

**CALIFORNIA DEPARTMENT OF CHILD SUPPORT SERVICES**

P.O. Box 419064, Rancho Cordova, CA 95741-9064



October 15, 2019

CSSP LETTER: 19-08

ALL IV-D DIRECTORS  
ALL COUNTY ADMINISTRATIVE OFFICERS  
ALL BOARDS OF SUPERVISORS

SUBJECT: PERFORMANCE IMPROVEMENT PROCESS  
FOR FEDERAL FISCAL YEAR 2020

Reason for this Transmittal

- ☐ State Law, Regulation and/or Change
- ☐ Federal Law, Regulation Change
- ☐ Court Order or Settlement Change
- ☐ Clarification requested by One or More Counties
- ☒ Initiated by DCSS

The Department of Child Support Services' (DCSS) performance improvement process for federal fiscal year (FFY) 2020 will be aligned with the Return of Investment Summary developed in conjunction with the request for additional program funding. With the increased funding allocation comes the responsibility for all local child support agencies (LCSAs) to collectively boost the Child Support Program to better serve California's families. The new Strategic Plan emphasizes the need for consistent child support for children through building collaborative partnerships, engaging customers, leveraging best practices, and innovating to create a consistent statewide program.

**DCSS STRATEGIC PLAN GOALS AND OBJECTIVES**

The Strategic Plan's goals and objectives are intended to support progress and positive results. They build on successes learned from past practices, pilot projects, and local innovation and were developed to enhance performance and the customer experience.

**Goal 1 - Facilitate Consistent Support for Children**

- Objective 1: Increase child support collections and payment reliability
- Objective 2: Recognize and provide individualized services to customers

**Goal 2 - Strengthen Customer Engagement**

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

**Goal 3 - Enhance Program Performance**

- Objective 1: Promote consistency of processes statewide
- Objective 2: Implement organization and program efficiencies

#### **Goal 4 - Build Collaborative Partnerships to Benefit Families**

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

#### **Goal 5 - Foster Innovation and Improve Service Delivery**

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

### **STATEWIDE INITIATIVES**

DCSS believes California's program and families can best be served by a statewide concerted effort that focuses on elements of the Return on Investment Summary. These elements were identified as methodologies that would result in a return on the investment made by the Legislature into California's Child Support Program.

The following initiatives should be included in every FFY 2020 Performance Management Plan (PMP).

Zero/Reserved Orders should be reviewed to determine if a monetary order is appropriate. Customer engagement is needed to determine accurate financial circumstances. Accurate monetary child support orders will offer reliable child support collection opportunities and facilitate consistent support for children.

Arrears cases where the youngest child is emancipated should be reviewed to determine if the previous amount of the child support obligation is appropriate as an arrears payment. Increasing the payment on arrears will help parents pay off their arrears balances faster and also facilitate consistent support for children. We should be engaging our customers and encouraging them to voluntarily or judicially increase their arrears payments.

Increasing Newly established or opened cases will be an opportunity to focus on the length of time it takes to collect the first (and ongoing) payment(s). Getting those payments out to families as quickly and efficiently as possible supports the purpose as a program and service to our customers. Customer engagement is crucial to expediting consistent support for children. The newly established or opened cases are a subset of all cases with current support, with the goal of increased collections.

Increased Current Support Collections. Improvement in the first three initiatives will afford more opportunities to collect support for families. Growth in distributed collections statewide supports consistent support for children.

Lastly, the trend for the past few years in California is a decline in birth rate and resulting decline in caseload size. Consequently, we have also seen a decline in many LCSAs' Paternity Establishment rate. There is a need to focus on this area, not only to avoid penalties by enhancing program performance, but also as a first step to facilitating consistent support to families. LCSAs at or below 90 percent on paternity establishment should include a tactic to bring them to, or above, the federal minimum.

### **Performance Management Plans**

As with the Strategic Plan, PMPs should focus on seeking efficiencies through implementing best practices, shared services agreements, and tactics that increase statewide collections, improve cost effectiveness, and incorporate technology advancements while specifically addressing the key initiatives outlined above. LCSAs may add additional tactics addressing specific local needs; however, the key initiatives should be included in all PMPs.

There are five LCSA PMP key initiatives:

- 1) Zero/Reserved Orders: Review for Modification to Dollar Amount
  - a. List to be provided by Research And Data Analytics (RADAR)
  - b. Quarterly reporting from LCSAs
- 2) Increase Arrears Collections
  - a. Review for increased monthly arrears payments on arrears only cases
  - b. List to be provided by RADAR
  - c. Quarterly reporting from LCSAs on tactic metrics
  - d. Quarterly 1257 data from DCSS
- 3) Increase Newly Established/Opened Cases
  - a. Monthly Monitoring Report (MMR)
- 4) Increase Current Support Collections
  - a. Practice Indicator 6
- 5) Paternity Establishment
  - a. All LCSAs below the 90% threshold will include a tactic to improve paternity establishment and report quarterly on their progress
  - b. Concentrated efforts will be captured and monitored on the Comparative Data Report table 1.1 (CDR 1.1)

LCSAs have discretion to develop their own tactics to address these initiatives. DCSS recognizes that specific data will assist LCSAs to work these initiatives. To that end and in an effort to have uniform metrics amongst all LCSAs, targeted lists will be provided.

FFY 2020 PMPs will be living documents. Tactics can be added or removed, as appropriate, when introduced or completed. PMPs are due and should be updated quarterly with progress toward the key initiatives as follows:

November 15, 2019	LCSA PMP due
January 31, 2020	LCSA 1st quarterly update
April 30, 2020	LCSA 2nd quarterly update
July 31, 2020	LCSA 3rd quarterly update
October 31, 2020	LCSA final results

#### **PMP TEMPLATE**

LCAsAs shall submit their PMPs by November 15, 2019 in the format of a written narrative or, alternatively, please use the attached FFY 2020 LCSA PMP template.

Regional Administrators are available to assist with the development and review of PMPs to confirm they are consistent with the general concepts outlined in this letter. They will also schedule a conference call or a site visit with each LCSA to discuss each PMP in detail. If you have any questions, please contact your Regional Administrator.

Sincerely,

o/s

DAVID KILGORE  
Director

Attachment

**DEPARTMENT OF CHILD SUPPORT SERVICES  
PERFORMANCE MANAGEMENT PLAN  
FFY 2020 (10/01/19 – 9/30/20)**

<b>LCSA:</b>	<b>[Title]</b>	
<b>Goal:</b>	<b>#</b>	
<b>Objective:</b>	<b>#</b>	

MEASUREMENT	BASELINE	FFY 2020 TARGET

<b>Oct-Dec Quarterly Update:</b> (due 1/31)	
<b>Jan-Mar Quarterly Update:</b> (due 4/30)	
<b>Apr-Jun Quarterly Update:</b> (due 7/31)	
<b>Jul-Sep Quarterly Update:</b> (due 10/31)	

Initiative/Tactic(s)	Lead(s)	Description/Implementation Strategy

<b>Goal:</b>	#	
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