

Child Support Report

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A winter graduation—and abounding pride for DC Fathering Court dads

By Kim Danek
OCSE

Most visitors do not expect to see grown men in graduation caps and gowns walking through a courthouse, but on Jan. 25, in Washington, DC, an excited crowd saw just that. The Superior Court of the District of Columbia held its 2013 Fathering Court Initiative Graduation Ceremony to recognize eight dads who have a new outlook on their parenting responsibilities. The day was a milestone for the Fathering Court as well, its 5th anniversary, with more than 40 successful graduates to its credit. It all started with a need and a dedicated team.

The initiative takes shape

In 2006, members of various DC legal and social services offices realized that the current way of thinking about child support enforcement was not working in all cases. Unemployed, noncustodial parents who were required to pay minimal child support and to perform weekly court-ordered job searches were becoming frustrated by what they felt was an overbearing, invasive, and less than helpful court system. In addition, these situations didn't do much to improve child support payment over time or help them become better providers.

Members of various District agencies set up an executive planning committee to develop a more effective, supportive service delivery model. The District had a problem-solving court system in place that provided more holistic approaches to offenders by helping them combat underlying problems that led them into trouble and keep steady employment in order to pay regular child support. It also had funding available targeted to help offenders reenter the community as productive members of society rather than land back in jail.

When the Family Court team looked at the 2007 numbers (on the next page), they decided to build a program to help offenders become better parents. They would help them find jobs, offer parenting training, and provide them with a supportive team that wanted these fathers to succeed. Their goal was to reduce the number of offenders who returned to prison and to help these fathers build healthy relationships with their children.



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A team focused on the father

Employment was one of the biggest challenges these men faced. Without money to pay their child support, they were often in trouble with the court and with the custodial parent. An outside employment agency became a critical member of the Fathering Court team. It would train the men in skills such as resume writing and interviewing techniques, and then provide them with job opportunities. An official DC case manager would set participants up with services such as medical and mental health assessments, parenting classes, and educational and vocational training. They would also help the men reconnect with their families. A Fathering Court project manager and a member of the Child Support Services Division staff rounded out the team. The Fathering Court accepted its first participants in 2008.

Implementing the program

The project manager interviews potential candidates and brings them together with the custodial parent to discuss program benefits. All parties must sign a contract. The men attend job training and parenting classes. Once employed, they begin to pay child support through wage withholding and enter into an agreement to pay arrears.

To help offset what can be a staggering debt, the child support division works out a payment plan with the men. Each father meets regularly with the Fathering Court team and goes before the presiding judge to give an update on his status.

Each father *and* custodial parent must agree to these non-negotiable goals:

- Father: Maintain full-time employment
- Father: Accept wage withholding to pay child support obligations
- Both: Maintain a visitation schedule for all minor children
- Father: Do not reoffend

In 2007:

- DC Child Support Services Division oversaw 77,000 cases
- 7,000 inmates were in the Federal Bureau of Prisons system
- 3,500 inmates were in two local DC jails
- 1 in 4 of the city's prisoners owed court-ordered child support

Honorable Milton Lee, "Fatherhood in the Child Support System," Family Court Review, January 2012



Honorable Milton Lee with a graduate

Success in many forms

The Fathering Court's Presiding Judge, the Honorable Milton Lee, is firm with the men who come before him. He looks them straight in the eye and tells them, "If you don't get yourself straightened out, you will be back." To their credit, many men enter the program and succeed.

Judge Lee said, "Having the team here like this, we try to have all the dads work so we can get money coming in, and we get them co-parenting information. The co-parenting is the most important thing because that's the best for the kids." According to the judge, the ones who embrace the program do not reoffend. "They are amazing at what they accomplish. And once they complete the program, many want to stay."

Of the eight men proudly graduating from the District of Columbia Fathering Court Initiative, Program Manager Ron Scott says they had every right to be proud. "These eight men were, at some point in their previous lives, incarcerated for one reason or another. Many were absentee fathers and were in arrears in their child support. Now, they are all fully employed. They are up-to-date on their child support. And they are co-parenting with their former spouses so that their children have loving relationships with both of their parents."

One of this year's graduates said, "If it wasn't for Mr. Scott and all the folks here, I wouldn't be here. I'd be depressed and still job hunting." Today this graduate is gainfully employed, loves his job, and is current with his child support. Perhaps most important, he has custody of one of his sons, maintains regular contact with his three other children, and is successfully co-parenting with the custodial mother.



Three DC Fathering Court Initiative officials at the graduation, who work out of the DC Child Support Services Division, are Ron Scott (top), Fathering Court Program Manager; Clive Dorvill, prosecuting attorney; and Tanya Jones-Bosier, trial attorney.

Three Tiers: A roadmap of strategies to improve program performance

High performing states use a mix of strategies to boost child support performance. These strategies can be grouped into three tiers. They are:

1. **Focus on the fundamentals.** Make sure that computer systems, new hire reporting, and income withholding (e-IWO) are working well.
2. **Identify the performance problem.** Identify the reason for irregular support payments, intervene early and set realistic obligations.
3. **Expand access to services.** Partner with other programs and reprogram resources to address barriers to nonpayment through family-centered services.

Here's a little more about each tier:

Tier One: Reduce the compliance gap in current collections—focus on fundamentals. This means a strong technology infrastructure and strong employer interface so that employers report new hires and implement timely income withholding orders. To reduce the compliance gap:

- Automate as much as you can to manage information, case flow, locate, establishment, enforcement, and disbursement—everything from e-IWO to document imaging to data analytics and performance management.
- Clean up your employer database.
- Implement e-IWO, starting with one employer, perhaps, and then bringing in large employers, and then other employers in the state.
- Conduct employer outreach to strengthen your relationships with the employer community, and educate (and re-educate) employers about their new hire reporting responsibilities.
- Identify self-employment and cash wages.
- Implement your access to OCSE's State Services Portal.
- Verify Social Security numbers; they are *key* for locating parents.

Tier Two: Identify the reasons for nonpayment. Improving performance requires caseworkers to analyze who is in the caseload, who is paying and who is not, who has the ability to pay but is unwilling, and who is unable to pay the full amount ordered. By setting an order the parents can realistically comply with, we increase reliable payments and decrease the accumulation of unpaid debt. These are essentially the PAID (Project to Avoid Increasing Delinquencies) strategies and include:

- Caseload stratification and segmentation: Use data to understand your caseload and select the right tool for the right person at the right time. Is driver's license suspension or help with getting a job going to be more effective in collecting reliable support payments?

- Early intervention to prevent debt build-up: For example, contact the noncustodial parent when payments stop to find out what happened and work with the parent to get back on track. In fact, if you meet with noncustodial or even both parents before the order is established, you can often start a good relationship with the parents and improve cooperation with the child support office and each other.
- Setting realistic obligations: If you set realistic orders, modify them quickly when circumstances change, and reduce state debt to manageable levels, you can expect compliance. But if the orders are too high, parents can't comply and will walk away from you and, even worse, from their kids.

Tier Three: Remove the barriers to child support payment by partnering with other programs to offer family-centered services. We know that success in collecting current child support depends on steady jobs and manageable family relationships. Adding a service delivery component to child support programs is a challenge, but it can be done.

- Partner with other programs and community-based organizations in the "bubble chart" domains. For example, many child support offices partner with TANF; workforce agencies; fatherhood, veterans, and prisoner reentry programs; substance abuse services; and literacy and financial education programs. Parenting classes and parenting time, too, can help parents stabilize their lives, get and keep jobs, and be a parent to their children.
- Reprogram resources for less productive activities. Look at what works and what doesn't work. Collect data. Look at cost-effectiveness. Contempt hearings are expensive. No-shows are expensive. Multiple enforcement efforts and revolving doors are expensive. Is there a better way to increase consistent payments and boost collections?

I look forward to talking more with all of you in the child support community about using the three-tiered approach—a roadmap for improving the outcomes for children and families.



Vicki Turetsky

Share your thoughts about this article on the Commissioner's Voice blog. (For questions or comments about a child support case or agency, please contact your [state or tribal agency](#).)



Coordination Points

Georgia pursues cultural competency training for staff

By Isaac Williams II, Policy Specialist
Erica D. Thornton, Policy Unit Manager
Georgia Division of Child Support Services



The Georgia Department of Human Services (DHS) is collaborating with the Latin American Translators Network to create a cultural competency module that will expand its Limited English Proficiency and Sensory Impaired training. “While we currently provide meaningful linguistic access in excess of 65 languages annually, we recognize the importance of training our staff to deliver services that are culturally appropriate to a changing consumer base in Georgia,” says Katherine Cadena, program manager. “We strive to treat all clients and customers with dignity and respect.”

Staff members from DHS divisions recently participated in training demonstrations from the Latin American Translators Network and now are assessing the training’s benefit for all staff. The training includes a self-assessment inventory to give participants a confidential means to gauge their cultural sensitivity and awareness. It gives basic concepts of cultural sensitivity and statistics that show trends in ethnicity and race in the United States from 1980-2010. The Latin American Translators Network estimates there are more than 300 languages spoken in the United States, which highlights the need for cultural sensitivity and awareness. As part of the DHS Limited English Proficiency and Sensory Impaired program, the Division of Child Support Services (DCSS) offers language services to customers, including securing interpreters, translators, and other communication resources. Four Spanish-speaking agents in the DCSS Contact Center help customers with their child support cases. In 2012, the Contact Center took 8,288 calls from Spanish-speaking customers.

In the meantime, DCSS is expanding its outreach to the Hispanic community statewide.

Recent Hispanic outreach efforts

Last August, the Latin American Association asked the federal OCSE regional office to educate their staff about child support services. Suhail Jimenez and Naura Rivera, qualified bilingual agents in the Houston County office, helped out with the training. The Latin American Association has since asked DCSS to train their staff and to conduct periodic outreach events for the families they serve. Sonia Salazar, a qualified bilingual agent in the Atlanta Judicial Circuit, also volunteered to train.

The Consulate General of Mexico in Atlanta also requested training for their staff who were concerned about

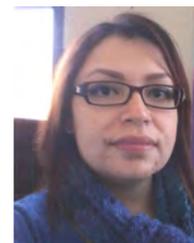
the individuals and families who use their services. Jimenez and Rivera brought the training to them last October.

In another recent event, DCSS participated in networking during the Georgia Latinos Against Domestic Violence monthly meeting this January at the YWCA of Northwest Georgia. Monica Norwood, an “agent” in Cobb County, presented about the child support program (in English and Spanish) using material from the [OCSE Hispanic Outreach Toolkit](#).

Latino outreach coordinator for the YWCA of Northwest Georgia, Karelis Ferrer, appreciates the opportunity to get DCSS information and share it with the Latino community in Cobb County. “Most of the time the parents are disoriented about the steps to follow and the benefits their kids could have through the Child Support Services office. It will be a pleasure to participate in any events or meetings you may have in the future regarding services, updates or changes for the well-being of the kids.”

Jimenez was surprised to learn there are individuals in her community who are charging families steep fees to assist them with completing applications for services. This prompted her to partner with the Houston County Drug Action Council to make the local Hispanic community aware of the free interpreting and translation services available through DCSS. She compiled a list of Hispanic churches and businesses in the Houston County area and visited each one to speak to the owners and distribute literature on DCSS language services.

For more information about the DCSS Hispanic Outreach Initiative and to get online resources, please contact Isaac Williams, II, Language Access Team Member at 404-463-1733 or ilwilliams@dhr.state.ga.us.



Trainers (from left) Suhail Jimenez, Naura Rivera and Sonia Salazar

South Dakota partnership with faith-based agency promotes successful reentry

By Chad Edinger
OCSE Region VIII



... breaking the cycle of children growing up without the support they need and deserve

The South Dakota Division of Child Support (DCS) and Lutheran Social Services (LSS) of South Dakota are partnering to improve inmates' success in meeting their social and financial responsibilities upon release from prison. As of December 2012, the partnership has served 515 individuals and helped 82 fathers file for order modifications.

The project, under a Responsible Fatherhood grant from the HHS Office of Family Assistance, also includes: Department of Corrections, Department of Housing, Department of Labor and Regulation, SD Network Against Family Violence and Sexual Assault, and The Compass Center. The grant began in October 2011 and recently received approval to continue through September 2014.

Processes and components

LSS works with fathers before their release from the South Dakota Department of Corrections and for six months after release. Ten reentry case managers in three locations (Sioux Falls, Yankton and Rapid City) help the fathers to complete child support order modification forms before prison release.

LSS encourages fathers to give accurate information to child support offices and while working with the case managers after their release. Through the grant's duration, DCS is offering training for the LSS case managers.

To further support the project's success, DCS staff answers questions from LSS case managers about the father's child support case. The father's participation in this project is voluntary, but when enrolling, fathers must sign a release form that lets LSS contact the various partners so they can fully assist the father. LSS case managers fax a copy of the signed release to the child support specialist before contacting the specialist with case-specific questions. (If

the father is present with the LSS case manager, the signed release is not required.)

If a father needs to discuss his case with DCS while he is incarcerated, he or the LSS case manager informs the Department of Corrections case manager, who in turn contacts the child support specialist to schedule a telephone meeting for the father.

LSS case managers also help the father obtain his driver license by entering into stipulations to lift restrictions or reinstate a revoked license.

DCS makes exceptions for the fathers participating in this program. DCS does not require the father to make payments for a certain length of time or provide the normal employment verifications for standard case processing. DCS assistance helps these fathers succeed.

The LSS case manager or a father (or both) may contact DCS with questions on how to complete the Petition for Modification of Child Support forms. DCS gives copies of child support orders to the LSS case manager or fathers to assist with completing the Petition for Modification. If DCS receives the petition without the child support order attached, DCS will print the child support order and attach it to the petition to avoid rejection or denial. Through their partnership with LSS and other stakeholders, the South Dakota Division of Child Support has helped more families take a step toward breaking the cycle of children growing up without the support they need and deserve.

For more information on this partnership, contact Carmin Sommer at carmin.sommer@state.sd.us.

St. Louis symposium builds child support awareness for 150 dads

By Cheri Tillis, Managing Director
Fathers' Support Center
St. Louis, MO



The St. Louis, Missouri-based Fathers' Support Center (FSC) helps men become more involved in their children's lives through its mission of fostering "healthy relationships by strengthening families and communities." The center hosted its third Child Support Symposium last November to bring together 150 fathers who were interested in expanding their knowledge of the child support enforcement (CSE) agency and their understanding of their rights as a dad.

FSC has hosted these types of sessions for its program participants over the past 14 years in affiliation with the state and local child support offices. In 2012, they also partnered with the greater St. Louis Community College African American Male Initiative (AAMI), an organization that helps men enroll in and complete college courses. By teaming with AAMI and holding the symposium at the Florissant Valley Community College Campus, they could open the meeting to the public so a wider audience of fathers could attend.

By offering these sessions to the community-at-large, FSC

could provide beneficial information and help to improve the relationship that noncustodial parents have with CSE. An important goal at FSC is to improve the relationship, understanding, and communication between the noncustodial father and the child support office. FSC believes that providing noncustodial parents with access to accurate information will help and assist the way they work with CSE.

Alyson Campbell, the division director of the Missouri Department of Social Services, Family Support Division, agrees: "Education plays a vital role in our effort to improve paternity establishment in Missouri. Community conversations are a great opportunity to build awareness and fathers are then able to make more informed decisions regarding paternity."

Halbert Sullivan, FSC founding CEO, notes, "One of our purposes for the agency is to let fathers know CSE is not the enemy and the more knowledge that they equip themselves with the better their outcome will be."

Fathers' Support Center, St. Louis, recruits fathers to participate in the Pathways to Responsible Fatherhood Program funded by the Administration of Children and Families, Office of Family Assistance. The program offers information, training and interventions in three key areas:

- **Responsible Fatherhood (parenting, visitation, paternity establishment, and child support)**
- **Healthy Marriage (marriage education, relationship skills building)**
- **Economic Stability (employment, vocational/educational skills training and financial literacy)**



Managing Change

A 12-step program for collaboration success

By Amy Gober, Senior Associate
Center for the Support of Families

Outreach is crucial to the child support program. So is program improvement. And let's face it—many of us love our work in the child support community and want to succeed in helping the families we serve. So how do we keep improving? The answer is *innovation*—constantly changing to perfect our processes through collaboration, partnerships, and other outreach efforts.

Here is an approach to managing change that I call a “12-step program for collaboration success.” For some of the steps, I offer examples based on my experience with a group under contract to various state and local child support agencies to improve certain projects.

1. Engage

Know your allies and engage them in your process. On a program improvement project to improve establishment and collection numbers in North Carolina, management identified staffing and time management as a problem. We noticed several workers were in court on establishment and enforcement days, at least half of them doing little or nothing until the court needed information from the office; workers were spending hours preparing all the cases for court; and the court was hearing cases that could have been resolved and entered as consents. We suggested they speak with the judiciary about streamlining court days asking for a space in the courthouse for a computer to get case information when needed and for time to negotiate settlements before judges take the bench. The judges were thrilled with these suggestions and even offered some of their own. I mention this project not because it is unique and unusual but because it is simple. Too often we in child support operate in a vacuum. We have gotten comfortable with our role, and we forget that we have many allies who can help us do our jobs better.

2. Consider

Consider all the issues and explore all the options. Don't feel compelled to stick with the tried and true. Your views

can affect outcomes. For example, Louisiana's “Start Current, Stay Current” early intervention project goal was to capture the first crucial payments of support to encourage a lifetime of good payment record. To help increase first collections, we considered payment from a bank account through the State Disbursement Unit vendor as an alternative to income withholding, but found most noncustodial parents did not mind the income withholding. The project needed a better way to initiate the withholding documents to the employer to capture the first payments due—or find another option to capture first payments.

3. Flexibility

When you find a glitch or something is not working in a project, try something new. The “Survive and Thrive” project in Prince George's County, MD (an OCSE Section 1115 demonstration project), started with a plan to offer employment services to noncustodial parents who receive unemployment benefits that only covered a partial payment of the child support order. To be eligible, participants had to be receiving unemployment benefits at the time of their enrollment. We found that the parents were reluctant to join while they had money coming in, but once their benefits ran out they were more inclined to join. So the county changed the criteria for eligibility in the project to include those who had been receiving unemployment within the past six months. This minor change in eligibility boosted the number of participants substantially.

4. Outreach

Outreach is critical before a project gets started—and through to the end. The federal OCSE started its formal Employer Outreach program before New Hire Reporting was mandated, and it continues to this day. The outreach and training was originally necessary to alert employers to their new responsibilities and assist them with the how-to of income withholding and new hire reporting. Remarkably, the employers quickly became partners in child support

collection, and the American Payroll Association and other employer groups sought OCSE's advice. Employer groups set up child support committees and asked for representatives from the child support community to join. They became child support advocates and partners, and many new and innovative ideas were born of the employer/child support partnership—including electronic payments and electronic income withholding.

5. Size matters

Don't bite off more than you can chew. It is easier to start small and add to a project incrementally. This is particularly true if your project includes innovation, such as a new process, or new technology. Testing with a small pilot can help identify problem areas and allow for tweaking before expansion. The Louisiana "Start Current, Stay Current" project began in one parish and expanded to six. News of its success reached even farther and, had the grant extended for a longer time, the number of parishes would have increased. The point: small successes breed bigger successes. If you build it, and it works, they will come!

6. Ask

Don't be afraid to ask! Remember that North Carolina project where court days were taking several workers away from their desks, in addition to hours preparing notes before court? All we had to do is ask! We asked for space to get information and time to negotiate and get more ideas from the judges. That initial inquiry got the ball rolling, which can lead to a long and prosperous relationship of innovation.

7. Educate and communicate

Always keep the lines of communication open and continue to provide training and outreach. Use a problem as an opportunity to assess. Use your mishaps to develop solutions that will prevent recurrence.

8. Embrace change

Change is hard; it is human nature to resist change and to get out of one's comfort zone—but without it, we fail to grow. Engage all workers in brainstorming sessions, planning, and problem-solving, and encourage all to participate to get their buy-in. In the past year, as they moved to a more family-centered model for providing child support services, Oklahoma engaged the entire staff in their strategic planning efforts to ease the transition from an enforcement mind-set to family-oriented goals. (See Oklahoma's change management story in OCSE's [October-November Child Support Report](#).)

9. Prevention and early intervention

A recurring theme but worth repeating—engage, engage, engage. Early outreach, engagement, and education for noncustodial parents can work wonders to eliminate animosity, foster cooperation, and eliminate hours of

enforcement time. Look at the successes of the [Parenting and Paternity Awareness \(p.a.p.a.\)](#) program in Texas, for example, that brings teen pregnancy awareness to high schools.

10. Share the joy

Use the many opportunities to share successes, problems and ideas within the child support community. OCSE, NCSEA, ERICSA and WICSEC offer workgroups, publications, newsletters, committees, conferences and more. Use listserves, networks, and social media to communicate with your colleagues. We all want to hear what works and what doesn't.

11. Don't sweat the small stuff

Or...don't let small hurdles discourage you.

12. Repeat

Successes beg repetition—listen to them. Test, evaluate, repeat!

Share your resources on the OCSE website

OCSE wants to feature *your* child support agency's video, resource, or success story on the [Families page on the OCSE website](#). Please email any of the following to [Elaine Blackman](#).

Video

A link to your video (under 3-minutes) with a transcript

Examples: Parent Up Denver's [DHS PSA - Truck](#); Fatherhood.gov's [Cheerleader](#)

Resource

An electronic publication that parents may find useful

Example: Texas Office of the Attorney General's [Co-Parenting Guide](#)

Success story

Did you connect a family with other services and see positive results?

Examples: [Daughter's Head Start Experience](#) Allows Mom to Get Jump Start on Dream, [Collaboration project helps homeless veterans with child support issues](#)





Knowing your audience

By Kim Danek
OCSE

Does your child support agency look for new ways to communicate with your stakeholders? A primary rule of any type of communication program (customer outreach, public relations, marketing, social media, etc.) is to find out how your audience likes to receive messages and what type of messages will provide the results you want.

Organizations can get into the rut of thinking: *We've always sent an email newsletter. Everyone says they read it and love it, so we don't see why we need to change.*

Some of the questions you could be asking yourself at that point are:

- *How do we know they all read it and all love it?*
- *Who is all?*
- *How many people are we missing with our message?*
- *Is there a better way to reach different segments of our audience?*

Research organizations and media monitoring companies try to find out how people get their information and which means or platform is the most effective. The Pew Internet and American Life Project tracks all kinds of trends including who is using cell phones to access the internet instead of paying for access at home and what segments of the population put more importance on libraries than others. Admittedly, this information may not seem important at face value, but it could be if you are trying to reach a target audience. First, let's look at a changing trend.

According to a 2012 Pew report, "[Libraries, patrons, and e-books](#)," 58 percent of Americans have a library card and 69 percent feel the local library is important to their families. More specifically, "Women, whites, and parents of minor children are more likely to have library cards than other groups."

African Americans and Hispanics are more likely than Whites, as a whole, to place importance on the community library system. What makes these institutions so popular? The [American Library Association](#) (ALA) states that more than 90 percent of public libraries offer the following free services: job resources, Wi-Fi availability, and assistance for patrons applying for and accessing e-government services.

It is these last two items that could spark an idea. The ALA reported that more than 70 percent of library staffs have assisted patrons in completing government forms. These staff members could be a great help to people trying to find out about state child support policies and procedures or navigating state and federal websites. Many facilities have public rooms so speakers can come in and present on a variety of topics. Navigating the child support process could be a helpful presentation for a community.

Many local libraries allow organizations to set up information tables in the lobby to distribute information. If the library offers income tax materials such as annual filing forms and instruction manuals, it might be a great place to talk to people about the federal Earned Income Tax Credit (EITC).

Because so many people find libraries important to their daily life, local agencies might want to reach stakeholders through the neighborhood public library. Is your agency working with the library? Please [send us details](#) so we can share your experience with others.

Child Support Report

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