

## **STRATEGIC PLAN**

**OUR MISSION.** Promote parental responsibility to enhance the well-being of children by providing child support services to establish parentage and collect child support.

**OUR VISION.** All parents are engaged in supporting their children.

**OUR VALUES.** Children and Families. Customer Service Excellence. Operational Excellence and Innovation. Collaboration and Cooperation. Integrity, Fairness and Respect. Professional and Ethical Conduct. A Skilled and Knowledgeable Workforce.

### Goal 1: Facilitate Consistent Support for Children

1. Increase child support collections and payment reliability
2. Recognize and provide individualized services to customers

### Goal 2: Strengthen Customer Engagement

1. Reduce the complexity of the customer experience
2. Develop and implement new options for communicating with customers
3. Enhance program outreach to deliver a clear and accurate image of our program to the public
4. Expand efforts on recruitment, retention, and development of child support professionals

### Goal 3: Enhance Program Performance

1. Promote consistency of processes statewide
2. Implement organization and program efficiencies

### Goal 4: Build Collaborative Partnerships to Benefit Families

1. Establish new partnerships to help reduce poverty
2. Expand the use and sharing of data

### Goal 5: Foster Innovation and Improve Service Delivery

1. Expand data analytics
2. Modernize the development and delivery of documents
3. Expand customer self-service capabilities

### Goal 1: Facilitate Consistent Support for Children

#### Objective 1.1. Increase child support collections and payment reliability:

- o Address New Hire Reporting to obtain reliable financial information through the New Hire Reporting process
- o Re-examine the Compromise of Arrears Program to increase usability for customers and child support agencies

#### Objective 1.2. Recognize and provide individualized services to customers:

- o Accessibility - Update portions of the CA Child Support website for easier accessibility.
- o Explore the possibility of providing customers more autonomy over their child support case
- o Explore Ability To Establish Parenting Time Orders
- o Pilot a program that allows non-custodial parents to fulfill their child support order without a required income withholding order.

### Goal 2: Strengthen Customer Engagement

#### Objective 2.1. Reduce the complexity of the customer experience

- o Introduce Texting for Customer Service
- o Simplify Applications

Objective 2.2. Develop and implement new options for communicating with customers

- o Increase communication methods to provide diverse options for engagement

Objective 2.3. Enhance program outreach to deliver a clear and accurate image of our program to the public

- o Improve communication within the program to create consistent messaging statewide

Objective 2.4. Expand efforts to recruit, retain and develop child support professionals

- o Modernize and streamline the recruitment of future child support professionals
- o Increase collaboration between California Child Support Services and local child support offices through an internship program that increases understanding of different perspectives

Goal 3: Enhance Program Performance

Objective 3.1. Promote consistency of processes statewide

- o Improve collaboration between the state and local child support agencies to promote best practices
- o Transition to a modern electronic learning management system to deliver training to agencies statewide
- o Develop a comprehensive statewide training program for all local child support agencies
- o Consolidate budget systems and implement technology to assist local agencies in reporting to one system to improve efficiency and consistency

Objective 3.2. Implement organization and program efficiencies

- o Develop a process to track project success using data and analytics

- o Explore a statewide child support registry that can be accessed by title companies and other entities before titles or payments are issued
- o Revise case closure regulations and system processes to comport with the Federal Final Rule regulations
- o Develop electronic submission of child support orders information directly into the statewide Child Support Case Registry for litigants who are not in the child support system
- o Review and potentially replace outdated computer-related business applications
- o Explore amending the rules surrounding the calculation of child support and establishing of court orders
- o Seek a streamlined password management system to assist in easier access to various systems while maintaining optimum levels of security
- o Develop a legal reference guide for child support attorneys to assist in statewide consistency and promote best practices
- o Rebuild the child support system into smaller components for added flexibility to future upgrades
- o Ensure statewide procedures and policy are used to promote statewide consistency for financial case management
- o Implement legislative changes to support the Parentage Opportunity Program
- o Transition the current case management system into a cloud-based environment to improve overall structure and security

- o Implement a vendor service agreement to receive and distribute child support money to receiving parties

Goal 4: Build Collaborative Partnerships to Benefit Families

Objective 4.1. Establish new partnerships to help reduce poverty

- o Develop and deliver outreach materials for distribution to the California Department of Corrections and Rehabilitation (CDCR) geared towards re-entry and substance abuse programs
- o Develop a working relationship with insurance companies to assist in reducing child support debt

Objective 4.2. Expand the use and sharing of data

- o Enhance collaboration with CDCR to expand interfaces that allow local child support agencies to be proactive in case reviews
- o Improve collaboration with Workforce Development to better assess and be proactive with our customers' needs
- o Increase collaboration with the California Department of Public Health for the benefit of our customers

Goal 5: Foster Innovation and Improve Service Delivery

Objective 5.1. Expand data analytics

- o Develop a process where clean data is available to state and local offices to gain better insight into trends relating to the child support program
- o Review the way child support is calculated through business process improvement efforts
- o Implement a tool to analyze data into meaningful information to assist the child support program

Objective 5.2. Modernize the development and delivery of documents

- o Explore e-delivery, e-signature and interactive forms, and the ability to create documents more efficiently
- o Promulgate revised UIFSA 2008 regulations to improve interstate case management

Objective 5.3. Expand customer self-service capabilities

- o Enhance the customer portal experience by updating Customer Connect
- o Utilize technology to deliver self-service options to increase efficiency and improve the customer experience
- o Explore options to increase self-service options for payers to meet child support obligations