Collections Enforcement

Special Counsel Seminar 2021

Collections Account Resolution and Enforcement System (CARES)

Program Update

8:30 – 9:30

DAVE YOST
OHIO ATTORNEY GENERAL

Agenda

Topics	Presenter
Executive Update	Joe Rust
CARES Program Recap & Status	David Montgomery
Interim Design Results	Marissa Smith
Rollout #1 Strategy & Rollout #2	Lucas Ward
Question & Answer Session	

Executive Update

Joe Rust, CARES Executive Sponsor

Executive Update

- October 2019
  - Just beginning negotiations for Debt Manager implementation
  - Just released an Organizational Change Management RFP

- October 2021
  - Well on our way to Debt Manager Rollout #1 with C&R Software, Deloitte (OCM), and Program Team
    - External Kickoff & Client Breakout 7/21
      - 430+ Attendees

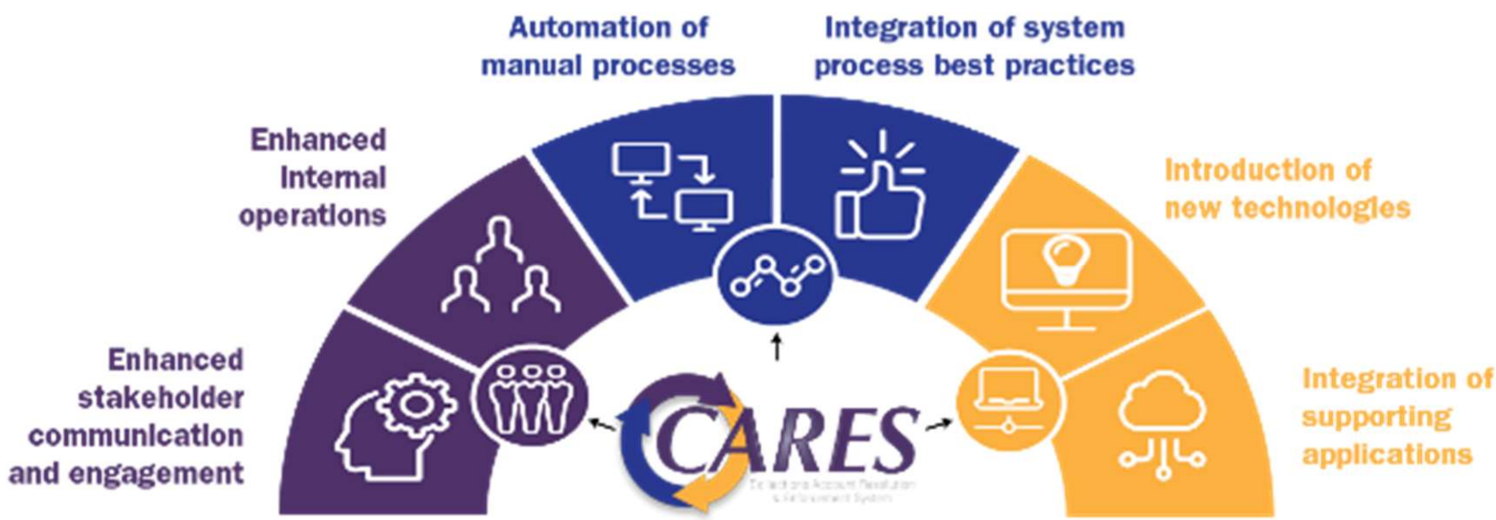
CARES Program Recap & Status

David Montgomery, CARES Program Lead

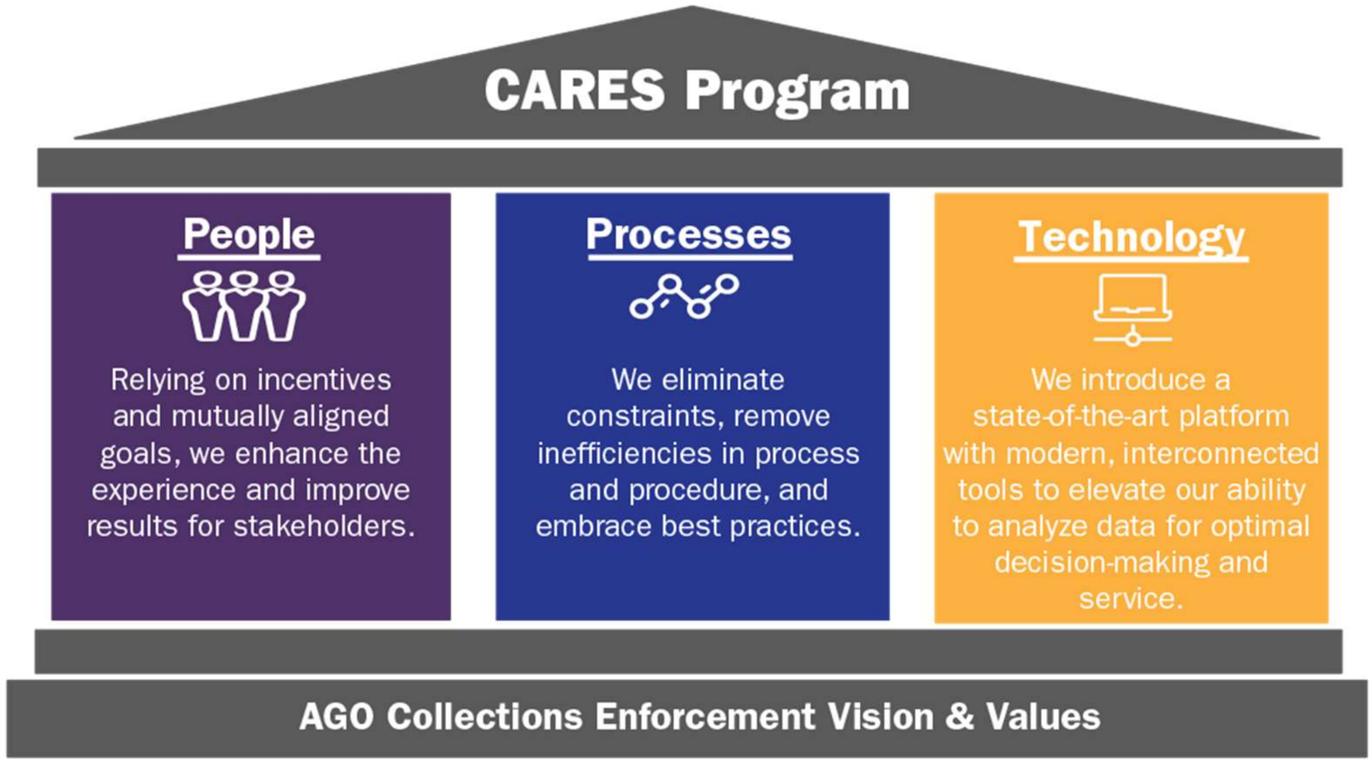
What is CARES?

The CARES Program is a wholesale modernization of the AGO's collections business, marked by the implementation of a new, state-of-the-art collections system.

This modernization of people, processes and technology is achieved through many transformative changes that will benefit all stakeholders, from those who are owed money to those who collect the debt as well as debtors themselves.



CARES Priorities



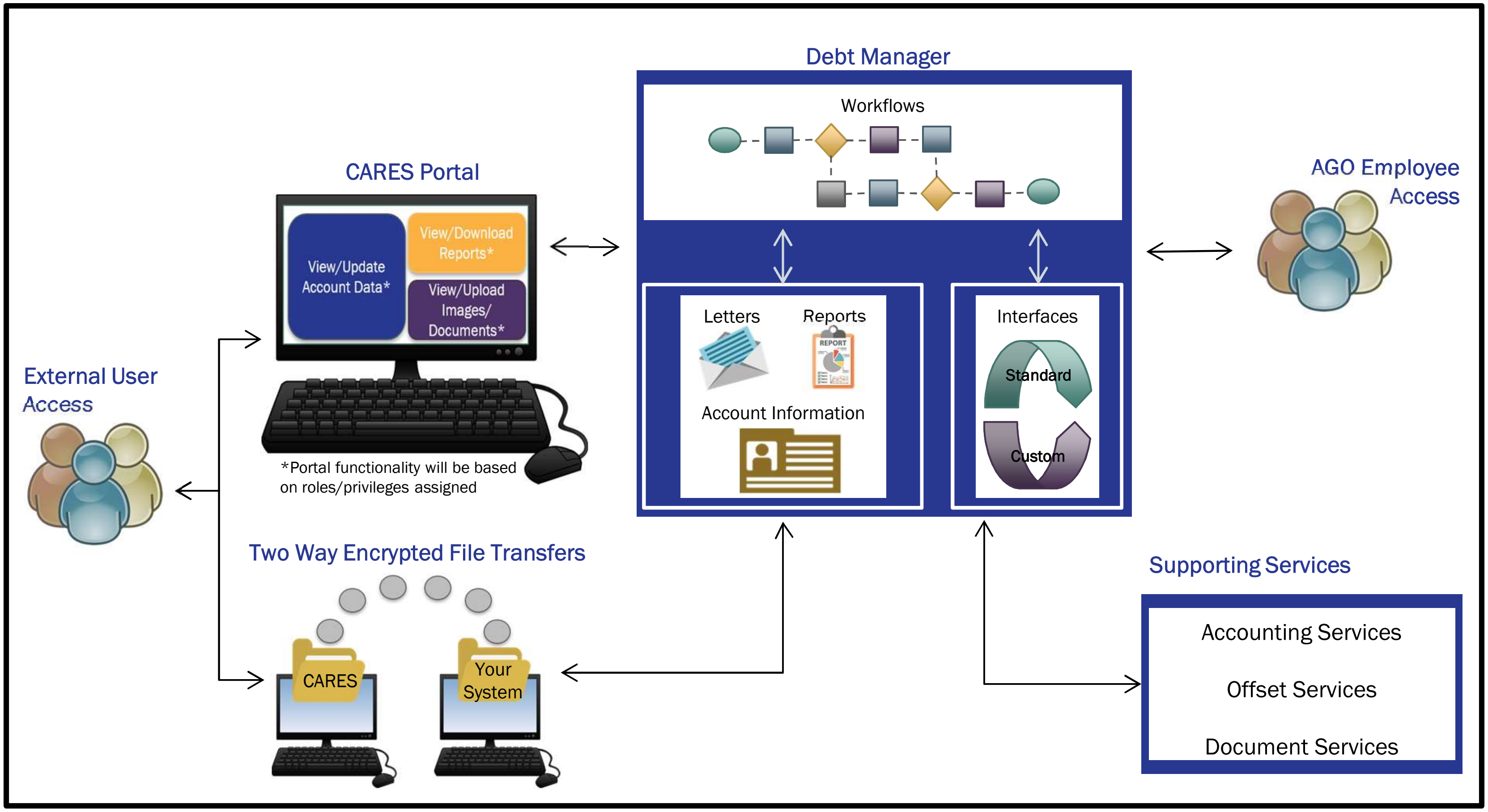
Key CARES Objectives

Several key objectives of the CARES program that we are driving towards:

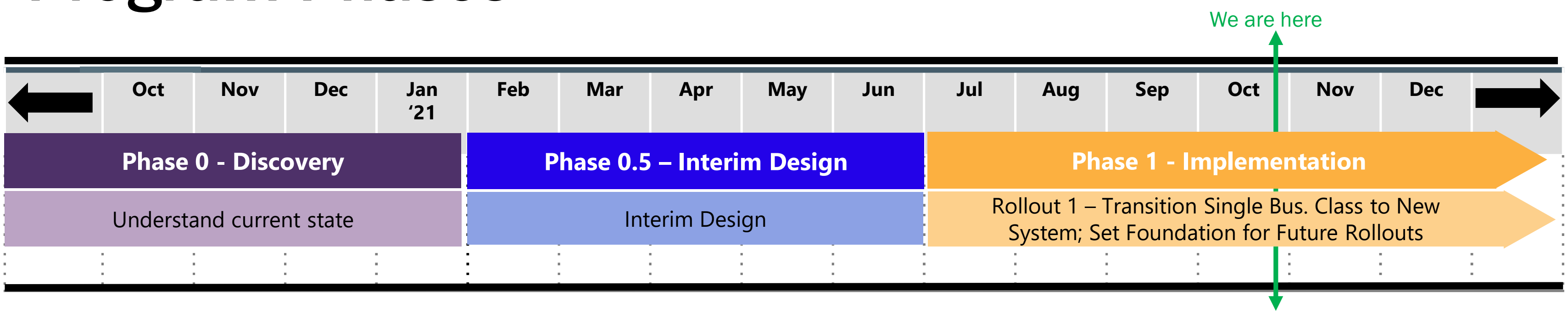
- Introducing state-of-the-art technology to streamline and address process and system limitations that have gone unresolved for years
- Engage with our external partners to introduce technical solutions that align our collections ecosystems to automate manual processes
- Strategically monitoring, evaluating and communicating with clients to continually improve the experience
- Strategically review and place accounts (internal and external) to ensure a balanced approach to customer and client service as well as recovery

These objectives will continue to be a focus during the implementation phase of the CARES Program with a goal of significantly improving the overall recovery of debt and improving your experience

Solution Overview



Program Phases



Through a review of the current state, "pain points" are discovered. Focus on defining Business Requirements and high-level system design.

Also: Identify stakeholders and develop an engagement plan.

Kick off low-level design of functionality that applies to all business classes. Hold workshops to design external partner workflows and inbound/outbound interfaces.

Also: Initiate the organizational hierarchy configuration for Debt Manager.

Transition successfully to new system and processes after verifying that the business, functional and technical requirements are met.

Also: Conduct subsequent rollouts by business class with detailed, low-level design taking place as needed.

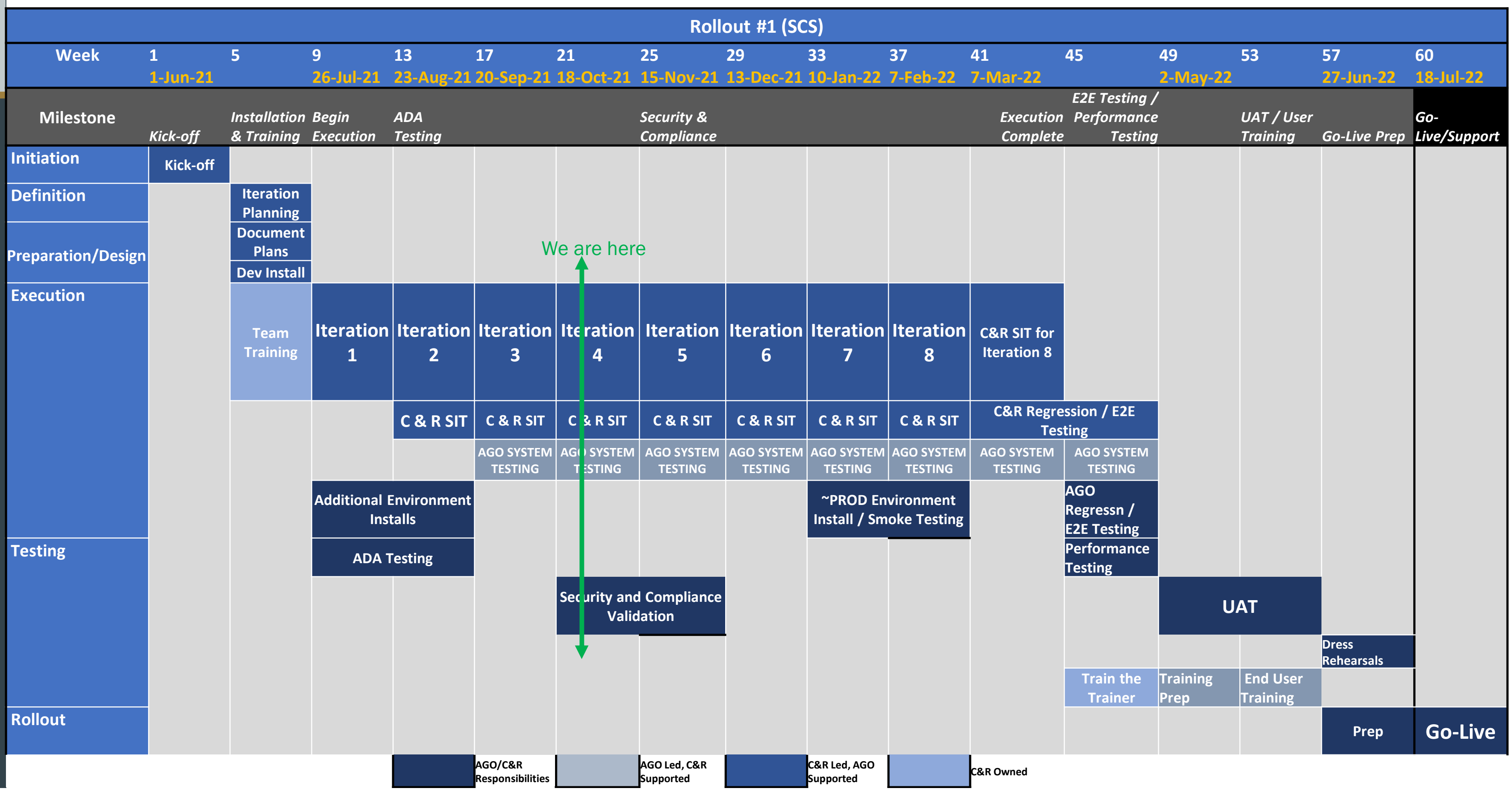
CARES Status Update – Limited SCS Agencies

As part of the implementation strategy, Rollout 1 of the Implementation Phase will see the new system "turned on" for workflows, interfaces, reports and letters – the basics – but only for new debt accounts (those with new certifications in the last two years) within the State Client Services Portfolio.

Currently, the following 34 state agencies and 66 client IDs have been identified as part of the limited SCS group participating in Rollout #1:

- **Attorney General**
- **Environmental Protection Agency**
- **Department of Commerce**
- **Department of Aging**
- **Department of Developmental Disabilities**
- **Department of Education**
- **Judiciary/Supreme Court**
- **Opportunities for Ohioans with Disabilities Agency**
- **Public Utilities Commission of Ohio**
- **Auditor of State**
- **Department of Administrative Services**
- **Department of Job and Family Services**
- **Public Employees Retirement System**
- **Petroleum Underground Storage Tank Release Compensation Board**
- **Adjutant General**
- **Department of Agriculture**
- **Court of Claims**
- **State Board of Cosmetology**
- **Department of Natural Resources**
- **Department of Veterans Services**
- **Ohio Elections Commission**
- **Ohio Ethics Commission**
- **Department of Insurance**
- **Ohio Housing Finance Agency**
- **Highway Patrol Retirement System**
- **Ohio Lottery Commission**
- **State Medical Board**
- **Office of Consumers' Counsel**
- **Ohio Industrial Commission**
- **Police and Fire Pension Fund**
- **Occupational Therapy, Physical Therapy, and Athletic Trainers Board**
- **State Employment Relations Board**
- **State Teachers Retirement System**
- **Treasurer of State**

Rollout #1 – Implementation Timeline



Rollout #1 – Iteration Plan

Scope is sequenced and prioritized in the Iteration Plan based on risk, business value, and their dependency on other functionality and priorities.

Pre-Execution

Base Configuration
- Organization
- Action/Result Codes
- Tags
- Roles/Privileges
- ...

Integration
- New Certification File Layout

Install
- DEV/TEST1

Iteration 1

Workflows
- Account Dealing
- SCS Collections
- BKY (Design)
- Invoicing (Design)
- New Client (Design)
- Content Navigator (Design)

Integration
- CCI (Design)
- KCI Key Bank (Design)
- SCS DFM Certifications (Design)

Other
- Letters/Reports

Iteration 2

Workflows
- Payment Plans
- Settlement Offers
- BKY Discharge

Integration
- DPO – Debtor Portal Out
- DPI Payment Processor In SAO – Sage Extracts
- Payment Portal

Other
- Letters/Reports
- Roles/Privileges

Iteration 3

Workflows
- Payment Options
- Checks/Wires
- Legal Payment App
- Client/AG Fee Processing
- DPY & WD Invoicing

Integration
- TNA NACHA
- TCO Checkwriter

Other
- Letters/Reports

Iteration 4

Workflows
- Color of Office
- Checks
- Legal Payment App
- Client/AG Fee Processing
- DPY & WD Invoicing
- NSF & Returns
- Stale Check
- Stop & Cancel

Integration
- Dialer import
- SOO State Offsets Requests
- Content Navigator

Other
- Letters/Reports

Iteration 5

Workflows
- BKY Trustee Refunds
- Legal Payoff/ Manual Refunds
- NSF & Returns
- Stale Check
- Stop & Cancel

Integration
- SOI State Offsets Collections
- OPO Oaks Payables Out
- Content Navigator

Other
- Letters/Reports

Iteration 6

Workflows
- Offsets
- Transaction Requests/Unclaimed Funds
- MISC Offset

Integration
- OPI Oaks Response
- Content Navigator

Other
- Letters/Reports

Iteration 7

Workflows
- BKY Admin Fees
- MISC Offset

Integration
- LBI Letter Batch
- Content Navigator

Other
- Letters/Reports

Iteration 8

Workflows
- Intake/ RESO
- Cancellations
- Deceased

Integration
- Content Navigator

Other
- Letters/Reports

Interim Design Results

Marissa Smith, Business Project Manager

Interim Design Results

The 5-month Interim Design Phase completed in June 2021

The Interim Design Phase encompassed the initial functionality design and how it applied to all clients, external partners, and other stakeholders. Work completed in this phase included:

- Held design workshops to determine which technical configurations would work best in the Debt Manager (DM) system
- Designed the workflows for Special Counsel and Third Party Vendors (External Partners)
- Conducted data mapping and created interfaces for all stakeholders who interact with DM

Results:
The following work was accomplished as part of the Interim Design Phase:

- Defined & designed the **organizational hierarchy** configuration for DM
- Defined & tailored a custom **"make whole" processing solution**
- Created 5 **functional design specifications** (FDS) for External Partner interfaces
- Documented **field-level mapping requirements** to migrate data from CUBS to DM
- Documented **DM workflow configurations** for External Partners

Interim Design Participants

As we conducted Phase 0.5 Interim Design, we involved some of you as part of a User Forum to support your needs and requirements for the new system and not just what the AGO needs

During design sessions held in March 2021, the following were engaged with AGO and C&R Software (formerly called FICO during that period):

Special Counsel Representatives:

Charles Geidner
Charles Mifsud
Sue Pohler (Attendees below on behalf of)

- Tim Keck
- Aimee Heiser
- Tim Lewis

3rd Party Vendor Representatives:

Jeff Horner
Jim Mitch

Planned Changes and Benefits

Required changes are currently limited to Interfaces and Portals. These will be a part of **Rollout #2** which begins in July 22 and will be part of an implementation schedule resulting in deployment the Summer of 23.

Changes expected are as follows:

<u>Interfaces</u>

1. TPV/SC Placement Outbound
2. TPV/SC Maintenance Outbound
3. TPV/SC Maintenance Inbound
4. TPV/SC Recall Outbound
5. TPV/SC Recall Inbound
6. *TPV/SC Recon Outbound

<u>Portals</u>

- Improvements to Client Portal
- Improvements to Payment Portal
- Improvements to Report Portal

<u>Benefits from these Planned Changes:</u>

- Standardizing the interface layouts for ease of transmission and high quality processing
- Automating exchange of information through file transfers and eliminating emails and insecure exchanges
- Adopting industry best practices for improving the certification workflow
- Providing more accurate debtor information to improve real-time information access and ability to collect or resolve accounts

Rollout #1 Strategy & Rollout 2

Lucas Ward, Section Chief

Rollout #1 Strategy

A phased implementation strategy minimizes risk by incrementally building out core system functionality in a logical, sequential manner

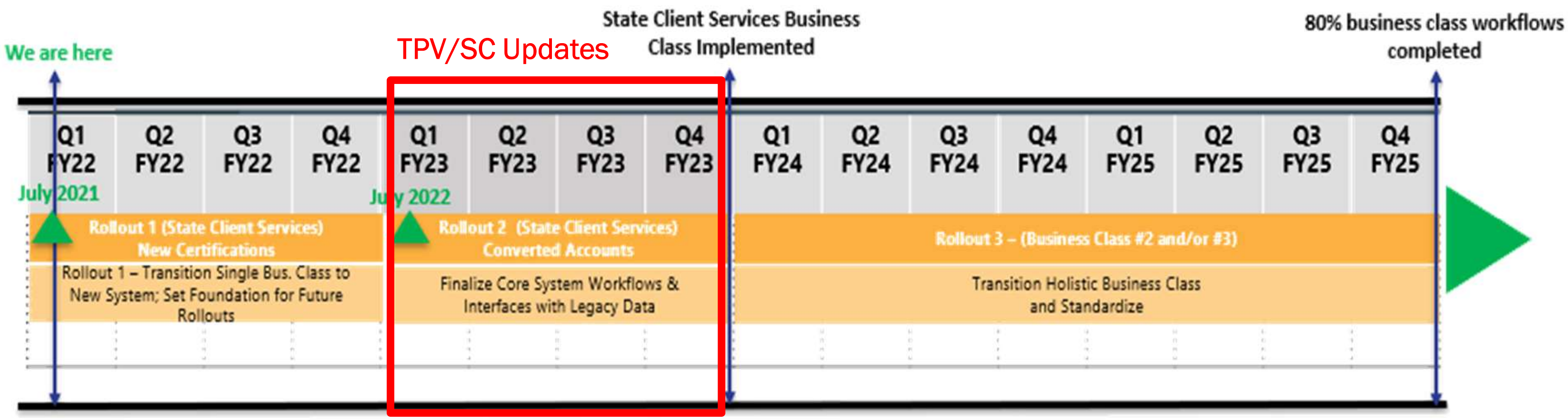
- Rollout #1 contains a limited number of state client services (SCS) agencies, and only new accounts:
  - Ability to validate workflows and functionality with new data only
    - Client file content and layout changes
    - Pre-processing strategy
      - Planned: New accounts to DM/Packeted accounts to CUBS
  - A significant portion of Debt Manager functionality will already be tested and implemented prior to expanding the scope of implementation.
- Rollout #2 will include:
  - Remaining SCS clients
  - Converted historical accounts
  - Forwarding functionality
    - Only for SCS workflow

Rollout 2 - SC/TPV Involvement

Rollout #1 is focused on new certifications and a limited number of SCS clients

Your involvement begins in Rollout #2 as we bring the complete SCS business class, including workflows that support new certifications, conversion of legacy accounts, and forwarding into production

Rollout #2 is planned to initiate and run from *July 2022 through Summer 2023*.



What is expected from you?

Rollout #2 is planned to be built and tested between July 22 and Summer 23

- Ample time to work together on the best approach to making needed improvements

The following improvements are necessary for DM implementation:

- *Standardization of Interface file formats for* exchanging and receiving information
- *Inclusion of additional information in Interface files* for submitting to Debt Manager
- *Updated Portals* for providing you with additional information to help debt collection

To attain these improvements, the following changes are required:

- *Apply Debt Manager Interface file standardization changes* to your current system
- *Work with us to confirm your interface file changes* are accurate
- *Support our User Acceptance Testing efforts* during Rollout #2 and help us select appropriate external partner representatives since not all can participate in UAT at the same time
- *Discuss and identify Dual Environment processes* for using both CUBS and DM once Rollout #2 is implemented

Question & Answer Session

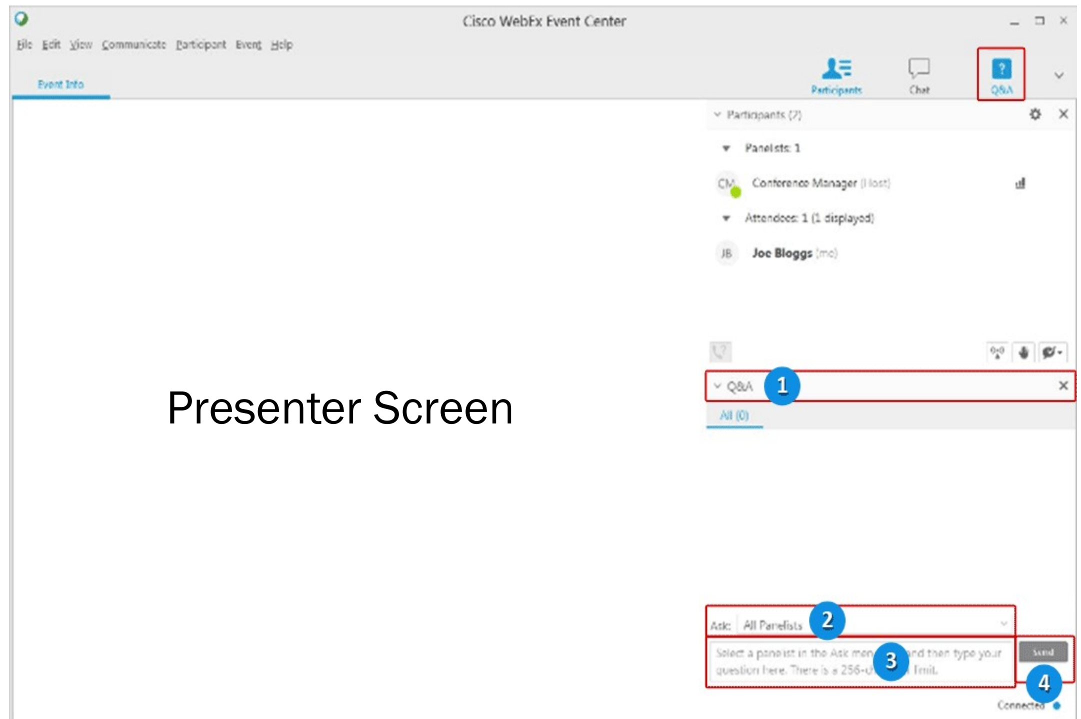
How to submit questions:

1. Open the Q & A panel.

2. In the Ask drop-down list, select the recipient

3. On the Q & A panel, type your question in the text box.

4. Select Send.



During the session, please send your questions to all panelists.

How to contact us

AGOCARES@OhioAGO.gov

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