



ORANGE COUNTY DEPARTMENT OF CHILD SUPPORT SERVICES



BUSINESS PLAN

A young man is walking along the ocean and sees a beach on which thousands and thousands of starfish have washed ashore. Further along he sees an old man, walking slowly and stooping often, picking up one starfish after another and tossing each one gently into the ocean.

"Why are you throwing starfish into the ocean?" he asks.

"Because the sun is up and the tide is going out and if I don't throw them further in they will die."

"But, old man, don't you realize there are miles and miles of beach and starfish all along it! You can't possibly save them all, you can't even save one-tenth of them. In fact, even if you work all day, your efforts won't make any difference at all."



The old man listened calmly, bent down to pick up another starfish and threw it into the sea.

"It made a difference to that one."

From the Director

Orange County Child Support Services (OC CSS) partners with parents to make a difference in the lives of families we serve. Our program aims to partner with parents to achieve self-sufficiency and support children by establishing and enforcing child support orders in an effective and efficient manner while providing a well-rounded range of community resources to reduce payment barriers.

The customer-service culture at OC CSS ensures continuous focus on identifying customer needs by applying a holistic approach to providing services that transcend child support services. OC CSS partners with stakeholders and the community to connect parents with available services throughout the community to meet their needs.

In 2015, we continued to focus on the use of business analytics to better serve our customers. The innovative, data-driven approach allows focused case management activities, which propelled annual collections to a high of \$180.5 million.

OC CSS was awarded the National Child Support Enforcement Association (NCSEA) 2015 Excellence Award for Program Awareness for our Community Education Initiative. The achievement reinforces the holistic human services approach in delivery of services with child support service at the core.

OC CSS' performance achievements have a direct positive impact to the families served as demonstrated in our 2015 achievements:

- Collected \$180.5 million in child support payments
- Distributed \$156.3 million directly to families
- Per case distributed collections increased 2.3% to \$2,661
- Distributed over \$57.5 million in past due child support



OC CSS will continue to enhance the quality of life for children by maintaining strong partnerships with parents, the community and stakeholders. A sense of social responsibility drives OC CSS to meet the needs of the over 73,000 Orange County children served by the child support program.

Sincerely,

Steven Eldred

Director

Orange County Child Support Services

WHAT CUSTOMERS ARE SAYING

*“Your staff is incredible. I can’t believe you
are a large government organization.”*
- Customer Comment

*“...your empathy made a huge impact that
brought me a little piece of mind at a time
when my world is crashing around me...”*
- Customer Comment

*“The worker helped me in all the ways needed and then some.
More people with her attitude and respect for other human beings
need to work in careers with any aspect of customer service.”*
- Customer Comment

*“I very much appreciate your cooperation and help
with my issue and especially for going above and
beyond. Thank you for being so friendly and helpful
and making a difficult life-situation easier to manage.”*
- Customer Comment

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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

Core services provided align with the County of Orange 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."

ESTABLISHMENT of Paternity

Establishing paternity offers every child born to unmarried parents the assurance of the same legal rights provided to a child born to married parents. OC CSS offers alternative options for establishing paternity such as onsite genetic testing and participation in the Paternity Opportunity Program (POP).

ESTABLISHMENT Court Orders for Financial and Medical Support

Establishing a right-sized court order, including a Parenting Time Plan option, serves as the foundational step in child support enforcement and a prerequisite for collecting monetary and medical support. OC CSS files a Default, Stipulation, or Motion for Judgment determining the amount of the obligation.

ENFORCEMENT of Court Orders for Support

Enforcing court-ordered obligations for child support and/or medical support is accomplished through a series of specialized enforcement tools: wage withholding; liens on real and personal property; intercepting of federal and state tax refunds; denial of passports; credit cards and suspension of business, professional and driver's licenses. OC CSS offers services to review the support order and modify if appropriate based on current circumstances.

COLLECTION & DISTRIBUTION of Payments

Collecting and distributing payments is streamlined through the California State Disbursement Unit (SDU). OC CSS supports the integrity of this process by entering support order information, enforcing court order terms and utilizing automated enforcement tools to assist in collecting support. Collections are expedited and disbursed to families through effective payment processing.

Our Values

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

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

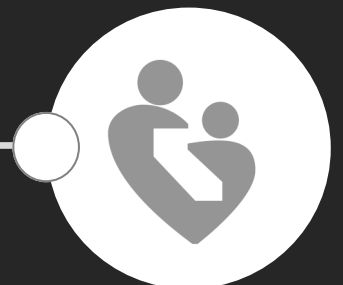
We uphold the highest ethical standards of personal and professional conduct, not allowing personal interests or beliefs to interfere with our professional responsibility.

Operational Excellence

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

Commitment to Staff

We, CSS Managers and Supervisors, are committed to providing our staff a stable working environment that empowers them to meet the needs of our customers. We strive for excellence through innovation and employee engagement by promoting staff's growth and development to reach their greatest potential and contributions. OC CSS employees will be provided the same concern, respect and caring attitude within the organization that they are expected to share with every customer.



Program Performance

The child support program is held to federal performance standards monitored by the California Department of Child Support Services. The Orange County Department of Child Support Services (OC CSS) adheres to these standards when carrying out its core mission of collecting and distributing child support to fragile families. The program is monitored by these standards in the following core areas:



Over the years, OC CSS has traditionally met its measured performance goals. Factors such as ongoing enhancements of service delivery, realignment of business practices to maximize efficiency, building and nurturing productive partnerships and the use of innovative business analytics contributed to OC CSS' sustained increase in performance.

Paternity | OC CSS Goal: Establish paternity in 100% of all out-of-wedlock births in Orange County.

Establishing paternity is the process of determining the legal father of a child born to unwed parents. Establishing paternity provides legal and financial rights for children including:



- Benefit of knowing paternity was established
- Father may add his name on the child's birth certificate
- Health care coverage under the father's health plan
- Social Security and Veterans Affairs benefits
- Providing the father with visitation and custody rights

OC CSS offers options for establishing paternity, including:



Court Orders | OC CSS Goal: Obtain a fair support order in a collaborative manner focused on the needs of children.

A legal court order is required for the enforcement of child support and health insurance. Obtaining an order allows OC CSS to enforce the order for collection of support. The number of days between a case open date and the date an enforceable order is established greatly impacts the process of collecting and forwarding critical support to fragile families. Simply put, the timelier the process of obtaining an order, the quicker enforcement will commence.

OC CSS routinely secures a new order and first payment approximately 100 days after case opening.

Current Support

OC CSS Goal: Obtain a reliable payment towards current child support.

Current child support represents the monthly monetary obligation ordered for the support of the child(ren). Current support is a safety net relied upon by families to provide children with food, clothing, shelter and other basic necessities. OC CSS uses several methods of collecting child support, including:

- > Withholding wages from paychecks
- > Bank levies (attaching bank accounts)
- > Intercepting unemployment benefits
- > Other advanced enforcement remedies



\$156

Million

OC CSS has collected about \$180.5 million in current support, of which \$156 million have been forwarded directly to fragile families.

Past Due Support

OC CSS Goal: Collect a payment in all cases with a past due child support balance.

OC CSS collects payments on unpaid past due child support balances. Collecting past due child support can be a challenging process, albeit an important one. By employing various collection methods, such as intercepting state and federal income tax refunds, OC CSS has been successful at collecting and forwarding past due child support to families. Collecting past due child support is as important and impactful to families as collecting current child support.

Each year, OC CSS distributes over \$57 million in past due child support.



\$57

Million

Whether it is current or past due support, the collection and distribution of child support plays a vital role in meeting the day-to-day needs of fragile families. The distribution of child support monies has a positive impact on many families, and in some cases is the only existing source of income in the home.

Cost Effectiveness

OC CSS Goal: Maximize collections per dollar invested.

Funding impacts every aspect of the department. Since 2002, funding has remained the same while the cost of doing business continues to rise. OC CSS is funded by 66% federal and 34% state dollars. Operating leaner, while increasing efficiencies, is an ongoing challenge at OC CSS; however, even in the most challenging times, our mission continues to focus on meeting the needs of fragile families.

Currently, OC CSS collects \$3.23 for every \$1 invested.



Complete performance measures can be found in the appendices section.

Compliance and Data Reliability

OC CSS takes a proactive approach in ensuring business practices, case management actions and data integrity are in line with performance standards. Performing internal department-wide Quality Assurance (QA) reviews and Data Reliability Audits (DRA) allows OC CSS to improve customer service, assure data integrity and ensure compliance with local, state and federal rules and regulations.

Quality Assurance

Quality assurance (QA) reviews are routinely performed throughout the department. The purpose of a QA review is to:

- evaluate case maintenance actions taken by staff
- monitor quality of casework actions
- ensure adherence to local, state and federal business practice requirements

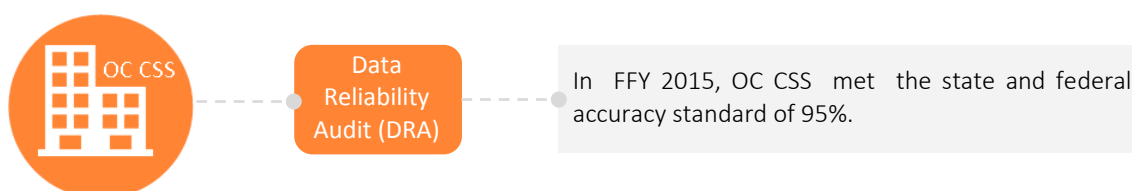
Feedback is provided to staff and managers to enhance the quality of case management activities, to identify training needs and to improve customer service.

OC CSS performs internal and State DCSS-mandated audits to assure casework actions are processed within required timeframes and program administration requirements. Results are summarized and communicated to stakeholders via compliance reports. Audit results for Federal Fiscal Year (FFY) 2015 confirm OC CSS achieved overall compliance.



Data Reliability Audits (DRA)

OC CSS maintains efforts to improve completeness and accuracy of child support data within the case management system. Internal auditors conduct quarterly audits to confirm data integrity and validate standards. Routine internal data reliability audits have resulted in OC CSS meeting the state and federal accuracy level of 95% in FFY 2015.



Strategic Plan

STATE

The California Department of Child Support Services (DCSS) Strategic Plan calls for collaboration between stakeholders, partners, and families to improve program results for children, which comes from the certainty that they can count on parents for support. Below are the five goals supporting the State's plan.

OC CSS

OC CSS' business plan supports the State's plan by applying strategies that build on partnerships with parents, the community and stakeholders to increase opportunities for the success of families across Orange County.

Increase Support for California's Children

- Promote early intervention on new orders
- Increase opportunities to engage non-paying customers

Deliver Excellent and Consistent Customer Service

- Improve timeliness in providing holistic services and increasing online awareness

Enhance Program Performance and Sustainability

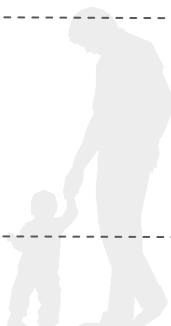
- Promote successful partnerships with local courts, employers, and the community to benefit families served

Develop and Strengthen Partnerships

- Succession planning
- Professional development to provide skills and knowledge to provide timely and accurate services

Be Innovative in Meeting the Needs of Families

- Use of technology to enhance delivery and accessibility of program services to meet customer needs



Strategies for Success

CUSTOMER-FOCUSED STRATEGIES



Promote early intervention on new orders

Increase opportunities to engage non-paying customers

Early Intervention and Engaging Customers



Early intervention in cases with new orders sets the tone for the life of case.



Communication is made with parents to orient them about program and payment options. Early education positively affects the performance of a child support case.



CSS reviews new orders during first three months to contact non-paying parents.

Contact is also made with the custodial parent to encourage enrollment for direct deposit and/or Electronic Payment Card (EPC) to facilitate secure and timelier receipt of payments.

OC CSS will continue to improve communication by explaining child support processes, general payment information and other options available to parents and employers. OC CSS will continue to promote partnerships and be pro-active with campaigns that target cases without a consistent payment history and coordinated campaigns focused on contacting and engaging parents and employers to encourage program participation.

In-House Stipulations

Relationship-based strategies and a proactive approach have a positive impact on in-house stipulations (agreements) obtained by OC CSS staff. The stipulation process:

- ✓ engages customers in the process of establishing or modifying a support order
- ✓ eliminates need for a court hearing to establish or modify an order
- ✓ results in establishing timely, reasonable and accurate support orders
- ✓ promotes consistent support payments and arrears prevention
- ✓ supports a sense of customer involvement, accomplishment and accountability

OC CSS will continue to educate customers on the benefits of obtaining an in-house stipulation prior to going to court.

Strategies for Success



Improve timeliness in providing holistic services and increasing online awareness

OC CSS will enhance awareness to the public and existing customers of services offered by the program:



Inform customers of resources available through the use of email campaigns, Customer Connect, and social media for fast and efficient information dissemination.



Provide information on extended hours, workshop information, links to Social Safety Net groups, and postings of other special events on social media sites and OC CSS website.



Increase efficiencies within casework activities to improve speed of service delivery.



Provide learning sessions to:



Enhance mediation skills employed during the customer interview process.

Promote a proactive and holistic approach in managing child support cases.

Deliver customized training around strategies to enhance the customer service experience.



Promote successful partnerships with local courts, employers, and the community to benefit families served

Strong partnerships with our local court, employers and customers are critical to the success of the delivery of services. OC CSS will continue to partner with:



Superior Court in establishing child support and medical orders and modifying existing orders. Maintaining open lines of communication and holding collaborative meetings with our court partners ensures mutual focus on meeting customer needs.





Employers to expedite income withholding orders for timely collections and distribution of child support payments to families. OC CSS hosts webinars and forums covering topics that impact employers. The continued success of the annual Employer Forum fosters a stronger partnership with employers and raises awareness of employer-related documentation and forms.



Customers to foster an atmosphere of engagement and cooperation that increases collections, the enforcement of health insurance provisions, and contributes to the overall health and support of children.

Strategies for Success

STAFF DEVELOPMENT STRATEGIES

-  **Succession planning**
-  **Professional development to provide skills and knowledge to provide timely and accurate services**

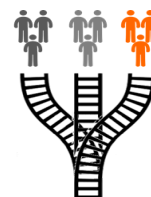
Succession Planning



Succession planning is a process that provides learning opportunities to equip leaders, current and aspiring, to meet future organizational needs. Activities center around identifying and detailing key competencies with real world application of the management, Staff Specialist and Supervisor series. Succession planning enhances employee knowledge and skills in an effort to better prepare individuals for future opportunities.

Professional Development

To promote a professional, diverse and skilled workforce, OC CSS provides opportunities for professional and leadership development by delivery and expanding personalized employee training. Delivering extended learning opportunities to all level of staff enhances department-wide program knowledge and promotes delivery of timely and accurate services.



The professional development and retention of employees who grow with OC CSS ensures the continuance of program performance and sustainability.

TECHNOLOGY-FOCUSED STRATEGIES

-  **Use of technology to enhance delivery and accessibility of program services to meet customer needs**



Innovation is a pillar of program success at OC CSS. Innovation will continue to play a crucial role in the use of technology to enhance delivery and accessibility of program services to meet customer needs.



OC CSS will explore upgrades to support internal applications, including migrating existing internal applications and the development of new applications on the improved platform.

Resulting in:



Increased productivity to serve families in an expedited manner.



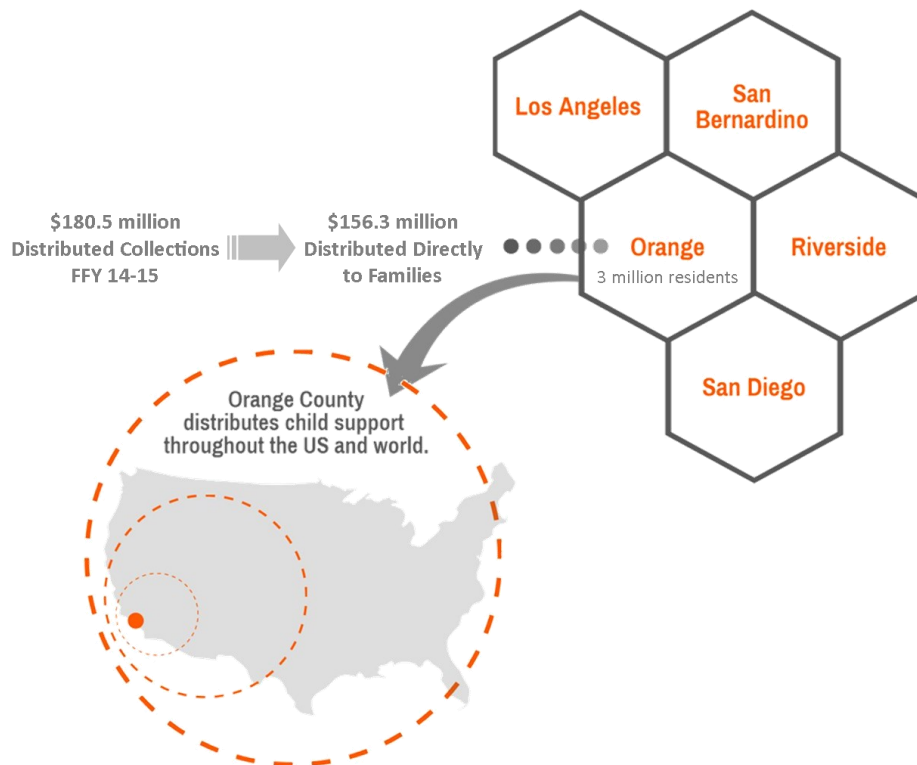
Enhancement of delivery of services to customers.

OC Community

Southern California Region

Collectively, the five largest counties in Southern California distributed approximately \$658 million to families served by the program, which represents nearly half of all child support in California. In addition, these counties served approximately half of the state's caseload of 1.2 million.

In Federal Fiscal Year (FFY) 14-15, OC CSS distributed collections of \$180.5 million; \$156.3 million was distributed directly to families.



Orange County

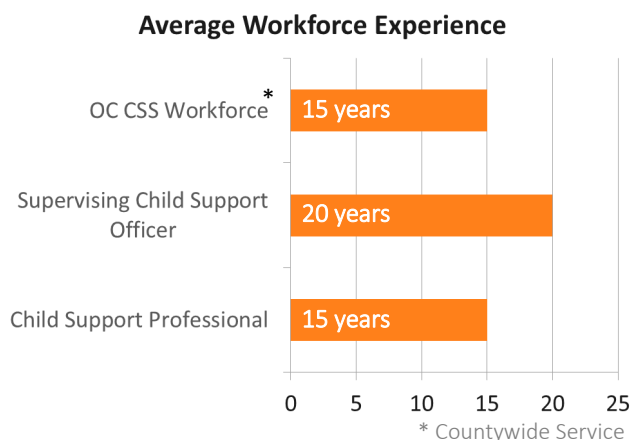
OC CSS serves over 68,000 families including over 73,000 children representing 1 of 10 children in Orange County.

Increased collaboration with customers to raise awareness of the child support program and availability of community programs is a means of providing a range of well-rounded resources aimed at assisting customers in achieving self-sufficiency.

OC Community

OC CSS Workforce

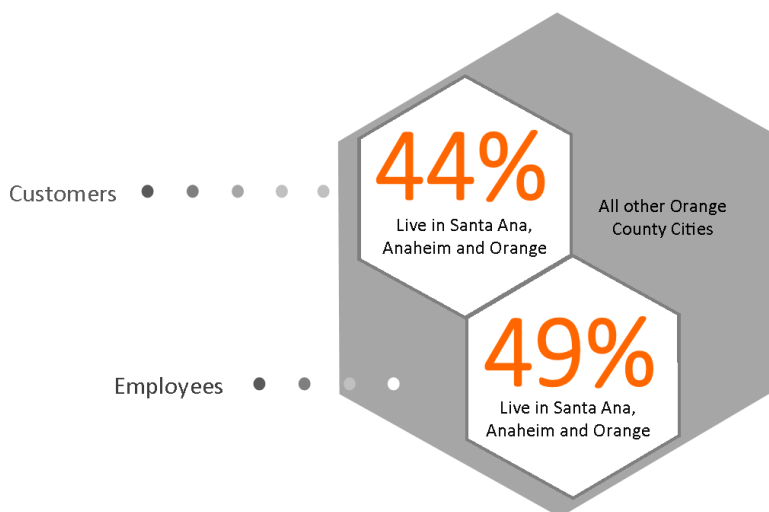
A strong, stable, and knowledgeable workforce is the backbone of OC CSS' success. It is an experienced and knowledgeable workforce that provides the day-to-day operational child support activities that support the agency's mission and vision.



The OC CSS Workforce and Community Connection

Employees connect with customers and understand the needs and obstacles encountered in achieving self-sufficiency. OC CSS nurtures connections with customers by hosting on-site workshops, educational opportunities and coordinating presentations in the community to raise awareness of child support services.

OC CSS employees relate to customers in a personal way. Staff and customers share similar diverse backgrounds, speak the same languages and even live in the same neighborhoods. In fact, close to 50% of OC CSS employees and customers live in Santa Ana, Anaheim or Orange - three large communities served by the agency. OC CSS employees serve customers via a range of languages, including the most common - English, Spanish, and Vietnamese. Partnering with customers in their native language increases program awareness within that community and promotes customer engagement.



Connecting with customers provides for better service delivery and strengthens partnerships critical to the path of family self-sufficiency. Ongoing professional development coupled with the department-wide focus for service delivery bolsters OC CSS' commitment to a well-rounded, knowledgeable and timely service delivery.

Customer Service

OC CSS representatives are charged with the responsibility of delivering excellent customer service. The existing customer service culture at OC CSS ensures personalized service delivery to meet the needs of customers; it promotes customer engagement and increases customer accountability.



Customer service representatives listen to customers' needs and treat each interaction as a partnership, including connecting customers to over 27,000 resources that transcend child support-related services.

OC CSS is committed to maintaining quality and timeliness in the customer service experience. As a result, OC CSS pioneered implementation of the Customer Satisfaction Program (CSP) to regularly survey customers. CSP provides customers the opportunity to provide feedback on overall customer satisfaction. Survey results are assessed to identify opportunities for improvement and areas of excellence in service delivery. In addition, OC CSS remains focused on enhancing service delivery by implementing department-wide delivery of customized customer service training.

In 2015, Customer Service and Call Center staff engaged in over 250,000 customer interactions. The following represents accomplishments in ensuring timely and quality delivery of customer service:

Community Resource Center connected
27,316
resources to customers this year.

The Customer Service Center assisted 41,000 visitors.
Average wait time before meeting with a representative. **Less than 13 minutes**

Call Center answered over 210,000 calls.
26 seconds Average wait time before speaking to a representative.

OC Community

OC CSS/ Customer Challenges

OC CSS faces unique challenges in providing services to the community. These challenges include:

- Local, national, and international perception of abundant wealth in Orange County
- Lack of general program awareness and services offered
- Differentiating services provided by OC CSS from services provided by other agencies
- Initiating collaborative relationships with stakeholders and the community

Customers also face challenges in meeting their child support obligations. These challenges include:

- Criminal history
- Less than high school education
- Inadequate health coverage
- Not accessing local community programs or resources due to lack of awareness

Reducing Challenges

In reducing challenges, OC CSS continues to host Social Safety Net presentations that educate staff on services offered by over 150 community agencies and organizations. Increased awareness allows staff to link customers to resources such as food, clothing, shelter, options for health care coverage and job search assistance.

OC CSS' Community Resource Center (CRC) is dedicated to providing customers with an environment of trust and understanding while engaging in viable solutions to their child support matters. Via customer interactions, a child support representative identifies potential challenges and connects customers to community partners as needed. This facilitates customized service delivery to the individual for their current situation. CRC increases customers' access to resources, program information and services.

OC CSS' presence in the alcove of the Lamoreaux Justice Center fosters an atmosphere that has a positive impact on the customers' court experience. Customers have direct on-site access to child support representatives to resolve general or case-specific issues. This eliminates the need to redirect customers to the main office and expedites the time required to resolve child support matters. Benefits of this customer service delivery approach include:

- Reduced wait times
- Improved responsiveness to inquiries
- Increased customer satisfaction

In addition, ongoing customer outreach, strategic marketing and education by hosting workshops and coordinating presentations in the community play a vital role in reducing challenges.



Appendices

- ▶ Balanced Scorecard
- ▶ OC CSS Highlights
- ▶ Federal Performance Measures
- ▶ Organizational Chart

Orange County Department of Child Support Services Balanced Scorecard FFY15

(October 2014 - September 2015)

Objective	Metric	FFY14 Results	FFY15 Results
Collections & Performance <i>To ensure the financial and medical support of children</i>	Annual Dollars Collected Per Case	\$2,602	\$2,661
	Annual Dollars Distributed to Families	\$177,753,332	\$180,563,489
	Annual % of Current Support Collected	66.1%	67.4%
	Annual % of Cases with Arrears Collected	68.1%	68.5%
	Annual % of Cases with Orders Established	88.9%	89.7%
	Annual % of Cases with Paternity Established*	96.6%	97.4%
Customer <i>To build positive, lasting and valued relationships with customers</i>	Annual Department Overall Customer Satisfaction	<i>New Metric</i>	3.61
	Annual Overall (Customer Contact)	91.3%	4.16**
	Annual Overall (Legal Services)	86.1%	3.57**
	Annual Overall (Call Center)	74.0%	3.41**
	Annual Lobby Wait Time (Customer Contact)	13:08 min	12:42 min
	Annual Lobby Wait Time (Legal Services)	<i>New Metric</i>	31:22 min
	% Resolved at Complaint Resolution Per Qtr	98.4%	100%
% Resolved at Ombudsman Per Qtr	84.2%	96.9%	
Business Efficiencies <i>To provide child support services efficiently and effectively</i>	Annual Dollars Collected Per Full-Time Employee (FTE)	\$358,374	\$357,977
	Avg Days from Open to Order Establishment Per Qtr***	147	121
	Avg Days from Opening to Coll (OC CSS) Per Qtr***	186	155
	Avg Days from Opening to Coll (Non OC CSS) Per Qtr***	94	73
	Data Reliability Index Per Qtr	94.5%	95%
	Compliance Index Per Qtr	94.5%	90.0%
	% Automation Projects Per Qtr	88.8%	87.8%
Annual Hours of Business Continuity	<i>New Metric</i>	3,240	
Staff <i>To deliver child support services in a professional manner</i>	% of Knowledge Transfer and Retention	96%	100%
	80% of Leaders w/32 hrs of Annual Leadership Training	55%	66%
	Annual Hrs of Professional Development Per FTE	23.51	29

* Pending statewide Office of Vital Records (OVR) data

** New Measuring Method

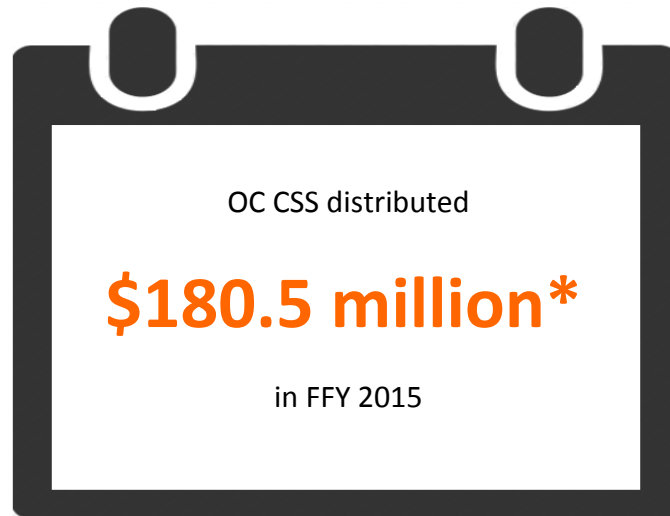
** *For 90% of total cases with fewest days

OC CSS Highlights

Federal Fiscal Year 2014 - 2015

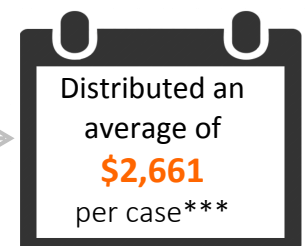
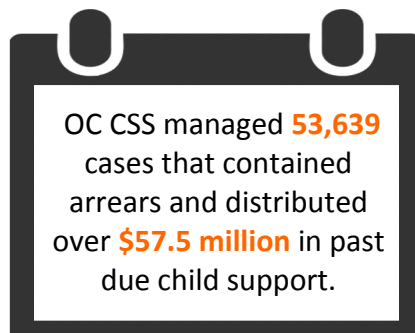
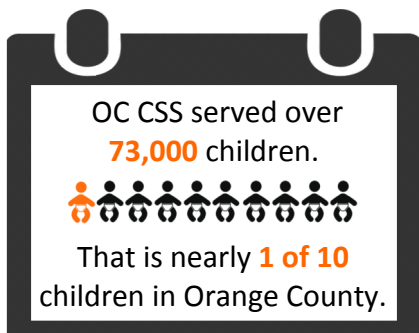
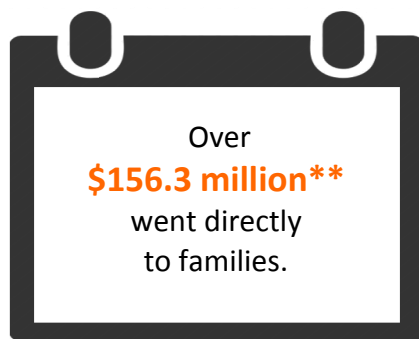
Distributed Collections

Child support collections that are distributed to families have the most impact.



** Distributed Collections are reported instead of Collections Received.*

Impact of Distributed Collections



*** Excludes Dist Coll for cases that are outside of California's jurisdiction*

**** Per Case Dist Coll = Total collections distributed/average monthly caseload for FFY*

Resources

The Community Resource Center (CRC) has connected customers to **27,316** resources.



Customer Service Delivery

All OC CSS staff are charged with the responsibility of excellent customer service delivery. The existing customer service culture at OC CSS ensures personalized service delivery to meet the needs of customers.

Call Center answered over 210,000 calls.

26 seconds Average wait time before speaking to a representative.

Legal Services tended to **12,800** customer visits in court.

OC CSS obtained **4,400** new orders establishing paternity, medical and child support.

The Customer Service Center assisted 41,000 visitors.

Average wait time before meeting with a representative. **Less than 13** minutes



Federal Performance Measures

FFY 2014-2015

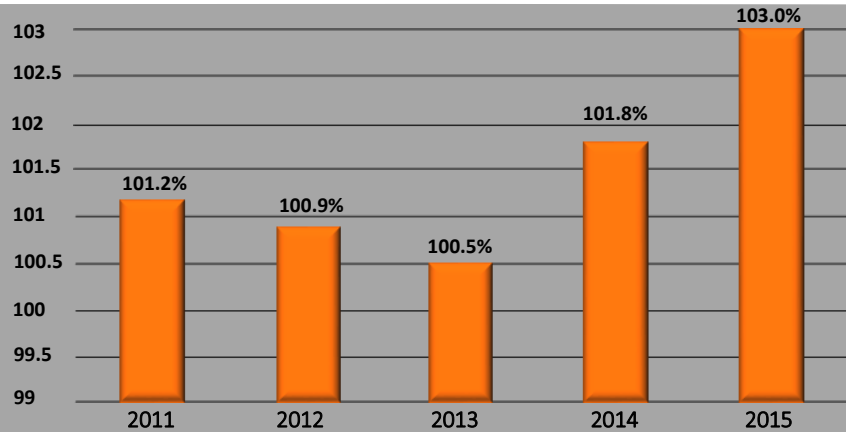
Federal Performance Measures (FPMs) establish performance metrics in accomplishing the core mission of collecting and distributing child support.

Over the past five years, OC CSS steadily increased in four of the FPMs with the fifth measure remaining fairly stable and higher than 2011 by 4%. Factors such as ongoing enhancement of customer service delivery, realignment of business practices to maximize efficiency, building and nurturing of productive partnerships, and use of innovative business analytics contribute to OC CSS' sustained increase in performance.

OC CSS is funded by 66% federal and 34% state dollars. Since 2002, the department has experienced flat funding while the cost of doing business has continued to rise. OC CSS continues to maximize resources through operational and fiscal strategic planning. While the workforce continues to downsize through attrition, the department keeps sight of its business needs and customer service goals.

FPM 1 PATERNITY

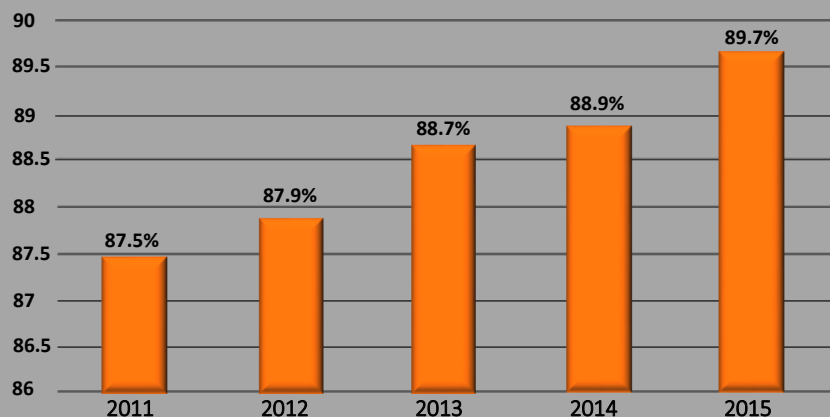
Percentage of children with paternity established via Paternity Opportunity Program (POP) or court orders from the total of out of wedlock births from the prior calendar year



Data Source: 1257 report/Office of Vital Records

FPM 2 COURT ORDERS

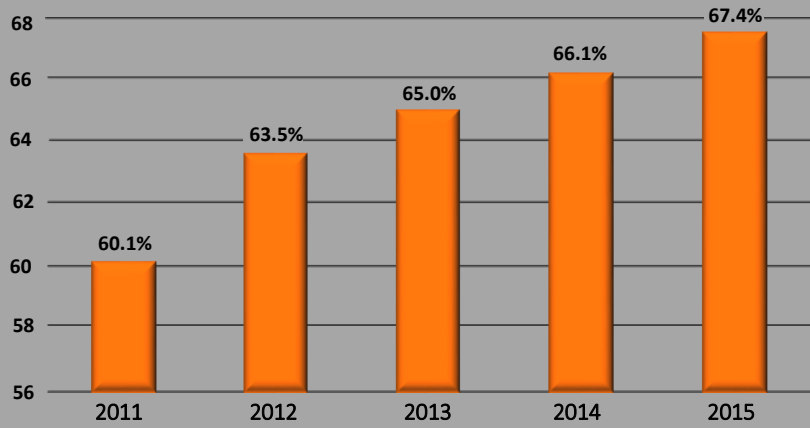
Percentage of cases opened with a support order



Data Source: 1257—line2/line1

**FPM
3
CURRENT
SUPPORT**

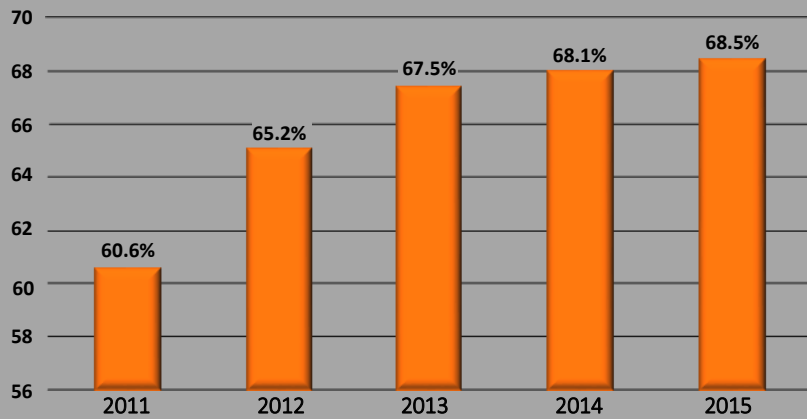
Percentage of current support collected from the amount billed



Data Source: 1257—line 25/line 24

**FPM
4
ARREARS**

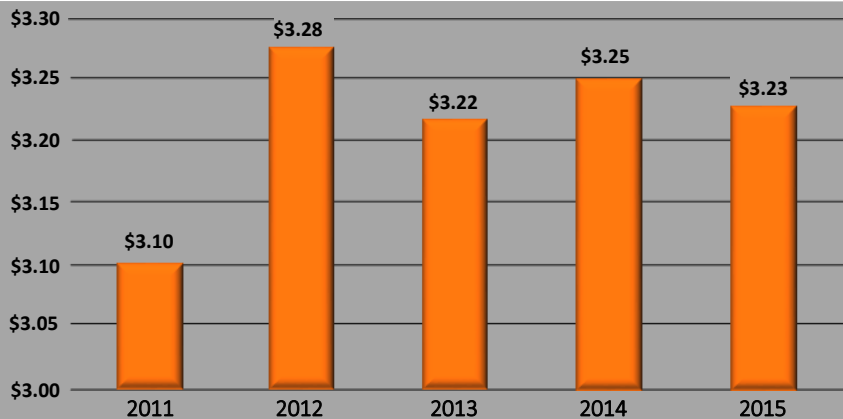
Percentage of cases with past due arrears that made a payment during the Federal Fiscal Year



Data Source: 1257—line 29/line 28

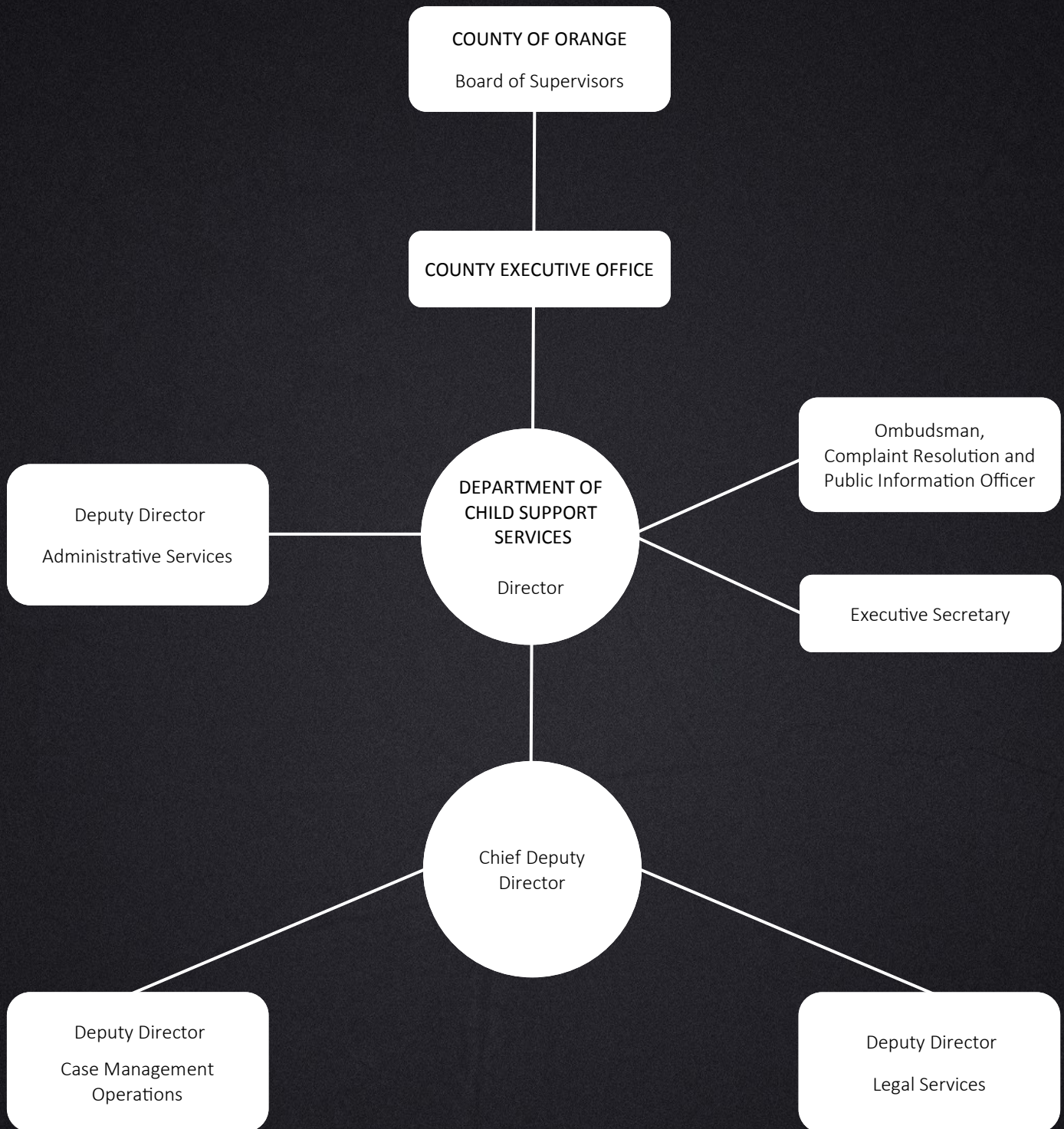
**FPM
5
COST
EFFECTIVENESS**

Total dollars collected compared to program expenditures



Data Source: 1257 report and Fiscal Budget

Orange County Department of Child Support Services Organizational Chart





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BUSINESS PLAN