

Child Support Services FY 2010-11 Performance Plan

I. MISSION STATEMENT

The mission of the Department of Child Support Services is to establish and enforce child support orders, treating all parties with respect and serve the community through outreach and education.

II. DEPARTMENT OVERVIEW

The Department of Child Support Services (DCSS) operates under Title IV-D of the Social Security Act and is funded by federal and state funds. The department's operations are governed by federal and state regulations and include establishing paternity, establishing child and medical support orders, modifying existing support orders, and enforcing support orders. In FY 2006-07, the Enhanced Court Collections Division (ECC) was created by a memorandum of understanding with the courts to provide collection services for delinquent fines.

The department's current workload includes approximately 3,500 open cases. ECC collects delinquent fines and forwards them to the courts for distribution to the county and other jurisdictions.

III. FY 2009-10 ACCOMPLISHMENTS

- Ranked fourth in the state for overall performance, making this the sixth consecutive year to be ranked among the top ten in the state
- Realized over \$180,000 in savings from decreased rent costs
- Completed performance plans for all staff in October 2009
- Implemented an outbound dialing system to inform delinquent non-custodial parents that payments are due
- Developed a memorandum of understanding with San Mateo Child Support Services to take Marin County's child support phone calls allowing Marin County's child support collection officers more time to work their cases
- Enhanced Court Collections Division (ECC) ranked in the top ten counties in the state per the Administrative Office of the Courts (AOC) Annual Report for gross recovery and success rate of court ordered debt
- ECC has successfully completed their implementation of monthly referral of cases to the Franchise Tax Board
- Transferred court ordered debt of criminal cases from the courts to ECC

IV. GOALS AND KEY INITIATIVES FOR FY 2010-11

Goal 1: Ensure the best case, account and payment processing possible through effective program management

Please indicate how goal reflects one of the department's highest priorities and aligns with Countywide Goals and Priorities

As a result of recent efforts to install an outbound dialing program and transfer incoming calls to the San Mateo child support office, staff has more time to effectively work their cases and go after child support monies owed to custodial parents. The benefits of these changes became evident in our

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December 2009 collection statistics. Our goal is to increase our FY 2009-10 support collections by 2.4 percent as a goal set by the state. Achieving this goal will enable the department to realize better cost effectiveness. This goal is consistent with the countywide goal of excellent customer service and managing for results.

FY 2010-11 Key Initiatives

1. Increase child support collections by 2.4 percent
2. Establish paternity for all children in the Marin County child support caseload
3. Establish support orders for all children in the Marin County child support caseload

Goal 2: Enhance competency depth within the department to increase organizational effectiveness

Please indicate how goal reflects one of the department's highest priorities and aligns with Countywide Goals and Priorities

Now that staff is working from individual work plans, they better understand the goals of the department and how they contribute to its organizational effectiveness. All staff is involved in early intervention processes and is beginning to see the benefits of proactive customer service. We have increased our usage of electronic processes to save time and be more efficient. Supervisors are coaching staff using data analysis to provide organizational support and evaluation. This goal is consistent with the countywide goal of managing for results.

FY 2010-11 Key Initiatives

1. Provide coaching to staff based on performance planning strategies
2. Continue early intervention processes to prevent payment delinquencies and provide proactive case management
3. Increase the use of electronic processes as a means to streamline productivity

Goal 3: Improve cross-functional communication and cooperation

Please indicate how goal reflects one of the department's highest priorities and aligns with Countywide Goals and Priorities

All staff has completed a course in a web-based Customer Service Training Program. The goals of our customer service are to be friendly and professional at all times; to treat customers with courtesy and respect; to provide accurate, concise information; and to serve customers promptly and efficiently. This customer service training, along with training in better data analysis, will expand the knowledge of our staff and their communication skills making them more efficient and effective. This goal is consistent with the countywide goal of excellent customer service and managing for results.

FY 2010-11 Key Initiatives

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FY 2010-11 Key Initiatives

1. Collect and use data to manage and provide excellent customer service
2. Expand approaches to outreach and education
3. Promote employee development and training

Goal 4: Refer delinquent fine cases to the Franchise Tax Board (FTB)

Please indicate how goal reflects one of the department's highest priorities and aligns with Countywide Goals and Priorities

This past year Enhanced Court Collections (ECC) has successfully implemented mass case referrals to FTB and is seeing increasing revenue resulting from the referrals. ECC is now in the process of doing the same mass case referral of aging criminal cases to FTB in support of best practices as described in the report to the legislature by the Administrative Office of the Courts (AOC). This goal is consistent with the countywide goal of managing for results.

FY 2010-11 Key Initiatives

1. Continue to refer aging criminal court ordered debt cases to FTB for further collection action until backlog is eliminated

Goal 5: Maintain a successful case referral interface with the courts

Please indicate how goal reflects one of the department's highest priorities and aligns with Countywide Goals and Priorities

The case referral interface with the courts has been so successful that Enhanced Court Collections (ECC) will now be looking at external collection agencies to assist with the collection of court ordered debt to assist with the burgeoning caseload. This will help to ensure appropriate levels of services are provided at an economical cost. This is also in line with established best practices of the Administrative Office of the Courts (AOC). This goal is consistent with the countywide goal of managing for results.

FY 2010-11 Key Initiatives

1. Evaluate the effectiveness and efficiency of external collection agencies or companies for referral of court ordered debt
2. Negotiate a contract which ensures appropriate levels of services at an economical cost for collection of court ordered debt

V. KEY CHALLENGES AND ISSUES

- Understanding the effects of certain data on performance now that data is counted differently with the new statewide child support system

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- Working with many former paying clients who are out of work and no longer paying child support due to the economic downturn
- Receiving drastic reduction in collections from liens due to home foreclosures

VI. PROGRAM OVERVIEW

PROGRAM 1: ENHANCED COURT COLLECTIONS

PROGRAM DESCRIPTION AND RESPONSIBILITIES

The Enhanced Court Collections (ECC) program was established pursuant to Senate Bill 940, which requires each California Superior Court or county to implement a collections program to better enforce payment of various court-ordered fines and fees. In FY 2006-07, the ECC was created by a memorandum of understanding with the courts to provide collection services for delinquent fines. ECC collects delinquent fines and forwards them to the courts for distribution to the county and other jurisdictions.

The ECC program is under the administrative oversight of the Department of Child Support Services, although collections, such as delinquent traffic citations, will be referred from the Marin County Superior Court. The ECC program may take on other delinquent accounts for collection in the future.

FY 2010-11 PROGRAM INITIATIVES

- **INSTRUCTIONS:** Please add up to 5 (five) key program initiatives below for FY 2010-11.

FY 2010-11 Program Initiatives

1. Mass sweep to Franchise Tax Board (FTB) Court Ordered Debt the aging criminal cases now being transferred from the courts to ECC
2. Evaluate the effectiveness and efficiency of external collection agencies or companies for referral of court ordered debt
3. Negotiate a contract which ensures appropriate levels of services at an economical cost for collection of court ordered debt

PROGRAM 2: CHILD SUPPORT SERVICES

PROGRAM DESCRIPTION AND RESPONSIBILITIES

The Department of Child Support Services (DCSS) operates under Title IV-D of the Social Security Act and is funded by federal and state funds. The department's operations are governed by federal and state regulations and include establishing paternity, establishing child and medical support orders, modifying existing support orders and enforcing support orders. The department's current workload includes approximately 3,500 open child support cases.

FY 2010-11 PROGRAM INITIATIVES

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➤ **INSTRUCTIONS:** Please add up to 5 (five) key program initiatives below for FY 2010-11.

FY 2010-11 Program Initiatives
1. Increase child support collections by 2.4 percent
2. Establish paternity for all children in the Marin County child support caseload
3. Establish support orders for all children in the Marin County child support caseload
4. Establish early intervention processes to prevent payment delinquencies and provide proactive case management
5. Collect and use data to manage and provide excellent customer service

VII. PERFORMANCE MEASURES

CHILD SUPPORT SERVICES

Objective: Meet or exceed performance standards on federally-defined measures to maximize the department's funding and ensure the best case, account, and payment processing possible

Measures	FY 07-08 Actual	FY 08-09 Actual	FY 09-10 Estimate	FY 10-11 Estimate
Effectiveness Measures				
Percent of cases with support orders	92.5%	85.8%	89.2%	90.7%
Percent of collections on current support due	68.7%	62.5%	69.1%	69.5%
Percent of cases with collections on arrears	66.3%	62.1%	68.6%	71.2%

Story Behind Performance: As of December 2009, the department is beginning to see improvements in the numbers. Numbers are expected to continue to improve as we gain knowledge and ability to leverage the new case management system improves.