

OHIO'S COALITION TO INCREASE PARENTING TIME OPPORTUNITIES FOR CHILDREN

HHS-2012-ACF-OCSE-FI-0298

PTOC¹²



Research demonstrates children flourish best when they have two supportive and loving parents in their lives, even if the parents do not live together. Deeply connected to noncustodial parents' abilities to help their children thrive is the opportunity for parenting time, sometimes referred to as visitation. The Fairfield County Child Support Agency will lead a coalition of agency directors, members of the judiciary, domestic violence subject matter experts, access/visitation providers, professionals with a statewide perspective, and other stakeholders with the mission of increasing parenting time opportunities for children in Ohio, recognizing the critical importance of safe environments for children and families as well as the need to open up multiple paths of coordination among the administrative agency and judiciary in a complex structure of governance.

While the grant will immediately allow for establishment of more than 600 parenting time orders annually (when there is agreement among parents and no indication of family violence) with agencies who are connecting with the judiciary and immediately filing all child support orders upon establishment, there is much more work to be done. During the planning phase, the coalition will determine the specific steps it would take, including process changes and any necessary statutory authority, for establishment of parenting time orders at the same time as initial child support orders in all county structures in Ohio.

Creative integration with the project is envisioned with domestic violence subject matter experts, boot camp pilots, parenting classes, and the use of technology. With measurable outcomes and in-depth process narratives, the project will inform state and national policy and practices. There is *power* in improving the lives of children. For that reason, the project will be known as **Parenting Time Opportunities for Children to the 12th power- PTOC¹²**,¹⁰ Ohio's coalition of 12 founding agencies and stakeholders dedicated to increasing safe parenting time opportunities for children.

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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.

August 3, 2012

Mr. John Langrock
Department of Health and Human Services
Administration for Children and Families
Office of Child Support Enforcement

RE: HHS-2012-ACF-OCSE-FI-0298
Parenting Time Opportunities for Children in Child Support

Dear Mr. Langrock and the OCSE Grants Committee:

It is with great pleasure that I submit this application for a Special Improvement Project to increase Parenting Time for Children. The Fairfield County Child Support Agency stands ready to connect its processes with the Fairfield County Domestic Relations Court and to establish parenting time orders for approximately 2,000 children during the life of the project. Also, our proposal has the added benefit of bringing together diverse statewide and county officials to develop processes for other county and state structures so that parenting time orders for children can be established as the same time as initial child support orders broadly throughout the state.

Our approach is sound and appropriate for Ohio's IV-D program structure and process. It coordinates with the state access and visitation program and with multiple access and visitation services available throughout the state, including stepped up efforts in Fairfield County and in other counties. The approach is fully integrated with family violence safeguards. We propose an independent site-specific evaluation to measure child support and parenting time outcomes through Ohio University and its Fatherhood Institute, a partnership with Ohio University and the Ohio Practitioners' Network for Fathers and Families. There is extraordinary community engagement surrounding the effort, with support from non-profit agencies, faith-based partners, other government agencies, and private business. We in Fairfield County expect to be able to sustain the process of establishing parenting time orders at the same time as child support orders, and we are eager to lead the effort to develop a range of processes for this to happen throughout the state of Ohio and the nation. The project will inform state and national policy and practices.

There is power in improving the lives of children. For that reason, the project will be known as Parenting Time Opportunities for Children to the 12th power- PTOC¹², Ohio's coalition of at least 12 founding agencies and stakeholders with multiple perspectives dedicated to increasing safe parenting time opportunities for children. We look forward to implementing PTOC¹² together!

Sincerely,

Corey B. Clark
Fairfield County Child Support Enforcement Agency Director

Ohio's Coalition to Increase Parenting Time Orders for Children

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ABSTRACT: PTOC¹² - Ohio's Coalition to Increase Parenting Time Opportunities for Children

Research demonstrates children flourish best when they have two supportive and loving parents in their lives, even if the parents do not live together. For nearly three decades, child support professionals have been intimately involved in the societal evolution to ensure that both parents are actively engaged in the lives of their children, especially from the perspective of establishing paternity and child support orders. As the body of knowledge about child support and parenting in today's wide variety of family formations has increased, child support professionals have become increasingly aware of their roles beyond that of serving in an administrative agency responsible for paternity establishment and collections. For example, integration with courts and social services has resulted in innovative and creative ways to assist non-custodial parents in their responsibilities to help make their children's lives more complete.

Deeply connected to noncustodial parents' abilities to help their children thrive is the opportunity for parenting time, sometimes referred to as visitation. The Fairfield County Child Support Agency will lead a coalition of agency directors, members of the judiciary, domestic violence subject matter experts, access/visitation providers, professionals with a statewide perspective, and other stakeholders with the mission of increasing parenting time opportunities for children in Ohio, recognizing the critical importance of safe environments for children and families as well as the need to open up multiple paths of coordination among the administrative agency and judiciary in a complex structure of governance. Simply put, this means that one size will not fit all – but there will be actionable guidance for all.

While the grant will immediately allow for establishment of more than 300 parenting time orders annually (when there is agreement among parents and no indication of family violence) with agencies who are connecting with the judiciary and immediately filing all child support orders upon establishment, there is much more work to be done. During the planning phase, the coalition will determine the specific steps it would take, including process changes and any necessary statutory authority, for establishment of parenting time orders at the same time as initial child support orders in all county structures in Ohio. During the life of the project, more than 2,000 parenting time orders will be established.

Further, deep connections with subject matter experts on domestic violence will result in a plan for keeping children and families safe during a time when there is an effort to increase parenting time opportunities. Also, the coalition will coordinate with access/visitation providers throughout the state, including but not limited to those providers who are part of Ohio's Access/Visitation program. Through these connections, outcomes for children will be measured following leadership of an evaluator dedicated to scholarly and practical advancement of knowledge. Measureable outcomes are envisioned as an important part of replication strategies.

After the planning year, actionable guidance will be ready for legislative and process changes. Options will be available to show efficient and effective ways to increase parenting time orders in complex structures found in the child support program. Creative integration with the project is envisioned with boot camp pilots, parenting classes, and the use of technology. The project will inform state and national policy and practices. There is *power* in improving the lives of children. For that reason, the project will be known as Parenting Time Opportunities for Children to the 12th power- **PTOC¹²**, Ohio's coalition of at least 12 founding agencies and stakeholder perspectives dedicated to increasing safe parenting time opportunities for children.

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PTOC¹² - A Two-Pronged Approach Based on Evidence in Research

The Fairfield County Child Support Enforcement Agency proposes to increase parenting time opportunities for children by integrating its processes with judicial processes, family violence prevention services, parenting classes, and unique community services in order to establish parenting time orders at the same time as child support orders. The proposal includes the creation of a coalition of 12 founding agencies and stakeholders to identify and recommend specific practices and steps that will allow parenting time orders to be established at the same time as child support orders broadly within the multiple structures of governances and diverse processes that are now utilized throughout the state. Based on evidence, the two-pronged approach of local implementation and deep stakeholder analysis is expected to result in positive outcomes.

The approach is sound and appropriate for Ohio's IV-D program. There is extraordinary community engagement surrounding the effort, with support from non-profit agencies, faith-based partners, other government agencies, and private businesses. The project is sustainable. Children and families will benefit from the effective and efficient processes to increase parenting time opportunities for children.

Identifying and Understanding the Problem

Research demonstrates that children flourish best when they have two supportive and loving parents in their lives, even if the parents do not live together. For nearly three decades, child support professionals have been intimately involved in the societal evolution to ensure that both parents are actively engaged in the lives of their children, especially from the perspective of establishing paternity and child support orders. As the body of knowledge about child support and parenting in today's wide variety of family formations has increased, child support professionals have become more aware of their roles that reach beyond responsibilities of paternity establishment and collections of financial support. For example,

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integration with courts and social services has resulted in innovative and creative ways to assist non-custodial parents in making their children's lives more complete.

The child support program has evolved and continues to evolve. The increased understanding surrounding parenting, child support processes, and associated factors has inspired appropriate attention on the connections of emotional and financial support. Although financial support is critical, child support is about more than money. The receipt of child support is connected to improvements in child well-being, such as better cognitive development among young children and better academic achievement among older children (US HHS, June, 2012, p. 2). In addition to these benefits associated with the payment of child support, healthy fatherhood enhances a child's social, cognitive, and academic behaviors. Research has demonstrated that children who have involved fathers show greater emotional security, less depression, and fewer behavioral problems in both childhood and adolescence; children of engaged fathers enjoy academic advantages, including better grades, fewer expulsions, and fewer grades repeated; and father involvement is equally important for both adolescent boys and girls (US HHS, June, 2012, p. 2). Fathers who are more involved with their children are more likely to pay child support, and fathers who pay child support are more likely to stay involved with their children (US HHS, June, 2012, p. 2). The evidence shows that financial and emotional supports are interconnected in complex and important ways.

Non-custodial parents, typically fathers, perceive multiple, interrelated roles in their identity as a parent. In both married and unmarried fathers, Olmstead, Futris, and Pasley (2009) discovered seven fathering role identities emerging from lived experiences: provider, teacher, protector, disciplinarian, caretaker, supporter, and co-parent. This finding about the multi-dimensional, complex nature of fatherhood is consistent with earlier research (Fox, & Bruce, 2001; Maurer, Pleck, & Rane, 2001; Summers, Boller, Schiffman, & Raikes, 2006). For example, a nurturing role is connected to a provider role in the

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minds of fathers, mothers, other individuals, groups, and society at large. Prioritizing the dimensions of fatherhood by focusing strongly on financial support, while not focusing on nurturing or parenting time, sends a conflicting message to fathers. Disconnecting the dimensions in everyday language and in formal processes is a source of stress for fathers and diminishes their perceptions of what it means to be a father. This disconnection is an antecedent to feelings of unfairness.

Dimensions of the fatherhood role are dependent on one another. Prior to Olmstead, et al. (2009), Townsend (2001) found that men used integrated, multiple dimensions to describe their emotional connectedness to fatherhood, with such dimensions as economic provider, protector, and home owner being deeply connected with other roles. To accomplish their missions, society's institutions need to recognize the ways individuals form their identities. Pleck (2007) proposed an integrated ecological-parental capital theory of paternal influence, predicting increased overall child well being with increased parenting time. It is consistent with research and theory to increase safe opportunities for parenting time.

Because there is no systematic, efficient mechanism to establish parenting time agreements, non-custodial parents often have difficulty navigating multiple government agencies and courts in order to establish parenting time orders. The problem of being able to obtain parenting time orders is becoming more prevalent as unwed parents represent an increased percentage of the population. As a symbol of the transforming family and a sign of generational change, most births to women under the age of 30 occur outside of marriage (Bengiveno, February 18, 2012). Also, the decline in marriage has been steep in Ohio, dropping from a rate of **9.0** (per 1,000 of population) in 1990 to **5.8** in 2010 (Ohio Department of Health, 2012). The marriage rate in Fairfield County is below the state rate (Ohio Department of Health, 2012). It is reasonable to suggest that unmarried parents may soon comprise the majority of child support cases (Pontisso, 2011, p. 5).

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The child support agency is situated within society to be able to efficiently and effectively guide processes to increase parenting time orders. However, Huang (2009) asserted that increasing the likelihood of parenting time between nonresident fathers and their children may not necessarily improve child well-being unless the fathers are able to provide reliable emotional support, authoritative parenting, and a positive role model. For this reason, the PTOC¹² approach includes connections with community services, including peer support and parenting classes.

PTOC¹² Design

The design of PTOC¹² includes *phase one*, the establishment of parenting time responsibilities in child support orders within Fairfield County following initial planning stages; coordination with the state Access and Visitation program and with other support systems; and family violence preparedness and a response plan; and *phase two*, the creation of a coalition of child support professionals and diverse stakeholders who will identify specific steps to take so that parenting time orders can be established at the same time as child support orders broadly in all governance structures. The implementation of phase one will occur once the family violence prevention plan is in place. Phase two will be initiated immediately, in terms of the discussions of the coalition, but the work of phase two is expected to continue throughout the project, even as more counties, beyond Fairfield, begin to establish parenting time orders at the same time as child support. Each county will bring in the necessary partners, such as judicial partners and community service providers, in order to obtain stakeholder perspectives. This will allow the coalition to serve as a place for ongoing advice and networking.

The evaluator will be involved in all parts of the project, evaluating outcomes of phase one and participating in the coalition of phase two. At the end of the project, there will have been at least 2,000 parenting time orders established at the same time as child support orders and there will be actionable

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guidance to direct all counties within the state and to inform the nation. Throughout the project, parenting classes, peer support, online tools for promotion, and community engagement will further the efforts.

Philosophical and theoretical underpinnings. The project honors quantitative and qualitative research traditions and stakeholder theory. PTOC¹² proposes the use of quantitative measurements to account for number of orders established and rates of child support payments, among other measures. Qualitative approaches can be brought in to answer questions of why particular behaviors or trends emerge. Blending the research traditions is pragmatic.

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 strategic planning of any organization. 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. Further, stakeholders are vital to success of agency processes. Stakeholder theory has become commonplace (Donaldson & Preston, 1995) and it has relevance for the project.

Building upon the research and rationale for design. Research demonstrates that facilitation sessions with both parents are highly effective (Davis, Pearson, & Thoennes, 2010). Historical experiences at the child support agencies confirm this research. With PTOC¹² phase one, the work will include facilitation sessions about parenting time order establishment, as long as family violence is not present. Phase two establishes the coalition to examine and identify the processes that will work in the multiple structures in Ohio. One size does not fit all.

Therefore, rather than offering one size fits all answers in processes for customers, the proposal offers choices, consistent with Miller (2010, p. 71) who asserted that governments should offer choices to

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accommodate the varying expectations of stakeholders. By considering all potential governance structures and levels of community involvement, the state will be proactive in implementing efforts to establish parenting time orders at the same time as child support orders. Freeman's (1984) stakeholder theory guides this approach, as does the need to collaborate in a system of work and purpose and a customer relationship focus (Deming, 1985; Lawton, 2000; Miller, 2010).

Target Population/Recruitment. In phase one, Fairfield County participants will come from the population of new orders established, approximating 300 for the partial first year. As other counties incorporate the family violence safeguarding process and define their processes, additional counties will be brought into the project. If family violence is a factor, the participants will not participate in facilitation of agreements. Such families will receive appropriate information and referral services, including on-site services in Fairfield County. Because the child support agency is already conducting in-depth interviews with parents, the approach is a sound one which ensures the program will reach the target audience.

Timeline. Table 1 shows targeted timeframes and deliverables.

Table 1. Targeted Timeframes and Deliverables.

Targeted Timeframe	Deliverable
Oct-12/Nov-12	Hold Strategic Planning Retreats
Nov-12	Complete MOUs and Contracts for Services/Begin Evaluation Design/Coordination with Evaluator
Nov-12/Dec -12	Obtain OCSE approval of family violence prevention plan/Conduct training for family violence prevention/Meet with evaluator to confirm data elements and methods
Jan-13	Begin services of parenting time order establishments in Fairfield County/Begin Coalition monthly meetings/Create subgroups as needed, including multiple stakeholders
Apr-13	Provide program & financial reports to OCSE/Begin Boot Camp
Sep-13	Provide report of recommendations to meet multiple governance and stakeholder needs/Provide online information and referral services with partners/provide additional reports for OCSE/Review progress with the evaluator

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Table 2 gives details about the timeline for activities during the critical first year of the project.

Table 2. **Draft Timeline for Project Activities During The First Year**

First Year Detailed Activity	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Attend retreats, Create coalition, adopt screening tools; refine contracts	x	x	x									
Services for parents begin (and continue) in Fairfield County				x	x	x	x	x	x	x	x	x
Begin (and continue) Boot Camp style parenting classes in Fairfield County, coordinate mini-grant with OPNFF							x	x	x	x	x	x
Set meeting schedules, Outline all reporting deliverables	x	x										
Attend regular coalition meetings, coalition charge is firm				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	x
Establish plan for webpage, online information and referral sources									x	x	x	x
Provide training about child support /family violence prevention	x	x							x	x		
Attend conferences, develop ongoing presentations						x	x	x	x	x	x	x
Begin collecting data and analysis; develop procedures for quantitative & qualitative research, test data gathering methods				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
Deliver final report of recommendations for statewide perspective, Bring in other county partners for services												x
Monitor program progress and measure outcomes with Evaluator			x	x	x	x	x	x	x	x	x	x

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Key program features and benefits. The first key program feature and customer benefit is the *establishment of parenting time responsibilities* in cases in Fairfield County (and in other counties as they can be reasonably brought into the process) in phase one. Over the course of the project, as phase two, or the coalition work evolves, an estimated 2,000 parenting time orders will be established. This is a reasonable number, as there will be at least 1,200 new orders in Fairfield County during the project, and other counties will also participate after the planning year.

Historically, when Fairfield County had conducted facilitated sessions by the hearing officer, there was great success, estimated at 90% or more, in agreement of the standard parenting time order, which gives credence to the reasonableness of the number to be established over the life of the project. For reference and comparison, the combined caseload of the coalition counties exceeds 250,000. In each area, the services provided will be culturally and socially appropriate, without discrimination and with agency personnel demonstrating cultural competency. Cultural competence comprises four aspects: (a) awareness of one's own cultural worldview, (b) attitude towards cultural differences, (c) knowledge of different cultural practices and worldviews, and (d) cross-cultural skills (Harvey, & Allard, 2009).

Developing cultural competence results in an ability to understand, communicate with, and effectively interact with people across cultures. Fairfield County agency employees have received training and coaching on this topic. The employees demonstrate cultural competency on a daily basis in developing strong relationships with customers and stakeholders. The nature of public services requires cultural competencies, and the PTOC¹² carries on this tradition.

The approach includes two phases and is integrated and dependent upon state laws, structures, and programs. The stakeholder approach allows for the opportunity to interact with other opportunities as they are designed or as they emerge within the local environment. Each county will have different roles

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and responsibilities for its stakeholders, as works best for its local situation. In addition, each county will connect with judicial partners to determine the appropriate process for connecting with the judiciary. From a statewide perspective, multiple options will be considered, including those which require an examination of statutory authority and any potential changes for law or process. By including all stakeholders in the conversation, there is an opportunity to be proactive, relative to the potential passage of the federal budget bill, which includes provisions that require parenting time orders to be established at the same time as initial child support orders. While there is complexity in the analysis, there is motivation to implement the change, for the benefit of children and families.

By integrating the establishment processes for child support and parenting time orders, the Fairfield County agency is ensured of reaching the appropriate population efficiently. Parenting time orders in Fairfield County will be established at the same time as the initial child support orders. Parents who already have child support orders are not eligible to participate in this grant program. Parents with new orders will be screened for family violence prior to participation in the program. Information and referral for community services will be ongoing for all parents in **PTOC¹²**. In addition to the establishment of parenting time orders, there are additional aspects of the effort: the family violence prevention plan; coordination with Access/Visitation; and parenting classes, information and referral, and peer support.

Family violence prevention plan – creating safe opportunities for children. **PTOC¹²** will develop a comprehensive model to address family violence. First, Fairfield County agency employees have effective working relationships with the Prosecutor's Office, the Protective Services Agency (as part of the combined Job and Family Services agency), Victim's Advocates, the Lighthouse Shelter, and several non-profit and faith-based agencies. Throughout the state, many agency employees volunteer for community partners or serve on boards and committees in partnership with the partners.

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The family violence preparedness and response plan will include methods to screen, prepare for, and address possible, or disclosed cases of, family violence. Guided by a professional from the Child Advocacy Center of Fairfield County who is a leading expert on family violence prevention, the plan will include regular staff training on family violence prevention, ongoing training on reporting of child abuse (all agency employees now have annual training on mandated reporting status and collaboration with the child protective services agency), and an integration of on-site family violence expert services. The plan will include screening at the time of intake for child support processes, addressing family violence when it is identified, training, referrals, expert consultation, and safeguarding of data.

PTOC¹² will screen all participants for family violence risks. The family violence screening plan will be comprehensive, use evidence-based practices and tools, and incorporate the automated system's family violence indicator as appropriate. Screenings will be convenient for parents, conducted with the in-depth intake interviews. Agency employees will provide ongoing monitoring. Screening tools are intended to be used as one component of a formalized Domestic Violence Protocol designed to identify and appropriately refer families who may need additional resources to address issues of family safety. The National Healthy Marriage Resource Center as well as the National Responsible Fatherhood Clearinghouse both have a comprehensive library of information related to this topic in addition to detailed guidance on developing effective and appropriate Domestic Violence Protocols. The online tools that have been used in other projects, such as Colorado Works will be examined as a practice that yielded good results in the field. The final screening tool will be submitted to OCSE with the plan for approval, prior to the services of parenting time establishment.

When family violence is identified, the facilitation of a parenting time agreement will not occur. Rather, appropriate referrals for family violence prevention services within the community will be made.

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Referrals will be made to the court, legal clinic, and/or to the visitation center. In Fairfield County, the Fairfield County Visitation Center is stepping up its efforts to increase supervised visitation and safe exchange of children in situations involving domestic violence, child abuse, sexual assault, or stalking. The visitation and exchange services provided through the Fairfield County supervised visitation project reflect a clear understanding of the dynamics of domestic violence, the impact of domestic violence on children, and the importance of holding offenders accountable for their actions.

All agency employees who are involved in the intake process will receive staff training about the family violence prevention plan. This training will supplement the agency training on mandated reporting, an ongoing process within the agency and with most of the coalition members. A minimum of eight hours of training will be provided to program staff and to partners, such as the visitation center staff and to coalition members during a group setting, perhaps at a retreat of the coalition members in order to provide training in an efficient manner. For the training, a family violence preparedness curriculum developed from best practices in the discipline will be used. The training curriculum will be offered to OCSE for approval by December 2012 and prior to parenting time order establishment services.

All families who need family violence response services will receive timely and appropriate referrals. Many of the community partners providing family response services have offered letters of support for the project. The plan will document and include options for referrals, such as law enforcement, protective services, shelters, the legal clinic, courts, advocates, counseling services, faith-based groups, and other resources. Referrals will be made at all appropriate times during the process. Alternative methods for establishing parenting time orders, such as a pro se process with the court for supervised visitation, will be suggested in appropriate cases. By December 2012, the final list of services and protocols will be provided to OCSE.

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Further, Ohio's Support Enforcement Tracking System includes a field to indicate participants subject to family violence. The functionality provides alerts to ensure that the program participants who are subject to family violence have address information protected from public disclosure. Accustomed to safeguarding case information, the employees and partners will continue to safeguard custodial parent and child information to help ensure emotional and physical safety of the family. The agency and the subject matter experts will review best practices of data safeguarding, evaluate the current state of safeguarding, and will outline plans to incorporate safeguarding into the process of parenting time order establishment. At least four times annually, the project team will convene to discuss the elements of the plan, including safeguarding, and to monitor and evaluate the process implemented. A memorandum of understanding with the Child Advocacy Center of Fairfield County is found in the Appendix.

Coordination with Access/Visitation and other county visitation services. In Ohio, approximately seven county agencies participate in the Access/Visitation program by earning subgrants through a competitive process. The agencies which participate in this way include several coalition members, although the state's process for identifying the county partners will result in changes over time, so the coalition members may or may not remain subgrantees. This means that coordination with the services provided by the Access/Visitation program will rely on cross-county cooperation. It is important to also recognize that there are similar access visitation services within the coalition counties that are not part of the Access/Visitation program. With the Access/Visitation program, direct services are based on needs in the community. For example, mediation, supervised visitation, neutral exchange, and parenting education services are provided at visitation centers throughout Ohio. The services are typically provided for residents of the home county, but this is not a requirement, and there are some services provided to contiguous counties.

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The tools and lessons learned from the Access/Visitation program will be available to the PTOC¹² collaboration. In addition, the state grant administrator, contracted providers, and subgrantees will serve as members of the PTOC¹² coalition. This will allow for multiple opportunities to connect in person to review referrals and cross-county opportunities. Also, the group will use technology to stay connected.

Strategies of the Access/Visitation program integrate with establishment of parenting time orders in ways that further the project, especially in phase two and in cases where referrals are needed for the families. There is no requirement or suggestion to change the Access/Visitation program in its current form; however, the work of the coalition may inform decisions about how the programs would be organized in the future. Access/Visitation services, such as supervised visitation and mediation, are available to customers who will be served by the project; however, there are other community resources, apart from the Access/Visitation program, providing similar services in proximity of the phase one location, Fairfield County. Leadership of both programs will communicate about opportunities to share tools.

Classes, information & referrals, and peer support – Boot Camp! PTOC¹² has a strong relationship with the Ohio Practitioners' Network for Fathers and Families (OPNFF). OPNFF is a statewide organization with over 1,200 individual and organizational members. The mission of OPNFF is to enhance the outcomes of children, families and communities by providing information, training and encouragement to father and family serving practitioners. The organization publishes an informative e-newsletter, maintains a dynamic website, provides professional trainings, and advocates for father and family friendly public policy. OPNFF has an existing interactive user-friendly database of over 200 fatherhood and family-serving agencies.

As a collaborative partner with PTOC¹², OPNFF will add more program information on child support and parenting time to the database, helping both practitioners and parents in the community navigate the processes of establishing parenting time and child support orders successfully. As part of the coalition,

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OPNFF will also lead a subgroup with the Ohio Fatherhood Commission to produce a webpage and online resource tool to demonstrate the various access and visitation services, parenting classes, and parenting time order establishment services in Ohio, for the project and for the state overall.

Further, OPNFF and community fatherhood collaborations across Ohio pay particular attention to developing programs that engage expectant and new fathers. This period, known as the "magic moment" of fatherhood is a key opportunity to support fathers in establishing a lifelong bond with their child, successful patterns of fathering and cooperative parenting behaviors with the mother of their child and others. One of the successful programs targeting expectant and new dads in the magic moment is Boot Camp for New Dads, a father-specific childbirth education program. Boot Camp For New Dads (a.k.a. Daddy Boot Camp) enables new fathers to step up to the tremendous challenge of being a dad, and head in the right direction in forming a new family. This peer support, man-to-man format has proven exceptionally effective.

The program is now offered at hospitals and in community settings across Ohio. In addition to preparing fathers for the childbirth event, the program is a perfect "gateway" to other services that fathers may need as they navigate their role, particularly those fathers that will be establishing child support and parenting time orders. As part of PTOC¹², OPNFF has agreed to provide seed grants and training to establish Boot Camp for New Dads programs in birthing hospitals in all counties participating in the collaborative effort. These mini-grants are an added benefit of the collaboration, although they are a separate accounting apart from the project.

Parenting classes in Fairfield County are now provided by the Children and Family First Council and several non-profit and government agencies. Several coalition members also provide parenting classes for parents who were never married. Models and curricula are available for coalition members who desire to include specific parenting classes in conjunction with the family violence screening tool when

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facilitating an agreement among parents. In addition, several programs have brochures, calendars, and educational materials which can be shared.

Unusual elements and innovations. Fairfield County has extraordinary community support for the project, as it is viewed as a natural extension of healthy fatherhood leadership activities. The county earned a National Association of Counties Achievement Award for community collaboration surrounding fatherhood in 2012. PTOC¹² is considered a good demonstration of collaboration, with many partners and experts coming together to be as proactive as possible. The inclusion of multiple partners strengthens the overall approach. The design is flexible, in that it recognizes variances that occur within local communities and seeks out ways to leverage those variances for the purpose of increasing parenting time opportunities. The flexibility of the design is a main reason for taking the approach. Phase one is a way to begin establishing orders in the short term. Courts will not incur additional costs, and in many cases, courts will be able to save costs because of improved efficiency in adoption of orders. Parents will be supported by the facilitation of an agreed order at no cost to them. The coalition will recommend sustainability strategies.

Potential risks and proposed mitigation. It is important to consider potential risks and proposed mitigation. Challenges with backlogs of hearings to establish orders could possibly arise as the workload increases. The agency will increase its number of hearings to help mitigate that risk. Challenges in terms of location of parents will be met by using the multitude of locate tools available to the agency. Another challenge is that the coalition may struggle in its complex work in finding solutions for multiple structures. Bringing multiple stakeholders, including members of the judiciary, together to focus on the shared purpose mitigates this challenge. Finally, the family violence prevention plan keeps families safe.

Program elements – purpose, objectives and outcomes. PTOC¹² aims to improve and increase the financial and emotional support of children in the child support system by increasing opportunities for them

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to build a relationship with both parents. The program will lay a foundation for successful, safe implementation of the President's budget proposals to require states to establish parenting time orders in all initial child support orders, should the proposal become law. The purpose of the program is to increase safe parenting time opportunities for children by establishing parenting time orders at the same time as child support orders. The objective is to establish 2,000 orders over the four year period. If 40 months of services occur, this is an average of 50 orders per month. The project in Fairfield County should be able to be in place within the first year. Given the caseloads of the coalition and the flexible approach taken, the targeted numbers are reasonable.

The following variables and outcomes will be tracked: number of parents served; number of parenting time orders established (counted by child); average cost per order establishment (in dollars); number of cases where family violence is identified (counted by child); number of referrals provided to domestic violence service providers for families where family violence is identified; child support payment rates; attendance in boot camp or parenting classes; parenting time before and after the program, as reported by parents; and attitudes about parenting time, as reported a focus group. The variables will be further operationalized with the evaluator.

In meeting the targeted timeframes for work products, the collaboration will be successful. In the four year period, the project will be successful if there are 2,000 parenting time orders established in an efficient manner, without adding costs to the court or to parents.

Concept map/workflow – phase one. Phase one is summarized in Figure 1.

The Coalition – phase two is summarized in Figure 2.

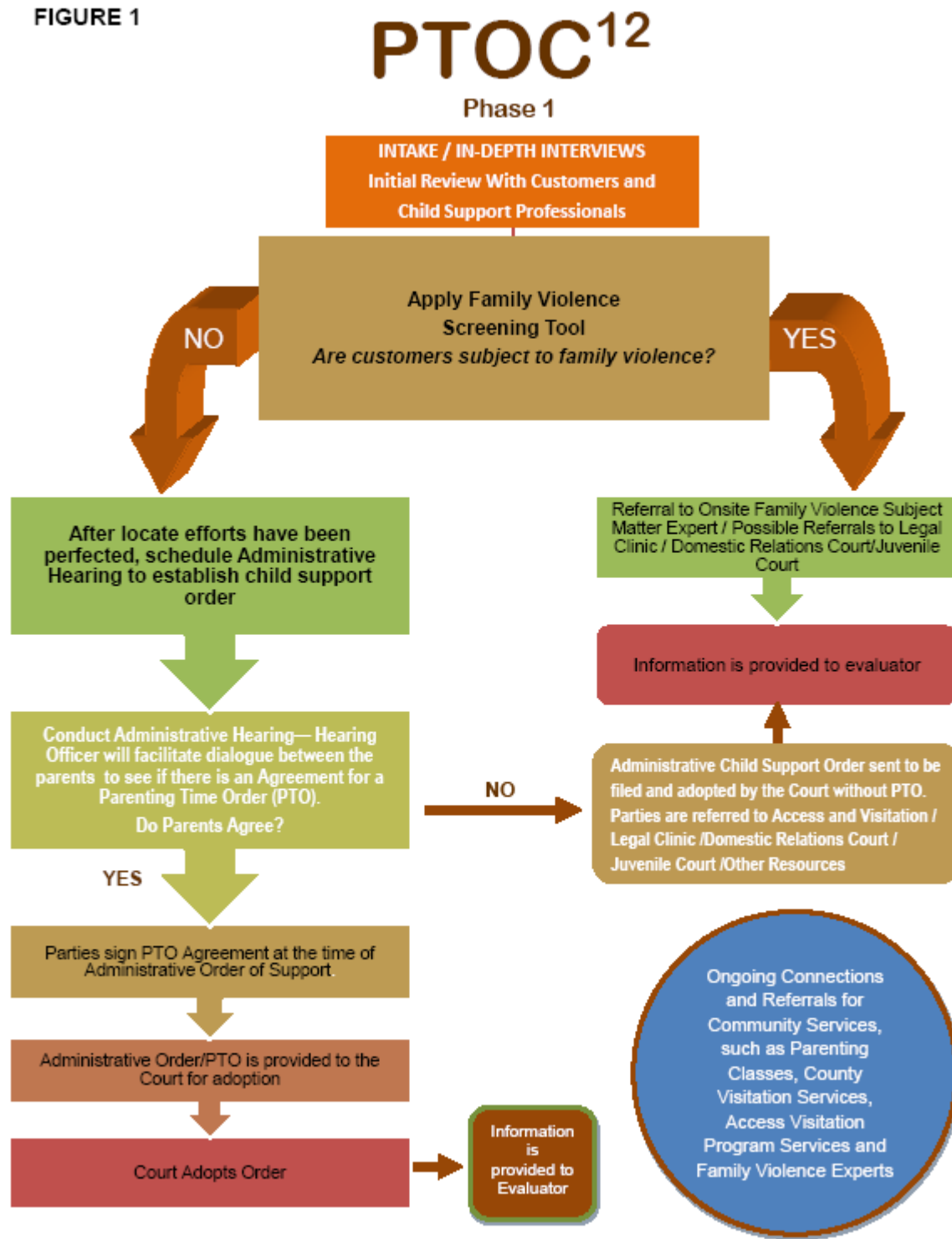
A **Logic model** is found in Figure 3.

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FIGURE 1



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FIGURE 2

PTOC¹²

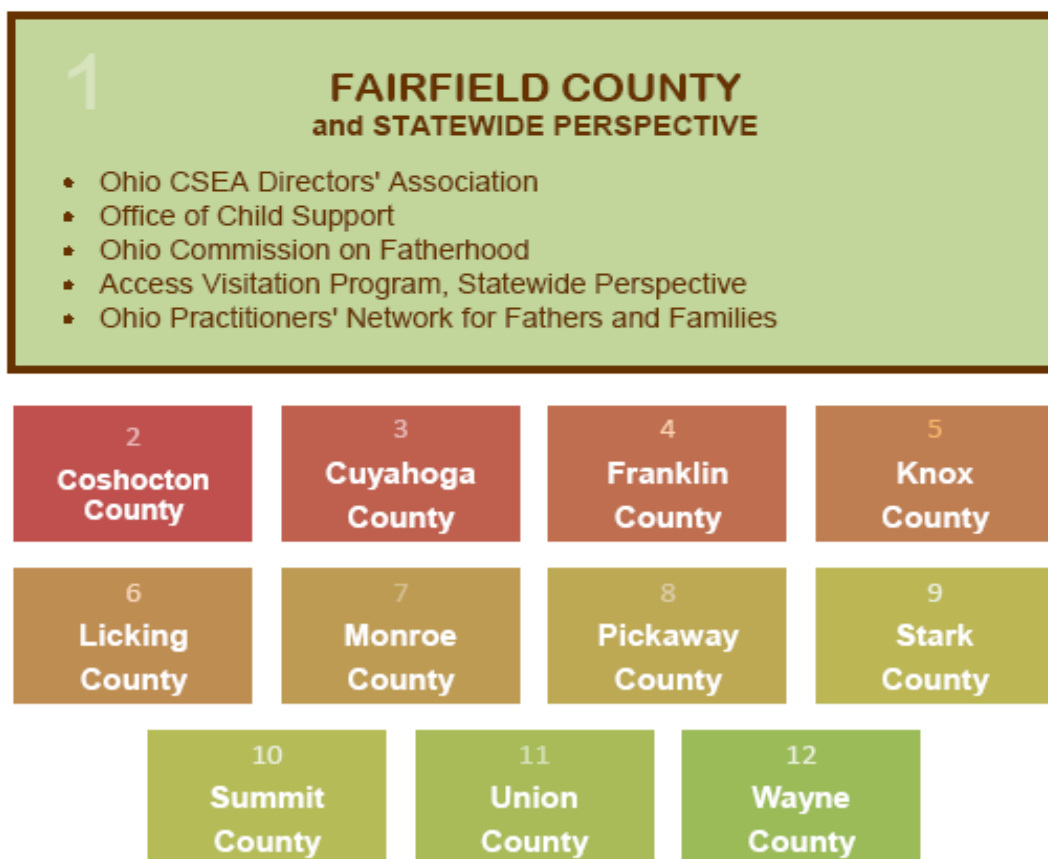
Phase 2

STATEWIDE PERSPECTIVE FOR OHIO

Ohio's Coalition to Increase Parenting Time Opportunities for Children

The Fairfield County Child Support Agency will lead a coalition of agency directors, members of the judiciary, domestic violence subject matter experts, access/visitation providers, professionals with a statewide perspective, and other stakeholders with the mission of increasing parenting time opportunities for children in Ohio, recognizing the critical importance of safe environments for children and families as well as the need to open up multiple paths of coordination among the administrative agency and judiciary in a complex structure of governance.

COALITION



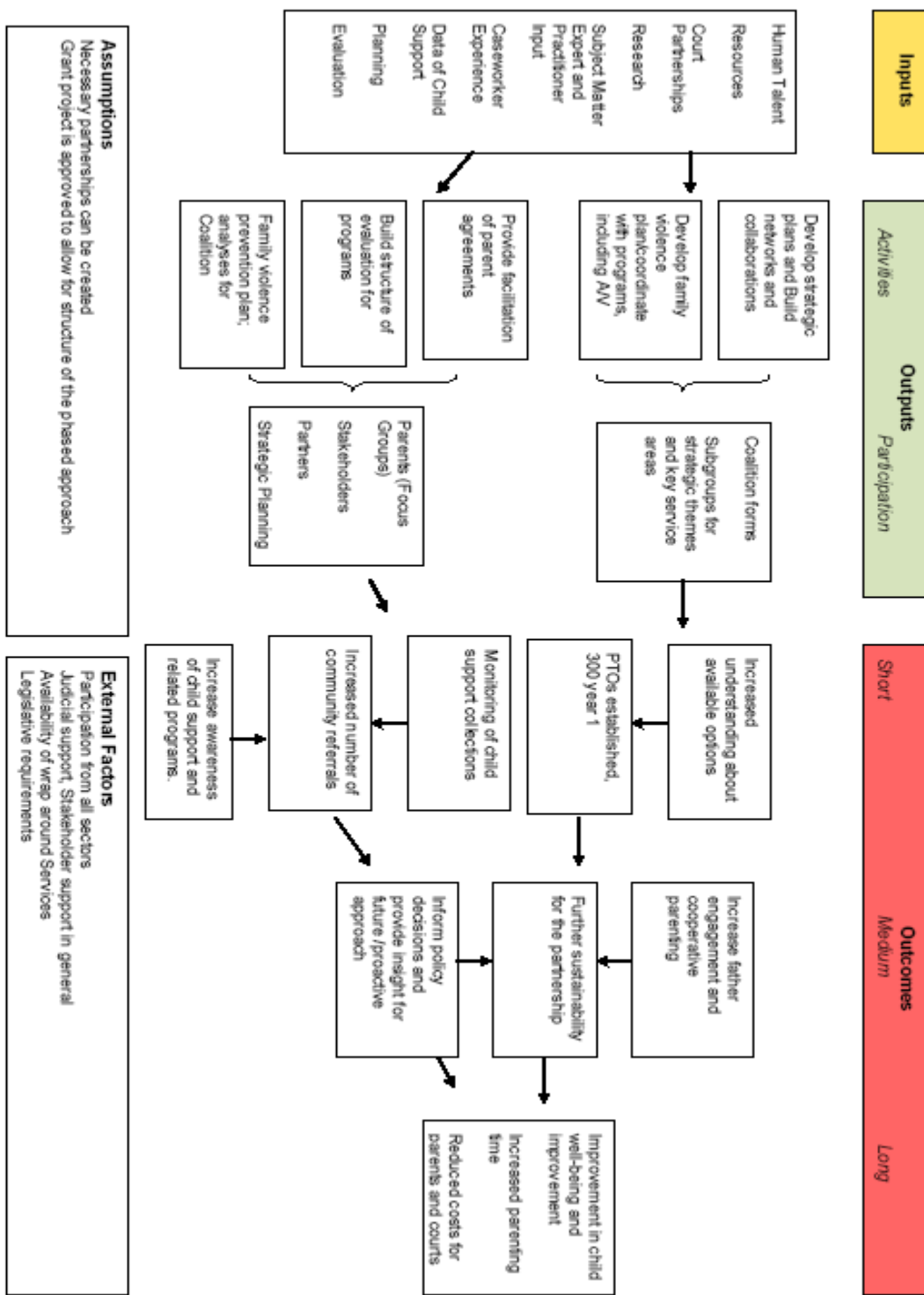
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Figure 3 Logic Model



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Project Management. A project manager, an employee of the Fairfield County child support enforcement agency, will guide the project for 1,040 hours annually. The proposed project manager is qualified based on the attainment of more than 15 years of experience in child support and in building stakeholder relationships. The primary task of the project manager is to ensure that the project is planned, implemented, and evaluated successfully. This requires frequent contact with PTOC¹² team members, court officials, the family violence prevention and training partners, the project evaluator, and other project contractors or partners. The project manager will hold regular meetings with project staff, including partners, to share progress, discuss any challenges, and attempt to resolve challenges as quickly and effectively as possible. The project manager is responsible for coordinating the contracts, supporting data collection, and sharing information.

A family violence prevention and safety coordinator, with on-site hours, will be contracted with the Child Advocacy Center of Fairfield County for up to 1,300 hours annually. The Center leadership is exceptionally qualified in terms of formal education and work experience. The primary task of the family violence prevention and safety coordinator is to ensure that the family violence prevention and response plan is appropriately designed and implemented. The family violence prevention and safety coordinator will work to ensure that the required screening, training, referral, expert consultation, and data safeguard program elements are approved by and appropriately implemented for the benefit of program participants.

Coalition leadership includes experts in child support, fatherhood, and community organizing. Many more letters of support than can be included in the package have been received from partners willing to serve on committees to further the project. In the appendix, signed third party agreements are included for the Child Advocacy Center of Fairfield County, the family violence prevention and safety coordinator, and

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Ohio University, the evaluator. Selected resumes are labeled and also included in the appendix. Project staff will attend mandatory OCSE workshops.

Services Area of the Project The main service area is Fairfield County, Ohio, located contiguous to the state capital; 11 other Ohio counties will be served. A map is included with the electronic submission.

Organizational Capacity of the Collaboration Leaders of Fairfield County have an average of 15 years of experience, while the program experience of the coalition leadership tops more than a century. Resumes of selected leaders are included in the Appendix. Biographical sketches of any newly hired person will be provided immediately to OCSE. Fairfield County and the coalition welcome the participation of OCSE in providing technical assistance, analyzing emerging issues, or evaluating the project. Fairfield County and the Coalition will participate in teleconferences, webinars, or networking sessions to share information and build collective knowledge. The capacity of the coalition exceeds 980 employees, allowing for shared duties, appropriate back-up plans, and opportunities for broad organizational learning.

Evaluation, Connecting with Ohio University

The project and its results will be evaluated with the expert services of Ohio University, a public research university that advances excellence in the search for new information, knowledge, understanding and creative endeavors. Fairfield County has worked with the university, an independent governmental entity, in the past, with excellent success. Dr. Randy Leite will lead the project evaluation. Dr. Leite joined Ohio University in 2008 as the associate dean for academic affairs in the College of Health and Human Services. He holds a baccalaureate degree from Ohio Dominican College and a master's degree and doctorate from Ohio State University. His scholarly interests include the role of fatherhood, particularly among young unmarried fathers, the dynamics of custody and non-residency upon children, and the effect

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public policy has on family outcomes. A memo of understanding with Ohio University is included in the Appendix, and the final contracts will be drafted once the grant is awarded.

With Dr. Leite, project leaders, including agency leadership, the project manager, the family violence prevention specialist, and OCSE as desired, will define the specific measures to be used to determine the extent to which the project has achieved its stated objectives and the extent to which the accomplishment of objectives can be attributed to the project. A specific process and outcome evaluation plan will be developed in order to list the tasks, activities, responsible party, and form of measurement.

This plan will be updated monthly. Examples of measurements to track include:

- number of parents served;
- number of parenting time orders established (counted by child);
- average cost per order establishment (in dollars);
- number of court filings by non-custodial parents following the establishment of parenting time orders, as associated with parenting time (comparing to previous periods if possible);
- number of cases where family violence is identified (counted by child);
- number of referrals provided to domestic violence service providers for families where family violence is identified;
- child support payment rates in dollars and as a percent for orders established simultaneously;
- attendance in boot camp or parenting classes;
- parenting time before and after the program, as reported by focus groups, taking into account gender differences in reporting; and
- attitudes about parenting time, as reported by a focus group.

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The needs of the project relate to the gap in services in creating parenting time opportunities for children. By demonstrating a number of parenting time orders established at the same time as child support orders, the project will be bridging that gap in services. By the end of the project, at least 2,000 parenting time orders will be established at the same time as child support orders. This volume of establishment exceeds the targeted number in the grant announcement. The project will be successful if the parenting time orders at this level are established simultaneously with child support orders.

The project will also be successful if it results in identified decision paths to be accomplished to bring the effort to scale across the state. This is an important effort, given the size and complexity of structure in the state of Ohio. Actionable guidance is needed for the state to take the project to scale. The project coalition will provide this guidance. The evaluator will participate in the coalition.

The evaluator will meet (virtually or in person) with the project manager and family violence prevention specialist at least monthly, usually more often, to review the progress of the project and to ensure work is being conducted in a manner consistent with the work plan. Progress reports will be made monthly to county and coalition leadership. The output measures will be found within the automated Support Enforcement Tracking System and will be tallied with additional data collection tools, such as with the use of an Access database. The project leadership will call upon the expert knowledge within the coalition and within the university to help with the development of a project based management information system to collect output and outcome measures. Interns are available to be used for data entry and collection to support the project. The Fairfield County agency has had positive experience in using Interns for research projects. The project manager, family violence prevention specialist, and other leaders will hold a retreat in October 2012 with the evaluator in order to define data elements and method of collection.

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The evaluation will include an analysis about lessons learned regarding the ways that programs best interface with families when violence is a factor. This will require in-depth notes and narratives from employees and project leadership. Focus groups can also be used to explore the reactions and perceptions of parents who are involved with the project. The methods of obtaining data are consistent with the resources of the project and the innovative use of collaborations.

With input from OCSE, by December 2012, there will be a fully documented evaluation plan to map agreed upon objectives and measures. The evaluation design will include a process and outcome evaluation. The process evaluation will monitor such things as participation, implementation, satisfaction, exposure, barriers, facilitators, and ongoing maintenance of the project, for phase one and phase two. The data collection methods will include simple databases, surveys (potentially online surveys), and interviews. Examples of questions the evaluator will, in general, pose relating to outcomes are:

Who participated in the program?

To what extent was the program implemented as intended?

How many satisfied customers are there with the program?

How satisfied were customers with the program?

How many parents attended the boot camp classes?

What was the short-term outcome or immediate effect of the program?

What are the expected long-term effects?

The costs of establishing parenting time orders will be analyzed, too. These costs will be compared to the average cost of establishing parenting time orders privately. The team will consider the use of propensity score methods to estimate the impact of a policy decision to require the establishment of parenting time orders at the same time as child support orders. An example of how this could be accomplished is

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comparing the Fairfield County participants to a similar county where there is no simultaneous establishment of orders. Child support payment rates can be compared, as could parenting time rates, but there are multiple factors impacting payment rates and actual parenting time, which means that the team will need to critically think about these limitations prior to implementation.

Conclusion

PTOC¹² includes *phase one*, the establishment of parenting time responsibilities in child support orders within Fairfield County following initial planning stages; coordination with the state Access and Visitation program and with other support systems; and family violence preparedness and a response plan; and *phase two*, the creation of a coalition of child support professionals and diverse stakeholders who will identify specific steps to take so that parenting time orders can be established at the same time as child support orders broadly in all governance structures. The project is innovative for its flexibility and capability of informing state and national policy decisions. Extraordinary community engagement signals sustainability. Project leadership has had experience with grants and is eager to conduct this project. The special improvement project establishes a foundation for successful, safe implementation of the President's budget proposal to require states to establish parenting time in all initial child support orders. Thank you to the panel reviewers for their consideration.

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Appendix

Third Party Agreements

Child Advocacy Center of Fairfield County A2-A4

Ohio University A5-A6

Resumes..... A7-A13

Supporting Information: Organizational Chart A14

Letters of Support (More are available and continue to come in!)

Steve Austria, Member of Congress A15

Ohio Practitioners Network for Fathers and Families..... A16

Ohio CSEA Directors' Association A17

Ohio Office of Child Support A18

Ohio Commission on Fatherhood A19

Fairfield County Board of Commissioners A20

Fairfield County Court of Common Pleas A21

Fairfield County Visitation Center A22

Victory Hill, Faith-Based Fatherhood Partner A23

Franklin County Court of Common Pleas A24

Franklin County CSEA..... A25

Summit County Prosecuting Attorney, CSEA A26

Wayne County Prosecuting Attorney, CSEA A27

Cuyahoga County Healthy Fathering Collaborative A28

Coshocton County Commissioners A29

Pickaway County Common Pleas Court A30

Memorandum of Understanding

By & Between the Fairfield County Job and Family Services, the Child Support Enforcement Agency, and the Child Advocacy Center of Fairfield County

WHEREAS, the Fairfield County Job and Family Services, the Child Support Enforcement Agency, and the Child Advocacy Center of Fairfield County have come together to collaborate in an application for a Special Improvement Project for the creation of Parenting Time Opportunities for Children in connection with a funding opportunity offered by US HHS, the Administration for Children and Families, the Office of Child Support Enforcement, with the application due on or before August 3, 2012; and

WHEREAS, partners in the project have agreed that the Fairfield County Child Support Enforcement Agency will be the lead agency and named applicant for the grant proposal and other agencies will be partners in this application; and

WHEREAS, the Child Advocacy Center of Fairfield County is a community partnership that uses a facility based, multidisciplinary approach to address the problem of abuse with professionals from the fields of law enforcement, children's services, victim services, mental health, prosecution, and medicine working cooperatively to ensure that children are not further victimized, securing comprehensive and coordinated services for child victims and their families; and

WHEREAS, leadership of the Child Advocacy Center of Fairfield County has provided technical assistance, resources, information and training to those who have experienced or who have been affected by family violence; and has promoted social and systems change through public policy, public awareness and education initiatives; has experience in analyzing projects relating to parenting time orders; and has developed deep networks with hospitals and social service providers who use evidence-based family violence tools and develop family violence plans which can inform future decisions; and

WHEREAS, as a non-profit organization, the Child Advocacy Center of Fairfield County has provided services as experts relating to family violence since its inception in 2007, and

WHEREAS, the Child Advocacy Center of Fairfield County is a named partner in the grant proposal, to provide specific services as the expert in the understanding of family violence and in providing services to families experiencing family violence or at risk of family violence;

NOW, THEREFORE, it is hereby agreed by and between the partners of the Fairfield County Job and Family Services, the Child Support Enforcement Agency, and the Child Advocacy Center of Fairfield County, as follows:

Roles and Responsibilities

The **Child Advocacy Center of Fairfield County** agrees to enter into a contract for services with the Fairfield County Job and Family Services, the Child Support Agency, to provide specific services relating to the Special Improvement Project proposal, if the federal grant is awarded. The services provided will include:

- Technical service for the development of an evidence-based screening tool to be used with the Parenting Time Opportunities for Children project;

- Technical services for the identification of appropriate plans for screen-out or an alternative parenting time establishment model when family violence cases are identified;
- The development of the family violence plan will be submitted to the federal Office of Child Support Enforcement for approval by June 30, 2013, or at least 60 days prior to the start of the pilot project, whichever comes first. The overarching family violence plan will include comprehensive, evidence-based practices and tools, incorporating the family violence indicator within the automated child system as appropriate. Screenings must be convenient for parents, and staff will provide ongoing monitoring;
- Participation in the creation of a formal referral process to support those who are screened out of the project;
- Training for Fairfield County Child Support Enforcement Agency Parenting Time Opportunities for Children staff for a minimum of 8 hours, using curriculum developed from accepted knowledge and evidence-based practice in the discipline;
- Training for additional partners who are members of the Parenting Time Opportunities for Children Coalition, and
- On-site services as a family violence expert, providing direct services for parents and families experiencing family violence or at risk of family violence, where the on-site services are in Fairfield County, with agreed upon times and locations once the project has been approved; and
- Development and implementation of data safeguards relating to the Parenting Time Opportunities for Children project and services provided, safeguarding parent information to help ensure emotional and physical safety.

The ***Fairfield County Job and Family Services, the Child Support Enforcement Agency***, will ensure that all reporting requirements are met with the federal grantor and will further ensure the following:

- Project management to ensure the success of the project, including coordination with the Office of Child Support Enforcement, the federal grantor, in the grantor's provision of technical assistance in the development of the family violence plan, including access to national domestic violence resources; and
- Contributions of grant funds as outlined in the budget justification of the grant proposal for the Child Advocacy Center of Fairfield County; and
- Provision of adequate information about what family violence support services the county agency and the coalition expects to provide to participants; and
- Drafting a contract for services upon approval of the grant project by and between the Fairfield County Job and Family Services, the Child Support Enforcement Agency, and the Child Advocacy Center of Fairfield County; and
- Use of the OCSE approved screening tool to screen participants in the program for family violence risks; and
- Appropriate referrals to identified community service providers for those who are screened out of the project or for others in need of referrals.

The **roles and responsibilities described above** are contingent on the Fairfield County Job and Family Services, the Child Support Enforcement Agency, receiving funds requested for the project as described in the Special Improvement Project grant application. Responsibilities under this Memorandum of Understanding would coincide with the grant period, anticipated to begin in October 1, 2012, for a period of up to *four* years, dependent upon availability of funds.

Commitment to Partnership

The collaboration service area includes Fairfield County in phase one and additional counties in phase two. The budget outlined in the budget justification of the proposal includes on-site services for Fairfield County -and- technical services and training for Fairfield County and for coalition members. Adjustments can be made based on the availability of grant funding.

- ***We, the undersigned have read and agree with this Memorandum of Understanding.***
- ***If the federal grantor needs additional information relating to the services or plan, the undersigned will provide information in a timely way as to further the project.***
- ***In addition, we have reviewed the proposed project and eagerly approve it for its potential to increase safe parenting time opportunities for children.***

For the Fairfield County Job and Family Services, the Child Support Enforcement Agency:



Carri L. Brown, Fairfield County Job and Family Services, Finance Director *August 3, 2012*

For the Child Advocacy Center of Fairfield County



Lisa DeGeeter, Executive Director, Child Advocacy Center of Fairfield County *August 3, 2012*

Memorandum of Understanding

By & Between the Fairfield County Job and Family Services, the Child Support Enforcement Agency, and the Ohio University

WHEREAS, the Fairfield County Job and Family Services, the Child Support Enforcement Agency, and Ohio University have come together to collaborate in an application for a Special Improvement Project for the creation of Parenting Time Opportunities for Children in connection with a funding opportunity offered by US HHS, the Administration for Children and Families, the Office of Child Support Enforcement, with the application due on or before August 3, 2012; and

WHEREAS, partners in the project have agreed that the Fairfield County Child Support Enforcement Agency will be the lead agency and named applicant for the grant proposal and other agencies will be partners in this application; and

WHEREAS, Ohio University is a public research university that advances excellence in the search for new information, knowledge, understanding and creative endeavors; and Fairfield County Job and Family Services has worked with the university, an independent governmental entity, in the past, with excellent success; and

WHEREAS, Dr. Randy Leite is the lead contact from Ohio University for the Special Improvement Project, and Dr. Leite has exceptional credentials, joining Ohio University in 2008 as the associate dean for academic affairs in the College of Health and Human Services. He holds a baccalaureate degree from Ohio Dominican College and a master's degree and doctorate from Ohio State University. His scholarly interests include the role of fatherhood, particularly among young unmarried fathers, the dynamics of custody and non-residency upon children, and the effect public policy has on family outcomes; and

WHEREAS, Ohio University is a named partner in the grant proposal, to provide specific services as the expert evaluator of process and outcomes;

NOW, THEREFORE, it is hereby agreed by and between the partners of the Fairfield County Job and Family Services, the Child Support Enforcement Agency, and Ohio University, as follows:

Roles and Responsibilities

Ohio University agrees to enter into a contract for services with the Fairfield County Job and Family Services, the Child Support Agency, to provide specific services relating to the Special Improvement Project proposal, if the federal grant is awarded. The services provided will include:

- A process and outcome evaluation plan developed in order to list the tasks, activities, responsible party, and form of measurement. This plan will be updated at least monthly.
- Monthly meetings: The evaluator will meet (virtually or in person) with the project manager and family violence prevention specialist at least monthly to review the progress of the project and to ensure work is being conducted in a manner consistent with the work plan.
- Progress reports: Progress reports will be made monthly to county and coalition leadership.

- With input from OCSE, by December 2012, there will be a fully documented evaluation plan to map agreed upon objectives and measures. The process evaluation will monitor such things as participation, implementation, satisfaction, exposure, barriers, facilitators, and ongoing maintenance of the project, for phase one and phase two. The data collection methods will include simple databases, surveys (potentially online surveys), and interviews.
- Attendance at collation meetings (in a central Ohio location) at an agreed upon schedule.
- Attendance and presentation at an OCSE conference (in Washington, D.C.) annually.

The ***Fairfield County Job and Family Services, the Child Support Enforcement Agency***, will ensure that all reporting requirements are met with the federal grantor and will further ensure the following:

- Project management to ensure the success of the project, including coordination with the Office of Child Support Enforcement, the federal grantor; and
- Contributions of grant funds as outlined in the budget justification of the grant proposal for Ohio University; and
- Drafting a contract for services upon approval of the grant project by and between the Fairfield County Job and Family Services, the Child Support Enforcement Agency, and Ohio University.

The ***roles and responsibilities described above*** are contingent on the Fairfield County Job and Family Services, the Child Support Enforcement Agency, receiving funds requested for the project as described in the Special Improvement Project grant application. Responsibilities under this Memorandum of Understanding would coincide with the grant period, anticipated to begin in October 1, 2012, for a period of up to *four* years, dependent upon availability of funds.

Commitment to Partnership

The budget outlined in the budget justification of the proposal includes evaluation services.

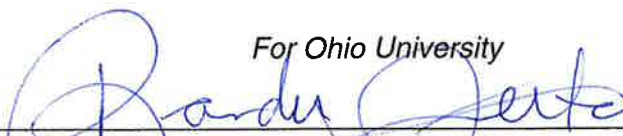
- ***We, the undersigned have read and agree with this Memorandum of Understanding.***
- ***If the federal grantor needs additional information relating to the services or plan, the undersigned will provide information in a timely way as to further the project.***
- ***In addition, we have reviewed the proposed project and eagerly approve it for its potential to increase safe parenting time opportunities for children.***

For the Fairfield County Job and Family Services, the Child Support Enforcement Agency:



Carri L. Brown, Finance Director, Fairfield County Job and Family Services August 3, 2012

For Ohio University



Dr. Randy Leite, College of Health Sciences and Professions August 3, 2012

FAMILY VIOLENCE PREVENTION–SAFETY COORDINATOR

LISA A. M. DEGEETER

12822 Pacer Drive, Pickerington, Ohio 43147
lisadeg@insight.rr.com

(614) 575-5141
(614) 440-5141

PROFESSIONAL EDUCATION

University of Illinois College of Law, Champaign IL
Juris Doctor, Cum Laude, with Pro Bono Distinction, May 1999 GPA 3.36/4.00
CALI Awards for top grade in class in Juvenile Justice and Disability Law
Harno Scholar, Spring 1998 and Spring 1999
Rickert Awards for Excellence in Oral Advocacy and Public Service
Jessup Moot Court – regional and international awards for briefs and oral advocacy
National Association of Women Lawyers Outstanding Graduating Student

EXPERIENCE

Child Advocacy Center of Fairfield County, Lancaster, Ohio
Executive Director, November 2006 to present
Direct all aspects of program, subject matter expert in family violence prevention
Secured in excess of \$1,000,000 in grants and donations for facility and programming

Supreme Court of Ohio a Columbus, Ohio
GAL Training Faculty, July 2008 to present
Continue training Guardian Ad Litem pursuant to Supreme Court rule

Ohio Network of Children's Advocacy Centers, Columbus, Ohio
Training Faculty, June 2005 to June 2008
Assisted in the creation and implementation of the Guardian Ad Litem training

Children's Defense Fund-Ohio, Columbus, Ohio
Health Policy Consultant, October 2006 to January 2007

Ohio Task Force on Family Law and Children, Columbus, OH
Assistant Director, September 1999 to June 2001
Drafted the report Family Law Reform: Minimizing Conflict, Maximizing Families
Conducted legal research on child custody and related issues
Facilitated policy discussions and monitored pending legislation

Office of Counsel to the Speaker, Illinois House of Representatives, Springfield IL
Legislative Extern, January 1999 to May 1999
Performed technical reviews of pending legislation for State Representatives

University of Illinois College of Law, Champaign, IL
Research Assistant, June 1998 to May 1999
Conducted legal and social science research on adoption law reform
Conducted research on the U.N. Convention on the Rights of the Child

Juvenile Court Research Project, Champaign IL
Research Assistant, April 1998 to May 1999
Researched the evidence component for Guardian Ad Litem training web site
Surveyed Juvenile Court files to determine reasons for delays in the adjudication of cases

Kane County State's Attorney's Office, St. Charles, IL
Case Manager, Child Advocacy Center, June 1994 to August 1996
Prepared multi-disciplinary case reviews as children's advocate
Facilitated victim sensitive interviews and forensic medical examinations

Mutual Ground, Inc., Aurora, IL
Victim of Crimes Act Advocate, July 1990 to March 1994
Coordinated advocacy services for crime victims
Wrote volunteer training curriculum and managed volunteer program
Assisted in grant writing and management

UNDERGRADUATE EDUCATION

Loyola University Chicago, Chicago IL
Bachelor of Arts in Theology, Magna Cum Laude, May 1990 GPA 3.78/4.00

University of Chicago, Chicago IL
Undergraduate Studies in the P.E.R.L. Program, September 1986 to June 1988

OTHER TRAINING

Domestic Relations Mediator

Stewards of Child Authorized Facilitator

REFERENCES

James Landon, Education Program Manager, The Supreme Court of Ohio
65 South Front Street, 6th Floor
Columbus, Ohio 43215
(614) 387-9465

Beatrice Sowald, Sowald, Sowald, Hawley and Anderson
400 S. Fifth Street, Suite 101
Columbus, Ohio 43215
614-464-1877

Professor David Meyer University of Illinois College of Law
504 East Pennsylvania Avenue
Champaign, IL 61820
217-333-0931

PROJECT MANAGEMENT

SANDRA L. BRYAN

4435 Julian Road SW, Lancaster, OH 43130 • (614) 778-1689 • dschbryan@gmail.com

Work Experience

Fairfield County Job and Family Services, Child Support Enforcement Agency, Lancaster, OH
Supervisor January 2007-Present

- Supervises investigative employees engaged in obtaining child and medical support payments; assigns and reviews work; evaluates employee work performance; trains and orients employees; recommends and/or authorizes leaves; recommends or initiates disciplinary actions; directs and coordinates investigative operations and office functions; develops unit uniform work procedures and ensures that assignments are completed in accordance with federal and state laws and rules; interprets transmittals from ODJFS
- Assembles data and information utilized in the preparation of reports; prepares reports; develops quality assurance measures and procedures
- Attends meetings, conferences, and seminars to maintain a working knowledge of child support enforcement; serves as team leader for self-assessment state auditing program; serves as county Interstate, DRC and LabCorp contact; serves as contact for Fairfield County Juvenile Court regarding Child Protective Service cases; acts as child support liaison for the "No Kidding" Project

Intake Case Manager / Senior Case Manager April 2002-January 2007

- Acted as backup for Supervisor to address confidential caseload issues, client resolution, personnel and coverage issues
- Facilitated, coordinated and conducted team meetings in absence of Supervisor
- Facilitated, coordinated and conducted staff trainings regarding SETS, CRISE and Interstate procedures
- Acted as a Team Lead for Interstate cases
- Conducted client interviews and acted as first point of contact for new cases
- Trained new staff as to Intake policy and procedure
- Initiated and monitored location activities, paternity, support enforcement, modification and establishment procedures
- Communicated with clients, attorneys, hearing officers, genetic testing vendor personnel, law enforcement personnel, court officials and other related agencies in regards to location activities, establishment of paternity, establishment, modification and enforcement of child support orders
- Coordinated and scheduled court hearings and prepared court documents and filings

SETS Specialist/Case Manager Assistant March 2000-April 2002

- Processed entries in relation to new divorce cases, temporary orders of support, residential support, paternity, change of custody, modifications and interstate cases
- Completed financial corrections, mispostings, manual checks and recoupment accounts on child support cases
- Acted as a liaison between State Help Desk and staff
- Acted as an assignment clerk for Administrative Adjustment Reviews
- Acted as a backup for case managers

Hocking County Family and Children First Council, Logan, OH

Coordinator July 1998-March 2000

- Developed, coordinated and organized the Family & Children First Council programs
- Prepared and presented monthly reports to Family & Children First Council regarding fiscal and program operations
- Assumed duties of Project Director of the Robert Wood Johnson Foundation's "Covering Kids" Initiative
- Supervised Outreach Worker for the "Covering Kids" Initiative
- Assumed duties of Director of the Family Resource Center and oversaw its general operation
- Facilitated, coordinated and conducted relevant meetings between council agencies
- Represented the local council at state and regional functions
- Remained current in all areas relevant to Family & Children First Council operations and disseminated information to council members

Education

University of Dayton, Dayton, OH
Bachelor of Arts in Psychology, Minor in Family Development
May 1994

PROJECT LEADERSHIP

Corey B. Clark
2733 Cross Creek Ave.
Lancaster, OH 43130
(740) 808-3224
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**

COALITION LEADERSHIP

STEVEN R. KILLPACK
2227 Elandon Drive
Cleveland Heights, OH 44106
(216) 245-7842

Profile: A career social worker and community organizer with experience in developing, funding and monitoring social service programs, specializing in programs serving the lifespan of fatherhood; best practice research; private foundation management; and direct service to youth and families.

Nonprofit Management & Community Organizing

Executive Director, The Community Endeavors Foundation, Cleveland, OH. September 2001 to present. Manager of all activities relating to the operation and grantmaking of a private charitable foundation focused on developing, funding and promoting fatherhood programs; Consultation and technical assistance with grantees.

Coordinator, The Healthy Fathering Collaborative, Cleveland, OH. August 2001 to present. Manager of all communications, meetings, promotional events and advocacy for coalition of public agencies, community-based and faith-based organizations serving fathers in Cuyahoga County.

Program Development and Direct Services

Student Support Specialist, Sakai Intermediate School, Bainbridge Island, WA. July 1999 to June 2001. Manager of Student Support Center, leader of Behavior Intervention Team and group counseling for at risk students.

School Counselor, Strawberry Hill Alternative School, Bainbridge Island, WA. September 1997 to June 2001. Individual and group counseling for students in alternative high school.

Group Facilitator, Central Kitsap School District, Silverdale, WA. Dec 1996 to May 2001. Design and Facilitation of weekly Anger Management, Clean & Sober and Teen Dad groups at Central Kitsap Alternative High School.

Group Facilitator, Bainbridge Island School District, B.I., WA. Sept 1993 to Jan 1999. Co-facilitation of KLUE groups in elementary schools on Bainbridge Island; 12 week program for students who are impacted by a chemically dependent family member.

Youth and Family Counselor, Bainbridge Youth Services, Bainbridge Is, WA. June 1986 to June 1992. Founder and developer of comprehensive outreach, drop-in and counseling service for youth, families and groups; fundraising; agency management;

Crisis Counselor, Bremerton Crisis Residential Center, Bremerton, WA. Sept 1982 to January 1984. Intake and short term counselor for youth and families in crisis.

Residential Counselor, Kitsap Youth Homes, Bainbridge Is, WA. December 1981 to July 1982. Live-in counselor/case manager for emotionally disturbed adolescents;

Research

Research Associate, The Center for Health Training, Seattle, WA. July 1992 to November 1995. Research on prevalence of abuse among family planning clients; survey design and administration; training for survey administration; data analysis; report writing.

Research Assistant, Washington Alliance Concerned with School Age Parents, Seattle, WA. May 1990 to February 1992. Research on the prevalence of abuse among female teenage parents; data analysis; report writing; survey instrument development.

Research Assistant, Street Exit Project, Seattle, WA. December 1984 to May 1986. Longitudinal study of street youth; interviewing and tracking; field observations; quantitative and qualitative data analysis; report writing; evaluation of social services.

Volunteer

Ohio Commission on Fatherhood, Columbus, OH. Public Member appointed by Governor Ted Strickland, 2007-present.

Ohio Practitioners Network for Fathers and Families., Columbus, OH. A statewide network of practitioners and stakeholders in the fatherhood movement. Founding Board member and Secretary-Treasurer, 2003-present.

National Children's Study, Washington, DC. National Community Representative to the Executive Steering Committee, 2011-present.

Help Me Grow Collaborative of Cuyahoga County., Cleveland, OH. A county agency serving the needs of children prenatal to three and their families. Advisory Board and Chair of Fatherhood Task Force, 2003-present.

Family Planning Advisory Council., Cleveland, OH. Advisory Board for Title X family planning programs in seven county region, 2003-present.

Community Endeavors Foundation, Inc., Cleveland, OH. A nonprofit foundation supporting social service agencies in Cleveland, Ohio. President and Founding trustee, 1990-present.

Sexuality Information and Education Council of the United States., New York, NY. An international agency promoting comprehensive sexual education. Board member and Treasurer, 2004-2011.

Killpack Foundation, Cleveland, OH. A non-profit foundation supporting community agencies, primarily in Ohio and Florida. Treasurer and Principal Manager, 1994-2002.

Boys and Girls Club of Bainbridge Island. Founding Board Member, 1994-2001, Vice-President, 1995-1999; President, 1999-2001.

New Horizons, Seattle, WA. A social service agency serving the needs of street youth in Downtown Seattle. Advisory Board, 1990-1993; Case Manager Consultant, 1995-2001.

Kitsap County Big Brother/Sisters, Bainbridge Island, WA. Founding member, worked on agency development and formation, 1989-1991.

StraighTalk, Bainbridge Island, WA. A community agency raising public awareness of drug/alcohol problems, 1986-1990.

Education

Kenyon College, Gambier, OH.
B.A. in Biology; Graduated Summa Cum Laude and Phi Beta Kappa, May 1979.

University of Michigan, Ann Arbor, MI.
M.S. in Social Advocacy, August 1981.

COALITION LEADERSHIP

Deborah C. Watkins, Esq.

**427 Emerick Street
Wooster, Ohio 44691**

**330.621.4315
dcwatkins7@gmail.com**

Admitted to practice of law in Ohio, 2002

EDUCATION

University of Cincinnati College of Law

Cincinnati, Ohio

Juris Doctor, May 2001

2d & 3d years GPA: 3.73/4.00

Cumulative GPA: 3.40/4.00

Activities and Honors

John R. Saylor Prize in Commercial Law I

Dean's Honors List: 2d and 3d years

Jacob Cox Honors Scholarship

Local Trials of the Century, a 3-part series published in the Cincinnati Bar Report

Kenyon College

Gambier, Ohio

Bachelor of Arts in English with distinction, 1998

GPA: 3.38/4.00

Exeter University

Exeter, England

English and Political Science, 1996-1997

EXPERIENCE

Office of Prosecuting Attorney Wayne County CSEA (2002-present)

Wooster, Ohio

Director (2010-present): Manage and direct the operations of the Wayne County Child Support Enforcement Agency (CSEA), which is responsible for the administration of 7,000 family support cases, collecting \$16 million a year for the families it serves. Provide training and legal advice. Maintain compliance in areas of fiscal management and employment practices and laws. Coach and develop supervisory team. Develop goals and best practices to improve performance and achieve the agency's mission.

Assistant Director (2006-2009): Assisted with the development of performance management in the CSEA to improve efficiency and effectiveness of family support services. Drafted and implemented policies and procedures.

Assistant Prosecuting Attorney, Supervisor (2002-2006): Represented the State of Ohio regarding matters of family support, establishment of paternity, and the enforcement of support orders. Prosecuted felony criminal non-support cases. Conducted administrative hearings, and issued administrative decisions. Supervised legal department. Presented brief and oral argument before the Ninth District Court of Appeals.

Cincinnati Bar Association (1999-2001)

Cincinnati, Ohio

Law Clerk: Researched grievance and unauthorized practice of law issues. Drafted various legal documents under the supervision of the General Counsel.

MEMBERSHIPS

Ohio CSEA Directors' Association (OCDA):

Elected Vice President of Canton/Cleveland District 2011-2013 term

Legislative Committee member

2009 Attorney of the Year

Present trainings at conferences, including a day-long training on *Engaging Passionate Performance* in April, 2010

Ohio Public Employer Labor Relations Association (OHPELRA)

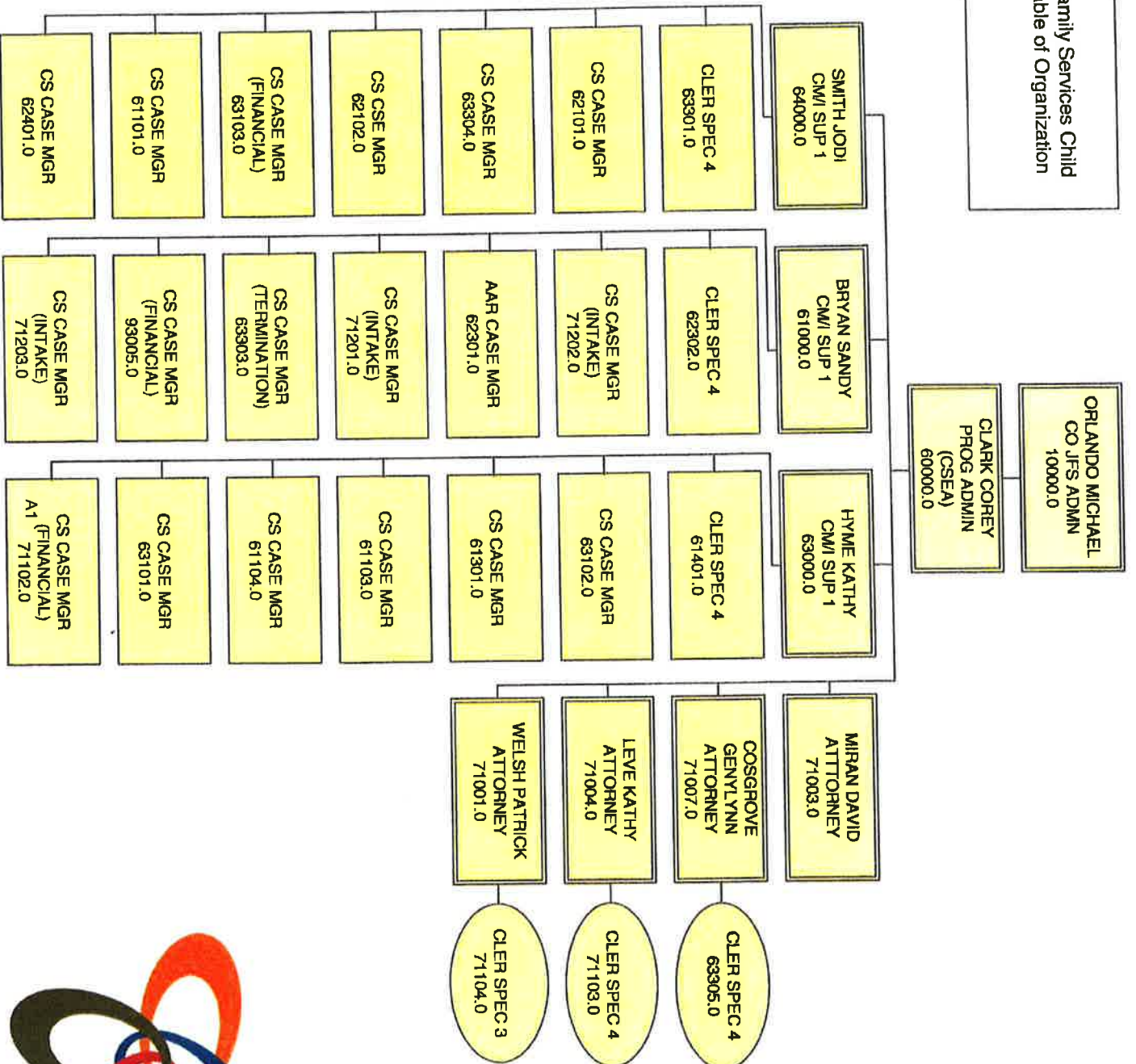
Job and Family Services Human Relations Association (JFSHRA)

Wayne County Bar Association

Ohio State Bar Association

American Bar Association, Section of Labor and Employment Law

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



WASHINGTON OFFICE

439 Cannon House Office Building
Washington, DC 20515

(202) 225-4324



CONGRESS OF THE UNITED STATES
HOUSE OF REPRESENTATIVES

August 3, 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

Mr. John Langrock
Department of Health and Human Services
Administration for Children and Families
Office of Child Support Enforcement
Division of State, Tribal and Local Assistance
370 L'Enfant Promenade, SW.
4th Floor West
Washington, DC 20447

RE: HHS-2012-ACF-OCSE-FI-0298
Parenting Time Opportunities for Children in Child Support

Dear Mr. Langrock and OCSE Grants Committee:

Please accept this letter of enthusiastic support for the Fairfield County Child Support Enforcement Agency's proposal to plan, pilot and evaluate strategies to establish parenting time orders (PTOs) at the same time as initial child support orders. Showing initiative and innovation, the Fairfield CSEA has assembled a broad coalition of partners from across Ohio for their proposal, including CSEAs representing metropolitan, urban, and rural counties. While the issues relating to PTOs are complex, there will be good outcomes when people come together with a shared vision of safe, strong families.

By implementing the pilot project known as **PTOC¹²**, the collation will identify best practices across the state and define what changes are needed to increase PTOs for children. Questions about the establishment of PTOs are common in Ohio, and we are eager for the project to increase opportunities, as well as improve efficiencies in how court and administrative processes can work together.

I look forward to seeing **PTOC¹²** become a reality in my community. Thank you for your review of the proposal.

Sincerely,

Steve Austria
Member of Congress

SPRINGFIELD OFFICE

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

(937) 325-0474

A15

THIS STATIONERY PRINTED ON PAPER MADE OF RECYCLED FIBERS

LANCASTER OFFICE

207 South Broad Street
Lancaster, OH 43130-4307

(740) 654-5149



August 3, 2012

Mr. John Langrock
Department of Health and Human Services
Administration for Children and Families
Office of Child Support Enforcement
Division of State, Tribal and Local Assistance
370 L'Enfant Promenade, SW
4th Floor West
Washington, DC 20447

RE: HHS-2012-ACF-OCSE-FI-0298
Parenting Time Opportunities for Children in Child Support

Dear Mr. Langrock and OCSE Grants Committee:

The Ohio Practitioners' Network for Fathers and Families (OPNFF) submits this letter of support of the Fairfield County Child Support Enforcement Agency's (Fairfield CSEA) federal grant application to plan, pilot and evaluate strategies to establish parenting time orders (PTOs) at the same time as initial child support orders. The pilot project known as **PTOC**¹² includes a broad coalition of partners from across Ohio including urban and rural CSEAs. Diverse practices will be evaluated and best practices will emerge allowing Ohio to identify what statewide changes needed to increase PTOs for children and to improve PTO processes.

With 88 counties in Ohio, each with different procedures to establish PTOs, Ohio is a microcosm of the diversity of approaches nationally. Because of the range of experiences and approaches across our state, the lessons learned with **PTOC**¹² will be beneficial to other states as they seek to establish PTOs at the same time as initial child support orders. Ohio is uniquely situated to make good use of the Parenting Time Opportunities for Children in Child Support grant.

OPNFF has a network of over 1000 organizational and individual members and a mailing list of hundreds more practitioners and stakeholders in the fatherhood, marriage and family formation movement throughout the State of Ohio. We stand ready to use our infrastructure and networking to promote **PTOC**¹². In addition, OPNFF will provide seed grants and training to establish Boot Camp for New Dads programs in all communities collaborating on the project. Children and families will benefit from our collective efforts.

Sincerely,

A handwritten signature in black ink, appearing to read 'James McDonald', is written over a horizontal line.

James McDonald, President
Ohio Practitioners' Network for Fathers and Families

POB 606194, Cleveland, OH 44106- info@ohiofathers.org - www.ohiofathers.org



Ohio CSEA Directors' Association

1103 Schrock Road, Suite 309, Columbus, Ohio 43229

Phone (614) 846-6652

Fax (614) 846-6693

website: www.ocda.us

Judee Genetin, Esq., President
Portage County

Kim Newsom Bridges, Esq.
Executive Director

Jennifer Bheam
1st Vice President
Summit County

Sue Mosier
2nd Vice President
Madison County

Raymond Pater, Esq.
Past President
Butler County

Penny Jacobs-Theis
Secretary
Seneca County

Beth Anne Schorr, Esq.
Treasurer
Warren County

Traci Berry, Esq.
Canton/Cleveland
District President
Tuscarawas County

Alan Gruenhagen, Esq.
Toledo District
President
Henry County

Cindy Libster
Columbus District
President
Morrow County

Robert Gruhl
Cincinnati District
President
Montgomery County

Russell Kaye, Ph.D.
Member At Large
Cuyahoga County

July 26, 2012

Mr. John Langrock
Department of Health and Human Services
Administration for Children and Families
Office of Child Support Enforcement
Division of State, Tribal and Local Assistance
370 L'Enfant Promenade, SW
4th Floor West
Washington, DC 20447

RE: HHS-2012-ACF-OCSE-FI-0298
Parenting Time Opportunities for Children in Child Support

Dear Mr. Langrock and OCSE Grants Committee:

The Ohio CSEA Directors' Association (OCDA) submits this letter of support for the Fairfield County Child Support Enforcement Agency's (Fairfield CSEA) federal grant application to plan, pilot and evaluate strategies to establish parenting time orders (PTOs) at the same time as initial child support orders. The pilot project known as **PTOC¹²** includes a broad coalition of partners from across Ohio including urban and rural CSEAs. Diverse practices will be evaluated and best practices will emerge allowing Ohio to identify what statewide changes needed to increase PTOs for children and to improve PTO processes.

With 88 counties in Ohio, each with different procedures to establish PTOs, Ohio is a microcosm of the diversity of approaches nationally. Because of the range of experiences and approaches across our state, the lessons learned with **PTOC¹²** will be beneficial to other states as they seek to establish PTOs at the same time as initial child support orders. Ohio is uniquely situated to make good use of the Parenting Time Opportunities for Children in Child Support grant.

OCDA is the statewide organization representing the directors of Ohio's CSEAs. We stand ready to use our infrastructure and networking to promote **PTOC¹²** and to help implement the actionable guidance derived from the project. Thank you for your review of the project proposal. We look forward to implementing **PTOC¹²** together!

Sincerely,

Kimberly C. Newsom Bridges, Esq.
Director
Ohio CSEA Directors' Association



Department of
Job and Family Services

John R. Kasich, Governor

Michael B. Colbert, Interim Director

August 3, 2012

Mr. John Langrock
Department of Health and Human Services
Administration for Children and Families
Office of Child Support Enforcement
Division of State, Tribal and Local Assistance
370 L'Enfant Promenade, SW
4th Floor West
Washington, DC 20447

RE: HHS-2012-ACF-OCSE-FI-0298
Parenting Time Opportunities for Children in Child Support

Dear Mr. Langrock and OCSE Grants Committee:

Please accept this letter of support for the Fairfield County Child Support Enforcement Agency's (Fairfield CSEA) federal grant application to plan, pilot and evaluate strategies to establish parenting time orders (PTOs) at the same time as initial child support orders through a pilot project known as **PTOC**¹².

Children's lives are improved when both parents provide emotional and financial support. The Child Support Program plays a critical role in assuring that parents who live apart from their children meet their financial obligations to their children. By researching and recommending specific actions for what it would take to establish parenting time orders at the same time as initial child support orders, **PTOC**¹² will benefit the children of Ohio. State and county professionals will work together to examine this special improvement project.

With 88 counties in Ohio, each with different procedures to establish PTOs, Ohio is a microcosm of the diversity of approaches nationally. Because of the range of experiences and approaches across our state, the lessons learned with **PTOC**¹² will be beneficial to other states as they seek to establish PTOs at the same time as initial child support orders.

Ohio is uniquely situated to make good use of the Parenting Time Opportunities for Children in Child Support grant. Thank you for your thoughtful consideration.

Sincerely,

Jeffery M. Aldridge
IV-D Deputy Director
Ohio Office of Child Support
Ohio Department of Job and Family Services

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



Department of
Job and Family Services

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

August 3, 2012

Mr. John Langrock
Department of Health and Human Services
Administration for Children and Families
Washington, DC 20447

RE: HHS-2012-ACF-OCSE-FI-0298
Parenting Time Opportunities for Children in Child Support

Dear Mr. Langrock and OCSE Grants Committee:

On behalf of the Ohio Commission on Fatherhood, I enthusiastically offer our support of the Fairfield County Child Support Enforcement Agency's proposal to plan, pilot and evaluate strategies to establish parenting time orders (PTOs) at the same time as initial child support orders. Fairfield CSEA has assembled a broad coalition of partners from across Ohio for their proposal, including CSEAs representing urban and rural counties. By implementing the pilot project known as **PTOC¹²**, the collation will identify best practices across the state and define what changes are needed to increase PTOs for children. Questions about the establishment of PTOs are common in Ohio, and we are eager for the project to increase opportunities.

As Executive Director of the Commission on Fatherhood, my personal experience at conferences and summits consists of passionate conversation from fathers regarding establishing parenting time orders. Parenting time continues to be an emotional and highly sought effort as fathers want to engage more fully with their children. Statistics prove that children who spend time with both parents live more complete and productive lives.

With 88 counties in Ohio and diversity in the approaches to establish PTOs, Ohio may serve as a microcosm of the diversity of approaches nationally. Because of the range of experiences across our state, the lessons learned with **PTOC¹²** will have relevance for a multitude of agencies and stakeholders as more counties and states seek to establish PTOs along with child support orders. For these reasons, the project is uniquely situated to make good use of the Parenting Time Opportunities for Children in Child Support grant. Recommendations that emerge from Ohio will inform other states.

The Ohio Commission on Fatherhood stands ready to actively participate in the coalition, to lead subgroups, to use our infrastructure and networking to promote the project, and to help implement the actionable guidance derived from the project. Thank you for your review of the project proposal. We look forward to implementing **PTOC¹²** together! Children and families will benefit from our collective efforts.

Sincerely,

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



Fairfield County Board of Commissioners

August 3, 2012

Mr. John Langrock
Department of Health and Human Services
Administration for Children and Families
Office of Child Support Enforcement
Division of State, Tribal and Local Assistance
370 L'Enfant Promenade, S.W.
4th Floor West
Washington, DC 20447

COMMISSIONERS
Steven A. Davis
Mike Kiger
Judith K. Shupe

CLERK/MANAGER
Branden C. Meyer

RE: HHS-2012-ACF-OCSE-FI-0298
Parenting Time Opportunities for Children in Child Support

Dear Mr. Langrock and OCSE Grants Committee:

Please accept this letter of support for the Fairfield County Child Support Enforcement Agency's proposal to plan, pilot and evaluate strategies to establish parenting time orders (PTOs) at the same time as initial child support orders. Showing tremendous leadership and skill with community engagement, the Fairfield CSEA has assembled a broad coalition of partners from across Ohio for their proposal, including CSEAs representing metropolitan, urban, and rural counties. By implementing the pilot project known as **PTOC¹²**, the collation will identify best practices across the state and define what changes are needed to increase PTOs for children. Questions about the establishment of PTOs are common in Ohio, and we are eager for the project to increase opportunities.

Because of the range of experiences across our state, the lessons learned with **PTOC¹²** will have relevance for a multitude of agencies and stakeholders as more counties and states seek to establish PTOs along with child support orders. The Board of County Commissioners has participated in the county Fatherhood Leadership in the Community Initiative in Fairfield County, and we see this special improvement project as a natural extension of the engagement in the community to make sure that families have what they need to be strong and safe. We look forward to implementing **PTOC¹²** together! Children and families will benefit from our collective efforts.

Sincerely,

Mike Kiger
Commissioner

Judith K. Shupe
Commissioner

Steven A. Davis
Commissioner

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

August 3, 2012

Mr. John Langrock
Department of Health and Human Services
Administration for Children and Families
Office of Child Support Enforcement
Division of State, Tribal and Local Assistance
370 L'Enfant Promenade, SW
4th Floor West
Washington, DC 20447

RE: HHS-2012-ACF-OCSE-FI-0298
Parenting Time Opportunities for Children in Child Support

Dear Mr. Langrock and OCSE Grants Committee:

Please accept this letter of intent to collaborate with the Fairfield County Child Support Enforcement Agency's (Fairfield CSEA) plan to pilot and evaluate strategies to establish parenting time orders (PTOs) at the same time as initial child support orders through a pilot project known as **PTOC**¹². As the Domestic Relations Court Judge in the county and as a public servant, I am appreciative of the desire to meet the needs of families and children while also doing so in an efficient and safe manner.

Children's lives are improved when both parents provide emotional and financial support. The Child Support Program plays a critical role in assuring that parents who live apart from their children meet their financial obligations to their children. By researching and recommending specific actions for what it would take to establish parenting time orders at the same time as initial child support orders, **PTOC**¹² will benefit the children of Ohio. In Fairfield County, I am confident that the objectives of the special improvement project will be met.

We are ready to partner with the federal office with the Parenting Time Opportunities for Children in Child Support grant. Together, we can make a difference for the children in Ohio and for all child support programs in the Nation.

Thank you for your thoughtful consideration. I look forward to hearing more about this project in the near future.

Sincerely,



Judge Laura B. Smith

Judge Laura B. Smith

Magistrate Steven F. Jackson

Magistrate Sandra S. Miller

Magistrate Deborah A. Wagner

Fairfield County Visitation Center

August 3, 2012

Mr. John Langrock
Department of Health and Human Services
Administration for Children and Families
Office of Child Support Enforcement
Washington, DC 20447

RE: HHS-2012-ACF-OCSE-FI-0298
Parenting Time Opportunities for Children in Child Support

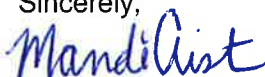
Dear Mr. Langrock and OCSE Grants Committee:

Please accept this letter of enthusiastic support for the Fairfield County Child Support Enforcement Agency's proposal to plan, pilot and evaluate strategies to establish parenting time orders (PTOs) at the same time as initial child support orders. As the director of Fairfield County's Visitation Center, I witness the powerful experiences parents and children have when they are sharing their lives with one another. Increasing safe parenting time opportunities for children while identifying best practices to help other counties and states is a worthy goal.

The Fairfield County Visitation Center is stepping up its efforts to increase safe supervised visitation and exchange of children in situations involving domestic violence, child abuse, sexual assault, or stalking. The visitation and exchange services provided through the Fairfield County supervised visitation project reflect a clear understanding of the dynamics of domestic violence, the impact of domestic violence on children, and the importance of holding offenders accountable for their actions. We stand ready to accept referrals and to be a fully engaged partner in the proposed project.

I highly support the initiative known as **PTOC**¹², and I will serve on committees and groups to help identify best practices across the state and define what changes are needed to increase PTOs for children. Complex questions about the establishment of PTOs are common in Ohio, and I am eager for the project to increase opportunities. I look forward to implementation of **PTOC**¹². Children and families will benefit from our collective efforts.

Sincerely,



Mandi Crist
Fairfield County Visitation Center Director

Fairfield County Visitation Center
224 East Main Street
Lancaster, OH

Mandi Crist, Director
(740) 652-5257
Email: mmkfc@huges.net





Pastor Timothy Teague

Victory Hill Church 4000 Coonpath Carroll, OH 43112

August 3, 2012

Mr. John Langrock
Department of Health and Human Services
Administration for Children and Families
Office of Child Support Enforcement
Washington, DC 20447

RE: HHS-2012-ACF-OCSE-FI-0298
Parenting Time Opportunities for Children in Child Support

Dear Mr. Langrock and OCSE Grants Committee:

Please accept this letter of support for the Fairfield County Child Support Enforcement Agency's proposal to plan, pilot and evaluate strategies to establish parenting time orders (PTOs) at the same time as initial child support orders. I have been an active participant in the Fairfield County Fatherhood Initiative. Every day, I witness the need for parents to increase connections with their children, I highly support the **PTOC¹²** effort. It is encouraging for me to see leaders in my own community take on the charge to make things better for our state.

With **PTOC¹²**, I will serve on committees and groups to help identify best practices across the state and define what changes are needed to increase PTOs for children. Complex questions about the establishment of PTOs are common in Ohio, and I am eager for the project to increase opportunities. With my networking in the faith-based community, I will offer information to help with referrals for counseling, parenting classes, and peer support throughout Ohio.

I look forward to hearing more about **PTOC¹²**, and I am eager to be a part of this effort. Children and families will benefit from the work. Thank you for your thoughtful consideration.

Sincerely,

Bishop Timothy W. Teague
Victory Hill Church



**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) 525-5523
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.
4th Floor West
Washington, DC 20447

Dear Ms. Antelo and OCSE Grants Committee:

The Franklin County Court of Common Pleas, Domestic and Juvenile Division is pleased to offer this letter of support for the Special Improvement Project Grant: Administrative Visitation and Child Support Orders, a State of Ohio grant with multiple counties participating statewide. The participating counties will create standard parenting time orders as agreed to by the parties at the time the administrative child support order is established. The project will concurrently provide clients with comprehensive wraparound services such as relationship and parental education programs, peer supported fatherhood programs and domestic violence assessments and referrals so that noncustodial parents are better equipped to support their children emotionally and financially. Franklin County serves a widely diverse population including urban and suburban demographics, as well as a large Somali and Hispanic population. Local county courts are intimately involved in child support proceedings and issues. We know that this grant will fill a need for our constituent population, as well as providing new opportunities for sustainable support for families in need.

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

- Enforcement of parenting time orders as needed.
- Disseminate information to educate litigants and their attorneys regarding the program.

The grant's vision for administrative establishment of parenting time orders that can be electronically filed 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 administrative establishment of parenting time orders nationwide.

Sincerely,

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

Child Support Enforcement Agency

Susan A. Brown, Director

August 3, 2012

Mr. John Langrock
Department of Health and Human Services
Administration for Children and Families
Office of Child Support Enforcement
Division of State, Tribal and Local Assistance
370 L'Enfant Promenade, SW.
4th Floor West
Washington, DC 20447

RE: HHS-2012-ACF-OCSE-FI-0298
Parenting Time Opportunities for Children in Child Support

Dear Mr. Langrock and OCSE Grants Committee:

Please accept this letter of support from Franklin County Child Support Enforcement Agency for PTOC¹² – Ohio's coalition of at least 12 founding agencies and stakeholders, led by Fairfield County, who are dedicated to increasing safe parenting time opportunities for children. The proposed statewide collaboration of counties, both urban and rural, will plan, pilot and evaluate strategies to establish parenting time orders (PTOs) at the same time as initial child support orders. Connected to a non-custodial parent's ability to help their children thrive, both emotionally and financially, is the opportunity for parenting time or visitation. It follows the evidence that increasing parenting time opportunities for children will result in improved outcomes for children.

The Franklin County Child Support Enforcement Agency (CSEA) has joined with Fairfield County to assemble this broad coalition of partners from across Ohio for their proposal. Franklin County CSEA has a long track record of coordinating support from many community partners in order to provide clients with the services they need to establish positive parenting skills and visitation orders. Many of these partners take a multi-county approach and will extend their services beyond Franklin County to the other participating counties. By implementing the pilot project known as PTOC¹², the coalition will identify best practices across the state and define what changes are needed to increase PTOs for children.

Because of the range of experiences across our state, the lessons learned with PTOC¹² will have relevance for a multitude of agencies and stakeholders as more counties and states seek to establish PTOs along with child support orders. The Franklin County CSEA is committed to exploring innovative new ways to help fathers and mothers provide for their children. The Agency has engaged in outreach, referral, case management, and

other activities in partnership with fatherhood, employment and workforce, healthcare, social services, reentry, and asset-building programs to increase the ability of parents to support their children. The Agency sees this special improvement project as a natural extension of the engagement in the community to make sure that families have what they need to be strong and safe.

We look forward to implementing PTOC¹² together! Children and families will benefit from our collective efforts.

Sincerely,



Susan A. Brown
Director



SHERRI BEVAN WALSH

Prosecuting Attorney

County of Summit
CHILD SUPPORT ENFORCEMENT AGENCY
175 South Main Street, Akron, OH 44308-1306
(330) 643-2765 .1-800- 726-2765 .Fax (330) 643-2745

July 30, 2012

Mr. John Langrock
Department of Health and Human Services
Administration for Children and Families
Office of Child Support Enforcement

RE: HHS-2012-ACF-OCSE-FI-0298
Parenting Time Opportunities for Children in Child Support

Dear Mr. Langrock and the OCSE Grants Committee:

I am pleased to be part of the collaborative effort in the state of Ohio to submit an application for a Special Improvement Project grant to increase parenting time for children. The Summit County Child Support Enforcement Agency is ready and willing to work with parents during the support order establishment process to establish parenting time orders for our community's children.

By implementing this project, PTOC¹², the coalition of counties can meet the needs of parents in our community who so firmly believe that child support is connected to parenting time. For this reason, the pilot project is a natural extension of the support establishment process in our community to make sure parents have what they need to succeed as a family.

We look forward to working together with our county partners to implement PTOC¹². Ohio families will greatly benefit from this collaborative effort.

Sincerely,

Jennifer Bheam

A26

Director, Summit County Child Support Enforcement Agency

**OFFICE OF PROSECUTING ATTORNEY
CHILD SUPPORT ENFORCEMENT AGENCY
WAYNE COUNTY, OHIO**

DANIEL R. LUTZ
PROSECUTING ATTORNEY

DEBORAH C. WATKINS, DIRECTOR
201 E. LIBERTY STREET, SUITE 202
P.O. Box 217
WOOSTER, OHIO 44691

August 3, 2012

Mr. John Langrock
Department of Health and Human Services
Administration for Children and Families
Office of Child Support Enforcement
Division of State, Tribal and Local Assistance
370 L'Enfant Promenade, SW.
4th Floor West
Washington, DC 20447

RE: HHS-2012-ACF-OCSE-FI-0298
Parenting Time Opportunities for Children in Child Support

Dear Mr. Langrock and the OCSE Grants Committee:

Please accept this letter of support for the Fairfield County Child Support Enforcement Agency's proposal to collaboratively plan, pilot and evaluate strategies to establish parenting time orders during the support establishment process. The Wayne County Child Support Enforcement Agency (CSEA) enthusiastically offers its support and participation to Parenting Time Opportunities for Children—PTOC¹².

The Wayne County CSEA serves a primarily rural community, and establishes approximately 300 administrative support orders each year. We frequently hear from both parents a desire to establish a parenting time order at the same time that the child support order is established. Too often, we have to tell parents, "that's not a service that we provide; please seek legal counsel to address this very important concern." We support the idea that safely pursuing child support can, and should, include safely establishing parenting time orders for families.

By engaging the participation of multiple counties across the State of Ohio, PTOC¹² has the drive and capacity to iron out barriers to establishing parenting time orders, and to provide sound recommendations that will increase the number of children across the state that will benefit from healthy family relationships and the love and support of both parents. Providing parenting time orders as a service of the child support program supports family-centered child support services. We are excited about the opportunity to engage in this collaborative approach to establishing parenting time orders at the same time that child support orders are established, and we anticipate eager participation from parents.

Sincerely,


Deborah C. Watkins

Wayne County Child Support Enforcement Agency Director

Healthy Fathering Collaborative

OF GREATER CLEVELAND



August 3, 2012

Mr. John Langrock
Department of Health and Human Services
Administration for Children and Families
Office of Child Support Enforcement
Division of State, Tribal and Local Assistance
370 L'Enfant Promenade, SW.
4th Floor West
Washington, DC 20447

RE: HHS-2012-ACF-OCSE-FI-0298
Parenting Time Opportunities for Children in Child Support

Dear Mr. Langrock and OCSE Grants Committee:

On behalf of the Healthy Fathering Collaborative of Greater Cleveland, a network of public and private father and family serving agencies, I enthusiastically offer our support of the Fairfield County Child Support Enforcement Agency's proposal to plan, pilot and evaluate strategies to establish parenting time orders (PTOs) at the same time as initial child support orders. Fairfield CSEA has assembled a broad coalition of partners from across Ohio for their proposal, including CSEAs representing urban and rural counties. By implementing the pilot project known as PTOC12, the collation will identify best practices across the state and define what changes are needed to increase PTOs for children. Questions about the establishment of PTOs are extremely common in our work with nonresidential unmarried fathers, and we are eager for the project to increase opportunities.

Typically, low and moderate income noncustodial fathers are seeking two things when they approach us for services: employment and parenting time. The fathers are often struggling to maintain their own economic stability and pay their child support. In their minds, contributing financially to support their child is intuitively connected to parenting time. They are surprised and confused when they discover that child support and custody are separate processes. We spend a great deal of time helping these fathers navigate these two systems so that they can be active healthy parents. Linking child support and parenting time orders will benefit our work immensely!

The Healthy Fathering Collaborative stands ready to actively participate in the coalition, to lead subgroups, particularly in Cuyahoga County, to use our website, database and networking to promote the project, and to help implement the actionable guidance derived from the project. Thank you for your review of the project proposal. We look forward to implementing PTOC12 together! Children and families will benefit from our collective efforts.

Sincerely,

Steve Killpack, Coordinator

www.neofathering.net . info@neofathering.net . 216.245.7842

Coshocton County Commissioners



Board of Commissioners

Gary L. Fischer
Dane R. Shryock
D. Curtis Lee

401½ Main Street
Coshocton, Ohio 43812
Phone 740-622-1753
Fax 740-622-4917

August 1, 2012

Mr. John Langrock
Department of Health and Human Services
Administration for Children and Families
Office of Child Support Enforcement
Division of State, Tribal and Local Assistance
370 L'Enfant Promenade, SW
4th Floor West
Washington, DC 20447

RE: HHS-2012-ACF-OCSE-FI-0298
Parenting Time Opportunities for Children in Child Support

Dear Mr. Langrock and OCSE Grants Committee:

Please accept this letter of support for Coshocton County Child Support Enforcement Agency's joint proposal to establish parenting time orders (PTO's) at the same time as the initial child support order is established.

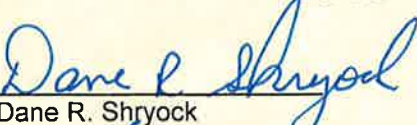
Coshocton County CSEA has learned first-hand the benefits of establishing a parenting time order at the onset of the support order. A recipient of the Access and Visitation Grant, administered by the Ohio Department of Job and Family Services shows an overwhelming increase to the non-custodial parents access/visits with the child as well as child support being paid.

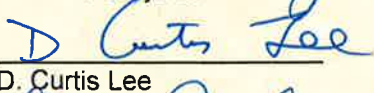
Coshocton County has a strong relationship with their local Fatherhood Initiative and supports the FHI's initiatives and efforts. By partnering with other Ohio counties in this collaboration, it shows their willingness and enthusiasm to continue their fight for equality for both parents.

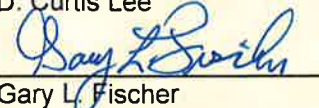
The Coshocton County Commissioners support the CSEA's involvement in this special improvement project and see this as a natural extension of the engagement in the community to ensure parents have the tools, skills and support to raise strong and healthy families.

Sincerely,

COSHOCTON COUNTY BOARD OF COMMISSIONERS


Dane R. Shryock


D. Curtis Lee


Gary L. Fischer

PICKAWAY COUNTY COMMON PLEAS COURT
PROBATE & JUVENILE DIVISIONS
207 South Court Street, Circleville, Ohio 43113-1648

JAN MICHAEL LONG
JUDGE

PROBATE (740) 474-3950
JUVENILE (740) 474-3117
FAX (740) 474-8451

July 26, 2012

Mr. John Langrock
Department of Health and Human Services
Administration for Children and Families
Office of Child Support Enforcement
Division of State, Tribal and Local Assistance
370 L'Enfant Promenade, SW., 4th Floor West
Washington, DC 20447

RE: HHS-2012-ACF-OCSE-FI-0298
Parenting Time Opportunities for Children in Child Support

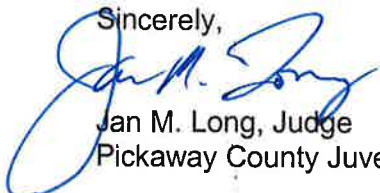
Dear Mr. Langrock and OCSE Grants Committee:

On behalf of the Pickaway County Juvenile Court, I enthusiastically offer our support of the Pickaway County Child Support Enforcement Agency joining a multi-county collaboration in pursuit of a grant called Parenting Time Opportunities for Children in the Child Support Program (PTOC). We offer our support of the Fairfield County Child Support Enforcement agency's (lead applicant) proposal to plan, pilot and evaluate strategies to establish parenting time orders (PTOs) at the same time as initial child support orders. Fairfield County CSEA has assembled a broad coalition of partners from across Ohio for their proposal, including CSEAs representing urban and rural counties. By implementing the pilot project known as **PTOC¹²**, the coalition will identify best practices across the state and define what changes are needed to increase PTOs for children. Questions about the establishment of PTOs are common in Ohio, and we are eager for the project to increase opportunities.

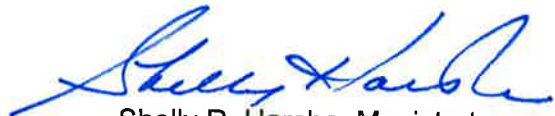
With 88 counties in Ohio and diversity in the approaches to establish PTOs, Ohio may serve as a microcosm of the diversity of approaches nationally. Because of the range of experiences across our state, the lessons learned with **PTOC¹²** will have relevance for a multitude of agencies and stakeholders as more counties and states seek to establish PTOs along with child support orders. For these reasons, the project is uniquely situated to make good use of the Parenting Time Opportunities for Children in Child Support grant. Recommendations that emerge from Ohio will inform other states.

The Pickaway County Juvenile Court stands ready to use our infrastructure and networking to promote the project, and to help implement the actionable guidance derived from the project. Thank you for your review of the project proposal. We look forward to implementing **PTOC¹²** together! Children and families will benefit from our collective efforts.

Sincerely,


Jan M. Long, Judge
Pickaway County Juvenile Court

A30


Shelly R. Harsha, Magistrate
Pickaway County Juvenile Court