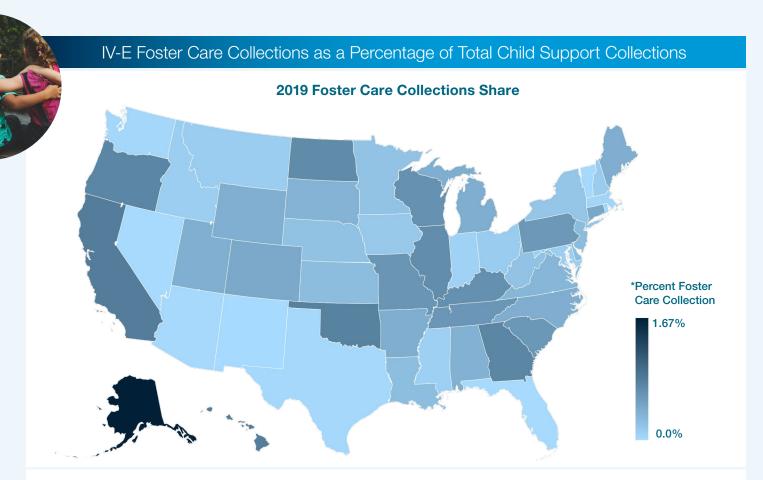
Child support payments may be retained by the state as reimbursement for the cost of a child placed in foster care. However, studies show that requiring child support payments from parents of a child recently placed in foster care hinders reunification efforts. The Administration for Children and Families recently updated guidance to IV-E agencies to not seek child support except in rare circumstances. This guidance allows states to define when a referral to child support is appropriate, whether and how to "undo" existing referrals, how to make up any perceived lost revenue and to improve interagency communication. **A&M** helps states analyze data and develop actionable recommendations that promote collaboration between child welfare and child support and improve family reunification.

A&M combines a depth of child welfare and child support subject matter expertise to help states re-assess their child welfare referral process and interagency communication. Working closely to bridge the gap between both agencies, we offer an analysis of current processes, regulatory and statutory mandates, child support impacts on reunification efforts, and communication and coordination in serving the same families.



- Extensive combined experience in child support and child welfare programs
- Insights based on front-line experience in establishing and enforcing child support orders
- Experience in over a dozen states conducting HHS program analysis and managing transformational implementations
- Emphasis on data-driven decisions to help states make informed decisions to drive change for better outcomes

(D) Implementation Factor		(X) A&M Role
Under what circumstances is a referral appropriate?	•	Analysis of when a referral to child support is appropriate, such as when foster children come from non-intact homes where child support from an NCP is in place or should be sought
How much savings will each agency realize by implementing the new guidance?	()	Faster time to reunification, resulting in cost-avoidance of placement, and reduced time spent on cases with low collection amounts and rates
What should states do about existing, paying cases?	(P)	Analysis of existing IV-E caseload with pros/cons analysis regarding closing existing cases, regardless of payment status and forgiving outstanding arrears
How will this change affect agency revenue?	()	Analysis of lost revenue to IV-E for limiting referrals and recommendations on how to reduce impacts and alternate sources of collection
How can interagency communication be improved to support the goals of each program?	•	 Facilitate and develop joint procedures and policies Improve IV-E information access to determine whether a paternity or support order already exists, locate NCPs and verify income of the parents to decide whether a referral is appropriate
What system changes do I need to make to support this new policy?	•	Analysis on how to automate the referral decision-making process sharing of data between the two systems



*References:

Foster Care Collections Share calculated using:

- Administration of Children and Families Office of Child Support FY 2019 Annual Report, Table 4. Total Distributed Collections for Five Consecutive Fiscal Years
- Administration of Children and Families Office of Child Support FY 2019 Annual Report, Table 12. Distributed
 Foster Care Collections for Five Consecutive Fiscal Years

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ABOUT ALVAREZ & MARSAL

Companies, investors and government entities around the world turn to Alvarez & Marsal (A&M) for leadership, action and results. Privately held since its founding in 1983, A&M is a leading global professional services firm that provides advisory, business performance improvement and turnaround management services. When conventional approaches are not enough to create transformation and drive change, clients seek our deep expertise and ability to deliver practical solutions to their unique problems.

With over 7,000 people across five continents, we deliver tangible results for corporates, boards, private equity firms, law firms and government agencies facing complex challenges. Our senior leaders, and their teams, leverage A&M's restructuring heritage to help companies act decisively, catapult growth and accelerate results. We are experienced operators, world-class consultants, former regulators and industry authorities with a shared commitment to telling clients what's really needed for turning change into a strategic business asset, managing risk and unlocking value at every stage of growth.

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