

**COMMISSIONER'S VOICE**

## Establishing the New Normal



This year has been a trying one for our nation in many ways. We've essentially been physically separated from family, friends, and colleagues for months now. We've taken time to process the countless changes going on around us. Where do we go from here? Will things ever go back to "normal"? These are just a few of the questions we've thoughtfully wrestled with.

There's been a surprise consolation for some parents at the same time – the chance to spend more time with their children. I'm a father of two and can tell you firsthand that it's been life-changing. The fathers that I've spoken with agree. The pandemic has given many fathers renewed appreciation for what we'd forgotten was possible because of work demands like commuting to the office and working long hours. It's given us the chance to be present at all times. We can have lunch with our children. We can log off the computer at the end of the day and immediately transition to our families. They have the comfort of knowing we're there throughout the day for anything that they need.

### New routines create new habits

I've heard that it takes 21 days of doing something to make it a habit. Have fathers now gotten into the habit of spending as much time with their children and families as possible? Can we say that this will be the new normal even when social distancing has ended? I can say yes for the fathers that I'm in contact with. Men are now experts at juggling professional and family life more intensely than we did before the pandemic. We have to keep the momentum going and use the lessons learned in this new space.

You've done extraordinary work, as well, to be able to say yes for the fathers in your caseloads. It's been encouraging to see how quickly state, tribal, and local child support offices have shifted to virtual services. Your commitment to helping families and children has been paramount as the child support program has evolved over the last few months. That evolution helps to ensure that every child has what they need to thrive, including an engaged and committed father.

We celebrated Father's Day last month, and I want to thank you for giving many fathers the connection they sorely need with their children. Thank you, too, for giving children more time with their fathers. Both are invaluable gifts. The child support program has the most extensive access to fathers and mothers of all social service programs. You've shown what a benefit that is in times of need.

*James Murray*  
*Senior Advisor to the Commissioner*

## Our Newsletter Receives an Award of Excellence

The National Association of Government Communicators (NAGC) recognized *Child Support Report* with an [Award of Excellence](#). We achieved this honor thanks to the support from readers and contributors, like you, who help write or coordinate stories for our newsletter. This award recognizes your efforts as much as ours. We couldn't have done this without you!

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## ACF is on Instagram

The Administration for Children and Families has joined Instagram! Follow @acf\_gov for highlights of programs that affect the children, youth, families, and communities at the center of its mission.

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## SPOTLIGHT

# Electronic Filing Speeds Up Help for Families

Alex Satchell, Product Owner - Business Projects Team, Virginia Department of Social Services

The Virginia Division of Child Support Enforcement (DCSE), Department of Technology, and the Virginia Supreme Court's Office of the Executive Secretary collaborated on an innovative project that allows electronic filing of court pleadings between DCSE district offices and the 120 Juvenile and Domestic Relations courts throughout Virginia. E-filing replaces a labor-intensive manual process, saving significant time and money for the agency and courts. More importantly, e-filing results in speedier judicial action, which helps families receive the financial support they need sooner.

## Offices quickly adopt new process

The first pleading was available for use in all district offices in October 2019, and over 4,000 have been e-filed successfully since that date. Additional pleadings will be available for e-filing by DCSE staff and attorneys throughout the project.

A major step of this project involved training staff on the Agile methodology. This was one of the first projects for many of the team members using this approach. Agile allows the project to be delivered incrementally while still making ongoing improvements in terms of usability, features, and overall performance. Another key in making this a success has been having clear communication, cooperation, and flexibility with the Supreme Court to achieve overall uniformity. This initially involved many meetings with members of each agency focusing on Agile, which helped build transparency and trust between the agencies.

E-filing replaces the previous lengthy manual filing process for staff. They would have to print, sign, make multiple copies, and provide the documents to each court to be filed. The e-filing system guides staff through possible pleading choices, warns if any errors are made, displays a preview of the pleading to be filed, and allows any supporting documents to be attached before submission to the court. Upon filing, it interfaces directly with the child support automated system and creates notes to the case, saves a copy of the pleading to the electronic case file, and sends notices of the action taken to the appropriate parties. The benefits of e-filing are that it's a timesaver for staff; cases are submitted to the courts faster, which benefits clients; it provides uniformity in the language that is used for each pleading; and it's more cost-effective for DCSE and the courts.

## GRANTS

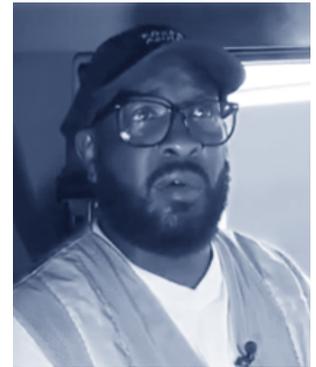
# Finding Effective Ways to Improve Job Prospects for NCPs

The [Families Forward Demonstration](#) is a 4-year noncustodial parent employment project operating in four states: Michigan, New York, Ohio, and Washington. The following is a success story from one grantee testing strategies to build skills and provide employment services to noncustodial parents. For more information, contact OCSE project officer Michael Hayes at [michael.hayes@acf.hhs.gov](mailto:michael.hayes@acf.hhs.gov).

## New Employment Program Shows Promising Results in Cuyahoga County

Robert Lukacevic, Program Officer 3, Cuyahoga County Office of Child Support Services

Preliminary data from the [Families Forward Demonstration](#) program in Cuyahoga County, Ohio, shows promising results. To date, 127 clients have enrolled in the program; 37 clients have completed the credentialed occupational skills training; and 20 of those clients are working in a new career!



Mark, one of the first to enroll in the Families Forward program, completed his credentialed occupational skills training for a commercial driver's license in July 2019. Within six weeks, he got a job with the city as a snow removal operator. When Mark enrolled into Families Forward, he was struggling to meet his child support obligations, often making payments of less than 10% of his obligation. Within just three months of employment, Mark's payments increased to over 90% of his obligation. He has maintained these payments for the last seven months, even through the COVID-19 crisis. "I'm doing this for them, as well as myself. Because the better I am, the better I can be for them," Mark said, speaking about his children. News 5 Cleveland featured Mark and Families Forward in their news story, [Free Job Training Offered to Parents to Help Pay Child Support in Cuyahoga County](#).

Going from enrollment to consistent child support payments may take up to six months based on a variety of factors, including the length of the occupational skills training program. Families Forward staff are closely monitoring the progress of clients enrolled in the program. Mark's success is very promising for the other enrollees and their families.

# Increasing Awareness of Services through Digital Marketing

OCSE awarded \$2.2 million to 14 grantees through a two-year demonstration called [Using Digital Marketing to Increase Participation in the Child Support Program](#). The following article continues our series featuring grantees testing approaches and analyzing data to see if digital marketing can help child support programs reach and serve families more effectively. For general information, contact OCSE project officers Michelle Jadczyk at [Michelle.Jadczyk@acf.hhs.gov](mailto:Michelle.Jadczyk@acf.hhs.gov) or Melody Morales at [Melody.Morales@acf.hhs.gov](mailto:Melody.Morales@acf.hhs.gov).

## Exploring Market Segmentation, Targeting, and Positioning in Child Support Outreach

Nicole Darracq, Assistant Director for Communications and Public Affairs, California Child Support Services

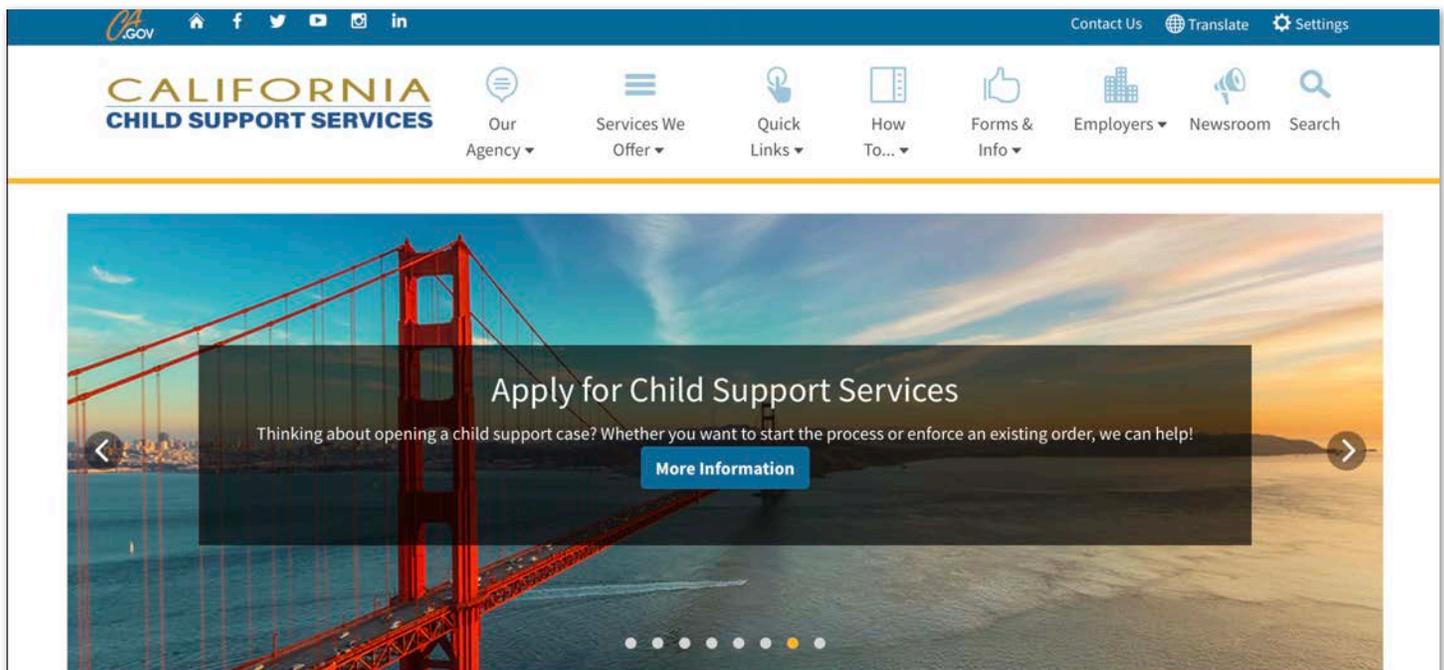
Before the California Department of Child Support Services (CA DCSS) could test digital interventions for the state's grant, several changes were required to improve the state's online presence. First, we needed to establish baseline analytics on website traffic, case openings, and call center volumes. After reviewing the website numbers, we noticed that desktops accounted for almost half of all traffic (in contrast to statistics on cell phone usage in California), so we applied filters, blocking child support office IP addresses to restrict the results to customer activity. We also learned that enhanced search engine optimization would be unnecessary. Organic search for related keywords accounted for 57% of all users; typing in the URL itself accounted for 31%; and links from other websites were another 11%, accounting for 99% of traffic. Even a vague Google search for "child support" consistently produces pages of the state website as the top seven offerings.

## Small project turns into full redesign

The original grant proposal included a small stand-alone website that would link to the official state website. That project morphed into a complete redesign and rebuild of the California state website, built in 13 weeks on California's proprietary Wordpress template. Our website went from hundreds of web pages down to 65. Besides updating our web address to a simpler URL, we also added these features to the site: made it a mobile-responsive design, added Google Translate, made it handicapped accessible, and added several contact forms. Simultaneously, the CA DCSS Innovation Design Team redesigned and rebuilt Customer Connect, which is the existing self-service platform, delivering improved functionality including mobile-responsive design and the ability to directly email caseworkers and print payment reports. Both the new website and Customer Connect went live on May 20, 2019, as the first phase of the first intervention.

The baselines on case openings and call center volumes revealed consistent spikes in case openings every March for the four years measured, 2015 through 2018, in all five grant counties and statewide. Investigation unearthed a corresponding data point: divorce decrees in California also peak in March. It's a good thing this was discovered before an intervention was scheduled in March, or we might have been delusional about the success of our results!

*continued*



## A closer look at social media platforms

The second phase of the first intervention was intended to test the responsiveness of various social media platforms and assess the effectiveness of differing design elements. Three messages – one about avoiding court with stipulations, one about help getting medical support orders, and one about assistance with child support paperwork – were tested on Google Search Ads, Facebook, and Twitter with three different graphics for each. All posts were “boosted” – we paid to increase the impressions of each – and each post linked to a unique page on the new website that was not searchable by other means, so traffic to those pages was certain to result from the ads.

The results showed good engagement across all platforms and across all the messages, with minor regional variations. A “bot” attack – high numbers of clicks from foreign computers (in this case, Iran) – clouded the metrics for one county, but the results show that digital advertising for child support elicits a level of interest considered well above industry standards, which we consider success. We did not find a clear preference for any of the messages that altered engagement, although photography edged out the static and motion graphic design options, but not by a significant degree. Our takeaway was that people interested in child support are interested in all of it, and any information is welcomed and earns engagement at encouraging levels.

The second intervention we’re currently evaluating builds on the first by adding an influencer campaign in just one county and adding more precise targeting to the desired customer profiles. We recruited two local individuals with active social media presences to share child support messaging in their own words, directing their followers to unique links so resulting activity was traceable back to the blog posts. Fortunately, the activities concluded just before COVID-19 redirected everyone’s attention, and we look forward to completing our analysis of the data collected.

### LEARNING CYCLE 2 - Details

**Goal:** Inspire action to open a case rather than just raise awareness.

**Implement:** Digital ads that test specific messages and track engagement.

**Participating counties:** Del Norte, Imperial, Merced

**Target:** Single-parent households, ages 18-40, male and female

**Secondary Target:** Native Americans in Del Norte County

> Historically difficult to contact through traditional media advertising.

**Key message:** “Get the facts.” Positioning DCSS as expert helpers in Child Support process.

#### Display Ads

> In both English and Spanish on Google, Facebook, Instagram

Universal Ads:

**Separated with kids?**  
Get the facts and avoid going to court.

- ✓ We do the work
- ✓ We do the enforcement
- ✓ Court may not even be required
- ✓ No court filing fee

CALIFORNIA CHILD SUPPORT SERVICES

**Separated with kids?**  
Get the facts and avoid going to court.

CALIFORNIA CHILD SUPPORT SERVICES

Male-Targeted Ads:

**Don't stand on the sidelines.**  
Get the facts.

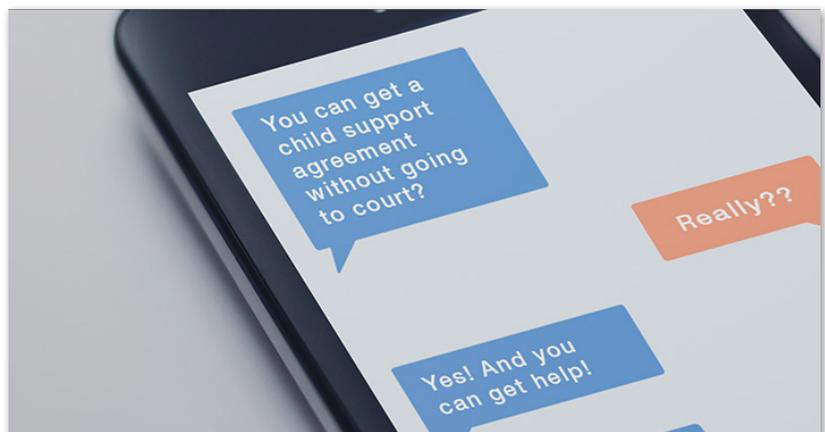
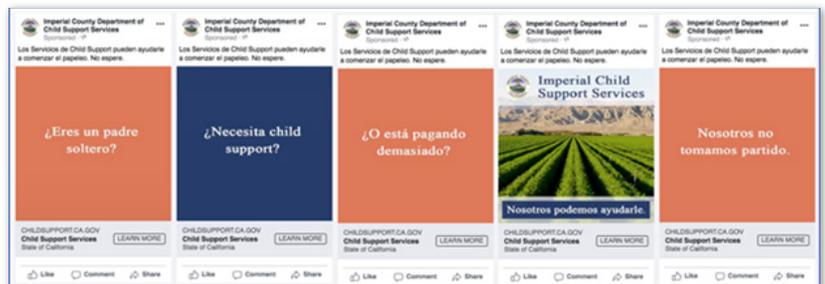
CALIFORNIA CHILD SUPPORT SERVICES

**Avoid Child Support curveballs.**  
Get the facts.

CALIFORNIA CHILD SUPPORT SERVICES

**Note:** Images shown are still images. There are animated versions which have motion to attract the eye - for example, the baseball moves away from the pitcher and the foul card moves into view towards player.

LEARNING CYCLE 3 - Next Phase



## Procedural Justice in Arizona Continues...Virtually

Jonell Sullivan, Organizational Enhancement Manager/PJAC Grant Manager, Arizona Department of Economic Security, Division of Child Support Services

Even a pandemic cannot stop the use of procedural justice to help families in Arizona. Edna Perez is a case manager working on Arizona's [Procedural Justice-Informed Alternatives to Contempt \(PJAC\)](#) team. Like her colleagues on the team, she's made the transition to remote work, juggling the demands of supporting families on her caseload who are experiencing increased stress from the pandemic while meeting the needs of her own family. The economic and social impacts have touched many of the families she works with, but one noncustodial parent's recent experiences really stand out. We'll call him John.

John has had a long, inconsistent payment history. Like many in the PJAC program, John has a criminal history that creates a barrier to employment. He's made payments on and off as he's worked in temporary jobs and has had unstable living situations. Edna was encouraged to discover that John had enrolled in technical school to get training and certification in medical billing and coding. Edna worked with John to connect him to the workforce staff at ARIZONA@WORK so he could have more stable and better paying employment that matched his new skills.

Things got especially complicated while John was starting his new employment. His 4-year-old son's mother (the

custodial parent) got arrested and John took temporary physical custody of him. Their son became ill, and John made the tough decision (given the pandemic) to take him to the doctor for treatment. By this time, the mother had been released from jail, and John contacted her to let her know about the doctor visit. She was angry that he'd taken their son to the doctor but agreed to meet them at the pharmacy so she could see him. At the pharmacy, her anger escalated. Pharmacy staff called the police, and she was arrested for assaulting John's dad who was there providing transportation.

### Leveraging technology in the midst of COVID-19

John reached out to Edna and let her know what happened, explaining that he needed to file for temporary custody with the court. His initial pleading was denied because he provided the wrong information for the filing. This is when Edna got creative. Usually she would have John come into the office, and she would help him complete the paperwork there. But with the COVID-19 distancing precautions, that wasn't an option. Instead, Edna got on the Clerk of Court website to determine the correct documents needed for the temporary filing, and then used *FaceTime* to walk John through completing the paperwork. Edna didn't let the pandemic keep her from delivering procedural justice-informed case management, and John was able to complete his filing and take care of his son.

## U.S. Government Response to Coronavirus

USA.gov's mission is to make it easier for everyone to find and understand the government services and information—anytime, anywhere, any way they want. Partnering with federal agencies, USA.gov reaches out to people where they are to connect them with their government. [Visit USA.gov's COVID-19 website](#) to find out how federal agencies are responding to COVID-19 and what they are doing to support you.

The screenshot shows the USA.gov website interface. At the top, there is a search bar and navigation links for various government services. The main content area is titled "Government Response to Coronavirus, COVID-19" and includes a sub-section "Top U.S. Government Websites for COVID-19 Information". Below this, there is a list of links to various government resources, including "Guidelines for Opening Up America Again", "stimulus payment updates", "COVID-19 health information", "coronavirus rumors and myths", "Frequently Asked Questions", and "Coronavirus.gov".

## COORDINATION POINTS

# Finding Peace of Mind in Ensuring Kids are Covered

Centers for Medicare & Medicaid Services

We have found ourselves confronted with a different kind of “normal” over the last few months. For many parents across the country, that suddenly meant a new work environment, adjusting to online learning, and discovering more ways to have fun staying at home. Despite these changes, one thing parents should not have to worry about is health insurance for their children.

The [Connecting Kids to Coverage National Campaign](#) wants to remind you that with health insurance from Medicaid and the Children’s Health Insurance Program (CHIP), eligible children and teens up to age 19 can receive access to vital health services — from hospital care, doctor and dentist visits, to immunizations and regular check-ups, mental health services, prescriptions, vision care and more. Parents and caretakers can rest a little easier knowing their children and teens are covered for the expected and unexpected.

## Benefits of health coverage for children

There are many benefits to ensuring kids have access to Medicaid and CHIP. First and foremost, [children covered by health insurance such as Medicaid](#) have shown fewer preventable hospitalizations. We also know that children with health insurance are [more likely to complete high school and graduate college](#) compared to their peers who don’t have access to care. Additionally, mental health services are available to the 35 million children covered by the Medicaid and CHIP.

Enrollment in Medicaid and CHIP is open year-round, allowing parents and caretakers to sign-up immediately and access benefits. Coverage must be renewed annually. Eligibility varies by state, but professionals working with children can direct families who want to learn more about state Medicaid and CHIP eligibility requirements to the “Find Coverage for Your Family” map on [InsureKidsNow.gov](#), or to 1-877-KIDS-NOW (1-877-543-7669). The website also includes helpful resources like FAQs, toolkits and social graphics to share information about the program through different channels.

Ensuring kids are covered – and stay covered – by health insurance is important in these trying times and requires everyone’s help. Together, we can reach more eligible children and create peace of mind for the people that care for them.



## Helping Teen Parents

According to the [Youth.Gov Expectant and Parenting Young Families webpage](#), nearly 210,000 babies were born in 2016 to mothers between 15 and 19 years old. These families have unique needs and often require special attention. They generally have lower incomes, struggle to complete high school, and receive less prenatal care. It’s also common for them to have more than one child.

With the right tools, child support professionals can help improve the outcomes of young parents and children. The Youth.gov webpage has a list of helpful resources including:

- [Importance of Working with Pregnant and Parenting Teens](#)
- [Supporting Expectant and Parenting Teens: Practical Recommendations from the Field](#)
- [Supporting Pregnant and Parenting Teens](#)
- [National Responsible Fatherhood Clearinghouse](#)
- [Working with Pregnant and Parenting Teens Tip Sheet](#)

## Payroll Software and Child Support Deductions

Karen Settembrino, CPP, Principal  
Applications Engineer, *Oracle Corporation*

Even in an age of advanced technology, where most payroll systems can compute child support withholding using federal and state guidelines, calculation problems can arise.

One area in which employers, software developers, and payroll providers struggle is the inconsistency of withholding provisions among the states, which requires continuous monitoring to ensure that payroll systems accurately calculate child support withholding. According to a survey by the American Payroll Association, an average business pays employees in six states, while nearly 20 percent of businesses pay employees in more than 20 states.

### Varying definitions complicate calculations

The definition of disposable earnings is a prime example of the complexity related to calculations. The federal Consumer Credit Protection Act (CCPA) provides a definition of disposable income. However, each state is individually responsible for determining what earnings and deductions are included in their definition.

The CCPA defines disposable earnings as “that part of the earnings of any individual remaining after the deduction from those earnings of any amounts required by law to be withheld” [See 15 U.S.C. 1672(b)]. Federal CCPA guidelines define the amounts “required by law,” but only 14 states rely on the federal CCPA definition, with most requiring

additional and varying deductions including those for health insurance, life insurance, union dues, and more.

Income exemption limits is another great example of the variances by state that employers must monitor in order to ensure compliance. States such as California and Texas have passed legislation to establish maximum withholding limits lower than federal limits. Other states have enacted changes to their withholding limits administratively rather than legislatively. For example, Illinois, Iowa, Missouri, Montana, and Nevada limit withholding on the orders they issue to 50% of disposable income even though their state laws allow a range of withholding from 50% to 65%.

Timing is a significant factor in when changes are implemented. When a state announces a change, the employer or their software provider must update their software systems, test the changes, and then move the changes to their production environments. All of this takes time, which can delay implementation of the new calculation rate, resulting in incorrect deductions being withheld from employees’ pay. Generally, a legislative or administrative change to a withholding calculation will take employers three to six months to implement.

It is important that employers, payroll software developers, and payroll service providers remain diligent in their compliance efforts to ensure that employers are fulfilling their obligations. Standardized requirements across all states can help in efforts to ensure employer compliance and build a successful partnership between employers and child support enforcement to provide financial support to children.

## People in Low-Income Households Have Less Access to Internet Services

Kendall Swenson and Robin Ghertner, *HHS Office of the Assistant Secretary for Planning and Evaluation*

Many agencies rely on virtual communication with clients to provide services, particularly in response to the current COVID-19 pandemic. While much of this can be done over the telephone, some may require access to the internet. In these situations, access to the internet may be a factor in accessing critical benefits to support families dealing with the economic consequences of the response to the pandemic.

[This factsheet](#) from the HHS Office of the Assistant Secretary for Planning and Evaluation presents estimates of access to internet services for low-income families, as well as differences by demographic characteristics and geography. It finds that more than one in six poor people have no internet access, and people living in nonmetropolitan areas have less access to the internet than those in metropolitan areas. It also finds that internet access is less common among older poor people, and that access to the internet among poor people varies across states.

## Unsung Child Support Heroes

Even though the COVID-19 pandemic has brought our country disruption, uncertainty, and anxiety, it has also shown us heroes. Below are several child support heroes who have gone above their call of duty to help their community during this crisis.

**Angela Ried** is a business analyst with the Texas Attorney General's Child Support Division. Soon after COVID-19 started, Angela and her mother quickly jumped into action to help those in need. They both began making and donating masks to their local Veterans Affairs Hospital and nursing homes. They also provided masks for employees at their local grocery store. Their actions are a true testament that together we can get through anything and will come out stronger.



**Gloria Rodriguez-Candelaria** is a case initiation specialist in the Texas Attorney General's Child Support Division. Gloria has proven to be an unsung hero during this unprecedented time. Ever since the child support office transitioned to virtual services, Gloria has meticulously made masks for family, friends, and coworkers while also maintaining her workload and work schedule from home. She has made it a priority to help those in need, and we are lucky to have her as part of our team.



**Aundrea Osborne** is a child support officer in the Texas Attorney General's Child Support Division. When her community was in need, Aundrea was quick to spring into action and began making masks. Whenever she saw someone without a mask, she would graciously offer one of her own. Not only does Aundrea make masks, she also runs errands and picks up groceries for those in need. During these uncertain times, Aundrea has gone the extra mile and her community is lucky to have her.



*continued*

**Jeff Baker** is the program integration team consultant for the regions of Shreveport and Natchitoches in the Louisiana Department of Children and Family Services.

Jeff also serves as the emergency operations center (EOC) logistics chief at the Lake Bistineau Shelter in the Shreveport area of Louisiana. This site houses individuals who have no alternative place to quarantine while awaiting their test results. Jeff was activated for shelter duty March 18, 2020. His primary duty is to purchase supplies for both EOC staff and patients. He also handles logistics, serving as back-up for running reports for the state EOC as necessary.

As we're writing this story, Jeff has served in this shelter for over 50 days straight with no end date in sight. He works a 12-hour shift. But add in a two-hour round trip drive, and Jeff's on the clock 14 hours a day! Though the option for reprieve is there, he has not taken one day off during this period.

Jeff has put the needs of the shelter above his own. He misses his family time tremendously and they miss him, but he understands the importance of this mission and his role to ensure smooth operations. He has maintained a positive, professional attitude throughout his activation, and we're proud of the way he's represented the Department of Children and Family Services.

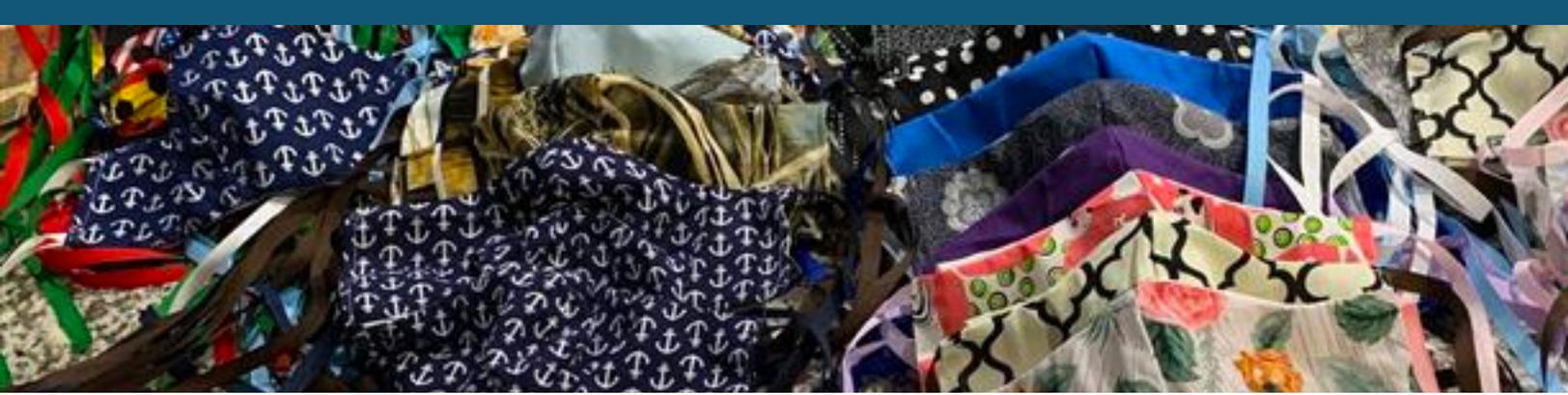
**Deirdra Davis.** Manager Ashley Ledbetter recounts the heroic story of her employee Deirdra Davis (with her permission). Deirdra started feeling ill in mid-March and immediately sought testing. Though her symptoms progressed, she continued working as she awaited her test results. Since her office was working from home at the time, she wouldn't be contagious to co-workers.

Deirdra is the program integration team consultant for the regions of New Orleans and Thibodaux in the Louisiana Department of Children and Family Services. Deirdra is dedicated to her work and uses her leave sparingly. Even through this experience, she maintained that unwavering sense of responsibility. Though I encouraged her to take some time off during her illness, she continued to push forward. On March 25, she received her test results and learned she was positive for COVID-19.

Although horribly ill, Deirdra took only two days off after learning her diagnosis. Her strength simply amazes me. Unfortunately, her recovery would not be the end to her trial. Her husband also contracted COVID-19 and spent two weeks in the hospital receiving high levels of oxygen. He's home now, but requires her daily assistance and care. Deirdra has continued to show up for work, giving her all every day with an amazing spirit. She is truly an inspiration! I asked how she maintained such a positive attitude, and Deirdra said, "We continued to believe that if God brings you to it, He will bring you through it. I experienced so much support, love, and prayers from near and far, that not for one moment did I feel alone in this battle."

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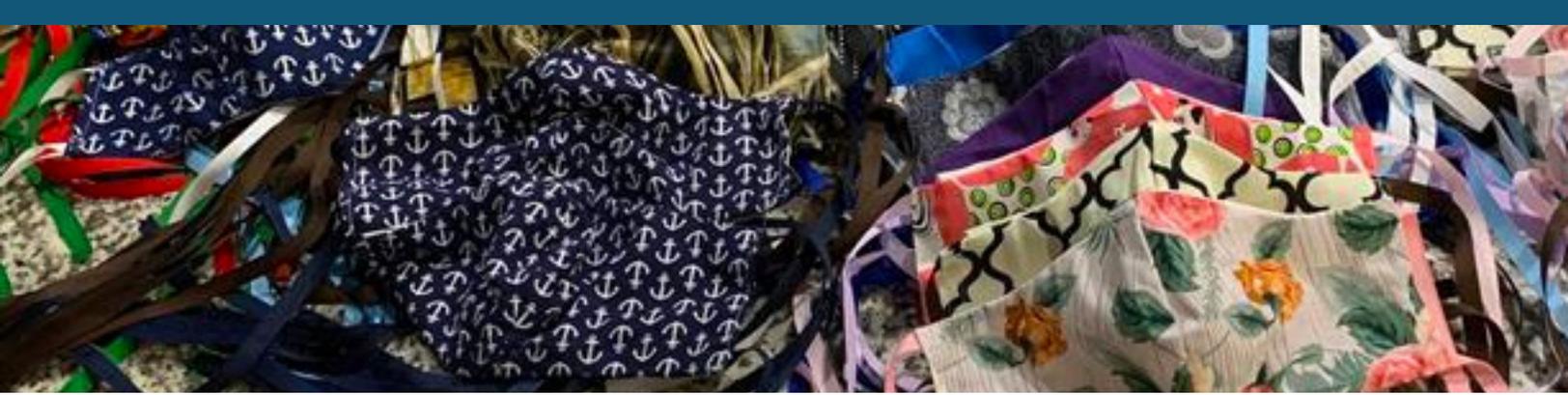
**Nicole Cousler** is a program coordinator for the Young Fathers/Noncustodial Parent Employment Program in Talbot County's Office of Child Support in Maryland. She's serving her customers remotely during the COVID-19 crisis.

Since April 21, 2020, Nicole has assisted several customers beyond her regular duties as program coordinator. She worked with Finance to use program funds to serve her customers remotely. Nicole purchased work clothes for two individuals in the Young Fathers Program who had just obtained employment. She also bought a bicycle for another customer so that he has reliable transportation to his new job at a local grocery store and assisted a customer with an automotive repair cost. Thanks to Nicole's help, he's back on the road and actively seeking employment. Her commitment to her customers allows them to support themselves and their child during this nationwide crisis.



**Darla Richno** is our statewide tech support and facilities manager. As all states were doing, we had to quickly figure out how to enable staff to work remotely and also keep them safe while working on-site and maintaining social distancing. We had very little notice to come up with a plan to deal with the entire child support organization. Darla immediately jumped in to coordinate the teams responsible for preparing and working with staff. She set up procedures for remote access and safety instructions for reporting on-site. She worked late many nights so that staff would have what they needed to be productive from home and to fulfill reporting requirements from our agency. She helped wherever needed, even if it wasn't her responsibility, and she did it with a pleasant attitude! She has been invaluable to the program in Illinois.





**Justin Enrietta** has been a true blessing during this pandemic, going well beyond his normal duties. Justin is an administrative assistant with the Illinois Department of Healthcare and Family Services' Division of Child Support Services in Springfield. After COVID-19 struck the country, Justin volunteered to continue working from the office, reporting early each day. In addition to staying current in all his normal duties, he helped staff get remote access up and running and ensures they complete the necessary paperwork to get system access to complete projects from home. He compiles documents from staff to update management reports, like the rotation schedule and the working-from-home timesheets. Justin also developed instructions so staff can electronically sign forms and documents needed to continue program operations. He oversees the special projects staff, assigns cases remotely as requested, and monitors progress. Justin has a strong work ethic, a sincere desire to help, an easy-going attitude, and works at superman speed. I truly believe my area would not be operating as efficiently as we are during this unusual time without Justin's amazing assistance.



*Do you know an unsung hero?  
Send us their story so we can  
share it in our next issue.*

## Child Support Report

*Child Support Report* is published monthly by the Office of Child Support Enforcement. We welcome articles and high-quality digital photos to consider for publication. We reserve the right to edit for style, content and length, or not accept an article. OCSE does not endorse the practices or individuals in this newsletter. You may reprint an article in its entirety (or contact the author or editor for permission to excerpt); please identify *Child Support Report* as the source.

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