

Wifi: Hilton Meeting Rooms
Password: wicsec40



The New Wave of Systems

Successfully Managing Constant Innovation



Getting to Know You!

Where are you from?

What is your current role?

Ex: Caseworker, Supervisor, Attorney, Central Office, System Support

How long have you been in the program?



About the panel

Speakers

- David Kilgore – Director for the California Department of Child Support Services
- Bora Sunseri - Louisiana Department of Children & Family Services, CSEMP Director
- Eddie Currie – Senior Manager, Deloitte Consulting

Moderators

- Parag Baral – Manager, Deloitte Consulting



California System Modernization

Implementing a Culture of
Constant Innovation



Background

- California Department of Child Support Services
- State administered and county operated program
 - 47 Local Child Support Agencies
 - IT Department reports to the Child Support Director
- Current caseload – 1,046,265
- Current FTE – 6,673



CSE Cloud Migration

- Child Support Enforcement System (CSE) – one of California's largest applications and the country's largest child support enforcement system
- The system was outdated, costly, inflexible to change, slow to recover in a disaster, and required security improvements
- On-premise CSE solution hosted at the California Department of Technology did not meet changing business needs
- February 2020 through January 2022 – **SUCCESS!**



Infrastructure Outcomes

- Microsoft Azure Government Cloud Environment
- Enhances technology infrastructure to be more agile, flexible, scalable, and secure
- Ability to provide more mobile, agile solutions and services to customers
- Business continuity and full disaster recovery were achieved with our flexible cloud infrastructure
- Due to scalability, opportunity for more environments for enhanced training and user acceptance
- **\$10 million cost savings to DCSS annually**



Tools for Improvement

- New, innovative tools implemented to be self-sufficient
 - SimpliGov
 - ServiceNow
 - Tableau



Ask us anything!

Nobody has responded yet.

Hang tight! Responses are coming in.

Start the presentation to see live content. For screen share software, share the entire screen. Get help at pollev.com/app



Louisiana System Modernization

Embedding Organizational
Change Management from Day 1



What 3 words come to mind when thinking about managing technology change?

Nobody has responded yet.

Hang tight! Responses are coming in.

Start the presentation to see live content. For screen share software, share the entire screen. Get help at pollev.com/app

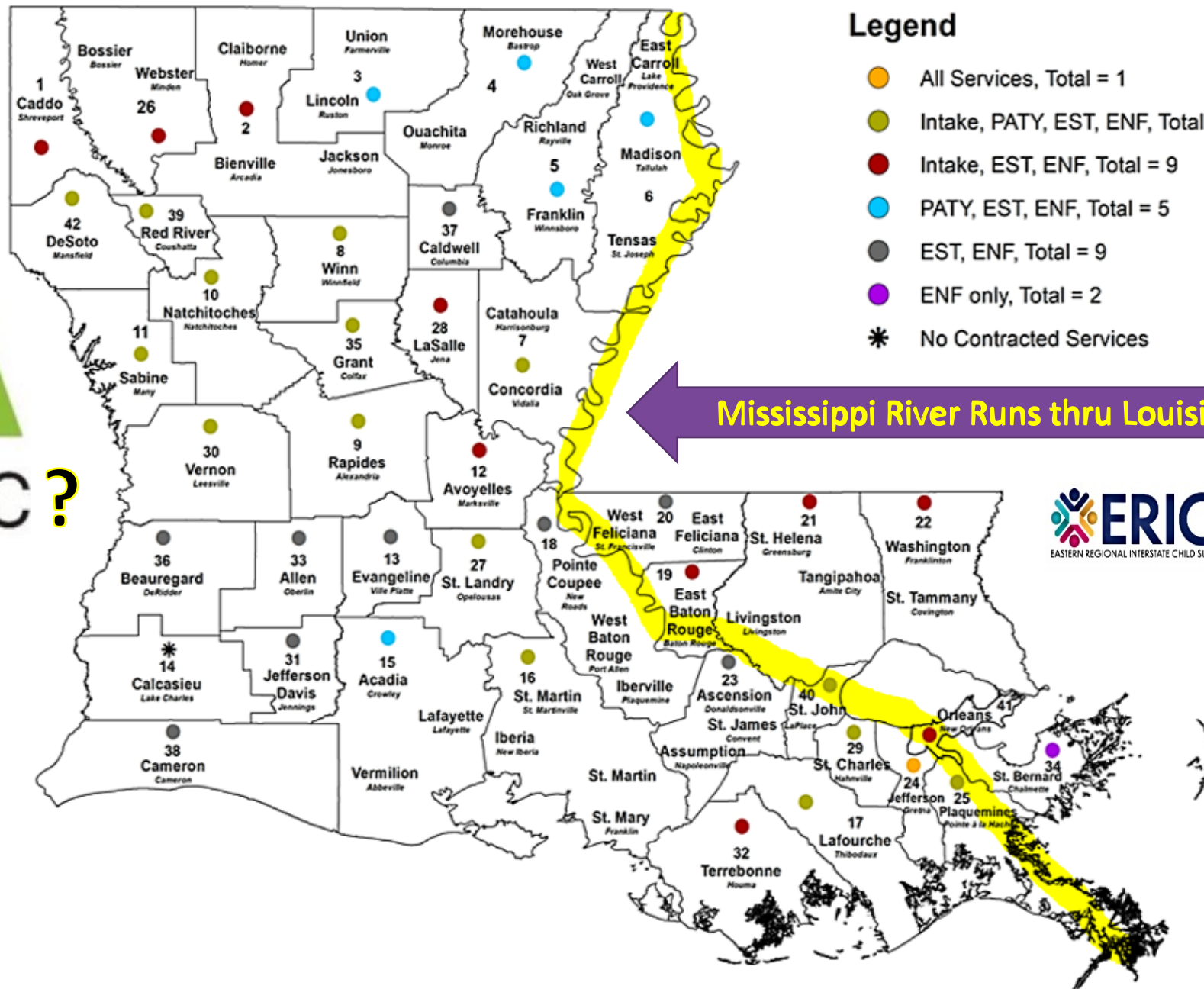


Background

- Louisiana Department of Children & Family Services (DCFS)
Child Support Enforcement (CSE)
- State administered and state operated program
 - 64 Parishes (12 State & 41 District Attorneys offices)
 - IT = Office of Technology Services (OTS) serves state agencies and reports to LA Division of Administration (DOA)
 - Current Caseload – 232,276
 - Current FTE – 783



Judicial Districts & Contracted Child Support Services





Louisiana System Modernization Planning

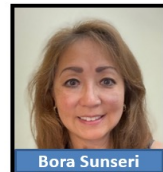
- October 2020 - William Tilley CSE Deputy Assistant Secretary (25+ yrs CSE);
- Governor Election in November 2023 (mainframe system is 27+ y/o);
- May 2021 - Project Director (30+ yrs LA State) hired with plans to use OCSE Incentive Award funds for Planning Phase;
 - Plan focused on Organizational Change Management (OCM):
 - ✓ Diverse adaptable statewide **S**ubject **M**atter **E**xpert staff (positive attitudes & highly motivated) who ask **why** and question status quo;
 - ✓ State collaboration & ownership of project (IT & business);
 - ✓ Shared vision & accountability;
 - ✓ Build relationships & trust (psychological safety, learn from mistakes);
 - ✓ Training (OCM; tech projects; agile; leadership/co-elevation; team building; **D**iversity, **E**quity, **I**nclusion & **B**elonging – DEIB; family-centered practice...);
 - ✓ Willingness to adapt to some aspects of technology solution;
 - ✓ Project team authority for decision-making (within limits);
 - ✓ Communication (getting on same page);
 - ✓ Transparency (sharing information)



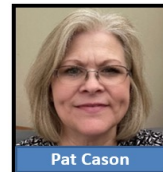
Louisiana System Modernization Planning

- Directly contacted & called proposed team staff;
- Negotiated staffing positions with CSE field & state office administrators;
- Began procurement of project consulting for planning phase documents:
 - ✓ Streamlined Feasibility Study (SFS);
 - ✓ Implementation Annual Planning Document (IAPD);
 - ✓ Scopes of Work (SOW's) for Requests for Proposals (RFP's);
 - ✓ Design, Development, & Implementation (DDI),
 - ✓ Quality Assurance/Quality Control (QA/QC),
 - ✓ Independent Verification & Validation (IV&V)

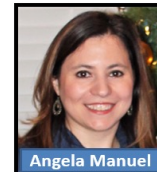
CSEMP Staff



Bora Sunseri



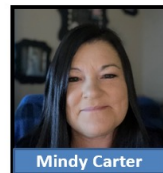
Pat Cason



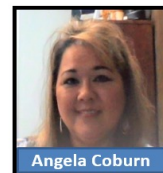
Angela Manuel



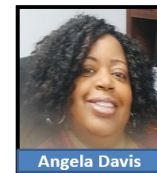
Jeff Baker



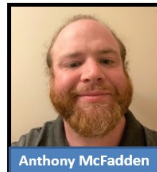
Mindy Carter



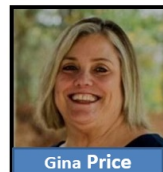
Angela Coburn



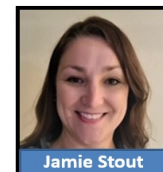
Angela Davis



Anthony McFadden



Gina Price



Jamie Stout



Angela Wells



Current CSEMP Staff Locations

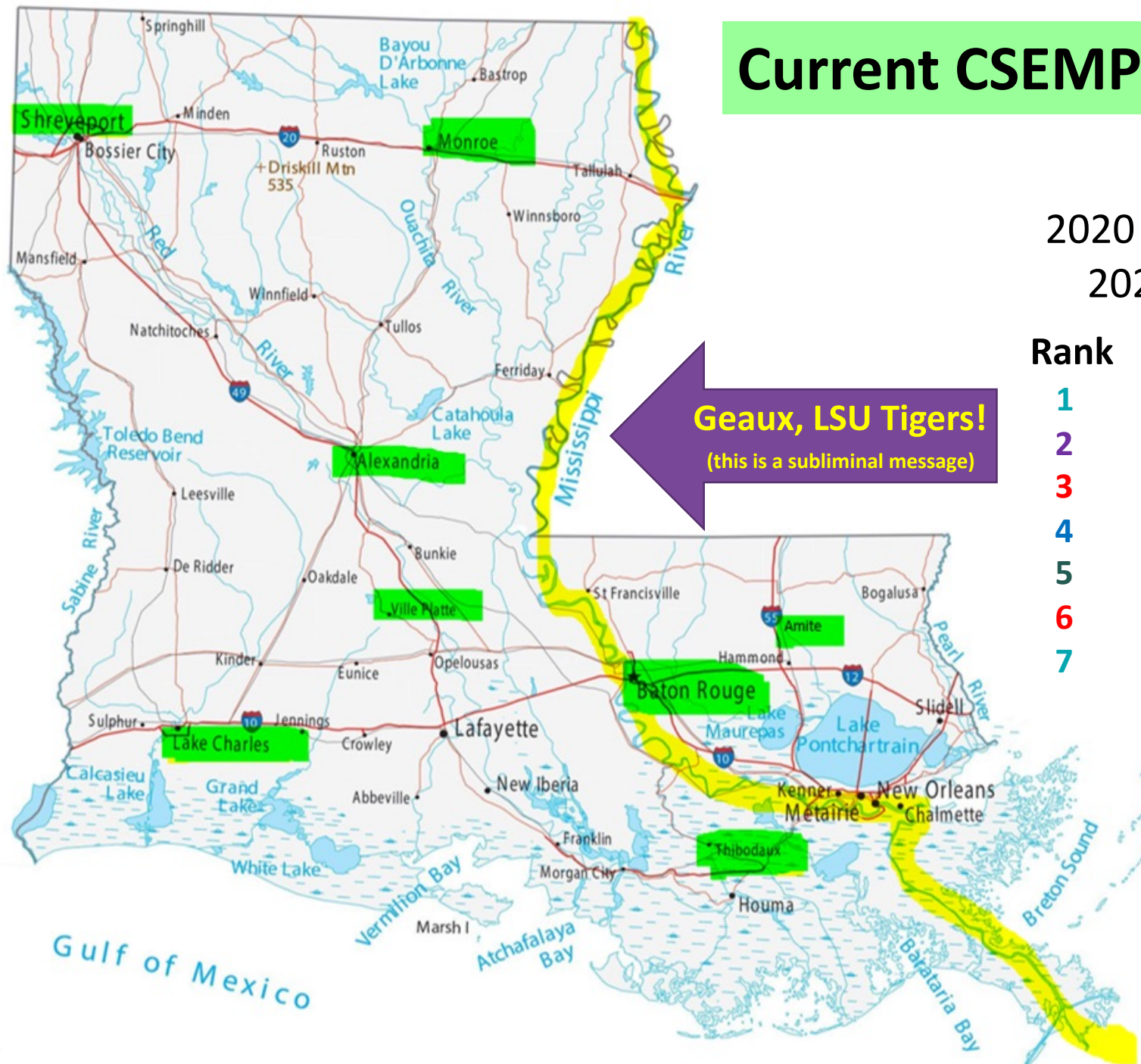
LA Population

2020 US Census: 4,657,757

2023 est.: **4.58 million**

Rank	Cities	Population
1	New Orleans	391,006
2	Baton Rouge	221,599
3	Shreveport	188,987
4	Lafayette	126,143
5	Lake Charles	78,001
6	Bossier	68,235
7	Kenner	66,657

Geaux, LSU Tigers!
(this is a subliminal message)





Louisiana System Modernization Planning

- June 2021 - HR paperwork processed, staff transitions negotiated, vendor on-boarding Computer Based Training (with input from DCFS programs) & state staff orientation training developed;
 - Vendor resources awarded & background checks cleared;
- July 2021 - 10 additional project staff & 4 consulting vendor resources hired and on-boarded for **CSE Modernization Project** (CSEMP);
- July 28
 - Project Kickoff Meeting (stakeholders invited)
 - Project Charter draft initiated;
- Aug 1
 - Began gathering information for Streamlined Feasibility Study (SFS) & vendor demos (held 3 rounds of demos thru 2022);
- Aug 29
 - **Hurricane Ida** (Disaster Duty, Continuity of Operations, gathering more information for SFS, talking with other jurisdictions);
- Oct 13
 - CSEMP Visioning Workshop (with Child Support field & state office mgt);
- Oct – Dec
 - Met with other jurisdictions, National Council of Child Support Directors (NCCSD), OCSE, state functional & technical SME's; analyzed system requirements; diagrammed As-Is business process workflows;
- Jan 2023... - Staff continue readings, trainings, update workflows as policies are updated, data management planning & tasks.

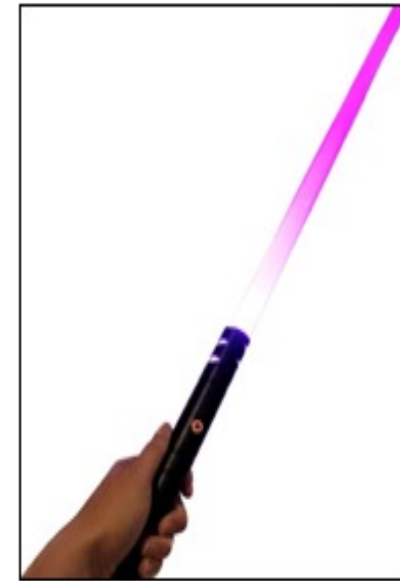
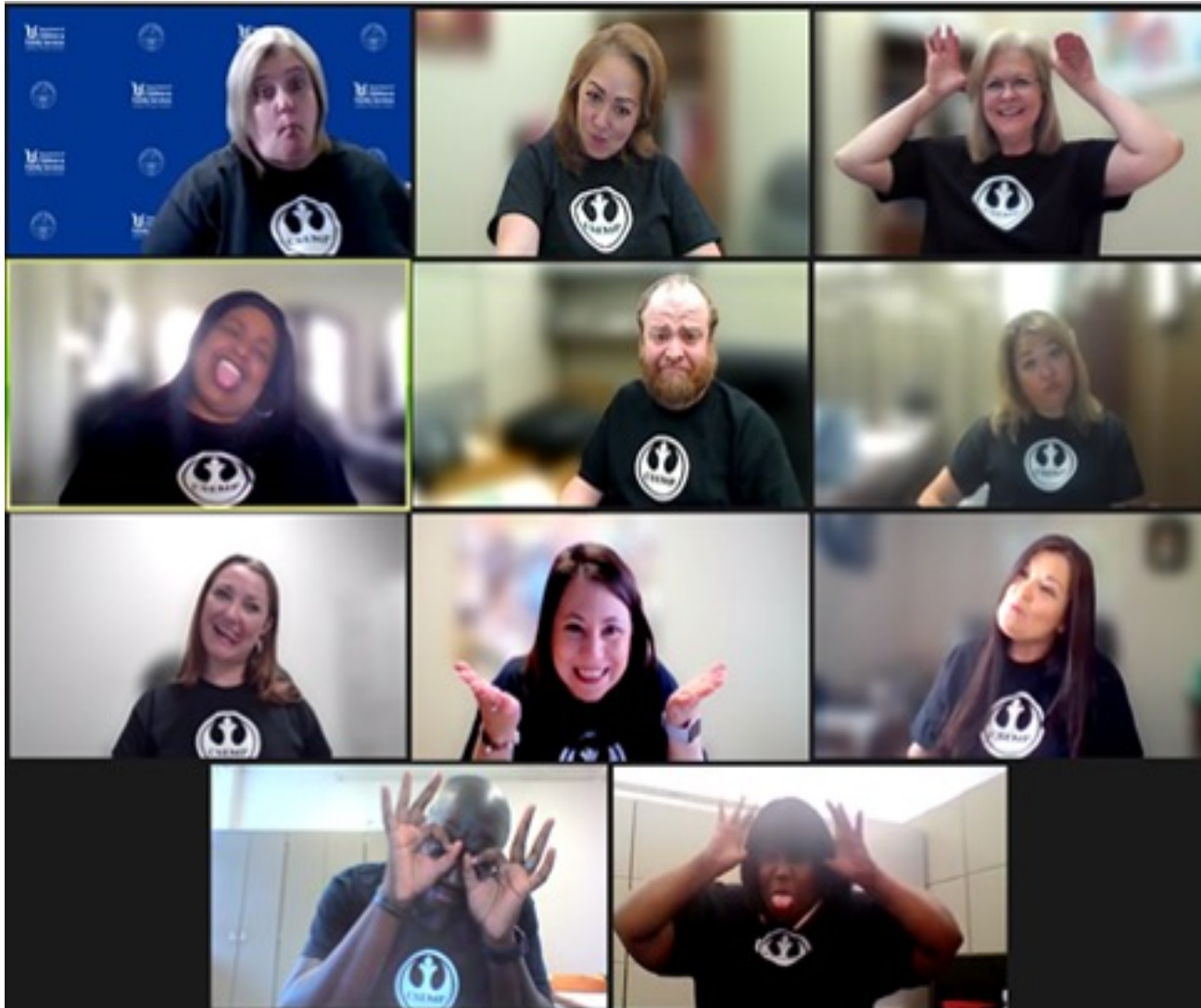


Planning Phase Accomplishments & Status

- Agile (SAFe, Scrum); Prosci OCM Training & Change Practitioner certifications;
- Book Club, Family-Centered Practice, DEIB/JEDI, Leadership
 - co-elevating, leading without authority, building relationships & trust, agility, responsiveness, communication, project ownership, collaboration, t-shirts, certificates of appreciation, quarterly newsletter....
- Streamlined Feasibility Study approved in 3 months (June – Sept 2022);
- Implementation Annual Planning Document approved in 2 months (Oct – Dec 2022);
- MOU needed: OCSS requires agency outside of DCFS/OTS own IV&V Contract;
- DDI RFP draft delays:
 - Other programs/projects (including re-org in business & IT leaderships),
 - Louisiana House Bill 431 (Invitation To Negotiate for large technology contracts – no action taken by session ending in mid-June 2023);
- Data Management (assessment & cleansing, plus conversion recommendations);
- CSEMP aspires to be **J**udicious, **E**quitable, **D**iverse, & **I**nclusive (JEDI);
- Jedi's manage change with agility & adaptability.



YES, CSEMP CELEBRATES MAY THE FOURTH



JEDI's





Ask us anything!

Nobody has responded yet.

Hang tight! Responses are coming in.

Start the presentation to see live content. For screen share software, share the entire screen. Get help at pollev.com/app

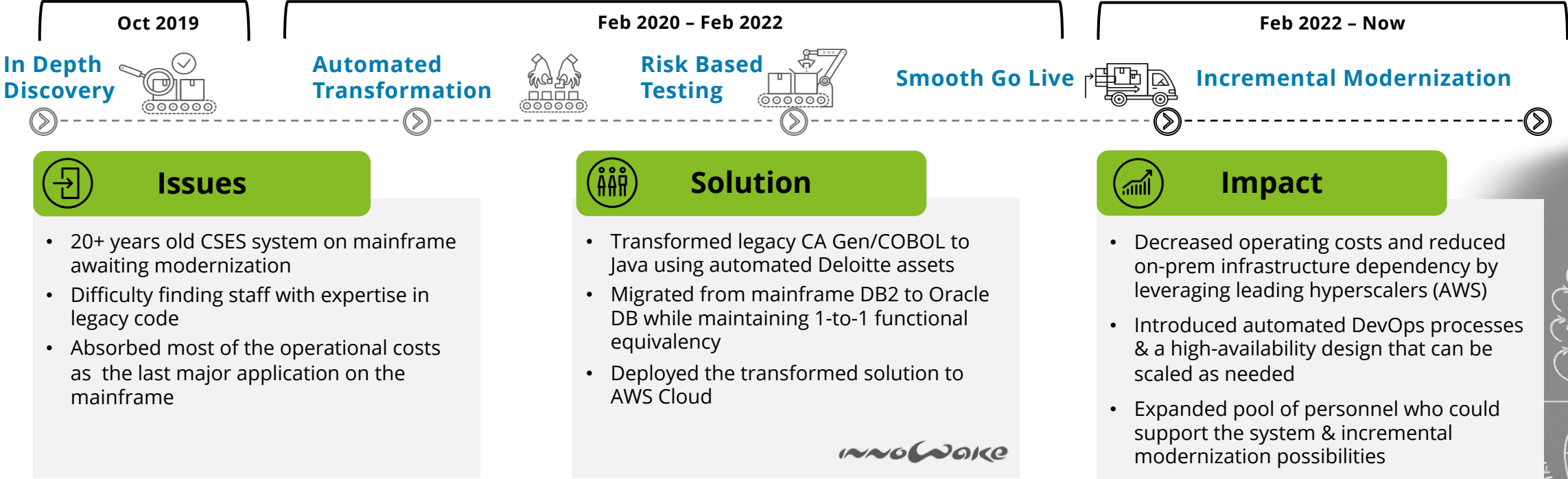


New Mexico & Oregon

Diverse Modernization Paths

State of New Mexico CSES Automated Transformation

Reducing IT tech debt at a child support division with minimum risk and cost.



THEMES:



**BRAIN
DRAIN**



**OPERATING
COST**



CLOUD

"An example of successfully implementing technology to support our customers and workforce in line with our strategic goals. This has been one of the smoothest implementations in my 20+ year career in state government."

- Sean Pearson (NMHSD CIO)

"Deloitte is now a part of the CSES family thanks to our joint team's hard work, patience, and kindness throughout the transformation."

- Lisa Jaramillo (NMCSES Tech Lead)



Roadmap for New Mexico Child Support



0. Start of M&O

- Maintain and operate the refactored system
- Based on M&O results, the team identified pain points and begin to design ideas for modernization



1. Establish Highest Priority Changes

- Based on business and IT priorities CSED elected to embark on an update to the financial system Distribution Rule changes to align with the latest legislative updates



2. Reengineer business processes & define the future state of Child Support

- Complete Mainframe migration for TIBCO MFT Server onto Linux on AWS
- Develop first Realtime API with partner agencies
- Establish Business Case for other updates/changes



4. Staff up & Prepare for Replacement

- Evaluate enhancements in related systems (UT, TN)
- Staffing up on PMO & IV&V to prep RFQ for replacement system
- Issuing an RFP for a new solution that meets business needs and aligns with the department's enterprise architecture



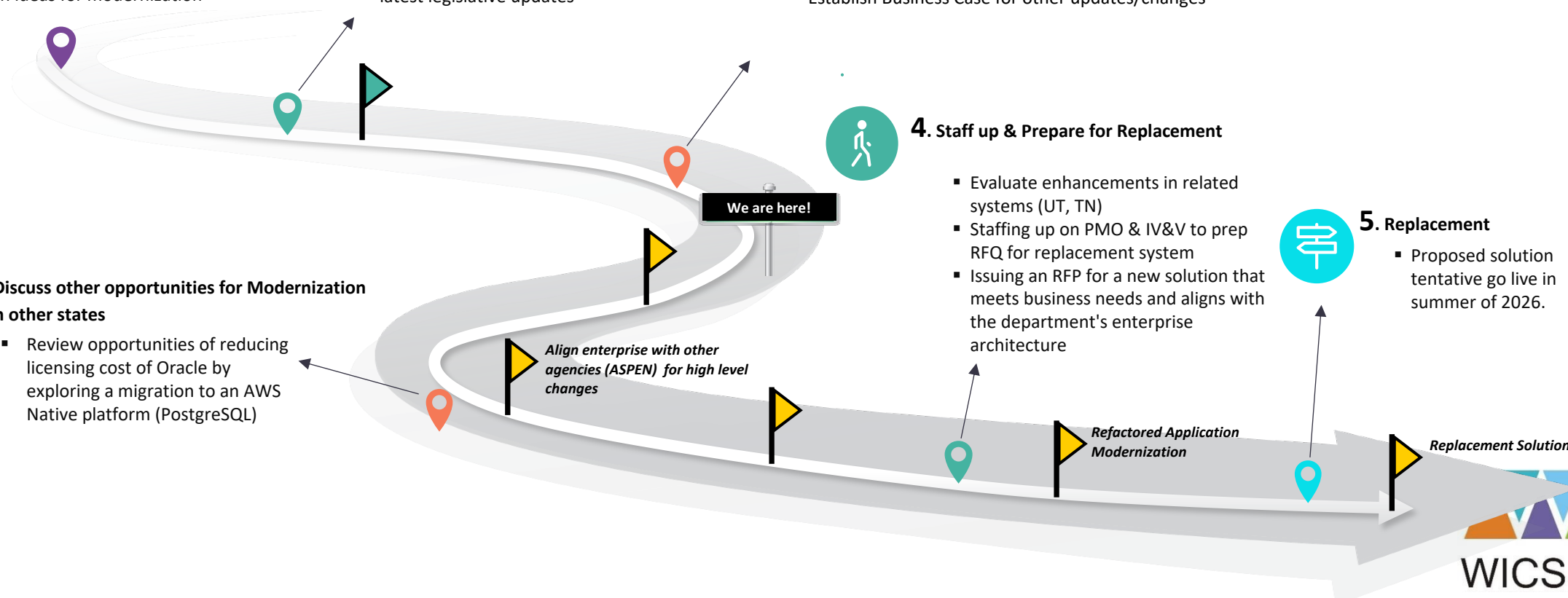
5. Replacement

- Proposed solution tentative go live in summer of 2026.



3. Discuss other opportunities for Modernization with other states

- Review opportunities of reducing licensing cost of Oracle by exploring a migration to an AWS Native platform (PostgreSQL)

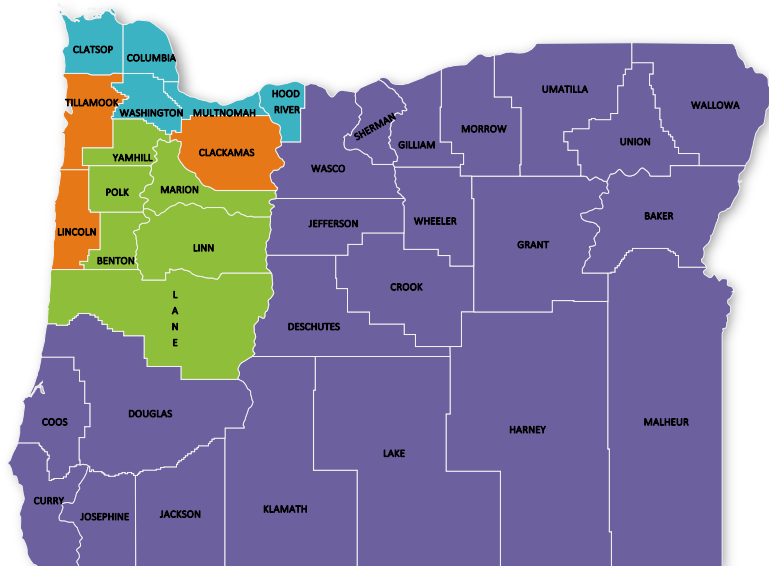




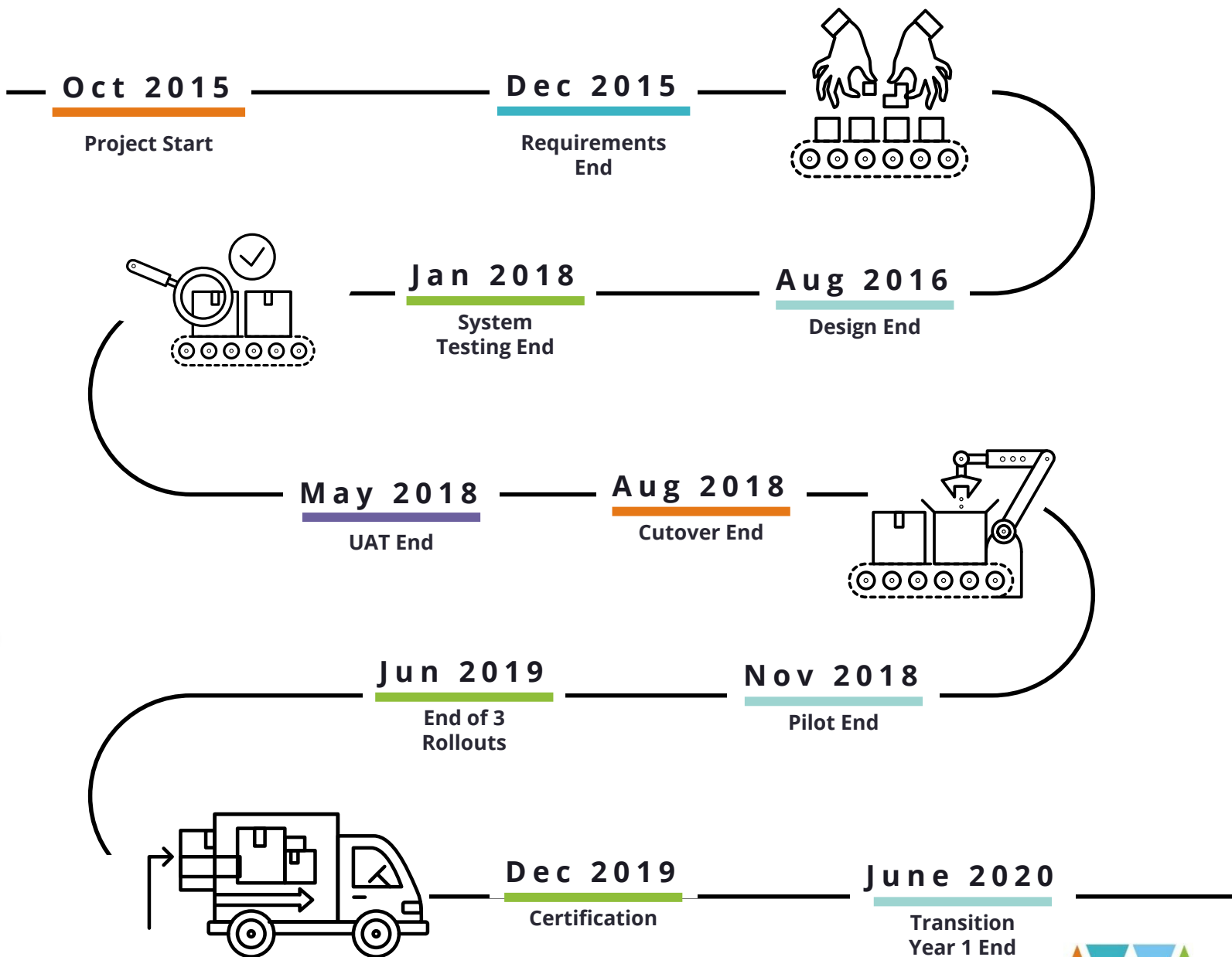
Oregon Project

Typical waterfall project with a pilot and three regional rollouts.

Project included PM, DDI, QA & IV&V.



Pilot – Rollout 1 – Rollout 2 – Rollout 3





Looking Ahead

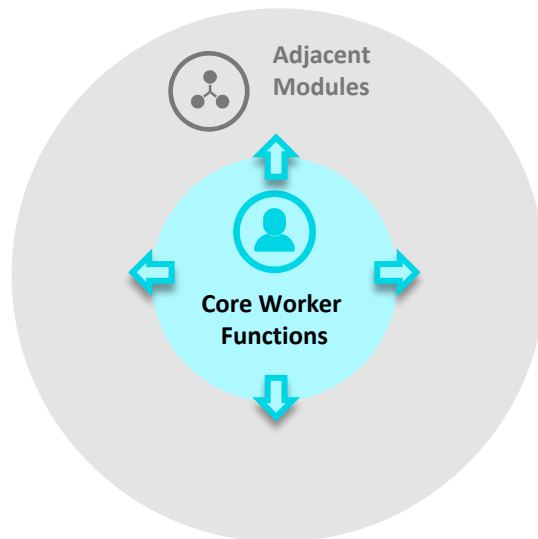
Watching the waves roll in!



Modernization Pathways

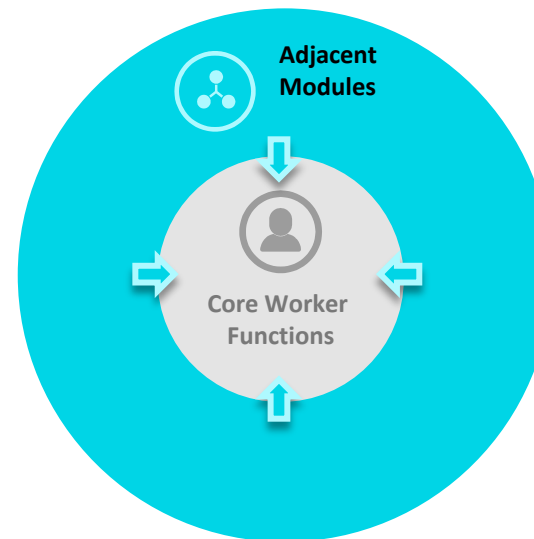
Path A: Core Replacement “Core to Edge”

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



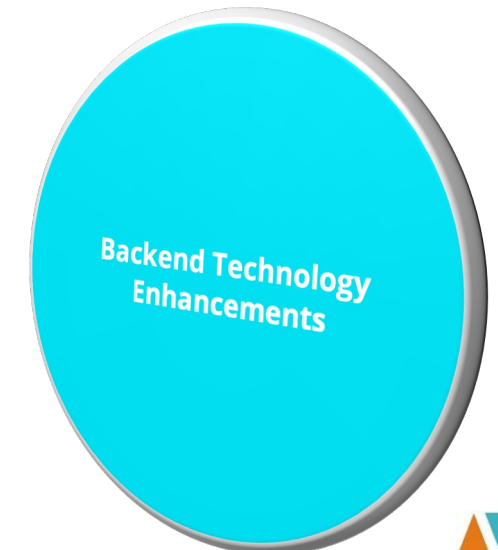
Path B: Modular Value Add “Edge to Core”

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



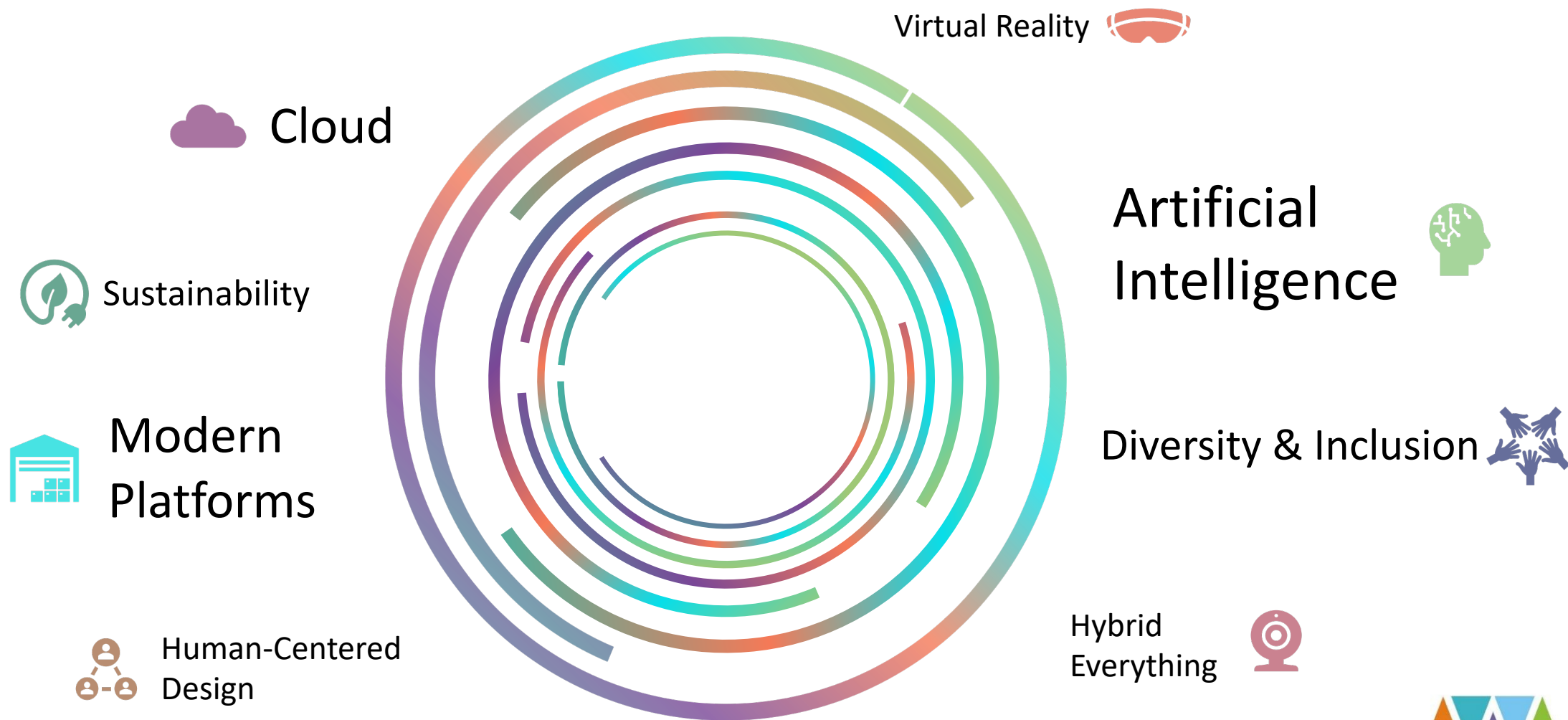
Path C: Technology Retrofit

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





The future of modernization is exciting





Thank you

- Any questions for the team?
- What are your key takeaways from the session?