



State of New Hampshire
Department of Health and Human Services

REQUEST FOR INFORMATION

FOR

New England Child Support Enforcement System (NECSES)
Technology Evolution

RFI-2027-DES-01-NECSES

RELEASE DATE: 9/18/2026



Request For Information

1. Overview and Purpose

1.1. Overview

The New Hampshire Department of Health and Human Services (the "Department" or "State") is issuing this Request for Information (RFI) to solicit information from qualified vendors and solution providers regarding capabilities, approaches, recommendations, and strategies that support the long-term viability and continued evolution of the New England Child Support Enforcement System (NECSES).

NECSES is a mission-critical, federally certified application that supports the State's Child Support Enforcement Program and its associated business operations. Over several decades, the application has evolved to incorporate significant business functionality, complex integrations, and regulatory requirements that are essential to the administration of the Child Support Program.

While NECSES continues to support the State's operational needs, the application currently relies on Java and Oracle Forms and Reports technologies, portions of which have reached, or are approaching, the end of their practical lifecycle. The Department recognizes the importance of addressing the resulting technical and architectural debt to ensure the long-term viability of the application. Accordingly, the Department is seeking strategies that reduce technology risk and improve maintainability, supportability, security, resiliency, scalability, interoperability, and long-term sustainability while preserving the substantial business value, institutional knowledge, complex integrations, and federal certification embodied within the existing application.

Rather than prescribing a specific technical direction or pursuing a single large-scale replacement, the Department seeks to better understand a broad range of architectural, technical, and implementation strategies that enable NECSES to evolve through manageable, low-risk initiatives while maintaining business continuity and federal certification throughout the process.

The Department is interested in learning about proven technologies, architectural approaches, implementation methodologies, and industry best practices that can support the continued evolution of NECSES while minimizing operational disruption. The information obtained through this RFI will assist the Department in evaluating potential strategies for addressing technical and architectural debt, extending the application's useful life, and positioning our program to meet future business, operational, and regulatory needs.

1.2. Purpose

The purpose of this RFI is to better understand the current marketplace and gather information that will assist the Department in establishing a long-term strategy for the continued evolution and sustainability of NECSES.

New Hampshire Department of Health and Human Services
New England Child Support Enforcement System (NECSES)
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The Department is intentionally not prescribing a specific future-state architecture or implementation approach. Instead, the State seeks information regarding a broad spectrum of innovative strategies that may support the application's long-term viability.

The information requested through this RFI is intended to help the State evaluate potential approaches that:

- Minimize disruption to ongoing NECSES operations, business processes, and staff productivity throughout any approach.
- Reduce technical, security and architectural debt of the application, supporting infrastructure, and development practices.
- Improve maintainability, scalability, performance, testability, and long-term sustainability of the solution.
- Enhance user experience, accessibility, and workflow efficiency for program staff and stakeholders.
- Enable secure, standards-based integration through modern APIs, event-driven architectures, and interoperability frameworks.
- Strengthen observability, monitoring, auditability, compliance, and security controls required to support child support program operations and applicable federal and state regulations.
- Provide a practical and sustainable path away from Oracle Forms and Oracle Reports while preserving required business functionality and regulatory reporting capabilities, including pixel-perfect document outputs where necessary.
- Support incremental, phased, or modular implementation approaches that allow the State to realize business value early, reduce implementation risk, and minimize operational disruption.
- Leverage cloud-native, hybrid-cloud, or other modern architectural patterns that support the long-term viability of the system where appropriate.
- Position the State to respond effectively to future business, regulatory, and technology changes with minimal rework or downtime.

The Department encourages respondents to recommend practical, innovative, and cost-effective strategies that balance technical renewal with operational continuity. Recommendations should consider approaches that reduce technical and architectural debt, increase maintainability and improve security, preserve critical business functionality, and position the application to meet future business and regulatory needs.

Respondents are encouraged to provide recommendations that may include, but are not limited to:

- Incremental replacement of application components.



- Automated code conversion or code transformation.
- Targeted refactoring or re-engineering.
- Low-code or no-code development platforms.
- Hybrid architectural approaches.
- API-first and event-driven architectures.
- Commercial Off-the-Shelf (COTS) solutions.
- Software-as-a-Service (SaaS) offerings.
- Commercial products that leverage configurable business rules.
- Full application replacement, where appropriate.
- Other innovative approaches that respondents believe would best support the Department's objectives.

This RFI is issued solely for discovery, market research, and planning purposes. It is intended to assist the Department in understanding available technologies, implementation approaches, industry best practices, and potential solution strategies. This is not intended to result in a contract or vendor agreement with any Respondent.

2. Background

2.1. NECSSES is the State of New Hampshire's Child Support Enforcement System and serves as the primary platform supporting case management, enforcement activities, collections, financial processing, federal reporting, and day-to-day program operations. NECSSES is a browser-based application with substantial business functionality implemented through Oracle Forms and operational and regulatory reporting delivered through Oracle Reports. In addition to its core functionality, NECSSES integrates with several mission-critical systems, including public-facing customer and employer portals, an internal business intelligence platform, the OnBase enterprise content management solution, and numerous federal and state partner systems. These integrations are essential to the delivery of child support services, enabling the secure and timely exchange of information among agencies, partners, employers, custodial and non-custodial parents, and other stakeholders.

Furthermore, many of these interfaces support federally mandated child support enforcement functions and reporting requirements. Maintaining these integrations is critical to preserving program operations, ensuring compliance with federal regulations, and sustaining the State's federal certification of the child support system. Any effort must carefully account for these dependencies to avoid disruption to services, compliance obligations, and certification status. While the current technology platform has served the State reliably for many years, it presents increasing challenges related to long-term maintainability, availability of skilled resources, user experience, scalability, and compatibility with modern technologies and cloud-based architecture.



Today, NECSES supports more than 25,000 child and medical support orders and consists of over 100 application screens, more than 200 reports, numerous interfaces, automated processes, and business workflows that are critical to program operations.

2.2. Additional Considerations for Respondents

2.2.1. *Continuity of Operations*

Any approach should prioritize continuity of operations and minimize disruption to case management, financial processing, enforcement activities, federal reporting, and customer services.

2.2.2. *Data Platform*

NECSES currently utilizes Oracle Database technology as its system of record. While the State is open to recommendations regarding future-state data platforms and architectures, respondents should recognize that minimizing unnecessary data platform changes is preferred unless a compelling business, technical, operational, or financial benefit can be demonstrated.

2.2.3. *Security and Compliance*

Any proposed solution must support compliance with applicable federal and state security, privacy, and regulatory requirements, including but not limited to FedRAMP Authorization, IRS Publication 1075 for the protection of Federal Tax Information (FTI), NIST-aligned security controls, State of New Hampshire information security policies and standards, Federal Office of Child Support Enforcement (OCSE) requirements, and any other applicable certification, audit, and oversight obligations.

2.2.4. *Accessibility*

Solutions should conform to the requirements of Section 508 of the Rehabilitation Act of 1973 and the Web Content Accessibility Guidelines (WCAG) 2.2 Level AA or higher. Respondents should describe how accessibility is incorporated into their design, development, testing, and quality assurance processes.

2.2.5. *Federal Certification Considerations*

As a federally certified child support enforcement system, NECSES supports critical federal reporting, interfaces, and program requirements. Respondents should identify any considerations, dependencies, risks, or impacts associated with maintaining federal certification and compliance throughout any effort.

2.2.6. *Integration and Interoperability*

NECSES currently exchanges data with numerous federal, state, and third-party systems. Any approach should consider the complexity of existing integrations and provide strategies for maintaining interoperability, minimizing disruption to external partners, and supporting future integration requirements.

2.2.7. *Reporting and Business Continuity*



The State relies on a significant number of operational, management, regulatory, and federally mandated reports. Respondents should address how reporting capabilities, report accuracy, and required document outputs would be maintained or enhanced during and after any effort.

2.2.8. *Knowledge Transfer and Workforce Readiness*

The State values solutions that promote knowledge transfer, operational sustainability, and workforce readiness. Respondents are encouraged to describe approaches for training, documentation, transition support, and reducing long-term dependency on specialized or difficult-to-source technical skill sets.

2.2.9. *Public Records and Confidentiality*

Responses submitted under this RFI may be subject to disclosure in accordance with RFI Section 3.16, below.

3. RFI Questions and Additional Information

3.1. Note to Respondents:

- 3.1.1. The State is seeking information, recommendations, and industry best practices related to the long-term viability and continued evolution of NECSES. Respondents are encouraged to provide insights, lessons learned, proposed approaches, and relevant experiences that may assist the State in evaluating potential solutions.
- 3.1.2. Respondents may answer some or all of the questions contained within this RFI. While comprehensive responses are encouraged, they are not required. Please clearly identify each response by referencing the corresponding question number.

3.2. Questions

3.2.1. *Current Environment Assessment*

- 3.2.1.1. Describe the tools, accelerators, methodologies, or assessment techniques you would use to inventory and analyze the existing NECSES application, including Oracle Forms, Oracle Reports, JAVA, PL/SQL, interfaces, and other application assets.
- 3.2.1.2. Describe the strengths and limitations of your proposed assessment approach.
- 3.2.1.3. How would your recommended approach identify technical, security, and architectural debt, other obsolete technologies, and opportunities for improvement?

3.2.2. *Recommended Strategy*

- 3.2.2.1. Describe your recommended strategy for ensuring the long-term viability and continued evolution of NECSES.
- 3.2.2.2. What factors influenced your recommendation?



- 3.2.2.3. Why do you believe your recommended approach is preferable to alternative approaches?
- 3.2.2.4. If you considered multiple approaches, please describe the alternatives and explain why you selected your recommended solution.
- 3.2.3. *Long Term Viability*
 - 3.2.3.1. What approaches or patterns do you recommend for systems with heavy Oracle Forms logic and why? Cite at least one (1) similar-scale project and describe its outcome.
 - 3.2.3.2. What are the top five (5) risks you foresee in this effort and how do you mitigate each of these risks?
 - 3.2.3.3. How will your approach maintain operations during system transition, and if applicable, with a phased coexistence of legacy and modern components?
 - 3.2.3.4. What is your proposed target reporting stack and how will it meet pixel-perfect and regulatory reporting needs now handled by Oracle Reports?
 - 3.2.3.5. Describe your recommended Continuous Integration (CI) - Continuous Delivery (CD) and automated testing stack for this environment and why it is a good fit.
 - 3.2.3.6. What are your assumptions about the current environment that would materially affect cost or timeline if incorrect?
 - 3.2.3.7. What skill sets will the State need during and after this project and what is your knowledge transfer plan?
 - 3.2.3.8. What are your recommendations for a long-term maintenance governance strategy?
- 3.2.4. Provide a high-level timeline with major phases and decisions gates for a system of this size and complexity.
- 3.2.5. Identify any licensing or runtime dependencies introduced by your approach and associated lifecycle considerations.
- 3.2.6. Describe how your solution supports Section 508 and WCAG 2.2 AA compliance.
- 3.2.7. Describe how your approach supports IRS Publication 1075 requirements and internal, Federal Office of Child Support Enforcement (OSCE), and ad hoc audit evidence generation.
- 3.2.8. What metrics would you propose to measure success in the first six (6), twelve (12), and twenty-four (24) months?
- 3.2.9. Please describe how your approach addresses:



- 3.2.9.1. Encryption in transit and at rest, key management, and secrets handling.
- 3.2.9.2. Identity and access management, Single Sign On (SSO) integration, Multi-Factor Authentication (MFA), least-privilege Roles-Based Access Control (RBAC) and Attribute-Based Access Control (ABAC) patterns.
- 3.2.9.3. Logging and monitoring, auditability of user and system actions, and evidence generation for audits.
- 3.2.9.4. Boundary protections, secure coding practices, vulnerability management, and third-party risk.
- 3.2.9.5. Compliance attestations applicable to your solution or hosting model, such as SOC 2 Type II and FedRAMP for SaaS components.
- 3.2.10. Vendor Background. Please describe your experience with:
 - 3.2.10.1. Systems facing similar end-of-life technologies.
 - 3.2.10.1.1. Developing and maintaining public-facing customers and employer portals and internal business intelligence portals.
 - 3.2.10.1.2. Providing solutions to improve the user experience for both customers and staff, including mobile solutions, solutions that are not browser-dependent, have print capacity, customer alerts, worker dashboards, and other features to support workforce efficiencies.
 - 3.2.10.1.3. Providing enhanced statistical and reporting capabilities.
 - 3.2.10.1.4. Developing and maintaining an online application.
 - 3.2.10.1.5. Supporting State and Federal audits.

3.3. Sole Point of Contact

The Sole Point of Contact for this RFI, relative to this submission of requested information is:

State of New Hampshire
Department of Health and Human Services
Sara J. Kelly, Business Administrator IV
Sara.J.Kelly@dhhs.nh.gov

Other state personnel are NOT authorized to discuss this RFI before the submission deadline. The State will not be held responsible for verbal responses to vendors regardless of source.

3.4. RFI Timetable

RFI Release Date: 09/18/2026

RFI Responses Due Date: 10/16/2026



The State reserves the right to modify these dates at its sole discretion.

3.5. Respondent Inquiries

- 3.5.1. All inquiries about this RFI, including but not limited to requests for clarification, may be made in writing, citing the RFI page number and part or subpart, and submitted to the Sole Point of Contact identified in Subsection 3.3.
- 3.5.2. Any inquiries must be submitted by e-mail; however, the Department assumes no liability for assuring accurate and complete e-mail transmissions.
- 3.5.3. The Department may not acknowledge receipt of questions.
- 3.5.4. The Department will only respond to inquiries that are understood and relevant to this RFI.
- 3.5.5. Statements that are not questions will not receive a response.
- 3.5.6. Any verbal answers given are non-binding.

3.6. RFI is not an RFP

- 3.6.1. This RFI is for informational purposes only and is not intended to result in a contract or vendor agreement with any Respondent. This RFI is not a Request for Proposals, Bids, or Applications. The State is seeking insight and information prior to finalizing business, functional, operational, and technical requirements before considering the publishing of a Request for Proposal (RFP).
- 3.6.2. This RFI does not commit the State to publish a competitive solicitation or award a contract. The issuance of an RFP or other competitive solicitation, as a result of information gathered from these responses, is solely at the discretion of the State. If an RFP or other competitive solicitation is issued, it will be open to all qualified vendors whether those vendors choose to submit a response to this RFI. This RFI is not a pre-qualification process.

3.7. Respondent Presentations and Discussions

The Department may request that Respondents provide presentations based upon their submission. There is no guarantee that a Respondent will be asked to provide a presentation. Any and all costs associated with a presentation shall be borne entirely by the Respondent. Respondents may be requested to provide demonstrations to **expound upon their responses and** proposed solutions. Respondent presentations are for informational purposes only and do not confer any additional status upon a vendor for any future or potential competitive solicitation or contract.

3.8. RFI Amendment

The Department reserves the right to amend this RFI, as it deems appropriate prior to the submission deadline on their own initiative or in response to issues raised through inquiries. In the event of an amendment to the RFI, the Department, at its sole discretion, may extend the submission deadline. The amended language will be posted on the Department Internet site.

3.9. Submission Instructions



- 3.9.1. Respondents are asked to examine all documentation and other requirements.
- 3.9.2. The Department requests that submissions conform to all instructions, conditions and requirements included in the RFI.
- 3.9.3. Submissions should be received by the date and time specified in the RFI Timetable, Subsection 3.4. Submissions may be emailed to the Sole Point of Contact at the following email addresses:
 - 3.9.3.1. To: rfx@dhhs.nh.gov
 - 3.9.3.2. Cc: Sara.J.Kelly@dhhs.nh.gov
- 3.9.4. Please include the following information in the subject line: RFI-2027-DES-01-NECSES (email xx of xx).
- 3.9.5. The maximum size of file attachments per email is 25 MB. Proposals with file attachments exceeding 25 MB may be submitted via multiple emails.

3.10. Outline and Detail

- 3.10.1. The Transmittal Cover Letter - The Respondent shall submit a Transmittal Cover Letter in the following manner:
 - 3.10.1.1. On the Respondent's organization's letterhead;
 - 3.10.1.2. Identify the name, title, telephone number, and e-mail address of the person who will serve as the Respondent's representative for all matters relating to the RFI;
- 3.10.2. Table of Contents - The required elements of the RFI response may be numbered sequentially and represented in the Table of Contents.
- 3.10.3. RFI Responses - Responses to the RFI questions above must be limited to twenty (20) pages of text. The page limit excludes the cover page and table of contents.
- 3.10.4. Appendix (optional) - Respondents may include an appendix containing exhibits and diagrams. There is no page limit to the appendix.

3.11. Non-Collusion

The Respondent's required signature on the Transmittal Cover Letter for a submission in response to this RFI guarantees they have been established without collusion with other vendors and without effort to preclude the Department from obtaining the best possible competitive proposal in the event the Department publishes a Request for Proposals or other competitive solicitation.

3.12. Prohibition on Collaborative Submissions

Submissions may only be submitted by one organization.

3.13. Property of the Department

All material property submitted and received in response to this RFI will become the property of the Department and will not be returned to the respondent. The Department



reserves the right to use any information presented in any submission provided that its use does not violate any copyrights or other provisions of law.

3.14. RFI Response Withdrawal

Prior to the closing date for receipt of submissions, a submission may be withdrawn by submitting a written request for its withdrawal to Sole Point of Contact identified in Section 3.3.

3.15. Public Disclosure

- 3.15.1. Any information submitted as part of a response to this RFI may be subject to public disclosure under RSA 91-A. In addition, in accordance with RSA 9-F:1, may an RFP be published by the Department, and a contract awarded, that information will be made accessible to the public online via the website [Transparent New Hampshire](#). Accordingly, business financial information and proprietary information such as trade secrets, business and financials models and forecasts, and proprietary formulas are exempt from public disclosure under RSA 91-A:5, IV.
- 3.15.2. Insofar as a Respondent seeks to maintain the confidentiality of its confidential commercial, financial or personnel information, the Respondent may clearly identify in writing the information it claims to be confidential and explain the reasons such information may be considered confidential. This may be done by separate letter identifying by page number and RFI section number the specific information the Respondent claims to be exempt from public disclosure pursuant to RSA 91-A:5.
- 3.15.3. Each Respondent acknowledges that the Department is subject to the Right-to-Know Law New Hampshire RSA Chapter 91-A. The Department shall maintain the confidentiality of the identified confidential information insofar as it is consistent with applicable laws or regulations, including but not limited to New Hampshire RSA Chapter 91-A. In the event the Department receives a request for the information identified by a Respondent as confidential, the Department shall notify the Respondent and specify the date the Department intends to release the requested information. Any effort to prohibit or enjoin the release of the information shall be the Respondent's responsibility and at the Respondent's sole expense. If the Respondent fails to obtain a court order from a court of competent jurisdiction enjoining the disclosure, the Department may release the information on the date the Department specifies in their notice to the Respondent without incurring any liability to the Respondent. The Respondent is strongly encouraged to provide a redacted copy of their Proposal.

3.16. Liability

Respondents agree that in no event shall the State be either responsible for or held liable for any costs incurred by a Respondent in the preparation or submittal of or otherwise in connection with their RFI response.