

2010 BUSINESS PLAN

Working with you for their future.



ORANGE COUNTY

Department of Child Support Services

January 1, 2010

Did you know that last year CSS.....

- *answered almost 190,000 calls in its Call Center?*
- *legal professionals assisted over 13,000 families in court?*
- *hosted over 30,000 customers in its public service lobby?*
- *answered over 18,000 customer inquiry e-mails?*
- *collected over \$180,000,000 in child support?*

We Value...

Commitment to Children

We believe in a shared commitment among parents, communities and agencies to put the well-being of children above all else.

Fairness and Respect

We embrace the diversity of people, recognize their needs and treat each individual with fairness, equity and consideration.

Quality of Customer Service

We are committed to providing timely, courteous and responsive services to our customers, consistently exceeding their best expectations.

Cooperative Partnerships

We promote sharing, cooperation and joint effort with families, communities and agencies in an environment of trust and open communication.

Integrity and Ethical Conduct

We uphold the highest ethical standards of personal and professional conduct, not allowing personal interests or beliefs to interfere with our professional responsibility.

Operational Excellence

We proactively seek the most efficient and effective ways to meet the needs of children and families.





Working With
YOU
For Their Future



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EXECUTIVE SUMMARY

In 2009, the Orange County Department of Child Support Services (CSS) faced numerous challenges. Through strategic planning, management of staff and fiscal resources, and an emphasis placed on training and delivery of quality customer service, CSS had a successful year. In the delivery of child support services, success is measured primarily upon total distributed collections and year-end federal measure performance results. In FFY 09, declining economic conditions locally, statewide, and nationally negatively impacted the success levels of collections and the ability of CSS to achieve certain federal performance goals. FFY 09 results are:

Distributed Net Collections - \$180.8 million
Collections per Employee - \$291,595



Core services provided include: establishment of paternity, establishment and enforcement of court orders for the financial and medical support of children, and collaboration with the State Disbursement Unit (SDU) to ensure accurate collection and disbursement of child support payments.



CSS completed its first full year of moving towards “Becoming One” statewide child support program where all California counties serve customers through the use of the Child Support Enforcement (CSE) system. CSE is operated by the State Department of Child Support Services (DCSS) and is the central database for child support case information. CSS gained efficiencies through CSE such as greater consistencies in business practices for child support statewide. Improved customer service has also been achieved through new or enhanced software applications developed and implemented by CSS.

CSS and counties statewide continue to maneuver business practices and staffing resources to maximize the CSE system. Adjustments are made as necessary when DCSS issues incremental enhancements to gain efficiencies, increased cost effectiveness, consistent data collection, and accurate reporting. Under current economic conditions, the greatest impact administratively has been limitations on recruiting and filling vacancies, expending funds for training and staff development, and restrictions on day to day management of some administrative processes.

Staff achievements in serving customers resulted in a 27.2% growth in employee productivity in FFY 09. Staff focuses on maximizing CSE capabilities, other technological opportunities, and more efficient and effective business practices. The results are improved services to customers, improved performance, and increased collections. CSS is committed to providing staff with growth opportunities through trainings and challenging assignments to satisfy personal and professional goals as well as develop future leaders.

Overall management strategy for CSS is to operate the department as a business through operational and fiscal strategic planning five to ten years into the future. CSS continuously measures performance outcomes, cost effectiveness, and the quality of services provided to internal and external customers. CSS redirects staff and redesigns the organization to maximize technology, staff, and financial resources, when appropriate. In addition, CSS began its efforts to develop use of the Balanced Scorecard planning and management system in 2009, and full implementation is planned in 2010.

2010 GOALS

- 1) Increase Distributed Net Collections by 2.4% to \$185.1 million***
- 2) Increase Percent of Current Support Collected to 55.0%***
- 3) Increase Percent of Cases with Collections on Arrears to 61.1%***



VISION, MISSION, AND CORE SERVICES

VISION

Partnering with parents to achieve family self-sufficiency.

MISSION

To enhance the quality of life for children and families by establishing and enforcing court orders for the financial and medical support of children in an effective, efficient and professional manner

CORE SERVICES

- Establishment of Paternity
- Establishment of Court Orders for Financial and Medical Support
- Enforcement of Court Orders for Support
- Collection and Distribution of Payments



Parental engagement in children’s lives increases the probability of parents meeting the financial, medical, and emotional needs of their children while enhancing the quality of their lives. A family’s receipt of child support provides for life’s necessities, including food, clothing, adequate housing, and participation of children in school activities. Regular child support payments can be the difference between being on public assistance and being self-sufficient.

Services at CSS are aligned with the County of Orange Mission Statement – “Making Orange County a safe, healthy, and fulfilling place to live, work and play, today and for generations to come, by providing outstanding, cost-effective regional public services.” Work performed at CSS is cost effective and focuses on delivery of quality customer services. Receipt of child support payments can often allow families to live in a safer, healthier home environment where medical support is provided.

In addition, services are aligned with the statewide goal to increase child support collections. In FY 09-10, California’s adopted budget included Revenue Stabilization Funds for local child support program assistance. CSS developed a plan to use these funds to implement innovative early intervention initiatives in support of achieving the department’s goals for collections and federal performance measures.

Staff's ability to engage and partner with parents in the earliest stages of opening a case can be critical to ongoing reliable child support payments for children. Other stakeholders essential to effective and efficient delivery of core services include the State Department of Child Support Services, Orange County's Social Services Agency (SSA), and the California Superior Court.

Establishment of Paternity – Initial step required to obtain a support order for a child born to unmarried parents. This ensures the same legal rights are provided to a child of unmarried parents as to one born to married parents.

Establishment of Court Orders for Financial and Medical Support – Support orders are defined as all legally enforceable court orders, including orders for medical insurance. The prerequisite for collecting child support is the establishment of a support order.

Enforcement of Court Orders for Support – CSS uses specialized enforcement tools and resources to assist parents in collecting child support. These include: wage withholding, liens on real and personal property, intercept of federal and state tax refunds, denial of passports, credit reporting, and suspension of business, professional and driver's licenses. Medical support is enforced as part of any child support order whenever health care coverage is available to either parent at a reasonable cost.

Distribution of Payments – Distribution of child support payments occur through the State Disbursement Unit (SDU). CSS collaborates with the SDU to ensure accurate collection and disbursement of child support payments.



LOCAL INITIATIVES

Customer Service/Public Outreach – Implementing CSE provided greater opportunities for efficiencies in serving customers. CSS adjusts its operations to maximize the system and improve services to customers. The following actions promote the CSS commitment to delivering quality service.

In January 2009, the National Association of Counties recognized the department's **Gateway Program** as an effective, innovative program that enhances county government. The program is a combination of activities designed to enhance the customers experience at the front end of a case.

- CSS Website On-Line Application – process saves time and money for the customer and provides virtually error-free applications; 2/3 of non-welfare customers use this application process.
- Forms Clinic – over 250 customers each month are seen by volunteers and staff who assist customers with filling out child support documents; provides a cost-effective way to assist customers resulting in complete, legible, and timely form submittal.
- Stipulation Team – a national model for an inexpensive, rapid method of establishing customer participation and securing a payable child support order that is received up to 100 days faster than either the default process or court appearance; number of families participating in this process doubled during the past year.

Measuring customer satisfaction is fundamental to assessing business practices used and services provided at CSS. In September 2009, CSS implemented a customer satisfaction program, **You Spoke, We Listened**, to evaluate the effectiveness of practices and services provided. CSS mailed more than 15,000 customers a survey to measure their satisfaction with the services. Over 3,500 customers responded sharing their experiences and offering suggestions on improving services. This survey is now permanently posted on the CSS Internet to solicit feedback from current and prospective customers on services received. CSS takes action if areas are identified as needing improvement. These implemented improvements are posted on the CSS Internet website for customer viewing.



CSS operates the highest-performing call center in a large or very large child support agency. In 2010, CSS plans to utilize the Board of Supervisors-approved classification of **Customer Service Representative (CSR)** to expand services and refine business practices in the Call Center. A training program designed specifically to equip the CSR with information to answer incoming calls more timely and effectively is being developed. Anticipated outcomes are improvement of service to customers, decrease in wait times for callers, and reduction in number of calls transferred to other staff.

CSS entered into a pilot project agreement in August 2009 with Imperial County to provide call center services to their customers. CSS anticipates continuing to provide these services and will consider opportunities to expand call center services to other counties. These partnerships provide DCSS the ability to leverage funding to counties and gain greater cost effectiveness in service delivery as revenue limitations and economic uncertainties continue. Services provided by CSS through November 2009 improved as follows:

- % of answered calls increased from 59.8% to 88.6%
- Average wait time decreased from 6:40 to 1:56 minutes

Organizational Development & Design – Fiscal and operational strategic planning is a fundamental process at CSS. It is more critical today as CSS faces: cost increases and limited hiring capabilities, continued level or reduced funding, and performance obstacles such as high unemployment and reduced staffing levels. These drivers require CSS to pursue business efficiencies and effectiveness through organizational development opportunities and design assessments. Converting to CSE moved the department to view casework from a state-wide perspective of crossing over county lines. With continuing incremental system enhancements and process changes, the development, training, and alignment of staff are key to successful service delivery.

Staff development activities continuing into 2010 are: Excel Training – Beginning, Intermediate, and Advanced; Building Relationships: The Customer Service Experience; Performance Improvement Program/PIP Journey, and S.E.L.F. Program. Excel allows opportunities to maximize staff's collecting of data for planning and restructuring needs. Training and skill building opportunities are necessary to maintain or improve quality of services. The PIP journey is an eight month process designed to educate supervisors and employees on use of PIP to enhance performance by understanding program components, goal setting, planning for performance, effective conferencing, and tips on writing performance evaluations. S.E.L.F. or Supervisor Enhancement Leadership Forum provides a regular setting for Supervisors to learn new skills, discuss key issues, share ideas, and come together as one team.





Recent structural design changes using existing resources are internal transfer of a manager to oversee newly identified responsibilities in the Court Operations support teams, and realigning of the Paralegal Team by adding a Senior Law Office Supervisor to balance supervisory responsibilities. In Case Operations, specialized teams such as Interstate and Employer Express Teams were created to focus on increasing efficiencies and meeting customer service needs. Enforcement Teams were restructured to maximize resources following redirection of staff to other teams and reduced staffing levels.

Achieving Performance Goals – Performance in child support is generally measured in four key areas: Collections and Distribution of Payments, Per Case Collections, Compliance Standards, and Federal Performance Measures. State-wide performance goals are set each year for these five federal performance measures: Paternity Establishment, Cases with Support Orders Established, Collections on Current Support Due, Collections on Cases with Arrears, and Total Collections.

In FFY 10, the foundation of performance improvement efforts is enhancement of customer services with a primary focus on early intervention activities. Early intervention is a DCSS driven initiative to increase collections by increasing the number of customer contacts, outreach to the community, and education of parents early in the life of a case regarding services and processes. A highly efficient and productive CSS program is **Employer Focus**. An employer portal now provides direct telephone and email access to answer questions and concerns, provide outreach to employer groups, and develop and distribute employer assistance tools.

Balanced Scorecard – CSS began its first steps towards implementing a Balanced Scorecard (BSC) in 2009. **Customers, Staff, Business/Applications, and Performance** are the four **Pillars** of this planning and management approach to align the department's vision and mission with its resources and services. CSS is building upon past commitments in all four areas to develop the BSC as a valuable tool in tracking results with planned implementation anticipated in 2010.



OPERATIONAL PLAN

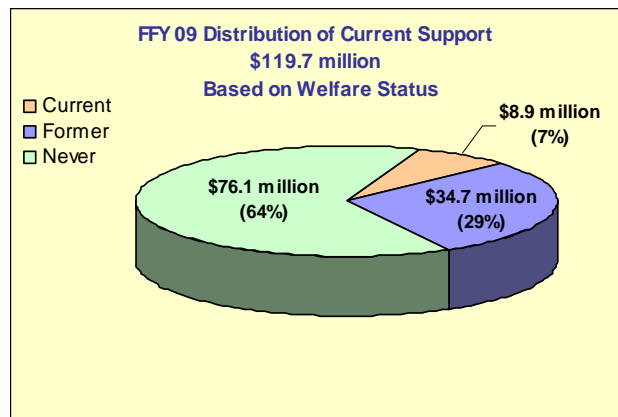
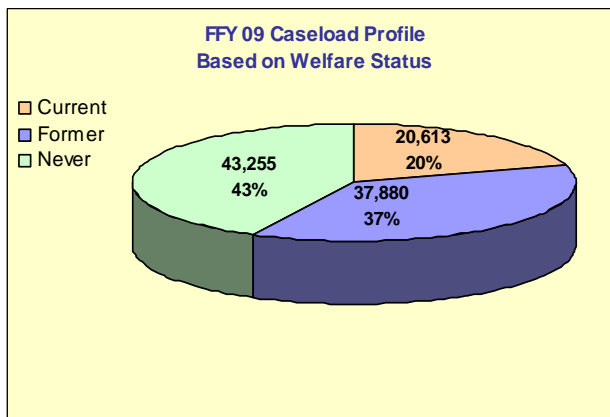
A. ENVIRONMENT

Customers

CSS assists parents, non-custodial and custodial, and guardians with their legal payment collection, and accounting needs. In FFY 09, CSS served over 101,748 families and 123,914 children. Services offered are designed to be efficient and effective with an outcome of a reliable income source for children and families.



In FFY 09, 92.5% of collections on current support were distributed directly to families served by CSS. In 2009, the number of families served who received welfare assistance increased by 1,415 to 20,613 or by 7.4% over FFY 08. The balance of collections goes to federal, state, and county governments for welfare reimbursement.





Challenges

Maintaining Quality Customer Service – Utilization of CSE has resulted in greater consistencies in business practices for child support statewide and efficiencies being recognized. Improved customer service is achieved through additions and/or enhancements of systems developed and implemented by CSS and used in conjunction with CSE. CSS analyzes business needs and technology opportunities to further enhance efficiency, improve customer service and reduce the impact of staffing level reductions. Recognizing the need for technology; CSS partners with other County and State agencies to create programs to further enhance customer service and improve performance.

Two application projects implemented in 2009 are the **Consolidated Court Calendar** and **Online Trust Fund Memo**. CSS developed the new Consolidated Court Calendaring System for CSS and Superior Court staff to effectively and efficiently calendar court cases and maximize available court appearance slots. CSS and the Social Services Agency partnered to implement an efficient paperless referral and tracking process, Online Trust Fund Memo, for the interface between child support payments and welfare reimbursement. This application reduces processing time from 30 days to 3–5 days.

Managing Staff Resources – In operating as a business, CSS promotes strategic fiscal and operational planning, measuring for performance outcomes, emphasizing and delivering quality customer service, development of staff, and organizational restructuring, as appropriate. In conjunction, CSS seeks to maximize staff skills, interests, and strengths in job placement for greater efficiency and effectiveness.

CSE provides opportunities for improved services, efficiencies, and increased performance locally and statewide. In serving customers, the result is a 27.2% growth in employee productivity and an increase in cost effectiveness from \$229,214 in FFY 03 to \$291,595 in FFY 09. Productivity is measured in distributed net collections per full-time equivalent (FTE).



Performance Goals and Maximizing All Avenues – Services provided are aligned with the statewide goal to increase child support program collections. In FY 09–10, California’s adopted budget included new Revenue Stabilization Funds to assist local child support agencies. CSS developed and implemented a plan to use the funds primarily for early intervention activities to improve services to customers and increase collections. Early intervention projects include DAD–PACS to connect fathers to CSS in a positive way, Employer Express to address employers’ needs more timely, and Court Interface to provide immediate access to CSS staff following a court hearing.

Other projects are adjuncts to existing CSS customer focused programs: You Spoke, We Listened campaign demonstrating that customers’ opinions count; outreach to newly released parolees and community–based organizations; seminars for the public on modifications and release of drivers licenses; Paternity Opportunity Program to expedite paternity declaration forms; and Stipulation Project as an alternative to appearing at court. These projects are designed to increase customer contacts, enhance outreach to the community, and educate parents in the early stages of a case on available services and process.

Resources

Fiscal and Human Resources – State (34%) and Federal (66%) revenues fully fund CSS. In FY 08–09, the department averaged 627 filled positions. With seven years of level or reduced funding, CSS manages cost increases through attrition and use of one–time resources from Special Revenue Fund 12C to balance its budget. Salaries and benefits are 76% of the business cost for CSS with minimal savings identifiable elsewhere. CSS continues its short– and long–term planning as a guide to maximizing resources for providing quality services, collecting and distributing payments, and achieving federal performance goals.



In 2010, a new initiative is being implemented to increase the number of administrative processes performed in house to reduce the need for customers and CSS staff to appear at court. This includes establishment and modification of child support orders with an overall improvement in cost effectiveness to be realized. Early intervention initiatives that began in 2009 will continue in an effort to engage parents early in the case management process, yield greater customer satisfaction, and increase collections. CSS anticipates expanding its call center services to other county child support agencies as in 2009 with Imperial County. This allows DCSS to leverage its funding more efficiently while reducing the cost of call center services.

B. ACTION PLAN

2010 GOALS

Increased Distributed Net Collections by 2.4% to \$185.1 million

Increased Percent of Current Support Collected to 55.0%

Increased Percent of Cases with Collections on Arrears to 61.1%

STRATEGIES IN SUPPORT OF BUSINESS PLAN GOALS

Strategy 1: Improve Customer Service

Service Plan 1.1 – Implement Customer Service Expansion Initiative

Increase Distributed Net Collections

Increase Percent of Collections on Current Support

Reduce Number of Days for Receipt of First Payment

Service Plan 2.1 – Remodel of Facilities

Provide Multi-purpose Service Area in 1015 Building

Provide Maximum Interview Area in 1055 Public Service Area

Improve Customer Satisfaction

Strategy 2: Improve Organizational Performance

Service Plan 2.1 – Increase Number of Court Orders In House

Increase Distributed Net Collections

Increase Percent of Collections on Current Support

Reduce Number of Days for Receipt of First Payment

Service Plan 2.2 – Intervention with non-paying non-custodial parents

Increase Percent of Collections on Current Support

Improve Customer Convenience to Obtain Payment Modifications

Reduce Work Volume at Courts

Areas of focus in support of the goals and strategies include:

- **Maintaining Quality Customer Service**
- **Continuous Organizational Development and Design**
- **Maximize Avenues for Increased Collection**



PERFORMANCE MEASUREMENT

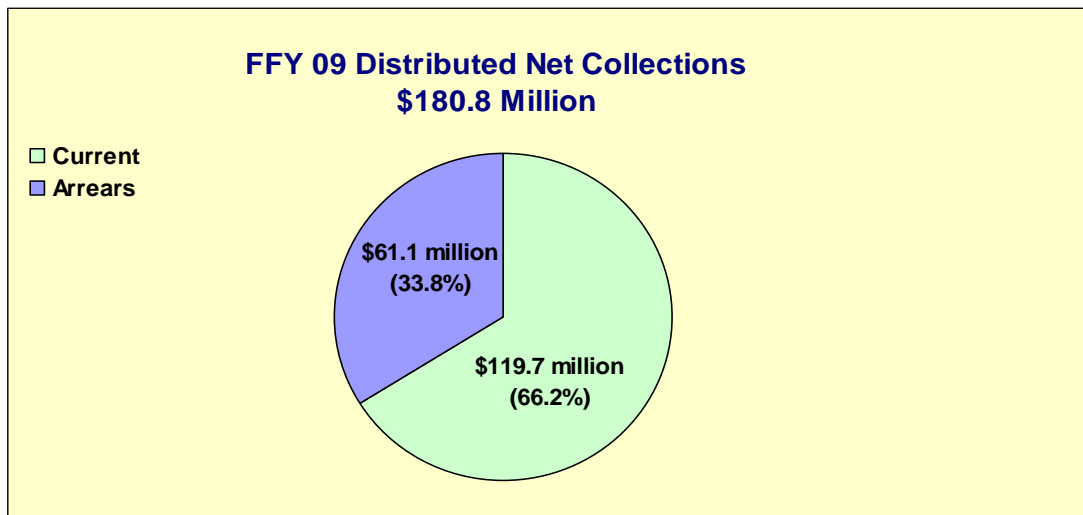
Performance in child support is measured in three key areas:

- Collection and Distribution of Payments
- Compliance Standards
- Federal Performance Measures



Collected and Distributed Payments

In FFY 09, Distributed Net Collections decreased to \$180.8 million or by 1.2% as a result of diminished staffing resources, budgetary constraints, and declining economic conditions. Details on Distributed Net Collections by category are as follows:



Wage withholdings are the largest percent of child support collected. Other sources of collections include: Internal Revenue Services and Franchise Tax Board tax refund intercepts, cash or check payments collected on site, and payments from other states.

Between FFY 08 and FFY 09, Distributed Net Collections decreased by 1.2%. The three leading collection indicators represent 81.5% of Distributed Net Collections for CSS. Regular collections (collections received by cash, credit card, or check) declined by 10.4%, wage garnishment (employer wage withholdings) declined by 4.5%, and unemployment benefit collections increased by 165%. These results are all indicative of the economic downturn in Orange County from FFY 2008 to FFY 2009.

Compliance Standards

Performance Audit staff conducts the annual compliance review audit to determine if CSS has met processing timeframes and program administration requirements. In preparation, CSS performs internal reviews on a quarterly basis to identify areas of concern and initiate actions to improve performance. The FFY 08 audit revealed an overall compliance rating of 100% in the Case Review component and all state and federal requirements were successfully met.

Data Reliability

CSS consistently monitors data reliability to ensure standards are met. In March 2009, Federal Office of Child Support Enforcement (OCSE) conducted a data reliability audit of CSS corresponding to FFY 2008. No deficiencies were identified in the audit.

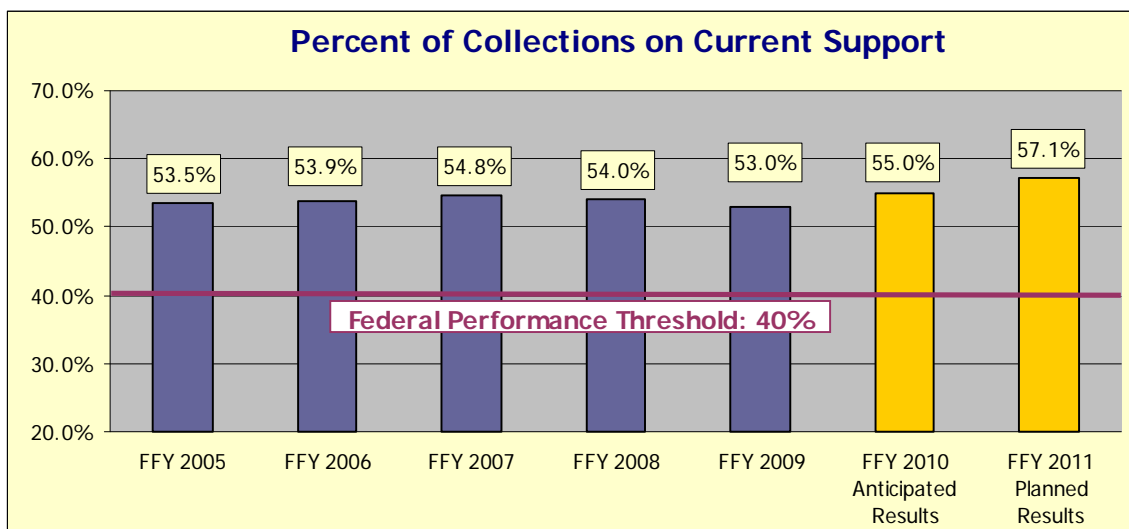


Performance Measure Percent of Collections on Current Support

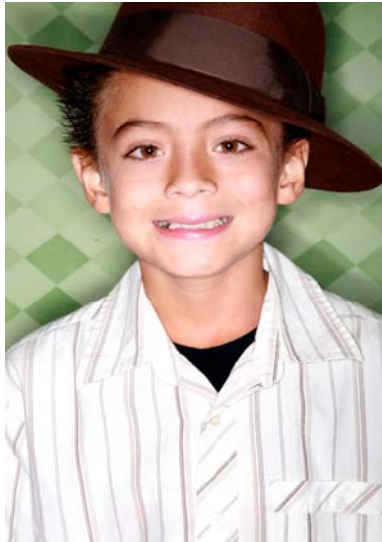


Collections on Current Support measures the total amount of current support collected each Federal Fiscal Year as a percentage of the total amount of current support due. This Federal Performance Measure is considered the most critical to achieving family self-sufficiency and the well being of children. Reliable current support enables a family to meet basic living and medical needs, and reduces the need for a family to rely on public assistance. Data confirms collection of current support reduces the number of cases processed under public assistance.

CSS collected 53.0% of the total support owed in FFY 09 for a 1.9% decrease over the prior FFY, and the decline between FFY 08 and FFY 09 is attributed to current economic conditions. Federal minimum threshold is 40%.

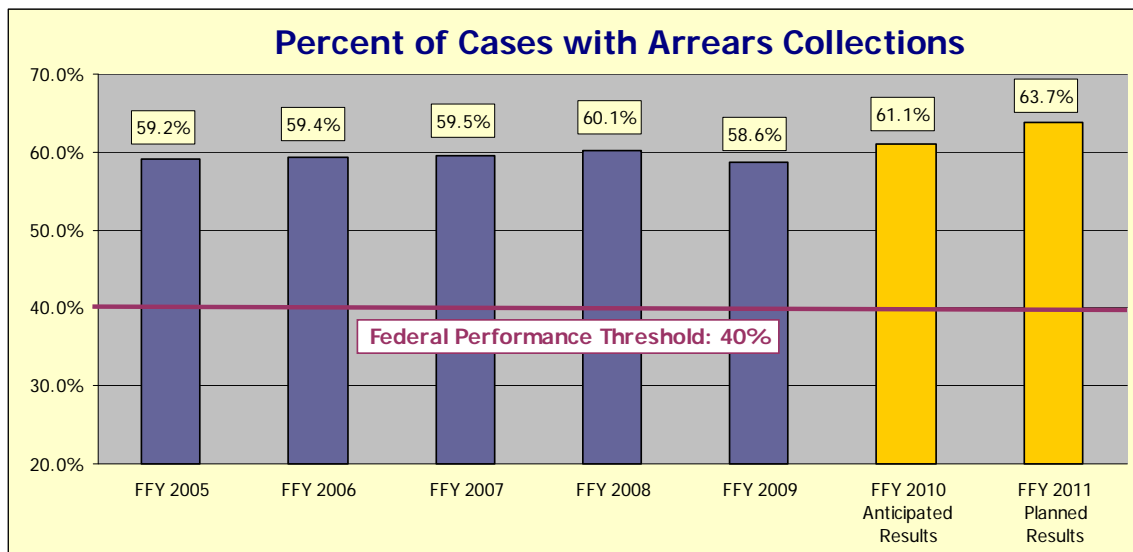


Performance Measure Percent of Cases with Arrears Collections



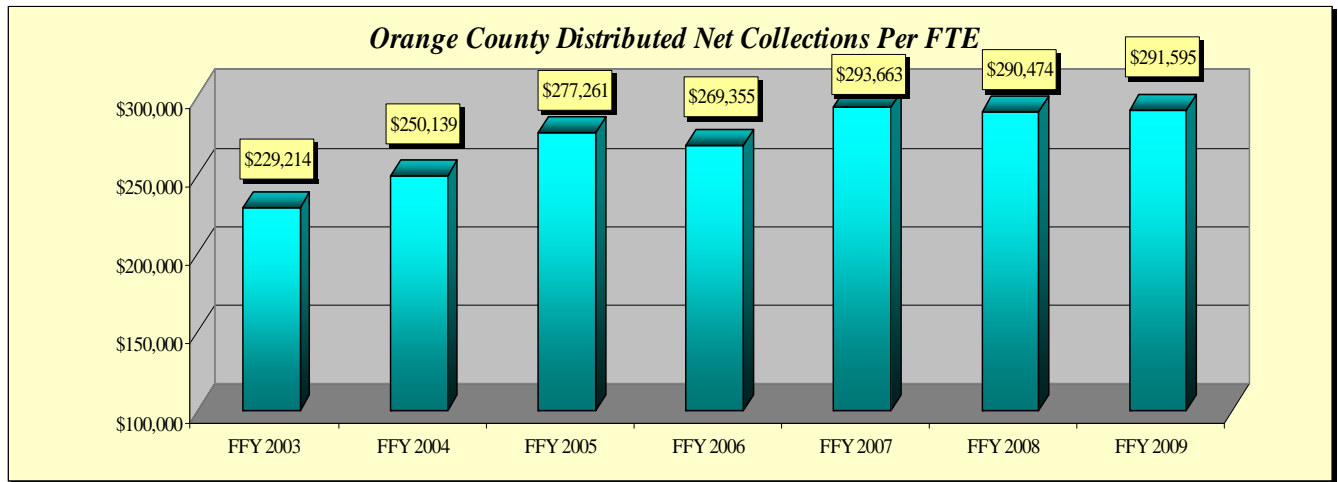
Collections on Arrears measures, as a percentage, the number of cases with arrears collections during the Federal Fiscal Year compared to the total number of cases in which arrears are owed. CSS is required to make a collection on arrears as part of any court order or order assigning wages. Payment on arrears, along with current support payments, provides a family with income for basic needs. CSS is focusing on early intervention with customers to reduce or eliminate arrears. For public assistance cases, child support collections reimburse taxpayers for the cost of public assistance.

CSS collected on 58.6% of cases with arrears owing in FFY 09 for a 2.5 % decrease over the prior FFY. Federal minimum threshold is 40%.



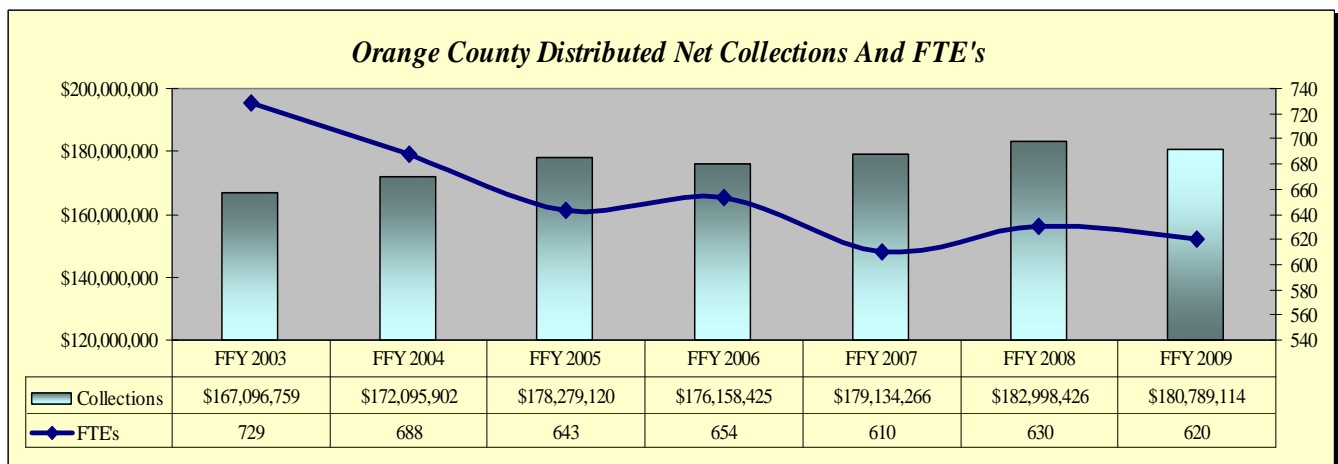
CSS PRODUCTIVITY ANALYSIS

Employee productivity 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, continuous development of infrastructure, and maximizing use of CSE yields a highly productive environment.



FFY to FFY Percent Change 9.1% 10.8% (2.9)% 9.1% (1.1)% 0.4%

Productivity (Distributed Net Collections Per FTE) has sustained growth between FFY 03 and FFY 07, and leveled off in FFY 08 and FFY 09 as staff transitioned to the new statewide system.



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

Data Source: For FTE's - Sept CS 1257 (FFY 2003 to FFY 2009) Line 30 (excludes contract FTE's).

PERFORMANCE COMPARISON

CSS consistently maintains a high level of performance among the six largest California counties and its annual outcomes are an important contributor to California’s success in meeting minimum mandated federal performance standards.

2009 Big 6 Comparison

FFY 09	Minimum Federal Standards	Orange	Los Angeles	Riverside	Sacramento	San Bernardino	San Diego
Total Caseload	n/a	101,748	415,028	91,592	84,639	129,187	105,627
Distributed Net Collections	n/a	\$180,789,114	\$473,425,854	\$128,380,420	\$106,240,033	\$149,674,276	\$170,693,889
Percent of Current Support Distributed	40.0%	53.0%	50.8%	51.2%	52.6%	50.5%	50.6%
Percent of Cases with Arrears Distributed	40.0%	58.6%	53.5%	58.2%	58.2%	56.7%	58.3%



APPENDICES

A. 2009 Accomplishments

B. Organizational Chart

C. Demographics

D. Customer Acknowledgment Letter

ACCOMPLISHMENTS FOR 2009 BUSINESS PLAN STRATEGIES

The two strategies in the 2009 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.

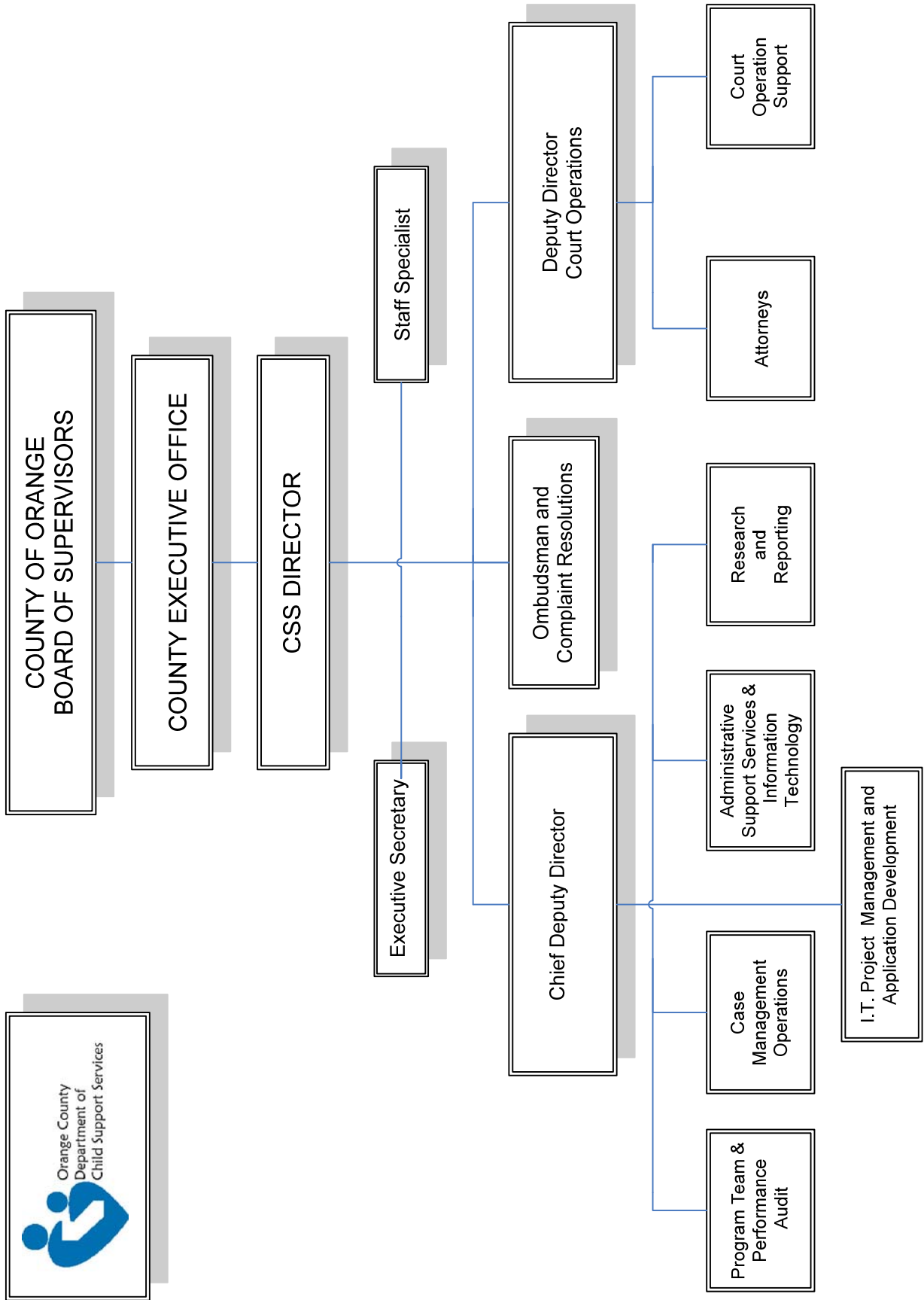
STRATEGY 1 - IMPROVE ORGANIZATIONAL PERFORMANCE	
Service Plan 1.1	Reduce default orders.
Stipulation Project	<p>Over 3,657 cases were scheduled for an appointment in FFY 2009. Of the 3,657 scheduled appointments, 1,660 non-custodial parents appeared in the office which represents a 45% appearance rate. Of the 1,660 cases, non-custodial parents that appeared for their appointments, 793 entered into a stipulation, which represents 48% of all appointments.</p> <p>Over 2,624 cases were seen as walk-ins in FFY 2009. Of these cases, 1,686 entered into a stipulation, which represents 64% of all walk-ins.</p> <p>Total Stipulations obtained in FFY 2009 were 2,479 cases.</p>
Service Plan 1.2	Intervention with non-paying non-custodial parents.
Review of Cases for State Licensing	Over 12,105 cases were reviewed for State Licensing Match System (SLMS) in FFY 2009. Of the 12,105 cases reviewed, approximately 5,350 non-paying non-custodial parents agreed to participate in the SLMS process and took the first step in providing payments to CSS to have their license released.

STRATEGY 2 - IMPROVE CUSTOMER SERVICE	
Service Plan 2.1	Increase non-welfare cases through targeted outreach and improve customer service
Employer Express	As part of the Early Intervention Plan, implemented Employer Express Team in May 2009 to provide a reliable and effective means of communication with employers and to resolve their issues and questions. CSS expects to fully engage employers in the collection process and increase collections. Seven employees are Subject Matter Experts specializing in employer related issues. Accomplishments include: developed ongoing positive working relationships with employers; provided several communication means including internet, email, and telephone access to identified staff; collected \$55,000, answered more than 5,300 calls, and processed more than 3,100 CSE tasks; and improved Employer website for easier communication.

(Continued)	
Call Center	<p>Call Center continues to improve performance, increase efficiency, decrease wait times, and provide quality customer service. Accomplishments are: a) increased staff performance in all areas of call handling and improved customer service; b) decreased average wait time by 8.1% from FFY 08; average wait time remains below 2:00 minutes and rate of call abandonment continues to decrease; c) Front Page enhancements allowed call agents to address issues more timely and capture vital statistical information used to improve performance and provide better service; and, identifies types of calls and callers, messages sent to Imperial County for follow-up; d) implemented first regional call center with addition of Imperial County calls; improved services for Imperial customers as follows: answered 91% of calls over previous rate of 57%; increased calls answered to 90% over previous rate of 36%, and decreased wait time by 61%; and e) created a graphical user interface system to assist in tracking and identifying call trends and messages shared with other teams.</p>
Marketing and Communications Team – Public Outreach Activities	<p>1. Customer Satisfaction Program – Customer Satisfaction Program established to measure customer sentiment towards service performance by CSS. Created a Customer Satisfaction Management Expert (CSME) position to administer data compilation, customize surveys, issue reports, and initiate solutions for identified gaps. “You Spoke, We Listened” campaign launched in March 2009 to demonstrate to customers their opinions count. Created a web page on CSS public site providing a list of improved customer service processes. To date, 4,034 customers participated by submitting input via Survey Monkey, an online survey vendor. A Customer Satisfaction Focus Group comprised of CSS staff was created to work with the CSME to identify issues and submit recommendations for improvement.</p> <p>2. Early Intervention Projects – A) Parent Toolbox – designed a “Toolbox” (folder) to provide customized brochures and a cover letter to new customers containing all “tools” needed during the life of their case. Tools topics include: More Tools – Other child support related resources; Court Hearings – Information on what to expect in court hearings; Modification – Explains process and requirements; Communicate With Us – Provide contact telephone numbers, e-mail addresses, and websites; Cover letter – Welcome letter from Director Steven Eldred.</p> <p>B) Employer Express – Brochure customized to address employer needs in doing business with CSS; established a partnership with Orange County Clerk Recorder’s Office to disseminate the custom brochures, new Orange County business applicants brochures used in Employer Forum events and redesigned Employer Express web page to contain the Express brand, related updated information, and online communication tool.</p> <p>3. Community Outreach Program – includes members of CSS’s Speakers Bureau; provides opportunities for presentations to community based organizations; hosted resource booths at public fairs and conventions to market child support services to prospective and existing customers; and attended mixers to network with other common interest organizations; disseminated specially designed child support publications at outreach events; promotes awareness of CSS services for underserved populations in Orange County and to those in highly served areas who may not know about services offered. Breakdown of customers served is:</p> <p>a) P.A.C.T., Parole and Community Team (newly released parolee outreach) – addressed 820 newly released parolees at bi-weekly meetings; b) Community-Based Organizations Presentations– provided to 164 service providers and guests; c) Community Events Participation – 700 prospective customers reached via public community events; d) CSS Mini Seminars – held 2 mini seminars for public regarding Modification, and license release processes.</p>

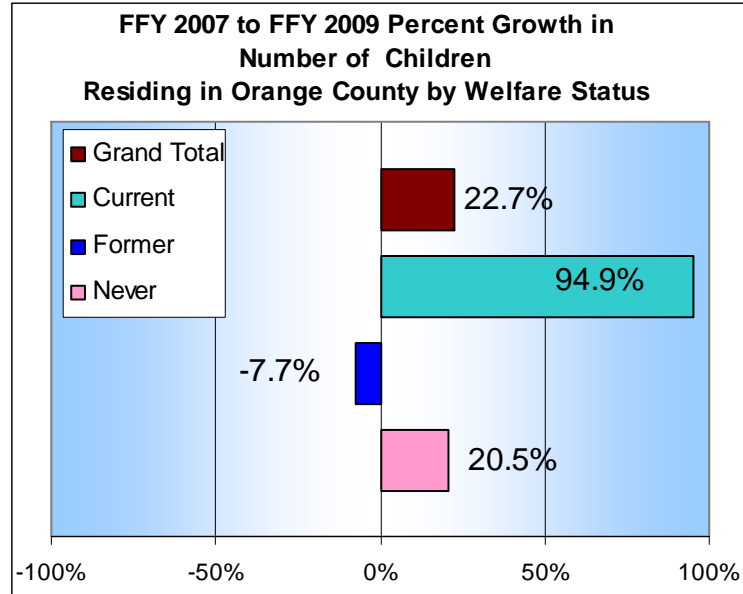
<p>Marketing and Communications Team – Public Outreach Activities (con't)</p>	<p>4. CSS Forms Clinic Program – to assist customers with CSS generated forms to expedite processes by eliminating barriers that prevent customers from returning required forms, to CSS; improves receipt of accurate and relevant information expediting service to customers; and reduces costly errors on forms saving hundreds of hours in staff time.</p> <p>5. Paternity Opportunity Program (POP) – a) collaborated in drafting new POP contracts disseminated to hospital staff; secured 16 signed contracts with 5 year term; b) published and disseminated two Paternity Opportunity Program (POP) Newsletters to Orange County birthing hospitals to maintain rapport and provide POP related information; and processed 10,146 POP Declarations, 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.</p> <p>6. Customer Newsletter – reached approximately 110,000 customers with “Child Support Matters” newsletter that contains information pertinent to customer needs such as new electronic payment options, a self-service website, and customer initiatives such as the state license buyback program.</p> <p>7. Stipulation Project – expanded Customer Mini-Seminars to include stipulation element at Modification Seminars to increase stipulations in cases where customer modification requests meet CSS criteria, and to offer parents an alternative to going to court. Project results expected in mid December 2009.</p> <p>8. Expansion of MCT Team – added 1 Senior CSO, replaced 2 Office Assistants with 2 Office Specialists to increase number of prospective customers reached and allow for enhanced quality of CSS publications.</p>
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ORGANIZATIONAL CHART



Demographic Profile of Cases Based on Custodial Parent Addresses

Between FFY 07 and FFY 09, the number of children residing in Orange County served by CSS increased 22.7% from 77,381 in FFY 07 to 94,977 in FFY 09. Further examination reveals the number of children on Welfare served (Current Assistance) nearly doubled during this period. Never Assisted grew 20.5% while Former Assistance children declined by 7.7%.

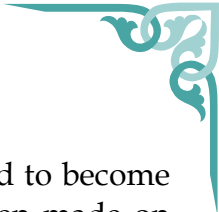


Highest volume of children residing in Orange County and served by CSS lives in the following five cities reflected from highest to lowest volume: Santa Ana, Anaheim, Garden Grove, Orange, and Fullerton. For these five cities between FFY 07 and FFY 09, the number of children on Welfare or Current Assistance served by CSS nearly doubled within each city with growth rates ranging from 99% to 115%. Families using CSS services who have never been on public assistance increased 20%.



*Sincere appreciation
to the young family members
of our CSS employees
for their photographic contributions
to the 2010 Business Plan,
and a sincere
“THANK YOU”
to our gifted photographer,
Jose Aguilar*

*Here is a letter of appreciation
CSS received from a customer
sharing their gratitude and
acknowledgment of staff members
for their outstanding customer service
and help in addressing the issues on her case.*



Dear Sir,

My intent of this letter is to give thanks to the many people who have had to become part of my life through Child Support Services. I realize the effort that has been made on behalf of my family and the circumstances which surround my children.

It doesn't matter who I am, what has happened in my case or the outcome that will be- because at the end of the day all that will be remembered is how we felt along the way. Who made the effort, stood up for what was right and the treatment and services which were provided by people who really paid attention to the needs and interests of the children involved.

From the very beginning I feel your office and the staff that helped did more than a wonderful job. I started out not knowing where to go, what to do, what to say, what to bring, etc. Each and every person (in your office) has been courteous, helpful and calming. I can honestly say that Child Support Services has proven their dedication to the priority of the children. Your services have been very organized, and each task presented has been handled professionally and without prejudice, placing the children as first priority.

Although I cannot list every person's name, there have been a few that stick out in my mind. Lea who has checked me in to Judge Michaelson's courtroom every time I visited! Pearl, Mary, Kim, who have done the pre-interview, Ms. Montgomery and Monique, as well as people I have spoken to on the phone. Not one of these people have been less than helpful and not once has made me feel uncomfortable, ashamed, or embarrassed. In fact, these people set the example. If they can do the work to help the case, so can I. In fact, I learned that it's not all up to you guys and I have provided information to help you, help the case, which in return helped my family. Thank you for not giving up, causing me not to give up!

You probably don't get a thank you very often, and more than that not you get contacted only when there is someone upset, mad or panicked. Please know those of us on this side are in the midst of "messiness" and it's not you that has caused the grief, it's just the situation some of us find ourselves in. You guys are doing great things for people and without you, you never know where some people might be - you could be *that one person* that made things "better," and probably have been.

I have heard it said,
"A man never stands so tall as when he stoops to help a child".

Thank you to all who are the giants among us.

Sincerely,
Mom and kids



