tool.

In our Survey Questionnaire, when asked "Are you using online access to vital records information regarding paternity acknowledgments?", 54 of the 75 respondents who answered this question indicated "Yes" while only 19 indicated that they either used it "occasionally" or "No". Several comments received in response to the question were[39]:

- "We use it to see if there's a birth certificate"
- "No – Does not work"
- "No – Have yet to be able to get these records. Not sure if our county is linked or Vital Stats are so far behind that records are not available"
- "No – I've never really known how to use it"
- "No – Not available"
- "No – To date have been unsuccessful in accessing birth records on line. Have made attempts but no good results yet"
- "To see if the father is listed on the birth certificate to determine if this will be a Paternity Establishment case or an Obligation case"

Another interesting note is that the respondents who indicated that they used ANSRS are from the larger counties.

D.2.2.6.c We also recommend that case managers be trained to take a more proactive approach toward pre-court intervention with alleged fathers, discussing with them the availability for voluntary paternity acknowledgment. Ms. Dossie Terrel, Federal ACF Region X Specialist for Nevada stated that "Nevada's focus should be on paternity and collections. Nevada should emulate the Paternity Fair used in Arizona."[40] The first contact with an alleged father should not be at the point a court hearing is held to establish paternity for the child. Early intervention goes a long way towards a better understanding of the benefits and advantages of paternity establishment and oftentimes results in voluntary paternity establishment well within the federally-mandated timeframes. Proactive reaching out to the alleged father clarifies what issues may be in dispute and also provides information about the process to the alleged father that he may have not understood. This creates a higher potential for a positive relationship when it comes to establishing the support order and paying the ordered support.

Best Practice – Milwaukee County, WI (MC 03)
Wisconsin Works (W-2) Job Centers refer 45 – 50% of the Milwaukee paternity cases – these are self-referrals and not TANF cases. These parents are seeking assistance in establishing paternity in order to get a child support order to promote self-sufficiency. Hospital acknowledgments account for about 200 per month. Milwaukee out-stations paralegals in hospitals to obtain acknowledgments. Milwaukee has about 500-600 new paternity cases a month.

D.2.2.6.d We recommend that DWSS institute, along with the cooperation and participation of the Office of Vital Statistics, the imaging of the Affidavits of Paternity to facilitate the data entry into the Vital Statistics database. Imaging will expedite the availability of the birth certificate information online for caseworker inquiry, as well as expedite the establishment of paternity.

Best Practice – California (CA 04)
California has a Paternity Outreach Program (POP) that has made California among the leaders in the nation in statewide paternity establishment. The POP specialists work with vital statistics and birth clerks to review how paper birth records can be converted to electronic records. A vendor maintains a separate POP database. There is a website for POP and persons interested or involved in paternity issues. Having paperless records is a goal. In one of the phases of the implementation of the statewide system, there will be an imaging campaign. Outreach actions to birth clerks, hospitals and medical records specialists should lead to a concerted effort towards imaging.

D.2.2.7 Recommendation: Implement a Contract Attorney Program

During interviews conducted with child support enforcement staff, in both the DA offices and the PAOs, significant time is dedicated towards "court prep" work for staff, whether paralegals, case managers or administrative positions. In Clark and Washoe counties, dedicated teams are assigned to tasks related to court preparation and providing legal notices. As a consequence significant time and resources are spent on the preparation of cases for court, production of the necessary legal documents and actual physical time in court on a monthly basis. In the Reno PAO there are 1.5 FTEs dedicated to court prep work.

We recommend that DWSS develop a Contract Attorney Program similar to what is currently used in the State of Idaho.

Best Practice – Idaho (ID 01)
The State of Idaho instituted a Contract Attorney Program to assist with the IV-D legal processes associated with the establishment of paternity, a child support obligation and enforcement of child support orders. Attorneys experienced in Family Law contract with the State IV-D program through an RFP process to perform these duties. These contract attorneys are paid based on incentives established by the IV-D program, based on the type of legal actions taken. The contract attorneys are paid by the number of stipulations/orders that they establish with bonus incentives built into their contract. The state IV-D program has also established performance measurements that the contract attorney must meet or the contract is terminated.
The advantages to a program such as this are:

- *Higher incentive paid for stipulations rather than cases taken to court,*
- *Bonuses paid for stipulations established within 30 days provides a greater incentive for these attorneys*
- *These contract attorneys spend more time with the customers (NCPs and CSTs) up front in order to work out stipulations*
- *Expedites the establishment of child support obligations and decreases the number of cases actually taken to court.*

The payment of the incentives to Contract Attorneys would come out of pooled county funds in each of the Regional Offices. DWSS will need to develop an Incentive Payment Plan to be included in the RFP.

The implementation of a Contract Attorney Program such as this within the Regional Offices will increase performance and productivity in several ways:

- Allows the re-distribution of FTEs currently dedicated to court prep work to perform case manager activities on a full-time basis; and
- Allows for a more proactive approach in the establishment of paternity and a child support and medical support obligation, with initial contact made by the case manager. The contract attorney becomes involved only with the litigation and pleadings.

Best Practice – South Dakota (SD 02)
The State of South Dakota contracts with private prosecutors on an hourly basis. These attorneys are paid on an hourly basis and their hours are audited on a regular basis.

CLARK AND WASHOE COUNTIES

In these two larger counties, the staff currently devoted to performing "court prep" related tasks could be reassigned to administrative support duties to each of the Units/Teams. In Clark County, there are eleven (11) Legal Office Assistants and one

(1) Senior Family Support Specialist on the Court Team. The Legal Office Assistants prepare the cases for court hearings for the attorney staff. The Clark County attorney then reviews the prepped work. Staff in Clark County expressed dissatisfaction with the loss of their clerical support staff within each of their Units/Teams who had previously assisted in case preparation for the court hearings. Potentially, some of these administrative-type positions could be upgraded into higher level case manager positions to help with the redistribution and equalization of the Clark County caseload within each of the present Units.

In Washoe County, each case manager is responsible for doing their own "court prep" prior to the hearing. The file is then given to an attorney who reviews the file and does their own court preparation. This process involves the time and resources of 18 caseworkers and 3 attorneys.

The implementation of a Contract Attorney Program would not only free up the time of numerous staff currently involved in doing "court prep" work ,but would avoid the duplication of effort that currently occurs in Washoe County.

D.2.2.8 Recommendation: Outsource Service of Process

Timely successful service of process is key to the establishment of paternity, a child support obligation and enforcement actions requiring personal notice. Failure to actively pursue requested service results in delays in obtaining potential child and medical support for children. Unsuccessful service leads to delays in the process and ultimately to a failure to establish paternity for a child, establish a child and medical support order or to enforce an existing order. There is little incentive for DAFS Process Servers in either Clark or Washoe counties, or local Sheriff or Constable Departments to actively pursue service on child support cases when they normally have more pressing civil and criminal activities.

We recommend that DWSS consider contracting with private process servers for IV-D cases, especially in those instances where Certified Mail has been unsuccessful.

Paying private process servers for successful service provides an incentive for the active pursuit of individuals for successful service. Private process servers are willing to work early mornings, evenings and on weekends in order to accomplish successful service. Payment for successful service is a strong incentive for quick and diligent efforts, and will lessen the likelihood that locate information will become old or stale due to excessive delays in service. Nevada already provides for the licensing of professional process servers through the Private Investigator's Licensing Board and a list of licensed process servers would be kept on file in each of the Regional Offices. Contract Attorneys are more willing to work directly with private process servers as both parties have a vested interest in efficiency of effort.

Best Practice – Alabama (AL 03)
Alabama uses contracted process servers as well as sheriffs. If the sheriffs cannot serve, some counties then go to contracted process servers. Process may be served by certified mail as well.

Best Practice – Milwaukee County, WI (MC 03)
Standard operating procedure is to use private process servers and to pay only for successful service ($18/person served). Service occurs usually within one week after the summons is issued. The county child support agencies are putting together a database of process servers throughout the state.

Best Practice – South Dakota (SD 02)
The State of South Dakota contracts with private process servers in the two larger jurisdictions, Sioux Falls and Rapid City. The process servers are paid by successful service.

D.2.2.9 Recommendation: Standardization of the Use of the Nevada Average Wage (as Last Resort)

We recommend that DWSS provide all CSE staff with both training and clear policy direction on the use of Occupational Wage information rather than the Nevada Average Wage as a last resort when there is no other source of income verification available. Typically, child support obligations that are established using Nevada Average Wage automatically create an inability to pay rather than working toward establishment of a child support order that is well within the NCP's ability to pay

Best Practice – Colorado (CO 02)
Colorado Child Support Enforcement Program (CO CSEP) has been challenged is in the areas of current support and arrears collections. To focus on improvement in these areas, CO CSEP has made some changes, including one that has been philosophical in nature: CO has become more neutral with regard to obligors and obliges; more father-oriented (encouraging visitation, work programs); and more payor-oriented (establishing orders that are within ability to pay).

In recent years CO CSEP has focused on arrears management, which has had a direct impact on collection of current support as well. Some specific examples of arrears management efforts include the emphasis on establishing reasonable orders using the best information possible; reducing the number of default orders established; limiting the amount of debt/retroactive support established; early intervention; and establishing fair and reasonable payments on arrears.
To limit the amount of debt established, CO CSEP changed the rule and gave county CSE units more flexibility and guidance on establishing debt, and established policies and procedures to ensure more realistic and fair orders are determined based upon actual income. This effort has required less emphasis on establishing the maximum amount of debt and retroactive support, and more emphasis on realistic support that can be fulfilled by the payor.

Colorado successes could not have happened without the buy-in from the county CSE units, and the strong partnership developed between all stakeholders in the program.

D.2.2.10 Recommendation: Institute the Creation of "In-House" General Counsel

During a recent visit to North Dakota, the Nevada IV-D Chief Louise Bush had an opportunity to visit with James Fleming, the North Dakota IV-D Deputy Director and General Counsel for the Child Support Enforcement Division. Acting in the capacity of an "in house" General Counsel, Mr. Fleming is a member of the Central Office Division staff, in a state position. Prior to this, the Division obtained legal counsel through the State Attorney General's office and worked with an Assistant Attorney General in that office. With the creation of the new General Counsel position in the Division, the IV-D Director and policy staff were allowed easy access to legal counsel as well as lessen the load on the State Attorney Generals Office. The Division General Counsel does not perform any legal case work or take cases to court, but does provide the Division with general legal counsel on legal issues that arise. He also works closely with the IV-D attorneys in the Regional Offices. He meets with them periodically to address legal issues and assists them in dealing with "problem cases," particularly those with a potential for appeal. He also prepares legal briefs for review by the Attorney General's office.[41]

It is recommended that a new General Counsel position be created for the DWSS Child Support Enforcement Division, similar to what is in existence in North Dakota's Child Support Enforcement Division.. This General Counsel would serve as an "in house" legal counsel for the Central Office. With the implementation of the contract attorney recommendation (See recommendation D.2.2.7), the General Counsel would provide contract attorneys with advice and information about the IV-D program.

D.3 ENFORCEMENT

Conclusion

The successful enforcement of a child support obligation requires the coordinated use of appropriate enforcement tools and effective communication with all parties to the child support case. The most effective child support enforcement tool is the income withholding order, and federal regulation requires the initiation of income withholding in IV-D child support cases.[42] When collection of the child support obligation is not possible via income withholding, appropriate enforcement action must be initiated no later than 30 days after identification of the delinquency. If service of process is necessary for enforcement, service must be completed (or unsuccessful attempts documented) no later than 60 days after identification of the delinquency.[43]

In addition to income withholding, there are a wide variety of administrative remedies to assist in the enforcement of child support obligations. These include:

- Drivers License Suspension
- Suspension of Other Licenses, Certificates and Permits
- Credit Bureau Reporting
- Interception of Unemployment Benefits
- State and Federal Tax Intercept
- IRS Full Collection Service
- Interstate Case Referral
- Passport Denial
- Financial Institution Data Matching

Complementing the available administrative remedies are a range of legal remedies, including:

- Orders to Show Cause/Contempt of Court Proceedings
- Attachments
- Garnishments and Liens on Real and Personal Property
- Criminal Prosecution
- Establishment of Judgments for Interest and Penalties on Unpaid Child Support Obligations
- Claims Against Estates
- Claims Against Bankruptcy Estates

Nevada's Child Support Enforcement Manual provides that all available administrative enforcement measures not requiring court action must be exhausted before implementing other remedies.

Background

The Federal Fiscal Year 2005 Self Assessment Report reveals that performance measured in the enforcement effort may be slipping. FFY05 performance was measured at 81.77% in enforcement for the period October 2004 through September 2005. While this exceeds the expected benchmark of 75% compliance, the trend over the course of the last four years' performance is downward, with the most recent assessment revealing the lowest score.

The same report revealed that compliance in the area of medical support enforcement was only 69.44% against the federal 75% benchmark requirement. It is also important to note this performance represents a marked decline from the three prior self assessment periods which met compliance.

Nevada fares poorly as compared to similar states in the collection of current child support. Nevada is last among its peer states with IV-D caseloads of 75,000 to 150,000 cases with a collection rate of 45.68%. See *Exhibit D.3-1: Current Collections Percentage* below.

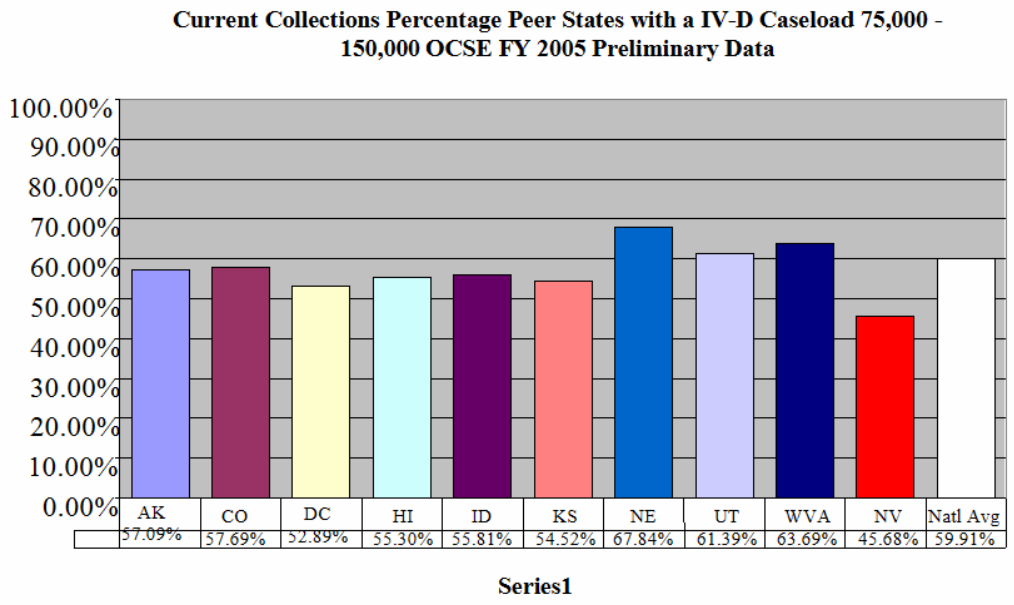


Exhibit D.3-1: Current Collections Percentage.

Nevada fares similarly when compared to it five neighboring states. 44

Likewise, Nevada's performance in the number of cases with a payment made toward an existing child support arrearage is poor as measured against both peer states and the national average. Exhibit D.3-2 Arrearage Collection Percentage, demonstrates the underperformance of the Nevada enforcement effort as compared to peer states and the national average. Nevada fares similarly when compared to it five neighboring states. 45

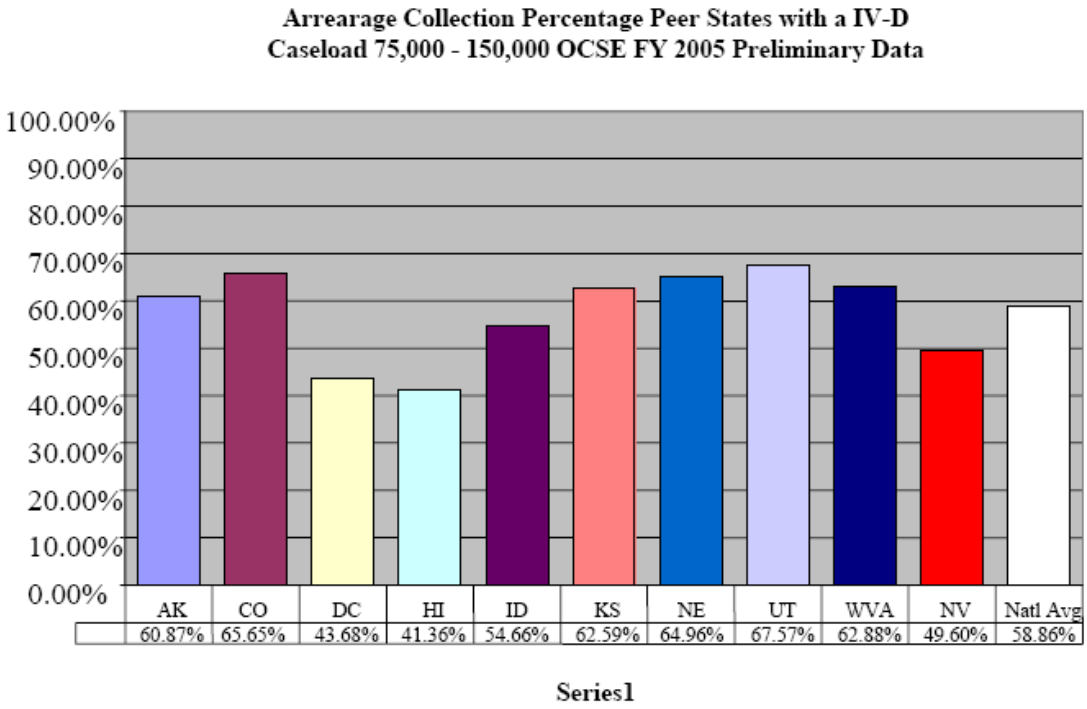


Exhibit D.3-2: Arrearage Collection Percentage

When compared to each of the five neighboring states Nevada's performance in the collection of arrearage payments is also low.[46]

Methodology

We undertook a comprehensive review of the manner in which enforcement activities are performed in child support offices throughout the State. All State and local child support enforcement policy and procedure was collected and reviewed. We obtained additional information regarding the actual day-to-day processing of cases in need of enforcement activities from nearly every office throughout the State and in person interviews with child support staff members were conducted at local offices. These interviews involved front line staff, managers, supervisors and program administrators. Our interviews included members of the State's central child support administration and staff, District Attorneys, and Hearing Masters.

We took into consideration a high level review of the NOMADS, all other local child support technological solutions and examined and evaluated the current performance of these tools.

A confidential survey was sent to each child support worker seeking additional information on the performance of child support enforcement activities in their office. We also obtained information on program performance from custodial and non-custodial parents.

D.3.1 Findings

By and large the Nevada child support program has in place many of the standard enforcement tools available to successful child support programs across the country. The poor performance of the program in the area of enforcement boils down to poor execution of the enforcement task.

D.3.1.1 Finding: Clark and Washoe Counties, Avoidance of Customer Service

The overarching issue repeatedly identified in our interviews with staff as standing in the way of better performance in the enforcement effort was an inability to satisfactorily meet the customer service and work expectations that arose out of their assigned caseloads. Workers, especially those in the larger offices in Clark and Washoe Counties, described their approach to the enforcement effort as simply putting out one fire after another for a seemingly endless supply of unhappy customers. Not surprisingly, the reported willingness of the majority of staff members in these offices to simply field customer calls and listen to (and then make use of) the information the customer had to provide to the enforcement effort was very low. Workers admitted they frequently let phone calls go straight to voice mail as a screening strategy. In some instances clerical staff retrieve these calls and attempt to return and screen the calls on the assigned workers behalf. Unfortunately, there was also very little sense of approaching the enforcement task in a systematic or proactive manner by workers in these offices. Again and again, we encountered enforcement staff members who did not welcome customer contact and who felt overwhelmed by the volume of work their enforcement cases required.

We described elsewhere in this Report our findings regarding the delivery of customer service, as well as our approach to redesigning the child support program in order to deliver enhanced customer services. These changes will significantly enhance the enforcement effort by freeing the enforcement worker to concentrate more fully on productive and proactive enforcement work. Any change to the current delivery of customer service must ensure that the level of coordination with the enforcement effort is high. While a call center can provide initial answers and information, inevitably there will be some issues and work that must be performed by the enforcement staff. That work must be scrupulously monitored for successful response and work effort.

Enforcement caseload sizes vary significantly across the state. While some variance is understandable, especially among the smaller offices that cover a large geographic area, such differences are less acceptable within the large urban offices. Large variations within individual offices create undue and unequal customer service burdens, and inefficiencies. We suggest the State establish a target enforcement caseload size range and monitor for adherence by all individual offices.

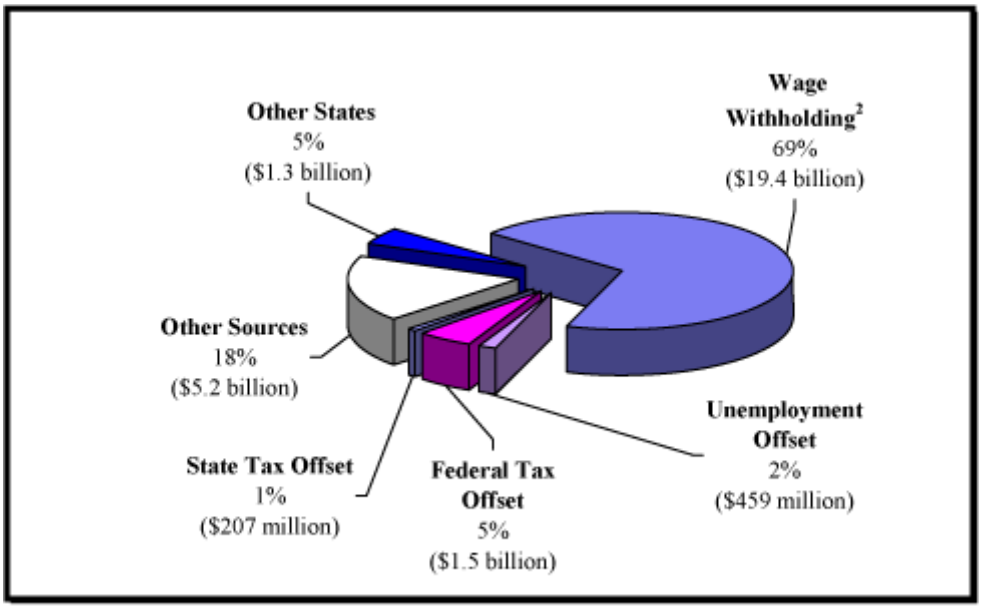
CLARK COUNTY

We found the layout of the Clark County office to be a significant impediment to the enforcement effort in that jurisdiction. The Clark County office has adopted a "Team" approach to the performance of various child support enforcement duties. Each Team is overseen by a Supervisor and performs intake, establishment and enforcement functions. In many instances, the Supervisor of a Team is not located on the same floor as the Team he or she purportedly supervises. Still worse, in some instances, all members of a Team are not co-located on a single floor of the facility, but are instead, spread among multiple floors. The pitfalls and inefficiencies inherent in such a layout are obvious. Additionally, the physical layout of the office space contributes to the inefficiencies observed there. In some areas the floor plan and arrangement of the cubicles is such that it is virtually impossible to tell whether an individual is engaged in productive work activities unless one walks down a narrow corridor of high walled cubicles, around the corner of the entrance and in to each individual cubicle. Such an arrangement is fraught with opportunity for unproductive activity. We witnessed very little interaction between the front line staff on the various work floors at the Clark County office, supervisory and especially, managerial staff.

We understand that the Clark County District Attorney is currently pursuing alternative workspace arrangements We believe that such a move would be extremely beneficial to the overall enforcement effort by providing a physical layout in which the Team and Supervisors are co-located, as well as an open environment in which more effective supervision accomplished throughout the workday. In the meantime, we recommend the existing layout of the Clark County office be modified to the extent reasonably possible, to allow for a more open and observable atmosphere. This may include changing cubicle entrances so that they are in line of sight with the general traffic flow of the facility, or lowering or eliminating cubicle walls where possible. We also suggest that managerial and supervisory staff make it a practice to routinely circulate among the floors of the existing Clark County facility.

D.3.1.2 Finding: More Effective Use of Income Withholding

Income withholding represents the most effective child support enforcement tool. As indicated in *Exhibit D.3.1.2-1: Total Collections Received by Method of Collections* below, Total Collections Received by Method of Collections FY 2005, reported by the federal Office of Child Support Enforcement, that income withholding is the source of approximately 69% of IV-D child support collections across the nation.



[2]Wage withholding includes some collections for non-IV-D families. Source: Form OCSE-34A lines 2a thru 2g

Exhibit D.3.1.2-1: Total Collections Received by Method of Collections.

While income withholding represents the best enforcement tool to collect child support, Nevada does not have an effective method of following up on the issuance of an income withholding order to make sure that it is effective. Early and effective monitoring of the income withholding process will produce more effective enforcement results as issues such as change of employment, employer misunderstanding, multiple withholding orders, etc. are more promptly brought to the attention of the child support program and remedied.

Our staff interviews revealed there is no systematic focus on early proactive follow up of income withholding efforts. Alerts are produced by NOMADS when payment is not forthcoming, but these alerts are too often overlooked or are not given appropriate attention by the worker. Likewise, NOMADS generated reports are not effective in ensuring that each income withholding order produced a collection, or was immediately followed up upon to determine the reason why a collection was not remitted. When asked what reports are most useful in helping them manage their caseloads, the Delinquency Report was not one of the reports mentioned.

D.3.1.3 Finding: Generation of Duplicate Income Withholding Orders

A significant problem voiced consistently from staff throughout the State was NOMADS issuing duplicate income withholding orders (IWO) or issuing income withholding orders on cases that were paid in full or closed. Many of these system-generated IWO's are sent out to employers in Clark County without prior review. Income withholding orders sent on closed and paid in full cases create unnecessary customer service burdens in regard to both NCPs and employers, as well as wasted effort by enforcement workers in terminating the orders. In Washoe County, there is a great deal of staff time spent in the Mail Room sorting through batch-generated income withholding orders, pulling out the ones that should not be mailed and shredding them.

D.3.1.4 Finding: Need for a Stronger Relationship Between Nevada's IV-D Program and the Military

Related to the issue of more effective use of the income withholding enforcement tool is the issue of collecting child support from individuals engaged in military service. Nevada is home to a significant number of military installations and increased efficiency in military collections will help to make the overall enforcement effort more effective and efficient. Nevada counties in which these military installations are housed – Churchill, Mineral and Clark, face a specialized need for an effective enforcement tool for their own cases, as well as for referred cases.

A strong relationship between Child Support Enforcement offices and local military bases improves customer service for cases with a non-custodial parent who is a member of the military. Improved relationships are beneficial to the CSE program, the non-custodial parent, the non-custodial parent's family, and ensure ongoing communication with the military.

States have benefited from the strengthening of interactions between federal Child Support Enforcement and the Department of Defense (and its Defense Finance and Accounting Service (DFAS), Defense Manpower Data Center (DMDC), and Defense Enrollment Eligibility Reporting System (DEERS)). The Office of Child Support Enforcement's "Working with the Military as an Employer – A Quick Guide – Updated as of August 2006"[47] provides information about the availability of options at the federal level. However, Nevada still has the need for the State's Child Support Enforcement program to have a relationship with its local military installations. A strong relationship between local offices and military bases complements existing federal initiatives.

Currently, IV-D staff face difficulties in knowing who to contact within each of the branches of the military, and how to gain cooperation in their enforcement activities, particularly income withholding.

Best Practice – South Dakota (SD 04)
A local office in South Dakota (Rapid City) has strong contacts with the local base (Ellsworth Air Force Base) to ensure service members concerns are met.

Best Practice – North Carolina (NC 02)
North Carolina is home to a number of military bases. To best serve this population, local offices have staff members at the bases each week. This outreach to military families is beneficial to both the Child Support Enforcement program and the families, and ensures ongoing communication between the program and the military.

Best Practice – Washington (WA 05)
Washington has a military liaison near Fort Lewis in Tacoma.

D.3.1.5 Finding: Employer Table Maintenance

A consistent complaint we heard from enforcement workers in our interviews throughout the State was that employer information in NOMADS was inaccurate, the process for correcting errors was cumbersome, and the number of duplicate employers. Inaccurate employer information in the database leads to unproductive enforcement efforts. Delays in correcting inaccurate information results in postponement of child support collections. Delayed or unsuccessful enforcement efforts lead to increased customer service demands upon the child support program.

All requests for corrections to the NOMADS employer data base are made to a central State location and processed via a request to the Help Desk. The State provided a copy of the employer database to us which we reviewed for this Report. Listed in the file we reviewed were 261,402 employers. At least 4500 records were duplicating and were associated with Third Party addresses. When searching by employer name and address, 7,209 duplicate records were found. These initial counts were obtained in early September, 2006 and the numbers have in all probability changed since then.

D.3.1.6 Finding: Need for Proactive Follow-Up Activities

In conversations with case managers across the state, the mode of operations appears to be primarily working on special projects or reports, and responding to phone calls and voice mails takes precedence over all other activities. Case managers have expressed a desire to be more proactive in handling their cases, as well as a request to receive more effective case management reports to assist them in managing their caseloads in a more efficient manner.

All case managers agree in theory that the ability to perform early intervention, follow-up and proactive contacts encourages compliance on the part of the NCP as well as help increase collections and avoid subsequent enforcement actions.

One excellent example of a proactive approach to enforcement here in Nevada is the Employment Assistance Program (EAP) that has been instituted in Clark County. [48] DWSS created this work-related program for customers (NCPs) who have Nevada PA-related child support orders. The program focuses on assisting customers who are experiencing difficulty in meeting their court-ordered child support obligation. These

customers are referred into the program primarily through the judicial process. There is a special court setting that has been established to allow the court to monitor the customer's participation in the EAP.

The mail focus of the EAP is to provide customers with support services that are necessary in assisting him or her in gaining employment. These services include:

- Assistance with job placement
- Assistance with development of a resume and completion of a job applications
- Provision of assistance with transportation such as bus tokens or passes and gas reimbursement for customers who have personal cars
- Assistance in obtaining ID, a driver's license, work cards (for example gaming)
- Obtaining vouchers to purchase clothing for work or job search
- Obtaining vouchers to purchase tools and equipment required for employment

The EAP also provides referrals for customers to external agencies for assistance with the following issues:

- Family Mediation services to help with establishment of access to their child and visitation rights
- Housing and homelessness issues
- Vocational training programs
- Medical treatment
- Drug and alcohol treatment programs
- Mental health treatment and counseling
- Assistance in application for Social Security disability benefits

The EAP is a member of the Community Advisory Board for the Nevada Department of Corrections, Going Home Prepared Re-Entry program. This program is designed to assist violent offenders re-enter society upon their release from the Department of Corrections. The EAP provides all of its services to participants in this Corrections Department program who have PA-related child support orders.

Taking a more proactive approach also applies to Customer Service. We recommend that DWSS actively solicit feedback and comments from customers who were served by the centralized IV-D Customer Service as well as feedback from IV-D staff who were served by the IV-D Help Desk. How the customers perceive the service they have received plays an important part in the evaluation of how well the unit is performing as well as measuring performance of the individuals providing the service. While the feedback may be subjective, continuous and larger percentage of complaints or compliments in certain areas lends itself to a good indicator of how well or how poorly the unit and/or individual is performing. We recommend that DWSS consider the use of Customer Service satisfaction surveys on a periodic basis as well as sending out Comment cards to customers who are surveyed. There must be a commitment to serious consideration, evaluation and analysis of any customer service surveys conducted to ensure that high quality customer service is continually provided and that performance of the Centralized Customer Service Unit and Help Desk is maintained at a desired level.

Best Practice – Colorado (CO 04)
As a means of obtaining feedback from customers, a daily percentage of callers to a CSR are mailed a customer service survey. The customer satisfaction level from their last survey was 4.33 out of 5.

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.

D.3.1.7 Finding: Inadequate Use of Enforcement Tools

In conversations with case managers who perform enforcement duties, there was a surprisingly limited usage of all of the enforcement tools available to them. When asked "How often do you use the enforcement remedies available to you?"

The most commonly used enforcement tool is Drivers License Suspension (DLS). Out of a total of 77 responses to this question and selection of all that apply, 67 respondents selected DLS as the enforcement remedy most frequently used. DLS may be the most preferred remedy because the DLS process is semi-automated and required little case manager intervention. The two least used or not used enforcement tools are the Lottery or Gaming Intercept and liens against an estate or probate.

Exhibit D.3.1.7-1: Use of Enforcement Remedies displays the response to this question visually.

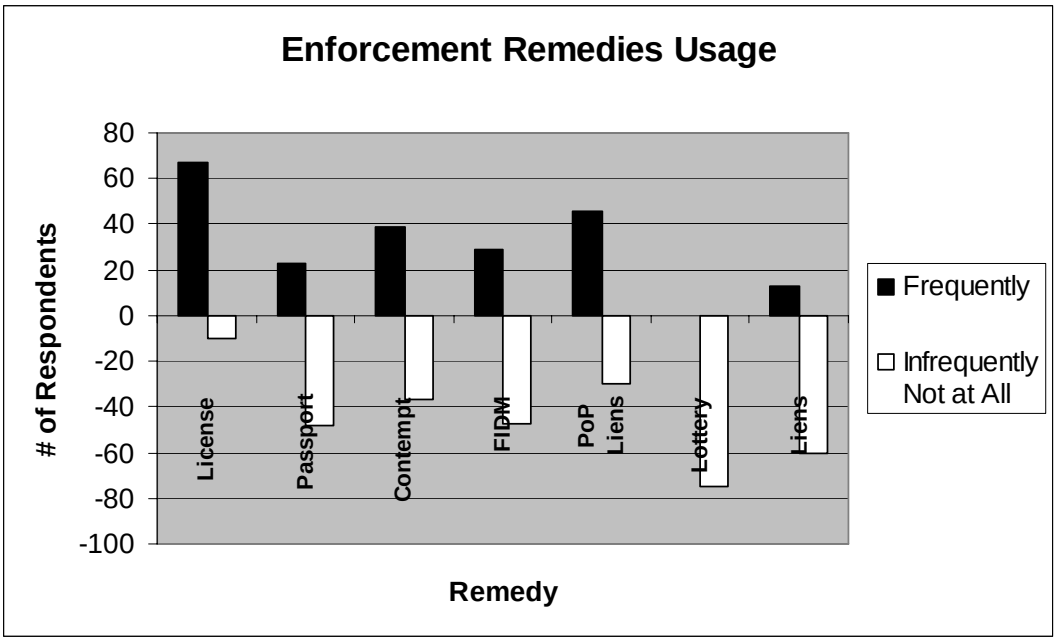


Exhibit D.3.1.7-1: Use of Enforcement Remedies. [49]

Responses on the use of the Financial Institution Data Match (FIDM) indicated 47 out of a total of 76 they infrequently use or do not use FIDM at all.

Reasons given for not using FIDM were:

- The process took too long
- There was not enough time in the day to do an execution
- The process was too complicated

There is very little usage of liens as an enforcement tool, whether on personal property or an estate.

D.3.1.8 Finding: Need for Additional Automated Enforcement Remedies

Unemployment benefits offset is accomplished through an automated interface with the unemployment agency in most states. In Nevada, the act of intercepting a portion of an NCP's unemployment benefits is time-consuming and cannot be accomplished without human intervention.

During our interviews with the local offices, we learned in order to collect from the unemployment benefits of a non-custodial parent, an income withholding order is generated and sent to the State Department of Employment, Training and Rehabilitation, Employment Security Division (DETR).

The State of Nevada previously participated in the Child Support Lien Network (CSLN). The network administered by the State of Rhode Island matches enforcement cases against a national database of pending insurance claims. When a match is identified, efforts may be undertaken to intercept the proceeds and apply them to a child support obligation. Nevada does not currently participate in the CSLN.

D.3.1.9 Finding: Delay in Determination of Jurisdiction

Our discussions with staff members throughout the State revealed a lack of understanding of the long arm jurisdiction concept. Time consuming interstate referrals are being made to other States in cases in which Nevada may assert long arm jurisdiction. Obtaining successful results in outgoing interstate cases is frequently problematic, and there is no good reason for Nevada to give up the control of working the case in these circumstances

D.3.1.10 Finding: Clark County – Existence of Numerous Outstanding Warrants

Enforcement and locate workers in Clark County identified a backlog of warrants issued by the Courts for the arrest of a noncompliant non-custodial parent. The majority of these cases weigh against the State's performance measurements. Efforts are being made to locate and serve the warrant, or turn the case back to a locate staff person for locate work. By and large unless an employment match takes place, the majority of these cases linger in their existing nonproductive status.

D.3.1.11 Finding: Lack of Performance Measurement Standards

Throughout the State we noted that there is a tendency not to measure and/or publish staff productivity information. Staff members engaged in enforcement frequently told us they did not know what productivity standards they were expected to meet. While most understood a general expectation that total collections should be increased, or customer service issues addressed, the majority of workers did not understand what day-to-day measurement, if any, was used to evaluate their effort. In other words, they did not understand what concrete, day to day achievements would lead to success in the larger goals. Some employees expressed the opinion that publishing daily production outcomes would be too embarrassing to individual workers.

CLARK COUNTY

In Clark County, a "backlog" report is generated each month by individual workers and purports to list all work not accomplished in a timely manner. Results of this list, however, are not published in the office workspace.

D.3.1.12 Finding: Interstate Case Processing Improvements

Currently the State Central Office (CO) provides an Interstate Central Registry (ICR), as required by federal regulation.[50] The ICR processes several kinds of interstate referrals in Nevada.

One process is the traditional two-state petition based on the Uniform Interstate Family Support Act (UIFSA), where no state has issued a child support order between the parties for these children.[51] A state sends a petition to a state's ICR where a NCP resides (or has other minimum contacts with the forum state, such as the state where the conception of a child occurred). The ICR makes a skeletal case and forwards the information to the local office for processing. The case at that point is treated as a Nevada case for the purpose of choice of law.

If an order exists either in Nevada or elsewhere, and was declared to be the controlling order,[52] then that order is enforceable in Nevada according to the terms of the order. Using Nevada's enforcement remedies, the order is registered and becomes a new Nevada case (if it wasn't one already).

Another process to seek interstate assistance is to send a "Transmittal #3" form to an ICR and ask for one-time assistance in a case, such as locate assistance, automated interstate enforcement (bank match), or service of process. No case is opened in the responding state and once the action is taken on behalf of the initiating state, the responding state's work is complete.

"One-state interstate" activity occurs when one state sends an enforcement action directly to an entity in another state, bypassing the IV-D agencies or the courts in that state. Under UIFSA and PRWORA, entities in another state must honor direct income withholding orders sent across state lines, recognize real and personal property liens without judicial involvement (although subject to local lien perfection requirements), and administrative subpoenas. Also, there is a federal process for multi-state financial institutions to match large bank data files against the files from the state child support program of delinquent NCPs.

Information is sent from one state to another via CSENet, which is a web-enabled tool to transfer data from one IV-D program to another. The federal OCSE recently announced the implementation of "QUICK" (Query Interstate Cases for Kids), a web-based application that allows workers to initiate a single-case query with another state and to view resulting information in real time.[53] Nevada was a participant in the six month pilot period. There are currently six states in production.

The ICR staff (two in Nevada) reviews the information sent to ensure it is complete and requests additional information from the initiating state if needed. Some states use their ICR for outgoing cases as well, since there is a need to monitor what happens in the responding state. Nevada does use the ICR for outgoing cases.

Nevada has the 1996, not the 2001 version of UIFSA while the bordering states of California, New Mexico, Arizona and Utah have all passed the 2001 version.[54]

Currently, the Nevada ICR does not work incoming interstate cases beyond setting up a skeletal shell for the local offices to populate with more information. The ICR process does not add much value to the case-processing as currently constructed, nor does the ICR monitor outgoing interstate cases to ensure that the responding state is working the case timely and appropriately.

D.3.1.13 Finding: Medical Support Enforcement

Medical support enforcement is one of the most important services a state child support program can provide for families. For some parents with children who have extraordinary medical expenses, health insurance is even more important to the family than financial support. As health insurance premiums skyrocket in cost and shrink in coverage, parents are scrambling to find the best solution to keep their families insured.

Nationally, among low income families, twenty-five million children are covered by Medicaid, and four million by the State Child Health Insurance Program (SCHIP).

Ten million low-income children are uninsured, 6.2 million of whom qualify for Medicaid or SCHIP.[55] Nevada children who live with only one parent can be covered by public insurance such as Medicaid , Nevada Check Up (SCHIP), or by private insurance. Medicaid is offered to children whose families income does not exceed 200% of the poverty guidelines. Over 110,000 Nevada children (23%) received Medicaid in 2005.[56] According to the Kaiser Foundation, Check Up for families with modest incomes, but who do not qualify for Medicaid, enrolled over 26,000 children in 2004,.[57]

Congress determined that the child support agencies should play a role in making sure children receive health insurance coverage, particularly private coverage if available through employment. Congress mandated the use of the National Medical Support Notice (NMSN) to enroll dependent children in an employee's employer-provided health insurance plan.

With the passing of the Deficit Reduction Act of 2005 (DRA), Congress required states to establish the authority to seek an order to enroll children in either parent's health plan, or to enforce the order against the custodial parent (CST) if the CST fails to enroll the child as ordered.[58] Many times a CST may have superior health insurance coverage, more control over the appropriateness of the health plan, and a more consistent record of stable employment than the NCP. In such instances, the CST is the better person to secure the coverage through employment, with the NCP's role is to pay for all or part of the premium. Under the DRA, out-of-pocket deductibles and co-payments are part of the new definition of enforceable medical support, which can be split between parents. The state must adapt existing fields in NOMADS to cover these amounts.

Nevada's statute[59] requires that "every court order for the support of a child issued or modified in this State on or after October 1, 1997, must include a provision specifying whether the parent required to pay support is required to provide coverage for the health care of the child, and if so, any details relating to that requirement." As the DRA requires, Nevada needs to expand the application of this provision to both parents and add a new definition of medical support that meets the DRA standard.

Once the medical support order is in place, a NMSN is generated to the employer. The employer must enroll the dependent children, respond that there is no insurance available or the employee doesn't qualify. States such as Michigan and Texas have programs to follow up with employers to ensure they respond accurately and completely. Not only does this requirement provide health insurance for the children, it can save money for the state through Medicaid savings if the children would have otherwise received Medicaid. If the employer-provided coverage is not as comprehensive as Medicaid coverage, the state can provide "wrap-around coverage" to include the extra benefits of the Medicaid program.

Dedicating staff to follow-up NMSNs will pay for itself many times over:

1) in state and federal Medicaid savings; and

2) by providing for healthier children whose parents might otherwise avoid costly medical attention or face catastrophic medical costs for uninsured children.

In FY03, the last year that OCSE posted numbers for these tables, Nevada had 50,579 cases with medical support orders, but only 6,326 had insurance in place, or 12.5%.[60] While many states poorly this category, Vermont, Utah, Pennsylvania and Ohio had over 70% of their ordered cases with health insurance in place. Nevada can attain similar levels.

Nevada has the opportunity to vastly improve on the percentage of cases with medical support orders in which children are enrolled in employer-provided health insurance.

Nevada's statutes are not fully compliant with the Deficit Reduction Act of 2005 medical support provisions.

Nevada must track, monitor and collect money for insurance premium costs, out-of-pocket expenses and co-payments.

Nevada does not have a centralized office to handle medical support issues. Attention to the NMSN follow-up stage will net the state millions of dollars in Medicaid savings and provide insurance to thousands of otherwise uninsured or publicly insured children.

D.3.2 Recommendations

D.3.2.1 Recommendation: Establishment of Enforcement Performance Measurement Standards Across the State

1. Based on our findings, we recommend that performance measurements are established for each worker engaged in enforcement, measured performance indicators tied to the achievement of overall Team, office and State enforcement goals, standards and expectations be communicated to each worker, and each worker's daily output be published in the office.

Best Practice – Missouri (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 toe valuate 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.
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.

Best Practice – Milwaukee County, WI (MC 02)
Everybody in Milwaukee County CSA has a performance target, from mail room workers to attorneys. Corrective action plans are used when performance goals are not met.

2. We recommend the State provide the ability to accurately report worker functionality to enforcement managerial staff across the State. In order to effectively determine individual performance expectations, it is vitally important that managerial and supervisory staff across the State have the ability to perform data mining and analysis activities to assess the needs of individual caseloads, and to accurately establish the individualized plans and goals described in the preceding paragraph. NOMADS currently does not support such reporting and analysis. Staff members consistently reported that system generated reports were of little use to them in their performance of the enforcement task and they are widely regarded as inaccurate.[61] More detail recommendations regarding reports is contained in Section D.6.

Best Practice – Colorado (CO 03)
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. 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.
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.

D.3.2.2 Recommendation: Creation of a Centralized Employer Maintenance Team/Unit

Based on our findings, we recommend the State undertake an effort to review and correct the employer database. This will be a massive task and clearly cannot be performed by the Help Desk which is currently tasked with adding/updating employer information in the Employer Table. Based on the cursory review conducted of the employer records contained within the Employer Table and the number of duplicate records discovered, we place a high priority on the clean-up of this Employer Table as new records are being added continuously, further increasing the likihood of an increased number of duplicate records.

Also, based on the amount of time that is spent by clerical staff, primarily in both Clark and Washoe counties, pulling out the Income Withholding Notices that contain incorrect Employer address information a clean-up of this table would facilitate the lessening of this task.

We recommend that DWSS create a centralized Employer Maintenance Team or Unit and remove the responsibility from the Help Desk. The Help Desk handles a tremendous number of calls on a daily basis and often times the addition or change of employer information cannot be done immediately. Additionally, because of all of the other duties and tasks that the Help Desk performs, the FTEs on the Help Desk are not always able to devote time for analysis and research to avoid the creation of duplicate employer records. Creating a team solely responsible for Employer Maintenance and clean-up of the duplicate and/or inaccurate records will ensure data integrity and provide better customer service to IV-D staff in the PAO and DA offices.

We recommend that DWSS establish timeframes and performance measurement standards for the FTEs responsible for the updating of employer database information.

We recommend that DWSS develop a Handbook with specific procedures and guidelines for each of the following target audiences:

- Case managers requesting a new employer added
- Case managers reporting a change in employer information
- Employers reporting a change in the employer information
- Employers reporting an employment change for one of their employees who is part of a IV-D case

This Handbook or Guide should become a part of an Employer Outreach initiative and distributed to all IV-D FTEs.

We recommend that a copy of this Handbook or Guide is included with every Income Withholding Notice mailed from the Centralized Printing Facility (See Section C.5.1 Recommendation). We also suggest the State consider construction of a website to allow for employer reporting of address or mailing information changes.

D.3.2.3 Recommendation: Implementation of Electronic Income Withholding Orders for the Military

We recommend that DWSS investigate the use of the Defense Finance and Accounting Service (DFAS) electronic Income Withholding Orders. Their "Kids 1st Program" provides an alternative to a paper-based manual system and is able to handle a high volume of electronic submissions. The DFAS system will provide Nevada with the ability to almost immediately initiate income withholding orders against military personnel, without the costly time delay involved with the current manual process. DWSS should actively pursue this enforcement tool to reduce the burden on the enforcement worker, allowing his or her time to be spent on more labor-intensive enforcement activities. The benefit in increased collections from the military will be a boost to Nevada's collection numbers.

D.3.2.4 Recommendation: Creation of a "Point of Contact" Individual for Outreach to the Military Bases

We recommend that with the creation of Regional Offices, an individual in each office is assigned as the "Point of Contact" or "Military Liaison" for the office. It will be the responsibility of this individual to visit and communicate with their military counterpart on a regular basis to foster and nurture strong working relationship with the military base. This individual should make regular, on-site visits to the assigned military bases to obtain and gather information, discuss and work through issues and problems that have arisen, and explore avenues of strengthening the relationship between the two entities to facilitate the establishment of a child support order and enforcement of that order.

Best Practice – North Carolina (NC 02)
North Carolina is home to a number of military bases. To best serve this population, local offices have staff members at the bases each week. This outreach to military families is beneficial to both the Child Support Enforcement program and the families, and ensures ongoing communication between the program and the military.

D.3.2.5 Recommendation: Elimination of Duplicate Income Withholding Orders

We recommend that a NOMADS work item be created for the duplicate income withholding issue,(if one does not already exist), and that the work item be given a high priority to remedy the problem as soon as possible. Until this priority work item is implemented, we suggest that either the State advise all local offices of the need to review the income withholding orders prior to issuance, or that all orders are printed in the Central Office and reviewed by staff to eliminate duplicate and bogus orders.

It is imperative to resolve this problem prior to the implementing automated income withholding orders to the larger Nevada employers and/or DFAS.

D.3.2.6 Recommendation: Automation of the Unemployment Benefit Intercept Process

Based on our findings, we recommend Nevada pursue an automated approach to intercepting Unemployment Insurance Benefits, ensuring that all potential unemployment collections are accomplished in a timely and efficient manner and without the need of significant staff involvement in generating and serving documents. Requiring an individual from the Central Office drive to the Employment Security Division to pick up a check and disk, deliver it to the Department of Information Technology to run against NOMADS, and then physically bring the report and check back over to the SCaDU in the Central Office after making copies of the check, is an unacceptable procedure for DWSS to continue to use.

D.3.2.7 Recommendation: Provide New Enforcement Tools

D.3.2.7.a We recommend that DWSS consider rejoining the Child Support Lien Network (CSLN) and gain the benefit of increased collections that can result from such participation. Liens appears to be a little used enforcement resource, but because CSLN is an automated tool, participation will have little impact on the case manager's day to day activities. We also recommend that Nevada explore other potential new enforcement tools currently in use in other states.

D.3.2.7.b Several states are offering NCPs an option for direct withholding of their monthly child support obligation from their bank account. This withdrawal allows the monthly payment to be paid at a consistent date each month, without the need for the NCP to mail in a check, purchase a money order or cashier's check.

D.3.2.7.c We also recommend that Nevada actively pursue participation in QUICK to allow Nevada case managers easy access to case information to information associated with cases in other participating QUICK states. During the pilot period, case managers in the participating states reported receiving responses back on an average of about 7.4 seconds, with 3.2 seconds being the fastest.[62] This would greatly increase the ability of case managers to take timely actions on cases by allowing them a tool to obtain quick and easy access to information from participating QUICK states, rather than having to wait for hard copy, paper information to be returned.

Best Practice – South Dakota (SD 03)
South Dakota has an automatic withdrawal from bank accounts at the option of the obligor. The money is withdrawn the third day of each month. This is done as a benefit to employers. Otherwise, income withholding is used

Best Practice – Alabama (AL 03)
There are four federal District Court (trial level) districts in Alabama, and the state has one attorney assigned to work bankruptcy cases for each of the districts.

Best Practice – Washington (WA 04)
The Child Support Internet Payment Service allows obligors to go to the state website and pay child support by authorizing the state to withdraw funds from the obligors' bank accounts.

D.3.2.8 Recommendation: Increase Understanding and Use of Long Arm Jurisdiction

We recommended that there be further training provided to enforcement staff responsible for producing outgoing interstate referrals to ensure they recognize those situations in which the case may worked within the Nevada child support program. We further recommend supervisory review of all outgoing interstate actions to screen for unnecessary cases that may be worked via long arm jurisdiction. With the

proposed recommendation related to centralization of the Interstate Case Registry (D.3.2.12) and the monitoring of outgoing cases, closer attention could be paid towards those interstate referrals that may be worked via long arm jurisdiction as opposed to an actual interstate case referral.

D.3.2.9 Recommendation: Elimination of Backlog of Outstanding Warrants

We recommend that DWSS work with Clark County to organize a large scale amnesty effort to resolve promptly as many outstanding warrants as possible. In exchange for a payment or some other demonstration of cooperation with the child support program, an existing warrant could be quashed and the non-custodial parent returned to compliant status. While the execution of such an undertaking would require coordination and cooperation with the judiciary and sheriff's offices across the State, if publicized well it could also have an immediate impact on the enforcement effort if the amnesty period were followed up with well publicized enforcement efforts.

D.3.2.10 Recommendation: Centralization of FIDM

Currently there is one FTE located in the Reno PAO who is responsible for FIDM for all of the rural counties with the exception of Elko County. The Elko County DA CSE office maintains control over and cases assigned to the Elko County DAs office, even when FIDM is used as an enforcement tool. The Clark County DAFS has two FTEs who provide FIDM services for that office. Based on the current utilization of FTEs, we recommend that the two FTE positions in Clark County would be better used to manage caseloads, and that the FIDM process should be centralized and automated to the extent possible.

D.3.2.11 Recommendation: Clean-Up of Alerts

We recommend that case managers who perform enforcement duties and tasks be a part of the Alerts Workgroup recommended in Section D.5.2.1.

These case managers will be tasked with ensuring that enforcement-related alerts are meaningful, easily understood and eliminate duplicative enforcement-related alerts.

All states deal with the problem of "death by alerts or worklists" as a result of their statewide IV-D system. However, many states have taken a proactive approach towards cleaning up of alerts as well as enabling case managers to work their alerts. We recommend that the Alerts Workgroup explore alternatives to allow alerts to become a meaningful and effective tool for case managers here in Nevada.

BEST PRACTICE – MICHIGAN (MI 04)
Michigan prioritizes action alerts and ignores informational alerts.

BEST PRACTICE – OHIO (OH 07)
Alerts can be divided between those that are critical and those that are informational. The informational ones are suppressed.

Best Practice – South Dakota (SD 06)
Alerts are suppressed to block informational alerts so that the only alerts on the system that the worker sees are the ones that need to be worked. One person prioritizes field requests for system modifications.

Best Practice – Virginia (VA 04)
Alerts are for anything new such as a new automated FIDM match. Virginia stopped doing individual task alerts. Alerts are purged after one reminder if action is taken.

Best Practices – Washington (WA 06)
Some alerts were deleted so that they do not clog the workload for case managers.

D.3.2.12 Recommendation: Improvements to Nevada's Interstate Case Registry (ICR)

D.3.2.12.a Nevada should pass the 2001 version of UIFSA, which clarifies some of the open questions inherent in the 1996 version.

D.3.2.12.b Nevada should have a much more active ICR and should process incoming cases as much as possible. For instance, if a controlling order from another state is filed with the ICR, the ICR should take appropriate enforcement actions, including conducting locate of the employer, sending an income withholding notice and the National Medical Support Notice to the employer, before sending referral documents to the local office to process. This allows cases to be enforced immediately, as UIFSA allows, even during the registration-contest period.[63]

D.3.2.12.c The ICR should monitor outgoing cases to ensure that responding states or entities in a one-state interstate enforcement case are complying with Nevada's request for action, as well as identify those referrals that could be better handled through the use of long arm jurisdiction. The ICR has contacts with other state ICRs, and can use that familiarity to get state and local level responding state case status updates.

D.3.2.12.d The State should create a comprehensive interstate case processing training unit so that child support workers understand jurisdictional barriers and how to overcome them.

D.3.2.13 Recommendation: Expand Nevada's Medical Support Enforcement Coverage

D.3.2.13.a Nevada should amend its laws to comport to the Deficit Reduction Act of 2005 medical support requirements and make the necessary changes to NOMADS.[64]

D.3.2.13.b Nevada must track cash medical support and be able to order coverage against either parent based on the circumstances of the case.

D.3.2.13.c Nevada should consolidate the NMSN follow-up work in a centralized unit. The unit would receive notice when an employer is late returning the response Part A or Part B and take appropriate action to resolve the case (enroll the children if appropriate, if insurance is available and the parent qualifies for insurance coverage). The employer database unit should maintain accurate contact information for employers regarding health plans (which may be different from the payroll contact for income withholding and the contact for new hire reporting). Through systematic tracking, monitoring and follow up, medical support compliance will increase rapidly.

Best Practice – Illinois (IL 03)
Illinois is a full-insurance state, providing insurance for every child either through private or public means. Medical support enforcement has been outsourced so staff can remain focused on core functions – establishing paternity and support orders and enforcing them.

D.3.2.14 Recommendation: Improvements to an Overall Proactive Enforcement Approach

The federal OCSE Strategic Plan incorporates a major new strategy, "Emphasize prevention and early intervention" to address child support collections."[65] Examples provided in the Strategic Plan that emphasize prevention and early intervention are:

Intervene early to modify orders, correcting mismatches between ordered payments and ability to pay,

Take prompt steps, as soon as payment is missed, to work with parents to resume payments,

Provide easy access to genetic testing or voluntary in-hospital acknowledgement for parents of children born out of wedlock,

Update child support guidelines regularly and simplify order modification,

Develop automation tools that spotlight opportunities for early intervention to avoid payment problems or arrears.

Many of the recommendations made in this report support these federal goals and objectives.

D.3.2.14.a We recommend that a statewide income withholding order follow-up effort include proactive follow up, identification of issues preventing collection and taking the next appropriate step to remedy the situation. By specifically targeting resources in such an effort, the State may increase collections, reduce customer service burdens, and reduce the workload on assigned enforcement case managers

D.3.2.14.b We also recommend the instituting of direct dialing contacts for NCPs to be used across the entire caseload whenever his or her payment is over 30 days delinquent. This initiative will help increase efficiencies over the current approach by providing immediate follow-up and taking a proactive approach towards a non-payor.

D.3.2.14.c We recommend exploring with Nevada's larger employers, particularly the casinos, their acceptance of an electronic income withholding order. For employers who have sophisticated systems and employees dedicated for IT development and issues, the ability to receive electronic income withholding orders would expedite the delivery of these notices and the initiation of income withholding, especially for new orders.

D.3.2.14.d We recommend an expansion of the Clark County Employment Assistance Program (EAP) to Washoe County DFS. With the implementation of the Regionalization, we recommend that the Employment Assistance Program be implemented in each of the three (3) Regional Offices.

Best Practice – Milwaukee County (MC 03)
Early intervention is labor intensive but can keep cases in compliance or quickly return to compliance status.

D.4 CASE MANAGEMENT FUNCTIONS

D.4.1 Findings

D.4.1.1 Finding: Case Processing

Effectively knowing how to process a child support case, making a determination of the next appropriate step to take in the case, and understanding office procedures are the foundation to effective and efficient case processing. Understandably, these processes and procedures vary from office to office depending on the number of staff in that office, how cases are assigned, and whether the caseloads are specialized or "cradle to grave." Regardless, a defined process and procedures should be in place to ensure standardization and consistency among FTEs within a team, a unit, an office.

In the smaller rural counties, standardization and consistency is not as much of an issue as it is in the two larger counties. In rural counties, staff discuss and talk amongst themselves and the Child Support Coordinator to determine the next step taken, how to handle more difficult cases, and discrepancies in policy interpretations. There is a great deal more standardization and consistency in how cases are worked, what actions are taken, and understanding of office procedures .

PAOs and DA offices are creative in the development of a variety of tools in the form of checklists, desk guides, and other tools that assist case managers perform case processing. A sampling of these tools can be found in *Exhibit 4.2.1-1* of this report.

CLARK COUNTY ORGANIZATIONAL STRUCTURE

In November, 2005, Clark County DAFS undertook a major reorganization of resources and caseload assignments, based on the recommendations of a study done

by Policy Studies, Inc.[66] *As a result of this major reorganization, a new level of middle management was created in the form of Unit Administrators who now supervise Team Leads. Each of the three Case Management Units (Unit A, Unit B and Unit C) is comprised of four Teams (Team 1, Team 2, Team 3 and Team 4). In addition to the reorganization of the existing structure, DAFS received approval to hire additional staff to complete the reorganization. Several specialized units add to the support of the ongoing case management activity – the STARS Unit which handles specials projects, the Audit Unit that specializes in conducting financial audits primarily as part of the court preparation process, a specialized training unit responsible for training all new DAFS staff, and a substantial group of employees who perform a number of tasks ranging from mail room, clerical, Administrative Assistants and Legal Office Assistants.*

While the newly reorganized structure has not been in place for a year , DAFS management has not been able to determine the actual benefits and effects of the change, nor has it been able to determine how successful this recent reorganization has contributed to any increase in performance levels and/or outcomes.

CLARK COUNTY CASE REVIEWS

In July 2006, we undertook a cursory review of 80 case records in the Clark County DAFS, sampling cases from Locate, Paternity Establishment, Obligation Establishment and Enforcement areas.

Of the 20 case files that were selected for review in the Locate Functional area, 13 of the cases had closed since the sample was pulled. The findings in the review of these cases indicates the overwhelming majority of the locate actions taken in these cases were automated NOMADS actions and case managers were failing to act on the information returned from these automated sources. The primary manual locate sources used were centered around Postmaster Letters and inquiries to both the electric and gas utility companies.

Paternity Locate – Closed Cases

Of the 20 case files selected for review in the Paternity Functional area, 8 of the cases had closed since the sample was pulled. Of these closed cases:

- *Two of the case files could not be located for review*
- *In another of the closed cases, there was a Contact Entry noted by a case manager the case needed to be reopened and a file request was made from Closed Files on 1/2/04 - No further action was taken on this case*
- *Another closed file indicates the case manager requested a copy of a death certificate from Investigations on 5/14/03 - The case was since closed and there was no copy of a Death Certificate in the case file*

Paternity Locate – Active Cases

Looking at the active case:

- *One of the active cases had a Contact Entry created by the Case manager that an order was received from the Custodial Parent, but there was no evidence of the order in the case file*

- *Another active case opened on 2/18/03 and a Birth Certificate for the child was in the case file, naming the Alleged Father - but no action was taken on this case*
- *Another active case was referred to Paternity on 9/15/05 and a Domestic Violence Affidavit signed by the Custodial Parent was in the file, but no documentation regarding Good Cause. No further action was taken on this case*

Obligation Function Cases

Of the 20 case files selected for review in the Obligation Functional area, one case was not available for review because it was a "confidential" case, and 11 cases were closed since the sample was pulled. Of the remaining 8 cases reviewed, 4 of the case files could not be located so the review was done strictly relying on documentation on NOMADS.

- *Two of the case files could not be located, but were referred to Obligation Establishment in April, 2005 and no case activity appears to have taken place based on NOMADS documentation*
- *One case in Obligation was referred to Obligation on 6/13/03, a court order established and income withholding in place, but the last payment received on NOMADS was in 7/22/2003*
- *Another active case reviewed was referred to Obligation on 4/11/05, but the case file could not be located and NOMADS indicated no action taken on the case*

Enforcement Function Cases

Of the 20 case files reviewed in the Enforcement Functional area:

- *Three of the cases were in Closed status*
- *Seven of the active cases reviewed were in delinquent status even though income withholding was in place - no payment received in several years. There was no indication in either the case file or on NOMADS that any locate activity was initiated or that any follow-up with the employers done*

CLARK COUNTY OFFICE CONFIGURATION

The current office configuration of the Clark County DAFS is not conducive to the efficient flow of case files nor documentation routed from the Mail Room and File Room. The likelihood that case files and paperwork are misplaced and/or lost among the various units and teams on multiple floors is high. During our onsite visits , we found there were case files stacked in various places within case managers office space such as file drawers and book shelves. The number of case files that could not be located for our cursory case file review also emphasized that case files may easily be misplaced or lost. Additionally, during our group discussion with case managers during Team interviews, we determined that among the26,000 case files transferred to Clark County DAFS from the Las Vegas PAO, some of the case files were still missing or un-worked.[67]

We would like to commend Mr. Robert Teuton and his staff for taking a proactive approach towards finding office space that will lend itself to a more effective and efficient office organization to better serve their customers in Clark County. Mr. Teuton has appeared before the Clark County Long Range Planning Committee

voicing his concerns for better office space to accommodate his organizational needs as well as the needs of customers.

WASHOE COUNTY

The Washoe County Family Support Division (FSD) has a similar organizational structure and physical challenges as Clark County DAFS, except on a smaller scale. Washoe County FSD has three units responsible for Case Assessment and Case Processing. The caseload is distributed between three Case Management units. Each unit has a supervisor and basically performs the same tasks. There are also additional specialized units that support the overall child support office operations. Among these are a specialized Data Reliability (DRA) unit, a specialized training unit, Clerical Support unit and a specialized Financial Audit unit similar to the unit in the Clark County DAFS.

Most recently, the Washoe County FSD experienced the loss of their Program Administrator, and the task of managing the office operations became the responsibility of the Assistant Program Administrator. This individual was recently promoted to the Program Administrator's position.

In Washoe County, as in the Clark County DAFS, there is a continual passing of the case file and documentation amongst individuals in the various units – from the File Room to the case manager's desk to the Legal Office Assistants/Legal Secretaries, attorneys and clerical staff.

The physical layout of the Washoe County FSD does not lend itself to a sense of "teamwork" or unity as the various units are spread out on multiple floors. While the FSD has moved into a new location in the new courthouse facility, it is unfortunate that the various teams remain separated on different floors. We believe this is one of the contributors to lack of standardization and continuity in the various tasks that the teams perform.

D.4.1.2 Finding: Frequency in Movement of Case Files and Documentation

There is one finding we found that pertains primarily to the two larger counties and is virtually non-existent in the rural counties – the flow of case files and paperwork. In the smaller rural counties, because of the close proximity of the case managers within an office, as well as the point of entry of incoming mail, there is little likelihood that documents and case files may be misplaced or lost. In the majority of the rural offices, the case managers keep their case files either in their desk drawer, a filing cabinet or a book case within their work area. Many of the offices have limited space so there is not a "file room" used by everyone. The case managers are responsible for all case management activities, as well as for filing of any documentation and correspondence.

CLARK AND WASHOE COUNTIES

In the two larger counties, the movement of case files and documentation presents a greater problem. Both of these offices occupy multiple floors within the office building where they are located. Case files are moved between floors, case managers and supervisors, as well as between Legal Office Assistants and staff attorneys.

Documentation and correspondence is received for a case that is not readily available or easily located. This presents a delay in the review and filing of paperwork in the correct case file.

Movement and misplacement of the case files increases the likelihood that paperwork and documentation may be misfiled or lost, as well as a delay in the documentation reaching the correct individual. It is not uncommon for a single piece of correspondence or documentation to be touched unnecessarily by numerous hands from the time it is received in the Mail Room until it is filed in the proper case file.

D.4.1.3 Finding: CSE Policy Manual

Based on responses to questions we asked case managers regarding the clarity of the policy and procedures in the various functional areas, the vast majority of the respondents felt that policy and procedures were either very clear or somewhat clear. See *Exhibit D.4.1.3-1: Understanding of Policies and Procedures* below.

How clear do you feel the policies and procedures are?	Very Clear	Somewhat clear	Not very clear	Unclear
Locate	16	29	15	2
Paternity Establishment	35	29	7	1
Enforcement	25	36	9	1

Exhibit D.4.1.3-1: Understanding of Policies and Procedures. [68]

Likewise, Central Office staff were queried regarding their perceptions of the familiarity of the PAO and DA staff with the CSE IV-D manual. The majority of respondents in the Central Office felt these IV-D staff are familiar with the manual. See *Exhibit D.4.1.3-2: Familiarity with the IV-D Manual* below.

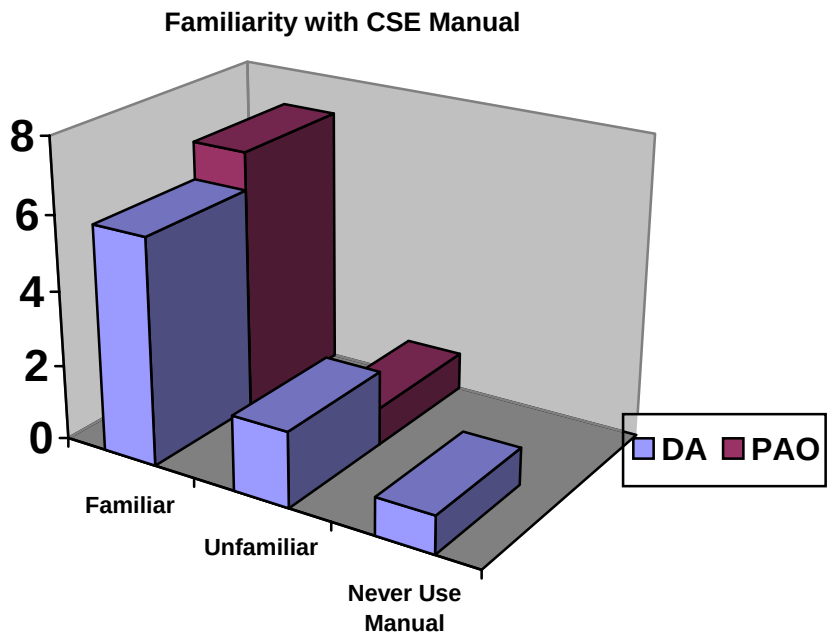


Exhibit D.4.1.3-2: Familiarity with the IV-D Manual [69]

When case managers and supervisors were interviewed and asked what are five areas that you feel policy is unclear or inconsistent, there were numerous areas and responses. Among the major areas identified are:

- Case Transfers and Jurisdictional Issues
- Case Closure policies (some of these responses were given prior to a Case Closure training that DWSS provided)
- Interstate policies
- Review and Adjustment
- Timeframes for case processing

When case managers and supervisors were asked what five areas they felt that policy was very clear and understandable, they again identified numerous areas and responses. Among the major areas that were identified are:

- Automated enforcement actions
- Good Cause
- Emancipation
- Case Closure
- Drivers License Suspension

An overall response was the "usability" of the state CSE Manual. There was a lot of dissatisfaction regarding the lack of a good "google-like" search engine to assist them with locating manual material. Interviewees requested the manual is written in a more user-friendly manner with use of bullets. The other major complaint was the CSE Manual is not updated timely, incorporating Policy and Procedure (P&Ps) released.

This is a similar finding that we based a recommendation on in a prior report [70] - "Update the program manual as soon as possible and provide revised copies to each PAO staff member, the DA offices, and other relevant parties." Another of our recommendations in the same report was to schedule an annual review of the program manual to ensure the manual is current with policies and procedures.

A review of the recently revised Nevada CSE Manual Section 200 was also done in comparison with sample manual sections from North Dakota and Missouri, as well as a comparison between the Nevada IV-D Manual and the PA Manual. The revised IV-D Section 200 did comparatively well with the two other state manual sections. The Section was well laid out and is clear and direct in most areas.

CLARK AND WASHOE COUNTIES

Interestingly enough, when talking with case managers in the two larger counties, there was a surprisingly large number who:

- *Were not aware that a state Child Support Enforcement Manual existed*
- *It was available online*
- *How to access the manual*

Clark and Washoe County have in the past created and maintained their own separate policy and procedures manual which mirrors the state CSE manual.

D.4.1.4 Finding: Lack of Distinction Between Policy and Procedure

In discussions with case managers as well as with supervisors, there appears to be an overall lack of distinction between what is policy and what is procedure. When asked questions regarding what policy is unclear and inconsistent and what policy is clear and understandable, many of the responses received were not related so much to policy, but to the procedures used in the office. This is not limited to the larger or rural counties, but is a state-wide issue.

Some examples of unclear policy identified in responses include:

- How to work alerts
- How to perform case assessment
- How to determine when contempt is appropriate
- Inconsistent procedures
- How to determine jurisdiction

D.4.1.5 Finding: Policy and Procedures (P&P)

The responses surrounding the Policy and Procedure (P&Ps) issued by DWSS when a policy clarification was requested from the Central Office were much more "to the point." Case managers and supervisory interviewees had uniform responses. The most resounding responses focused on the following issues:

- The P&Ps no longer identify the individual in the Central Office who responded to the request
- The P&Ps "skirt" around the questions, are written in a vague and ambiguous manner and talk in circles ("Submit to policy and they will issue a non-answer")

- It is difficult to locate a P&P that they are looking for – no easy method to locate a specific P&P as they are not always labeled clearly

The current methodology that DWSS uses to handle P&Ps appears to be counterproductive to their intent – to provide policy guidance and interpretation to IV-D staff. Here again, there was also dissatisfaction voiced about the lack of timely updates made to the CSE Manual and incorporating the P&Ps.

All staff did respond that they receive the group e-mails when P&Ps are disseminated statewide.

A related finding when asked what is the process in your office for submitting a P&P, case managers had great difficulty identifying the process. After talking it through, they were able to come up with the process.

D.4.2 Recommendations

D.4.2.1 Recommendation: Provide Improved Case Processing Tools

Nearly all of the DA and PAO offices visited have developed tools to assist the case manager in processing cases. Some of the tools are general in nature and some are specific. Shown in *Exhibit D.4.2.1-1: Nevada Best Practices (NV 01)* is a sampling of tools that we accumulated.

County	Nature of the Tool	Title
Elko DA	Desk Guide	Case File Set-Up
Elko DA	Desk Guide	Child Support Office Policy Manual Index
Elko DA	Cheat Sheet	Elko CS Best Practice/Setting Alerts
Elko DA	Checklist	Case manager Checklist
Elko DA	Performance	Child Support Case manager Weekly Progress Report
Humboldt DA	Desk Guide	"A-Z" Case Work
Humboldt DA	Desk Guide	Cash Handling Policies
Humboldt DA	Desk Guide	Procedures for Driver's License Suspensions
Douglas DA	Customer Service	Application Packet and Group Intake Calendar
Douglas DA	Desk Guide - Procedures	Case Set-Up/Case Closure
Douglas DA	Checklists	BOW Flag Manual Worksheet Closing a Case Group Intake License Suspension Tracking Modifying a Douglas County Order
Clark DA	Checklist – Worksheet	Worksheet for Court Prep III
Clark DA	Desk Guide – Procedures	Types of Cases that cannot be audited in NAWC

Exhibit D.4.2.1-1: Nevada Best Practices (NV 01).

County	Nature of the Tool	Title
Lyon DA	Desk Guide - Procedures	Flow Chart for New Cases
Lyon DA	Customer Service – Procedures	How to Appeal the Court Master's Recommendations
Lyon DA	Checklist – Form	Courtmaster Hearing Case Presentation
Reno PAO	Desk Guide - Procedures	Accepting Referrals – aka PRFL
Reno PAO	Checklist - Form	Case Set-Up
Reno PAO	Cheat Sheet	Timeframes to Remember
Reno PAO	Cheat Sheet	Things to Remember When Working a Case
Reno PAO	Cheat Sheet	Locate Resources
Reno PAO	Desk Guides – Procedures	Court Desk Procedures
Elko PAO	Checklist – Form	Case Action Checklist
Elko PAO	Checklist – Form	Information for Notice
Elko PAO	Checklist – Form	Information for Default Order
Elko PAO	Log	Expedited Case Processing Log
Elko PAO	Report	EPAO Monthly Outcomes
Carson City DA	Cheat Sheet - Procedures	CCDA CSE House
Carson City DA	Customer Service	Group Interview Instructions
Churchill DA	Log	Action Log
Churchill DA	Checklist – Form	Court Prep Form
Washoe DA	Checklist – Form	Assistant Request
Washoe DA	Checklist – Form	File Closure Checklist and Request Form
Washoe DA	Checklist – Form	Paternity – Clerk Request Form
Washoe DA	Checklist	Incoming Fax Checklist
Washoe DA	Desk Guide – Procedures	Mail Room Procedures
Washoe DA	Desk Guide – Procedures	Printing Employer Letters and Wage Withholdings

Exhibit D.4.2.1-1: Nevada Best Practices (NV 01) (continued). [71]

All of the offices in *Exhibit D.4.2.1-1* have shown creativity in creating tools they make available to case managers to assist them in the performance of their duties. Unfortunately, there is no method for offices within the State of Nevada to share this creativity. An office could benefit from a Desk Guide or cheat sheet that was previously developed. Even though counties, especially rural counties, have established an informal network to share information, a formal process does not exist to share information.

We recommend DWSS assist in the creation of an environment where ideas and tools may be shared easily between offices. These ideas and tools could be contained in a quarterly DWSS newsletter item, through the state e-mail system, or some other means. With the creation of Regional Offices, this task will become much easier as counties will be grouped together facilitating the communication and standardization of processes

CLARK COUNTY

We recommend DAFS management set a timeframe for an analysis and impact study based on the new organizational structure. A major change such as reorganization impacts case managers, supervisors and administrative staff who were not only affected by the change, but will also improve procedures, processes and provision of quality services. At some point DAFS should evaluate the effects of the reorganization on program effectiveness, improvements in case processing and providing efficient services to customers.

We recommend DAFS seek input from all levels of the office structure as well, as customers served. While it is not "healthy" to continually interrupt day-to-day activities with constant change, it is also important to recognize both the positive and negative impacts of change. Based on the results of the analysis and impact study:

- *DAFS management should revisit the organizational structure*
- *Determine and identify weaknesses and strengths*
- *Work towards strengthening the areas of weakness*
- *Capitalize on the strengths*

WASHOE COUNTY

We recommend that Washoe County DFS also set a timeframe for an analysis and impact study of the current organizational structure. We recommend that as part of this analysis, Washoe County DFS undertake the initiation of a Business Process Re-engineering (BPR) effort. This effort will provide management with an "outsiders" view looking in and allow for the identification of the organizations strengths and weaknesses. A Time Management study, conducted by an outside source should be part of the BPR effort, rather than workers completing a form indicating what tasks they are performing at certain times of the day. Conducting a BPR will provide valuable information and input, evaluate if the use of the current number of staff is being maximized, where repetitious tasks and activities are performed, and suggestions how to improve efficiencies within the office.

Also included in this BPR initiative should be an evaluation of current office processes and procedures to determine the level of comprehension, clarity, continuity and direction.

Best Practice – New Jersey (NJ 02)
New Jersey issues a newsletter to disseminate best practices. The practices that are put into place as a result are reviewed a year later to determine if they were effective.

Best Practice – Oregon (OR 02)
Oregon has a Program Policy Forum comprised of DCS staff and representation from the District Attorneys. They meet monthly to discuss policy changes and initiatives.

Best Practice – Los Angeles County (LA 02)
Employees are invited to an annual division Employee Recognition Ceremony. The LCSA recognizes employees' innovation and improvement.

Best Practice – Washington (WA 02)
Washington promotes risk taking and creativity. Caseworkers are told that it is safe to take a risk. The state looks for the best practical solution whether or not it exactly follows statute or regulation.

D.4.2.2 Recommendation: Improved CSE Manual

We have several recommendations regarding the DWSS CSE Manual.

D.4.2.2.a DWSS should develop an improved "google-like" search engine enabling the user to use "key" words or phrases to search the manual. While the current search method works reasonably well, IV-D staff are frustrated because they are still not enable to find all manual cites they need.

D.4.2.2.b The CSE IV-D manual should be updated no later than the following month a P&P is issued. With the updated manual page(s) there should be footnote reference to the P&P number and date it was issued. We recommend a Revision Date is inserted in the footer of each revised CSE Manual page, along with the Transmission number. These updates are key to positively impacting case manager and supervisory performance, as they are unable to easily locate policy clearances and interpretations using the currently methodology.

D.4.2.2.c The IV-D CSE Manual should adopt a similar format to the current PA manual in the following manner:

- Each Manual Section should contain it's own Table of Contents at the beginning of the section, rather than as a separate selection on the online manual
- Links created in the online CSE Manual so that when users select from the Table of Contents, they are navigated immediately to the selected manual section

- The current Manual Transmittal Letters (MTL) should be clearly identified as to contents (Manual Section, subject matter, or something that identifies what the MTL is regarding) or should be discontinued in its current format
- A complete index such as the one contained in the PA Manual should be at the end of the IV-D Manual

Best Practice – Wisconsin (WI 03)
Policy and procedure manual is electronic. If a county has a questions, state central office policy office will answer the question within two business days unless there is a legal issue involved.

Best Practice – North Carolina (NC 01)
The state policy manual is electronically available. Each county is to have a procedure manual that reflects state policy. Top four ways to improve state and county communication are :1) monthly mailings, 2) policy input, 3) letters to the counties (130-140/year), and 4) the Help Desk.

D.4.2.3 Recommendation: Improved Distinction Between Policy and Procedure

We recommend management on all levels, Central Office, DA and PAO offices, make a clear distinction whether something is policy or procedure. Policy must be clearly identified in written materials created and distributed. Procedures developed to implement policy must also be clearly identified. This same distinction applies to the development of any training materials. (See Recommendation C.8.2.3).

D.4.2.4 Recommendation: Improved Use and Identification of Policy and Procedures (P&P) Issuances

D4.2.4.a At the local office level, whether PAO or DA office, clear written procedures are needed on how a P&P is submitted in the office and incorporated into a case manager Handbook.

D.4.2.4.b A clear, identifiable methodology is needed to number and identify P&Ps issued to the field by the Central Office. We recommend that e-mail used to distribute a P&P also incorporates an easily identifiable nomenclature, so users can recognize and locate a P&P.

D.4.2.4.c We recommend that CSE Manual is updated on a monthly basis, incorporating any P&Ps issued in the preceding month.

D.5 AUTOMATION

D.5.1 Findings

Our report is not intended to be an "in depth" review and analysis of the current Nevada statewide IV-D system – NOMADS. However, during discussions with staff,

as well as responses received from Survey Questionnaires, there is little doubt that NOMADS is a major factor in effective performance in the Nevada IV-D program.

D.5.1.1 Finding: Alerts

We determined there appears to be several major problems with NOMADS alerts. The alerts were intended to provide a tool for case managers to work their cases. While the creation of alerts was required for federal system certification, problems related to alerts have the opposite effect – case managers avoid working alerts because of the problems they have encountered. Some staff indicated they had alerts dating back to 2001.

Some of these alert related problems are:

- Creation of duplicate alerts
- Numerous unnecessary informational-type alerts
- Erroneous alerts (e.g. receive case alert for Drivers License Suspension when it is a paying case, Service of Process pending when successful service has occurred)

When respondents were asked about the kind of reports they preferred to assist them to manage their cases, numerous responses indicated working the alerts would be an excellent tool, if the associated problems were fixed.

In rural counties, many staff have made working alerts a priority. However, in spite of this effort to resolve their alerts, case managers still expressed frustration at the number of alerts they are required to deal with.

In the two larger counties, there appears to little effort devoted to working alerts. Case managers did express they made an effort to work alerts, but for the most part, in the larger counties working alerts takes a much lower priority.

D.5.1.2 Finding: Document Generation

Case managers indicated they spend a considerable amount of time processing letters, forms, notices and other documents generated on cases. These 'documents' are generated on a daily basis through an overnight batch process, or through online document generation.

An enormous amount of re-copying of NOMADS documents is done to print documents on the individual county letterhead paper before they are mailed out to the customer. At times the NOMADS generated form is filed in the case file as a copy, and other times the documents are shredded after copies are made. A significant amount of time on a daily basis is consumed processing documents considering the sheer number of documents generated from batch processing.

In addition to the local printing problems, there is an overall problem with document generation that is related to a larger problem with NOMADS. Numerous comments were made regarding problems with documents across the state, in both the larger counties as well as the rural counties.

Examples of some of the document problems cited are:

- Duplicate employer and postal verification letters generated
- Automatic generation of documents on incorrect cases
- Driver's License Suspension letters printed on cases incorrectly

- Delinquency notices printed on cases that are not delinquent
- Incorrect generation of Income Withholding Notices when Income Withholding in already place
- Automatic generation of documents for no apparent reason

Local IV-D offices must deal with this recurring problem on a daily basis. Valuable staff time and resources are devoted to sorting through all of the documents printed to separate out the correct documents from the incorrect ones. Staff often are required to research the case on NOMADS to assist in making this determination.

D.5.1.3 Finding: Imaging

Another problem exists with the flow of documents from one office to another within the State. This problem has a major impact on timely case processing, particularly in the area of referrals from the PA office to the IV-D office, and from the Central Registry (located in the Central Office) to the appropriate DA or PAO office.

PA referrals present a continual problem of timely receipt of the IV-D Application for Services (Form 2906) from the PA District Offices to the appropriate IV-D office. There are instances when the IV-D Office receives the form well into the federally-mandated case intake and assessment timeframe, necessary accompanying documentation is not received with Form 2906, or the office does not receive Form 2906 at all. This problem occurs in Clark County as well as the Program Area Offices.

Once a case is established on NOMADS and case assessment completed, often there is a need for additional information from the PA District Office to continue processing or take action on the IV-D case. The IV-D office frequently experiences difficulty and delays in obtaining information from PA. Delays in obtaining hardcopy requested information and/or documentation is a detriment to IV-D performance efficiency.

Clark County initiated an imaging solution to alleviate problems they experienced with the timely receipt of Form 2906 from the PA District Office. Imaging has alleviated time delays and the loss of applications as imaged data is available almost immediately to the Clark County DAFS case manager. Robert Teuton, Assistant District Attorney in the Clark County DAFS states that "since the implementation of the ITS (Information Tracking System) about April 2006, upper IV-D management has not received a single complaint from a custodial parent about a lost application or supporting documents. All outstanding intake over 20 days has been processed and the current intake processing is completed in an average of 5 days. The efficiencies have improved dramatically, along with the morale"[72] This imaging capability is not available to Washoe County or any of the rural offices.

Clark County had previously started the use of imaging of their closed cases approximately two years ago. However, this was reportedly stopped by DWSS at was put on hold.[73]

In discussion with case managers, they identified a problem with the timely receipt of the Interstate Transmittal and documentation from the Central Registry Unit. While the "shell" case is established on NOMADS by the Central Registry, the paper

interstate referral, copies of court orders and any other documentation that may have been attached to the Interstate Transmittal are mailed to the appropriate Office – either PAO or District Attorney. Case managers stated they often receive these paper documents well into the federally-mandated 20 day timeframe, which leaves very little time to finish the case review and assessment process. Additional delays result from documentation sent to the incorrect office or documents not received at all. There have been instances where the local DA office was not aware of an interstate case referral until the requesting state requested a status update.

DWSS Central Office has instituted a procedure to log the Interstate Transmittal referrals received in Central Registry and when they are sent out. Unfortunately, this still does not address time delays or non-receipt of documentation.

Nevada Best Practice (NV 06)

In addition to imaging Form 2906, Clark County also has created an electronic Master's Recommendation Order/Judgment (MROJ) process to expedite the processing of court order entry.

This electronic process facilitates and expedites the movement of the MROJ from the DAFS office to the Hearing Master to the Court Clerk. It allows for an electronic creation of the MROJ during the hearing as well as the ability to accept electronic signatures. Imaging allows the Hearing Master recommendations to be entered into NOMADS as court orders with the Court Hearing Date, without the delay of waiting the required 10 days to allow for an objection. Due to the low number of objections actually filed by any party (13 objections filed between January 1, 2006 and May 15, 2006), the procedure of entering the Hearing Master Recommendations avoids the task of having to retroactively modify obligations in NOMADS.

D.5.1.4 Finding: Replacement of NOMADS

The Nevada Operations of Multi-Automated Data Systems (NOMADS) was PRWORA certified on May 10, 2001 by the federal Office of Child Support Enforcement. NOMADS is an outdated, state mainframe system that operates on language that IBM no longer supports. Gary Buonacorsi, Information Systems Manager III estimates the benefit of the state cost expended in the design and development of NOMADS should be reached sometime in 2008-2009

Child support case managers, supervisors and respondents to system-related questions in the Survey Questionnaires revealed there is an overwhelming desire that DWSS replace NOMADS. Field staff indicated NOMADS is not user-friendly, requires duplicate data entry, provides inaccurate and poor reports, generates inaccurate documents and continues to have the problem discussed previously regarding alerts.

Because NOMADS is so "fractured" and there are numerous outstanding problems resulting in yet-to-be-discussed or resolved work items, requiring IV-D case managers to employ numerous "workarounds" to process cases on NOMADS. As of

April, 2006 there were a total of 317 open work items waiting to be fixed. Some of the items date back to 2000 and 2001. Of these 317 work items, the following were:

- 21 were related to Alert problems
- 37 were related to problems with document generation from NOMADS
- 58 were related to problems with the two sub-systems outside of NOMADS that are now being maintained (Nevada Automated Worksheet Calculator and Ledgers On The Web)
- 16 were related to problems with reports

In 2005 there were 153 IV-D work items fixed and promoted to NOMADS; As of 4/26/2006, there were only 55 work items fixed and promoted.

There is a great deal of frustration in the field on both the PA and IV-D side regarding the length of time that it takes to resolve work items. On the IV-D side, when asked what they (case managers and supervisors) felt were the primary reasons for the delay in resolving work items, the IV-D responses were:

- Lack of programmers working on IV-D
- Lack of support staff in Information Systems to conduct the Joint Application Design (JAD) sessions required to discuss a work item
- Lake of programmer knowledge about the programs they are responsible for
- Management determining the needs and work items that have been prioritized are not being worked on

The PA responses exhibited a similar frustration:

- Things that were important got set aside and never worked (result is that PA has a lot of workarounds)
- There's not a single person in Central Office who knows the system
- We get the JAD session schedule with no documentation and have no idea what the work item is about
- The JAD reports are very confusing and don't explain everything
- The Central Office is not open to suggestions on how to improve the process[74]

NOMADS technical resources reveal there are 13 IV-D programmers on staff, while there are 24 programmers on staff for the PA program. It appears that either a lack of adequate staffing of dedicated IV-D IT resources, inefficient procedures in place for processing and working through outstanding work items, or a lack of performance standards were established for those involved in the work item process.

Of 93 respondents who answered the question "How often do you rely on using a workaround in order to perform your job responsibilities on NOMADS?", 55 respondents answered "Very frequently," "frequently" or "somewhat frequently." The workarounds cited include:

- Changing addresses
- Attempting to generate Postmaster letters
- Changes on the NCP Employer screen
- Generating a new Income Withholding Notice

- Entering fictitious data on the Service of Process screen to show that the NCP was successfully served

A few of the more serious workarounds related to:

- "Fudging" court order entry dates on the screen
- Changing the dates of TANF benefits
- Using order continuation rather than order modification to make changes to an existing order

The number and inconsistencies of workarounds used across the state begs the question regarding data reliability. If case managers are required to be creative in the way that data is entered into NOMADS, the reliability and accuracy of the data contained in NOMADS is certainly questionable.

In addition to issues related to workarounds, IV-D staff are also relegated to performing duties and tasks on sub-systems, outside of NOMADS. Two widely-used sub-systems are Ledgers on the Web, and the Nevada Automated Worksheet Calculator (NAWC). Both of these applications reside on a server and are used to perform financial-related functions that NOMADS was originally certified to perform. Even though these two sub-systems interface with NOMADS and use data extracted from NOMADS, they were created as a workaround to assist case managers with certain financial processes

Realizing that NOMADS is outdated and should be replaced, Mr. Gary Buonacorsi has initialized steps towards an analysis of a replacement system. In a presentation before the IV-D Planning Committee[75], Mr. Buonacorsi spoke about his vision and strategic Information Technology planning for DWSS, once the cost savings"breakeven" point is reached.

Mr. Buonacorsi desires that by the FY2010 – FY2011 Budget Cycle to:

- "Cut the cord" between PA and IV-D
- Build an improved interface between the two programs
- Facilitate the ability of the two programs to pursue different agendas
- Identify a "turn key" web-based system that is certifiable by OCSE
- Have a plan in place to install this "turn key" system in 2010—2011

Although his long range plan is in the initial stages, Mr. Buonacorsi definitely has a strategic vision for where he wants DWSS to be within the next 4-5 years.

D.5.1.5 Finding: NOMADS Task Guides

To provide IV-D staff with guidance on how to perform various tasks on NOMADS, DWSS undertook the creation and maintenance of Task Guides. The purpose of task guides is to walk the user through NOMADS, identifying steps how to accomplish a specific task through the use of text and screen shots. DWSS opted to create, distribute and maintain these Task Guides instead of developing a NOMADS User Manual.

The Task Guides require a lengthy review and approval process, taking months before a Task Guide is approved, signed off , and published on the Intranet. Once published, there is no search capability that enables the user to easily locate a single

Task Guide, or multiple Task Guides that may be related to the same topic or subject. To compound matters, DA Offices do not have access to the Task Guides published on the DWSS intranet.

There is no written process or procedure to provide direction on the creation and maintenance of Task Guides, how often they are reviewed and updated, or allowance for user input from the IV-D field staff who perform the various tasks on a day-to-day basis.

During our interviews, IV-D staff in both the DA offices and PAOs were asked about the effectiveness and usability of the Task Guides. Responses varied from total lack of knowledge or understanding of Task Guides, the existence of Task Guides, to comments that the Task Guides are useless, outdated, and/or not used at all. Some staff in the rural counties did comment that they used the Task Guides on occasion and they found them to be useful.

One staff position located in the Central Office is currently responsible for development and maintenance of these Task Guides.

D.5.1.6 Finding: Reports

Reports should serve as an important tool in assisting case managers in "getting their arms" around their cases. Working a small percentage of cases as a result of a call, an office visit, a written inquiry or complaint is an inefficient manner to manage a caseload. Typically, the case manager actually works only a smaller percentage of his or her total caseload. Cases where payments are made on a regular basis only become of concern when payments stop. Other case activity takes place upon a request for review and adjustment of the child support court order, or other specific requests made by either the custodial or non-custodial parent. Working reports is one means of ensuring effective and efficient performance in the IV-D program.

The reports currently produced out of NOMADS do not provide case managers with an effective tool. The Activity Reports (Locate, Paternity Establishment, etc) produced from NOMADS are inaccurate and ineffective tools. These reports do not provide means of identifying cases and the data printed on the report are irrelevant. At times the data are zeroes or a Worker ID is listed on the report for a case manager who doesn't work in the given office.

There are some specialized reports created for case managers or supervisors such as the BOW (Born out of Wedlock), SSN Conflict/Mismatch Report, FIX1 or HELD Collections Financial Reports.

Proposed in 2005 was the formation of a Reports Workgroup for the purpose of reviewing and discussing reports currently produced out of NOMADS. Goals for the Workgroup were to work through a process of discussing each report, the data contained in the report, the usefulness of the report to IV-D staff, and whether the report should be continued, revised or suppressed. To facilitate the Workgroup activity, a Reports Matrix was developed and distributed to all offices via an Information Memorandum. However, due to lack of support for this effort from the DWSS Central Office, the formation of this Reports Workgroup never came to fruition.

D.5.2 Recommendations

D.5.2.1 Recommendation: Re-Institute the Alerts Workgroup

When asked about what type of reports or tools they would like to help manage their caseloads, case managers commented that if the alert problems were fixed eliminating duplicate and bogus alerts, working alerts would be a good tool. They also felt that prioritization of alerts would be helpful.

As exemplified in the following Best Practices from other states, "death by alerts" was an issue with all states. Some states have taken innovative and creative approaches to addressing alerts, assisting staff in learning to live with alerts as an excellent case management tool. The ability to work alerts in a timely manner is definitely a sign of efficient and effective case management. Alerts can serve as a valuable tool in helping case managers process their cases, take timely actions when necessary, and provide good customer service.

D.5.2.1.a We recommend that DWSS re-institute the NOMADS Alerts Workgroup with specific goals and objectives, a framework within which the workgroup will operate, and leadership from the Central Office and the large and smaller counties. DWSS should establish timeframes for the accomplishment of the objectives with a clear, defined end to the process. With the creation of Regional Offices, each Regional Office needs representation on the Alerts Workgroup. We also recommend that an outside facilitator leads and guides the discussions and work of both the Alerts Workgroup and the Reports Workgroup.

The Alerts Workgroup should be tasked with:

- Reviewing all the current alerts
- Working with IT programmers to identify the problems created by duplicate and bogus alerts
- Review the text of the alert to ensure that it is meaningful to case managers
- Identifying informational alerts that should be suppressed

Best Practice – New Jersey (NJ 07)
It was a nightmare for the state but staff has learned how to manage and use the tickler system. The staff highlight good practices and then share them.

Best Practice – Ohio (OH 07)
Alerts can be divided between those that are critical and those that are informational. The informational ones are suppressed. This was part of a big release about 1 ½ years ago

Best Practice – Alabama (AL 04)
Alabama has created a workgroup that prioritizes the alerts so that high priority alerts are worked first.

Best Practice – South Dakota (SD 06)
Alerts are suppressed to block informational alerts so that the only alerts on the system that the worker sees are the ones that need to be worked.

D.5.2.1.b We recommend that an aging report be created identifying all outstanding alerts and how old they are (date the alert was created compared to the date of the report). DWSS should establish acceptable parameters for the purging of old alerts, as there is little likelihood the alerts will ever be worked.

D.5.2.1.c We recommend DWSS institute a mechanism similar to New Jersey that provides information and feedback to IV-D staff regarding best practices developed by case managers in working their alerts. These best practices could be distributed via a quarterly NOMADS newsletter, offered as a workshop at the Nevada Child Support Association Conference, incorporated into new worker training curriculum, and included as part of refresher training offered to staff.

Every step should be taken to provide case managers with valuable and meaningful tools for their cases such as alerts. Valuable case management tools help ensure that workers establish paternities and child support orders in a timely manner, conduct case assessments, process new locate information, and take prompt enforcement actions when payments have ceased.

D.5.2.2 Recommendation: Support of Improved Document Generation Solution and Centralized Printing of Documents

As we discussed in our findings concerning the problems related to documents, DWSS is exploring an alternative means of generating documents. DWSS is moving forward with the implementation of FileNet, a CDMS (Case Document Management System) which is an application that is capable of meeting the needs of all counties, large and small. DWSS will begin the development of a prototype in the near future, with an estimate of converting all NOMADS documents to FileNet within six months to a year.[76]

D.5.2.2.a We recommend that strong support and priority be given to the documents solution initiative. The solution will provide a positive and constructive tool for IV-D staff and save a huge amount of time that staff are now expending on a daily basis sorting through and copying documents in their offices. The solution should also result in the timely provision of information requests, notices and case processing associated with document generation.

D.5.2.2.b.We recommend that DWSS explore the possibility of printing all documents created from nightly batch processing centrally. Federal regulations require centrally issued income withholding orders and National Medical Support Notices. These documents could be folded, stuffed and mailed from the central

location rather than at the local office level. Through the use of FileNet, PDF images of the documents will be associated with the appropriate case for future reference. However, due to all of the problems associated with incorrect data entered on current documents from NOMADS, we suggest that this document recommendation not be implemented beyond the federally-mandated requirements until after the design, development and implementation of the NOMADS replacement system. Because of the document problems associated with the current system, the printing and mailing of documents should remain at the local office level until NOMADS is replaced, and there is reasonable certainty regarding the reliability of the data in the system.

D.5.2.3 Recommendation: Implementation of Expanded Use of Imaging Technology (ES 9)

D.5.2.3.a Due to the problems currently encountered with the timely flow of documents from the PA District Office to the PAOs, as well as the timely flow of interstate documents from the Central Registry to the appropriate DA office or PAO, we recommend the more immediate implementation of an imaging system. DWSS currently operates an imaging system in the Southern SCaDU in Las Vegas where payments are imaged on a daily basis, prior to receipting.

D.5.2.3.b We recommend DWSS explore and take steps to implement imaging in all of the PA District Offices, as well as Central Office. We understand that document imaging potentially could be a part of the FileNet CDMS solution.

Implementing document imaging statewide will minimize the potential of documents being lost, sent to the incorrect office or not received timely. Imaging does not rely upon the creation of Regional Offices and should be paced on a fast path implementation schedule. DWSS will need to develop a Desk Guide that will be used in local offices and Central Office to ensure standardization of the imaging process.

Best Practice – Washington (WA 04)
Through imaging, orders are sent to be recorded as liens.

Best Practice – Vermont (VT 04)
An important compliment 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.

WASHOE COUNTY

We recommend Washoe County DFS take steps to implement the Clark County Masters Recommendation Order/Judgment (MROJ) electronic process. The MROJ will help alleviate some of the delays that currently occur from the time a case is prepared for hearing until the Hearing Master Recommendation is signed and filed with the Court Clerk, and allows the Recommendations to be entered into NOMADS in a timely manner.

CLARK AND WASHOE COUNTIES

We recommend Clark and Washoe counties take their ability to image a step farther than the rural counties. Because of the size of these two offices, the fact that they occupy multiple floors, and that paperwork often travels up and down and across floors, the counties should image all documentation received in the office to be readily accessible to anyone connected or working on the case. Eliminating the need for paper documents having to "catch up" with the case file, will drastically cut down on the amount of paperwork sorted and transported by clerical and case management staff.

D.5.2.4 Recommendation: Advance Planning in Anticipation of New System (ES 10)

D.5.2.4.a We highly recommend Nevada move forward at the appropriate time and fully support replacing NOMADS.

D.5.2.4.b We also strongly recommend that ties between the PA and IV-D system are severed with the implementation of a new system. The issue of data ownership needs to be re-visited, primarily due to the significant negative impact that PA data has on the IV-D side. The continuous overlaying of PA data on IV-D data causes a tremendous amount of re-work, frustration and destroys any semblance of a partnership between the two programs. The separation of IV-D from PA, will require adequate systems support, programmers dedicated to IV-D, as well as business analysts to support the IV-D system design and development.

D.5.2.4.c We recommend in preparation for a NOMADS replacement system, DWSS develop an Implementation Plan well enough in advance to plan for and allow preparation for thorough case clean-up prior to the loading of any cases onto the new system. Because of the high likelihood of data corruption in the current NOMADS system, careful consideration should be paid to the issues surrounding conversion of the current NOMADS data to the new replacement system. DWSS should place heavy emphasis and weight on pre-conversion data clean-up prior to the conversion of the case to the new system to ensure that the case starts out on the new system with a “clean slate.”.

D.5.2.4.d We recommend with the design, development and implementation of a NOMADS replacement system, DWSS create and maintain an online System User Manual with a "google-like" search engine. One staff position, potentially the worker now responsible for the Task Guides, should be given primary responsibility for the development and maintenance of the User Manual. User Manual updates must be timely and implemented prior to any system modifications or "fixes" to enable IV-D users to have the most current information. The approval of changes and system modifications must be streamlined and not so cumbersome that it impedes timely delivery of current, updated information to the users.

D.5.2.4.e We recommend with the design, development and implementation of a NOMADS replacement system, an online screen level and field level help function is created and maintained. Requiring users to leave the screen and search for the information in another source is counterproductive and lengthens the time it takes for

the user to accomplish a task on a screen. The ability to click on a "tab" for online help and see a written explanation for a field or screen provides immediate information and direction to the user without having to leave the screen. We recommend if there are limited resources available to accomplish this recommendation, that plans are put into place in advance to hire an outside vendor to perform this task. Performance requirements for the vendor will ensure the task will be completed in an acceptable and timely manner.

D.5.2.4.f We recommend with the implementation of the new system, DWSS implements a "User System Certification" Training Program. More information about this recommendation is found in the Section D.8.2.4 Effective System Training.

The IV-D system must be a strong tool that enables and assists IV-D workers to accomplish their tasks and duties, rather than a burden that causes staff to struggle day in and day out. The system design phase must ensure that meaningful and frugal care is taken with the design of alerts, as well as careful planning with sufficient user input in the design of meaningful and accurate reports to assist case managers on a day to day basis.

D.6 REPORTS

D.6.1 FINDINGS

Accurate, user-friendly reports are a strong building block of case management and efficiency in performance. Reports should provide the case manager with the type of information that will assist him or her in taking appropriate case actions, and monitoring cases for timeframes and required follow-up actions.

During the interviews that were held with IV-D staff across the state, the question was posed regarding "if the reports that are currently received from NOMADS are useless and ineffective, what kind of reports would you like to receive to assist you with managing your cases?" Some of the most frequently mentioned were:

- Cases where there has been no payment received in the last 30 days
- Cases were there has been no activity on the case in the last six months
- Report by functional area where timeframes are coming due – some kind of Aging Report
- Accurate Activity Report by functional area and worker to allow the Supervisor to see who took what actions on what cases within a given timeframe
- Caseload assignment report on a monthly basis
- New cases received in the month by worker and case type
- Ability to run ad hoc reports for their case managers in their county
- Ability to print a report of their alerts – prioritize or work by batches or groups

Clearly the case managers and supervisory staff have a clear picture of the types of reports that would enable them to not only manage their caseloads but also provide supervisors with a tool to make comparisons, conduct QC audits, identify training needs.

D.6.2 RECOMMENDATIONS

D.6.2.1 Recommendation: Creation of a Reports Workgroup

D.6.2.1.a It is recommended that DWSS create a Reports Workgroup with a clear list of goals and objectives. All of the NOMADS reports currently produced should be re-visited and all of the reports that are useless or report inaccurate data be suppressed. The Reports Matrix that was created would be an excellent tool to kick-off this process. The Workgroup members should begin the identification of what types of data and information they would want out of a new system that would help them better manage their caseloads.

D.6.2.1.b Staff involved with the provision of Customer Service (local DA offices, PAOs, and Customer Service Unit) should be included in discussions surrounding the identification and development of reports that will provide statistical data regarding customer service. Should DWSS move forward with a regionalization, this should be done at a regional level so that comparisons may be made in the provision of quality customer service between the three Regional offices.

D.6.2.1.c As with the Alerts Workgroup, it is recommended that an outside facilitator be used to assist this Workgroup in moving through the process and reaching its goals and objectives within the allotted timeframe.

Best Practice – Vermont (VT 03)
Parentage Reports – Data reliability and increasing paternity establishment rates have led to the use of reports for the five regional offices to determine what can be done in specific cases, such as fixing improper coding, looking for cases that meet criteria for closing, examining caseloads with low paternity establishment percentages. Aggregately the reports can show trends but individually reviewing case data catches the unique problems, such as miscoding or typos.

Best Practice – Colorado (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.

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.

D.6.2.2 Recommendation: Re-evaluation of Current Work Item Process and Dedicated IV-D Resources

D.6.2.2.a It is recommended that DWSS review the current procedures in place to evaluate and process work items requests and the criteria used to prioritize the work items to determine if it is the most efficient and effective methodology to use. A comparative analysis should be made to determine the differences between the processing of PA work items and IV-D work items, where the delays and roadblocks occur. Steps should be taken to ensure that specific timeframes and committed resources are identified to move work items expeditiously through the process.

D.6.2.2.b It is recommended that an analysis of the IV-D resources dedicated to the work item process be conduced, taking into consideration the time and resources available for business analysis, programming and testing of work items from both the IV-D program side as well as the IT side. Standards and objective performance measurements should be established for all resources involved in order to measure adherence to timeframes, standardization and measurement of progress.

D.6.2.2.c Identification of all the outstanding work items 4 years old or more should be made and a close evaluation should be made of all of these work items to see if the problems still exist, and determine which ones, if any, should be placed on a critical path to be resolved and fixed. For those that are no longer problems, have been resolved as a result of subsequent "fixes" or changes to NOMADS, a decision should be made whether these older work items should be closed.

D.7 IT STRATEGIC PLAN

Having a vision of the future provides one with direction and purpose. Sharing that vision with others who also have a stake in and are impacted by that vision provides

all with a clear roadmap of the planned path to the future. The same applies to DWSS information technology. It became quite clear, during the interviews with IV-D staff statewide, that they feel isolated and cut-off from the DWSS Central Office. The amount of stress and frustration that staff deal with on a day to day basis as a result of attempting to work on what they call a "broken" system, dealing with continual problems with documents and forms on a daily basis, and pages and pages of alerts does not lend itself to high worker productivity. Each office operates as its own separate entity with no commonality, shared vision of the future or hope that things may get better.

D.7.1 Recommendation: Development and Finalization of an IT Strategic Plan (ES 5)

It is recommended that a high priority be placed on the development of an IT Strategic Plan that will serve as a roadmap and guide to future systems development and changes. This Strategic Plan should layout the goals and objectives for IT over the next 4-5 years with well defined benchmarks and steps to monitor progress. It should provide the reader with a clear picture of where DWSS wants to be within the next four to five years and how that will be accomplished. This should be shared with IV-D staff across the state to gain purpose and buy-in to the proposed future improvements and improved technology.

IT should operate to serve its customers, the IV-D program, in assisting them in performing their tasks and responsibilities to the best of their ability. While the system should not define the business processes, it should clearly be capable of supporting those business processes by providing them with the best tools and technology possible.

D.8 TRAINING

D.8.1 FINDINGS

The following findings are a result of multiple sources:

- Previous MAXIMUS Report – Nevada Welfare Reform Project Report, February, 1997[77]
- Data gathered through the use of the Survey Questionnaires to case managers, supervisors Central Office FTEs as well as in-person interviews
- Review of Clark and Washoe Counties Training materials
- PSI, Inc Organizational Assessment of Report for Clark County[78]

While the previous 1997 MAXIMUS report focused primarily on the State of Nevada Child Support Program compliance with the Personal Responsibility and Work Opportunity Reconciliation Act of 1996 (PRWORA), a review and recommendations contained in the report also addressed several areas of the Child Support Enforcement operations targeting improving collections and overall performance. Among the recommendations made in the report are:

- Update and edit for statewide applicant the core training curriculum developed by the Las Vegas PAO and use it to provide statewide training

- Provide "skip tracing" training to all staff having locate responsibilities to allow them to obtain information from additional and more current sources
- Consider contacting for three phases of training to support NOMADS implementation – the three phases would be:
  - Educating staff and contractors about changes in job responsibilities and work flows
  - pre-Implementation training on the "mechanics" of Using NOMADS
  - Post-Implementation training as a refresher to earlier training and to provide an opportunity for questions to be answered after the software has been used for a period of time

In 2003, PSI made the following recommendations specific to the training needs of Clark County.

- Shorten and deepen new employee training and enhance the mentoring component
- Provide supervisory training in the critical areas of their work
- Provide management training

While the PSI recommendations were made based on their findings during PSI's study of Clark County, the recommendations that both the prior MAXIMUS report and the more recent PSI report made still stand today statewide.

D.8.1.1 Finding: Lack of New Worker Training

Currently there is a large inequity between the Nevada TANF (PA) program formalized training and the Nevada IV-D program formalized training. On the PA side, there is an established Training Academy that new case managers attend and are held at DWSS training sites. There currently is a Professional Development Center (PDC) in Reno and Las Vegas with a new training site currently planned for a new State Building to be constructed in Elko. While IV-D does have access to these training facilities, there is no IV-D Training Academy held at either of these two sites. The PA training consists of 83 days of formalized training with a combination of in-class presentations, written and practical examinations, field office visits and guest speakers. The IV-D program does have a CSE 101 interactive web course for new IV-D case managers as well as links to the federal Office of Child Support Enforcement (OCSE) case manager-level training via the web. Training materials from the State and national conferences may also be found on this web site.

Any resemblance of a formal new IV-D worker training is currently missing within DWSS. While DWSS is contractually responsible for providing training, including written materials, related to the use of NOMADS or State policy as requested by the County, it does not have any formal New Worker training available to DWSS staff. The responsibility for training new workers at the PAOs falls totally on the shoulders of the PAO with little or no support from the Central Office. The new DWSS case manager who just took over a caseload in the Pahrump District Office was trained by a new Family Support Specialist II who had just recently moved into the position.

Both Clark County and Washoe County have New Worker Training modules developed to deliver to all new staff. A review of the training materials and syllabi submitted by these two counties indicates that a lot of research and planning went into the development of course materials offered to new staff. Both of these counties have staff dedicated to training development and delivery as well as dedicated training rooms.

Because there is no formalized new case manager training for use in all of the rural offices, there is no guarantee that the training workers receive is standard or consistent. Several of the rural offices noted that they have sent new staff to Washoe County for training and have been very appreciative of the responsiveness to their request. This nurtures inconsistencies and differences in the way policy is interpreted and applied to case work. This also further weakens standardization and consistency in the procedures used to work cases across the state by the various DA offices who handle IV-D cases. This ultimately has a major impact on performance as the lack of standardization, consistency and accountability in process and procedures lends itself to poor performance statewide.

When case managers were asked about the length of training that they received, the responses varied anywhere from no formal training received up to three weeks. Surprisingly, even though there was only a total of 124 responses to this question, the responses for Clark and Washoe counties, both having formal case manager training for new workers, were highest in the "Other" category. Even though case managers received formal new worker training, the perception among case managers that the length and/or extent of new worker training was unclear. See *Exhibit D.8.1.1-1: Length of Formal Training Received* below.

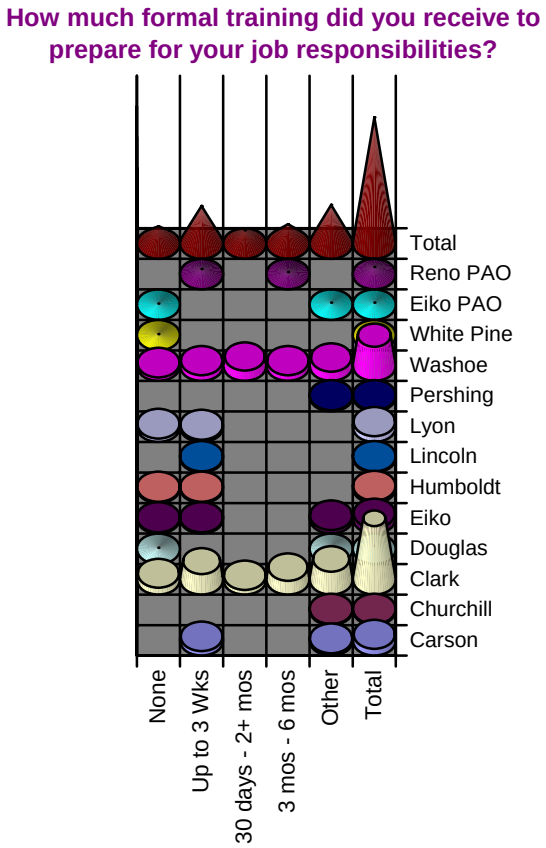


Exhibit D.8.1.1-1: Length of Formal Training Received. [79]

When case managers were asked about "On the Job" (OJT) training, out of 127 responses to the question, 65 responded that the majority of their training was received on the job while 47 out of 127 respondents answered that all of their training was received OJT. Once more, Clark and Washoe counties who provide formal new worker training to their case managers had the largest number of responses fall within "All of It" or "A Majority of It" categories. This would appear to indicated that both Clark and Washoe may want to review the methodology used in training delivery and develop a Post-Training Feedback Survey to be used for newly trained staff two or three months after completion of New Worker Training. This would assist in the evaluation of the current training methodology used and provide feedback on areas where the New Worker Training may need to be re-evaluated and improvements made. See *Exhibit D.8.1.1-2: Amount of "On the Job" Training Received* below.

How much of the training you received was "on the job" training?	All of It	A Majority of It	Very Little	None at All	Total
Carson City	5	1			6
Churchill	1				1
Clark County	16	39	7		62
Douglas County	2	1			3
Elko	2	3			5
Humboldt	3				3
Lincoln	1				1
Lyon	4	1			5
Pershing	1				1
Washoe	7	14	5	3	29
White Pine	1				1
Elko PAO	1	1			2
Reno PAO	3	5			8
Total	47	65	12	3	127

Exhibit D.8.1.1-2: Amount of "On the Job" Training Received.[80]

This type of response in regard to training, especially in the two larger counties would indicate, as was the PSI finding, that while Clark County DAFS has made training of staff a high priority, that a re-evaluation of the current training methodology and focus would be warranted.

CLARK COUNTY

Clark County has developed a formal new worker training. The DAFS Training Team, comprised of a Unit Administrator, 1 Legal Office Assistant who acts as the Training Coordinator, a Senior Family Support Specialist and 3 Family Support Specialist IIs offer classes on a trimester basis. These classes are normally scheduled about one month in advance of the beginning of the trimester with the trimester beginning in February, June and October of each year. For some of the training classes, there is a prerequisite that has been established.

Each training track runs once from beginning to end during a trimester. For new staff hired after classes have already begun, these staff are not allowed to attend track training classes until the next trimester due to the prerequisites. One week of each trimester is also scheduled for FSS policy update training or other specialty training as determined by the Unit Administrators and the Training Team. The training outlines and materials that have been developed appear to be quite extensive although it was noted that there was not a separate segment of section devoted to Customer Service – techniques, soft skills, and handling difficult customers either in the office or on the phone.

Formal training plans have been developed, including a scheduled five month review and an eight month review. The Training Team administers a test at the end of each of these intervals that covers information that was taught during training classes to

determine retention of information. In addition, QC checklists are completed by the Training Team at the five month interval and by the mentor at the eight month interval to determine whether the trainee has developed the ability to apply the information learned in the training. The results of the reviews are analyzed to evaluate the progress of the employee and the effectiveness of the training/mentoring program.

While the Clark County training approach appears to be an all inclusive approach with a strong emphasis on evaluation of training effectiveness, when talking with Clark County case managers, there appeared to be a different perception. Clark County case managers expressed dissatisfaction with the training methodology used citing too many PowerPoint presentations and not enough "hands on" classroom work or tasks using the manual and other materials, instructed to bring only the "good" live cases with no problems to for them to work on. There was no mention of any mentoring after completion of training, and on numerous occasions, case managers stated that they were already in their jobs, performing case manager tasks and responsibilities without having gone through training yet.

WASHOE COUNTY

Washoe County has also devoted a great deal of time and resources towards the development of an extensive training materials. The staff that was part of the Washoe County Family Support Division Training Unit has all been temporarily re-assigned to other duties and responsibilities, with the exception of the Training Supervisor. While Washoe County continues to place a high priority on the training of its staff, heavier workloads and needs have forced them to reallocate its training resources to areas in need of greater attention at the present. However, the trainers are pulled from their other duties as needed when new FTEs are hired.

In spite of this, during our analysis, documentation received from a case manager [81] was critical of the training provided:

- "Training is not presented in a systematic format"
- "Not enough "hands on" training during the formal training period"
- "Assumptions made regarding pre-existing knowledge, such as the ability to interpret court orders"
- "Minimal "on the job" training once formal classroom training has been completed"
- "Too many changes are passed on via work of mouth via emails, team meetings, or individual feedback on specific issues"

In the rural counties where the number of staff is significantly lower and the responsibility for training has been placed on the District Attorney Coordinator, it is more understandable that while attempts are made at providing their staff with some degree of formalized training, the majority of the training occurs as "on the job" due to staff time and resource limitations. In some of the rural DA offices, the Coordinator also carries a caseload which limits the availability of time for more formalized training even more.

When looking at the perception of the amount of training that supervisors and managers received, their responses, when asked about whether they received any supervisory or management training when they were placed in their supervisory position, out of 25 responders, 15 responded that they did receive specialized training while 10 felt that they did not. Of the 15 who responded that they did, the vast majority of the Clark DA (9 out of 10) and Washoe DA (4 out of 5) supervisors responded affirmatively.

Looking at the Central Office perception regarding training, there were a total of 11 responders to the Central Office survey questionnaire. All of the respondents felt that training played either a very important or important role in effective performance. When looking at what method of training they considered most effective, the perception is that CBT ranks '4' out of '5' with '5' being the most effective, classroom training either in a central location or at a regional site and local training at the office level being effective. Conference Call training was thought to be the least effective method of training.

D.8.1.2 Finding: Need for Experienced Trainers

The DWSS worker in Clark County responsible for the development and delivery of DWSS statewide IV-D training is a Support Enforcement Specialist II. She had just recently been promoted into the position on May 1, 2006 and was busy training the new IV-D worker who was placed in the Pahrump District Office to work child support cases. When asked about her experience and training she received to become a trainer, her background in training was "on the job." She does not have any formal training on how to be an effective trainer, use of training methodologies or training tools, communication skills, or any of the other tools that trainers should be knowledgeable and experienced with. She also appeared to have not given much thought to the development of a Statewide Training Plan or evaluation tools, other than the standard workshop or class evaluation tool that training participants are typically asked to complete at the end of each training session.

There are 33 other SES staff across the state, who do not have the primary responsibility for conduction training. In reviewing the State of Nevada Department of Personnel Class Specification for a Support Enforcement Specialist II, there is no mention in the Series Concept of training responsibilities, as well as a lack of any minimum requirements of any training experience or training professional development skills. Instead, the Job Description focuses on case management-related activities and experience.

D.8.1.3 Finding: Lack of Adequate Cross-Training

One of the greatest challenges that IV-D staff face is successfully establishing a partnership and working relationship with their PA counterparts. It was expressed numerous times during interviews that they felt that this was because of a tremendous lack of understanding on the part of the PA case managers regarding the IV-D program, the IV-D program requirements, case processing and the federally-mandated timeframes. When asked about the level of communication between IV-D and PA, the majority of IV-D case managers stated that it was poor, with only a few

exceptions. The lack of cooperation on the part of PA to provide required documentation and respond to voice messages and emails is a hindrance to timely case processing of PA referred cases.

Currently, new case managers attending the PA Training Academy receive a half-day of training on Child Support. However, IV-D staff receive no training on PA. Lack of understanding about high level program requirements, timeframes and processes contributes to a lack of cooperation and teamwork between the two programs.

D.8.2 RECOMMENDATIONS

D.8.2.1 Recommendation: Implementation of a IV-D Training Academy (ES 6)

D.8.2.1.a It is recommended that the state develop a IV-D Training Academy that will incorporate the goals and agenda of the DWSS Training Plan. The Training Manager/Officer responsible for development of IV-D training should solicit input from all staff, both from the PAOs and DA offices, in identifying what the training needs are. The IV-D Training Plan should incorporate and support the DWSS Strategic Plan, as well as provide new case managers with the proper tools and adequate information and skills in order for them to make the correct decisions on how to work their cases.

D.8.2.1.b It is recommended that with the development of a IV-D Training Academy, the Training Manager/Officer should work closely with his/her PA counterparts in scheduling training and arrange for accessibility to training rooms and equipment needed to conduct the training, and develop meaningful cross-training for both PA and IV-D staff.

The development of the Training Academy should encompass the following subject areas:

- New Worker Training
- PA/IV-D Cross Training
- Customer Service Training

The IV-D Training Academy should be established to the PA Training Academy Program, with separate modules including:

- Receiving and Processing PA Referrals
- How to conduct a successful Case Assessment
- Locate and Skip Tracing Techniques
- In-Hospital Paternity Acknowledgment and Voluntary Paternity Acknowledgments
- Genetic Testing
- Child Support Guidelines and Income Considerations and Factors
- Review and Adjustment
- Medical Support and the National Medical Support Notice
- Income Withholding – General and Military
- Default Orders
- Conducting Financial Audits

- Long Arm Enforcement Techniques
- Interstate Case Processing
- Case Transfers
- Case Closure

The state should continuously assess the effectiveness and impact of training on performance measurements to ensure that staff are receiving effective of training.

With the development of the Regional Offices, there would be a State Regional Trainer stationed in each of the three Regional Offices. That individual would be responsible for conducting the IV-D Training Academy training of all of the state/county staff co-located in that Regional Office and would be managed by the State Training Manager. The State Training Manager, with the assistance of the three Regional Trainers, would be responsible for development of the IV-D training curriculum while the State Regional Trainers would be responsible for conducting the training in their respective regions.

Best Practice – New Jersey (NJ 06)
New Jersey is building a training academy in conjunction with Rutgers University. The plan is to certify all workers eventually.

Best Practice – Nevada (NV 10)

The Reno PAO recently undertook a new approach to training. With the hiring of three new Support Enforcement Specialists, one of the more "seasoned" staff was charged with the responsibility of training the three new employees. He took an innovative approach and methodology to approach this task. A Training Plan was developed with a formal objective. The new employees were assigned to him for a six month period and were also assigned a caseload of 460 cases each to work. A Resource Book was put together for each of them by asking all of the case managers in the office for desk guides, handouts, charts, and other visual materials that they have created to help them in their job.

In addition to receiving training in all of the IV-D functional areas and case actions, the training that the three staff received also covered areas such as:

- *How to organize their work*
- *Decision-making*
- *Brainstorming to come up with a written procedure*
- *Interviewing and telephone etiquette skills*
- *How to read, understand and use the CSE Manual, P&Ps, and Task Guides.*

Each day was spent with a combination of lecture in the morning and "hands on" in the afternoon, using what they had learned on their actual cases. If they encountered a problem with a case, they set it aside. The following morning, time was set aside to discuss problems or questions that arose from those cases that they worked on the previous day and were set aside.

These three staff members received more complete, in depth training than most of the "seasoned" SESs in the office.

D.8.2.2 Recommendation: Creation of a Training Officer II Position for IV-D

D.8.2.2.a It is recommended that DWSS explore whether there currently exists a trainer position and job title within State government that could be used to replace the current SESII position responsible for training. The qualifications for a training position should be significantly different from that of the current SES II position. Job responsibilities, tasks and expectations as well as experience and ability are markedly different for a training position from that a position involved with case management

D.8.2.2.b It is recommended that DWSS either replace the current SES II position used for a Trainer, or request an upgrade of a position to a Employee Development Manager. The qualifications for a training position should be significantly different from that of the current SES II job classification. There already exists in Nevada a class Specification for a Employee Development Manager, a Training Officer I and Training Officer II positions. These positions target tasks and needs specifically

directed at training. All three of these positions require working knowledge of learning theories, methods of presentation, experience in adult training, planning and conducting adult training and other related training skills. The Employee Development Manager would be located in the DWSS Central Office and would be responsible for oversight and management of the IV-D Training Academy as well as supervision of the Training Officer I or II positions in the Regional Offices.

Placing inexperienced staff in training positions has a negative impact on programmatic training due to their lack of knowledge, skills, experience and proper training tools on how to successfully develop and train staff. They will be easily perceived as inexperienced and not knowing what they are doing. without a strong training background.

Training is a skill that must be learned and honed through years of experience in a variety of classroom settings and situations and not everyone is successful as a trainer. Because the right type of training will have a direct impact on performance of those being trained, careful selection should be made when placing individuals in these positions.

D.8.2.2.c MAXIMUS recommends that specific job expectations and performance measurement standards be created for all DWSS IV-D trainers. The trainers should be held to these performance measurement standards and regular, ongoing reviews of their work and performance should be conducted by the Training Manager, at least quarterly to every six months.

D.8.2.3 Recommendation: Provide Effective Training Tools

D.8.2.3.a DWSS has taken the initial steps towards providing one effective training tool – the use of the internet in making available a CSE 101 interactive web class. However, this class is only available to state workers. DA staff does not have access to the secure intranet website. It is recommended that the next step be to conduct actual web-based training sessions live with a trainer with whom the trainees can actually interact and who can monitor the trainees' progress through the training curriculum.

D.8.2.3.b It is recommended that the state make video-conferencing available as a training tool as an effective means of disseminating training and information in a cost-effective manner.

The use of web-based training and video-conferencing together will reduce the amount of travel that has to be done to obtain or conduct training and has the capability of reaching far more participants than in a classroom training. Allowing real-time interaction with the trainer, while the trainee is participating in a web-based training session or video-conference training session, provides immediate feedback and information sharing between the trainer and the participant.

D.8.2.3.c Training is one of the more changing and challenging tasks in today's world with the availability of new technology and methodologies. It is recommended that the state training manager and regional trainers should be required, as part of their job responsibilities and tied into their individual performance evaluations, to take significant hours of training classes, seminars, and refresher courses to ensure that

they are constantly seeking out better and newer training technologies and tools. They should be required to keep the training plans and courses up to date to accommodate these changing technologies.

D.8.2.3.d The tools in the form of materials that are given to the trainees also have a significant impact on the trainees' ability to perform tasks efficiently, accurately and effectively. Effective training involves more than the use of PowerPoint Presentations. Training should be an effective mix between classroom training and "hands on" exercises. Training practicum should be conducted in a dedicated Training database. It is recommended that the state develop Desk Guides, "cheat sheets," flow charts and other visual aids to assist the trainees when they are back at their job site. These materials should be visually friendly, easy to read and follow, and not be so complex as to be a challenge to the user. The user should be taught and practice using these tools while in the classroom so that if any questions or need for clarification arise, it may be addressed in a classroom setting rather than the new user trying to "figure it out" when back at their job site.

The training materials developed should clearly state what is policy and what is procedure so that the new employee gains an early grasp of what the differences are between the two and can identify policy versus procedure. These training tools should be continually reviewed by the Employee Development Manager and the Training Officers so that they are kept up to date. Suggestions for improvement should also be solicited as a follow-up to training from the newly-trained employees.

Best Practice - State of New York (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.

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.

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.

Best Practice – State of Ohio (OH 06)

Ohio offers video-conferencing for training to all counties. The state can conduct training in Columbus and have it shown throughout the state. This saves the counties a lot of travel money

D.8.2.4 Recommendation: Provide Effective System Training

It is recommended that with the implementation of a new system that DWSS pursue the development of a User Certification Training program. This will accomplish two objectives:

Ensure that all users who will be using the new system will be versed and familiar with the functionality and processes associated with the new system, and

Ensure that the data entered into the new system will be reliable and correct because of an increased understanding of how the data is used and what the new system does with the data entered.

Data reliability is key to accurate reporting and statistical analysis. However, if the users who enter the data into a system are untrained or unfamiliar with what they are doing, there is no consistency in how tasks are performed on a system, and no standardized training, them there is no guarantee regarding the reliability of the information that is being entered.

There are a variety of training and learning management systems available that are "off the shelf." It is recommended that DWSS explore the availability of training software well in advance of any new system implementation so that adequate planning, design and development of training may be accomplished well before system implementation. DWSS may explore the possibility of sharing the cost of purchasing such a learning management system among all of the entities in the Department.

Best Practice – Florida (FL 01)

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.

D.8.2.5 Recommendation: Implement a Means of Measuring Effectiveness of Training

The dissemination of information and tools through training is not a measurement of the effectiveness of that training. However, the retention time of things learned through training is and has a major impact on the individual's ability to continually perform at the level expected and with the quality of work expected. Often when one does not continually perform repetitive actions, what was learned in training is forgotten over time. Standardized measurements of training effectiveness lend themselves to ensuring that staff receive the same training, that policy will be disseminated uniformly and hold that the state regional trainers accountable for conducting the training as well as continually reassessing and re-evaluating the effectiveness of their training efforts.

It is recommended the state develop multiple retention measurement tools to be used at various increments of time after training has been received. This could be done in the form of a survey or questionnaire, interviews, solicitation of feedback from mentors, and a periodic review of case files. Whatever tools are put in place, feedback should be provided to both the training manager as well as the regional trainers and should be used as a measurement of performance of the trainers as well as the training. Suggested time increments would be 60 days, six months, and one year. This will provide a means of measuring the success of the training, identify areas where training should be strengthened, and identify areas where the training failed to provide the trainee with the right skills or tools.

CLARK AND WASHOE COUNTIES

It is recommended that the training plans and materials currently being used in Clark and Washoe counties be reviewed and assessed for effectiveness and comprehension. Specific follow-up evaluations should be created to measure the effectiveness of training within a minimum of 4-6 months after completion of new worker training. The effectiveness of good training is not only in the materials and the methodology used for training delivery, but also in the retention of what is learned in the classroom setting and how it is applied to the day to day tasks that the new worker is expected to perform.

D.8.2.6 Recommendation: Development of a Mentoring Program

Once training is delivered and the trainee is placed "out on the floor" to work a caseload, often they encounter situations that were not discussed during training. The case manager quickly learns that not everything is always "black and white." One of the areas for which case managers identified a need is how to assess a case properly in order to know what the next appropriate action on the case should be. In the rural counties where there is little or no formal training given to new IV-D case managers, learning is conducted primarily on the job. An effective mentoring program is a combination of formal "classroom" training of some form or fashion, followed by an assigned association with a co-worker who acts in the capacity as a "sounding board" and provide guidance to the new worker, but still allows the worker to make his or her own decisions.

It is recommended that the state develop a DWSS IV-D mentoring program to provide guidance and assistance when requested to new case managers as well as supervisory staff. Mentors will be able to provide timely and accurate feedback to the training staff regarding the effectiveness of the training just received, where weaknesses and strengths lie within the training, and provide guidance on the impact of the training on the case managers' performance. The mentors will be able to assist in identifying areas where potential follow-up or remedial training should be concentrated in order to maximize an individual's performance.

CLARK AND WASHOE COUNTIES

Use of a strong mentoring program is also recommended specifically for Clark and Washoe counties. With the larger size caseloads and the number of staff employed, it is difficult to identify those staff in need of guidance, extra assistance, and reinforcement after completion of training and placed out on "the floor" to manage a caseload of their own. A lot of the OJT is obtained by asking others for assistance, opinions and information regarding procedures. There is no guarantee that the information passed on is correct or current. An employee success is based on a solid foundation comprised of training, understanding and reinforcement of knowledge which is the type of support a good mentor can provide that employee.

Best Practice – South Dakota (SD 05)
New workers have two weeks of policy and procedure training at central office. The IV-D Director takes them out to lunch to let them know that they are "key" team members. Next, the trainer and the new worker return to the field office and continue training. After the third week, the new worker is shadowed to ensure that he or she understands what he or she is doing.

D.9 COMMUNICATION

Good communication is crucial to the health of a program, especially in situations under the current DWSS where even though DWSS is ultimately responsible for operation of the state's IV-D program, they have entered into interlocal agreements with various DA offices to actually run the IV-D program locally. During the interviews conducted with IV-D staff, they were asked questions regarding communication in order to identify what their perception is between themselves and other entities involved with Nevada's IV-D program.

D.9.1 Findings

D.9.1.1 Findings: Communication Between the DA and PAO

Communication between the various DA offices and the PAOs appears to be fairly good. Staff, for the most part, felt that each other were responsive to requests received, returning phone calls and contacting each other when ever necessary to obtain information. With the dissolution of the Las Vegas PAO, with the exception of a couple remaining staff there, communication between the Clark County DAFS as well as other DA offices and the Las Vegas PAO is mostly non-existent now.

There did appear to be some dissatisfaction to some degree with the level of communication between the Washoe District Attorney FSD and the Reno PAO. These two offices had previously been co-located in the same building. In the past few years, the Reno PAO was re-located to another facility as was the Washoe DA FSD. This has caused somewhat of a "breakdown" in the supportive feelings that the two entities had once shared when they were located in the same building.

Unlike the situation in Washoe and Clark Counties, the Elko DA and Elko PAO work closely together and have formed a strong partnership in the provision of IV-D services to their customers. The Elko County DA Child Support Coordinator and the DWSS Elko PAO Family Support Supervisor I speak to each other on nearly a daily basis and work closely to resolve any problems that arise between the two offices. The share equally in the efforts to provide outreach services to the citizens in Elko County and mainly because of this strong relationship, the IV-D program in the Elko area thrives.

D.9.1.2 Finding: Communication Between the DA and Central Office

When asked about the level of communication between the Central Office (CO) and the DA offices, the perception varied. Oddly enough, reference to the CO centered primarily around the Help Desk rather than the actual IV-D CO staff. Some individuals had contact numbers for certain CO staff persons so those are the individuals whom they contact, knowing that their question will either be answered or directed to the correct individual. The individual who is responsible for the Financial Institution Data Match (FIDM) for the rural counties was often mentioned, even though he is not actually part of the CO staff but works in the Reno PAO.

There is very limited knowledge among the county DA office staff of who the staff in the CO are, what their job duties and responsibilities are, and what their phone numbers or email addresses are. Susan Hallahan, Chief Deputy District Attorney in the Family Support Division of the Washoe County District Attorney office agrees that "there needs to be better communication between the state and the counties."[82] During the group interviews in Washoe County, several case managers commented that they "don't know who in Central Office does what and that they always go through the Help Desk. " [83] Ms. Dossie Terrel, Federal ACF Region 10 Specialist for Nevada states that "the #1 recommendation is that the counties and the state work together."[84] This becomes a difficult task to achieve if there is limited or no knowledge of who the counties should contact regarding what. The Administrative Assistant IV worker who works primarily with the DA offices on questions and issues surrounding reimbursements, incentive payments and other financial matters was mentioned quite frequently. There is a great deal of respect and appreciation by the DA staff for the customer service she provides them.

An underlying perception among field staff is the lack of child support knowledge that the current CO has. Comments were made that most of them have never worked a caseload so they don't know what the case managers are going through, that the CO is trying to make the IV-D program like the PA program, and that IV-D Central Office staff never come out to the DA offices to visit or spend any time with them.

As stated earlier, the perception among staff primarily in the rural IV-D offices is that the Help Desk is CO. Feelings about the level of communication between the DA offices and the Help Desk are mixed. While some staff feel that the Help Desk is responsive to their questions and are usually pretty prompt, there were, on the other hand, some strong perceptions voiced about the Help Desk. Some of these comments were:

- "The Help Desk is very condescending. They don't understand CSE"
- "They are in a "welfare" mentality"
- "Have gotten a response that they (the case manager) don't know what they are doing"
- "They don't talk the same language – They (the Help Desk) are not on the same level as we are"
- "The Help Desk is not helpful. Had an experience where the Help Desk person forwarded an email containing a negative comment about her to a programmer"
- "Some of the Help Desk people don't know the CS program"

It is our understanding that there are only two staff among the six total positions on the Help Desk who handle the child support calls and emails. Taking into consideration that there is a potential of at least 310 staff who could make calls to the Help Desk, two staff to handle IV-D calls may not be sufficient.

In addition, the staff on the Help Desk handle multiple types of problems from NOMADS system problems, to adding employers to the Employer Table, adding Health Insurance Providers to the Health Insurance Provider Table, and requests for Person Merge (a procedure on NOMADS for merging two individual records into one when they are both the same person and one of the records was created in error).

D.9.1.3 Finding: Communication Between the DA and PA

Communication between the DA IV-D case manager and the PA counterpart seems to vary, but for the majority of case managers, their perception is that the communication is extremely poor. The feeling is that the PA worker gives IV-D a lower priority because IV-D has no impact on PA, and because there is an overall lack of knowledge and understanding about the IV-D program. The typical PA worker is perceived by many IV-D case managers to be slow to return phone calls or email messages. Often, the PA worker does not respond to emails regarding requests for sanctions. Also there are many inaccurate phone numbers and email addresses for PA workers, particularly in Clark County.

During the group interviews that we conducted in the Clark and Washoe District Attorney offices, consistent complaints and frustration was voiced at the inability of the case manager to be able to communicate with the PA case manager either over the phone or through the use of email. Not once was there any mention of asking for assistance from the IV-D worker stationed in any of the PA District Offices for assistance, or even an awareness of the role and responsibilities of these co-located state IV-D workers. The District Attorney offices do not have access to any contact information for PA staff via the State Intranet and the information available on the State webpage with phone numbers and email addresses of state employees is not

always current. This has been confirmed and verified by both Washoe and Clark county District Attorney management. Clark County has been provided with office phone directories from some of the IV-D liaison staff but those lists do not contain email addresses. Additionally, not all PA case managers have voice mail so if a IV-D case manager attempts to get in touch with the PA case manager and the PA worker does not answer the phone, the IV-D case manager is unable to leave a voice mail message. Clark County has relied on the IV-D liaison in the District Offices for message purposes.[85]

The perception is also that even at the CO level, there appears to be a lack of coordination and cooperation between the two programs at times. PA Management at the District Office level share the frustration in the lack of communication between the two programs. It was stated during an interview that the Child Support section of the PA Manual was re-written with "no input from IV-D."[86]

DWSS has placed IV-D staff in the Reno District Office in Washoe County, in the Ely District Office in White Pine County, the Pahrump District Office in Nye County, and in the five District Offices in Las Vegas. The hope was that by placing these staff in a District Office, they would facilitate the gathering of documentation needed for IV-D, assist in opening up communication between IV-D and PA, and help during the PA intake process in providing information to PA customers about the child support enforcement program and its requirements. However, when talking with Clark County DAFS staff, there was no mention at all of how these IV-D workers assist them with obtaining documentation, communicating with the correct PA Family Support Specialists, or that they are even aware of their existence in these DOs. The placement of a IV-D worker in the Reno DO has been a very positive move while the placement of the IV-D worker in the White Pine Office has presented problems and issues peculiar to that office, which will be discussed later in this report. The IV-D worker in the Pahrump Office has only been there since mid-August, so it is too soon to assess what the effect and impact of her presence there will be.

CLARK COUNTY

PSI made a recommendation, in their Clark County Report, that Clark County DAFS "obtain more accurate up-front information through interviews and database searches."[87] In order to successfully address this recommendation, Clark County instituted a new IT computer intake program that uses images transmitted electronically from PA District Offices in Clark County and from walk-in customers. Additionally, DWSS had previously taken steps to co-locate a IV-D staff person in each of the Clark County PA District Offices to assist with the gathering of information to help IV-D. However, there appears to be a major "disconnect" and lack of communication between these IV-D staff and the Clark County DAFS staff.

During the group interviews conducted with Clark County DAFS staff, case managers expressed hesitation to contact PA case managers in the District Offices, or simply do not attempt to contact them. They voiced complaints over the inaccuracy of the email addresses and phone numbers provided to them by PA, the failure of the PA case managers to return phone messages left by the DAFS case manager, and lack of understanding on the part of the PA case manager about the IV-D program.

In all of the numerous group interviews and discussions, there was never any mention of any help or assistance being provided by the IV-D staff co-located in the PA District Offices. None of the Clark County DAFS case managers ever mentioned contacting that IV-D staff person and asking for assistance.

It is recommended that improved communication and team work needs to be developed and fostered between the Clark County DAFS and the DWSS state IV-D co-located staff. It is suggested that there be regular, on-going meetings held between the two entities in an attempt to resolve many of the issues and problems that the Clark County DAFS staff are currently experiencing when attempting to get additional information from IV-D. These state IV-D staff should be the contact point for Clark County DAFS staff when needing information from the PA District Office. These state IV-D staff should also facilitate improved communication and understanding of the IV-D program among their PA counterparts in the DO where they are stationed.

The IV-D staff person co-located in the Reno PA District Office is an excellent example of how this may be an effective and successful arrangement.

Best Practice – Nevada (NV 09)
The IV-D FTE housed in the Reno District Office is an excellent example of providing services to multiple stakeholders: the Reno PAO, the Washoe County FSD, the IV-A Support Specialists, and the child support customers. Since her placement in the DO, she has:

- *Taken on the responsibility of conducting QC on the Form 2906s received from the IV-A Support Specialists,*
- *Attends Unit Meetings to provide feedback and education about the errors that are found in the completion of the Form 2906,*
- *Contacts customers by telephone or correspondence when additional information or documentation is needed,*
- *Created a IV-D Questionnaire Checklist that she uses for every 2906 received to make sure that all the required information is obtained before the Form 2906 is forwarded on to the PAO.*
- *Created an EXCEL spreadsheet to track and monitor all Form 2906's that she's received, if good cause is claimed and if the Birth Certificate was received.*

D.9.1.4 Finding: Communication Among the DAs

Communication between DA offices in the rural counties appears to be excellent. IV-D case managers frequently call case managers in other counties for direction, advice and consultation. Likewise, coordinators appear to have their own network developed and communicate with each other frequently. Rural counties communicate with each other to exchange interpretations on policies, get insight on business processes instituted in other counties to deal with various tasks, to obtain help and training for new staff in their county, to ask about NOMADS workarounds when they encounter problems with the system, as well as rely on each other for overall support.

The same does not always hold true for ease of communication between the larger counties and the rural counties. However, Washoe County FSD does offer training to all counties on the use of the Nevada Arrearage Worksheet Calculator (NAWC) upon request and have been very responsive to accommodate requests from the rural counties. The feeling among the rural counties is that they have little say or voice in how decisions are made that affect everyone, primarily because of the size of both Clark and Washoe counties, and the fact that they have greater needs and larger budgets with which to work. Likewise, the feeling among rural counties is also that even though they may be doing a more effective and efficient job at working their cases, the size of Clark County drives the statistics. "When Clark County fails, the entire state fails" was stated numerous times.

D.9.1.5 Finding: Communication Between the PAO and PA

The only two PAOs who actively are involved with PA District Offices are the Reno PAO and the Elko PAO. Between these two offices, there is a vast difference.

The Elko PAO along with the Elko DA, have taken great strides to open up communication between their respective offices and the Elko District Office. Over the past several years, they initiated quarterly meetings between themselves, often times including Title IV-E Foster Care managers. While it presented a major challenge in the beginning, they have worked through their misconceptions and lack of knowledge and understanding about their respective programs and have reached a mutual level of trust and open communication. The Elko PAO is located in the same building as the Elko DO so frequently, case managers need to simply "run down the hall" to talk with a PA counterpart, and vice versa.

However, in the Reno PAO, there still remains a high degree of mistrust and lack of understanding between the two entities in Washoe County. One positive step that was taken was the placement of a staff position from the Reno PAO in the Reno DO in May 2006. She has stepped into her role with a positive attitude and an amazing drive to facilitate communication and learning between PA and IV-D as well as providing the much needed support and assistance needed to IV-D staff in both the Washoe County DFS and the Reno PAO.

D.9.1.6 Finding: Communication Between the PAO and Central Office

The perception of the level of communication that occurs between the PAO and the CO is much different than the perception of the DA offices' communication with CO. The PAO staff feel, for the most part, that the CO is responsive and supportive even though they may not always agree with the direction provided by the CO. The PAO also had a more positive outlook towards the Help Desk. They feel that the Help Desk is responsive to their requests, although "they may not be knowledgeable enough." Concerns expressed include that there is a high Help Desk turnover rate. Other concerns are that the Help Desk doesn't always understand the problem being called in and write it up incorrectly," or that "staff are not trained enough in IV-D. At times they give answers that don't make sense or they aren't familiar enough with NOMADS screens."

One difference that could be attributed to this difference in perception is that the staff in the PAOs are DWSS staff while the staff in the DA offices are county staff.

D.9.1.7 Finding: Inter-Office Communication

During the group discussions held with case managers as well as supervisory staff in the two larger counties, the lack of communication among staff became quite apparent. There were discernable differences in the procedures and interpretations of policies between units and even within a team. Many of the changes in procedures are apparently passed on via emails, team meetings and unit meetings, but not in writing. Verbal communication is important and works well in the smaller rural counties for dissemination of information. However, in the larger counties, verbal communication is not as effective depending on how many times the information is passed on between the varying levels of management and the fact that oftentimes, it is open to interpretation by the communicator as well as the individual receiving the information.

D.9.2 Recommendations

D.9.2.1 Recommendation: Implementation of a Well-Developed, Well-Defined DWSS Strategic Plan (ES 5)

The following recommendations are made with the intention of improvement of communication among the Central Office, the DA offices and the PAOs.

D.9.2.1.a It is recommended that DWSS develop, distribute and implement a Child Support Strategic Plan. DWSS has already taken an initial "stab" at the development of a Nevada Child Support Enforcement Strategic Plan for 2004-2009. However, DWSS has failed to get active participation and "buy in" for the DA and PAO staff. As stated previously in this report, unless all IV-D staff, at the Central Office, PAO and DA levels, have a clear vision of where the Nevada Child Support Program wants to be in the next five years, any Strategic Plan becomes the plan only of the Central Office and not that of the rest of the state.

The Strategic Plan, while it should lend itself after the federal OCSE Strategic Plan, should also be peculiar to the State of Nevada Child Support Program. It should contain:

- A statement of what the vision is of the Nevada IV-D program
- The mission and philosophy behind the Nevada IV-D program
- The values identified by the Nevada IV-D program

- Lay out the specific goals that the Nevada IV-D program wants to attain
- List and describe the objectives that have been established in order to attain the goals

Finally provide a tool or methodology for measuring the Program's movement and success rate at moving towards meeting the specified goals and objectives.

Best Practice – North Carolina (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.

Best Practice – Nebraska (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.

D.9.2.1.b It is recommended that development of the Strategic Plan for Nevada's IV-D Program be given a high priority and commitment by DWSS.

D.9.2.1.c It is recommended that it would be to the benefit of the Nevada IV-D Program to bring in an outside facilitator to assist with the creation of the Strategic Plan. DWSS is already exploring this possibility based on a Technical Assistance site visit that was made to the State of North Dakota. This is a step in the right direction.

D.9.2.2 Recommendation: Creation of a Child Support Oversight Committee

It is recommended that the state create a Child Support Oversight Committee, comprised of representative IV-D staff from CO and both rural and large counties. A larger committee with partners, stakeholders and customers could meet quarterly with the Child Support Oversight Committee to discuss the impact of the program outside of the child support staff. With the implementation of the Regional Offices, then each Regional Office would have the same number of representatives on the Child Support Oversight Committee. The Child Support Oversight Committee should also contain a representative number from the various stakeholders involved with the Child Support Program in Nevada.

While this committee would not necessarily have to be legislatively created, provision for such a committee should be made in the DWSS Strategic Plan as well as the requirement that the Oversight Committee provide annual reports for publication.

As exemplified by the following best practices, states have made a concerted effort to include stakeholders outside of the state child support entity to become involved in the development of goals and objectives for the program as well as have input into the future of the program in their state.

Best Practice – Colorado (CO 01)
The composition of the IV-D Task Force is determined by the IV-D Director in collaboration with the Director of the Office of Self Sufficiency.

Best Practice – Arizona (AZ 01)
In 2002, the Arizona State Legislature passed legislation creating the Child Support Committee. (Prior to 2002, the Child Support Committee had been a part of the Child Support Enforcement and Domestic Reforms Committee.) The Committee is comprised of 22 members representing the legislature, legal community, parents, judiciary, and state child support agency. Leadership for the Committee is shared by a member of the State Senate and a member of the State House, and the Administrative Office of the Courts provides staff support.
The Committee serves to develop and coordinate policies and initiatives to improve Child Support within the state, often recommending legislative or administrative changes regarding the Child Support Enforcement program.
In the past, the Committee has also included "Guidelines" and "Strategic Planning" workgroups.
Each year, the Committee breaks into workgroups, depending on what challenges or anticipated changes the Child Support Enforcement program is facing.
The Committee publishes an annual report each year, which is posted on their website, along with Committee member information and Meeting minutes and agendas.

Best Practice – Colorado (CO 02)
The Colorado Child Support Enforcement Program (CO CSEP) has an advisory group that is referred to as the IV-D Task Force. The Task Force is co-chaired by a state person and a county person, and includes several subcommittees that are also co-chaired by one state and one county person. The primary purpose of the Task Force is to establish the long term and short term strategic focus for the program. The Task Force monitors the progress of the CSE program and develops strategies to meet short and long term goals.

D.9.2.3 Recommendation: Creation of a IV-D Help Desk

We recommend that DWSS consider the establishment of a separate Help Desk for child support, staffed with child-support knowledgeable individuals. This would contribute to an increase in customer service provision by the Central Office to IV-D staff in the outlying DA and PAO offices. CSE staff calling in to a dedicated IV-D Help Desk would not have to expend the time they currently do in attempting to explain the problems they are encountering to non-IVD knowledgeable individuals. This would reduce the amount of frustration that is currently felt by many of the child support case managers.

Dedicated IV-D Help Desk staff would also understand the terminologies used in child support and would understand the context in which the problem is being presented. While not all case managers experience the frustration and stress that other case managers do, we believe that the level of customer service provided by a dedicated IV-D Help Desk would be increased.

In Clark County DAFS, they currently have four individuals who handle Help Desk calls internally for Clark County. Of the calls received, approximately 80% of the phone calls are related to NOMADS problems. The majority of these calls are handled by and resolved by the Clark County Help Desk while only a very small portion are forwarded on to the DWSS Help Desk.[88] This has been successful in providing a more immediate response to Help Desk callers by child support knowledgeable individuals. This has also alleviated the majority of problems related to misunderstanding the miscommunication as a result of a lack of program knowledge.

D.9.2.4 Recommendation: Empowerment of the IV-D Chief

As stated previously in our Findings, there is a perception among the IV-D field staff, both on the part of DA staff as well as PAO staff, that there is a weakness in the IV-D Central Office related to the promotion of staff with PA backgrounds and lack of IV-D program experience. This has fostered a lack of confidence in the leadership at the Central Office level as well as incidences where the voice of the Deputy Administrator of the Program & Field Operations, rather than the Chief, speaks for the Central Office IV-D program. This, in turn, promotes conceptually a sense of weak leadership at the helm of the program. Ms. Dossie Terrell, Federal ACF Region 10 Specialist for Nevada does feel, however, that "Louise has hit the ground running

and hasn't stopped. I have seen improvement since Gary (Stagliano) and Louise have taken over."[89]

D.9.4.2.a It is recommended that the leadership of the IV-D program should fall squarely on the shoulders of the Program Chief. Strides need to be taken to reinforce the leadership and decision–making authority of this position and not give field staff the perception that the actual decisions are made by the Deputy Administrator. With the formation of the Strategic Planning Committee and the IV-D Steering Committee, the IV-D Chief should have immediate leadership responsibility and decision-making authority in the development of child support policies and goals as well as objectives.

With the creation of the Regional Offices, the IV-D Chief would have direct supervision over the Regional Administrators.

It is also recommended that DWSS work towards strengthening of the Central Office staff with Child Support knowledgeable staff. An effective IV-D Central Office is dependent on the knowledge base upon which strong IV-D leadership may be built. This will be even more important with the development of the Regional Office concept. The IV-D Chief and Central Office staff must not only be perceived in a strong leadership role, but also must be capable of assuming such a role in order to assist with moving Nevada's child support program forward.

Best Practice – New Jersey (NJ 02)
When asked what makes a strong program, Ms. Griffin discussed three things:

1) *Leadership. Programs that do best have stability in the leadership. When the state commits to its program leadership over time, it can better deal with complex issues. The state executives above the Program Director need to be supportive in both resources and approach. Succession planning is a key element and leadership at all levels need to be aware of managers' strengths and weaknesses.*
2) *Support. It is important to build a strong team to support the program manager. They must be knowledgeable for credibility and do their jobs well.*
3) *Track Performance and Incentivize. A program needs to analyze performance at all levels and set benchmarks.*

D.9.4.2.b It is recommended that since the Deputy Administrator oversees six different programs as well as a Social Service Manager of Field Operations, that the IV-D Chief would be required to provide regular Monthly Status Reports to the Deputy Administrator and that direct operations of the IV-D Program be left in the hands of the IV-D Chief. In other state IV-D programs, usually the IV-D Director is on the same level in the organizational chart as a Field Operations Director.

D.9.2.5 Recommendation: Change in Supervision of IV-D Staff in the PA District Offices

D.9.2.5.a It is recommended that the supervision of all IV-D staff housed in the various PA District Offices be under the direct supervision of a IV-D staff. The reason for this is two-fold:

- This will promote consistency and standardization of the duties, tasks and job responsibilities for all IV-D staff housed in a PA District Office, which does not occur now.
- Will ensure that IV-D staff are and will be given clear supervision and direction in the performance of their child support responsibilities without a "learning curve." Currently, IV-D staff housed in PA District Offices are directly supervised by PA managers. Co-locating IV-D staff in PA District Offices is an excellent step towards improving communication and education between the two programs but IV-D staff should be managed by IV-D managers. Expecting PA managers to learn the IV-D program in addition to their management duties in PA is a larger undertaking because the two programs are so dissimilar. PA is primarily an eligibility determination and policy-focused program, while IV-D is a provision of ongoing services to applicants, both through case management service as well as through a variety of legal actions taken administratively or judicially.

With the creation of the Regional Offices, the IV-D staff housed in the PA District Office within the Region should be directly supervised by the Regional Manager.

D.9.2.5 b An additional recommendation is to remove the current IV-D staff persons in White Pine and Nye Counties out from under the direct supervision of the District Office Manager and place them under the supervision of the same Central Office manager responsible for managing all of the Family Support Specialists housed in the District Offices. To have IV-D individuals managed by managers from another program is not conducive to good management of that individual. The PA and IV-D programs are so vastly different that the IV-D staff person needs to be able to rely on and discuss any case situations that they may encounter, or potential legalistic situations with a IV-D knowledgeable manager. In a similar situation, one would not have a staff person who handles IV-E foster care managed by a IV-D managers simply because the IV-E foster care staff person is co-located in a child support office.

The IV-D manager will be acutely aware of federal timeframes that must be met, of the IV-D federal regulations and state statutes that must be adhered to, and trust in the ability of the IV-D Specialist to perform their duties and tasks. The Central Office Manager would be able to easily detect efficient use of time, adherence to policy and established procedures through regular ongoing status reports developed to measure the employee's performance and ability to meet standards and expectations set down for them.

D.9.2.5.c It is recommended that the duties and responsibilities of the IV-D staff housed in the PA District Offices should consist of the following:

- Assist in child support intake procedures in the PA District Office by meeting with and explaining to PA applicant/recipients the purpose of the IV-D program
- Assist in the completion of the IV-D Application for Services at the PA District Office to ensure that the document is completed correctly
- Ensure that all required documentation is received and forwarded or imaged so that the IV-D office will be able to take timely action on the applications
- Act as a liaison and assist with the gathering of any additional information that the case manager in the PAO or DA office may need needed for the processing of the IV-D case
- Provide feedback regarding training needs to both PA and IV-D training managers

Best Practices - Nevada (NV 09)
The IV-D FTE housed in the Reno District Office is an excellent example of providing services to multiple stakeholders: the Reno PAO, the Washoe County FSD, the IV-A Support Specialists, and the child support customers. Since her placement in the DO, she has:

- *Taken on the responsibility of conducting QC on the Form 2906s received from the IV-A Support Specialists,*
- *Attends Unit Meetings to provide feedback and education about the errors that are found in the completion of the Form 2906,*
- *Contacts customers by telephone or correspondence when additional information or documentation is needed,*
- *Created a IV-D Questionnaire Checklist that she uses for every 2906 received to make sure that all the required information is obtained before the Form 2906 is forwarded on to the PAO.*
- *Created an EXCEL spreadsheet to track and monitor all Form 2906's that she's received, if good cause is claimed and if the Birth Certificate was received.*

D.9.2.6 Recommendation: Improvement of Inter-Office Communication – Clark and Washoe Counties

D.9.2.6.a We recommend that team and unit meetings be held on a regular basis to help ensure open lines of communication. Minutes or a summary of the meetings should be typed up and distributed to all unit and team members to ensure and reinforce what was discussed during the meetings, as well as provide the same information to any staff who were absent and did not attend the meeting.

Best Practices – Nevada (NV 07)
In Lyon County, minutes are taken at each office meeting and distributed to all staff to ensure that everyone is aware of what was discussed.

D.9.2.6.b We recommend that "All Hands" meetings be held periodically as a means of bringing all staff together. Input should be solicited from staff as potential agenda items for the meetings to help encourage staff participation and "buy in" to the purpose and effectiveness of the meetings. Staff should be encouraged to submit ideas for improvements in processes and procedures as they are the ones performing the tasks and duties on a daily basis. Some of the best ideas for process improvements come from those who perform the processes. Along with this, it is important that management consider and address all staff suggestions and provide feedback regarding any decisions made to adopt a suggestions, or reason why a suggestion was not adopted. Staff are more willing to work together for process improvements and increasing performance when they have had the opportunity to provide input into those improvements.

D.9.2.6.c We recommended that there be regular supervisory meetings. Here also, any decisions, changes in processes and procedures, should be distributed in writing to ensure that the same information is provided to everyone and remove room for misinterpretation. Again, in discussions with the various team and unit staff, there was exchange among the participants regarding differences in procedures and policy interpretations within the same team and/or the same unit.

D.9.2.6.d We recommend that current phone and email lists be circulated and distributed to all IV-D and PA staff on a regular basis as well as whenever changes in staffing occur. Case managers leave employment, are promoted and change job sites, especially in Clark and Washoe counties. Because the DAs do not have access to PA case manager phone numbers and email addresses via the DWSS intranet, the list should be distributed via a general distribution list serve from the Central Office on a regular basis, whether it be monthly, quarterly or whenever changes in staffing occur. We also recommend that all PA case managers be given voice mail with a requirement that voice mail messages be returned within 24-48 hours. This would not only facilitate communication between the PA and IV-D staff, but also provide improved customer service to those PA customers who may be attempting to reach their case manager and are unable to leave a voice message.

D.10 PERFORMANCE MEASUREMENTS

The improvement of performance is a universal goal at the individual, supervisory, manager and state level. The reason is obvious – success at what a case manager does means a child has a legal father, an order is in place that can be enforced, and support that has been ordered is collected to meet the child's needs. Many case managers work in child support because of the results – making sure children living in non-intact families have the same benefits as children living in intact families. The ability to achieve this goal is dependent on numerous factors, all of which have been

discussed throughout this report. We have identified several areas that we found to have a negative impact on the performance of Nevada's child support program.

D.10.1 Findings

D.10.1.1 Findings: Performance Measurement Standards

One pronounced finding that was evident in every office that was interviewed is the lack of written performance standards and expectations for the staff in the office. This holds true from the Supervisor down to the case manager and clerical levels. When workers do not have a clear understanding of how well they are expected to perform, and how their performance is measured, then they can only assume that the manner in which they do their jobs meets the expectations of management. In fact, workers without performance measurements may not know what their contributions are to the statewide goal of strengthening families. There are no comparative performance measurements set for staff in same or similar positions across the state. How well or how poorly a staff person in the Elko PAO performs cannot be compared with how well or how poorly a staff person in the Reno PAO performs.

The state DWSS, uses an Employee Work Performance Standards (WPS) form to measure employee performance. A WPS is completed for every state employee in both the Central Office and the PAO. However, the Job Elements identified in the WPS are of a general and high-level in nature. As with most of these types of employee evaluation forms, they are primarily subjective in nature and don't always provide the feedback that an employee needs. Another disturbing problem is that not all employees receive an evaluation on an annual basis as is expected to occur.

Clark County uses an Employee Performance Report which, like the state WPS, is high level, general, and is subjective in nature. However, the investigators, complete a more detailed form to report their monthly statistics to the Investigations Unit Supervisor, Also in Clark County, the Audit Team prepares a weekly Audit Team Stat Sheet which provides the Audit Team Supervisor with a more statistical view of the number of tasks or audits that were completed in the week by each staff person.

DWSS also uses a Monthly Production Summary Report form in the PAO s. There is a separate Production Summary Report form for the varying levels of job classifications such as Clerical, Clerical Supervisor, SES Supervisor, Manager and so forth. However, these Monthly Summary Reports do not provide a good picture to management of the amount and level of duties, tasks and work the individual has accomplished in the Report Month. They are loosely structured allowing the individual completing the form to write in freeform text when completing the report.

The Monthly Individual Production Summary Report completed by a staff person in the Las Vegas PAO is an attempt at providing more statistical information regarding that individual's monthly performance. The supervisor of this staff person is provided with a more objective tool to use in measuring the staff person's performance.

D.10.1.2 Findings: Accountability

Closely related to the above finding is the lack of accountability for job performance and adherence to job expectations. Performance Measurement standards are effective when adherence to them is measured. We found, in discussions with staff that other than their monthly reports that they may be required to submit, the only other type of measurement in place are the required case reviews that supervisors are expected to perform for their staff. However, there appears to be little adherence or accountability for the case reviews either.

D.10.1.3 Findings: Communication

Response from supervisors when asked what innovative techniques and best practices are used to assist their staff with performance seemed to revolve around three basic techniques:

- Training and Mentoring
- Communication, especially in a positive manner
- Gaining Staff Buy-in Through Participation

Supervisors appear to realize that they play an important role in assisting their staff to achieve and improve their performance. There are a lot of innovative and useful methods that are already in place within the Nevada Child Support Program without an ability to share them among the offices provided for them.

Best Practices – Nevada (NV 11)

Supervisory Techniques

- *"I review cases, prepare a grid which indicates over performance for the month and cumulative. I prepare a monthly production summary and meet with the worker to go over the summary and to discuss reviews and their performance accuracy per statistics."*
- *"Let caseworkers provide me with office proactive suggestions."*
- *"Monthly meetings and weekly unit meetings with them are helpful."*
- *"One on ones for input & suggestions."*
- *"Positive gestures and comments, positive reinforcement."*
- *"I seek out training on behalf of my caseworkers."*
- *"Regular feedback."*
- *"We work very closely with other partners and I meet regularly with partner office reps to identify & look at solutions to our issues - always talking about communication improvement, patience towards & understanding of each other's challenges."*

One finding peculiar to only Clark and Washoe counties, because of their size, was a noticeable lack of communication between the various units as well as between teams within a unit. Numerous times, during group interviews, they were discovering that they were following different processes and procedures, and at times different interpretations of policy, dependent upon the supervisors. This was significant in that it quickly pointed out the lack of communication and the failure of management to promote communication among the various teams and units. On some occasions, when a group whose members performed like or similar tasks were together for an interview, they were not aware that each other was in fact performing the same duties and responsibilities.

D.10.1.4 Findings: Reports

Effective management reports are an effective means of monitoring for performance both at the individual level as well as the supervisory and management level. When individual child support staff are not provided with a means of managing and monitoring their caseload, this in turn will create a negative impact on statewide performance. Currently case managers are not provided with the necessary tools in the form of reports to assist them with the performance of their day to day tasks and job responsibilities. Likewise, managers are not provided with this very effective tool either so the burden of developing a means of measuring their staff performance is placed upon them.

Staff in the DA offices and the PAOs have developed several means of monitoring and managing their work. Examples of these are provided in Best Practices – Nevada (NV 11 above) of this report. They have had to result on their own creativity due to the lack of reports to support the management and monitoring of case activities.

Further discussion regarding reports may be found in *Section D.6.*

D.10.1.5 Findings: Lack of Continuity/Standardization

The lack of continuity and standardization among the various PAO and DA offices in the area of child support case processing ultimately has a negative impact on performance. If each office follows a different process and/or procedure for taking action on a case, there is no guarantee that the same outcome will be achieved within the same amount of time. Additionally, when a case is transferred from one office to another, the receiving office case manager may have to expend additional time and energy in deciphering what actions the previous worker took or did not take, and why. This may result in a failure to meet a federally-mandated timeframe or take an action on a case in a timely manner. One office's standards and methodology used to measure performance may not always be the same or similar to the next office so an accurate measurement of performance from office to office or statewide is not attainable

Even more significant and detrimental to office-side performance is the lack of continuity and standardization within an office. In discussions held with the various units and teams in both Clark and Washoe counties, it became quickly apparent that there was no standardization in the performance of duties and tasks among teams and units that had the same responsibilities. Numerous times in the group interviews that

were conducted, staff attending the sessions were at times, sometimes for the first time, sharing processes and procedures that discovering that they were doing some tasks differently, following different processes, or weren't even aware that they each had the same responsibilities.

D.10.1.6 Findings: Role of the Central Office

Staff in the Central Office did not seem to disagree with the perceptions voiced in the local DA offices and PAOs. When asked "What are the areas within the Central Office that you feel improvement or changes should be made in order to improve Nevada's performance?" Central Office staff responded in a similar manner. Some of the areas that they felt improvement or change should be made are:

- Better and faster communication
- Celebrate successes
- Greater control over establishing uniform procedures and processes in the jurisdictions
- Performance improvement projects
- Define responsibilities - Put them in writing
- Hold people accountable
- Review and enhance processes - office-by-office

When asked "In your opinion, what is the role of Central Office in assisting the field offices, both PAO and DA, in maximizing their performance?" Central Office staff were very quick and willing to "step up to the plate" with suggestions. They saw their role, un-knowingly, in a complementary manner that appears to mirror the needs and, requests of the DA offices and the PAOs. Central Office saw their role as a supportive and leadership role for the IV-D offices. Among the suggestions identified are the following:

- Assist with appropriate tools, guidance and direction
- Central Office needs to be the leader - requesting best practices from offices who have high % of program & system understanding need to share with other offices
- Central Office should provide tools to enable the offices to be successful in performance
- Central Office should take lead in all efforts increasing office performance
- Provide training for new policies and procedures
- Statement of responsibility needs to be issued to all offices from Central - define who has responsibility. Have the offices buy-in to the plan of delegation of responsibility. People have to have ownership
- Central Office should provide back-up support and information to all workers in an easy to understand manner

D.10.1.7 Findings: Outcome Vs Policy Adherence Philosophy

The Management Evaluation (ME) system was originally introduced to the DWSS PA program approximately two years ago. Since then, it has also been implemented in the IV-D program as of December 2005.The timing of these ME reviews is coordinated with the required Federal Self-Assessment Reviews.

The premise behind the ME reviews is to evaluate a IV-D office program for at least 95% adherence to state IV-D policy, as evidenced by a review of a sample of case files pulled from the county being reviewed.

While the Federal Self-Assessment Review is focused on federal compliance and performance, the ME review is focused on state policy adherence. The assumption made behind the ME review is that adherence to state policy will result in improved performance outcomes.

While there is a benefit to reviewing a program for adherence to policy, this in itself is not a true measurement of performance.

During our information-gathering interviews with other states, they were asked if they focused on policy adherence as part of their performance measurement tool. What we found is that none of the IV-D programs interviewed used adherence to policy, in and of itself, as a tool to evaluate and measure program success. Policy adherence is a means to the goal of top performance. Families and taxpayers deserve genuine results, not just well-intentioned attempts at producing results. With the program at the bottom quintile of national performance, policy adherence is the wrong main emphasis. It measures bureaucratic steps and not the support families need to thrive. This is our strongest and most important finding.

D.10.2 RECOMMENDATIONS

D.10.2.1 Recommendation: Establishment of Performance Measurement Standards For All IV-D Staff

D.10.2.1.a We recommend that DWSS move forward with the task of establishing objective performance measurement standards for all state IV-D staff including staff in the PAO and the Central Office. Likewise, all CSE staff in the DA offices across the state should have similar performance standards. Regardless of whether child support services are being provided by the PAO or a DA office, the level and quality of services should be the same statewide. During the process of creation of performance measurement standards, an objective means of measuring an employee's performance should also be established.

D.10.2.1.b Along with this recommendation, it is also recommended that either the IV-D Planning Committee or a special workgroup be formed to come up with the performance standards. While staff in the larger counties may be expected to perform at a different level than the smaller rural counties, the standards should be the same for the two large counties, and the same for all of the rural counties.

D.10.2.1.c Forms or reports developed to capture data on employee performance should be designed in a manner so that it does just that. These forms should not lend themselves to subjective measurement of performance but provide a means for the manager to truly objectively evaluate an employee's performance based on the set standards.

D.10.2.1.d Once the performance measurements have been established, each employee should receive a copy of the performance measurement standards for their classification or position and they should be discussed with the employee.

D.10.2.1.e The performance measurement standards should not be considered static in nature. As policies, procedures and processes change, so should the standards in order to keep them in line with changing job functions and responsibilities.

Best Practice – Washington (WA 02)
Mr. Stillman indicated that having data about individual worker performance will really make a difference to overall performance. Washington, which had hit a plateau for a few years, has begun recently to improve its performance based on the drilled-to-worker data and an improved economy.

Best Practice – Missouri (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:

D.10.2.2 Recommendation: Hold All Staff Accountable

D.10.2.2.a Once performance measurement standards are established, all staff must be held accountable for performance based on these standards. Periodic reviews should be established and adhered to. This is one effective means of identifying employees who may be having difficulties in one particular area, where the policy may be unclear, where procedures and processes may need to be re-visited, and/or where training is needed.

D.10.2.2.b All staff within an office should be held accountable to meeting the established performance standards. Within a unit or a team, or within a smaller office with only a few employees, statistics regarding paternities established, amount of collections, locates, etc. could be posted and incentives could be offered for the higher performing employees.

Best Practices – Pennsylvania (PA 02)
Pennsylvania has been doing outcomes-based individual performance evaluations in child support for eight years. It is an important component for continuous improvement.

Best Practice – Milwaukee County (MC 02)
Everybody in Milwaukee County CSA has a performance target, from mail room workers to attorneys. Corrective action plans are used when performance goals are not met.

Best Practice – Missouri (MO 01)
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.
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.*

D.10.2.3 Recommendation: Improvement in Communication Regarding Performance

D.10.2.3a It is recommended that DWSS initiate avenues of improved communication between the Central Office and the PAOs and DA offices. Communication is discussed in *Section D.9*.

D.10.2.3.b We recommend in the larger offices, that "all hands" meetings be held as needed but at least quarterly. These meetings should be used as a means of disseminating major changes and impacts to all staff. Staff should be encouraged to submit topics that they would like to see on the agenda and minutes should be taken and distributed for those who were not able to attend.

D.10.2.3.c In the larger counties, steps should be taken by upper level management to ensure that regular unit and team meetings are held and that the same information is provided to staff who attend the meetings.

D.10.2.4 Recommendation: Provide Case Management Reports (ES 4)

The provision of useful management reports is already discussed in *Section D.6*.

D.10.2.5 Recommendation: Establish Standardization

D.10.2.5.a It is recommended that performance measurement standards be implemented, along with improved communication, in order to increase continuity among the various offices regarding case processing policies and procedures.

D.10.2.5.b Every employee in a child support office should have a handbook or desk guide to refer to for information on a process or a procedure. This handbook or desk guide will provide standardize procedures to be followed. While the procedures may differ in the larger counties from the rural counties, it will help ensure that there are standard processes in place between units and between teams.

D.10.2.5.c In addition to handbooks or desk guides for staff in the PAO and DA offices, there should also be a handbook developed for the QC/ME reviewers. This will help ensure that all reviews are conducted in the same manner.

D.10.2.5.d It is recommended that for the larger counties, that they explore a Business Process Re-engineering (BPR) for the purpose of determining if their internal processes and procedures are the most effective and efficient way of doing business and that they are maximizing the use of their staff. It is recommended that they explore the possibility of contracting the BPR with someone from outside of the agency. This BPR study would be a more comprehensive look at how a case is processed that goes beyond the scope of the PSI Clark County Study and this study. The BPR study requires detailed records of individual staff activity and specific case tracking. The BPR should not only be a time study but an evaluation and comparison of how the same or similar tasks are performed among the employees as well as a study of the flow of work through the office. There currently is a lot of passing of mail, paperwork and case files to and from teams, units, the mail room and the file room. The less frequently a piece of paper or and case file is handled, the least likely it is to become lost. If there is no reorganization of the county structure, this study should begin as soon as possible. If some or all of the offices are regionalized, the study should begin two to three years after the initial re-engineering occurs to determine maximum efficiency in the new environment.

Best Practice – Illinois (IL 02)
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. 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.

D.10.2.6 Recommendation: Strengthen The Role of the DWSS Central Office

D.10.2.6.a It is recommended that the Central Office take a proactive approach in assisting counties, especially the rural counties, with the development of procedures and processes for implementation of policy.

D.10.2.6.b Additionally, the State Training Manager should assist with the development of Desk Guides, "cheat" sheets, and other visual tools that will assist case managers.

D.10.2.6.c With the creation of Regional Offices, the Regional Administrators will provide added strength and support to the Regional Offices in the provision of guidance, interpretation and monitoring. These Regional Administrators will lend strength in support of training, mentoring, working with the counties in providing them with the support where and whenever needed.

D.10.2.7 Recommendations: Change Primary Focus from Policy Adherence To Federal Performance Outcomes (ES 3)

D.10.2.7.a We recommend that DWSS follow suit with the rest of the IV-D community in focusing on performance outcomes rather than strict adherence to policy. We agree that policy is a tool and means to successful achievement of an outcome but that policy, itself, is not what leads to a successful outcome. The IV-D program is vastly different from the PA program, as Ms. Alisha Griffin, IV-D Assistant Director for the State of New Jersey stated, "strict adherence to policy is not as crucial in IV-D as it is in PA, as policy is a means to an end in IV-D, while in PA it is the process that must be handled according to policy to ensure accurate assistance to TANF grant applicants. "Policy is there to support business rather than to drive business" in the IV-D program."[90]

The DWSS Strategic Plan, as discussed in this Report, is a roadmap for the Division on how to reach goals that are established through the strategic planning effort. These goals are outcome based and not policy based. In reviewing the federal Office of Child Support Enforcement Strategic Plan for FY2005-2009, the goals and indicators identified in the plan both represent outcomes.[91] The indicators are measurable indicators and not references to federal CFR regulations. In the end, the IV-D program is not measured and evaluated by its policies, but the fact that the established goals in each of the five performance measurements are reached – and that is determined by outcomes. While adherence to policy is an important factor in child support enforcement, it is more of a means to an end (outcome) rather than the outcome.

The DA offices should not be held accountable so much based on adherence to policy, but that they are assisting in helping Nevada successfully reach the desired outcomes, thereby increasing the incentives paid to the state and, most importantly, support paid to families.

D.10.2.7.b Case file reviews may be audited for policy adherence as part of a Quality Control initiative, but offices should be reviewed for performance based on the federal Performance Measurements and their related outcomes.

Best Practice – Illinois (IL 02)
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."

Best Practice – New Jersey (NJ 02)
Ms. Griffin, former president of the National Child Support Enforcement Association (NCSEA) and current president of the National Council of Child Support Directors (NCCSD), said she believes that performance and customer service must come before policy adherence. According to Ms. Griffin, strict adherence to policy is not as crucial in IV-D as it is in IV-A, as policy is a means to an end in IV-D, while in IV-A it is the process that must be handled according to policy to ensure accurate assistance to TANF grant applicants. "Policy is there to support business rather than to drive business" in the IV-D program, Ms. Griffin said.

Best Practice – Pennsylvania (PA 02)
It is important to reach the federal incentive maximum performance levels. Policy that is not federally-mandated and does not aid in that effort is policy that is unproductive and should not be part of one's focus, according to Mr. Richard. Allegheny (Pittsburgh) and Philadelphia Counties are close to 80% on current support, so skeptics of the ability of large urban jurisdictions unable to perform at high levels need to reconsider. The state is contemplating who will take care of counties' funding losses under the federal Deficit Reduction Act of 2006 if the counties get to 80% performance levels.

Best Practice – Vermont (VT 02)
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

Sample of Nevada Best Practices (NV 05)
Case managers in Lyon County devote 30 minutes each day working alerts.
Humboldt County case managers work the alerts for a case when they access the case.

D.10.2.8 Recommendations: Initiate a Study to Develop a IV-D Staffing Standard

While a recommendation for increased staffing to reduce the caseload size handled by current child support staff would appear to be a remedy to performance, it is not proven to be more than a "quick fix" to the greater and related issues cited in this report. However, we do recommend that DWSS undertake an initiative to develop a staffing standard for the IV-D program.

When speaking to the number of FTE's required, one thing to keep in mind is that reference to the number of FTEs is a reference to the total number of staff involved in any aspect of the IV-D program, and not limited to the number of staff who actually are assigned a caseload.

In the recent study cited previously, "Study of State Demographic, Economic, and Programmatic Variables and Their Impact on the Performance-Based Child Support Incentive System" [92] one of their findings cited, in relation to programmatic factors and staff resources devoted to enforcement, is that "the lower the ratio of cases is to total program staff, the better is performance in the cases with orders and current collections. States with a higher number of cases per FTE (thus overall lower staffing levels) had a lower percentage of IV-D cases with orders for support, as well as a lower percentage of current collections on orders.

While a decrease in caseload size will result in an improvement related to performance on cases with orders and current collections, it may also have a negative impact on cost-effectiveness due to an increase in state expenditures per case.

Therefore, careful consideration should be given to reduction in caseload size without weighing how this will impact other performance considerations.

D.11 DWSS AND COUNTY DISTRICT ATTORNEY COMMENTS

D.11.1 CARSON CITY DISTRICT ATTORNEY[93]

While management reports are important, Nevada must be careful about adding too many more reports for the local offices. There is an overabundance of paperwork that currently inundates many of the smaller offices. Existing reports should be evaluated

to determine if they can be improved or replaced in lieu of creating more reports that clutter an already complex and full data base.

We wholeheartedly agree with an improvement in training. The Carson City Child Support staff has benefited from the few training classes that have been held, and additional training would be very useful. Washoe County presented a week long class on using Ledgers on the Web and NAWC; it was one of the best training classes presented. In addition, Central Office staff presented training on Case Closure and BOW that was very beneficial to our staff. The changes in child support are constant and complex, and therefore difficult to master without ongoing, competent training.

Additional training is sorely needed on the NOMADS system which is responsible for the majority of the problems in the Nevada Child Support Program. The system is very cumbersome and not user friendly. This system MUST be changed. For the novice or occasional NOMADS user, it can take 5-10 minutes to effect a simple address change. The commands in NOMADS are not consistent. For example, on one screen "open" is typed on the action line to open the screen, on another "apol" (an illogical acronym) must be entered in order to open the screen. There are so many details in the computer program alone that it is hinders the case managers' ability to focus on the child support laws.

It seems that most of the programmers for NOMADS have been pulled to work on IV-A to make changes to that program and the child support system has suffered because of that. Child Support was also adversely affected by changes that were being requested when a past director of NOMADS operations changed the way work items (changes in NOMADS) were to be handled. It was over a year before the IV-D program was able to submit work items to the programmers. This is unacceptable and has a negative impact on the staff's productivity and our service to the public.

Each time a change is made in NOMADS, paperwork setting forth and explaining the management of the changes is distributed to the local offices. This is the only "training" currently provided on modifications to the system. It often feels like a full-time job just to stay on top of the changes made to both the child support rules and the NOMADS system on a daily basis. It would be helpful to have training on NOMADS available for new staff members and have regular support available to assist the existing staff in dealing with the myriad of changes as they occur.

We agree that the IV-D and IV-A are very different and should not be run in the same manner as one program is driven by the NCP and the other by the CST.

The District Attorney Offices have the experience of child support operations and as such should be the leaders of any future reorganization. We suggest that child support coordinators of the two larger counties take the top leadership roles with state staff taking the secondary positions until they become more educated in the legalities of child support. Thereafter, experience, education and actual leadership abilities should guide the appointment of leaders.

Case managers are often expected to take on multiple roles: social worker, child support case manager, and computer technologist. All of these functions must be handled very quickly to allow the case manager to mover on to the next client or case. Additional training in time management for case managers is vital to allow them to

manage their cases appropriately and within the established time frames in order to comply with existing laws.

In establishing a standard number for a case load the State must consider all the different ways the case loads are now divided in offices. There are cradle to grave offices, there are task oriented offices and there are offices that divide case loads by UIFSA and instate cases along with cradle to grave or task oriented. How an office divides its cases will depend on how many cases a case manager can efficiently manage.

In closing, one of the most important factors in improving Nevada Child Support ranking among the states is to make massive repairs and improvements to the NOMAD system or develop a newer, user friendly statewide computer system. Until that is done, the complexities of NOMADS will hold the state back.

D.11.2 CHURCHILL COUNTY DISTRICT ATTORNEY[94]

Mineral County's District Attorney Cheri Emm-Smith addresses some major concerns in her November 9 response to the MAXIMUS audit. These concerns, both on the effect of further limiting services to our smaller communities and restricting the due process and legal rights of our constituents, should be taken very seriously. District Attorney Emm-Smith hit the nail on the head when she stated that rural services provide more satisfactory client service due to the smaller communities to which they provide services. Churchill County agrees that, due to the fact that the people we are serving are out constituents, but they also are our neighbors and our co-workers and people we see in the community every day. It is axiomatic that they receive timely, dignified and conscientious service.

D.11.3.a CLARK COUNTY OFFICE of the DISTRICT ATTORNEY[95]

There are a number of references in the report to enhanced services to military bases. Presumably, the recommendations have been made because this has been identified as a problem area, yet there is nothing in the report that supports this. The only interaction Clark County has with Nellis Air Force Base is to serve process – all other military interactions are not geographically connected to us. Are there findings made by MAXIMUS in Nevada that support these statements and recommendations?

The discussion of the locate function being a PAO function is true everywhere except Clark County. There is no "ping-pong" of cases between offices in Clark County.

The discussion of access to credit bureau reporting is accurate as far as the State is concerned. Clark County and, we believe, Washoe County, both have access to recognized Credit Bureau reports (Clark County uses Equifax) which we maintained after the State failed to renew a State contract.

Finding D.1.2.1 references locate tools used by case managers. Each of the 12 teams of Supervisor, Senior, Family Support Specialist and Clerks in Clark County has trained personnel dedicated to the locate function. We do not know if the survey you conducted was provided to the Locate clerks or simply the case managers. Moreover, we do not know if the survey concerning locate tools was provided to all case managers or only case managers who might be involved in locate activities. This

may account for the number of staff who stated that they did not receive sufficient training in locate work.

A locate issue which was not addressed was the locate functionality in NOMADS. Although numerous locate sources are listed most of them do not function. There are locate functions which can be accessed through other screens but there is nothing in the system that directs a case manager (or locate clerk) to the other screen to conduct the action. The inadequacy of the NOMADS locate functionality should be addressed and a more robust recommendation made beyond those stated in the report.

Recommendation D.1.3.2.We do not dispute the recommendation. However, the statement that staff had had access to credit bureau information removed may be misleading. Most credit bureau reporting services automatically remove access if the service has not been used over a certain period of time. In Clark County we have had to restore access which was removed by the credit bureau reporting service.

The recommendation that locate services in Clark County be removed from Investigations is misleading in that it assumes that this function is assigned to our Investigations Unit. This is simply not true. As stated previously, the "locate" function is conducted at the Team level. Once the system has "located" an NCP sufficient for the next step in child support appropriate paperwork and processes are completed and the paperwork is delivered to staff process servers to serve the NCP. The report states that Investigators are used to serve process and this statement is similarly not true in 95% of the cases. Investigators do serve process in those cases where there are indicators of violence – e.g., the custodian has alleged domestic violence, the NCP has a history of serious crimes against the person, etc. In all other cases our process servers serve process after the NCP fails to respond to a written invitation to voluntarily come to the office to accept service. Investigators are used to locate assets and to serve warrants only.

A comment is made at the top of page 132 that case managers, supervisors and Unit Administrators view voluntary acknowledgement of paternity as having a low priority. Our Unit Administrators dispute this statement as they do not recall even be asked the question, let alone viewing it as a "low priority."

The discussion concerning use of In-Hospital Paternity Affidavits or other, non-court related paternity establishment completely missed problems with the State Bureau of Vital Statistics (BVS), a Bureau located within the State Department of Human Resources along with Child Support. There is a delay of 6 months to a year between the documents being generated at a local level and their being entered into the BVS system. Although we do not know this scenario as a fact, we have been told that when a local hospital transmits data to the BVS by diskette, if there is a single error on the disk the entire disk is returned to be redone and resubmitted. I do not have space in this letter to set out all the ramifications that this fact has on our system but I am sure MAXIMUS has experience from other states that would highlight the urgent need of this issue being addressed and can make some recommendations on simply increasing the speed by which records are updated.

We believe that the recommendation that Clark County (page 134) move to a more administrative process for genetic testing be applied not simply to Clark County but statewide.

The statement is made that Legal Office Assistants in the Court Desk prepare cases for court. This is not true. Paperwork for court is initially prepared by the case manager and forwarded directly to the attorneys for review. The court files are sent from the case manager to the audit unit to bring the financial information up to date and assure that an accurate representation of the financial information is provided to the attorneys to provide to the court. The Legal Office Assistants prepare the court calendars, file paperwork, accompany the attorneys to court, accept cash payments in court, update NOMADS after court, disburse documents to the litigants, etc. Recent changes in NOMADS may require that this staff be upgraded to a higher level in order to complete data entry assignments in NOMADS but they do not presently function as a resource that could be dispersed to the teams.

The statement that DAFS process servers in Washoe and Clark County have little incentive to pursue child support matters is not true. In Clark County the Investigators and Process Servers are required to dedicate 100% of their time to child support matters. The only time Clark County relies on the Constable or Sheriff is to serve Writ Executions in FIDM matters.

State Policy concerning use of Nevada Average Wage has been changed so that case managers have the authority to set child support amounts based upon occupational income, when the NCP's occupation is known, or other verified information if actual income or occupational income is not known

We do not necessarily disagree with finding D.3.1, that "poor performance of the program in the area of enforcement boils down to poor execution of the enforcement task," but do not believe that sufficient emphasis has been placed on the fact that the "enforcement task" is not well defined. The initial emphasis on establishing federal certification created a management atmosphere of putting out individual fires in lieu of effective fire management. Ad hoc "clean up" reports have been generated so that resources can be marshaled to address the subject matter of the report rather than creating management reports that allow performance and performance improvement to be measured at the case manager, team, unit and office levels. Shifting resources from one fire to the next merely temporarily puts out the immediate fire but actually tends to cause other fires to burn uncontrolled. Imperfect automation efforts tend to exacerbate problems rather than alleviate them.

Clark County recognizes the inadequacies of its current building and as pointed out, is attempting to address these issues. The current building does, however, allow Team Supervisors to co-locate with their Teams even though the Unit Administrators are not necessarily located with their entire unit.

MAXIMUS correctly points out that what many states view as "automated" enforcement tools are, in Nevada, labor intensive, semi-automated enforcement tools. We concur with the findings that the current attempt to automate wage withholding is inadequate, relying instead on manual review of wage withholding documents, correction of data fields, etc. Similarly, Driver's License Suspension actions which

should be triggered by set criteria and automatically generated in fact require intensive case worker management (unlike the statement in the report that DLS is favored by case workers because it is semi-automated). Lottery and gaming intercept tools are not used because they are not available in Nevada. The statement that there is little use of liens is not true as, at least in Clark County, every Order containing a finding of financial delinquency is, in fact, recorded (and our IT team is pursuing, as part of the MROJ process, automatic filing and recording of MROJs with the County Recorder's Office). FIDM may not be widely known or used by case managers in general but in Clark County FIDM actions have been taken by a specialized FIDM unit. The biggest impediment to effective FIDM actions has been the inaccurate, incomplete or redundant data supplied to us by the State vendor and the inability to secure compliance with federal and state laws by recalcitrant banking institutions.

The restructure recommended by PSI began immediately following the release of the report and recommendations and was completed approximately 18 months later with the establishment of 3 Units (headed by a Unit Administrator) comprised of 4 Teams each (headed by a Team Supervisor), a Senior Family Support Specialist and a compliment of Family Support Specialists. PSI recommended three years ago, and MAXIMUS appears to support the recommendation, that management reports be created so that performance at the case manager, team, unit and office levels could be measured, poor performance identified and corrective actions applied, followed by re-measurement. Clark County, as well as other District Attorney offices, contracted with the State of Nevada to provide these management reports as part of the Interlocal Agreement executed in December of 2004. No such reports have yet been created. The statement in the report, therefore, that Clark County has not been able to document the impact, if any, of the reorganization should be accompanied with an observation that it is not because of a lack of trying.

Clark County was advised that case sampling was being done in all jurisdictions, yet the Clark County results is the only sampling that has been reported. We would like to know the results of sampling conducted in other areas of the State and if similar issues to those noted in Clark County were found. While the report breaks the case sampling down into groups of 20 focused on locate, paternity establishment, obligation establishment and enforcement, it is difficult to discern what conclusions are being made from this sampling of 80 out of 82,000 cases. Mention is made of the inability to locate files that had been requested but we are not aware that this concern was expressed at the time so that files could be located.

The report notes that 26,000 "case files" were transferred to the District Attorney's office from the Las Vegas PAO office and that some of the "case files" were still missing or un-worked. I believe that I provided you with a complete history of the consolidation of PAO and District Attorney IV-D functions in Clark County. Although a time table for the orderly transfer of cases to Clark County had been established the actual physical transfer of "case files" as problematic. In fact, the last "transfer" of cases of the District Attorney's office was accomplished not by physical movement of case files but by the electronic assignment of the cases in NOMADS from Office 19 (LV PAO) to Office 2 (Clark County D.A.). There were approximately 2,000 cases "transferred" in this manner. The fact that there are

missing "case files" should be accompanied with the fact that 2,000 such case files never existed.

The concerns expressed by MAXIMUS regarding the movement of files and documents within our office are shared by Clark County management and form some of the basis for our seeking more efficient office environs. Clark County has attempted to mitigate some of the detrimental impacts of our current building and long ago began bar coding files and established a file request system to track the file throughout the office. More recently, we created a software program to create scanned images of all child support applications, routing of the scanned application to the appropriate child support team and tracking the entry of the application into NOMADS within federal and state timeframes. This program was expanded at our request to provide that all IV-A offices electronically scan and send any documents in their possession, necessary for IV-D actions, to our office where they are similarly maintained and tracked. Clark County is ready and willing to pursue a paperless child support system.

The Best Practice recognizes the innovation of the electronic MROJ but goes too far by stating that the MROJ is created during the hearing. In fact, the MROJ is first created by case managers. It is then reviewed by attorneys as a proposed recommendation and order and eventually is available for the hearing masters to complete. The MROJ allows legible copies of the Master's recommendation to be immediately available to the NCP, immediately input into NOMADS at the conclusion of the hearing, and immediately filed with the Recorders Office after signature by the District Court Judge. The current version of the MROJ is more of a "proof of concept" than a final process. Future versions will include generation of bench warrants to be signed by the District Court Judge at the same time that a recommendation to issue the bench warrant is converted to an Order; electronic filing of the MROJ with the Court clerk following signing of the order by the District Court Judge, as well as electronic filing of the Order with the County Recorder to establish a lien.

Finding D.5.1.4 – replacement of NOMADS. We concur with the recommendation that NOMADS needs to be replaced and only question the timing of the replacement. The report documents problems with the current system but understates some of the issues. For example, 317 work items existed in April 2006 to fix existing programming issues in NOMADS. The report fails to mention that on at least an annual, if not biannual basis, outstanding work items have been reviewed and re-prioritized, with the less significant work items being discarded out of recognition that they would never be addressed. This process has gone since the inception of NOMADS. The figure of 317 outstanding work items, therefore, drastically understates the number of known issues in NOMADS. These comments apply equally to the recommendation that outstanding work items be reviewed and prioritized.

Clark County has an extensive new employee training as well as on-going refresher training. Training that is not provided in-house is provided through mandatory attendance at training sessions provided to all Clark County employees (e.g.,

Supervisor Training, Phone Etiquette training, Dealing with Difficult People Training, etc.).

Clark County staff does not know the details of Central Office functions (e.g., Help Desk) because Clark County operates its own Help Desk and staff are required to go through our Help Desk which, in turn, communicates with the Central Office Help Desk. This reduces the demand on the Central Office Help Desk and reduces redundant calls to the State Help Desk.

Clark County has regular team and unit meetings and minutes of these meetings are kept and distributed to the employees. Additionally, function area employees (e.g., Locate clerks) have regular meetings. I believe that Kathi Brunson sent a schedule of meetings to MAXIMUS. Finally, we have annual All Staff meetings which are video recorded and available on our web page for staff who were unable to attend in person to watch and listen to the proceedings. Our procedures are posted on our web page and we have an easy to use search engine.

The Clark County Employee Performance Reviews are negotiated with the employees as part of the S.E.I.U. contract.

D.11.3.b CLARK COUNTY OFFICE of the DISTRICT ATTORNEY[96]

First, we concur with the conclusion that the IV-D program plays second fiddle to the IV-A and other State run programs. We agree that there should be organizational restructuring of the IV-D program, though not necessarily as proposed by MAXIMUS. We believe that the IV-D program at the State level should be placed at a level that insulates it from competing with IV-A for resources, policy decisions and performance measurements. We believe that decisions have been made in the past to enhance IV-A performance to the detriment of the IV-D program (an unintended consequence).

Second, we concur with the implicit recommendation that additional resources need to be provided to the program at the State level. Advances in automation, training, clear policy development and dissemination cannot be done based on the current staffing levels of the Central Office. MAXIMUS should included in this report comparisons of the staffing levels (as well as responsibilities) of the Central Office in Nevada with similarly run programs in other States.

Third, we concur with the conclusion that management of the IV-D program should be based on performance. In fact, the counties contracted with the state to provide performance measurement tools two years ago and today we have nothing. MAXIMUS has recommended that performance be measured at the state, office, unit, team and worker level and we agree. We believe that the recommendations concerning development of management reports should be illustrated by examples from other jurisdictions where the development of such reports has, in fact, resulted in quantitative improvement in performance. Moreover, we believe that MAXIMUS should further support this recommendation by comparing these new and recommended management reports to the types of reports that are currently generated in NOMADS and the significant differences in management techniques that each report type requires (e.g., the ability to measure individual worker performance in specific areas (new) as opposed to "gross' ad hoc reports which generate "clean up"

activities rather than provide managers with the ability to proactively prevent the necessity of "clean up" occurrences.

Fourth, we concur with the conclusion of the report that actual 'automation" functionality need to be incorporated in our computer system (be it resolving NOMADS "disfunctionality" or a staged implementation of an enhanced system). This set of recommendations includes resolving issues with wage withholding notices, form printing, the lack of automated interfaces with "locate" resources, etc.

Sixth, we believe that consideration should be given to restructuring child support enforcement efforts so that local cases are dealt with at the local level and interstate cases are dealt with at the State level. Clark County has experienced considerable difficulties getting other states to take enforcement actions when our cases have been sent out of state for enforcement and MAXIMUS notes that enforcement of cases coming into this State is delayed, at best, under the current bifurcation of responsibility between the State and counties. Presumably, a Central Office function of handling both "in" and "out" case servicing would benefit our residents as well as custodians in other states.

Finally, we believe that regardless of the final recommendations MAXIMUS makes, an implementation schedules should be recommended and justified with measurement milestones established to determine whether the intended results have been achieved, whether implementation corrections should be made, etc. MAXIMUS rightfully stated that Clark County should review the impact of our organizational restructuring which was recommended by PSI. PSI also recommended the creation of management reports to measure performance. Our inability to conduct such review has been hampered by the absence of meaningful management report. We believe that it makes little sense to reorganize at the State level without the ability to measure current performance and consistently measure performance thereafter as restructuring takes place. Quite frankly, we believe that implementation of all the recommendations short of the restructuring proposed by MAXIMUS (e.g., a performance based system enabled by clear policy, adequate training, a worker friendly automated system which actually reduces rather than exacerbates worker responsibilities, all of which is monitored by tailored management reports) will achieve the desired result of catapulting Nevada into the top tier of State performers.

D.11.3 DOUGLAS COUNTY DISTRICT ATTORNEY[97]

Some of the recommendations, like changing legal presumptions of parentage and using the administrative process for adjudication of enforcement matters will require legislative action. Other recommendations like imaging documents will necessitate both legislative change to provisions like Title 4 of NRS and changes to court rules to accommodate what MAXIMUS terms a "paperless process." Replacement of NOMADS will require substantial legislative appropriations and extensive cooperation between state administrators and county officials to avoid the debacle which was the conversion from LEGACY system to NOMADS in late 1998 and throughout 1999. Without belaboring the point, Douglas County was one of the few jurisdictions that performed file-by-file audits to populate financial information in NOMADS rather than simply populating those data fields by transfer of data from the

LEGACY system. All of these recommendations can be implemented and must be given a reasonable time to work to determine their effect on overall state performance before considering some other recommendations proposed in the MAXIMUS report.

In both the Executive Summary and the body of the report, MAXIMUS recommends emphasizing actual performance over policy adherence. Yet when it comes to the keystone recommendations of management structure, MAXIMUS makes recommendations which sacrifice performance for philosophical advancement of policies of regionalization and centralization.

D.11.4 ELKO COUNTY DISTRICT ATTORNEY[98]

- Interstate cases being assigned to Clark County, central office staff should research vital records in Nevada, contact the parties or other state to see if they can resolve paternity, maybe other offices could benefit from this as well if they have low PEP percentages.

- If Clark County is struggling to enter court orders from interstate cases; central office staff could enter orders and move the case into enforcement which could lead to a collection faster.

- If Clark County is having problems working locate cases then centralize this function and maybe other offices could benefit from this as well.

- Alerts will always be an issue for offices. The bottom line is you have to get workers to work the alerts. Workers should be checking alerts every time they bring that case up on a NOMADS screen. Alerts should not be new to workers since NOMADS conversion. I am sure that offices had an alerts system prior to NOMADS. I do agree that NOMADS alerts could be minimized and this issue should be a priority.

We are in support of the findings to separate IV-A and IV-D programs. These two programs are vastly different t. The state should not expect a person to know both programs and that staff are interchangeable between the programs. IV-A should not have supervision over IV-D and IV-D should not have supervision over IV-A. IV-D and IV-A should communicate with each other and know how we affect each other and what information is needed to move the cases forward. It is not a bad idea to have the above offices located within a short distance from each other, (but not commingled within the same office space) for the main purpose of customer service for welfare customers only. In July 2006 Elko DA caseload was 2502, 1904 NA and 598 PA cases. Of the 598 PA cases, 355 were former assistance cases. The state needs to look at each office and evaluate if it is good business practice to co-locate a child support office by or within a district welfare office when the offices caseload size is 76% NA clients as Elko's caseload shown in July 2006.

I agree that Nevada should be performance based and all offices should strive to adhere to federal performance standards. The more money collected in Nevada, means more families become self sufficient which equals less people on welfare. I also agree that offices should adhere to policy, but this should not be the total outcome of an offices success. Nevada's Child Support Program has lost the meaning and value of why we have this program.

Since conversion, NOMADS has been unable to produce a report that is useful in the eyes of county management. I have had my own concerns if Nevada has been reporting our data to the federal government correctly. It seems that NOMADS reports have general failed us and MAXIMUS is correct that we need to make sure that we have reports that are useful to the offices and the state is confident that our reporting of data is correct. Nevada should be contacting other top performing states and learn from them.

Nevada's Child Support Program needs to have dedicated IV-D programmers. If all of the work items cannot be fixed in NOMADS the state needs to consider starting over with a new computer system that should not be so complex and have hundreds of screens with no information or useless information on those screens.

I have to disagree with MAXIMUS regarding centralizing any child support programs to Southern Nevada. I strongly feel some of the rural areas could take on this responsibility. Some rural counties have a lot to offer to the people that live in those communities and then those rural child support workers would not loose jobs due to the regionalization. If all of the centralizing was up North or in some of the rural counties, you would not have the turn over in staff as you will experience in Southern Nevada where the job market is very strong and competitive. The state should try and keep existing child support workers that may not want to move due to the regionalization.

The program is trying to move forward in making the manuals user friendly, but this should be a priority. An office should not have several resources to look into to find answers. I like the idea regarding a google search when trying to research something in all manuals that are needed by the child support program. The state needs to look back at all policy and procedures that have been issued and be sure that these polices have been placed in the manuals. Manuals updates should be monthly and not quarterly.

Nevada's Child Support Program should be more aggressive in case closure. We allow cases to remain open when the case appears to be unenforceable or we do not know if a party wants our services. Nevada needs look at other top performing states and find out how they are able to close cases and pass federal audits. Nevada needs to revisit our policy regarding closing cases when the case becomes unenforceable.

D.11.5 HUMBOLDT COUNTY DISTRICT ATTORNEY[99]

Due process in the appropriate venue is impossible with possible conflicts created by two or more judges making decisions in separate by related proceedings.

Centralizing hasn't worked in the past; the "paperless" era is a case in point. Paperless is not longer the rule for a reason; it doesn't work.

Policy based audits don't tell the whole story of the success or failure in whether child support is efficiently collected for Nevada's children. Again, customer serviced fails when a system of specialized "experts" piecemeal case information. There is no continuity as to history or "special circumstances" involved.

The systems error of state computerized systems is notorious. The inability of NOMADS to properly populate fields with data entry is an example of policy driven inaccuracies.

D.11.6 LYON COUNTY DISTRICT ATTORNEY[100]

Lyon County suggests that the better focus for improvement would be on the data reliability system. The IV-D program revolves around and depends upon the NOMADS system. The current system is outdated, repetitious, and inaccurate. The system contributes to the difficulty the IV-D side of the program has in meeting federal requirements. The NOMADS interface program is the greatest detriment to the IV-D program.

Lyon County would suggest that the NOMADS program needs to be reengineered. There needs to be a feasibility study done on the restructuring of data reliability. The DWSS which implemented the current system needs to be held accountable for the data reliability issue. At such time, the DWSS needs a plan for updating and correcting the current deteriorating system, which has reduced the productivity of the IV-D program. Lyon County would prefer replacing NOMADS with a new application from scratch and convert with adequate training to use the new program and with support for any issues or errors that the new application may encounter.

Inaccurate data input from the IV-A staff and the failure of the IV-A staff to send referrals to the IV-D staff in a specific period has affected the IV-D performance. The IV-A staff needs to account to the DWSS for its lack of performance.

The current program indicates no design or specific program to attain the required national performance rankings under federal guidelines. When errors were brought to Central Office's attention, the burden of resolving shortcomings was left to the IV-D side. DWSS apparently disagrees with the representation that the IV-D program is secondary to IV-A considerations. However, the IV-D side of the equation has clearly taken the blunt of this program.

The process of management evaluations, which included ensuring policy adherence, was instituted by Central Office without the benefit of providing proper training and support to the individual caseworkers handling the day-to-day issues involved in cases. The idea that the welfare state website accessibility is sufficient to provide a caseworker with the tools and knowledge to perform the caseworker's duties lacks support from the audit's findings.

The DWSS agrees with the recommendation that administrative procedures be utilized in favor of judicial process. Lyon County would have to review specific administrative procedures to recommending that child support obligations be handled in an administrative fashion only. It is the position of the Lyon County District Attorney's Office that clients, both non-custodial and custodial parents, have the right of due process and to be heard in a court of law if desired. Misunderstandings or miscommunications may arise if the matter is handled in entirely administrative fashion.

Currently the District Attorney's Offices and the Attorney General's Office are responsible for providing Child Support Services as a public service. This is

beneficial to the clients as the District Attorney's Offices and the Attorney General's Office have the greatest experience and familiarity with child support issues both factual and legal, as compared to a private or contracted attorney. While incentives are used to increase efficiencies, pure profit motive does not interfere with the end goal of providing service to the citizens of the State of Nevada.

The authorization of the referral of child support cases to private contract attorneys would likely result in deteriorating quality to the customer, both in terms of time and satisfaction. The extensive amount of "court preparation" would interfere with the profit motives of private counsel. Lyon County would strongly suggest that further in depth study occur regarding the actual costs involved in providing services.

The more appropriate solution would appear to be to balance the caseload within each office within the federal criteria to guarantee a quality of work performance. Lyon County is the fasters growing county in the State of Nevada. Our office can appreciate the need to adhere to balancing our caseload to insure that our clients receive the best service in every aspect.

D.11.7 MINERAL COUNTY DISTRICT ATTORNEY[101]

I feel that due process requires individuals to be afforded a judicial forum in the jurisdiction where the case is adjudicated. Anything less would constitute a violation of the tenets of law governing venue under Nevada Revised Statutes and case law.

The rural Child Support Offices and Hearing Master proceedings are critical thresholds that must be utilized in adjudicating child support and paternity. All due process must be respected because child support hearing affect not only a person's ability to maintain a livelihood but also may enable or destroy the parental-child relationship. The importance of these proceedings can only be appreciated by those who practice in this forum.

D.11.8 NYE COUNTY DISTRICT ATTORNEY[102]

Nye County strongly agrees with the recommendation of improved training. It is a real issue in the rural counties where our budgets limit access to outside training.

We believe the issue of paternity establishment needs further research to determine the legal ramifications if the caseworkers were responsible for conducting DNA testing with regards to the chain of custody, etc.

Using administrative process deprives clients of due process and basic constitutional rights. In order to cure this, there would have to be extensive legislative and funding for an administrative process. The system as it is currently set up seems to work effectively.

Nye County believes that the replacement of NOMADS should be the state's first priority!! We think by purchasing a new system which has proved to work effectively for another state would be the best option. The current system is not only hard to learn, it is hard to navigate, contains bad data and contains too many "work-arounds."

D.11.9 PERSHING COUNTY DISTRICT ATTORNEY[103]

Centralizing tasks such as mass data processing, wage withholdings and national medical support notices would lead to lower case performance. Examples of this

include the instance by which Las Vegas APO was in charge of referrals for some rural counties. The rural county cases were lost in the "paperless" shuffle and it would sometimes take as long as two years before a case was discovered, even if the caseworker was current on alerts. Another decrease in efficient of a centralized task is evident by the number of interstate packets we receive from Central Office that are not even assigned to our county. Even this specialized division cannot seem to get it right. That is only one task, what is to prevent further disorganization as the task and forms increase?

Another concern over the functionality of centralized processing is the fact that our current centralized office does not have actual case processing knowledge but is policy based. Policy is good in theory but hard to apply. What will prevent our clients from calling in to a centralized system and again speaking with someone who has no case management experience or skills? The client might be able to get one question answered and then have to be referred to a succession of persons handling different tasks on the clients case. It would be more efficient to leave the rural counties status quo with one person who has all the answers or who will call the client back once the answer is learned. Furthermore, where is the benefit of having a centralized mailroom scanning images of the mail and then forwarding them to the appropriate office? It will take the mail twice as long to get to the caseworker and then the caseworker has to process it anyway.

Telephonic Hearings and Administrative Hearings

Furthermore, the audit states that it would be more beneficial and less of an inconvenience to the parties to have telephonic hearings. I would like to know if the local attorneys were questioned. This statement leads me to believe that the law is an inconvenience. Having a court proceeding "be convenient" to the parties is beside the point. The point is that the parties have a legal obligation to support their children. How is this obligation enforced? This is accomplished through a court order, convenient or not. In certain circumstances telephonic hearings may be appropriate. However, there are other factors that must be considered such as the right to due process. Each party has the right to be heard before a judicial officer, a right to discovery, a right to examine evidence, and a right to appeal. The parties should not have to appeal in order to exercise their due process rights, as they would have none before an administrative officer. Furthermore, case law in the State of Nevada requires that the parties must stipulate to having a telephonic hearing and then the judicial officer must determine when to grant that request. When it comes to telephonic hearings and administrative hearings the audit clearly overlooks one key factor – the law.

Policy Adherence

The audit correctly suggested that Nevada should focus on performance rather than policy adherence. The Child Support Enforcement Policy Manual is completely outdated. NOMADS is outdated. The policy guidelines are higher than even the Federal Guidelines – yet no additional training is provided, the policy updates are extremely slow in developing, and the policies are set by individuals who have never even performed actual casework themselves. Furthermore, the CEM often contradicts

the Nevada Revised Statutes. Thus, given all these factors, a focus on policy adherence is highly ineffective and unrealistic. The auditors are correct in stating that performance should be the focus of the program, as policy adherence will only be an acceptable scale to be judged by once the policy is actually updated correctly and proper training has been received. Furthermore, if the policy based enforcement tactics continue then the State needs to provide additional training as well as providing more re-reviews of more cases so that the office can ensure compliance.

NOMADS

The audit was correct in stating that the State needs a functional program. Furthermore, the State needs only one functioning program, not multiple programs for different functions. Having only one system would greatly improve efficient in that caseworkers could be intensely trained once, and then periodically trained on various updates.

Conclusion

The above stated points are but a few issues that are related to centralization and regionalization of the child support program. There is no denying the fact that the State of Nevada needs to change their child support programs. Nevada is one has one of the lowest performance ratings in the Nation for many areas of review. But one must speak honestly – it is not the rural counties that are causing these low performance rates – it is largely Clark County. Why on earthy would the State want to centralize service in Clark County when there is such a high turnover rate in the employees in that County now? Why not provide additional support services and training to Clark County and other counties as needed in certain areas of low performance? Why not restructure the State program to enhance training, get one system that works and can be consistently updated, unlike NOMADS presently is? Why not update the policy manual correctly and have said manuals comply with the Nevada Revised Statutes? Why not allow for due process in the hearing procedures, as the law requires? Why not provide additional training for the local offices rather than taking away the local services?

There is no doubt that change must be made to improve the program. However, this change should not come about by sacrificing the rural county offices.

D.10.11.a WASHOE COUNTY DISTRICT ATTORNEY[104]

The report repeatedly makes reference that if the Legislature adopts only one recommendation it should be that the focus of the IV-D program should be on performance, not policy adherence. Specifically, that we must be able to mine data and measure performance levels down to the office, unit and worker levels. What gets measured gets done. Without these management reports, the child support program will never know whether any other changes made were successful or not.

The report also seems to indicate that Clark County made structural changes to their office in light of the PSI report, yet those changes are showing "little impact on performance." We question how MAXIMUS can come to this conclusion when repeatedly throughout the report, it is recognized that such tools to measure performance do not currently exist.

In order to move forward, we support the conclusion by MAXIMUS that NOMADS needs to be replaced within the next couple years. Many of the dilemmas set forth in the report facing caseworkers today are related to IT issues – such as alerts and locate problems. For example, the report fails to recognize that many of the locate interfaces in NOMADS simply do not work. In addition, while it "sounds" logical to give Lexis/Nexis access to all caseworkers, the useful information garnered from this system is only available to law enforcement officers – hence, the need for investigators. It should be noted, however, that if the interfaces for locate tools actually worked in the NOMADS system, there may not be such a need for "outside" locate work. Centralization of the locate effort without first fixing the computer issues would not result in any different outcome than what exists today – instead, you would simply have different people doing the same job with the same insufficient tools reaching the same inadequate results. This rationale carries out to other program issues as well, not just locate. Without first obtaining a computer system that could provide reports to workers to proactively manage their cases and that could provide reports to management to measure such performance, any other changes would be premature and ill-fated.

We agree with the recommendation of MAXIMUS as they relate to dedicating IT resources to the IV-D child support program. Specifically, MAXIMUS recommends publishing performance standards within the workspace and each individual worker's progress toward meeting that expectation. This recommendation would hold true throughout the child support program and performance standards. Each worker needs to know how they are doing with respect to their performance, not to mention supervisory staff. The ability to mine data and provide such reports is necessary to this program's future success. It is questioned whether the current NOMADS system allows for such data mining much less whether such reports would be made up of valid data.

MAXIMUS also discusses the need for imaging documents and adopting a forms generation solution. Again, these are issues repeatedly raised by IV-D child support staff that to date have not come to fruition but are key to future success. We also support the ability for clients to interactively update their information or provide data via alternate media such as transactional websites and strategically placed kiosks.

It is agreed that a comprehensive Child Support Strategic Plan must be developed and implemented. This Strategic Plan must involve participation of State and local child support management. However, any successful strategic plan must have measurable outcomes or results to determine success or failure. Performance measurement, if done properly, can identify performance adequacy as well as identify areas of performance deficiency but the key to a successful plan is the ability to measure. Again, what gets measured gets done.

In conclusion, we fully support the recommendation of MAXIMUS that DWSS focus of performance rather than strict policy adherence. The strict policy adherence leaves IV-D staff focusing on documenting action for the sake of "passing" an audit rather than focusing on performing for the benefit of children and families. However, we must stress that in order to demand performance from IV-D staff, we must give them

the tools (reports) to proactively manage their caseloads and we must give management the tools (reports) to ensure compliance. These management reports must also provide a clear indication on whether changes are proving to be successful or not and must be comprised of valid data.

The report states that investigators are used heavily for process service. This is incorrect in Washoe County. Washoe relies primarily on the Washoe County Sheriff's Office to provide process service. Only in the event that the Sheriff's Office is unable to serve and only on limited circumstances are the investigators called upon to serve process. The MAXIMUS staff may have visited Washoe during the time of a special paternity establishment project seeking to raise the PEP percentage for Nevada. In that regard, and for an approximate 5-6 week time frame, the three investigators were called upon to serve paternity actions.

D.10.11.b WASHOE COUNTY DISTRICT ATTORNEY[105]

Thank you again for the opportunity to respond to the Draft MAXIMUS report as recently amended. This office would again like to reiterate that the priority of this program must be the reparation and ultimate replacement of NOMADS. Then, and only then, should the State evaluate the necessity of adopting any of the supplemental recommendations in the draft report, such as reorganization. We submit that such reorganization would be wholly unnecessary if the local offices that are in place now had access to valid technological tools that would assist them in performing their duties. As set forth in the report, the program is replete with dedicated, hard working, caring individuals who are focused on performing. If these individuals had a functioning computer system, which assisted rather than hindered them, coupled with reports at the worker level to proactively run their day, performance would clearly improve. This is what successful child support programs across the nation have, regardless of how they are structurally organized.

The Report also makes recommendations as to centralizing certain functions and creating a call center. In addition, there was a recommendation for process servers specifically dedicated to the IV-D program. These ideas may have merit provided they are appropriately planned for and adequately funded. In fact, many of the suggesting in the Report have been and continue to be discussed in the monthly IV-D planning meetings and conference calls even before the Report was disclosed.

This office is also opposed to the adoption in whole of an administrative process as set forth in the report. Litigants are entitled to certain due process rights and to have their legal issues decided by a judicial officer. These rights cannot simply be ignored in an attempt to simplify a program. It is further our understanding that such process was attempted in Washoe County many years ago and it proved to be unsuccessful. Child support establishment and enforcement gives rise to many legal issues that need to be dealt with by lawyers and judiciary.

Finally, we would just like to reiterate the priorities that need to be set before consideration of other costly recommendations:

- Improve NOMADS functionality
- Mine data to provide management and worker reports at the office level, team level and individual worker level

- Completing a feasibility study to ultimately replace NOMADS
- As previously stated, the focus must first be on correction of the technological issues facing the program

D.11.10 DWSS COMMENTS[106]

D.1 LOCATE

Methodology: It should be noted many of the undeliverable mailings were returned due to failure of the contractor to utilize the full address provided by the DWSS.

D.1.3.1 Recommendation: Centralization of Locate

D.1.3.1.a The DWSS agrees. However, centralization of Locate tasks assumes the Legislature adopts the proposed restructuring and the availability of funding and resources.

D.1.3.1.b The policy manual is currently being reviewed and updated in its entirety to provide clear guidance.

D.1.3.1.c Note: there is no recommendation per se, in this paragraph.

D.1.3.2 Recommendation: Provision of Additional Locate Tools

The DWSS agrees with these recommendations, contingent upon adequate funding and resources

D.1.3.3 Recommendation: NOMADS Interface and Alert Problems

D.1.3.3.a The DWSS agrees that IT resources should be utilized to improve system functionality. However, such as effort would be dependent upon the availability of funding and resources.

D.1.3.3.b The DWSS agrees with these recommendations, contingent upon adequate funding and resources.

D.1.3.3.c Program is already exploring the possibility of securing the locate service for custodial parents.

D.1.4.5 Recommendation: Locate as a Sub-Function

The DWSS agrees IT resources should be utilized to improve system functionality. However, such an effort would be dependent upon the availability of funding and resources

D.1.3.5 Recommendation: Performance Standards

D.1.3.5.a Agree, depending upon legislative actions regarding program structure. DWSS has developed a supervisory review process which is utilized and available to our county partners.

D.1.3.5.b Agree, depending upon legislative actions regarding program restructure and available funding and resources.

D.1.3.6 Recommendation: Provision of Locate Training

D.1.3.6.a Agree, depending upon legislative actions regarding program restructure and available funding and resources.

D.1.3.6.b The DWSS agrees with this recommendation.

D.1.3.6.c The DWSS agrees with these recommendations, contingent upon adequate funding and resources.

D.2 PATERNITY ESTABLISHMENT

Background. It should be noted that nay funding cuts assessed as child support program penalties affect only the TANF Block Grant (IV-A). IV-D funding is only affected through incentive reductions.

D.2.1.2 Finding – Required Notarization of Paternity Affidavits

There is no statutory or program policy requirement that a notarized paternity affidavit be provided before any action is taken to pursue the establishment of paternity. In addition, DWSS has already worked with the Hearing Masters and implemented expedient methods by which paternity actions can be initiated, including statements made under penalty of perjury rather than being notarized.

D.2.1.3 Finding – Lack of Administrative Process for Paternity & Order Establishment

Nevada does not have a true administrative process for paternity and order establishment as each order must be recommended by a Hearing Master and approved by a District Court Judge. This would require a change to statutes.

D.2.1.4 Finding – Little Use of Voluntary Paternity Acknowledgements and In-Hospital Paternity Acknowledgements

The audit indicates this is a DWSS responsibility. This is not solely a DWSS responsibility. The IV-D Program is required to operate a hospital based paternity program. DWSS, in state fiscal year 2005, aggressively began action to partner with the Office of Vital Statistics to provide education, materials, counseling, etc. to advance paternity acknowledgements before patient discharge.

The DWSS currently accesses the Office of Vital Statistics information via an on-line interface which allows IV-D case managers the ability to research birth records. However, Nevada Revised Statute 440.325 precludes the Office of Vital Statistics from sharing automated information related to modification of original birth records. This results in case managers pursuing paternity establishment based on outdated data.

D.2.2 Recommendations

D.2.2.1 Recommendation: Paternity Establishment Policy

D.2.2.1.a Agree. There could be benefit in developing standardized procedures. However, DWSS has chosen to publish clear and explicit policy which sets forth timeframes for accomplishing outcomes. Outcomes are measured through office Management Evaluations. When performance concerns are identified root cause analysis may necessitate modification of business practices at the office level.

D.2.2.1.b The DWSS has developed and provided flow charts to county partners.

D.2.2.2 Recommendation: Genetic Testing Scheduling and Delays

Agree. Nevada already has a plan in place to implement this process.

D.2.2.3 Recommendation: Required Notarization of Paternity Affidavits

Agree. By statute (NRS 440.283) the voluntary acknowledgement of paternity form is the responsibility of the State Board of Health. Any change to the form must be made (by) the Board. The DWSS initiated discussions with the Board regarding the requirement for notarized signatures and continues to follow up with the Board. However, changing the form is incumbent upon the State Board of Health.

D.2.2.4 Recommendation: Lack of Use of Administrative Process for Paternity and Order Establishment

Agree, depending upon Legislative actions. The DWSS fully supports this recommendation and would welcome administrative processes through which the paternity and order actions could be accelerated.

D.2.2.5 Recommendation: Conclusive Presumption of Paternity Establishment

Agree, depending upon Legislative actions.

D.2.2.6 Recommendation: Use of Voluntary Paternity Acknowledgement and In-Hospital Paternity Acknowledgement

D.2.2.6.a Agree, depending upon Legislative actions as well as the availability of funding and resources.

D.2.2.6.b Agree, depending upon Legislative actions as well as the availability of funding and resources. The DWSS is currently partnering with the local district attorney's offices and the Office of Vital Statistics.

D.2.2.6.c Agree

D.2.2.6.d Agree. The DWSS is currently researching document imaging solutions which will benefit case management globally. This is also dependent on legislative approval of funding and resources.

D.2.2.7 Recommendation: Contract Attorney Program

The DWSS agrees the concept of contract attorneys merits further analysis and, if appropriate, may benefit the program. However, the concept is significantly different from the State's current model of the Office of the Attorney General providing agency legal services and implementation would be dependent upon legislative approval, if necessary, and availability of funding and resources.

D.2.2.8 Recommendation: Outsource Service of Process

Agree. The DWSS agrees private processor servers are often more successful than local law enforcement in serving child support documents. DWSS is currently exploring the feasibility of a statewide process server contract. This is also dependent upon available funding.

D.2.2.9 Recommendation: Standardization of the Use of the Nevada Average Wage (as Last Resort)

The DWSS agrees the Nevada Average Wage should be used as a last resort when establishing child support obligations. The DWSS amended state policy in January

2005 allowing the use of occupational wage standards, similar to this recommendation, to determine income before resorting to the use of the Nevada Average Wage.

D.2.2.8 Recommendation: Institute the Creation of "In-House" General Counsel

The DWSS agrees there may be a benefit to in-house counsel, however NRS 228.110 requires the Office of the Attorney General provide legal services to Executive Branch agencies. This recommendation requires legislative action.

D.3 ENFORCEMENT

D.3.2 Recommendations

D.3.2.1 Recommendation: Establishment of Performance Measurement Standards Across the State

1. Agree, depending upon legislative actions regarding program restructure. The DWSS has developed a supervisory review process which is utilized and available to our county partners.

2. Agree, depending upon legislative actions regarding program structure and available funding and resources.

D.3.2.2 Recommendation: Creation of a Centralized Employer Maintenance Team/Unit

The DWSS agrees, depending on legislative approval of adequate staff, funding and resources.

D.3.2.3 Recommendation: Implementation of Electronic Income Withholding Orders for the Military

The DWSS agrees, depending on legislative approval of adequate funding and resources.

D.3.2.4 Recommendation: Creation of a "Point of Contact" Individual for Outreach to the Military Bases

The DWSS agrees, depending on legislative approval of restructuring and adequate funding and resources. However, neither the state or counties report they have not had a problem communicating with the military bases.

D.3.2.5 Recommendation: Elimination of Duplicate Income Withholding Orders

Agree. Work items are currently pending to address income withholding concerns. Central Office's ability to be responsible for review and clean up is dependent upon legislative approval of adequate funding and resources.

D.3.2.6 Recommendation: Automation of the Unemployment Benefit Intercept Process

Agree, depending upon availability of resources and cooperation of Department of Employment, Training and Rehabilitation.

D.3.2.7 Recommendation: Provide New Enforcement Tools

D.3.2.7.a The DWSS agrees to consider rejoining the Child Support Lien Network (CSLN) depending on the availability of funding and resources. Previously CSLN was unable to secure the participation of Nevada's major insurance carriers, resulting in termination of the agreement. CSLN has been successful in Eastern states because there are state statutes requiring insurance carriers to match with child support.

D.3.2.7.b Agree, dependent upon availability of funding and resources.

D.3.2.8 Recommendation: Increase Understanding and Use of Long Arm Jurisdiction

Agree, dependent upon available funding and resources.

D.3.2.9 Recommendation: Elimination of Backlog of Outstanding Warrants

The DWSS agrees to consider a policy change and work with the counties, depending on availability of resources and cooperation of stakeholder agencies. However, there needs to be further exploration of the legal aspects at the local level.

D.3.2.10 Recommendation: Centralization of FIDM

The DWSS agrees, depending upon available funding and resources. DWSS has already engaged the county partners in discussions regarding assumption of this responsibility.

D.3.2.11 Recommendation: Clean-Up of Alerts

The DWSS agrees, depending upon adequate funding and resources.

D.3.2.12 Recommendation: Improvements to Nevada's Interstate Case Registry (ICR)

D.3.2.12.a Agree. However, this requires legislative action.

D.3.2.12.b Agree, depending upon adequate funding and resources.

D.3.2.12.c Agree, depending upon adequate funding and resources.

D.e.s.12.d Agree, depending upon adequate funding and resources.

D.3.2.13 Recommendation: Expand Nevada's Medical Support Enforcement Coverage

D.3.2.13.a Nevada already has submitted a bill draft request regarding medical support for the 2007 legislative session.

D.3.2.13.b NOMADS does have a medical cash capability. Nevada allows, and child support Hearing Masters already do order medical coverage against either parent based on case circumstances. Nevada policy regarding medical support will be updated further upon issuance of final federal medical support regulations.

D.3.2.13.c Agree, depending on adequate funding and resources.

D.3.2.14 Recommendation: Improvements to an Overall Proactive Enforcement Approach

D.3.2.14.a The DWSS agrees depending on adequate funding and resources.

D.3.2.14.b There is a work item pending for this recommendation.

D.3.2.14.c The DWSS agrees

D.3.2.14.d The DWSS agrees, depending upon adequate funding and resources.

D.4 CASE MANAGEMENT

D.4.1 FINDINGS

D.4.1.5 Finding: Policy & Procedures (P&P)

The DWSS believes it has developed an effective means by which policy and procedures (P&Ps) are published and disseminated to IV-D staff. Information is published on the state web-site which provides immediate access. P&Ps are time limited documents which are incorporated into policy within two months of issuance.

D.4.2 RECOMMENDATIONS

D.4.2.1 Recommendation: Case Processing

Agree, if adequate funding and resources are available. Additionally the DWSS schedules monthly teleconferences and regular face-to-face meetings with the DA and PAO offices to facilitate communication between all IV-D offices.

D.4.2.2 Recommendation: Improved CSE Manual

D.4.2.2.a Agree, depending upon adequate funding and resources

D.4.2.2.b DWSS issues policy every two months consistent with agreements with IV-D partners. The revision date is located in the header of each page of the Manual update.

D.4.2.2.c DWSS will review the MTL practices to ensure they are consistent with the Public Assistance Manuals.

D.4.2.3 Recommendation: Improved Distinction Between Policy & Procedure

The policy manual is currently being reviewed and updated in its entirety to provide clear policy and omit procedural information. Procedures are left to the discretion of the local offices, so long as policy is adhered to.

D.4.2.4 Recommendation: Improved Use and Identification of Policy and Procedures (P&P)

D.4.2.4.a Agree. Local offices should have a clear procedure in place to request a P&P.

D.4.2.4.b The DWSS has an existing numbering method which does identify Policy and Procedure Inquiries. P&Ps are further identified by subject matter and policy manual section.

D.4.2.4.c The DWSS issues policy every two months consistent with agreements with IV-D partners. The revision date is located in the header of each page of the Manual update.

D.5. AUTOMATION

D.5.1 FINDINGS

D.5.1.4 Finding: Replacement of NOMADS

As of April 2006 there were 583 Public Assistance open work items waiting to be fixed, as a comparison to the Child Support work items presented. In 2005, there were 99 Public Assistance work items fixed and promoted to NOMADS. In 2006 there wee only 77 Public Assistance work items fixed and promoted, as of April 26, 2006.

D.5.2 RECOMMENDATIONS

D.5.2.1 Recommendation: Re-Institute the Alerts Workgroup

D.5.2.1.a Agree, depending upon adequate funding and resources

D.5.2.1.b. Agree

D.5.2.1.c Agree, depending on adequate funding and resources

D.5.2.2 Recommendation: Support of Improved Document Generation Solution and Centralized Printing of Documents

D.5.2.2.a Agree. The DWSS is in the process of implementing a document management system. This is limited by funding and resource constraints.

D.5.2.2.b Agree, depending on adequate funding and resources are available.

D.5.2.3 (a & b) Recommendation: Implementation of Expanded Use of Imaging Technology

Strongly agree, depending on adequate funding and resources. This may create one of the single greatest improvements in performance and productivity.

D.5.2.4 Recommendation: Advance Planning in Anticipation of New System

D.5.2.4.a Agree, depending on adequate funding and resources. A feasibility study should be conducted how to best replace NOMADS.

D.5.2.4.b The DWSS agrees there may be value in separating system functionality between the Public Assistance and IV-D aspects of NOMADS. However, the DWSS believes there is great value in remaining on a common data base.

D.5.2.4.c Agree.

D.5.2.4.d Agree, depending on adequate funding and resources.

D.5.2.4.e Agree, depending on adequate funding and resources.

D.5.2.4.f Agree, depending on adequate funding and resources.

D.6 REPORTS

D.6.2 RECOMMENDATIONS

D.6.2.1 Recommendation: Creation of a Reports Workgroup

D.6.2.1.a Agree, depending on adequate funding and resources.

D.6.2.1.b Agree, depending on adequate funding and resources.

D.6.2.1.c Agree, depending on adequate funding and resources.

D.6.2.2 Recommendation: Re-evaluation of Current Work Item Process and Dedicated IV-D Resources

D.6.2.2.a Agree, depending on adequate funding and resources.

D.6.2.2.b Agree, depending on adequate funding and resources.

D.6.2.2.c Agree. The Work Item Committee is already doing this.

D.7 IT STRATEGIC PLAN

D.7.1 Recommendation: Development and Finalization of an IT Strategic Plan

Agree, depending on adequate funding and resources. Any IT Strategic Plan should be aligned with business plan.

D.8 TRAINING

D.8.2 RECOMMENDATIONS

D.8.2.1 Recommendation: Implementation of a IV-D Training Academy

D.8.2.1.a The DWSS strongly agrees with this recommendation and has derived great benefit from the public assistance academy. However, this is dependent upon adequate funding and resources.

D.8.2.1.b Agree, depending upon the availability of resources.

D.8.2.2.c Agree.

D.8.2.2 Recommendation: Creation of a Training Officer II Position for IV-D

D.8.2.2.1 It is agreed it would be of benefit to have trained Trainers in the IV-D arena. However, this is dependent upon the creation of positions, adequate funding and resources

D.8.2.2.b Agree, depending upon the availability of resources.

D.8.2.2.c Agree.

D.8.2.3 Recommendation: Provide Effective Training Tools

D.8.2.3.a Disagree. All workers can access the CSE 101 training on the password protected DWSS website.

D.8.2.3.b Agree, depending on adequate funding and resources.

D.8.2.3.c Agree, depending on adequate funding and resources.

D.8.2.3.d Agree, based on adequate funding.

D.8.2.4 Recommendation: Provide Effective System Training

Agree, depending on adequate funding and resources.

D.8.2.5 Recommendation: Implement a Means of Measuring Effectiveness of Training

Agree, depending on adequate funding and resources.

D.8.2.6 Recommendation: Development of a Mentoring Program

Agree, depending on adequate funding and resources.

D.9.2 RECOMMENDATIONS

D.9.2.1 Recommendation: Necessity of a Well-Developed, Well-Defined DWSS Strategic Plan

D.9.2.1.a Agree, the DWSS has drafted an outline and is in the process of developing a draft which will be shared with all IV-D partners.

D.9.2.1.b Agree.

D.9.2.1.c Agree, depending on adequate funding and resources.

D.9.2.2 Recommendation: Creation of a Child Support Oversight Committee

The DWSS has, for some time, conducted regular meetings amongst the state and county IV-D leadership to discuss program direction, establish priorities, IT approaches, and future possibilities. This is referred to as the IV-D Planning Meetings. To the extent this is tied to regionalization, is dependent upon legislative approval.

D.9.2.3 Recommendation: Creation of a IV-D Help Desk

The DWSS currently employs a progressive Help Desk strategy by which callers are connected to the appropriate resource for problem resolution.

D.9.2.4 Recommendation: Empowerment of IV-D Chief

D.9.4.a The IV-D Chief has had and continues to have full leadership responsibility and decision-making authority.

D.9.2.4.b All program chiefs, including the IV-D Chief, meet weekly with the Deputy Administrator to provide status reports on their respective programs.

D.9.2.5 Recommendation: Supervision of IV-D Staff in the PA District Offices

D.9.2.5.a The DWSS analysis suggests supervision of IV-D in the Public Assistance offices (the office management) works effectively and promotes harmonious relations and a better understanding of both programs improving worker performance and fulfillment cross program responsibilities. In the event of regionalization, the DWSS concurs reevaluating the reporting structure.

D.9.2.5.b The DWSS analysis suggests supervision of IV-D in the Public Assistance offices (the office management) works effectively and promotes harmonious relations and a better understanding of both programs improving worker performance and fulfillment cross program responsibilities.

D.9.2.5.c Agree. These are duties they currently perform.

D.9.2.6 Recommendation: Improvement of Inter-Office Communication – Clark and Washoe Counties

D.9.2.6.a The DWSS defers to county responses

D.9.2.6.b The DWSS defers to county responses

D.9.2.6.c The DWSS defers to county responses

D.9.2.6.d The DWSS provides IV-D staff with a full listing on contact information for all state and county IV-D staff each month. Additionally, IV-D staff are co-located in Public Assistance offices to facilitate communications between the programs. Counties have acknowledged by using specific staff for IV-D support services, timeliness and follow up concerns have been greatly reduced.

D.10 PERFORMANCE MEASUREMENTS

D.10.2 RECOMMENDATIONS

D.10.2.1 Recommendation: Establishment of Performance Measurement Standards for all IV-D Staff

D.10.2.1.a Agree. The DWSS is currently developing new work performance standards for the DWSS case managers. The DWSS Work Performance Standards (WPS) System has been made available to IV-D partners; the DWSS continues to encourage partners to utilize this tool.

D.10.2.1.b Agree. The DWSS is currently developing new work performance standards for the DWSS case managers. The DWSS Work Performance Standards (WPS) System has been made available to IV-D partners; the DWSS continues to encourage partners to utilize this tool

D.10.2.1.c Agree. The DWSS is currently developing new work performance standards for the DWSS case managers. The DWSS Work Performance Standards (WPS) System has been made available to IV-D partners; the DWSS continues to encourage partners to utilize this tool

D.10.2.1.d Agree. This is r the practice of DWSS.

D.10.2.1.e Agree.

D.10.2.2 Recommendation: Hold all Staff Accountable

D.10.2.2.a Agree. This is a current practice of the DWSS through required State Personnel rules.

D.10.2.3 Recommendation: Improvement to Communication Regarding Performance

D.10.2.3.a The DWSS is open to improved methods of communication and is unaware where it is lacking.

D.10.2.3.b The DWSS defers to county responses.

D.10.2.3.c The DWSS defers to county responses.

D.10.2.4 Recommendation: Provide Case Management Reports

See response to *Section D.6*

D.10.2.5 Recommendation: Establish Standardization

D.10.2.5.a MAXIMUS provides a declaratory statement. ***MAXIMUS NOTE***: *This has been corrected*.

D.10.2.5.b The DWSS currently publishes the Nevada State Child Support Enforcement Manual, NOMAD Task Guide, and Index of Policy & Procedure Releases on the DWSS website. Additionally, other valuable information and reports are accessible on the website. The DWSS website is available to every child support case manager. For specific desk guides, DWSS defers to the county partners.

D.10.2.5.c The DWSS QC has developed and disseminated ME Review Forms which identify policy citations and related NOMADS screens subject to review. QC Reviewers currently follow established review guidelines and procedure outlined in the Child Support Self Assessment Training Manual.

D.10.2.5.d The DWSS defers to county response.

D.10.2.6 Recommendation: Strengthen the Role of the DWSS Central Office

D.10.2.6.a It may be necessary to restructure the Interlocal Contract agreements with each County; current contract language inhibits the ability of DWSS to mandate internal business processes to County operations. This is dependent on adequate funding and resources.

D.10.2.6.b The DWSS is currently exploring the development of a IV-D Training Academy which will include the development of training guides and other helpful tools.

D.10.2.6.c Agree, contingent upon legislative action and adequate funding and required resources.

D.10.2.7 Recommendation: Change Primary Focus from Policy Adherence to Federal Performance Outcomes

D.10.2.7.a Strongly disagree. Prior to January 1, 2005, the various District Attorney's offices determined how they would monitor their office's performance and set their own priorities. In fact, prior to the new contract, the statewide program focus was on performance outcomes and Nevada declined in national performance rankings. During that time frame, Nevada was under penalty status for data reliability concerns. A new contract with the District Attorneys took effect January 1, 2005 which emphasized the State's authority over the Program. In early 2006, the DWSS adopted a process of management evaluations which included ensuring policy adherence. Since this new process of policy adherence has been in effect for less than one year, the final results of Nevada's management evaluations and reviews and the impact on performance is yet to be determined. However, preliminary data indicates performance outcomes have improved, particularly in the area of paternity establishment, which has been a challenge for Nevada the past several years. In addition, Nevada passed data reliability in Federal Fiscal Year 2005, thereby ceasing the accruing penalties.

The DWSS continues to conduct annual Federal Self Assessment Reviews for each county operation in compliance with 45 CFR 308. The Federal Self Assessment Review is focused on the following performance outcomes: Case Closure, Establishment of Paternity, Enforcement of Orders, Disbursement of Collections, Securing and Enforcing Medical Support Orders, Review and Adjustment of Orders,

Interstate Services, and Expedited Process. State policy adherence serves as a blueprint for achieving federal performance outcomes.

D.10.2.7.b Agree, as stated in MAXIMUS Finding D.10.1.7 "While the Federal Self Assessment Review is focused on federal compliance and performance, the ME Review is focused on state policy adherence." The DWSS currently conducts an annual Management Evaluation Review (state policy adherence) and an annual Federal Self Assessment Review pursuant to 45 CFR 308. The Federal Self Assessment Review is focused on the following performance outcomes: Case Closure, Establishment of Paternity, Enforcement of Orders, Disbursement of Collections, Securing and Enforcing Medical Support Orders, Review and Adjustment of Orders, Interstate Services, and Expedited Process. State policy adherence serves as a blueprint for achieving federal performance outcomes. Both state policy adherence and federal performance outcomes are measured annually.

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[1] *"Study of State Demographic, Economic, and Programmatic Variables and Their Impact on the Performance-Based Child Support Incentive System",(Washington, DC, Lewin Group, July 2003)*
[2] *Caseworker and Supervisory Survey Questionnaires, MAXIMUS, May, 2006*
[3] *45 CFR 303.3 and Nevada Revised Statutes 425.260 to 425.440.*
[4] *45 CFR 303.3(3).*
[5] *45 CFR 303.7(b)(2).*
[6] *Staff interviews.*
[7] *Audit Report, State of Nevada Department of Human Resources Welfare Division Child Support Enforcement Program, Legislative Auditor (Carson City, NV, 1999*
[8] *Case Manager Survey Questionnaire, MAXIMUS, May, 2006*
[9] *Case Manager Survey Questionnaire, MAXIMUS, May, 2006*
[10] *Based on interview by Ruth Hara – Reno PAO June 2, 2006.*
[11] *Based on interview by Ruth Hara - White Pine/Ely District Office, June 29, 2006.*
[12] *Congressional Federal Register, Section 303.3 Location of NonCustodial Parents.*
[13] *OCSE Action Transmittal 97-10.*
[14] *Case Manager Survey Questionnaire, MAIXMUS, May, 2006*
[15] *Nevada Welfare Reform Project – Child Support Enforcement (Washington DC: MAXIMUS, February 1997)*
[16] *Based on interview – Clark County, June 2006.*
[17] *Action Transmittal 97-10, Federal Office of Child Support Enforcement, Washington, DC*
[18] *Based on interview – Reno PAO – June 1, 2006.*
[19] *Based on interview - June 2006.*
[20] *PRISM demo by the State of Minnesota, Department of Human Services Information Technology business analysts and child support trainers viewed by Ruth Hara, St. Paul, MN, 10/24/06.*
[21] *Organizational Assessment of the Clark County, Nevada District Attorney's Family Support Division (Denver, CO: Policy Studies, Inc., July 2, 2003)*
[22] *Memorandum from Elana Hatch to Robert Teuton, Assistant District Attorney, Clark County DAFS, dated 10/25/06.*
[23] *Chapter 6 – Expedited Judicial and Administrative Processes, Essentials for Attorneys in Child Support Enforcement (Washington, DC. Federal Office of Child Support Enforcement, 2002)*
[24] *Nevada Welfare Reform Project – Child Support Enforcement (Washington DC: MAXIMUS, February 1997)*

[25] *OCSE FY2002 and FY2003 Annual Report to Congress, Figure 4: IV-D and Statewide Paternities Acknowledged for Five Fiscal Years*
[26] *Caseworker Survey Questionnaire, MAXIMUS, May, 2006*
[27] *Caseworker Survey Questionnaire, MAXIMUS, May, 2006*
[28] *Information provided by Leslee Arnold, DWSS Central Office Child Support Division, on October 30, 2006.*
[29] *Organizational Assessment of the Clark County, Nevada District Attorney's Family Support Division (Denver, CO: Policy Studies, Inc., July 2, 2003)*
[30] *Copy of Interlocal Contract Between Public Agencies, A Contract Between the State of Nevada Acting by and Through It's Department of Human Resources Welfare Division and Clark County District Attorney", as signed by Clark County District Attorney David Roger on November 19, 2004 and Nancy K. Ford, DWSS Administrator on December 21, 2004, approved by Attorney General Brian Sandoval, December 16, 2004.*
[31] *State of Nevada, Department of Welfare and Supportive Services Child Support Enforcement Manual, Section 506(B), January 19, 2005.*
[32] *Caseworker Survey Questionnaire, MAXIMUS, May, 2006*
[33] *"Administrative and Judicial Processes for Establishing Child Support Orders" distributed by OCSE (DCL-03-15) (Lewin Group, June, 2002)*
[34] *Dear College Letter (DCL-03-15), Office of Child Support Enforcement, "Dissemination of Report on Study of Administrative and Judicial Processes for Establishing Child Support Orders.*
[35] *"Paternity Establishment: Administrative and Judicial Methods" , Department of Health and Human Services Office of Inspector General (Washington, DC, April, 2000)*
[36] *Organizational Assessment of the Clark County, Nevada District Attorney's Family Support Division (Denver, CO, July 2, 2003)*
[37] *"Chapter 6 – Expedited Judicial and Administrative Processes", Essentials for Attorneys in Child Support Enforcement, (Washington, DC, OCSE 2002)*
[38] *See, e.g.,* ***10 Okl. Stat. Ann. § 504 (1999)*** *,B. If the court finds that the evidence based upon the medical, scientific, and genetic tests, shows that the defendant is not the parent of the child, said evidence shall be conclusive proof of nonpaternity and the court shall dismiss the action.*
C. Evidence of statistical probability of paternity established at ninety-five percent (95%) or more creates a presumption of paternity. Said presumption is rebuttable by clear and convincing evidence admitted on behalf of the defendant.
D. Evidence of statistical probability of paternity established at ninety-eight percent (98%) or more creates a conclusive presumption of paternity.
D.C. CODE 1981 § 16-2343.1 (1998) A conclusive presumption of paternity shall be created upon a genetic test result and an affidavit from a laboratory, certified by the American Association of Blood Banks, that indicates a 99% probability that the putative father is the father of the child and the Division shall enter a judgment finding the parentage of the child.
[39] *Caseworker Survey Questionnaire, MAXIMUS, May, 2006*
[40] *Jeff Ball interview with Ms. Dossie Terrel, Federal ACF Region 10 Specialist for Nevada, on August 9, 2006.*
[41] *Barb, Siegel, State of North Dakota, Child Support Enforcement Division.*
[42] *45 CFR 303.6(c)(2).*
[43] *45 CFR 303.6(c)(2).*
[44] *MAXIMUS FY05 graph of neighboring states – current support collected, prepared by MAXIMUS, Gordie Stryker.*
[45] *MAXIMUS FY05 graph of neighboring states – current support collected, prepared by MAXIMUS, Gordie Stryker.*
[46] *MAXIMUS FY05 graph of neighboring states – arrearage collections, prepared by MAXIMUS, Gordie Stryker*

[47] *This publication is available on the Office of Child Support Enforcement Web site at <http://www.acf.hhs.gov/programs/cse/newhire/employer/publication/military_quick_guide.pdf >*

[48] *Information provided by Vince Perry, Family Services Specialist II, on October 18, 2006.*

[49] *Caseworker Survey Questionnaire, MAXIMUS, May, 2006*

[50] *45 C.F.R. §303.7(a)*

[51] *Every state must have a verbatim version of UIFSA 1996, as prescribed by the Personal Responsibility and Work Opportunity Reconciliation Act of 1996, 42 U.S.C. § 666(f). Nevada passed the required legislation, codified at N.R.S. §§130.092-802 (1997). Since then the national Conference of Commissioners on Uniform State Laws promulgated a 2001 updated version of UIFSA. While the federal mandate refers to the 1996 version, the federal OCSE has agreed to exempt states that pass the 2001 version. According to NCCUSL's website, 19 states have passed UIFSA 2001.*

[52] *Prior to UIFSA, several states could have equally enforceable orders based on their own laws under the Uniform Reciprocal Enforcement of Support Act (URESA). UIFSA has a section that determines which order controls if there were multiple orders in existence before the passage of UIFSA or the Full Faith and Credit For Child Support Orders Act, 28 U.S.C. §1738B. After 1992, technically, and certainly after the passage of UIFSA, no new order should be issued if another state issued an order that is the controlling order and there is continuing exclusive jurisdiction with the tribunals of that state over the parties.*

[53] *Dear Colleague Letter-06-30, Federal Office of Child Support Enforcement, September 21, 2006*

[54] *NCCUSL website, http://www.nccusl.org/Update/uniformact_factsheets/uniformacts-fs-uifsa.asp*

[55] *Kaiser Commission on Medicaid Facts, Medicaid and the Uninsured, March 2005, Fact Sheet 2177-04.*

[56] *American Academy of Pediatrics, Nevada Medicaid Fact Sheet, July 2005*

[57] *V. Smith & D. Rousseau, The Kaiser Commission on Medicaid and the Uninsured, Sept 2005, Table 1.*

[58] *42 U.S.C. §666(a)(19)(A), with conforming amendments to 42 U.S.C. §652(f) and 29 U.S.C. §1169 note.*

[59] *N.R.S. §125B.085*

[60] *OCSE Annual Report to Congress for FY02 and FY03, Table 27, Percent of Health Insurance Provided as Ordered for Two Fiscal Years.*

[61] *See, for example, "Interview Notes – Lyon County," July 10, 2006, in which an Activity Report which contained names of unknown individuals not currently employed with the office is described.*

[62] *Dear Colleague Letter-06-30, "Query Interstate Cases for Kids (QUICK) (Washington DC, September 21, 2006).*

[63] *N.R.S. §130.605(2)(a)*

[64] *In a meeting held with LCB and DWSS, DWS stated that there is currently a Bill Draft being developed to address this.*

[65] *Dear Colleague Letter-05-05, "Best Practice/Emerging Ideas in Prevention and Early Intervention Strategies" (Washington, DC, January 28, 2005).*

[66] *Organizational Assessment of the Clark County, Nevada District Attorney's Family Support Division (Denver, CO: Policy Studies, Inc., July 2, 2003)*

[67] *Correspondence from Robert Teuton, Clark County Assistant District Attorney to Ruth Hara, MAXIMUS, dated May 15, 2006.*

[68] *Caseworker Survey Questionnaire, MAXIMUS, May 2006*

[69] *Caseworker Survey Questionnaire, MAXIMUS, May 2006*

[70] *Nevada Welfare Reform Project: Child Support Enforcement, (Washington, DC:MAXIMUS, February 1997)*

[71] *Documentation gathered by MAXIMUS from Nevada DA and PAO offices*

[72] *Memorandum from Robert Teuton to Ruth Hara, October 23, 2006*
[73] *Interview by Ruth Hara with Clark County DAFS, April 12, 2006.*
[74] *Interview by Ruth Hara with Elko DO managers, May 17, 2006.*
[75] *Notes taken by Ruth Hara at the IV-D Planning Committee Meeting, Reno, NV, July 12, 2006*
[76] *Notes taken during a presentation given by Gary Buonacorsi at the IV-D Planning Meeting, Reno, NV on July 12, 2006.*
[77] *Nevada Welfare Reform Project: Child Support Enforcement, (Washington, DC: MAXIMUS, February 1997)*
[78] *Organizational Assessment of the Clark County, Nevada District Attorney's Family Support Division (Denver, CO: Policy Studies, Inc., July 2, 2003)*
[79] *Caseworker Survey Questionnaire, MAXIMUS, May 2006*
[80] *Caseworker Survey Questionnaire, MAXIMUS, May 2006*
[81] *Washoe County Procedures document received along with Caseworker Survey Questionnaire from Washoe County, July, 2006.*
[82] *Interview by Jeff Ball with Susan Hallahan, Chief Deputy District Attorney, Washoe County District Attorney Family Support Division, on June 7, 2006.*
[83] *Group Interview conducted by Ruth Hara with case managers in Washoe County FSD, May 6, 2006.*
[84] *Interview by Jeff Ball with Ms. Dossie Terrell, ACF Region 10 Specialist for Nevada on August 9, 2006.*
[85] *Telephone discussion with Susan Hallahan, Assistant District Attorney, Washoe County District Attorney Family Services Division, October 30, 2006. E mail memorandum from C.A. Watts, Clark County DFAS Director, October 31, 2006.*
[86] *Interview by Ruth Hara with Elko DO managers, May 17, 2006.*
[87] *Organizational Assessment of the Clark County, Nevada District Attorney's Family Support Division (Denver, CO, July 2, 2003) Chapter 4-3*
[88] *Interview by Ruth Hara with Donna Cochran, Clark County DAFS Help Desk, June 13, 2006.*
[89] *Interview by Jeff Ball with Ms. Dossie Terrel, ACF Region 10 Specialist for Nevada on August 9, 2006.*
[90] *Based on two interviews with Alisha Griffin, IV-D Assistant Director (lead IV-D designee), Office of Child Support and Paternity, New Jersey Division of Family Development, July 3 and July 30, 2006*
[91] *National Child Support Enforcement Strategic Plan FY2005-2009 (Washington, DC, U.S. Department of Health and Human Services, Administration for Children and Families, Office of Child Support Enforcement)*
[92] *"Study of State Demographic, Economic, and Programmatic Variables and Their Impact on the Performance-Based Child Support Incentive System",(Washington, DC, Lewin Group, July 2003)*
[93] *Comments received from Vicki Chittenden, CSE Supervisor/Coordinator, Carson City District Attorney, 11/17/06*
[94] *Comments received from Arthur E. Mallory, District Attorney, Churchill County, 11/16/06*
[95] *Comments directed to Ruth Hara from Robert W. Teuton, Assistant District Attorney, Office of the District Attorney, Family Support Division, 11/1/06*
[96] *Comments directed to Louise Bush from Robert W. Teuton, Assistant District Attorney, Office of the District Attorney, Family Support Division, 11/1/06*
[97] *Comments received from Scott W. Doyle, Douglas County District Attorney, 11/14/06*
[98] *Comments received from Gary Woodbury, Elko County District Attorney. 11/9/06*
[99] *Comments received from David G. Allison, Humboldt County District Attorney. 11/17/06*
[100] *Comments received from Patricia Peacher, Lyon County Child Support Supervisor, 11/14/06*

[101] *Comments received from Cheri Emm-Smith, Mineral County Child District Attorney, 11/9/06*
[102] *Comments received from Robert S. Beckett, Nye County District Attorney, 11/15/06*
[103] *Comments received from Rita D. Fowler, Pershing County Deputy District Attorney, 11/17/06*
[104] *Comments received from Susan Hallahan, Chief Deputy District Attorney, and Lori Garcia, Program Manager, Washoe County Family Support Division, 10/30/06*
[105] *Comments received from Susan Hallahan, Chief Deputy District Attorney, and Lori Garcia, Program Manager, Washoe County Family Support Division, 11/16/06*
[106] *Comments received from Nancy K. Ford, Administrator, DWSS, 10/30/06*

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.

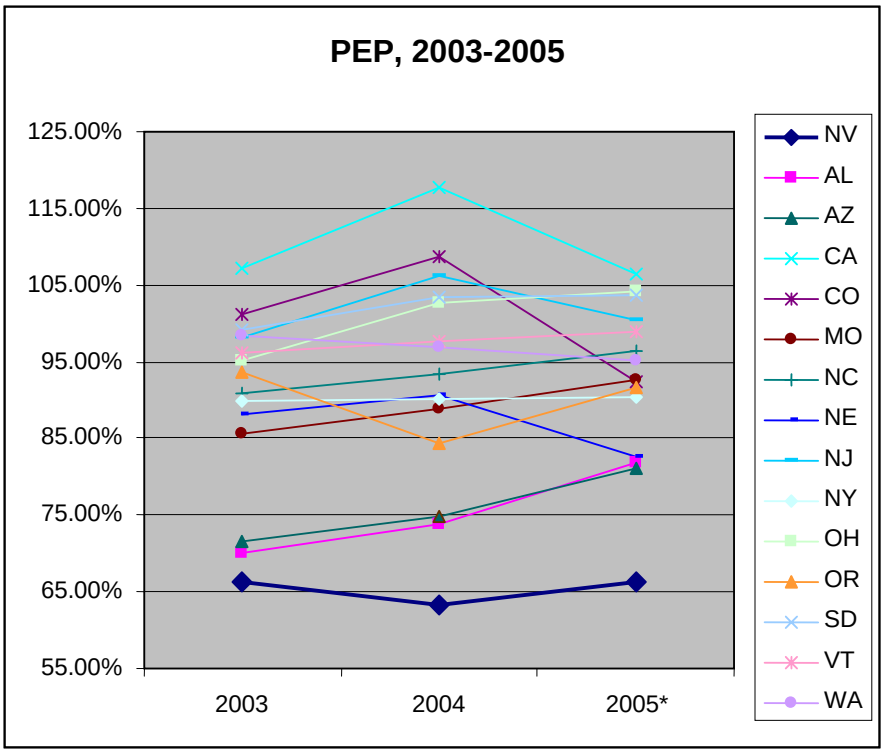

Exhibit E.2-1: PEP Percentages, 2003-2005. *Please note: CA, CO, MO, NE, NJ, NY, OH, and OR use Statewide instead of IV-D PEP.*

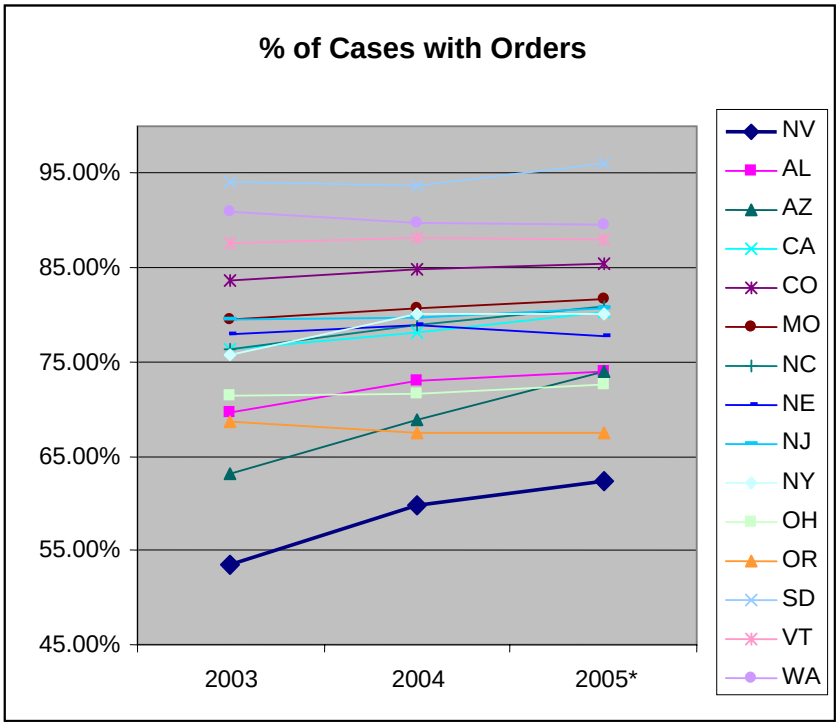

Exhibit E.2-2: Percent of Cases with Orders.

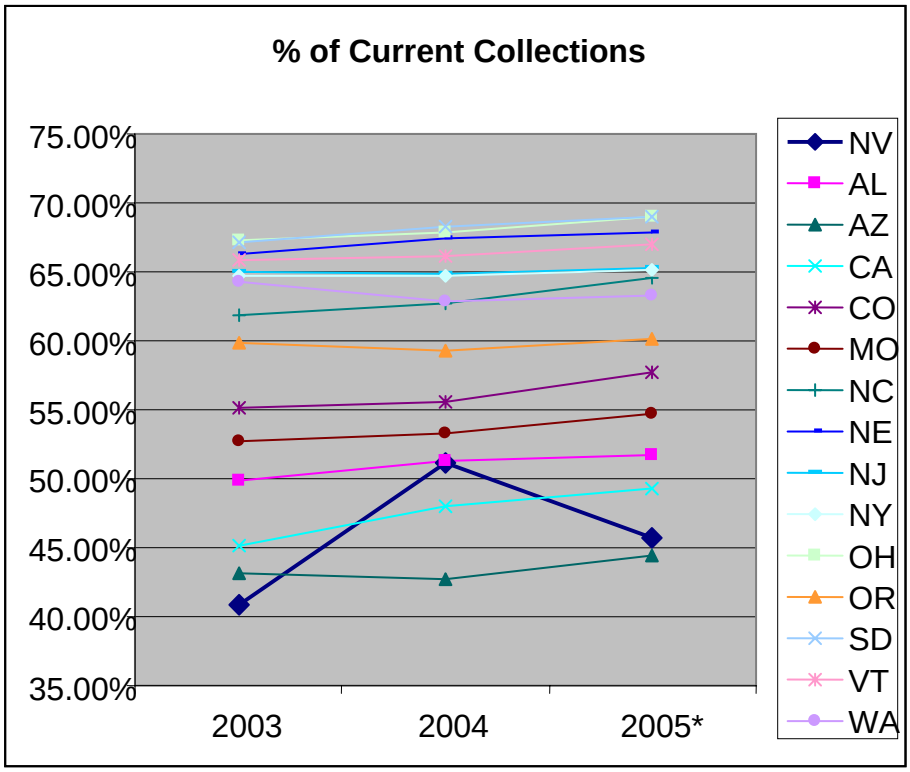

Exhibit E.2-3: Percent of Current Collections.

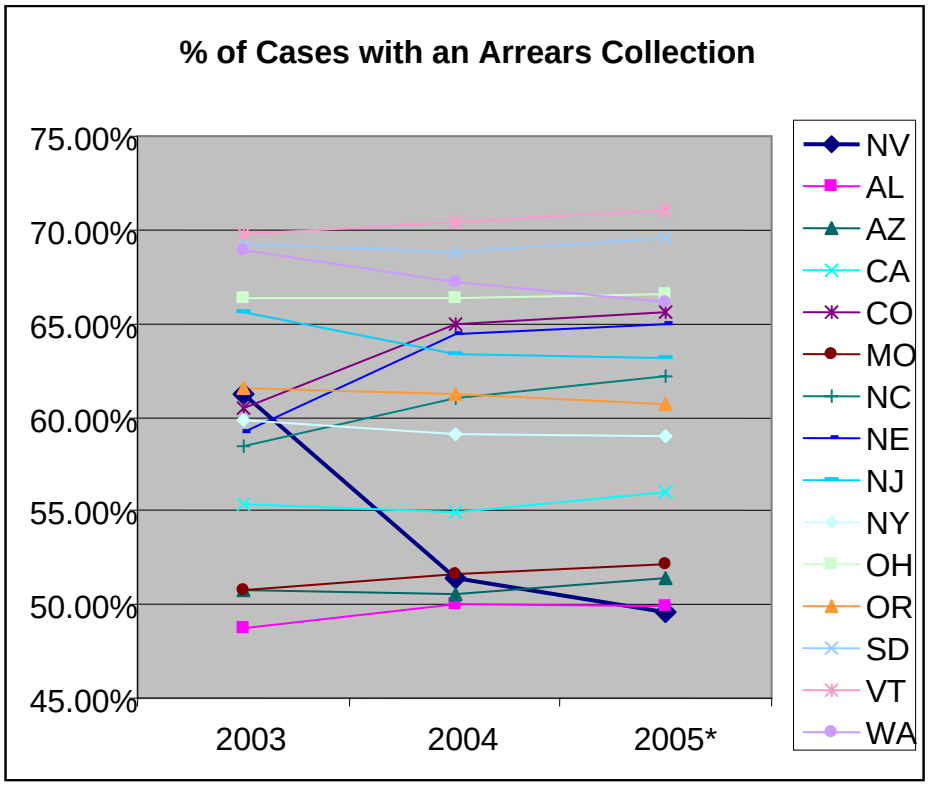

Exhibit E.2-4: Percent of Case with Collections on Arrears.

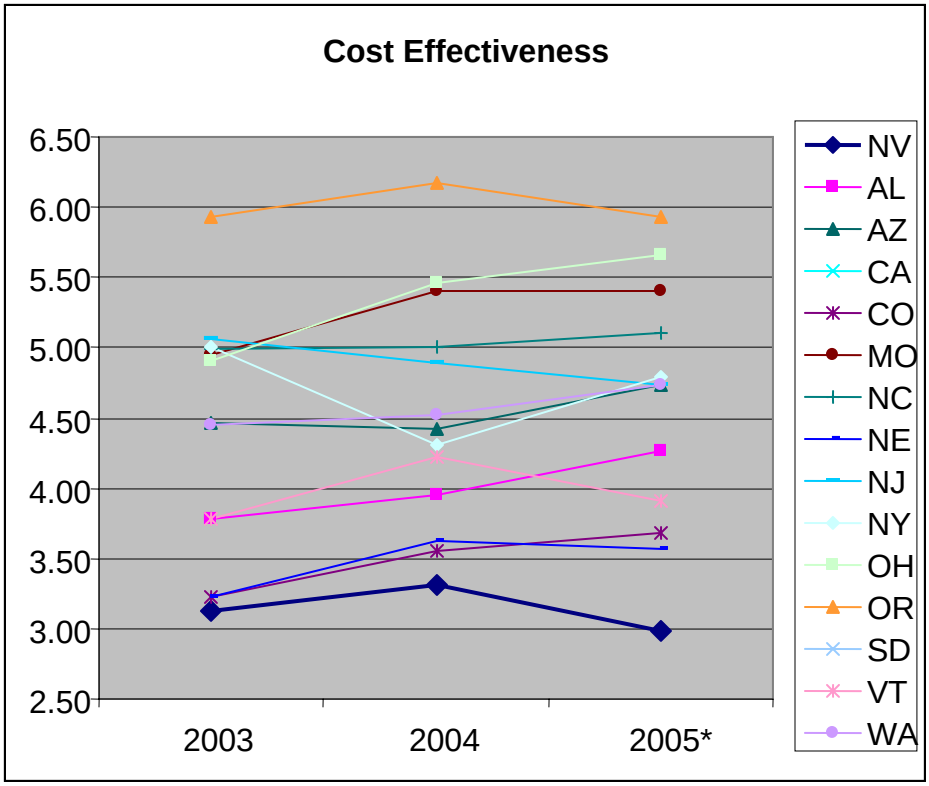

Exhibit E.2-5: Cost Effectiveness.

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.
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IMPLEMENTATION AND CHANGE MANAGEMENT

F. IMPLEMENTATION PLAN

Many organizations fail to adequately understand their current challenges and capabilities before jumping into an implementation of aggressive new change plans. Diagnosis and understanding must always precede implementing change in order for the changes to be effective and deliberate. The current organization must be understood before change plans can effectively be developed and implemented, addressing critical organizational problems and identifying strategic plans and demands for the future. The audit review that MAXIMUS has completed for Nevada's child support enforcement program has taken into consideration many facets of the existing structure, processes and measurements and has developed recommendations for effective performance changes to bring the Title IV-D program for Nevada and DWSS in sync looking towards a path forward that will make a difference to the families of Nevada of which the program is servicing.

It is relevant to think about proposed and recommended changes for DWSS and the counties that work with this agency within the child support enforcement program as a system. Within a well-functioning system, work is performed efficiently and goals are achieved.[1] Performance and quality are the link between goal achievement and organizational systems. It is helpful to remember that each element of the system has an effect on the whole. Central Office functions and staff have an effect on the PAO's and the county offices, and vice versa. A system is an arrangement of interrelated parts, whose parts are interdependent. An organization, whether large or small, is a living system, and is dependent on its external and internal environments. Through this change implementation process, it is imperative to think of the Title IV-D system in Nevada as a whole, with linking agencies, offices and staff dependent and interdependent on each other. As the strategy is built and phases implemented, keeping this philosophical vision will help to accomplish the mission of increasing efficiency, metrics and performance of the program within the state.

DWSS has several major challenges facing the agency – both near term and long term. There will be an increase in stakeholders as well as a required increase in support provided by the counties. In addition, there will be an increase in the tasks and responsibilities that DWSS will be required to provide in support of the child support staff in the field, specifically in the areas of centralization of locate, ICR, Customer Service, Employer Maintenance, NMSN among these. How well DWSS prepares for these changes will have a major impact on the success reaped from the changes that are implemented.

Long range recommendations such as the design, development and implementation of a system to replace NOMADS, may require a different type of technical support that should be planned for. As DWSS begins to use the new applications there must be careful planning in place for the training of the users as well as the provision of adequate resources in the form of User Manuals, system-type "Help", the ability to adequate staff and support a separate IV-A and IV-D system adequately, to avoid the problems that were and are encountered with NOMADS on a daily basis.

Planning is an iterative activity.[2] If there were not constant changes of which we must be aware, there would only be a need for one plan. However, because there is constant change due to policy and financial changes, caseload ebb and flow for TANF and CSE, staffing changes, agency need changes, as well as others not listed here, a planning model is paramount in order to anticipate future needs for DWSS, local agencies and families participating in the child support enforcement program. Factors that affect the organizations involved must also be considered, including culture, mission, strengths and weaknesses, which in turn can be used in defining and developing a strategic vision and plan for the child support enforcement program in Nevada as a whole. Development of an Implementation Plan also involves periodic and sustainable evaluation, monitoring and control to ensure that Nevada is on target with the changes intended for the program and effected entities, including its many stakeholders and customers.

DWSS planning must include additional capacity for processing IV-D customer service requests and access support, as well as for customer communication and outreach to both the employers as well as the general public. With the adoption of a restructured program and Regional Offices, there should be a major public information and outreach plan developed, targeting those communities that will be most affected by this major change.

Along with the implementation of new tasks and responsibilities as well as a potential longer term restructuring, DWSS should address the redeployment of staff as early as possible. Careful organizational analysis of the current organization should be conducted as early as possible. With the creation of centralized functions, the potential elimination of the PAOs as well as the potential regionalization of the program, several different organizational models should be developed to allow DWSS to maximize the current resources it has, taking into consideration those staff who will retire within the time period targeted, as well as additional staffing needs.

The need and opportunity to redeploy staff becomes apparent with the consideration of the following changes in DWSS:

- Centralization of the Customer Service Unit
- Separation of the Employer and Health Insurance Maintenance responsibilities from the current Help Desk
- Centralization of the Locate activities
- Centralization of some of the enforcement remedies such as FIDM
- Elimination of the PAOs and folding the resources into either a Central Office structure or a regional structure
- Formation of specialized workgroups such as the Alerts and Reports Workgroups
- Identification and formation of the IV-D Steering Committee, just to name a few
- Assignment of some DWSS staff to areas where significant gaps in staff resources are expected

Also, with the establishment of new positions and deployment of staff, careful planning must be put into the development of job descriptions, performance standards

and measurements and reassignment of caseloads. Consideration must also be given to preparation for transfer of knowledge and tasks as well as the development of new processes and/or procedures necessitated by some of the changes. If the proposed restructuring of the program does occur over the next 8-12 years, a great deal of outreach and education must also be prepared and provided to the legal stakeholders (judges, Hearing Masters, attorneys, etc.) as well as the general public.

While a majority of the recommendations proposed within this report are not capable of being implemented "over night," careful evaluation must be made of the recommendations proposed within this report and assignment to either a short term or long range target groups should be made.

The following GANTT charts lay out a proposed high level implementation tasks for some of the major recommendations cited in this report over a twelve year period. This is intended only as a guide for planning for implementation. Depending on what recommendations the State of Nevada chooses to adopt and implement, a detailed Implementation Plan will need to be developed. This Implementation Plan should then be used as a guide towards moving from the current "As Is" baseline towards a new "To Be" IV-D program for Nevada.

Careful consideration and thought should be given to the development of the Implementation Plan, making sure that major risks and mitigating factors be taken into consideration. Some of these potential risks and mitigating factors to be considered are:

- *There is a high level of risk associated with implementation of a program restructuring because it includes a major shift in approach at both the infrastructure, business and operational levels as well as funding allocations from both the state and county levels,*
- *Inability to quickly identify, contain or manage risks that occur during the planning and development stages as well as during and as a result of Implementation,*
- *Lack of or failure to coordinate schedules for upcoming phased-in changes by the ongoing Central Office and IT staff as well as stakeholders within the Nevada Child Support community,*
- *Unforeseen demands during transition with new requirements and/or competing resource requirements,*
- *Lack of monetary and staffing resources at both the county and state level to be dedicated towards the planning, development and implementation phases,*
- *Dependency on the successful passage of legislation at both the state and county level, necessary to support the new initiatives and changes in the IV-D program restructuring process,*
- *Inadequate level of cooperation from states county and stakeholder partners,*
- *Potential for increased costs in the development and implementation effort from the start up of the Implementation Plan to actual full-scale implementation.*
- *Objectives not fully specified, poor planning and estimating, and*

- *Lack of adequate staff dedicated to the planning and implementation effort.*

It is recommended that a Planning or the IV-D Steering Committee be assigned the responsibility for monitoring the Implementation Plan for compliance, changes and timeframes. One of the major tasks that this committee will be faced with is not only development of the Implementation Plan, but also planning well-developed mitigation strategies targeted at potential risks identified during the development of the Implementation Plan. The ability to quickly and effectively respond to risks that develop will provide a positive approach towards Implementation at all levels. Management for successful change is dependent upon good planning and communication. It is recommended that information concerning the Implementation Plan, timeframes and major bench marks be shared with all staff to keep them apprised of upcoming changes and impacts. This is further discussed in the Change Management portion of this section.

There are various ways to measure whether an implemented plan for program change is on target. One way is through statistical process control (SPC). Although this measurement tool is often thought of in an industrial application, it can be used for virtually any process[3] SPC's tools of measurement can ensure that federal program requirements are being held to, and where the break is if they are not. There is a built-in element for continuous improvement, training, involvement by employees and management. Also, the processes used in SPC assist in evaluative measures that look to see distinctions as to whether processes are controlled statistically or by capabilities. Whether this metric analysis tool, or another is used, it is important to keep in mind that the quality of the metrics that are used to evaluate the organizational performance of Nevada's Title IV-D program ranges on a continuum and directly relates back to the reliability and validity of the results. Therefore, part of the strategic planning process must include decisions as to what will be measured (which will have dependencies and contingencies on federal mandates and requirements), where the "breakeven" points are, a strategy for a corrective action plan for performance lags, and a strategy for a continuous change management plan.

The Implementation Plan's phases and activities, as shown in the GANTT charts below, include changes that will impact the human performance and relationships for employees. As stated in the paragraph above, and which will be covered in more detail under the Change Management portion, benchmarking, recognizing existing best practices used by Nevada or other states, and recognizing the need for a "systems" approach to the major, as well as minor changes that exist in the Implementation Plan will help to mitigate some of the risks and conflict involved through the Implementation Plan's deployment. Evaluating the progress and success factors of each will assist management to ensure the implementation of this new strategic alliance is on target, working and producing positive performance results for Nevada's Title IV-D program. It is imperative to look at these changes within the parameters of the entire organization involved in these changes (state offices and local offices, as well as the end output to the customers of the services, Nevada's families). This higher level approach, perceiving each entity (or individual) as a part of the whole will promote interdependency as seen in a whole systems approach

versus silo or linear thinking. The proposed Planning or IV-D Steering Committee must not only be cognizant of whether the Implementation Plan is in compliance with the proposed changes and timeframes, but also monitor for assurance that it is working to promote healthy program changes throughout the interdependent entities involved.

DWSS and COUNTY DISTRICT ATTORNEY COMMENTS

DWSS Comment: Any implementation plan is dependent upon legislative determination of the future of the Child Support Enforcement Program in Nevada.

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

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[1] University of Phoenix, College of Graduate Business & Management, Organizational Performance
[2] *The Strategic Management Response to the Challenge of Global Change*, J. Morrison & I. Wilson
[3] *Quality Management, Introduction to Total Quality Management for Production, Processing and Services*, D. Goetsch & S. Davis, chapter 18.

Nevada Performance Audit Proposed Implementation Project Plan

ID	Outline	Task Name
1	**1**	**Year One**
2	1.1	Start Certification of Case Managers to Conduct Genetic Testing in Local Offices/Court House
3	1.2	Develop and Issue RFP to Hire Private Process Servers in Clark and Washoe Counties; Select Vendor
4	1.3	Implement Filenet and Document Imaging in Central Registry and IV-A District Offices within Next Budget Cycle
5	1.4	Develop Strategic Plans with Input from Partners and Stakeholders (IV-D And IT)
6	1.5	Develop State IV-D Training Plan and Academy
7	1.6	Develop and implement State Hospital Outreach Plan
8	1.7	Create IV-D Steering Committee
9	1.8	Form Alerts Workgroup
10	1.9	Revive Reports Workgroup
11	1.10	Begin Development/Reclassification Training Position(s) with State Personnel
12	1.11	Combine Northern and Southern SCaDU into One Unit
13	1.12	Develop Plan For "Regionalization" of Reno Area Offices
14	1.13	Study Implications Of "Regionalization" of Offices Outside of Washoe and Clark
15	1.14	Review Clark County Case-Processing for Efficiencies to be Realized Through More Administrative Process
16	1.15	Develop Plan for Centralization of IV-D Call Center, Locate and Enforcement Activities
17	1.16	Initiate Study on "Statization" of Core Case-Processing Functions
18	1.17	Consider Using Performance Improvement, not Policy Adherence, as the Basis for Measuring Office Success
19	1.18	Begin Development of Objective Performance Measurement Standards for All DWSS Positions.

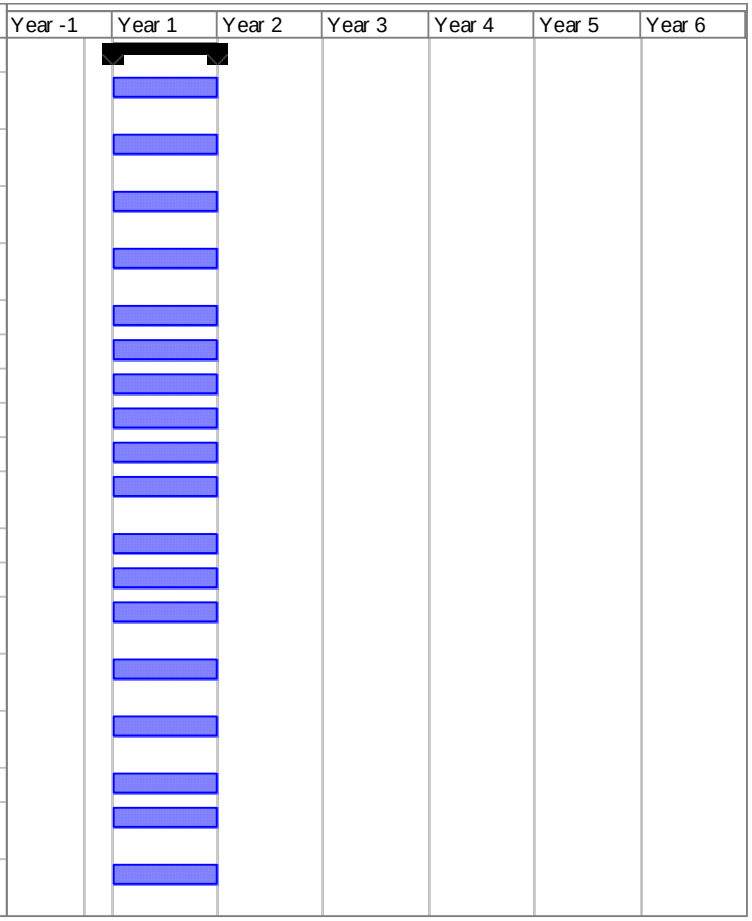

Exhibit F-1: Implementation Plan – Year One. *MAXIMUS Example of a Proposed Project Implementation Plan.*

ID	Outline	Task Name
21	**2**	**Year Two**
22	2.1	Create Centralized Locate Unit, including Necessary Changes to Systems and Operating Procedures
23	2.2	Create Centralized Employer Maintenance Unit, including Necessary Changes to Systems and Operating Procedures
24	2.3	Implement Imaging in IV-A District Offices
25	2.4	Establish Role of Administrative Hearing Officers and Put into Operation
26	2.5	Finalize Alerts Workgroup Report and Implement Recommendations
27	2.6	Finalize Reports Workgroup Report and Implement Recommendations
28	2.7	Migrate Calls to IV-D Call Center
29	2.8	Begin Automated Centralized Enforcement (FIDM, Licenses, Lien Registry)
30	2.9	Per Regional Configuration Study, Distribute Regional Office Caseload Among Reno, Elko and Clark
31	2.10	Per "Statization" Study, either Abandon Idea or Make Five-year Transition Plan

ID	Outline	Task Name
38	**3**	**Year Three**
39	3.1	Begin Design and Development of NOMADS Replacement System
40	3.2	Begin Design and Development of Online Field Level and Screen Level Help
41	3.3	Begin Design and Development of System User Manual
42	3.4	Begin Design and Development of System User Certification Training Plan
43	3.5	Merge PAO with DA Cases in Regional Offices
44	3.6	Finalize Regional Office Configuration and State-Level Organization in Line with Regional Office Changes
45	3.7	Incorporate results and findings from Alerts Workgroup into NOMADS Replacement System
46	3.8	Begin Design and Development of Case Management Reports into NOMADS Replacement System, Based on findings and Recommendations of Reports Workgroup.
47	3.9	Implement Administrative Process throughout State

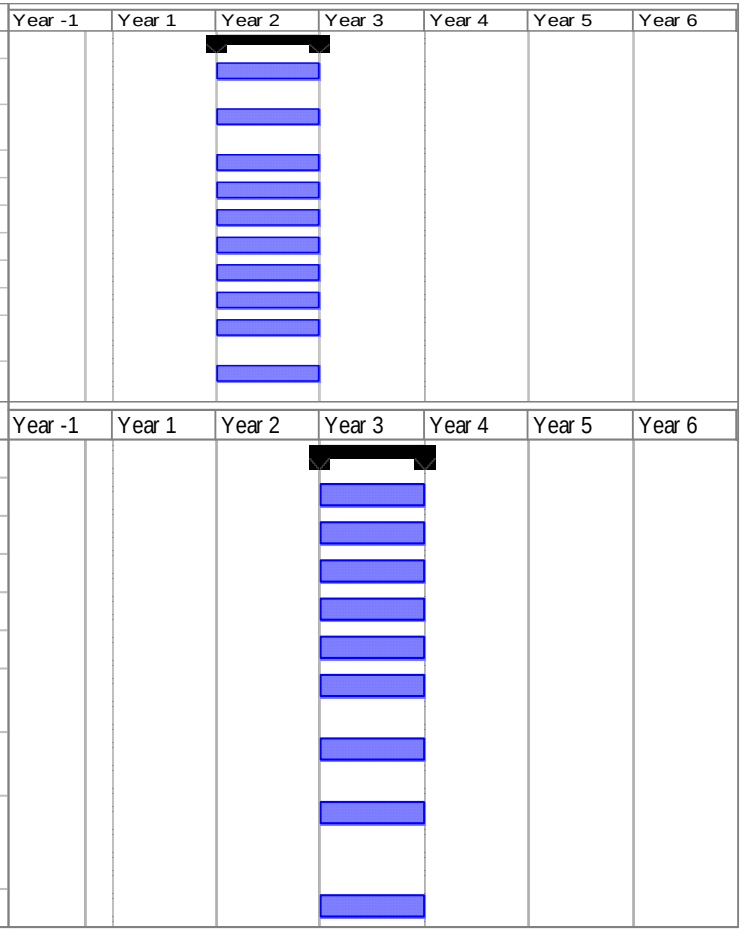

Exhibit F-2: Implementation Plan – Year Two and Three. *MAXIMUS Example of a Proposed Project Implementation Plan.*

ID	Outline	Task Name
49	4	**Year Four: (Not Applicable)**
50	4.1	Continue Design, Development and Testing of NOMADS Replacement System

ID	Outline	Task Name
52	5	**Year Five**
53	5.1	Implementation of NOMADS Replacement System
54	5.2	Issuance of Systems User Manual
55	5.3	Conduct User System Certification Training

ID	Outline Number	Task Name
1	1	**Year Six**
2	1.1	Continue NOMADS Replacement System Implementation
3		
4	2	**Years Seven and Eight**
5	2.1	Create State-Run Regional Offices if Study Favors Change
6	2.2	If "Statizing" Program, Begin Transition of County Employees to State Employees
7	2.3	Finalize Conversion to NOMADS Replacement System
8		
9	3	**Years Nine Through Twelve**
10	3.1	If Approved, Finalize Conversion of County Employees to State Employees
11	3.2	If Approved, Complete Transfer of Funding Responsibility from Counties to State

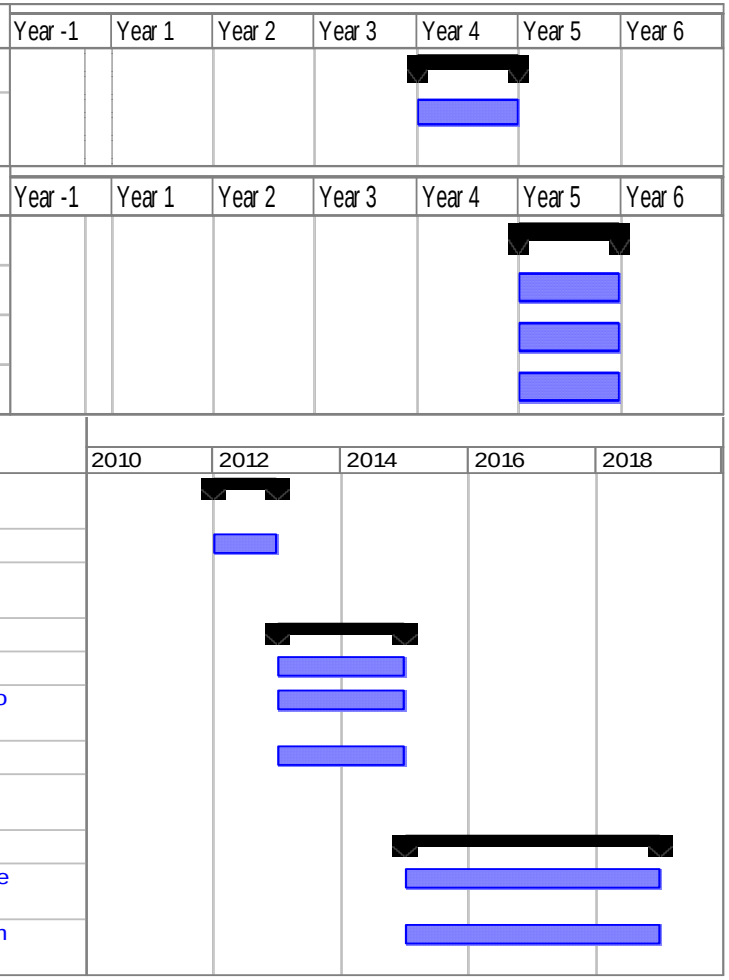

Exhibit F-3: Implementation Plan – Year Four, Year Five and Years Six through Twelve. *MAXIMUS Example of a Proposed Project Implementation Plan.*

Managing for Change

Many of the recommendations presented in this report will represent relatively minor changes to the majority of staff in the Central Office, DA offices and PAOs. They will involve changes in tasks, duties and responsibilities but also will create a higher degree of accountability, standardization and continuity, and an effective means of measuring performance.

Some of the recommendations represent change at a broader level, such as a replacement system for NOMADS, creation of a variety of workgroups and a IV-D Steering Committee to assist with the planning and implementation of some of these changes. One recent change that the IV-D program experienced in the past several years was the retirement of the previous IV-D Chief and the hiring of a new IV-D Chief. In many ways, this has become a change to which many staff have still not fully adjusted partly because of poor planning for change management.

Some of the recommendations, such as the proposed regionalization and restructuring of the Nevada IV-D program as we know it today, involves major changes that impact not only those directly involved with the administration and provision of child support services in Nevada, but also stakeholders who are influenced and influence the Nevada IV-D Program, as well as the children of Nevada.

Change is one of the most difficult things that we face and more often than not, one of the most difficult challenges that we face and must overcome. In regard to the proposed restructuring and regionalization of Nevada's IV-D Program, it is incumbent upon all involved to develop a well thought out and well laid out plan to facilitate a change such as this.

According to John P. Kotter[1] the eight-stage process of creating major change consists of the following processes:

1. Establishing a Sense of Urgency
2. Creating the Guiding Coalition
3. Developing a Vision and Strategy
4. Communicating the Change Vision
5. Empowering Broad-Based Action
6. Generating Short-Term Wins
7. Consolidating Gains and Producing More Change
8. Anchoring New Approaches in the Culture

Establishing a Sense of Urgency

Establishing a sense of urgency is crucial to gaining needed cooperation while making an average contender the industry leader. This requires great cooperation, initiative, and a willingness to make sacrifices from many staff. Creating a sense of urgency usually demands bold or even risky actions that we normally associate with good leadership. For people who have been raised in a managerial culture where

having everything under control was the central value, taking steps to push up the urgency level can be particularly difficult.

The request made by the State of Nevada Legislature for this Program Audit clearly indicates that there is already a "sense" of urgency in taking the necessary steps to improve Nevada's child support program performance. DWSS management also has a sense of urgency that's reflected in some of the initiatives that they've already undertaken to make improvements in performance.

With a sense of urgency comes a commitment to change. The same sense of urgency and commitment should also be conveyed to all involved with Nevada's child support program. The buy-in and support of stakeholders is just as important as the buy-in and support of the child support staff directly involved in the provision of child support enforcement services.

DWSS should take the lead in involving and informing stakeholders of changes that are going to be implemented well enough in advance to allow them to plan and prepare. Because there are numerous interdependencies within the IV-D program (hospitals, other state departments and divisions, employers, judiciary to name a few), the success in the implementation of a recommendation often is based on all "pieces of the puzzle" fitting well together. Two recommendations that would facilitate this is the development and finalization of the DWSS Child Support Program Strategic Plan and the formation of the IV-D Oversight or Steering Committee.

Creating the Guiding Coalition

In order for Nevada to incorporate some of the recommendations found in the report, a powerful force of leaders is required to sustain the transformation process. No one individual is ever able to develop the right vision, communicate it to large numbers of staff, eliminate all the obstacles, lead and manage dozens of change projects and instill new approaches to the way staff view the organization's culture. A strong guiding coalition is always needed – one with the right composition, level of trust, and shared objective. Building such a team is always an essential part of the early stages of any effort to restructure. Four key characteristics are essential to effective guiding coalitions. They are:

- **Position Power:** Are enough key players on board, especially the main line managers, so that those left out cannot easily block progress?
- **Expertise:** Are the various points of view – in terms of discipline, work experience, nationality, etc. – relevant to the task at hand adequately represented so that informed, intelligent decisions will be made?
- **Credibility:** Does the group have enough people with good reputations in the firm so that its pronouncements will be taken seriously by other employees?
- **Leadership:** Does the group include enough proven leaders to be able to drive the change process?

You need both management and leadership skills on the guiding coalition, and they must work in tandem, teamwork style. In addition, building an effective team based on trust and a common goal is essential.

Developing a Vision and Strategy

Vision refers to a picture of the future with some implicit or explicit commentary on why people should strive to create that future. A good vision acknowledges that sacrifices will be necessary but makes clear that these sacrifices will yield particular benefits and personal satisfactions that are far superior to those available today-or tomorrow-without attempting to change.

Strategy provides both a logic and a first level of detail to show how a vision can be accomplished.

Communicating the Change Vision

The real power of a vision is unleashed only when most of those involved in an enterprise or activity have a common understanding of its goals and direction. The time and energy required for effective vision communication are directly related to the clarity and simplicity of the message. Vision is usually communicated most effectively when many different vehicles are used: large group meetings, memos, informal one-on-one talks, etc.. When the same message comes at people from six different directions, it stands a better chance of being heard and remembered, on both intellectual and emotional levels.

Empowering Employees for Broad-Based Action

The purpose of this stage in the eight stage process is to empower a broad base of staff to take action by removing as many barriers to the implementation of the change vision as possible at this point in the process. The biggest obstacles that often need to be "attacked" are structures, skills, systems, and supervisors.

Empowering staff to effect change requires communicating a sensible vision to employees; making sure structures are compatible with the vision; providing the training employees need; aligning information and personnel systems to the vision; and confronting supervisors who undercut needed change.

Generating Short Term Wins

A good short-term win has at least three characteristics:

- It's visible; large numbers of people can see for themselves whether the result is real or just hype
- It's unambiguous; there can be little argument over the call
- It's clearly related to the change effort

Targeting short-term wins during a transformation effort does increase the pressures on staff, but short-term pressure can be a useful way to keep up the urgency rate. In the planning process, DWSS along with the District Attorney Coordinators should discuss, identify and plan for short-term wins or gains resulting from the implementation of the recommendations. For example, while the majority of the case managers in the rural DA offices feel strongly that they know their customers on almost a daily basis because of the closeness of the community, a centralized call center may alleviate many of the day to day calls that they receive concerning more

generalized information and matters. While the DA offices should certainly not refuse to take calls or respond to questions, they should refer the callers to the Centralized Customer Service center for future calls and questions. By doing this and working toward eliminating the majority of the phone calls received in the local offices, time will be freed up for the case managers to manage their cases in a more efficient and effective manner. A short term goal would be to monitor the effects of this change against the volume of actions and casework done, the number of alerts worked and resolved as well as an increase in collections. The increase in the number of case managers does not necessarily equate to improved performance in case management. Learning to work "smarter" with fewer interruptions could prove to be a better measurement.

Consolidating Gains and Producing More Change

Getting employees to approach their work differently can be a monumental undertaking. Sufficient leadership during this stage is invaluable. Outstanding leaders are willing to think long term, as well as short term. This is the challenge for DWSS management as well as the District Attorney Child Support Coordinators. Their willingness to accept change and "give it a try" will have a major impact on the willingness of their staff to also accept change. The assumption of what has always worked in Nevada cannot be wholly substantiated by the performance of the Nevada child support program in the past. The desire to have an improved performing child support program should be the driving factor, desire and strategic goal of everyone involved in Nevada's Child Support Enforcement program.

The process of introducing change to an organization is not that different from rearranging furniture in a large office. A lot of people need to help. You never have a complete sense of all the changes at the beginning. The warm-up steps take a surprising amount of time and energy. The action eventually occurs in a series of projects. Planning for change will involve input from child support staff on many levels. Included in these planning sessions should be the stakeholders who will also be impacted by a change in business practices and child support program structure.

Anchoring New Approaches in the Paradigm

With the implementation of a restructured Child Support Enforcement Program in Nevada, there will be a major shift in the paradigm that child support staff has been so familiar with over the past years. A major effort in managing this change in paradigm will be education, information sharing and input. Newly-established expectations in business processes, performance standards and measurements on an individual, unit, team and program level need to understood and embraced. Resistance to the change should be met with educating those susceptible to the change the reasoning and benefits behind the change. While this will not occur overnight, or may not even be a shorter term attainable goal, child support staff should be reassured that the change is not an "end all" means of improvement and that suggestions, input and periodic evaluation from all levels (case managers and administrative staff levels up to management) is welcome and will be given consideration.

With the benchmarking established in the implementation of the recommendations, feedback, analysis and information should be passed on through all level of the program as part of the ongoing process of evaluation. Along with this, as normal attrition occurs through retirement and job changes, new child support staff hired will not be as opposed to the changes that have taken place.

Summary

According to John P. Kotter, author of "Leading Change," many people embrace the past, not the future. The strategy for embracing the past will probably become increasingly ineffective over the next few decades. Better for most of us to start learning now how to cope with change, to develop whatever leadership potential we have, and to help our organizations in the transformation process. It's better for most of us, despite the risks, to leap into the future and to do so sooner, rather than later.

Along with the implementation of new tasks and responsibilities as well as a potential longer term restructuring, DWSS should address the redeployment of staff as early as possible. Careful organizational analysis of the current organization should be conducted as early as possible. With the creation of centralized functions, the potential elimination of the PAOs as well as the potential regionalization of the program, several different organizational models should be developed to allow DWSS to maximize the current resources it has, taking into consideration those staff who will retire within the time period targeted, as well as additional staffing needs. Another consideration is the process for transfer of knowledge and/or the development of new written processes and procedures. All of these factors must be taken into consideration.

Care should be taken to ensure that the newly designed organizational structure will provide an adequate infrastructure.

It is our recommendation that should Nevada choose to implement our proposed restructuring of Nevada's IV-D program, or any of the alternative recommendations, that it seek the assistance of a facilitator to assist in the planning effort and development of an acceptable Change Management Plan. It is also equally important that DWSS attempt to involve as many who will be impacted by any of the changes to be implemented in the planning for the changes. Obtaining "buy in" from those affected by change goes a long ways towards successful change. Recruiting staff from the DA offices and the PAOs to actively work with Central Office staff in developing a plan to manage changes will help "smooth out" the path as the agency moves forward.

For many who will be impacted by changes in one manner or another, the assignment to a new work site, assignment of new job responsibilities and tasks, and potentially a new supervisor and coworkers, the more they are kept informed and "in the light" the easier it will be for them to manage the changes put before them.

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[1] Leading Change, John P. Kotter (Harvard Business School Press, Boston

CONCLUSION

G. CONCLUSION

MAXIMUS is pleased to have had the opportunity to conduct the Nevada Performance Audit of the Child Support Program here in this state. During the past several months, we have had an opportunity to travel across the state, meeting with child support staff in both the DWSS Program Area Offices as well as in nearly all of the District Attorney Offices. They have opened up their doors to use and spoken freely with us in response to both the Survey Questionnaires that they completed as well as during our on-site visits.

What we have seen and experienced during these travels is sincere, committed staff to Nevada's IV-D program. We have sensed the dedication that Child Support Enforcement case managers have to providing services to the children of this state. What we have also noticed among the staff is a high level of frustration and dissatisfaction with the lack of effective tools to allow them to perform their jobs efficiently and effectively. There are numerous reasons for this from the lack of training, lack of good and reliable tools in the form of the reliable and usable case management reports and useful and meaningful system alerts, inconsistencies and lack of continuity within a team, within a unit, within an office, within the state, in the procedures used to perform a variety of tasks, and at times a sense of lack of guidance for the program itself operating under continually changing policies and procedures.

What Nevada's Child Support Program of the future will look like is dependent upon what recommendations the Nevada legislature selects to adopt and move forward with. While some of the recommendations are major in impact, some will require new legislation or changes in existing legislation, and some will require new resources or a re-allocation of existing resources, the adoption of many of these recommendations will result in improved performance.

At the 23rd Western Interstate Child Support Enforcement Council Annual Training Conference held in Seattle, Washington, the State of North Dakota received the 2006 Excellence Aware for Outstanding State Program. When discussing North Dakota's success in achieving an outstanding state child support enforcement program, North Dakota's IV-D Director, Mike Schwindt, attributed the success of the program to multiple aspects. Among these are the support of the North Dakota legislature to North Dakota's IV-D program and trust in the focus and goals of the program, a strong Strategic Plan that provides clear objectives and goals for the IV-D program, a statewide system that not only provides effective alerts but also provides the ability to develop and deliver effective ad hoc reporting to assist managers in targeting problematic areas, and a strong sense of dedication to the IV-D program by child support staff from the Central Office down to the Regional Offices that administer the program at the local level.

What we hope that is gained from the results of our research and analysis presented in the preceding pages, is a roadmap to moving Nevada's Child Support Enforcement Program into a modernized program that will operate in a more efficient manner and raise the level of customer service to Nevada's citizens to a higher level. Nevada has the capability of achieving excellence with an effective and efficient combination of

tools and leadership. As stated in the Executive Summary of this report, if Nevada reorganizes itself into a more efficient operation, its taxpayers will receive better value and parents will receive more support. This reorganization, tied to a new approach to customer service and a focus on performance instead of policy adherence, will make a major difference in the quality of services provided.

We have emphasized throughout the report five major recommendations or opportunities for meaningful program improvement:

- A new emphasis on performance
- A goal of providing improved, excellent customer service
- Centralization of several tools that are currently the responsibility of child support staff in both the PAOs and DA offices
- Regionalization of local casework
- Importance of Strategic and Program planning, effective and adequate training, and the establishment of measurable goals and objectives

Nevada's Child Support Enforcement must have a united focus on Program goals and objectives established in a Strategic Plan, all staff must be aware and knowledgeable what the goals and objectives are. Clearly defined goals and objectives for all Child Support staff, at the Central Office, PAO and DA levels should be established and serve as a basis for measuring performance.

Implementation of the restructuring of Nevada's Child Support Program will have a major impact on all facets of the program from the individual case manager and office assistant to the District Attorney leadership, Hearing Masters as well as Central Office staff. It will mean a major shift in the paradigm under which the program currently operates. When and if this occurs will be the decision of the Nevada legislature. While it appears to be a somewhat radical approach towards the current paradigm, we felt it was incumbent upon us to provide this as a recommendation that would potentially have a major impact in effective and efficient provision of child support services.

What has become quite evident is that serious consideration should be given towards moving forward towards a replacement of NOMADS. The lack of significant, usable case management reports, the overlaying of good information with old information through interfaces with outside entities, the number and frequency of "work arounds" as well as the vast inconsistencies in these "work arounds" being used by case managers in order to enter information into the system has serious implications on the reliability of the data in NOMADS as well as program performance. It is imperative that those tasked with providing child support services be given efficient and effective tools enabling them to provide improved services to their customers.

Regardless of what recommendations the Nevada Legislature chooses to move forward with, or what recommendations for which the DWSS has already initiated action, there should be benchmark dates established by the legislature at which time DWSS should be required to provide a status report on progress and achievements made based on the recommendations with which they are tasked. Also included in such a report should be data reflecting the impact of recommendations implemented

in regard to the federal performance incentive measurements. What has been stressed throughout this report is the need for accountability and if the Nevada Child Support Program is to move forward and the initiation and/or implementation of a change should always be re-evaluated to determine what the impact of the change is.

As stated earlier, it is this report's general conclusion that Nevada's child support program's leadership should focus on ways to improve performance through unprecedented collaboration between the state and the county District Attorney child support staffs through performance rather than policy emphasis, realignment, improved efficiency, provision of effective "tools" to enable them to better perform their jobs, selected functional centralization and an increased focus on customer service. The ultimate goal in the improvements that will be realized through the implementation of the recommendations contained within this report is the provision of improved services to Nevada's children.

APPENDICES

APPENDIX A: PERFORMANCE AUDIT OF NEVADA'S ENFORCEMENT AND COLLECTION OF CHILD SUPPORT - MAXIMUS INTERVIEW LOG

APPENDIX A: NEVADA CHILD SUPPORT ENFORCEMENT PERFORMANCE AUDIT
MAXIMUS INTERVIEW LOG

OFFICE LOC	PERSON(S) INTERVIEWED	INTERVIEWER
4/6/2006		
LCB	Project Kick Off Mtg - Paul Townsend,Jane Bailey, Gary Stagliano, Jeff Frischman	Jeff Ball, Bill Strate, Scott Drummond, Gordie Stryker, Ruth Hara
4/10/2006		
Washoe DA	Susan Hallahan & Lori Garcia - Kick Off Mtg	Ruth Hara
Central Office	Nancy Ford, Gary S., Louise Bush - Kick Off Mtg	Ruth Hara
4/11-12/2006		
Clark DA	Bob Teuton, C.A. Watts, Sue Berfield - Kick Off Mtg	Ruth Hara
Clark DA	Unit Administrators	Ruth Hara
Clark DA	Unit Team Leads	Ruth Hara
4/24/2006		
Central Office	Jeff Frischmann - ME Reviews	Ruth Hara
Central Office	David Castagnola - Policy	Ruth Hara
4/25/2006		
Central Office	Leslee Arnold - Field Operations	Ruth Hara
Central Office	Debbie Fazzino	Ruth Hara
4/26/2006		
Central Office	Rosa Ramos	Ruth Hara
Central Office	Krisann Alio Morel	Ruth Hara
Central Office	Tanya Osborne -Central Registry	Ruth Hara
Central Office	Linda Hoxsie	Ruth Hara
4/27/2006		
Central Office	Aline Coman - Central Registry	Ruth Hara
5/8/2006		
Central Office	Hope Tingle - IT, Work Items	Ruth Hara
5/9/2006		
Central Office	Louise Bush - Best Practices	Jeff Ball, Laura Coatta, Ruth Hara
Central Office	Best Practices - Louise, Gary S, CO Staff	Jeff Ball, Laura Coatta, Ruth Hara
5/10/06		
Central Office	Gary Buonacorsi	Jeff Ball, Laura Coatta, Ruth Hara
Central Office	Robin Ynacay-Nye - ME Reviews	Jeff Ball, Laura Coatta, Ruth Hara
5/11/2006		
Stakeholders	Sylvia Beller & Sylvia Teuton - Hearing Masters	Jeff Ball, Laura Coatta, Ruth Hara
Stakeholders	Tom Leeds	Jeff Ball, Laura Coatta, Ruth Hara
Clark County DA	Best Practices	Jeff Ball, Laura Coatta, Ruth Hara
5/12/2006		
Stakeholders	Barbara Buckley	Laura Coatta & Ruth Hara
5/15/2006		
Elko DA	Carolyn Smith & Staff, Gary Woodbury DA	Ruth Hara
5/16/06		
Elko PAO	Sharron Yore & Staff	Ruth Hara
5/17/06		
Stakeholders	Trisha Sheridan, Terry Rogers, Janine Trujillo - Elko DC	Ruth Hara
5/18/2006		
Humboldt County	Jenny Wegener - Coordinator	Ruth Hara
Humboldt County	Cheryll Hammond - Caseworker	Ruth Hara
Humboldt County	Kathi Wolfsteffer - Receptionist	Ruth Hara
Humboldt County	Sonia Ramirez - Caseworke	Ruth Hara
5/19/2006		
Pershing County	Rita Fowler, Elizabeth Blondheim, Lese Conr	Ruth Hara
5/22/2006		
Washoe DA	Tara - Case Assessment	Ruth Hara
Washoe DA	Supervisor Group	Ruth Hara
Washoe DA	Caseworkers - 4	Ruth Hara
Washoe DA	Doina Jones	Ruth Hara
Washoe DA	Janet O'Neill	Ruth Hara
5/23-24/06		
IVD Planning Mtg	IV-D Planning Committee - Observer	Ruth Hara
5/25/2006		
Washoe DA	Legal Assistants - 4	Ruth Hara
Washoe DA	DRA Team - 8	Ruth Hara
Washoe DA	Case Assessment - 2	Ruth Hara
Washoe DA	Caseworkers	Ruth Hara

APPENDIX A: NEVADA CHILD SUPPORT ENFORCEMENT PERFORMANCE AUDIT
MAXIMUS INTERVIEW LOG

OFFICE LOC	PERSON(S) INTERVIEWED	INTERVIEWER
5/26/2006		
Washoe DA	Caseworkers	Ruth Hara
Washoe DA	Caseworkers	Ruth Hara
Washoe DA	Annette Mansfield	Ruth Hara
Washoe DA	Lori Garcia	Ruth Hara
6/1/2006		
Reno PAO	Renee Matovina	Ruth Hara
Reno PAO	Steve Sack & Marilyn LaBadie - FSS	Ruth Hara
6/2/2006		
Reno PAO	Rob Cohen - Training	Ruth Hara
Reno PAO	Shirley Ceaglio - Court Prep	Ruth Hara
Reno PAO	Woody Wood - FIDM	Ruth Hara
Reno PAO	Barbara Koehike (BJ) - Storey & Douglas Countie	Ruth Hara
6/5/2006		
Clark County DA	Thomas Jannazzo - Investigations	Scott Drummond
Clark County DA	James Harris - Investigations	Scott Drummond
Clark County DA	Debra Shook - Court Team Supv	Scott Drummond
Clark County DA	Court Team - 5	Scott Drummond
6/6/2006		
Clark County DA	Larry Usher - Process Server	Scott Drummond
Clark County DA	Debra Bergner - Process Server	Scott Drummond
Clark County DA	Unit A Team 1	Scott Drummond
Stakeholder	Don Winne - Asst Attorney Genera	Jeff Ball & Ruth Hara
6/7/2006		
Washoe County DA	Susan Hallahan & Asst District Attorneys - Best Practices	Jeff Ball
Washoe County DA	Rene Matovina - Best Practices	Jeff Ball
Clark County DA	Audit Team - Supervisorw	Scott Drummond
Clark County DA	Audit Team	Scott Drummond
Clark County DA	Unit C Team 1	Scott Drummond
Clark County DA	Unit A,B,C FS Supervisors	Scott Drummond
Clark County DA	Unit A Team 3	Ruth Hara
Clark County DA	Unit C Team 4	Ruth Hara
Clark County DA	State Staff - on loan to Clark County DA	Ruth Hara
6/8/2006		
Clark County DA	Unit A Team 4	Ruth Hara
Clark County DA	Unit B Team 1	Ruth Hara
Clark County DA	Unit B Team 2	Ruth Hara
Clark County DA	Unit B Team 3	Ruth Hara
Clark County DA	V. Monet Woods, Team Chief	Scott Drummond
Clark County DA	Robert Gardner, Atty IV	Scott Drummond
Clark County DA	Training Team	Scott Drummond
Clark County DA	Unit A Team 2	Scott Drummond
Clark County DA	Ann Barringer Murray Legal Team Chie	Jeff Ball
Clark County DA	Jeff Messmore, Atty I	Jeff Ball
Stakeholder	Barbara Buckley	Jeff Ball
6/9/2006		
Clark County DA	STARS	Scott Drummond & Jeff Ball
Clark County DA	Unit A,B,C Unit Administrators	Scott Drummond
Clark County DA	Unit B Team 4	Scott Drummond
Clark County DA	Unit C Team 2	Ruth Hara
Clark County DA	Unit A,C - FIDM FSS Iis	Ruth Hara
Clark County DA	Unit C Team 3	Ruth Hara
Clark County DA	Mike Brown - IT	Ruth Hara
6/12/2006		
Clark County DA	Janet Webb - Customer Service	Carl Blanchette
Clark County DA	Bob Teuton, C.A. Watts, Sue Berfield - Customer Service	Carl Blanchette, Barb Siegel, Ruth Hara
Clark County DA	Reception Area - Customer Service	Carl Blanchette & Barb Siegel
Clark County DA	Bonnie Tipton - DWSS	Ruth Hara
Clark County DA	Chris Scott	Carl Blanchette & Barb Siegel
Clark County DA	Susan Gibson	Carl Blanchette & Barb Siegel
Clark County DA	Kathi Brunson	Carl Blanchette & Barb Siegel
Clark County DA	Suzi Truby	Carl Blanchette & Barb Siegel
Clark County DA	Jeff Burkhead	Carl Blanchette & Barb Siegel

APPENDIX A: NEVADA CHILD SUPPORT ENFORCEMENT PERFORMANCE AUDIT
MAXIMUS INTERVIEW LOG

OFFICE LOC	PERSON(S) INTERVIEWED	INTERVIEWER
Clark County DA	Kay McDonald	Carl Blanchette & Barb Siegel
Clark County DA	Rhonadalyn Piggie	Carl Blanchette & Barb Siegel
Clark County DA	Jodi Sherrod	Carl Blanchette & Barb Siegel
Clark County DA	Juanita Clifton	Carl Blanchette & Barb Siegel
Clark County DA	Denise Tottingham	Carl Blanchette & Barb Siegel
Clark County DA	John Feustel	Carl Blanchette & Barb Siegel
Clark County DA	Jane Morning	Carl Blanchette & Barb Siege
6/13/2006		
Clark County DA	Unit Administrators	Carl Blanchette & Barb Siegel
Clark County DA	Donna Cochran - Clark County Help Desk	Ruth Hara
Clark County DA	Toni Young	Carl Blanchette & Barb Siegel
Clark County DA	Linda Stone	Carl Blanchette & Barb Siegel
Clark County DA	Deana Green	Carl Blanchette & Barb Siegel
Clark County DA	Kelly Pettice	Carl Blanchette & Barb Siegel
Clark County DA	Mark Hanna	Carl Blanchette & Barb Siegel
Clark County DA	Ernestine Sexton	Carl Blanchette & Barb Siegel
Clark County DA	Cecily Marshall	Carl Blanchette & Barb Siegel
Clark County DA	Carolena Jenkins	Carl Blanchette & Barb Siegel
Clark County DA	Edwin Martinez	Carl Blanchette & Barb Siegel
Clark County DA	Linda Gordon	Carl Blanchette & Barb Siegel
Clark County DA	Patricia Dikes	Carl Blanchette & Barb Siegel
Clark County DA	Lydia Chavez	Carl Blanchette & Barb Siegel
Clark County DA	Stepanee Prawalsky	Carl Blanchette & Barb Siegel
Clark County DA	Marlene Jennings	Carl Blanchette & Barb Siegel
Clark County DA	Angela Vagas	Carl Blanchette & Barb Siegel
Clark County DA	Julie Boyce	Carl Blanchette & Barb Siegel
Clark County DA	Mike MacCormick	Carl Blanchette & Barb Siegel
Clark County DA	Laura Davis	Carl Blanchette & Barb Siegel
Clark County DA	Catherine Valdez	Carl Blanchette & Barb Siegel
Clark County DA	Sylvia Moffett	Carl Blanchette & Barb Siegel
Clark County DA	Clementine Campbell	Carl Blanchette & Barb Siegel
Clark County DA	Victoria Neff	Carl Blanchette & Barb Siegel
Clark County DA	Wendy Smith	Carl Blanchette & Barb Siegel
Clark County DA	Delinda Vargas	Carl Blanchette & Barb Siegel
Clark County DA	Christina Alonzo	Carl Blanchette & Barb Siegel
Clark County DA	Yolanda Bennett	Carl Blanchette & Barb Siegel
Clark County DA	Tony Stone	Carl Blanchette & Barb Siegel
Clark County DA	Tina Harrison	Carl Blanchette & Barb Siegel
Clark County DA	Kris Nareef	Carl Blanchette & Barb Siegel
Clark County DA	Andrea Arellian	Carl Blanchette & Barb Siegel
Clark County DA	Elanine Clark	Carl Blanchette & Barb Siegel
Clark County DA	Karina Rubi	Carl Blanchette & Barb Siege
6/14/2006		
LV PAO	Margie Adams	Ruth Hara
Desert Inn	Jimmie Bryson - SCaDU Acting Mgr	Ruth Hara
Desert Inn	SCaDU Staff - 4 staff	Ruth Hara
Desert Inn	SCaDU Staff - 4 staff	Ruth Hara
Desert Inn	Estela Walsh - Customer Service Unit Supvr	Carl Blanchette & Barb Siegel
Desert Inn	Jessica Orzal	Carl Blanchette & Barb Siegel
Desert Inn	Celeste Rosado	Carl Blanchette & Barb Siegel
Desert Inn	Elvira Robledo	Carl Blanchette & Barb Siegel
Desert Inn	Ivelys Franco	Carl Blanchette & Barb Siegel
Desert Inn	Bianca Torres	Carl Blanchette & Barb Siegel
Desert Inn	Christina Alejandria	Carl Blanchette & Barb Siege
6/15/2006		
Clark County DA	Caseworkers Unit B Teams 1,2,3,4	Carl Blanchette & Barb Siegel
Clark County DA	Caseworkers Unit C Teams 1,2,3,4	Carl Blanchette & Barb Siegel
Clark County DA	Barbara Carter - Adm	Carl Blanchette
Clark County DA	Reception Area - Customers	Carl Blanchette & Barb Siegel
PDC	Sandee Wyand - IVA Manager	Ruth Hara
PDC	Leonette Allsip - State Training	Ruth Hara
6/19/2006		
Central Office	Tammie & Lauren - Customer Service North	Carol Blanchette
Central Office	Sherry Allsip - Customer Service North Supervisor	Carol Blanchette

APPENDIX A: NEVADA CHILD SUPPORT ENFORCEMENT PERFORMANCE AUDIT
MAXIMUS INTERVIEW LOG

OFFICE LOC	PERSON(S) INTERVIEWED	INTERVIEWER
Central Office	Christie Cohen - Task Guides, System Clarif, Code Table	Ruth Hara
6/20/2006		
Carson City DA	Vicki Chittenden	Ruth Hara
Central Office	Louise Bush - Customer Service	Carl Blanchette
Carson City DA	Caseworkers - Deidra, Jill, Ann	Carl Blanchette & Ruth Hara
Carson City DA	Caseworkers - Betty, Clerici, William	Carl Blanchette & Ruth Hara
6/21/2006		
Washoe DO	Brett Barlow	Carl Blanchette & Ruth Hara
Washoe DO	Anjel Lee	Carl Blanchette & Ruth Hara
Reno PAO	Renee Matovina	Carl Blanchette
Reno PAO	William Wood	Carl Blanchette & Ruth Hara
Reno PAO	Bob Gillott	Carl Blanchette & Ruth Hara
Reno PAO	Gerald Keyes	Carl Blanchette & Ruth Hara
Reno PAO	Shirley Ceaglio	Carl Blanchette & Ruth Hara
Reno PAO	Leona Collins	Carl Blanchette & Ruth Hara
Reno PAO	Gail Prouix	Carl Blanchette & Ruth Hara
Reno PAO	Sherri Mann	Carl Blanchette & Ruth Hara
Reno PAO	Mary Gordon	Carl Blanchette & Ruth Hara
Reno PAO	Barbara Kokeeh	Carl Blanchette & Ruth Hara
Reno PAO	Jerry Thornton	Carl Blanchette & Ruth Hara
Reno PAO	Glenn Parvin	Carl Blanchette & Ruth Hara
Reno PAO	Tora Arthur	Carl Blanchette & Ruth Hara
Reno PAO	Alyssa Gibbs	Carl Blanchette & Ruth Hara
Reno PAO	Linda Holcomb	Carl Blanchette & Ruth Hara
Reno PAO	Clerical Staff	Ruth Hara
6/22/2006		
Washoe DA	Susan Hallahan - Customer Service	Carl Blanchette
Washoe DA	Linda Marzell	Carl Blanchette
Washoe DA	Stella Citra	Carl Blanchette
Washoe DA	Lucille Knight	Carl Blanchette
Washoe DA	Janet Onerie	Carl Blanchette
Washoe DA	Annette Mansfield	Carl Blanchette
Washoe DA	Doina Jones	Carl Blanchette
Washoe DA	Tera Wortman	Carl Blanchette
Washoe DA	Stephanie Grimiun	Carl Blanchette
Washoe DA	Mary Pharis	Carl Blanchette
Washoe DA	Kristine Grimes	Carl Blanchette
Washoe DA	Laura Ybarra	Carl Blanchette
Washoe DA	Cheryl Dewy	Carl Blanchette
Washoe DA	Katy Sullivan	Carl Blanchette
Washoe DA	Derina Bennett	Carl Blanchette
Washoe DA	Nicole Begbie	Carl Blanchette
Washoe DA	Anne Connor	Carl Blanchette
Washoe DA	Kashe Filmer	Carl Blanchette
Washoe DA	Investigators	Ruth Hara
Washoe DA	Observation in Reception Area	Carl Blanchette
6/23/2006		
Washoe DA	Supervisors - Customer Service	Carl Blanchette
6/26/2006		
Reno PAO	Individual Conferences - 3 individuals	Ruth Hara
6/27/2006		
Churchill County	Art Mallory - District Attorney	Ruth Hara
Churchill County	Linda White - Hearing Master	Ruth Hara
Churchill County	Churchill County Staff - 4 caseworkers (Rita Hanifen, Coordinator, no present)	Ruth Hara
6/28/2006		
Elko PAO	Sharron Yore - Customer Service Office Visit	Carl Blanchette
Elko DA	Carolyn Smith - Customer Service Office Visit	Carl Blanchette
Elko DA	Stephanie Post	Carl Blanchette
Elko DA	Denise Taylor	Carl Blanchette
White Pine DO	Janine Trujillo	Ruth Hara
White Pine DO	Lottie Apodaca	Ruth Hara
7/5/2006		

APPENDIX A: NEVADA CHILD SUPPORT ENFORCEMENT PERFORMANCE AUDIT
MAXIMUS INTERVIEW LOG

OFFICE LOC	PERSON(S) INTERVIEWED	INTERVIEWER
Reno PAO	Debbie Richey	Ruth Hara
7/6/2006		
Mineral County DA	Brenda Stinson	Ruth Hara
7/7/2006		
Nye County	Rhonda McLaughlin-Pope and Caseworker	Ruth Hara
7/10/2006		
Lyon County	Pat Peacher and Caseworkers	Ruth Hara
7/11/2006		
Washoe DA	Dick Gammick - District Attorney	Jeff Ball and Ruth Hara
Mineral County	Brenda Stinson - Customer Service Conference Ca	Barb Siegel
7/14/2006		
SCaDU North	Sue Smith & staff	Ruth Hara
7/18/2006		
Nye County	Rhonda McLaughlin-Pope - Customer Service Conference Ca	Barb Siegel
7/24/2006		
Lincoln County	Trista Boyce - Conference Cal	Ruth Hara
7/31/2006		
Lincoln County DA	Trista Boyce - Customer Service Conference Call	Carl Blanchette
Lyon County DA	Pat Peacher	Carl Blanchette
White Pine DO	Lottie Apodaca	Carl Blanchette
DWSS	Fran Fields	Carl Blanchette
Churchill County DA	Rita Hanifen	Carl Blanchette
8/2/2006		
OCSE	Don Wall - Federal Auditor, Region IX	Jeff Ball
8/8/2006		
OCSE	Dossie Terrell - Program Specialist, Region IX	Jeff Ball

APPENDIX B-1: MAXIMUS SURVEY QUESTIONNAIRE – CASEWORKER SURVEY

APPENDIX B-1: MAXIMUS
SURVEY QUESTIONNAIRE – CASEWORKER SURVEY

MAXIMUS is in the process of conducting a review of the State of Nevada's Child Support Enforcement program. In an effort to gain input, insight, comments and suggestions from all IV-D staff, we are providing you with this opportunity to respond to questions that we have about your view of the IV-D program operations in Nevada, as well as an opportunity to give us your suggestions, comments, best practices that you feel would help increase Nevada's performance.

All responses to this questionnaire will be kept confidential and will be used in our analysis of the IV-D program and development of potential recommendations to be proposed to the Legislative Counsel Bureau.

We thank you for your taking the time to complete this survey questionnaire.

Date of Completion: _____

Your Office (County) Location: _____

- ☐ District Attorney
- ☐ State Central Office
- ☐ State PAO

Your Title/Position: _____

If you have any questions, please feel free to contact me. My email address and contact phone number is given below.

Please return your completed Survey Questionnaire to:

Ruth Hara
MAXIMUS Project Manager
P.O. Box 2566
Sparks, NV 89431
775.425.2717
ruthhara@maximus.com

A. GENERAL INFORMATION

1. How long have you worked in the Child Support Enforcement Program?
   - ☐ Less than 1 year
   - ☐ 1-5 years
   - ☐ 6-10 years
   - ☐ More than 10 years
2. What is the size of the caseload you are responsible for?
   - ☐ 100 – 200 cases
   - ☐ 201 – 400 cases
   - ☐ 401 – 600 cases
   - ☐ 601 or more
   - ☐ Other
3. Which of the following represent your primary job responsibilities? (Check all that apply)
   - ☐ Intake/Case Assessment
   - ☐ Location
   - ☐ Paternity Establishment
   - ☐ Obligation
   - ☐ Enforcement
   - ☐ Training
   - ☐ Other _____
4. Do you handle TANF cases or Non-TANF IV-D cases?
   - ☐ TANF
   - ☐ Non-TANF IV-D
   - ☐ Both

B. LOCATION (Answer these questions **only** if you perform locate activities. Otherwise skip to Category C)

5. What are the automated locate sources you can use for your case in locate status? (Check all that apply)

- ☐ DMV Records
- ☐ Employment Security
- ☐ Partial Credit Check
- ☐ FPLS
- ☐ SPLS
- ☐ IRS 1099
- ☐ TANF Records
- ☐ Employer Verification
- ☐ Utility Companies
- ☐ Post Office
- ☐ Bank Verification
- ☐ Police Department
- ☐ Corrections Department
- ☐ Wildlife Records
- ☐ Gaming Records
- ☐ Other _____

6. What manual locate sources do you use?

- ☐ Applications for Credit
- ☐ Credit Reports
- ☐ _____
- ☐ _____
- ☐ _____
- ☐ _____
- ☐ _____
- ☐ _____
- ☐ _____

7. Which of these are the locate sources that you use most often? (Check all that apply)

- ☐ DMV Records
- ☐ Employment Security
- ☐ Partial Credit Check
- ☐ FPLS
- ☐ SPLS
- ☐ IRS 1099
- ☐ TANF Records
- ☐ Credit Reports
- ☐ Employer Verification
- ☐ Utility Companies
- ☐ Post Office
- ☐ Bank Verification
- ☐ Police Department
- ☐ Corrections Department
- ☐ Wildlife Records
- ☐ Gaming Records
- ☐ Other _____
- ☐ Other _____

8. Which of these locate sources do you not use at all? (Check all that apply)

- ☐ DMV Records
- ☐ Employment Security
- ☐ Partial Credit Check
- ☐ FPLS
- ☐ SPLS
- ☐ IRS 1099
- ☐ TANF Records
- ☐ Employer Verification
- ☐ Credit Reports
- ☐ Utility Companies
- ☐ Post Office
- ☐ Bank Verification
- ☐ Police Department
- ☐ Corrections Department
- ☐ Wildlife Records
- ☐ Gaming Records
- ☐ Other _____

9. How often do you utilize skip-tracing in your locate activities in which you use the phone or mail to follow up on locate leads? (Check which one applies)

- ☐ Very frequently
- ☐ Frequently
- ☐ Infrequently
- ☐ Not at all
- ☐ Was not aware of what skip-tracing is

10. What sort of data mining capabilities are available to you (rearranging of data, sorted by common characteristics, to assist in locate)? (List the ones that you use or are aware of)
    - ☐ _____
    - ☐ _____
    - ☐ _____
    - ☐ _____
    - ☐ _____
    - ☐ Was not aware of what data mining is.
11. What actions are you to take when you learn that the NCP resides in another state?
    - ☐ CSENet
    - ☐ Transmittal #1
    - ☐ Transmittal #3
    - ☐ Contact Nevada Central Registry
    - ☐ Contact Out-of-State Central Registry
    - ☐ Other _____
12. How useful do you feel NOMADS is in prompting you to take timely actions on your locate cases? (Check which one applies)
    - ☐ Very useful
    - ☐ Somewhat useful
    - ☐ Not useful at all

    If Somewhat Useful or Not Useful At All, explain why:

13. How clear do you feel the Locate policies and procedures are? (Check which one applies)
    - ☐ Very clear
    - ☐ Somewhat clear
    - ☐ Not very clear
    - ☐ Unclear

    Explain why

14. Do you feel that you received adequate locate training that provided you with the skills required in the performance of your locate responsibilities?
    - ☐ Yes
    - ☐ No

    If No, what do you feel that you needed that you were not provided with?

15. Do you feel that you need refresher training in the area of locate?
    - ☐ Yes
    - ☐ No

    If Yes, explain in what areas:

C. PATERNITY ESTABLISHMENT (Answer these questions only if you perform paternity establishment activities. Otherwise skip to Category D)

16. How often do you encourage an alleged father to voluntarily acknowledge paternity of a child outside of the hospital?
    - ☐ Quite frequently
    - ☐ Frequently
    - ☐ Infrequently
    - ☐ Hardly ever

    Explain why:

17. Do you feel that discussing Voluntary Paternity Acknowledgment is a more effective means of establishing paternity rather than court-ordered genetic testing?
    - ☐ Yes
    - ☐ No

    Explain why:

18. Do you seek an order for Genetic Testing in:
    - ☐ Most cases in which there is any question of paternity
    - ☐ Occasionally when it appears that there is little likelihood of a voluntary acknowledgment
    - ☐ Only if a part requests it
    - ☐ Other _____

    Explain why:

19. What do you do to ensure that all appropriate steps are taken to establish paternity in a hospital at the time of the child's birth?

20. Are you using online access to vital records information regarding paternity acknowledgments?
    - ☐ Yes
    - ☐ No
    - ☐ Occasionally

    Explain why:

21. Which do you feel is the most effective means of service of process? (Check only one)
    - ☐ Certified Mail
    - ☐ Personal Service
    - ☐ Publication

    Explain why:

22. Which type of service do you use most frequently? (Check only one)
    - ☐ Certified Mail
    - ☐ Personal Service
    - ☐ Publication

    Explain why:

23. Do you, as a "rule of thumb" establish a child support obligation at the same time paternity is established?
    - ☐ Yes
    - ☐ No

    If your answer is 'No', please explain why:

24. Is Income Withholding automatically included in all new child support orders in your county?
    - ☐ Yes
    - ☐ No

    Explain why:

25. What type of service of process do you feel is the most effective means of accomplishing service on an individual? (Select only one)
    - ☐ Certified Mail
    - ☐ Publication
    - ☐ Personal Service

    Explain why:

26. What type of service do you use most frequently? (Select only one)
    - ☐ Certified Mail
    - ☐ Publication
    - ☐ Personal Service

    Explain why:

27. What is the most frequent reason contributing to unsuccessful service?
    - ☐ Bad Address
    - ☐ No longer working at the place of employment given
    - ☐ Incorrect Information on NOMADS
    - ☐ Other _____

    Explain why:

28. How useful do you feel NOMADS is in prompting you to take timely actions on your paternity establishment cases? (Check which one applies)
    - ☐ Very useful
    - ☐ Somewhat useful
    - ☐ Not useful at all

    If Somewhat Useful or Not Useful At All, explain why:

29. How clear do you feel the Paternity Establishment policies and procedures are?
    - ☐ Very clear
    - ☐ Somewhat clear
    - ☐ Not very clear
    - ☐ Unclear

    Explain why:

30. Do you feel that you received adequate training that provided you with the skills required in the performance of your paternity establishment responsibilities?
    - ☐ Yes
    - ☐ No

    If No, what do you feel that you needed that you were not provided with?

31. Do you feel that you need refresher training in the area of paternity establishment?

☐ Yes
☐ No

If Yes, explain why:

D. ENFORCEMENT (Answer these questions only if you perform enforcement activities. Otherwise skip to Category E)

32. How often do you use the enforcement remedies available to you in this office? (Please select all that apply.)

License suspension (driver's license, hunting, fishing, professional)

☐ Frequently
☐ Infrequently
☐ Not at all

Passport Denial

☐ Frequently
☐ Infrequently
☐ Not at all

Contempt or Order to Show Cause Referrals

☐ Frequently
☐ Infrequently
☐ Not at all

FIDM

☐ Frequently
☐ Infrequently
☐ Not at all

Personal or Property Liens

☐ Frequently
☐ Infrequently
☐ Not at all

Lottery or Gambling Intercept

☐ Frequently
☐ Infrequently
☐ Not at all

Liens Against an Estate or Probate

☐ Frequently
☐ Infrequently
☐ Not at all

Other _____

- ☐ Frequently
- ☐ Infrequently
- ☐ Not at all

Other _____

- ☐ Frequently
- ☐ Infrequently
- ☐ Not at all

33. Which method of service do you feel is the most effective for accomplishing successful service on an individual? (Select only one).

- ☐ Personal Service
- ☐ Certified Mail
- ☐ Publication
- ☐ Other _____

Please explain why:

34. What do you feel is the primary reason contributing to unsuccessful service of process on an individual?

- ☐ Bad Address
- ☐ No longer working at place of employment given
- ☐ Incorrect information on NOMADS
- ☐ Other _____

Please explain why:

35. How often is Income Withholding used as an enforcement remedy when the NCP is employed? (Check which one that applies)

- ☐ I use it all of the time
- ☐ I use it most of the time
- ☐ I try other remedies first
- ☐ I hardly ever use it

Please tell us why:

36. How frequently is the reason for the accumulation of arrearages due to failure of the employer to properly withhold income due to a lack of understanding of the income withholding requirements on the part of the employer?
    - ☐ Frequently
    - ☐ Infrequently
    - ☐ Not at all

    Please tell us why:

37. Do you feel the automated enforcement actions taken by NOMADS are effective in assisting you with meeting timely enforcement actions?
    - ☐ Very Effective
    - ☐ Somewhat Effective
    - ☐ Not Very Effective
    - ☐ Ineffective

    Please explain why:

38. Do you handle requests for modification of a child support order?
    - ☐ Yes
    - ☐ No

39. If 'Yes", how long does it usually take to process a request for modification of a child support order from receipt of the request to a final determination of no modification warranted or scheduling a court hearing?
    - ☐ Between 30 – 45 days
    - ☐ Between 46 - 60 days
    - ☐ 60 days or more
    - ☐ Don't know

    Please explain why:

40. How clear do you feel the Enforcement policies and procedures are?
    - ☐ Very clear
    - ☐ Somewhat clear
    - ☐ Not very clear
    - ☐ Unclear

    Explain why:

41. Do you feel that you received adequate training that provided you with the skills required in the performance of your enforcement responsibilities?
    - ☐ Yes
    - ☐ No

    If No, what do you feel that you needed that you were not provided with?

42. Do you feel that you need refresher training in the area of enforcement?
    - ☐ Yes
    - ☐ No

    If Yes, explain why:

E. COURTS

43. Are both the judicial and administrative processes available to you in your county?
    - ☐ Yes
    - ☐ No

44. If yes, which do you feel assists you the most in regard to performance measurements?
    - ☐ Judicial
    - ☐ Administrative
    - ☐ Both

    Please explain why:

45. How long does it normally take for you to get a case on the court calendar and a court date established?
    - ☐ 7 - 10 days
    - ☐ 11 - 20 days
    - ☐ 20 - 30 days
    - ☐ More than 30 days

46. What steps do you feel could be taken to make the court process more efficient?

F. TRAINING

47. How much formal training did you receive to prepare you for your job responsibilities?
    - ☐ 5 days
    - ☐ 7 days
    - ☐ 14 days
    - ☐ Other _____

48. How much of the training you received was "on the job" training?
    - ☐ All of it
    - ☐ A majority of it
    - ☐ Very little
    - ☐ None at all

49. How often do you receive "refresher" training?
    - ☐ Frequently
    - ☐ Infrequently
    - ☐ Upon request
    - ☐ Never

50. Do you feel that your job performance would be improved with better training (formal and/or refresher)?
    - ☐ Yes
    - ☐ No

    Please explain why:

G. PERFORMANCE

51. How is your performance of your job responsibilities measured? (Provide a weight of 1 – 5 for each of the following with 5 being the highest weight)
    - ☐ Observation
    - ☐ Error Rate
    - ☐ Written job performance expectations
    - ☐ Don't know

52. How often does your supervisor or manager discuss your performance with you?
    - ☐ Regularly
    - ☐ Annually
    - ☐ Never

53. How important do you feel receiving regular feedback on your job performance is in helping you to identify the areas where you are meeting expectations as opposed to those areas where you need to work on increasing your performance?
    - ☐ Very Important
    - ☐ Somewhat Important
    - ☐ Not very important
    - ☐ Not important at all

54. How often does your supervisor or manager discuss your performance with you?
    - ☐ Regularly
    - ☐ Annually
    - ☐ Whenever I ask
    - ☐ Never

55. Have you been given clear, written job performance expectations by your supervisor/manager?
    - ☐ Yes
    - ☐ No

    If No, would this have helped you in your job performance and meeting the expectations of your supervisor/manager? Please explain why

56. Do you feel that the Employee Performance Evaluation is subjective or objective in nature, or a combination of both? (Check one)
    - ☐ Subjective
    - ☐ Objective
    - ☐ Combination of both
    - ☐ Don't know

    What do you feel that it should be?

H. NOMADS

57. How helpful do you feel NOMADS is in assisting you with meeting timeframes and taking appropriate actions on a case?
    - ☐ Very Helpful
    - ☐ Somewhat Helpful
    - ☐ Not Helpful at all

58. How effective do you feel the automated enforcement actions taken by NOMADS are?
    - ☐ Very effective
    - ☐ Somewhat Effective
    - ☐ Not Very Effective
    - ☐ Ineffective

    Please explain why:

59. What about NOMADS hinders your ability to efficiently and effectively process your cases? List as many that come to mind.

60. How often do you rely on using a "workaround" in order to perform your job responsibilities on NOMADS?

61. How responsive do you feel the Central Office is to NOMADS system problems that have been identified?
    - ☐ Very Responsive
    - ☐ Not Very Responsive
    - ☐ Not Responsive at all
    - ☐ Don't know

    Please explain why:

62. What additional automation in your local office would assist you in performing your job more efficiently and effectively?
    - ☐ _____
    - ☐ _____
    - ☐ _____
    - ☐ No additional automation would help
    - ☐ Don't know

    Please explain why:

63. What additional automation on a statewide basis would assist you in performing your job more efficiently and effectively?
    - ☐ _____
    - ☐ _____
    - ☐ _____
    - ☐ No additional automation would help.
    - ☐ Don't know

I. SUGGESTIONS

64. Which of the following do you feel would help you with the performance of your job responsibilities? (Check all that apply)

- ☐ Improved training
- ☐ Clearer policy and procedures
- ☐ Clearer Task Guides
- ☐ On-line Task Guides
- ☐ Smaller caseload
- ☐ Changes to NOMADS
- ☐ Regular feedback on my performance from my supervisor/manager
- ☐ Improved Help Desk assistance
- ☐ On-line Frequently Asked Questions
- ☐ Other _____
- ☐ None of the above

Please tell us why:

65. What do you feel are the "best practices" that you use in order to perform your job responsibilities in an efficient and effective manner? (Please use the back of the form if additional room is needed.)

66. Please record here any additional comments, suggestions, opinions, thoughts that you would like to express.

APPENDIX B-2: MAXIMUS SURVEY QUESTIONNAIRE – SUPERVISOR SURVEY

APPENDIX B-2: MAXIMUS SURVEY QUESTIONNAIRE – SUPERVISOR SURVEY

MAXIMUS is in the process of conducting a review of the State of Nevada's Child Support Enforcement program. In an effort to gain input, insight, comments and suggestions from all IV-D staff, we are providing you with this opportunity to respond to questions that we have about your view of the IV-D program operations in Nevada, as well as an opportunity to give us your suggestions, comments, best practices that you feel would help increase Nevada's performance.

All responses to this questionnaire will be kept confidential and will be used in our analysis of the IV-D program and development of potential recommendations to be proposed to the Legislative Counsel Bureau.

We thank you for your taking the time to complete this survey questionnaire.

Date of Completion: _____

Your Office (County) Location: _____

- ☐ District Attorney
- ☐ State Central Office
- ☐ State PAO

Your Title/Position: _____

If you have any questions, please feel free to contact me. My email address and contact phone number is given below.

Please return your completed Survey Questionnaire to:

Ruth Hara
MAXIMUS Project Manager
P.O. Box 2566
Sparks, NV 89431
775.425.2717
ruthhara@maximus.com

1. How long have you had the responsibility for supervision or management?
   - ☐ Less than one year
   - ☐ One year to five years
   - ☐ More than five years
2. How many employees do you manage?
   - ☐ Between 3 – 6 employees, inclusive
   - ☐ Between 6 – 10 employees, inclusive
   - ☐ More than 10 employees
3. Did you receive written job responsibilities and expectations when you became a supervisor/manager?
   - ☐ Yes
   - ☐ No
   - ☐ Not Sure
4. Did you receive any supervisory or management training when you were placed into your position of supervisor?
   - ☐ Yes
   - ☐ No
5. Do you currently receive any refresher or continual training to assist you with your supervisory or management skills?
   - ☐ Yes
   - ☐ No
6. How often are you provided with an opportunity for additional supervisory or management training?
   - ☐ Monthly
   - ☐ Semi-Monthly
   - ☐ Annually
   - ☐ When I request it
   - ☐ Never

Please explain:

7. How is the work in your office organized?
   - ☐ By functional area
   - ☐ TANF vs. Non-TANF
   - ☐ Alphabetically by NCP Last Name
   - ☐ Alphabetically by CP Last Name
   - ☐ Other _____

8. Do you feel that the current organization of work or business work flow in your office assists your in achieving high office performance?
   - ☐ Yes
   - ☐ No
   - ☐ Don't Know

   Please explain why:

9. What type of training opportunities to you offer to your employees?
   - ☐ _____
   - ☐ _____
   - ☐ _____

10. How do you inform your employees of new or changed policies and/or procedures? (Please check all that apply.)
    - ☐ Unit meeting
    - ☐ Email notification
    - ☐ Through the Division's website
    - ☐ Updated page replacements to the Policy manual
    - ☐ Memorandum
    - ☐ Other _____

11. How do you inform your employees of new functionality or changes in NOMADS? (Please check all that apply)
    - ☐ Unit meeting
    - ☐ Email notification
    - ☐ Through the Division's website
    - ☐ Updated page replacements to the Policy manual
    - ☐ Memorandum
    - ☐ Other _____

12. How clear do you feel the policies and procedures are that you receive from the State Division of Welfare and Supportive Services (DWSS)?
    - ☐ Very clear
    - ☐ Somewhat clear
    - ☐ Unclear
    - ☐ Don't know

    Please explain why:

13. To what extent do you feel that NOMADS provides the necessary assistance to your employees performance of their job responsibilities?
    - ☐ Very helpful
    - ☐ Somewhat helpful
    - ☐ Not very helpful
    - ☐ Useless

    Please explain why:

14. Do you feel that you are given adequate advance notice of upcoming changes in policy and/or procedures in order to prepare and/or inform your staff prior to implementation?
    - ☐ Yes
    - ☐ No
    - ☐ At times
    - ☐ Don't know

    Please explain why:

15. How often do you delegate responsibilities for special tasks or projects to your employees?
    - ☐ Frequently to any of my employees
    - ☐ Frequently to certain employees
    - ☐ Somewhat frequently, depending on what it is
    - ☐ Never, I prefer to do IT MYSELF

    Please explain why:

16. What measurements or criteria do you use to evaluate an employees performance? (Please provide as many measurements as you can)
    - ☐ _____
    - ☐ _____
    - ☐ _____
    - ☐ _____
    - ☐ _____

17. How often do you provide feedback to the employees whom you manage regarding their performance?
    - ☐ Monthly
    - ☐ Semi-Annually
    - ☐ Annually
    - ☐ When necessary

    Please explain why:

18. Is an employee's performance tied to a standard Employee Evaluation used to evaluate everyone?
    - ☐ Yes
    - ☐ No
19. Is your evaluation of an employee's performance objective, subjective or a combination of both?
    - ☐ Subjective
    - ☐ Objective
    - ☐ Combination of both
    - ☐ Don't know

    Please explain:

20. Do you feel that providing your employees with regular feedback on their performance of their job responsibilities assists them in improving their performance?
    - ☐ Yes
    - ☐ No
    - ☐ Don't know

    Please explain why:

21. What are the consequences when an employee does not meet the established performance expectations?
    - ☐ _____
    - ☐ _____
    - ☐ _____
    - ☐ _____

22. How do you assist a low performing employee with improving his or her performance? (Check all that apply)
    - ☐ Additional training
    - ☐ Mentoring
    - ☐ Spot Checking their work on a regular basis
    - ☐ Closely monitoring or auditing their work
    - ☐ Other _____
    - ☐ Other _____
23. How responsive do you feel the State Central Office is to your questions, policy interpretation requests and clarifications?
    - ☐ Very responsive
    - ☐ Somewhat Responsive
    - ☐ Unresponsive

    Please explain why:

24. What do you feel should be done to improve their responsiveness to field staff?

25. Do you feel that an increase in the number of full-time employees in your office would assist in improving your office's performance
    - ☐ Yes
    - ☐ No
    - ☐ Don't know

    Please explain why:

26. What innovative techniques or best practices are used in your office to assist your employees with their performance?

27. Do you feel that the newly implemented Management Evaluation Reviews will help your office improve its performance?
    - ☐ Yes
    - ☐ No

    Please explain why:

28. If corrective action is warranted, do you give all of your employees an opportunity to provide input into the development of your office Corrective Action Plan?

    ☐ Yes
    ☐ No

    Please explain:

29. What types of changes would you like to see made in order to help both you and your staff operate in a more efficient and effective manner?

30. Please provide us with any comments and suggestions you have regarding your office performance.

31. Please provide us with any comments and suggestions you have regarding Nevada's IV-D performance:

APPENDIX B-3: MAXIMUS SURVEY QUESTIONNAIRE – CENTRAL OFFICE

APPENDIX B-3: MAXIMUS SURVEY QUESTIONNAIRE – CENTRAL OFFICE

MAXIMUS is in the process of conducting a review of the State of Nevada's Child Support Enforcement program. In an effort to gain input, insight, comments and suggestions from all IV-D staff, we are providing you with this opportunity to respond to questions that we have about your view of the IV-D program operations in Nevada, as well as an opportunity to give us your suggestions, comments, best practices that you feel would help increase Nevada's performance.

All responses to this questionnaire will be kept confidential and will be used in our analysis of the IV-D program and development of potential recommendations to be proposed to the Legislative Counsel Bureau.

We thank you for your taking the time to complete this survey questionnaire. **Please complete and return to me by July 24th.**

Date of Completion: _____

Your Office Location: _____

A. POLICY

1. How often is new or changed policy sent out to field staff?
   - ☐ Monthly
   - ☐ Quarterly
   - ☐ Every six months
   - ☐ As needed or required
   - ☐ N/A
2. How is the new or changed policy distributed?
   - ☐ Website
   - ☐ Online Policy
   - ☐ Hard copy Manual pages
   - ☐ Email
   - ☐ N/A
3. How often are new or changed Task Guides sent out to the field staff?
   - ☐ Monthly
   - ☐ Quarterly
   - ☐ Every six months
   - ☐ As needed or required
   - ☐ N/A
4. How are the new or changed Task Guides distributed?
   - ☐ Website
   - ☐ Online Policy
   - ☐ Hard copy Manual pages
   - ☐ Email

- ☐ N/A

5. How familiar do you feel the PAO staff are with the CSE Policy Manual?
   - ☐ Very familiar
   - ☐ Familiar
   - ☐ Unfamiliar
   - ☐ Never use the manual
   - ☐ N/A
6. How familiar do you feel the DA staff are with the CSE Policy Manual?
   - ☐ Very familiar
   - ☐ Familiar
   - ☐ Unfamiliar
   - ☐ Never use the manual
   - ☐ N/A
7. When you receive questions related to policy, how often to you refer them to the manual with the manual citation?
   - ☐ All the time
   - ☐ Most of the time
   - ☐ Sometimes
   - ☐ Never
   - ☐ N/A
8. While the current effort to rewrite the Child Support Enforcement Manual is concentrating on addressing IV-D policy and removal of all procedures, what type of guidance, training or tools do you feel should be provided to the smaller rural offices that do not have the resources experienced in the development of processes and procedures?
   - ☐ Provide sample procedures/processes
   - ☐ Provide recommended best practices
   - ☐ Provide training targeted at the development of business processes
   - ☐ Other _____
   - ☐ N/A

B. CENTRAL OFFICE SUPPORT

9. In your opinion, what is the role of Central Office in providing customer service to the field staff and local DA offices?
   - ☐ Provide timely guidance regarding policy questions and issues
   - ☐ Provide training on basic IV-D policy
   - ☐ Provide "refresher" training as requested
   - ☐ Timely provision of Task Guides
   - ☐ Timely information regarding NOMADS system updates
   - ☐ N/A

10. How often do you personally contact the field staff in the PAOs or DA offices?
    - ☐ In response to a call or phone message
    - ☐ In response to an email
    - ☐ To provide guidance on unclear policy or procedure
    - ☐ To discuss business requirements or considerations in relation to a Work Item
    - ☐ N/A
11. Are there any written procedures in place regarding response time to questions, phone messages and/or emails received from field staff in the PAO or DA offices?
    - ☐ The same day
    - ☐ Within 24 hours
    - ☐ Within 48 hours
    - ☐ No written procedures
    - ☐ N/A

C. HELP DESK

12. How often do you provide a NOMADS "workaround" that you are aware of in response to an inquiry from the PAO or DA office regarding a system problem?
    - ☐ Always
    - ☐ Frequently
    - ☐ Hardly ever
    - ☐ Never
    - ☐ N/A
13. How are NOMADS "workarounds" shared with other offices?
    - ☐ Email
    - ☐ Hard copy
    - ☐ Only when a call is received with the same problem/issues
    - ☐ Never
    - ☐ N/A
14. Are the NOMADS "workarounds" based on direction from a NOMADS IV-D programmer?
    - ☐ Yes
    - ☐ No
    - ☐ N/A
15. How frequently are calls or inquiries directed to the Help Desk related to existing Work Items for already identified problems not yet "fixed"?
    - ☐ Very frequently
    - ☐ Frequently

- ☐ Infrequently
- ☐ Not at all
- ☐ N/A

16. When you receive a call related to policy and/or procedures, do you provide guidance to customers back to written policies and/or procedures in the Child Support Manual or Task Guides? PLEASE EXPLAIN

- ☐ _____
- ☐ _____
- ☐ _____
- ☐ N/A

17. In your experience on the Help Desk, the most frequently asked questions are due to which of the following? (Check all that apply)

- ☐ Misinterpretation of Child Support policy
- ☐ Lack of NOMADS understanding and/or functionality
- ☐ Inexperience of the user/customer
- ☐ Lack of training
- ☐ Valid, known NOMADS problems (work item already exists)
- ☐ Other _____
- ☐ Other _____
- ☐ N/A

D. TRAINING

18. Do you provide any training as part of your job responsibilities to field staff in either the PAO and/or DA offices?

- ☐ Yes
- ☐ No
- ☐ When requested
- ☐ N/A

19. Do you feel that field staff (PAO and/or DA) need training? If yes, in what areas (Check all that apply)

- ☐ Yes
- ☐ No
- ☐ N/A
- ☐ New employee training
- ☐ Changes in policy, statute or regulation
- ☐ When requested by an office
- ☐ Need for "refresher" training identified based on QC or ME errors
- ☐ Lack of technical or system-related understanding
- ☐ Need to provide useful "tools" to enable field staff due to problems identified during QC or ME reviews

20. With whom do you feel the primary responsibility for training rests? PLEASE EXPLAIN
    - ☐ Central Office
    - ☐ Local Office CSE Coordinators/Managers
    - ☐ PAOs
    - ☐ Other _____
21. In your opinion, what role does training play in effective performance?
    - ☐ Very important
    - ☐ Important
    - ☐ Somewhat important
    - ☐ Not very important
    - ☐ Unimportant
    - ☐ N/A
22. Rank from 1 to 5 what type of training you feel is the most effective with '5' being most effective and '1' being least effective.
    - ☐ Classroom training in a central location
    - ☐ Classroom training at a regional site
    - ☐ Local training conducted at the individual office level
    - ☐ CBT (Computer Based Training)
    - ☐ Conference Call Training
    - ☐ N/A

E. COMMUNICATION

23. How often do you communicate with staff in the PAO?
    - ☐ Very frequently
    - ☐ Frequently
    - ☐ Somewhat frequently
    - ☐ Infrequently
    - ☐ Never
    - ☐ N/A
24. When you do communicate with staff in the PAO, what are the primary reasons for the communication?
    - ☐ _____
    - ☐ _____
    - ☐ _____
    - ☐ _____
    - ☐ _____
25. How often do you communicate with staff in the DA offices?
    - ☐ Very frequently
    - ☐ Frequently
    - ☐ Somewhat frequently

- ☐ Infrequently
- ☐ Never
- ☐ N/A

26. When you do communicate with staff in the DA offices, what are the primary reasons for the communication?
    - ☐ _____
    - ☐ _____
    - ☐ _____
    - ☐ _____
    - ☐ _____
27. How would you rate the level of communicate between the Central Office and the field offices?
    - ☐ Excellent
    - ☐ Good
    - ☐ Fair
    - ☐ Poor
    - ☐ Needs improvement
    - ☐ N/A

F. PERFORMANCE

28. What are the areas within the Central Office that you feel improvement or changes should be made in order to improve Nevada's performance?
    - ☐ _____
    - ☐ _____
    - ☐ _____
    - ☐ _____
    - ☐ _____
29. What are the areas you feel improvement or changes need to be made in the PAO's in order to improve Nevada's performance?
    - ☐ _____
    - ☐ _____
    - ☐ _____
    - ☐ _____
    - ☐ _____
30. What are the areas you feel improvement or changes need to be made in the DA offices in order to improve Nevada's performance?
    - ☐ _____
    - ☐ _____
    - ☐ _____
    - ☐ _____
    - ☐ _____

31. In your opinion, what is the role of Central Office in assisting the field offices, both PAO and DA, in maximizing their performance?

32. In your opinion, what changes should be made that would have the most impact on maximizing performance at the local office level and why?

APPENDIX C-1: SURVEY INSTRUMENTS – CUSTOMER SATISFACTION SURVEY QUESTIONNAIRE

APPENDIX C-1: SURVEY INSTRUMENTS – CUSTOMER SATISFACTION SURVEY QUESTIONNAIRE

Nevada
Child Support Customer Satisfaction Survey

INSTRUCTIONS for completing the survey:

- Depending on what your response is to a certain question, you may be asked to skip questions as not all questions may apply to your situation.
- To choose a response, please mark it with an "X."
- Please note that the survey is on both sides of the pages.
- Please use a pen.
- Return the survey by [DATE] using the postage-paid return envelope that is provided.

1. Which Child Support Enforcement office has your case?
   - ☐ District Attorney Office. Which one? _____
   - ☐ Program Area Office (usually a public assistance case that does not have an order yet, although there are some exceptions).
   - ☐ Which one: _____
   - ☐ I don't know or I don't have a case. In which county do you live? (include the state if other than Nevada) _____

Our records show that you had a contact with the Nevada Child Support Enforcement program within the past [X] months. Questions 2 – 15, deal with only your most recent contact with the program. If you had a contact with the program after July [X], 2006, please answer the questions about your previous contact.

2. When did you last talk to a case manager or other representative from the Child Support Enforcement office? Enter date if known: _____. If not known was it:
   - ☐ Less than a week ago
   - ☐ Between 1 to 4 weeks ago
   - ☐ 1 to 6 months ago
   - ☐ 7 to 12 months ago
   - ☐ More than 1 year ago
   - ☐ I've tried to speak to a case manager or other representative, but have been unable to do so. ***SKIP TO QUESTION 16.***
   - ☐ I've never tried to speak to a case manager or other representative. ***SKIP TO QUESTION 16***
3. When you last talked with a case manager or other representative, did you make the contact, or did the Child Support Enforcement office contact you?
   - ☐ I made the contact
   - ☐ The Child Support Enforcement office contacted me

4. When you last talked with the case manager or other representative, did you speak to that person by telephone or in person?
   - ☐ By telephone
   - ☐ In person. ***SKIP TO QUESTION 6.***
5. When you called the case manager or other representative on the telephone, how long did you wait until you actually spoke to that person?
   - ☐ The call was answered almost immediately. ***SKIP TO QUESTION 9.***
   - ☐ I was put on hold for under 1 minute. ***SKIP TO QUESTION 9.***
   - ☐ I was put on hold for 1 to 3 minutes. ***SKIP TO QUESTION 9.***
   - ☐ I was put on hold for over 3 minutes. ***SKIP TO QUESTION 9.***
   - ☐ Does not apply. The case manager or other representative called me. ***SKIP TO QUESTION 9.***
   - ☐ Don't know or not sure. ***SKIP TO QUESTION 9.***
6. When you last talked to the case manager or other representative in person, did you have an appointment to meet with the case manager or other representative or did you have a court hearing?
   - ☐ Yes. I had an appointment or a court hearing.
   - ☐ No. I did not have an appointment or a court hearing.
7. About how long did you wait at the office before you actually talked to the case manager or other representative?
   - ☐ Less than 15 minutes.
   - ☐ Between 15 and 30 minutes.
   - ☐ Between 30 minutes and 1 hour.
   - ☐ More than 1 hour.
   - ☐ Don't know or not sure.
8. Were you able to talk in a private area where nobody else could hear you talk about you case?
   - ☐ Yes.
   - ☐ No.
   - ☐ Don't know or not sure.
9. When you last talked to a case manager or other representative, whether it was by telephone or in person, what were the main issues discussed? **MARK ALL THAT APPLY.**
   - ☐ Locating the other parent
   - ☐ Paternity establishment
   - ☐ Applying for child support services
   - ☐ Missing or late child support checks
   - ☐ Changing a child support order
   - ☐ Change in mailing address, telephone, or employment
   - ☐ Health insurance for my child(ren)
   - ☐ How to complete forms

- ☐ Agency policies or state law
- ☐ Other (PLEASE SPECIFY) _____

10. During this most recent contact, how much of the information you felt you needed were you able to get at the time?
    - ☐ All of the information. ***SKIP TO QUESTION 14.***
    - ☐ Some but not all of the information.
    - ☐ None of the information.
11. If you did not receive all of the information you felt you needed, were you told someone from the Child Support Enforcement office would follow-up after the contact and provide you with more information?
    - ☐ Yes.
    - ☐ No. ***SKIP TO QUESTION 14.***
    - ☐ Don't know or not sure. ***SKIP TO QUESTION 14.***
12. Did you then get the information you needed?
    - ☐ Yes.
    - ☐ Some but not all of the information.
    - ☐ No. ***SKIP TO QUESTION 14.***
    - ☐ Don't know or not sure. ***SKIP TO QUESTION 14.***
13. In your opinion, did you get the information in what you believe was a reasonable amount of time?
    - ☐ Yes.
    - ☐ No.
    - ☐ Don't know or not sure.
14. For each of the statements below, we would like your opinion about your contact with the case manager or other representative. If a statement does not apply, please leave it blank. The case manager or other representative:

	Strongly Agree	**Agree**	**No Opinion**	**Disagree**	**Strongly Disagree**
a. Was polite and courteous	_____	_____	_____	_____	_____
b. Was knowledgeable about my case	_____	_____	_____	_____	_____
c. Listened closely to my questions and concerns	_____	_____	_____	_____	_____
d. Gave clear answers to my questions	_____	_____	_____	_____	_____
e. Clearly explained my options	_____	_____	_____	_____	_____
f. Clearly explained what happens next	_____	_____	_____	_____	_____

15. During this most recent contact, overall how satisfied were you with how you were treated?
    - ☐ Very satisfied
    - ☐ Satisfied
    - ☐ Somewhat satisfied
    - ☐ Somewhat dissatisfied
    - ☐ Dissatisfied
    - ☐ Very dissatisfied

Questions 16 – 30 deal with any contact, or attempted contact, you may have had with the Nevada Child Support Enforcement program.

16. Have you ever left a voice mail message for the Child Support Enforcement office or your case manager?
    - ☐ Yes. Enter approximate date, if known, of the last voice mail message:
    - ☐ No. ***SKIP TO QUESTION 19.***
    - ☐ Don't remember or not sure. ***SKIP TO QUESTION 19.***
17. The last time you left a voice message, did your case manager or someone from the Child Support Enforcement office return your call?
    - ☐ Yes.
    - ☐ No. ***SKIP TO QUESTION 19.***
    - ☐ Don't remember or not sure. ***SKIP TO QUESTION 19.***
18. How long did it take to receive a call back after you left the message?
    - ☐ The same day.
    - ☐ 1 or 2 days.
    - ☐ 3 or 4 days.
    - ☐ More than 4 days.
    - ☐ Don't remember or not sure.
19. Have you ever sent in an email or a letter to the Child Support Enforcement office or case manager asking for information?
    - ☐ Yes. Enter approximate date, if known, of the last email or letter: _____
    - ☐ No. ***SKIP TO QUESTION 21.***
    - ☐ Don't remember or not sure. ***SKIP TO QUESTION 21.***
20. The last time you sent in an email or a letter, did you get the information you needed?
    - ☐ Yes.
    - ☐ Only got some of the information.
    - ☐ No.
    - ☐ Don't know or not sure.

21. Have you ever called the state's automated telephone system (also known as the Voice Response Unit or VRU) to get information about your child support case?
    - ☐ Yes. Enter approximate date, if known, of the last time you called: _____
    - ☐ No. ***SKIP TO QUESTION 25.***
    - ☐ Don't remember or not sure. ***SKIP TO QUESTION 25.***
22. The last time you called the automated telephone system, did you choose the option to speak to your case manager?
    - ☐ Yes.
    - ☐ No. ***SKIP TO QUESTION 24.***
    - ☐ Don't know or not sure. ***SKIP TO QUESTION 24.***
23. The last time you called the automated telephone system and chose the option to speak to your case manager, were you able to speak with your case manager?
    - ☐ Yes. ***SKIP TO QUESTION 25.***
    - ☐ No.
24. Did you receive the information you needed from choosing another option or options?
    - ☐ Yes.
    - ☐ No.
    - ☐ Don't know or not sure.
25. Have you ever used a computer to try to access a Web site for your local Child Support Enforcement office, or for the state office (part of the Division of Welfare and Supportive Services) to get information?
    - ☐ Yes. Enter approximate date, if known, of the last time you tried to get information from one of the Web sites: _____.
    - ☐ No. ***SKIP TO QUESTION 27.***
    - ☐ Don't know or not sure. ***SKIP TO QUESTION 27.***
26. The last time you used a Web site to get information, did you get the information you needed from the Web site?
    - ☐ Yes, I got all of the information I needed.
    - ☐ Only got some of the information I needed.
    - ☐ No, I didn't get any of the information I needed.
    - ☐ I could not find a Web site.
27. Have you ever received a letter, form, or brochure from the Child Support Enforcement office?
    - ☐ Yes. Enter approximate date, if known, of the last time you received a letter, form, or brochure: _____
    - ☐ No. ***SKIP TO QUESTION 30.***
    - ☐ Don't remember, not sure. ***SKIP TO QUESTION 30.***

28. The last time you received a letter, form, or brochure, did you have any problems with understanding the letter, form, or brochure, or did you have difficulty in filling out the form?
    - ☐ Yes.
    - ☐ No. ***SKIP TO QUESTION 30.***
29. If you had difficulty understanding the letter, form, or brochure, or if you had difficulty filling out the form, did any of the following apply? Please answer yes or no to each question.

	Yes	No
a. I had difficulty understanding the letter, form, or brochure.	_____	_____
b. I had difficulty filling out the form.	_____	_____
c. I had to ask someone to translate for me.	_____	_____
d. I had to ask someone to explain things for me.	_____	_____

30. For each of the statements below, we would like your opinion about how satisfied you are with the level of customer service provided by the Child Support Enforcement office. If a statement does not apply, please leave it blank.

	Very Satisfied	Satisfied	No Opinion	Dissatisfied	Very Dissatisfied
a. Overall treatment by worker	_____	_____	_____	_____	_____
b. Length of time to talk to worker	_____	_____	_____	_____	_____
c. Length of time to get a response	_____	_____	_____	_____	_____
d. Ability to get the information I feel I need	_____	_____	_____	_____	_____
e. Ability to have things explained to me	_____	_____	_____	_____	_____
f. Ability to have my questions answered	_____	_____	_____	_____	_____

Questions 31 – 33 ask general information about you.

31. In what year were you born? _____
32. Are you:
    - ☐ Male
    - ☐ Female
33. What is the highest level of education you completed?
    - ☐ Less than high school degree
    - ☐ High school degree or GED
    - ☐ Vocational training or some college
    - ☐ College degree or higher

Please use this space for anything else you would like to share with us about the Nevada Child Support Enforcement program and its services to customers.

_____

_____

_____

_____

Thank you!

Please be sure to use the envelope provided to return your survey.

APPENDIX C-2: INTERVIEW QUESTIONS - CUSTOMERS

APPENDIX C-2: CUSTOMER SERVICE INTERVIEW QUESTIONS

Customer Service
Guidelines for Interviews
Customers

(Customers interviewed following their in-person contact with the child support office.)

1. Are you the custodial parent or non-custodial parent?
2. Which office has your case?
3. Did you come here today because the office asked you to or because you wanted to/needed to?
4. Did you first try to get information from the automated telephone system?
5. When you came here today, did you have an appointment?
6. About how long did you wait today before you talked to a worker?
7. Did you feel comfortable with the amount of privacy you had when you spoke with the worker about your case?
8. What issue or issues brought you to the office today?
9. How much do you agree or disagree with the following about your contact with the worker today?
   a. He or she was polite and courteous
   b. He or she was knowledgeable about my case
   c. He or she listened closely to my questions and concerns
   d. He or she gave clear answers to my questions
   e. He or she clearly explained my options
   f. He or she clearly explained what happens next
10. Were you able to get the information you needed during this contact?
11. During this contact, overall how satisfied were you with how you were treated?
12. Have you ever sent in an email or a letter to the DA office or PAO asking a question or requesting information? If yes, did you get the information you needed?
13. Have you ever called an automated toll free telephone number to get information about your child support case? If yes, did you get the information you needed?
14. Have you ever tried to use a computer to get information from a Nevada child support Internet Web site? If yes, did you get the information you needed?
15. If information was available about your case on a Web site, do you think you would use it?
16. Have you ever left a voice mail message for the DA Office or PAO? If yes, did someone return your call? If yes, how long did it take to receive a call back after you left the message?
17. Have you ever received a letter, form, or brochure from the DA Office of PAO? If yes, how much do you agree or disagree with the following about the letter, form, or brochure you most recently received from the DA Office or PAO?

a. The material was easy to understand
b. I had difficulty understanding the material or filling out the forms
c. I had to ask someone to translate for me
d. I had to ask someone to explain the materials or forms
e. I understood the material or was able to fill out the forms
f. I always read material sent to me by the DA office or PAO

18. What is your month and year of birth?
19. Are you male or female?
20. What is the highest level of education you completed?
21. Is there anything else you would like to tell me about the child support program's service to customers?

APPENDIX C-3: INTERVIEW QUESTIONS – NON SUPERVISORY STAFF

APPENDIX C-3: INTERVIEW QUESTIONS – NON SUPERVISORY STAFF

Customer Service
Guidelines for Staff Interviews
Case Managers and Customer Service Workers

1. For which office do you work?
2. What is your title?
3. What are your duties?
4. In the customer service area, how are the duties the same and how are they different between the state office and the local office?
5. Identify the customers that you interact with in your job.
   - External customers – case participants and interested parties
   - Internal customers – within your office, other Nevada offices, state office
6. Describe the methods in which you interact with the external customers, CSTs and NCPs, of your office. (phone, in-person, mail, other) Which is the primary form of contact?
7. What do you find as the most frequent types of issues with external customers? Internal customers?
8. Describe the process followed for resolving each contact.
   - Describe how telephone calls are processed.
   - Describe how your mailings are received and processed.
   - Describe how in-person contacts are received and processed.
9. Describe any customer service training you have received. (while with child support or before)
10. What support materials are you provided to deliver or provide customer service to external customers?
11. What are your goals and objectives in delivering customer service?
12. How well do you believe you achieve those goals and objectives?
13. How well do you believe your office as a whole achieves those goals and objectives?
14. What problems or obstacles exist that may prevent you from delivering excellent customer service?
15. What improvements could be made that would improve the delivery of customer service? Please address these areas.
    - Technology
    - Training
    - Staffing
    - Methods of communicating with customers

16. Has your office implemented any changes in customer service delivery in the last year? If yes, were these changes successful in improving customer service?
17. Do you think there are steps that could be taken to improve the delivery of customer service to external customers? If so, what would be your top three suggestion?
18. What would you identify as best practices within your office in the area of customer service to external customers.
19. Overall, how would you rate the delivery of customer service to external customers by your office? (Excellent, good, fair, needs improvement, or poor)

APPENDIX C-4: INTERVIEW QUESTIONS – SUPERVISORY STAFF

APPENDIX C-4: INTERVIEW QUESTIONS – SUPERVISORY STAFF

Customer Service
Guidelines for Staff Interviews
Supervisors

1. For which office do you work?
2. What is your title?
3. What are your duties?
4. How many staff do you supervise?
5. What are your unit's/team's duties?
6. In the customer service area, how are the duties the same and how are they different between the state office and the local office?
7. Identify the customers that your unit/team interacts with in your job.
   - External customers – case participants and interested parties
   - Internal customers – within your office, other Nevada offices, state office
8. Describe the methods in which your unit/team interact with the external customers, CSTs and NCPs, of your office. (phone, in-person, mail, other) Which is the primary form of contact?
9. What do you find as the most frequent types of issues with external customers? Internal customers?
10. Describe the process followed for resolving each contact.
    - Describe how telephone calls are processed
    - Describe how your mailings are received and processed
    - Describe how in-person contacts are received and processed
11. Describe any customer service training you have received. (while with child support or before)
12. What support materials is your unit/team provided to deliver or provide customer service to external customers?
13. What are your unit's/team's goals and objectives in delivering customer service?
14. How well do you believe your unit/team achieves those goals and objectives?
15. How well do you believe your office as a whole achieves those goals and objectives?
16. What problems or obstacles exist that may prevent your unit/team from delivering excellent customer service?

17. What improvements could be made that would improve the delivery of customer service? Please address these areas.
    - Technology
    - Training
    - Staffing
    - Methods of communicating with customers
18. Has your office implemented any changes in customer service delivery in the last year? If yes, were these changes successful in improving customer service?
19. Do you think there are steps that could be taken to improve the delivery of customer service to external customers? If so, what would be your top three suggestion?
20. What would you identify as best practices within your office in the area of customer service to external customers.
21. Overall, how would you rate the delivery of customer service to external customers by your office? (Excellent, good, fair, needs improvement, or poor)

APPENDIX C-5: CUSTOMER SERVICE SURVEY – SUMMARY RESULTS

APPENDIX C-5: CUSTOMER SERVICE SURVEY – SUMMARY RESULTS

Nevada
Child Support Customer Satisfaction Survey
Summary of Responses

1. Which Child Support Enforcement office has your case?

   170 District Attorney Office. Which one? **various**

   7 Program Area Office (usually a public assistance case that does not have an order yet, although there are some exceptions). Which one: **various**

   8 I don't know or I don't have a case.

   12 Blank

In which county do you live? (include the state if other than Nevada) **various counties within Nevada – eight responses indicated another state**

2. When did you last talk to a caseworker or other representative from the Child Support Enforcement office? Enter date if known: **various dates**. If not known was it:

   10 Less than a week ago.

   39 Between 1 to 4 weeks ago.

   85 1 to 6 months ago.

   16 7 to 12 months ago.

   6 More than 1 year ago.

   18 I've tried to speak to a case worker or other representative, but have been unable to do so. ***SKIP TO QUESTION 16.***

   1 I've never tried to speak to a case worker or other representative. ***SKIP TO QUESTION 16.***

   22 Blank

3. When you last talked with a caseworker or other representative, did you make the contact, or did the Child Support Enforcement office contact you?

   140 I made the contact.

   17 The Child Support Enforcement office contacted me.

   18 Blank

4. When you last talked with the caseworker or other representative, did you speak to that person by telephone or in person?

   129 By telephone.

   25 In person. ***SKIP TO QUESTION 6.***

   21 Blank

5. When you called the caseworker or other representative on the telephone, how long did you wait until you actually spoke to that person?

   17 The call was answered almost immediately. ***SKIP TO QUESTION 9.***
   12 I was put on hold for under 1 minute. ***SKIP TO QUESTION 9.***
   21 I was put on hold for 1 to 3 minutes. ***SKIP TO QUESTION 9.***
   39 I was put on hold for over 3 minutes. ***SKIP TO QUESTION 9.***
   12 Does not apply. The caseworker or other representative called me. ***SKIP TO QUESTION 9.***
   7 Don't know or not sure. ***SKIP TO QUESTION 9.***
   21 Blank

6. When you last talked to the caseworker or other representative in person, did you have an appointment to meet with the caseworker or other representative or did you have a court hearing?

   11 Yes. I had an appointment or a court hearing.
   20 No. I did not have an appointment or a court hearing.
   1 Blank

7. About how long did you wait at the office before you actually talked to the caseworker or other representative?

   12 Less than 15 minutes.
   14 Between 15 and 30 minutes.
   4 Between 30 minutes and 1 hour.
   2 More than 1 hour.
   Don't know or not sure.

8. Were you able to talk in a private area where nobody else could hear you talk about you case?

   15 Yes.
   15 No.
   2 Don't know or not sure.

9. When you last talked to a caseworker or other representative, whether it was by telephone or in person, what were the main issues discussed? **MARK ALL THAT APPLY.**

   33 Locating the other parent
   7 Paternity establishment
   15 Applying for child support services
   57 Missing or late child support checks
   38 Changing a child support order
   25 Change in mailing address, telephone, or employment
   21 Health insurance for my child(ren)
   5 How to complete forms
   17 Agency policies or state law
   70 Other (PLEASE SPECIFY) various

10. During this most recent contact, how much of the information you felt you needed were you able to get at the time?

    60 All of the information. ***SKIP TO QUESTION 14.***
    77 Some but not all of the information.
    43 None of the information.
    17 Blank

11. If you did not receive all of the information you felt you needed, were you told someone from the Child Support Enforcement office would follow-up after the contact and provide you with more information?

    47 Yes.
    65 No. ***SKIP TO QUESTION 14.***
    6 Don't know or not sure. ***SKIP TO QUESTION 14.***
    2 Blank

12. Did you then get the information you needed?

    11 Yes.
    10 Some but not all of the information.
    22 No. ***SKIP TO QUESTION 14.***
    2 Don't know or not sure. ***SKIP TO QUESTION 14.***
    2 Blank

13. In your opinion, did you get the information in what you believe was a reasonable amount of time?

    8 Yes.
    12 No.
    1 Don't know or not sure.

14. For each of the statements below, we would like your opinion about your contact with the caseworker or other representative. If a statement does not apply, please leave it blank. The caseworker or other representative:

	Strongly Agree	Agree	No Opinion	Disagree	Strongly Disagree
a. Was polite and courteous	44	58	20	14	20
b. Was knowledgeable about my case	30	41	21	37	27
c. Listened closely to my questions and concerns	37	45	17	27	28
d. Gave clear answers to my questions	35	31	18	38	32
e. Clearly explained my options	26	30	29	31	36
f. Clearly explained what happens next	32	31	22	29	38

Blanks: (a)**19** (b)**19** (c)**21** (d)**21** (e)**23** (f)**23**

15. During this most recent contact, overall how satisfied were you with how you were treated?

33 Very satisfied
33 Satisfied
20 Somewhat satisfied
18 Somewhat dissatisfied
14 Dissatisfied
41 Very dissatisfied
16 Blank

Questions 16 – 30 deal with any contact, or attempted contact, you may have had with the Nevada Child Support Enforcement program.

16. Have you ever left a voice mail message for the Child Support Enforcement office or your caseworker?

145 Yes. Enter approximate date, if known, of the last voice mail message: various dates
39 No. ***SKIP TO QUESTION 19.***
5 Don't remember or not sure. ***SKIP TO QUESTION 19.***
8 Blank

17. The last time you left a voice message, did your caseworker or someone from the Child Support Enforcement office return your call?

77 Yes.
64 No. ***SKIP TO QUESTION 19.***
3 Don't remember or not sure. ***SKIP TO QUESTION 19.***
1 Blank

18. How long did it take to receive a call back after you left the message?

7 The same day.
32 1 or 2 days.
17 3 or 4 days.
19 More than 4 days.
2 Don't remember or not sure.

19. Have you ever sent in an email or a letter to the Child Support Enforcement office or caseworker asking for information?

50 Yes. Enter approximate date, if known, of the last email or letter: various dates
133 No. ***SKIP TO QUESTION 21.***
3 Don't remember or not sure. ***SKIP TO QUESTION 21.***
11 Blank

20. The last time you sent in an email or a letter, did you get the information you needed?

13 Yes.
14 Only got some of the information.
20 No.
2 Don't know or not sure.
1 Blank

21. Have you ever called the state's automated telephone system (also known as the Voice Response Unit or VRU) to get information about your child support case?

113 Yes. Enter approximate date, if known, of the last time you called: various dates
71 No. ***SKIP TO QUESTION 25.***
5 Don't remember or not sure. ***SKIP TO QUESTION 25.***
8 Blank

22. The last time you called the automated telephone system, did you choose the option to speak to your caseworker?

70 Yes.
37 No. ***SKIP TO QUESTION 24.***
3 Don't know or not sure. ***SKIP TO QUESTION 24.***
3 Blank

23. The last time you called the automated telephone system and chose the option to speak to your caseworker, were you able to speak with your caseworker?

9 Yes. ***SKIP TO QUESTION 25.***
60 No.
1 Blank

24. Did you receive the information you needed from choosing another option or options?

5 Yes.
53 No.
3 Don't know or not sure.
3 Blank

25. Have you ever used a computer to try to access a Web site for your local Child Support Enforcement office, or for the state office (part of the Division of Welfare and Supportive Services) to get information?

24 Yes. Enter approximate date, if known, of the last time you tried to get information from one of the Web sites: various dates
162 No. ***SKIP TO QUESTION 27.***
1 Don't know or not sure. ***SKIP TO QUESTION 27.***
10 Blank

26. The last time you used a Web site to get information, did you get the information you needed from the Web site?

3 Yes, I got all of the information I needed.

4 Only got some of the information I needed.

16 No, I didn't get any of the information I needed.

I could not find a Web site.

1 Blank

27. Have you ever received a letter, form, or brochure from the Child Support Enforcement office?

121 Yes. Enter approximate date, if known, of the last time you received a letter, form, or brochure: various dates

54 No. ***SKIP TO QUESTION 30.***

12 Don't remember, not sure. ***SKIP TO QUESTION 30.***

10 Blank

28. The last time you received a letter, form, or brochure, did you have any problems with understanding the letter, form, or brochure, or did you have difficulty in filling out the form?

41 Yes.

79 No. ***SKIP TO QUESTION 30.***

1 Blank

29. If you had difficulty understanding the letter, form, or brochure, or if you had difficulty filling out the form, did any of the following apply? Please answer yes or no to each question.

	Yes	No
a. I had difficulty understanding the letter, form, or brochure.	36	3
b. I had difficulty filling out the form.	19	13
c. I had to ask someone to translate for me.	11	20
d. I had to ask someone to explain things for me.	24	11

Blanks: (a)**2** (b)**9** (c)**10** (d)**6**

30. For each of the statements below, we would like your opinion about how satisfied you are with the level of customer service provided by the Child Support Enforcement office. If a statement does not apply, please leave it blank.

	Very Satisfied	Satisfied	No Opinion	Dissatisfied	Very Dissatisfied
a. Overall treatment by worker	33	53	34	17	41
b. Length of time to talk to worker	28	46	25	41	36
c. Length of time to get a response	21	40	14	45	59
d. Ability to get the information I feel I need	23	33	20	43	62
e. Ability to have things explained to me	25	43	31	35	44
f. Ability to have my questions answered	25	42	23	30	56

Blanks: (a)**19** (b)**21** (c)**18** (d)**16** (e)**19** (f)**21**

31. In what year were you born? **various**

32. Are you:

71 Male
122 Female
4 Blank

33. What is the highest level of education you completed?

18 Less than high school degree
59 High school degree or GED
78 Vocational training or some college
38 College degree or higher
4 Blank

Please use this space for anything else you would like to share with us about the Nevada Child Support Enforcement program and its services to customers.

Various comments

APPENDIX D-1: BEST PRACTICES PEER STATES AND COUNTIES MATRIX

APPENDIX D-1: BEST PRACTICES PEER STATES AND COUNTIES MATRIX

CRITERIA	AL	AZ	CA	CO	ID	IL	MI	MO	NC	ND	NE	NJ	NM	NV	NY	OH	OK	OR	PA	SD	TX	VA	WA	WI
Peer State		x		x	x					x	x		x											
Reports				x																				
County Administered	x		x	x			x		x	x					x	x			x					x
PAO/DA												x						x						
Administrative Process						x		x										x		x		x	x	
County Organization		x															x				x			
Advisory Councils			x				x									x								
Alerts	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
Personal Service	x	x	x	x	x	x	x	x	x	x	x	x	x		x	x	x	x	x	x	x	x	x	x
Disseminating Policy	x	x	x	x	x	x	x	x	x	x	x	x	x		x	x	x	x	x	x	x	x	x	x
COUNTY/CITY																								
Los Angeles County CA																								
Orange County CA																								
Milwaukee, WI																								

APPENDIX D-2: BEST PRACTICES REFERENCE GUIDE

APPENDIX D-2: BEST PRACTICES REFERENCE GUIDE

STATE/COUNTY	NUMBER	TOPIC	APPENDIX D-3 SECTION
Alabama	AL 01	Structure	D.1.1.1
	AL 02	Management	D.2.1.1
	AL 03	Case Processing	D.3.1.1
	AL 04	Systems	D.7.1.1
Arizona	AZ 01	Management	D.2.1.2
	AZ 02	Case Processing	D.3.1.2
California	CA 01	Structure	D.1.1.2
	CA 02	Management	D.2.1.3
	CA 03	Funding	D.4.1.1
	CA 04	Case Processing	D.3.1.3
	CA 05	Customer Service	D.5.1.1
Colorado	CO 01	Management	D.2.1.4
	CO 02	Case Processing	D.3.1.4
	CO 03	Systems	D.7.1.2
	CO 04	Customer Service	D.5.1.11
	CO 05	Customer Service	D.5.1.12
Florida	FL 01	Training	D.6.1.7
Illinois	IL 01	Structure	D.1.1.3
	IL 02	Management	D.2.1.5
	IL 03	Case Processing	D.3.1.5
Los Angeles County	LA 01	Structure	D.1.2.2
	LA 02	Management	D.2.2.2
	LA 03	Systems	D.7.2.1
	LA 04	Training	D.6.2.1
	LA 05	Customer Service	D.5.2.2
	LA 06	Case Processing	D.3.2.2
Michigan	MI 01	Structure	D.1.1.4

STATE/COUNTY	NUMBER	TOPIC	APPENDIX D-3 SECTION
	MI 02	Case Processing	D.3.1.6
	MI 03	Funding	D.4.1.2
	MI 04	Systems	D.7.1.3
Milwaukee County	MC 01	Structure	D.1.2.1
	MC 02	Management	D.2.2.1
	MC 03	Case Processing	D.3.2.1
	MC 04	Customer Service	D.5.2.1
Missouri	MO 01	Management	D.2.1.6
	MO 02	Management	D.2.1.7
Nebraska	NE 01	Management	D.2.1.8
Nevada	NV 01	Customer Service	D.5.3.1
	NV 02	Customer Service	D.5.3.2
	NV 03	Case Processing	D.3.3.1
	NV 04	Case Processing	D.3.3.2
	NV 05	Systems	D.7.3.1
	NV 06	Systems	D.7.3.2
	NV 07	Case Processing	D.3.3.4
	NV 08	Case Processing	D.3.3.5
	NV 09	Case Processing	D.3.3.3
	NV 10	Training	D.6.3.1
	NV 11	Management	D.2.3
	NV 12	Case Processing	D.3.3.3
New Jersey	NJ 01	Structure	D.1.1.5
	NJ 02	Management	D.2.1.9
	NJ 03	Funding	D.4.1.3
	NJ 04	Case Processing	D.3.1.7
	NJ 05	Customer Service	D.5.1.2
	NJ 06	Training	D.6.1.1

STATE/COUNTY	NUMBER	TOPIC	APPENDIX D-3 SECTION
	NJ 07	Systems	D.7.1.4
New York	NY 01	Training	D.6.1.2
North Carolina	NC 01	Case Processing	D.3.1.8
	NC 02	Customer Service	D.5.1.3
North Dakota	ND 01	Structure	D.1.1.6
Ohio	OH 01	Structure	D.1.1.7
	OH 02	Management	D.2.1.10
	OH 03	Funding	D.4.1.4
	OH 04	Case Processing	D.3.1.9
	OH 05	Customer Service	D.5.1.4
	OH 06	Training	D.6.1.3
	OH 07	Systems	D.7.1.5
Orange County	OC 01	Structure	D.1.2.3
	OC 02	Management	D.2.2.3
	OC 03	Case Processing	D.3.3.2
Oregon	OR 01	Management	D.2.1.11
	OR 02	Management	D.2.1.12.
	OR 03	Systems	D.7.1.6
Pennsylvania	PA 01	Structure	D.1.1.8
	PA 02	Management	D.2.1.12
	PA 03	Case Processing	D.3.1.10
	PA 04	Funding	D.4.1.5
	PA 05	Customer Service	D.5.1.5
South Dakota	SD 01	Structure	D.1.1.9
	SD 02	Management	D.2.1.14
	SD 03	Case Processing	D.3.1.11
	SD 04	Customer Service	D.5.1.6
	SD 05	Training	D.6.1.4

STATE/COUNTY	NUMBER	TOPIC	APPENDIX D-3 SECTION
	SD 06	Systems	D.7.1.7
Vermont	VT 01	Structure	D.1.1.10
	VT 02	Management	D.2.1.15
	VT 03	Case Processing	D.3.1.12
	VT 04	Customer Service	D.5.1.7
	VT 05	Training	D.6.1.5
	VT 06	Systems	D.7.1.8
Virginia	VA 01	Structure	D.1.1.11
	VA 02	Case Processing	D.3.1.13
	VA 03	Customer Service	D.5.1.8
	VA 04	Systems	D.7.1.9
Washington	WA 01	Structure	D.1.1.12
	WA 02	Management	D.2.1.16
	WA 03	Funding	D.4.1.7
	WA 04	Case Processing	D.3.1.14
	WA 05	Customer Service	D.5.1.9
	WA 06	Systems	D.7.1.10
Wisconsin	WI 01	Structure	D.1.1.13
	WI 02	Funding	D.4.1.6
	WI 03	Case Processing	D.3.1.15
	WI 04	Customer Service	D.5.1.10
	WI 05	Training	D.6.1.6
	WI 06	Systems	D.7.1.11

APPENDIX D-3: BEST PRACTICES DETAIL

APPENDIX D-3: BEST PRACTICES DETAIL

D.1 STRUCTURE

D.1.1 State Best Practices

D.1.1.1 Alabama[1] (AL 01)

Alabama's child support program is county-operated in 67 counties. The umbrella agency locally is the public welfare agency, with responsibility for child welfare, Food Stamps and TANF in addition to child support. The state IV-D office has 10 regional liaisons located around the state. The liaisons act as "consultants" to the county offices, as they do not have direct authority over how a county performs its functions. State and federal funding support the program. The counties do not contribute to the funding. The state pays for District Attorneys to represent the IV-D agencies in court.

D.1.1.2 California[2] (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.

D.1.1.3 Illinois[3] (IL 01)

Illinois' Division of Child Support Enforcement has eight regional offices. DCSE works with the Circuit Courts, Illinois Attorney General, State's Attorneys, Circuit Court Clerks, Sheriffs, the Comptroller and the Illinois Supreme Court. Illinois won the NCSEA 2006 most improved program award.

D.1.1.4 Michigan[4] (MI 01)

<u>Background – Structure</u> – Michigan has the longest running child support program in the country, going back over 80 years. The program uses County Prosecutors, County Friends of the Court and state staff to operate the program. The prosecutors do the establishment of the order. Friends of the Court enforce the order. Representatives from the three entities and the state IT department form the PLG – the Program Leadership Group.[5] Michigan is a universal state with a top-five national caseload of about one million. Wayne County (Detroit) has 39% of the caseload.

D.1.1.5 New Jersey[6] (NJ 01)

The New Jersey state IV-D program has three regional offices and a self-assessment unit overseeing a bifurcated program. The county Boards of Social Services handle locate, and paternity and order establishment. The state Administrative Office of the Courts (AOC) through the county Probation Divisions conducts the enforcement aspects of the case. Cases are heard in the county Family Courts. IV-D attorneys contract with the local Boards of Social Services or are independent. Ms. Griffin said she believes the program could be more efficacious if the program's bifurcation were removed and a single agency ran the program. The current system is burdensome, and co-location of full-service child support offices with TANF offices would improve efficiency. Central office staff should be in one office to oversee policy, systems, training and operations for better coordination.

The Self-assessment Unit conducts regular compliance audits. Currently, the Unit is looking into the paternity establishment rate in TANF cases to determine why the increases are not as dramatic as in the non-TANF caseload. Also the smaller counties are doing better than the large counties and that is being reviewed. The Unit samples cases and analyzes trends. The Unit reviews proper coding on the system to ensure accurate record-keeping and case status. The Unit is reviewing enforcement of cases with credits and very large arrearages and taking a closer look at them. The analysis provides the county offices with data to review performance and take steps to improve it. Currently, the data cannot be drilled down to the case manager level, but it will be part of the new system currently being built. It is important to look at the data analysis for the county office not as a "gotcha" tool but as a supportive management tool to fine-tune the local program based on better outcomes.

D.1.1.6 North Dakota – Regional Offices[7] (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

D.1.1.7 Ohio[8] (OH 01)

Ohio is county-operated, with 88 counties running the program as a stand-alone Child Support Enforcement Agency (CSEA), part of a child support agency combined with child welfare and TANF services, part of a prosecutor's office or under a local court. The state has regional managers who oversee the performance of contiguous counties. Ohio is a universal state with very few non-IV-D cases. The caseload is about one million cases. Ohio has 4,200 workers at the state and county level.

The advantages to a state-operated IV-D program are that direction would be uniformly carried out; rules wouldn't have to go through the county filter; and there would be more flexibility to take action if the local office isn't on board with a policy or procedure. The disadvantage is the loss of processing fees generated going to the counties.

More functions could be centralized, said Mr. Pilat, if the counties contributed to the payment of the centralized function. Centralized enforcement for the Financial Institution Data Match (FIDM) could result in state-issued income withholding or freeze and seize notices.

D.1.1.8 Pennsylvania[9] (PA 01)

Background – Structure – Pennsylvania operates its local program through its Domestic Relations Offices (DROs), which conduct all child support casework in Pennsylvania. The District Attorneys did not fight strenuously to retain the program at the time of the creation of the DROs. Each county has its own DRO. Most orders

are established administratively, but are issued with a judge's signature. Pennsylvania has a universal caseload, with few cases outside of the IV-D program. This means PA has a lower percentage of current TANF cases than many other states. (TANF cases are traditionally harder to work.)

D.1.1.9 South Dakota[10] (SD 01)

South Dakota is state-operated with eight regional field offices. South Dakota relies on administrative process. South Dakota is considered one of the best states statistically, ranked third nationally in paternity establishment of the states using the IV-D caseload standard, first in order establishment (96%), third in current support collected (69 %), fourth in cases with arrears in paying status (69%), and third in cost effectiveness (7.76). It is the only state to rank in the top five in cost effectiveness as well as the four other categories.

D.1.1.10 Vermont[11] (VT 01)

Vermont is a state-administered program. The state has five regional offices. Mr. Cohen believes a state-operated program is more responsive than a county-operated program. Attorneys are staff attorneys, although attorneys are not needed in all cases as Vermont uses administrative process in many cases. Vermont has a 98% paternity establishment rate and 88% order establishment rate.

D.1.1.11 Virginia[12] (VA 01)

Virginia is state operated with over 600 staff, divided into regional offices. While the program is state-run, there is some decentralization in the regional offices, where the managers have some autonomy in the management of the region. Two offices are privatized.

Privatization – Virginia outsourced some full-service offices and some functions, such as the call center, new hire reporting and paternity registration and outreach. This leaves state staff time to work core-function aspects of the cases.

D.1.1.12 Washington[13] (WA 01)

Washington's child support program is state-operated, using administrative process for most cases. Washington has 10 field offices located throughout the state. Long considered an innovative state (e.g., new- hire reporting was piloted in Washington as was in-hospital paternity establishment), Washington has been considered a child support leader among the states for over 20 years. Washington has 50-60 attorneys who work inside the program as IV-D attorneys through "interlocal agreements." The Washington Association of Prosecuting Attorneys contracts with the state to review the program for uniformity and provide appeals analysis.

D.1.1.13 Wisconsin[14] (WI 01)

Wisconsin is county-operated. Wisconsin's prosecuting attorneys left the child support program in the mid-1980s. Now the legal work is conducted by private or county attorneys. Prosecutors had not treated child support as a high priority. The bifurcated system with the counties operating the program locally through child support agencies is inefficient. Ms. Pfeiffer said she would prefer to have it be state-

operated. Smaller counties operate their child support agency in conjunction with the local social services agency, while larger counties have stand-alone child support agencies. Cases are heard by Family Court Commissioners, who are quasi-judicial officials. Wisconsin has had a history of very high performance, including over 100% in paternity establishment, 83% of cases needing orders with orders, and $5.41 in cost effectiveness. Wisconsin has 344,000 cases; Milwaukee County has 133,000 cases.

D.1.2 County Best Practices

D.1.2.1 Milwaukee County, WI[15] (MC 01)

Background – Structure – Milwaukee is the largest county in Wisconsin. The caseload is handled by specialists. The county has a customer service call center that it shares with Racine County.

Attorneys – In Milwaukee, attorneys handle 80 cases per week. That appears to be a fair caseload, and they do much of the preparation work themselves.

D.1.2.2 Los Angeles County, California[16] (LA 01)

Background – Structure – Los Angeles County Child Support Services Department (CSSD) or Local Child Support Agency (LA LCSA) by itself has a caseload that is bigger than all but eight states. The LA LCSA has five divisions, contiguous with the borders of the districts of the five Supervisors who serve on the Board of Supervisors. Each district has about two million Angelenos, but the five offices have caseloads that range from 25,000 to 100,000, for a total of about 350,000 cases.

D.1.2.3 Orange County, California[17] (OC 01)

Background – Structure – Orange County (OC) has almost 100,000 cases. There are 28 birthing hospitals in OC.

Child Support Office Location – Child support is always going to be secondary in a District Attorney's Office, said Mr. Sturla. A District Attorney may feel compelled to do child support, rather than wanting to do child support. D.A.s work in a punitive, adversarial environment, which makes people act defensively, said Mr. Sturla.

Changes in State/Local Configuration – Under the D.A. system the D.A.s were independent and any contest with the state was won by the D.A.s. The goal was to collect money. Under the new configuration, the state central office was more assertive, which it needed to be to get the new model off the ground, according to Mr. Sturla. The state needs to maintain that energy and drive that occurred at the start of the reconfiguration of the program. LCSAs tend to be stable, more so than at the central office management level. With a new leader, several top managers left, taking a lot of institutional knowledge with them. A strong, state-controlled agency needs management and leadership continuity and technical knowledge.

D.2 MANAGEMENT

D.2.1 State Best Practices

D.2.1.1 Alabama[18] (AL 02)

County Plans – Each county is required to submit a management plan for the next fiscal year. Each plan must show incremental performance improvement and the steps to be taken to improve performance.

D.2.1.2 Arizona – Child Support Committee[19] (AZ 01)

In 2002, the Arizona State Legislature passed legislation creating the Child Support Committee. (Prior to 2002, the Child Support Committee had been a part of the Child Support Enforcement and Domestic Reforms Committee.) The Committee is comprised of 22 members representing the legislature, legal community, parents, judiciary, and state child support agency. Leadership for the Committee is shared by a member of the State Senate and a member of the State House, and the Administrative Office of the Courts provides staff support.

The Committee serves to develop and coordinate policies and initiatives to improve Child Support within the state, often recommending legislative or administrative changes regarding the Child Support Enforcement program.

Each year, the Committee breaks into workgroups, depending on what challenges or anticipated changes the Child Support Enforcement program is facing.

In 2005, the Committee had five workgroups:

- Economic Study Workgroup
- Child Support Solutions Workgroup
- Automation Workgroup
- Public Outreach/Customer Service Workgroup
- Statue Review Workgroup

In the past, the Committee has also included "Guidelines" and "Strategic Planning" workgroups.

The Committee publishes an annual report each year, which is posted on their website, along with Committee member information and Meeting minutes and agendas. The Arizona Child Support Committee website can be found at: http://www.supreme.state.az.us/courtserv/CSC/CSC.htm

D.2.1.3 California[20] (CA 02)

Policy and Performance – Policy staff work closely with the counties to ensure policy is implemented accurately. The California Child Support Directors Association meets regularly with state staff. Several county directors or on a research team that looks at data warehousing/data mining issues and reports that may help LCSAs improve performance. The state reviews closely data spikes and anomalies in data to determine why there are abnormalities. The California Legislature receives and annual report from the state that the LCSAs review first. There are six California performance measurements in addition to the five federal measurements.

Alternative Dispute Resolution (ADR) – Two LCSAs have federal grant money to pilot ADR for related issues.

Strategic Planning – The state works with the LCSAs on the state strategic plan. LCSAs have a local plan consistent with the statewide plan. The SDU and system implementations should have a positive impact on numbers, said Mr. Lola.

D.2.1.4 Colorado – IV-D Task Force[21] (CO 01)

The Colorado Child Support Enforcement Program (CO CSEP) has an advisory group that is referred to as the IV-D Task Force. The Task Force is co-chaired by a state person and a county person, and includes several subcommittees that are also co-chaired by one state and one county person. The primary purpose of the Task Force is to establish the long term and short term strategic focus for the program, and recently rolled out a new 5 year plan for the CO CSEP (this is the 4th long term strategic plan). The Task Force monitors the progress of the CSE program and develops strategies to meet short and long term goals.

The Task Force has a strong influence on the Child Support Enforcement Program in Colorado. High-level support of the task force is necessary to make it work. When the Task Force was originally created, the Executive Director was supportive of the process which helped in the original development. Since that time, the Colorado IV-D Director has continued to place a high priority on the Task Force, which has led to its continued success and influential role in the program.

The composition of the Task Force is determined by the IV-D Director in collaboration with the Director of the Office of Self Sufficiency. The Task Force consists of county social services directors, deputy directors, IV-D Administrators, judicial staff and state staff. In determining the composition of the Task Force, CO CSEP tries to achieve state wideness and a balance of small/medium/large counties, and looks for participants who really want to contribute to the overall effectiveness of the CSE program.

D.2.1.5 Illinois[22] (IL 02)

Improving an Under-performing Program – 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.[23] 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.

D.2.1.6 Missouri – Staff Evaluation System[24] (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.

D.2.1.7 Missouri – Local Office Staff Councils[25] (MO 02)

The leadership of the Missouri Child Support Enforcement Program encourages the participation of staff in the program, and asks for and listens to feedback from staff on a number of areas.

To ensure that this type of communication between program management and staff continues throughout the year, each Missouri local office has a staff council, comprised of staff representatives from a number of areas from the office. The state IV-D Director meets with each office staff council on a regular basis throughout the year to collect input on upcoming changes or initiatives, and to hear suggestions and concerns from the staff on how the program is being operated in their local office. The IV-D Director then follows up with the appropriate management staff on the concerns and suggestions of the field office staff.

This process keeps local case managers involved in the operations of the IV-D program, and provides increased staff buy-in when policy changes or new initiatives take place.

D.2.1.8 Nebraska – Strategic Planning[26] (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.

D.2.1.9 New Jersey[27] (NJ 02)

When asked what makes a strong program, Ms. Griffin discussed three things: 1) leadership - Programs that do best have stability in the leadership. When the state commits to its program leadership over time, it can better deal with complex issues. The state executives above the program director need to be supportive in both resources and approach. Succession planning is a key element, and leadership at all levels needs to be aware of managers' strengths and weaknesses. 2) Support - It is important to build a strong team to support the program manager. They must be knowledgeable for credibility and to do their jobs well. It is important that "people skills not be overlooked." 3) Track performance and incentivize – a program needs to analyze performance at all levels and set benchmarks. The same solution in one office may not be what is needed in another and analysis should uncover it. There should be striving for a certain level of performance.

Ms. Griffin said that one cannot expect instant change overnight. Incremental positive change will move the program in the right direction. A question to ask is "What is a reasonable expectation for improvement?" Different strategies are needed for different offices.

Strategic Planning – It is crucial to focus on performance. Intake to set the plan and its goals and objectives is crucial. Start to assess what first needs to be done. It is important to ensure that strategic planning is a dynamic process and provides opportunities for all workers to express concerns.

Performance First – Ms. Griffin, former president of the National Child Support Enforcement Association (NCSEA) and current president of the National Council of Child Support Directors (NCCSD), said she believes that performance and customer service must come before policy adherence. According to Ms. Griffin, strict adherence to policy is not as crucial in IV-D as it is in IV-A, as policy is a means to an end in IV-D, while in IV-A it is the process that must be handled according to policy to ensure accurate assistance to TANF grant applicants. "Policy is there to support business rather than to drive business" in the IV-D program, Ms. Griffin said.

Newsletter – New Jersey issues a newsletter to disseminate best practices. The practices that are put into place as a result are reviewed a year later to determine if they were effective.

D.2.1.10 Ohio[28] (OH 02)

Executive Leadership Committee – Local CSEA directors meet monthly to review statutory and rule changes. The CSEA directors provide input and recommendations, but the final decision must be the state's, as it has ultimate responsibility for the program.

D.2.1.11 Oregon – Relationships with District Attorneys[29] (OR 01)

The Oregon Division of Child Support (OR DCS) is housed within the Oregon Department of Justice, and 28 county District Attorneys (DAs) operate their county programs for non-assistance cases.

To ensure an ongoing and open relationship with the County DAs, the OR DCS has in place a number of measures that encourage communication.

A District Attorney Oversight group, which includes representatives from 10 of the counties, meets monthly to discuss issues affecting the DAs. Additionally, there is a DCS District Attorney group that meets regularly to address operational issues facing the District Attorneys.

In addition to these standing workgroups, the state of Oregon has a staff member whose role is to liaise with the District Attorneys and address concerns on a one-on-one basis. The D.A. Liaison is a member of the State DCS leadership team, and can escalate issues raised by the DAs as needed.

These measures help to ensure that the District Attorneys who are operating Child Support programs in their counties are heard on a regular basis, and reinforces their roles as key members of the Child Support Community in Oregon.

D.2.1.12 Oregon – Advisory Councils and Workgroups[30] (OR 02)

The Oregon Department of Child Support has a number of standing groups that provide guidance to the program. Each of these groups involves key stakeholders in Child Support, providing for a broad perspective on issues and potential changes.

Program Policy Forum – this group, comprised of DCS staff and representation from the District Attorneys, meets monthly to discuss policy changes and initiatives.

Child Support Steering Committee – this committee, which includes leadership from Child Support, the Department of Human Services, TANF, Child Welfare, Medicaid, and the Judicial Department, meets regularly to discuss what is happening with the Child Support program in Oregon, recommends changes for improvement.

Statewide Family Law Advisory Committee – this committee was created by the legislature, and includes a standing Child Support sub-committee. The sub-committee meets every other month and focuses discussions on the relationship between the Child Support program and the courts

D.2.1.13 Pennsylvania[31] (PA 02)

Relationships – Since the DROs are under the Judiciary and the state central office and responsibility for the program ultimately is vested in the executive branch, it is key that the two branches work together and that both respect the work of the other. The DRO staff traditionally have a strong work ethic. While the DROs are

supervised by the courts, the child support activities are mostly handled by administrative process. Under three percent of the cases go to trial court. Orders go out administratively with the Judge's signature. Establishment cases start with a conference officer working with the parents. About 25-33% of the cases are appealed to a hearing officer, and then only 3% of the cases have exceptions filed that are taken up by the court.

Mr. Richard said it is important to provide constant attention to the counties to maintain good relations with them. DROs, since they are part of the Judicial Branch, must be treated as members of a co-equal branch of government. At the same time, the IV-D office is responsible for the program and needs to make the final decisions about the program. In Pennsylvania, the DRO and the state IV-D office work on commonalities, Mr. Richard said. How can we help one another? How can we promote the judicial philosophy better? It is important to pick battles, if necessary, very carefully. Good will and trust are the cornerstones of the relationship. Once the relationship is established, with a mature program, you rise to the next level of focusing on getting the job done, said Mr. Richard.

Policy and Performance – It is important to reach the federal incentive maximum performance levels. Policy that is not federally-mandated and does not aid in that effort is policy that is unproductive and should not be part of one's focus, according to Mr. Richard. Allegheny (Pittsburgh) and Philadelphia Counties are close to 80% on current support, so skeptics of the ability of large urban jurisdictions unable to perform at high levels need to reconsider. The state is contemplating who will take care of counties' funding losses under the Federal Deficit Reduction Act of 2006 if the counties get to 80% performance levels.

Improving County-based Programs - Mr. Richards suggests engaging in more dialogue with the District Attorneys, and always looking for opportunities to consolidate operations, systems and functions. It is important to provide management reports to county directors every month that drill down to the worker level. Managers and supervisors can examine the reports of cases not in paying status and analyze why they are not paying and take appropriate action.

Individual Performance Evaluations – Pennsylvania has been doing outcomes-based individual performance evaluations in child support for eight years. It is an important component for continuous improvement.

D.2.1.14 South Dakota[32] (SD 02)

South Dakota Work Ethic – The culture in South Dakota is to work hard, leading to an expectation that people will work to support their children.

Interaction with Field Offices – Twenty years ago Mr. Walter went to the field offices and asked them what he could do for them. He has continued that practice ever since. The central office/eight field offices structure works well. He said he eliminates an additional layer of bureaucracy by direct control over the eight offices.

Contracts for Attorneys and Process Servers - He contracts with prosecutors on an hourly basis, and their hours are regularly audited. He uses private process servers in

the two largest jurisdictions, Sioux Falls and Rapid City. The process servers are paid only for successful service.

D.2.1.15 Vermont[33] (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.

D.2.1.16 Washington[34] (WA 02)

Key to success – Caring about and focusing on staff is the most important element in the success of the program, according to Mr. Stillman. Case managers have college degrees and a financial collection background is considered a plus during recruiting. There is a low workforce turnover rate (Seattle has a higher turnover than the more rural offices though). A little turnover is a good thing as fresh insights are brought into the program, so the state may over-hire occasionally. The state attends Job Fairs to find good workers, and then trains them intensively. There is one year of probation for the workers. The workforce is motivated by the mission and accepts readily being in a "continuous learning mode," stated Mr. Stillman.

Ten Years from Now – In 2016, Mr.Stillman foresees a child support program with improved agility in which case action can be individualized within the general context of automated case-processing. He said he believes that parents will have more choices in the manner their cases are processed.

Creative Environment – Washington promotes risk taking and creativity. Case managers are told that it is safe to take a risk. The state looks for the best practical solution whether or not it exactly follows the federal statute or regulation.

Data Mining and Performance – Mr. Stillman indicated that having data about individual worker performance will really make a difference to overall performance. Washington, which had hit a plateau for a few years, has begun recently to improve its performance based on the drilled-to-worker data and an improved economy. An important element for performance review is to insist on uniformity of definitions, which will allow everyone to be measured equitably and help the state pass the federal audits. Policy is a tool and not an end. The outcome is a self-sufficient family, with which obedience to a policy may interfere, said Mr. Stillman. To improve performance, there had been a focus on lowering the "denominator" of the five performance measurements, which resulted in some violations of federal case-closure standards. Mr. Stillman suggests erring on the side of keeping the case open

because of the unintended consequences of pushing too hard to close cases and perhaps creating more problems than one is solving.

D.2.2 County Best Practices

D.2.2.1 Milwaukee County, WI[35] (MC 02)

Strategies When Facing Low Performance – An underperforming county should "cherry-pick" cases to bring the performance numbers up. Close cases that are unworkable and which meet case closure criteria. Work current support cases first and then arrears-only cases.

Performance Evaluations – Everybody in Milwaukee County CSA has a performance target, from mail room workers to attorneys. Corrective action plans are used when performance goals are not met. Every non-manager in Milwaukee CSA is part of the union and has union protection.

D.2.2.2 Los Angeles County, California[36] (LA 02)

Management and Policy – A few years ago, each Division Administrator ran his or her division office differently. California did not have a policy manual, and the LCSAs were given policy letters that were not categorized. In the last few years, there has been an increase in uniformity among the district offices, and the state has an online policy manual, KRIS. The manual includes training modules. Monthly meetings of senior LCSA staff leads to policy implementation discussions. Semi-monthly meetings convened by Mr. Browning's Deputy, Steven Golightly, spotlight issues that need quick policy resolution.

Employee Expectations - County hasn't allowed standards for employees. There is an online performance evaluation tool. The tool produces a set of expectations. The union is involved in setting the expectations and a consensus is reached about goals.

Division Performance Competition and Initiatives - Divisions have performance competitions. Each office has a goal to improve performance relative to where the division is currently performing. "What gets measured gets done," said Mr. Browning. Each office receives a printout of which cases need work and a strategic plan for the county is analyzed at the divisional level. Each division chooses two or so initiatives to pilot for the LCSA. An example is civil contempt. Each division now has a target based on past initiatives. Refinancing of the debt to avoid higher child support interest (for example, securing an equity loan to pay off the child support balance) is another initiative with positive results. Also three months ago the LCSA started autodialing outbound calls to remind parents of their obligation to pay their child support debt, of their genetic test appointments, or of their court hearing date and time.

Employee Recognition – Employees are invited to an annual Division Employee Recognition Ceremony. The LCSA recognizes employees' innovation and improvement.

Sacramento – Los Angeles – LA – Many state workers do not have local child support experience, and as a result, do not have a full understanding of the issues faced at the local level. Much of the advice from Sacramento and from the Regional

Administrators (RAs) does not add much to the discourse, according to Mr. Browning. Many policies were retracted when they proved impractical. It is important for the LCSA directors and the state IV-D director and RAs to have frank discussions about the program and ways to improve it.

State Management - The state DCSS style in the past was fairly dictatorial. It would be good to have a county director be the state director; however, pay differences and moving to Sacramento may limit the number of potential applicants, said Mr. Browning. Having state workers embedded with county workers makes sense, as they learn the nuances and issues of local case-processing. A state IT staff person was located in LA LCSA and became a big advocate for the county at the state level regarding common-sense approaches to system changes.

D.2.2.3 Orange County, California[37] (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.

D.2.3 Nevada Best Practices (NV 11)

"I review cases, prepare a grid which indicates over performance for the month and cumulative. I prepare a monthly production summary and meet with the worker to go over the summary and to discuss reviews and their performance accuracy per statistics."

"Let case managers provide me with office proactive suggestions."

"Monthly meetings and weekly unit meetings with them are helpful."

"One on ones for input & suggestions."

"Positive gestures and comments, positive reinforcement."

"I seek out training on behalf of my case managers."

"Regular feedback."

"We work very closely with other partners and I meet regularly with partner office reps to identify & look at solutions to our issues - always talking about communication improvement, patience towards & understanding of each other's challenges."

D.3 CASE PROCESSING

D.3.1 State Best Practices

D.3.1.1 Alabama[38] (AL 03)

Data Reliability – Data Reliability has been a major focus for the past few years, according to Ms. McCampbell. The performance numbers are tracked statewide on a monthly basis. Field staff review county performance at the case level through a quality assurance process. Local office supervisors are being trained to do internal QA. The state QA staff has traditionally pulled reports and done spot checks to ensure data integrity.

Service of Process – Alabama uses contracted process servers and sheriffs. If the sheriffs cannot serve, some counties then go to contracted process servers. Process may be served by certified mail as well.

Paternity – Cases are handled concurrently when there is more than one alleged father in a case. A case is unique for children with the same father and mother.

Bankruptcy – There are four federal District Court (trial level) districts in Alabama, and the state has one attorney assigned to work bankruptcy cases for each of the districts.

D.3.1.2 Arizona – Paternity Fair[39] (AZ 02)

In 2004, the Arizona Division of Child Support Enforcement (AZ DCSE) held a paternity fair in an effort to establish paternity in as many cases as possible. Over 25,000 letters were sent out with the goal of bringing as many people in as possible.

After the paternity fair, the AZ DCSE took advantage of the new data to do a paternity "scrub," including auditing all paternity cases and making sure that data in the system was correct. The AZ DCSE also worked to close cases when possible.

The paternity fair and the following paternity "scrub" resulted in a decrease in both paternity and establishment cases, resulting in improved performance numbers.

D.3.1.3 California[40] (CA 04)

POP – California has a Paternity Outreach Program (POP) that has made California among the leaders in the nation in statewide paternity establishment. The POP specialists work with vital statistics and birth clerks to review how paper birth records can be converted to electronic records. A vendor maintains a separate POP database. There is a website for POP and persons interested or involved in paternity issues. Having paperless records is a goal. In one of the phases of the implementation of the statewide system, there will be an imaging campaign. Outreach actions to birth clerks, hospitals and medical records specialists should lead to a concerted effort towards imaging.

Medical Support – Legwork underway with MediCal and Healthy Families to determine how cross-matching data would work. California wants to ensure that children are covered by health insurance regardless of source.

Data Reliability – California has one person dedicated to mimicking the federal auditor's audit techniques to ensure that when the actual audit takes place that all reliability issues have been dealt with and resolved.

D.3.1.4 Colorado – Collections[41] (CO 02)

Colorado Child Support Enforcement Program (CO CSEP) has been challenged is in the areas of current support and arrears collections. To focus on improvement in these areas, CO CSEP has made some changes, including one that has been philosophical in nature: CO has become more neutral with regard to obligors and obliges; more father-oriented (encouraging visitation, work programs); and more payor-oriented (establishing orders that are within ability to pay).

In recent years CO CSEP has focused on arrears management, which has had a direct impact on collection of current support as well. Some specific examples of arrears management efforts include the emphasis on establishing reasonable orders using the best information possible; reducing the number of default orders established; limiting the amount of debt/retroactive support established; early intervention; and establishing fair and reasonable payments on arrears.

To limit the amount of dept established, CO CSEP changed the rule and gave county CSE units more flexibility and guidance on establishing debt, and established policies and procedures to ensure more realistic and fair orders are determined based upon actual income. This effort has required less emphasis on establishing the maximum amount of debt and retroactive support, and more emphasis on realistic support that can be fulfilled by the payor.

The successes that Colorado has seen could not have happened without the buy-in from the county CSE units, and the strong partnership developed between all stakeholders to the program.

D.3.1.5 Illinois[42] (IL 03)

Review and Adjustment – The state worked on improving downward modifications and arrearage compromises during the adjustment period. Setting awards more accurately based on the current income of the obligor will result in higher compliance if there is a fairer relationship between the amount ordered and the ability to pay. Cook County has outsourced the review and adjustment process so that the staff can focus on core functions.

Medical Support – Illinois is a full-insurance state, providing insurance for every child either through private or public means. Medical support enforcement has been outsourced so staff can remain focused on core functions – establishing paternity and support orders and enforcing them.

D.3.1.6 Michigan[43] (MI 02)

Paternity – Michigan has 102 birthing hospitals. The state conducts a lot of outreach to the hospitals to ensure that as many acknowledgments are completed as could be expected. A state initiative resulted in eight hospitals offering free genetic testing. The initiative was very popular. Many times an alleged father will not sign if he is unsure about his status. If he agrees to a genetic test on the condition that if the results come back with a high probability of paternity he will sign an acknowledgment, the case can be resolved without a court hearing, as acknowledgments ripen into determinations of paternity by operation of law.

Reducing the Number of Attorneys – Ms. Stephen, a former child support attorney in Jackson County, MI, believes that the program uses too many lawyers and that more activities need to be administrative. This measure not only will cut costs but will speed up the process while ensuring that parents are treated fairly and have a right to appeal to a court if they choose.

Intake – All case intake is conducted by phone, with calls feeding two intake centers staffed by 75 people. IV-A does not collect NCP data.

D.3.1.7 New Jersey[44] (NJ 04)

Performance First – Ms. Griffin, former president of the National Child Support Enforcement Association (NCSEA) and current president of the National Council of Child Support Directors (NCCSD), said she believes that performance and customer service must come before policy adherence. According to Ms. Griffin, strict adherence to policy is not as crucial in IV-D as it is in IV-A, as policy is a means to an end in IV-D, while in IV-A it is the process that must be handled according to policy to ensure accurate assistance to TANF grant applicants. "Policy is there to support business rather than to drive business" in the IV-D program, Ms. Griffin said.

Child Support Compliance as a Condition of Other Programs' Eligibility – Ms. Griffin discussed cooperating with the child support agency as a condition of eligibility for some of the other means-tested programs, such as child care and TANF, before the benefit is granted.

Universal Caseload – New Jersey is close to universalizing its caseload, as almost all cases go through the IV-D system. Private cases go through family court and at the

hearings, the clients are encouraged to sign up for IV-D services. An application and informational packet is given to them.

Lien Registry – The New Jersey Supreme Court has a judgment index for child support liens. Data of child support obligors with at least one-month's delinquency are filed and placed on the index. Title searchers must check the index to see if a property owner/obligor is transferring property. If he or she is the child support debt for the lien amount is satisfied from the proceeds if there is equity left over after other priority liens are paid off, such as mortgages and tax liens. To clear title, an obligor goes to the local county office to get a warrant of satisfaction. While the registry works, not having an electronic interface with child support makes the arrears balances sometimes inaccurate, so that the satisfaction amount must be calculated individually at the time of the transfer and the application for the lien discharge.

Data Match with Insurers – New Jersey is a member of the Child Support Lien Network (CSLN). This network is made up of 23 states that match insurance data with insurers, leading to liens on potential personal injury and workers compensation settlements. Ms. Griffin said she was pleased with CSLN and the returns to the state.

License Suspension – New Jersey suspends an obligor's driver's license if there has been six months or more of non payment. Cases are reviewed individually and a notice of intent to suspend can be issued. A bench warrant issued for noncompliance may lead to automatic suspension, as the suspension is generated by the system.

Administrative Letter – New Jersey plans to use an administrative letter that tells parents that they are behind in doing something required by the court order. Ms. Griffin said 80% will respond and 20% will not. For the 20%, additional steps must be taken.

D.3.1.8 North Carolina – "Journey 2 Excellence"[45] (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

D.3.1.9 Ohio[46] (OH 04)

Courts and Administrative Process – Parents always have the option to go to court instead of using the administrative process. In many counties, magistrates are the decision-makers. Mr. Pilat does not think that one process is necessarily better than another.

Policy and Procedure Manual – The state policy manual is electronically available. Each county is to have a procedure manual that reflects state policy. Top four ways to improve state and county communication are: 1) monthly mailings; 2) policy input; 3) letters to the counties (130-140/year); and 4) the help desk.

D.3.1.10 Pennsylvania[47] (PA 03)

Case Management – Mr. Richard uses a multi-pronged approach to case management. He uses the CSPIA performance-measurement categories as his primary management tool. His team reviews data for anomalies and focuses on them, looking for explanations. This in turn launches a new wave of performance awareness when patterns are discovered that improve or hurt performance based on a certain set of common case or case manager characteristics

Ability to Pay and Modifications – Pennsylvania proactively modifies orders when an obligor's income has dropped, after notice to the parents. Orders should be based on the present income of the obligor and not what he or she was making at the time of the order or what he or she was presumed to be making, according to Mr. Richard. Pennsylvania routinely modifies cases when there is an inability to pay to a zero order. The cases are reviewed quarterly, using employment security information and other sources, such as percent of payment received, to trigger a review of obligor's current income level. Some detractors feel that this policy may leave some obligors off the hook, but if there are no identifiable assets or income, posits Mr. Richard, what is the point of investing in pursuing uncollectible support?

D.3.1.11 South Dakota[48] (SD 03)

Performance – Mr. Walter said the bottom line is that a child support program has to measure performance by worker, by office and by state. It is good to have competition between the field offices to promote performance improvement.

Automatic Withdrawal from Bank Accounts – South Dakota has an automatic withdrawal from bank accounts at the option of the obligor. The money is withdrawn the third day of each month. This is done as a benefit to employers. Otherwise, income withholding is used.

License Suspension - If an obligor is $1,000 or more in arrears, a letter is sent. If the obligor enters into a repayment agreement for current support and arrears, it becomes part of the court order. If payments are missed, action on the license can then be taken administratively or by contempt action.

Liens on Motorcycles – Filed with the register of deeds, the liens prove productive.

Broad Definition of Income – South Dakota uses a broad definition of income to allow for the use of income withholding against most liquid assets.

Administrative and Judicial Process – Cases are administratively handled except for cases referred to the court. Court-appointed referees hear establishment cases and modification of court orders. A notice of support debt is issued to the obligor based on collected financial data. If there is no objection within 30 days, the referee enters the recommended order, and then the circuit court judge signs it if no one objects within 10 days. Mr. Walter meets with the state bar association and with the court on a regular basis to ensure good communication.

D.3.1.12 Vermont[49] (VT 03)

Parentage Reports – data reliability and increasing paternity establishment rates have led to the use of reports for the five regional offices to determine what can be done in specific cases, such as fixing improper coding, looking for cases that meet criteria for closing, examining caseloads with low paternity establishment percentages. Aggregately the reports can show trends but individually reviewing case data catches the unique problems, such as miscoding or typos.

Service of Process – The most common method to serve process is by certified mail with signature. Courts coordinate personal service if certified-mail delivery fails. Service by sheriffs has had mixed results.

Policy changes – Vermont has an online policy manual, with emails sent whenever changes are made to the manual.

D.3.1.13 Virginia[50] (VA 02)

Employer Database – Virginia is cleaning up the database to make the data more helpful. There is an automated interface with quarterly wage data that can be used by the case managers, with ad hoc reporting capability.

Cell Phone Subpoenas – Virginia won a 2006 federal award for innovation based on its project to collect support by subpoenaing phone companies for their cell phone records. Working with Cingular and Verizon, the two cell phone companies have volunteered to give information to the DCSE in lieu of receiving subpoenas for thousands of customer records. The cell phone information provides great locate information.

D.3.1.14 Washington[51] (WA 04)

Data Mining and Performance – Mr. Stillman indicated that having data about individual worker performance will really make a difference to overall performance. Washington, which had hit a plateau for a few years, has begun recently to improve its performance based on the drilled-to-worker data and an improved economy. An important element for performance review is to insist on uniformity of definitions, which will allow everyone to be measured equitably and help the state pass the federal audits. Policy is a tool and not an end. The outcome is a self-sufficient family, with which obedience to a policy may interfere, said Mr. Stillman. To improve performance, there had been a focus on lowering the "denominator" of the five performance measurements, which resulted in some violations of federal case-closure standards. Mr. Stillman suggests erring on the side of keeping the case open

because of the unintended consequences of pushing too hard to close cases and perhaps creating more problems than one is solving.

GMAP – The Government Management Analysis and Performance (GMAP) measures performance in three categories: percentage of parents on current TANF or recently-former TANF, percentage of parents paying on their cases, and percentage of cases with orders. Ad hoc reports can be issued to anyone who has internal access to the state system. Additional measurements include the percentage of paternity acknowledgments of paternity determinations, tribal caseload, and the initiating and responding interstate caseload. An "e-model" similar to a Fair, Isaac scoring system for credit rating, indicates how well a case manager is performing in these categories. Unnecessary activities can hurt one's score (e.g., conducting confirmation of an address activity when employer is known). Coaches and performance analysts work with case managers to improve their performances.

Authorized Electronic Bank Withdrawal Payments – The Child Support Internet Payment Service allows obligors to go to the state website and pay child support by authorizing the state to withdraw funds from the obligors' bank accounts.

Direct Deposits and VISA Cards – The state gives the custodial parents a choice of direct deposit of a child support payment into a checking account or a credit on a VISA card. Mr. Stillman reported that the VISA card option is more popular.

FIDM – Data base matching yields bank matches, but the matches are provided to the case manager to review before authorizing a withholding of the account funds to ensure the case's fact patterns warrant seizure. The fact patterns differ case to case so that the state does not want to take automated freeze and seize action in the matched cases without the review process.

Imaging and Automated Liens and Levying – through imaging, orders are sent to be recorded as liens. A new generation of imaging equipment is scheduled for the State Disbursement Unit to support Check 21.

Policy and Procedure Manual – The Policy and Procedure Manual is online and is an important tool for communication with customers when they talk to the case manager. There are interactive links associated with it, connected to other resources.

D.3.1.15 Wisconsin[52] (WI 03)

Modification Changes – In 2002, the state at the federal government's insistence changed the way many orders were set (based on a percentage of the obligor's income to a sum certain amount). This resulted in 66,000 orders updated that year. State showed it could handle a major case overhaul project well.

Specialization – Milwaukee is specialized but most other counties assign cases by alphabet; some have mixed functional status (establishment specialists and enforcement specialists, for example).

Policy and Procedure Manual – Policy and procedure manual is electronic. If a county has a question, state central office policy office will answer the question within two business days unless there is a legal issue involved.

D.3.2 County Best Practices

D.3.2.1 Milwaukee County, WI[53] (MC 03)

Paternity Cases – Wisconsin Works (W-2) Job Centers refer 45 to 50% of the Milwaukee paternity cases – these are self-referrals and not TANF cases. These parents are seeking assistance in establishing paternity in order to get a child support order to promote self-sufficiency. Hospital acknowledgments account for about 200 per month. Milwaukee out-stations paralegals in hospitals to obtain acknowledgments. Milwaukee has about 500-600 new paternity cases a month (and about 500 non-paternity new cases per month).

Settlements – People come in and resolve issues immediately, don't try to get both parties in there at the same time.

Pro Se Clinic – Run a pro se clinic to encourage parents to take charge of their cases. It also saves money for the county. The local bar association staffs it with a child support agency person there. Modification and contempt actions could be brought by the parents themselves and with some form-filling and evidence-gathering assistance, parents can proceed into court on their own. The modification form is one page. If there is a pro se contempt action that goes to the hearing stage, a child support agency attorney will be there.

Incarcerated NCPs – Milwaukee modified over 1500 orders to zero current support levels while the NCP is incarcerated (if the NCP has at least 6 months left on his or her prison term). No proof for the downward modification was needed unless the NCP was on work release. After so many days after release, the order automatically resumes to pre-incarceration levels.

Service of Process – Standard operating procedure is to use private process servers and to pay only for successful service ($18/person served). Service occurs usually within one week after the summons is issued. The county child support agencies are putting together a database of process servers throughout the state.

TANF Cases – Applicants have to see child support staff before the TANF interview. The case then gets triaged – does the applicant know the father and his location? The agency gets paperwork going. Does the applicant know the father but does not know his location? Move the case to locate status.

Cases Without Income Information – State quarterly wage system is used, along with a letter to an employer, to provide income information. If wage history for the obligor is known, it is used.

Automated Enforcement – Milwaukee uses automated financial institution data match. The match is automated, but each match is reviewed to ensure a freeze and seize is appropriate. A letter regarding the freeze is sent to the NCP at the same time as the lien. Recreational hunting and fishing licenses are suspended through automated matches. Fifty percent of males in Wisconsin over 18 years old have them.

Liens – Liens on real property and vehicles sometimes result in big hits

Early Intervention – Early intervention is labor intensive but can keep cases in compliance or quickly returned to compliance status.

D.3.2.2 Los Angeles County, California[54] (LA 06)

Caseload Cleanup – Cases are reviewed to see if the awards are set too high for the income level of the obligors. The default rate is 70%, which is too high. All obligors with cases with orders without payments received new notices that they were entitled to a review and if appropriate, an adjustment of the ordered amount. About 40,000 cases have a new presumed amount that dropped the imputed income award levels from about $400 per month to $200 per month (minimum wage), removing about $10 million from the current support due denominator. Current support is main focus today. A very high percentage of obligors receive Supplemental Security Income (SSI). These identified cases can be downwardly modified administratively.

D.3.2.3 Orange County, California[55] (OC 03)

Case-processing - Standardize business practices – analyze the steps - are the steps necessary to meet a goal or accomplish performance? Justify each step as it relates to achieving your performance goal.

D.3.3 Nevada Best Practices

D.3.3.1 Nevada County Tools (NV 03)

County	Nature of the Tool	Title
Elko DA	Desk Guide	Case File Set-Up
Elko DA	Desk Guide	Child Support Office Policy Manual Index
Elko DA	Cheat Sheet	Elko CS Best Practice/Setting Alerts
Elko DA	Checklist	Case manager Checklist
Elko DA	Performance	Child Support Case manager Weekly Progress Report
Humboldt DA	Desk Guide	"A-Z" Case Work
Humboldt DA	Desk Guide	Cash Handling Policies
Humboldt DA	Desk Guide	Procedures for Driver's License Suspensions
Douglas DA	Customer Service	Application Packet and Group Intake Calendar
Douglas DA	Desk Guide - Procedures	Case Set-Up/Case Closure
Douglas DA	Checklists	BOW Flag Manual Worksheet Closing a Case Group Intake License Suspension Tracking Modifying a Douglas County Order
Clark DA	Checklist – Worksheet	Worksheet for Court Prep III
Clark DA	Desk Guide – Procedures	Types of Cases that cannot be audited in NAWC
Lyon DA	Desk Guide - Procedures	Flow Chart for New Cases
Lyon DA	Customer Service – Procedures	How to Appeal the Court Master's Recommendations
Lyon DA	Checklist – Form	Courtmaster Hearing Case Presentation
Reno PAO	Desk Guide - Procedures	Accepting Referrals – aka PRFL
Reno PAO	Checklist - Form	Case Set-Up
Reno PAO	Cheat Sheet	Timeframes to Remember

County	Nature of the Tool	Title
Reno PAO	Cheat Sheet	Things to Remember When Working a Case
Reno PAO	Cheat Sheet	Locate Resources
Reno PAO	Desk Guides – Procedures	Court Desk Procedures
Elko PAO	Checklist – Form	Case Action Checklist
Elko PAO	Checklist – Form	Information for Notice
Elko PAO	Checklist – Form	Information for Default Order
Elko PAO	Log	Expedited Case Processing Log
Elko PAO	Report	EPAO Monthly Outcomes
Carson City DA	Cheat Sheet - Procedures	CCDA CSE House
Carson City DA	Customer Service	Group Interview Instructions
Churchill DA	Log	Action Log
Churchill DA	Checklist – Form	Court Prep Form
Washoe DA	Checklist – Form	Assistant Request
Washoe DA	Checklist – Form	File Closure Checklist and Request Form
Washoe DA	Checklist – Form	Paternity – Clerk Request Form
Washoe DA	Checklist	Incoming Fax Checklist
Washoe DA	Desk Guide – Procedures	Mail Room Procedures
Washoe DA	Desk Guide – Procedures	Printing Employer Letters and Wage Withholdings

D.3.3.2 Nevada Best Practice (NV 04)

DWSS currently has the start of what could be a very effective outreach tool to encourage in-hospital paternity acknowledgments. The person responsible for this outreach task is currently housed in the Las Vegas DWSS Desert Inn facility. She has several "eye-catching" informational items that enable the education and distribution of in-hospital paternity acknowledgment to both the hospitals and birthing centers, but also to the general public.

- Paternity – It's in the Bag" (PIB) small plastic bags containing as assortment of pamphlets about child support enforcement as well as an Affidavit of Paternity form that may be completed in the hospital,
- Nevada Hospital Paternity Program Hospital Training Manual, and

Paternity: It's in the Bag Newsletter that is published quarterly.

D.3.3.3 Nevada Best Practice (NV 09)

The IV-D FTE housed in the Reno District Office is an excellent example of providing services to multiple stakeholders: the Reno PAO, the Washoe County FSD, the IV-A Support Specialists, and the child support customers. Since her placement in the DO, she has:

Taken on the responsibility of conducting QC on the Form 2906s received from the IV-A Support Specialists,

Attends Unit Meetings to provide feedback and education about the errors that are found in the completion of the Form 2906,

Contacts customers by telephone or correspondence when additional information or documentation is needed,

Created a IV-D Questionnaire Checklist that she uses for every 2906 received to make sure that all the required information is obtained before the Form 2906 is forwarded on to the PAO.

Created an EXCEL spreadsheet to track and monitor all Form 2906's that she's received, if good cause is claimed and if the Birth Certificate was received.

D.3.3.4 Nevada Best Practice (NV 07)

In Lyon County, minutes are taken at each office meeting and distributed to all staff to ensure that everyone is aware of what was discussed.

D.3.3.5 Nevada Best Practice – Clark County Employee Assistance Program (NV 08)

Nevada has a work related program in Clark County (Las Vegas) called the Employment Assistance Program (EAP) for clients that have Nevada Welfare related Child Support Orders. The program focuses on helping clients that have problems paying their child support. The program is designed to help participants improve their lives as well as be able to take care of their Child Support responsibilities. Program participants are normally referred into the program by the Child Support Court System. The program has a special court setting that is set up for the Court to monitor their participation in the program.

1. The program's main focus is providing clients with the following support services needed to gain employment:
   - Job placement assistance
   - Assistance with resumes and completing job applications
   - Transportation assistance – (bus pass/tokens or gas reimbursement for clients with private autos)
   - Assistance in obtaining ID, driver's license, work cards (Gaming, Sheriff, TAM, and Health), Background Checks and Finger Printing
   - Vouchers to purchase clothing for work and job search
   - Vouchers to purchase tools and equipment for employment
2. Clients also receive referrals to outside agencies for assistance with the following issues:
   - Family Mediation Services to help gain access to their child and visitation rights
   - Housing/Homeless Problems
   - Vocational Training Programs
   - Medical Treatment
   - Drug/Alcohol Treatment
   - Mental Health Treatment/Counseling
   - Assistance in seeking Social Security Disability Benefits
3. In addition, the EAP Program is a member of the Community Advisory Board for Nevada Department of Corrections, Going Home Prepared Re-Entry Program. This re-entry program is designed to assist violent offenders re-enter society upon their release from the Department of Corrections. The EAP Program provides all

of its services to Going Home Prepared Participants that have Welfare related Child Support Orders.

D.4 FUNDING

D.4.1 State Best Practices

D.4.1.1 California (CA 03)

County Pressures and Incentives – Flat funding has made it difficult at the local level, as many union contracts call for salary increases. The LCSAs are funded through reimbursement of their base costs (state share and FFP) and incentives, flowing down to the LCSAs based on the 11 performance indicators.

D.4.1.2 Michigan[56] (MI 03)

Incentives – Incentives are distributed based on federal performance measurements. Wayne County "floats the boat" when it comes to performance as two of five cases come from there. The incentives are triple-weighted to favor work on TANF cases (federal incentives count collections in TANF and former TANF cases double the never-TANF case collection rate when determining the potential state incentive pool).

DRA Cuts – Congress passed legislation that will cut $8.4 billion in federal aid to the national child support program over 10 years, beginning in 2007.[57] Michigan will lose millions each year. The PLG and the state office are working on plans to make up the difference to Michigan of lost federal funds and to reduce costs at the same time. The PLG is working on a consensus approach that makes sense for the program, the taxpayers and children of Michigan. Instead of voting, consensus is sought and each participant should be able "to live with" the solution, particularly the IV-D director. Determining what to do with the impending budget cut led the PLG to form a committee of not more than 12 individuals representing the five PLG entities.

D.4.1.3 New Jersey[58] (NJ 03)

Funding – The program is projected to lose $9 million per year in incentive dollars once the DRA goes into effect, eliminating the federal match on incentives. The incentives go to the counties to partially finance the local operations.

D.4.1.4 Ohio[59] (OH 03)

Incentives and Funding – Until four years ago, incentives distributed to counties were allocated based on collections. Now incentives are based on the first four federal incentive measurements. The counties use the IV-D PEP measurement for incentive distribution from the state to the counties, while the state uses the statewide PEP for federal incentive reimbursement.

Local program funding comes from incentives, fees and state allocation of about $16-17 million. TANF state share retention is kept at the state level. Some counties have had to use county general funding to complete the 34% state/local share of the match with FFP.

D.4.1.5 Pennsylvania[60] (PA 04)

Funding – Counties appropriate what the federal government doesn't pay, or 34% of local IV-D agency costs. Incentives are distributed to counties based on counties general fund share of total statewide IV-D Program costs, which establishes the counties' base pool; then, among counties, incentives are distributed based on CSPIA.

D.4.1.6 Wisconsin[61] (WI 02)

Incentives – The counties receive incentive money from the state, $4 million or 80% of which is guaranteed based on caseload. The remaining $1 million or 20% of the incentive fund is distributed based on performance and incremental improvement. Each measurement may have different weights." Allocation of incentives based on performance has turned the state around," stated Ms. Pfeiffer.

D.4.1.7 Washington[62] (WA 03)

DRA FFP Match Loss Impact – Washington estimates it may lose 20% of its funds with the loss of the incentive FFP match. Mr. Stillman discussed the need to publicize the value brought to the customers of the program, particularly in the cost-avoidance area. Failure to invest in child support may have dire consequences to parents and to taxpayers.

D.5 CUSTOMER SERVICE

D.5.1 State Best Practices

D.5.1.1 California[63] (CA 05)

Customer Service – The Los Angeles CSSD call center has been shown to be very effective. The statewide SDU has a call center.

Outreach to Stakeholders – California reaches out to the California Chamber of Commerce and other state agencies to promote employer/IV-D program understanding and to address any issues that the employer community may have.

D.5.1.2 New Jersey[64] (NJ 05)

Pilot Call Center – Three counties are piloting a joint call center, jointly staffing the center. Since the AOC oversees the county work, the state IV-D agency cannot summarily set up the pilot. The state IV-D agency works with the AOC to plan for the program's future, using pilots such as the call center to determine if program changes should be rolled out statewide.

D.5.1.3 North Carolina – Relationship with the Military[65] (NC 02)

North Carolina is home to a number of military bases. To best serve this population, local offices have staff members at the bases each week. This outreach to military families is beneficial to both the Child Support Enforcement program and the families, and ensures ongoing communication between the program and the military.

D.5.1.4 Ohio[66] (OH 05)

Customer Service – Calls go to counties and then, if needed, they are bumped up to the state. Part of customer service can be done at the state level, including fielding

SDU calls. If a customer is unhappy, there is an independent hearing officer to review the actions taken or not taken.

D.5.1.5 Pennsylvania[67] (PA 05)

Customer Service – Pennsylvania has expanded the media through which contact can be made. Most customer service is conducted at the DRO level. Each has an IVR, although the state manages all the IVRs centrally. Each DRO records its own scripts for the IVR. There is a state hotline and a SDU number for calls regarding payments. The PA website allows secured log in by parents to show the last five payments. The site is refreshed every morning.

D.5.1.6 South Dakota[68] (SD 04)

Customer Service – South Dakota had a centralized customer service unit. The parents wanted to talk to the case managers, so they dissolved it.

Military – Rapid City office has strong contacts with Ellsworth Air Force Base to ensure service members concerns are met.

D.5.1.7 Vermont[69] (VT 04)

Customer Service – 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.

D.5.1.8 Virginia[70] (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.

D.5.1.9 Washington[71] (WA 05)

The Customer Relationship – Washington stated that 16-18% of its customers have never received TANF and 15-16% of its customers currently are receiving TANF. That leaves the great majority as former TANF customers. The state has not spent a lot of time working on the customer relationship. There is no call center. Complaints are handled by a community relations unit of five people. They act as core staff to respond to legislators' inquiries and to field calls from inquiring parents. A conference board adjudicates disputes regarding policy application in specific cases, case manager treatment, and compromising arrearages. Washington does a lot of

outbound dialing for reminders and collections and returns incoming calls that are taken on voice mail within 24 hours.

Foreign Languages – Washington has Spanish-speaking personnel in all field offices, and in Seattle there are Russian and Vietnamese speakers. Administrative notices have been translated.

Military Liaison – Washington has a military liaison near Fort Lewis in Tacoma.

D.5.1.10 Wisconsin[72] (WI 04)

Customer Service – Milwaukee has a call center for Milwaukee and Racine Counties. Other counties and the state disbursement unit answer questions directly.

D.5.1.11 Colorado [73] (CO 04)

Colorado provides customers with the ability to go online through their state website and access payment history online.

D.5.1.12 Colorado [74] (CO 05)

Colorado provides a display of payment and disbursement history. Colorado provides customers with the ability to go online through their state website and request case status and/or request an application for a debit card. In addition, the CST or NCP may display a complete payment record in pdf format to be printed

D.5.2 County Best Practices

D.5.2.1 Milwaukee County, WI[75] (MC 04)

Customer Service Call Center – Milwaukee has 15 slots. Hiring strategy was to look for persons with customer service skills first and then they were trained on child support. Interactive Voice Response Unit (IVRU) handles most of the calls. Case managers are left messages. Customers can leave messages on the web for case managers.

D.5.2.2 Los Angeles County, California[76] (LA 05)

Call Center – LA LCSA has 150 persons staffing the call center. An energized manager ensures that the customers' concerns are adequately addressed. All calls are taped so that complaints of treatment or accuracy of response can be checked later by supervisors. If there is a complaint, a union representative is brought in to protect the Customer Service Representative (CSR). A policy misapplication may result in a training alert. The supervisor reviews the answer and the correct policy with the CSR. A Corrective Action Plan (CAP) is put into place. The LCSA has put into place targets for courteousness.

D.5.3 Nevada Best Practices

D.5.3.1 Nevada (NV 01)

Clark County has a blue card that can be folded into a business card size which contains the office phone number, fax number, hours, location, mailing address, address for mailing payments, room to add individual case numbers, etc. It requests changes in employment, address, or telephone number be reported and how. It is a good idea and customers can carry it with them easily in a purse or wallet. (This

would also be a good place to advertise email and Web site options, if those areas are enhanced.)

D.5.3.2 Nevada (NV 02)

An innovative approach was found in Clark County. A tutorial to the Application is available for in-person visitors. A computer with the on-line tutorial is in a room off of the Reception Area. Potential applicants who need assistance in completing an Application (English or Spanish) are shown to this room and the tutorial guides them through the Application. They can place the cursor on any field and there is an audible explanation as to what is required for that field. Clark County reported benefits include the fact that staff intervention and time is not needed to sit with the potential applicant and explain or assist with completing the application. (Future plans include the ability for potential applicants to complete the Applications on-line. As of now, however, there is not that capability.)

D.6 TRAINING

D.6.1 State Best Practices

D.6.1.1 New Jersey[77] (NJ 06)

Training Academy – New Jersey is building a training academy in conjunction with Rutgers University. The plan is to certify all workers eventually.

D.6.1.2 New York – Web Based Training[78] (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.

D.6.1.3 Ohio[79] (OH 06)

Training Video-conferencing – Ohio offers video-conferencing for training to all counties. The state can conduct training in Columbus and have it shown throughout the state. This saves the counties a lot of travel money.

D.6.1.4 South Dakota[80] (SD 05)

Training for Establishment Specialists – Each field office has establishment specialists who are trained on the data reliability audit to ensure passage when the federal government audits the way data are collected and recorded.

D.6.1.5 Vermont[81] (VT 05)

Training – New workers are trained for 10-12 days. The state has one trainer. Vermont has 130 FTEs, 65 of which are in central office and the others are in the regional offices.

D.6.1.6 Wisconsin[82] (WI 05)

Training - Training conducted by the University of Wisconsin will likely face a budget cut due to the incentive match disallowance next year, going from 4 to 1.5 trainer FTEs.

D.6.1.7 Florida[83] (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, and
- Provides progress and status reporting on the system training program.

D.6.2 County Best Practices

D.6.2.1 Los Angeles County, California[84] (LA 04)

Mentoring Program – New supervisors explore new aspects of the program. They attend a Board of Supervisors' meeting, go to the call center, go to court, and learn form the IT group. A senior staff member is selected as a mentor for the supervisor and guides the person through the initial phases.

D.6.3 Nevada Best Practices

D.6.3.1 Best Practice – Nevada (NV 10)[85]

The Reno PAO recently undertook a new approach to training. With the hiring of three new Support Enforcement Specialists, one of the more "seasoned" staff was charged with the responsibility of training the three new employees. He took an innovative approach and methodology to approach this task. A Training Plan was developed with a formal objective. The new employees were assigned to him for a six month period and were also assigned a caseload of 460 cases each to work. A Resource Book was put together for each of them by asking all of the case managers in the office for desk guides, handouts, charts, and other visual materials that they have created to help them in their job.

In addition to receiving training in all of the IV-D functional areas and case actions, the training that the three staff received also covered areas such as:

- How to organize their work
- Decision-making

- Brainstorming to come up with a written procedure
- Interviewing and telephone etiquette skills
- How to read, understand and use the CSE Manual, P&Ps, and Task Guides.

Each day was spent with a combination of lecture in the morning and "hands on" in the afternoon, using what they had learned on their actual cases. If they encountered a problem with a case, they set it aside. The following morning, time was set aside to discuss problems or questions that arose from those cases that they worked on the previous day and were set aside.

These three staff members received more complete, in depth training than most of the "seasoned" SESs in the office.

D.7 SYSTEMS

D.7.1 State Best Practices

D.7.1.1 Alabama[86] (AL 04)

Alerts – Alabama has a workgroup that prioritizes the alerts so that high-priority alerts are worked first.

D.7.1.2 Colorado – Reports[87] (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.

D.7.1.3 Michigan[88] (MI 04)

Alerts – Prioritize action alerts and ignore informational alerts, said Ms. Stephen.

D.7.1.4 New Jersey[89] (NJ 07)

Business Process Reengineering (BPR) – New Jersey is undergoing a BPR right now. BPR has uncovered how often the case managers are not using the system. There is a large problem with incorrect or different addresses for employers

Alerts/Ticklers – It was a nightmare for the state but staff have learned how to manage and use the tickler system. The staff highlight good practices and then share them.

D.7.1.5 Ohio[90] (OH 07)

Alerts – Alerts can be divided between those that are critical and those that are informational. The informational ones are suppressed. This was part of a big release about 1 ½ years ago.

Data Mining – COGNOS is the Ohio data mining application. The state does the analysis and provides the data and reports to the counties. While counties could do the analysis themselves, they are not trained to the extent that dedicated state staff are to the analysis process.

D.7.1.6 Oregon – Alert Reduction Group[91] (OR 03)

In response to a large number of complaints from workers about the numbers of alerts they received each day, the Oregon Division of Child Support created an "Alert Reduction Group." The group included case managers, branch managers, District Attorney staff, and representatives from the State Office Policy, Performance, Budget, Statistics, and IT staff. The Alert Reduction Group were able to significantly reduce the number of alerts by looking at the federal requirements for alerts and comparing that to their own list of alerts and the complaints of staff.

The Alert Reduction group continues to meet approximately every 6 months to discuss adding or removing alerts. In addition, every request to add or change an alert must go through the Alert Reduction group for review.

D.7.1.7 South Dakota[92] (SD 06)

Self-Assessment - Mr. Walter spoke of ad hoc reporting capability, so managers can drill down to the worker level as well as the field office level to uncover trends and to find workers who may be falling behind. A daily report is made of each worker's performance. For quality control, 25% of each worker's cases are pulled and examined to see if policy and procedure were applied correctly.

Alerts – alerts are suppressed to block informational alerts so that the only alerts on the system that the worker sees are the ones that need to be worked. One person prioritizes field requests for systems modifications.

D.7.1.8 Vermont[93] (VT 06)

Case Management System – Vermont has a case management system that tracks compliance components and timeframes.

Alerts – It is the expectation that people will respond to alerts that arise. Good alerts management by each worker is part of the job.

D.7.1.9 Virginia[94] (VA 04)

Alerts – Alerts are for anything new such as a new automated FIDM match. Virginia stopped doing individual task alerts. Alerts are purged after one reminder if action is taken.

D.7.1.10 Washington[95] (WA 06)

Systems Improvements – Over 200 systems prioritized improvements were made in the past year based on input from field line staff, managers, systems managers.

Alerts – Critical alerts are prioritized. The e-model has helped with the prioritization.

Built-in logic keeps unnecessary alerts from popping up.

D.7.1.11 Wisconsin[96] (WI 06)

Alerts – Some alerts were deleted so that they do not clog the workload for case managers.

D.7.2 County Best Practices

D.7.2.1 Los Angeles County, California[97] (LA 03)

Information Technology – LA LCSA IT staff went to the divisional offices to ask them what does and what doesn't work with the local system, known as ARS. (San Diego and Orange County have migrated onto ARS pending final migration to the new statewide system.) The IT staff had not heard from the divisions, so they had assumed everything was working smoothly. It turns out that the workers quit reporting the problems when they failed to see changes. The IT team, working with the Division Administrators, case managers and central office managers, prioritized requests and produced releases. Some were immediate to correct critical problems and others were less acute and were part of monthly releases.

D.7.3 Nevada Best Practices

D.7.3.1 Sample of Nevada Best Practices (NV 05)

Case managers in Lyon County devote 30 minutes each day working their alerts.

Humboldt County case managers work the alerts for a case when they are in that case.

Nye County office policy is to spend an hour every day working their alerts.

D.7.3.2 Nevada Best Practice (NV 06)

In addition to imaging the Form 2906, Clark County also has created an electronic Master's Recommendation Order/Judgment (MROJ) process to expedite the processing of court order entry.

This electronic process facilitates and expedites the movement of the MROJ from the DAFS office to the Hearing Master to the Court Clerk. It allows for an electronic

creation of the MROJ during the hearing as well as the ability to handle electronic signatures. This allows the Hearing Master recommendations to be entered into NOMADS as court orders with the Court Hearing Date without the delay of waiting the required 10 days should an objection to be filed. Due to the low number of objections actually filed by any party (13 objections filed between January 1, 2006 and May 15, 2006), the procedure of entering the Hearing Master Recommendations avoids the task of having to retroactively modify obligations in NOMADS.

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[1] Based on an interview with Diana McCampbell, Director, Division of Child Support, Alabama Department of Human Resources, July 14, 2006.
[2] Based on an interview with George Lola, Chief of Data Performance Analysis Branch, California Department of Child Support Services, July 14, 2006.
[3] Based on an interview with Pamela Compton, Administrator, Division of Child Support Enforcement, Illinois Healthcare and Family Services, July 10, 2006.
[4] Based on an interview with Marilyn Stephen, Director, Mark Jasonowicz, Deputy Director, Michael Adrian, Policy and Procedure Manager, and Mike McCormick, Assistant Director, Office of Child Support, Michigan Department of Human Services, August 16, 2006.

[5] The following is a summary of the PLG from the Michigan Office of Child Support's web site, http://www.michigan.gov/dhs/0,1607,7-124-5453_5528_41276---,00.html#plg. "The Department of Human Services' Office of Child Support (OCS) is the State agency that administers the federal Title IV-D child support program within Michigan. The OCS contracts with Friends of the Court and Prosecuting Attorneys in each county to deliver Michigan's Title IV-D support services. Each partner plays a critical role in the successful operation of the child support program. The recognition that more is accomplished through a cooperative partnership resulted in the formation of the Program Leadership Group (PLG). The PLG includes:

- The director of the Friend of the Court Bureau within the State Court Administrative Office,
- The president of the Friend of the Court Association of Michigan,
- A representative from the Prosecuting Attorneys Association,
- The director of the Office of Child Support,
- The MiCSES project manager from the Michigan Department of Information Technology.

The PLG is the decision making authority for the Title IV-D child support program. It operates in a spirit of trust and consensus, with the free flow of information and a goal of removing unnecessary barriers. It is this philosophy of teamwork that now guides the program."
[6] Based on two interviews with Alisha Griffin, IV-D Assistant Director (lead IV-D designee), Office of Child Support and Paternity, New Jersey Division of Family Development, July 3 and July 30, 2006
[7] Mike Schwindt, North Dakota Child Support Enforcment Director, telephone interview with the author, 7 September 2006, MAXIMUS, Inc., Reston, VA
[8] Based on an interview with Joe Pilat, Deputy Director, Office of Child Support, Ohio Department of Job and Family Services, July 13, 2006.
[9] Based on an interview with Daniel Richard, Director, Office of Child Support Enforcement, Pennsylvania Department of Public Welfare, August, 2006
[10] Based on an interview with Terry Walter, Administrator, Office of Child Support Enforcement, South Dakota Department of Social Services, July 3, 2006.
[11] Based on an interview with Jeff Cohen, Director, Sean Brown, Assistant, and Cindy Griffiths, Assistant, Vermont Office of Child Support, July 5, 2006.

[12] Based on an interview with Nathaniel Young, Director, and Connie White, Division of Child Support Enforcement, Virginia Department of Social Services, July 14, 2006.
[13] Based on an interview with David Stillman, Director and David Johnson, Executive Assistant, Division of Child Support, Washington Department of Social and Health Services, July 3, 2006.
[14] Based on an interview with Susan Pfeiffer, Director, Bureau of Child Support, Wisconsin Division of Economic Support, July 5, 2006.
[15] Based on an interview with John Hayes, Director, and Lisa Marks, Assistant Director, Milwaukee County Child Support Agency, August, 2006.
[16] Based on an interview with Phillip Browning, Director of the Los Angeles Child Support Services Department, County of Los Angeles, August 16, 2006.
[17] Based on an interview with Jan Sturla, Director of the Orange County Child Support Services Department, County of Orange, August 17, 2006.
[18] Based on an interview with Diana McCampbell, Director, Division of Child Support, Alabama Department of Human Resources, July 14, 2006.
[19] Veronica Romero, Assistant to the Arizona IV-D Director, telephone interview with the author, 12 July 2006, MAXIMUS, Inc., Reston, VA
[20] Based on an interview with George Lola, Chief of Data Performance Analysis Branch, California Department of Child Support Services, July 14, 2006.
[21] Pauline Burton, Colorado IV-D Director, Questionnaire submitted to the author.
[22] Based on an interview with Pamela Compton, Administrator, Division of Child Support Enforcement, Illinois Healthcare and Family Services, July 10, 2006.
23 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.

[24] Jim Carney, Missouri Child Support Field Office Director, telephone interview with the author, 12 July 2006, MAXIMUS, Inc., Reston, VA
[25] *Ibid.*
[26] 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

[27] Based on two interviews with Alisha Griffin, IV-D Assistant Director (lead IV-D designee), Office of Child Support and Paternity, New Jersey Division of Family Development, July 3 and July 30, 2006
[28] Based on an interview with Joe Pilat, Deputy Director, Office of Child Support, Ohio Department of Job and Family Services, July 13, 2006.
[29] William Caster, Oregon IV-D Director, telephone interview with the author, 20 July 2006, MAXIMUS, Inc., Reston, VA
[30] *Ibid*.
[31] Based on an interview with Daniel Richard, Director, Office of Child Support Enforcement, Pennsylvania Department of Public Welfare, August, 2006
[32] Based on an interview with Terry Walter, Administrator, Office of Child Support Enforcement, South Dakota Department of Social Services, July 3, 2006.
[33] Based on an interview with Jeff Cohen, Director, Sean Brown, Assistant, and Cindy Griffiths, Assistant, Vermont Office of Child Support, July 5, 2006.
[34] Based on an interview with David Stillman, Director and David Johnson, Executive Assistant, Division of Child Support, Washington Department of Social and Health Services, July 3, 2006.
[35] Based on an interview with John Hayes, Director, and Lisa Marks, Assistant Director, Milwaukee County Child Support Agency, August, 2006.
[36] Based on an interview with Phillip Browning, Director of the Los Angeles Child Support Services Department, County of Los Angeles, August 16, 2006.
[37] Based on an interview with Jan Sturla, Director of the Orange County Child Support Services Department, County of Orange, August 17, 2006.
[38] Based on an interview with Diana McCampbell, Director, Division of Child Support, Alabama Department of Human Resources, July 14, 2006.
[39] Mary Clayton, Arizona DCSE Legal Services Deputy Administrator, telephone interview with the author, 4 August 2006, MAXIMUS, Inc., Reston, VA
[40] Based on an interview with George Lola, Chief of Data Performance Analysis Branch, California Department of Child Support Services, July 14, 2006.
[41] Pauline Burton, Colorado IV-D Director, Questionnaire submitted to the author.
[42] Based on an interview with Pamela Compton, Administrator, Division of Child Support Enforcement, Illinois Healthcare and Family Services, July 10, 2006.
[43] Based on an interview with Marilyn Stephen, Director, Mark Jasonowicz, Deputy Director, Michael Adrian, Policy and Procedure Manager, and Mike McCormick, Assistant Director, Office of Child Support, Michigan Department of Human Services, August 16, 2006
[44] Based on two interviews with Alisha Griffin, IV-D Assistant Director (lead IV-D designee), Office of Child Support and Paternity, New Jersey Division of Family Development, July 3 and July 30, 2006
[45] 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
[46] Based on an interview with Joe Pilat, Deputy Director, Office of Child Support, Ohio Department of Job and Family Services, July 13, 2006.
[47] Based on an interview with Daniel Richard, Director, Office of Child Support Enforcement, Pennsylvania Department of Public Welfare, August, 2006
[48] Based on an interview with Terry Walter, Administrator, Office of Child Support Enforcement, South Dakota Department of Social Services, July 3, 2006.
[49] Based on an interview with Jeff Cohen, Director, Sean Brown, Assistant, and Cindy Griffiths, Assistant, Vermont Office of Child Support, July 5, 2006.
[50] Based on an interview with Nathaniel Young, Director, and Connie White, Division of Child Support Enforcement, Virginia Department of Social Services, July 14, 2006.
[51] Based on an interview with David Stillman, Director and David Johnson, Executive Assistant, Division of Child Support, Washington Department of Social and Health Services, July 3, 2006.
[52] Based on an interview with Susan Pfeiffer, Director, Bureau of Child Support, Wisconsin Division of Economic Support, July 5, 2006.

[53] Based on an interview with John Hayes, Director, and Lisa Marks, Assistant Director, Milwaukee County Child Support Agency, August, 2006.
[54] Based on an interview with Phillip Browning, Director of the Los Angeles Child Support Services Department, County of Los Angeles, August 16, 2006.
[55] Based on an interview with Jan Sturla, Director of the Orange County Child Support Services Department, County of Orange, August 17, 2006.
[56] Based on an interview with Marilyn Stephen, Director, Mark Jasonowicz, Deputy Director, Michael Adrian, Policy and Procedure Manager, and Mike McCormick, Assistant Director, Office of Child Support, Michigan Department of Human Services, August 16, 2006
[57] Estimate from the Center for Law and Social Policy
[58] Based on two interviews with Alisha Griffin, IV-D Assistant Director (lead IV-D designee), Office of Child Support and Paternity, New Jersey Division of Family Development, July 3 and July 30, 2006
[59] Based on an interview with Joe Pilat, Deputy Director, Office of Child Support, Ohio Department of Job and Family Services, July 13, 2006.
[60] Based on an interview with Daniel Richard, Director, Office of Child Support Enforcement, Pennsylvania Department of Public Welfare, August, 2006
[61] Based on an interview with Susan Pfeiffer, Director, Bureau of Child Support, Wisconsin Division of Economic Support, July 5, 2006.
[62] Based on an interview with David Stillman, Director and David Johnson, Executive Assistant, Division of Child Support, Washington Department of Social and Health Services, July 3, 2006.
[63] Based on an interview with George Lola, Chief of Data Performance Analysis Branch, California Department of Child Support Services, July 14, 2006.
[64] Based on two interviews with Alisha Griffin, IV-D Assistant Director (lead IV-D designee), Office of Child Support and Paternity, New Jersey Division of Family Development, July 3 and July 30, 2006
[65] Barry Miller, North Carolina Child Support Enforcement Chief, telephone interview with the author, 11 July 2006, MAXIMUS, Inc., Reston, VA
[66] Based on an interview with Joe Pilat, Deputy Director, Office of Child Support, Ohio Department of Job and Family Services, July 13, 2006.
[67] Based on an interview with Daniel Richard, Director, Office of Child Support Enforcement, Pennsylvania Department of Public Welfare, August, 2006
[68] Based on an interview with Terry Walter, Administrator, Office of Child Support Enforcement, South Dakota Department of Social Services, July 3, 2006.
[69] Based on an interview with Jeff Cohen, Director, Sean Brown, Assistant, and Cindy Griffiths, Assistant, Vermont Office of Child Support, July 5, 2006.
[70] Based on an interview with Nathaniel Young, Director, and Connie White, Division of Child Support Enforcement, Virginia Department of Social Services, July 14, 2006.
[71] Based on an interview with David Stillman, Director and David Johnson, Executive Assistant, Division of Child Support, Washington Department of Social and Health Services, July 3, 2006.
[72] Based on an interview with Susan Pfeiffer, Director, Bureau of Child Support, Wisconsin Division of Economic Support, July 5, 2006.
[73] Customer Service Survey sent to state IV-D Directors, John Burnhart, IV-D Director, State of Colorado, 11/2/06.
[74] Customer Service Survey sent to state IV-D Directors, John Burnhart, IV-D Director, State of Colorado, 11/2/06.
[75] Based on an interview with John Hayes, Director, and Lisa Marks, Assistant Director, Milwaukee County Child Support Agency, August, 2006.
[76] Based on an interview with Phillip Browning, Director of the Los Angeles Child Support Services Department, County of Los Angeles, August 16, 2006.
[77] Based on two interviews with Alisha Griffin, IV-D Assistant Director (lead IV-D designee), Office of Child Support and Paternity, New Jersey Division of Family Development, July 3 and July 30, 2006.
[78] Monique Rabideau, New York Division of Child Support Trainer Director, telephone interview with the author, 4 August 2006, MAXIMUS, Inc., Reston, VA

[79] Based on an interview with Joe Pilat, Deputy Director, Office of Child Support, Ohio Department of Job and Family Services, July 13, 2006.
[80] Based on an interview with Terry Walter, Administrator, Office of Child Support Enforcement, South Dakota Department of Social Services, July 3, 2006.
[81] Based on an interview with Jeff Cohen, Director, Sean Brown, Assistant, and Cindy Griffiths, Assistant, Vermont Office of Child Support, July 5, 2006.
[82] Based on an interview with Susan Pfeiffer, Director, Bureau of Child Support, Wisconsin Division of Economic Support, July 5, 2006.
[83] Based on an interview by Ruth Hara with Beverly Bonasorte, Workforce Transition Administrator, Florida Department of Revenue, September 21, 2006
[84] Based on an interview with Phillip Browning, Director of the Los Angeles Child Support Services Department, County of Los Angeles, August 16, 2006.
[85] Interview conducted by Ruth Hara of Trainer at the Reno PAO
[86] Based on an interview with Diana McCampbell, Director, Division of Child Support, Alabama Department of Human Resources, July 14, 2006.
[87] Pauline Burton, Colorado IV-D Director, Questionnaire submitted to the author.
[88] Based on an interview with Marilyn Stephen, Director, Mark Jasonowicz, Deputy Director, Michael Adrian, Policy and Procedure Manager, and Mike McCormick, Assistant Director, Office of Child Support, Michigan Department of Human Services, August 16, 2006
[89] Based on two interviews with Alisha Griffin, IV-D Assistant Director (lead IV-D designee), Office of Child Support and Paternity, New Jersey Division of Family Development, July 3 and July 30, 2006.
[90] Based on an interview with Joe Pilat, Deputy Director, Office of Child Support, Ohio Department of Job and Family Services, July 13, 2006.
[91] William Caster, Oregon IV-D Director, telephone interview with the author, 20 July 2006, MAXIMUS, Inc., Reston, VA
[92] Based on an interview with Terry Walter, Administrator, Office of Child Support Enforcement, South Dakota Department of Social Services, July 3, 2006.
[93] Based on an interview with Jeff Cohen, Director, Sean Brown, Assistant, and Cindy Griffiths, Assistant, Vermont Office of Child Support, July 5, 2006.
[94] Based on an interview with Nathaniel Young, Director, and Connie White, Division of Child Support Enforcement, Virginia Department of Social Services, July 14, 2006.
[95] Based on an interview with David Stillman, Director and David Johnson, Executive Assistant, Division of Child Support, Washington Department of Social and Health Services, July 3, 2006.
[96] Based on an interview with Susan Pfeiffer, Director, Bureau of Child Support, Wisconsin Division of Economic Support, July 5, 2006.
[97] Based on an interview with Phillip Browning, Director of the Los Angeles Child Support Services Department, County of Los Angeles, August 16, 2006.

APPENDIX E: DATA SOURCE INFORMATION MATRIX

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Source of Information	Case Manager	Supervisor	Central Office
GENERAL			
Length of employment in Child Support Enforcement Program	✓	✓	
Caseload size	✓		
Number of employees managed		✓	
Office organization		✓	✓
Functional area (locate, paternity, establishment, enforcement, customer service) of responsibility	✓		✓
Sharing of information		✓	✓
Case Types worked	✓		✓
Use & effectiveness of Policy Manual	✓	✓	✓
Use & effectiveness of Task Guides	✓	✓	✓
Central Office Support to DA and PAO Offices	✓	✓	✓
Communication & Customer Service	✓	✓	✓
Help Desk & Customer Service	✓	✓	✓
LOCATE			
Awareness of locate resources available	✓		✓
Automated locate resources used most frequently	✓		
Manual locate resources used most frequently	✓		
Most effective locate resources	✓		
Least effective locate resources	✓		
Use of skip-tracing as a locate technique	✓		
Availability of data mining	✓		
Assistance of NOMADS with locate	✓		
Locate policies and procedures	✓		
Training in Locate	✓		

Source of Information	Case Manager	Supervisor	Central Office
PATERNITY ESTABLISHMENT			
Use of In-Hospital Voluntary Paternity Acknowledgement	✓	✓	✓
Use of Voluntary Paternity Acknowledgement other than In-Hospital	✓	✓	
Use of online access to Vital Records	✓	✓	
Most effective type of service of process	✓	✓	
Establishment of paternity and child support obligation simultaneously	✓	✓	
Service of Process method used most frequently	✓		
Use of immediate income withholding at establishment of child support obligation	✓		
Assistance of NOMADS with paternity establishment	✓	✓	
Paternity Establishment policies and procedures	✓	✓	
Training in Paternity Establishment	✓		
ENFORCEMENT			
Frequency of use of available enforcement remedies	✓		
Service of Process method used most frequently	✓		
Use of Income Withholding as an enforcement remedy	✓		
Arrearages due to employers failure to withhold	✓		
Effectiveness of NOMADS automated enforcement actions	✓		
Modification of child support orders	✓		
Training in Enforcement	✓		
Enforcement policies and procedures	✓		
COURTS			
Availability of judicial and administrative processes	✓	✓	
Courts in relation to performance	✓	✓	
Court calendaring	✓		

Source of Information	Case Manager	Supervisor	Central Office
TRAINING			
Extent of formal training for job preparation	✓	✓	
Extent of informal, on the job training	✓		
Usage of "refresher" training	✓	✓	
Impact of training on job performance	✓	✓	
Responsiveness of Central Office		✓	✓
Central Office training responsibilities			✓
Training Effectiveness			✓
PERFORMANCE			
How job performance is measured	✓	✓	✓
Frequency of discussions between case manager and supervisor regarding employee's performance	✓	✓	
Provision of feedback on job performance	✓	✓	
Understanding of job performance expectations	✓	✓	
Nature of Employee Performance Evaluations	✓	✓	
Awareness of how their office ranks in performance compared to other offices.	✓		
Understanding of policies and procedures		✓	✓
NOMADS			
How helpful in performing job responsibilities in a timely manner?	✓	✓	
How helpful in regards to job performance	✓	✓	
How it hinders effective and efficient job performance	✓	✓	
Use of workarounds in NOMADS	✓	✓	✓
Responsiveness of Central Office to system problems	✓	✓	✓
Need for additional automation	✓	✓	✓
SUGGESTIONS			
Identification of what would assist the case manager with their job performance	✓	✓	✓
Best practices in use to assist with job performance	✓	✓	

Source of Information	Case Manager	Supervisor	Central Office
Identification of what would assist PAOs with performance	✓	✓	✓
Identification of what would assist DAs with performance	✓	✓	✓
Identification of what would assist the Central Office with performance			✓
Identification of role of Central Office in maximizing performance	✓	✓	✓

APPENDIX F: DOCUMENT REPOSITORY

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DOCUMENT NAME	SOURCE	SUBJECT MATTER	Number
Central Office			
EXCEL Spreadsheet - Federal Self Assessment	Jeff Frischmann	Performance	CO-44
EXCEL Spreadsheet - Management Evaluation	Jeff Frischmann	Performance	CO-45
Internal Case Review Sheet	DWSS	Performance	CO-46
Self-Assessment Case Review Cover Sheet	DWSS	Performance	CO-47
Management Evaluation Procedures	DWSS	Performance	CO-48
ME Review System Office Questionnaire	DWSS	Performance	CO-49
FFY2006 QC Office Review Schedule	DWSS	Performance	CO-50
ME Review/Fed Self Assessment Review Comparison Chart	DWSS	Performance	CO-51
ME Flowchart - Process Overview	DWSS	Performance	CO-52
FFY05 Self Assessment Re-Reviews	DWSS	Performance	CO-53
Elko County ME	DWSS	Performance	CO-54
Elko County Corrective Action Conference Call	DWSS	Performance	CO-55
Elko County Performance Improvement Plan	DWSS	Performance	CO-56
Elko County Self-Assessment Review	DWSS	Performance	CO-57
QC Specialist I and II	DWSS	Performance	CO-58
Design Note Y27173 - Functional Enhancements for the ME System	Jeff Frischmann	Management Evaluation	CO-59
DWSS Organization Chart(s) April 2006	DWSS		CO-1
FTE Position Number and Location - DWSS	DWSS	Organization	CO-2
FTE Position Number and Location - DA	DWSS		CO-3
State Class Specifications	DWSS	Organization	CO-25
Dept of Personnel Employee Work Performance Standards	DWSS	Organization	CO-25
Cooperative Agreements with DA Offices	DWSS	Organization	CO-4
State of Nevada DWSS Strategic Plan	DWSS		CO-6
Data Reliability Audit FY 2004 & Appeal	DWSS	Performance	CO-7
Federal Self Assessment Report FFY05	DWSS	Performance	CO-8

DOCUMENT NAME	SOURCE	SUBJECT MATTER	Number
Management Evaluations - Completed (Elko DA)	DWSS	Performance	CO-10
CSE Training Materials (CD)	DWSS		CO-13
Task Guides - available at CO	DWSS		
Policy Clearances - available at CO	DWSS		
CSE Biennial Report - 2006	DWSS		CO-14
CSE Biennial Report - 2004	DWSS		C0-14
OCSE 157 Fiscal Year 2003	DWSS	Performance	CO-15
OCSE 157 Fiscal Year 2004	DWSS	Performance	CO-15
OCSE 157 Fiscal Year 2005	DWSS	Performance	CO-15
Design Note D27536 FFY2994 OCSE-157 Review	Leslee Arnold		CO-26
Caseload Statistics March 2006	DWSS		CO-16
Customer Service Log - LV PAO	DWSS	Customer Service	CO-17
Customer Service Monthly Report 2006	DWSS	Customer Service	CO-17
VRU Data	DWSS	Customer Service	CO-19
Website Data	DWSS	Customer Service	CO-20
Common Document Samples	DWSS	Customer Service	CO-21
DWSS Budget FY06-FY07	DWSS		CO-22
DWSS Budget FY04-FY05	DWSS		CO-22
Monthly Individual Production Summary - Clerical Supv Reno PAO	DWSS - Leslee Arnold	Perf Measurement	CO-27
Clerical Monthly Individual Production Summary - Reno PAO	DWSS - Leslee Arnold	Perf Measurement	CO-28
Monthly Individual Prod Summary - SES Supervisor - Reno PAO	DWSS - Leslee Arnold	Perf Measurement	CO-29
Monthly Individual Prod Summ - Mgr to SES Supv - Reno PAO	DWSS - Leslee Arnold	Perf Measurement	CO-30
Monthly Individual Prod Summary - Las Vegas PAO	DWSS - Leslee Arnold	Perf Measurement	CO-31
Monthly Individual Production Summary - CO	DWSS - Leslee Arnold	Perf Measurement	CO-32
Monthly Individual Production Summary - AAII Elko PAO	DWSS - Leslee Arnold	Perf Measurement	CO-33
Monthly Individual Production Summary - SES Elko PAO	DWSS - Leslee Arnold	Perf Measurement	CO-34
Central Registry Log	DWSS - Tanya Osborne		CO-35
Central Registry CSE Correspondence Log	DWSS - Tanya Osborne		CO-36

DOCUMENT NAME	SOURCE	SUBJECT MATTER	Number
Central Registry Monthly Interstate Case Counts 2005	DWSS - Tanya Osborne		CO-37
Central Registry Checklist	DWSS - Tanya Osborne		CO-38
Central Registry Paternity Codes & Status Eff Dates	DWSS - Tanya Osborne		CO-39
UIFSA Forms Matrix	DWSS - Tanya Osborne		CO-40
Reports Matrix - List	DWSS - Linda Hoxsie		CO-41
Reports Matrix - Detail	DWSS - Linda Hoxsie		CO-42
Central Registry Review - FFY 2005	Teri Harasha	Performance	CO-43
Hearing Masters List	DWSS - Leslee Arnold		CO-59
Work Performance Standards - Hope Tingle	DWSS		CO-60
Sample Information Memorandums Issued by DWSS	DWSS		CO-61
Case Count Activity Report	DWSS		CO-62
IV-D Work Item Priority List	DWSS		CO-63
New Work Items List May, 2006	DWSS		CO-64
IV-D Planning Meeting Minutes 3/22 & 23, 2006	DWSS		CO-65
Dept of Personnel Class Specifications	DWSS		CO-66
Monthly Overpayments Status Report	Rose Ramos		CO-67
Monthly Exception Request Processing	Rose Ramos		CO-68
IVR Voice Recordings	Sherry Allsip	Customer Service	CO-69
Telephone Scripts	Southern Customer Svce	Customer Service	CO-70
Customer Service Center IVR Call Flow	Sherry Allsip	Customer Service	CO-71
Revised CSE Manual - Chapter II	DWSS		CO-72
Incentive Worksheet Instructions	Kathy Kaplan		CO-73
Example - Incentive Calculation Worksheet	Kathy Kaplan		CO-74
OCSE-34 Month Ending 10/2003	Kathy Kaplan		CO-75
State of Nevada Incentive Measures - Month Ending Sept.2004	Kathy Kaplan		CO-76
OCSE Ltr to DWSS re: Grant Award	Kathy Kaplan		CO-77
Exhibit A - Calculation Worksheet for Local Offices	Kathy Kaplan		CO-78
Requests vs Authorized Estimated Incentive Pymts FFY 2004	Kathy Kaplan		CO-79
Office of Stte Controller - Budget Status Report - Incentives	Kathy Kaplan		CO-80

DOCUMENT NAME	SOURCE	SUBJECT MATTER	Number
Budget Status Report - Trans Detail Incentives	Kathy Kaplan		CO-81
Office of Stte Controller - Document History Inquiry - Incentives	Kathy Kaplan		CO-82
State of NV - Incentive Detail FFY02 - FFY04	Kathy Kaplan		CO-83
SCaDU Responsibilities - North	DWSS - Sue Smith		CO-84
SCaDU Unclaimed Property Stats FY2005	DWSS - Sue Smith		CO-85
SCaDU Organizational Chart	Sue Smith		CO-86
Self Assessment County Reports - FFY05 Federal	Jeff Frischmann		CO-87
DWSS Cost Allocation January - March 2006, Oct - Dec 2005, July - Sept, 2005, June 2005 Additional, April - June 2005, Jan - March, 2005, Oct - Dec, 2004, Sept 30, 2004	Romaine Gilliland, Chief		CO-88
Employer Table	Sunil	Gave to Scott	
Help Desk Reports	Nancy Kenison	Gave to Carl	
Revised Organizational Chart	Louise Bush		CO-89
Operations Help Desk Revised Process	Nancy Kenison		CO-90
CARSON CITY DA			
Organizational Chart	Carson City DA	Org Charts	CC-1
Current FTE Numbers	Carson City DA	FTEs	CC-2
Interlocal Contract	Carson City DA	Contract	CC-3
List of Training Classes	Carson City DA	Training	CC-4
Business Process Workflow - CCDA CSD House	Carson City DA		CC-5
Caseload Statistics	Carson City DA	Caseload	CC-6
Customer Service Info	Carson City DA	Customer Service	CC-7
Sample Common Documents	Carson City DA	Customer Service	CC-8
CSE Budget Info - FY 2005, 2007, 2008	Carson City DA	Budget	CC-9
Incentive Payment Allocations	Carson City DA	Incentives	CC-10
Job Descriptions	Carson City DA		CC-11
Carson City Employees Association	Carson City DA		CC-12
Group Meeting Notice	Carson City DA	Best Practice	CC-13
Caseload Assignments	Carson City DA		CC-14

DOCUMENT NAME	SOURCE	SUBJECT MATTER	Number
CHURCHILL COUNTY DA			
Case Action Log (actions/responses due by) maintained by Coord.	Churchill DA		CH-1
Court Prep Checklist- for preparing cases for court	Churchill DA		CH-2
FTEs	Churchill DA		CH-3
Organization Chart	Churchill DA		CH-4
Caseload Stats	Churchill DA		CH-5
Churchill County DA Budget Info- 2007	Churchill DA		CH-6
Churchill County DA Budget Info- 2006	Churchill DA		CH-7
Churchill County DA Budget Info - 2005	Churchill DA		CH-8
Churchill County - DWSS Contract	Churchill DA		CH-9
DOUGLAS COUNTY DA			
Checklists	Douglas DA	Best Practices	DC-1
Desk Handbook Sample Section - Paternity	Douglas DA	Best Practices	DC-2
Desk Handbook Sample Section - Notice of Finding of Fin Responsibility	Douglas DA	Best Practices	DC-3
Application Packet	Douglas DA		DC-4
DA CSE Organizational Chart	Douglas DA		DC-5
FTE Stats	Douglas DA		DC-6
Interlocal Agreement with DWSS	Douglas DA		DC-7
Contract with Attorney for Legal Services	Douglas DA		DC-8
Desk Manual TOC	Douglas DA		DC-9
Caseload Stats	Douglas DA		DC-10
Sample Documents	Douglas DA		DC-11
Budget 06-07, 05-06, 04-05	Douglas DA		DC-12
Incentive Usage	Douglas DA		DC-13
Job Descriptions	Douglas DA		DC-14
ELKO COUNTY DA			
IV-D Reports Matrix - Reports That They Use, Don't Use	Elko DA		EL DA 1
IV-D Reports List from Nevada Intranet Website	Elko DA		EL DA 2
Child Support Incentive Funds	Elko DA		EL DA-3

DOCUMENT NAME	SOURCE	SUBJECT MATTER	Number
Labor Agreement City of Elko & Elko County Employees	Elko DA		EL DA-4
Elko County Org Chart	Elko DA		EL DA-5
Elko County Cooperative Agreement	Elko DA		EL DA-6
Caseload Stats	Elko DA		EL DA-7
Documents Used	Elko DA		EL DA-8
Elko County CSE Budget FY 2007	Elko DA		EL DA-9
Elko County CSE Budget FY 2005-2006	Elko DA		EL DA-10
Elko County CSE Budget FY 2004-2005	Elko DA		EL DA-11
Elko County Position Job Descriptions	Elko DA		EL DA-12
CSE Policy Manual Index	Elko DA		EL DA-13
Elko DA Case File Set-up Procedures	Elko DA		EL DA-14
Elko DA Case manager Checklist	Elko DA		EL DA-15
Elko DA Setting Alerts - Best Practice	Elko DA		EL DA-16
Elko DA Case manager Weekly Progress Report	Elko DA		EL DA-17
Elko County CS Incentive Balances	Elko DA		EL DA-18
HUMBOLDT CONTY DA			
Caseload Statistics	Humboldt DA		HB DA-01
Organizational Chart	Humboldt DA		HB DA-02
Job Descriptions - Assorted	Humboldt DA		HB DA-03
Interlocal Contract with DWSS	Humboldt DA		HB DA-04
Budget Information FY 2005	Humboldt DA		HB DA-05
Budget Information FY 2006	Humboldt DA		HB DA-06
Budget Informaiton FY 2007	Humboldt DA		HB DA-07
Incentive Information	Humboldt DA		HB DA-08
Collective Bargaining Agreement	Humboldt DA		HB DA-09
Desk Guides, Process Descriptions	Humboldt DA		HB DA-10
Humboldt County Background Information	Humboldt DA		HB DA-11
LINCOLN COUNTY DA			
Organizational Chart	Lincoln DA		LN DA-01

DOCUMENT NAME	SOURCE	SUBJECT MATTER	Number
Interlocal Contract with DWSS	Lincoln DA		LN DA-02
Caseload Statistics	Lincoln DA		LN DA-03
County CSE Budget 2004, 2005, 2006	Lincoln DA		LN DA-04
Incentive Payment Information	Lincoln DA		LN DA-05
Child Support Coordinator Job Description	Lincoln DA		LN DA-06
Labor Agreement	Lincoln DA		LN DA-07
LYON COUNTY			
Business Process for New Cases	Lyon DA		LYN-01
Caseload Assignments	Lyon DA		LYN-02
Sample Documents	Lyon DA		LYN-03
How to Appeal the Court Master's Recommendations - Handout	Lyon DA		LYN-04
Case Court Prep Checklist	Lyon DA		LYN-05
Lyon County Budget FY2005	Lyon DA		LYN-06
Lyon County Budget FY2006	Lyon DA		LYN-07
Lyon County Budget FY-2007	Lyon DA		LYN-08
CSE Incentive Information	Lyon DA		LYN-09
Unit Meeting Minutes	Lyon DA		LYN-10
Correspondence re: BOW Flag Issue	Lyon DA		LYN-11
Application Packet	Lyon DA		LYN-12
Organizational Chart	Lyon DA		LYN-13
Job Descriptions	Lyon DA		LYN-14
Cooperative Agreement	Lyon DA		LYN-15
MINERAL COUNTY DA			
Organizational Chart	Mineral DA		MIN DA-1
Cooperative Agreement	Mineral DA		MIN DA-2
Incentive Funds	Mineral DA		MIN DA-3
Mineral County Budget Information	Mineral DA		MIN DA-4
Job Description - CSE Coordinator	Mineral DA		MIN DA-5
Job Description - CSE Officer	Mineral DA		MIN DA-6

DOCUMENT NAME	SOURCE	SUBJECT MATTER	Number
Union Bargaining Agreement	Mineral DA		MIN DA-7
Letter from DWSS Regarding Incentives	Mineral DA		MIN DA-9
WASHOE COUNTY DA			
Washoe County DA Organizational Chart 4/06	Washoe DA	Organization	WA-01
Washoe County DA FTEs	Washoe DA	Organization	WA-02
Family Support Division Case Flow	Washoe DA		WC-03
Customer Service Documents	Washoe DA	Customer Service	WA-03
Customer Service Phone Statistics	Washoe DA	Customer Service	WA-04
Forms Downloaded from Web Site	Washoe DA	Customer Service	WA-05
Caseload Statistics as of 4/12/06	Washoe DA		WA-06
Sample Flexi-Form Documents	Washoe DA	Customer Service	WA-07
Budget Request FY 2007-2008	Washoe DA		WA-08
Budget FY 2006	Washoe DA		WA-09
Budget FY 2005	Washoe DA		WA-10
Budget FY 2004	Washoe DA		WA-11
Washoe County DA Cooperative Agreement	Washoe DA		WA-12
Washoe County Employees Assn Contract Non-Supervisory Employees 2005-2008	Washoe DA		WA-13
Washoe County Employees Assn Contract Supervisory-Administrative Employees 2005-2008	Washoe DA		WA-14
Agreement Between Washoe County and Washoe County Public Attorneys Assn 2001-2003	Washoe DA		WA-15
Allocation of Incentive Payments	Washoe DA		WA-16
Washoe County Training Manuals	Washoe DA		WA-17
Washoe County Incoming FAX Checklist	Washoe DA		WA-18
Agency Names/Address Not to Send Inc Withholding to	Washoe DA		WA-19
Employers Requesting Use of Work Number & Work Num Comp Code	Washoe DA		WA-20
Printing Employer Letters and Wage Withholdings	Washoe DA		WA-21
Mail Room Procedures	Washoe DA		WA-22

DOCUMENT NAME	SOURCE	SUBJECT MATTER	Number
Sample Document - Judgement and Order	Washoe DA		WA-23
Office Assistant Training Manual	Washoe DA	Training	WA-24
Case manager Training Manual Vol !	Washoe DA	Training	WA-25
Case manager Training Manual Vol !I	Washoe DA	Training	WA-26
Case manager Training Manual Vol III	Washoe DA	Training	WA-27
Customer Service Pamphlets	Washoe DA	Customer Service	WA-28
Client Request Form	Washoe DA	Customer Service	WA-29
Client Address Info Form	Washoe DA	Customer Service	WA-30
Appli9cation for Child Support Services	Washoe DA	Customer Service	WA-31
Office Sign In Slip	Washoe DA	Customer Service	WA-32
Phone Prompts for 775.789.7100	Washoe DA	Customer Service	WA-33
Reception Walk-In Email Sequence	Washoe DA	Customer Service	WA-34
Reception Phone Call Log	Washoe DA	Customer Service	WA-35
Assistant Request (Office Asistant Rqst) completed by case manager	Washoe DA		WA-36
Legal Request Form	Washoe DA		WA-37
File Closure Checklist and Request Form	Washoe DA		WA-38
Paternity - Clerk Request Form	Washoe DA		WA-39
LabCorp GT Request Form - NC	Washoe DA		WA-40
LabCorp GT Request Form - Local	Washoe DA		WA-41
Sample Documents - Tera Wortman	Washoe DA		WA-42
Comments received with a Survey Questionnaire	Washoe DA		WA-43
Clark County DA			
Clark County Job Descriptions			
DA Family Support Position Matrix	Clark DA		CL-1
Training Plan for Non-comp Promotion	Clark DA	Training	CL-2
Caseload Management Report	Clark DA		CL-5
Clark County VRU Tree - CD	Clark DA	Customer Service	CL-6
Clark County VRU Stats - CD	Clark DA	Customer Service	CL-7
Budget Detail			

DOCUMENT NAME	SOURCE	SUBJECT MATTER	Number
Non-Supervisory Agreement - Service Employees Intl Union	Clark DA		CL-9
Non-Supervisory Agreement - Service Employees Intl Union	Clark DA		CL-9
Clark County DA Investigators Assn Union Contract	Clark DA		CL-9
Incentive Information	Clark DA	Incentives	CL-10
Clark County DA Cooperative Agreement	Clark DA	Co-Operative Agreement	CL-11
Statistics from Front Desk	Clark DA	Customer Service	CL-12
Complaint Log by Unit	Clark DA	Customer Service	CL-14
Sample Documents	Clark DA	Customer Service	CL-15
Implementation Plan of PSI Recommendations	Clark DA		CL-16
Employee Performance Reports	Clark DA		CL-17
Front Desk Questions	Clark DA	Customer Service	CL-18
Various Stats from Administrative Services	Clark DA	Customer Service	CL-21
Clark County Outreach Materials	Clark DA	Customer Service	CL-22
Clark County Job Descriptions	Clark DA		CL-23
Clark County DAFS Training Handbook - CD	Clark DA		CL-24
Clark County DAFS Employee Training Program Description	Clark DA	Training	CL-25
Clark County 2006 Training Calendar	Clark DA	Training	CL-26
Brochures	Clark DA	Customer Service	CL-27
IV-A and IV-D Swapping Issues & Attachments	Clark DA	Clark County History	CL-28
DA FSD Briefing Proposal to Request Addl Staff	Clark DA	Clark County History	CL-29
Management Reports Distribution Summary and Log	Clark DA	Reports	CL-30
Position Listing Report	Clark DA	FTE Positions	CL-31
Position Allocation	Clark DA	FTE Positions	CL-32
Complaint Log by Unit	Clark DA	Customer Service	CL-33
Clark County DA FSD Strategic Plan 2004-2009	Clark DA		CL-34
Clark County MROJ (Masters Recommendation and Order/Judgment	Clark DA		CL-35
Sample NAWC Audit	Clark DA		CL-36
Monthly Performance Log - Attorneys	Clark DA	Performance	CL-37
STARS Projects List	Clark DA	Performance	CL-38

DOCUMENT NAME	SOURCE	SUBJECT MATTER	Number
Fiscal Year Collections 1998-2006	Clark DA		CL-39
Audit Team Stat Sheet	Clark DA	Performance	CL-40
Cases That Cannot be Audited in NAWC	Clark DA	Business Process	CL-41
Sample Performance Stats - Case manager	Clark DA	Performance	CL-42
Court Prep Worksheet	Clark DA	Business Process	CL-43
Caseload Stats	Clark DA	Caseload	CL-44
ELKO COUNTY DA			
IV-D Reports Matrix - Reports That They Use, Don't Use	Elko DA		EL DA 1
IV-D Reports List from Nevada Intranet Website	Elko DA		EL DA 2
Child Support Incentive Funds	Elko DA		EL DA-3
Labor Agreement City of Elko & Elko County Employees	Elko DA		EL DA-4
Elko County Org Chart	Elko DA		EL DA-5
Elko County Cooperative Agreement	Elko DA		EL DA-6
Caseload Stats	Elko DA		EL DA-7
Documents Used	Elko DA		EL DA-8
Elko County CSE Budget FY 2007	Elko DA		EL DA-9
Elko County CSE Budget FY 2005-2006	Elko DA		EL DA-10
Elko County CSE Budget FY 2004-2005	Elko DA		EL DA-11
Elko County Position Job Descriptions	Elko DA		EL DA-12
CSE Policy Manual Index	Elko DA		EL DA-13
Elko DA Case File Set-up Procedures	Elko DA		EL DA-14
Elko DA Case manager Checklist	Elko DA		EL DA-15
Elko DA Setting Alerts - Best Practice	Elko DA		EL DA-16
Elko DA Case manager Weekly Progress Report	Elko DA		EL DA-17
Elko County CS Incentive Balances	Elko DA		EL DA-18
NYE COUNTY DA			
Cooperative Agreement	Nye DA		NYE-1
Caseload Statistics	Nye DA		NYE-2
Incentive Funds	Nye DA		NYE-3

DOCUMENT NAME	SOURCE	SUBJECT MATTER	Number
Job Descriptions - UIFSA Coordinator	Nye DA		NYE-4
Job Descriptions - UIFSA Case manager	Nye DA		NYE-5
Nye County Budget - 2004	Nye DA		NYE-6
Nye County Budget - 2005	Nye DA		NYE-7
Nye County Budget - 2006	Nye DA		NYE-8
Sample 2906 - FAME Referral	Nye DA		NYE-9
Nye County Budget - 2007-2008	Nye DA		NYE-10
Nye County Employees Assn Agreement	Nye DA		NYE-11
Sample Local Forms	Nye DA		NYE-12
WHITE PINE DO			
Sample FAME Manual Section	White Pine DO - CSE		WP-01
Caseload Statistics	White Pine DO - CSE		WP-02
Job Description	White Pine DO - CSE		WP-03
Employee WPS - Performance Standards	White Pine DO - CSE		WP-04
ELKO PAO			
IV-A/IV-D Exchange of Information Document	Elko PAO		EL PAO-1
Case manager Action Request Form	Elko PAO	Best Practice	EL PAO-2
Information for Notice	Elko PAO	Best Practice	EL PAO-3
Information for Default Order	Elko PAO	Best Practice	EL PAO-4
Expedited Case Processing Log	Elko PAO	Best Practice	EL PAO-5
Amended Birth Certification Log	Elko PAO	Best Practice	EL PAO-6
White Pine Checklist	Elko PAO	Best Practice	EL PAO-7
EPAO Monthly Outcomes 2005	Elko PAO	Best Practice	EL PAO-8
Case manager Monthly Stat Report	Elko PAO	Best Practice	EL PAO-9
Establishment Caseload Status Reporting	Elko PAO	Best Practice	EL PAO-10
Elko PAO Business Workflow	Elko PAO	Best Practice	EL PAO-11
Caseload Stats	Elko PAO		EL PAO-12
Client Report Form	Elko PAO	Customer Service	EL PAO-13
Client Information Sheet	Elko PAO		EL PAO-14

DOCUMENT NAME	SOURCE	SUBJECT MATTER	Number
Sample Documents	Elko PAO		EL PAO-15
RENO PAO			
Organization Chart May 2006	Reno PAO		RN PAO-1
Locate Caseload Stats 6/1/06	Reno PAO		RN PAO-2
Paternity Caseload Stats 6/1/06	Reno PAO		RN PAO-3
Obligation Caseload Stats 61/06	Reno PAO		RN PAO-4
Storey County Caseload Stats 6/1/06	Reno PAO		RN PAO-5
Specialist Training Outline	Reno PAO	Training	RN PAO-6
Procedure Developed for Accepting Referrals by Trainees - PRFL	Reno PAO	Best Practices	RN PAO-7
FIDM Procedures	Reno PAO		RN PAO-8
FIDM - Example of Documentation on NOMADS	Reno PAO		RN PAO-9
FIDM Monthly Status Report Sample	Reno PAO		RN PAO-10
FIDM - Documents and Notices	Reno PAO		RN PAO-11
Desk Guide - Timeframes to Remember	Reno PAO	Best Practices	RN PAO-12
Desk Guide - Things to Remember When Working a Case	Reno PAO	Best Practices	RN PAO-13
Monthly Individual Production Summary - Manager	Reno PAO		RN PAO-14
Monthly Individual Production Summary - FSS Supervisor	Reno PAO		RN PAO-15
Monthly Individual Production Summary - SES II	Reno PAO		RN PAO-16
Monthly Individual Production Summary - Clerical Supervisor	Reno PAO		RN PAO-17
Clerical Monthly Individual Production Summary	Reno PAO		RN PAO-18
Notice of Future Action	Reno PAO		RN PAO-19
Locate Resources	Reno PAO	Best Practices	RN PAO-20
Case Set-Up	Reno PAO		RN PAO-21
Court Desk Procedures - Debbie Ritchey	Reno PAO		RN PAO-22
LV PAO			
Paternity It's In the Bag Kit	Margie Adams	Paternity	LV PAO-1
PID Monthly Report	Margie Adams	Paternity	LV PAO-2
Running Totals for PIB Project	Margie Adams	Paternity	LV PAO-3
PIB Newsletter	Margie Adams	Paternity	LV PAO-4

DOCUMENT NAME	SOURCE	SUBJECT MATTER	Number
NV Hospital Paternity Program - Hospital Training Manual	Margie Adams	Paternity	LV PAO-5
Monthly Prod. Summary - Sharon Halat (Non-IVD cases)	Margie Adams		LV PAO-6
Procedures for Non IVD Data Sheets	Margie Adams		LV PAO-7
LV PDC			
PDC Course Evaluation	Leonette Allsip	Training	PDC-1
Southern SCaDU			
SCaDU South Policies and Procedures	Jimmie Bryson		S SCaDU-1
Procedures for Processing Case manager Mail	Jimmie Bryson		S SCaDU-2
Procedures for Processing Misdirected Mail	Jimmie Bryson		S SCaDU-3
Customer Service Unit			
Telephone Scripts - Southern Customer Service Unit	Estela Walsh	Customer Service	S Cust Svc-1
Reno District Office (IV-A)			
IV-D Questionnaire	Anjel Lee	Customer Service	RDO - 1
Case 2906 Referral Log	Anjel Lee	Customer Service	RDO-2
Other States			
Customer Service Pamphlets	Washington State		OS-1
The Paternity Affidavit - English Version	Washington State		OS-2
The Paternity Affidavit - Spanish Version	Washington State		OS-3
The Paternity Affidavit Program Guide	Washington State		OS-4

APPENDIX G: COST BENEFIT ANALYSIS DETAILS

APPENDIX G: IMPACT OF RECOMMENDATIONS ON INCENTIVES AND COLLECTIONS

Table G-1: Recommendations Impact on Incentives and Collections

	Collections Base					Paternity Establishment			
	Current TANF	Former TANF	Medicaid	Never TANF	Retained Fees	Est. #	Cases	Actual %	Incentive %
Current Incentive Level	$2,093,331	$30,747,075	$19,129,824	$63,553,375	$13,160	50,856	76,702	66.30%	76.00%
Consolidated Recommendations[1]	$475,842	$6,989,221	$4,348,464	$14,446,531		14,972		85.82%	100.00%
RECOMMENDATIONS		18%							
1. Restructuring of the Program	$218,466	$3,208,850	$1,996,442	$6,632,607		4,877		72.66%	84.00%
2. Centralized Functions	$321,118	$4,716,612	$2,934,521	$9,749,109		6,103		74.26%	88.00%
3. Measuring Performance	$103,662	$1,522,601	$947,312	$3,147,175		6,103		74.26%	88.00%
4. Conducting Comprehensive Training	$82,930	$1,218,081	$757,850	$2,517,740		4,068		71.61%	82.00%
5. Strategic Planning for Program and IT	$41,465	$609,040	$378,925	$1,258,870		1,017		67.63%	77.00%
6. Improving Paternity Establishment Process	$176,461	$2,591,872	$1,612,578	$5,357,330		7,628		76.25%	92.00%
7. Using Administrative Process	$41,465	$ 609,040	$378,925	$1,258,870		1,526		68.29%	78.00%
8. Issuing Analytic Reports	$121,017	$1,777,518	$1,105,913	$3,674,081		4,068		71.61%	82.00%
9. Improving Document Handling	$ 20,732	$304,520	$189,462	$629,435		509		66.97%	76.00%
10. Replacing NOMADS	$ 62,197	$913,560	$568,387	$1,888,305		1,526		68.29%	78.00%

	Order Establishment				Current Collections			
	Number		Actual %	Incentive %	Number		Actual %	Incentive %
Current Incentive Level	71,425	114,440	62.41%	72.00%	$95,778,001	$209,666,823	45.68%	55.00%
Consolidated Recommendations	20,342		80.19%	92.00%	$22,048,096		56.20%	63.00%
RECOMMENDATIONS								
1. Restructuring of the Program	7,277		68.77%	78.00%	$10,100,365		50.50%	60.00%
2. Centralized Functions	8,571		69.90%	79.00%	$14,366,700		52.53%	62.00%
3. Measuring Performance	8,571		69.90%	79.00%	$4,788,900		47.97%	57.00%
4. Conducting Comprehensive Training	5,714		67.41%	77.00%	$3,831,120		47.51%	57.00%
5. Strategic Planning for Program and IT	1,429		63.66%	73.00%	$1,915,560		46.59%	56.00%
6. Improving Paternity Establishment Process	8,571		69.90%	79.00%	$8,620,020		49.79%	59.00%
7. Using Administrative Process	2,143		64.28%	74.00%	$1,915,560		46.59%	56.00%
8. Issuing Analytic Reports	5,714		67.41%	77.00%	$5,746,680		48.42%	58.00%
9. Improving Document Handling	714		63.04%	73.00%	$957,780		46.14%	56.00%
10. Replacing NOMADS	2,143		64.28%	74.00%	$2,873,340		47.05%	57.00%

	Arrearage Cases with Collections				Cost Benefits			
	Number		Actual %	Incentive %	Number*		Actual #	Incentive %
Current Incentive Level	37,274		49.60%	59.00%	$47,343,935		$2.98	50.00%
Consolidated Recommendations	8,424		60.81%	68.00%	$8,938,535		$3.68	70.00%
RECOMMENDATIONS								
1. Restructuring of the Program	3,912		54.81%	64.00%	$4,829,081		$3.32	60.00%
2. Centralized Functions	6,709		58.53%	68.00%	$4,734,394		$3.31	60.00%
3. Measuring Performance	1,864		52.08%	62.00%	$946,879		$3.04	60.00%
4. Conducting Comprehensive Training	1,491		51.58%	61.00%	$946,879		$3.04	60.00%
5. Strategic Planning for Program and IT	745		50.59%	60.00%	$1,893,757		$3.11	60.00%
6. Improving Paternity Establishment Process	2,236		52.58%	62.00%	$1,893,757		$3.11	60.00%
7. Using Administrative Process	745		50.59%	60.00%	$2,367,197		$3.14	60.00%
8. Issuing Analytic Reports	1,864		52.08%	62.00%	$3,787,515		$3.24	60.00%
9. Improving Document Handling	373		50.10%	60.00%	$946,879		$3.04	60.00%
10. Replacing NOMADS	1,118		51.09%	61.00%	$3,140,000		$3.19	50.00%

	Total Incentive	Additional Incentive Dollars	Retained Earnings From New TANF Collections[2]	Additional Collections to Families[3]
			45%	82%
Current Incentive Level	$1,574,291	$	$3,432,512	$88,765,977
Consolidated Recommendations	$2,512,043	$937,752	$780,256	$20,177,692
RECOMMENDATIONS[4]				
1. Restructuring of the Program		$347,476	$358,227	$9,263,864
2. Centralized Functions		$495,829	$526,549	$13,616,731
3. Measuring Performance		$255,327	$169,979	$4,395,707
4. Conducting Comprehensive Training		$188,066	$135,983	$3,516,566
5. Strategic Planning for Program and IT		$94,257	$67,991	$1,758,283
6. Improving Paternity Establishment Process		$351,478	$289,349	$7,482,665
7. Using Administrative Process		$105,489	$67,991	$1,758,283
8. Issuing Analytic Reports		$228,971	$198,437	$5,131,646
9. Improving Document Handling		$72,552	$33,996	$879,141
10. Replacing NOMADS		$89,135	$101,987	$2,637,424

[1] Consolidated recommendations equal aggregate incentive and collection impact of recommendations reduced by redundant impact of incorporating all recommendations.
[2] Calculation includes (100% of current TANF + 18% of former TANF) x 45% for State share.
[3] Calculation includes 100% of newer TANF + 82% of former TANF for families.
[4] See following pages for source of cost and incentive estimates.
* The cost of a new system will vary based on design, functionality and timing; this is a placeholder extrapolated from 2 other states' current procurements; it is not reflected in the consolidated number.

Annual and Five-year Labor Cost Estimates for Top Ten Recommendations							
NEVADA PERFORMANCE AUDIT							
Rec	**Function to be Centralized/Enhanced**	**New FTEs**	**FTEs saved**	**Net FTEs**	**Total Net FTE cost @ $35,000 FTE**	**Total loaded FTE cost (labor x 2)**	**Total loaded FTE costs over 5 years**
1	**Restructuring of the Program**	3	33	-30	-1,050,000	-2,100,000	-10,500,000
Assumptions for 1 - See Sheet 2							
2	**Centralizing Functionality**	46	76	-30	-1,050,000	-2,100,000	-10,500,000
Assumptions for 2 - See Sheet 3							
3	**Measuring Performance**	0	0	0	0	0	0
Assumptions for 3 - See Sheet 4							
4	**Conducting Comprehensive Training**	4	12	-8	-280,000	-560,000	-2,800,000
Assumptions for 4 - See Sheet 5							
5	**Strategic Planning for Program and IT**	0	0	0	0	0	0
Assumptions for 5 - See Sheet 6							
6	**Improving Paternity Establishment Process**	2	0	2	70,000	140,000	700,000
Assumptions for 6 - See Sheet 7							
7	**Using Administrative Process***	5	5.5	-0.5	-237,000	-474,000	-2,370,000
Assumptions for 7 - See Sheet 8							
8	**Issuing Analytic Reports**	2	0	2	70,000	140,000	700,000
Assumptions for 8 - See Sheet 9							
9	**Improving Document Handling**	4	6	-2	-70,000	-140,000	-700,000
Assumptions for 9 - See Sheet 10							
10	**Replacing NOMADS****	0	0	0	0	0	0
Assumptions for 10 - See Sheet 11							
AGGREGATE TOTAL		66	132.5	-66.5	-2,547,000	-5,094,000	-25,470,000

General Assumptions

1. Multiply labor by 2.0 for total costs of benefits, retirement, data connectivity, office space furniture and equipment

2. Dollars are in 2006 dollars and are not adjusted for dollar value changes and COLAs

* Estimated administrative hearing officer salary - $66,000 - Estimated hearing magistrate salary - $120,000 - savings = $600,000 for 5 magistrates minus $363,000 for 5.5 administrative hearing officers

** NOMADS staff adjustments will be based on design and functionality of the replacement system

Recommendation 1 - Regionalization

Regionalization - increased efficiencies in performance

1a. for Elko 5.5% of all county FTEs

20% increased efficiency, translated into 12% improvement in indicators for Elko, Nye, Lincoln and Pershing

FTE reduction of 4 from 21.69 to 17.69 (2 RO efficiency; 2 CO/call center centralization) Savings in space costs – 13.49 FTEs in 4 offices – 9.49 FTEs consolidated in Elko with current 8.2 FTEs – savings approximately $15 sq ft x 4 x 100 = $4500/annually

Equipment consolidation - $4,000/annually for Reno 32.2% of all county FTEs.

20% increased efficiency, translated into 12% improvement in indicators for Washoe (including Reno PAO), Carson City, Churchill, Douglas, Humboldt, Lyon and Mineral

FTE reduction of 24 from 126.06 to 102.06 (12 RO efficiency; 12 CO/call center centralization)

Savings in space costs – 126.06 FTEs in 8 offices – 63.06 FTEs consolidated in Reno with current Washoe DA FTEs of 63 reduced to 102.06 – savings approximately $20 sq ft x 24 x 100 = $48,000/annually

Equipment consolidation - $10,000/annually

1b. No extraterritorial changes in regionalization for Las Vegas

Added efficiency with administrative process

Attorney reduction - four attorneys under contract at $80,000 each

[For the Call Center consolidation 12 FTEs saved]

1c. Additional economies of scale due to statization of the regional offices:

for Elko

10% increased efficiency, translated into 6% improvement in indicators for Elko, Nye, Lincoln and Pershing

No FTE reduction

for Reno

10% increased efficiency, translated into 6% improvement in indicators for Washoe (including Reno PAO), Carson City, Churchill, Douglas, Humboldt, Lyon and Mineral

FTE reduction of 12 from 102.6 FTEs in a regionalized office to 90.6 (12 FTEs = reduction eliminating redundancies with state office and lowering the slightly elevated caseworker to case ratio)

for Las Vegas

10% increased efficiency, translated into 6% improvement in indicators for Clark

FTE reduction of 12 from 244.2 to 232.2 (does not reflect additional FTEs needed for Clark County future caseload growth) (12 FTEs = reduction eliminating redundancies with state office)

*For purpose of estimated 33 FTE savings, 4 FTEs reduced from Elko RO, 24 from Washoe RO, and 5 from Clark RO (depending on implementation of 1b and 1c)

**26 of 33 FTEs saved as a result of call center under regionalization recommendation only - centralization recommendation has its own savings - redundant savings reduced in consolidated savings

Recommendation 2 - Centralized Functions									
Function to be Centralized/ Enhanced	**New FTEs**	**FTEs saved (state or county)**	**Net FTEs**	**Total FTE cost @ $35,000 FTE**	**Total loaded FTE cost**	**Total loaded FTE cost over 5 years**	**Total One-time Costs**	**Annual Ongoing nonlabor costs**	**Five-year labor, annual costs plus start up**
Call center	20	30	-10.00	(350,000)	($700,000)	($3,500,000)	$200,000	$700,000	$200,000
Lien registry	2	0	2.00	70,000	140,000	$700,000	$200,000	$20,000	$1,000,000
Robust SPLS	3	3	0.00	0	0	$0	$10,000	$30,000	$160,000
Robust interstate central registry	2	2	0.00	0	0	$0	$10,000	$2,000	$20,000
FIDM/insurance data match	4	6	-2.00	($70,000)	($140,000)	($700,000)	$30,000	$50,000	($420,000)
Employer database	3	5	-2.00	($70,000)	($140,000)	($700,000)	$30,000	$50,000	($420,000)
Training	2	10	-8.00	($280,000)	($560,000)	($2,800,000)	$30,000	$30,000	($2,620,000)
QA	2	10	-8.00	($280,000)	($560,000)	($2,800,000)	$20,000	$20,000	($2,620,000)
mail room and imaging	8	10	-2.00	($70,000)	($140,000)	($700,000)	$20,000	$40,000	($480,000)
Totals	46	76	-30.00	($1,050,000)	($2,100,000)	($10,500,000)	$550,000	$942,000	($5,180,000)

Assumptions for Centralized Functions

1. Call center frees up 15% of caseworker time, increasing performance in paternity 7%; order establishment by 7%; current collections 5% & paying arrears cases by 5%
2. Lien registry - increases cases with arrears in paying status by 3%
3. Robust SPLS - Increases paternity 5%, orders 5%, current support 5%, paying arrears cases by 5%
4. Robust ICR - Increase pats - 1%, orders 1%, current 1%, paying arrears cases 1%
5. FIDM/insurance data match - increase current - 1%, paying arrears cases 4%
6. Employer data base maintenance - increase current support 6%, paying arrears cases 4%
7. Training centrally coordinated - pats increased - 3%, orders - 3%, current support 3%, paying arrears cases 3%
8. QA centrally coordinated - pats increased 2%, orders 2%, current 2%, paying arrears cases 2%
9. Mail room and imaging - pat increased 1%, orders 1%, current 1%, paying arrears cases 1%

Overall C/E = 10%

Recommendation 2	Rec 2 - Adj
Cum. - 9 changes - Centralizing	Adjusted %
Paternity - 19%	12
Order - 19%	12
Current - 24%	15
Arrears - 28%	18
C/E	10

*Reorg at the regional level and statization of the regional offices not included in the above -

Recommendation 3 - Measuring Performance	
Category	**Percentage increase in performance indicators as a result of focusing efforts on meeting performance goals**
Increased Paternities	12%
Increased Orders	12%
Increased Current Support Coll	5%
Increased Paying Arrears Cases	5%
Cost-effectiveness Improvement	2%

Recommendation 4 - Conducting Comprehensive Training				
Increased Efficiency and Better Methodology				
Efficiency	FTE savings	Labor	Loaded labor	5 yrs loaded
Fewer FTEs	8	280,000	560,000	2,800,000

Training Performance Impact	
Category	
Increased Paternities	**8%**
Increased Orders	**8%**
Increased Current Support Coll	**4%**
Increased Paying Arrears Cases	**4%**
Cost-effectiveness Improvement	**2%**

Recommendation 5 - Strategic Planning for Program and IT Process	
Category	
Increased Paternities	2%
Increased Orders	2%
Increased Current Support Coll	2%
Increased Paying Arrears Cases	2%
Cost-effectiveness Improvement	4%

NOMADS replacement not included

Recommendation 6 - Paternity			
	One-time Training Costs	**Ongoing Training Costs Yrs 1-5**	**Total Training Costs**
	20,000	100,000	120,000

Category	
Increased Paternities	15%
Increased Orders	12%
Increased Current Support Coll	9%
Increased Paying Arrears Cases	6%
Cost-effectiveness Improvement	4%

27,939 children need paternity established - 50,856 have pat est. - increase focus on in-hospital and voluntary acknowledgment will add 7,600 paternities

Recommendation 7 – Administrative Process	
Training and Outreach Costs	**Annual Savings**
Savings in Attorney/Paralegal Salaries at County Level	$320,000
Savings in decision maker salary	$237,000
Category	
Increased Paternities	**3%**
Increased Orders	**3%**
Increased Current Support Coll	**2%**
Increased Paying Arrears Cases	**2%**
Cost-effectiveness Improvement	**5%**

Assumption is that orders will be entered faster, staff time will be reduced

Recommendation 8 - Issuing Robust, Analytical Reports			
Issuing Robust, Analytical Reports	**One-time Cost**	**Ongoing Costs - Yrs 1 - 5**	**Total Additional Costs**
Applications / Servers / Reports	75,000	50,000	125,000
Staff time reviewing reports	0	525,000	525,000

Assume equivalent of 3 FTEs needed to review reports

Reports' Impact on Performance	
Category	
Increased Paternities	8%
Increased Orders	8%
Increased Current Support Coll	6%
Increased Paying Arrears Cases	5%
Cost-effectiveness Improvement	8%

Recommendation 9 - Improve Document Handling			
Improve Document Handling	**One-time Cost**	**Ongoing Costs - Yrs 1 - 5**	**Total Additional Costs**
Applications / Servers / Linkage to statewide system	300,000	200,000	500,000
Net Staff Costs (2 FTEs saved)	0	-700,000	-700,000

Document Handling's Impact on Performance	
Category	
Increased Paternities	1%
Increased Orders	1%
Increased Current Support Coll	1%
Increased Paying Arrears Cases	1%
Cost-effectiveness Improvement	2%

Recommendation 10 - NOMADS Replacement *Costs in Millions*						
	10-yr cost	**Annual cost**	**10-yr benefit**	**Annual benefit**	**Caseload**	**Cost/Case**
Florida APDU 2004 CAMS	$103	$10.3	$167.9	$16.8	714,271	$144.21
State Cost is 34%	$35	$3.5				
New Jersey - Protech 2006	$71.3	$7.1			363,323	$196.24
State Cost is 34%	$24.2	$2.4				
Nevada estimate	$31.4	$3.14	$51.18	$5.2	114,440	$274.38
Nevada state cost (34%)	$10.68	$1.1				

NJ caseload is 50.8% of FL caseload and NJ cost is 70% of FL

NV caseload is 31.5% of NJ caseload and NV cost is 44% of NJ (using 5/7 ratio of caseload to cost) = $31.4 million

APPENDIX H: ACRONYMS

APPENDIX H: ACRONYMS

ACF	Administration for Children and Families (Federal)
ANSRS	Automated Nevada Server-based Reference System (state)
BPR	Business Process Re-engineering
CST	Custodial Parent
CSE	Child Support Enforcement
CSEP	Child Support Enforcement Program
DA	District Attorney
DAFS	Clark County District Attorney Family Services
DFS	Washoe County Division of Family Services
DHR	Department of Human Resources (State)
DMV	Department of Motor Vehicles (State)
DO	District Office (State)
DWSS	Division of Welfare and Supportive Services (State)
FPLS	Federal Parent Locator Service
FSD	Washoe County District Attorney Family Support Division
FTE	Full Time Employee
IV-A	Title IV-A of the Social Security Act (AFDC Eligibility Program)
IV-D	Title IV-D of the Social Security Act (Child Support Enforcement Program)
ICR	Interstate Case Registry
LOTW	Ledgers on the Web (NOMADS sub-system)
ME	Management Evaluation System
NAWC	Nevada Automated Worksheet Calculator (sub-system to NOMADS)
NCP	Noncustodial Parent
NOMADS	Nevada Operations of Multi-Automated Data Systems
OCSE	Office of Child Support Enforcement (Federal)
P&P	Policy and Procedure (Inquiry)
PAO	Program Area Office (CSEP)
PRWORA	Personal Responsibility and Work Opportunity Reconciliation Act (1996)
RA	Regional Administrator (proposed)
RO	Regional Office (proposed)
ROM	Regional Office Manager (proposed)
SCaDU	State Collection and Disbursement Unit
TANF	Temporary Assistance for Needy Families

UIFSA	Uniform Interstate Family Support Act
VRU	Voice Response Unit
WPS	Work Performance Standards (State)

APPENDIX I: REPORT EXHIBITS

APPENDIX I: LIST OF EXHIBITS

EXHIBIT NUMBER	EXHIBIT TITLE	REPORT SECTION
ES-1	Nevada's Performance Rank Relative to Other State Child Support Programs.	Executive Summary
ES-2	Ten Lead Recommendations to Implement to Improve Child Support Performance and Increase Collections	Executive Summary
ES-3	Nevada Jurisdictional Caseload	Executive Summary
ES-4	SFY05 Budget for Nevada Child Support Program	Executive Summary
ES-5	Impact of the Top Ten Recommendations	Executive Summary
ES-6	Change in Performance Indicators with Adoption of Top Ten Recommendations	Executive Summary
A-1	Key Federal Child Support Legislation Since 1975	Section A
B-1	Current DWSS Organizational Chart	Section B
B-2	Basic Case Process Flow General Chart 1	Section B
B-3	Basic Case Process Flow – General Chart 2	Section B
B-4	Current FTE Count	Section B
B-5	Nevada Jurisdictional Caseload	Section B
B-6	Nevada Estimated FY2005 Revenue	Section B
B-7	Nevada's Performance in the Five Incentive Categories	Section B
B-8	Major Issues Facing the IV-D Program	Section B
B-9	Nevada Map of the Three Regional Offices	Section B
B-10	Restructured DWSS Central Office	Section B
B-11	Central Office Policy/Planning Unit	Section B
B-12	Case Flow Processes in Regional Office Setting	Section B
B-13	State Employed and Locally Employed Case Managers	Section B
B-14	Reno and Elko Regional Offices	Section B
B-15	Nevada Regional Offices – Clark County Regional Office	Section B
B-16	Clark County/State of Nevada Performance	Section B
C.2.3-1	Customer Survey Return Statistics	Section C
C.3.2.2-1	Customer Service Satisfaction	Section C
C.4.2.2-1	Nevada Voice Response Unit Routing System	Section C
C.5.2.4-1	Central Office Call Center and VRU Statistics	Section C
C.5.2.4-2	Total Calls	Section C
C.5.2.4-3	Number of Staff	Section C
C.5.2.4-4	Average Time Per Call	Section C
C.5.2.6-1	Clark County Customer Service Log	Section C
C.5.2.6-2	Clark County Family Support Division Reception Area	Section C
C.5.2.6-3	Washoe County Family Support Division Reception Area	Section C
C.7.2.1-1	Division of Welfare and Supportive Services Web Site – Child Support Enforcement	Section C

EXHIBIT NUMBER	EXHIBIT TITLE	REPORT SECTION
C.7.2.1-2	Carson City Web Site	Section C
C.7.2.1-3	Clark County Web Site	Section C
C.8.2.6-1	Sample Forms and Correspondence Reviewed	Section C
D-1	Survey Questionnaire Responses	Section D
D.1.2.1-1	Locate Tools Used by Case Managers	Section D
D.1.2.1-2	Locate Sources Used	Section D
D.2-1	Comparison Between Nevada and National Paternity Establishment Performance Standards – FY02	Section D
D.2-2	Comparison Between Nevada and National Paternity Establishment Performance Standards – FY04	Section D
D.2-3	OCSE FY2005 Preliminary Data – Paternity Establishment Percentage	Section D
D.2-4	OCSE FY 2005 Preliminary Data – Order Establishment Percentage	Section D
D.2.1.4-1	IV-D and Statewide Paternities Established or Acknowledged for Five Fiscal Years, Child Support Enforcement, FY 2005 Preliminary Report	Section D
D.2.1.4-2	Case Manager Paternity Survey Results	Section D
D.2.1.8-1	Preferred Methods of Service	Section D
D.3-1	Current Collections Percentage	Section D
D.3-2	Arrearage Collection Percentage	Section D
D.3.1.2-1	Total Collections Received by Method of Collections	Section D
D.3.1.7-1	Use of Enforcement Remedies	Section D
D.4.1.3-1	Understanding of Policies and Procedures	Section D
D.4.1.3-2	Familiarity with the IV-D Manual	Section D
D.4.2.1-1	Nevada Local Office Case Processing Tools	Section D
D.8.1.1-1	Length of Formal Training Received	Section D
D.8.1.1-2	Amount of “On the Job” Training Received	Section D
E.1-1	Interviewed Jurisdictions with Best Practices in this Report	Section E
E.1-2	PEP Percentages, 2003-2005	Section E
E.1-3	Percent of Cases with Orders	Section E
E.1-4	Percent of Current Collections	Section E
E.1-5	Percent of Case with Collections on Arrears	Section E
E.1-6	Cost Effectiveness	Section E
F-1	Implementation Plan – Year One	Section F
F-2	Implementation Plan – Year Two and Three	Section F
F-3	Implementation Plan – Year Four, Year Five and Years Six through Twelve	Section F

APPENDIX J: DWSS AND COUNTY DISTRICT ATTORNEY COMMENTS

APPENDIX J: DEPARTMENT OF WELFARE AND SUPPORTIVE SERVICES AND COUNTY DISTRICT ATTORNEY COMMENTS

Preface to the Comments

This Appendix includes all the comments received from the Division of Welfare and Supportive Services (DWSS) and those Nevada County District Attorneys (DAs) who chose to provide comments to the Preliminary Report. The Preliminary Report was provided to the LCB and DWSS on Friday, October 6, 2006 based on contractual requirements. During the Exit Conference that was held with LCB and DWSS on Friday, October 13, 2006, initial comments were received by DWSS. DWSS provided to MAXIMUS additional budget information. MAXIMUS intended to significantly revise sections of the Preliminary Report, and offered to provide an updated version to the LCB and DWSS by November 3, 2006 for DWSS's use for its and the DAs' responses. MAXIMUS delivered the revised Preliminary Report on November 3rd, but due to transmission problems, DWSS did not receive all of the revised sections until November 5th.

In those instances where the DWSS or DA response indicates strong opposition to a recommendation, the comment and response to the comment have also been placed within the appropriate section of this Final Report. Wherever possible, comments in relation to specific findings and/or recommendations have also been placed within the appropriate section.

STATE OF NEVADA
DEPARTMENT OF HEALTH AND HUMAN SERVICES
DIVISION OF WELFARE AND SUPPORTIVE SERVICES
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KENNY C. GUINN
Governor

MICHAEL J. WILLDEN
Director

NANCY KATHRYN FORD
Administrator

November 17, 2006

Jeffrey Ball
Vice President of Marketing & Sales
MAXIMUS Child Support Division
311 Caprice Court
Loveland, OH 45140

Dear Mr. Ball:

The Division includes herewith the responses to the Child Support Performance Audit conducted by MAXIMUS. It has been extremely difficult for the Division to effectively respond to MAXIMUS recommendations given the frequency and volume of revisions to the original document. The Division was further compromised when another version was issued on November 3, 2006 which included re-numbering of audit recommendations with no cross reference to any previous versions. Other concerns include:

- Chapter D was not received until November 5, 2006 leaving very little time for analysis and response.
- The most current version of the audit provided to the Division still is incomplete with placeholders for information which is still being gathered by MAXIMUS.
- Page numbers cannot be used for reference since page numbers often repeat themselves within the same chapter or section. Therefore, the Division's response was composed with reference to specific recommendations, rather than page and section numbers.
- Conclusions are made in the audit that appear to be based upon the various interviews without exploration of whether the conclusion is factual. For example, on page 14 of the Executive Summary, 6. Improving Training, reference is made that much of the training is learned on the job or through informal group discussions, without recognition of the training programs provided by Clark and Washoe Counties.

Given the aforementioned impediments, the responses are not as comprehensive as would otherwise be desired. It is unknown whether a final draft of the report was provided, therefore the attached responses were based upon the various drafts received. The responses were originally due by November 13, 2006 and subsequently extended to November 20, 2006. This extension is greatly appreciated. Assuming the November 3, 2006 and November 5, 2006 drafts containing track changes were the final drafts, 17 days was an inadequate amount of time to respond to such a lengthy report.

Working for the Welfare of ALL Nevadans

Responses provided by various counties are included as an additional attachment. It was intended that those responses would be incorporated into the Division's response. However, the lack of time afforded necessitated the inclusion of the counties' responses separately.

The Division and the counties will undoubtedly have additional comments after a final version of the audit is published. We are hopeful we will be afforded an additional comment period whereby we might supplement the responses provided in this document Thank you for the hard work that went into this audit. It is recognized that the Child Support Enforcement Program is a large program with many nuances to be addressed. The work effort that went into this project is very much appreciated.

Sincerely,

Nancy K. Ford
Administrator

cc: Mike Willden, Director, Department of Health and Human Services
Paul Townsend. Legislative Auditor, Legislative Counsel Bureau
Gary Stagliano, Deputy Administrator, Program and Field Operations
Louise Bush, Chief, Child Support Enforcement
Pat Peacher, Lyon County District Attorney's Office
Carolyn L. Smith, Elko District Attorney's Office
Vicki Chittenden, Carson City District Attorney's Office
Susan Hallahan, Washoe County District Attorney's Office
Lori Garcia, Washoe County District Attorney's Office
Jenny Wegener, Humboldt County District Attorney's Office
Rita Fowler, Pershing County District Attorney's Office
Bob Teuton, Clark County District Attorney's Office

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November 17, 2006

Louise Bush, Chief CSEP
1470 College Parkway
Carson City, NV 89706-7924

Dear Ms. Bush:

The Carson City Child Support Division appreciates the work and dedication that went into the compilation of information that resulted in the preliminary report by Maximus, however we do not agree with many of the recommendations contained in the report.

We are firm in our position that regionalization will limit access for rural customers and are surprised at the recommendation due to the emphasis that Maximus places on customer service. Limiting access to the system for anyone is contrary to why we are here. Many customers prefer to communicate with their case manager face to face and we have found that it does facilitate the process. Regionalization would certainly cause a hardship for rural customers.

The second problem with regionalization is access to accurate and timely legal advice. Local child support offices within the District Attorney's Office are overseen by attorneys and the case managers have the benefit of immediate and ongoing access to legal advice. Legal questions arise frequently and can cause delays in processing a case if access to legal information is limited.

Maximus's suggestion of having different organizational systems in the North and the South would lead to inconsistent service across the state and cause unnecessary

confusion. We don't believe that dividing the system is in the best interest of any of the parties and would further compound the existing problems within the child support system.

While we agree that changes to the child support system are necessary and we look forward to improvements that will enhance the programs, regionalization is simply not the answer. It is possible that some child support tasks could and should be centralized to improve the system as has been done with FIDM. There may be other tasks that could be centralized and we would be happy to assist with recommendations to accomplish that,

While management reports are important, Nevada must be careful about adding too many more reports for the local offices. There is an overabundance of paperwork that currently inundates many of the smaller offices. Existing reports should be evaluated to determine if they can be improved or replaced in lieu of creating more reports that clutter an already complex and full data base.

We wholeheartedly agree with an improvement in training. The Carson City Child Support staff has benefited from the few training classes that have been held, and additional training would be very useful. Washoe County presented a week long class on using Ledgers on the Web and NAWC; it one of the best training classes presented. In addition, Central Office staff presented training on Case Closure and BOW that was very beneficial to our staff. The changes in child support are constant and complex, and therefore difficult to master without ongoing, competent training.

Additional training is sorely needed on the NOMADS system which is responsible for the majority of the problems in the Nevada Child Support Program. The system is very cumbersome and not user friendly. This system MUST be changed. For the novice or occasional NOMADS user, it can take 5-10 minutes to effect a simple address change. The commands in NOMADS are not consistent. For example, on one screen "open" is typed on the action line to open the screen, on another "apol" (an illogical acronym) must be entered in order to open the screen. There are so many details in the computer program alone that it is hinders

the case managers' ability to focus on the child support laws.

It seems that most of the programmers for NOMADS have been pulled to work on IV-A to make changes to that program and the child support system has suffered because of that. Child support was also adversely affected by changes that were being requested when a past director of NOMADS operations changed the way work items (changes in NOMADS) were to be handled. It was over a year before the IV-D program was able to submit work items to the programmers. This is unacceptable and has a negative impact on the staff's productivity and our service to the public.

Each time a change is made in NOMADS, paperwork setting forth and explaining the management of the changes is distributed to the local offices. This is the only "training" currently provided on modifications to the system. It often feels like a full-time job just to stay on top of the changes made to both the child support rules and the NOMADS system on a daily basis. It would be helpful to have training on NOMADS available for new staff members and have regular support available to assist the existing staff in dealing with the myriad of changes as they occur.

We agree that the IV-D and the IV-A are very different and should not be run in the same manner as one program is driven by the NCP and the other by the CST.

The District Attorney Offices have the experience of child support operations and as such should be the leaders of any future reorganization. We suggest that child support coordinators of the two larger counties take the top leadership roles with state staff taking the secondary positions until they become more educated in the legalities of child support. Thereafter, experience, education and actual leadership abilities should guide the appointment of leaders.

Many of the recommendations made in the area of Customer Service are useful, and some of the suggestions are already in place, such as using standardized forms when possible. The counties do use the federal forms and others when possible, but the child support offices are not the sole

determinants of the forms that will be used. Many forms are demanded by the judicial system and those requirements vary from one judicial district to the next. We do not believe that the application form should have been standardized. Central Office changed the application form to fit the IV-A program, and in so doing, deleted much information that was/is needed by the Child Support Offices to establish and begin working a case. The differences in requirements within the state make it impractical to have all the forms standardized and the state must consider the needs of and take input from local offices when creating or changing forms, The difference between the State's employer verification and Carson City District Attorney's Office employer verification is significant. The DA's form requests much more detailed information which expedites the compilation of information for the case manager. The State's verification form is deficient.

Stricter time limits developed by the State for customer service standards are sure to fail until a more user friendly technological system is developed for the child support program. It takes time to respond to questions and requests using the NOMADS system.

Case managers are often expected to take on multiple roles: social worker, child support case manager and computer technologist. All of these functions must be handled very quickly to allow the case manager to move on to the next client or case. Additional training in time management for case managers is vital to allow them to manage their cases appropriately and within the established time frames in order to comply with existing laws.

The District Attorney's staff understands their customer service duties however, there seems to be some confusion within the state staff. At times the Central Office customer service personnel provide incorrect information to the public which creates a conflict when the District Attorney Child Support Staff gives a different answer to an often hostile client. Part of the problem is that the State staff does not take time to read the case before they answer the client's question. Therefore, to provide the most efficient and useful customer service for clients, it

would be counterproductive to have a statewide Customer Service program.

In establishing a standard number for a case load the State must consider all the different ways the case loads are now divided in offices. There cradle to grave offices, there are task oriented office and there are offices that divide case loads by UIFSA and **instate** cases along with cradle to grave or task oriented. How an office divides its cases will depend on how many cases **a** case manager can efficiently manage.

In closing, one of the most important factors in improving Nevada Child Support ranking among the states is to make massive **repairs** and **improvements** to the NOMADS system **or** develop a newer, user friendly statewide computer system. Until that is done, the complexities of NOMADS will hold the state back.

Sincerely,

Vicki Chittenden
CSE Supervisor/Coordinator
Carson City District Attorney Ofc.

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OFFICE OF THE DISTRICT ATTORNEY
OF CHURCHILL COUNN

RECEIVED
NOV 1 7 2006
STATE OF NEVADA

November 16,2006

Louise Bush, Chief
Child Support Enforcement
Department of Human Resources
1470 College Parkway
Carson City, NV 89702

Re: Maximus Preliminary Report on Audit Findings
and Recommendations

Dear Ms. Bush

This response is to the approximately inch and a half thick Maximus Report which this office originally had exactly three working days in which to respond. Now that number of working days has been extended by a little over one week. However, said response time is still inadequate, as will be discussed further. Therefore, please consider this response to be rendered under protest on behalf of both Churchill County and as the President-elect of the Nevada District Attorney's Association. Specific references to the two different drafts are omitted because of the inadequate organization and lack of proper pagination of the audits.

Also, allowing such a short period of response time to the draft report and the second draft report, approximately three working days, at most, is indicative of both the attitude in the report, the many false premises and the incorrectly assumed facts upon which much of the information in the report were based, and the lack of consideration for the level of concern and professionalism that most of the 17 counties in Nevada have displayed toward child support collection and enforcement efforts. This professionalism and concern for the welfare of our citizens is extremely evident in the less densely populated counties, but I'm sure exists in more populated counties as well. The amount of time allotted, even with the second extension (approximately 10 days), is totally inadequate to respond to the extensive amount of misinterpretation and misstatements contained in both of the two drafts by Maximus and the resulting executive summary response by the State. It if fully understood that much of the State's response is based on the manner in which Maximus presented its findings and because the State's response was very easily based on a defective and non-scientifically based survey and the resulting conclusions and reports, it must be considered in that light. One must ask why do we continue to go down the wrong road on child support issues?

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Page 2
Louise Bush, Chief
11/16/2006

As the elected District Attorney of Churchill County, as a previous Chief Deputy District Attorney in Nevada, and as an elected District Attorney for two terms in another state, I have personally been dealing with child support for in excess of 19 years. I have read all of the draft audit reports, the State's responses, and the responses of my fellow District Attorneys, and am presenting this limited response on behalf of not only this office, but what I believe to be the interests of especially the rural counties in Nevada, but, to a certain extent, all of the consituents that we serve with special emphasis on those who depend on our offices for assistance in collecting child support. An overriding concern is the impression and appearance in both the Maximus audit and the State's response, that there is very little true concern for our bottom line constituents, that is the citizens of this State. There does, however, appear *to* be a **very** sincere and acute concern and awareness of the needs of our citizens in the responses and the communications from the various counties. This is certainly, in part, due to the fact that your local district attorneys are, in fact, elected officials and therefore directly responsible to the people, but it is also, in large part, due to very dedicated local staffs who work with these individuals face-to-face on a daily basis and are truly and sincerely concerned that they receive the assistance that they are due from the local county and the State of Nevada. This does not appear to have been properly considered or addressed in either the actual survey or the State's responses.

I will draw your attention to the first paragraph of the Douglas County response dated November 14,2006, concerning the many problems in dealing with the provided materials. In fact, the Douglas County letter from District Attorney Scott Doyle is an extremely well written and succinct evaluation of the entire situation. It is realized that District Attorney Doyle might not have been able cover all of the salient points, but he certainly did a good job addressing some major issues in a little over two pages. Churchill County certainly joins in the views expressed by District Attorney Doyle in most instances. It should be noted that the November, 2006, draft of the Nancy Ford letter to Jeffrey Ball, Vice President of Maximus, also contains some very significant comments concerning defects with the audit process that should be considered.

Mineral County's District Attorney Cheri Emm-Smith addresses some major concerns in her November 9 response to the Maximus Audit. These concerns, both on the effect of futher limiting services to our smaller communities and restricting the due process and legal rights of our constituents, should be taken very seriously. District Attorney Emm-Smith hit the nail on the head when she stated that rural services provide more satisfactory client service due to the smaller communities to which they provide services. Churchill County agrees that, due to the fact that the people we are serving are our constituents, but they are also our neighbors and our co-workers and people we see in the community every day. It is axiomatic that they receive timely, dignified and conscientious service.

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Louise Bush, Chief
11/16/2006

I refer to the phrase printed at the bottom of Mineral County District Attorney Cheri Emm-Smith's FAX cover sheet, which states simply, "KIDS COME FIRST." I cannot emphasize enough the depth of meaning that this phrase holds in the area of child support. Most of our child support recipients are single working mothers, often working two, even three jobs to make ends meet. They are taking on these extremely heavy burdens on behalf of their children and they are simply asking our assistance in enabling them to get by and provide decent lives for their children. Often custodial parents are people who need the most help and are in the position of being least able to provide it themselves. It is unacceptable to this office that anyone would question that this would best be accomplished on a local level.

Churchill County therefore incorporates Mineral County's response on behalf of the majority of other district attorney's offices that might not have had time to file a written reponse.

The Lincoln County District Attorney, Philip Dunleavy, in his November 13, 2006, letter in response to the Maximus audit further reiterates many of the concerns expressed by Douglas, Mineral and Churchill Counties in a very clear and precise manner. Needless to say, my conversations with District Attorney Dunleavy indicate that there would be even more problems then actually mentioned in his letter concerning implementation of the recommendations in the Maximus audit, or even the recommendations in the State's response.

I'm enclosing, with persmission, a draft copy of Lyon County District Attorney's response to the child support audit. I have discussed this issue with both the Lyon County District Attorney, Leon Aberasturi, arid various members of his staff and find them all to be extremely knowledgeable concerning not only the overriding considerations contained in Maximus' report and the State response, but in the very details of the report. The in depth knowledge displayed by Lyon County is just one more indication of how extremely competent and dedicated many of the local district attorney staffs are as to delivering quality child support services on a local level. This office would seriously question whether anyone in the state could surpass the knowledge demonstrated in the Lyon County draft as to the inner workings of the different areas with which the audit deals. Not only do we agree with the rough draft, hut we strongly agree with the next to the last paragraph concerning what would appear to be a discriminatory and inadequate solution in dealing with rural counties in Nevada. It is very well said in Lyon County's draft that "amplifying the distances does not appear a logical solution." One would almost ask, "How could one think otherwise?"

This office has personally had conversations with Humboldt County, the Humboldt County District Attorney-elect Russell Smith, the Pershing County District Attorney, Jim

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Louise Bush, Chief
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Shirley. the Lincoln County District Attorney, Philip Dunleavy, the Mineral County District Attorney, Cheri Em-Smith, the Lyon County District Attorney, Leon Aberasturi, the Carson City District Attorney's Office, the Douglas County District Attorney's Office, Washoe County District Attorney, Dick Gammick, and representatives from the Clark County District Attorney's Office and the Nye County District Attorney's Office. The overarching issue that transcends the entire discussion is the tremendous detachment and injustice that would result in both the Maximus and State suggestion that child support be centralized.

The only county in the state that did not object to such centralization was Elko County, which would benefit from such centralization because it is already doing cases for White Pine, Lander and Eureka. Therefore, it would increase funding to that District Attorney's Office, and jobs and income to Elko County.

The same result would inversely apply to all of the other rural counties in the State, removing not only jobs and income from those counties, which are sorely needed, but also further degrading the level of services provided by the State of Nevada and the various counties to its citizens. Elko County makes some very good points in its letter, but we strongly disagree as to regionalization on behalf of the majority of the responding District Attorney's Offices. Regionalization or centralization is not the answer.

Recommendations:
It has become very apparent in the last several years that a complete top down evaluation must be accomplished at the state level before any issues at the county level could be possibly addressed. It would seem to be putting the cart before the horse to centralize or regionalize, utilizing a structure that gives every indication of being already broken. It is strongly suggested that our new governor and legislature consider a very in depth and honest evaluation, all the state offices involved in child support, with the eventual goal not of increasing bureaucracy, and not of depriving the rural counties of additional services, but, in fact, of better serving all the people of Nevada, especially those in the rural areas. Any course contrary to this would have long range, devastating effects to many of our families and children in rural Nevada.

If I can be of any assistance in the future, please feel free to contact me, both in my capacity as District Attorney of Churchill County, as President-elect of the Nevada District Attorney's Association and as Vice Chairman of the Prosecuting Attorney's Advisory Council. I have previously served on the Nevada Supreme Court's Advisory Committee on Rural Courts and Domestic Violence and several other committees dealing with problems in the rural areas and offer any assistance available.

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Louise Hush, Chief
11/16/2006

Again, thank you for your time and consideration in this matter. I know that our eventual goal is to best serve all the citizens of our great state and look forward to accomplishing that goal.

Sincerely,

Arthur E. Mallory
District Attorney

Enclosures
AEM: sk
cc: Governor-Elect Jim Gibbons
All Nevada District Attorneys and District Attorney-Elects
Senator Mike McGuinness
Assemblywoman Barbara Buckley
Assemblyman Tom Grady
Assemblyman Pete Goicoechea
Assemblyman-Elect Ed Goedhart
Michael Willden, Director
Nancy K. Ford, DWSS Administrator
Gary Stagliano, DWSS Deputy Administrator
Don Winne, Senior Deputy Attorney General
Jeffrey Frischmann, Program Specialist III
Paul Townsend, Legislative Counsel Bureau

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MARY-ANNE MILLER
County Counsel
C.A. WATTS
Director

December 14, 2006

Ruth Hara
Project Manager
Child Support Division
MAXIMUS
P.O. Box 2566
Sparks, Nevada 89431

Re: Comments regarding Draft MAXIMUS Report

Dear Ruth:

I know that the contract with the State of Nevada calls for local office comments to be directed to the Division of Welfare and Supportive Services (DWSS) and for DWSS to incorporate (or not) our responses in a more comprehensive response to MAXIMUS. Since time is short I have decided to forward these comments directly to you since they primarily deal with perceived errors, omissions or absent explanations in the report. I will, be separate letter, send an official response to DWSS which will include this letter as an attachment. The letter to DWSS will not focus so much on the perceived errors, omissions, or absent explanations that this letter contains but will address the overall report and recommendations.

Let me start this letter by stating that the task MAXIMUS undertook was exceptionally difficult given the organizational structure of child support services in Nevada. Many of our comments are the result of the fact that there is not one child support system in Nevada but many – ranging from the monolithic structure in Clark County (performing all IV-D functions) to bifurcated structures in other counties (bifurcation between PAO and District Attorney in Washoe and Elko counties) to structures where local District Attorney offices only perform child support services for non IV-A cases (Douglas County). These variations in service delivery are all set forth as attachment F to the 2004-2008 Interlocal Contract. The variations in service delivery also cause generalized statements to be inapplicable to Clark County (the cause of many of our comments). With these qualifiers, I will simply list our concerns and comments:

1. There are repeated references to Clark County comprising 71% of the cases in the state (e.g., pages 4, 24, 27, 43). This figure is taken from the State website. There is another report, Caseload by Office Report, which shows that the Clark County caseload is actually 59%. Is there a reason that one figure has been chosen over the other?

2. There are repeated references to the number of full time equivalents in Clark County and it is not always clear exactly what is being counted. The report states that there are 244.2 FTEs in Clark (pages 20, 22, 23), 243 (page 45). The information we provided reflects 247 FTE in Clark County plus an additional 7 State workers assigned to perform IV-D case responsibilities integrated in our workforce.
3. The description of the current child support system (page 21, et. seq.) showing case flow between a local PAO and District Attorney office does not apply in Clark County.
4. The statement is made (page 30, bullet 5) that there were organizational changes made in Clark County and "early indications of little impact on performance." The report otherwise makes repeated references to the fact that there are no meaningful management reports – the type of report necessary to determine the relationship between changes in organizational structure and outcome measurements. The lack of these reports calls into question the basis for this statement. The State website (Caseload by Office Monthly Report – August, 2006) shows that Clark County represents 59% of cases in the State. Collections reports for August, however, show that Clark County collected 63% of all monies collected statewide. Moreover, collections in Clark County have increased from $80,956,989 in calendar year 2003 to $74,704,012 in the first 9 months of 2006. Our caseload has dropped during the same time period by over 6,000 cases. As a gross measure of change, something IS happening in Clark County even in the absence of the types of management reports and tools MAXIMUS is advocating.
5. The statement is made (page 33, second full paragraph) that Elko County [has] "long been held to be the best run office." Without meaning to detract from Elko County this statement suggests that it is appropriate to compare the operations of Elko County to operations in Washoe, Clark or elsewhere in the State. We do not believe such a comparison fairly takes into account the differences in sizes and make-up of the various communities in the State. If there are specific management or casework techniques employed in Elko County which are transferable to other jurisdictions then we believe these should be stated to support the stated conclusion.
6. There are a number of references in the report to enhanced services to military bases (pages 34, 148, 156). Presumably, the recommendations have been made because this has been identified as a problem area, yet there is nothing in the report that supports this. The only interaction Clark County has with Nellis Air Force Base is to serve process – all other military interactions are not geographically connected to us. Are there findings made by MAXIMUS in Nevada that support these statements and recommendations?
7. Exhibit 19, page 44, attempts to distinguish Clark County's performance from the performance in the State as a whole. This statistical comparison is very misleading and, in fact, we suggest that there should be a continuing caveat throughout the report that NOMADS statistical data does not necessarily reflect the actual performance of a given office (assuming that it does accurately reflect the performance of the State as a whole). It is interesting to note that the State website has the notation, posted in December of 2004, "Questions have been raised regarding the validity of Incentive Measures statistical data. A request has been submitted to review accuracy of data sources used to determine these statistics." Similarly, the Incentive Measures monthly report on the web site states that effective December, 2005, "Future postings of this report are suspended pending review and possible revisions." Attempts to generate ad hoc reports for paternity establishment have been unsuccessful since the report is based on case "ownership" (a status that changes

whenever a case is closed, re-opened, or otherwise transferred between offices). Clark County may establish paternity in a given case but if the case is closed "ownership" of the case is transferred to Office 19 (Las Vegas PAO office) which then gets the credit for having established paternity (the most recent ad hoc paternity establishment report shows Clark as having established 33,784 paternities and Office 19 (which does not establish paternity) as having established 1,625 paternities (as of August 1, 2006).

8. We question the wisdom, without a more detailed study, of commenting on caseload and/or attorney salary issues. There were 13,898 cases heard in court 2004 and 13,109 cases heard in court in 2005. This equates to approximately 1,500 cases presented in court per year per attorney (absent special assignments). Additionally, attorneys are called on not just to appear in court but are actively involved in cases from intake through disposition. Our attorneys routinely answer inquiries from specialized, higher paid private attorneys who do not know the intricacies of child support. Starting salary for Clark County Associate Attorneys is approximately $68,000 and, under the current agreement with Clark County, the stated salary of $140,000 will not be reached for 12 to 15 years of practice. I do not know if the suggestion is that seasoned attorneys with 12 to 15 years of practice can be employed for less money or if child support is not worthy of seasoned attorneys and that entry level attorneys are all that is ever needed to perform child support. I do not see any value in making this statement other than to direct the focus of this study away from its central theme – that the organizational structure and lack of management tools has doomed the current system to failure – to a generalized beating on attorneys.
9. There are multiple errors in the section of the report dealing with the VRU in Clark County. First, the statement that calls are "seamlessly routed" to the State VRU is inaccurate. Calls to Clark County are answered by Clark County personnel. They are provided with a PIN if they do not already have one and are then passed to the VRU which matches the PIN with the caseworker. The connection from Clark County to the State VRU bypasses all the non-IV-D prompts that exist for all other callers to State Welfare. The caller then has options at the VRU to obtain system information about their case or can "push off" to the Clark County office. The caller is given an option of either leaving a voice message for the case manager or pushing a button to speak to a live person if the phone is not answered. The only time the caller is not given either option is if the case manager is on a regularly scheduled day off, in which case the caller is provided with the days of the week that the case manager is available. Therefore, the diagram of calls originating from Clark County is also in error (page 70). The fact that the caller has the option of leaving a voice message or talking to a live person in Clark County breaks the "reoccurring loop" referenced at page 71.
10. The discussion concerning the fact that caseloads are out of balance in Washoe and Clark Counties (page 67) failed to mention the fact that NOMADS only allows for caseloads to be assigned one way: alphabetical. Caseloads cannot be distributed to enforcement workers in a manner different than distributed to paternity or order establishment workers. Moreover, while we are sympathetic to establishing uniform caseload measures so that equivalent FTEs can be established throughout the State, consideration must be given to the fact that Washoe and Clark Counties provide many "statewide" services (e.g., both counties make training resources – a state function – available to rural counties. Clark County I.T. developed a Born Out of Wedlock automation routine two years ago when all jurisdictions in the State reviewed our BOW indicators. This automation routine was used by everyone except Washoe County to update NOMADS. Clark and Washoe counties are currently moving

forward on GUI front end screens for NOMADS which will be available throughout the State for use by all workers). Including these personnel, who would be considered "Central Office Support" personnel in any other state, in the local office FTE count would be unfair. I assume that these personnel are the ones that the statement "Clark and Washoe also have employees not performing case work at all and not doing child support work but are in their FTE count" is addressed to. If this statement is taken at face value, however, it simply is not true and we would like to know the identify of any person who is drawing child support salary who is not engaged in child support work so that appropriate actions can be taken.

11. Section C.10 (pages 82, et. seq.) discusses the issue of complaint and inquiry logs. Although Clark does not keep a log of customer inquiries, we do have a customer complaint log. All complaints – regardless of the source (web, phone, in person or by mail) are logged and routed to the appropriate personnel for resolution in accordance with written procedures.
12. The discussion of the locate function being a PAO function (page 116) is true everywhere except Clark County. There is no "ping-pong" of cases between offices in Clark County.
13. The discussion of access to credit bureau reporting (page 117) is accurate as far as the State is concerned. Clark County and, we believe, Washoe County, both have access to recognized Credit Bureau reports (Clark County uses Equifax) which we maintained after the State failed to renew a State contract.
14. Finding D.1.2.1 references locate tools used by case managers (page 117). Each of the 12 teams of Supervisor, Senior, Family Support Specialist and Clerks in Clark County has trained personnel dedicated to the locate function. We do not know if the survey you conducted was provided to the Locate clerks or simply the case managers. Moreover, we do not know if the survey concerning locate tools was provided to all case managers or only case managers who might be involved in locate activities. This may account for the number of staff who stated that they did not receive sufficient training in locate work (page 119)
15. A locate issue which was not addressed was the locate functionality in NOMADS. Although numerous locate sources are listed most of them do not function. There are locate functions which can be accessed through other screens but there is nothing in the system that directs a case manager (or locate clerk) to the other screen to conduct the action. The inadequacy of the NOMADS locate functionality should be addressed and a more robust recommendation made beyond those stated in the report.
16. Recommendation D.1.3.2 (page 121). We do not dispute the recommendation. However, the statement that staff had had access to credit bureau information removed may be misleading. Most credit bureau reporting services automatically remove access if the service has not been used over a certain period of time. In Clark County we have had to restore access which was removed by the credit bureau reporting service.
17. The recommendation that locate services in Clark County be removed from Investigations is misleading (page 123) in that it assumes that this function is assigned to our Investigations Unit. This is simply not true. As stated previously, the "locate" function is conducted at the Team level. Once the system has "located" an NCP sufficient for the next step in child support appropriate paperwork and processes are completed and the paperwork is delivered to staff process servers to serve the NCP. The report states that Investigators are used to serve process (page 132) and this statement is similarly not true in 95% of the cases. Investigators do serve process in those cases where there are indicators of violence – e.g., the custodian has alleged domestic violence, the NCP has a history of serious crimes against the person, etc. In all other cases our process servers serve process after the NCP fails to

respond to a written invitation to voluntarily come to the office to accept service. Investigators are used to locate assets and to serve warrants only.

18. A comment is made at the top of page 132 that case managers, supervisors and Unit Administrators view voluntary acknowledgement of paternity as having a low priority. Our Unit Administrators dispute this statement as they do not recall even be asked the question, let alone viewing it as a "low priority."
19. The discussion concerning use of In-Hospital Paternity Affidavits or other, non-court related paternity establishment (pages 127, et. seq.), completely missed problems with the State Bureau of Vital Statistics (BVS), a Bureau located within the State Department of Human Resources along with Child Support. There is a delay of 6 months to a year between the documents being generated at a local level and their being entered into the BVS system. Although we do not know this scenario as a fact, we have been told that when a local hospital transmits data to the BVS by diskette, if there is a single error on the disk the entire disk is returned to be redone and resubmitted. I do not have space in this letter to set out all the ramifications that this fact has on our system but I am sure MAXIMUS has experience from other states that would highlight the urgent need of this issue being addressed and can make some recommendations on simply increasing the speed by which records are updated.
20. We believe that the recommendation that Clark County (page 134) move to a more administrative process for genetic testing be applied not simply to Clark County but statewide.
21. The statement is made that Legal Office Assistants in the Court Desk prepare cases for court (page 140). This is not true. Paperwork for court is initially prepared by the case manager and forwarded directly to the attorneys for review. The court files are sent from the case manager to the audit unit to bring the financial information up to date and assure that an accurate representation of the financial information is provided to the attorneys to provide to the court. The Legal Office Assistants prepare the court calendars, file paperwork, accompany the attorneys to court, accept cash payments in court, update NOMADS after court, disburse documents to the litigants, etc. Recent changes in NOMADS may require that this staff be upgraded to a higher level in order to complete data entry assignments in NOMADS but they do not presently function as a resource that could be dispersed to the teams.
22. The statement that DAFS process servers in Washoe and Clark County have little incentive to pursue child support matters is not true (page 140). In Clark County the Investigators and Process Servers are required to dedicate 100% of their time to child support matters. The only time Clark County relies on the Constable or Sheriff is to serve Writ Executions in FIDM matters.
23. State Policy concerning use of Nevada Average Wage (page 141) has been changed so that case managers have the authority to set child support amounts based upon occupational income, when the NCP's occupation is known, or other verified information if actual income or occupational income is not known.
24. We do not necessarily disagree with finding D.3.1, that "poor performance of the program in the area of enforcement boils down to poor execution of the enforcement task," but do not believe that sufficient emphasis has been placed on the fact that the "enforcement task" is not well defined. The initial emphasis on establishing federal certification created a management atmosphere of putting out individual fires in lieu of effective fire management. Ad hoc "clean up" reports have been generated so that resources can be marshaled to

address the subject matter of the report rather than creating management reports that allow performance and performance improvement to be measured at the case manager, team, unit and office levels. Shifting resources from one fire to the next merely temporarily puts out the immediate fire but actually tends to cause other fires to burn uncontrolled. Imperfect automation efforts tend to exacerbate problems rather than alleviate them.

25. Clark County recognizes the inadequacies of its current building and as pointed out, is attempting to address these issues (page 146). The current building does, however, allow Team Supervisors to co-locate with their Teams even though the Unit Administrators are not necessarily located with their entire unit.
26. MAXIMUS correctly points out that what many states view as "automated" enforcement tools are, in Nevada, labor intensive, semi-automated enforcement tools. We concur with the findings that the current attempt to automate wage withholding is inadequate, relying instead on manual review of wage withholding documents, correction of data fields, etc. Similarly, Driver's License Suspension actions which should be triggered by set criteria and automatically generated in fact require intensive case worker management (unlike the statement in the report (page 150) that DLS is favored by case workers because it is semi-automated). Lottery and gaming intercept tools (page 150) are not used because they are not available in Nevada. The statement that there is little use of liens (page 150) is not true as, at least in Clark County, every Order containing a finding of financial delinquency is, in fact, recorded (and our IT team is pursuing, as part of the MROJ process, automatic filing and recording of MROJs with the County Recorder's Office). FIDM may not be widely known or used by case managers in general (page 150) but in Clark County FIDM actions have been taken by a specialized FIDM unit. The biggest impediment to effective FIDM actions has been the inaccurate, incomplete or redundant data supplied to us by the State vendor and the inability to secure compliance with federal and state laws by recalcitrant banking institutions.
27. The restructure recommended by PSI began immediately following the release of the report and recommendations and was completed approximately 18 months later with the establishment of 3 Units (headed by a Unit Administrator) comprised of 4 Teams each (headed by a Team Supervisor), a Senior Family Support Specialist and a compliment of Family Support Specialists. PSI recommended three years ago, and MAXIMUS appears to support the recommendation, that management reports be created so that performance at the case manager, team, unit and office levels could be measured, poor performance identified and corrective actions applied, followed by re-measurement. Clark County, as well as other District Attorney offices, contracted with the State of Nevada to provide these management reports as part of the Interlocal Agreement executed in December of 2004. No such reports have yet been created. The statement in the report (page 160), therefore, that Clark County has not been able to document the impact, if any, of the reorganization should be accompanied with an observation that it is not because of a lack of trying.
28. Clark County was advised that case sampling was being done in all jurisdictions, yet the Clark County results is the only sampling that has been reported. We would like to know the results of sampling conducted in other areas of the State and if similar issues to those noted in Clark County were found. While the report breaks the case sampling down into groups of 20 focused on locate, paternity establishment, obligation establishment and enforcement, it is difficult to discern what conclusions are being made from this sampling of 80 out of 82,000 cases. Mention is made of the inability to locate files that had been

requested but we are not aware that this concern was expressed at the time so that files could be located.

29. The report notes that 26,000 "case files" were transferred to the District Attorney's office from the Las Vegas PAO office and that some of the "case files" were still missing or un-worked (page 162). I believe that I provided you with a complete history of the consolidation of PAO and District Attorney IV-D functions in Clark County. Although a time table for the orderly transfer of cases to Clark County had been established the actual physical transfer of "case files" as problematic. In fact, the last "transfer" of cases of the District Attorney's office was accomplished not by physical movement of case files but by the electronic assignment of the cases in NOMADS from Office 19 (LV PAO) to Office 2 (Clark County D.A.). There were approximately 2,000 cases "transferred" in this manner. The fact that there are missing "case files" should be accompanied with the fact that 2,000 such case files never existed.
30. The concerns expressed by MAXIMUS regarding the movement of files and documents within our office (pages 162, et. Seq.) are shared by Clark County management and form some of the basis for our seeking more efficient office environs. Clark County has attempted to mitigate some of the detrimental impacts of our current building and long ago began bar coding files and established a file request system to track the file throughout the office. More recently, we created a software program to create scanned images of all child support applications, routing of the scanned application to the appropriate child support team and tracking the entry of the application into NOMADS within federal and state timeframes. This program was expanded at our request to provide that all IV-A offices electronically scan and send any documents in their possession, necessary for IV-D actions, to our office where they are similarly maintained and tracked. Clark County is ready and willing to pursue a paperless child support system.
31. The Best Practice (page 173) recognizes the innovation of the electronic MROJ but goes too far by stating that the MROJ is created during the hearing. In fact, the MROJ is first created by case managers. It is then reviewed by attorneys as a proposed recommendation and order and eventually is available for the hearing masters to complete. The MROJ allows legible copies of the Master's recommendation to be immediately available to the NCP, immediately input into NOMADS at the conclusion of the hearing, and immediately filed with the Recorders Office after signature by the District Court Judge. The current version of the MROJ is more of a "proof of concept" than a final process. Future versions will include generation of bench warrants to be signed by the District Court Judge at the same time that a recommendation to issue the bench warrant is converted to an Order; electronic filing of the MROJ with the Court clerk following signing of the order by the District Court Judge, as well as electronic filing of the Order with the County Recorder to establish a lien.
32. Finding D.5.1.4 – replacement of NOMADS (pages 173, et. seq.). We concur with the recommendation that NOMADS needs to be replaced and only question the timing of the replacement. The report documents problems with the current system but understates some of the issues. For example, 317 work items existed in April 2006 to fix existing programming issues in NOMADS. The report fails to mention that on at least an annual, if not biannual basis, outstanding work items have been reviewed and re-prioritized, with the less significant work items being discarded out of recognition that they would never be addressed. This process has gone since the inception of NOMADS. The figure of 317 outstanding work items, therefore, drastically understates the number of known issues in

NOMADS. These comments apply equally to the recommendation that outstanding work items be reviewed and prioritized (page 184).

33. Clark County has an extensive new employee training as well as on-going refresher training (page 185). Training that is not provided in-house is provided through mandatory attendance at training sessions provided to all Clark County employees (e.g., Supervisor Training, Phone Etiquette training, Dealing with Difficult People Training, etc.) (pages 186, et. seq.).
34. Clark County staff does not know the details of Central Office functions (e.g., Help Desk) because Clark County operates its own Help Desk and staff are required to go through our Help Desk which, in turn, communicates with the Central Office Help Desk (pages 199, 200). This reduces the demand on the Central Office Help Desk and reduces redundant calls to the State Help Desk.
35. Clark County has regular team and unit meetings and minutes of these meetings are kept and distributed to the employees. Additionally, function area employees (e.g., Locate clerks) have regular meetings. I believe that Kathi Brunson sent a schedule of meetings to MAXIMUS. Finally, we have annual All Staff meetings which are video recorded and available on our web page for staff who were unable to attend in person to watch and listen to the proceedings. Our procedures are posted on our web page and we have an easy to use search engine (pages 201, et. seq.).
36. The Clark County Employee Performance Reviews are negotiated with the employees as part of the S.E.I.U. contract. (page 210).

I sincerely hope that these comments are worthwhile. None of these comments are meant to detract from what we perceive to be the central thesis of your report – that the child support program should be performance based and there should be stated, measurable performance criteria in existence in order for improvement to take place.

Very truly yours,

Robert W. Fulton

Assistant District Attorney

OFFICE OF THE DISTRICT ATTORNEY

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ADMINISTRATOR—CENTRAL OFFICE
NEVADA STATE WELFARE DIVISION

November 1, 2006

Louise Bush, Chief, Child Support Enforcement
Division of Welfare and Supportive Services
1470 College Parkway
Carson City, Nevada 89706

Re: Comments on MAXIMUS Draft Report

Dear Louise:

Clark County appreciates the fact that we have been given an opportunity to comment on the Draft MAXIMUS report prior to publication. I understand that even as we are responding to the Draft report MAXIMUS is in the process of extensive re-writes of what has been provided us.

I took the liberty of sending Ruth Hara a letter yesterday addressing what we perceived to be factual errors in the report. These errors may have been mistake of facts, errors by omission or simply statements that needed additional qualifications in order to be more factually correct. A copy of that letter is included with this correspondence.

I would like to focus in this letter on the overriding themes and recommendations from MAXIMUS.

First, we concur with the conclusion that the IV-D program plays second fiddle to the IV-A and other State run programs. We agree that there should be organizational restructuring of the IV-D program, though not necessarily as proposed by MAXIMUS. We believe that the IV-D program at the State level should be placed at a level that insulates it from competing with IV-A for resources, policy decisions and performance measurements. We believe that decisions have been made in the past to enhance IV-A performance to the detriment of the IV-D program (an unintended consequence).

Second, we concur with the implicit recommendation that additional resources need to be provided to the program at the State level. Advances in automation, training, clear policy development and dissemination cannot be done based on the current staffing levels of the Central Office. MAXIMUS should include in this report

comparisons of the staffing levels (as well as responsibilities) of the Central Office in Nevada with similarly run programs in other States.

Third, we concur with the conclusion that management of the IV-D program should be based on performance. In fact, the counties contracted with the State to provide performance measurement tools two years ago and today we have nothing. MAXIMUS has recommended that performance be measured at the state, office, unit, team and worker level and we agree. We believe that the recommendations concerning development of management reports should be illustrated by examples from other jurisdictions where the development of such reports has, in fact, resulted in quantitative improvement in performance. Moreover, we believe that MAXIMUS should further support this recommendation by comparing these new and recommended management reports to the types of reports that are currently generated in NOMADS and the significant differences in management techniques that each report type requires (e.g., the ability to measure individual worker performance in specific areas (new) as opposed to "gross" ad hoc reports which generate "clean up" activities rather than provide managers with the ability to proactively prevent the necessity of "clean up" occurrences.

Fourth, we concur with the conclusion of the report that actual "automation" functionality needs to be incorporated in our computer system (be it resolving NOMADS "disfunctionality" or a staged implementation of an enhanced system). This set of recommendations includes resolving issues with wage withholding notices, form printing, the lack of automated interfaces with "locate" resources, etc.

Fifth, we believe that there are specific areas of concern which should be highlighted as areas for future improvements (if beyond the scope of the current study). For example, a recommendation that there be a review of other functional areas in State government with which increased collaboration may reduce the overall costs of the program and reap tremendous rewards, e.g.: (1) The collection, recordation and dissemination of birth records, for example, in an effort to gather more reliable data in a timely manner, would have a positive impact on Child Support collection efforts; (2) Employment and employer data currently collected by other State agencies may be used through interfaces with those systems rather than increasing the size of the staff in the IV-D to duplicate employer records already maintained by other agencies.

Sixth, we believe that consideration should be given to restructuring child support enforcement efforts so that local cases are dealt with at the local level and interstate cases are dealt with at the State level. Clark County has experienced considerable difficulties getting other states to take enforcement actions when our cases have been sent out of state for enforcement and MAXIMUS notes that enforcement of cases coming into this State is delayed, at best, under the current bifurcation of responsibility between the State and counties. Presumably, a Central Office function of handling both "in" and "out" case servicing would benefit our residents as well as custodians in other states.

Finally, we believe that regardless of the final recommendations MAXIMUS makes, an implementation schedule should be recommended and justified with measurement milestones established to determine whether the intended results have been achieved, whether implementation corrections should be made, etc. MAXIMUS rightfully stated that Clark County should review the impact of our organizational restructuring which was recommended by PSI. PSI also recommended the creation of management reports to measure performance. Our inability to conduct such review has been hampered by the absence of meaningful management reports. We believe that it makes little sense to reorganize at the State level without the ability to measure current performance and consistently measure performance thereafter as restructuring takes place. Quite frankly, we believe that implementation of all the recommendations short of the restructuring proposed by MAXIMUS (e.g., a performance based system enabled by clear policy, adequate training, a worker friendly automated system which actually reduces rather than exacerbates worker responsibilities, all of which is monitored by tailored management reports) will achieve the desired result of catapulting Nevada into the top tier of State performers.

Very truly yours,

Robert W. Teuton

Assistant District Attorney

cc: Nancy Ford, DWSS Administrator
Gary Stagliano, Deputy Administrator
David Roger, Clark County District Attorney
Richard Gammick, Washoe County District Attorney

Encl: 10/31/06 Letter to Ruth Hara

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State of Nevada
Child Support Enforcement

November 14, 2006

Louise Bush, Chief
Child Support Enforcement
Department of Human Resources
1470 College Parkway
Carson City, Nevada 89706

Re: MAXIMUS Preliminary Report on Audit Findings and Recommendations
("MAXIMUS Report")

Dear Ms. Bush:

Douglas County appreciates the extension of time to 10:00 a.m., Friday, November 17, 2006, in which to respond to the MAXIMUS Report. The extra time helps but does not eliminate many of the difficulties associated with response to a draft report that is substantially revised during the comment period, contains incomplete information, is improperly paginated and insufficiently cross-referenced making meaningful comment largely impossible. We share the State's concerns on these points by attachment of the undated two page draft letter addressed to Jeffrey Ball, Vice-President of MAXIMUS from Nancy K. Ford to this letter.

The MAXIMUS Report makes several sound recommendations suggesting evolutionary changes rather than revolutionary change to the program. Examples of these recommendations include improved training, statutory changes regarding the presumption of parentage, increased use of voluntary acknowledgments of paternity, expedited genetic testing of parentage, using the administrative process to adjudicate enforcement matters with appeal to the district court for review on the administrative record, imaging documents and replacing NOMADS. All of these recommendations need to be implemented and given a reasonable time to improve performance before other steps are taken.

Bush/MAXIMUS Report
November 14, 2006

Page 2

Some of the recommendations, like changing legal presumptions of parentage and using the administrative process for adjudication of enforcement matters will require legislative action. Other recommendations like imaging documents will necessitate both legislative change to provisions like Title 4 of NRS and changes to court rules to accommodate what MAXIMUS terms a "paperless process." Replacement of NOMADS will require substantial legislative appropriations and extensive cooperation between state administrators and county officials to avoid the debacle which was the conversion from LEGACY system to NOMADS in late 1998 and throughout 1999. Without belaboring the point, Douglas County was one of the few jurisdictions that performed file-by-file audits to populate financial information in NOMADS rather than simply populating those data fields by transfer of data from the LEGACY system. All of these recommendations can be implemented and must be given a reasonable time to work to determine their effect on overall state performance before considering some other recommendations proposed in the MAXIMUS Report.

In both the executive summary and the body of the report, MAXIMUS recommends emphasizing actual performance over policy adherence. Yet when it comes to the keystone recommendations of management structure, MAXIMUS makes recommendations which sacrifice performance for philosophical advancement of policies of regionalization and centralization.

Under either the regional office or the state-administered office approaches advocated by MAXIMUS, this consultant recommends co-mingling the Douglas County program with other programs in the western part of Nevada. Douglas County is not claiming perfection in the administration of its child support enforcement program but based on the drafts of the MAXIMUS report we reviewed it appears our program is not on the consultant's list of jurisdictions and PAO offices which MAXIMUS finds require " raising the numbers" to "increase the state performance overall." Mixing a stand alone program that performs to standard with programs that, in the consultant's view under perform and placing a management structure on top of the adequately performing program which will in reality be dominated by some performance cellar dwellers is not the recipe for improved performance. It is the consultant's statement of a policy preference for regionalization and centralization at the expense of performance.

Give the evolutionary recommendations proposed by MAXIMUS a thorough implementation and a fair opportunity to improve this State's overall performance. If these initial steps do not produce sufficient increases in the State's numbers, then consideration of sweeping changes to the program's management may be in order. But right now the policy of

Bush/MAXIMUS Report
November 14, 2006

Page 3

"bigger is better" is contradicted by the performance to date of smaller programs like those in Douglas and Elko counties. The recommended policy making sweeping changes to management structure should not be implemented.

Sincerely,

Scott W. Doyle
District Attorney

Encl.
cc: Arthur Mallory
Churchill County District Attorney
and President of the Nevada
District Attorney's Association

Jim Gibbons
Governor-Elect

Mark Jackson
Douglas County District Attorney-Elect

Daniel Holler, Manager
Douglas County

ELKO COUNTY DISTRICT ATTORNEY

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CAROLYN L. SMITH
Supervisor/ Coordinator

STEPHANIE A. POST
DENICE TAYLOR
NIKKI PLUMB
KENNETH CALTON
Caseworkers

Thursday, November 09, 2006

Re: Maximus Preliminary Report on Audit Findings & Recommendations

Overall, Elko County Child Support Office does not disagree with the majority of Maximus's findings and we were not surprised when reading the report. We are concerned no matter what actions the state takes based on this report, Clark County Family Support is 70% of Nevada's Child Support Program. Clark County Family Support still holds the control over the success of Nevada's Child Support Program, no matter how the other 30% of the state is structured. We strongly suggest you take a look at Clark Counties Child Support Program and start making immediate changes, otherwise, Nevada will continue to fail and continue to be at the bottom of all child support programs.

We suggest that you start to fix problems in the part of the state that needs help and let the rest of the state continue to perform at the levels acceptable by the federal government. Bottom line, the state must get the county that has 70% of our success up to federal performance levels, regardless.

The state should place a full time QC person at the Clark County Family Support Office immediately. This person will only perform case audits and work with Clark County staff to meet and exceed all federal performance standards.

You have asked offices what functions could be centralized and handled by central office staff. We suggest the state focus on centralizing functions from Clark County Family Support first. The state should not wait for Clark County to make suggestions. The state and Clark County need to look at centralizing functions that affect the most workers. Once Clark County has centralized functions, then focus on the rest of the states needs. I have listed a couple of examples below that coutd help Nevada's Child Support Program.

→ Central Office could be working the paternity at issuelvital statistics report and moving cases out of paternity and into an obligation status and this will increase Nevada's paternity percentage.

→ Interstate cases being assigned to Clark County, central office staff should research vital records in Nevada, contact the parties or other state to see if they can resolve paternity, maybe other offices could benefit from this as well if they have low PEP percentages.

→ If Clark County is struggling to enter court orders from interstate cases; central office staff could enter orders and move the case into enforcement which could lead to a collection faster.

→ Remove the function to have Clark County establish on PA cases. Out source or structure another office to perform this duty. Once a case has an order establish, refer the case to Clark County Family Support for enforcement, similar to what happens in Washoe and Elko counties.

→ Remove all PA cases from Clark County Family Support and Clark County will work only NA cases such as Douglas County. The PA cases will need to be out sourced or another office structured to work those cases.

→ If Clark County is having problems working locate cases then centralize this function and maybe other offices could benefit from this as well.

→ Alerts will always be an issue for offices The bottom line is you have to get workers to work the alerts. Workers should be checking alerts every time they bring that case up on a NOMADS screen. Alerts should not be new to workers since NOMADS conversion. I am sure that offices had an alerts system prior to NOMADS. I do agree that NOMADS alerts could be minimized and this issue should be a priority.

We are in support of the findings to separate IV-A and IV-D Programs. These two programs are vastly different. The state should not expect a person to know both programs and that staff are interchangeable between the programs. IV-A should not have supervision over IV-D and IV-D should not have supervision over IV-A. IV-D and IV-A should communicate with each other and know how we affect each other and what information is needed to move the cases forward. It is not a bad idea to have the above offices located within a short distance from each other, (but not commingled within the same office space) for the main purpose of customer service for welfare customers only. In July 2006 Elko DA caseload was 2502, 1904 NA and 598 PA cases. Of the 598 PA cases, 355 were former assistance cases. The state needs to look at each office and evaluate if it is good business practice to co-locate a child support office by or within a district welfare office when the offices caseload size is 76% NA clients as Elko's caseload showed in July 2006.

I agree that Nevada should be performance based and all offices should strive to adhere to federal performance standards. The more money collected in Nevada, means more families become self sufficient which equals less people on welfare. I also agree that offices should adhere to policy, but this should not be the total outcome of an offices success. Nevada's Child Support Program has lost the meaning and value of why we have this program.

Since conversion, NOMADS has been unable to produce a report that is useful in the eyes of county management. I have had my own concerns if Nevada has been reporting our data to the federal government correctly. It seems that NOMADS reports have general failed us and Maximus is correct that we need to make sure that we have reports that are useful to the offices and the state is confident that our reporting of data is correct. Nevada should be contacting other top performing states and learn from them.

Nevada's Child Support Program needs to have dedicated IV-D programmers. If all of the work items cannot be fixed in NOMADS the state needs to consider starting over with a new computer system that should not be so complex and have hundreds of screens with no information or useless information on those screens.

It makes sense to regionalize the child support program in Nevada. We find some grey areas in Maximus's three recommendations of how the state should regionalize and Elko is willing to discuss these options further if and when that time comes. If the state is looking into regionalizing, the Elko region should be first and should be in stages. The reason the Elko

region should be looked at first, is you are merging smaller rural offices and you would not affect a large amount of staff. To merge these offices in stages, allows Elko's region to convert the case file into our existing format and allow for case cleanup.

I have always thought that the PAO offices should be co-located within the District Attorney's Offices since we share cases. This will eliminate cases changing offices within NOMADS. The Nevada Child Support Program should have one case file for each obligee/obligor known to NOMADS.

I have to disagree with Maxiums regarding centralizing any child support programs to Southern Nevada. I strongly feel some of the rural areas could take on this responsibility. Some rural counties have a lot to offer to the people that live in those communities and then those rural child support workers would not lose jobs due to the regionalization. If all of the centralizing was up North or in some of the rural counties, you would not have the turn over in staff as you will experience in Southern Nevada where the job market is very strong and competitive. The state should try and keep existing child support workers that may not want to move due to the regionalization.

The program is trying to move forward in making the manuals user friendly, but this should be a priority. An office should not have several resources to look into to find answers. I like the idea regarding a google search when trying to research something in all manuals that are needed by the child support program. The state needs to look back at all policy and procedures that have been issued and be sure that these polices have been placed in the manuals. Manuals updates should be monthly and not quarterly.

Nevada's Child Support Program should be more aggressive in case closure. We allow cases to remain open when the case appears to be unenforceable or we do not know if a party wants our services. Nevada needs look at other top performing states and find out how they are able to close cases and pass federal audits. Nevada needs to revisit our policy regarding closing cases when the case becomes unenforceable.

We would also like to note a couple of factual errors in the Maximus report:

Page 22 Total DA FTEs

Elko County Child Support has 7 full time employees and an attorney that is used less then 10% of her time annually. The total FTEs Maximus reported was 8.2 for Elko District Attorney's Office and it should be 7.2 FTEs. July 2006 caseload for Elko DA was 2,502 divided by 7.2 FTEs equals 347.5 cases per FTE. The national average for FY05 was one FTE for every 259.8 cases.

Page 158 D 3.2.10 Recommendation: Centralization of FIDM

Elko County Child Support still maintains control over FIDM for the cases assigned to the Elko District Attorney's Office. The above report is incorrect stating all rural Nevada counties have FIDM handled by one FTE at the Reno PAO.

Thank you for allowing us to respond to Maximus draft audit report. Maximus staff should be commended for the work and researching that went into this report. Maximus has hit the nail on the head with Nevada's Child Support Program on several topics discussed in the report.

HUMBOLDT COUNTY DISTRICT ATTORNEY

DAVID ALLISON
DISTRICT ATTORNEY

POST OFFICE BOX 909
WINNEMUCCA, NEVADA 89446

November 17, 2006

Dear Chief Bush:

With this letter I am responding to the MAXIMUS Audit. Because of the short timeframe in which to respond, this letter will be brief and address the points of greatest concern.

- Regionalization: This is an inappropriate concept for Humboldt County. We are a rural area with limited access to the three suggested regional offices (Elko being 123 miles to the east and Reno being 167 miles to the west).
- Internet and telephone access may be limited or non-existent, in the far reaches of the county.
- Complaints regarding the automated systems are numerous. Clients do not like dealing with JPMorgan for their debit card issues. Clients do not like automated phone systems that often times require at least a 5 minute wait for services and sometimes only to be provided inaccurate information or no information.
- Child Support Enforcement is a very personal and emotional issue for our clients. Subjecting these parents to a cold, insensitive and inhuman automated phone system bolsters the argument that government services are uncaring, insensitive and employee policy driven bureaucrats.
- Due Process in the appropriate venue is impossible with possible conflicts created by two or more judges making decisions in separate by related proceedings.
- Centralizing hasn't worked in the past; the "paperless" era is a case in point. Paperless is not longer the rule for a reason; it doesn't work.
- Policy based audits don't tell the whole story of the success or failure in servicing a particular case. Performance based audits are key to determine whether child support is efficiently collected for Nevada's children. Again, customer service fails when a system of specialized "experts" piecemeal case information. There is no continuity as to history or "special circumstances" involved.

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November 17, 2006
Page Two

- The systems errors of state computerized systems is notorious. The inability of NOMADS to properly populate fields with data entry is an example of policy driven inaccuracies.

Our sister counties to the west have submitted responses that accurately express the concerns of Humboldt County. Please refer to those responses and include Humboldt in a consensus with Pershing and Churchill Counties.

Thank you for the opportunity to respond to the MAXIMUS Audit.

Sincerely,

David G. Allison
Humboldt County
District Attorney

PHILIP DUNLEAVY
State Bar #598
District Attorney

DYLAN V. FREHNER
State Bar #9020
Deputy District Aaorney

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OFFICE OF THE DISTRICT ATTORNEY
LINCOLN COUNTY, NEVADA

November 13,2006

Louise Bush
Chief, Child Support Enforcement
1470 College Parkway
Carson City, NV 89706
(775) 684-0705

RE: Maxims Audit and State Response

Dear Ms. Bush:

It has come to our attention that the State has conducted an audit/report, which will recommend that child support offices be taken away from the counties and placed in a regional system. We strongly oppose the recommended move to a regional system, and urge the State to leave the child support office under the counties.

Lincoln County's Child Support Office has been and continues to be an important asset to our community. Our child support officer, Trista Boyce, has provided excellent service for over ten years, and she is an essential link between the public and the District Attorney's office on child support matters. Creating a regional child support office wouldjeopardize the public's access to the office, especially in Lincoln County where residents all ready must travel long distances to get to the office and transportation is limited. Further, enforcement of child support would suffer from a regional system in that a regional system would have a greater case load and less contact with the individual DA's Offices. Similar problems already exist with the Division of Child and Family Services. Please take these items under consideration before going forward with any recommendation.

If you have any questions, please feel free to call. Further, we would request that we be noticed about any meeting or action that may take place on this issue. Thank you for your time. We look forward to discussing this with you in the future.

Sincerely,

Philip H. Dunleavy,
Lincoln County District Attorney

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DISTRICT ATTORNEY

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NEVADA
CHILD SUPPORT PROGRAM

November 14, 2006

Jeffrey Ball, Vice President
MAXIMUS
311 Caprice Court
Loveland, Ohio 45140

Dear Mr. Ball:

Thank you for the opportunity to respond. Lyon County also appreciates the extension of time, as these are important issues regarding the provision of child support services in the State of Nevada. Lyon County may have additional comments in the future.

Lyon County does not agree with suggestions that the IV-D program needs restructuring as stated. While there may be a need for redefining roles within the present structure, Lyon County does not believe that the merger of PAO's and District Attorney's Offices into three regional offices would increase the level of customer service or resolve the problems currently facing the IV-D program.

Lyon County suggests that the better focus for improvement would be on the data reliability system. The IV-D program revolves around and depends upon the Nomads system. The current system is outdated, repetitious, and inaccurate. The system contributes to the difficulty the IV-D side of the program has in meeting federal requirements. The Nomads interface program is the greatest detriment to the IV-D program.

Lyon County would suggest that the Nomads program needs to be reengineered. There needs to be a feasibility study done on the restructuring of data reliability. The DWSS which implemented the current system needs to be held accountable for the data reliability issue. At such time, the DWSS needs a plan for updating and correcting the current deteriorating system, which has reduced the productivity of the IV-D program. Lyon County would prefer replacing NOMADS with a new application from scratch and covert with adequate training to use the new program and with support for any issues or errors that the new application may encounter.

Inaccurate data input from the IV-A staff and the failure of the IV-A staff to send referrals to the IV-D staff in a specific period has affected the IV-D performance. The IV-A staff needs to account to the DWSS for its lack of performance.

The current program indicates no design or specific program to attain the required national performance rankings under federal guidelines. When errors were brought to Central Office's attention, the burden of resolving shortcomings was left to the IV-D side. DWSS apparently disagrees with the representation that the IV-D program is secondary to IV-A considerations. However, the IV-D side of the equation has clearly taken the blunt of this program.

The process of management evaluations, which included ensuring policy adherence, was instituted by Central Office without the benefit of providing proper training and support to the individual caseworkers handling the day-to-day issues involved in cases. The idea that the welfare state website accessibility is sufficient to provide a caseworker with the tools and knowledge to perform the caseworker's duties lacks support from the audit's findings.

The DWSS agrees with the recommendation that administrative procedures be utilized in favor of judicial process. Lyon County would have to review specific administrative procedures prior to recommending that child support obligations be handled in an administrative fashion only. It is the position of the Lyon County District Attorney's Office that clients, both non-custodial and custodial parents, have the right of due process and to be heard in a court of law if desired. Misunderstandings or miscommunications may arise if the matter is handled in entirely administrative fashion.

Currently, the District Attorney's Offices and the Attorney General's Office are responsible for providing Child Support Services as a public service. This is beneficial to the clients as the District Attorney's Offices and the Attorney General's Office have the greatest experience and familiarity with Child Support issues both factual and legal, as compared to a private or a contracted attorney. While incentives are used to increase efficiencies, pure profit motive does not interfere with the end goal of providing service to the citizens of the State of Nevada.

The authorization of the referral of child support cases to private contract attorneys would likely result in deteriorating quality to the customer, both in terms of time and satisfaction. The extensive amount of "court preparation' would interfere with the profit motives of private counsel. Lyon County would strongly suggest that further in depth study occur regarding the actual costs involved in providing services.

The more appropriate solution would appear to be to balance the caseload within each office within the federal criteria to guarantee a quality of work performance. Lyon County is the fastest growing county in the State of Nevada. Our office can appreciate the need to adhere to balancing our caseload to insure that our clients receive the best service in every aspect.

Lyon County does not agree with the Regionalization of Child Support Offices. Regionalization offices are not an answer to the existing problems facing the current child support structure. Lyon County maintains an on hands accessibility to the customer. Lyon County Child Support is a local point of contact, which is necessary to the customer. Our office provides walk in service to approximately 5 - 10 customers on a daily basis.

Our caseworkers provide hands on assistance to help in resolving issues and doing appropriate paperwork to successfully complete the case. Our updated phone system provides the ability for the customer to communicate with their caseworkers and the ability to leave a message on voice mail. Our office has a minimum of 40 – 50 calls per day. Our office policy is to return phone calls in a 24 hour turn around. Our receptionist helps the client at the counter and on the phone.

Lyon County also offers a web site with updated information for the clients use. Lyon County receives several calls a week from frustrated clients living in other larger jurisdictions that cannot reach their caseworker or receive necessary information regarding child support as their communication efforts reverts to a machine. Automation has not shown to be the solution to communication problems. The socio-economic situations many of the clients find themselves in does not allow for easy telephone or computer access.

The feasibility of a biweekly or monthly circuit rider to visit every rural county on a monthly or weekly basis by Maximus and DWSS is a discriminating and inadequate solution for rural counties serving the community. Lyon County questions whether the suggestion truly appreciates the vast distances that already complicate service under the current system. Amplifying the distances does not appear a logical solution.

Lyon County is committed to help Nevada successfully reach the desired outcome for child support in the most important goal, which is providing support to families. Thank you for the opportunity to give input on the audit findings and recommendations. While problems clearly exist, Lyon County believes that further dialogue and review of possible solutions will provide better service delivery to the people we serve.

Sincerely,

Patricia Peacher

Patricia Peacher
Lyon County Child Support Supervisor

Office of the
District Attorney of Mineral County
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Cheri Emm-Smith
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November 9, 2006

Louise Bush, Chief
Division of Welfare and Supportive Services
Child Support Enforcement Program
1470 College Parkway
Carson City, NV 89706-7924

RE: Mineral County Response to Maxims Audit

Dear Ms. Bush,

Please be advised that I am prosecuting a felony molest case by jury trial for the week of November 13th, consequently, I am unable to provide you an in-depth response to the Maxims audit by November 17 2006. A short synopsis of my response follows:

1) I am not surprised that the rural offices provide more satisfactory client services due to the smaller communities to which we provide services. This is common and unique for rural Nevada due to our constituents also being our neighbors and coworkers.

2) I feel that due process requires individuals to be afforded a judicial forum in the jurisdiction where the case is adjudicated. Anything less would constitute a violation of the tenets of law governing venue under Nevada Revised Statutes and case law.

3) I question the wisdom of moving court hearings out of the rural areas to a regional based court where the rural areas were identified as being the most efficient. In my opinion, regionalizing the child support procedures as set forth in the Maxims audit would further complicate Nevada's position in the overall child support system.

The rural Child Support offices and Hearing Master proceedings are critical thresholds that must be utilized in adjudicating child support and paternity. All due process must be respected because child support hearings affect not only a person's ability to maintain a livelihood but also may enable or destroy the parental-child relationship. The importance of these proceedings can only be appreciated by those who practice in this forum.

Ltr to L. Bush
November 9, 2006
Page 2

Please advise me of any action the State anticipates regarding any changes to the current child support system. I am available to discuss these matters with the State office.

Sincerely,

CHERI EMM-SMITH
Mineral County District Attorney

cc: Michael Willden, Director
Nancy K. Ford, DWSS Administrator
Gary Stagliano, DWSS Deputy Administrator
Don Winne, Senior Deputy Attorney General
Jeffrey Frischmann, Program Specialist III

ROBERT S. BECKETT
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Reply To: SUPPORT ENFORCEMENT

November 15, 2006

Ms. Louise Bush, Chief
NV Central Registry
1470 College Parkway
Carson City, NV 89706-7924

RE: MAXIMUS AUDIT RESPONSE

Dear Ms. Bush:

While Nye County agrees that both state and local workers shall be held accountable for the failure and or success of the program, we oppose regionalizing the program or consolidating it into three regions. As stated in "centralized case processing", seven out of ten IV-D parents rely on the services of the local District Attorney's Offices. In Nye County, parties are set for hearing upon their request within one to two months of said request which affords due process to the clients. So called "regionalization" will place greater distance between the parties we are attempting to serve. The more localized the program is, it will yield more stable employment with greater knowledge.

If central case processing were to occur, we could not accurately track and monitor our cases. For example, in Nye County we have found that there has been minimal response to enforcement tools such as delinquent and credit bureau letters and driver's license suspension; however, the filing of a criminal complaint for felony non support gets the non-compliant parent's attention coupled with faster access to District Court which has resulted in a dramatic increase in collections in our county.

Nye County strongly agrees with the recommendation of improved training. It is a real issue in the rural counties where our budgets limit access to outside training.

We believe the issue of paternity establishment needs further research to determine the legal ramifications if the caseworkers were responsible for conducting DNA testing with regards to the chain of custody, etc.

Page 2

Using administrative process deprives clients of due process and basic constitutional rights. In order to cure this, there would have to be extensive legislative and funding for an administrative process. The system as it is currently set up seems to work effectively.

Nye County believes that the replacement of NOMADS should be the state's first priority!! We think by purchasing a new system which has proved to work effectively for another state would be the best option. The current system is not only hard to learn, it is hard to navigate, contains bad data and contains too many "work-arounds".

In conclusion, having the Child Support Enforcement Division in the local District Attorney's Office allows for immediate access to the assigned attorney for questions, answers, signing of documents, etc. Being a rural county office allows for a "hands on" relationship with your clients and the files which leads back to the issue of customer service. Removing the personal contact with clients, we believe, will adversely affect customer service. Additionally, being that this is a rural county, the local community take pride in whatever employment opportunities are afforded in our area, especially in the public sector; therefore, we see fewer turnovers in jobs. Turnovers cost money! Training new employees where turnovers occur could prove to be quite costly. Keeping child support enforcement in the rural offices' where turnover of employees are lower, would allow for the funds not used for continual training of new employees to be used for advanced training of existing workers.

We would like to take this opportunity to thank you for allowing us to respond to this very important matter.

Sincerely,

Rick P Bettes DDA for

ROBERT S. BECKETT, District Attorney
Nye County, Nevada

Office of
District Attorney
Pershing County
P.O. Box 299/400 Main Street
Lovelock, Nevada 89419

JIM C. SHIRLEY
District Attorney
RITA D. FOWLER
Deputy District Attorney

Telephone (775) 273-2613
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November 17, 2006

Dear Chief Bush:

Pershing County has received a copy of the preliminary audit from Maximus. Having an independent audit of the State program was a good idea which brought to light many areas to improve upon. However, upon review there are several concerns that must be addressed. Lovelock is a fairly isolated community with Fallon being the closest town approximately 50 miles Southwest of Lovelock. Winnemucca is the second closest town and is located 70 miles Northeast of Lovelock. In a nutshell, Pershing County practically defines the word "rural."

Centralization of Services and Forms

The first concern that the Audit presents is the focus on centralizing Child Support Services and forms. Pershing County parents do not have nor are they likely to gain access to the Internet in the near future. We are often getting complaints regarding the automated systems we now have with the debit card. Many times the caseworker has had to call JP Morgan for the client, as the client was unable to navigate the system. Furthermore, many of our rural clients cannot afford a phone or a vehicle. They have been known to walk to our office to use to phone to call the Welfare office that is located 50 miles away. Some of our clients have even been known to carpool to the Welfare office.

Oftentimes we are given compliments regarding the fact that our clients are actually able to speak to a human being rather than a machine. They often express frustration with automated systems especially California's where it can be virtually impossible to contact a person regarding a case (even as caseworker's we experience this frustration). Automated response units simply are not customer friendly and would serve to reduce our customer satisfaction rather than enhance it.

Centralizing tasks such as mass data processing, wage withholdings and national medical support notices would lead to lower case performance. Examples of this include the instance by which Las Vegas PAO was in charge of referrals for some rural counties. The rural county cases were lost in the "paperless" shuffle and it would sometimes take as long as two years before a case was discovered, even if the caseworker was current on alerts. Another decrease efficiency of a centralized task is evident by the number of interstate packets we receive from Central office that are not even assigned to our county. Even this specialized division cannot seem to get it right. That is only one task, what is to prevent further disorganization as the task and forms increase?

Another concern over the functionality of centralized processing is the fact that our current centralized office does not have actual case processing knowledge but is policy based. Policy is good in theory but hard to apply. What will prevent our clients

from calling in to a centralized system and again speaking with someone who has no case management experience or skills? The client might be able to get one question answered and then have to be referred to a succession of persons handling different tasks on the clients case. It would be more efficient to leave the rural counties status quo with one person who has all the answers or who will call the client back once the answer is learned. Furthermore, where is the benefit of having a centralized mailroom scanning images of the mail and then forwarding them to the appropriate office? It will take the mail twice as long to get to the caseworker and then the caseworker has to process it anyway.

Regionalized offices

The Pershing County D.A.'s office strongly opposes transitioning the child support program from local county office to regionalization and then to be run by the State in the future. The regionalization of the Child Support offices does not take into the account the needs of the rural clients. A majority of our clients do not have a phone, cars or Internet access. They are on low fixed incomes and many are unemployed. They live in a rural area and would not be easily able to travel to a regional office. Given these facts a regional office would not meet their needs.

The rural counties should not be subject to regionalization just because they do not have the majority of the cases. Our clients should not be made to suffer just because they choose to live in a rural area. Intake for the rural counties to be achieved through circuit riding, phone, web and kiosk accessibility is ridiculous. The State has taken over many services in Pershing County and has failed. For example, the State regionalized the Division of Child and Family Services. The regional office governing Lovelock was based in Elko. The result – dozens of abused children being left in the home to be abused without proper services. The regional office has no local accountability. It was only recently that services were changed with Churchill County providing services to Lovelock with an assigned worker. In the past year alone over 30 children have been removed from homes in Pershing County because we are finally able get some services. How did this happen? It was not because the State listened, or the regional directors listened – it was because the District Court Judges were disgusted with the lack of services provided to this rural community's children.

Additionally, the State is supposed to provide Parole and Probation services to Lovelock. The result – many of our parolees and probationers are not properly supervised. Why? Because the regionalized State agency cannot successfully serve a rural community such as Lovelock. The State, through their regionalized offices, has taken other over programs in our area and the same result occurred. A third example would be the mental health program. The State took over the services of mental health promising to provide said services – the result – we no longer have functioning mental health services. Again and again Lovelock has been subject to the State promising to provide services through regional offices and the State consistently fails to provide those services. There is absolutely no evidence that regionalization of the child support offices would have a result other than the result achieved by other State predecessors. Said result being failure to provide services and a rural community being left without services. A fax machine, kiosk or circuit rider cannot be termed proper "services" and would only serve to further alienate our rural clients. The result would not be in the best interest of the clients, the State or the children.

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Telephonic hearings and administrative hearings

Furthermore, the audit states that it would be more beneficial and less of an inconvenience to the parties to have telephonic hearings. I would like to know if the local attorneys were questioned. This statement leads me to believe that the law is an inconvenience. Having a court proceeding "be convenient" to the parties is beside the point. The point is that the parties have a legal obligation to support their children. How is this obligation enforced? This is accomplished through a court order, convenient or not. In certain circumstances telephonic hearings may be appropriate. However, there are other factors that must be considered such as the right to due process. Each party has the right to be heard before a judicial officer, a right to discovery, a right to examine evidence and a right to appeal. The parties should not have to appeal in order to exercise their due process rights, as they would have none before an administrative officer. Furthermore, case law in the State of Nevada requires that the parties must stipulate to having a telephonic hearing and then the judicial officer must determine when to grant that request. When it comes to telephonic hearings and administrative hearings the audit clearly overlooks one key factor – the law.

Policy adherence

The audit correctly suggested that Nevada should focus on performance rather than policy adherence. The Child Support Enforcement Policy Manual is completely outdated. Nomads is outdated. The policy guidelines are higher than even the Federal Guidelines – yet, no additional training is provided, the policy updates are extremely slow in developing, and the policies are set by individuals who have never even performed actual casework themselves. Furthermore, the CEM often contradicts the Nevada Revised Statutes. Thus, given all these factors, a focus on policy adherence is highly ineffective and unrealistic. The auditors are correct in stating that performance should be the focus of the program, as policy adherence will only be an acceptable scale to be judged by once the policy is actually updated correctly and proper training has been received. Furthermore, if the policy based enforcement tactics continue then the State needs to provide additional training as well as providing more re-reviews of more cases so that the office can ensure compliance.

Nomads

The audit was correct in stating that the State needs a functional program. Furthermore, the State needs only one functioning program, not multiple programs for different functions. Having only one system would greatly improve efficient in that caseworkers could be intensely trained once, and then periodically trained on various updates.

Conclusion

The above stated points are but a few issues that are related to centralization and regionalization of the child support programs. There is no denying the fact that the State of Nevada needs to change their child support program. Nevada is one has one of the lowest performance ratings in the Nation for many areas of review. But one must speak honestly – it is not the rural counties that are causing these low performance rates – it is largely Clark County. Why on earth would the State want to centralize services in Clark County when there is such a high turnover rate in the employees in that County now? Why not provide additional support services and training to Clark County and other

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counties as needed in certain areas of low performance? Why not restructure the State program to enhance training, get one system that works and can be consistently updated, unlike Nomads presently is? Why not update the policy manual correctly and have said manuals comply with the Nevada Revised Statutes? Why not allow for due process in the hearing procedures, as the law requires? Why not provides additional training for the local offices rather than taking away the local services?

There is no doubt that change must be made to improve the program. However, this change should not come about by sacrificing the rural county offices.

Sincerely,

Rita D. Fowler

Rita D. Fowler
Deputy District Attorney
Child Support Supervisor

cc. Jim C. Shirley
Pershing County District Attorney

4

Washoe County District Attorney

RICHARD A. GAMMICK
DISTRICT ATTORNEY

October 30, 2006

Louise Bush, Chief, Child Support Enforcement
Division of Welfare and Supportive Services
1470 College Parkway
Carson City, NV 89706

Subject: Draft MAXIMUS Report

Dear Louise:

Thank you for the opportunity to respond to the Draft Maximus Report. Preliminarily, we would like to state that we respect the insurmountable task that Maximus took on of researching and reviewing the root cause(s) of Nevada's poor performance in child support enforcement and we applaud their efforts in attempting to make recommendations for improvement. However, it is our belief that reorganizing the program and its core staff into regional areas would do little to no good without first curing the root cause of Nevada's failures: the NOMADS computer system and the related IT issues of the inability to mine data and provide meaningful management reports down to the worker level to ensure success.

The report repeatedly makes reference that if the Legislature adopts only one recommendation it should be that the focus of the IV-D program should be on performance, not policy adherence. Specifically, that we must be able to mine data and measure performance levels down to the office, unit and worker levels. What gets measured gets done. Without these management reports, the child support program will never know whether any other changes made were successful or not.

The report also seems to indicate that Clark County made structural changes to their office in light of the PSI report, yet those changes are showing "little impact on performance." We question how Maximus can come to this conclusion when repeatedly throughout the report, it is

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recognized that such tools to measure performance do not currently exist.

In order to move forward, we support the conclusion by Maximus that NOMADS needs to be replaced within the next couple years. Many of the dilemmas set forth in the report facing caseworkers today are related to IT issues - such as alerts and locate problems. For example, the report fails to recognize that many of the locate interfaces in NOMADS simply do not work. In addition, while it "sounds" logical to give Lexis/Nexis access to all caseworkers, the useful information garnered from this system is only available to law enforcement officers - hence, the need for investigators. It should be noted, however, that if the interfaces for locate tools actually worked in the NOMADS system, there may not be such a need for "outside" locate work. Centralization of the locate effort without first fixing the computer issues would not result in any different outcome than what exists today - instead, you would simply have different people doing the same job with the same insufficient tools reaching the same inadequate results. This rationale carries out to other program issues as well, not just locate. Without first obtaining a computer system that could provide reports to workers to proactively manage their cases and that could provide reports to management to measure such performance, any other changes would be premature and ill-fated.

We agree with the recommendation of Maximus as they relate to dedicating IT resources to the IV-D child support program. Specifically, at pages 124 and 154, Maximus recommends publishing performance standards within the workspace and each individual worker's progress toward meeting that expectation. This recommendation would hold true throughout the child support program and performance standards. Each worker needs to know how they are doing with respect to their performance, not to mention supervisory staff. The ability to mine data and provide such reports is necessary to this program's future success. It is questioned whether the current NOMADS system allows for such data mining much less whether such reports would be made up of valid data.

Maximus also discusses the need for imaging documents and adopting a forms generation solution. Again, these are issues repeatedly raised by IV-D child support staff that to date have not come to fruition but are key to future

success. We also support the ability for clients to interactively update their information or provide data via alternate media such as transactional websites and strategically placed kiosks.

It is agreed that a comprehensive Child Support Strategic Plan must be developed and implemented. This Strategic Plan must involve participation of State and local child support management. However, any successful strategic plan must have measurable outcomes or results to determine success or failure. Performance measurement, if done properly, can identify performance adequacy as well as identify areas of performance deficiency but the key to a successful plan is the ability to measure. Again, what gets measured gets done.

In conclusion, we fully support the recommendation of Maximus that DWSS focus of performance rather than strict policy adherence. The strict policy adherence leaves IV-D staff focusing on documenting action for the sake of "passing" an audit rather than focusing on performing for the benefit of children and families. However, we must stress that in order to demand performance from IV-D staff, we must give them the tools (reports) to proactively manage their caseloads and we must give management the tools (reports) to ensure compliance. These management reports must also provide a clear indication on whether changes are proving to be successful or not and must be comprised of valid data.

We would also like to note the factual errors in the Maximus report:

The most glaring factual error noted in this report is found at page 67: "Clark and Washoe also have FTEs not performing casework at all and not doing child support work but are in their FTE count." All 63 Washoe County District Attorney Family Support staff members are dedicated to full-time child support work. While they may not all be assigned a caseload and "performing casework", they are all doing child support work related to the IV-D program.

Page 71: "Since Washoe County elected to link their VRU with Central Office VRU this past February, an unintended negative consequence has been the influx of callers to the direct Washoe County Courthouse phone line. This practice is upsetting to the court staff and creating a minor

hostility towards the child support agency." We are unaware of any calls that have been received directly by courthouse staff as a result of the VRU and are unaware of any hostility between courthouse staff and the child support agency. Accordingly, we question this factual finding. However, we would note that there have been calls received by the "main" District Attorney's Office phone number that have been received by receptionists and forwarded to the appropriate child support worker. We are unaware, however, of any hostility this has created and question the factual finding in this regard.

Page 71: The report states that the main child support lobby happens to be on the same floor as the court's lobby. This is factually incorrect. The main child support lobby is located on the 4th floor of the Mills B. Lane Justice Center and is co-located with other D.A. Departments, such as Victim Witness Assistance Center, Fraudulent Check Department, Discovery and Warrants Division. There is no court staff on this floor. In addition, the report states that there are only a few chairs when in reality there are over 20 chairs available. Washoe also has five interview rooms - each with their own computer. The report indicates Washoe only has a "few". It should also be noted that access to the 4th floor, which is the only public floor for the D.A.'s office, is not limited via controls on the elevator. Only the non-public floors from 5 - 8 are subject to such controls.

Page 132-133: The report states that investigators are used heavily for process service. This is incorrect in Washoe County. Washoe relies primarily on the Washoe County Sheriff's Office to provide process service. Only in the event that the Sheriff's Office is unable to serve and only on limited circumstances are the investigators called upon to serve process. The Maximus staff may have visited Washoe during the time of a special paternity establishment project seeking to raise the PEP percentage for Nevada. In that regard, and for an approximate 5-6 week time frame, the three investigators were called upon to serve paternity actions.

/ / / /

Page 296: Incorrect spelling of interviewed staff - Janet Oneirie should be Janet O'Neill; Kashe Filmer should be Kathi Filmer; Stephanie Grimiun should be Stephanie Grimm; Derina Bennett should be Drina Bennett.

Thank you for the opportunity to provide Washoe's response.

Susan Hallahan

Susan Hallahan
Chief Deputy District Attorney
Family Support Division

Lori Garcia

Lori Garcia
Program Manager
Family Support Division

Washoe County District Attorney

RICHARD A. GAMMICK
DISTRICT ATTORNEY

November 16, 2006

Louise Bush, Chief, Child Support Enforcement
Division of Welfare and Supportive Services
1470 College Parkway
Carson City, NV 89706

RE: Supplemental response to Amended MAXIMUS draft report

Dear Louise:

Thank you again for the opportunity to respond to the Draft MAXIMUS Report as recently amended. This office would again like to reiterate that the priority of this program must be the reparation and ultimate replacement of NOMADS. Then, and only then, should the State evaluate the necessity of adopting any of the supplemental recommendations in the draft report, such as reorganization. We submit that such reorganization would be wholly unnecessary if the local offices that are in place now had access to valid technological tools that would assist them in performing their duties. As set forth in the report, the program is replete with dedicated, hard working, caring individuals who are focused on performing. If these individuals had a functioning computer system, which assisted rather than hindered them, coupled with reports at the worker level to proactively run their day, performance would clearly improve. This is what successful child support programs across the nation have, regardless of how they are structurally organized.

The Report also makes recommendations as to centralizing certain functions and creating a call center. In addition, there was a recommendation for process servers specifically dedicated to the IV-D program. These ideas may have merit provided they are appropriately planned for and adequately funded. In fact, many of the suggestions in the Report have been and continue to be discussed in the monthly IV-D planning meetings and conference calls even before the Report was disclosed.

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This office is also opposed to the adoption in whole of an administrative process as set forth in the report. Litigants are entitled to certain due process rights and to have their legal issues decided by a judicial officer. These rights cannot simply be ignored in an attempt to simplify a program. It is further our understanding that such process was attempted in Washoe County many years ago and it proved to be unsuccessful. Child support establishment and enforcement gives rise to many legal issues that need to be dealt with by lawyers and judiciary.

We cannot respond to the funding recommendation set forth on pages 16-17 or the performance impact percentages set forth on pages 17-18 of the Executive Summary as the Report does not include the data on which the Maximus calculations were based on. However, on its face, these numbers appear to be questionable.

Finally, we would just like to reiterate the priorities that need to be met before consideration of other costly recommendations:

- Improve NOMADS functionality
- Mine data to provide management and worker reports at the office level, team level and individual worker level
- Completing a feasibility study to ultimately replace NOMADS

As previously stated, the focus must first be on correction of the technological issues facing the program.

Sincerely,

Susan Hallahan

Susan Hallahan
Chief Deputy District Attorney
Family Support Division

Lori Garcia

Lori Garcia
Program Manager
Family Support Division

NEVADA DIVISION OF WELFARE AND SUPPORTIVE SERVICES
RESPONSE TO CHILD SUPPORT AUDIT

EXECUTIVE SUMMARY

The Division of Welfare and Supportive Services [DWSS] appreciates the efforts and analysis that has resulted in this audit. Although the agency concurs with many of the recommendations, there are areas in which there is disagreement. Initially, the responses to the first draft were made with reference to section numbers, where pertinent, or section titles and page numbers where section numbers were not utilized. In subsequent drafts of the report, section numbers, page numbers, etc. changed. Therefore, the responses will be to each chapter of the report as there is inadequate time to appropriately cross reference.

The DWSS will respond to the top ten recommendations as presented in the Executive Summary and more specifically in the pertinent chapters of the audit.

LEAD RECOMMENDATIONS:

1. (a-c) Restructuring the Program

The DWSS agrees with the proposal to restructure the Child Support Enforcement Program through regionalization of offices. DWSS concurs the ultimate result of a restructure of the program should include what is referred to as "statization". However, the following counties disagree with the proposed restructuring of the program: Clark, Washoe, Carson City, Douglas, Lyon, Humboldt, Nye, Pershing, Churchill, Mineral and Lincoln.

2. Centralizing Case-processing and Call Center Functions

The DWSS generally agrees with the recommendation to centralize various functions. Steps have already been undertaken to address some of the proposals.

Providing Excellent Customer Service

The DWSS agrees with the recommendations contained in this section.

3. Measuring Performance

The Executive Summary presents the Nevada Child Support Enforcement Program should focus on performance rather than policy adherence. The audit fails to recognize that through policy adherence, the program maximizes its opportunity to achieve outcomes. It further appears certain conclusions are drawn regarding the concept of policy adherence without having the data or exploratory analysis done to reach those conclusions. The audit states child support leaders interviewed indicated the focus should be primarily on performance. The audit report does not provide a definition of policy adherence. Nevada defines policy adherence as a means to ensure every case is processed timely and accurately, ensuring equitable treatment of all customers, thereby

maximizing the opportunity to achieve desired outcomes. Additionally, it includes adherence to timeframes mandated by Federal regulations and State law.

The DWSS continues to conduct annual Federal Self Assessment Reviews for each county operation in compliance with 45 CFR § 308. The Federal Self Assessment Review is focused on the following performance outcomes: case closure; paternity establishment; enforcement of orders; disbursement of collections; securing & enforcing medical support orders; review & adjustment of orders; interstate services; and, expedited process. State policy adherence serves as a blueprint for achieving federal performance outcomes. Both state policy adherence and federal performance outcomes are measured annually.

Prior to January 1, 2005, the various District Attorney's offices determined how they would monitor their office's performance and set their own priorities. In fact, prior to the new contract, the statewide program focus was on performance outcomes and Nevada declined in national performance rankings. During that time frame, Nevada was under penalty status for data reliability concerns. A new contract with the District Attorneys took effect January 1, 2005 which emphasized the State's authority over the Program. In early 2006, the DWSS adopted a process of management evaluations which included ensuring policy adherence. Since this new process of policy adherence has been in effect for less than one year, the final results of Nevada's management evaluations and reviews and the impact on performance is yet to be determined. However, preliminary data indicates performance outcomes have improved, particularly in the area of paternity establishment, which has been a challenge for Nevada the past several years. In addition, Nevada passed data reliability in Federal Fiscal Year 2005, thereby ceasing the accruing penalties.

4. Improving Management Reporting

The DWSS agrees with the recommendations regarding development of additional management reports.

5. Strategic Planning

The DWSS agrees with this recommendation and has already developed an outline for a strategic plan.

6. Improving Training

The DWSS generally agrees with this recommendation and, given the limitations of available staff, resources and funding, has already taken steps to address this concern. However, DWSS disagrees with the comment "it appears most knowledge is gained on the job or through informal group discussions." Both Clark and Washoe Counties have developed formal curriculum to train new staff and offered support to other jurisdictions.

IMPROVING CASE PROCESSING

7. Improving the Paternity Establishment Process

The DWSS agrees with the recommendations provided and has in fact previously taken action in various areas, including advancement of the hospital-based paternity program, the introduction of an on-line interface with the Office of Vital Statistics to access birth records, initiation of the buccal swab program, and working with the Office of Vital Statistics to allow witnessed rather than notarized acknowledgements of paternity. The DWSS would welcome legislation to create a conclusive presumption of paternity if genetic test results indicate a 99.9% probability of paternity.

8. Using Administrative Process

The DWSS agrees with the recommendation that administrative procedures be utilized in favor of judicial process. Nevada has the ability to administratively serve subpoenas and liens. Currently, Nevada has a quasi-administrative process that requires Hearing Masters to make recommendations. The order is not final until reviewed and approved by a District Court Judge. It is believed it would be more cost effective and efficient to utilize administrative hearing officers with the opportunity to seek judicial review, rather than requiring all cases be reviewed by the Court. Such a change would require statutory changes.

9. Imaging Documents

The DWSS agrees with this recommendation and believes this recommendation will bring significant benefit to program performance. The DWSS has initiated some preliminary software efforts towards this objective, but is delayed due to limited funding and resources.

10. Replacing NOMADS

The DWSS agrees with this recommendation, but would suggest that a feasibility study be conducted to determine the best method of replacement of NOMADS. The options may include: write a new application from scratch and convert; transfer a system from another State; purchase a custom off the shelf product and convert from old to new; or migrate NOMADS one module or business function at a time.

11. Funding Recommendation

The report lacks a methodology explaining how MAXIMUS arrived at these fiscal amounts. DWSS requests MAXIMUS provide information necessary to validate the estimates in the chart titled Impact of Top Ten Recommendations on Incentives, Collections and Cost Savings.

IMPACT OF RECOMMENDATIONS

The DWSS is unable to respond at this time as the dollar impacts have not been provided.

CONCLUSION

The DWSS concurs with many of the recommendations provided in the audit report. However, many steps have already been taken which have advanced Nevada's performance. The DWSS is hampered from being more aggressive in pursuing change due to current limits to funding and resource availability.

The report lacks a methodology explaining how MAXIMUS arrived at these performance indicators. DWSS requests MAXIMUS provide information necessary to validate the estimates in the chart titled Performance Impact of Top Ten Recommendations.

CHAPTER A - BACKGROUND

The DWSS has no comments on Chapter A.

CHAPTER B – PROPOSED RESTRUCTURING OF THE NEVADA CHILD SUPPORT PROGRAM

Current Nevada Program Structure

State Structure and Staffing

The Chief of the Child Support Enforcement Program is responsible for full statewide operation of the program, administratively and operationally. There are currently 100 statewide full time equivalents in the Child Support Enforcement Program in the DWSS. The breakdown of staff in offices is as follows:

Northern Nevada	
Central Office CSE (includes QC):	18
SCaDU:	6
Information Systems/Help Desk:	5
Customer Service:	3
Investigation & Recovery	1
Reno PAO:	23
Elko PAO:	4
In District Offices:	2
Southern Nevada	
LV PAO:	3
SCaDU:	14
Customer Service	1
Information Systems Tester	1
Clark County DAFS:	7
Trainer (SPDC):	1
Employment Assistance Program	3
In District Offices:	6
Investigations & Recovery	2
TOTAL	**100**

Local Structure and Staffing

The assigned responsibilities for child support cases vary depending on the office. In White Pine County, the White Pine County District Attorney's office terminated their contract. Therefore, all child support services in that county are provided by the DWSS staff.

The audit provides the number of cases per FTE in Nevada and nationally. However, it is the State's understanding this calculation is based upon total FTEs including management and administrative staff and is not limited to case managers.

The DWSS recommends modifying Exhibit 5: Nevada Jurisdictional Caseload to show the percentage of statewide caseload rather than the percent of State.

FUNDING

With regard to federal incentives, 45 CFR § 305.35 requires incentives to be utilized to supplement and not supplant other funds. Therefore, the loss of the ability to match incentives, as a result of the Deficit Reduction Act, results in less opportunity to augment the program. There should be no impact on the county's base budget from the loss of incentive match.

Based upon the change in the contract with the District Attorneys, which took effect January 1, 2005, FFY 2005 will be the first year the state will participate in receiving incentives.

PERFORMANCE MEASURES

The audit indicates the emphasis on policy adherence has resulted in poor performance. As stated previously, prior to January 1, 2005, the program focused on performance outcomes. The measurement of policy adherence did not begin until early 2006; therefore, the full impact is unknown. In addition, the audit provides information for FFY 2005 performance, but fails to make a comparison to FFY 2004 performance, which would have illustrated improvement.

DWSS disagrees with the representation the IV-D Program is secondary to IV-A considerations. DWSS agrees additional solutions should be introduced focusing on IV-D improvements at all levels. Discussions have been initiated to centralize specific IV-D functions statewide.

CUSTOMER SERVICE

Redundant customer service systems were deliberately put in place to address disaster recovery and to allow for statewide selection of staff. It is a prudent business practice to have redundant systems in this area.

FUTURE OPERATIONS STRUCTURE

DWSS concurs with the concept of regionalization to improve accountability and performance. However, this will require legislative approval of amendments to statutes, adequate funding and staff.

Recommendation 1 – Options A, B and C: DWSS agrees with regionalization of IV-D offices and believes option C should be the end result using the recommended phased-in approach to optimize transition and minimize business/customer impacts.

Program Leadership Structure

Recommendation 12: The IV-D Chief's placement in the DWSS organization was deliberate and advances program cooperation between IV-A and IV-D.

Recommendation 13: The DWSS disagrees with centralizing functions solely in Las Vegas based on the ability to recruit. The DWSS has made a deliberate effort to place centralized functions in both the north and south to ensure redundancy of systems in case of disaster or down time in one geographic location. Therefore, customer service, SCaDU, VRU, Quality Control, Systems Support are located in both the north and south.

Recommendation 14: The DWSS agrees performance is an important component of success. However, DWSS believes performance and policy adherence go together as one.

CHAPTER C – CUSTOMER SERVICE

C.1. BACKGROUND FOR CUSTOMER SERVICE STUDY

The DWSS has no comment.

C.2. METHODOLOGY

The DWSS has no comment.

C.2.1 Staff Interviews

The DWSS has no comment.

C.2.2. Customer Interviews

The five interviews conducted with external customers is an inadequate sampling.

C.2.3. Customer Surveys

The DWSS was also disappointed in the low response to the surveys. It should be noted that many of the undeliverable mailings were returned due to failure of the contractor to utilize the full address provided by DWSS.

C.2.4. Requests for Documentation

The statement, "NOMADS is not able to produce management reports with the details necessary to provide effective management…" is inaccurate. NOMADS is able to produce management reports, but it is not "coded" to produce management reports with details.

C.3. CUSTOMER SERVICE DELIVERY

C.3.3 Recommendations

C.3.3.1 ***Recommendation: Establish Standards Regarding The Method And Timeliness Of Contacts With Customers, And Monitor Compliance To Those Standards***

The DWSS agrees standards for customer service should be established. DWSS currently employs the Management Evaluation process by which shortcomings can be identified and rectified.

C.3.3.2 ***Recommendation: Streamline Mail Handling***

The DWSS agrees with these recommendations, contingent upon adequate funding and resources.

C.3.3.3 ***Recommendation: Consider Providing An Enhanced E-Mail Option As A Method For Communication Between Case Managers And Customers***

The DWSS agrees with this recommendation, but recognizes the need for adequate staff to be responsive to this method of communication. The lack of adequate staff to man this process could result in customer frustration and dissatisfaction.

C.4. VOICE RESPONSE UNIT (VRU)

C.4.2 Findings

It is represented the CSU offers preference to public assistance customers. There is no distinction between child support or public assistance customers. Callers are served on a first come, first served basis. Additionally, it should be noted child support piloted the CSU and public assistance was added in March 2004.

C.4.3 Recommendations

C.4.3.1 (a-h) Recommendation: Improve the Existing VRU

DWSS generally agrees with the recommendations, contingent upon the availability of funding and required staff and equipment.

C.5 CUSTOMER SERVICE CULTURE

C.5.2 Findings

C.5.2.1 Finding: There Is A Lack Of Knowledge About Central Office's And Local Offices' Duties In Regards To Customer Service

The Central Office Customer Service Representatives are able to transfer a customer to their child support caseworker. However, they are precluded from doing so based on business rules established by the county IV-D offices.

C.5.3 Recommendations

C.5.3.1 Recommendation: Creation of a Statewide Customer Service Committee and Plan

The DWSS agrees with the recommendation but believes it can be addressed through the current IV-D Planning Committee rather than creating a new committee.

C.5.3.2 Recommendation: Include Customer Service Delivery Goals and Objectives as Part of Case Managers' Annual Personnel Evaluations

The DWSS agrees with the concept, however, application of this practice is contingent upon "statization" or voluntary compliance by IV-D partners.

C.5.3.3 Recommendation: Solicit Feedback from External Customers

The DWSS agrees with this recommendation and is currently expanding its Management Evaluation Reviews to include surveys of internal and external customers.

C.5.3.4 Recommendation: Establish an Equitable Distribution of Cases

The DWSS agrees with the recommendation. DWSS presented a draft time study to assist in determining a staffing standard which is currently under discussion with the county IV-D staff.

C.5.3.5 Recommendation: Change in Paradigm of Case Ownership

The DWSS agrees with the need for cultural change and has already initiated conversations with IV-D participants advancing the concept of shared case responsibility.

C.5.3.6 Recommendation: Consideration Should be Given to Customer Service Needs in Future Office Space Planning

The DWSS agrees future building plans must meet future customer needs and security. However, this is contingent upon adequate funding and resources.

C.5.3.7 Recommendation: Adoption of a Proactive Approach Towards Customer Service

The DWSS agrees with these recommendations, contingent upon adequate funding and resources.

C.5.3.8 Recommendation: Provide Specialized Customer Service Training

The DWSS agrees with these recommendations, contingent upon adequate funding and resources.

C.6 COMPLAINTS

C.6.3 Recommendations

C.6.3.1 Recommendation: Implement and Monitor the Formal Procedure for Handling Complaints

The DWSS agrees to work with IV-D partners to develop forms, methods for tracking complaints, and amend policy as necessary.

C.7 WEB SITE

C.7.3 Recommendations

C.7.3.1 (a-h) Recommendation: Enhance Central Office's Web Site for Case Participants and Employers

The DWSS agrees with the recommendation, contingent upon the availability of adequate staff, funding and required resources. In addition, there may be automation security issues which must be overcome.

C.8 DOCUMENTS: FORMS, CORRESPONDENCE, AND LITERATURE

C.8.3 Recommendations

C.8.3.1 (a-c) Recommendation: Improve the Readability and Clarity of Customer Forms and Correspondence

The DWSS agrees with the recommendation and is currently developing and piloting a Central Document Management System (CDMS) which is expected to promote the standardization and improved readability of forms.

C.8.3.2 Recommendation: Standardized Forms Should Be Used by All Offices, When Possible.

The DWSS agrees with the recommendation and is currently developing and piloting a Central Document Management System (CDMS) which is expected to promote the standardization and improved readability of forms.

C.8.3.3 (a-b) Recommendation: Improve the Readability and Clarity of Customer Literature

The DWSS agrees with this recommendation.

C.8.3.4 Recommendation: Develop an Outreach Plan

The DWSS agrees with these recommendations, contingent upon adequate funding and resources.

C.8.3.5 Recommendation: Assign Responsibility for Development of Outreach Materials to the DWSS Central Office

The DWSS currently develops various outreach literature appropriate for statewide distribution. The DWSS agrees to review the literature for possible expansion contingent upon adequate funding and resources.

C.8.3.6 Recommendation: Expand the Dissemination of Brochures and Fact Sheets

The DWSS agrees with the recommendation contingent upon available funding and resources.

C.8.3.7 (a-c) Recommendation: Improve the Readability, Clarity, and Accessibility of the "Application for Child Support Services"

The DWSS agrees with the recommendation contingent upon available funding and resources.

C.9 HELP DESK

C.9.3 Recommendations

See responses to Section D.9.2.3.

C.10 EMPLOYERS

C.10.3 Recommendations

C.10.3.1 Recommendation: Strengthen Relationship with Employers

The DWSS agrees with this recommendation and has developed an employer outreach plan and has taken steps to implement aggressive employer outreach. DWSS agrees with the recommendation contingent upon available funding and resources.

C.10.3.2 Recommendation: Ease Employer Burden

The DWSS agrees with the recommendation contingent upon available funding and resources.

CHAPTER D - EFFECTIVENESS OF OPERATIONS

D.1. LOCATE

METHODOLOGY:
It should be noted many of the undeliverable mailings were returned due to failure of the contractor to utilize the full address provided by the DWSS.

D.1.3.1 Recommendation: Centralization of Locate

D.1.3.1.a The DWSS agrees. However, centralization of Locate tasks assumes the Legislature adopts the proposed restructuring and the availability of funding and resources.

D.1.3.1.b The policy manual is currently being reviewed and updated in its entirety to provide clear guidance.

D.1.3.1.c Note: there is no recommendation per se, in this paragraph.

D.1.3.2 Recommendation: Provision of Additional Locate Tools

The DWSS agrees with these recommendations, contingent upon adequate funding and resources.

D.1.3.3 Recommendation: NOMADS Interface and Alert Problems

D.1.3.3.a The DWSS agrees that IT resources should be utilized to improve system functionality. However, such as effort would be dependent upon the availability of funding and resources.

D.1.3.3.b The DWSS agrees with these recommendations, contingent upon adequate funding and resources.

D.1.3.3.c Program is already exploring the possibility of securing the locate service for custodial parents.

D.1.3.4 Recommendation: Locate as a Sub-Function

The DWSS agrees IT resources should be utilized to improve system functionality. However, such as effort would be dependent upon the availability of funding and resources.

D.1.3.5 Recommendation: Performance Standards

D.1.3.5.a Agree, depending upon legislative actions regarding program restructure. DWSS has developed a supervisory review process which is utilized and available to our county partners.

D.1.3.5.b Agree, depending upon legislative actions regarding program structure.

D.1.3.6 Recommendation: Provision of Locate Training

D.1.3.6.a Agree, depending upon legislative actions regarding program restructure and available funding and resources.

D.1.3.6.b The DWSS agrees with this recommendation.

D.1.3.6.c The DWSS agrees with these recommendations, contingent upon adequate funding and resources.

D.2. PATERNITY ESTABLISHMENT

Background

It should be noted that any funding cuts assessed as child support program penalties affect only the TANF Block Grant (IV-A). IV-D funding is only affected through incentive reductions.

D.2.1.2 Finding – Required Notarization of Paternity Affidavits

There is no statutory or program policy requirement that a notarized paternity affidavit be provided before any action is taken to pursue the establishment of paternity. In addition, DWSS has already worked with the Hearing Masters and implemented expedient methods by which paternity actions can be initiated, including statements made under penalty of perjury rather than being notarized.

D.2.1.3 Finding – Lack of Administrative Process for Paternity & Order Establishment

Nevada does not have a true administrative process for paternity and order establishment, as each order must be recommended by a Hearing Master and approved by a District Court Judge. This would require a change to statutes.

D.2.1.4 Finding – Little Use of Voluntary Paternity Acknowledgements and In-Hospital Paternity Acknowledgements

The audit indicates this is a DWSS responsibility. This is not solely a DWSS responsibility. The IV-D Program is required to operate a hospital based paternity program. DWSS, in state fiscal year 2005, aggressively began action to partner with the Office of Vital Statistics to provide education, materials, counseling, etc. to advance paternity acknowledgements before patient discharge.

The DWSS currently accesses the Office of Vital Statistics information via an on-line interface which allows IV-D case managers the ability to research birth records. However, Nevada Revised Statute 440.325 precludes the Office of Vital Statistics from sharing automated information related to

modification of original birth records. This results in case managers pursuing paternity establishment based on outdated data.

D.2.2 Recommendations

D.2.2.1 Recommendation: Paternity Establishment Policy

D.2.2.1.a Agree. There could be benefit in developing standardized procedures. However, DWSS has chosen to publish clear and explicit policy which sets forth timeframes for accomplishing outcomes. Outcomes are measured through office Management Evaluations. When performance concerns are identified root cause analysis may necessitate modification of business practices at the office level.

D.2.2.1.b The DWSS has developed and provided flow charts to county partners.

D.2.2.2 Recommendation: Genetic Testing Scheduling and Delays

Agree. Nevada already has a plan in place to implement this process.

D.2.2.3 Recommendation: Required Notarization of Paternity Affidavits

Agree. By statute (NRS 440.283) the voluntary acknowledgement of paternity form is the responsibility of the State Board of Health. Any change to the form must be made the Board. The DWSS initiated discussions with the Board regarding the requirement for notarized signatures and continues to follow up with the Board. However, changing the form is incumbent upon the State Board of Health.

D.2.2.4 Recommendation: Lack of Use of Administrative Process for Paternity and Order Establishment

Agree, depending upon Legislative actions. The DWSS fully supports this recommendation and would welcome administrative processes through which the paternity and order actions could be accelerated.

D.2.2.5 Recommendation: Conclusive Presumption of Paternity Establishment

Agree, depending upon Legislative actions.

D.2.2.6 Recommendation – Use of Voluntary Paternity Acknowledgement and In-Hospital Paternity Acknowledgement

D.2.2.6.a Agree, depending upon Legislative actions as well as the availability of funding and resources.

D.2.2.6.b Agree, depending upon Legislative actions as well as the availability of resources in regard to regionalization. The DWSS is currently partnering with the local district attorney's offices and the Office of Vital Statistics.

D.2.2.6.c Agree.

D.2.2.6.d Agree. The DWSS is currently researching document imaging solutions which will benefit case management globally. This is also dependent on legislative approval of funding and resources.

D.2.2.7 Recommendation: Contract Attorney Program

The DWSS agrees the concept of contract attorneys merits further analysis and, if appropriate, may benefit the program. However, the concept is significantly different from the State's current model of the Office of the Attorney General providing agency legal services and implementation would be dependent upon legislative approval, if necessary, and availability of funding and resources.

D.2.2.8 Recommendation: Outsource Service of Process

Agree. The DWSS agrees private processor servers are often more successful than local law enforcement in serving child support documents. DWSS is currently exploring the feasibility of a statewide process server contract. This is also dependent upon available funding.

D.2.2.9 Recommendation: Standardization of the Use of the Nevada Average Wage (as Last Resort)

The DWSS agrees the Nevada Average Wage should be used as a last resort when establishing child support obligations. The DWSS amended state policy in January 2005 allowing the use of occupational wage standards, similar to this recommendation, to determine income before resorting to the use of the Nevada Average Wage.

D.2.2.8 Recommendation: Institute the Creation of "In-House" General Counsel

The DWSS agrees there may be a benefit to in-house counsel, however, NRS 228.110 requires the Office of the Attorney General provide legal services to Executive Branch agencies. This recommendation requires legislative action.

D.3 ENFORCEMENT

D.3.2 RECOMMENDATIONS

D.3.2.1 Recommendation: Establishment of Performance Measurement Standards Across the State

1. Agree, depending upon legislative actions regarding program restructure. The DWSS has developed a supervisory review process which is utilized and available to our county partners.

2. Agree, depending upon legislative actions regarding program structure and available funding and resources.

D.3.2.2 Recommendation: Creation of a Centralized Employer Maintenance Team/Unit

The DWSS agrees, depending on legislative approval of adequate staff, funding and resources.

D.3.2.3 Recommendation: Implementation of Electronic Income Withholding Orders for the Military

The DWSS agrees, depending on legislative approval of adequate funding and resources.

D.3.2.4 Recommendation: Creation of a "Point of Contact" Individual for Outreach to the Military Bases

The DWSS agrees, depending on legislative approval of restructuring and adequate funding and resources. However, neither the state or counties report they have not had a problem communicating with the military bases.

D.3.2.5 Recommendation: Elimination of Duplicate Income Withholding Orders

Agree. Work items are currently pending to address income withholding concerns. Central Office's ability to be responsible for review and clean up is dependent upon legislative approval of adequate funding and resources.

D.3.2.6 Recommendation: Automation of the Unemployment Benefit Intercept Process

Agree, depending upon availability of resources and cooperation of Department of Employment, Training and Rehabilitation.

D.3.2.7 Recommendation: Provide New Enforcement Tools

D.3.2.7.a The DWSS agrees to consider rejoining the Child Support Lien Network (CSLN) depending on the availability of funding and resources. Previously CSLN was unable to secure the participation of Nevada's major insurance carriers, resulting in termination of the agreement. CSLN has been successful in Eastern states because there are state statutes requiring insurance carriers to match with child support.

D.3.2.7.b Agree, dependent upon available funding and resources.

D.3.2.8 Recommendation: Increase Understanding and Use of Long Arm Jurisdiction

Agree, dependent upon available funding and resources.

D.3.2.9 Recommendation: Elimination of Backlog of Outstanding Warrants

The DWSS agrees to consider a policy change and work with the counties, depending on availability of resources and cooperation of stakeholder agencies. However, there needs to be further exploration of the legal aspects at the local level.

D.3.2.10 Recommendation: Centralization of FIDM

The DWSS agrees, depending upon available funding and resources. DWSS has already engaged the county partners in discussions regarding assumption of this responsibility.

D.3.2.11 Recommendation: Clean-Up of Alerts

The DWSS agrees, depending upon adequate funding and resources.

D.3.2.12 Recommendation: Improvements to Nevada's Interstate Case Registry (ICR)

D.3.2.12.a Agree. However, this requires legislative action.

D.3.2.12.b Agree, depending upon adequate funding and resources.

D.3.2.12.c Agree, depending upon adequate funding and resources.

D.3.2.12.d Agree, depending upon adequate funding and resources.

D.3.2.13 Recommendation: Expand Nevada's Medical Support Enforcement Coverage

D.3.2.13.a Nevada already has submitted a bill draft request regarding medical support for the 2007 legislative session.

D.3.2.13.b NOMADS does have a medical cash capability. Nevada allows, and child support hearing masters already do order medical coverage against either parent based on case circumstances. Nevada policy regarding medical support will be updated further upon issuance of final federal medical support regulations.

D.3.2.13.c Agree, depending on adequate funding and resources.

D.3.2.14 Recommendations: Improvements to an Overall Proactive Enforcement Approach

D.3.2.14.a. The DWSS agrees depending on adequate funding and resources.

D.3.2.14.b. There is a work item pending for this recommendation.

D.3.2.14.c. The DWSS agrees.

D.3.2.14.d. The DWSS agrees, depending upon adequate funding and resources.

D.4. CASE MANAGEMENT

D.4.1 FINDINGS

D.4.1.5 Finding: Policy & Procedures (P&P)

The DWSS believes it has developed an effective means by which policy and procedures (P&Ps) are published and disseminated to IV-D staff. Information is published on the state web-site which provides immediate access. P&Ps are time limited documents which are incorporated into policy within two months of issuance.

D.4.2 RECOMMENDATIONS

D.4.2.1 Recommendation: Case Processing

Agree, if adequate funding and resources are available. Additionally, the DWSS schedules monthly teleconferences and regular face-to-face meetings with the DA and PAO offices to facilitate communication between all IV-D offices.

D.4.2.2 Recommendation: Improved CSE Manual

D.4.2.2.a Agree, depending upon adequate funding and resources.

D.4.2.2.b DWSS issues policy every two months consistent with agreements with IV-D partners. The revision date is located in the header of each page of the Manual update.

D.4.2.2.c DWSS will review the MTL practices to ensure they are consistent with the Public Assistance manuals.

D.4.2.3 Recommendation: Improved Distinction Between Policy & Procedure

The policy manual is currently been reviewed and updated in its entirety to provide clear policy and omit procedural information. Procedures are left to the discretion of the local offices, so long as policy is adhered to.

D.4.2.4 Recommendation: Improved Use and identification of Policy and Procedures (P&P)

D.4.2.4.a Agree. Local offices should have a clear procedure in place to request a P&P.

D.4.2.4.b The DWSS has an existing numbering method which does identify Policy and Procedure Inquiries. P&Ps are further identified by subject matter and policy manual section.

D.4.2.4.c The DWSS issues policy every two months consistent with agreements with IV-D partners. The revision date is located in the header of each page of the Manual update.

D.5 AUTOMATION

D.5.1 FINDINGS

D.5.1.4 Finding: Replacement of NOMADS

As of April 2006 there were 583 Public Assistance open work items waiting to be fixed, as a comparison to the Child Support work items presented. In 2005, there were 99 Public Assistance work items fixed and promoted to NOMADS. In 2006, there were only 77 Public Assistance work items fixed and promoted, as of April 26, 2006.

D.5.2 RECOMMENDATIONS

D.5.2.1 Recommendation: Re-Institute the Alerts Workgroup

D.5.2.1.a Agree, depending upon adequate funding and resources.

D.5.2.1.b Agree.

D.5.2.1.c Agree, depending on adequate funding and resources.

D.5.2.2 Recommendation: Support of Improved Document Generation Solution and Centralized Printing of Documents

D.5.2.2.a Agree. The DWSS is in the process of implementing a document management system. This is limited by funding and resource constraints.

D.5.2.2.b Agree, depending on adequate funding and resources are available.

D.5.2.3 (a & b) Recommendation: Implementation of Expanded Use of Imaging Technology

Strongly agree, depending on adequate funding and resources. This may create one of the single greatest improvements in performance and productivity.

D.5.2.4 Recommendation: Advance Planning in Anticipation of New System

D.5.2.4.a Agree, depending on adequate funding and resources. A feasibility study should be conducted how to best replace NOMADS.

D.5.2.4.b The DWSS agrees there may be value in separating system functionality between the Public Assistance and IV-D aspects of NOMADS. However, the DWSS believes there is great value in remaining on a common data base.

D.5.2.4.c Agree.

D.5.2.4.d Agree, depending on adequate funding and resources.

D.5.2.4.e Agree, depending on adequate funding and resources.

D.5.2.4.f Agree, depending on adequate funding and resources.

D.6 REPORTS

D.6.2 RECOMMENDATIONS

D.6.2.1 Recommendation: Creation of a Reports Workgroup

D.6.2.1.a Agree, depending on adequate funding and resources.

D.6.2.1.b Agree, depending on adequate funding and resources.

D.6.2.1.c Agree, depending on adequate funding and resources.

D.6.2.2 Recommendation: Re-evaluation of Current Work Item Process and Dedicated IV-D Resources

D.6.2.2.a Agree, depending on adequate funding and resources.

D.6.2.2.b Agree, depending on adequate funding and resources.

D.6.2.2.c Agree. The Work Item Committee is already doing this.

D.7 IT STRATEGIC PLAN

D.7.1 Recommendation: Development and Finalization of an IT Strategic Plan

Agree, depending on adequate funding and resources. Any IT Strategic Plan should be aligned with a business plan.

D.8 TRAINING

D.8.2 RECOMMENDATIONS

D.8.2.1 Recommendation: Implementation of a IV-D Training Academy

D.8.2.1.a The DWSS strongly agrees with this recommendation and has derived great benefit from the public assistance academy. However, this is dependent upon adequate funding and resources.

D.8.2.1.b Agree, depending upon legislative actions regarding program structure and adequacy of funding and resources.

D.8.2.2 Recommendation: Creation of a Training Officer II Position for IV-D

D.8.2.2.a It is agreed it would be of benefit to have trained Trainers in the IV-D arena. However, this is dependent upon the creation of positions, adequate funding and resources.

D.8.2.2.b Agree, depending upon the availability of resources.

D.8.2.2.c Agree.

D.8.2.3 Recommendation: Provide Effective Training Tools

D.8.2.3.a. Disagree. All workers can access the CSE 101 training on the password protected DWSS website.

D.8.2.3.b Agree, depending on adequate funding and resources.

D.8.2.3.c Agree, depending on adequate funding and resources.

D.8.2.3.d Agree, based on adequate funding.

D.8.2.4 Recommendation: Provide Effective System Training

Agree, depending on adequate funding and resources.

D.8.2.5 Recommendation: Implement a Means of Measuring Effectiveness of Training

Agree, depending on adequate funding and resources.

D.8.2.6 Recommendation: Development of a Mentoring Program

Agree, depending on adequate funding and resources.

D.9.2 RECOMMENDATIONS

D.9.2.1 Recommendation: Necessity of a Well-Developed, Well-Defined DWSS Strategic Plan

D.9.2.1.a Agree, the DWSS has drafted an outline and is in the process of developing a draft which will be shared with all IV-D partners.

D.9.2.1.b Agree.

D.9.2.1.c Agree, depending on adequate funding and resources.

D.9.2.2 Recommendation: Creation of a Child Support Oversight Committee

The DWSS has, for some time, conducted regular meetings amongst the state and county IV-D leadership to discuss program direction, establish priorities, IT approaches, and future possibilities. This is referred to as the IV-D Planning Meetings. To the extent this is tied to regionalization, is dependent upon legislative approval.

D.9.2.3 Recommendation: Creation of a IV-D Help Desk

The DWSS currently employs a progressive Help Desk strategy by which callers are connected to the appropriate resource for problem resolution.

D.9.2.4 Recommendation: Empowerment of IV-D Chief

D.9.2.4.a The IV-D Chief has had and continues to have full leadership responsibility and decision-making authority.

D.9.2.4.b All program chiefs, including the IV-D Chief, meet weekly with the Deputy Administrator to provide status reports on their respective programs.

D.9.2.5 Recommendation: Supervision of IV-D Staff in the PA District Offices

D.9.2.5.a The DWSS analysis suggests supervision of IV-D in the Public Assistance offices (the office management) works effectively and promotes harmonious relations and a better understanding of both programs improving worker performance and fulfillment cross program responsibilities. In the event of regionalization, the DWSS concurs reevaluating the reporting structure.

D.9.2.5.b The DWSS analysis suggests supervision of IV-D in the Public Assistance offices (the office management) works effectively and promotes harmonious relations and a better understanding of both programs improving worker performance and fulfillment cross program responsibilities.

D.9.2.5.c Agree. These are duties they currently perform.

D.9.2.6 Recommendation: Improvement of Inter-Office Communication - Clark and Washoe Counties

D.9.2.6.a The DWSS defers to county responses.

D.9.2.6.b The DWSS defers to county responses.

D.9.2.6.c The DWSS defers to county responses.

D.9.2.6.d. The DWSS provides IV-D staff with a full listing of contact information for all state and county IV-D staff each month. Additionally IV-D staff are co-located in Public Assistance offices to facilitate communications between the programs. Counties have acknowledged by using specific staff for IV-D support services, timeliness and follow up concerns have been greatly reduced.

D.10 PERFORMANCE MEASUREMENTS

D.10.2 RECOMMENDATIONS

D.10.2.1 Recommendation: Establishment of Performance Measurement Standards for All IV-D Staff

D.10.2.1.a Agree. The DWSS is currently developing new work performance standards for the DWSS IV-D case managers. The DWSS Work Performance Standards (WPS) System has been made available to IV-D partners; the DWSS continues to encourage partners to utilize this tool.

D.10.2.1.b Agree. The DWSS is currently developing new work performance standards for the DWSS IV-D case managers. The DWSS Work Performance Standards (WPS) System has been made available to IV-D partners; the DWSS continues to encourage partners to utilize this tool.

D.10.2.1.c Agree. The DWSS is currently developing new work performance standards for the DWSS IV-D case managers. The DWSS Work Performance Standards (WPS) System has been made available to IV-D partners; the DWSS continues to encourage partners to utilize this tool.

D.10.2.1.d Agree. This is currently the practice of the DWSS.

D.10.2.1.e Agree.

D.10.2.2 Recommendation: Hold All Staff Accountable

D.10.2.2.a Agree. This is a current practice of the DWSS through required State Personnel rules.

D.10.2.2.b MAXIMUS recommends that 'incentives could be offered for the higher performing employees'. Please provide details regarding this recommendation.

D.10.2.3 Recommendation: Improvement to Communication Regarding Performance

D.10.2.3.a The DWSS is open to improved methods of communication and is unaware where it is lacking.

D.10.2.3.b The DWSS defers to county responses.

D.10.2.3.c The DWSS defers to county responses.

D.10.2.4 Recommendation: Provide Case Management Reports

See response to Section D.6

D.10.2.5 Recommendation: Establish Standardization

D.10.2.5.a MAXIMUS provides a declaratory statement rather than a recommendation in this subsection.

D.10.2.5.b The DWSS currently publishes the Nevada State Child Support Enforcement Manual, NOMADS Task Guide, and Index of Policy & Procedure Releases on the DWSS website. Additionally, other valuable information and reports are accessible on the website. The DWSS website is available to every child support case manager. For specific desk guides, DWSS defers to the county partners.

D.10.2.5.c The DWSS QC has developed and disseminated ME Review Forms which identify policy citations and related NOMADS screens subject to review. QC Reviewers currently follow established review guidelines and procedure outlined in the Child Support Self Assessment Training Manual.

D.10.2.5.d The DWSS defers to county responses.

D.10.2.6 Recommendation: Strengthen the Role of the DWSS Central Office

D.10.2.6.a It may be necessary to restructure the Interlocal Contract agreements with each County; current contract language inhibits the ability of DWSS to mandate internal business processes to County operations. This is dependent on adequate funding and resources.

D.10.2.6.b The DWSS is currently exploring the development of a IV-D Training Academy which will include the development of training guides and other helpful tools.

D.10.2.6.c Agree, contingent upon legislative action and adequate funding and required resources.

D.10.2.7 Recommendation: Change Primary Focus from Policy Adherence to Federal Performance Outcomes

D.10.2.7.a **Strongly disagree.** Prior to January 1, 2005, the various District Attorney's offices determined how they would monitor their office's performance and set their own priorities. In fact, prior to the new contract, the statewide program focus was on performance outcomes and Nevada declined in national performance rankings. During that time frame, Nevada was under penalty status for data reliability concerns. A new contract with the District Attorneys took effect January 1, 2005 which emphasized the State's authority over the Program. In early 2006, the DWSS adopted a process of management evaluations which included ensuring policy adherence. Since this new process of policy adherence has been in effect for less than one year, the final results of Nevada's management evaluations and reviews and the impact on performance is yet to be determined. However, preliminary data indicates performance outcomes have improved, particularly in the area of paternity establishment, which has been a challenge for Nevada the past several years. In addition, Nevada passed data reliability in Federal Fiscal Year 2005, thereby ceasing the accruing penalties.

The DWSS continues to conduct annual Federal Self Assessment Reviews for each county operation in compliance with 45 CFR 308. The Federal Self Assessment Review is focused on the following performance outcomes; Case Closure; Establishment of Paternity; Enforcement of Orders; Disbursement of Collections; Securing and Enforcing Medical Support Orders; Review and Adjustment of Orders; Interstate Services; and Expedited Process. State policy adherence serves as a blueprint for achieving federal performance outcomes.

D.10.2.7.b Agree, as stated in MAXIMUS Finding D.10.1.7, "While the Federal Self Assessment Review is focused on federal compliance and performance, the ME Review is focused on state policy adherence." The DWSS currently conducts an annual Management Evaluation Review (state policy adherence) and an annual Federal Self Assessment Review pursuant to 45 CFR 308. The Federal Self Assessment Review is focused on the following performance outcomes; Case Closure; Establishment of Paternity; Enforcement of Orders; Disbursement of Collections; Securing and Enforcing Medical Support Orders; Review and Adjustment of Orders; Interstate Services; and Expedited Process. State policy adherence serves as a blueprint for achieving federal performance outcomes. Both state policy adherence and federal performance outcomes are measured annually.

CHAPTER E—BEST PRACTICES

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

CHAPTER F – IMPLEMENTION PLAN

Any implementation plan is dependent upon legislative determination of the future of the Child Support Enforcement Program in Nevada.

APPENDIX K: RECOMMENDATIONS

APPENDIX K: RECOMMENDATIONS

EXPLANATION: During the analysis and development of this report, there were ten (10) major recommendations that evolved and are cited in the Executive Summary (ES) of this report. There are also numerous recommendations that are related to or add strength to these ten major recommendations. There are also recommendations that are not associated with one of the ten major recommendations but, if implemented, would also have an impact on performance.

All of the recommendations were assigned a sequential recommendation number (15,16,17 etc.) so that they would be easily identifiable. The ten major recommendations are discussed in detail throughout this report and identified by the "ES" number preceding the recommendation number.

The Report Section indicates where in this report the recommendation may be found. The indicators in the 'Legislation Required?' indicate that for implementation of this particular recommendation, a change in existing statute or new legislation may be required. The 'Funding/Resources' indicates that for this particular recommendation, there may also be an impact on IV-D Program funding as well as reallocation of or the potential need for additional resources.

Number	RECOMMENDATION	Report Section	Legislation Required?	Funding/ Resources ?
EXECUTIVE SUMMARY OF MAJOR RECOMMENDATIONS				
ES 1,1A, 1B, 1C	Restructuring the Program		Y	Y
ES 2, 13	Centralizing Case-Processing and Call Center Functions		Y	y
ES 3,14	Measuring Performance			Y
ES 4, 94	Improving Management Reporting			Y
ES 5, 78, 85	Strategic Planning			Y
ES 6, 79	Improving Training			Y
ES 7, 49	Improving the Paternity Establishment Process		Y	Y
ES 8, 47	Using Administrative Process		Y	Y
ES 9, 74	Imaging Documents			Y
ES 10, 75	Replacing NOMADS		Y	Y
B. PROPOSED RESTRUCTURING				
ES 1 (1A)	Option A – Three County Run Regional Offices	Proposed Restructuring	Y	Y
ES 1 (1B)	Option B – Two State Run Regional Offices and One County-Run Office	Proposed Restructuring	Y	Y
ES 1 (1C)	Option C – Three State-Run Regional Offices	Proposed Restructuring	Y	Y
11	Funding *(related to ES 1)*		Y	Y
12	Placement of IV-D Chief directly under supervision of DWSS Administrator *(related to ES 1)*	Proposed Restructuring	Y	Y
ES 2 (13)	Centralized Operational Functions	Proposed Restructuring	Y	Y

Number	RECOMMENDATION	Report Section	Legislation Required?	Funding/ Resources ?
ES 3 (14)	Change in focus of the IV-D Program to performance and not policy adherence.	Proposed Restructuring		Y
C. CUSTOMER SERVICE				
15	Establish standards regarding the method and timeliness of contacts with customers, and monitor compliance to those standards. *(related to ES3)*	Customer Service – C.3.3.1		
16	Mail Handling *(related to ES 2)*	Customer Service – C.3.3.2		Y
17	Consider providing an enhanced email option as a method for communication between case managers and customers *(related to ES 2)*	Customer Service – C.3.3.3		Y
18	Improve the existing VRU *(related to ES 2)*	Customer Service – C.4.3.1		
19	Creation of a statewide customer service Committee and plan *(related to ES 2)*	Customer Service – C.5.3.1		
20	Include customer service delivery goals and objectives as part of case manager's annual personnel evaluations. *(related to ES 3)*	Customer Service – C.5.3.2		
21	Solicit feedback from external customers *(related to ES 3)*	Customer Service – C.5.3.3		
22	Establish an equitable distribution of cases *(related to ES 3)*	Customer Service – C.5.3.4		
23	Change in paradigm of case ownership	Customer Service – C.5.3.5		
24	Consideration should be given to customer service needs in future office space planning	Customer Service – C.5.3.6		Y
25	Adoption of a proactive approach towards customer service (related to *ES 2)*	Customer Service – C.5.3.7		Y
26	Provide a centralized customer service call center and specialized customer service training *(related to ES 2)*	Customer Service – C.5.3.8		Y
27	Implement and monitor the formal procedure for handling complaints	Customer Service – C.6.3.1		
28	Enhance central office's web site for case participants and employers *(related to ES 2)*	Customer Service – C.7.3.1		Y
29	Improve the readability and clarity of customer forms and correspondence *(related to ES 2)*	Customer Service – C.8.3.1		
30	Standardized forms should be used by all	Customer		

Number	RECOMMENDATION	Report Section	Legislation Required?	Funding/ Resources ?
	offices, when possible *(related to ES 2)*	Service – C.8.3.2		
31	Improve the readability and clarity of customer literature *(related to ES 2)*	Customer Service – C.8.3.3		
32	Develop an outreach plan *(related to ES 5)*	Customer Service – C.8.3.4		Y
33	Assign responsibility for development of outreach materials to the DWSS central office *(related to ES 2)*	Customer Service – C.8.3.5		Y
34	Expand the dissemination of brochures and fact sheets *(related to ES 2)*	Customer Service – C.8.3.6		Y
35	Improve the readability, clarity, and accessibility of the Application for Child Support Services *(related to ES 2)*	Customer Service – C.8.3.7		Y
36	Strengthen relationship with employers *(related to ES 2)*	Customer Service – C.10.3.1		Y
37	Ease Employer burden (*related to ES 2)*	Customer Service – C.10.3.2		Y
EFFECTIVENESS OF OPERATIONS				
38	Centralization of Locate *(related to ES 2)*	Locate – D.1.3.1	Y	Y
39	Provision of Additional Locate Tools *(related to ES 2)*	Locate – D.1.3.2		Y
40	NOMADS interface and alert problems *(related to ES 10)*	Locate – D.1.3.3		Y
41	Locate as a sub-function	Locate – D.1.3.4		Y
42	Performance standards *(related to ES 3)*	Locate – D.1.3.5	Y	
43	Provision of Locate training *(related to ES 6)*	Locate – D.1.3.6	Y	Y
44	Clarification of the Paternity Establishment policy *(related to ES 7)*	Paternity – D.2.2.1		
45	Certification of case managers to conduct genetic testing *(related to ES 7)*	Paternity – D.2.2.2		
46	Allow sworn statements in lieu of notarization of Paternity Affidavits *(related to ES 7)*	Paternity – D.2.2.3		
ES 8 (47)	Emphasize use of administrative process for Paternity and Order establishment	Paternity – D.2.2.4	Y	Y
48	Implement conclusive presumption of paternity establishment *(related to ES 7)*	Paternity – D.2.2.5	Y	
ES 7 (49)	Increase focus and use of in-hospital Paternity Acknowledgment	Paternity D.2.2.6	Y	Y
50	Implement a Contract Attorney program *(related to ES 7)*	Paternity – D.2.2.7	Y	Y

Number	RECOMMENDATION	Report Section	Legislation Required?	Funding/ Resources ?
51	Outsource service of process *(related to ES 7)*	Paternity – D.2.2.8		Y
52	Use of Nevada average wage as last resort *(related to ES 7)*	Paternity – D.2.2.9		
53	Institute the creation of "in house" General Counsel *(related to ES 7)*	Paternity – D.2.2.10	Y	y
54	Establishment of Enforcement Performance Measurement standards across the state *(related to ES 3)*	Enforcement – D.3.2.1	Y	Y
55	Creation of a centralized employer maintenance team/unit *(related to ES 2)*	Enforcement – D.3.2.2		Y
56	Implementation of electronic Income Withholding orders for the military	Enforcement – D.3.2.3		Y
57	Creation of a "Point of Contact" individual for outreach to the military bases	Enforcement – D.3.2.4	Y	Y
58	Elimination of duplicate Income Withholding Orders	Enforcement – D.3.2.5		Y
59	Automation of the Unemployment Benefit Intercept process	Enforcement – D.3.2.6		Y
60	Provide new enforcement tools	Enforcement – D.3.2.7		Y
61	Increase understanding and use of Long Arm jurisdiction	Enforcement – D.3.2.8		Y
62	Elimination of backlog of outstanding warrants	Enforcement – D.3.2.9		Y
63	Centralization of FIDM (related to ES 2)	Enforcement – D.3.2.10		Y
64	Clean-Up of alerts	Enforcement – D.3.2.11		Y
65	Improvements to Nevada's Interstate Case Registry (related to ES 2)	Enforcement – D.3.2.12	Y	Y
66	Expand Nevada's Medical Support Enforcement coverage (related to ES 2)	Enforcement – D.3.2.13		Y
67	Improvements to an overall proactive enforcement approach	Enforcement – D.3.2.14		Y
68	Provide improved case processing tools	Enforcement – D.4.2.1		Y
69	Improved CSE Manual	Enforcement – D.4.2.2		Y
70	Improved distinction between policy and procedures	Enforcement – D.4.2.3		
71	Improved use and identification of policy and procedures issuances	Enforcement – D.4.2.4		
72	Re-institute the Alerts Workgroup	Automation – D.5.2.1		Y
73	Support of improved document generation solution and centralized printing of documents	Automation – D.5.2.2		Y
ES 9 (74)	Implementation of expanded imaging	Automation – D.5.2.3		Y

Number	RECOMMENDATION	Report Section	Legislation Required?	Funding/ Resources ?
ES 10 (75)	Advance planning in anticipation of new system	Automation – D.5.2.4	Y	Y
76	Creation of a Reports Workgroup (related to ES 4)	Reports – D.6.2.1		Y
77	Re-evaluation of current work item process and dedicated IV-D resources (related to ES 10)	Reports – D.6.2.2		Y
ES 5 (78)	Development and Finalization of an IT Strategic Plan	IT Strategic Plan – D.7.1		Y
ES 6 (79)	Implement a IV-D Training Academy (related to ES 6)	Training - D.8.2.1		Y
80	Creation of a Training Officer II position for IV-D (related to ES 6)	Training – D.8.2.2	Y	Y
81	Provide Effective Training Tools (related to ES 6)	Training – D.8.2.3		Y
82	Provide Effective System training (related to ES 6)	Training – D.8.2.4		Y
83	Implement a means of measuring effectiveness of training (related to ES 6)	Training – D.8.2.5		Y
84	Development of a Mentoring program (related to ES 6)	Training – D.8.2.6		Y
ES 5 (85)	Implementation of a well-developed, well-defined DWSS Strategic Plan	Communication – D.9.2.1		Y
86	Creation of a Child Support Oversight Committee (related to ES 5)	Communication – D.9.2.2	Y	Y
87	Creation of an IV-D Help Desk (related to ES 2)	Communication – D.9.2.3		
88	Empowerment of the IV-D Chief	Communication – D.9.2.4		
89	Change in supervision of IV-D staff in the IV-A District Offices (related to ES 1)	Communication – D.9.2.5		
90	Improvement in inter-office communication – Clark and Washoe counties	Communication – D.9.2.6		
91	Establishment off Performance Measurement Standards to all IV-D staff (related to ES 3)	Performance – D.10.2.1		
92	Hold all staff accountable (related to ES 3)	Performance – D.10.2.2		
93	Improvement in communication regarding performance	Performance – D.10.2.3		
ES 4 (94)	Provide case management reports	Performance – D.10.2.4		Y
95	Establish standardization	Performance – D.10.2.5		
96	Strengthen the role of the DWSS Central Office (ES 1)	Performance – D.10.2.6	Y	Y
ES 3 (97)	Change primary focus from policy adherence to federal Performance outcomes	Performance – D.10.2.7		
98	Initiate a study to develop an IV-D staffing	Performance –		

Number	RECOMMENDATION	Report Section	Legislation Required?	Funding/ Resources ?
	standard (related to ES 1 and ES 2)	D.10.2.8		