

# Making Things Better



Orange County

Department of Child Support Services

Performance Measure Update

2009 Business Plan

January 1, 2009

## Executive Summary

Fiscal Year (FY) 2008 was a year of great challenges and accomplishments for the Orange County Department of Child Support Services (CSS) as it successfully converted to the statewide automated case management system in February. Completion of the statewide system conversion was achieved in November and California took its first step at "Becoming One" child support program with 58 counties working together to serve its clients by using the largest case management system in the nation.

Measurements of success for a local child support agency are based primarily upon total collections, per case collections, and federal performance measures within a federal fiscal year (FFY). In FFY 08, CSS achieved all-time performance records for the following measures:

*Increased Distributed Net Collections by 2.2% to \$183.0 million*

*Increased Per Case Collections by 0.4% to \$1,900*

*Increased Percent of Cases with Arrears Distributed by 1.0% to 60.1%*

Challenges to delivering quality services and enhancing performance continued in 2008 with ongoing budgetary constraints, the strain of reduced staffing levels, and the need for CSS staff to support the state and surrounding counties during their conversion to the Child Support Enforcement (CSE) System. As a result of the CSE conversion, CSS caseload increased 6.7% to 101,667 cases, as cases were incorporated from other counties attributed to automation. In addition, CSS was unable to process child support actions for several days each month as counties converted to CSE which caused backlogs. CSS faced these challenges while reaching several performance milestones. These achievements are attributable to staff's commitment to serving customers with an outcome of a consistent, reliable financial resource.

Staff achievements in serving customers are reflected by a 29.1% growth in employee productivity (measured as Distributed Net Collections Per FTE) from FFY 2002 (\$224,977) to FFY 2008 (\$290,474). CSS has consistently maintained a high level of performance among the six largest California counties as a result of improved year to year productivity.

Anticipated results for 2009 were provided by the California Department of Child Support Services to CSS: 1) increase Distributed Net Collections to \$188.5 million; 2) increase Per Case Collections to \$1,957; 3) increase Percent of Collections on Current Support to 58.3%; 4) increase Percent of Cases with Arrears Collection to 61.5%; 5) increase Percent of Cases with Support Orders to 81.6%; and 6) increase Statewide Paternity Establishment to 102.4%.

With the statewide system conversion completed, CSS staff can focus on enhancing performance, maximizing the efficiencies of CSE to improve service, and shaping their own professional development and growth.

## 2009 Performance Measure Update

### FFY 2009 Goal 1 – Increase Distributed Net Collections by 3% to \$188.5 million

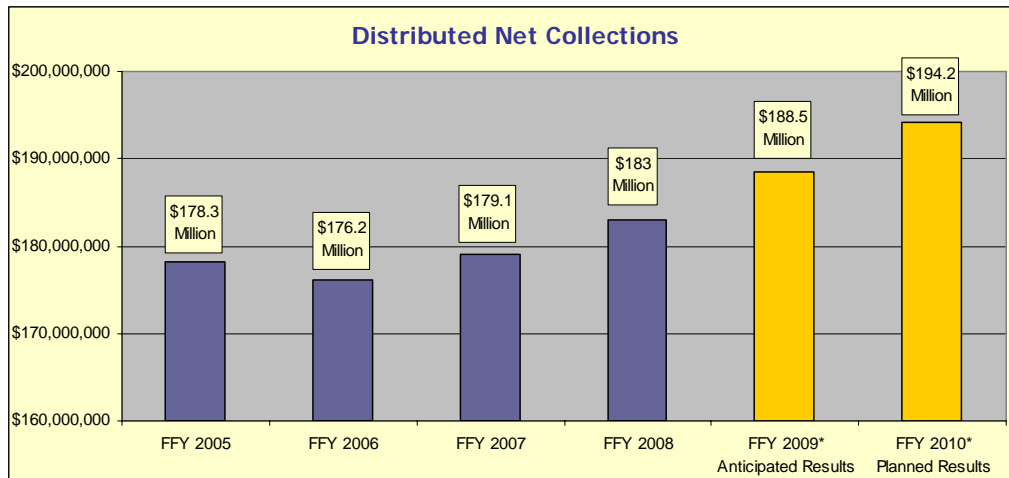
#### PERFORMANCE MEASURE: Distributed Net Collections

**WHAT:** Distributed Net Collections is the total amount of financial support provided to children as a result of the services provided by CSS staff.

**WHY:** Distributed Net Collections pays for basic necessities such as food, child care, shelter, health care, and school clothes. Distributed Net Collections help families remain financially self sufficient.

FFY 2008 Results	FFY 2009 Plan	FFY 2009* Anticipated Results	FFY 2010* Planned Results
\$183 Million	Strategies for FFY 2009 Goal 1 include: <ul style="list-style-type: none"> <li>• Provide outreach services to non-custodial parents when a new court order is obtained.</li> <li>• Prioritize modification of support order requests.</li> <li>• Conduct an Interstate/Responding project to engage non-custodial parents in the early stages of the case.</li> <li>• Contact delinquent non-custodial parents through automated telephone calls.</li> <li>• Develop a plan to streamline the Statewide License Match System negotiation process.</li> <li>• Conduct workshops to inform non-custodial parents of the Statewide License Match System and encourage regular payments.</li> </ul> Strategies will carry over into FFY 2010.	\$188.5 Million	\$194.2 Million

How are we doing? Distributed Net Collections increased 2.6% from FFY 2005 to FFY 2008.



\* FFY 2009 Anticipated Results and FFY 2010 Planned Results were provided by the California Department of Child Support Services.

## 2009 Performance Measure Update

### FFY 2009 Goal 2 – Increase Per Case Collections by 3% to \$1,957

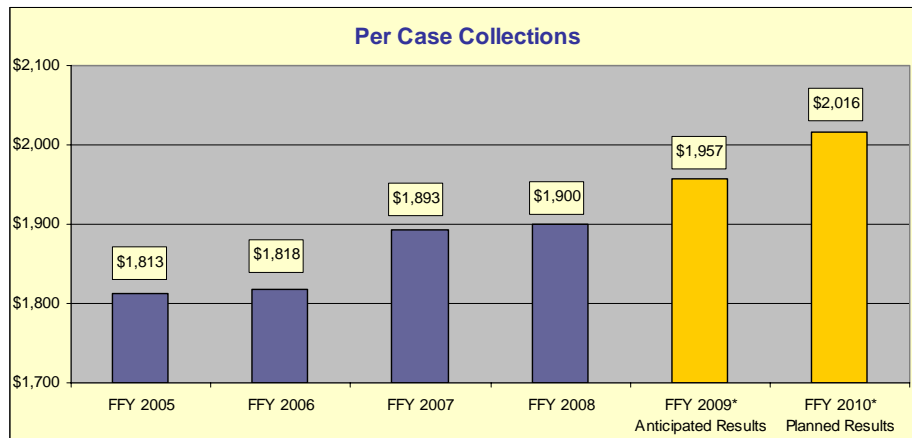
#### PERFORMANCE MEASURE: Per Case Collections

**WHAT:** Per Case Collections is measured by the total Distributed Net Collections divided by the average monthly caseload for the Federal Fiscal Year.

**WHY:** Per Case Collections, as in Distributed Net Collections is a measure of financial self sufficiency. More specifically, Per Case Collections measures self sufficiency on a per case basis. Improvements in financial self sufficiency on a per case basis can be tracked year to year indicating more money provided to children for basic necessities.

FFY 2008 Results	FFY 2009 Plan	FFY 2009* Anticipated Results	FFY 2010* Planned Results
\$1,900	Strategies for FFY 2009 Goal 2 include: <ul style="list-style-type: none"> <li>• Provide outreach services to non-custodial parents when a new court order is obtained.</li> <li>• Prioritize modification of support order requests.</li> <li>• Conduct an Interstate/Responding project to engage non-custodial parents in the early stages of the case.</li> <li>• Contact delinquent non-custodial parents through automated telephone calls.</li> <li>• Develop a plan to streamline the Statewide License Match System negotiation process.</li> <li>• Conduct workshops to inform non-custodial parents of the Statewide License Match System and encourage regular payments.</li> </ul> Strategies will carry over into FFY 2010.	\$1,957	\$2,016

How are we doing? Per Case Collections have increased year-to-year from FFY 2005 to FFY 2008 which represents a total increase of 4.8%, and more money has been provided to children and families each year since FFY 2005.



\* FFY 2009 Anticipated Results and FFY 2010 Planned Results were provided by the California Department of Child Support Services.

## 2009 Performance Measure Update

### FFY 2009 Goal 3 – Increase Percent of Collections On Current Support to 58.3%.

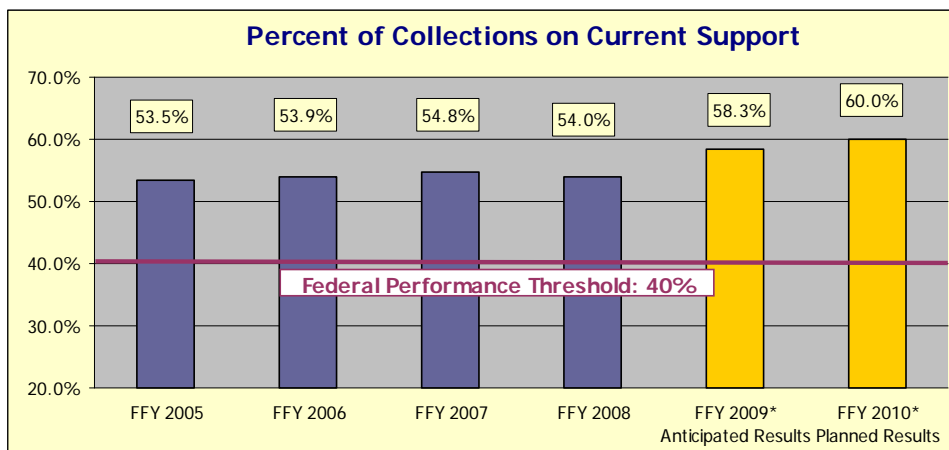
#### PERFORMANCE MEASURE: Percent of Collections on Current Support

**WHAT:** Percent of Collections on Current Support measures the total amount of current support collections each Federal Fiscal Year as a percentage of the total amount of current support due.

**WHY:** Percent of Collections on Current Support are essential to the well being of children and the promotion of family self-sufficiency. The reliability of current support enables a family to meet basic living and medical needs, lessening the need for a family to rely upon public assistance.

FFY 2008 Results**	FFY 2009 Plan	FFY 2009* Anticipated Results	FFY 2010* Planned Results
54.0%	Strategies for FFY 2009 Goal 3 include: <ul style="list-style-type: none"> <li>• Provide outreach services to non-custodial parents when a new court order is obtained.</li> <li>• Prioritize modification of support order requests.</li> <li>• Conduct an Interstate/Responding project to engage non-custodial parents in the early stages of the case.</li> <li>• Contact delinquent non-custodial parents through automated telephone calls.</li> <li>• Close cases with court orders that meet case closure eligibility.</li> </ul> Strategies will carry over into FFY 2010.	58.3%	60.0%

How are we doing? Percent of Collections on Current Support is the most critical of the child support Federal Performance Measures. Percent of Collections on Current Support has increased year-to-year from FFY 2005 to FFY 2007 and declined in FFY 2008.\*\* This measure has remained above the 40% Federal Performance Threshold for the past 4 years.



\* FFY 2009 Anticipated Results and FFY 2010 Planned Results were provided by the California Department of Child Support Services.

\*\* Decline between FFY 2007 and FFY 2008 attributed to transitional issues upon conversion to the statewide system.

## 2009 Performance Measure Update

### FFY 2009 Goal 4 – Increase Percent of Cases with Arrears Collections to 61.5%.

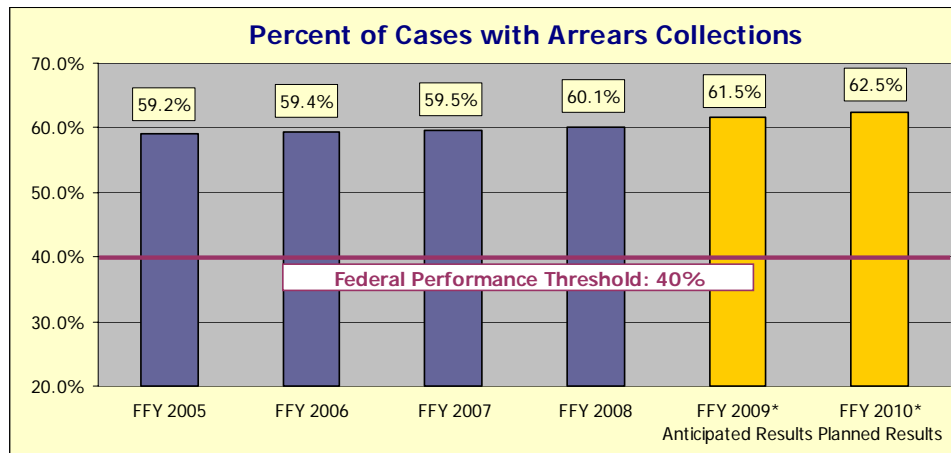
#### PERFORMANCE MEASURE: Percent of Cases with Arrears Collections

**WHAT:** Percent of Cases with Arrears Collection measures the number of cases with child support arrearage collections during the Federal Fiscal Year as a percentage of the total number of cases in which arrears are owed.

**WHY:** Payment on arrears, along with current support payments, provides a family with income towards basic needs. For welfare cases, collections on arrears reimburse taxpayers for the cost of public assistance. Child Support Services is required to make a collection on arrears as part of any court order or order assigning wages.

FFY 2008 Results	FFY 2009 Plan	FFY 2009* Anticipated Results	FFY 2010* Planned Results
60.1%	Strategies for FFY 2009 Goal 4 include: <ul style="list-style-type: none"> <li>• Develop a plan to streamline the Statewide License Match System negotiation process.</li> <li>• Conduct workshops to inform non-custodial parents of the Statewide License Match System and encourage regular payments.</li> </ul> Strategies will carry over into FFY 2010.	61.5%	62.5%

How are we doing? Child Support Services continues to focus on early intervention with customers to reduce or eliminate arrearages. Percent of Cases with Arrears Collections has increased year-to-year from FFY 2005 to FFY 2008 which represents a total increase of 1.5%, and this measure has remained above the 40% Federal Performance Threshold for the past 4 years.



\* FFY 2009 Anticipated Results and FFY 2010 Planned Results were provided by the California Department of Child Support Services.

## *2009 Performance Measure Update*

### FFY 2009 Goal 5 – Increase Percent of Cases with Support Orders Established to 81.6%.

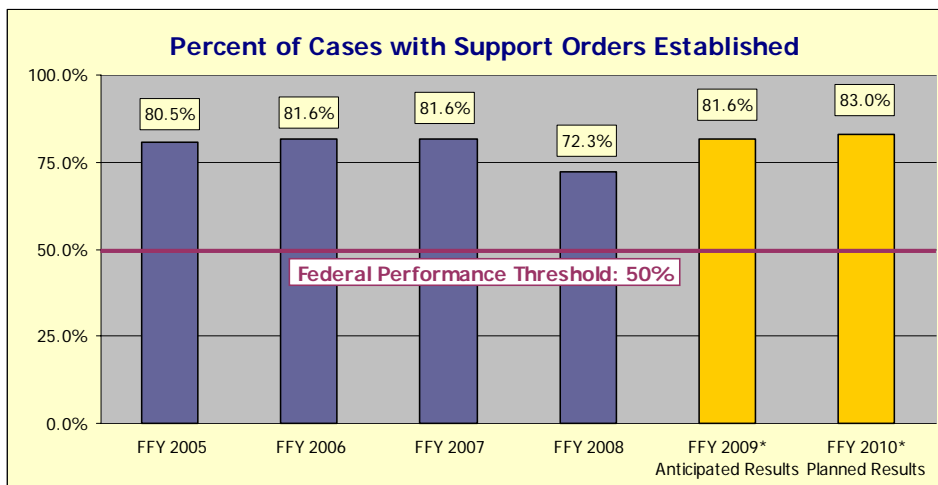
#### PERFORMANCE MEASURE: Percent of Cases with Support Orders Established

**WHAT:** Percent of Cases with a Child Support Order is measured by cases with support orders established as compared with the total caseload. Support orders are broadly defined as all legally enforceable orders, including orders for medical insurance and zero dollar support orders.

**WHY:** Support obligations are established when the court issues an order directing a parent to support his or her child(ren). Court orders are necessary to enforce child support, public assistance reimbursement and/or medical support. There is a specific time frame by which Child Support Services is legally mandated to establish a support/paternity order.

FFY 2008** Results	FFY 2009 Plan	FFY 2009* Anticipated Results	FFY 2010* Planned Results
72.3%	Strategies for FFY 2009 Goal 5 include: <ul style="list-style-type: none"> <li>• Expedite cases with pending default orders that require a dollar judgment for current support by identifying cases with active employers.</li> <li>• Conduct an Interstate/Responding project to engage non-custodial parents in the early stages of the case.</li> </ul> Strategies will carry over into FFY 2010.	81.6%	83.0%

How are we doing? From FFY 2005 to FFY 2007, this measure improved 1.4% and declined in FFY 2008.\*\* This measure has remained above the Federal Performance Threshold of 50% for the past 4 years.



\* FFY 2009 Anticipated Results and FFY 2010 Planned Results were provided and mandated by the California Department of Child Support Services.

\*\* Decline between FFY 2007 and FFY 2008 attributed to transitional issues upon conversion to the statewide system.



## 2009 Performance Measure Update

### FFY 2009 Goal 6 – Increase Statewide Paternity Establishment Percentage to 102.4%.

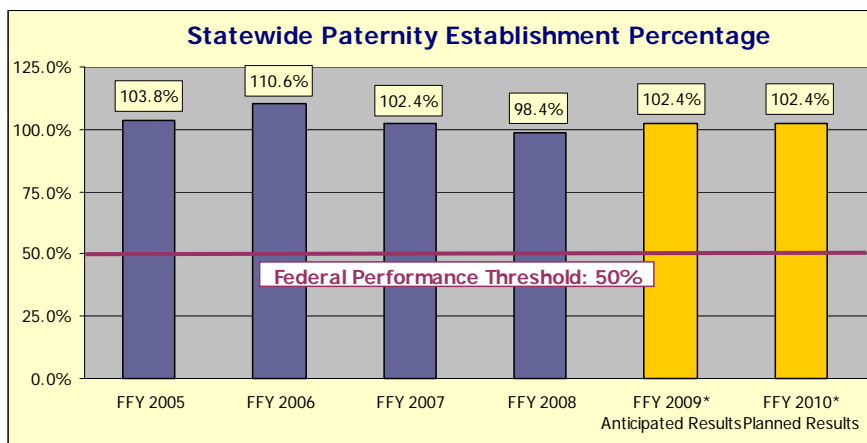
#### PERFORMANCE MEASURE: Statewide Paternity Establishment Percentage

**WHAT:** Statewide Paternity Establishment Percentage measures the total number of children born out-of-wedlock for whom paternity was acknowledged or established in the federal fiscal year compared to the total number of children in the state born out-of-wedlock during the preceding federal fiscal year.

**WHY:** Paternity establishment provides the same legal rights to a child of unmarried parents as to one born to married parents. Paternity rights for a child include parental support, legal documentation of biological parents, access to medical support, life insurance, inheritance rights, and certain federal benefits, such as Social Security or Veteran’s benefits.

FFY 2008 Results**	FFY 2009 Plan	FFY 2009* Anticipated Results	FFY 2010* Planned Results
98.4%	Strategies for FFY 2009 Goal 6 include: <ul style="list-style-type: none"> <li>• Perform outreach at local hospitals to increase awareness of the Paternity Opportunity Program.</li> <li>• Identify cases and schedule appointments to establish paternity for parents that require Medically Needy Only services.</li> <li>• Identify the volume of Service Requests for Medically Needy Only referrals, which require the establishment of paternity only to eliminate the need for case openings.</li> </ul> Strategies will carry over into FFY 2010.	102.4%	102.4%

How are we doing? At CSS, Statewide Paternity Establishment Percentage fluctuated from FFY 2005 to FFY 2007 and declined in FFY 2008.\*\* This measure has remained above the Federal Performance Threshold of 50% for the past 4 years.



\* FFY 2009 Anticipated Results and FFY 2010 Planned Results were provided by the California Department of Child Support Services.

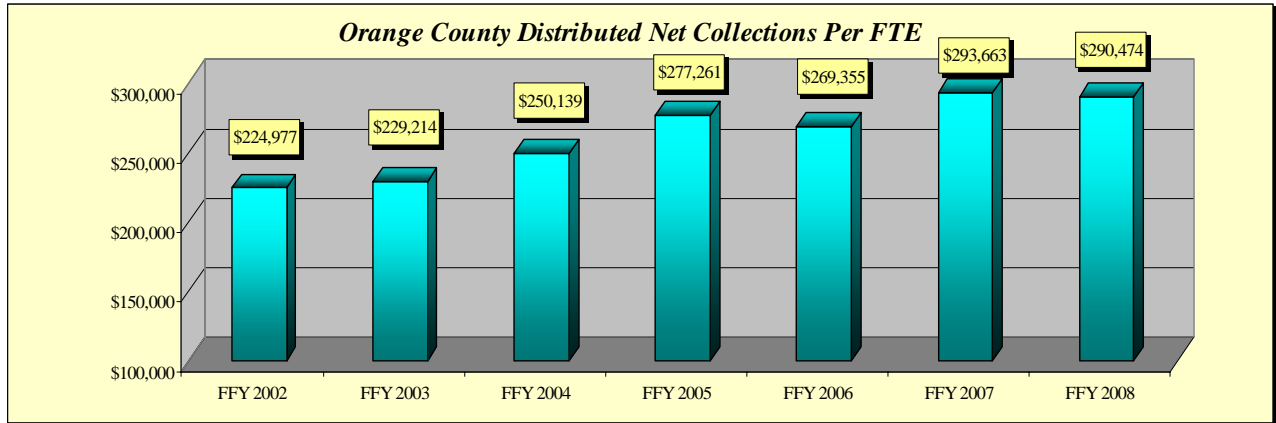
\*\* Decline between FFY 2007 and FFY 2008 attributed to transitional issues upon conversion to the statewide system.



## 2009 Performance Measure Update

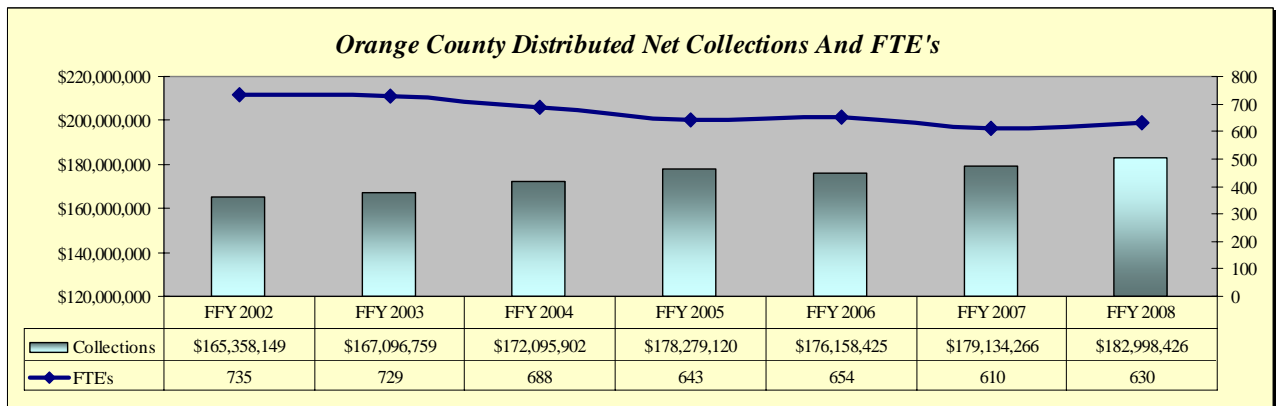
### Employee Productivity

Employee productivity at CSS is measured as Distributed Net Collections provided to children and families per FTE worker. Sustained growth in employee productivity is a reflection of CSS's success in improving performance measures. For CSS, effective staff development, expanding customer service, continuously developing the infrastructure, and maximizing use of the child support system have produced a highly productive environment.



FFY to FFY Percent Change      1.9%      9.1%      10.8%      (2.9)%      9.1%      (1.1)%

- Productivity (Distributed Net Collections Per FTE) has witnessed sustained growth between FFY 2002 to FFY 2007, and has leveled off in FFY 2008 as staff worked toward transitioning to the new CSE statewide system.



- FTE's have declined consistently between FFY 2002 to FFY 2007 while Distributed Net Collections have increased. FTE counts have stabilized (slight up tick) in FFY 2008 from FFY 2007 while Distributed Net Collections increased in FFY 2008 to a record level.

Data Source: For Distributed Net Collections – CS 1257 (Line 25 + Line 27)

Data Source: For FTE's – Sep CS 1257 (FFY 2002 to FFY 2008) Line 30 (excludes contract FTE's).

## *2009 Performance Measure Update*

### FFY 2008 Big 6 Performance

As a result of improved employee productivity, CSS has consistently maintained a high level of performance among the six largest California counties. Annual outcomes make CSS an important contributor to California's success in meeting minimum mandated federal performance standards, as reflected in the comparison chart below.

#### Big 6 Comparison

FFY 08	Minimum Federal Standards	Orange	Los Angeles	Riverside	Sacramento	San Bernardino	San Diego
Total Caseload	n/a	101,667	445,708	89,254	81,593	127,047	93,667
Distributed Net Collections	n/a	\$182,998,426	\$509,471,583	\$129,937,723	\$109,049,610	\$154,970,336	\$173,567,850
Per Case Collections	n/a	\$1,900	\$1,102	\$1,473	\$1,368	\$1,268	\$1,742
Percent of Current Support Distributed	40.0%	54.0%	48.3%	50.8%	50.3%	51.0%	51.5%
Percent of Cases with Arrears Distributed	40.0%	60.1%	49.7%	61.5%	59.8%	59.7%	57.1%

# ACCOMPLISHMENTS FOR 2008 BUSINESS PLAN STRATEGIES

The two strategies in the 2008 Business Plan were developed with process efficiency and cost control in mind, while achieving the department's goals to increase distributed net collections, increase percent of collections on current support, and increase percent of cases with arrears collections. The progress and accomplishments are summarized below.

STRATEGY 1 - IMPROVE ORGANIZATIONAL PERFORMANCE	
<b>Service Plan 1.1</b>	<b>Reduce default orders.</b>
<ul style="list-style-type: none"> <li>▪ Express Pre Default Intervention</li> <li>▪ Pre Default Intervention</li> </ul>	<p>Overall:</p> <p>Over 2,700 cases were scheduled for an appointment in FFY 2008. Of the 2,711 scheduled appointments, 1,112 non-custodial parents appeared in the office which represents a 41% appearance rate. Of the 1,112 cases, non-custodial parents that appeared for their appointments, 514 entered into a stipulation, which represents a 46% of all appointments.</p>
<b>Service Plan 1.2</b>	<b>Intervention with non-paying non-custodial parents.</b>
<ul style="list-style-type: none"> <li>▪ Maximizing Use of Child Support Enforcement (CSE) System</li> </ul>	<ul style="list-style-type: none"> <li>• Conversion to the statewide automation system significantly changed how California counties perform child support casework. CSE moved CSS from a county program to a true statewide program with a shared mission and offers increased automation capabilities to better serve customers. CSE system empowers non-paying non-custodial parents by providing additional means of communication and greater efficiencies in collecting and distributing payments.</li> </ul>
<ul style="list-style-type: none"> <li>▪ Child Support Awareness Month Seminars</li> </ul>	<ul style="list-style-type: none"> <li>• CSS opened its doors to the public on August 9<sup>th</sup>, 16<sup>th</sup> and 23<sup>rd</sup> to host seminars on, "Understanding the Child Support Process/License Release Day", "Changing Your Child Support Amount", and "Paternity Opportunity Program" (POP) respectively. Approximately 150 people attended the seminars on these dates. Knowledge acquired in these seminars by non-paying non-custodial parents encourages them to take the first step in providing payments to CSS and allows them to be engaged in the process.</li> </ul>
<ul style="list-style-type: none"> <li>▪ Cashiering System</li> </ul>	<ul style="list-style-type: none"> <li>• Implemented new Cashiering System and new State PINless payment option at CSS. Both work hand in hand in providing added system and customer security to financial data. Moreover, introduces less cumbersome processes to non-custodial parents which will increase the likelihood of payments.</li> </ul>

## STRATEGY 2 – IMPROVE CUSTOMER SERVICE

Service Plan 2.1	Increase non-welfare cases through targeted outreach and improve customer service
<ul style="list-style-type: none"> <li>▪ <b>Public Outreach</b></li> </ul>	<p>Public Outreach Unit provided presentations to community based organizations, fairs and conventions to market child support services to prospective and existing customers. In addition, the Public Outreach Unit staff prepared, printed and distributed child support literature during presentations at public and private events. The following is a brief synopsis of Public Outreach accomplishments in FFY 2008:</p> <ul style="list-style-type: none"> <li>• Initiated a “Child Support Awareness Month” and promoted our services on shopping carts throughout various stores in Orange County.</li> <li>• Broadcasted our services through a radio campaign which aired on three major radio stations from June 2008 through August 2008.</li> <li>• Launched a Community Outreach Project by contacting local churches with parenting support groups to offer and explain our services.</li> <li>• Partnered with community groups such as Public Outreach/Police Corrections Team to groups who may benefit from our services.</li> <li>• Created a speakers bureau which includes Child Support Services staff. This bureau assists the Public Outreach Unit with presentations.</li> <li>• Opened the doors to the public to host seminars during our annual Child Support Awareness Month Campaign.</li> <li>• Partnered with hospitals to assist them with any challenges they may encounter with the Paternity Opportunity Program.</li> </ul>
<ul style="list-style-type: none"> <li>▪ <b>Public Contact</b></li> </ul>	<p>Public Contact Teams provided services to our customers that represent our entire caseload of over 100,000 cases. This includes face-to-face meeting with over 2,700 customers each month, resolution of case related issues involving the Franchise Tax Board, credit reporting and state licensing issues. The Telephone Assistance Service Center receives over 30,000 telephone calls each month. In FFY 2008, Public Contact accomplishments include:</p> <ul style="list-style-type: none"> <li>• Improved the Child Support Services Forms Clinic which allowed us to assist more than 100 customers per month, with completing their paperwork. Improvements included increasing the available number of trained volunteers, assist customers in group settings when appropriate to reduce wait times, provide a secure private area to assist the customers.</li> <li>• Establishment of a new Statewide Customer Connect service where customers are given the option of contacting Child Support Services through e-mail. An average of 1200 messages are received and replied to within 24 hours each month.</li> <li>• Reorganization of the Public Contact Teams so that staff are trained to cover multiple areas for more efficient service to our customers.</li> <li>• After months of preparation and training for a new statewide telephone system, we successfully transitioned and now customers have the ability to obtain automated case information or can speak to an operator. The average wait time continues to stay below 5 minutes and the rate of call abandonment continues to decrease.</li> <li>• Created a graphical user interface system to assist in tracking and identifying call trends and messages that are forwarded to other teams.</li> </ul>