
Growing Our Impact: Following the Footprints of Performance Measure Improvement

10:45 AM to Noon | 75 minutes

Curator: Ted Mermigos, Jr. (DE)

Moderator: Jim Fleming (ND)

Panelists: Jim Fleming (ND), Katie Hayett (ID), Michele Schreifels (MN)

Following the Footprints of Performance Measure Improvement

Panel Discussion

National Council of Child Support Directors
2026 Conference

Growing Our Impact

Following the Footprints of Performance Measure Improvement: Meet the Panel



Jim Fleming, North Dakota
IV-D Director



Michele Schreifels, Minnesota
IV-D Director



Bryan Tribble, Illinois
IV-D Director



Katie Haylett, Idaho
IV-D Director



Support Orders

Arkansas	6.24%	1
North Dakota	4.99%	2
Rhode Island	4.84%	3
Hawaii	4.22%	4
South Carolina	4.15%	5
Mississippi	3.82%	6
Florida	3.53%	7
New Hampshire	3.48%	8
North Carolina	2.98%	9
Illinois	2.54%	10
National	-1.6%	

Paternity

Dist. Of Columbia	21.09%	1
Delaware	18.93%	2
Utah	14.74%	3
Massachusetts	13.12%	4
Nevada	12.71%	5
Ohio	12.32%	6
Illinois	11.76%	7
South Carolina	10.24%	8
Oklahoma	9.60%	9
New Jersey	9.36%	10
National	3.23%	

Current Support

South Carolina	6.16%	1
Kentucky	4.64%	2
Wyoming	4.43%	3
Tennessee	4.15%	4
Louisiana	3.98%	5
Idaho	3.67%	6
North Dakota	2.68%	7
Alabama	2.63%	8
Oklahoma	2.52%	9
West Virginia	2.20%	10
National	-0.87%	

Arrears

Wyoming	5.79%	1
North Dakota	1.13%	2
Idaho	-2.43%	3
North Carolina	-3.46%	4
Pennsylvania	-3.61%	5
New Hampshire	-3.67%	6
Connecticut	-4.20%	7
South Carolina	-4.26%	8
Vermont	-4.99%	9
Wisconsin	-5.44%	10
National	-11.15%	

Cost Effectiveness

South Carolina	\$2.68	1
Nevada	\$0.07	2
Maryland	-\$0.15	3
Idaho	-\$0.32	4
Dist. Of Columbia	-\$0.36	5
California	-\$0.51	6
Alaska	-\$0.54	7
Kansas	-\$0.65	8
Vermont	-\$0.74	9
Montana	-\$0.76	10
National	-\$1.51	

Total

South Carolina	4.6	1
North Dakota	13.8	2
Idaho	14.2	3
Wyoming	14.8	4
Pennsylvania	15.4	5
New Hampshire	16.8	6
Connecticut	19.4	7
Oklahoma	20.2	8
Vermont	20.6	9
Montana	20.8	10

Following the Footprints of Performance Measure Improvement

State of Minnesota - Michele Schreifels, IV-D Director

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Minnesota's Child Support Program at a Glance

Caseload (FFY 2025)

161,902 active child support cases

269,142 parents served

189,912 children served

Open Cases Curr-PA	14,313
Open Cases Former-PA	74,506
Open Cases Never-PA	73,083

Collections & Disbursement

\$500.4 Million

Staffing

60 state agency staff

1,361 staff statewide

Program Designation:

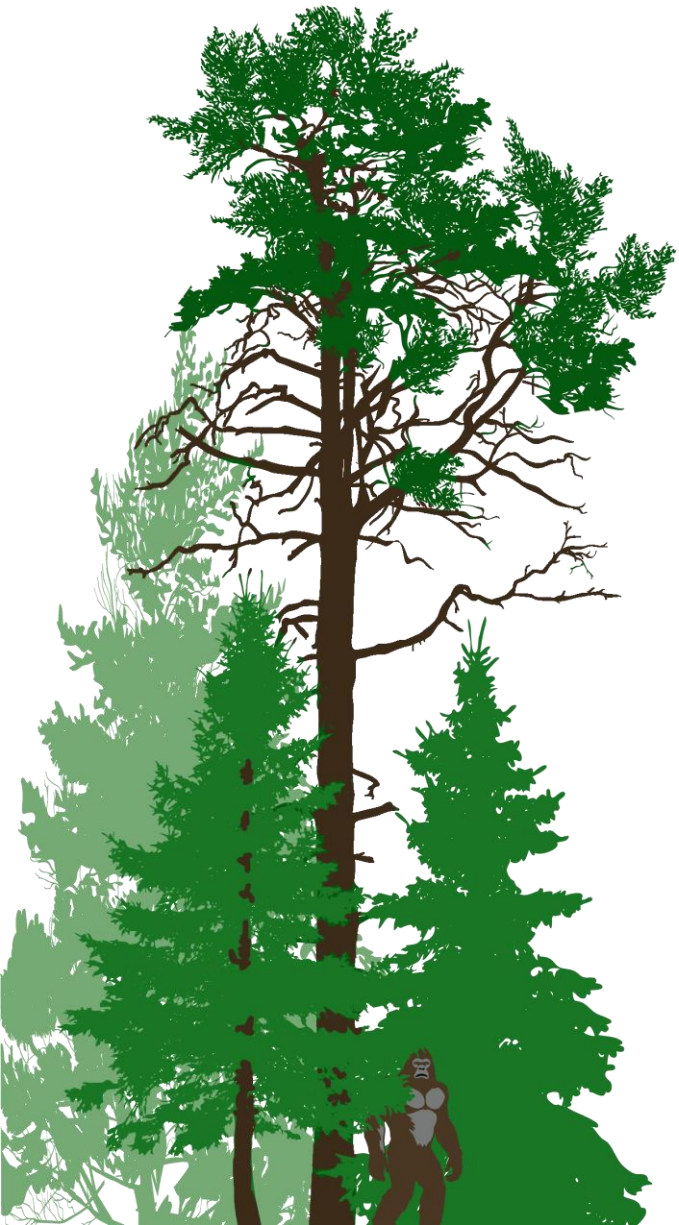
IV-D PEP

Organizational Structure

- State-supervised, county administered
- 87 counties (15 county consortia)
- 4 Tribal IV-D child support programs
- centralized State Disbursement Unit
- Judicial state
 - Court orders and contempt actions require judicial approval
 - All other enforcement actions are handled administratively

Department Affiliation: The Department of Children, Youth and Families

- The Child Support Division and Economic Assistance and Employment Supports Division are in the Family Well-Being Administration



Following the Footprints of Performance Measure Improvement

State of Illinois – Bryan Tribble, IV-D Director

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Illinois' Child Support Program at a Glance

Caseload

310k as of 9/30/2025

Staffing

600 as of 9/30/2025

Program Administration

State administered and state-run program

Judicial Process

Largely judicial state, but do certain focused establishments administratively, e.g., parentage for incarcerated alleged parents.

Administrative Enforcement

Primarily administrative enforcement, except for judicial rule to show cause or contempt

Program Designation: IV-D PEP

Organizational Structure

Central Office

- Administrative Offices, Personnel (HR), Accounting, Enforcement, Customer Service, Location Services, Intergovernmental, Facilities, Resource Center (training), Central Records, Data Gathering, Program Support, Paternity Establishment & Clerk of Court, Technical Services, Budget and Program Compliance, Contract Management, Appeals, and Policy

Field Offices

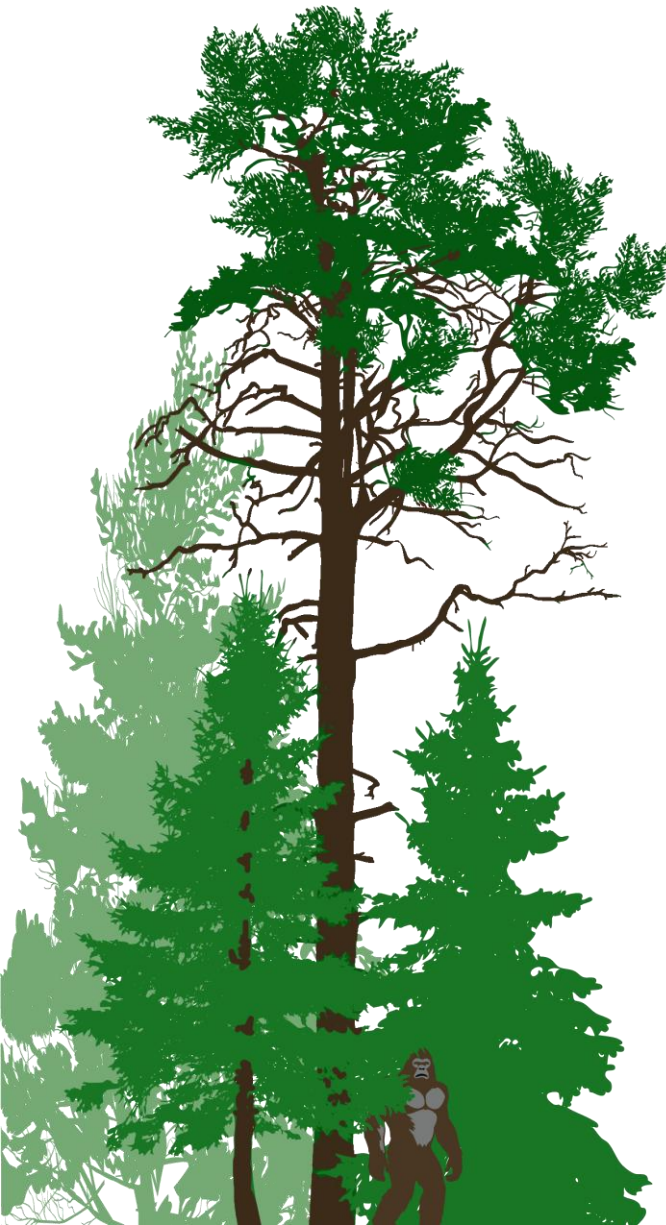
- 9 regional offices with satellite locations
- Case Initiation and Order Establishment

State Disbursement Unit (SDU)

- Vendor-operated with state oversight

Legal Services

- Office of the Attorney General serves 93 of 102 counties
- Local State's Attorneys serves 9 counties



Following the Footprints of Performance Measure Improvement

State of Idaho - Katie Haylett, IV-D Director

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Idaho's Child Support Program at a Glance

Caseload

76,666 active child support cases

58,880 Non-IV-D

Staffing

109 total child support staff, 89 are operational field staff

2025 Collections and Disbursements

\$162,377,051

12 Specialized Teams

- Customer Service
- Financials
- Case Integrity
- Special Enforcement
- Intergovernmental
- Legal Action (Referrals)
- Policy & Legal
- Data Specialists
- Testing
- Training
- Process Improvement
- Service Desk/Staff Support

Organizational Structure

Administered by the Idaho Department of Health and Welfare

Located within the Division of Self-Reliance, which also administers:

- SNAP
- Medicaid Eligibility
- TANF
- LIHEAP

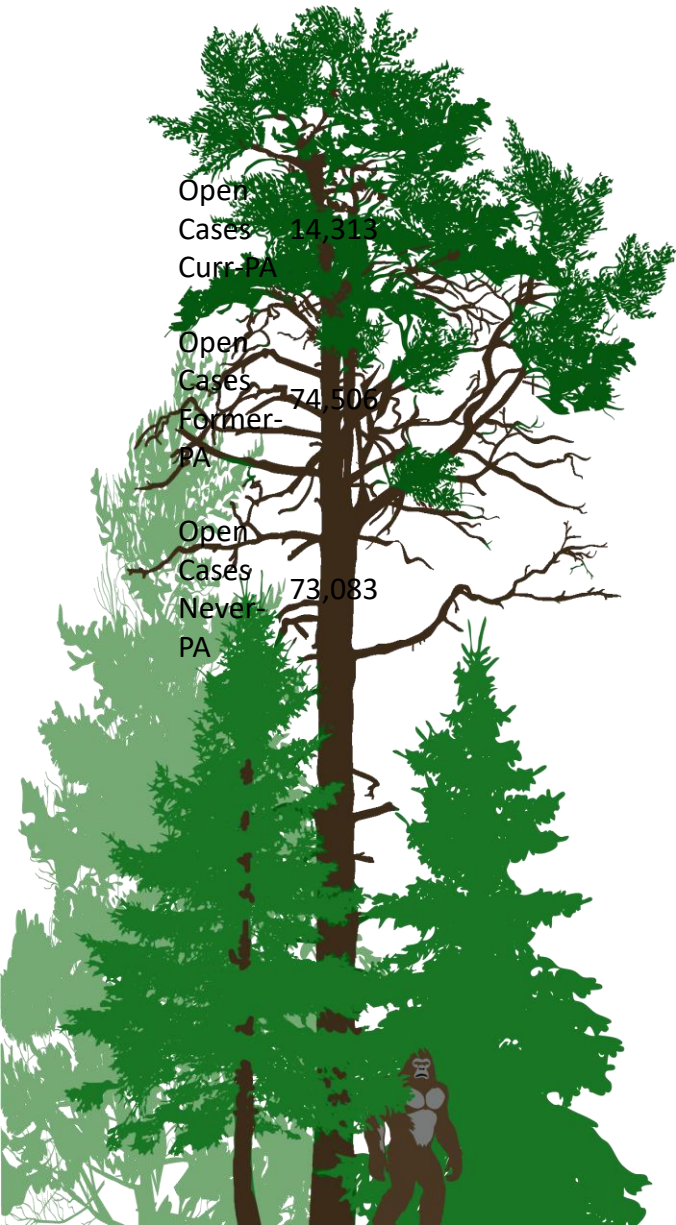
Program Administration

State-administered and state-operated child support program

Judicial state

- Court orders and contempt actions require judicial approval
- All other enforcement actions are handled administratively

Program Designation: IV-D PEP



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State of North Dakota – Jim Fleming, IV-D Director

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North Dakota's Child Support Program at a Glance

Caseload

26,206 IV-D cases plus 21,297 Non-IV-D civil files

Staffing

161.2 including FTE assigned to Non-IV-D work

Collections & Disbursements

\$200 million total IV-D and Non-IV-D
\$120 million IV-D

Program Administration

Child Support is one of several sections of the Human Services Division of the North Dakota Department of Health and Human Services

State-administered, state-operated child support program

Centralized administration provides consistent statewide policy and operations

Organizational Structure

Statewide specialized units; in-house legal and SDU.

Judicial Process

Judicial state for child support orders
Court involvement is required for:

- Establishing and modifying child support orders
- Contempt actions

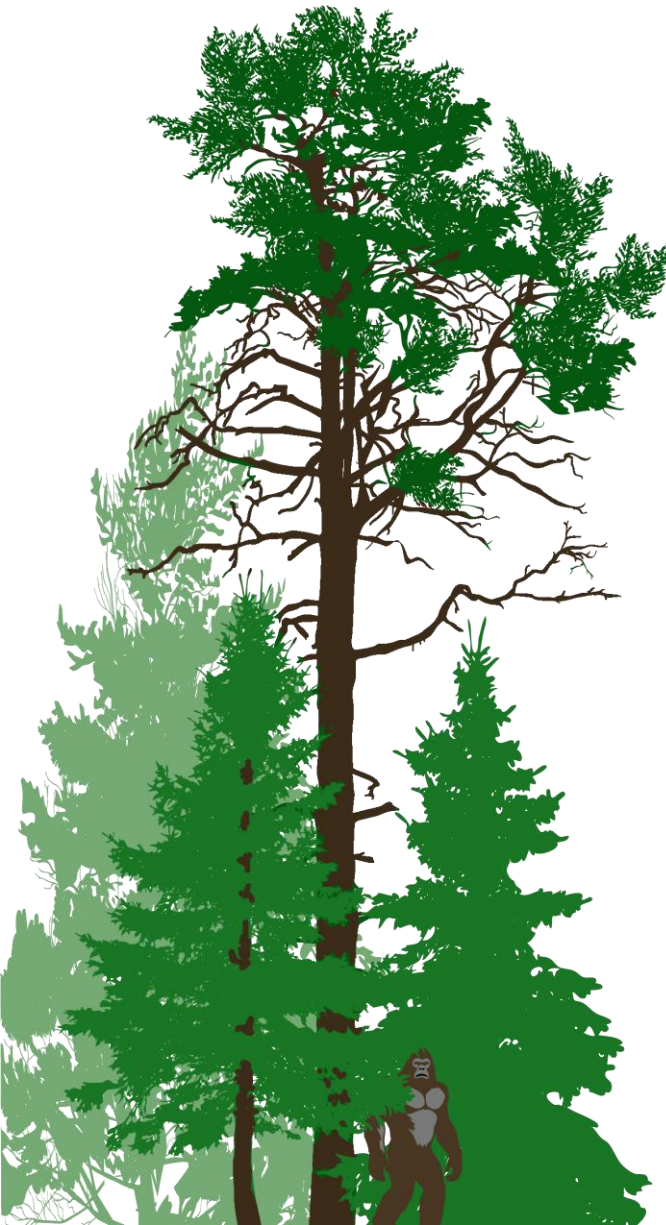
Administrative Enforcement

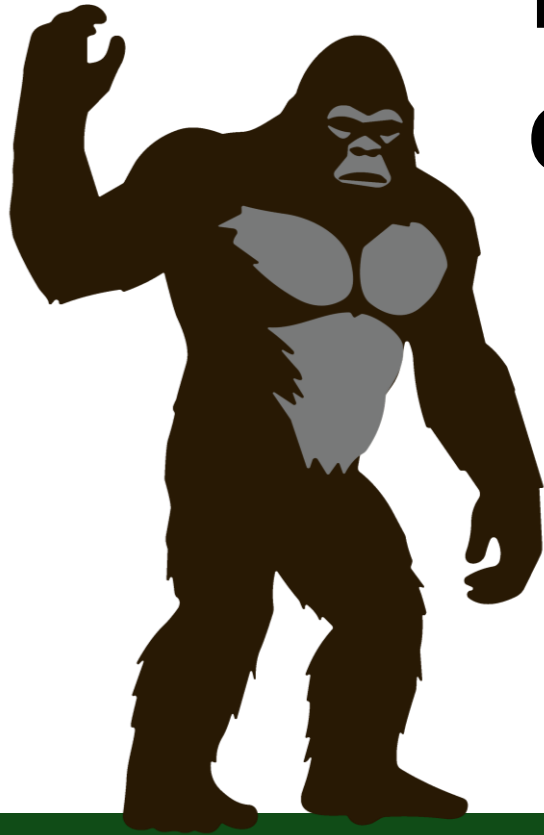
All other enforcement actions are handled administratively, including:

- Income withholding
- License suspensions
- Tax refund intercepts
- Financial Institution Data Matches
- Other federally mandated enforcement remedies

Program Designation

IV-D PEP





Following the Footprints of Performance Measure Improvement

Performance Strategy & Results

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Minnesota's Performance Strategy & Results

Driving Performance Through Data, Training, and Collaboration

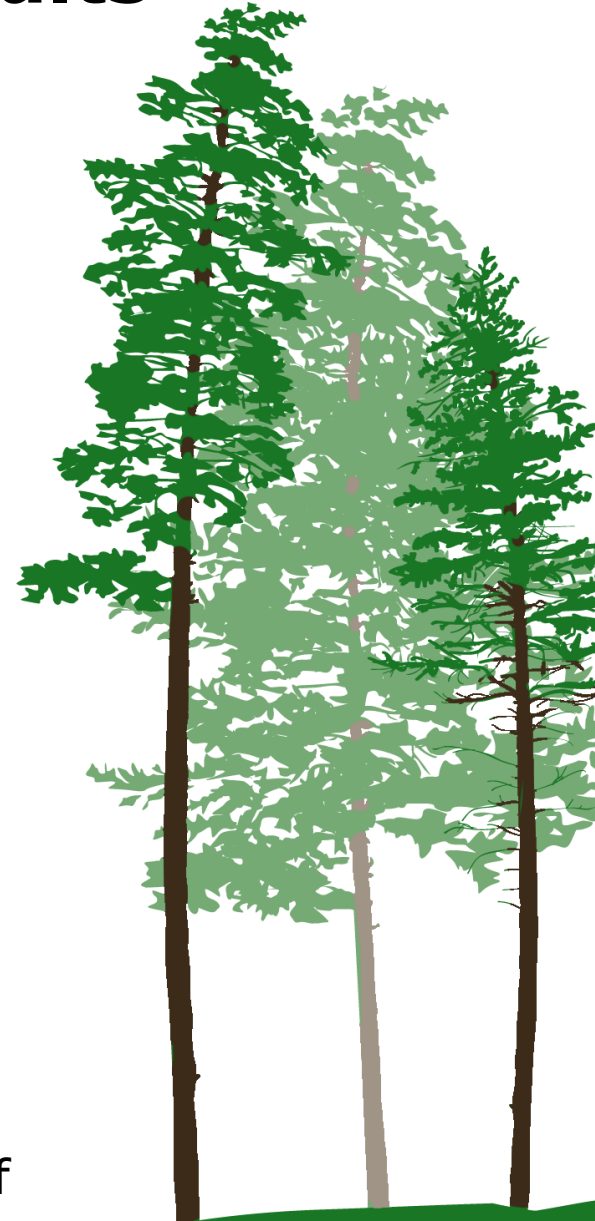
Training & Reporting

- Monthly monitoring of federal child support performance measures
- Targeted deep-dive training on Cost-Effectiveness and Order Establishment performance
- Office of Child Support Enforcement (OCSE) technical assistance and training
- Annual State Performance Report published to measure outcomes and accountability

Performance Analytics & Improvement

- County Performance Analysis Tool to identify trends and opportunities
- Collections Performance Project utilizing a data model and Tableau reporting
- 2024 Improvement Initiative: Child Support Paid – Performance Barriers and Improvement Strategies project

Goal: Improve program performance through data-driven decision-making, staff development, and continuous process improvement.



Minnesota federal performance measures

	FFY2025	FFY2024	FFY2023	FFY2022	FFY2021
Paternities established	95.9%	96.0%	96.6%	97.8%	98.8%
Orders established	86.5%	86.0%	85.7%	85.8%	86.5%
Collections on current	73.1%	73.3%	73.4%	72.6%	75.7%
Collections on arrears	68.9%	69.4%	69.6%	70.4%	72.3%
Cost effectiveness	\$2.42	\$2.65	\$2.68	\$2.91	\$3.09

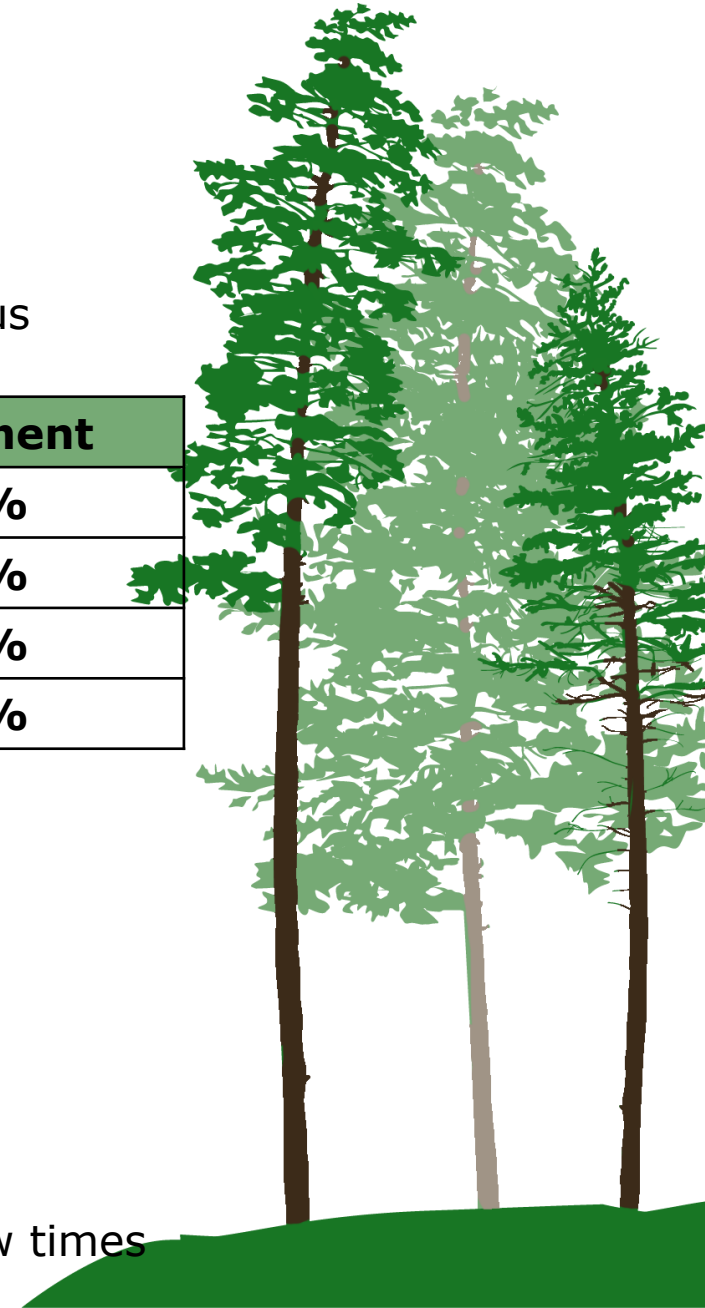
Illinois' Performance Strategy & Results

Driving Change

- Improving services to better serve Illinois families
- Strategic Planning initiated in 2021
- Reviewed all program areas for improvement and business process reengineering
- Goal: Optimize performance while enhancing customer service
- Division-wide education on performance metrics and the OCSE-157 report
- Increased staff understanding of federal measures and opportunities for continuous process improvement

Performance Measure	2013–2019 Avg	2020–2025 Avg	Improvement
Parentage	90.33%	93.49%	+3.16%
Order Establishment	82.63%	85.16%	+2.53%
Current Support	62.08%	63.68%	+1.60%
Arrears	60.94%	64.09%	+3.15%

- Parentage exceeded 98% in both 2024 and 2025.
- Rightsizing orders
 - Imputation of income is not allowed unless court hearing
 - Attorney expectations
- Proposed legislation
 - Incarceration modifications
 - Threshold for minimum support order
 - Exchange of income information annually between parents
- Interest on arrears
 - Stopped ongoing collection of 9% interest; result was 92% decrease in review times



Illinois' Current Support Compliance

Current Support Compliance Since TANF Pass-Through Results Since July 2024

June 2024:	39.27%	June 2025:	43.02%
January 2025:	42.11%	January 2026:	44.93%

- 6 consecutive months above 44% (Oct. 2025–Mar. 2026)
- Approximately 5 percentage point improvement since implementation

More Dollars to Families

- \$160.6 million distributed to families (July 2024–March 2026)
- \$7.65 million distributed each month, on average
- Approximately \$7.5 million more every month is reaching Illinois families.

Changes Impacting Current Support

Family Resource Connections

- New outreach designed to provide parents with health, employment, social service, education, and legal resources to enable them to support themselves and their families
- Designed and developed with state agencies and local communities

Next is Modifications!

- Researched drop off points in compliance
- Identified significant drop in current support compliance at:
 - 15-21 months after effective date have drop of over 2.3%
 - 3-4 years old orders have drop of 2%
- Looking at reducing modification times to help non-paying parents 18 months after order was entered



Idaho's Performance Strategy & Results

Top 15 National Rankings:

Establishment Rate	Current Support Collected
Paternity Establishment (IV-D)	Cost Effectiveness (<i>highest metric</i>)

23rd ranking in Percentage of Arrears Collected, with targeted improvement efforts underway.

Keys to Success

- Specialized operational teams focused on paternity, order establishment, enforcement, customer service, financials, and intergovernmental cases
- Strategic planning supported by data analytics and monthly performance dashboards
- Performance dashboards guide monthly priorities and team goals

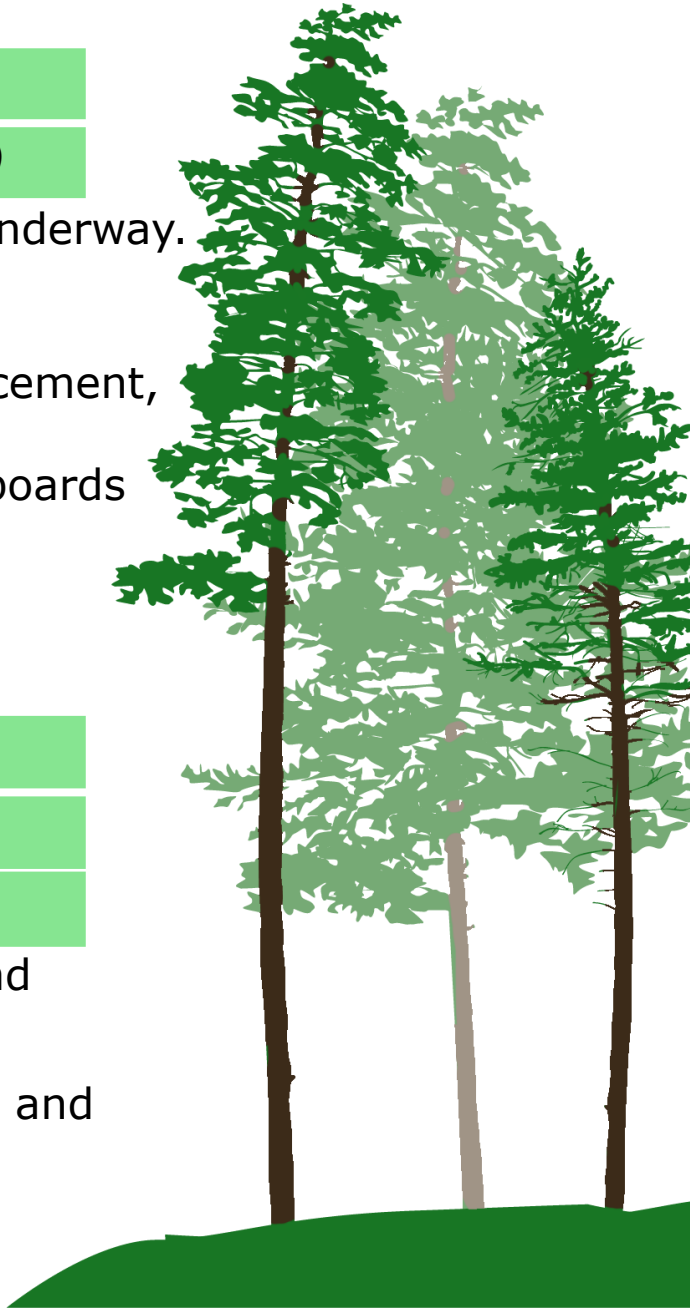
Targeted Improvement Initiatives

Focused strategies for non-paying and locate caseloads through:

Customer and Employer Outreach	Payment Plans
Work Number & Child Support Portal	License suspension leverage
Financial Institution Data Match (FIDM) Actions	

Specialized team conducts root cause analysis to identify process gaps and recommend operational improvements

New case management tasks improve follow-up on income withholding orders (IWOs) and support increased arrears collections.



Idaho’s Performance Rankings

State	Obligation Rate	Rank	PEP** (Chosen Option)	Rank	% of Current	Rank	% of Arrears	Rank	Cost Effective*	Rank	State	Avg. Rank	Rank	FFY
Idaho	91.61%	13	97.98%	15	64.74%	20	62.99%	33	\$8.91	5	Idaho	17.2	7	2022
Idaho	91.21%	14	101.06%	12	66.41%	16	62.27%	33	\$8.40	3	Idaho	15.6	6	2023
Idaho	91.06%	13	100.94%	11	66.84%	15	63.30%	27	\$9.46	2	Idaho	13.6	4	2024
Idaho	91.28%	13	100.61%	12	67.65%	15	65.34%	23	\$8.62	3	Idaho	13.2	4	2025

North Dakota's Performance Strategy & Results

Statewide Specialization

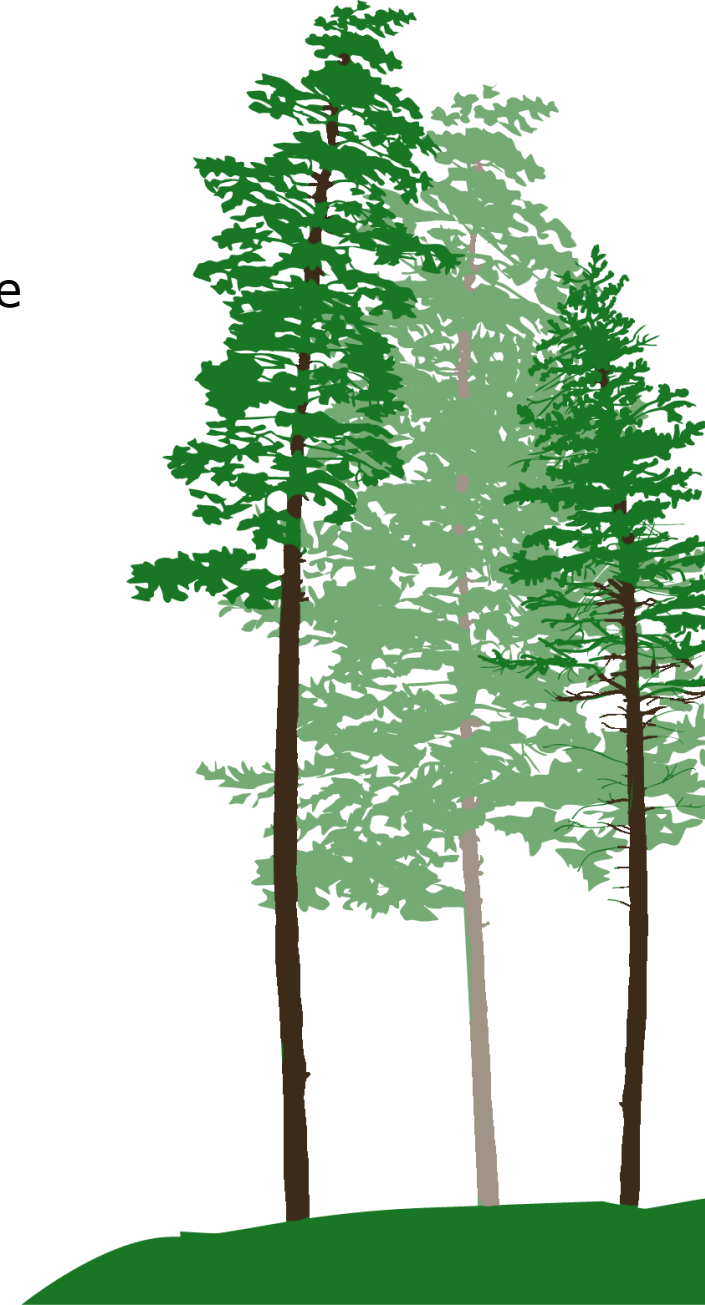
Statewide specialization supports child support performance by assigning staff to specific functions (such as establishment, enforcement, interstate, modification, or customer service) across the entire state

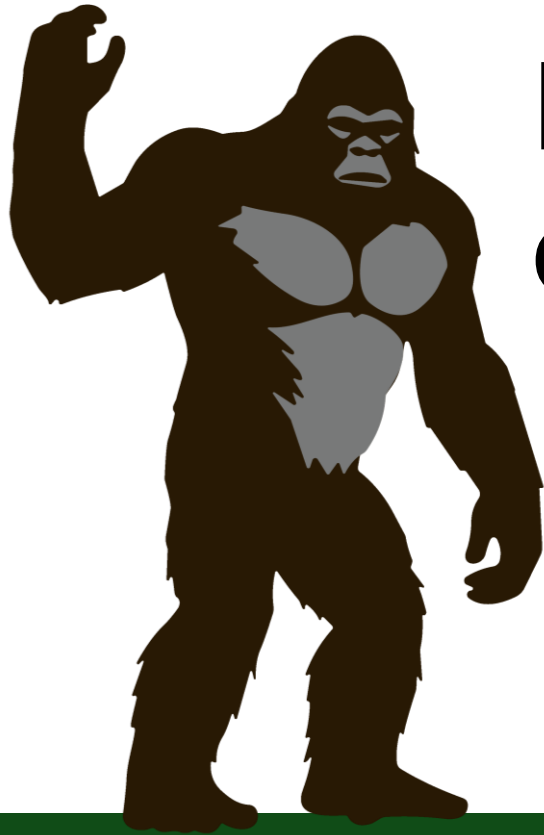
- Current Support: Improves timely establishment, enforcement, and consistent compliance statewide.
- Arrears: Enhances recovery of past-due support through specialized case management.
- Cost Effectiveness: Increases operational efficiencies.

Specialized Enforcement Unit

Specialized enforcement units improve program performance by concentrating on cases that require intensive enforcement. This targeted approach can improve collections while making enforcement more efficient.

- Current Support: Improves compliance through targeted enforcement and timely intervention.
- Arrears: Increases recovery of past-due support using specialized collection strategies.
- Cost Effectiveness: Maximizes staff resources, prioritizes high-value cases, and improves enforcement efficiency.





Following the Footprints of Performance Measure Improvement

Management Practices

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Minnesota's Management Practices

Leadership & Oversight

- State performance coordinator position
- Minnesota Human Services Performance Management System
- Human Services Performance Council

Collaboration & Engagement

- Child Support Advisory Board (County, Tribal & State partners)
 - Specialized focus on policy, operations, strategic opportunities, and initiatives
- Big 9 County-State workgroup (performance improvement)
- Comprehensive Legal Vision County-State workgroup
- Regional Supervisors Groups (Northern, Southern and Metro)

Biggest Lessons Learned

A collaborative approach that strengthens consistency, improves performance, and supports every county through shared knowledge, targeted training, and individualized assistance.

Operational Support

- Share best practices from counties of all sizes
- Strengthen case management and customer service
- Ensure consistent statewide policy implementation
- Identify and promote technology opportunities

Training & Continuous Improvement

- Training on interpreting performance reports
- Office of Child Support Enforcement (OCSE) training
- County-specific office hours and technical assistance
- Ongoing coaching and performance support



Illinois' Management Practices

Specialized Order Entry: CAMU Redesign

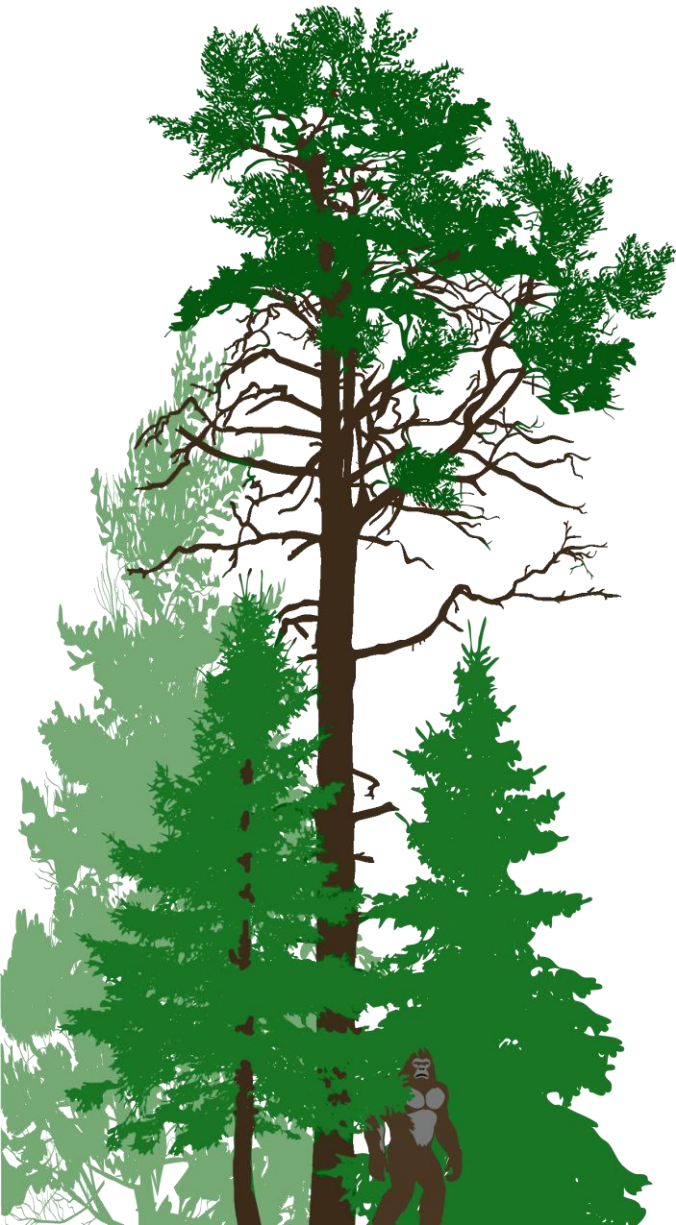
- Established a dedicated CAMU Order Entry Unit
- Formalized the Order Entry Quality Control (QC) process
- Specialized staff in order entry and case processing

Results

- More efficient order processing
- Improved customer service
- Greater accuracy in order entry and order establishment
- Fewer processing errors and more accurate case balances
- Reduced need for case reviews and corrections

Biggest Lessons Learned

- **Prioritize Families-** Put the needs and well-being of families ahead of government cost recovery.
- **Support Over Prosecution-** Focus on helping parents succeed through services, engagement, and support to reduce poverty and improve outcomes.
- **Consistent Policies-** Maintain fair, transparent, and consistent policies across the program to ensure equitable treatment for all families.
- **Continuous Improvement-** Embed continuous process improvement into program operations and manages expectations to drive better service and lasting results.



Idaho's Management Practices

Staff Innovation and Involvement

- Staff actively participate in strategic planning, innovation, and performance improvement, with team goals aligned to program performance measures.
- Monthly statewide performance dashboards keep staff informed of key metrics and team accomplishments, creating transparency and accountability.
- Specialized teams track operational measures such as income withholding orders, FIDM collections, customer contacts, and application processing to monitor progress.
- Monthly quality assurance reviews ensure case actions support performance goals, including paternity establishment, payment activity, address verification, and timely next steps.
- Connecting daily work to statewide outcomes has strengthened employee engagement, retention, attendance, and overall program performance.

Biggest Lessons Learned

- Having frequent reports available to perform root cause analysis on the cases impacting performance is key.
- Strategically focus on these areas to understand the trends and make changes accordingly.
- Involve operational leadership and staff for the improvement and implementation plan.
- Celebrate the wins when gains are made.
- Continually evolve, adjust and look for additional innovative ways to keep improving.



North Dakota's Management Practices and Best Practices

Child Support and Incarceration: Current Support, Arrears & Cost Effectiveness

Termination of support obligation by operation of law after being sentenced to 180 days or more of incarceration, even if actual time served is less.

- Current Support: Prevents unrealistic obligations and supports future compliance upon release.
- Arrears: Prevents the accumulation of uncollectible debt during incarceration.
- Cost Effectiveness: Conserves agency resources by reducing enforcement on uncollectible cases and focusing efforts where collections are more likely.

Payment Plans: Improving Collections and Cost Effectiveness

Use of payment plans to leverage interest on arrears and promote ongoing compliance.

- Current support: Promotes consistent payment of ongoing support while addressing past-due balances.
- Arrears: Encourages voluntary repayment and gradual reduction of arrears through structured payment plans.
- Cost effectiveness: Improves collection efficiency and focuses resources on cases requiring intervention.

