ID # (assigned by CSG): 12-S-01-FL

Please provide the following information, adding space as necessary:

State: Florida

Assign Program Category (applicant): Government Operations and Technology, Information Systems
(Use list at end of application)

Program Name: CAMS (Child Support Automated Management System)
Administering Agency: Department of Revenue, Child Support
Contact (Name and Title): Eddie Currie, Senior Management Analyst
Address: Post Office Box 8030, Tallahassee, FL 32314-8030
Telephone Number: 850-617-8005
E-mail Address: currie@dor.state.fl.us
Web Address: http://dor.myflorida.com/dor/childsupport/

1. How long has this program operated (month and year)? April 2006 Note: the program must be between 9 months and 5 years old as of April 5, 2012 to be eligible for this year’s award.

2. Describe the program:

   Why was it created?
   CAMS is the State of Florida’s automated system supporting child support activities for over 1 million families. This system has 3,200 users throughout Florida. CAMS replaced a mainframe system and numerous stand-alone, outdated database management systems implemented over the past 15 years in an attempt to attain desired functionality and management reporting capabilities. The numerous systems contributed to inefficiencies in core processes, data redundancy, and additional processing to synchronize disparate systems.

   Modifying the mainframe and ancillary systems was costly and time consuming, resulting in an inability for the Program to quickly and efficiently implement changes required by federal and state laws, as well as customers.

   Why is it a new and creative approach or method?
   CAMS is the only child support automated system in the nation built using an off-the-shelf suite of products, referred to as an enterprise resource planning (ERP) platform, where a customer configures the software to meet specific business requirements.
CAMS was built using the Systems, Applications and Products (SAP) product. The goal of using this type of product is to experience a 100 percent reduction in custom coding when building a new automated system by providing standard functionality and workflows that are easily modified to meet a business’ specific needs. For example, every business has accounts receivable and accounts payable processes. SAP provides a full general ledger system where businesses create the appropriate accounts for their business versus building a general ledger system from scratch.

This shortens a system’s design and development phase as well as allowing faster changes to the system once operational. This results in a more efficient use of resources and it allows the Program to be agile in quickly meeting changes to federal and state requirements as well as customer expectations.

Additionally, SAP continues to update and refine the base software package incorporating feedback from their customers as well as to remain competitive in the ERP market. Since CAMS uses the SAP software, the Program receives updated software versions to upgrade CAMS, which keeps CAMS up-to-date with the most recent technology and workflows.

The method used to implement CAMS was a phased rolled out of the functionality that allowed for a shorter time-to-market for specific functionality. This allowed a portion of the staff to use that functionality while the second phase was built. It also allowed us to gather true user feedback and lessons learned that were incorporated in the second phase.

CAMS is also the first software in the world able to integrate the Pitney Bowes mail processing solution for outgoing mail with SAP. The agency implemented a solution that receives an SAP spool, adds page counts and insertion bar codes for improved insertion accuracy. This solution further allows, with minimal intervention, the insertion of tri-fold, bi-fold and flat correspondence into envelopes. With these automated features, we are provided the ability to mail correspondence at the least costly option while maximizing postal discounts.

What are the specific activities and operations of the program in chronological order?
CAMS has automated routine activities that users formerly performed manually; provided intelligent data flow based on robust programmable scenarios of business rules; used decision support software to validate data and provide automated workflow, location, and management reporting; migrated the agency from batch processing to "near real-time" processing in some instances; provided a user-friendly graphical user interface; provided access/connectivity to a wide variety and number of users and managers; facilitated future changes through the use of an open architecture with built-in expansion and scalability features; and provided the capability to communicate over the internet and maintain a bi-directional interface with the legacy FLORIDA system to share public assistance data.

The first phase included functionality for support order monitoring and rules-based initiation of enforcement actions. It also introduced the bar-coding of documents, both incoming and outgoing, that link the document to an activity and set statuses to initiate future actions without the need for manual intervention. As part of the initial phase of CAMS the system introduced an e-Services portal that could be accessed by customers to review the case status of actions and the ability to update demographic information; last year over 1,630,132 customers used this portal. Additionally, a business warehouse was created to house and report the data being captured in the system. The second phase of CAMS includes all service requests, establishment and modification actions, payment processing, and a general ledger accounting system.
Is it effective?
The following are performance comparisons from pre-CAMS (April 2006) to post-CAMS (present)

<table>
<thead>
<tr>
<th></th>
<th>Pre-CAMS</th>
<th>Post-CAMS</th>
<th>Increase</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total child support collected</td>
<td>$1,249,700.00</td>
<td>$1,630,700.00</td>
<td>33%</td>
</tr>
<tr>
<td>Collections received after enforcement actions initiated by CAMS</td>
<td>$1.12B</td>
<td>$1.479B</td>
<td>$359M</td>
</tr>
<tr>
<td>Cases that began to pay current support obligation following enforcement actions initiated by CAMS</td>
<td>39,065</td>
<td>86,741</td>
<td>47,676</td>
</tr>
</tbody>
</table>

The automation CAMS provides has allowed the Program to handle a 15% increase in the number of child support cases that require monitoring and enforcement activities with a 2% decrease in number of FTE handling these activities.

Additionally, the Program has increased federal incentive earnings based on performance in comparison to other states. Prior to CAMS implementation, the state earned $25.8 million in incentives. This increased to $30.36 million 2010/11 based on the increase in child support payments.

3. Did this program originate in your state? If YES, please indicate the innovator’s name, present address, telephone number, and e-mail address.
   Yes. CAMS is a collaborative implementation project utilizing Deloitte as the system implementation contractor with a mix of state and other contract staff on the project management team. For further information on the system implementation you can contact Eddie Currie as listed above.

4. Are you aware of similar programs in other states? If YES, which ones and how does this program differ?
   No. Other state agencies are using enterprise resource planning platforms but Florida is not aware of any other child support agency leveraging SAP or ERP technology.

5. What limitations or obstacles might other states expect to encounter when attempting to adopt this program?
   Child support systems are transferrable from state-to-state per federal mandate. Another state could use the customization and enhancement build for the State of Florida without extensive implementation help from SAP experts. The major obstacle/limitation would be the purchase and installation of the SAP software and any other customization or enhancement required by that particular jurisdiction or not desired/required from Florida’s system build.

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Use these as guidelines to determine the appropriate Program Category for your state’s submission and list that program category on page one of this application. Choose only one.

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- Health Services
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**Contact:**
Nancy J. Vickers, National Program Administrator
Phone: 859.244.8105
Fax: 859.244.8001 – Attn: Innovations Awards Program
The Council of State Governments
E-mail: nvickers@csg.org

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