



April 2022

A CARES Program update

The CARES Program is a wholesale modernization of the Ohio Attorney General’s collections business featuring the implementation of a new, state-of-the-art collections system. This substantial upgrade – involving people, processes and technology – will be achieved through many transformative changes that will benefit all stakeholders. To keep the stakeholders informed, the CARES Program team will bring you periodic updates in the form of this newsletter. For more information about the program, continue to check our web page at www.OhioAttorneyGeneral.gov/CARES. If you have any questions, email AGOCARES@OhioAGO.gov.

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From Executive Sponsor **JOE RUST**



Spring has arrived, with signs of new growth sprouting above the soil. Below the ground, the roots have been wide awake, building strength day by day.

Within the CARES Program, we have been tending the roots that make up the program foundation. The structure necessary to begin our first rollout is well-formed, and the first shoots are beginning to appear. Our team of experts is carefully inspecting each to ensure that it is healthy and well-positioned for the growth we expect.

Like a springtime garden, the CARES Program is full of potential. With a strong foundation and skilled, determined hands tending it from Day One, the program should reach its maximum potential, benefiting all Ohioans.

From Section Chief **LUCAS WARD**



Greetings, everyone. I want to take this opportunity to thank the Collections Enforcement team for keeping the ship afloat during offset season. This is always the toughest time of year for Collections, as we are bombarded with calls from frustrated taxpayers. Though not necessarily fun, the work is definitely paying off. We are absolutely on track to collect \$500,000,000 this fiscal year — a first ever.

Continuing with the good news: The CARES Program also remains on an upbeat track. We have no reason to believe at this time that our first rollout — coming in July — will be anything except a complete success. This calls for a couple of shout-outs. First, a shout-out to Rebecca Hartman! We moved Rebecca from supervising the legal unit to supervising testing, and she hasn’t missed a beat! It’s as if we brought in a User Acceptance Testing supervisor with 10 years of experience. Excellent job, Rebecca!

Also deserving of a shout-out is Lisa Trujillo! I’ve been here 18 years and couldn’t even begin to detail what Derek Pullins and others in our Accounting Unit do — something to do with payments, maybe? Lisa joined us in October as our training/business process analyst, and

already, without hesitation, can rattle off the Accounting workflows and how they will change under the new system. Incredible!

Collections is set to have a record year in 2022 while simultaneously starting to kick CUBS to the curb and jump into the 21st century! And we certainly couldn't have done either without our team or our business partners! Thank you all!

From Program Manager
DAVID MONTGOMERY



The CARES Program continues to execute Rollout #1, which involves 34 of the 60+ agencies that make up State Client Services (SCS). As the first to receive Debt Manager, these agencies will help us validate the new system's ability to process new certifications. The program consists of three crucial components: Debt Manager Implementation, Business Transformation, and IT Transformation.

In early March, we reached a major milestone in completing the eight-iteration development of Debt Manager, including all business workflows for SCS and 40% of the workflows needed to support all business classes.

By the end of April, our C&R software and AGO test teams will have validated that Debt Manager is ready for User Acceptance Testing to begin in May. Our 60-day User Acceptance Test period has been designed to confirm with actual end users executing daily transactions representing typical day-in-the-life scenarios for supporting and enforcing Collections according to the state of Ohio legislation and business rules.

As the results of User Acceptance Testing are determined, we will implement Debt Manager for SCS clients by mid-July for new certifications to the Attorney General's Office. Certifications associated with existing accounts will continue to be processed through CUBS for now.

We are pleased to be on track to deliver this important first step of the new Collections system. As we complete the initial rollout, it is important to recognize the significance of validating Debt Manager before implementing other business classes. Our strategy remains to roll out business classes in phases, to assess the successes and to then apply lessons learned in subsequent rollouts. This strategy will minimize risks for the Attorney General's Office and its many clients as we migrate off CUBS and introduce Debt Manager.

We look forward to sharing our results with you as we make this successful multi-phased implementation of 11 business classes or more.

From IT Transformation Lead
STEVEN HEANEY



As we move forward with CARES Program implementation we are also transitioning from an outsourced support model to an internal support model. The benefits of this change are many, but a few of the highlights include better ownership and control over system updates and upgrades as well as enhanced ability to modernize the entire ecosystem of applications. In short, owning support of the solution will better position staff to thoroughly understand the ecosystem, provide more effective solutions, and enhance overall customer service.

The AGO has invested in CARES Program developers and testers to make this happen. This team has already hit the ground running testing the first of seven code deliveries, in advance of end-to-end, performance, regression and user-acceptance testing.

End-to-end testing verifies that all of the components are properly communicating with one another. Performance testing ensures that the system can simultaneously handle both the data processing and its users. Regression testing checks to ensure that no code was broken when fixes were applied. And, finally, user-acceptance testing ensures that the system meets all Collection Enforcement requirements. All testing is expected to be completed by the end of June.

From Business Transformation Lead **HERSCHEL ELKINS**



With the go-live for CARES Rollout 1 fast approaching, the CARES Business Transformation Team has been holding numerous meetings with Rollout 1 clients and all stakeholders on various topics, including Out-of-the-Box reports and CARES Debt Manager standards for both Debt Certification and Secure File Transfer of data.

Another major area of focus has been the development of training for all Collections Enforcement staff members, who will benefit from Rollout 1.

From the end of May through June, staff members will take part in multiple custom training courses — starting with Web Based Training (WBT) — that will introduce them to CARES Debt Manager. This training has been developed with a focus on real-world scenarios that will give staff the skills to do their work. Each training module will consist of hands-on, role-based exercises in the CARES DM training environment, providing every trainee with practical experience to prepare them for Go-Live.

For client agencies, much of the training has already taken place via the numerous report reviews and Client Certification and Secure File Transfer adoption efforts. However, our team is working diligently to provide a number of readiness activities and webinars leading up to full implementation. With the high level of engagement between the CARES Program Team and our Rollout 1 client agencies, we are confident that this transition to CARES Debt Manager will be a success.