

NASCIO 2026 STATE IT RECOGNITION AWARDS • STATE OF TEXAS

Children Are My Priority.

The Modernization Texas Families Never Felt.

0

DAYS OF SERVICE
INTERRUPTION

\$4.08B

DISBURSED TO
FAMILIES POST-LAUNCH

19M+

PAYMENTS
PROCESSED

17B

RECORDS MIGRATED
FROM MAINFRAME

2,500

STAFF TRANSITIONED
TO MODERN PLATFORM

AGENCY

Office of the Attorney General
Child Support Division.

CATEGORY

Digital Experience:
Enterprise Solutions.

PROJECT DATES

Fall 2019 -June 2025.
11-month post-launch operating window.

POINT OF CONTACT

Tina McLeod, CIO.
Texas Office of the Attorney General.

A total transformation, told in three movements.

The Children Are My Priority (ChAMP) project was conceived as an enterprise transformation rather than a one-time technology project. The effort was grounded in the agency's vision of a **Texas in which every child receives the full emotional and financial support of both parents**. Rather than focusing solely on replacing aging technology, the roadmap sought to strengthen the entire ecosystem supporting child support services, modernizing technology, improving customer and employee experiences, transforming business processes, and establishing new ways of working together

01 · THE STARTING POINT

A 30-year-old mainframe.

TXCSES on Adabas/Natural that supported 1.5M families across Texas and distributed over \$4B in Child Support payments annually. Talent to maintain the platform was retiring faster than it could be replaced.

02 · WHAT WE CHANGED

Four disciplines, in parallel.

Strategy, Human-Centered Design, Technology Delivery, and Human-Centered Change ran concurrently from day one - not sequential, not bolt-on.

STRATEGY

DESIGN

DELIVERY

CHANGE

03 · WHAT WE DELIVERED

Total Transformation.

ChAMP, Children are my Priority, a modern enterprise platform that transformed the mission-critical public service ecosystem while preserving service continuity and delivering business value incrementally.

Achieving Total Transformation – ChAMP proved that government can modernize systems citizens depend on most, without forcing a disruptive tradeoff between transformation and continuity. Business leaders, product owners, caseworkers, attorneys, technology teams, delivery partners and oversight stakeholders worked from one definition of success: **families would never feel the transition**. The result is a repeatable model for enterprise-scale public sector modernization: start with mission, design with users, deliver incrementally, and prove value continuously.

Modernize the mainframe without families knowing.

THE PROBLEM.

For three decades, every Texas child support transaction ran through TXCSES, a mainframe system of 300+ screens navigated by four-character commands and function keys. New caseworkers needed up to 9 months to become proficient. Customers had limited digital access and the workforce capable of maintaining the underlying technology was retiring faster than it could be replaced.

WHY IT MATTERS.

Behind every metric in this submission is a family waiting on a payment. The program serves 1.7 million Texas children and distributes more than \$4 billion annually; even a single day of disruption would have hit homes the same day. None of the pressures: aging tech, evolving federal expectations, modern self-service demand could be solved by replacing technology alone.

THE OPPORTUNITY.

ChAMP created the chance to replace memorization with intuitive work, improve self-service, strengthen resiliency, reduce dependencies on scarce legacy skills, and build a platform capable of adapting as policy and technology evolve.

WHAT MAKES IT DIFFERENT · THE TRANSFORMATION LIFECYCLE.

01 Transformation Strategy.

Before a single sprint began, 100+ leaders participated in 10 strategy labs.

03 Tech Design & Development.

Agile at Scale: 1 sprint team to 12+. State-employed Product Owners owning outcomes.



02 Human-Centered Design.

Journey-mapping with caseworkers, attorneys, employers, and families before development.

04 Human-Centered Change.

Change Agent Network, all-staff sessions, employee-named system. 4,000+ staff engaged.

ChAMP = Children Are My Priority. The name was chosen by employees: 600+ submissions, narrowed by leadership, decided by a statewide staff vote - before the first migration ran. It set the standard for every release, every cutover, every decision that followed.

Strategy, People, and Ownership Moved Together

ChAMP was not a technology project. It was the technology pillar of the Child Support Division's enterprise transformation. Before a single sprint began, leaders defined the strategy and engaged the workforce that would have to live it.

100+

leaders engaged
across 10 strategy
labs (Nov '21 – Jan '22)

34

regional and divisional
ambitions defined by
the workforce

4,000+

CSD employees
engaged through all-
staff strategic sessions

600+

employee submissions
that named the
system: ChAMP

Business at the center.

More than a dozen state-employed Product Owners and Product Leads from across the Division co-led delivery alongside technology teams.

Caseworkers, attorneys, employers, and custodial parents informed design through journey mapping, pilots, and continuous feedback.

Working software was demonstrated to business stakeholders twice within each five-week sprint; acceptance was based on whether the work met the operational need.

Change happened with people, *not to them*.

A dedicated **Human-Centered Change** team worked alongside delivery in every sprint, **embedding communications, training, and adoption** directly into the work.

A **Change Agent Network** launched November 2023 across regions and divisions.

The result: 2,500 staff prepared to operate a new system on Day 1 of go-live, without losing productivity on Day 2.

The Partnership That Made it Possible: Texas OAG (program owner) · Texas DIR (statewide technology services) · Federal OCSS (oversight) · Texas QAT and IV&V (independent verification) · AWS and Salesforce (FedRAMP-authorized cloud platforms) · Deloitte (delivery partner under DIR TSS)

How we built it - three disciplines, one platform.

01 · ARCHITECTURE

Best-of-breed hybrid.

ENGAGEMENT LAYER - SALESFORCE



Contact
center



Portal



Case
management

PROCESSING ENGINE - AWS / PostgreSQL



High-throughput financial
processing at enterprise scale



~200 TB data · 100+ system interfaces · FedRAMP-authorized

02 · MODERNIZATION STRATEGY

The Strangler Fig pattern.

Modernize while operating - no "big bang" moment. Capabilities replaced progressively as the legacy mainframe was strangled.



- 1 Foundation: bi-directional sync between legacy & modern
- 2 Pilot non-core read-only workloads
- 3 Modernize core read-and-write workloads incrementally
- 4 Strangle the legacy service - decommission

03 · DELIVERY APPROACH

Agile at Scale, customer first.

Customer journey mapping and design thinking ran before development sprints and translated directly into platform flows.

- **Start small**, build momentum - 1 sprint team to 12+
- **Configure when we can**, customize when we must
- **Test early and often** - 2,400 scripts, 96K test steps
- **Deliver quality software frequently** - 10 releases



TEN RELEASES · FIVE YEARS · ZERO BIG-BANG

Aug '21



Contract
Core R1

Oct '21



Contact Center
+ Identity Mgmt

Dec '21



Self-Service
Portal (SSP) R1

Mar '22



Contract Core R2
+ SSP R2

Jun '22



Employer Portal R1
+ SSP R3

Aug '22



Contract
Core R3

Feb '23



Case Initiation
+ SSP R4

Apr '24



ChAMP
Docs

Feb '25



ChAMP
Training

Jun '25



ChAMP FULL
LAUNCH

Eleven months of operating evidence.

Post-launch performance (June 12, 2025 - April 30, 2026). Run-rate consistent with the legacy system on the day before cutover.

\$4.08B

DISBURSED TO
FAMILIES

\$4,082,847,000 to date

19M+

TOTAL PAYMENTS
PROCESSED

19.1 million payments

1.2M

CUSTODIAL PARENTS
PAID

1,198,502 unique CPs

\$133M

MEDICAID PAYMENTS
ROUTED TO HHSC

monthly cadence sustained

ADOPTION & SCALE.

● 1.62M Self-Service Portal users

● 81,000+ employers on Employer Portal

● 1M+ online logins per month

● 1.79M active cases · 1.4M orders · 2.82M obligations

BEFORE & AFTER · From a system built for keyboards to a system built for people.

BEFORE · TXCSES on Adabas/Natural mainframe.

300+ function-key screens, daisy-chained
4-char commands; macros to chain actions
Up to 9 mo. for caseworker proficiency
Reports required separate runs and exports
No real-time access for families or employers

AFTER · ChAMP on Salesforce + AWS.

14 tabs organized for the way work actually flows
Plain English no acronyms, real words for real people
Days to caseworker proficiency
Smart alerts surface what needs attention on each case
Self-service for families, employers, and partners

From maintaining a system to advancing the mission.

"Adjustment initiated, approved, and instantly batched. We were then able to release the pending collection hold all within minutes of each other. Before this would have taken 2-5 business days."

- Director of Field Support, Texas OAG Child Support Division.

"Staff are enjoying being able to update information from one page and not have to cycle through several screens to complete one action."

- Region 4 Director, Texas OAG Child Support Division.

WHAT'S NEXT · THE PLATFORM THAT MAKES THE NEXT DECADE POSSIBLE.

With the legacy mainframe decommissioned, ChAMP is moving from delivery into stabilization, normalization, and optimization. For the first time, the platform itself accelerates what comes next, across software delivery, business outcomes, and how Texans interact with the program.

AI IN SOFTWARE DELIVERY

Agentic AI across the SDLC.

AI-assisted requirements analysis, automated regression test generation, intelligent defect triage, and code-modernization accelerators - compressing the cycle time on every change.

AI IN THE BUSINESS

Intelligence in caseworker hands.

Case summarization, payment anomaly detection, intelligent case routing, and conversational assistants, embedded into how staff already work, not bolted on.

OMNI-CHANNEL

Meeting Texans where they are.

Voice, chat, SMS, mobile, and web, all unified into a single customer experience. The platform supports continuous channel expansion as families' preferences evolve.

OPTIMIZATION

Continuous modernization.

ChAMP is the platform on which the remaining Transformation Domains, culture, performance, and structure, can now be delivered without re-platforming.

*The hardest part of technology transformation isn't choosing the right tool; **it's creating the conditions where people trust the process enough to change how they work.***