



Department of Child Support Services
Performance Measure Update
2011 Business Plan

January 1, 2011

Executive Summary

Fiscal Year (FY) 2010 was a year of challenges and significant accomplishments for the Orange County Department of Child Support Services (CSS). Through customer service initiatives, increased business efficiencies, strategic organizational development and redesign, and effective partnerships, CSS had a successful year. Despite the local, statewide and national economic issues, CSS improved its performance measures. 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 10, CSS achieved improvement in the following performance records:

Increased Distributed Net Collections by 0.2% to \$181.2 million

Increased Per Case Collections by 8.0% to \$1,869

Increased Percent of Cases with an Order Established by 10.9% to 84.4%

Increased Percent of Current Support Collected by 2.5% to 54.3%

Increased Percent of Cases with Arrears Distributed by 1.7% to 59.6%

Increased Cost Effectiveness by 2.5% to \$3.25.

CSS continued to provide quality core services including: establishment of paternity, establishment and enforcement of court orders for the financial and medical support of children throughout 2010. CSS successfully implemented "Solutions for Parents", a department-wide initiative to increase the number of administrative processes performed in house to reduce the number of customers and CSS staff appearing at court. CSS caseload decreased 10.6% to 90,964 cases. Much of the caseload decrease can be attributed to a statewide policy change directing local child support agencies to close Medically Needy Only cases referred by Social Services Agency. In addition, CSS finalized Balanced Scorecard diagnostics and measures for our four Pillars; Customer, Staff, Business Efficiencies and Performance. CSS begins tracking Balanced Scorecard results in 2011. CSS remains committed to staff by offering development opportunities, empowering staff and encouraging innovation, and providing a stable work environment.

Staff achievements in serving customers are reflected by a 30.2% growth in employee productivity (measured as Distributed Net Collections Per FTE) from FFY 2003 (\$229,214) to FFY 2010 (\$298,439). CSS consistently maintains a high level of performance among the six largest California counties as a result of improved year to year productivity.

Anticipated results for 2011 are based on performance improvement goals set by the California Department of Child Support Services and are in alignment with the *California Department of Child Support Services FFY 2010-2014 Strategic Plan*: 1) increase Distributed Net Collections to \$186.6 million; 2) increase Per Case Collections to \$1,925; 3) increase Percent of Collections on Current Support to 56.3%; 4) increase Percent of Cases with Arrears Collection to 60.9%; 5) maintain Percent of Cases with Support Orders at 84.4%; and 6) maintain Statewide Paternity Establishment at 100.7%.

CSS strives to maximize efficiencies through operational and fiscal strategic planning and forecasting. CSS continuously evaluates cost effectiveness, performance and the quality of services provided to internal and external customers. Through data analysis, automation, customer and employee surveys, and Balanced Scorecard, CSS seeks continuous improvement. CSS is committed to providing quality solutions and timely services to our customers and partners.

2011 Performance Measure Update

FFY 2011 Goal 1 – Increase Distributed Net Collections by 3% to \$186.6 million

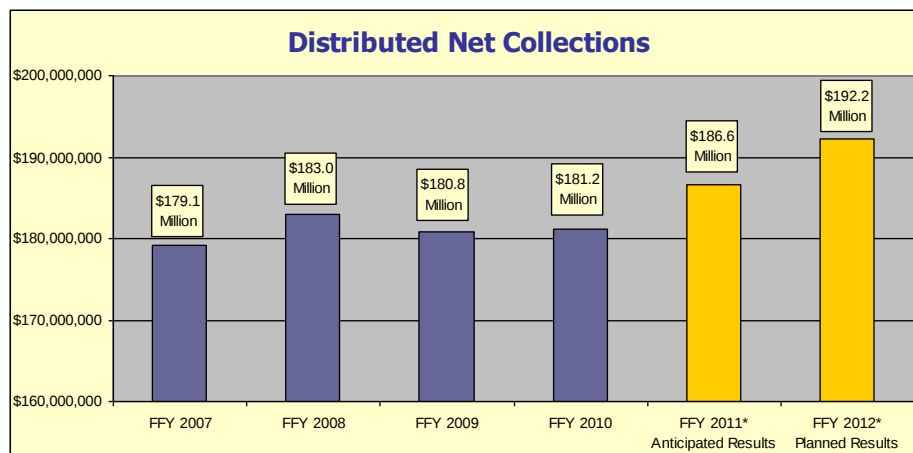
PERFORMANCE MEASURE: Distributed Net Collections

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 2010 Results	FFY 2011 Plan	FFY 2011* Anticipated Results	FFY 2012* Planned Results
\$181.2 Million	Strategies for FFY 2011 Goal 1 include: ➤ Perform immediate contact with non-custodial parents after a court order is obtained. ➤ Continuously contact delinquent non-custodial parents through automated phone calls. ➤ Proactively identify cases where NCP is out-of-state and request the other jurisdiction to enforce. ➤ Conduct workshops to inform non-custodial parents of Statewide License Match System and encourage regular payments. ➤ Create a marketing campaign targeted to non-custodial parents that may qualify for the Compromise of Arrears Program (COAP). ➤ Implement Arrears Days to invite non-custodial parents who have not paid towards their arrears balances within the FFY to make a payment. ➤ Create a specialized project team to target cases with high obligations and/or arrears balances for specialized enforcement activities. Strategies will carry over into FFY 2012.	\$186.6 Million	\$192.2 Million

How are we doing? Distributed Net Collections declined by 1.2% from FFY 2008 to FFY 2009; however, increased by 0.2% from FFY 2009 to FFY 2010.



* FFY 2011 Anticipated Results and FFY 2012 Planned Results are goals set by California Department of Child Support Services.

** Decline between FFY 2008 and FFY 2009 attributed to transitional issues upon conversion to statewide system and economic slowdown.

2011 Performance Measure Update

FFY 2011 Goal 2 – Increase Per Case Collections by 3% to \$1,925

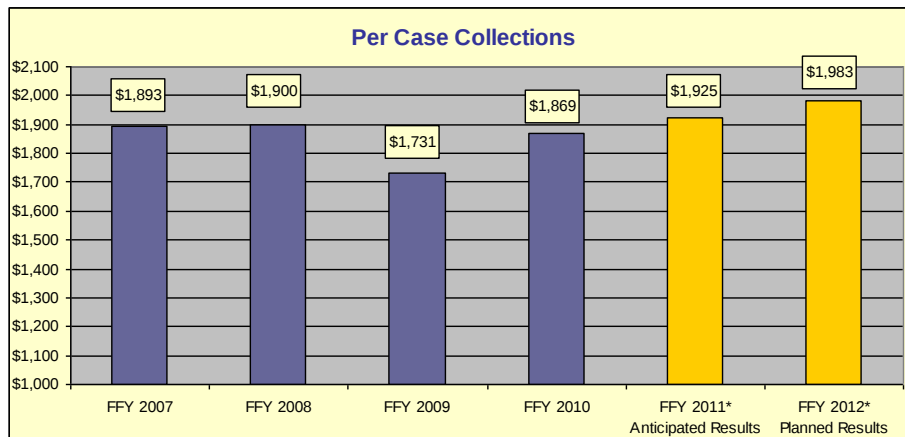
PERFORMANCE MEASURE: Per Case Collections

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. 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 2010 Results	FFY 2011 Plan	FFY 2011* Anticipated Results	FFY 2012* Planned Results
\$1,869	Strategies for FFY 2011 Goal 2 include: ➤ Perform immediate contact with non-custodial parents after a court order is obtained. ➤ Continuously contact delinquent non-custodial parents through automated telephone calls. ➤ Proactively identify cases where NCP is out-of-state and request other jurisdiction to enforce. ➤ Conduct workshops to inform non-custodial parents of Statewide License Match System and encourage regular payments. ➤ Create a marketing campaign targeted to non-custodial parents that may qualify for the Compromise of Arrears Program (COAP). ➤ Implement Arrears Days to invite non-custodial parents who have not paid towards their arrears balances within the FFY to make a payment. ➤ Create a specialized project team to target cases with high obligations and/or arrears balances for specialized enforcement activities. ➤ Close cases with court orders that meet case closure eligibility. Strategies will carry over into FFY 2012.	\$1,925	\$1,983

How are we doing? Per Case Collections declined 8.9% from FFY 2008 to FFY 2009** and increased 8.0% from FFY 2009 to FFY 2010.



* FFY 2011 Anticipated Results and FFY 2012 Planned Results are goals set by the California Department of Child Support Services.

** Decline between FFY 2008 and FFY 2009 attributed to transitional issues upon conversion to statewide system and economic slowdown.

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FFY 2011 Goal 3 – Increase Percent of Collections On Current Support to 56.3%.

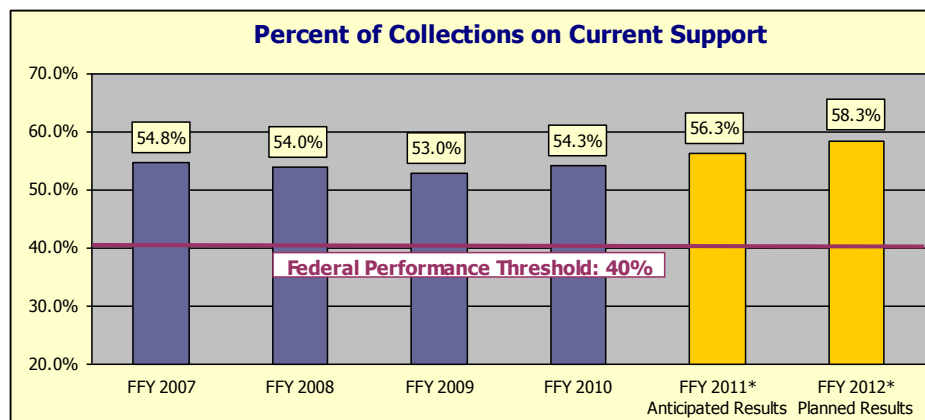
PERFORMANCE MEASURE: Percent of Collections on Current Support

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 2010 Results**	FFY 2011 Plan	FFY 2011* Anticipated Results	FFY 2012* Planned Results
54.3%	Strategies for FFY 2011 Goal 3 include: ➤ Perform immediate contact with non-custodial parents after a court order is obtained. ➤ Proactively identify cases where a modification of child support is appropriate. ➤ Close cases with court orders meeting case closure eligibility. ➤ Continuously contact delinquent non-custodial parents through automated telephone calls. ➤ Proactively identify cases where NCP is out-of-state and request other jurisdiction to enforce. ➤ Create a specialized project team to target cases with high obligations for specialized enforcement activities. ➤ Increase efforts to locate non-custodial parents. Strategies will carry over into FFY 2012.	56.3%	58.3%

How are we doing? Percent of Collections on Current Support has declined 3.3% from FFY 2007 to FFY 2009**; however, increased 2.5% from FFY 2009 to FFY 2010. This measure has remained above the 40% Federal Performance threshold for the past 4 years.



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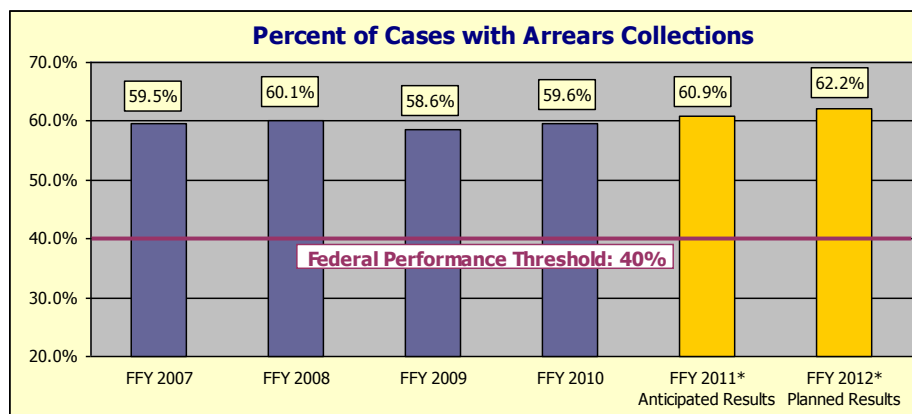
FFY 2011 Goal 4 – Increase Percent of Cases with Arrears Collections to 60.9%.

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 2010 Results	FFY 2011 Plan	FFY 2011* Anticipated Results	FFY 2012* Planned Results
59.6%	Strategies for FFY 2011 Goal 4 include: ➤ Continuously contact delinquent non-custodial parents through automated phone calls. ➤ Proactively identify cases where NCP is out-of-state and request the other jurisdiction to enforce. ➤ Create a specialized project team to target cases with high arrears balances for specialized enforcement activities. ➤ Increase efforts to locate non-custodial parents. ➤ Conduct workshops to inform non-custodial parents of the Statewide License Match System and encourage regular payments. ➤ Create a marketing campaign targeted to non-custodial parents that may qualify for the Compromise of Arrears Program (COAP). ➤ Implement Arrears Days to invite non-custodial parents who have not paid towards their arrears balances within the FFY to make a payment. Strategies will carry over into FFY 2012.	60.9%	62.2%
How are we doing? Percent of Cases with Arrears Collections has declined 2.5% from FFY 2008 to FFY 2009**; however, increased 1.7% between FFY 2009 to FFY 2010. This measure has remained above the 40% Federal Performance threshold for the past 4 years.			



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** Decline between FFY 2008 and FFY 2009 attributed to transitional issues upon conversion to statewide system and economic slowdown.

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FFY 2011 Goal 5 – Maintain or Increase Percent of Cases with Support Orders Established at 84.4% or above.

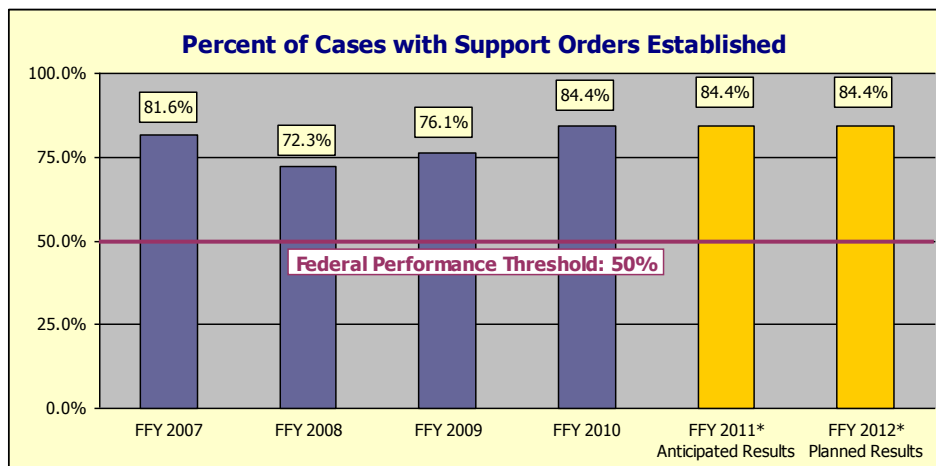
PERFORMANCE MEASURE: Percent of Cases with Support Orders Established

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 2010 Results	FFY 2011 Plan	FFY 2011* Anticipated Results	FFY 2012* Planned Results
84.4%	Strategies for FFY 2011 Goal 5 include: ➤ Expedite service of process and default orders by identifying cases with address and employer information. ➤ Expedite processing and review of answers filed. ➤ Increase efforts to locate non-custodial parents. ➤ Maintain designated Saturday hours for customers to sign Stipulations. Strategies will carry over into FFY 2012.	84.4%	84.4%

How are we doing? From FFY 2008 to FFY 2010, this measure improved 16.7%. This measure has remained above the Federal Performance threshold of 50% for the past 4 years.



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FFY 2011 Goal 6 – Increase Statewide Paternity Establishment Percentage at 100.7% or above.

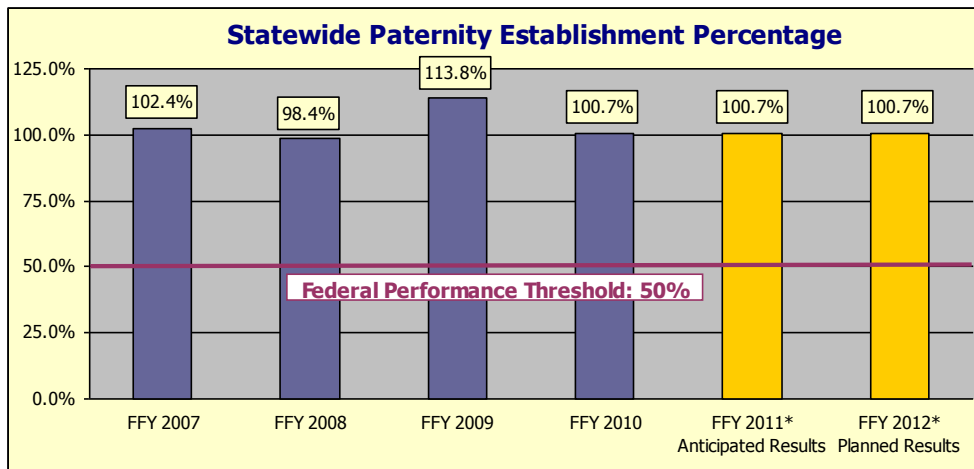
PERFORMANCE MEASURE: Statewide Paternity Establishment Percentage

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 2010 Results**	FFY 2011 Plan	FFY 2011* Anticipated Results	FFY 2012* Planned Results
100.7%	Strategies for FFY 2011 Goal 6 include: ➤ Maintain designated Saturday hours for customers to sign paternity declarations. ➤ Conduct hospital "Road Shows" to increase awareness of the Paternity Opportunity Program. Strategies will carry over into FFY 2012.	100.7%	100.7%

How are we doing? At CSS, Statewide Paternity Establishment Percentage has increased 15.7% from FFY 2008 to FFY 2009 and maintained above 100% in FFY 2010. This measure has remained above the Federal Performance threshold of 50% for the past 4 years.

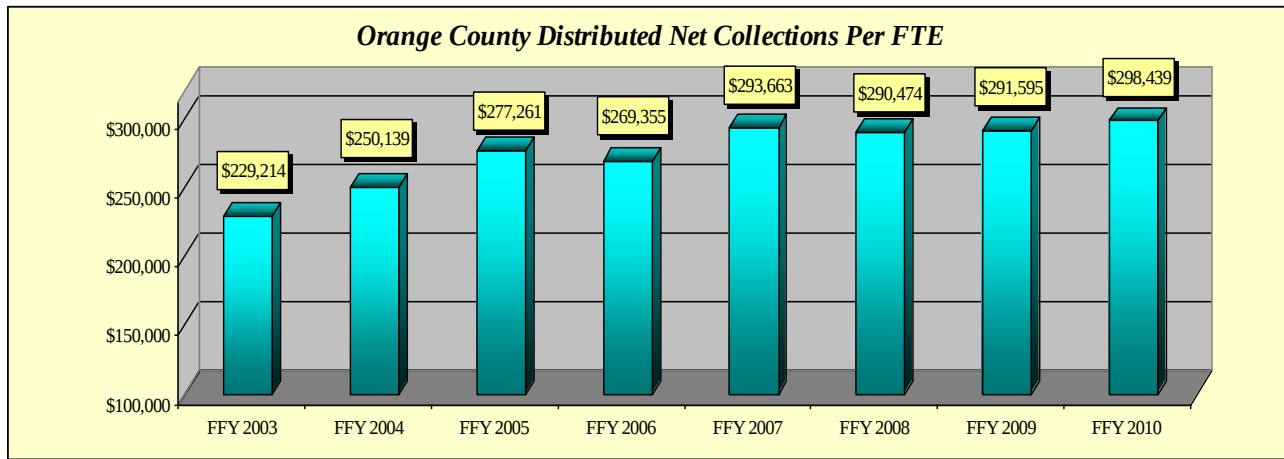


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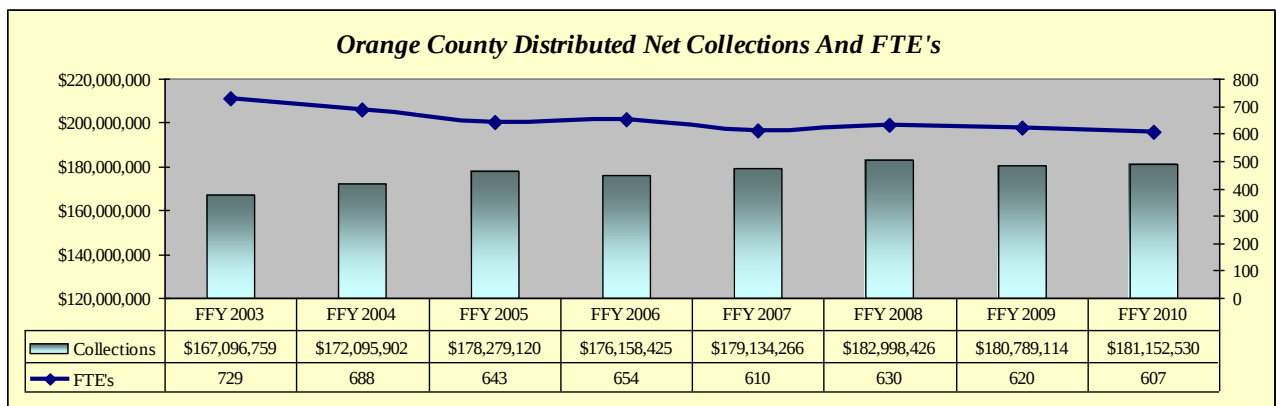
Employee Productivity

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: 9.1% 10.8% (2.9%) 9.0% (1.1%) 0.4% 2.3%

- Productivity (Distributed Net Collections Per FTE) has witnessed a 30.2% growth from FFY 2003 to FFY 2010.



- FTE's have declined consistently between FFY 2003 to FFY 2010 while Distributed Net Collections have increased.

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).

2011 Performance Measure Update

FFY 2010 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 10	Minimum Federal Standards	Orange	Los Angeles	Riverside	Sacramento	San Bernardino	San Diego
Total Caseload	n/a	90,964	371,257	93,990	85,606	123,299	95,935
Distributed Net Collections	n/a	\$181,152,530	\$451,593,139	\$129,811,877	\$105,859,253	\$155,324,785	\$173,361,972
Per Case Collections	n/a	\$1,869	\$1,104	\$1,383	\$1,230	\$1,211	\$1,701
Percent of Current Support Distributed	40.0%	54.3%	53.8%	52.9%	54.3%	53.0%	54.0%
Percent of Cases with Arrears Distributed	40.0%	59.6%	56.4%	58.8%	58.3%	57.5%	58.5%

ACCOMPLISHMENTS FOR 2010 BUSINESS PLAN STRATEGIES

The two strategies in the 2010 Business Plan were developed with process efficiency, customer service 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 – CUSTOMER SERVICE	
Service Plan 1.1	Improve Customer Service
Contact Callback Representative	Designated Enforcement workers received incoming messages from Call Center and Customer Service Center to expedite return callback time to customers and improve customer service. Designated staff completed research and contacted customers regarding their issue within same day. Project resulted in: • Increased number of calls processed • Improved response time to customers • Single point of contact for customer to expedite resolution of their issues • More effective and efficient customer service • Additional collections and case closures
Marketing & Communications	Marketing and Communications (MC) changed its marketing strategy from an internal business perspective to a customer's needs perspective. Advertising, public relations campaigns and outreach concepts to promote CSS services became increasingly about our customers' needs. Developing marketing concepts, producing creative publications and excelling at customer service were accomplished by tapping into multiple OC markets based on demographics, research and analysis. Following are accomplishments achieved by MC directly or through collaborative partnerships with various CSS areas: Non IV-D Outreach – Developed a marketing campaign aimed at capturing non IV-D customers – cases in which parents choose to send and receive child support payments through State Disbursement Unit (SDU) and do not currently benefit from additional services offered by their Local Child Support Office (LCSA). • Direct mailers via a series of three postcards were sent directly to each parent • A direct email blast consistent with preceding post card design sent utilizing web-based <i>Constant Contact</i> • Advertising in two Orange County malls. Back-lit display ad was placed in 22 separate locations, in each of two Orange County malls, for a period of 4 weeks Media – CSS Director, Steven Eldred and DDC, Carlota Serna completed a KSBR Radio and TV interview to answer questions about services offered to OC residents, and impact child support has on families. Interview promoted CSS while increasing awareness of services provided. Employer Portal – MC is leading efforts to develop an employer portal to allow employers to electronically submit employee information to a secure site. Employer portal will immediately delivery information to CSS staff for update IV-D system. Conversely, CSS will deliver information requests or respond to employer inquiries in a timely manner. Email alerts will be sent to registered employers automatically when new information is posted by CSS staff or by an employer.

	Employer portal will serve as an information resource where employers can refer employees to obtain answers regarding discrepancies or disagreements employees may have as a result of a wage or health assignment. This will prevent confrontations between employers and their employees. Communication through the employer portal will ensure that employers have all necessary information to deduct child support payments in a timely and efficient manner. Customer Newsletter – Disseminated to 120,000 customers via mail and to 20,000 via email. CSS newsletter, “Child Support Matters”, contains information pertinent to customer needs such as the self-service website (Customer Connect), CSS Customer Self-help Center and modification information. Email version contains links to OCCSS website, CSS child support email box and Customer Connect. Paternity Opportunity Program – Published and disseminated Paternity Opportunity Program (POP) Newsletters to Orange County birthing hospitals to maintain rapport and provide POP related information; and processed 11,203 POP Declarations during FFY 2010, a process that includes quality assurance, processing invoices to Fiscal Management Services, processing rejected POP declarations and returning documents to hospitals, scanning POP records, and mailing originals to State POP Coordinator. Customer Satisfaction Program – Customer Satisfaction Program (CSP) continues to measure customer opinions toward service performance by disseminating surveys. Customer feedback was sought via an online vendor, Survey Monkey, and manual survey processes. The “You Spoke, We Listened” campaign registered feedback resulting in simplified literature for customers regarding court process, offering customers the option to resolve child support matters without going to court, and considerations for the Employer Portal. Surveys were disseminated to 1,600 customers in addition to an ongoing survey posted on our CSS website. Surveys have been developed and created for various organizational units to measure customer service, evaluate CSS service and performance, and implement changes for improvement. These areas include Court Operations, Establishment, Case Initiation, Program and Case Operations, and Marketing and Communications. Community Outreach Program – CSS Speakers Bureau in partnership with Marketing and Communications Team provided presentations to community based organizations; hosted resource booths at public fairs and conventions to market child support services to prospective and existing customers; attended mixers to network with other common interest organizations; disseminated specially designed child support publications at outreach events; promoted awareness of CSS services for underserved populations in Orange County and to those in highly served areas who may not know about services offered.
Employer Forums	CSS is committed to partnering with employers to maximize customer service and collections. CSS hosted the first Employer Forum in February 2010. Employers from around the county were invited to the forum which consisted of a presentation on wage and health assignments, State Disbursement Unit and a question and answer session. A resource book was provided to employers with the presentation, along with CSS contact information and the Employer and Child Support Handbooks. 56 employers representing 36 different companies attended. The forum further opened lines of communication with employers and provided resources which facilitated accessibility and allowed staff to address future questions and concerns. Valuable insight was gained into what employers need from CSS to complete their portions in the child support collection process and what employers want in an employer portal. Employer forums facilitated communication with employers and provided a forum to discuss employer concerns and issues. In addition, employers were educated in child support collection process and provided tools to be used by employers to facilitate and expedite future withholdings.

Call Center	Call Center continues to improve efficiency, maximize performance, expand services provided and provide quality customer service. CSS Orange County Call Center is a regional call center and expanded in 2010 to provide call services for Solano County. OC increased customer service to Solano customers by increasing calls answered from 65% to 95% and reducing abandonment rate from 30% to 4%. With Solano County, Orange County Call Center absorbed approximately 4,000 calls per month and increased total calls answered by 1.2% over 2009. Call Center decreased wait times by 30.8% to an average of 1:03 minutes, decreased abandonment rate by 21.2% and decreased follow up time by 24.8% over 2009. Call Center continued customer service training for all staff. Call Center relocated to a technically upgraded area of the office dedicated to improve productivity. Enhancements were made to the Front Page Call Center application to expedite messages forwarded to other areas of the office or to regional counties. 6 Child Support Representatives were added to the Call Center staffing in 2010.
Service Plan 1.2	Remodel of Facilities
Maximize Interview Area and Create Multi-purpose Service Area	As part of the Solutions for Parents initiative to address cost effectiveness, increase efficiency and improve customer convenience, a remodel of the first floor public service area was implemented. Purpose of the remodel was to accommodate the shift of support order establishment and modification activities from the court process to a mediated in-office settlement. Interview area increased from 13 interview booths to 34 interview offices for enhanced communication between customers and case workers. Interview offices are more conducive to collaboration and reaching an agreement by allowing child support professional to easily share documents and exchange information. The Sunset Beach multi-purpose room was constructed to house CSS Forms Clinic and customer workshops. Customers were previously assisted at tables in the main passage way of the lobby and are now provided a dedicated furnished room with a separate entrance. Forms Clinic intern, volunteer and clerical staff assisted 2,211 customers in FFY 2010 with completing CSS generated forms to expedite processes and improve the rate of returned forms. Forms Clinic increased the days of operation per week from 2 to 3 days to assist customers and eliminate barriers that prevent customers from returning forms. Provided training to staff to ensure accuracy of information which increased number of customers assisted during workshops. In addition, staff has assisted customers from neighboring LCSA's and different states with their forms.

STRATEGY 2 – IMPROVE ORGANIZATIONAL PERFORMANCE	
Service Plan 2.1	Increase Number of Court Orders In House
Solutions for Parents	Solutions for Parents is a department-wide initiative to increase availability and timeliness of child support solutions for parents. The efforts include contributions from each operational unit in expediting business processes and bringing customers in-house rather than scheduling them for court hearings. Marketing and Communications Worked collaboratively with Customer Service and Court Operations to host modification and stipulation workshops. Workshops were held to determine feasibility of engaging NCP/CP in the office to resolve case issues and agree to a stipulation. Results demonstrated that given the time and education, customers were willing to cooperate and agree to a stipulation in lieu of attending court. Court Operations Court Operations staff focused on contacting customers and getting to know families we serve. Prior to a court date, staff contacted customers to discuss their individual situations, and provide a guideline calculation immediately to educate them on proposed child support amounts. Staff immediately offered customers the opportunity to stipulate during their review, at the time of the court workup, and in court just prior to the hearing. Stipulations were generated on 654 cases alleviating these cases from ending up in court.

	Modification Review Project (MRP) MRP was a special project team created to review 400 cases pending modification, analyze existing processes and recommended process changes. Recommendations to change the court order modification process were made, including in-office appointments, virtual meetings, and a time study completed. Goal of the project was to reduce timeframes for modification of support orders, eliminate inaccurate referrals, and engage parents in resolving their child support issues in-office rather than through a court hearing and increase in-office stipulations. Of the appointments scheduled, 84% resulted in a stipulation. Customer Education and Review Team (CERT) As a result of the MRP project's success, CSS implemented CERT to educate customers regarding court order modification process. CERT offers customers the option to stipulate in-house rather than going through formal court proceedings. All customers requesting a modification of their order are contacted by CERT team initially to learn more about the process and ensure the appropriate solution is provided to the parents. This new process reduced the number of days for receipt of first payment after a modification in that a court order is obtained in approximately 10 days versus the formal court process where the court order is obtained in approximately 45 days.
Stipulations	Stipulation Team obtained a total of 1,641 stipulations in FFY 2010. Approximately 49% of 3,326 non-custodial parents that either walked in or scheduled an appointment with our office regarding the establishment or modification of a court order utilized the stipulation process. This was significant in reducing the volume of work at the courts.
Service Plan 2.2	Intervention with Non-Paying Non-Custodial Parents
Early Intervention Auto-Dialer	CSS began monthly call auto-dialer campaigns for delinquent non-custodial parents to remind them of their obligation to pay. Auto-dialer reaches non-custodial parents who are at least 45 days delinquent and notifies non-custodial parents of potential enforcement actions sooner rather than later. Project goal is to increase collections, improve customer service by initiating contact with non-custodial parents and providing a direct callback number for questions.
State Licensing Match System (SLMS)	Over 10,871 cases were reviewed for State Licensing Match System (SLMS) in FFY 2010. Approximately 8,269 delinquent non-custodial parents agreed to participate in SLMS process and agreed to make payments to CSS to have their license released.
Interstate	Restructured Interstate Team to manage caseloads by state. Each worker is assigned 7-8 states to establish direct contacts with other jurisdictions, easily exchange lists, learn best practices from each state, improve customer service to other states and increase efficiencies. 1,960 potential interstate cases were identified with a verified out-of-state address for non-custodial parents requiring immediate review for referral to other states. Cases referred to other states will result in increased collections and enforcement actions.
Mission Possible Project	Mission Possible team is a focus group assembled to review difficult to collect, non-paying cases. Next appropriate actions are identified and non-custodial parents are encouraged to make ongoing, consistent payments. Cases with highest monthly obligations and highest arrears balances were targeted first. As a result of having subject matter experts as part of this focus group, CSS took immediate action on many of these cases. Actions included location of custodial parents, non-custodial parents and assets, contempt actions, referral for modification or case closure. A total of \$337,543 in monthly obligations was reduced from these cases and \$603,464 was collected as a result of this project.

Income Withholding Order (IWO) Project	Employer Express staff reviewed a list of cases with an active employer but no payments being received. Project goal is to increase collections by cleaning up outdated employer records and terminating outstanding income withholding orders. By terminating these records, the IV-D system maintains cleaner employer and participant data which facilitates and expedites the future generation of IWO's and initiate immediate locate actions on non-custodial parents with no active employment record.
Arrears Day	Court Operations held a public day inviting non-custodial parents who had not made a payment towards arrears during the FFY into the office. Non-custodial parents received a letter requesting immediate payment on arrears and were provided with an appointment date/time. • 3,428 invitations mailed to non-custodial parents • 468 non-custodial parents appeared and were asked to make a payment, commit to monthly payments and provided general information on Solutions for Parents. • "Thank you" letters were mailed to customers who paid on public days with a reminder of their commitment to make a payment each month. • \$51,183.13 was collected as a result of this project resulting in a 0.8% increase in Federal Performance Measure 4.
Case Management Tool and Data Management Model	Implementing this model allows staff to focus on specific case data to manage cases to improve performance, customer service and efficiency. This model was implemented using the Case Management Tool (CMT) in Establishment and Enforcement Teams to focus resources on projects to positively impact Federal Performance Measures and improve customer service. CMT houses several reports managed by Operations to identify cases requiring action and intervention. These cases can be retrieved by caseworkers to proactively take the next action rather than wait for customers to contact CSS. Using this data management model, staff can improve the number of cases with a court order, collections on current support and arrears, set targeted individual and team goals, and strategize the caseload.