

**State of Alaska
Department of Revenue
Child Support Services Division**

**Self-Assessment Review
FFY 2012**

March 15, 2013

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Executive Summary

This Self Assessment Review measures the Alaska Child Support Services Division's (CSSD) compliance with the Code of Federal Regulations (CFR) for Federal Fiscal Year (FFY) 2012.

For this audit period, CSSD exceeded federal compliance requirements for all measured criteria. Case Closure, Paternity and Support Order Establishment, Enforcement, Disbursement, Review and Adjustment, and Intergovernmental Responding were all stable compared with recent years. Medical Support Enforcement measured one percent higher than last year. Intergovernmental overall was stable; however, Intergovernmental Initiating has been steadily declining a few percent each year and may need a closer review. Expedited Process was compliant at both tiers.

Case count and financial statistics came from the OCSE-157 Report. For last year, CSSD's active IV-D caseload grew from 47,037 to 47,844. The number of open cases with orders increased from 43,163 to 43,190. The agency distributed just under \$104 million in child support in FFY 2012. This was about \$2.4 million more than the prior federal fiscal year.

The audit review covered the period from October 1, 2011 to September 30, 2012. It included a detailed review of 525 cases.

The following table depicts the percent of cases in compliance by category:

Criterion	Cases That Required Action	Cases Compliant With Time Frames	Efficiency Rate: 2012	Federal Minimum Standard	Last Year: 2011
Case Closure	10	10	100%	90%	100%
Paternity/Establishment	53	49	92%	75%	92%
Expedited Processes within 6 months	29	22	76%	75%	82%
Expedited Processes within 12 months	28	27	96%	90%	100%
Enforcement	450	425	94%	75%	95%
Disbursement	359	347	97%	75%	96%
Medical Support Enforcement	262	212	81%	75%	80%
Review and Adjustment	269	242	90%	75%	90%
Intergovernmental Services, Overall	120	108	90%	75%	90%
Intergovernmental Initiating	75	64	85%	75%	87%
Intergovernmental Responding	45	44	98%	75%	97%
TOTAL Case Actions Required	1580				

Details of the case results are in the subsequent report text. In addition, we are submitting the optional report categories titled, Program Direction and Program Service Enhancements. Note that overall audit results have a margin of error of +/- 2%, with a 90% confidence level.

Introduction

The Alaska Child Support Enforcement Agency (CSEA) was created under the Department of Health and Social Services (H&SS) on July 1, 1976. In its first year of operation, seven employees managed 8,800 child support cases. All support orders were established through judicial process. A year later the agency was moved from H&SS to the Department of Revenue where it remains today. In 1978, the CSEA was empowered with administrative enforcement capabilities. In April 1981, CSEA was renamed the Child Support Enforcement Division (CSED). In 2004, the name changed to Child Support Services Division (CSSD). In 2012, CSSD had 227 full time employees who managed 47,844 active IV-D child support cases, of which 43,190 cases had support orders.

The Permanent Fund Dividend (PFD) is a significant part of the Alaskan economy, paying about \$722 million dollars to residents in FFY 2012 (\$1,174 per applicant). For the year under review, CSSD collected and disbursed \$11.2 million of PFD money. The PFD helps all families, and for those people owing child support, it enables them to pay their child support with money that does not come directly from their paychecks. The money the PFD contributes to the economy significantly affects CSSD's annual collections as it filters through local businesses and turns up as wages and assets for nearly every resident. By matching CSSD information with the data kept by the PFD Division, we are also able to locate many people who owe or are owed child support.

Sampling Methodology

In accordance with 45 CFR 308, the auditors extracted a systematic random sample from the statewide caseload. This sample size has a 90% confidence level with a +/- 2% margin of error. CSSD employs two internal auditors who report to the IV-D Director. A self assessment review is performed annually based on the federal fiscal year. Automated review tools are not used. All records are maintained by CSSD.

The complete IV-D universe was sampled. The population, numbering 47,844 consisted of every IV-D case that was open as of September 30, 2012, and included every IV-D case closed during the audit period, October 1, 2011 through September 30, 2012. We included all cases that changed from IV-D to Non-IV-D during the year. All Non-IV-D cases in the population and all 'limited-services' cases associated with intercepting the PFD instead of receiving full services were excluded.

The auditors selected a sample of 525 cases using a skip interval of 91. The auditors used Microsoft Excel to generate a random starting number. Of the 525 cases reviewed, 31 had no measurable actions or were excluded for other reasons. The exclusion rate was 6%.

Scope of the Review

The audit was performed in compliance with 45 CFR 308. As in the past, Intergovernmental Initiating was held to a more restrictive standard. This was done because the CFR only requires that a case be initiated within twenty days after receiving the information needed to complete the intergovernmental forms. It does not set any standards for soliciting the information from the custodian of the children or answering their questions. We decided to measure this preliminary process as a way of determining the

quality of service provided to the public. The following additional criteria ensure a more accurate assessment of the agency's provision of Intergovernmental services:

- A General Testimony packet, or a Registration of Foreign Order packet, should be sent to the custodial parent within a reasonable amount of time (30 days), if it is required to initiate a case.
- Follow-up actions should occur until the information needed to process the case is received. Such actions include contacting the custodial parent about returning the initial paper work, or supplying any other information if the case was already initiated to another state. The time allowed for these follow-up actions varies from 30 to 90 days based on whether the case was already initiated and what type of follow-up action can reasonably be expected to produce a positive result.
- Timely responses should be made to other intergovernmental agencies and case parties to facilitate customer service, not just to meet CFR requirements. The CFR sets a response time frame for status requests and for information requests from other states. This requirement was expanded to include contacts with case parties and attorneys, allowing up to 30 days to reply or to forward a query to the other tribunal.

The internal auditors reviewed case record information from both online case records and physical case files. We recorded our findings in a Microsoft Access database.

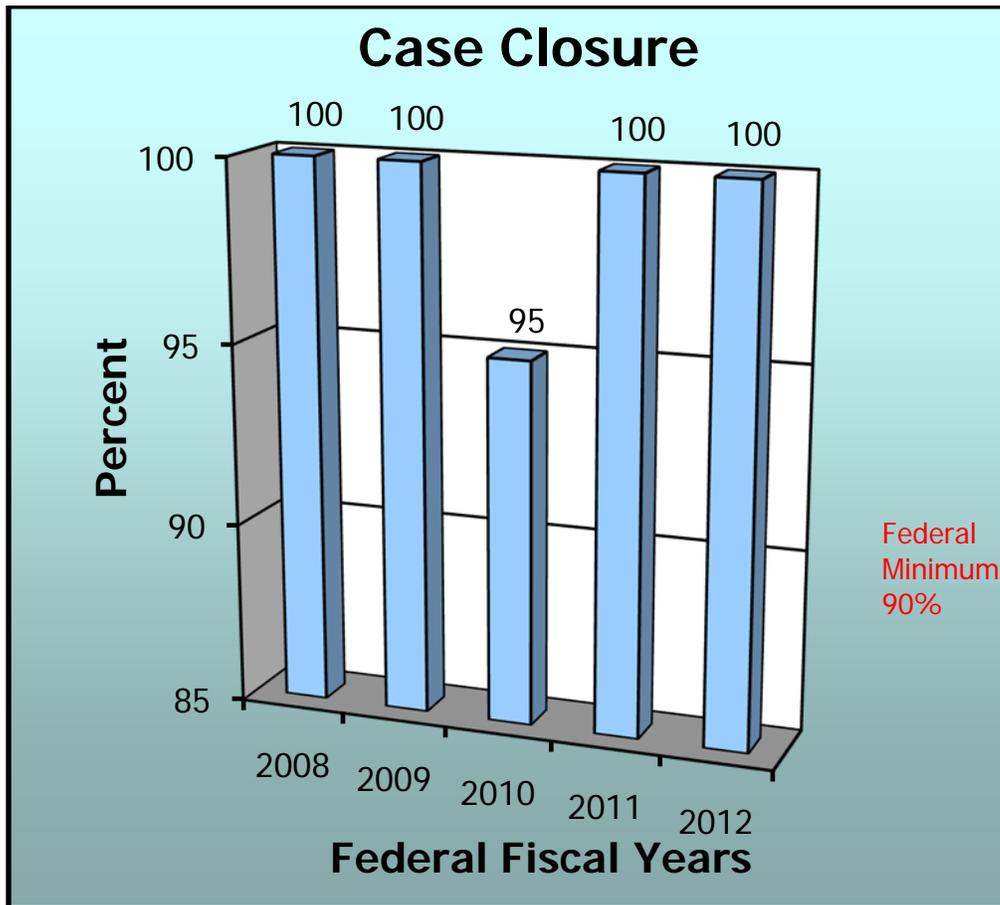
Category 1: Program Compliance

Review Criteria in Compliance

Percentages were calculated by dividing the number of cases with no measurable errors by the total-cases-measured for each criterion. Fractional numbers were rounded up when the fraction equaled .5 or greater, and down if it was .4 or less. The charts show five-year histories to better illustrate overall performance.

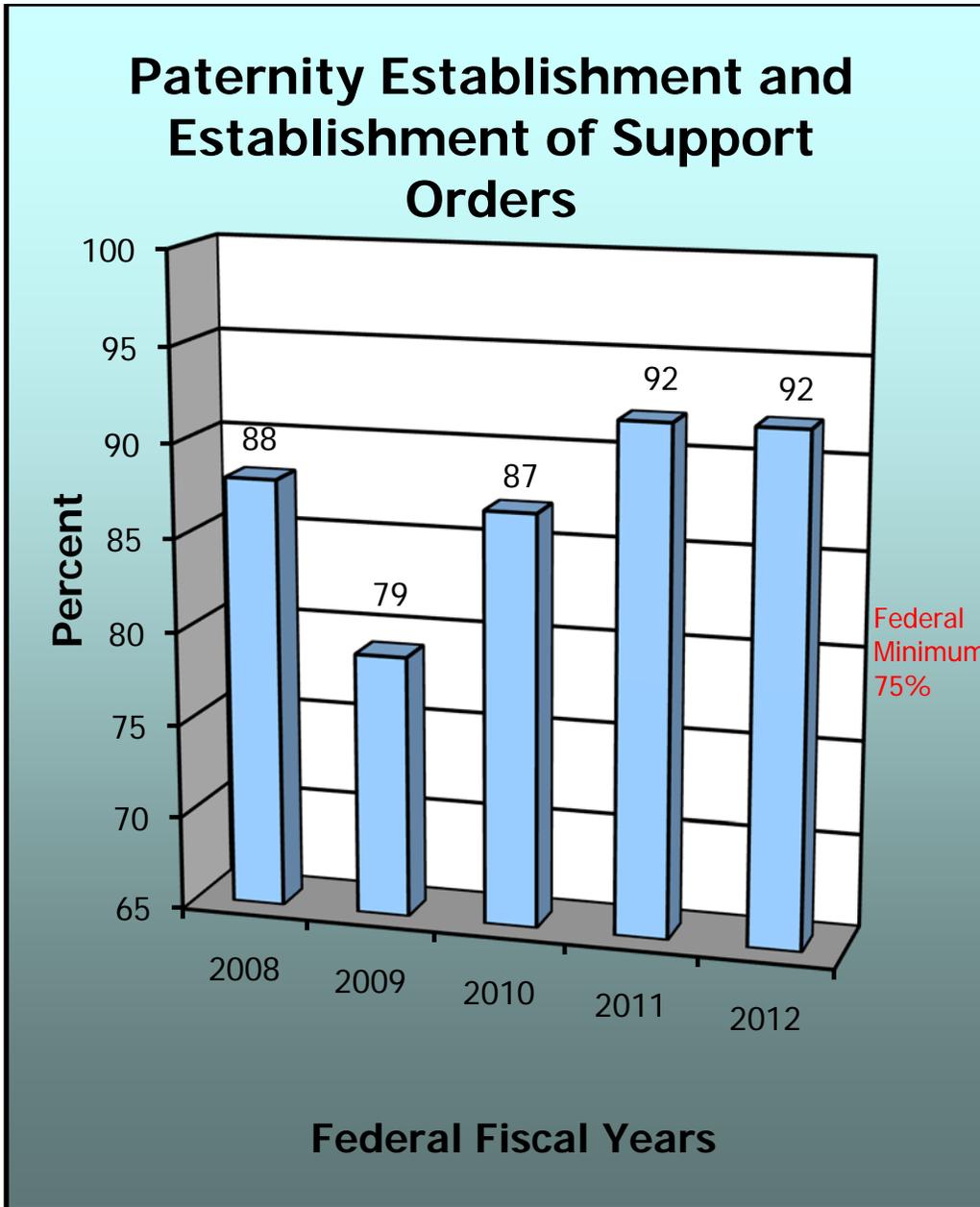
Case Closure: 100% (Minimum Acceptable: 90%)

There were ten cases measured. There were no errors. This criterion was compliant. The five-year average efficiency rate increased to 99%.



Paternity and Support Order Establishment: 92% (Minimum Acceptable: 75%)

There were four errors in the 53 cases measured. This criterion remained compliant with federal guidelines. The five-year average efficiency rate was 88%.

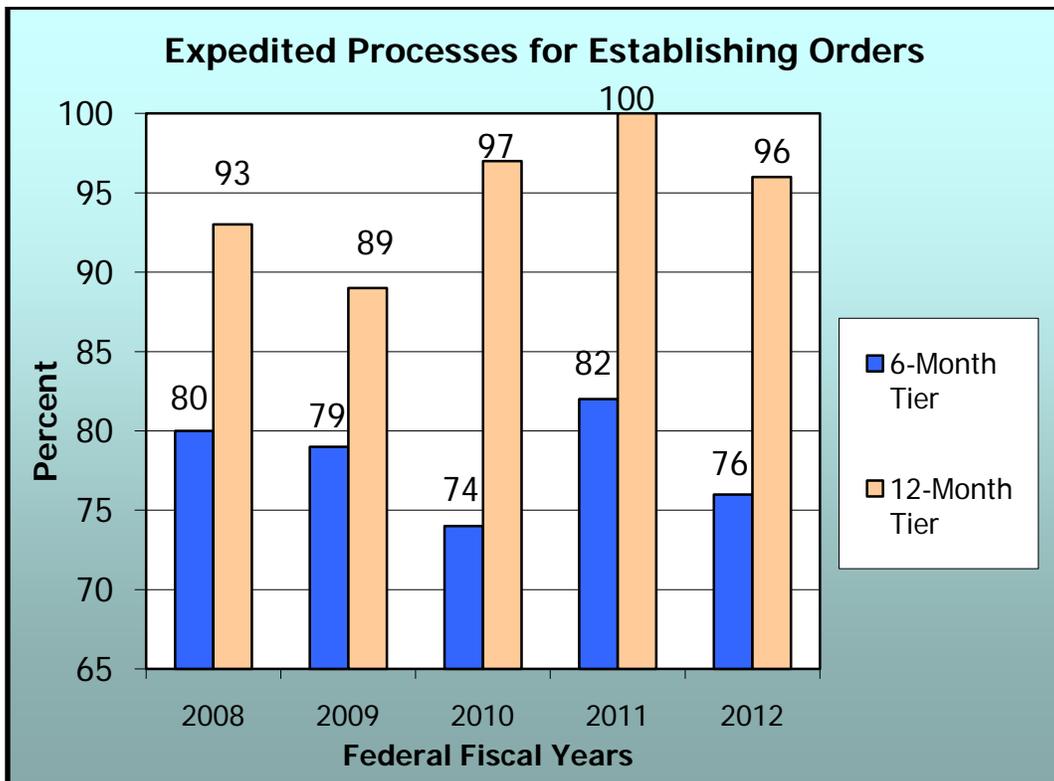


Expedited Processes: Within six months: 76%; within twelve months: 96%.
 (Minimum Acceptable: 75% and 90% respectively)

Altogether, 29 cases were measured for expedited processes at the six-month tier and 28 cases at the twelve-month tier. At the six-month tier, there were seven errors. At the twelve-month tier, there was one error. Both tiers remained compliant.

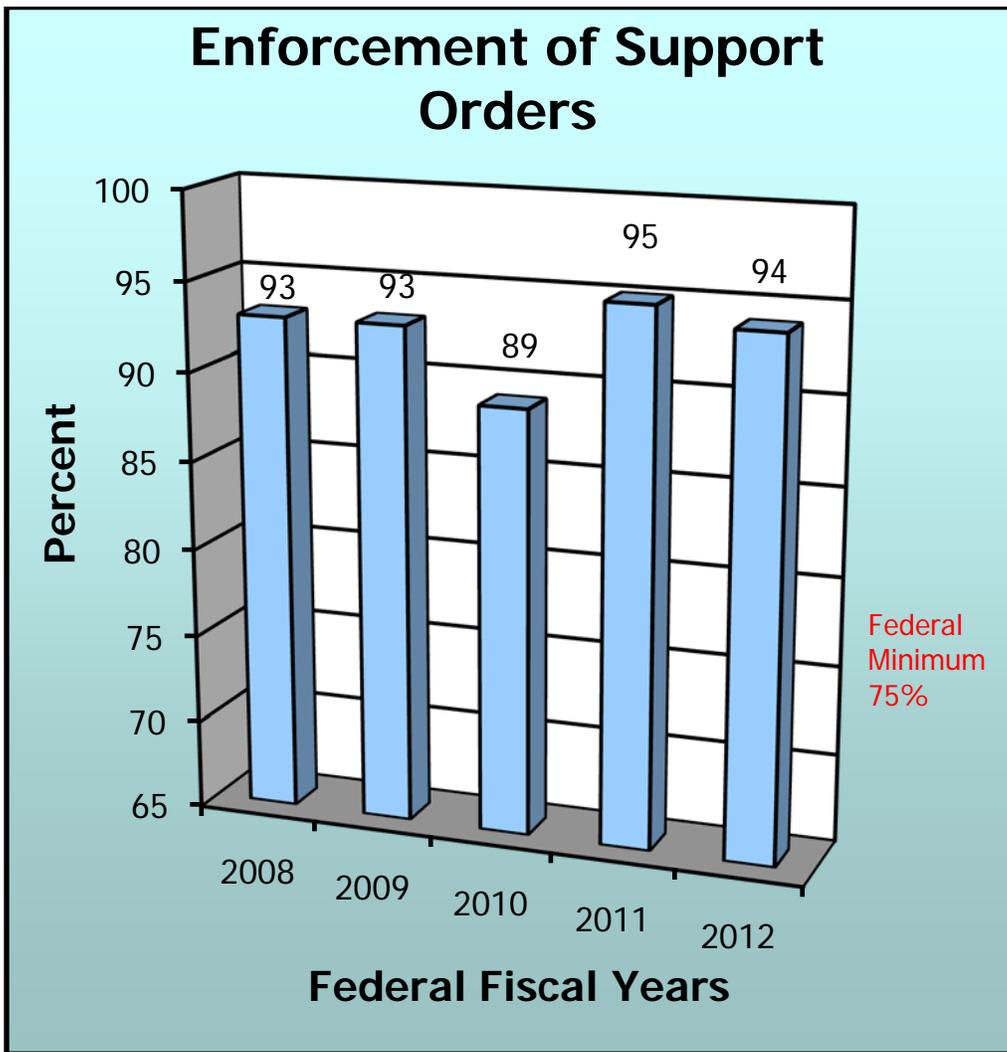
The five-year average for the six-month tier was 78% and for the twelve-month tier was 95%.

Note: The Expedited Processes criterion measures the time allowed under the CFR to establish child support orders. The time frame measured begins with the initial service of documents on the noncustodial parent and ends with the establishment of a child support order. At least 75% of the cases must have an order established within six months of serving the noncustodial parent with a notice of a paternity complaint or of a duty to support a child. A minimum of 90% of the cases must have an order established within twelve months.



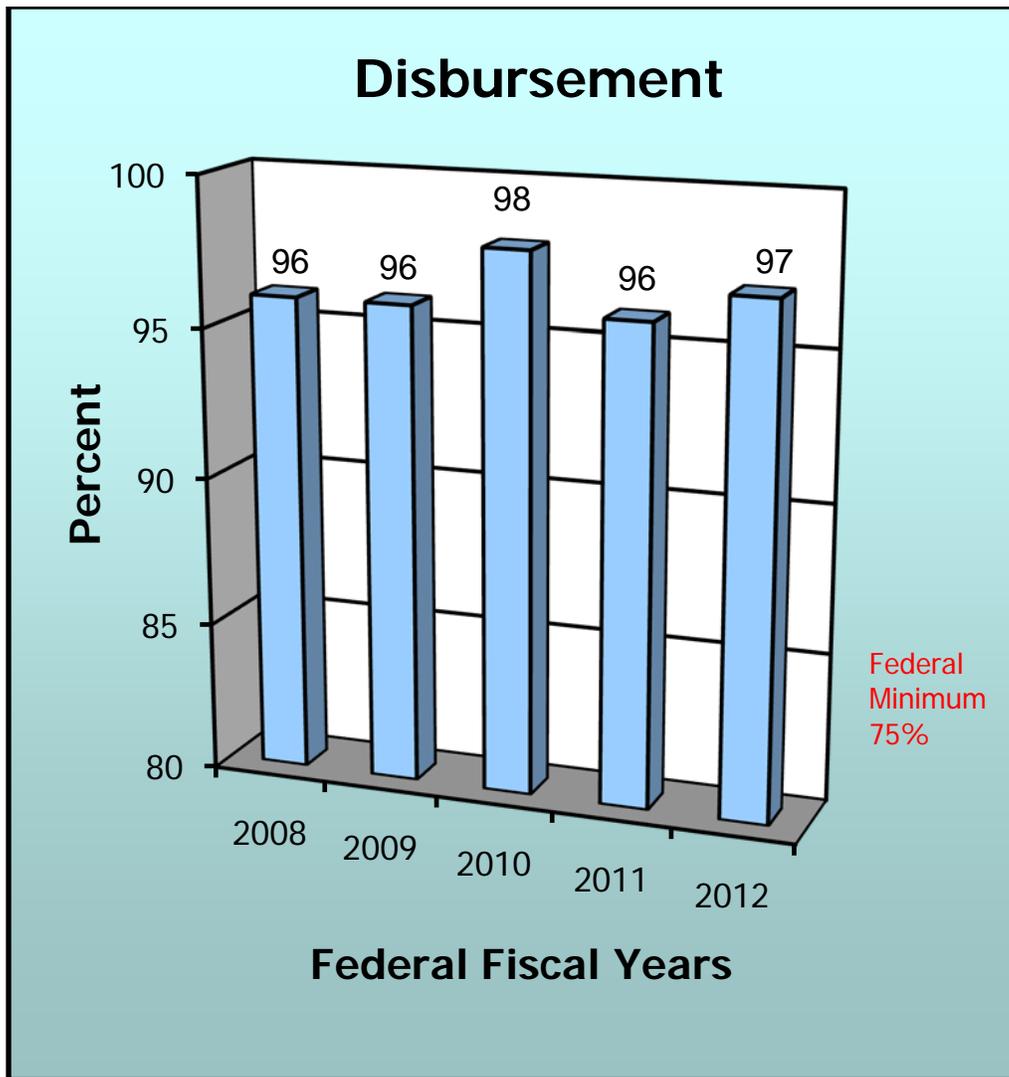
Enforcement: 94% (Minimum Acceptable: 75%)

There were 25 errors in the 450 cases measured. This criterion remained compliant. Most enforcement errors were due to not performing locate research within 75 days. The five-year average performance was 93%.



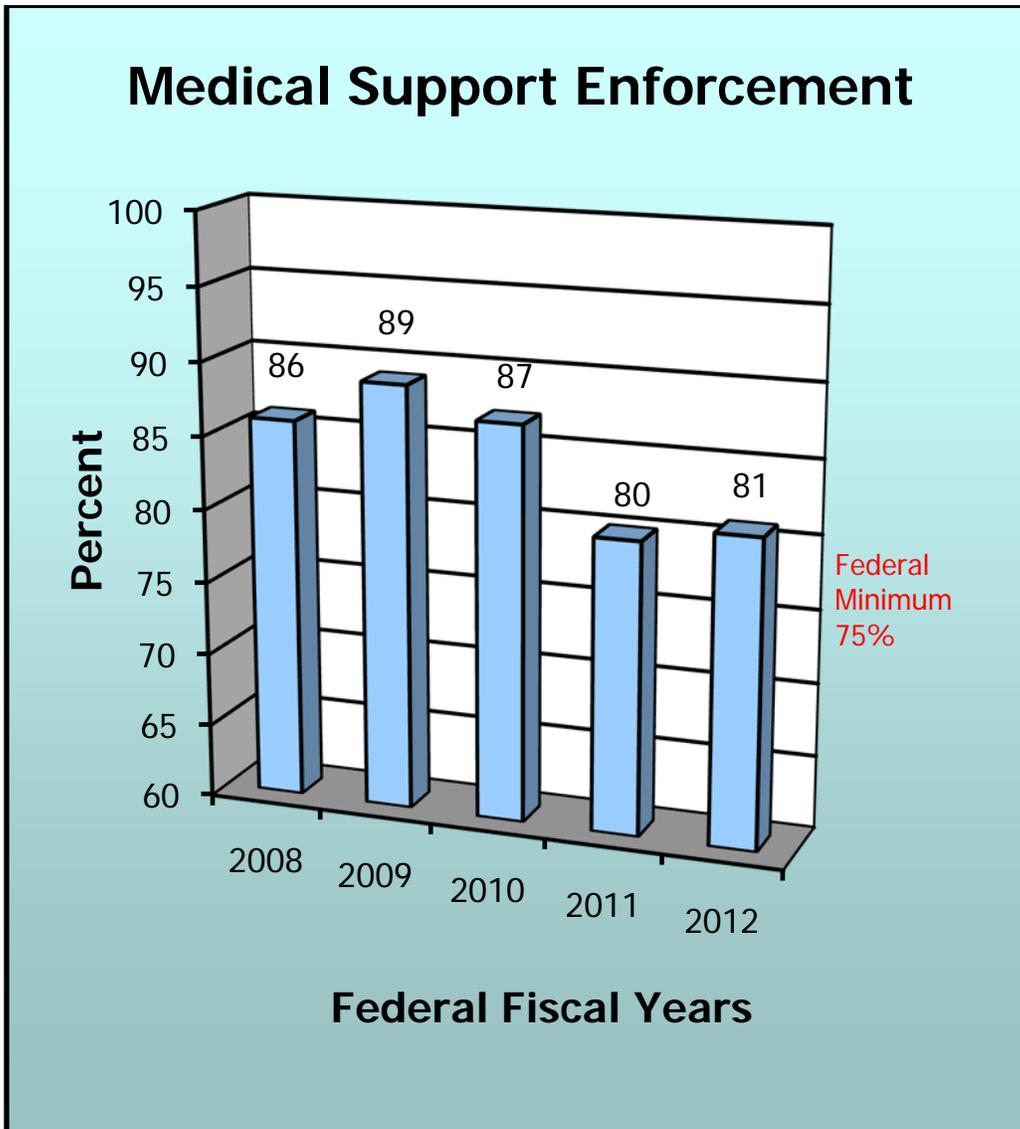
Disbursement: 97% (Minimum Acceptable: 75%)

There were twelve errors in the 359 cases measured. This criterion remained compliant. The five-year average performance was 97%.



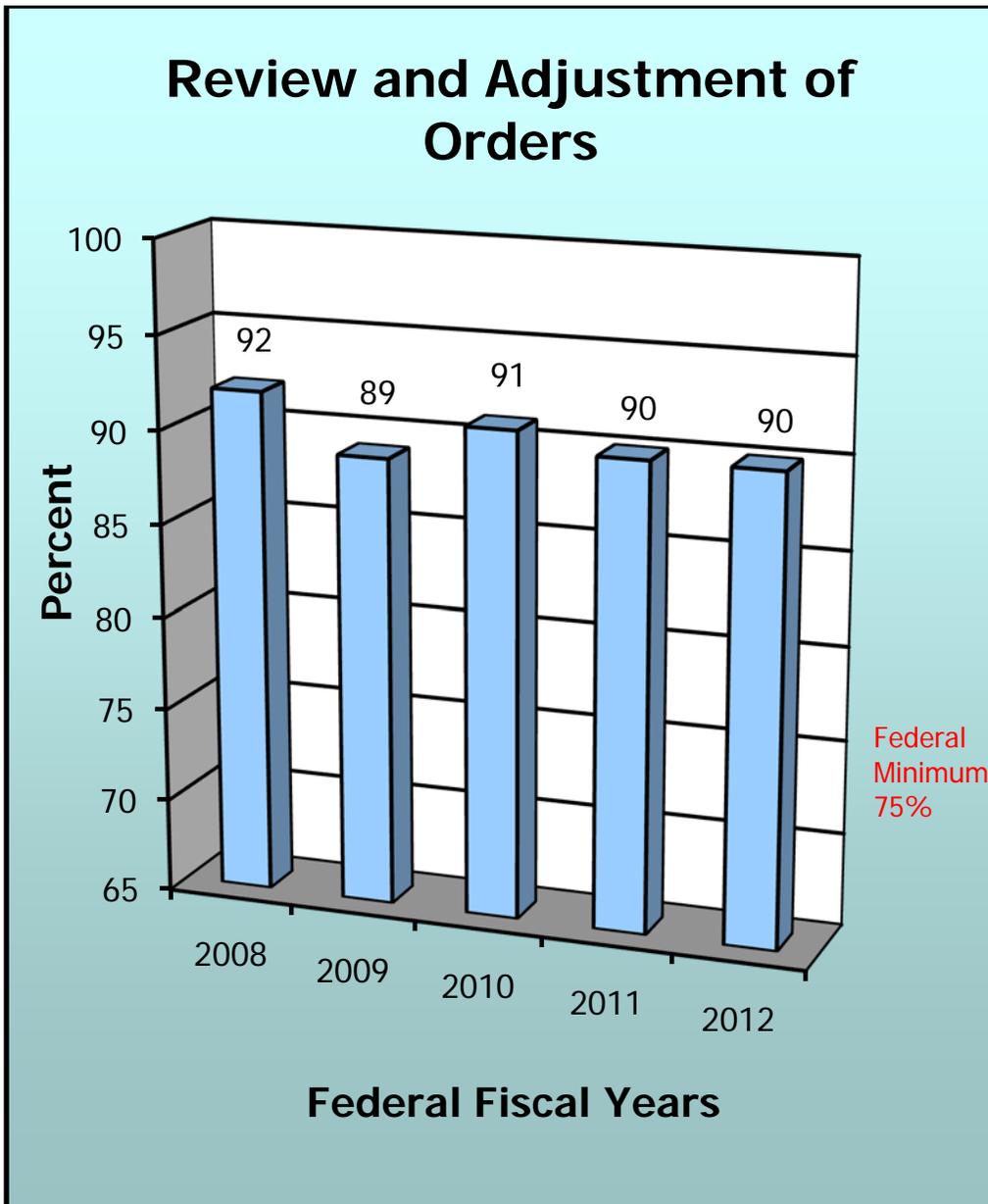
Medical Support Enforcement: 81% (Minimum Acceptable: 75%)

There were 50 errors in the 262 cases measured. This criterion remained compliant. Performance increased 1% from last year. The five-year average performance was 85%.



Review and Adjustment of Support Orders: 90% (Minimum Acceptable: 75%)

There were 27 errors in the 269 cases measured. This criterion remained compliant. Performance remained consistent. The five-year average performance was 90%.



Intergovernmental Services: 90% (Minimum Acceptable: 75%)

There were twelve errors in the 120 cases measured. This criterion remained compliant. Ninety percent was a composite efficiency rate for Central Registry, Initiating and Responding actions. Intergovernmental performance remained stable.

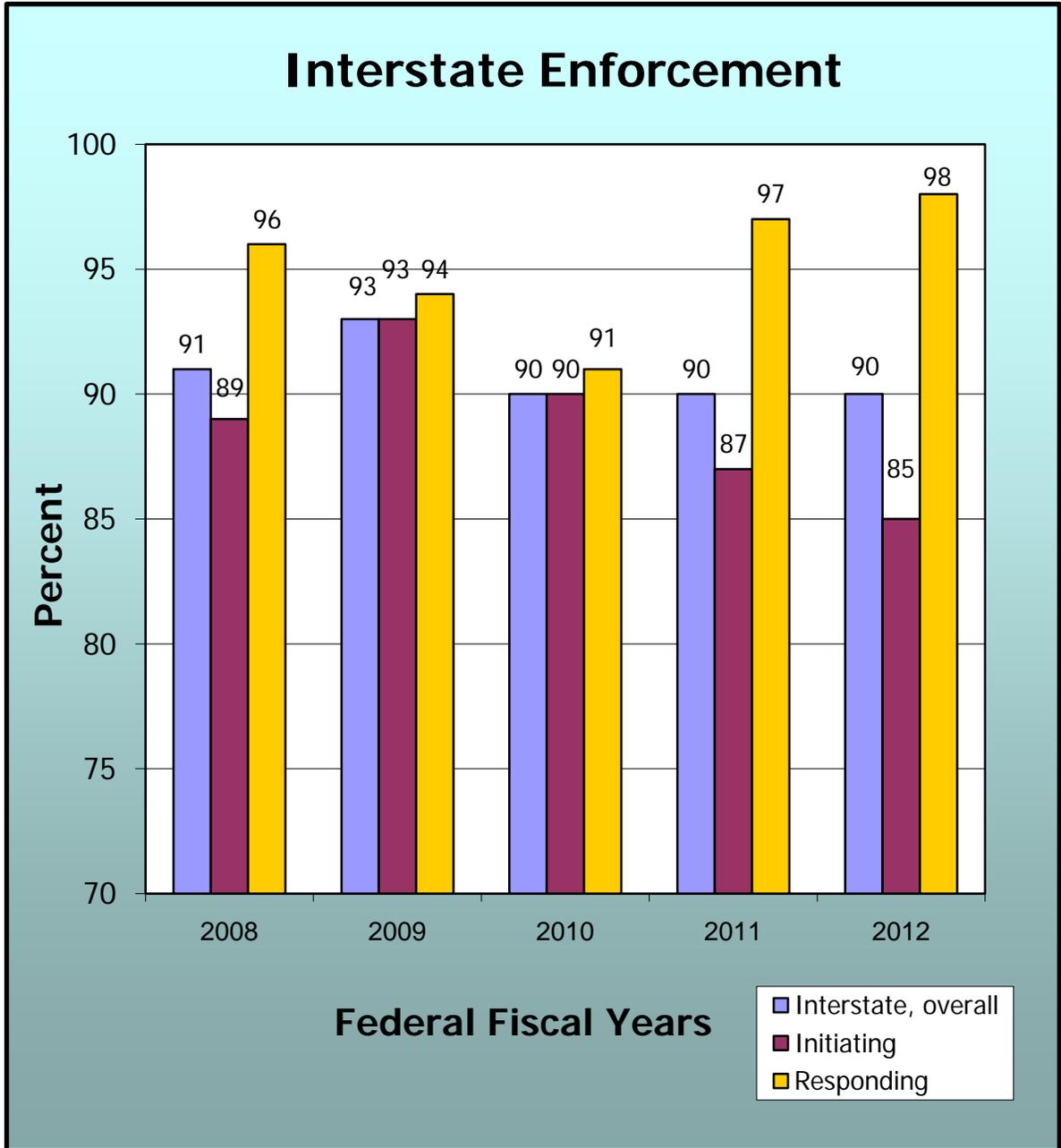
The Initiating subcategory was 85% compliant. There were 75 cases measured. Eleven had errors. The errors are discussed further in the Program Direction section. This subcategory was compliant.

The Responding subcategory was 98% in compliance. Of the 45 cases measured, one error was found. This subcategory was compliant

The five-year averages for intergovernmental were:

- Overall – 91%
- Initiating – 89%
- Responding – 95%

[Chart Follows]



Category 2: Program Direction

Introduction

A detailed discussion of each review criterion follows, including levels of performance, prior audit findings and current audit findings. Goals and targets are also laid out here. In the event a criterion fell below the mandated minimums, a corrective action plan is also included here.

Case Closure: 100%. (Minimum Acceptable: 90%)

There were no errors found in the ten cases measured.

Prior Audit Findings. We have no new findings to report in this review. The Division will work to maintain this level of compliance. Supervisors will continue to emphasize the importance of performing these actions correctly.

Current Audit Findings. The efficiency rate was 100% for the second consecutive year. The five-year average increased to 99%.

The division will continue to maintain this level of compliance. Supervisors will ensure that all employees are aware of the importance of performing these actions correctly.

Paternity and Order Establishment: 92%. (Minimum Acceptable: 75%)

Of 53 cases measured, four had errors. This sample had a +/- 5% margin of error.

Four teams make up the Establishment Section: Intake, Paternity, Support Order Establishment, and Modification. Once a case is set up, it is moved from the Intake team to the Paternity or Support Order Establishment team. In FFY 2012, the number of open IV-D cases increased slightly from 47,037 to 47,844. The number of IV-D cases with orders increased by 27 cases. Ninety percent of the open IV-D cases had a support order. The number of IV-D cases requiring the establishment of an order increased from 3,890 to 4,682. Below is the breakdown of errors for Paternity and Support Order Establishment.

FFY 2012 Data

Paternity and Support Order Establishment FFY 2012 Reason for Errors	Number of Cases with Errors	Percent of Total	Cumulative Percent
Exceeded 90-day limit to serve the obligor	2	50%	50%
Proper locate was not performed	2	50%	100%
TOTAL	4	100%	

Prior Audit Findings. The efficiency rate was 92%. The audit revealed seven errors from the 83 cases measured for this criterion. The five-year average was 86%.

- 60% of cases with any measured actions for this criterion had an order established during the audit review period. This is an improvement over FFY 2010's 41%.
- Four errors were due to not serving the obligor within 90 days.
- Two errors occurred because we did not open a case within 20 days.
- The last error was for not performing locate functions within 75 days.

The division will work to maintain an efficiency rate above 90%.

Current Audit Findings. The efficiency rate was 92%. The audit revealed four errors from the 53 cases measured for this criterion. The five-year average increased to 88%. Fifty-five percent of cases with any measured actions for this criterion had an order established during the audit review period.

- Two errors were due to not serving the obligor within 90 days. The success rate for cases with proper locate/service attempts within 90 days was 80%.

The first error case opened because the custodial parent and dependent opened a Medicaid grant. We began the process of establishing an order. The custodial parent subsequently withdrew from our services. A note was entered in April 2012 that we will complete a child support order with the monthly support obligation suspended. No further action was taken until after the fiscal year.

The second case went 231 days with no action taken. Income information was requested in March 2012. The case was not worked until after the fiscal year.

- Two errors were for not performing locate functions within 75 days. The success rate for cases with proper locate/service actions was 78%.

Both cases had a request for locate which was closed without being completed. It is noted that the locate requests were reviewed with one case erroneously stating 'locate in process' and the other case had a new locate request entered to be completed in the following year. CFR locate requirements were not met in either case.

With the increased number of establishments required, the division will strive to maintain an efficiency rate above 90%.

Expedited Processes: Six-Month Tier 76%; Twelve-Month Tier 96%.

(Minimum Acceptable: 75% and 90% respectively)

We measured 29 cases for the six-month and 28 cases for the twelve-month time frame. This sample had a +/-7% margin of error at each tier. Below is a breakdown of FFY 2012 errors for Expedited Processes.

FFY 2012 Data: Expedited Processes Six-Month Tier

Expedited Processes 6 Month Tier			
FFY 2012 Reason for Errors	Number of Cases with Errors	Percent of Total	Cumulative Percent
Unclaimed certified mail not returned/logged in a timely manner	2	29%	29%
Non Custodial Parent in locate or avoiding service	2	29%	57%
Lack of timely action taken for genetic testing	1	14%	71%
Lack of timely action taken to calculate an order amount	1	14%	86%
Lack of timely action taken to complete an administrative review of the order	1	14%	100%
TOTAL	7	100%	

FFY 2012 Data: Expedited Processes Twelve-Month Tier

Expedited Processes 12 Month Tier			
FFY 2012 Reason for Error	Number of Cases with Error	Percent of Total	Cumulative Percent
Lack of timely action to calculate child support order	1	100%	100%
TOTAL	1	100%	

Prior Audit Findings. Expedited Processes Six-Month Tier Analysis

The efficiency rate improved by almost eight percentage points at the six-month tier. It is now 82%. Cases must have the final support order ready to enforce within six months of serving the initial notice on the obligor parent. The number of cases measured increased from 35 to 50. There were nine errors. All were due to not taking action in a timely manner. A breakdown of the measured actions is as follows.

The majority of the errors (five, or 56%) were due to taking too long to calculate a child support order after serving the notice of paternity upon the obligor. In one of the five cases, the obligor admitted paternity. After the paternity order was issued, it took 217 days before a child support amount was calculated. It took between 107 and 196 days to calculate the child support amount in the remaining four cases. These cases could have been compliant if support calculations were made in a timely manner.

The other 44% of the errors (four cases) were also caused by taking too much time to accomplish the next required action. Two errors were due to delays in genetic testing and two were because of delays in process service.

- Genetic testing delays following the Notice of Paternity:

It took 63 days for the first case. This consumed one-third of the available time to complete the support order. It frequently takes time to arrange the travel schedules of parents and children and that introduces unavoidable delays in the genetic testing process. However, once these delays are noted, the case worker should address the problem by raising the case's priority for the next action.

The second case was opened due to a third party application. The putative father was tested within 36 days but it took 104 days to test the mother, leaving only 76 days to complete the support order. This error may have been unavoidable as a result of the mother's lack of cooperation, but again, the caseworker should have moved it to the top of the list for issuing a support order.

- Process service of the administrative support order after locating the obligor parent:

In both cases the initial service by certified mail was unsuccessful and the parties had to be process served. An enforceable child support order must be established within six months of initial service.

In the first case, it took 298 days from the initial service action to an enforceable support order. We exceeded the allowed time frame for establishing a support order by 118 days. Ninety days passed between obtaining a final paternity order and calculating a child support order. The child support order was returned unclaimed and then sent out for process service after 55 days. It was excessive to wait 145 days to calculate the child support amount and send the order out for process service. The case could have passed had the caseworkers taken 27 days or less instead of 145 days.

The second case was due to a third party application and both parents had to be served with Notice of Paternity paperwork and a final child support order. The Alaska State Troopers served the father with paternity paperwork beginning the six-month time frame to obtain an enforceable child support order. It took an additional 154 days to serve the mother. It took 319 days from Notice of Paternity to having an enforceable child support order. It is unlikely this case could have been compliant under circumstances existing at the time.

Each of these instances is a repeat finding from our last report, but performance still improved by almost eight percentage points in this general criterion. The FFY 2010 corrective action plan produced a positive outcome.

- The Intake Team simplified the case set-up process. Management reorganized staff and functions of the team, however we have not seen an increase in the number of cases set up. For FFY 2011, there was an average of 650 cases per month (including Non-IV-D Registry-only, Intact Family and Non-Federal Foster Care cases). When compared to the total number of cases opened in prior years, the averages were:
 - FFY 10 = 750 cases per month;
 - FFY 09 = 560 per month;
 - FFY 08 = 430 per month.

- Management set quotas for work volume with an intended average production of three to four orders per day per worker. On average, each worker only produced two orders per day. Backlogs have been nearly eliminated for Intake and Order Establishment, and most cases are now queued in the process where they should be.
- Locate work is now done by administrative assistants rather than by caseworkers which should save time and money.
- The new tracking tools allow supervisors to monitor case work for Intake and Order Establishment. The paternity tracking tool had technical problems and is being reconstructed.
- Paternity cases were to be expedited once a paternity order was obtained. This appears to be working; the cases are now being worked in the correct order. Previously a resolved paternity case went to the end of the line to await an administrative order calculation; now they are placed at the front of the line.
- One specialist caseworker now handles all of the administrative reviews of initial administrative orders. This caseworker is staying current with work requirements and three other workers are trained to support the role.
- Following the audit period, reorganization resulted in widespread reassignment of duties for caseworkers and administrative assistants. This is the final part of the plan that was intended to be implemented in FFY 2011. Streamlined duties should result in faster case openings, establishment actions and modifications of orders. This will be examined in the FFY 2012 audit.

One goal of the corrective action plan was to improve the efficiency rate at the six-month tier by 4%. This goal was achieved. The corrective action plan is still in effect.

Prior Audit Findings. Expedited Processes Twelve-Month Tier Analysis

The efficiency rate improved by three percentage points at the twelve-month tier to the current efficiency rate of 100%. The number of cases measured for the twelve-month tier increased from 33 to 50 cases. There were no errors found for Expedited Processes twelve-month tier.

In summary, CSSD's goal for the six-month tier should be a 2% improvement. The twelve-month tier goal is to maintain the current efficiency rate.

Current Audit Findings. Expedited Processes Six-Month Tier Analysis

In the last five years, the efficiency rate ranged from 74% to 82%. This year it was 76%. The five-year average efficiency rate was 78%. Cases must have the final support order ready to enforce within six months of serving the initial notice on the obligor. We measured 29 cases for this criterion. There were seven errors. All were due to not taking action in a timely manner. Paternity was an issue in each error case. The seven errors are broken down into five subcategories with only one or two cases for each:

- Unclaimed certified mail not processed in a timely manner in two cases.

Two cases had an administrative order sent for service via certified mail. It took 50 days to log the order as unclaimed before attempting service by process server in the first case. In the second case it took 39 days to log the order as unclaimed. Each case had multiple service attempts bringing the cases outside the six-month time frame for having a final enforceable support order.

- The non-custodial parent was avoiding service in two cases.

An order was sent certified mail and returned unclaimed in the first case. Subsequent process service was unsuccessful. A manual locate was performed according to CFR standards but no new information was obtained. Process service notes indicated the non-custodial was living with a female possibly helping him avoid service. The obligor was eventually served and then requested genetic testing. From service of the paternity

paperwork to the end of the fiscal year took 294 days. Currently we are waiting for the genetic test results and do not have an enforceable order.

The second case initially needed paternity establishment. The obligor was served paternity paperwork August 22, 2011. The Bureau of Vital Statistics added the father to the dependent's birth certificate. We issued requests for income information in September. In October we performed a full locate with negative results. In December we calculated an obligation amount and sent the order via certified mail. It was returned as undeliverable. The obligor was served at the end of March by a process service after the fifth attempt.

- One error for not scheduling genetic testing in a timely manner.

The putative father was served with paternity paperwork in March 2011 and his request for genetic testing was logged April 11th. He was not scheduled for testing until 31 days later. It is noted that in some rural clinics, paternity testing is only performed monthly. A paternity order was issued in June and served September 27, 2011. The order became enforceable in the audit review period on October 27, 2011. It took 226 days from paternity paperwork being served to having an enforceable support order.

- One error for not calculating a support obligation in a timely manner.

Paternity actions were completed with an order in February 2010. A support obligation was not calculated until 230 days later. We lost contact with the obligor and performed a full locate with negative results in November 2010. The process server attempted service seven times by January 2011. A new address was found but service was unsuccessful in May 2011. Process servers successfully served the obligor in jail on October 10th, 2011. It took 653 days from the paternity order being served to having an enforceable child support order, of which 230 days elapsed because no action was taken after the obligor was determined to be the father.

- The last error was not completing a review of the administrative order in a timely manner.

The obligor was served paternity paperwork on April 12, 2011. A support obligation was calculated June 2nd and was served August 4th. On August 24th we received

the obligor's request for a review of the support order. It took the caseworker 64 days to issue a decision. This case was out of compliance by only fifteen days which could have been avoided if the review decision had been issued in a timely manner.

In FFY 2010 we implemented changes to improve performance.

- The intake team went from setting up an average 560 cases per month in FFY 2009 to 670 cases per month in FFY 2012. This included every case in our universe: IV-D cases, Non-IV-D Registry-only, Intact Family and Non-Federal Foster Care cases. This production level appears to be satisfactory.
- Management set work volume quotas.
- Locate work was transferred from caseworkers to administrative assistants. This appears to have had no impact on accuracy but may have helped increase production.
- New tracking tools for monitoring case work.
- Paternity cases were expedited once a paternity order was obtained. Every error case for Expedited Processes started with a paternity action but only one case was found in error for not having genetic testing scheduled in a timely manner. Further review is needed to determine if the shortfalls were due to paternity establishment or subsequent actions to establish a support order.
- In FFY 2012 we implemented new changes to the administrative review process. The reviews were removed from the Establishment caseworkers' duties and assigned to the Formal Hearing workers. This may have contributed to increased production.

Changes in FFY 2010 improved performance for FFY 2011 but performance declined in FFY 2012. Intake continues to set up more cases on average per month. Locate errors caused by administrative assistants in Establishment have already been addressed and new guidance issued. Responsibility for administrative reviews was transferred to more experienced workers. We will continue to monitor Establishment and Expedited Processes to refine procedures for improved efficiency.

Our goal is for a two percent improvement next year.

Current Audit Findings. Expedited Processes Twelve-Month Tier Analysis

Last year we had no errors for this criterion. This year we measured 28 cases and found one error. Efficiency rate was 96%.

The error case required paternity action. Paternity was established in February 2010. A support obligation was not calculated until 230 days later. We lost contact with the obligor and performed a full locate with negative results. Later, the obligor was found in jail and process served on October 10th, 2011. It took 653 days from the initial paternity paperwork being served to having an enforceable child support order of which 230 days elapsed because no action was taken after the obligor was determined to be the father. Even had the 230 day delay been avoided, the case would have been out of compliance by 243 days.

In summary, CSSD's goal for the six-month tier should be a two percent improvement. The twelve-month tier goal is to maintain the current efficiency rate.

Note: The Expedited Processes criterion measures the time allowed under the CFR to establish child support orders. The time frame measured begins with the initial service of documents on the noncustodial parent and ends with the establishment of a child support order. At least 75% of the cases must have an order established within six months of serving the noncustodial parent with notice of a paternity complaint or of a duty to support a child. A minimum of 90% of the cases must have an order established within twelve months.

Enforcement: 94%. (Minimum Acceptable: 75%)

We measured 450 cases, and found 25 errors. One hundred forty-two cases received at least one wage withholding payment during the last quarter of the review period and an additional 163 cases received at least one payment during the entire review period.

FFY 2012 Data

Enforcement of Support Orders			
FFY 2012 Reason for Errors	Number of Cases with Errors	Percent of Total	Cumulative Percent
Failed to complete asset/employer locate	10	40%	40%
Case not submitted for federal offset/IRS	9	36%	76%
Withholding order not issued to an employer within two days	5	20%	96%
Not taking any appropriate enforcement action when wage withholding not applicable.	1	4%	100%
TOTAL	25	100%	

Prior Audit Findings. The efficiency rate was 95%. The five-year average is 93%. The sample size increased by 26 cases but errors decreased from 42 to 22 for FFY 2011.

There were four types of errors:

- Locate issues were again the biggest factor in case errors but we reduced the number of errors by eleven from the previous year (41% improvement).
- The second most common error was miscoding a case and preventing a submission to the IRS for tax refund offset. Miscoding errors were reduced by ten from FFY 2010 (77% improvement).
- The third type of error resulted from failing to issue a withholding order within two days.

- The fourth type of error was a result of not completing an appropriate enforcement action when wage withholding was not applicable to the case. It appears the problems from last year were addressed.

In FFY 2010, the auditors recommended that Enforcement look at the locate actions taken by Establishment. Establishment has two triggers to start locate actions: when there is no address; or when mail is returned due to a bad address. Enforcement uses a sixty-day no-payment report to inform them when a case needs locate actions. The Enforcement morning-mail message is triggered after forty-five days. The Internal Auditors now recommend that management shorten it to thirty-five days.

The goal for the agency is to maintain an efficiency rate of 95%.

Current Audit Findings. The efficiency rate was 94%. The five-year average was 93%. Last year, 65% of the cases sampled received a payment during the fiscal year. This audit period showed almost 68% with a payment.

The types of errors remained the same:

- Locate continues to be the biggest factor in case errors. We reduced the number of errors from sixteen to ten.
- Miscoding a case, preventing a submission to the IRS for tax refund offset was the second most common error.
- The third type of error was failing to issue a withholding order within two days.
- The last type of error was not completing an appropriate enforcement action when wage withholding was not applicable. This was a single error case.

We recommend caseworkers start the locate process sooner. Some cases had insufficient locate actions taken such as a call to the non-custodial parent or a postal

verification issued when a full locate was necessary. Improvement demonstrated in Enforcement and collections is commendable.

The second most common enforcement action was not submitting case arrears to the IRS tax refund offset. The audit sample shows we increased the number of cases reporting to the Federal Offset program by thirteen cases but our errors increased from three to nine. These errors indicate a need for refresher training for the caseworkers. This is a repeat finding.

Five error cases did not have a withholding order issued within two days. This group of errors was not excessive and is consistent with historical findings, though it may present a topic for training among the enforcement caseworkers.

The last error case was due to not taking appropriate enforcement actions. The case became an arrears-only case when the dependent was returned to the intact family. A withholding order was not issued to the obligor's last known employer. After the review period, the Alaska PFD was received and a full locate performed with negative results. An automated locate was activated to find a potential employer. This is the sort of obscure error that can easily occur. It is unlikely that remedial training is warranted at this time.

Training should be considered to refresh worker skills for IRS/FOP coding. The goal for the agency is to increase the efficiency rate to 95% for FFY 2013.

Disbursement: 97%. (Minimum Acceptable: 75%)

We measured 359 cases, and found twelve errors. This criterion was compliant.

FFY 2012 Data:

Disbursement FFY 2012 Reason for Errors	Number of Cases with Errors	Percent of Total	Cumulative Percent
Hold because receipt amount was less than \$5.00. Not cost effective to cut a check.	4	33%	33%
Hold entered on case not diligently worked	2	17%	50%
Seized money held for 30 days.	2	17%	67%
Seized money on hold not reviewed in a timely manner and remained holding.	1	8%	75%
Address updated but receipt remained holding.	1	8%	83%
Receipt was entered late preventing timely distribution.	1	8%	92%
Proper distribution was uncertain pending assistance status.	1	8%	100%
TOTAL	12	100%	

Prior Audit Findings. Current efficiency rate was 96%. This criterion remained compliant. The five-year average performance is 97%.

There are no new findings to report. The number and nature of errors are the same as found in previous years, and are manageable.

The disbursements as stated on the annual 157 report increased by 4%, or \$4.2 million, from the previous year.

Money on hold was \$317,000. The accounting staff reduced the amount holding since FFY 2010 by 24% (FFY 2010 had \$415,000 holding).

EFT accounted for about 60% of incoming transactions and 56% of dollars collected. Nearly 64% of transactions outbound were via EFT, and amounted to 62% of dollars disbursed. About 4,000 employers send money by EFT. Currently 3,023 people receive their collected support via debit card.

Performance remained stable over the last decade. The agency will work to maintain this level of efficiency and continue to reduce the money on hold.

Current Audit Findings. Current efficiency rate increased to 97%. This criterion remained compliant. The five-year average performance is 97%. There are no new findings.

Money on hold increased to \$ 741,000. The State Disbursement Unit (SDU) went through staffing changes and has since reduced money on hold to \$538,000 by the end of January 2013.

The most common error was due to a system feature that prevents a check of less than \$5.00 from being disbursed. This is a cost-efficiency matter. The table above is a breakdown of all the errors found in our sampling. Current staff is adequately maintaining control over distribution and disbursement of child support.

In the past, when checks were returned to the SDU because of a bad address, the caseworker was not notified that a locate was required. Now, the mail room notifies the caseworker of the returned check. The caseworker can then look for a valid address. The SDU voids the payment and puts the money on hold. Once a new address is found, the money disburses automatically. This change of procedure should cause a reduction of money on hold due to a bad address.

Electronic Funds Transfer (EFT) accounted for about 71% of incoming transactions and 58% of dollars collected. Over 63% of transactions outbound were via EFT, and amounted to almost 62% of dollars disbursed. About 3442 employers send money by EFT. Currently 4,383 people receive their collected support via debit card.

The goal for the agency is to maintain the efficiency rate at 97% or above.

Medical Support Enforcement: 81%. (Minimum Acceptable: 75%)

We measured 262 cases, and found 50 errors. The following table breaks down the errors. This criterion remained compliant.

FFY 2012 Data:

Medical Support Enforcement FFY 2012 Reason for Errors	Number of Cases with Errors	Percent of Total	Cumulative Percent
We did not determine if insurance was available.	26	52%	52%
We did not notify the Medicaid agency of insurance.	21	42%	94%
We did not issue a NMSN to the most current employer.	3	6%	100%
TOTAL	50	100%	

Prior Audit Findings. The sample size increased by 81% and the total number of errors increased from 19 to 54. Current efficiency rate is 80%. Medical Support Enforcement has experienced a three-year decline and is now at its lowest compliance rate in the last five years, although it still exceeded the mandated minimums. The average performance over the past five years was 85%.

For both FFY 2010 and FFY 2011, more than 96% of the errors belong to two categories:

- Failure to determine if insurance was available.
- Failure to notify the Medicaid agency when insurance is provided.

In FFY 2011, the first category improved by about 11%. In the second category errors increased because of a procedural change. In 2010, CSSD revoked access to our medical records by the Divisions of Public Assistance and Health Care Services staff, as per IRS requirements. As a result, medical insurance information is now provided manually. Errors for not notifying the Medicaid agency increased from seven to 24.

Not all of the available medical information was entered into the system. This is a concern. Last year the auditors noted that data entry needed to be complete and consistent. Management took steps to train staff with the expectation that the number of errors would decline over time. For example, if a caseworker learns Indian Health Service benefits are available, they must update the system. In addition, NSTAR requires that insurance coverage dates be entered and a coverage indicator flag be coded 'Yes', in order to correctly report medical services provided. When an employer responds to a National Medical Support Notice and provides the insurance information, the caseworkers must update the medical information. In cases where insurance is in place but the party providing the insurance changed employers, the caseworker must review and update the database with the current medical insurance (i.e., is it still in place or not?). Failing to update all the medical fields caused 41 errors. We recommend that management provide corrective training.

In addition, two errors for not having a medical provision in the child support order were found. Alaska has standard judicial and child support order templates that include medical provisions. The first error was because the courts did not use their standard template but instead had a custom-drafted child support order. Currently the case is being reviewed for closure because the non-custodial parent is deceased. The second case error was a South Carolina order. The order indicated that medical coverage was not available

through the defendant's employer at a reasonable cost, but it did not further stipulate future coverage by either parent. The child emancipated in March 2011 and the case was closed.

Over the last five years the efficiency rate fluctuated by over 9% and has been steadily declining since FFY 2010. Management must ensure that caseworkers are fully trained for medical enforcement, emphasizing data entry for insurance information. The agency should improve compliance by at least 2% in the next fiscal year.

Current Audit Findings. We had a larger sample size for the second consecutive year. In FFY 2012, we measured 262 cases and found 50 errors. From FFY 2008 through FFY 2010, our sample sizes were smaller, creating a larger margin of error. In FFY 2011 and FFY2012 we reduced the margin of error to +/- 2%. We are more confident that our accuracy improved over prior years.

Prior errors fell in two categories:

- Failure to determine if insurance was available.
- Failure to notify the Medicaid agency when insurance is provided.

In FFY 2012 we incurred an additional type of error:

- Failure to issue a National Medical Support Notice (NMSN) to a new employer.

The first type of error, failure to determine if insurance was available, had four reasons for noncompliance. Nine findings were due to not taking any medical enforcement actions during the fiscal year when some type of action was required. Eight errors were due to miscoding the insurance. The system requires all fields to be populated including a 'coverage indicator' field. If any of the fields are blank or incorrectly coded, the case will not count as a case with medical ordered and provided. Seven errors were due to having medical enforcement excluded. Two errors were because the custodial parent was providing coverage but the coverage ended and we did not pursue new medical enforcement actions.

The second error type, failure to notify the Medicaid agency when insurance was provided caused 21 errors. All errors were due to not properly coding medical screens in our system.

The last medical error type was not issuing a NMSN to the current employer after the non-custodial parent changed employers. In one case the non-custodial parent went back to work for the same employer but the insurance policy and group number changed. Our system showed the old information.

Insurance information has to be properly coded in the system. In addition, when a case is reinstated for full enforcement, we need to make sure medical is enforced.

The agency should improve compliance by at least two percent in the next fiscal year.

Review and Adjustment: 90%. (Minimum Acceptable: 75%)

Of 269 cases measured, there were 27 errors. Failure to send a triennial *Notice of Right to Request a Review* accounted for all but one error. The average efficiency rate for the past five years was 90%.

In this self assessment audit, 34 of the 269 cases measured for Review and Adjustment could be measured against the 180-day time frame for completing a modification. Twenty-nine cases had a modification completed or a denial issued in 180 days or less. This amounts to an 85% compliance rate. Of those 34 cases, 47%, or 16 cases, were administrative actions.

FFY 2012 Data:

Review and Adjustment of Orders FFY 2012 Reason for Errors	Number of Cases with Errors	Percent of Total	Cumulative Percent
Failed to issue Notice of Right to Request Review every three years.	26	96%	96%
Modification process exceeded 180 days	1	4%	100%
TOTAL	27	100%	

Prior Audit Findings. The current level of performance is acceptable; however, management should closely monitor the time it takes to complete a Review and Adjustment of an order, and should determine if the number of administrative actions is falling while judicial actions are rising. The existing corrective action plan remains in effect and its effectiveness will be examined in greater detail in the next self assessment review.

Current Audit Findings. Thirty-four of the 269 cases measured had orders modified or reviews conducted that resulted in denials of modification. There were sixteen administrative orders and eighteen court orders. Five of the administrative modifications were denied and three court modifications were denied. All denials were compliant. Of the cases that obtained a modification, three court orders and two administrative orders to add children to an order took over 180 days each. The combined result for administrative and judicial cases was 85% compliance for modifications (not including compliance for providing a *Notice of Right to Request a Review*). Overall, Review and Adjustment compliance was 90%.

A focused audit in 2004 found 95% of administrative orders were modified within 180 days and 65% of the court modifications were compliant. The combined result for administrative and judicial cases was 81% compliance. The audit consisted of 42 administrative orders and 40 court orders. Sixteen of the administrative modifications were denied and twenty-three court modification denials.

A focused audit in March 2010 found only 53% of administrative orders were modified within 180 days and 40% of the court modifications were compliant. The combined result for administrative and judicial cases was 45% compliance. The audit consisted of 105 administrative orders and 157 court orders.

Based on the current fiscal year compliance rates compared to both focused audits, we improved performance since 2010 and are more in line with the 2004 audit findings. The overall efficiency rate for this criterion varied only three percent in the last five years and measured 90% compliance in the last two years. Our goal is to maintain this efficiency rate.

Intergovernmental Services: 90%. (Minimum Acceptable: 75%)

The performance composite for Central Registry, Initiating and Responding cases was 90%. Of the 120 cases measured, twelve had errors. CSSD holds Intergovernmental Initiating to a more restrictive standard than CFR requirements. The five-year average was 91%.

FFY 2012 Data: Intergovernmental Initiating

Intergovernmental Initiating FFY 2012 Reason for Errors	Number of Cases with Errors	Percent of Total	Cumulative Percent
Failed to initiate to another IV-D agency within 20 days.	6	55%	55%
New information not provided to the responding IV-D agency.	2	18%	73%
Failed to take action as requested by the responding IV-D agency.	2	18%	91%
Failed to notify the other IV-D agency within 20 days of a modification request	1	9%	100%
TOTAL	11	100%	

FFY 2012 Data: Intergovernmental Responding

Intergovernmental Responding FFY 2012 Reason for Error	Number of Cases with Errors	Percent of Total	Cumulative Percent
Failure to acknowledge receipt of a case within 10 working days	1	100%	100%
TOTAL	1	100%	

Prior Audit Findings. The Overall Interstate criterion remained compliant at 90% for the second year. The five-year efficiency rate is 92% as in the previous year.

Prior Initiating Interstate Analysis

This subcategory was 87% in compliance. The five-year average is 91%.

We measured 68 cases and found nine errors. Eight of the nine errors were due to not initiating the case to another state within 20 days of locating an obligor outside of

Alaska. A decision is needed on a case either to initiate to another IV-D agency or to directly enforce the case. Errors included the following:

- One case was transferred from domestic enforcement to interstate but no alert was entered for a caseworker to take the next appropriate action.
- One case the worker failed to take action as required.
- One case had the alert assigned to the wrong caseworker.
- Two cases the caseworker took too long to take action.
- Two cases the address was provided; one by the obligor and the other by application, but action was not taken in a timely manner.
- One case had a confirmed address for the obligor but postal verifications were reissued instead of either initiating or enforcing the case.

In one case, the error would not be considered out of compliance per CFR requirements but the auditors measured it out of compliance based on our stricter standards (See **Optional Criteria Reviewed**). A General Testimony packet (GT), or a Registration of Foreign Order packet, should be sent to the custodial parent within 30 days of determining that an interstate action is needed (only if it is required to initiate a case; in some State-Only cases, the GT is not needed). The caseworker determined the case needed to be initiated prior to the postal confirmation of the obligor's address. The obligor's address was confirmed but 94 days elapsed before a general testimony was sent to the custodial parent. The GT should have been sent out as soon as the address was confirmed.

Prior Responding Interstate Analysis

This subcategory was 97% in compliance. The five-year average was 96%.

Out of 37 cases measured one error was found. This criterion remained compliant. The error was due to not responding to a status request within five working days. The initiating state requested status on a withholding order and it took 23 days to respond that we were still awaiting a response from the employer.

Prior Audit Overall Recommendations and Goals:

While we are meeting the twenty-day requirement for initiating cases to other states, there was a decline in performance over the last three years. We recommend that training be conducted and case handling practices be reviewed. All cases that require an interstate initiation should be acted upon within 20 calendar days as required by 45 CFR 303.7.

As a goal, the Interstate Initiating team should post a 2% gain in efficiency for the next year. Responding Interstate workers should maintain their current level of performance.

Current Audit Findings. The Overall Intergovernmental criterion remained compliant at 90% for the third consecutive year. The five-year efficiency rate was 91%.

Intergovernmental Initiating Action Analysis

This subcategory was 85% in compliance. The five-year average was 89%.

We measured 75 cases and found eleven errors. Six of the eleven errors were due to not initiating the case to another intergovernmental agency within twenty days of locating an obligor outside of Alaska. A case can be either enforced long-arm or initiated. If the decision is to initiate, the case needs to be initiated within twenty calendar days. Untimely initiating errors included the following:

- Three cases in which the caseworker took too long to take action.
- Two cases had confirmed addresses for the obligors through postal verifications but there was a communication breakdown: the person entering the verification did not notify the caseworker.
- One case was transferred from domestic enforcement to intergovernmental seventeen days after the non-custodial parent's address was verified, giving the caseworker

only three days to comply. Instead of initiating, the intergovernmental caseworker set a reminder to take action in the future, outside CFR compliance time frame.

The other five initiating errors were due to not providing new information to the other tribunal for two cases, failure to take action as requested by the other jurisdiction in two cases, and failure to notify the other IV-D agency of a modification request within twenty days.

Intergovernmental Responding Action Analysis

This subcategory was 98% in compliance. The five-year average was 95%.

Out of 45 cases measured, one error was found. This criterion remained compliant. The error was due to not responding to an initial transmittal from a tribal agency requesting we establish pre-order arrears and enforce. Currently, we sent requests for income information to the parties and are waiting to take the next action.

Overall Recommendations and Goals:

Compliance for Initiating has decreased two to three percent each year since FFY 2009. Caseworkers need to refocus on CFR deadlines and improve communication between the Office Assistants and Caseworkers when a postal verification is returned with a positive response. All cases that require intergovernmental initiation should be acted upon within twenty calendar days as required by 45 CFR 303.7. We are 85% compliant in meeting the twenty-day requirement for initiating cases to other intergovernmental agencies.

As a goal, the Intergovernmental Initiating team should post a two percent gain in efficiency for the next year. Intergovernmental Responding workers should maintain their current level of performance.

Management Issues:

For this audit period, CSSD exceeded federal compliance requirements for all measured criteria. Medical Support Enforcement measured one percent higher than last year. We will continue to focus on data entry and updates to the medical insurance status. Intergovernmental Overall was stable; however, Initiated Intergovernmental has been steadily declining a few percent each year although it remains well above the minimum acceptable standard. Expedited Process was compliant at both tiers but the six-month tier measured only one percent above minimum standards. We will consider another focused audit for Expedited Process in 2014.

Category 3: Program Service Enhancements

- ❖ During FFY 2012, the Anchorage Customer Service Reception area and Phone Bank handled 85,900 phone calls, 3,700 automated KidsLine calls and over 8,800 walk-ins. Field offices in Juneau, Fairbanks and Wasilla handled approximately 11,900 phone calls plus almost 9,700 walk-ins. We are seeing a trend in the Anchorage office of fewer walk-ins and more incoming calls each year.

CSSD continues to offer additional services in the Anchorage Customer Service Center. Services included 196 sample collections for genetic testing, over 10,700 verifications of child support received, 1,000 email responses, in-house process service and notarization of state documents.

Field offices' incoming calls remain stable but their walk-ins increased significantly for the Fairbanks field office. The Fairbanks field office works with a local non-profit program. The program brings approximately twenty pregnant teens or teen mothers who are still in high school to the field office every three to four months. Child support caseworkers explain the CSSD process from application to paternity establishment, what to expect for a monthly child support obligation if the obligor is a minor, how a monthly obligation is calculated and what happens if a party does not comply with genetic testing. Staff also answers any questions presented.

The Fairbanks office receives walk-ins from nearby military base personnel before and after a deployment, or if a soldier is known to have a child support case, the sergeant will bring them to the field office. Caseworkers explain what CSSD does and answer case specific or general questions regarding child support.

- ❖ A program called, “Think About It” focusing on teenage pregnancies was implemented in FFY 2011 to reach out to teens. “Think About It” is a combination of engaging presentations, interactive student activities and real life scenarios with a focus on Alaska’s child support program. Its goal is to demonstrate how paying child support as a teen would affect their lives now, and in the future. The presentation provides information about paternity establishment, child support and medical support orders, and the enforcement tools used to collect child support payments. The program enhances the general educational curriculum and provides awareness of parenthood responsibilities. The kick-off introduction to the program started with the Anchorage School District in early December of 2010. In FFY 2012, the program expanded geographically, reaching beyond urban Anchorage. It was introduced to eight high schools and four middle schools. Overall, evaluations of “Think About It” rated at the top of the chart.

- ❖ CSSD’s Outreach Program is the first point of contact for all 236 federally recognized tribes in Alaska, and for all tribal programs that affect child support. Two employees work in the Outreach Program. They represent the agency to many of our clients, some of whom have little contact with modern life and may speak English poorly or not at all. This type of direct contact is far more effective with village residents than trying to do business over the phone or by mail. CSSD assistance and outreach is especially valuable in Alaska where cultural differences and isolation make it difficult to help case parties. CSSD staff traveled over 6,000 miles to communities to meet with clients who otherwise have little or no opportunity to meet a caseworker. Genetic test samples for paternity cases were taken during a visit to Grayling, Alaska, saving money for the obligor and the agency by not having to fly families to a hub city for testing. Outreach services were provided to the Tlingit-Haida tribe. Towns visited in FFY 2012 included: Barrow, Fairbanks, Grayling, Juneau, Kenai & Soldotna, Nenana, Palmer and Petersburg.

- ❖ Recurring local outreach meetings in and near Anchorage help address the needs of civic and military organizations and case parties in Alaska's core population area. The primary places targeted for outreach services in FFY 2012 were:
 - ⇒ Alaska Federation of Natives, which is the largest statewide Native organization in Alaska including 178 villages, 13 regional Native corporations and 12 regional nonprofit and tribal consortiums that contract and run federal and state programs
 - ⇒ Alaska Rural Marketplace, fostering economic development in rural Alaska
 - ⇒ Homeward Bound, an alcohol management program for chronically homeless individuals
 - ⇒ Operation Stand Down, which is an annual event for veterans-in-need
 - ⇒ Palmer Family Services Fair, featuring kids programs such as HeadStart and Department of Public Assistance
 - ⇒ Parole Officer Academy, to establish contact with new parole officers
 - ⇒ Veterans Affairs Domiciliary, for homeless or in-need veterans
 - ⇒ Local middle and high schools
 - ⇒ Local correctional facilities

- ❖ State correctional facilities are visited as often as is practicable:
 - ⇒ Cook Inlet Correctional Complex in Anchorage
 - ⇒ Fairbanks Correctional Center in Fairbanks
 - ⇒ Goose Creek Correctional Center in the Mat-Su Borough
 - ⇒ Lemon Creek in Juneau
 - ⇒ Matanuska-Susitna Pre-Trial Facility in Palmer
 - ⇒ Palmer Correctional Center (monthly visits) in Sutton
 - ⇒ Point MacKenzie Correctional Farm near Wasilla
 - ⇒ Wildwood Correctional Center in Kenai

- ❖ Outreach efforts are advertised via local newspapers and radio shows and open radio forums as requested. Public service announcements are published on the CSSD website. CSSD continues to circulate specialized booklets, brochures and videos for the public.
- ❖ Currently, 4,383 individuals use debit cards as their means to receive child support payments. In 2004, about 100 individuals used debit cards.

Employers sending payments by Electronic Funds Transfer (EFT) increased 14% to 3,442 in FFY 2012. EFT and the banking system's Automated Clearing House (ACH) are the preferred methods for accepting and issuing payments. Wider use of EFT is advocated in daily contacts with the public and employers. For FFY 2012, outgoing EFT/ACH transactions were 63% of our total disbursements and incoming transactions were 71% EFT/ACH. EFT/ACH enrollment forms and informational links are on the CSSD website for clients, employers and other state agencies. Additionally, EFT/ACH enrollment forms are occasionally inserted with check disbursements. We also reach out to employers via telephone and mail.

- ❖ CSSD maintains an extensive website, <http://childsupport.alaska.gov>, providing information for new clients, existing clients, employers and other states. There were 294,760 website visitors in FFY 2012 and 2.5 million page views. Ninety-nine percent of the traffic originated in the United States. The average visitor views just over two pages and spends about 1½ minutes per page. The most popular page (1.3 million views) was KidslineInfo page providing case specific balances.
- ❖ CSSD web site provides information, services and resources.

Information includes an overview of CSSD, available services, payment information, frequently asked questions, forms, publications and a way to contact the Division if you are dissatisfied.

Website Services include Online Financial Statements, Kids Online providing case specific information, How to Use Kidsline, Child Support Calculator, how to make a Western Union payment, employee email addresses and employer information.

Lastly, the Resources section lists the statutes, regulations, policies and court rules governing child support. There is a link for other states featuring prior Self Assessment Reviews, how to request PFD intercepts, CSSD abbreviations and acronyms, and reference sites. Other links of interest include the Federal Office of Child Support Services website, a link to other state child support web sites, and more.

- ❖ One of CSSD's more widely used tools is the web-based Online Guidelines Calculator that staff, public and courts can use to calculate/estimate the amount of child support that should be paid (based on the income of the obligor).

For caseworkers, the tool interfaces nightly uploading caseworker-originated calculations to the mainframe system. The uploaded data is then used to generate forms for orders and modifications.

The Online Guidelines Calculator is also a popular webpage for the public. Individuals can enter income information and generate an estimated child support obligation. The justice system can access our website to calculate child support obligations during court procedures.

- ❖ The Department of Revenue, on behalf of CSSD, continues to cooperate with state and local police agencies to get child support collections from people who are arrested. Following the arrest, and if the person is carrying cash, the police contact departmental investigators to see if a child support debt exists. Then CSSD serves a withholding order on the police department for the money being held.

- ❖ CSSD continues moving toward a more digital workplace, storing and sharing information via electronic media rather than paper. Documents which must be retained in case files are imaged. As a result, approximately 100% of all incoming documents are now scanned upon receipt by the Division's Mail Distribution Center (MDC). Once scanned, these documents are electronically routed to the workers as TIF files stored in the Content Management system. As a precaution, the original paper copies are temporarily stored for 30 to 90 days, depending on type. We do not scan returned mail, which accounts for about 5% on incoming mail volume.

Virtual file conversion is an integral part of the File Center/MDC daily workflow. The sheer volume of information to be converted (estimated at several million documents) makes the project a labor-intensive process. Files are sent in weekly batches for workers to clean. Each file is cleaned, organized, and prepared for imaging. Although digital file conversion is an important long-term goal, it cannot be prioritized over imaging and processing of current incoming mail and ongoing daily operations. Thus, it is being worked on an "as time allows" basis.

Conclusion

Alaska's Child Support Services Division can once again report that it has met all the federal requirements for basic performance. The self assessment review also shows improvements in some areas are consistent and that goals, plans and expectations for all sections of the agency are likely to be met in the future.

