

# **Connect: YES!**

## **Connecting You, Employment & Support!**

**July 2012**

HHS-2012-ACF-OCSE-FD-0297

With Project **Connect: YES!**, a four county collaboration of child support agencies in Ohio will match employment opportunities with skills, abilities, and knowledge of unemployed or underemployed parents experiencing trouble in meeting child support obligations, while also providing intensive case management and wraparound services so that noncustodial parents are better able to support their children. Including an estimated 1,500 parents, **Connect: YES!** will fully integrate the components of case management; individualized employment-oriented services, such as job placement and retention services; fatherhood and peer-led parenting activities; and child support processes, including appropriate adjustment of orders and methods of reducing child support debt owed to the state. The project will use an innovative, technological centerpiece: coordinating databases to match work readiness, education, skills, and abilities of noncustodial parents to available community services and job opportunities. Information from noncustodial parents will be gathered at the time a support order is established and will be updated throughout the project. Child support coordinators will serve as liaisons with community service providers and will regularly update secure, web-based databases containing information about case management, job opportunities, and community services. Using innovative outreach efforts, leaders will communicate to noncustodial parents the importance they hold in the lives of their children and to the strength of their community. Child support leaders of **Connect: Yes!** will work tirelessly to connect **You, Employment & Support.**



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Department of  
Job and Family Services

**John R. Kasich**, Governor

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July 25, 2012

Ms. Lauren Antelo  
Department of Health and Human Services  
Administration for Children and Families  
Office of Child Support Enforcement  
370 L'Enfant Promenade, SW.  
4<sup>th</sup> Floor West  
Washington, DC 20447

Dear Ms. Antelo and OCSE Grants Committee:

With great enthusiasm, we at the Ohio Office of Child Support offer our proposal for a demonstration project known as **Connect: YES!** In response to the request for national child support noncustodial parent employment demonstration projects, we stand ready to serve as key contributors to the national evaluation to demonstrate how child support agencies can connect with workforce development programs and community services to improve the well being of children and the community at large.

**Connect: YES!** is a four county collaboration of child support agencies in Ohio with more than 108,000 cases. The collaboration will match job opportunities with skills, abilities, and knowledge of unemployed or underemployed parents experiencing trouble in meeting child support obligations, while also providing intensive case management and wraparound services so that noncustodial parents are better able to support their children. **Connect: YES!** is built upon the unique position of child support agencies and bridges a gap in social services by aiming to improve noncustodial parents' financial capacities.

We wholeheartedly believe that the project will help remove barriers to the payment of child support and will benefit children and families. Using innovative outreach efforts, leaders will communicate to noncustodial parents the importance they hold in the lives of their children and to the strength of their community. Child support leaders of Project **Connect: Yes!** will work tirelessly to connect **You, Employment & Support**. We look forward to your review and thank you for your time and attention to this important effort.

Sincerely,

Jeffrey M. Aldridge  
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Project **Connect: YES!** Abstract

With Project **Connect: YES!**, a four county collaboration of child support agencies in Ohio will match employment opportunities with skills, abilities, and knowledge of unemployed or underemployed parents experiencing trouble in meeting child support obligations, while also providing intensive case management and wraparound services so that noncustodial parents are better able to support their children. **Connect: YES!** is built upon the unique position of child support agencies which serve more than 80% of all poor noncustodial parents (US HHS, 2012). **Connect: YES!** bridges a gap in social services by aiming to improve noncustodial parents' financial capacities.

Government programs now exist to assist adults in work activity goals associated with public assistance programs. However, there is a gap in services to address long term needs of noncustodial parents, who are obligated by child support orders to financially support their children through emancipation. Further, noncustodial parents experience a variety of employment, relationship, parenting, and societal challenges. **Connect: YES!** will address these challenges with community partnerships and proactive case management. The result will be improved well-being of children and actionable guidance for the nation in connecting employment services with child support agencies, ultimately making the federal, state, and local partnership of child support increasingly relevant and valuable for all community stakeholders in a variety of American communities.

The bold goal is to increase earnings and parental involvement for noncustodial parents, typically fathers, with the child support agencies leading the project. Administering programs for more than 111,415 child support cases in diverse urban, suburban, exurban, and rural populations, the collaboration includes Franklin, Fairfield, Licking, and Pickaway Counties. Franklin County, the urban collaborative partner serving large Somali and Hispanic populations, will build upon its effective community partnerships and technological assets. Fairfield, Licking, and Pickaway counties, contiguous to Franklin County, will join the effort in providing intensive case management and employment services to suburban and rural areas. Because employment concerns are vast and community partners are unique to each area, the collaboration of **Connect: YES!** recognizes that solutions are found at the community level with customized approaches. To meet individual needs, recruitment will be a mix of mandatory involvement and voluntary referrals. Family violence safeguards will be in place in all locations.

Including an estimated 1,500 parents, **Connect: YES!** will fully integrate the components of case management; individualized employment-oriented services, such as job placement and retention services; fatherhood and peer-led parenting activities; and child support processes, including appropriate adjustment of orders and methods of reducing child support debt owed to the state. The project will use an innovative, technological centerpiece: coordinating databases to match work readiness, education, skills, and abilities of noncustodial parents to available community services and job opportunities. Information from noncustodial parents will be gathered at the time a support order is established and will be updated throughout the project. Child support coordinators will serve as liaisons with community service providers and will regularly update secure, web-based databases containing information about case management, job opportunities, and community services. Once a parent is ready to secure a new or better job, the parent will be matched to a potential job. Using innovative outreach efforts, leaders will communicate to noncustodial parents the importance they hold in the lives of their children and to the strength of their community. Child support leaders of **Connect: Yes!** will work tirelessly to connect **You, Employment & Support.**

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**Project *Connect*: YES!**  
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### **The *Connect: YES!* Approach is Evidence-Based**

The **Connect: Yes!** approach is derived from research demonstrating that, for most people, sustaining employment is more complicated than simply going out and finding a job (Doar, 2010). For parents with obligations to pay child support, the ability to meet those obligations is deeply connected to the ability to sustain employment. For all parents, to have skills and training that employers are seeking, being ready to meet the challenges of a dynamic marketplace, and to balance the responsibilities of family with those of employment, is difficult work. For non-custodial parents, navigating multiple court systems and administrative agencies in managing their responsibilities adds to the pressures of parenthood. Economic downturns and demographic changes in the workplace have further complicated a father's ability to serve successfully in his role in society. A large group of noncustodial fathers have limited ability to pay child support and would benefit from employment related services (Sorensen, 1997).

**Connect: YES!** will develop and implement programs that provide employment services to non-custodial parents in a child support system as part of a national demonstration framework. Children and families will benefit as the positive outcomes connected with the child support program and other measures associated with a parent's ability to sustain employment improve. State and national programs will benefit from the information and example the project will provide. Overall, society will benefit as the importance of parenthood is lifted up and multiple stakeholders come together to engage the community. Connecting employment services with child support services bridges a gap in social service delivery systems.

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## **Identifying and Understanding the Problem**

The Child Support program has an impressive record of success and of continuous quality improvement. Through the efforts of the program and its partnership with parents, states, the federal government, and a diverse group of stakeholders, one million people are removed from poverty annually (U.S. HHS, 2012). Child support comprises about 40% of income for single parent families (OCDA, 2012), and its importance in making sure children have the financial support they need is uncontested. In Ohio, collections exceed \$2 Billion, and the program has proven to be efficient as well as effective: for every dollar expended, collections are \$6.57, exceeding the national average by 37% (OCDA, 2012). There are trends, though, that have practical significance for the program.

In a four county collaboration in Ohio including Franklin, Fairfield, Licking, and Pickaway counties, there are more than 111,415 cases with collections exceeding \$236 million. In spite of the recent economic challenges that all states are facing, child support professionals have worked hard to continue to collect the child support that so many families need and rely upon for basic necessities of life. Child support agencies have also stepped up their efforts to offer responsive child support services. In the past three years, administrative reviews for adjustment of orders have more than doubled, and each county in the collaborative has implemented procedures for appropriate waiver and compromise of arrearages.

Within the caseload of the collaboration, there are troubling trends in unemployment or underemployment of noncustodial parents, who are usually fathers.

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There are more than 50,495 cases in default, meaning the case is behind by more than one month. This number represents an increase of 15% in the number of cases in default, compared to just four years ago. A reasonable estimate of the number of parents who are unemployed or have no reported employment within this number is 26,815. Many more are underemployed and are seeking more stable employment so that they can provide for their families. As much as 30% of all noncustodial parents have a limited ability to pay based on underemployment or unemployment (U.S. HHS, 2012). Lack of employment is identified in the research as the most common reason for nonpayment of child support (Coach, 2010).

Also, poor noncustodial parents face multiple barriers to employment including lack of marketable skills, education, transportation, mental health, housing, and related social services which support and encourage employment. In addition, based on focus groups in conference settings, there are growing, strong concerns for the ability of poor fathers to maintain self-sufficiency, such as the basic needs of shelter, food, and clothing. Maintaining self-sufficiency is tied directly to parents' ability to provide emotional and financial support for children. The qualitative data adds to the understanding of the problem. Taken together with the aforementioned quantitative data, the experience of the collaboration follows the earlier evidence of national research.

The evidence shows that of noncustodial fathers in 1990, about one-third had incomes after paying child support that were low enough to meet the income standards for food assistance programs (Sorensen, 1997). Nearly all of these fathers were working

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or looking for work in 1990, yet they still had low incomes (Sorensen, 1997). While enforcement efforts, including seek work orders, were used, the opportunity of employment and training services specifically for men with child support orders was rare (Sorensen, 1997). When it comes to employment services for noncustodial parents, there remains a gap in services. More work is needed in this area. Integration of child support and workforce programs answers this need.

Employment related programs are complex to administer because several institutions with unique, and sometimes misaligned goals, are involved. While the Workforce Investment Act coordinated government's employment efforts, it did not fully integrate the efforts of the workforce development system and the child support program. In order to meet performance expectations, workforce programs are motivated to enroll people who would have found sustainable employment on their own (Brown, 2012). In contrast, the population of noncustodial parents seeking work usually needs numerous individualized services. While some integration with workforce development exists in relatively smaller agencies, there is little to no integration in metropolitan areas. There is a gap in services for the noncustodial parent seeking work in order to meet child support obligations.

Research supports federal funding for programs designed to provide employment service to noncustodial parents in the child support program. Additional research is needed to determine how integrated programs would increase employment and decrease poverty among parents and their children (Sorensen, 2010). Including mandatory and voluntary provisions; responsive child support services, such as

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modification of orders and compromise of arrears; intensive case management services; training opportunities; fatherhood or parenting activities; and a domestic violence plan along with the employment-oriented services has been recommended (Coach, 2010; Sorensen, 1997; 2010; U.S. HHS, 2012). The **Connect: YES!** program offers a unique opportunity for improvement, demonstrating a useful, flexible model that can be used in diverse agency environmental settings, including rural, urban, suburban, and ex-urban areas. The project will answer the questions of how do program connections between child support and workforce development effect outcomes for children in diverse populations; and, why do we observe particular trends or behaviors, sometimes seemingly unexpected behaviors, with noncustodial parents? Answering these questions will help leaders develop new strategies to benefit children and families.

**Connect: YES! Project Design**

**Connect: YES!** will serve as part of a national demonstration framework that will include a cross-site random assignment evaluation to assess the impact of the services and to inform replication strategies. Philosophical and theoretical underpinnings bring in multiple perspectives, which is appropriate for the child support program because of the need to work with varied social service agencies and diverse populations. A strategic planning task force comprised of dedicated partners, stakeholders, and subject matter experts will lead the strategic planning processing during the first year of the project. The target population for services is noncustodial parents who are not regularly paying child support or who are expected to have trouble making regular child support payments because they are not regularly employed. The collaboration has capacity to

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enroll 1,500 noncustodial parents, and there will be an equal number assigned to the intensive participation group and to the control group. There is a five-year project period, and sustainability is an important aspect of the collaboration's efforts in planning. The program elements include case management; proactive child support procedures; employment-oriented services; fatherhood and parenting activities with peer support; a domestic violence plan; incentives for parents; and ongoing partnerships and sustainability. These elements, program features, and benefits, as well as the plan to address potential risks, are taken together to develop a logic model which anticipates outcomes and strategies for performance.

**Philosophical and theoretical underpinnings.** The foundation of the project includes honoring quantitative and qualitative research traditions, stakeholder theory, and behavioral economics. These philosophical and theoretical underpinnings have relevance for research and practice in child support and workforce development systems. By using multiple perspectives, insight can be gained into the complex relationships among noncustodial parents and various agencies. The child support agency is at the center of the administration of the project, guiding and bringing in critical partners to increase positive outcomes for families.

The research tradition of quantitative methods is positivism, where deductive reasoning is used and there is a desire to measure interrelationships among variables, including potential cause and effect relationships. The epistemological and ontological assumptions are that the knower and what is known are independent and there is a reality that can be measured. This research tradition has relevance for the project

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because there is a desire to measure outcomes, and previous research implies a reasonable hypothesis that there will be a positive relationship between **Connect: Yes!** services and outcomes for children and families. The quantitative portion of the research project will test the hypothesized relationships among the variables.

The research tradition of qualitative methods is interpretivism where inductive reasoning is used to illuminate the lived experiences and multiple realities of the people served within the child support program. The epistemological and ontological assumptions are that the researcher and the participants are connected; the knower and what is known are inseparable. The axiological assumptions are value bound. This means that interviews, narratives, and focus groups will be used to shed light on building theory. For example, during the planning stages there will be focus groups to access qualitative data that can be categorized and analyzed for patterns. Qualitative approaches can help answer questions of why particular behaviors or trends emerge.

Blending the two research traditions allows for a pragmatic approach because of the complexity of the topics. There are hypothesized cause and effect relationships that are hard to pin down because of multiple hidden and hard to measure variables that are part of human existence. There are both subjective and objective assumptions. The research itself is of importance because it will inform practice and policy. The collaborative group has an understanding of the research traditions and looks forward to digging deeper into questions and concepts with the evaluator during the strategic planning process.



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The project has foundations in stakeholder theory. Freeman (1984) pioneered the theory that stakeholders, or any group or individual who can affect or is affected by the achievement of an organization's objectives, need to be thoughtfully considered in the conceptualization and strategic planning of any organization. In other words, all stakeholders are important to the success of an organization, and it is the job of leaders to figure out how to put in place strategies that move the stakeholders in the same direction, with common themes and shared vision. Each stakeholder is important to the other in terms of creating value. Freeman's approach became accepted as a pragmatic one for its encouragement to follow moral principles where the interests of multiple stakeholders are considered. Freeman (1994) argued that many different groups have a moral claim on an organization if the organization is able to harm or benefit the groups. Further, stakeholders are vital to the survival and success of the organization. Stakeholder theory has become commonplace in the management literature, both academic and professional (Donaldson & Preston, 1995). It has relevance for the private and public sectors. Stakeholder theory has unique, multiple applications for the child support program.

Over time and based on societal needs, the child support program has evolved from a focus on welfare cost recovery to a broad, family-centered mission, while holding true to importance of financial support for children. Vicki Turetsky, Commissioner, Office of Child Support Enforcement, introduced a model that mirrors the work of the child support program nationwide. The model acknowledges the numerous stakeholders of child support agencies and inspires diverse strategies for achieving

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child support objectives (Turetsky, 2010, p. 2). The model shows the core child support mission and connections with multiple stakeholders in accomplishing objectives to help parents improve their abilities to support their children.

Figure 1 – Model of Child Support Work Nationwide



The implementation of the **Connect: Yes!** project will move abstract discussions surrounding stakeholder theory into concrete actions. In developing guidance for concrete actions, knowledge from multiple disciplines will be accessed. While there are conventional boundaries between psychology and economics, blending the disciplines in new ways sheds light on programs such as child support enforcement. Behavioral economics combines economics and psychology and has demonstrated how seemingly free choices are affected by the way options are presented (Thaler & Sunstein, 2008).

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For example, small and apparently insignificant details can have major impacts on behavior (Thaler & Sunstein, 2008).

Certainly, the framing of a government program determines its results, at least in part. **Connect: Yes!** offers an opportunity to study the economic decision making processes that individuals and organizations take. It also offers an opportunity to thoughtfully plan the framing of the program. By bringing in concepts within behavioral economics, program leaders will study why people sometimes make irrational decisions, and why and how their behavior does not follow predictions. Concepts surrounding cognitive bias, status quo bias, and other forms of bias will be explored.

As humans, all of our rationality can be somewhat limited, and this makes the study of behavioral economics relevant for the child support program and for any program that wants to sustain improvement. The lens of behavior economics will be used to explore the setting in which noncustodial parents are situated, relative to the program and their multiple environments. Current child support processes take into consideration the parent information that is needed to meet program requirements and how it relates to established program performance measurement. **Connect: Yes!** does not eliminate these perspectives, but the project enhances existing processes by considering the context, social norms, status, and thinking of the parents and how their environments impact their behaviors. In addition, the framing of various stakeholders, including a variety of community agencies and their employees, will be evaluated and considered within the strategic planning process. Conceptually, **Connect: Yes!** recognizes the importance of stakeholder theory and also brings in concepts of

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behavioral economics. The project places the family at the center of the construct.

**Connect: Yes!** offers services to parents “where they are”.

Figure 2 – Model of **Connect: Yes!** - *Serving Parents Where They Are*



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**Building upon the rationale for design.** Transformation for the program of child support can come from building upon the rationale for design. During the planning year, the envisioned program elements of intensive case management; proactive child support procedures; employment-oriented services; fatherhood and parenting activities with peer support; domestic violence protocol; incentives for participation; and community engagement will be detailed with curricula and written procedures. The collaboration will create a strategic planning task force comprised of child support leadership with county and statewide perspectives, employment services providers, fatherhood and parenting experts, domestic violence experts, front line employees, advocates, community partners, evaluators, and federal partners. Two retreats will be held in October and November of the first year to kick-off the project.

The task force will be co-chaired by Susan Brown, Franklin County Child Support Enforcement Agency Director, and a vendor partner chosen by the group. The draft charge for the task force is to develop an evidence-based strategic plan to implement and evaluate **Connect: Yes!**, a four county collaboration of child support and employment services designed to improve outcomes for children and families. The task force will establish subgroups for each of the program themes in order to bring in additional perspectives as needed prior to implementation. The task force will meet every two weeks during the year, while the subgroups will meet more often in order to drill down themes and principles into defined action steps. Contracts for services or memos of understanding will be the first task accomplished. With the evaluator, the group will operationalize the variables to be studied and will confirm the methods

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proposed. Ongoing engagement with the federal evaluator and project leaders is eagerly anticipated.

**Target Population/Recruitment:** Grant services are targeted to noncustodial parents who are not regularly paying child support or who are expected to have trouble making regular child support payments because they are not regularly employed. For example, noncustodial parents not reporting an employer or reporting unemployment would be candidates for the program. Voluntary and mandatory inclusions are both expected. However, only noncustodial parents who have established paternity and are in the Title IV-D Program may be enrolled in the demonstration. The open, active caseload for the collaboration is now more than 111,000. More than 25,000 are expected to be underemployed or unemployed at the inception of the project. For the project, 1,500 parents will be enrolled, with 750 parents in a control group receiving regular IV-D services and 750 in a **Connect: Yes!** services group receiving additional, intensive program services.

Stratification opportunities are available within the project. One example of stratification is based on geographical areas, such as urban, suburban, and rural. The rationale for including all types of geographical areas in the collaboration is that each area experiences problems relating to employment differently - and each area is important. Urban and suburban areas may experience a lower unemployment rate, but there may be additional barriers associated with housing or other expenses. Rural areas, although less statistically significant to the collaboration, are practically significant. Rural areas are central to the economic health and prosperity of our Nation

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(The White House, June 9, 2011). Stratification by geographical area allows for learning that will be applicable to multiple areas throughout the country. Stratification opportunities are also envisioned for additional groups, such as parents who participate voluntarily compared to those who participate to comply with a court order. The project will ask: Do these groups behave differently? If so, why do they behave differently?

For the quantitative portions of the project, probability sampling is envisioned. The control group is expected to be derived from the four county area; however, it could be derived from similar counties throughout the state where **Connect: Yes!** services will not be available. In working with the evaluator, the use of control and serviced, or a treatment, group will be a feature of the project. The collaboration has the capacity to enroll the required number of noncustodial parents in the project, which represents about 2% of the total active caseload. The collaboration will comply with the procedures developed by the national evaluator in consultation with grantee sites. In fact, the collaboration expects to be deeply engaged with the evaluator and the federal partners.

Recruitment strategies will center on the agencies' ability to readily access the data found in Ohio's Support Enforcement Tracking System. Counties will be able to identify cases where there are no employers reported and cases in which there have been poor payment records, such as no payments within the past three months. In addition, new cases that come to the agency, with paternity established or in the process of establishment, can be identified if there is no employment or if the noncustodial volunteers for the program based on difficulty in finding work.

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More than 60 community partners, ranging from non-profit groups, other governments, social service providers, faith-based groups, and community advocates have offered to help promote the program. Community engagement is high, and there is great interest in helping the collaboration recruit participants. In addition, there are processes in place to obtain court orders for participation if mandatory participation is favored for the case. The project will also track the number of times a parent that is ordered to participate in the program immediately finds employment, in order to examine the behavioral aspect of mandatory assignment to a program. The collaboration has worked with grant projects in the past, and having a combination of mandatory and voluntary assignment yields the greatest participation.

**Timeline.** The first year will be devoted to planning and development of the program design and pilot testing. The second, third, and fourth years will provide program enrollment and services. The fifth year will be devoted primarily to continuing services for those who are already enrolled in the program. During the fifth year, grant close-out and sustainability work will also be conducted. The collaboration expects to be able to serve new enrollees even if they are not able to be included in the demonstration evaluation. All grant reporting deadlines will be met. A draft chart indicating the project timeline is noted in Table 1. Key themes and deliverables for the first year are generally outlined in draft form. On page 46, Table 2 lists a summary of deliverables by function or task type.



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**Table 1. Draft Timeline for Project Activities During The First Year**

<b>First Year Detailed Activity</b>	<b>Oct</b>	<b>Nov</b>	<b>Dec</b>	<b>Jan</b>	<b>Feb</b>	<b>Mar</b>	<b>Apr</b>	<b>May</b>	<b>Jun</b>	<b>Jul</b>	<b>Aug</b>	<b>Sep</b>
Core partners attend 2 retreats, Create Stakeholder Strategic Planning Task Force, adopt basic forms, such as confidentiality & assessment forms	x	x	x									
Identify new partners/ work on identifying subgroups and procedures by theme	x	x	x	x	x							
Hire staff for the project	x	x										
Set meeting schedules, Outline all reporting deliverables with the evaluator	x	x										
Attend regular meeting and planning sessions, subgroups of subject matter experts formed		x	x	x	x	x	x	x	x	x	x	x
Develop research priorities, operationalize variables, analyze with evaluator		x	x	x	x	x	x	x	x	x	x	x
Establish plan for webpage									x	x	x	x
Provide training sessions about child support, for community partners		x							x			
Attend conferences, develop ongoing presentations to share lessons learned and emerging						x	x	x	x	x	x	x
Create monthly newsletters/articles					x	x	x	x	x	x	x	x
Develop and refine evaluation plan with the evaluator			x	x	x	x	x	x	x	x	x	x
Begin collecting data and analysis; develop procedures for quantitative and qualitative research				x	x	x	x	x	x	x	x	x
Plan focus groups; use qualitative research to answer questions about why certain behavior exists							x	x	x	x	x	x
Develop structure and curricula for fatherhood and parenting programs, including outcomes, develop pre and post tests				x	x	x	x	x	x	x	x	x
Identify child support proactive case management procedures, develop agreed entry tool				x	x	x	x	x	x	x	x	x
Identify employment oriented services, craft all memos of understanding or contracts		x	x	x	x		x	x	x	x	x	x
Research domestic violence, draft messaging,		x	x	x	x	x	x					
Obtain approved domestic violence plan; Conduct domestic violence training for all counties, including mandated reporting training								x	x	x	x	x
Research inventory of behaviors	x	x	x	x	x	x	x	x	x	x	x	x
Prepare Incentive Plan, engage community partners						x	x	x	x	x	x	x
Engage Community Partnerships for promotion and for referrals and intensive case management			x	x	x	x	x	x	x	x	x	x
Plan Sustainability Themes, Hold statewide perspectives work group meetings					x	x					x	x
Deliver Draft Strategic Plan										x	x	x
Identify 750 control group, 750 Connect Yes! Serviced group											x	x
Create , test, and introduce secure Web-based Tool; Provide Training for Users			x	x	x	x	x	x	x	x	x	x

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**Key features and benefits.** In order to address the unmet needs of noncustodial parents, the collaboration proposes to connect with multiple employment service and community service providers. There is extraordinary community engagement surrounding the proposal. Many leaders commented that the project was well overdue. There is great interest in this next step of development for the child support program. More than 70 letters of intent and support were obtained in short order, with as many as possible included in Appendix B of the proposal.

The design reinvents child support services from punitive based enforcement to a family-centered, personalized approach. The services are framed with an understanding of the vital importance of work to a parent. To be as efficient as possible, the project will use an innovative, technological centerpiece: coordinating databases to match work readiness, education, skills, and abilities of noncustodial parents to available community services and job opportunities.

Information from noncustodial parents will be gathered at the time a support order is established and will be updated throughout the project. This will be known as the client skills profile. Technology and service are combining to improve outcomes for children and families. This allows for efficiency and customization. At the same time, there is deep integration and communication expected among the partners.

Child support coordinators will serve as liaisons with community service providers and will regularly update the secure, web-based databases containing information about case management, job opportunities, and community services. A main benefit of the web portal is that it will be easily accessible by all partners, helping

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to integrate services for noncustodial parents. Detailed case management tracking tools will be used in order to facilitate real time accessibility of information. Data can be imported to client profiles.

The project is favored over other options, such as contracting with community partners without the technological innovation, because technology offers connections that exceed a traditional information and referral program. The project offers true integration of services, as opposed to cooperation of services. Further, the parent is at the center of the model.

This means that project personnel and partners will meet the parents where they are in their lives in a personalized way. Once a parent is ready with the appropriate skills to secure a new or better job, the parent will be matched to a potential job. Using innovative outreach efforts, leaders will communicate to noncustodial parents the importance they hold in the lives of their children and to the strength of their community.

**Connect: YES!** can also serve as a precursor for an even larger investment of technology for Ohio. Ohio is committed to the goal of transforming public workforce systems by creating a virtual approach that uses state-of-the-art technology and increases access to a broad array of high-tech customer service tools. The state's goal is to improve efficiency in the delivery of quality services through technology-supported learning environments and virtual case management. **Connect YES!** is consistent with that statewide goal. The project will provide important lessons about intensive case management and operations of public/private partnerships. Further, the project will integrate with existing programs and projects. The probability of sustainability for **Connect YES!** is improved based on the

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state's plans, as opposed to a state that is not implementing similar goals for its workforce development programs.

The **Connect: Yes!** project focuses on integration of services within private and public partnerships. Private business professionals have indicated they are willing to serve on focus groups and provide valuable information. Other governmental officials are coordinating efforts of workforce development projects. Some of the areas in which the **Connect: Yes!** project will benefit in terms of planned workforce development investments for parents by the state include: an electronic resume builder, improved skills assessment tools, and additional training tools for computer skills, such as Word and Excel. These investments complement the **Connect: Yes!** approach and help encourage sustainability of the project following the end of the grant period.

**Potential risks and proposed mitigation.** Potential risks include parents' perceptions about confidentiality and about potential harm in participating in the program. Employees and partners will have access to case information. Agency employees and partners will sign appropriate confidentiality forms to maintain the protection of confidential information. Users have the responsibility to ensure that all information is properly protected and secured. Training will be provided on the proper use of the web-based system. Information technology experts will be contracted to ensure security in the design of the technology.

To further protect the rights of participants, consent forms will be acquired for all parties participating in surveys or pilots. Informed consent to participate in research will be outlined with input and feedback from the evaluator. Informed consent is the process

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in which participants will learn about research before they participate. A written consent form will be required. The form will detail the purpose of the research, the length of the study, possible risks, benefits, and any tests involved. No one will be identified by name in any report or publication unless there is a signed release that permits identification.

**Program elements and services.** The collaboration includes strong nationwide, statewide, and county support. Leadership sets the stage for a cohesive relationship with collaboration partners, including fatherhood and parenting class specialists; domestic violence subject matter experts; employment-oriented partners; courts and legal service providers; and many community agencies. The child support agency leads the collaboration and will guide the strategic planning task force, of which all partners will be a member.

Child support outcomes are paramount. Additional outcomes will be reviewed. The research will consider how the intensive, integrated case management services of child support and employment oriented services impact child support outcomes. The research will also consider emerging questions relating to behavioral economics.

Noncustodial parents who are unemployed or underemployed will receive services such as proactive child support procedures, including appropriate review and adjustment of orders –and- waiver and compromise of assigned arrearages; employment oriented services; fatherhood/parenting activities using peer support; family violence safeguards as part of an approved domestic violence plan; and incentives. All partners will have access to the shared web-based databases that will make the case management role efficient and will provide matching of parent skills and available jobs.

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Each partner will concentrate on their subject matter expertise, while increasing organizational learning about other program areas.

The fiscal agent will be the Franklin County Child Support Enforcement Agency, who will be a subgrantee of the Ohio Office of Child Support. The child support agencies of the partnership will manage the daily operations of the program, given the close connections of the child support agency with the noncustodial parents. The position of the child support program makes child support agencies the administrative core of the program.

Sixteen partner agencies are anticipated for specific provision of information technology services, fatherhood and parenting peer support, domestic violence expertise, employment oriented services and legal services. Additional services will be provided to the noncustodial parents as part of community engagement, such as parenting classes in non-metropolitan areas that are now available at no charge to the customer. Key services of case management, child support procedures, employment oriented services, fatherhood and parenting activities, domestic violence safeguarding, and incentives for parents are integrated based on technological advances, leadership, and community engagement.

Referrals can be mandatory or voluntary. Referrals can come from a hearing officer during a support establishment hearing, a child support professional or court during a review of the child support case, or a staff attorney during a judicial court hearing. Referrals can also be self-referrals or community referrals.

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Once sampling techniques are finalized with the evaluator, there will be a desire to examine how to provide services outside of the demonstration because the project leadership believes there will be far more people to participate than the required number for the demonstration. The major program elements are outlined in more detail by category of key services. At the close of the descriptions of key services is Figure 3 which shows a **Connect: Yes!** Concept Map of Workflow.

**Case management.** Intensive, individualized case management is critical to the success of the project. The required case management activities will assure that noncustodial parents are receiving the right mix of services to overcome barriers to economic stability so that they are able to meet their child support obligations. Once a referral is made to the program, case management staff working on all four county cases will initiate a thorough individual assessment. Case managers will review employment history, work-related skills, educational attainment, barriers (such as transportation, childcare, and legal issues) and employment goals. The program will develop an instrument to identify an individual's attitude toward work, paying child support, and family involvement. With the guidance of our domestic violence subject matter experts, case managers will also conduct a Domestic Violence Assessment. If domestic violence is detected, family violence protocols will be followed.

The case manager (or child support designee) will conduct a thorough assessment of the individual's child support case. The assessment will include examination of the current order, payment history, arrearage balances, eligibility for

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Administrative Review & Adjustment, eligibility for the Waiver and Compromise opportunity, and unique case elements, such as previous family violence indicators. Once the thorough assessment is complete and the individual is accepted into the serviced program, the case manager will review the data and determine the services that are best suited for the individual participant. The **Connect: YES!** program partners each cover a special service which will allow for individualized plans.

The case manager will meet with the participant and work together to develop an Individual Service Strategy. The ISS is critical in crafting an action plan for the parent. The ISS identifies goals, resources, and expectations. The document, signed by both case manager and participant, will be instrumental in determining how to best engage or re-engage the parent. The ISS will contain five main sections: 1.) Employment Goals & Strategies, 2.) Barriers to Success Removal, 3.) Benefit/Resource Check Up, 4.) Family Connectedness, and 5.) On Track with Child Support. While there is a vision for the ISS, the instrument will be finalized during the second retreat of the **Connect: Yes!** strategic planning task force. It is important to obtain as much input and feedback from collaboration partners as possible. The tool may be adjusted to include evaluation elements or to include a pre and post instrument to gauge value statements relating to behavioral economics.

*Employment Goals & Strategies:*

- This section outlines steps needed for the participant to reach his/her employment goals, the parties responsible for each step, and resources available.



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- The ISS identifies with which partner agency the participant will work, the expected outcomes of their interactions, and anticipated dates of completion.

*Barriers to Success Removal:*

- This section identifies the main barriers to the participant's ability to find and maintain employment.
- After the barriers are identified, each barrier will have at least one action step identified, the resources available to assist in the barrier removal (such as a partner agency or family support), along with an expected date of completion of the action.

*Benefit/Resource Check-Up:*

- The ISS identifies when the participant will be screened using the Ohio Benefit Bank online tool.
- Case Managers will be trained in using the Ohio Benefit Bank (or will have direct access to an OBB volunteer).
- Using the Ohio Benefit Bank's online tool, CMs are able to quickly check the participant's eligibility for resources such as SNAP, Healthcare, Earned Income Tax Credit, Federal Student Aid, Childcare Assistance, and even voter registration.

*Family Connectedness:*

- The ISS notes the participant's goals as they relate to family connectedness. Goals can include any number of things including establishing visitation or

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custody, engaging in fatherhood programming, or participating in a family/parenting class.

- The Family Connectedness goals can also be more personal in terms of calling a child on a regular basis, working on a family tree, writing a letter to a child, or identifying activities the parent and child can do together.

*On Track with Child Support:*

- The ISS includes plans and expectations of both the participant and the child support agency in regards to the participant's open case(s) within the service counties.
- The ISS identifies plans to conduct a review of the child support order, options to negotiate past-due child support debt owed to the child support agency and how wage withholdings will be issued once employment begins.

After the Individual Service Strategy is developed, the case manager will input the information into the web portal so that all partners working with the participant are aware of the goals, strategies, and expectations that have been set by the client. By utilizing the web portal and by reaching out directly and personally, the case manager will connect with the appropriate partner agencies to help ensure compliance with the ISS and to be proactive in determining additional potential barriers or problems. Partner agency staff and case management will work together with the participant when potential problems are identified. Ongoing communication will keep the participant engaged. Even after the strategic plan is drafted, the collaboration subgroups will continue to meet in person regularly to discuss the furtherance of the program.

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Case managers will immediately contact participants who have not complied with their ISS. Based on input and feedback of the parent, the ISS will be updated in order to build success. Changes include, but are not limited to, connecting the participant with an additional partner agency and reframing personal goals.

***Proactive child support procedures.*** Each county agency will identify specific child support case management staff to manage the cases of the program participants. While in these specialized caseloads, participants will receive an immediate review of their case for the appropriateness of conducting an Administrative Review and Adjustment. The cases will not be eligible for any driver or professional license suspension, new contempt charges, or liens while there is active participation in the program.

Child support staff will work with the program case manager to identify child support case-related goals to list in the Individual Service Strategy. Goals include submitting paperwork or documentation by a certain date, making a payment, or attending an appointment at the office to review child support procedures or educational tools. Participants who gain employment will have withholding orders sent to their employers to begin the process of regular payment submission. The collaboration joins other statewide leaders who are advocating for the ability to utilize revised withholding orders so that graduated payments can be made at the inception of employment in certain cases. This ability is not yet available, but there is a possibility that it will be available once services are provided in the project. A graduated withholding order would

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allow the participant the opportunity to become better prepared in terms of self-sufficiency and in meeting child support obligations over time.

Currently, each county has a consistent waiver and compromise of state-assigned arrears procedure in place for which program participants will be eligible. Child support staff will work with the parents to ensure that they are fully aware of the opportunity and how to properly make requests, which are approved by the state. In the program development year, each county agency will work with the local courts and domestic violence subject matter experts to identify what it would take to develop a process for agreement of waiving unassigned arrearages due to the custodial parent. This procedure will be a valuable addition to the waiver and compromise program.

Child support staff will document accomplishments as they relate to child support case goals in the partner web portal. This gives opportunity for partners and case managers to intervene immediately when goals are not being met and to celebrate each success. Project staff will create a regular online (and in some cases, hard copy) newsletter to inform program participants and partner agencies. This newsletter would identify success stories, provide education relating to a child support topic, inform people of upcoming events/deadlines, and feature a guest column from a partner. Not only would the newsletter provide vital updates, it would also keep participants and agencies engaged in the program. Stories of inspiration from peers will be included.

***Employment-oriented services.*** Employment-oriented services will help noncustodial parents get and maintain stable employment. These services are offered in partnership with workforce development programs and community service providers.

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Employment services include job search assistance; job readiness training; job placement services, including job development, ongoing engagement with employers, and post-placement services; and job retention services to both the noncustodial parent and the employer, and rapid re-employment services immediately following job loss.

Certain partners also provide short-term job skills training directly related to employment; pre-employment assessment to facilitate job placement; on-the-job training and associated costs; vocational educational training and associated costs; education directly related to employment and associated costs, in the case of a noncustodial parent who has not received a high school diploma or a certificate of high school equivalency; work supports such as transportation assistance, uniforms, and assistance with child care; and career planning and career ladder strategies. One of the partners, the Ohio State Legal Services Association, is ready to prepare a legal services check up tool that will help noncustodial obtain employment if there are legal issues, such as expunging a record, that are impacting employability. Not all of the providers will require grant funding, as other governmental sources are available in some cases, such as with the Workforce Investment Act.

With the project, 19 partners stand ready to provide employment oriented and workforce development services to the program participants. Of the 19 partners, seven require contracts for services in order to increase their capacity so that they can participate in the strategic planning task force and serve the noncustodial parents. Of these seven partners, there is a wealth of experience in providing employment oriented services. Agencies have experience ranging from seven to 70 years and average

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more than 35 years of experience. All have extensive experience working with both mothers and fathers.

All of the nineteen partners have the ability to use the web-based tracking tool and are encouraged with the innovation in integrative case management. All will participate in the creation of formal memos of understanding and usage agreements during the planning period. For more details about the partners, letters of support and intent are provided in Appendix B.

***Fatherhood and parenting activities with peer support.*** Fatherhood programs promote successful employment and child support outcomes by addressing the importance of support as a component of responsible parenting and effective co-parenting. To this end, **Connect: YES!** will provide programs with a strong peer component to support healthy fatherhood development. Four fatherhood and parenting class specialists with an average of 16 years experience in serving fathers and noncustodial parents are ready to increase their capacity and to accept technical assistance to select a well-established, piloted fatherhood curriculum that includes soft skills training. One of the fatherhood partners is also a subject matter expert in domestic violence. A uniform, OCSE approved curriculum will be determined as part of the strategic planning process and will be in place by March 1, 2013. Additional parenting classes are available for no additional charge, as produced by County Family, Adult, and Children First Councils, for example. While facilitated conversations between parents may be part of fatherhood and peer support activities, there is no mediation of supervised visitation services expected within the contracted services. However, the

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project will coordinate with access visitation programs and will provide referrals to community partners, who have already agreed to use the case management tracking tool and be of support to the project. There is broad, strong community engagement for the project.

***Domestic violence plan.*** Safety is a top priority. Family violence safeguards will be fully addressed with the support of the community domestic violence subject matter experts. Two partners in the metropolitan area have an average of 30 years of experience working with parents and have provided letters of intent to work in all counties. An additional partner stands ready to provide training as needed. The county agencies already have ongoing partnerships and referral relationships with domestic violence service providers and will maintain these in order to promote safe service delivery and provide effective referrals both to treat noncustodial parents who perpetrate violence as well as for parents and children who are victims of violence.

The collaboration envisions developing a screening tool to use during the intake and reassessment process, as described in the case management section of the proposal. In addition, the strategic planning task force will dedicate a subgroup to domestic violence so information and protocols can be shared with all collaboration partners. The vendor partners are well informed about curriculum modules that focus on healthy relationships. On-site liaisons, shared among the collaboration, are envisioned, in partnership with the vendors who have provided letters of intent, especially CHOICES, with 35 years of experience and viewed as a leader in the movement.

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In addition, county agencies have developed training about mandated reporting of abuse, and a training module will be shared with the collaboration partners. Before June 30, 2013, the collaboration will have a domestic violence plan ready for OCSE approval. The collaboration understands that OCSE will provide technical assistance in the development of the domestic violence plan. Because the plan involves multiple vendors in varied locations and because the vendors are respected, strong community partners, there is confidence in how the right partners are included in the program. Because a strategic planning subgroup will be dedicated to the domestic violence plan and because county agencies consistently receive training about domestic violence and abuse, leaders believe that the proposed program activities will ensure a comprehensive response to disclosures of domestic violence.

The collaboration expects an assessment tool to be used in the daily operations of the program, as well, which will result in referrals at any time of the program duration. Contracting with the vendor partners builds the capacity of program staff and partners to address domestic violence, including the training plan. The subject matter experts have provided letters of intent and support, found in Appendix B.

***Incentives for parents participating in the program.*** Research demonstrates that incentives are encouraging for some participants and for some program staff (Thaler & Sunstein, 2008). Incentives can build energy and enthusiasm about a program. Some partner agencies have existing incentive programs or certificate programs. The **Connect: Yes!** collaboration will provide additional incentives to



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encourage participants to continue to reach their personal goals of retaining employment, meeting their monthly child support goals, and maintaining communication with Child Support and program staff.

While the incentives will be discussed during the planning year, and feedback and input from all stakeholders will be sought, there is a vision for incentives. The collaboration realizes that approval from OCSE is required in advance of the use of grant funds for incentives. Some local businesses are willing to contribute gift cards for incentives. During the planning year, this opportunity will be explored. The business sponsors will simply take care of the expenses of the activities they are sponsoring, and no additional money is expected to flow through the agency relating to incentives.

In addition, the collaboration is interested in mentoring aspects of an alumni group to be implemented so that noncustodial parents who have experienced the program can encourage others. Mentoring circles of this kind have been successful in other program areas, such as with Reentry Coalitions. Mentoring circles may also bring in strategies for sustainability at the end of the grant project. Brainstormed ideas for incentives are listed in general below.

*Employment retention incentives will be tailored to each participant.*

- 1 month: congratulations letter signed by Child Support case manager and Director.
- 3 months: \$10 gift card (restaurant, grocery store, gas station, etc.)
- 6 months: \$25 gift card

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- 9 months: Gift card/tickets to a local attraction (COSI, Zoo, AHA, bowling, skating, miniature golf, pool passes, etc.)
- 12 months: Certificate of Completion signed by local officials, recognition in program newsletter, and invitation to participate in a program alumni group.

**Connect: YES! Alumni Group**

- The group consists of individuals who have successfully completed the program and who want to assist in engaging fathers in activities that lead to success.
- The group provides mentorship and peer support to participants who are not yet employed. They can assist in engaging and re-engaging participants having a difficult time reaching goals.
- Provides guidance to **Connect: YES!** staff as to what activities would best engage participants to seek employment and/or connect with their families. This will be one way to obtain qualitative data in connection with behavioral economics.
- They can also serve as an advisory source for child support staff in relation to father engagement, outreach strategies, and policy/procedure decisions.

**Family Engagement Activities**

- Family engagement activities will be held quarterly for participants in all four counties currently enrolled in the program and who are employed.
- The purpose of these activities is to keep participants engaged in programming to reach their individual goals and to connect with their children. The activities also keep participants connected with the child support agency.

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- Activities will be planned to meet the needs of a variety of age groups and will include things such as a picnic in the park, breakfast with Santa, bowling, miniature golf, pumpkin patch visit, children's museum visit, fishing with dad, and cooking classes.
- At least one event will include the opportunity for a family photo at no charge.

*Annual Celebration*

- Invite current and former participants to a yearly celebration. Two of the counties now hold relatively large fatherhood events, and this annual celebration could be conducted in conjunction with the fatherhood summit.
- With the celebration, **Connect: Yes!** will formally recognize parents' successes.
- Partners will have an opportunity to further showcase their services. Some partners have mini-grants available to hold such an annual event.

**Partnerships and community engagement.** The collaboration expects to partner with trusted community agencies with core competencies in providing employment services and peer support. For employment-oriented services, the anticipated contracted vendors include: Central Ohio Workforce Investment Corporation, Jewish Family Services, Henkels & McCoy, Alvis House, Roadmaster, Goodwill Workforce Development, Business Systems Solutions, Inc., and the Ohio State Legal Services Association. Along with the other contracted partners, each of these partners has experience in working with noncustodial parents, and each is excited to serve on the strategic planning task force, subgroups, and committees. Each will use the innovative web-based tools and will cooperate with the evaluator in recording data.

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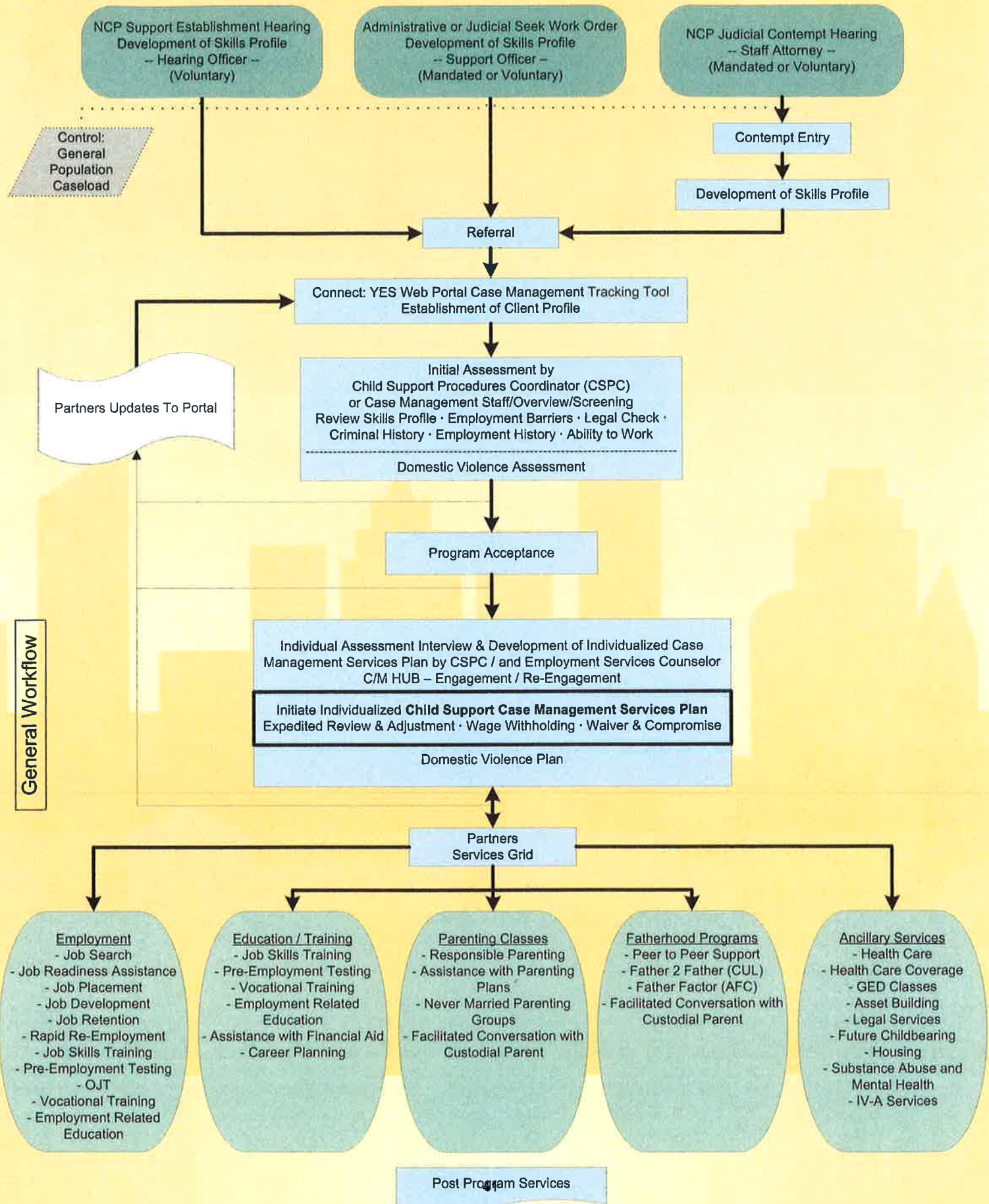
Domestic violence subject matter experts, information technology professionals, and fatherhood specialists are also included in the proposed grant budget. There are even more partners who stand ready to connect with the collaboration with their existing resources. The web-based tool is something all partners will use in case management activities. Demonstrated by strong letters of intent and support, the partners exemplify community engagement across the four counties. In Fairfield and Franklin counties, the partners are connecting in an ongoing way conducting fatherhood leadership summits. Fairfield County recently earned a National Association of Counties Achievement Award for community engagement associated with fatherhood leadership. In Franklin County, an annual fatherhood summit was held in June, attracting more than 200 parents.

OCSE is considered a vital partner in the demonstration project. The strategic planning task force will hold virtual meetings so that OCSE leadership will be able to contribute to the planning regularly. All financial and program reporting will be provided within the deadlines outlined by OCSE. Program leadership will coordinate by telephone, Skype, and email often with OCSE, as well. The collaboration will draft newsletter articles in promoting the demonstration. OCSE should attend the first two planning retreats. Program representatives will attend conferences and will establish a webpage for strategic plan updates, too.

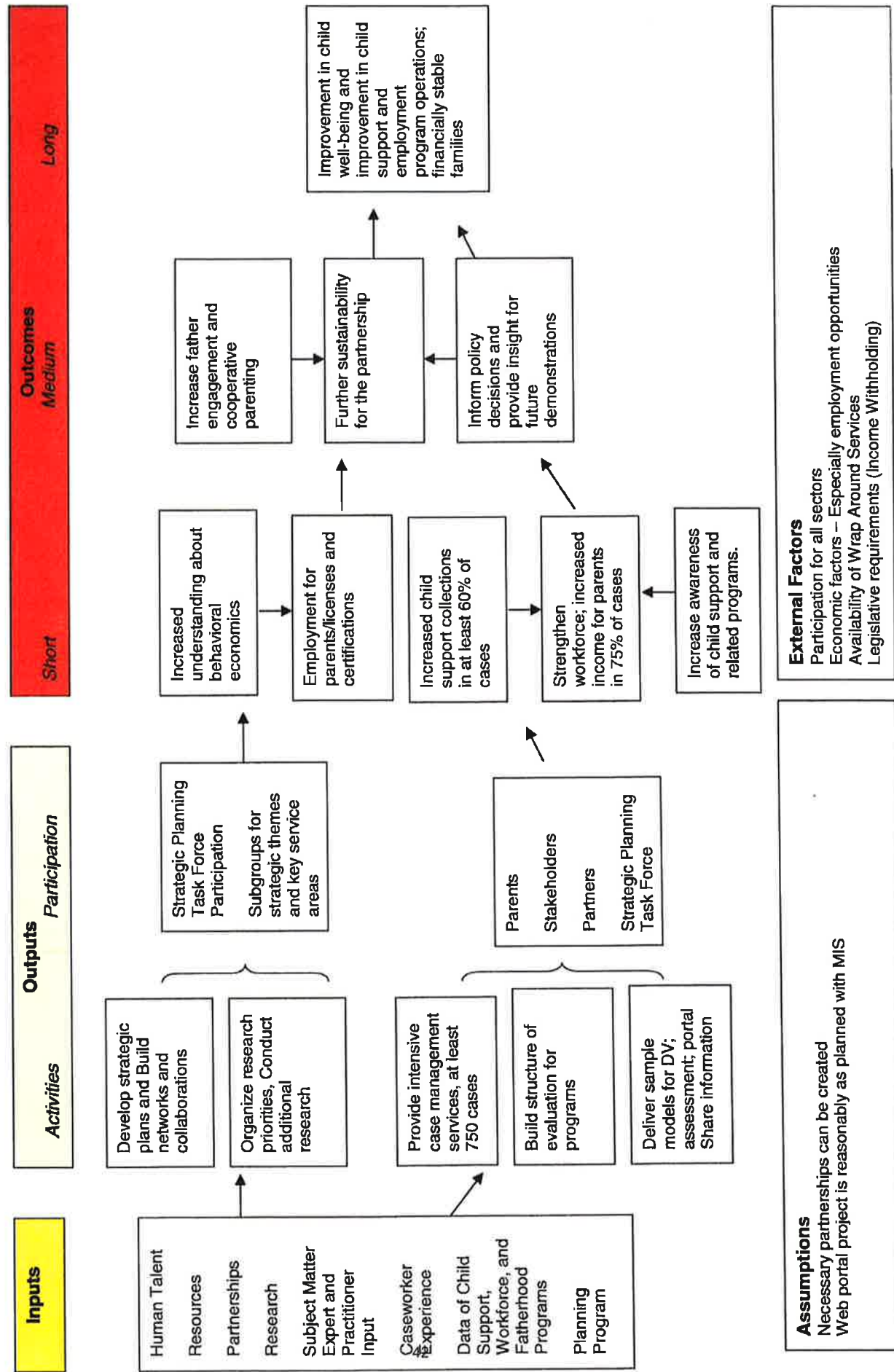
There is strong community support in the four counties for this collaboration. A concept map showing referrals, assessment, portal, skills profile, and partnership grid is found in Figure 3. The concept map applies to all of the four counties, even if different partners are connecting for the services. A logic model follows the concept map.

Figure 3: **Connect: Yes!** Concept Map of Workflow.

## Connect: YES Design Workflow



**Figure 4 The Connect: Yes! Logic Model**



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**Program purpose and objectives.** The purpose of the demonstration project is to develop and implement integrated child support and employment oriented services, including multiple partners, such as domestic violence subject matter experts and fatherhood practitioners, which have been demonstrated in research to be critical in engaging families, especially noncustodial parents. Efficiency in the program is found in the use of technological innovation in a web-based portal and coordinating databases to match work readiness, education, skills, and abilities of noncustodial parents to available community services and job opportunities. Intensive case management results in individualized services.

Objectives of the research include testing the hypothesis that integrated child support and employment services are connected with increased child support performance collections. An example of an estimated result is that a statistically significant number of serviced noncustodial parents will perform better in percentage of ordered child support collections paid, as compared to the control group, during the first year of the project. The project will also test the hypothesis that the serviced group will experience statistically significant better incomes, as compared to the control group, during the first year of the project. The time periods will be adjusted and defined with the national evaluator.

Qualitatively, the collaboration will immerse in the experiences of the noncustodial parents and conduct in-depth interviews and focus groups to shed light on the questions about how behavioral economics may be connected to the child support program. Patterns of responses will be examined for categorization. Questions will be



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developed with the evaluator and will focus on the concepts such as cognitive and status quo bias.

At least 750 noncustodial parents will receive intensive case management services, including proactive child support services, employment-oriented services, fatherhood or parenting support classes, and domestic violence education as warranted by the parents' individual circumstances. The project places the parent at the center of the service delivery model, and it provides incentives for active participation. New assessment tools, web-based models for case management integration, and a domestic violence plan can be replicated. National and state policy will be informed by the lessons learned.

**Measurable outcomes.** Hypothesized outcomes include:

- During the first year of the project, the serviced group will increase the percentage of child support orders paid by at least 25%, as compared to the control group, which will show little difference as a group.
- During the first year of the project, the serviced group will experience increases in noncustodial parent monthly income by at least 50%, as compared to the control group which will show little difference as a group.
- With the serviced group, there will be increases in child support collections in at least 60% of the cases, for the first year of services.
- With the serviced group, there will be increases in monthly noncustodial parent income in at least 75% of the cases in the first year of services.



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- The serviced group will experience a lesser degree of participation in TANF programs, as a family unit, as compared to the control group.
- The serviced group will experience a reduction in child support debt owed to the state, as compared to the control group.

There are additional outcomes to consider:

- At least 750 parents will receive intensive, individualized case management services during the life of the project.
- Referred participants who are facing mandatory participation will be tracked in terms of how many immediately find a job in lieu of participation.
- Over the life of the project, at least five qualitative studies will be conducted, such as focus groups or in depth interviews, to illuminate the issues surrounding behavioral economics and child support or workforce development. Patterns of responses will be analyzed and evaluated to determine additional research parameters and to understand more about behavioral economics and the discipline's connection with child support programs.
- During the first year of the project, various assessment tools, a domestic violence plan, and all curricula will be developed. A strategic plan will document the project activities and timelines. Table 2 shows targeted timeframes and deliverables.
- With guidance from the national evaluator, cost/benefit analyses will be conducted.

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**Table 2. Targeted Timeframes and Deliverables.**

Targeted Timeframe	Deliverable
Oct-12/Nov-12	Hold Strategic Planning Retreats
Nov-12	Establish Strategic Planning Task Force, Subcommittees, and Meeting Schedules/Forms
Nov-12	Confirm all MOUs
Jan-13	Begin Testing of Web-based tools and matching databases
Feb-13	Develop Case Management Plan
Mar-13	Obtain Approval for Fatherhood Curricula
May-13	Deliver Draft Strategic Plan
Jun-13	Establish Domestic Violence Plan
Jul-13	Craft Incentive Plan
Aug-13	Deliver Final Strategic Plan
Sep-13	Begin Assignment of Groups

In meeting the targeted timeframes, the collaboration will have been successful in the preparation for the years in which services will be provided to the 750 parents.

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During the service period years of two-four, each month, approximately 21 parents would need to receive intensive case management services in order to reach the projected 750 people with services. All of those parents will have access to proactive child support procedures, parenting classes, and domestic violence experts. Not all parents are expected to need all services. Therefore an estimated 21 parents will receive at least one intensive service each month, and 15 parents each month are expected to receive at least two intensive services.

These are reasonable service goals in terms of conducting an intensive research project. For each service conducted, there will be a tracking tool to show the services provided. Overarching leadership of elected officials and associations provide a foundation of high level leadership. Project leadership is provided by state and county child support, fatherhood, and workforce development professionals.

The Franklin County Child Support Director and a co-chair will lead the strategic planning task force. Courts within the collaboration are supportive and stand ready for mandatory referrals as needed. The Franklin County Automatic Data Processing Board will provide information technology services in accordance with their enclosed proposal, listed in the budget narrative.

Additional contracted partners include fatherhood and parenting class specialists (Action for Children, the Ohio Practitioners' Network for Fathers and Families, and the Columbus Urban League); employment oriented services (Central Ohio Workforce Investment Corporation, Jewish Family Services, Henkles & McCoy, Alvis House, Roadmaster, Goodwill Workforce Development, Business Systems Solutions, Inc., and

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Ohio State Legal Services Association); and domestic violence subject matter experts (CHOICES, Haven House, Africentric Personal Development, and Pathways Counseling and Consulting).

Cooperating entities include more than 32 additional partners that will participate in the planning and use the shared databases, making and accepting referrals for shared customers. The strategic planning task force will include the contracted partners as well as the cooperative partners. All have provided letters of support indicating they would serve on planning committees and help conduct analyses to develop the project.

Resumes of key county personnel are included for reference in Exhibit 1. Combined, more than 100 years of integrating child support with other programs is found within the collaboration. In addition, two of the county child support directors were formerly in charge of workforce development programs at the state and county levels. The collaboration has extensive experience in conducting grant projects, including a current demonstration project with reentry collaboration. The collaboration has strong leadership dedicated to serving the needs of noncustodial parents.

**Connect: Yes! – Connecting with the Evaluator**

The conduct of the project and its results will be evaluated through a national evaluation framework. The project will have met its objectives if at least 750 parents receive intensive case management services over the life of the project, and if there are lessons learned to inform national and state practices. On a monthly basis, the strategic plan will be reviewed and updated to ensure that targeted timeframes are being met. The evaluator is considered a member of the collaboration.

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The collaboration will hire an evaluation coordinator, who will serve as primary liaison to the evaluator. This individual will coordinate site visits with the evaluator, be responsible for overseeing the random assignment process, and overseeing any data collected by the grantee or its partners on study participants. The evaluation coordinator will provide data to evaluators on treatment and control groups in required formats and via the required reports/systems. This employee will participate in the implementation evaluation including on-site interviews and information collection. Eligible applicants will be recruited from the existing pool of management level professionals at the child support agencies or in coordination with university personnel.

The primary task of the evaluation coordinator is to ensure that the evaluation is implemented successfully. The evaluation coordinator is responsible for coordination of evaluation implementation by working collaboratively with the third-party evaluation, supporting data collection, and sharing information with the evaluator.

### **Project Management**

Demonstrations will be led by the child support program. The primary task of the *project manager* will be to ensure that the project is carried out successfully. This will require face-to-face contact with the staff providing services. The project manager is expected to be an employee of the Franklin County Child Support Enforcement Agency. The project manager will hold regular meetings with project collaboration team members to discuss any challenges or barriers that they may be facing and attempt to resolve those challenges and barriers as quickly and effectively as possible. The project manager will also be responsible for ensuring that management records are created

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and updated as required by the evaluator. The project manager will attend conferences led by OCSE, along with other collaboration representatives. The project manager will ensure that performance progress and financial reports are provided periodically throughout the project period, as the frequency of reporting is instructed by OCSE.

Coordinating efforts with the project manager, the child support *procedures coordinator* will manage the child support procedures and services for treatment group participants. These services will include expedited review and, if appropriate, adjustment of orders; expedited establishment of wage withholding orders; and temporary suspension of discretionary enforcement tools that are designed to collect arrears. Additionally, this person will be responsible for working with participants to reduce or suspend state-owed debt in the compromise and waiver program.

### **Service Area of the Project**

The precise location of services is the four county area in Ohio of Franklin, Fairfield, Licking, and Pickaway. A map is included with the application packet. Stratification for demographics of urban, suburban, ex-urban, and rural areas is possible, as is stratification for groups arranged by needs, such as areas suffering more poverty, perhaps aligned by zip code. The unemployment rates for Franklin, Fairfield, Licking and Pickaway are 6.2%, 6.0%, 6.4% and 7.3%, respectively (OLMI, June 22, 2012). Each county is slightly below the state and national average, with the exception of Pickaway, which is suffering more unemployment, comparatively.

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### **Organizational Capacity**

The collaboration has appropriate organizational capacity for a project of this size. The combined four county agency budget is approximately \$25 million, with about 350 employees. Further, leaders from state offices and associations are supportive of the effort. Organizational charts from the four counties are included in Appendix A.

### **Letters of Support**

Letters of support and intent are detailed and found in Appendix B.

### **Conclusion**

The **Connect: Yes!** proposal is based in research. It offers a sound approach for recruiting and enrolling noncustodial parents and providing important employment, fatherhood or peer support, proactive child support services (including review and adjustment and reduction of debt owed to the state), and proper domestic violence safeguards. The proposal includes feasible timelines and innovative use of technology combined with intensive, individualized case management services. Measurable outcomes are predicted. Quantitative and qualitative methods are proposed. The proposal also includes a plan for communicating and coordinating with OCSE partners. The collaboration has the partnerships, personnel, experience, and capacity to succeed with the program. In addition, the project leadership and community engagement are factors which predict success. Thank you for your consideration of the proposal.

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**Susan A. Brown, Director, Franklin County CSEA, Attorney At Law**

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**Employment****DIRECTOR OF FRANKLIN COUNTY****OCTOBER 2007 - PRESENT****CHILD SUPPORT ENFORCEMENT AGENCY**

Responsible for managing the overall operation of the Franklin County Child Support Enforcement Agency, which includes, but is not limited to: supervision of 236 staff; development and implementation of policies and procedures; insure compliance with federal, state and local child support laws; implementation of personnel policies; monitor and improve program performance; negotiate union issues and contracts; respond to personnel issues; recruitment and selection of staff; conduct training; draft local contracts with community partners; act as Agency liaison and spokesperson with the courts, public and other government organizations; implement and conduct community outreach projects; strategic planning and reorganization to maximize efficiency of operations; preparation and oversight of Agency \$19.5 M budget.

**DIRECTOR OF DELAWARE COUNTY****MAY 2004 - OCTOBER 2007****CHILD SUPPORT ENFORCEMENT AGENCY**

Responsible for managing the overall operation of the Delaware County Child Support Enforcement Agency, which includes, but is not limited to: supervision of staff, staff attorneys and supervisors; development and implementation of policies and procedures; insure compliance with federal, state and local child support laws; implementation of personnel policies; respond to personnel issues; recruitment and selection of staff; conduct training; draft local contracts with community partners; act as Agency liaison and spokesperson with the courts, public and other government organizations; implement and conduct community outreach projects; strategic planning and reorganization to maximize efficiency of operations; Agency representation in the local courts; preparation and oversight of Agency budget.

**DIRECTOR OF ATHENS COUNTY****MAY 2001 - MAY, 2004****CHILD SUPPORT ENFORCEMENT AGENCY**

Responsible for managing the overall operation of the Athens County Child Support Enforcement Agency, which includes, but is not limited to: supervision of staff, staff attorneys and supervisors; development and implementation of policies and procedures; insure compliance with federal, state and local child support laws; implementation of personnel policies; respond to personnel issues; recruitment and selection of staff; conduct training; draft local contracts with community partners; act as Agency liaison and spokesperson with the courts, public and other government organizations; implement and conduct community outreach projects; strategic planning and reorganization to maximize efficiency of operations; act in the capacity of the Athens County DJFS Civil Rights Coordinator; Agency representation in the local courts and oversight of Agency budget.

**COUNSEL FOR LAWRENCE COUNTY****NOVEMBER 1999 - MAY 2001****CHILD SUPPORT ENFORCEMENT AGENCY**

Responsible for representing the State of Ohio in child support establishment and enforcement proceedings. Conducted judicial and administrative hearings; litigated contested cases; researched and prepared memorandums for local judiciary; appellate work; income investigation; drafted state contracts with service providers; supervised the agency legal department; implemented state enforcement techniques for the collection of child support; responded to all legal inquiries.

**EXECUTIVE DIRECTOR FOR LAWRENCE COUNTY****MAY 1997 - NOVEMBER 1999****CHILD SUPPORT ENFORCEMENT AGENCY**

Managed the overall operations of the Lawrence County Child Support Enforcement Agency, which included, but was not limited to: restructuring of the county organization for efficiency of operations; supervision of case managers; collections staff and legal department; implemented employment policies; negotiated union /management contracts; state contracts; approved budget and payroll; provided hiring recommendations to county commissioners; responded to personnel issues; grievances, mediation, arbitration, SERB violations and SPBR appeals.

SUSAN A. BROWN  
ATTORNEY AT LAW

NOVEMBER 1994 - MAY 1997

Operated a general practice law office with primary focus on domestic, criminal, estate planning and civil matters. Significant trial work, including jury trials.

## Education

MASTER'S IN PUBLIC ADMINISTRATION  
OHIO UNIVERSITY

SEPTEMBER 2002 -  
ATHENS, OHIO 45701

JURIS DOCTORAL  
CAPITAL UNIVERSITY LAW AND GRADUATE CENTER  
Admitted to the Ohio Bar, November, 1993.

AUGUST 1990 - MAY 1993  
COLUMBUS, OHIO 43205

In addition to the general course work, served as a legal intern within the law school legal clinic; certified by the Supreme Court of Ohio to represent indigent clients and acted as public defender for the City of Whitehall, Ohio. Served as law clerk for Golden and Meizlish, Co., L.P.A. in Columbus, Ohio. Study of Worker's Compensation, included prevention and compensation of workers' disability and unemployment, with emphasis on Americans with Disabilities Act; received 4.0 in course and participated in mock allowance hearing before an officer of the Industrial Commission of Ohio.

BACHELOR OF SCIENCE AND ASSOCIATE OF  
APPLIED SCIENCE  
MARSHALL UNIVERSITY

MAY 1983 - MAY 1990  
HAL GREER BLVD.  
HUNTINGTON, WV 25701

- Graduated Cum Laude, Dean's List, Legal Assisting and Legal Studies
- Campus Police - full time employment to finance 100% of education
- Outstanding Legal Studies Student Award
- Who's Who Among Colleges and Universities; All American Scholar
- Alpha Phi Sigma; Criminal Justice Honorary

### MILITARY POLICE OFFICER

- Military Police Training Center & School  
Ft. McClellan, Alabama
- Stationed Aberdeen Proving Grounds  
Aberdeen, Maryland

MAY 1980 - MAY 1983  
523<sup>RD</sup> MILITARY POLICE CO.  
ABERDEEN PROVING GROUNDS  
ABERDEEN, MARYLAND

**Corey B. Clark**  
2733 Cross Creek Ave.  
Lancaster, OH 43130  
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[coreybclark@yahoo.com](mailto:coreybclark@yahoo.com)

**Experience:**

**Fairfield Co. Job & Family Services** **2007– present**

*Child Support Enforcement Agency Director*

- Manage an integrated agency with diverse and multiple stakeholders and an annual budget that exceeds \$2.5M
- Oversee staff of thirty three employees, including direct supervision of three supervisors, four Attorneys and multiple vendor contracts
- Network with local bar association, court staff and other stakeholders to develop and maintain productive relationships
- Represent agency at various district, regional and state functions

**Fairfield Co. Job & Family Services** **2003– 2007**

*Workforce Development Director / Youth Program Coordinator*

- Responsible for all aspects of one-stop operations as required by the Workforce Investment Act of 1998 and managing an annual budget exceeding \$1M.
- Networked with area businesses and community leaders to promote economic development efforts
- Worked with partner counties to create and develop policies and procedures for three-county one-stop system

**Fairfield Co. Child Support Enforcement Agency** **1998 – 2003**

*Case Management Supervisor / Case Manager Assistant*

- Supervised team of case management staff
- Participated in strategic planning and policy development as part of the management team
- Responsible for oversight and performance of all cases under my team's direction

**Education:**

**Ohio University – Athens, Ohio** **1996**

Bachelor of Arts – Sociology/Criminology  
Minor in Political Science

**Lancaster High School – Lancaster, Ohio** **1991**

Graduate – College Prep

**Certifications:**

**Ohio/American Certified Public Manager** **2002**

# **ELIZABETH P. WINEGAR**

274 PARK TRAILS DRIVE  
NEWARK, OHIO 43055  
PHONE: (740) 587-7151  
E-MAIL: EPWG@ROADRUNNER.COM

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## **CAREER SUMMARY**

Outcome –driven, senior leadership professional with broad-based experiences in strategic planning, organizational development, project management, and change management to provide leadership and strategic vision to public sector social services programs. Skilled professional accomplished in administering Administration for Children and Families (e.g. Child Support) as well as U.S. Department of Labor Programs (e.g. Workforce Investment Act (all programs)); coordination of multi-county one-stop collaboration, coordinated National Emergency Grants, Governor's Health Care initiatives, Base Realignment and Closure (BRAC) and Automotive Industry grants.

## **PROFESSIONAL EXPERIENCE**

### **LICKING COUNTY CHILD SUPPORT ENFORCEMENT AGENCY**

**Newark, Ohio**

#### **Director**

**April 2008 – Present**

Responsible for 5 million Child Support program with approximately 14,000 cases; program compliance with A133 Office of Budget and Management Circulars; grant management; financial analysis; performance management; strategic planning; deployment of document management system to increase organizational capacity; monitor for federal performance outcomes; staff development with skills upgrade training including the creation of job ladders/career paths; community liaison with other organizations/programs that facilitate social and economic well-being programs for those who are involved in child support.

Successfully negotiated operational cost containment, absence management strategies, created job classifications , wage scale tables, and performance-based evaluations with local union membership; skilled at demonstrating understanding; cooperation; problem solving; utilized interest-based bargaining strategies as opposed to traditional bargaining to achieve greater understanding , consensus building; increase employee performance and Implementing a performance based merit.

### **WIRED, Ohio Appalachian Plan**

**Athens, Ohio**

#### **Program Manager**

**April – August 2008**

Responsible for 29 county collaborative for the successful implementation of a "second-life "virtual world environment simulating training and collaborative business development including software development and Information technology career ladders for education and training. Liaison with various key stakeholders including (2) and four (4) year universities/education, local Workforce Investment Boards, Venture capitalists, state and local economic development and workforce development partners to facilitate progress and desired outcomes of the transformational grant.

Provided presentations regarding Ohio's WIRED initiatives with key stakeholders on regarding the initiative, collaborative opportunities; authored and released Requests for Proposals regarding the operational aspects of the grant including but not limited to software, hardware, infrastructure, and outcome management. Provided quarterly updates to the Ohio Department of Job and Family Services to the U.S. Department of Labor regarding progress to date, strategies for implementation; and measurable outcomes based on USDOL outcomes.

**Elizabeth P. Winegar**  
**Continued**

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**THE OHIO ASSOCIATION OF COMMUNITY ACTION AGENCIES****Columbus, Ohio****PROGRAM MANAGER****SEPTEMBER 2007 – APRIL 2008**

Responsible for program and grant management for the Ohio Association of Community Action Agencies focusing on workforce development and economic self-sufficiency strategies for low-income families. Developed grant proposals for vulnerable families to potentially eliminate barriers to economic self-sufficiency. Represented the Association on various statewide committees/workgroups regarding employment issues, self-sufficiency strategies, and collaborating with the existing local, state and federal resources.

**THE OHIO DEPARTMENT OF JOB AND FAMILY SERVICES****Columbus, Ohio****ASSISTANT DEPUTY DIRECTOR - THE OFFICE OF WORKFORCE DEVELOPMENT****Jan 2004 – May 2007**

Provided strategic development, integration and policy development for various federal programs of the U.S. Department of Labor and the U.S. Department of Health and Human Services; monitored programs and compliance for federal performance outcomes; convened statewide collaborative meetings of Workforce Investment Board Directors to identify current barriers and opportunities at the implementation level; streamlined state programs, increased collaboration by stakeholders, and provided leadership for Ohio's employment and training programs.

Worked collaboratively with various employment and training programs (TAA, Vets, TRA, Wagner Peyser) to provide seamless opportunities for individuals and communities to maximize their resources (financial and human capital). Successfully convened key stakeholders to reach a common vision regarding direction and collaborative opportunities at the Governor's cabinet; state leadership and local governing structure.

Authored community-based grants to facilitate regional planning strategies to enable communities respond to large employment and training issues (e.g. Ohio's response to the downsizing of the auto industry; Ohio's Base Realignment and Closure (BRAC) Coordinator) Ohio's Youth Vision Coordinator working with various stakeholders regarding collaborative strategies to facilities successful youth; Authored and coordinated Ohio's Disability Navigator Grant as well as provided coordination with Ohio's Medicaid Infrastructure Grant on behalf of U.S. Health and Human Services.

**FAIRFIELD, HOCKING, AND PERRY COUNTIES****Lancaster, Ohio****WIA DIRECTOR****Feb 2000 - Dec 2003**

Provided start-up program design, infrastructure, implementation and administration of a multi-county workforce investment board and county-specific One-Stop system focusing on integrating employment and training initiatives for economically disadvantaged individuals; collaborated with all facets of facets of employment and training programs and social services for the implementation of a multi-county one-stop system.

Authored grants in excess of \$5 million to respond to dislocated workers in three county region; provided leadership to directors and county commissioners regarding program development; implementation; and compliance; served as a local representative for the three (3) county collaborative for the Office of Workforce Development Executive Leadership Committee regarding workforce development.

Mobile 740-412-4668

**Rhonda Hoffman**

hoffmr@odjfs.state.oh.us

10715 Ballah Road  
Orient, OH 43146

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## Objective

Obtain the 1115 Grant to develop & implement programs that provide employment services to noncustodial parents in the child support system to show successful outcomes of reliable child support payments, improve child well-being & avoid public costs.

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## Qualifications / Skills

Ability to research, comprehend and interpret County, State and Federal policy and procedures.  
31+ years experience with JFS; 15 in CSEA

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## Work Experience

### **Pickaway County Job & Family Services**

**April 2007 - July 2012**

*Business Administrator*

Circleville, OH

Manage operations of the CSEA, Fiscal, Customer Service and Networking in a quad combined Agency.  
Oversee fiscal functions of the Pickaway County Family and Children First Council

### **Pickaway County Job & Family Services**

**January 2002 - February 2007**

*Fiscal Officer*

Circleville, OH

Completed various program and fiscal reports.  
Developed various agency policy and procedures to ensure compliance with audit standards.  
Oversaw accounts payable & receivables for the Children Services Division.  
Performed in-house audits and oversaw State/Federal audits.  
Prepared Agency budget.  
Responsible for Agency procurement and contracts

### **Pickaway County Child Support Enforcement Agency**

**January 2000 - November 2002**

*Financial Coordinator*

Circleville, OH

Developed & analyzed financial and accounting procedures and controls to improve efficiencies.  
Issued all manual checks, recorded all IRS offsets and prepared & balanced bank deposits.  
Monitored the collections and disbursement of court ordered support payments  
Oversaw maintenance of accounts and ledgers for agency.  
Supervised and directed daily operations of the Financial Unit.

### **Pickaway County Child Support Enforcement Agency**

**November 1995 - December 1999**

*SETS Conversion Coordinator/Supervisor*

Circleville, OH

Completed procedural workflows on the SETS System for Agency reference & training purposes.  
Developed & presented an ongoing awareness program of SETS for counties in Ohio; shared workflows.  
Managed, planned & prepared the Agency to be the first county in Ohio to convert to the SETS System.  
Worked closely with SETS Help Desk to identify and diagnose problems encountered.

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## Education

**Madison Plains High School**  
London, OH

**1977**  
High School Diploma, *College Prep*

**Southeastern Academy**  
Kissimmee, FL

**1977**  
Certificate, *Airline/Travel*

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\*References Available Upon Request

## Christina L. Nichols

80 East Fulton Street  
Columbus, Ohio 43215

(614) 525-4026  
nichoc05@odjfs.state.oh.us

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### QUALIFICATION HIGHLIGHTS

- Social Services professional with over 10 years experience in developing and implementing quality customer service programs to a wide range of clientele.
- Specialize in preparing reports, documentation, and publicity materials.
- Skilled in identifying team needs and creating appropriate and engaging training.
- Knowledgeable in performing thorough employee evaluations and documentation.

### EMPLOYMENT

**Franklin County Child Support Enforcement Agency, Columbus, Ohio**  
*Pathfinder Developer* 3/10-Present

- Plan, develop, and implement intensive case management services for incarcerated and formerly incarcerated parents.
- Create workshops, newsletters, publicity materials and other presentations for clients, colleagues, and community members.
- Monitor and evaluate grant program progress and produce quarterly reports.
- Assist with planning and implementation of internal and large-scale public events.
- Serve as the Prison Liaison between FCCSEA, the Ohio Office of Child Support and the Ohio Department of Rehabilitation and Correction.

**Fairfield County Job & Family Services, Lancaster, Ohio**  
*Employment Specialist* 12/07-3/10

- Assist court-ordered obligors in finding and maintaining employment. Reported progress to Attorneys and Judges.
- Utilized resources throughout the State to assist customers in barrier removal.
- Created assessments and job search plans that allow customers to best utilize their skills and personal and community resources.
- Prepared case summaries and testimony for court.
- Responsible for training staff in the use of the CSEA Electronic Data Management system.
- Lead agency workgroups to improve employee morale, customer service, team building, and worker-management relations.
- Received Pace Setter Award for outstanding achievements in 2008.



*Workforce Development Supervisor*

05/04-12/07

- Supervised adult and dislocated worker case management staff that assists customers obtaining training and support through the Workforce Investment Act.
- Supervised youth case management staff that assists youth aged 14-21 in gaining job-related skills and continuing education.
- Interpreted state and federal policies to generate and update local level procedures, monitor current contracts.
- Managed the resource room and staff of 7, develop customer and staff guides, assist customers utilizing various computer programs.
- Created and present workshops to various groups including schools, employers, and correctional facilities.
- Generated monthly reports.
- Created and implemented marketing and outreach strategies.
- Coordinated events such as job fairs, board meetings, and trainings.
- Received Pacesetter Award in 2005 for exceptional performance.

*Success Coach*

09/01-05/04

- Empowered families who are receiving public assistance to move towards self-sufficiency by creating employability plans, helping them overcome barriers, and creating goals all while meeting state and federal participation standards.
- Determined customer's eligibility for publicly funded social service programs.
- Served as a client advocate with employers, counselors, and other agencies.
- Created lesson plans. Taught Resume and Job Search skills to groups of 3 to 24 adults of various comprehension levels.
- Assisted in training new staff on policy, procedures, and best practices.
- Nominated for Pacesetter Award 2002, received award in 2003.

**Athens County Children Services, Athens, Ohio***Work Study & Prevention Aide*

10/97-06/01

- Aided case workers by providing child care, transportation, and clerical support.
- Assisted with the creation of a Pregnancy Packet for expecting mothers, and the creation of New Parent Packets for new mothers at the local hospital.
- Complied statistics for grant purposes, created an agency volunteer brochure, and organized general areas for staff use.

**EDUCATION & TRAINING****Ohio Department of Rehabilitation & Correction**

05/06

*Offender Workforce Development Specialist***Ohio University, Athens, Ohio***Bachelor of Science in Human & Consumer Sciences*

09/97-08/01

*Major: Child & Family Studies*

# William J. Peltcs

6130 Janes Way • Hilliard, Ohio 43026 • Home: (614) 850-0661 Cell: (614) 588-2377 •  
[williampeltcs@att.net](mailto:williampeltcs@att.net)

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**Education:** The Ohio State University, Columbus, Ohio  
Bachelor of Science in Business Administration

**Experience:** Franklin County Child Support Enforcement Agency, Columbus, Ohio (June 1993 to present)

## **Support Manager**

- **Supervision:** Co-manage 101 staff members in the Enforcement Department. Set work priorities and evaluate the performance and effectiveness of the department. Ensure that all enforcement responsibilities are executed in accordance with applicable federal and state laws, rules, regulations, agency policies and procedures. Directly supervise the Pathfinder staff, a Section 1115 Demonstration Grant, in support of the Prisoner Reentry Initiative (PRI).

- **Technical Knowledge:** Make budgetary recommendations based upon assessments of departmental needs. Provide technical advice and interpretation of applicable laws and procedures. Formulate and develop procedures necessary to ensure that the department's mission is achieved. Interview and recommend selections for staff and supervisory personnel. Serve on the Office of Child Support's Administrative Rules Workgroup. Administer all aspects of the Pathfinder grant ranging from budgeting to Federal performance progress and financial reporting.

- **Communications:** Lead various meetings to ensure department staff are informed about changes within the Agency/Department. Provide direction and training to subordinate staff. Evaluate employee performance and provide feedback. Address all step two grievances pursuant to the collective bargaining agreement with Teamsters Local 284. Foster collaboration and partnerships by presenting PRI information to community organizations.

## **Support Officer Supervisor**

- **Supervision:** Provided daily direction to nine support officers and support staff to ensure that all enforcement responsibilities are executed in a timely and accurate manner. Set unit priorities, evaluated performance and provided feedback to staff. Encouraged staff involvement in unit and department decision making. Administered the county's progressive discipline program and collective bargaining agreement. Participated in the creation, ongoing maintenance and delivery of a comprehensive department training program.

- **Technical Knowledge:** Wrote and implemented the agency policy on the suspension of professional licenses. Effectuated the transfer of interstate responsibilities to the Establishment Department, including the creation of a procedure manual and training of supervisory staff. Wrote and implemented the agency credit reporting policy and led a project which resulted in 605 cases being referred to the Credit Bureau of Columbus in two months. Led the supervisors in the implementation of uniform duties for Enforcement secretaries. Created a directory of answers to commonly asked enforcement questions for use by client information specialists and instructed them in its use. Executed a proactive case closure project that resulted in the closure of 2,500 inactive enforcement cases. Coordinated an effort to provide prompt and accurate distribution of location data to each department upon dissolution of the specialized unit.

- **Communications:** Negotiated with agency managers, supervisors, administrative counsel, Clerk of Courts and outside vendors to promote cohesive and efficient delivery of service amongst all departments. Participated in making agency wide improvements via the Labor-Management Steering Committee. Headed a panel discussion between representatives from all agency departments and the Franklin County Department of Job and Family Services to promote improved IV-A/IV-D relations. Presented the role of the Enforcement Department in the agency's Strategic Plan to the Franklin County Commissioners' agencies.

- **Problem Resolution:** Analyzed problem areas in agency policy and provided administration with information to make improvements.

**William J. Peltcs**

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## **Experience (Continued)**

- **Technical Knowledge:** Gained a thorough knowledge of all agency procedures for support establishment, enforcement and payment distribution. Represented the agency at thirteen State Hearings, with no sustained decisions. Conducted administrative paternity hearings.

- **Communications:** Responded daily to complex and sensitive phone, written and in person inquiries and complaints from clients, advocacy groups, local, state and federal officials. Streamlined the client affairs form to improve the case referral and response process.

### **Support Officer**

Executed enforcement actions on delinquent child support cases. Analyzed court documents and payment histories, conducted audits of accounts and provided comprehensive services to clients requiring assistance.

**Associates and ITT Financial Services**, Columbus and Grove City, Ohio (August 1989 to June 1993)

### **Assistant Manager**

- **Supervision:** Trained new employees in collection procedures. Followed up on their performance to ensure compliance with statutory and company policies.
- **Technical Knowledge:** Collected delinquent accounts by telephone, field calls and repossessions. Analyzed applications, title searches, home appraisals and credit bureau information to make loan approval decisions for mortgage and consumer loans.
- **Communications:** Solicited loans and sold insurance products via phone and direct interaction with the public. Resolved customer problems regarding interest calculations, collection methods and payment delays.

**Children's Palace**, Columbus, Ohio (November 1985 to March 1989)

### **Assistant Manager**

- **Supervision:** Trained department personnel on all aspects of store operations. Directed employees in the use of the inventory and customer service skills. Planned weekly work schedules to match employees with various sales and customer levels.
- **Technical Knowledge:** Implemented and maintained an inventory system to track big ticket merchandise. Created a program to control overbuilds and eliminate stock outages.
- **Communications:** Interacted directly with customers to determine their specific needs. Modeled positive customer relations to staff.

**McDonalds**, London, Ohio (April 1983 to September 1985)

### **Assistant Manager**

- **Supervision:** Directed twenty employees in store operations. Administered wage reviews based upon employee performance evaluations. Conducted monthly staff meetings.
- **Technical Knowledge:** Reorganized drive-thru procedures and personnel in order to decrease average window time delays. Prepared weekly sales, labor and product variance reports to track adherence to the store budget. Monitored and controlled cash and inventory Coordinated people and products to maintain optimum customer service levels.

## **References:**

Will be furnished upon request.

# KATHY L. Hyme

2212 Rainbow Dr. - Lancaster, Ohio 43130

740-503-3946

[khyme@columbus.rr.com](mailto:khyme@columbus.rr.com)

## **PROFESSIONAL SUMMARY**

Dependable, detail-oriented professional with 18 years experience providing excellent customer service, outreach and education. Seasoned supervisor with proven record for successfully empowering staff through training, coaching and mentoring. Adept at prioritizing and completing tasks to meet agency and customer needs.

## **GRANT EXPERIENCE**

- Participated in design of approach for two projects providing services specifically for non-custodial parents, including employment services and early education and outreach
- Provided program leadership for a grant project connecting non-custodial parents with intensive employment services, resulting in a 40% increase in collections of cases that had not paid in the past
- Developed and implemented random sampling strategies and service delivery elements relating early education efforts for customers establishing paternity and child support
- Involved in evaluation of grant projects, working with professional evaluators to determine variables and data to analyze

## **PROFESSIONAL EXPERIENCE**

**Fairfield County Job and Family Services,  
Division of Child Support Enforcement, Lancaster, Ohio, 740-652-7888**

### **Enforcement Supervisor**

December 2003 – Present

- Supervise and motivate staff to increase productivity and job satisfaction.
- Oversee interviewing and hiring of staff.
- Train staff. Currently training and mentoring a staff of seven.
- Prepare and maintain departmental information, including time sheets, productivity reports and collection logs.
- Enhance management team productivity through problem solving and implementing procedures.
- Promoted from Senior Case Manager.

### **Intake Senior Case Manager**

December 1999 – December 2003

- Lead intake case managers in policies and procedures.
- Provide information to customers relating to policies and procedures for all areas of child support.
- Interview customers and initiate paternity and child support cases.
- Refer customers to appropriate community resources.
- Promoted from Enforcement.

**Enforcement Case Manager**

February 1998 - December 1999

- Monitor and maintain caseload of Child Support Enforcement activities in accordance with both State and Federal mandated time frames.
- Investigate activities of participants regarding location and employment information.
- Communicate with appropriate parties, attorneys and other human services agencies regarding procedures and case status.
- Promoted from Paternity Case Manager.

**Paternity Case Manager**

February 1995-January 1998

- Legally establish a parent/child relationship between a minor child and the alleged father through administrative and legal processes.
- Establish child support and address issues of custody, visitation, tax dependency exemption and health insurance coverage for the benefit of the minor child.
- Schedule genetic testing and provide results to parties.
- Inform customers, attorneys and community stakeholders of procedures, rights and responsibilities.
- Promoted from Administrative Adjustment Specialist.

**EDUCATION**

B.A., Sociology/Criminology, Ohio University, Graduated June 1994

Masters, Consumer and Human Sciences, Ohio University, Graduated March 2000.

**COMPUTER SKILLS**

- |                     |              |            |
|---------------------|--------------|------------|
| • Windows 98 and XP | • PowerPoint | • Excel    |
| • Microsoft Word    | • Outlook    | • Internet |

# Eric O. Moore

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## Accomplishments

- Twenty-Four years experience with the Franklin County Child Support Enforcement Agency
- Twenty-Seven years law enforcement experience as a police officer and detective
- Nineteen years supervisory and management experience
- Developed a Procedure Manual for Interstate Cases
- Developed a training procedure for Interstate cases for the Establishment and Enforcement Departments
- Experience in the Establishment and Enforcement of Child Support Orders
- Merged and Cross Trained staff to consolidated Units to streamline and save costs
- Co-Manage the Enforcement Department achieve the highest collection percentage on arrearages of all Metro Counties in the State
- Implemented and managed an outreach program with a local college to offer employment and training for unemployed and dislocated workers who owed child support
- Researched and developed current lien policy for attaching real property.
- Received a resolution from the Franklin County Commissioners for service to the citizens of Franklin County
- Received several employee of the month awards
- OPOTA certified Law Enforcement Officer
- Advanced interviewing skills and techniques
- Extensive knowledge regarding interstate cases

## Professional Experience

### Franklin County Child Support Enforcement Agency - Oct. 1988– Present Support Manager

Co-Manage over 110 staff members in the Enforcement Department. Directly supervise four support officer supervisors, one client information specialist supervisor and two clerical staff members. Responsible for the day to day enforcement activities on child support cases to ensure the families served by our office receive the necessary services. Established a partnership with Columbus State for training and employment services. Managed the outreach programs with Father 2 Father and Godman Guild. Recently helped develop training procedure for electronic filing. Merged and cross trained the client information specialist to consolidated two units to streamline and save costs. Facilitated the relocation of staff and telephones. Assisted with the creation of a FAQ for the client information specialists. Stratified the Interstate cases by creating a specialized unit to handle the cases requiring assistance from other jurisdictions. Constructed several new work spaces for staff in all departments of the Agency. Facilitated the installation of a TV in the lobby to display services officered by the CSEA. Facilitated the installation of a computer and work space in the lobby for online payments and payment history. Conduct regular team meetings to share information and obtain new ideas. Review and conduct interviews for new staff and promotional opportunities. Evaluate employee performance and provide feedback. Administer the County's progressive discipline program. Address all step two grievances pursuant to the collective bargaining agreement with Teamsters Local 284.

## **Professional Experience (Continued)**

### **Support Officer Supervisor**

Provided daily direction to several support officers and support staff to ensure that all administrative enforcement actions are taken in a timely and accurate manner. Set unit priorities, evaluated staff on performance and accuracy. Administered the County's progressive discipline program. Merged the Interstate Unit with the Enforcement Department. Transferred Interstate responsibilities on cases without an order to our Establishment Department. Developed and implemented training and procedures for Interstate enforcement actions. Helped create the enforcement training manual and conducted training for existing staff and new staff members.

### **Interstate Supervisor**

Provided daily direction to several support officers and support staff to ensure that all administrative enforcement actions are taken in a timely and accurate manner. Set unit priorities, evaluated staff on performance and accuracy. Administered the County's progressive discipline program. Developed and implemented Interstate procedures manual and training. Participated in making improvements with the process and flow of interstate cases with the Litigation and Establishment Departments. Created a tracking database for all interstate cases. Created a referral log for Interstate actions.

### **Interstate Support Officer**

Established parentage and child support orders for interstate actions initiated to other jurisdictions or responding from other jurisdictions. Enforced interstate actions for initiating or responding cases. Reviewed cases for appropriateness for establishment or enforcement. Completed interstate petitions and affidavits as appropriate. Reviewed and analyzed orders and payments records. Conducted audits on cases and provided requested and required services to the clients. Submitted appropriate filings with the Courts.

### **Establishment Support Officer**

Established paternity and support orders on for unmarried parents to nurture and provide for children. Conducted face to face interviews with clients to complete affidavits, applications and other documentation. Referred cases to litigation and Interstate for establishment, enforcement and registration. Referred over 150 cases in a month.

## **Blendon Township Police Department - November 1998 – Current**

### **Detective**

Conduct Investigations on all Felony Crimes, Report Writing, Interviewing victims, suspects and witnesses. Complete grand jury summaries and investigations. Process crime scenes, photographs, research and obtain fingerprint evidence. Attend court hearings and testify, apprehension of suspects. Patrol and crime prevention. Community crime prevention and education. Public speaking, training and awareness meetings. First Responder Training including CPR. Enforce the laws of the State of Ohio and County. Received numerous certificates, attend ongoing training and education programs.

## **Minerva Park Police Department - Fall 1986 – November 1998**

### **Police Officer**

Conduct routine patrol, crime prevention and awareness. Conduct investigations, report writing and interviewing. Community involvement in crime awareness and prevention. Enforce the laws of the state and county. Attending mandated training and education programs

## Appendix A. Organizational Charts

Fairfield County Child Support Enforcement Agency .....	A-1
Franklin County Child Support Enforcement Agency .....	A-2
Licking County Child Support Enforcement Agency .....	A-3
Pickaway County Child Support Enforcement Agency .....	A-4

## Appendix B. Letters of Intent and Strong Support *Contracted in Bold Italics*

### Nationwide, Statewide and County Leadership

Steve Austria, Member of Congress (More are available) .....	B-1
Franklin County Board of Commissioners .....	B-2
<b><i>Franklin County Automatic Data Processing Board</i></b> .....	B-3
Fairfield County Board of Commissioners .....	B-4
Licking County Board of Commissioners .....	B-5
Pickaway County Board of Commissioners .....	B-6
Ohio Child Support Directors' Association .....	B-7
Ohio Job and Family Services Directors' Association .....	B-8
Michael Colbert, Director, Ohio Department of Job and Family Services .....	B-9

### Fatherhood and Parenting Class Specialists

<b><i>Action for Children</i></b> .....	B-10
<b><i>Ohio Practitioners' Network for Fathers and Families</i></b> .....	B-12
<b><i>Columbus Urban League, Father to Father Program</i></b> .....	B-13
Fairfield County Family, Adult, and Children First Council .....	B-14
The Woodlands .....	B-15
Ohio Commission on Fatherhood .....	B-16

### Employment Oriented Services, Economic & Workforce Development, Business

Ohio Small Business Development Center .....	B-17
Columbus Chamber of Commerce .....	B-18
<b><i>Central Ohio Workforce Investment Corporation</i></b> .....	B-19
<b><i>Jewish Family Services</i></b> .....	B-20
<b><i>Henkles &amp; McCoy</i></b> .....	B-21
<b><i>Alvis House</i></b> .....	B-22
<b><i>Roadmaster</i></b> .....	B-23
<b><i>Goodwill Workforce Development</i></b> .....	B-24
Pickaway County Crossroads for Business Connections .....	B-26
<b><i>Business System Solutions, Inc.</i></b> .....	B-27
Fairfield County Workforce Development .....	B-29
Franklin County Department of Job and Family Services .....	B-31
Pickaway County Job and Family Services .....	B-32
Pickaway County Jobs One Stop .....	B-33
Columbus State Community College .....	B-34
Ohio University .....	B-35
Ohio Christian University .....	B-36
Pickaway Ross Career and Technology Center .....	B-37
Pickaway County Community Action Organization, Inc. ....	B-38
<b><i>Ohio State Legal Services Association</i></b> .....	B-39



**Appendix B. Letters of Intent and Strong Support**  
***Contracted in Bold Italics***

**Domestic Violence Subject Matter Experts**

<b><i>CHOICES</i></b> .....	B-41
<b><i>Haven House</i></b> .....	B-43
<b><i>Africentric Personal Development Shop, Inc.</i></b> .....	B-44
<b><i>Pathways Counseling and Consulting, LLC</i></b> .....	B-46

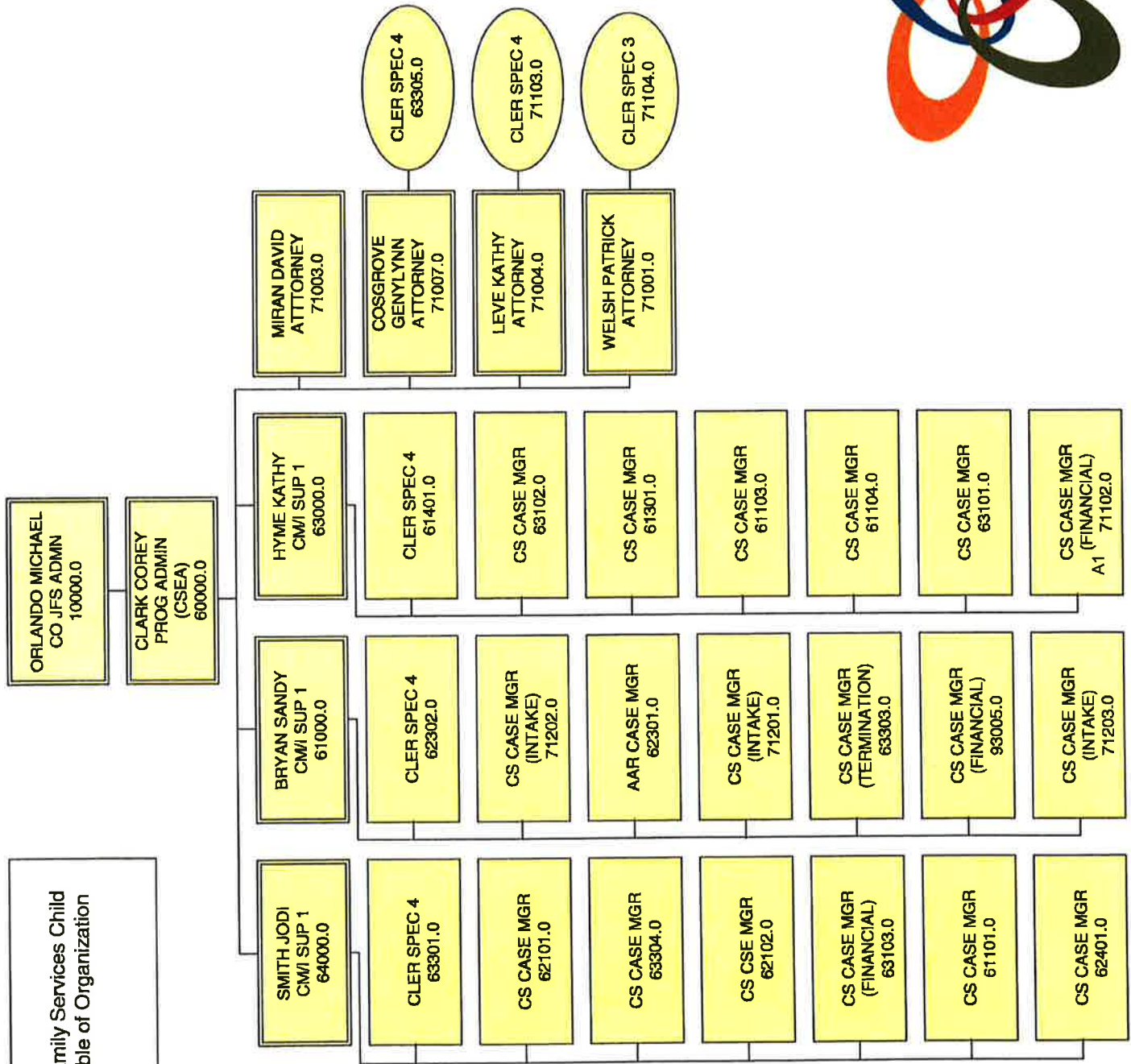
**Courts and Legal Service Providers**

Franklin County Court of Common Pleas .....	B-47
Fairfield County Common Pleas Court .....	B-48
Licking County Court of Common Pleas .....	B-49
Pickaway County Court of Common Pleas .....	B-50

**Community Engagement and Partnerships**

Fairfield County Visitation Center .....	B-51
The Buckeye Ranch .....	B-52
Franklin County Reentry Task Force .....	B-53
Fairfield County Reentry Coalition .....	B-54
Franklin County Veterans Service Commission.....	B-55
Fairfield County Veterans Service Commission.....	B-56
Pickaway Metropolitan Housing Authority (More are available) .....	B-57
United Way of Fairfield County .....	B-59
United Way of Licking County.....	B-60
Pickaway County Family and Adult Children First Council .....	B-61
Pickaway Area Recovery Services, Inc. ....	B-62
Kevin Armstrong, Noncustodial Parent, Representative (More are available) .....	B-63
Joseph Burst, Custodial Parent, Representative (More are available) .....	B-64

Fairfield County Job & Family Services Child  
Support Enforcement Table of Organization

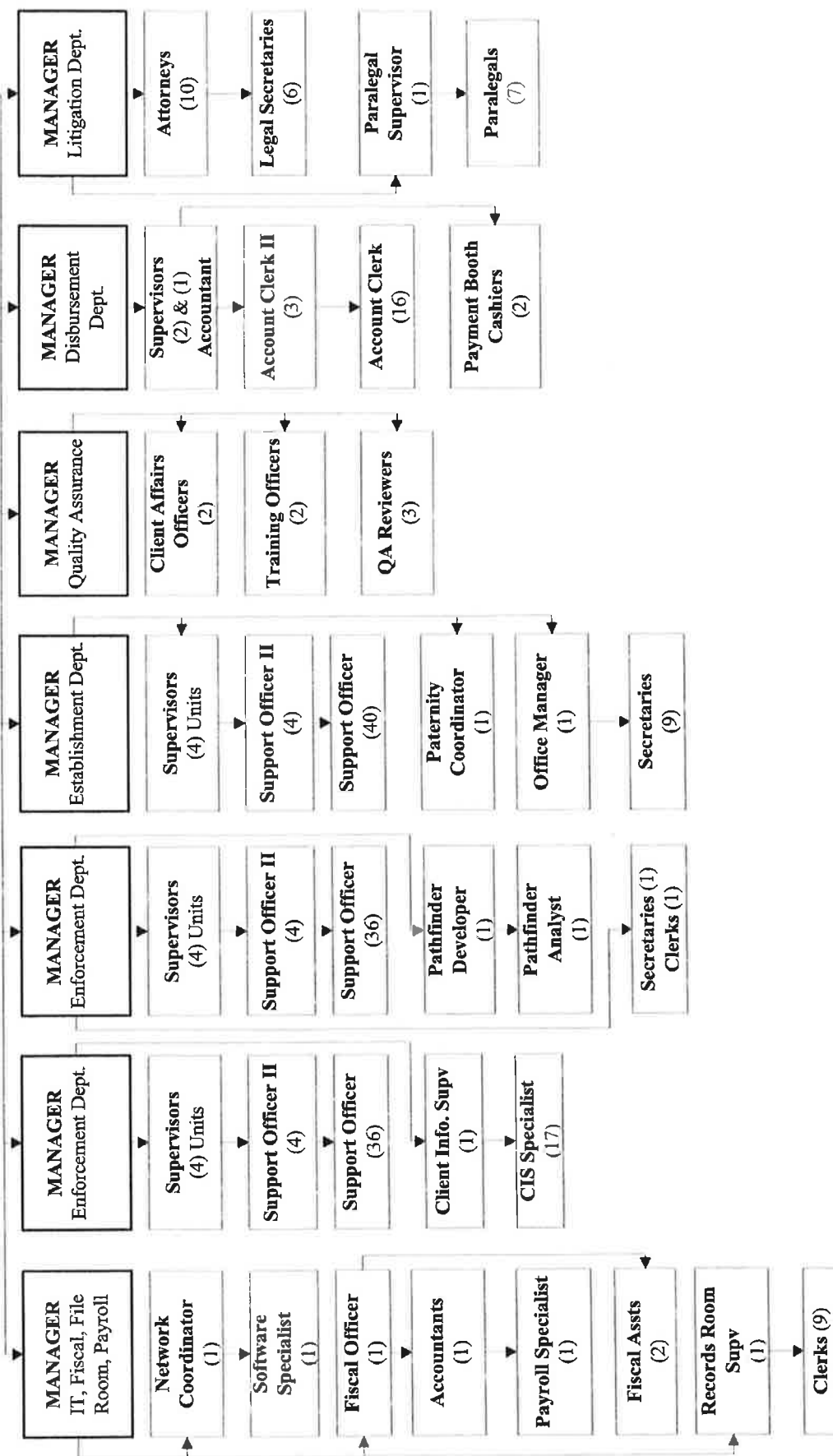


# Franklin County CSEA Table of Organization

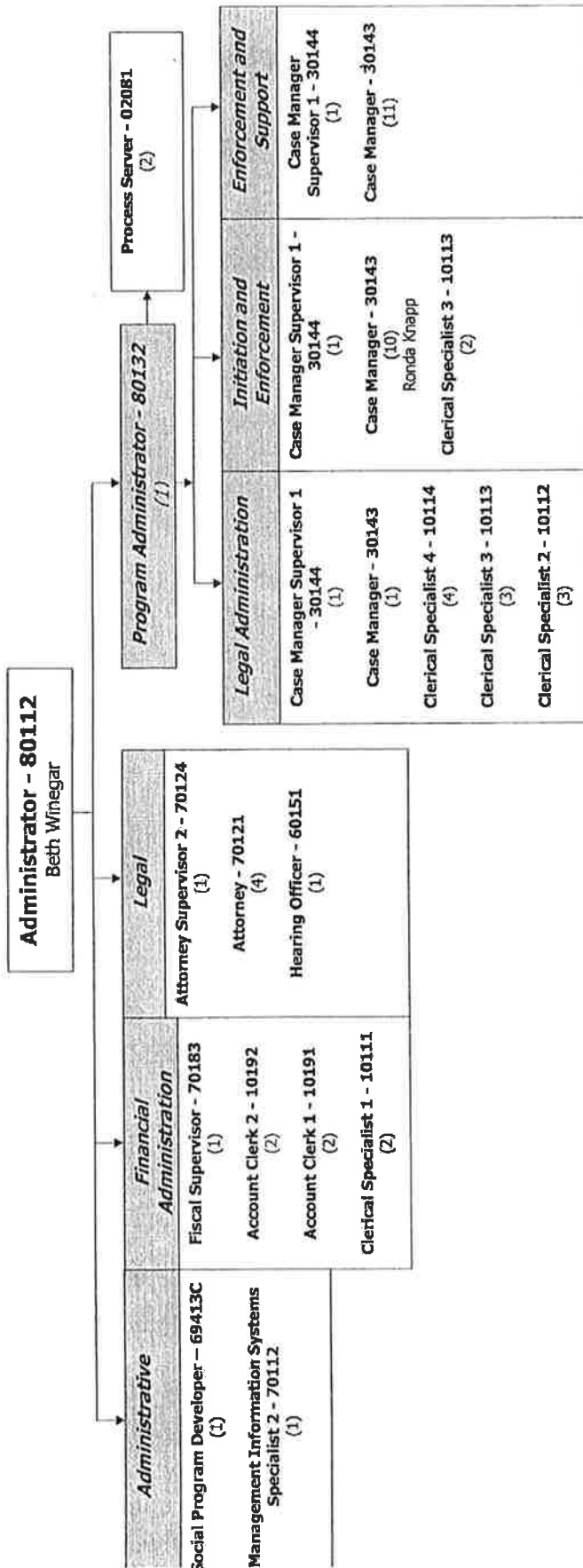
**CSEA DIRECTOR**  
Susan Brown

**ASST. DIRECTOR &  
Administrative Council**

**Hearing Officers  
(7) Attorneys**



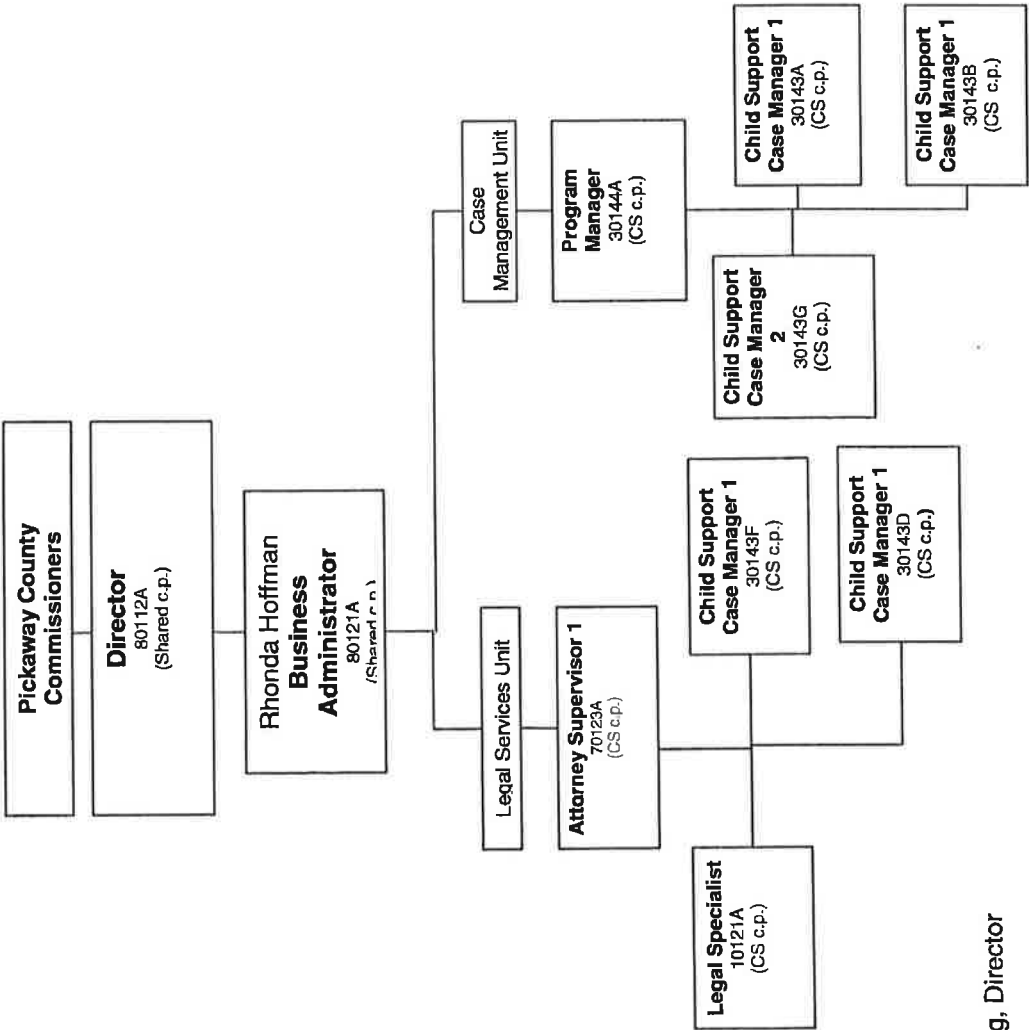
Licking County Child Support Enforcement Agency  
**Table of Organization**  
 County Commissioners: Timothy Bubbs – Doug Smith – Brad Feightner



Adopted 06/19/12

**Pickaway County Job & Family Services**  
Effective July 1, 2012

**Child Support Division**



Date: 07/01/2012 Approved by: Joy Ewing, Director

This Table supersedes all previous Tables of Organization.

**STEVE AUSTRIA**

7TH DISTRICT, OHIO

**WASHINGTON OFFICE**

439 Cannon House Office Building  
Washington, DC 20515

(202) 225-4324



**CONGRESS OF THE UNITED STATES**

HOUSE OF REPRESENTATIVES

July 25, 2012

**COMMITTEE ON APPROPRIATIONS**

SUBCOMMITTEE ON COMMERCE,  
JUSTICE, SCIENCE, AND RELATED AGENCIES

SUBCOMMITTEE ON MILITARY CONSTRUCTION,  
VETERANS AFFAIRS, AND RELATED AGENCIES

SUBCOMMITTEE ON STATE, FOREIGN  
OPERATIONS, AND RELATED PROGRAMS

Ms. Lauren Antelo  
Department of Health and Human Services  
Administration for Children and Families  
Office of Child Support Enforcement  
370 L'Enfant Promenade, SW.  
4<sup>th</sup> Floor West  
Washington, DC 20447

Dear Ms. Antelo and OCSE Grants Committee:

Please accept this letter of support for the State of Ohio's proposal for a demonstration project known as **Connect: YES!** During this turbulent and uncertain economic environment, the need to develop and implement programs that provide employment services to non-custodial parents in a child support system as part of the national demonstration framework is apparent. The collaboration in Ohio uniquely meets this need. **Connect YES!** will match job opportunities with skills, abilities, and knowledge of underemployed or unemployed parents who are having trouble meeting their child support obligations. The project also includes the critical component of intensive case management to encourage job retention. Children and families, as well as the society at large, will benefit.

I am eager for members of my district, which includes the counties of Fairfield, Pickaway, and part of Franklin, to have access to these unique employment and child support services. Along with multiple, diverse stakeholders, program leaders will communicate to non-custodial parents the importance they hold in the lives of their children. I will join those stakeholders in supporting **Connect YES!** through outreach efforts, participation in focus groups, and ongoing interaction and communication with the collaboration.

I have seen firsthand the energy and enthusiasm of the leadership in the collaboration, and I have no doubt that if the grant is awarded **Connect YES!** will inform national policy and practices for many years to come. Thank you for your thoughtful consideration of **Connect YES!** and its answer to your call to provide critical employment services to parents, while simultaneously increasing child support outcomes. I look forward to hearing about the response from the grants committee.

Sincerely,

Steve Austria  
Member of Congress

**SPRINGFIELD OFFICE**

5 West North Street  
Suite 200  
Springfield, OH 45504-2544

(937) 325-0474

**LANCASTER OFFICE**

207 South Broad Street  
Lancaster, OH 43130-4307

(740) 654-5149

B1

THIS STATIONERY PRINTED ON PAPER MADE OF RECYCLED FIBERS



Commissioner Paula Brooks • Commissioner Marilyn Brown • Commissioner John O'Grady  
President

July 18, 2012

Ms. Lauren Antelo  
Department of Health and Human Services  
Administration for Children and Families  
Office of Child Support Enforcement  
370 L'Enfant Promenade, SW.  
4<sup>th</sup> Floor West  
Washington, DC 20447

Dear Ms. Antelo and OCSE Grants Committee:

Please accept this letter of support for the State of Ohio's proposal for a demonstration project known as **Connect: YES!** During these times of an uncertain and challenging economy, the need to develop and implement programs that provide employment services to non-custodial parents in a child support system as part of the national demonstration framework is apparent. We are pleased that our county is part of the collaboration in Ohio that seeks to meet this need. The Franklin County Board of County Commissioners joins our neighbors in Fairfield, Licking, and Pickaway counties in support of **Connect: YES!**

Using the unique position of county child support agencies and their long term relationships with parents, the program proposes to match job opportunities with skills, abilities, and knowledge of underemployed or unemployed parents who are having trouble meeting their child support obligations. The project also includes the critical component of intensive case management to encourage job retention. Children and families, as well as the society at large, will benefit. We offer our cooperation in terms of education, outreach, administrative support, and ongoing interaction with stakeholders and parents.

Thank you for your thoughtful consideration of **Connect YES!** and its answer to your call to provide critical employment services to parents. We have observed the energy and enthusiasm of the leadership in the collaboration, and we believe that if the grant is awarded, the program will offer important information to shape national practices in the future. We look forward to hearing about your review of the proposal and the implementation of the project in Ohio.

Sincerely,

Commissioner Paula Brooks  
Board President

**Franklin County Automatic Data Processing Board**

*Clarence E. Mingo II, Secretary/Administrator • Daphne Hawk, Chair  
Guy L. Reece II, Vice-Chair • William A. Anthony, Jr. • Edward J. Leonard  
John O'Grady • Maryellen O'Shaughnessy • Dana Walch  
Ishreth Sameem, Chief Information Officer*

July 19, 2012

Ms. Lauren Antelo  
Department of Health and Human Services  
Administration for Children and Families  
Office of Child Support Enforcement  
370 L'Enfant Promenade, SW., 4<sup>th</sup> Floor West  
Washington, DC 20447


Dear Ms. Antelo and OCSE Grants Committee:

Please accept this letter of intent to participate in the State of Ohio's proposed project for a demonstration known as **Connect: YES!** During these times of limited resources and challenging economy, the need to develop and implement collaborative programs that provide employment services to non-custodial parents in a child support system as part of the national demonstration framework is apparent. The proposed four-county collaboration in Ohio meets this need.

The Franklin County Data Center is looking forward to working with the county CSEAs to develop and implement a key technology to make this worthwhile program a success. We anticipate working with the CSEAs and community partners to develop a secure, web-based case management tool that will enable community partners to enter and track data necessary for grant administration in a form and format that also serves internal record-keeping needs. This same programming will be used to provide the CSEA case managers' real-time data regarding the activities of participants with any community partner that is also providing services to that individual. We will participate in focus groups and planning committees to help develop and implement employment services to non-custodial parents in a child support system as part of the national demonstration framework. Understanding that confidentiality is critical to the success of **Connect: YES!**, the Franklin County Data Center will employ state-of-the-art security protocols to protect client data while allowing secure web access to all required providers. The objective is to develop a system that is flexible enough to allow each community partner to substitute his/her normal record-keeping function with the case management tool so that the community partners are not required to enter data twice, while also ensuring that all required grant data is collected and stored.

The overarching vision of using centralized client skills profiling with on-line case management and tracking tools is an innovative approach of how technology can benefit children and families. The approach works well with our existing systems. It is our belief that the **Connect: YES!** model will inspire other partnerships nationwide. Thank you for your thoughtful consideration of the **Connect: YES!** proposal. We look forward to your response.

Sincerely,



Ishreth Sameem  
Chief Information Officer  
Franklin County Data Center





## Fairfield County Board of Commissioners

### COMMISSIONERS

Steven A. Davis

Mike Kiger

Judith K. Shupe

### CLERK/MANAGER

Branden C. Meyer

July 25, 2012

Ms. Lauren Antelo  
Department of Health and Human Services  
Administration for Children and Families  
Office of Child Support Enforcement  
370 L'Enfant Promenade, SW.  
4<sup>th</sup> Floor West  
Washington, DC 20447

Dear Ms. Antelo and OCSE Grants Committee:

Please accept this letter of support for the State of Ohio's proposal for a demonstration project known as **Connect: YES!** During these times of an uncertain and challenging economy, the need to develop and implement programs that provide employment services to non-custodial parents in a child support system as part of the national demonstration framework is apparent. We are pleased that our county is part of the collaboration in Ohio that seeks to meet this need. The Fairfield County Board of County Commissioners joins our neighbors in Franklin, Licking, and Pickaway counties in support of **Connect: YES!**

Using the unique position of county child support agencies and its long term relationships with parents, the program proposes to match job opportunities with skills, abilities, and knowledge of underemployed or unemployed parents who are having trouble meeting their child support obligations. The project also includes the critical component of intensive case management to encourage job retention. Children and families, as well as the society at large, will benefit. We offer our cooperation in terms of education, outreach, administrative support, and ongoing interaction with stakeholders and parents.

Thank you for your thoughtful consideration of **Connect YES!** and its answer to your call to provide critical employment services to parents. We have observed the energy and enthusiasm of the leadership in the collaboration, and we believe that if the grant is awarded, the program will offer important information to shape national practices in the future. We look forward to hearing about your review of the proposal and the implementation of the project in Ohio.

Sincerely,

		
Mike Kiger Commissioner	Judith K. Shupe Commissioner	Steven A. Davis Commissioner

Fairfield County Commissioners Office • 210 E. Main Street, Room 301  
Lancaster, Ohio 43130-3879 • (740) 652-7090 • Fax: (740) 687-6048



# LICKING COUNTY BOARD OF COMMISSIONERS

Timothy E. Bubbs  
Doug Smith  
Brad Feightner

July 17, 2012

Ms. Lauren Antelo  
Department of Health and Human Services  
Administration for Children and Families  
Office of Child Support Enforcement  
370 L'Enfant Promenade, SW  
4<sup>th</sup> Floor West  
Washington, DC 20447

Dear Ms. Antelo and OCSE Grants Committee:

Please accept this letter of support for the State of Ohio's proposal for a demonstration project known as **Connect: YES!**

The past few years have been financially challenging for many citizens of Licking County. Many tough decisions have had to be made about which bills to pay, putting food on the table or meeting child support obligation. Many individuals in Licking County have been impacted due to job loss, underemployment, barriers to employment, and lack of transferrable skills with the struggling economy.

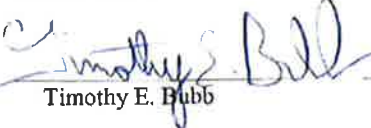
Agencies under the Board of Commissioners have always worked in a successful collaborative manner to help those and other communities in need. It is with this enthusiasm and desire to collaborate for the citizens of this community that the Licking County Board of Commissioners support the collaborative four county application of **Connect: YES!**

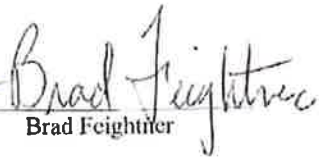
The Licking County Child Support Agency works collaboratively with many other community-based agencies to provide the necessary referrals for work and supportive services. The potential award of this grant will take the case management and employment needs of non-custodial parents who are in default or struggle to the next level of collaboration.


Thank you for your thoughtful consideration of **Connect: YES!** We are confident that the four county collaborative is well poised to provide critical employment services to parents. Thank you for your time and consideration.

Sincerely,

Licking County Commissioners

  
Timothy E. Bubbs

  
Brad Feightner

  
Doug Smith

**Commissioners:**  
Glenn D. Reeser  
Ula Jean Metzler  
Jay H. Wippel

**Administrator:**  
Brad Lutz  
**Clerk:**  
Patricia Webb

*Pickaway County*  
**Board of County Commissioners**  
139 West Franklin Street  
Circleville, Ohio 43113  
Telephone: 740-474-6093 FAX: 740-474-8988

July 17, 2012

Ms. Lauren Antelo  
Department of Health and Human Services  
Administration for Children and Families  
Office of Child Support Enforcement  
370 L'Enfant Promenade, SW.  
4<sup>th</sup> Floor West  
Washington, DC 20447

Dear Ms. Antelo and OCSE Grants Committee:

Please accept this letter of support for the State of Ohio's proposal for a demonstration project known as **Connect: YES!** During these challenging economic times, the need to develop and implement programs that provide employment services to non-custodial parents in a child support system as part of the national demonstration framework is apparent. We are excited to see this proposed project seeks to match job opportunities with skills, abilities, and knowledge of underemployed or unemployed non-custodial parents who are having trouble meeting their child support obligations. In addition, it includes the critical component of intensive case management to encourage job retention. We are pleased to see that our county is part of a four county collaboration in Ohio that seeks to meet this need. The Pickaway County Board of County Commissioners joins our neighbors in Franklin, Licking, and Fairfield counties in support of **Connect: YES!**

Thank you for your thoughtful consideration of **Connect: YES!** and its answer to your call to provide critical employment services to parents. We have observed the energy and enthusiasm of the leadership in the collaboration, and we believe that if the grant is awarded, the program will offer important information to shape national practices in the future. We look forward to hearing about your review of the proposal and the implementation of the project in Ohio.

Sincerely,

PICKAWAY COUNTY BOARD OF COMMISSIONERS

  
Glenn D. Reeser

  
Ula Jean Metzler

  
Jay H. Wippel



# Ohio CSEA Directors' Association

1103 Schrock Road, Suite 309, Columbus, Ohio 43229

Phone (614) 846-6652

Fax (614) 846-6693

website: [www.ocda.us](http://www.ocda.us)

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July 16, 2012

Ms. Lauren Antelo  
Department of Health and Human Services  
Administration for Children and Families  
Office of Child Support Enforcement  
370 L'Enfant Promenade, SW.  
4<sup>th</sup> Floor West  
Washington, DC 20447

Dear Ms. Antelo and OCSE Grants Committee:

The Ohio CSEA Directors' Association (OCDA) offers this letter of support for the State of Ohio's proposal for a demonstration project known as **Connect: YES!** During this turbulent and uncertain economic environment, the need to develop and implement programs that provide employment services to non-custodial parents in a child support system as part of the national demonstration framework is apparent. The collaboration in Ohio uniquely meets this need. **Connect YES!** will match job opportunities with skills, abilities, and knowledge of underemployed or unemployed parents who are having trouble meeting their child support obligations. The project also includes the critical component of intensive case management to encourage job retention. Children and families, as well as society at large, will benefit.

We at OCDA are committed to engaging in the effort to join child support enforcement with employment services. We have participated in and led several working groups to examine what it would take to develop and implement a project such as **Connect: YES!** We offer our partnership in serving on advisory councils and committees to evaluate options and analyze outcomes. We will join a variety of child support professionals in advocating for **Connect YES!** through outreach efforts, participation in focus groups, and ongoing interaction and communication with the collaboration. Our association networking will promote the project in conferences, strategic planning sessions, and training throughout Ohio.

Further, we admire the energy and enthusiasm of the leadership in the collaboration. If the grant is awarded, **Connect YES!** will inform state and national policy and practices for many years to come. Thank you for your thoughtful consideration of **Connect YES!**

Sincerely,

  
Kimberly Newsom Bridges, Esq.  
OCDA Executive Director



## Ohio Job and Family Services Directors' Association

37 West Broad Street, Suite 1120 ♦ Columbus, Ohio 43215

*Joel Potts, Executive Director*

---

July 25, 2012

Ms. Lauren Antelo  
Department of Health and Human Services  
Administration for Children and Families  
Office of Child Support Enforcement  
370 L'Enfant Promenade, SW.  
4<sup>th</sup> Floor West  
Washington, DC 20447

Dear Ms. Antelo and OCSE Grants Committee:

The Ohio Job and Family Services Directors' Association (OJFSDA) offers its enthusiastic support for the State of Ohio's proposal for a demonstration project known as **Connect: YES!** During these challenging economic times, the need to develop and implement programs that provide employment services to non-custodial parents in a child support system as part of the national demonstration framework is apparent. The collaboration in Ohio uniquely meets this need. **Connect YES!** will match job opportunities with skills, abilities, and knowledge of underemployed or unemployed parents who are having trouble meeting their child support obligations. When parents are able to maintain work, everyone benefits.

We at OJFSDA are committed to engaging in the effort to join child support enforcement with employment services. We have participated in and led several working groups to examine multiple facets of employment services operations, and the **Connect: YES!** project vision complements what we have learned and what we anticipate in the future. Lessons from the project will inform state policy and practices. Our association will promote the project in conferences, strategic planning sessions, and training throughout Ohio. We will also offer technical assistance and participate in focus groups.

Thank you for your thoughtful consideration of **Connect YES!** We look forward to hearing about your review and seeing the project implemented in Ohio.

Sincerely,

Joel Potts  
OJFSDA Executive Director



Department of  
Job and Family Services

John R. Kasich, Governor  
Michael B. Colbert, Director

July 25, 2012

Ms. Lauren Antelo  
Department of Health and Human Services  
Office of Child Support Enforcement  
Washington, DC 20447

Dear Ms. Antelo and the OCSE Grants Committee:

Please accept this letter of Intent to partner in the proposal of a demonstration project known as **Connect: YES!** The project is being proposed as a four-county collaboration under the supervision of Ohio's Office of Child Support. All of us at the Ohio Department of Job and Family Services support this project for its innovation and potential to improve the quality of life for children and families.

The need to develop and implement programs that provide employment services to non-custodial parents in a child support system is a positive step. The collaboration in Ohio uniquely meets this need. **Connect YES!** will match job opportunities with skills, abilities, and knowledge of underemployed or unemployed parents who are having trouble meeting their child support obligations. The project also includes the critical component of intensive case management to encourage job retention. Children and families, as well as the society at large, will benefit when parents are able to maintain employment.

Ohio is committed to the goal of transforming public workforce systems by creating a virtual approach that uses state-of-the-art technology and increases access to a broad array of high-tech customer service tools. Our overarching goal is to improve efficiency in the delivery of quality services through technology-supported learning environments and virtual case management. The **Connect YES!** project is consistent with our goals. The project will provide important lessons about intensive case management and operations of public/private partnerships. Further, the project will integrate with existing programs and projects.

Staff from several of our department's offices will support the project through participation in focus groups and committees, as well as through ongoing interaction and communication with the collaboration. We at ODJFS will continue to provide high quality technical assistance with all federal partnerships. Along with a variety of diverse stakeholders, ODJFS program leaders will encourage non-custodial parents about the importance they hold in the lives of their children. We offer partnership with our professional communication team and other professionals in functional areas of our business in providing family, health, and workforce support systems.

I have seen firsthand the energy and enthusiasm of the leadership in the collaboration, and I have no doubt that if the grant is awarded **Connect YES!** will inform state and national policy for many years to come. Thank you for your thoughtful consideration of **Connect YES!** We look forward to working together on this exciting project.

Sincerely,

Michael Colbert, Director  
Ohio Department of Job and Family Services

30 East Broad Street  
Columbus, Ohio 43215  
jfs.ohio.gov

An Equal Opportunity Employer and Service Provider



#### BOARD OF DIRECTORS

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#### FUNDED BY



www.ActionForChildren.org  
78 Jefferson Avenue  
Columbus, OH 43215  
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F: 614-224-5437

Delaware County:  
39 West Winter Street  
Delaware, OH 43015

Union County:  
940 London Avenue  
Marysville, OH 43040

Madison County:  
217 Elm Street  
London, OH 43140



Action for Children  
Established 1972

## Action for Children



July 25, 2012

Ms. Lauren Antelo  
Department of Health and Human Services  
Administration for Children and Families  
Office of Child Support Enforcement  
370 L'Enfant Promenade, SW  
4<sup>th</sup> Floor West  
Washington, DC 20447

Dear Ms. Antelo and OCSE Grants Committee:

Please accept this letter of intent to participate in the State of Ohio's proposed project for a demonstration known as **Connect: YES!** Since 1972, we at Action for Children have served all of the collaborative county partners in the **Connect: YES!** project and are well-known in the community for excellence in providing parenting activities and peer support. We stand ready to provide services directly to non-custodial parents and have extensive experience working with both mothers and fathers. We will participate in focus groups and planning committees to help develop and implement employment services to non-custodial parents in a child support system as part of the national demonstration framework.

Specifically, we anticipate contracting with the lead applicant in order to provide parenting education and fatherhood peer support services for non-custodial parents in the four-county area. We will participate in coordinating a memo of understanding with multiple county locations as needed. Our services are envisioned as:

- Parent education through The Art of Positive Parenting Model. This proven model has been used in our many parent education programs.
- Fatherhood education programming in both in English and Spanish, through our Father Factor program. This would include both educational series as well as individual case management.
- Education programming and parent coaching for mothers, parents who parent separately, divorcing parents, and any other parent with needs for parent education.
- Mentor Training for parents to offer peer to peer support.
- Services for families seeking child care.

If the grant proposal is awarded, Action for Children will also design a replicable, group educational series specifically for non-custodial parents.

The overarching vision to use centralized client skills profiling and on-line case management and tracking tools is an innovative approach for how technology can benefit children and families. The approach works well with our existing systems. It is our belief that the **Connect: YES!** model will inspire other partnerships nationwide. Further, Action for Children's customer service philosophy aligns with the aim of placing the parent at the center of programming decisions. We expect to be fully engaged with the project. Thank you for your thoughtful consideration of the **Connect: YES!** proposal. We look forward to your response.

Sincerely,

A handwritten signature in blue ink that reads "Diane Bennett". The signature is fluid and cursive, with a long horizontal stroke extending from the end of the name.

Diane Bennett  
CEO



July 25, 2012

Dear Ms. Antelo and OCSE Grants Committee:

We at the Ohio Practitioners' Network for Fathers and Families (OPNFF) enthusiastically offer our letter of intent to provide services to further the project known as **Connect: YES!** The project is the state of Ohio's proposal to develop and implement employment services to non-custodial parents in a child support system as part of the national demonstration framework. OPNFF is encouraged with the philosophical direction of the project, and we share the vision of healthy fatherhood, where working fathers are able to meet their financial obligations and are encouraged to grow in their relationships with their children.

OPNFF is a statewide network of more than 1,000 fatherhood practitioners and stakeholders. Founded in 2004, the network builds capacity for fatherhood work in Ohio through collaborative processes; provides support and network opportunities for practitioners and organizations serving fathers and families; facilitates easy access to information and best practices tools to strengthen fathers; advocates for public policy that fosters healthy, consistent, and supportive connections between fathers and their families, and provides technical assistance and training to help communities develop or expand fatherhood programs and services. We will provide networking, training, resources, research, public policy updates, and other support systems to the collaboration, and we will help develop and implement peer support with fatherhood and parenting activities for the non-custodial parents who will be participating in the project.

Further, we will serve on advisory councils, work groups, and committees as needed. We can help with recruitment by posting information on our website and by making personal referrals. We have been involved in numerous evaluations of demonstration projects, and we will help the project meet the evaluator expectations. We will offer technical support, advice, the use of our technologies, and the experiences of our membership and board. We have extensive experience in case management, employment services, peer support, and providing parenting classes for non-custodial parents. We have served on multiple work groups and task forces designed to improve the child support program.

The project's use of centralized client skills profiling and on-line case management and tracking tools is an innovative approach for how technology can benefit children and families. The approach works well with our existing systems and strategic direction. We are thrilled to be associated with **Connect: YES!** because it represents a critical next step in the evolution of the child support program.

Sincerely,



James McDonald, President, OPNFF

PO Box 606194 • Cleveland, OH 44106 • [info@opnff.net](mailto:info@opnff.net) • [opnff.net](http://opnff.net)



**Columbus  
Urban League**

***Empowering Communities.  
Changing Lives.***

700 Mt. Vernon Avenue □ Columbus, OH 43203 □ (614) 257-6300 □ [www.cul.org](http://www.cul.org)

July 25, 2012

Ms. Lauren Antelo  
Department of Health and Human Services  
Administration for Children and Families  
Office of Child Support Enforcement  
370 L'Enfant Promenade, SW.  
4<sup>th</sup> Floor West  
Washington, DC 20447

Dear Ms. Antelo and OCSE Grants Committee:

Please accept this letter of intent to participate in the State of Ohio's proposed project for a demonstration known as **Connect: YES!** The Columbus Urban League (CUL) is a community-based 501(c)(3), public non-profit, advocacy organization, whose mission is to empower those in urban centers, who have a need, with life-changing strategies to reach and maintain self-reliance, in support of family stabilization. We achieve this mission through data-driven programs that provide supportive services for primary and secondary education, housing, workforce development and social barrier removal for special populations. Founded in 1918, the CUL is ranked 7<sup>th</sup> or the 98 affiliates of the National Urban League.

The Columbus Urban League (CUL) has been partnering with the Franklin County Child Support Enforcement Agency (FCCSEA), through its Father 2 Father program since 2007. Its Fatherhood initiatives have been recognized nationally by the Office of Child Support Enforcement as well as statewide by the Ohio Commission on Fatherhood. CUL will assist participants in **Connect: YES!** to become more self-sufficient and responsible by increasing their parenting and life skills, through peer support, and strengthening their employment potential. Services include establishing linkages with community, business, and professional organizations that can provide resources to the participant. In addition, life coaches will deliver comprehensive and coordinated services as part of the Father 2 Father program. Most importantly, the developed continuum of care will be used to work with young fathers to ensure maximum success for well-being of their children. Additionally, the CUL can provide services in housing, education, Head Start, and workforce development to this initiative.

FCCSEA records show that those fathers who participated in the Father 2 Father program in 2008 – 2009 contributed more than \$586,000 to their children's household after completing the program. In the six months prior to starting the program, this same group had contributed only \$68,000. Graduates of the program increased their support contribution by more than 50%.

Specifically, we anticipate contracting with the lead applicant in order to provide parenting activities and fatherhood peer support services for non-custodial parents in the four-county area. We will participate in coordinating a memo of understanding with multiple county locations as needed. Our services are envisioned as:

- Parent education through The Nurturing Father Parenting Model. This proven model has been used in our many parent education programs.
- Fatherhood education programming our Father 2 Father program,
- Workforce development in Franklin County, and
- Other programs or services CUL delivers that strengthen families, and help them move to self-sufficiency.

It is our belief that the **Connect: YES!** model will inspire other partnerships nationwide. Further, the Father 2 Father program's customer service philosophy aligns with the aim of placing the parent at the center of programming decisions. We expect to be fully engaged with the project. Thank you for your thoughtful consideration of the **Connect: YES!** proposal. We eagerly look forward to your response.

Sincerely,



Stephanie Hightower  
President/CEO



## **FAIRFIELD COUNTY FAMILY, ADULT AND CHILDREN FIRST COUNCIL**

---

July 25, 2012

Ms. Lauren Antelo  
Department of Health and Human Services  
Administration for Children and Families  
Office of Child Support Enforcement  
Washington, DC 20447

Dear Ms. Antelo and OCSE Grants Committee:

Please accept this letter of support from The Fairfield County Family, Adult and Children First Council for the State of Ohio's proposal for a demonstration project known as **Connect: YES!** Because a parent's ability to work is so deeply connected with the ability to financially support children, the need to develop and implement programs that provide employment services to non-custodial parents in a child support system as part of the national demonstration framework makes sense. The Fairfield County Family, Adult and Children First Council is a partnership of public and private non-profit and for-profit child and family serving agencies and organizations committed to improving the well-being of children and families in Fairfield County. We share the program goals of improving income for families and appreciate the way **Connect YES!** will match job opportunities with skills, abilities, and knowledge of underemployed or unemployed parents who are having trouble meeting child support obligations. When parents maintain work, everyone benefits.

We at the Family, Adult and Children First Council are committed to engaging in the effort to join child support enforcement with employment services. We have participated in and led several working groups to examine multiple facets of income sustainability and employment services operations, and the **Connect: YES!** project vision complements what we have learned and what we anticipate in the future. We have participated in the Fatherhood Initiative, and we provide no-cost parenting classes for the community. In addition, we are leading the Prevention Works collaboration, which will help connect parents in the program with addiction and substance abuse prevention services, as needed.

The suggestion for a web-based system for case management works well with our existing services. We are excited about the possibility of the Connect Yes! project complementing the existing services in our community and filling a gap relating to employment services for non-custodial parents. We will use our strong community networks to help the program succeed. Thank you for your thoughtful consideration of **Connect YES!** We look forward to hearing about your review and seeing the project implemented in our community.

Sincerely,

A handwritten signature in blue ink, appearing to read "Becky Edwards".

Becky Edwards, Executive Director,  
Fairfield County Family, Adult, and Children First Council

**108 WEST MAIN STREET, SUITE B  
LANCASTER, OHIO 43130  
(740) 687-6771 (PHONE)  
(740) 681-5540 (FAX)  
BEDWARDS@CO.FAIRFIELD.OH.US  
WWW.FACFC.ORG**



195 Union Street  
Suite B.1  
Newark, Ohio  
43055

740.349.7066

1.800.686.2756

FAX 740.345.6028

[www.thewoodland.org](http://www.thewoodland.org)

Outpatient Services

Outreach Services

The Center for  
New Beginnings  
Shelter & Services

24 Hour Crisis  
740.349.4498

Toll Free  
1.800.686.2760

Accredited by the  
Council on Accreditation  
Of Child and Family  
Service.

Certified by Ohio  
Department  
Of Mental Health

Licking County United  
Way Member Agency

Contract Agency of Mental  
Health and Recovery of  
Licking and Knox Counties

Member of the Licking  
County Chamber of  
Commerce

Tricia Hufford  
Executive Director

Melinda Seeds  
Board Chair

July 15, 2012

Ms. Lauren Antelo  
Department of Health and Human Services  
Administration for Children and Families  
Office of Child Support Enforcement  
370 L'Enfant Promenade, SW  
4th Floor West  
Washington, DC 20447

Dear Ms. Antelo and OCSE Grants Committee:

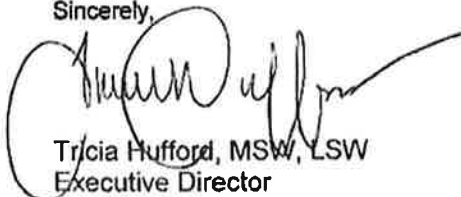
The Center for New Beginnings Shelter and Services is pleased to offer this letter of support for **Connect: YES**, a central Ohio multi-county collaboration project led by Franklin County Child Support Enforcement Agency and partnering with the Licking, Fairfield and Pickaway County Child Support Programs.

This project will serve individuals who are in need of assistance with employment, training, life skills, and being positive parent to enable noncustodial parents to be better equipped to support their children. The Center for New Beginnings Shelter and Services has partnered with the Licking County Child Support Enforcement Agency (LCCSEA) regarding Ohio's Access and Supervised Visitation Grant. The grant was very successful in connecting parents to their children and facilitating the collection of child support.

If the grant is awarded, New Beginnings will assist in the development of domestic violence protocols, parenting classes and case management for the LCCSEA and other partnering agencies. This would be a great opportunity to take our collaboration and collective mission to the next level.

Thank you for your thoughtful consideration of **Connect: YES!** I am very supportive of the four county collaborative **Connect: YES!** and feel it is well poised to provide critical employment services to parents. Thank you for your time and consideration.

Sincerely,



Tricia Hufford, MSW, LSW  
Executive Director

*Our Mission: To Respond with integrity and compassion to people facing challenges*



Department of  
Job and Family Services

John R. Kasich, Governor  
Michael B. Colbert, Director

July 25, 2012

Ms. Lauren Antelo  
Department of Health and Human Services  
Administration for Children and Families  
Office of Child Support Enforcement  
370 L'Enfant Promenade, SW.  
4<sup>th</sup> Floor West  
Washington, DC 20447

Dear Ms. Antelo and OCSE Grants Committee:

Please accept this letter of support for the State of Ohio's proposal for a demonstration project known as **Connect: YES!** We at the Ohio Commission on Fatherhood believe that the **Connect: YES!** collaboration uniquely meets the need to connect employment services with child support agencies. **Connect YES!** will match job opportunities with skills, abilities, and knowledge of underemployed or unemployed parents who are having trouble meeting their child support obligations. The project will also include the critical component of intensive case management to encourage job retention. Children and families, as well as the society at large, will benefit. The fathers we serve every day through multiple programs will be encouraged. The connection between child support compliance and the ability to work cannot be understated.

We at the Ohio Commission on Fatherhood are strong partners with child support agencies, and we stand ready to support **Connect YES!** through outreach efforts, participation in focus groups, and ongoing interaction and communication with the collaboration and multiple organizations that we serve. We will use our networking capabilities to provide information and referrals for the program leaderships and for the fathers in Ohio.

Thank you for your thoughtful consideration of **Connect YES!** The project answers your call to provide critical employment services to parents, while simultaneously increasing child support outcomes. We look forward to hearing about the response from the grants committee and to working together to serve fathers and families in Ohio.

Sincerely,

Ms. Kimberly Dent  
Interim Executive Director  
Ohio Commission on Fatherhood

30 East Broad Street  
Columbus, Ohio 43215  
jfs.ohio.gov

An Equal Opportunity Employer and Service Provider



## Small Business Development Center

John R. Kasich, Governor

Christiane Schmenk, Director

July 19, 2012

Ms. Lauren Antelo  
Department of Health and Human Services  
Administration for Children and Families  
Office of Child Support Enforcement  
370 L'Enfant Promenade, SW.  
4<sup>th</sup> Floor West  
Washington, DC 20447

Dear Ms. Antelo and OCSE Grants Committee:

The Ohio Small Business Development Center is pleased to offer this letter of support for **Connect: YES**, a central Ohio multi-county collaboration project led by Franklin County Child Support Enforcement Agency and partnering with the Licking, Fairfield and Pickaway County Child Support Programs. This first of its kind collaboration will match services with the skills, abilities, and knowledge of non-custodial parents experiencing trouble in meeting child support obligation. **Connect: YES** will concurrently provide clients with intensive case management and comprehensive wraparound services such as employment readiness and educational opportunities, so that noncustodial parents are better equipped to support their children.

The Ohio Small Business Development Centers will support the **Connect: YES** program by providing entrepreneurial and small business development assistance consulting to start-up business owners free of charge. This will be achieved by offering workshops and personal guidance to **Connect: YES** participants.

It is our belief that entrepreneurial ventures are an excellent way for individuals to utilize their skills and talents for self employment. Our resources, in conjunction with the wrap-around services **Connect: YES** participants receive; will assist the individuals in becoming successful in long-term, gainful employment and therefore able to provide support for themselves and their families.

If you have any further questions, please feel free to contact me at (614) 466-2711 or [karen.shauri@development.ohio.gov](mailto:karen.shauri@development.ohio.gov)

Sincerely,

Karen Shauri  
State Director  
Ohio Small Business Development Center  
Ohio Department of Development

77 South High Street, E  
Rd. 1000  
Columbus, Ohio 43260-0001 U.S.A.

(614) 466-2711  
800-646-1309  
[www.ohio.gov](http://www.ohio.gov)

B17

Ohio Secretary of Commerce, Office of the Secretary of Commerce, and Department of Development



150 South Front St, Suite 200  
Columbus, OH 43215

T (614) 221.1321  
[columbus.org](http://columbus.org)

July 25, 2012

Ms. Lauren Antelo  
Department of Health and Human Services  
Administration for Children and Families  
Office of Child Support Enforcement  
370 L'Enfant Promenade, SW.  
4th Floor West  
Washington, DC 20447

Dear Ms. Antelo and OCSE Grants Committee:

The Columbus Chamber and Columbus 2020 lead economic development efforts in the Columbus Region. One of the primary concerns we hear from businesses is access to workforce. *Connect YES!* will match job opportunities with the various skills, abilities, and knowledge of underemployed or unemployed parents who are having trouble meeting their child support obligations. When parents are able to maintain work, everyone benefits.

With so many people unable to find employment and with so many businesses unable to find candidates, this seems counterintuitive. We know that one solution to this workforce challenge is to raise awareness and enhance connections – raise awareness among job seekers (in this case, non-custodial parents in the child support system) of where to access service providers and connect with businesses, and enhance connections between employers, job seekers, and the organizations that support them. Because *Connect: YES!* offers these types of solutions, we are pleased to offer our enthusiastic support.

The Columbus Chamber and Columbus 2020 have strengthened our working relationship with FCCSEA in regards to workforce. We partnered with the Agency on a successful job fair and training event for military veterans. We regularly provide the Agency with local job postings and employment events to share with job seekers in the Agency's database. We also keep the Agency's staff informed of employers' workforce needs.

Based on our interaction with employers, we believe *Connect: YES!* can be successful. Lessons from the project will inform state policy and practices. The Columbus Chamber will promote the project to businesses in the Columbus Region (e.g., to help find participants for project focus groups, etc.). Also, we will offer technical assistance, as appropriate.

Thank you for your consideration of *Connect YES!* We look forward to seeing this important project implemented in Ohio.

Sincerely,

A handwritten signature in black ink that reads "Michael Dalby". The signature is written in a cursive, flowing style.

Michael Dalby, CCE  
President & CEO





The COWIC Mission : "To meet the employment needs of businesses and job seekers to support economic development in central Ohio."

**Central Ohio Workforce Investment Corporation**

1111 E. Broad Street  
Columbus, OH 43205  
P 614-559-5052  
F 614-559-6083  
W [www.cowic.org](http://www.cowic.org)

July 25, 2012

Ms. Lauren Antelo  
Department of Health and Human Services  
Administration for Children and Families  
Office of Child Support Enforcement  
370 L'Enfant Promenade, SW.  
4<sup>th</sup> Floor West  
Washington, DC 20447

Dear Ms. Antelo and OCSE Grants Committee:

Please accept this letter of intent to participate in the State of Ohio's proposed project for a demonstration known as **Connect: YES!** Since 2005, we at the Central Ohio Workforce Investment Corporation (COWIC) have served Franklin County residents and are well-known in the community for excellence in providing a broad spectrum of employment services. We stand ready to provide services directly to non-custodial parents and have extensive experience working with both mothers and fathers. We will participate in focus groups and planning committees to help develop and implement employment services to non-custodial parents in a child support system as part of the national demonstration framework.

Specifically, we anticipate developing a more formal relationship with the Franklin County Child Support Enforcement Agency in order to provide comprehensive employment services for non-custodial parents in Franklin county. We will participate in coordinating a memo of understanding with multiple county locations as needed. Our services are envisioned as:

- Recruitment, assessment and career counseling.
- Work readiness skills training.
- Job search assistance.
- Placement and retention services.
- Outreach to employers.

The overarching vision to use centralized client skills profiling and on-line case management and tracking tools is an innovative approach for how technology can benefit children and families. The approach works well with our existing systems. It is our belief that the **Connect: YES!** model will inspire other partnerships nationwide. Further, COWIC's customer service philosophy aligns with the aim of placing the parent at the center of programming decisions. We expect to be fully engaged with the project. Thank you for your thoughtful consideration of the **Connect: YES!** proposal. We look forward to your response.

Sincerely,

Suzanne Coleman-Tobert  
President/ CEO





JFS is here to strengthen families.  
JFS is here so people can become employed.  
JFS is here so seniors can live independently.  
JFS is here so children can start school ready to learn.  
JFS is here so Holocaust Survivors can live with dignity.  
JFS is here to meet employers' needs from entry level to executive.

July 25, 2012

1070 College Avenue  
Columbus, Ohio 43209

614.231.1890  
[www.jfscolumbus.org](http://www.jfscolumbus.org)

#### Officers

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Adria Urell

Ms. Lauren Antelo  
Department of Health and Human Services  
Administration for Children and Families  
Office of Child Support Enforcement  
370 L'Enfant Promenade, Southwest  
4<sup>th</sup> Floor West  
Washington, DC 20447

Dear Ms. Antelo and OCSE Grants Committee:

Please accept this letter of intent to participate in the four-county State of Ohio collaboration project known as **CONNECT: YES!** The National demonstration to provide employment services to non-custodial parents in a child support system perfectly fits into Jewish Family Services scope of programs and services of providing a broad range of innovative, high quality employment services in Franklin County since 1953. We work with clients of all religious and ethnic backgrounds. We will participate in focus groups and planning committees to help develop and implement employment services to the target population.

Specifically, we anticipate contracting with the lead applicant in order to provide comprehensive employment services for non-custodial parents in Franklin County. We will participate in coordinating a memorandum of understanding with multiple county locations as needed. Our services are envisioned to include the following:

- Participation in our CARF accredited Success Program
- Career Assessment, Testing and Management Coaching
- Resume Assistance, Weekly Workshops Preparing for Job Search Techniques
- Interview Coaching
- Access to our Resource Room/Computer Lab

The overarching vision to use centralized client skills profiling and on-line case management and tracking tools is an innovative approach for how technology can benefit children and families. This approach works well with our existing systems. It is our belief that the **CONNECT: YES!** Model will inspire other partnerships nationwide. At Jewish Family Services our motto is **"Together, We Will Change Lives"**, this philosophy aligns with the **CONNECT: YES!** aim of placing the parent at the center of programming decisions. We expect to be fully engaged with the project. Thank you for your thoughtful consideration of our proposal for **CONNECT: YES!** We look forward to your response.

Sincerely,

June K. Gutterman, Ed.D.  
Chief Executive Officer





1336 E. Main Street  
Columbus, OH 43205  
Voice: 614-221-3398  
Fax: 614-221-1913

July 25, 2012

Ms. Lauren Antelo  
Department of Health and Human Services  
Administration for Children and Families  
Office of Child Support Enforcement  
370 L'Enfant Promenade, S.W.  
4<sup>th</sup> Floor West  
Washington, DC 20447

Dear Ms. Antelo and OCSE Grants Committee:

Please accept this letter of intent to participate in the State of Ohio's proposed project for a demonstration known as **Connect: YES!** Since 1958, we at Henkels & McCoy have served Franklin County and are well-known in the community for excellence in providing employment services and training. We stand ready to provide services directly to non-custodial parents and have extensive experience working with both mothers and fathers. We will participate in focus groups and planning committees to help develop and implement employment services to non-custodial parents in a child support system as part of the national demonstration framework.

Specifically, we anticipate contracting with the lead applicant in order to provide employment and training services for non-custodial parents in the four-county area. We will participate in coordinating a memo of understanding with multiple county locations as needed. Our services are envisioned as:

- Training leading to certification in various building trades.
- 21<sup>st</sup> Century Work Readiness Skills training.
- Mentoring, job shadowing and on-the-job training.
- Employment training for in-demand occupations, including "green" technologies.

The overarching vision to use centralized client skills profiling and on-line case management and tracking tools is an innovative approach for how technology can benefit children and families. The approach works well with our existing systems. It is our belief that the **Connect: YES!** model will inspire other partnerships nationwide. Further, Henkels & McCoy's customer service philosophy aligns with the aim of placing the parent at the center of programming decisions. We expect to be fully engaged with the project. Thank you for your thoughtful consideration of the **Connect: YES!** proposal. We look forward to your response.

Sincerely,

Elijah Thomas  
Continuous Improvement Manager



PERFORMANCE has built our business . . . ®



July 25, 2012

Ms. Lauren Antelo  
Department of Health and Human Services  
Administration for Children and Families  
Office of Child Support Enforcement  
370 L'Enfant Promenade, SW, 4<sup>th</sup> Floor West  
Washington, DC 20447

Denise M. Robinson  
President and CEO

Debra D. Ruccilla  
Executive Vice President and COO

Susan Blum  
Vice President, DD Services

Joseph Geary  
Vice President and CFO

Lois Hochstetler, LISW-S  
Vice President, Agency Programs

Gerard Lowe  
Vice President, Agency Programs

Randy Shively, Ph.D.  
Vice President, Clinical Services

Ramona Swayne, SPHR  
Vice President, Operations

Administrative Offices & Program  
Services Center—Columbus  
2100 Stella Court  
Columbus, Ohio 43215  
Phone: (614) 252-8402  
Fax: (614) 252-5326

Community Reentry  
Center—Columbus  
1991 Bryden Road  
Columbus, Ohio 43205  
Phone: (614) 252-0660  
Fax: (614) 252-0158

Community Reentry  
Center—Northwest  
131 W. North Street  
Lima, Ohio 45801  
Phone: (419) 225-8793  
Fax: (419) 225-9273

Cope Center Treatment Program  
42 Arnold Place  
Dayton, Ohio 45402  
Phone: (937) 278-8219  
Fax: (937) 278-7727

Veterans Residential  
Treatment Program  
VA Medical Center  
Chillicothe, Ohio 45601  
Phone: (740) 775-4326  
Fax: (740) 772-1784

OhioLink Corrections & Treatment  
Residential Services Center  
2012 Madison Avenue  
Toledo, Ohio 43604  
Phone: (419) 241-4308  
Fax: (419) 241-4706

Dear Ms. Antelo and OCSE Grants Committee:

This letter of intent is written to affirm that Alvis, Inc., dba Alvis House, is committed to participating in the State of Ohio's proposed project for a demonstration known as Connect: YES!

Alvis House has more than 45 years of experience providing a range of evidence-based programs designed to address the reentry needs of individuals who have become involved in the criminal justice system. Alvis House programs include, but are not limited to, workforce development services, residential programs, cognitive behavioral therapy, life skills education, behavioral support and related programs and services.

Alvis House is well-known in the community for excellence in providing a broad spectrum of employment services, with special emphasis on services to individuals who have become involved in the criminal justice system and are seeking to successfully transition into the community. The Alvis House H.I.R.E. (Help In Reentry Employment education) program is nationally recognized for its success in helping ex-offenders re-enter the workforce. We stand ready to provide services directly to non-custodial parents and have extensive experience working with both mothers and fathers.

Alvis House is committed to investing staff time and resources to ensure the success of this demonstration project. We will participate in focus groups and planning committees to help develop and implement employment services to non-custodial parents in a child support system as part of the national demonstration framework. Specifically, we anticipate contracting with the lead applicant in order to provide comprehensive employment services for non-custodial parents in Franklin County. We will participate in coordinating a memo of understanding with multiple county locations as needed. Services, provided according to assessed needs, are envisioned to include, but not be limited to:

- Assessment and counseling;
- Work readiness skills training;
- Life Skills Instruction;
- Cognitive Behavioral Therapy; and
- GED instruction.

The overarching vision to use centralized client skills profiling and on-line case management and tracking tools is an innovative approach for how technology can benefit children and families. The approach works well with our existing systems. It is our belief that the Connect: YES! model will inspire other partnerships nationwide. Further, Alvis House's customer service philosophy aligns with the aim of placing the parent at the center of programming decisions. We expect to be fully engaged with the project. Thank you for your thoughtful consideration of the Connect: YES! proposal. We look forward to your response.

Sincerely,

  
Denise M. Robinson  
President and CEO

www.alvishouse.org

RECONNECTING FAMILIES ♦ RESTORING COMMUNITIES ♦ REINVESTING IN OURSELVES  
Our purpose is to serve communities by providing research-based programs and services  
that promote healthier families, personal responsibility and public safety.



July 19, 2012

Ms. Lauren Antelo  
Department of Health and Human Services  
Administration for Children and Families  
Office of Child Support Enforcement  
370 L'Enfant Promenade, SW.  
4<sup>th</sup> Floor West  
Washington, DC 20447

Dear Ms. Antelo and OCSE Grants Committee:

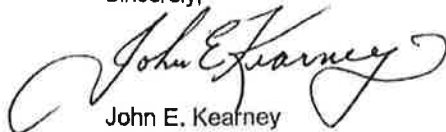
Please accept this letter of Intent to participate in the State of Ohio's proposed project for a demonstration known as **Connect: YES!** During these times of an uncertain and challenging economy, the need to develop and implement programs that provide employment services to non-custodial parents in a child support system as part of the national demonstration framework is apparent. The proposed four-county collaboration in Ohio meets this need. Roadmaster Drivers School of Columbus has been serving Ohio residents since 1995 and has trained over 700 Franklin County TANF eligible individuals for the CDL licenses with over 90% completion and placement in high paying jobs in the past four years. We stand ready to provide services directly to non-custodial parents and have extensive experience working with both mothers and fathers. We will participate in focus groups and planning committees to help develop and implement employment services to non-custodial parents in a child support system as part of the national demonstration framework.

Specifically, we anticipate contracting with the lead applicant in order to provide comprehensive employment services for non-custodial parents in the four-county **Connect YES!** area. We will participate in coordinating a memo of understanding with multiple county locations as needed. Our services are envisioned to include the following:

- Training and job placement assistance for candidates to begin a career with CDL certification for interstate and intrastate trucking companies.

The overarching vision to use centralized client skills profiling and on-line case management and tracking tools is an innovative approach for how technology can benefit children and families. The approach works well with our existing systems. It is our belief that the **Connect: YES!** model will inspire other partnerships nationwide. Further, Roadmaster's community service philosophy aligns with the aim of placing the parent at the center of programming decisions. We expect to be fully engaged with the project. Thank you for your thoughtful consideration of the **Connect: YES!** proposal. We look forward to your response.

Sincerely,



John E. Kearney  
President & CEO

4060 PERIMETER DRIVE • COLUMBUS, OH 43228  
(614) 351-1748 • FAX (614) 351-7422

breaking barriers...building futures

July 25, 2012

Ms. Lauren Antelo  
Department of Health and Human Services  
Administration for Children and Families  
Office of Child Support Enforcement  
370 L'Enfant Promenade, SW.  
4<sup>th</sup> Floor West  
Washington, DC 20447

Dear Ms. Antelo and OCSE Grants Committee:

Please accept this letter of intent to participate in the State of Ohio's proposed project for a demonstration known as **Connect: YES!** During these times of an uncertain and challenging economy, the need to develop and implement programs that provide employment services to non-custodial parents in a child support system as part of the national demonstration framework is apparent. The proposed four-county collaboration in Ohio meets this need. Goodwill Columbus has been serving Franklin County residents since 1939 and is well-known in the community for excellence in providing a broad spectrum of workforce development services for individuals with disabilities and other barriers to employment. We stand ready to provide services directly to non-custodial parents and have extensive experience working with both mothers and fathers. We will participate in focus groups and planning committees to help develop and implement employment services to non-custodial parents in a child support system as part of the national demonstration framework.

Specifically, we anticipate contracting with the lead applicant in order to provide comprehensive workforce development services for non-custodial parents in Franklin County. We will participate in coordinating a memo of understanding as needed. Our services to non-custodial parents can include but are not limited to the following:

- Paid transitional work in-house and in the community
- Numerous occupational skills training classes to prepare people for employment in the clerical, medical, and customer service fields;
- Career exploration;
- Job development to assist customers to find employment; and
- Job coaching to enable individuals to retain employment

The overarching vision to use centralized client skills profiling and online case management and tracking tools is an innovative approach for how technology can

**Our Mission**

Building independence, quality of life and work opportunities  
for individuals with disabilities and other barriers.



benefit children and families. The approach works well with our existing systems. It is our belief that the **Connect: YES!** model will inspire other partnerships nationwide. Further, Goodwill Columbus's mission of "Building independence, quality of life and work opportunities for individuals with disabilities and other barriers: meshes with the aim of placing parents at the center of programming decisions. We expect to be fully engaged with the project. Thank you for your thoughtful consideration of the **Connect: YES!** proposal. We look forward to your response.

Sincerely,



Marjory Pizzuli  
President & CEO

P3

PICKAWAY COUNTY – THE CROSSROADS FOR BUSINESS CONNECTIONS

July 17, 2012

Ms. Lauren Antelo  
Department of Health and Human Services  
Administration for Children and Families  
Office of Child Support Enforcement  
370 L'Enfant Promenade, SW.  
4<sup>th</sup> Floor West  
Washington, DC 20447

Dear Ms. Antelo and OCSE Grants Committee:

The Pickaway Progress Partnership (P3) would like to offer its support for the State of Ohio's proposal for the demonstration project known as **Connect: YES!** The collaboration of child support agencies to match employment opportunities with skills, abilities, and knowledge of unemployed or underemployed parents experiencing trouble in meeting child support obligations is unique and critical for areas such as Pickaway County.

As the economic development agency for Pickaway County, P3 has witnessed a resurgence in manufacturing activity at our local plants. This has created an immediate need for skilled workers. Many of our employers are having issues identifying and retaining skilled workers as they expand operations. We at P3 feel that the **Connect: YES!** program is a key tool to filling local employers needs while also realizing the employment and financial needs of the noncustodial parent participating in this program.

Thank you for your consideration of **Connect: YES!** We look forward to hearing the outcome from the grants committee and working together to connect noncustodial parents to employment opportunities that fit their needs.

Sincerely,



Ryan Scribner

Economic Development Director  
Pickaway Progress Partnership



BUSINESS SYSTEM SOLUTIONS, INC.  
RESOLVING TECHNOLOGY CHALLENGES FOR TODAY'S BUSINESS

July 25, 2012

Ms. Lauren Antelo  
Department of Health and Human Services  
Administration for Children and Families  
Office of Child Support Enforcement  
Washington, DC 20447

Dear Ms. Antelo and OCSE Grants Committee:

Please accept this letter of intent to participate in the State of Ohio's proposed project for a demonstration known as **Connect: YES!** For nearly ten years, we at Business System Solutions, Inc., have provided services to the Fairfield County community through our contracts with Fairfield County Job and Family Services. We operate TeenWorks, a program that identifies and assists talented and dedicated youth, between the ages of 14 and 21, in discovering and experiencing the world of work. We assess each individual student and base their learning on their personal goals. Through objective assessments, we provide youth with the academic enrichment, work experience, pre-employment work maturity skills, career counseling and life skills necessary to develop and reinforce the education, confidence and sense of purpose they need to be successful in their careers and personal lives, as well as expand their vision of the future.

We also operate the county Summer Employment Program, putting people to work quickly so that they have a full summer employment experiences, many resulting in lasting employment. We lead the No Kidding Ohio program which employs young parents to serve as peer educators who share their experience and technical knowledge about navigating the various social service agency programs in Ohio. We have been an active participant in the county fatherhood leadership program, and we stand ready to offer our services as a contractor with the **Connect: YES!** project for the four county area.

We have participated in focus group discussions about the grant project. We have a clear understanding of the initial vision of the project and the overarching goal to use centralized client skills profiling and on-line case management and tracking tools. The proposed web-based systems would work well with our existing systems. We believe that the structure of the program could result in valuable lessons to inform workforce and child support, as well as public and private partnerships. We have cultivated strong partnerships with economic development coordinators, chambers of commerce, public housing agencies, community service providers, and members of the private business sector. We will participate in coordinating a memo of understanding with multiple partners.



Thank you for your thoughtful consideration of **Connect YES!** and its answer to your call to provide critical employment services to parents. We have observed the energy and enthusiasm of the leadership in the collaboration, and we believe that if the grant is awarded, the program will offer important information to shape national practices in the future. We look forward to hearing about your review of the proposal and the implementation of the project in Ohio.

Sincerely,



Diana Spurgus

President, Business System Solutions, Inc.



Fairfield County  
**Job&Family**  
Services

Michael E. Orlando,  
Director

239 West Main Street  
Lancaster, Ohio 43130

Toll free: 800-450-8845

[www.fcjfs.org](http://www.fcjfs.org)  
[www.myworknet.com](http://www.myworknet.com)

**Protective Services**

Phone: 740.652.7887

Fax: 740.687.7070

**Workforce Development**

Phone: 740.652.7856

Fax: 740.687.9251

**Community Services**

Phone: 740.652.7889

Fax: 740.689.4848

**Child Support Enforcement**

Phone: 740.652.7888

Fax: 740.687.6787

*Through a spirit of community cooperation, the mission of Fairfield County Job and Family Services is to provide services that encourage productivity, develop competencies, ensure accountability, and promote self-reliance, family stability, and child safety.*

July 25, 2012

Ms. Lauren Antelo

Department of Health and Human Services

Administration for Children and Families

Office of Child Support Enforcement

Washington, DC 20447

Dear Ms. Antelo and OCSE Grants Committee:

Please accept this letter of intent to participate in the State of Ohio's proposed project for a demonstration known as **Connect: YES!** For more than ten years, we at the Fairfield County Workforce Development Department have provided employment services and assistance to parents, both custodial and non-custodial parents, who are seeking their next and best job. We are ready to provide intensive case management services directly to non-custodial parents and have extensive experience working with parents who have multiple barriers. We have cultivated strong partnerships with economic development coordinators, chambers of commerce, public housing agencies, and community services providers.

With the child support project designed to develop and implement employment services as part of the national demonstration framework, we will actively participate in focus groups and planning committees. We will also work with the group in making sure that the data is compiled and gathered in a way that is efficient and effective, for all partners and for the evaluator. We will participate in coordinating a memo of understanding with multiple county locations as needed. We will use the web-based system as envisioned, as it works with our existing processes. It is easy to imagine how the project can inspire additional workforce related projects, even for those that are not specifically connected with child support. There will be lessons learned to inform workforce and child support, as well as many other partnerships.

We offer the innovative "WorkNet" job seekers resource. We provide career assessment; resume writing, job search, job matching, and computer resources. We offer literacy and GED classes. Stepping up the intensive case management to include a population of non-custodial parents makes sense as the next step of integration for services. We are located in the same building as the Child Support Enforcement Agency, and we envision meeting with program leadership often as case management work flows are more firmly established.

Having attended several roundtable discussions in Franklin, Fairfield, and Pickaway counties, we have an understanding of the project vision. The overarching vision to use centralized client skills profiling and on-line case management and tracking tools is an innovative approach for how technology can benefit children and families. We expect to be fully engaged with the project. Thank you for your thoughtful consideration of the **Connect: YES!** proposal.

Sincerely,



C. Michael Miller  
Fairfield County Workforce Development Director



**Commissioners**  
Paula Brooks, President  
John O'Grady  
Marilyn Brown

**Department of Job and Family Services**  
Anthony S. Trotman, Director

July 19, 2012

Ms. Lauren Antelo  
Department of Health and Human Services  
Administration for Children and Families  
Office of Child Support Enforcement  
370 L'Enfant Promenade, SW  
4<sup>th</sup> Floor West  
Washington, DC 20447

Dear Ms. Antelo and OCSE Grants Committee:

Please accept this letter of support for the State of Ohio's proposal for a demonstration project known as **Connect: YES!** During these times of an uncertain and challenging economy, the need to develop and implement programs that provide employment services to non-custodial parents in a child support system as part of the national demonstration framework is apparent. The proposed four-county collaboration in Ohio meets this need. The Franklin County Department of Job and Family Services supports the **Connect: YES!** project and will offer referrals to the program if awarded. In addition, since the CSEA and JFS departments in Franklin County serve overlapping populations, we will also serve on focus groups and planning committees as the partnership is further developed.

**Connect: YES!** uses the unique position of county child support agencies and its long term relationships with parents, the program proposes to match job opportunities with skills, abilities, and knowledge of underemployed or unemployed parents who are having trouble meeting their child support obligations. The project also includes the critical component of intensive case management to encourage job retention. Children and families, as well as the society at large, will benefit.

Thank you for your thoughtful consideration of **Connect YES!** and its answer to your call to provide critical employment services to parents. I have observed the energy and enthusiasm of the leadership in the collaboration, and I believe that if the grant is awarded **Connect YES!** will offer important information to shape national practices in the future. I look forward to hearing about your review of the proposal, and I look forward to the implementation of **Connect YES!** in our community.

Sincerely,

Anthony Trotman, Director  
Franklin County Department of Job & Family Services



## PICKAWAY COUNTY JOB & FAMILY SERVICES

110 ISLAND ROAD, P.O. BOX 610  
CIRCLEVILLE, OH 43113-0610  
(740) 474 - 7588  
1 - 800 - 822 - 5437

**COMMISSIONERS:**

Ula Jean Metzler  
Glenn D. Reeser  
Jay Wippel

**DIRECTOR:**

Joy Ewing

July 25, 2012

Ms. Lauren Antelo  
Department of Health and Human Services  
Administration for Children and Families  
Office of Child Support Enforcement  
Washington, DC 20447

Dear Ms. Antelo and OCSE Grants Committee:

Please accept this letter of intent to participate in the State of Ohio's proposed project for a demonstration known as **Connect: YES!** One function of Pickaway County Job and Family Services agency is to determine eligibility for public assistance programs including; medical, food, cash, and child care services. In recent years, the demand for these services has increased with the downturn of the economy. We have seen a need to build partnerships as a way to bridge gaps. As a result, we have developed partnerships with various community organizations. The child support project will connect additional services and enhance collaborations, while meeting the needs of the community.

We fully support the proactive vision of **Connect: YES!** We will be actively involved in the process to develop and implement services to support the child support project. Cooperation is vital in a four-county project. We will participate on planning committees and work with the group to gather necessary statistical information and establish procedures to allow for an efficient and effective process. In addition, we are committed to participating in a memo of understanding with multiple county locations.

Pickaway County understands the holistic approach needed to support a family. The Child Support Enforcement Agency, JOBS One-Stop, and Public Assistance programs can be interwoven services for a non-custodial parent. This project will allow for the connection of these services, along with any additional community services for a parent to overcome a barrier for employment.

While the project will create added benefits for a community, the true benefactors of the project are the children. We look forward to your response. Thank you for your consideration of the **Connect: YES!** project.

Sincerely,

Joy Ewing  
Director

Administration & Children Services Fax : (740) 477-1023  
JOBS One-Stop (JOBS) Fax: (740) 420-7369

Child Support Fax: (740) 420-9945  
Family Support Fax: (740) 474-9333



July 25, 2012

Ms. Lauren Antelo  
Department of Health and Human Services  
Administration for Children and Families  
Office of Child Support Enforcement  
Washington, DC 20447

Dear Ms. Antelo and OCSE Grants Committee:

The Pickaway County JOBS One-Stop would like to present to you this letter of intent to participate in the State of Ohio's proposed project for a demonstration known as **Connect: YES!** The need to develop and implement such programs that provide employment services and wrap around services to unemployed or underemployed non-custodial parents in the child support system is a huge need. We have several years of experience and can currently provide numerous employment services such as job search, career assessment, job matching, resume writing, and other resources. The Pickaway County JOBS One-Stop partners with our literacy and GED classes to assist participants in obtaining their diplomas or GED. In addition, we have extensive experience working with participants who have multiple barriers.

We have an excellent working relationship with the Child Support Division as well as numerous other partnerships we have created over the past several years. If selected to receive this grant, we are ready to provide intensive case management services directly to non-custodial parents and will actively participate on planning committees to assist in the development and implementation of the proposed project. Data will be compiled and gathered in a way that is efficient and effective, for all partners and for the evaluator. As needed, we will participate in a memo of understanding with multiple county locations as needed. We will use the web-based system as envisioned, as it works with our existing processes.

We are currently providing intensive case management services to parents who are recipients of other assistance. We understand the vision of **Connect: YES!** and are willing to enhance this service to meet the needs of this project. We are located in the building next to the Child Support Enforcement Agency and are easily attainable for any needed collaboration.

Thank you for your thoughtful consideration of the **Connect: YES!** proposal.

Sincerely,

A handwritten signature in blue ink that reads 'Jan Shannon'.

Jan Shannon  
Pickaway County JOBS One-Stop Administrator

Fairfield County JOBS One-Stop  
239 West Main Street  
Lancaster, Ohio 43130  
(740) 689-2494

Pickaway County JOBS One-Stop  
160 Island Road • PO Box 610  
Circleville, Ohio 43113  
(740) 420-7339

Ross County JOBS One-Stop  
150 East Second Street  
Chillicothe, Ohio 45601  
(740) 779-2946

**COLUMBUS STATE**  
community college  
**Center for Workforce  
Development**

July 2, 2012

Susan A. Brown, Director  
Franklin County Child Support Enforcement Agency  
80 East Fulton Street  
Columbus, Ohio 43215-5147

Dear Ms. Brown,

Columbus State Community College (CSCC) understands that the National Child Support Non-Custodial Parent Employment Demonstration Project (Section 1115 Grant Fund) requires a strong network of service providers if it is to help create systemic change, improve the community, and serve as a model of effective practices for reducing child support arrears.

CSCC commits to partner and provide services and training opportunities to assist the participants forwarded by Franklin County Child Support so that those individuals can connect with funding that will assist them in receiving education that enables them to gain skills for future employment. We have a strong relationship with Franklin County in this arena and look forward to supporting this new work.

Sincerely,



Cheryl Hay, Administrator  
Center for Workforce Development  
Columbus State Community College



OHIO  
UNIVERSITY

College of Health Sciences  
and Professions

July 25, 2012

Office of the Dean  
Grover Center W379  
1 Ohio University  
Athens OH 45701-2979  
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Department of Social  
and Public Health  
Grover Center W324  
T: 740.593.4675

School of Applied Health  
Sciences and Wellness  
Grover Center E317  
T: 740.566.0470

School of Nursing  
Grover Center E365  
T: 740.593.4494

School of Rehabilitation  
and Communication Sciences  
Grover Center W290  
T: 740.593.1224

Ms. Lauren Antelo  
Department of Health and Human Services  
Administration for Children and Families  
Office of Child Support Enforcement  
370 L'Enfant Promenade, SW.  
4<sup>th</sup> Floor West  
Washington, DC 20447

Dear Ms. Antelo and OCSE Grants Committee:

Please accept this letter of support for the State of Ohio's proposal for a demonstration project known as *Connect: YES!* In an era when large numbers of children grow up without their fathers in their lives, Ohio University has a scholarly and practical interest in research that will inform policy decisions throughout the nation. We understand that the proposed project seeks to match job opportunities with skills, abilities, and knowledge of underemployed or unemployed non-custodial parents who are having trouble meeting their child support obligations. The project also includes the critical component of intensive case management to encourage job retention. Children and families, as well as the society at large, will benefit when parents are working and able to meet their child support obligations. We are further encouraged with the peer support and parenting education component of the project.

Ohio University has participated in and led several working groups to examine issues facing fathers in connection with child support enforcement. We offer our partnership in serving on advisory councils and committees to evaluate options and analyze outcomes. We will join a variety of diverse stakeholders in advocating for *Connect YES!* through outreach efforts, participation in focus groups, and ongoing interaction and communication with the collaboration. We will offer advice and support to the collaboration leadership. We have experience in offering internship programs in the agencies that are working on demonstration projects, and we are eager to continue that tradition.

Thank you for your consideration of *Connect YES!* and its answer to your call to provide critical employment services to parents, while simultaneously increasing child support outcomes. We look forward to hearing more about this project in the near future.

Sincerely,

Randy Leite, PhD  
Dean





# OHIO CHRISTIAN UNIVERSITY

July 18, 2012

Ms. Lauren Antelo  
Department of Health and Human Services  
Administration for Children and Families  
Office of Child Support Enforcement  
370 L'Enfant Promenade, SW.  
4<sup>th</sup> Floor West  
Washington, DC 20447

Dear Ms. Antelo and OCSE Grants Committee:

Please accept this letter of support for the State of Ohio's proposal for a demonstration project known as **Connect: YES!** In an era when large numbers of children grow up without their fathers in their lives, Ohio Christian University has a scholarly and practical interest in informing policy decisions throughout the nation. We understand that the proposed project seeks to match job opportunities with skills, abilities, and knowledge of underemployed or unemployed non-custodial parents who are having trouble meeting their child support obligations. The project also includes the critical component of intensive case management to encourage job retention. Children and families, as well as the society at large, will benefit when parents are working and able to meet their child support obligations. We are further encouraged with the peer support and parenting education component of the project.

We offer our partnership in serving on advisory councils and committees to evaluate options and analyze outcomes. We will join a variety of diverse stakeholders in advocating for **Connect YES!** through outreach efforts, participation in focus groups, and ongoing interaction and communication with the collaboration. We will offer advice and support to the collaboration leadership.

Thank you for your consideration of **Connect YES!** and its answer to your call to provide critical employment services to parents, while simultaneously increasing child support outcomes. We look forward to hearing more about this project in the near future.

Yours truly,

A handwritten signature in black ink, appearing to read "Mark A. Smith".

Dr. Mark A. Smith  
President



895 Crouse Chapel Rd. • Chillicothe, OH 45601

July 17, 2012

Ms. Lauren Antelo  
Department of Health and Human Services  
Administration for Children and Families  
Office of Child Support Enforcement  
370 L'Enfant Promenade, SW.  
4th Floor West  
Washington, DC 20447

Dear Ms. Antelo and OCSE Grants Committee:

Pickaway-Ross Career & Technology Center (PRCTC) Adult Education is pleased to support this proposal for Connect: YES! It is imperative that services be available to community members who are unemployed or underemployed that will assist them to move toward independence. Particularly non-custodial parents who need to obtain and maintain employment in order to financially support their children.

As a provider of vocational training programs, we serve many adults who struggle with this very issue and are trying to make a better life for themselves and their children. We would appreciate the opportunity to make referrals to such a program where these individuals could access the needed services which will aid in their success. Many students struggle with a lack of a support system, job readiness skills, housing needs, healthcare needs and substance abuse. As a school system, we cannot meet all of these needs alone and this referral source for our community could mean the difference between students simply enrolling vs. one of them completing and starting their careers.

PRCTC, Adult Education would further willingly accept referrals from Connect: YES! We have many short term vocational training programs that would be quite suitable for helping this population obtain employment earning family sustaining wages. Programs ranging from healthcare to a variety of skilled trades offer a quick turnaround when entering the labor force quickly is important.

Please look favorably upon this request for Connect: YES!

Sincerely,

Carrie Fife, Director  
Adult Education

Phone: 740-642-1200, 740-474-3331, 1-877-360-7566 • Fax: 740-642-1399 • www.pickawayross.com

# PICCA

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"A UNITED WAY PARTNER AGENCY"

**Pickaway County Community Action Organization, Inc.**

469 East Ohio Street; P.O. Box 67 • Circleville, Ohio 43113

740-477-1655 • FAX 740-474-9277

David L. Hannahs - Executive Director

July 18, 2012

Ms. Lauren Antelo  
Department of Health and Human Services  
Administration for Children and Families  
Office of Child Support Enforcement  
370 L'Enfant Promenade, SW.  
4<sup>th</sup> Floor West  
Washington, DC 20447

Dear Ms. Antelo and OCSE Grants Committee:

Pickaway County Community Action Organization, Inc. (PICCA) offers its enthusiastic support for the State of Ohio's proposal for a demonstration project known as **Connect: YES!** During these challenging economic times, the need to develop and implement programs that provide employment services to non-custodial parents in a child support system as part of the national demonstration framework is apparent. The collaboration in Ohio uniquely meets this need. **Connect YES!** will match job opportunities with skills, abilities, and knowledge of underemployed or unemployed parents who are having trouble meeting their child support obligations. When parents are able to maintain work, everyone benefits.

We at PICCA are committed to engaging in the effort to join child support enforcement with employment services. Clients served by Pickaway County Community Action and the child support program are often shared. We stand ready to partner with the project in Pickaway County by offering support through several PICCA programs including transportation, housing assistance, representative payee services, free tax preparation, utility assistance and financial education.

Thank you for your consideration of **Connect YES!** and its answer to your call to provide critical employment services to parents, while simultaneously increasing child support outcomes. We look forward to hearing more about this project in the near future.

Sincerely,

Andrew Binegar  
Executive Director



555 Buttlers Avenue  
Columbus, OH 43215-1137  
614/221-7201, ext. 2612  
800/589-5888  
614/221-7625, Fax

tweeks@oslsa.org  
<http://www.ohiolegalservices.org>

July 25, 2012

Ms. Lauren Antelo  
Department of Health and Human Services  
Administration for Children and Families  
Office of Child Support Enforcement  
370 L'Enfant Promenade, SW  
4<sup>th</sup> Floor West  
Washington, DC 20447

Dear Ms. Antelo and OCSE Grants Committee:

The Ohio State Legal Services Association (OSLSA) is pleased to offer this letter of support for the State of Ohio's proposed Child Support led, non-custodial parent employment project entitled, **Connect: YES! Connect: YES!** is a central Ohio, multi-county collaboration led by the Franklin County Child Support Enforcement Agency and partnering with the Licking, Fairfield and Pickaway County Child Support Programs. This first of its kind collaboration will match services to the skills, abilities, and knowledge of non-custodial parents experiencing trouble in meeting child support obligations. **Connect: YES!** will concurrently provide clients with intensive case management and comprehensive wraparound services such as relationship and parental education programs and the elimination of legal barriers to employment, housing and other indicators of stability so that noncustodial parents are better equipped to support their children. The collaboration will serve a diverse parent group including urban, suburban, ex-urban, rural, and a large Somali and Hispanic population. As an agency with a long track record of providing legal services to parents with varying backgrounds and needs in the multi-county area, we know that **Connect: YES!** will fill the void of services needed for this target population.

OSLSA attorneys provide quality civil legal advocacy and representation to low-income Ohioans in 36 counties in central and Southeastern Ohio. Through the OSLSA affiliates, Legal Aid Society of Columbus (LASC) and Southeastern Ohio Legal Services (SEOLS), we have developed expertise in several practice areas - Housing, Consumer Related Issues, Income Maintenance, Health, Family Law (including domestic and sexual violence) and Tax. All of these areas of practice are used in our re-entry work with ex-offenders to remove barriers to employment - warrants, lack of access to benefits and housing, bankruptcy and debt relief, and resolving driver's license suspensions. OSLSA has served all of the collaborative county partners in the **Connect: YES!** project and we are well-known in the community for excellence in providing quality civil legal services for low-income clients. LASC has partnered with the Franklin County Child Support Enforcement Agency on various outreach projects since 2009, including, but not limited to, child custody clinics, training programs, and its annual August Empowerment Day event.

OSLSA, if selected as a provider, would design a Legal Check-Up screening tool adaptable for each client's needs. The Legal Check-Up will be used to determine the legal problems of each applicant that may be barriers to employment and economic stability, including: warrants; convictions that may be considered for expungement; eligibility determination for benefits (Medicaid, veterans); evictions and

Executive Director  
Thomas W. Weeks



B39

fair housing complaints; denial of unemployment compensation. OSLSA's affiliates, LASC and SEOLS, will provide clinics for non-custodial parents to help them understand the child support enforcement system; how the justice system works; and how they can be their own best advocate. The clinics will also give non-custodial parents an opportunity to discuss child support issues, for example, why partners may be required to apply for child support.

Thank you for your thoughtful consideration of **Connect YES!** and its answer to your call to provide critical employment services to parents. We have observed the energy and enthusiasm of the leadership in the collaboration, and we believe that if the grant is awarded, the program will offer important information to shape national practices in the future. It is our hope that this model will serve as a template for public/private partnerships nationwide.

Yours truly,

A handwritten signature in dark ink, appearing to read "Thomas W. Weeks". The signature is fluid and cursive, with a long horizontal stroke at the end.

Thomas W. Weeks  
Executive Director

TWW/sh



P.O. Box 06157  
Columbus, OH 43206  
Business: (614) 224-7200  
Fax: (614) 224-7222  
Hotline: (614) 224-4663

[www.choicescolumbus.org](http://www.choicescolumbus.org)

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July 16, 2012

Susan Brown  
Director  
Franklin County Child Support Enforcement Agency  
80 E. Fulton Street  
Columbus, OH 43215

Dear Ms. Brown:

CHOICES takes pride in being the premier direct service provider of accredited domestic violence programming in central Ohio. Since 1977, our Agency has provided counseling, shelter, crisis intervention, education, community and legal support and advocacy to central Ohio residents facing domestic violence.

Our agency has also been a leader in Ohio and throughout the country. There were no models for domestic violence programs when CHOICES was created; CHOICES now serves as a model. Of the 72 domestic violence agencies that now exist in Ohio, most have looked to CHOICES' foundation and experience when developing their programs.

CHOICES is pleased to offer this letter of intent for *Connect: YES*, a central Ohio multi-county collaboration project led by Franklin County Child Support Enforcement Agency and partnering with the Licking, Fairfield and Pickaway County Child Support Programs.

This first of its kind, four-county collaboration, will match employment opportunities with the skills, abilities, and knowledge of unemployed or underemployed non-custodial parents experiencing trouble in meeting child support obligation. The project will concurrently provide clients with intensive case management and comprehensive wraparound services such as relationship and parental education programs, so that noncustodial parents are better equipped to support their children. The collaboration will serve a widely diverse population including urban, suburban, ex-urban, rural, and a large Somali and Hispanic population.

The Department of Health and Human Services makes clear within this grant announcement that client safety against domestic violence must be a top priority in the planning and implementation of this child support led,

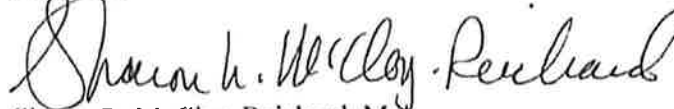


non-custodial parent employment initiative. As an agency offering counseling, shelter, crisis intervention, education, community and legal support and advocacy to central Ohio residents facing domestic violence in Franklin County, Choices can provide the following services in support of this grant:

- Development of protocols for child support staff to promote safe service delivery.
- A procedure for providing effective referrals to treat parents and children who are victims of domestic violence.
- Cross-agency referrals.
- Development of a screening tool to be used during the intake process that focuses on the safety and support of domestic violence victims.
- Curriculum modules that focus on healthy relationships that recognize domestic violence.
- Regular staff training on domestic violence and training on the reporting of child abuse.
- Integrating a domestic violence staff liaison on site.

As an agency whose mission it is to interrupt the cycle of domestic violence by responding to those in need, educating our community and advocating for social change – this is a unique opportunity to initiate programming and interact with the child support program to insure the thousands of Ohio families served are safe from the threat of domestic violence.

Sincerely,



Sharon L. McCloy-Reichard, M.A.  
Executive Director



Haven House of Pickaway County Inc.  
1180 North Court Street • Suite G • Circleville, OH 43113  
Phone: (740) 474-9430 • Fax: (740) 420-6425  
vshelter@frontier.com

Ms. Lauren Antelo  
Department of Health and Human Services  
Administration for Children and Families  
Office of Child Support Enforcement  
370 L'Enfant Promenade, SW  
4<sup>th</sup> Floor West  
Washington, DC 20447

Dear Ms. Antelo and OCSE Grants Committee:

Please accept this letter of intent to participate in the State of Ohio's proposed project for a demonstration known as Connect: YES! Haven House of Pickaway County Inc. is a non-profit agency with a mission to provide each family and or individual with an alternative to domestic abuse, violence, and sexual abuse as well as provide shelter, counseling, and community resources to those in need of services, in order that each family and/or individual should have adequate means in our community for assuming responsibility for their own health and growth toward a productive life. We provide safe and confidential shelter for victims in abusive situations, offer support and encouragement to enable victims of abuse to make informed decisions about their lives, work to enhance the self-esteem of those we serve and provide public education on the dynamics of family violence.

We anticipate contracting with the lead applicant in order to provide education about domestic violence for non-custodial parents, custodial parents and staff working with these individuals to help them to understand the dynamics of domestic violence and how it affects those involved. We will participate in coordinating a memo of understanding with multiple county locations as needed.

If the grant proposal is awarded, Haven House of Pickaway County will provide presentations designed to address the dynamics of domestic violence specific to the groups being addressed.

I am excited to see this program underway as it has always been my belief that the non-custodial parent is often unable to overcome the barriers of obtaining and maintaining employment in order to support their children, and the punishment of incarceration only exasperates the problem making it even more difficult to follow their child support orders. We offer our full support and intent to assist in this most exciting new project.

If you have any questions, please do not hesitate to contact me.

Sincerely,

Lisa Johnson  
Executive Director





**Africentric Personal Development Shop, Inc.**

July 25, 2012

1409 E. Livingston Avenue  
Columbus, Ohio 43205

(614) 253-4448  
(614) 253-5005 (fax)

[www.apdsinc.org](http://www.apdsinc.org)

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Ms. Lauren Antelo  
Department of Health and Human Services  
Administration for Children and Families  
Office of Child Support Enforcement  
370 L'Enfant Promenade, SW.  
4<sup>th</sup> Floor West  
Washington, DC 20447

Dear Ms. Antelo and OCSE Grants Committee:

Please accept this letter of intent to participate in the State of Ohio's proposed project for a demonstration known as **Connect; YES!**. During these times of an uncertain and challenging economy, the need to develop and implement programs that provide employment services to non-custodial parents in a child support system as part of the national demonstration framework is apparent. The proposed four-county collaboration in Ohio meets this need. The Africentric Personal Development Shop has been serving Franklin County residents of all races and ethnic backgrounds since 1988 and is well-known in the community for excellence in providing a broad spectrum of recovery and domestic violence intervention services. APDS, Inc. is a 501(C)3 non-profit innovative behavioural healthcare center specializing in prevention, treatment, and recovery of substance abuse and domestic violence intervention education. APDS, Inc. is dually certified by the Ohio Department of Alcohol and Drug Addiction Services (ODADAS) to operate both Non-Intensive and Intensive Outpatient Treatment and Prevention programs.

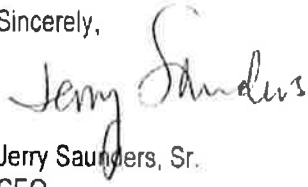
We stand ready to provide services directly to non-custodial parents and have extensive experience working with both mothers and fathers. We will participate in focus groups and planning committees to help develop and implement employment services to non-custodial parents in a child support system as part of the national demonstration framework.

Specifically, we anticipate contracting with the lead applicant in order to provide comprehensive employment services for non-custodial parents in Franklin County. We will participate in coordinating a Memo of Understanding with multiple county locations as needed. Our services are envisioned to include the following:

- Both Intensive and Non-Intensive outpatient counseling for drug and alcohol recovery.
- Parent workshops.
- Domestic violence intervention for perpetrators of domestic violence.

The overarching vision to use centralized client skills profiling and on-line case management and tracking tools is an innovative approach for how technology can benefit children and families. The approach works well with our existing systems. It is our belief that the **Connect: YES!** model will inspire other partnerships nationwide. Further, at APDS, Inc. our motto is "Where Self-Empowerment is Our Specialty" this philosophy aligns with the **Connect: YES!** aim of placing the parent at the center of programming decisions. We expect to be fully engaged with the project. Thank you for your thoughtful consideration of the **Connect: YES!** proposal. We look forward to your response.

Sincerely,

A handwritten signature in cursive script that reads "Jerry Saunders".

Jerry Saunders, Sr.  
CEO

Africentric Personal Development Shop, Inc.



July 25, 2012

Ms. Lauren Antelo  
Department of Health and Human Services  
Administration for Children and Families  
Office of Child Support Enforcement  
370 L'Enfant Promenade, SW.  
4th Floor West  
Washington, DC 20447

Dear Ms. Antelo and OCSE Grants Committee:

Please accept this letter of intent to participate in the State of Ohio's proposed project for a demonstration known as **Connect: YES!** During these times of an uncertain and challenging economy, the need to develop and implement programs that provide employment services to non-custodial parents in a child support system as part of the national demonstration framework is apparent. The proposed four-county collaboration in Ohio meets this need. Pathways Counseling and Consulting Services has been providing a broad range of innovative, high quality services in the areas of substance abuse, mental health and criminal justice to the central Ohio community for over 10 years. We offer an integration of complimentary approaches from a variety of methodologies and techniques to incorporate what is most helpful for each client. We stand ready to provide services directly to non-custodial parents and have extensive experience working with both mothers and fathers. We will participate in focus groups and planning committees to help develop and implement employment services to non-custodial parents in a child support system as part of the national demonstration framework.

Specifically, we anticipate contracting with the lead applicant in order to provide comprehensive employment services for non-custodial parents in Franklin County. We will participate in coordinating a memo of understanding with multiple county locations as needed. Our services are envisioned to include the following:

- Both Intensive and Non-Intensive outpatient counseling for drug and alcohol recovery.
- Parent workshops.
- Domestic violence intervention for perpetrators of domestic violence.

The overarching vision to use centralized client skills profiling and on-line case management and tracking tools is an innovative approach for how technology can benefit children and families. The approach works well with our existing systems. It is our belief that the **Connect: YES!** model will inspire other partnerships nationwide. Further, at Pathways our motto is "Collectively Changing Lives" this philosophy aligns with the **Connect: YES!** aim of placing the parent at the center of programming decisions. We expect to be fully engaged with the project. Thank you for your thoughtful consideration of the **Connect: YES!** proposal. We look forward to your response.

Sincerely,

A handwritten signature in black ink that reads "Rayshawn L. Wilson". The signature is fluid and cursive, with the first name being the most prominent.

Rayshawn L. Wilson, MEd., LPC, LICDC  
Managing Director, Pathways Counseling & Consulting Services, LLC  
5300 E. Main St Suite 105  
Columbus Ohio, 43213  
614-425-2909



**FRANKLIN COUNTY  
COURT OF COMMON PLEAS  
DIVISION OF DOMESTIC RELATIONS  
AND JUVENILE BRANCH**

Domestic Relations Magistrates  
373 S. High Street, Third Floor  
Columbus, Ohio 43215

**JUDGES**

**CHRISTOPHER J. GEER  
DANA S. PREISSE  
JIM MASON  
KIM A. BROWNE  
ELIZABETH GILL**

Christopher J. Geer  
Administrative Judge  
(614) 525-5223  
Fax: (614) 525-7440

July 23, 2012

Ms. Lauren Antelo  
Department of Health and Human Services  
Administration for Children and Families  
Office of Child Support Enforcement  
370 L'Enfant Promenade, SW.  
4<sup>th</sup> Floor West  
Washington, DC 20447

Dear Ms. Antelo and OCSE Grants Committee:


The Franklin County Court of Common Pleas, Domestic and Juvenile Division's mission is to provide judicial, program and juvenile detention services to children, parents, families and the community, so they can receive fair and equitable treatment under the law. The Court is pleased to offer this letter of intent for **Connect: YES**, a central Ohio multi-county collaboration project led by Franklin County Child Support Enforcement Agency and partnering with the Licking, Fairfield and Pickaway County Child Support Programs. This first of its kind, four-county collaboration, will match employment opportunities with the skills, abilities, and knowledge of unemployed or underemployed non-custodial parents experiencing trouble in meeting child support obligation. **Connect: YES** will concurrently provide clients with intensive case management and comprehensive wraparound services such as relationship and parental education programs, so that noncustodial parents are better equipped to support their children. **Connect: YES** will serve a widely diverse population including urban, suburban, ex-urban, rural, and a large Somali and Hispanic population. The Franklin County Child Support Enforcement Agency currently contracts with the Franklin County Court of Common Pleas, Domestic and Juvenile Division to reimburse the court for services related to a dedicated IV-D docket. The court magistrates and judges are well aware of the issues related to non-custodial parent (NCP) non-payment of child support, as well as the disconnect between the NCP's and their children.

The Franklin County Courts can provide the following services in support of this grant:

- Referral of obligors through the contempt and criminal non-support processes.
- Require participation in the **Connect: Yes** program via court orders.
- Disseminate information about the **Connect: Yes** program to court staff, litigants and their attorneys.

The **Connect: YES** vision for centralized client skills profiling, on-line case management tools and referrals to targeted services are an innovative use of technology that will work well with our organizations existing systems. It is our hope that this model will serve as a model for public private partnerships nationwide.

Sincerely,

  
Christopher J. Geer  
Administrative Judge, on behalf of all Judges of the  
Franklin County Common Pleas Court, Domestic Division

# Fairfield County Common Pleas Court

## DOMESTIC RELATIONS DIVISION

Hall of Justice • 224 East Main Street • Lancaster, Ohio 43130-3863  
Phone 740-652-7440 • Fax 740-687-7169  
[www.co.fairfield.oh.us/dr](http://www.co.fairfield.oh.us/dr)

July 25, 2012

Ms. Lauren Antelo  
Department of Health and Human Services  
Administration for Children and Families  
Office of Child Support Enforcement  
370 L'Enfant Promenade, SW  
4<sup>th</sup> Floor West  
Washington, DC 20447

Dear Ms. Antelo and OCSE Grants Committee:

Please accept this letter of support for the State of Ohio's proposal for a demonstration project known as **Connect: YES!** During these times of an uncertain and challenging economy, the need to develop and implement programs that provide employment services to non-custodial parents in a child support system as part of the national demonstration framework is apparent. The proposed four-county collaboration in Ohio meets this need. The Fairfield County Domestic Relations Court supports the **Connect: YES!** project and will offer referrals to the program if awarded. In addition, magistrates have participated in the county fatherhood initiatives with the goal of improving healthy family relationships, and court personnel will continue to participate in these efforts, as well as serve on focus groups and planning committees as the partnership is further developed.

Using the unique position of county child support agencies and its long term relationships with parents, the program proposes to match job opportunities with skills, abilities, and knowledge of underemployed or unemployed parents who are having trouble meeting their child support obligations. The project also includes the critical component of intensive case management to encourage job retention. Children and families, as well as the society at large, will benefit.

Thank you for your thoughtful consideration of **Connect YES!** and its answer to your call to provide critical employment services to parents. I have observed the energy and enthusiasm of the leadership in the collaboration, and I believe that if the grant is awarded **Connect YES!** will offer important information to shape national practices in the future. I look forward to hearing about your review of the proposal, and I look forward to the implementation of **Connect YES!** in my community.

Sincerely,



Judge Laura B. Smith

Judge Laura B. Smith

Magistrate Steven F. Jackson

Magistrate Sandra S. Miller

Magistrate Deborah A. Wagner

# THE COURT OF COMMON PLEAS

## DOMESTIC RELATIONS DIVISION

75 EAST MAIN STREET • NEWARK, OHIO 43055 • (740) 670-5400

CRAIG R. BALDWIN, JUDGE  
C. WILLIAM RICKRICH, MAGISTRATE  
ANN E. SNYDER, MAGISTRATE

RICHARD P. WRIGHT, JUDGE  
JOHN C. BERRYHILL, MAGISTRATE  
DEBORAH G. LANG, MAGISTRATE

July 19, 2012

Ms. Lauren Antelo  
Department of Health and Human Services  
Administration for Children and Families  
Office of Child Support Enforcement  
370 L'Enfant Promenade, SW  
4<sup>th</sup> Floor West  
Washington, DC 20447

Dear Ms. Antelo and OCSE Grants Committee:

Please accept this letter of support for the State of Ohio's proposal for a demonstration project known as **Connect: YES!**

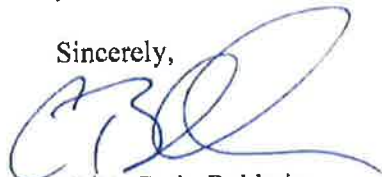
The past few years have been economically challenging for many families with job loss and having to make tough decisions regarding which bills to pay or not to pay at all. Non-custodial child support parents in Central Ohio have been hit particularly hard by the downturn in the economy with the lack of transferable jobs, lack of skills and other barriers to employment.

There is a strong desire to develop and implement programs that provide employment services to non-custodial parents in a child support system. Licking County Domestic Relations Court has an exceptional working relationship with the Child Support Agency. Job referrals and the potential of this award will only enhance the case management and employment needs of non-custodial parents who are struggling or are in default of their support obligation.

The Licking County Domestic Relations Court has supported other collaboratives in the past including an Access and Visitation Grant with the goal of improving parenting time with non-custodial parents and the court made active referrals to facilitate this relationship.

Thank you for your thoughtful consideration of **Connect YES!** We are confident that the four county collaborative is poised to provide critical employment services to parents. Thank you for your time and consideration.

Sincerely,



Judge Craig Baldwin



Judge Richard P. Wright



Magistrate John C. Berryhill

COURT OF COMMON PLEAS  
PICKAWAY COUNTY COURTHOUSE  
207 SOUTH COURT STREET, 2ND FLOOR  
CIRCLEVILLE, OHIO 43113

P. RANDALL KNECE, JUDGE

740-474-6026  
FAX 740-477-6334



July 19, 2012

Ms. Lauren Antelo  
Department of Health and Human Services  
Administration for Children and Families  
Office of Child Support Enforcement  
370 L'Enfant Promenade, SW  
4<sup>th</sup> Floor West  
Washington, DC 20447

Dear Ms. Antelo and OCSE Grants Committee:

The Pickaway County Court of Common Pleas, General Division and its Juvenile Division are closely involved in child support proceedings and issues. In an effort to improve the quality of life of those people who pay or receive child support, we are pleased to offer our support for *Connect: YES*, a central Ohio multi-county collaboration project partnering the Pickaway, Franklin, Licking and Fairfield County Child Support Programs. This four-county collaboration, will match employment opportunities with the skills, abilities, and knowledge of unemployed or underemployed non-custodial parents experiencing trouble in meeting their child support obligations.

The Connect: YES project will concurrently provide obligors with intensive case management and comprehensive wraparound services such as relationship and parental education programs, so that noncustodial parents are better equipped to support their children. The collaboration will serve a widely diverse population including people living in urban, suburban, ex-urban and rural areas. We know that this grant will fill a need for our target population, as well as providing new opportunities for sustainable support for families in need.

The Pickaway County Courts can provide services in support of this grant through referral of obligors through the contempt and criminal non-support processes. Our Courts can require participation via court order and can disseminate information to educate litigants and their attorneys regarding the program. The grant's vision includes centralized client skills profiling as well as on-line case management tools. This innovative use of technology will work well with our organizations' existing systems. It is our hope that this model will serve as a model for public and private partnerships nationwide.

  
P. Randall Knece, Judge  
Common Pleas Court

  
Jan M. Long, Judge  
Juvenile Division

---

Fairfield County Visitation Center  
Advisory Council

July 25, 2012

Ms. Lauren Antelo  
Department of Health and Human Services  
Administration for Children and Families  
Office of Child Support Enforcement  
Washington, DC 20447

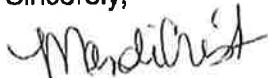
Dear Ms. Antelo and OCSE Grants Committee:

Please accept this letter of support to participate in the State of Ohio's proposed project for a demonstration known as **Connect: YES!** Fairfield County has an Advisory Council for Parenting Time Services, and we believe we will be able to expand our services in support of parenting time access by the time the project is ready for implementation. We will be able to accept additional referrals for services, if our vision for the short term future is as we expect. We offer our expertise and knowledge as a stakeholder with more than a decade of experience culminating in expert knowledge in serving non-custodial parents in terms of parenting time services, court processes, and domestic violence education and outreach. We also offer our services as a potential contractor if the partnership evolves where our services would be needed in that way. We can use the web-based system as it is proposed, as it works well with our existing infrastructure.

With the child support project designed to develop and implement employment services as part of the national demonstration framework, we will actively participate in focus groups and planning committees. We will also work with the group in making sure that the data is compiled and gathered in a way that is efficient and effective, for all partners and for the evaluator. We are strong partners with child support agencies and with the local fatherhood initiative. We will use our networking capabilities to further the services for parents in the four county area.

Thank you for your thoughtful consideration of **Connect YES!** We look forward to hearing about the response from the grants committee and to working together to serve noncustodial parents and families, improving outcomes for children in Ohio.

Sincerely,



Mandi Crist, Fairfield County Visitation Advisory Council Chair

224 E. MAIN STREET  
Hall of Justice  
Lancaster, OH  
43130

**Phone/Fax (740) 652-9004**  
CELL (740) 652-5257  
E-MAIL [mmkfc@hughes.net](mailto:mmkfc@hughes.net)



5665 Hoover Road  
Grove City, Ohio 43123

Tel: 614.875.2371  
Toll Free: 800.859.5665  
TTY: 614.875.6066  
Fax: 614.875.2366  
www.buckeyeranch.org

July 23, 2012

Ms. Lauren Antelo  
Department of Health and Human Services  
Administration for Children and Families  
Office of Child Support Enforcement  
370 L'Enfant Promenade, SW.  
4<sup>th</sup> Floor West  
Washington, DC 20447



Dear Ms. Antelo and OCSE Grants Committee:

Please accept this letter of intent to participate in the State of Ohio's proposed project for a demonstration known as **Connect: YES!** During these times of an uncertain and challenging economy, the need to develop and implement programs that provide employment services to non-custodial parents in a child support system as part of the national demonstration framework is apparent. The proposed four-county collaboration in Ohio meets this need. The Buckeye Ranch has been serving central Ohio residents for more than 50 years and is well-known in the community for providing supervised visitation, safe visitation exchange and services to teens. We stand ready to provide services directly to non-custodial parents and have extensive experience working with both mothers and fathers. We will participate in focus groups and planning committees to help develop and implement employment services to non-custodial parents in a child support system as part of the national demonstration framework.

Specifically, we anticipate contracting with the lead applicant in order to provide comprehensive visitation and exchange services for non-custodial parents in Franklin County. We will participate in coordinating a memo of understanding with multiple county locations as needed. Our services are envisioned to include the following:

- Supervised visitation
- Safe drop-off and visitation exchange

The overarching vision to use centralized client skills profiling and on-line case management and tracking tools is an innovative approach for how technology can benefit children and families. The approach works well with our existing systems. It is our belief that the **Connect: YES!** model will inspire other partnerships nationwide. Further, The Buckeye Ranch's customer service philosophy aligns with the aim of placing the parent at the center of programming decisions. We expect to be fully engaged with the project. Thank you for your thoughtful consideration of the **Connect: YES!** proposal. We look forward to your response.

Sincerely,  
  
D. Nicholas Rees  
President & CEO



Providing hope and healing to children and families.

Accredited by The Joint Commission on Accreditation of Healthcare Organizations

B52



# Franklin County Reentry Task Force



## TASK FORCE MEMBERS

Alvis House  
Denise Robinson, Chair

Common Pleas Court  
Timothy Horton, Chair

Franklin County Board of  
Commissioners  
Paula Brooks  
Marilyn Brown  
John O'Grady

Columbus City Council  
Michelle Mills

City of Columbus Public Safety  
George Speaks

Common Pleas Probation  
Gayle Distner

Municipal Court  
Ted Barrows (Advisory)

Child Support, Susan Brown

Community Action Agency  
Bo Chilton

Municipal Court Probation  
Kevin Clark

Central Ohio Workforce Investment  
Suzanne Coleman-Tolbert

Ohio Department Rehabilitation &  
Corrections, Darryl Graves

Regional Planning Unit  
Kathy Grandall  
Melissa Pierson

The Ohio State University  
Tamara Fournier

Common Pleas Probation  
Cindi Gibson

Adult Parole, Carol Hill

Public Defender, Yeura Venters

Law Enforcement  
Sheriff Zach Scott

Prosecution  
Scott Kirachman  
Jane McKenzie

Housing, Sally Luken

ADAMH, Stephanie Patrick

Department of Youth Services  
Kevin Shepherd

Department of Youth Services  
Rob Manning

Behavioral Health, Steve Albanese

Administrative Agency  
Kystan A. Palmore,  
Reentry Task Force Coordinator  
Franklin County  
Homeland Security & Justice Programs  
373 South High Street, 25th Floor  
Columbus, Ohio 43215  
(614) 462-5955

July 20, 2012

Ms. Lauren Antelo  
Department of Health and Human Services  
Administration for Children and Families  
Office of Child Support Enforcement  
370 L'Enfant Promenade, SW  
4th Floor West  
Washington, DC 20447

Dear Ms. Antelo & OCSE Grants Committee:

On behalf of the Franklin County Reentry Task Force (Task Force) under the auspices of the Franklin County Office of Homeland Security & Justice Programs please accept this letter of support and partnership for the State of Ohio's Connect: YES proposal. This program will provide an opportunity for non-custodial parents who are struggling to find employment to connect to employment and community services. This program will also include two vital elements to any employment program retention and intensive case management.

The overarching goals of the Task Force are the promotion and enhancement of public safety, reduction in recidivism rates and effective and sustainable reentry outcome for formerly incarcerated individuals. Connect: YES aligns with the overarching goals of the Task Force by reducing barriers toward achieving self-sufficiency through increasing earnings and parental involvement of the non-custodial parent.

The Task Force and Child Support Enforcement often share the same client-base. The common theme among our client-base is past and current incarceration that further serves to reduce opportunities for sustainable employment. We view our partnership with Child Support Enforcement as one that benefits our clients by helping them overcome the barriers and obstacles they encounter when reentering society. Our collaboration through the Pathfinder Program has been a success for families and our agencies.

When individuals are released from incarceration, the communities to which they return have a vested interest in assisting formerly incarcerated individuals in obtaining and retaining quality employment that provides a living wage, and realistic opportunities for success. Finally, we understand that when individuals are able to obtain and maintain stable employment, they more likely to provide support for their families, contribute to the local tax base and the economic viability of their community and refrain from criminal activity.

Franklin County Reentry Task Force welcomes the opportunity to support and participate in innovative multi-system collaborations that assist the formerly incarcerated in becoming self-sufficient and productive members of the Franklin County community. We therefore enthusiastically support this demonstration project.

Sincerely,

Kystan A. Palmore, Coordinator  
Franklin County Reentry Task Force





July 25, 2012

Ms. Lauren Antelo  
Department of Health and Human Services  
Administration for Children and Families  
Office of Child Support Enforcement  
370 L'Enfant Promenade, SW.  
4<sup>th</sup> Floor West  
Washington, DC 20447

Dear Ms. Antelo and OCSE Grants Committee:

Please accept this letter of support and partnership for the State of Ohio's proposal for a demonstration project known as **Connect: YES!** In an era when large numbers of fathers are struggling to find work and support their children, the Fairfield County Reentry Coalition is eager for community services that will connect employment services with child support processes. We understand that the proposed project seeks to match job opportunities with skills, abilities, and knowledge of underemployed or unemployed non-custodial parents who are having trouble meeting their child support obligations. The project also includes the critical component of intensive case management to encourage job retention. We are encouraged with the peer support and parenting education component of the project.

Clients served by The Reentry Coalition and the child support program are often shared. We stand ready to partner with the project in Fairfield County and accomplish the following things:

- Promote public understanding of offender reentry.
- Enhance resources available to local reentry partners to support local reentry efforts.
- Coordinate efforts to address employment, education, family stability, personal/emotional stability, housing, mental health, health, and substance abuse.
- Advocate for services and develop recommendations for legislative and administrative remedies to eliminate or reduce unnecessary barriers confronting offenders once they are released from prison or jail.
- Collaborate with representatives from service providers, housing associations, community advocacy groups, faith communities, law enforcement, and other stakeholders engaged in offender transition issues.

Thank you for your consideration of **Connect YES!** and its answer to your call to provide critical employment services to parents, while simultaneously increasing child support outcomes.

Sincerely,

Nida Reid-Williamson  
Coordinator, Fairfield County Re-Entry Coalition



Franklin County  
Veterans Memorial

## FRANKLIN COUNTY VETERANS SERVICE COMMISSION

DIRECTOR  
DOUGLAS E. LAY

COMMISSIONERS  
CARL W. SWISHER  
MILES DURFEY  
MERLE PRATT  
MICHAEL L. CLOSE  
LARRY W. ROBERTS

AL  
AMVETS  
DAV  
VFW  
VVA

The Franklin County Veterans Service Commission is pleased to offer this letter of support for *Connect: YES*, a central Ohio multi-county collaboration project led by Franklin County Child Support Enforcement Agency and partnering with the Licking, Fairfield and Pickaway County Child Support Programs. This first of its kind, four (4) county collaboration, will match employment opportunities with the skills, abilities, and knowledge of unemployed or underemployed non-custodial parents experiencing trouble in meeting child support obligation. The project will concurrently provide clients with intensive case management and comprehensive wraparound services such as relationship and parental education programs, so that noncustodial parents are better equipped to support their children. The collaboration will serve a widely diverse population including urban, suburban, ex-urban, rural, and a large Somali and Hispanic population.

The Veterans Service Commission is a county agency dedicated helping honorably discharged veterans, active duty members of the Armed Forces of the United States, and their dependents. The Commission will lend its support to the identified Veteran clients participating in the *Connect: YES* program by providing several distinct services:

- Short term emergency financial assistance to eligible veterans with a discharge under honorable conditions or a recognized service-connected disability, active-duty members of the Armed Forces of the United States, Reserve and National Guard members who are called to active duty by a Presidential Order, and their dependents.
- Advice and assistance when applying for claims, benefits or entitlements from federal, state, or local agencies. Our Veterans Benefits Specialist act as the veteran's liaison to the Department of Veterans Affairs.
- Employment assistance in coordination with a Veterans Employment Representative from the Department of Job and Family Services.

The grant's vision for centralized client skills profiling, on-line case management / tracking tools and the connections to targeted community service providers are an innovative use of technology that will work well with our organizations existing systems. It is our hope that this model will serve as a model for public private partnerships nationwide.

Sincerely,  
  
Douglas Lay  
Director

250 West Broad Street, Columbus, Ohio 43215 - (614) 525-2500 - Fax (614) 525-2505



## **Fairfield County Veterans Service Commission**

227 East Main Street  
Lancaster, OH 43130  
Phone- 652-7920  
Fax- 689-6203

July 25, 2012

Ms. Lauren Antelo  
Department of Health and Human Services  
Administration for Children and Families  
Office of Child Support Enforcement  
370 L'Enfant Promenade, SW.  
4<sup>th</sup> Floor West  
Washington, DC 20447

Dear Ms. Antelo and OCSE Grants Committee:

Please accept this letter of support for the State of Ohio's proposal for a demonstration project known as **Connect: YES!** In an era when large numbers of fathers, many of whom are veterans, are struggling to find work and support their children, the Fairfield County Veterans Services Commission is eager for community services that will connect employment services with child support processes. We understand that the proposed project seeks to match job opportunities with skills, abilities, and knowledge of underemployed or unemployed non-custodial parents who are having trouble meeting their child support obligations. The project also includes the critical component of intensive case management to encourage job retention. We are encouraged with the peer support and parenting education component of the project, and we offer our services to veterans who are part of the program. The web-based system proposed works well with existing systems, and we would be honored to participate and serve on committees to move the project forward.

At the Veterans Services Commission, we are dedicated to assisting honorably discharged veterans and active duty members of the Armed Forces, along with their dependents. We can lend support to the project by providing short term emergency financial assistance to eligible veterans; advice and assistance for veterans applying for claims or benefits; and employment coordination services with a Veterans Employment Representative, who is now located in the same building as the Child Support Enforcement Agency.

Thank you for your consideration of **Connect YES!** and its answer to your call to provide critical employment services to non-custodial parents. We look forward to hearing more about this project in the near future.

For the Fairfield County Veterans Service Commissioners:

Sincerely,

Eddie D. Mohler, Director/CVSO  
Fairfield County Veterans Service Commission



176 Rustic Drive  
Circleville, Ohio 43113  
740-477-2514  
FAX 740-477-7456

e-mail:  
pmha@pickawaymha.com  
TTY/TDD Customers:  
Contact Ohio Relay Services  
@711 or 1-800-750-0750



## PICKAWAY METROPOLITAN HOUSING AUTHORITY

Commissioners:  
Kim E. Schieber  
Daniel M. Litzinger  
Geraldyn Yingling  
Rod Shasteen  
DeShannon Peters  
  
Kim Hartinger  
Executive Director

July 16, 2012

Ms. Lauren Antelo  
Department of Health and Human Services  
Administration for Children and Families  
Office of Child Support Enforcement  
370 L'Enfant Promenade, SW  
4<sup>th</sup> Floor West  
Washington, DC 20447

Dear Ms. Antelo and OCSE Grants Committee:

It is with great interest that I send this letter of support for the **Connect: YES!** application that will include Pickaway County, Ohio. The benefit from a program that will support and strengthen the relationship between parent and child would be significant and have favorable impact in Pickaway County. To focus on strengthening the ability of parenting skills for those who are recipients of public assistance programs will not only benefit the parent and children involved, but will benefit other programs by relinquishing or improving the amount of reliance upon them. It is obvious that individuals cannot make lasting improvements without the ability to use or improve their skills, abilities and the knowledge they have. Often all that is needed is a way to develop and market those skills along with an intensive case management program such as the one featured in **Connect: YES!**.

The counties and agencies involved in this program are diverse but will all reap the benefit of **Connect: YES!** Specific to our agency, our clientele features many single parent households, as well as households featuring a parent with a child support obligation. Improved employment skills will allow the obligated resident to gain employment income, thereby decreasing the hours required for public housing community service. In turn, our staff will not be required to stringently monitor the community service participants, thereby giving the staff needed time to work on other housing related issues. These residents, if previously unemployed for a twelve month period, will qualify for the Earned Income Disallowance (EID) upon gaining employment. EID does not count the increase in employment income toward the rent calculation for a twelve month period. For the second twelve month period, the income is only counted at 50%. This allows these residents time to stabilize their lives, to eliminate debt and to establish budgeting and management skills. This is one example of the mutual benefit to be derived from **Connect: YES!** For residents who are recipients of child support income, the ability to rely upon and receive the income established by the court will lessen their dependence on all sources of public

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equal housing opportunity

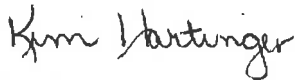
B57

assistance. The ultimate goal would be to transition these individuals and families from assistance, thereby creating openings for those who remain on wait lists.

I currently serve on the Jobs & Family Planning Committee as well as the Board of the local Community Action Agency. From these positions, I can testify to the positive interaction that occurs among the public agencies in Pickaway County. The collaboration that takes place on a daily basis would be enhanced and could easily adapt and support the **Connect: YES!** program. The local Head Start program already focuses heavily on support of the family structure by encouraging and planning for the participation of fathers in the everyday care and lives of their children. The Pickaway Metropolitan Housing Authority has committed to working with Head Start to promote the same interaction within our housing families, and will also be committed to contributing to and working with the **Connect: YES!** program in any way possible for the mutual benefit of all concerned.

Thank you in advance, for your consideration of this letter.

Sincerely,

A handwritten signature in dark ink, appearing to read "Kim Hartinger". The signature is fluid and cursive, with the first name "Kim" and last name "Hartinger" clearly distinguishable.

Kim Hartinger  
Executive Director  
Pickaway Metropolitan Housing Authority

**United Way of Fairfield County**

115 South Broad Street  
P.O. Box 2299  
Lancaster, Ohio 43130  
740-653-0643/614-833-6562  
740-653-1139 fax  
www.uwayfairfieldco.org

**GIVE. ADVOCATE. VOLUNTEER.  
LIVE UNITED** 

July 17, 2012

Ms. Lauren Antelo  
Department of Health and Human Services  
Administration for Children and Families  
Office of Child Support Enforcement  
370 L'Enfant Promenade, SW., 4<sup>th</sup> Floor West  
Washington, DC 20447

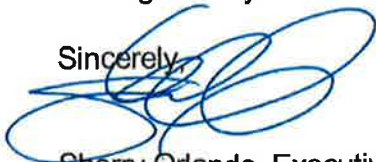
Dear Ms. Antelo and OCSE Grants Committee:

Please accept this letter of support from The United Way of Fairfield County for the State of Ohio's proposal for a demonstration project known as **Connect: YES!** During these challenging economic times, the need to develop and implement programs that provide employment services to non-custodial parents in a child support system as part of the national demonstration framework is apparent. The collaboration in Ohio uniquely meets this need. United Way shares the program goals of improving income for families, especially families with children. **Connect YES!** will match job opportunities with skills, abilities, and knowledge of underemployed or unemployed parents who are having trouble meeting their child support obligations. When parents are able to maintain work, everyone benefits.

We at the United Way are committed to engaging in the effort to join child support enforcement with employment services. We have participated in and led several working groups to examine multiple facets of income sustainability and employment services operations, and the **Connect: YES!** project vision complements what we have learned and what we anticipate in the future. Lessons from the project will inform local priorities, as well as state and national policy and practices. We will promote the program in our vast networks throughout the community, and we offer technical assistance for sustainability plans. We will participate in focus groups, much as we have done with the fatherhood leadership groups. We are active participants in improving literacy and parenting skills. We offer tax preparation and consulting services, which will be useful to the target population of the grant project. In addition, United Way agencies offer many social services to support parents, and we will use our position in the community to help connect parents with appropriate resources.

Thank you for your thoughtful consideration of **Connect YES!** We look forward to hearing about your review and seeing the project implemented in Ohio.

Sincerely,



Sherry Orlando, Executive Director  
United Way of Fairfield County



## United Way of Licking County

68 W Church Street, Suite 203  
PO Box 4490  
Newark, OH 43058-4490  
tel 740-345-6685  
fax 740-345-7712  
[www.lcuw.net](http://www.lcuw.net)



July 19, 2012

Ms. Lauren Antelo  
Department of Health and Human Services  
Administration for Children and Families  
Office of Child Support Enforcement  
370 L'Enfant Promenade, SW  
4th Floor West  
Washington, DC 20447

Dear Ms. Antelo and OCSE Grants Committee:

I am writing to express support for the State of Ohio's proposal for a demonstration project known as Connect: YES!

The last few years have been economically difficult for many including the residents of Licking County, Ohio. The struggles of our economy have left individuals to make very tough decisions in regards to how reduced financial resources will be spent.

The United Way of Licking County has established and committed its efforts toward priorities that will make a lasting impact, on improving the lives of Licking County residents, by focusing our attention on programs that will strengthen our community in the areas of Education, Health, Income and Basic Needs. The potential of this grant has the promise of helping to actualize these priorities while also helping to build stronger relationships with families. As the Executive Director of United Way of Licking County, which oversees the funding of many social service agencies that are able to demonstrate measurable outcomes in achieving our priorities, I highly encourage the effort of this grant and the Child Support Enforcement Agency in its collaborative approach. The United Way of Licking County will welcome the opportunity to work with the Child Support Agency as well as other community based partners to assist in increased communication and collaboration as this award will benefit the lives of many individuals in and surrounding Licking County, Ohio.

Thank you for thoughtfully considering Connect: Yes! We are confident that the four county collaborative is well positioned to provide critical employment services and case management to parents.

Thanks once again for your time and consideration.

Sincerely,

*Deb Dingus*  
Deb Dingus  
Executive Director



PICKAWAY COUNTY  
FAMILY AND CHILDREN FIRST COUNCIL

P.O. Box 610 Circleville, Ohio 43113  
1(740) 474-3105 ext. 701

July 17, 2012

Ms. Lauren Antelo  
Department of Health and Human Services  
Administration for Children and Families  
Office of Child Support Enforcement  
370 L'Enfant Promenade, SW.  
4<sup>th</sup> Floor West  
Washington, DC 20447

Dear Ms. Antelo and OCSE Grants Committee:

Please accept this letter of support and partnership for the State of Ohio's proposal for a demonstration project known as **Connect: YES!** The Pickaway County Family and Children First Council is supportive of community services that will connect employment services with child support processes. We understand that the proposed project seeks to match job opportunities with skills, abilities, and knowledge of underemployed or unemployed non-custodial parents who are having trouble meeting their child support obligations. The project also includes the critical component of intensive case management to encourage job retention. We are encouraged with the peer support and parenting education component of the project.

The Pickaway County Family and Children First Council is a community collaboration which coordinates services to support and empower children and families. The guiding principles of Council include:

- Collaborate to provide effective, accessible, and efficient services for children and families.
- **Affirm that all families are partners in defining the issues as well as planning the solutions.**
- Focus on prevention and the family's strengths, priorities, and concerns.
- Develop community awareness of the various systems that provide services and supports.
- Ensure family-centered, culturally sensitive, individualized services and supports.

This project proposal shares the goals and philosophy of our mission and vision for families in Pickaway County. Thank you for your consideration of **Connect YES!** and its answer to your call to provide critical employment services to parents, while simultaneously increasing child support outcomes. We look forward to hearing more about this project in the near future.

Sincerely,

Debbie Hoffman, Chairperson  
Pickaway Family and Children First Council

**PICKAWAY AREA RECOVERY SERVICES, INC.  
FAYETTE RECOVERY CENTER  
FAYETTE WOMEN'S RESIDENTIAL**

319 Logan Street  
Circleville, Ohio 43113  
Barry Bennett, Exec. Director

Phone: 740-477-1745  
Fax: 740-477-2779  
Email: [pars@rrohio.com](mailto:pars@rrohio.com)

**7/17/12**

**Dear Grant Committee:**

**My name is Barry Bennett and I am the Executive Director of Pickaway Area Recovery Services in Circleville, Ohio. (Pickaway County) We are the primary Alcohol and other Drug Treatment services in our County. When I read about this grant it was very exciting to see a program that covers the whole person and them being provided services to help them to be successful in life. Also, this is especially true people in hard economic times.**

**Pickaway Area Recovery Services offers a wide variety of services for substance abuse and addiction. We offer outpatient services and also have a residential treatment center for alcohol and other drug addicted women. These services will be offered to persons who come under the auspices of this grant. If they need substance abuse treatment we will offer it.**

**Pickaway Area Recovery Services enthusiastically supports this grant proposal and hopes to offer services to people who need substance abuse services.**

**Sincerely,**

  
**Barry Bennett**

**PARS Executive Director**

July 17, 2012

**Ms. Lauren Antelo  
Department of Health and Human Services  
Administration for Children and Families  
Office of Child Support Enforcement  
Washington, DC 20447**

Dear Ms. Antelo and OCSE Grants Committee:

I am a father who pays child support and works directly with several community service providers in Ohio. I know firsthand how difficult it is to navigate multiple systems and processes while trying to do what is best for my children. I am the proud father of two beautiful young girls and I, wholeheartedly, support the efforts of Ohio to establish connections between child support and employment services.

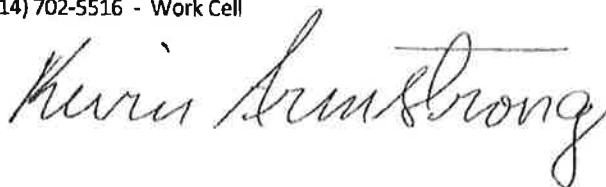
The issue is that most fathers want to pay their child support, but simply do not have the ability to do so because they neither cannot find nor keep a job. When you are struggling with these things, frustration increases. Moreover, when there are multiple agencies you are dealing with who are completely disconnected it makes it that much harder. I also support the changes in child support agencies in becoming more focused on what is right for children rather than just making sure there are financial collections. Don't get me wrong; I know that financial support is extremely important however there is no way to financially support your child if you cannot sustain a simple existence yourself.

Thanks to the efforts of the Franklin County Child Support Enforcement Agency and the Columbus Urban League for their Father 2 Father program. Through this effort I was able to; increase my understanding of the child support process, obtain meaningful employment, become a financial contributor, and most importantly, feel like a MAN again. Contrary to popular belief, I've always wanted to pay, but did not have the means. This collaboration, and change of attitude allowed me to become the positive, nurturing, and responsible Father my daughters need me to be.

Long story short, again, I support the proposal of the child support agencies that are collaborating to create employment services for non-custodial parents. In addition, thank you for considering my thoughts and for helping to make good and more importantly, relevant changes happen in Ohio.

Sincerely,

Kevin Armstrong  
(614) 702-5516 - Work Cell



7/17/2012

July 25, 2012

Ms. Lauren Antelo  
Department of Health and Human Services  
Administration for Children and Families  
Office of Child Support Enforcement  
Washington, DC 20447

Dear Ms. Antelo and OCSE Grant Committee:

I am a father who receives child support and works with several community services providers in Ohio. I know firsthand how difficult it is to navigate multiple systems and processes while trying to do what is best for my child. I support the efforts of Ohio to establish connections between child support and employment services.

Most obligors want to pay their child support but simply do not have the ability to do so because they cannot find or keep a job. When you are struggling with this things, frustration increases when there are multiple agencies you are dealing with who are completely disconnected. I also support the change the change in child support agencies in becoming focused on what is right for children, rather than just making sure there are financial connections. I know financial support is important, but there is no way to financially support your child if you cannot sustain a simple existence yourself.

Again, I support the proposal of the child support agencies that are collaborating to create employment services for non- custodial parents. Thank you for considering my thoughts and for helping to make good changes happen in Ohio.

Sincerely,  
Joseph Brust

A handwritten signature in cursive script that reads "Joseph Brust". The ink is dark and the signature is fluid, with a small flourish at the end.