



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

At Orange County Department of Child Support Services (OC CSS), we aim to build capacity in individuals and families that will lead to sustainable, consistent and reliable support. We are committed to delivering services in an expeditious manner while collaborating with both parents, improving access to services, providing convenient options, and linking our customers to community resources. Through a wide variety of initiatives, we focus on providing a personalized, efficient and comprehensive customer experience.

Our innovative, data-driven approach provides an opportunity to thoroughly understand our customers' demographics and provide well-rounded services ultimately resulting in improved family well-being. OC CSS recently developed a poverty index that takes into consideration several variables and social-economic indicators along with child support data to better serve our fragile population. It is our goal to ensure that our programs and initiatives support individual and family success. Our long-term approach to serving families includes holistic strategies and integration of services that provide sustainable results.

OC CSS' performance achievements have a direct impact on the families served as demonstrated in our 2018 achievements:

- Distributed \$185.5 million in child support payments
- Distributed \$163.2 million directly to families
- Distributed over \$57 million in past due child support
- Referred customers to 14,868 community resources

OC CSS serves over 78,000 Orange County children through the child support program. OC CSS is here to partner with families through the child support establishment and enforcement processes, every step of the way.

Steven Eldred

WHAT CUSTOMERS ARE SAYING

"You made a very difficult decision much easier to get through."

"Thank you so much for your assistance, helping me understand and listening. I am forever grateful for your kindness."

"...CSS performs as a fortune 500 company, instilling a great sense of partnership with customers ."

"It's the few people like you who care that make people like me feel better about the time spent fighting for this country. May you be blessed as you have blessed me."

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Vision, Mission and Core Services

VISION

To be a trusted partner of parents in securing financial stability for Orange County's children.

MISSION

To facilitate the financial support of children by engaging parents and providing professional child support services.

CORE SERVICES

Core services align with the County of Orange mission - "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 of 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 a 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

Our values support our vision and shape our culture by aligning our beliefs, attitude and behaviors as a department.

Commitment to Children

We embrace our role in promoting child well-being by pursuing partnerships with parents to secure financial stability

Dedicated Customer Service

We are dedicated to understanding our customers' circumstances and providing tailored services and resources to meet their needs. We serve every customer with the highest level of professionalism and quality.

Compassion and Encouragement

We always put the humanity of our staff and customers first, through heartfelt listening and understanding. We build positive relationships and promote meaningful connections.

Integrity and Respect

We take actions that demonstrate the highest ethical standards and professional conduct, including honesty, taking responsibility for mistakes, and treating others with dignity.

Growth and Learning

We encourage new learning experiences for individual and organizational growth. Through personal development and continuous improvement, we enrich our lives and are better prepared to tackle opportunities as they arise and promote the same for our customers.

Teamwork and Collaboration

We are one team working towards building trusted partnerships with parents, community, and staff and creating a superior work environment to deliver exceptional customer experience. We are a diverse teamwork environment that yields the best possible experience for everyone, including staff and customers.



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 in the following core areas:



Over the years, OC CSS has consistently met or exceeded 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 contribute 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.

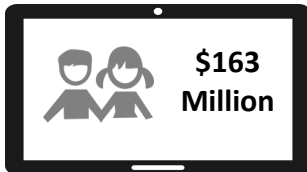
OC CSS routinely secures a new order and first payment approximately 120 days after case opening.

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 minor 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



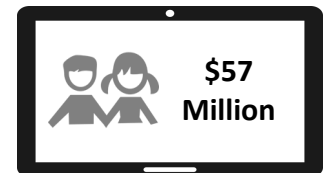
OC CSS distributed approximately \$185.5 million in current support, of which \$163.2 million was distributed directly to families.

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.

Last year, OC CSS distributed over \$57 million in past due child support.



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.

OC CSS is funded by 66% federal and 34% state dollars. Funding impacts every aspect of the department. Since 2002, funding has remained the same while the cost of doing business continues to rise. Identifying operational efficiencies is an ongoing initiative at OC CSS and it is through these efforts that we continue to meet the needs of fragile families.

Currently, OC CSS collects \$3.33 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 the timeliness of case maintenance actions taken by staff
- Monitor quality of casework actions
- Ensure adherence to local, state and federal business practice requirements

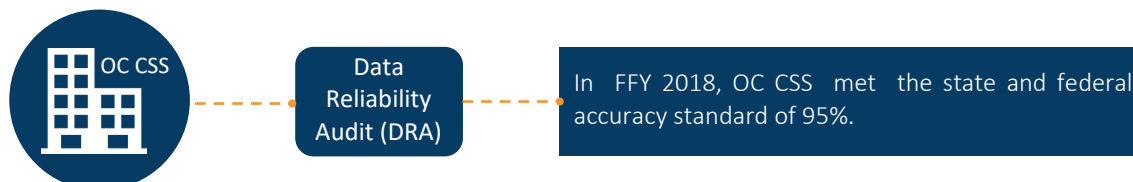
Feedback is provided to staff and managers during the review process, which in turn, triggers a tactical or training response to remediate any identified issues.

In addition, OC CSS performs internal and State DCSS-mandated audits to assure casework actions are processed within required timeframes and according to program administration requirements. Results are summarized and communicated to stakeholders via compliance reports. Audit results for Federal Fiscal Year (FFY) 2018 confirmed that 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 confirmed that OC CSS met the required state and federal accuracy level of 95% in FFY 2018.



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 specified in 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 customer participation in the establishment of an order

Deliver Excellent and Consistent Customer Service

- Increase public awareness of services
- Measure and evaluate customer satisfaction for continuous improvement
- Improve timeliness of service delivery

Enhance Program Performance and Sustainability

- Professional and leader development
- Recruit, develop and retain a quality workforce
- Strengthen performance management

Develop and Strengthen Partnerships

- Promote successful partnerships with the courts, employers and community partners to effectively serve families

Be Innovative in Meeting the Needs of Families

- Implement new and improved business processes and practices
- Continue use of data analytics and technology

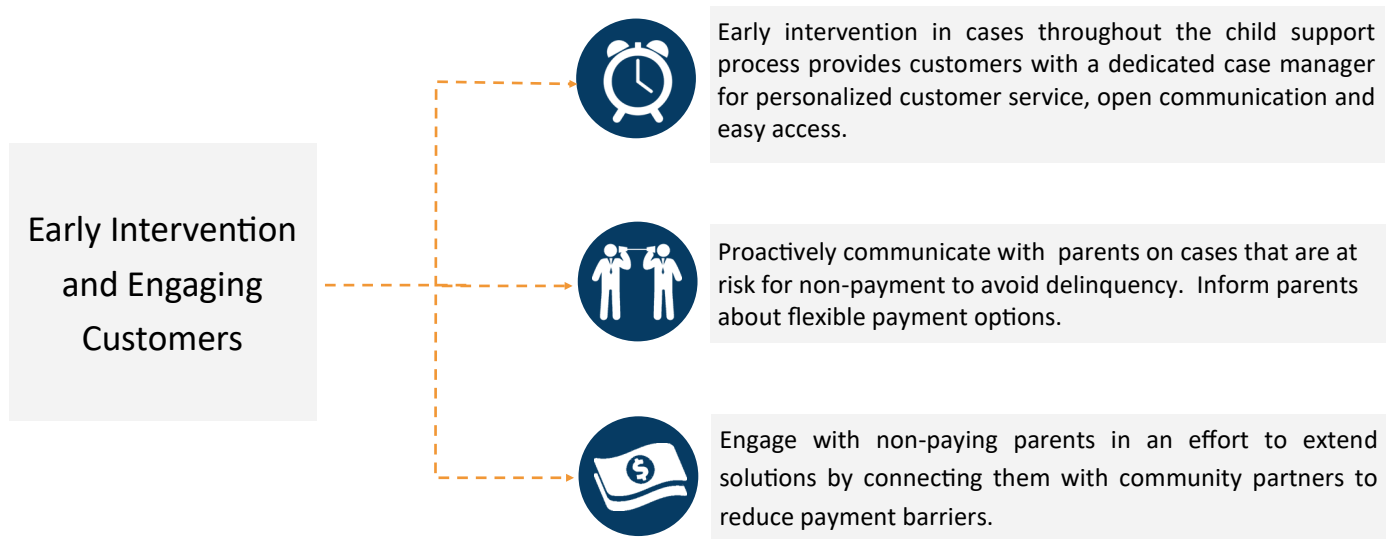
Strategies for Success

CUSTOMER-FOCUSED STRATEGIES



Promote early intervention on new orders

Increase customer participation in order establishment



OC CSS continues to improve communication with customers by augmenting the means and methods for explaining child support processes, general payment information and other options available to parents. OC CSS will continue to promote partnerships with community resources providers for the purpose of linking customers to services beyond child support to reduce barriers to making payments.

Parent Participation in Order Establishment

A proactive approach results in increased agreements between parents. Parent participation and agreement in the order setting process provides added benefits to families such as:

- ✓ 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
- ✓ Results in higher payment compliance rates ultimately benefiting families

OC CSS will continue to educate customers on the benefits of participating in the order setting process with the goal of reaching an agreement without the need of to going to court.

Strategies for Success



Increase public awareness of services

Measure and evaluate customer satisfaction for continuous improvement

Improve the timeliness of service delivery



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



Administering customer satisfaction surveys to identify opportunities to improve service delivery.



Increasing awareness to families who may benefit from CSS's services through print, digital and direct advertisements strategically placed throughout the county.



Increasing timeliness of service delivery by identifying efficiencies in case management processes, closely monitoring compliance timeframes and leveraging automation.



Promote successful partnerships with local courts, employers and community partners to effectively serve families

Strong partnerships with our local court, employers, and community partners are critical to the successful distribution of child support payments to families.



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.



Community Partners to collaborate in service delivery to improve family well-being. By linking individuals and families to community resources, we focus on a holistic approach to serving families including development of unique programs for veterans, homeless and minor parents.

Strategies for Success

STAFF DEVELOPMENT STRATEGIES

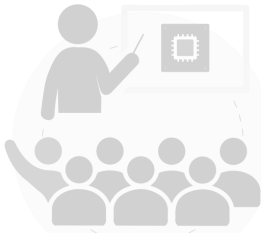


Professional and leader development

Recruit develop and retain a quality workforce

Strengthen performance management

To promote a professional, diverse and skilled workforce, OC CSS provides opportunities for professional and leadership development by delivering a variety of employee training. Extending learning opportunities to all levels of staff enhances department-wide program knowledge, improves casework quality and promotes the delivery of timely and effective services.



OC CSS' Leadership Development Initiative (LDI) program is comprised of three main sections: Succession Planning, Quarterly Leadership Forums, and annual offsite meetings. Our leaders participate in skill building, facilitated peer discussion forums and are active participants in selecting topics to support their own professional development and growth. Maximizing leadership development opportunities raises engagement and

accelerates the professional growth of OC CSS leaders.

BUSINESS PROCESSES STRATEGIES



Implement new and improved business processes and practices

Continued use of data analytics and technology



OC CSS continuously seek ways to improve business processes and practices. OC CSS Idea Labs provide an opportunity for staff to participate in facilitated focus groups to brainstorm ideas to improve our program in areas such as performance, customer service and business efficiency. Ideas raised by participants are escalated to OC CSS leadership to review and develop into formal proposals in partnership with an Idea Champion from the operational unit.

Data analytics is a pillar of program success at OC CSS. OC CSS partnered with Public Policy Institute of California (PPIC) to create a prediction model that allows OC CSS to estimate whether a customer is in poverty, and the impact of child support payments on poverty levels using data available to child support agencies. According to the model, 69% of OC CSS customers live in poverty. Understanding poverty is important to setting appropriate orders, developing services such as providing resources to both parents and preventing payment barriers.

In addition, OC CSS monitors organizational performance goals through key practice indicators and federal performance measures via monthly and quarterly production reports. Consistent data analysis of production reports leads to further review of operations to identify new initiatives that target continuous performance improvement. OC CSS consistently evaluates program initiative impacts using quantitative and qualitative data to determine effectiveness.



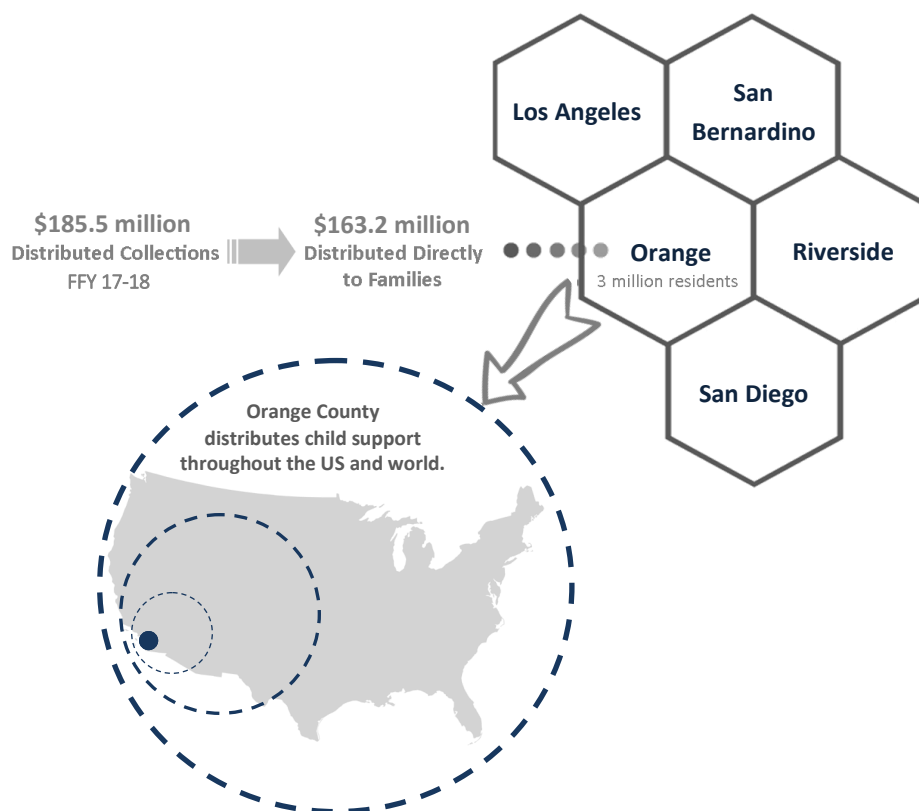
OC CSS implements automated solutions and technology to improve customer service, reduce cost and time, and lessen administrative burdens on staff. Our upgraded check-in system, Customer Service Solution, provides caseworkers with one central application to monitor wait times, interview durations and outcomes.

OC Community

Southern California Region

Collectively, the five largest counties in Southern California distributed approximately \$783 million in current support 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 1.2 million cases.

In Federal Fiscal Year (FFY) 17-18, OC CSS distributed collections of \$185.5 million; \$163.2 million was distributed directly to families.



Orange County

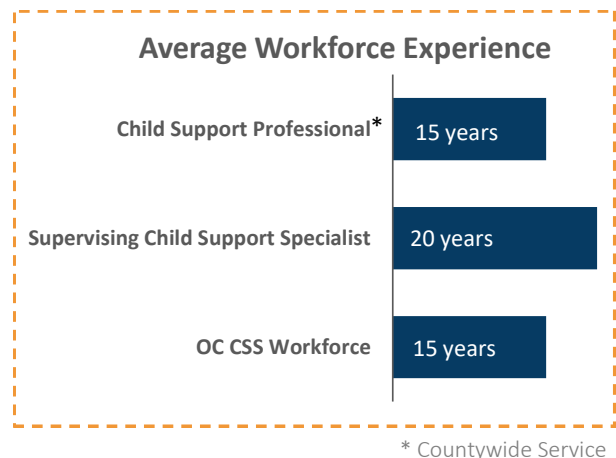
OC CSS serves over 65,000 families including over 78,000 children, which represents one of every nine children in Orange County.

Increased collaboration with other counties and community partners is a way to raise awareness of the child support program and a means of providing a range of resources to assist customers seeking self-sufficiency.

OC Community

OC CSS Workforce

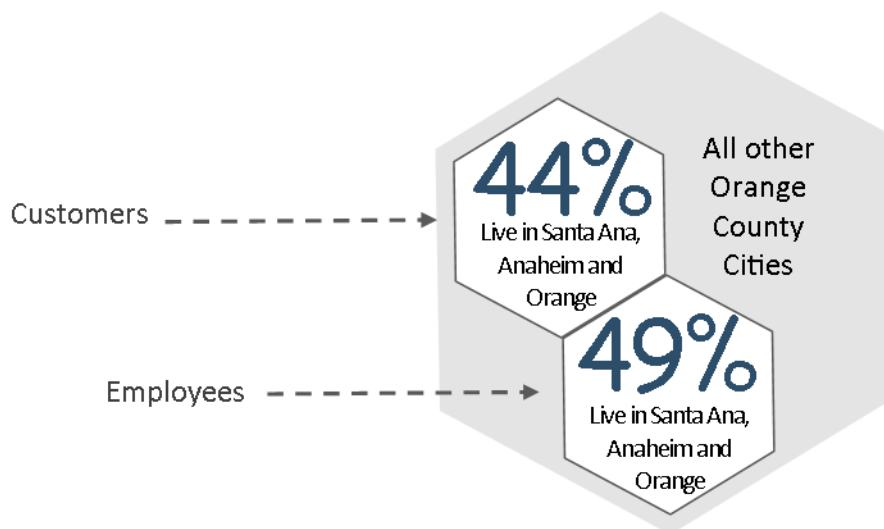
A strong, stable, and knowledgeable workforce is the backbone of OC CSS' success. They use their experience and skill to conduct the day-to-day operational child support activities that support the agency's mission and vision.



The OC CSS Workforce and Community Connection

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

OC CSS employees seek opportunities to relate to customers in a personal way. Many staff and customers share similar 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 of the largest 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.

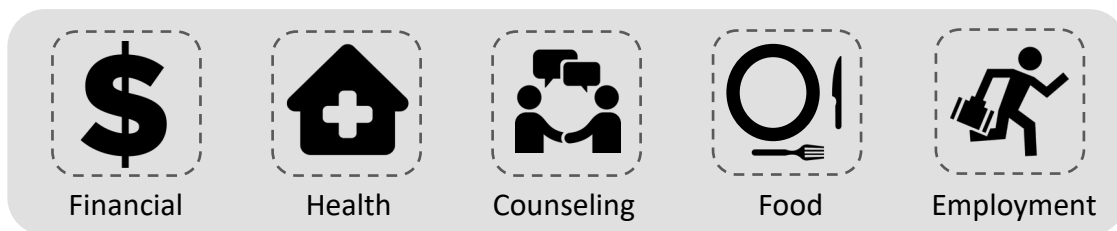


Connecting with customers provides for better service delivery and strengthens partnerships critical to the path of family self-sufficiency. Ongoing professional development coupled with the department-wide focus for service delivery bolsters OC CSS' commitment to a well-rounded, knowledgeable and responsive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

Customer Service

OC CSS employees are charged with delivering excellent customer service. The existing customer service culture at OC CSS focuses on personalized service delivery to meet the needs of customers, and promotes customer engagement and accountability.

Customer service representatives listen to customers' needs and treat each interaction as a partnership. In 2018, the Community Resource Center made 14,868 resource referrals/connections to/with customers. The most popular type of resources include:



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 give 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.



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. During customer interactions, a child support representative identifies potential obstacles and connects customers to community partners as needed. This approach facilitates safe program access and a customized service delivery specific to each customer's needs.

CRC goals extend to establishing new partnerships with community organizations, seeking and identifying additional resources such as Military and Veteran partners, Domestic Violence partners and Homeless advocates. CRC increases customers' access to resources, program information and services. CRC assisted over 1,736 customers in the community by attending 143 partnership meetings, 49 community outreach events, delivering 267 child support presentations in the community and 105 on-site clinics.

In addition, OC CSS' presence in the alcove of the Lamoreaux Justice Center fosters a supportive 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

Lastly, 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

Performance Scorecard

FFY18

(October 2017 - September 2018)

Objective	Metric	FFY16 Results	FFY17 Results	FFY18 Results
Collections & Performance <i>To ensure the financial and medical support of children</i>	Annual Dollars Collected Per Case	\$2,686	\$2,766	\$2,834
	Annual Dollars Distributed to Families	\$182,844,979	\$184,252,933	\$185,534,474
	Annual % of Current Support Collected	68.2%	68.2%	68.3%
	Annual % of Cases with Arrears Collected	68.6%	67.9%	67.8%
	Annual % of Cases with Orders Established	90.7%	92.4%	93.0%
	Annual % of Cases with Paternity Established*	94.4%	93.9%	90.2%
Customer <i>To build positive, lasting and valued relationships with customers</i>	Annual Department Overall Customer Satisfaction	3.64	3.77	3.66
	Annual Lobby Wait Time (Customer Contact)	08:45min	08:24 min	08:58 min
	Annual Lobby Wait Time (Legal Services)	25:59 min	23:15 min	22:48 min
Business Efficiencies <i>To provide child support services efficiently and effectively</i>	Annual Dollars Collected Per Full-Time Employee (FTE)	\$367,159	\$398,557	\$398,399
	PI #22 - Days: Case Opening to Order + Order to First Payment = Total Days**	N/A	N/A	120
	PI #25 - Days: Case Opening with Order to First Payment**	N/A	N/A	45
	Data Reliability Index Per Qtr	92.5%	100.0%	98.0%
	Compliance Index Per Qtr	97.5%	98.8%	98.0%
	% Automation Projects Per Qtr ***	83.3%	88.3%	N/A
Staff <i>To deliver child support services in a professional manner</i>	Emergency Operation Action Plans**	N/A	100.0%	100.0%
	% of Knowledge Transfer	98.8%	96.6%	96.3%
	80% of Leaders w/32 hrs of Annual Leadership Training	29.3%	48.8%	86.0%
	Annual Hrs of Professional Development Per FTE	20.26	22.60	48.00

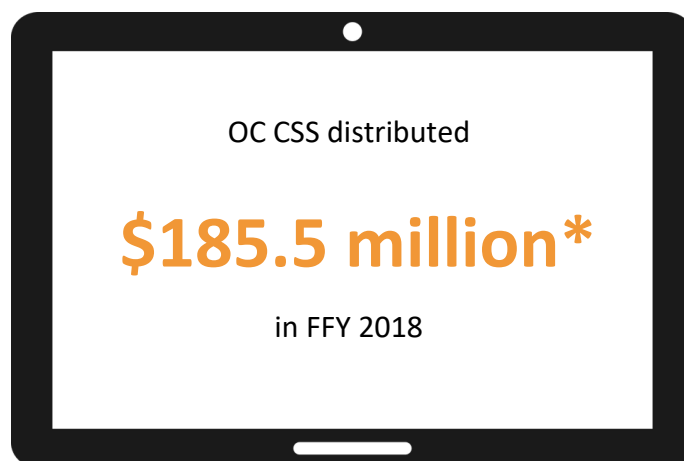
* Pending statewide Office of Vital Records (OVR) data

** New Measuring Method

*** Metric no longer measured

OC CSS Highlights

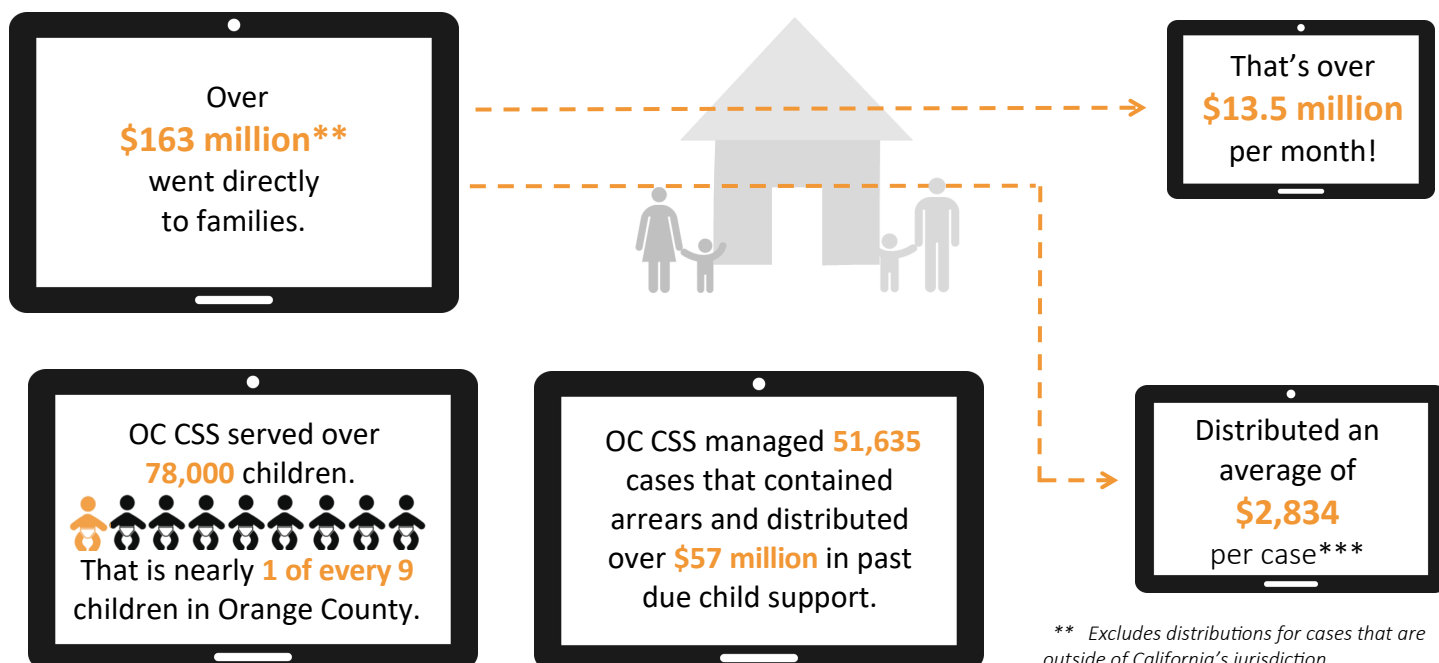
Distributed Collections



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

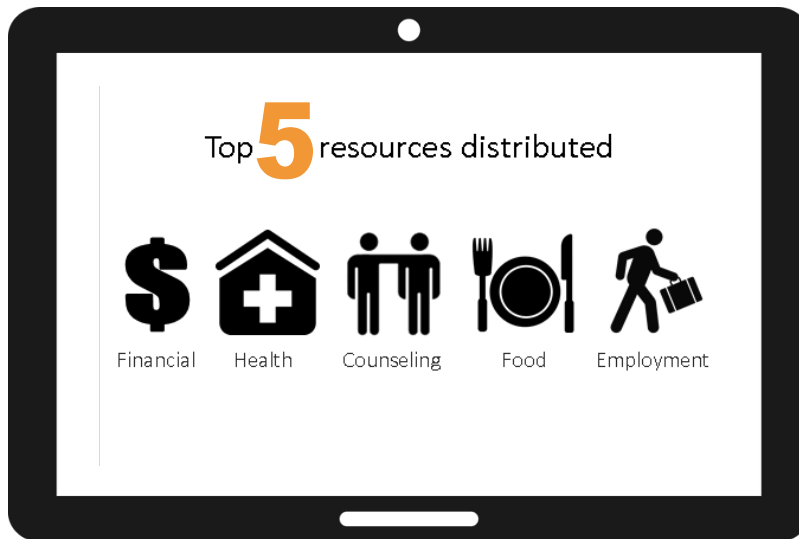
Impact of Distributed Collections

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



Resources

The Community Resource Center (CRC) connects customers to a variety of resources, making over **14,868** referrals during the last year.



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.



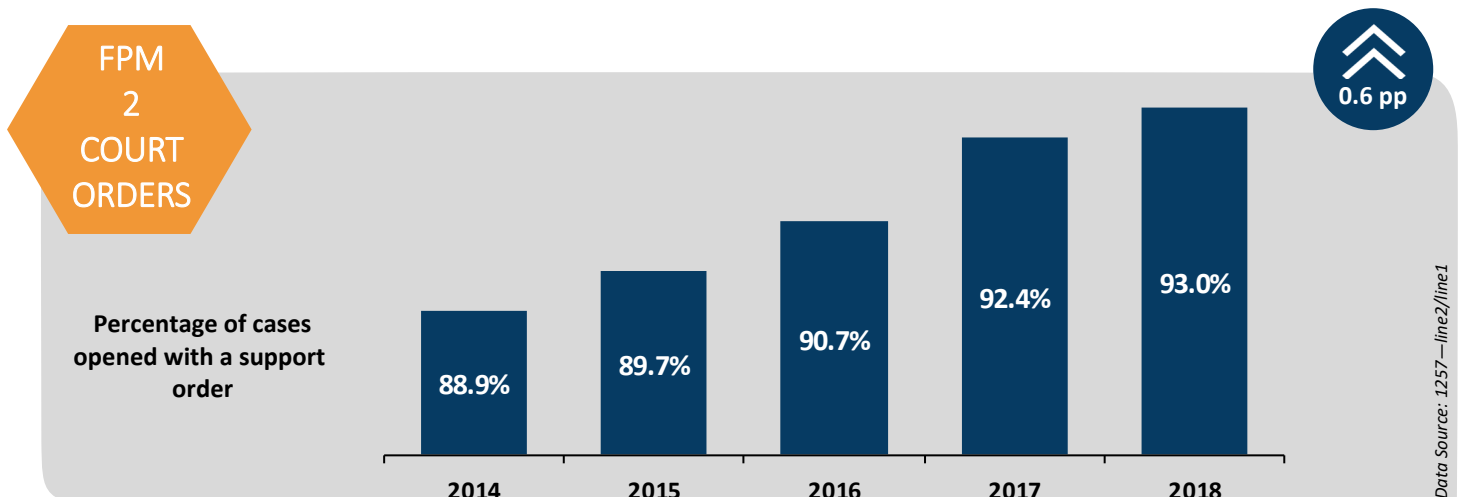
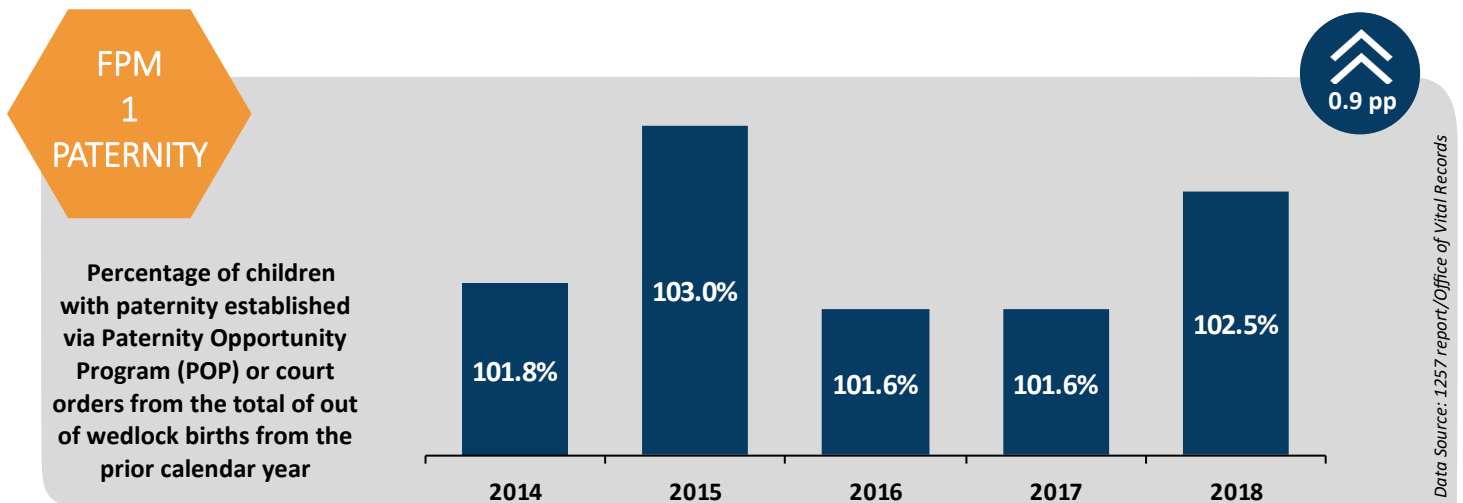
Federal Performance Measures

FFY 2017 - 2018

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

Over the past five years, OC CSS steadily improved performance in all five FPMs, and during the last year maintained or elevated performance in four of the five FPMs. 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.

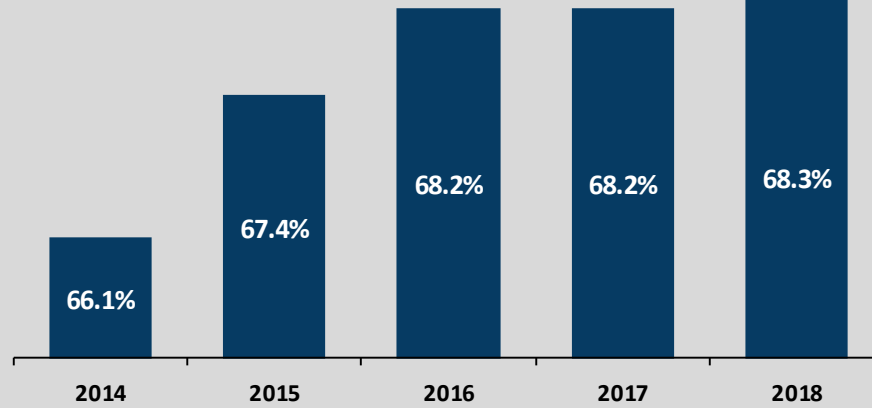
OC CSS is funded by 66% federal and 34% state dollars. Since 2002, the department has experienced flat funding while the cost of doing business has continued to rise. OC CSS continues to maximize resources through operational and fiscal strategic planning. While the workforce continues to decrease through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



**FPM
3
CURRENT
SUPPORT**

0.1 pp

Percentage of current support collected from the amount billed

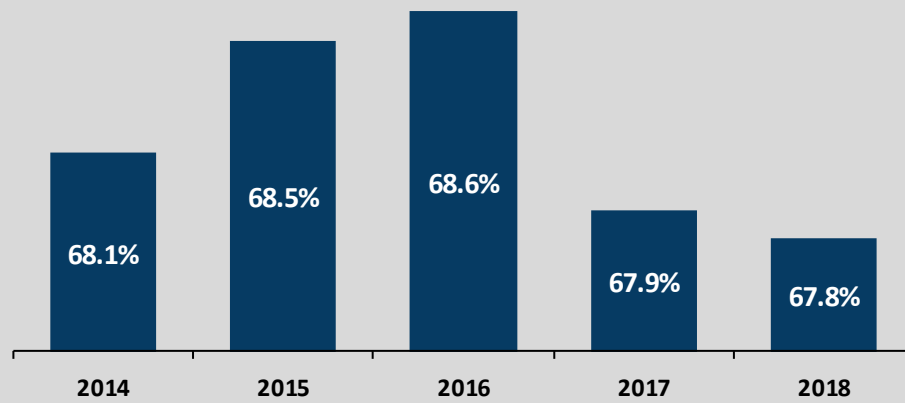


Data Source: 1257—line 25/line 24

**FPM
4
ARREARS**

0.1 pp

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

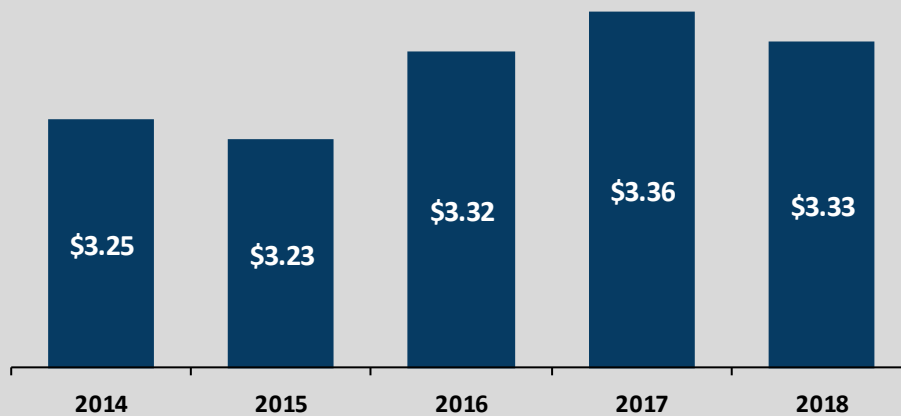


Data Source: 1257—line 29/line 28

**FPM
5
COST
EFFECTIVENESS**

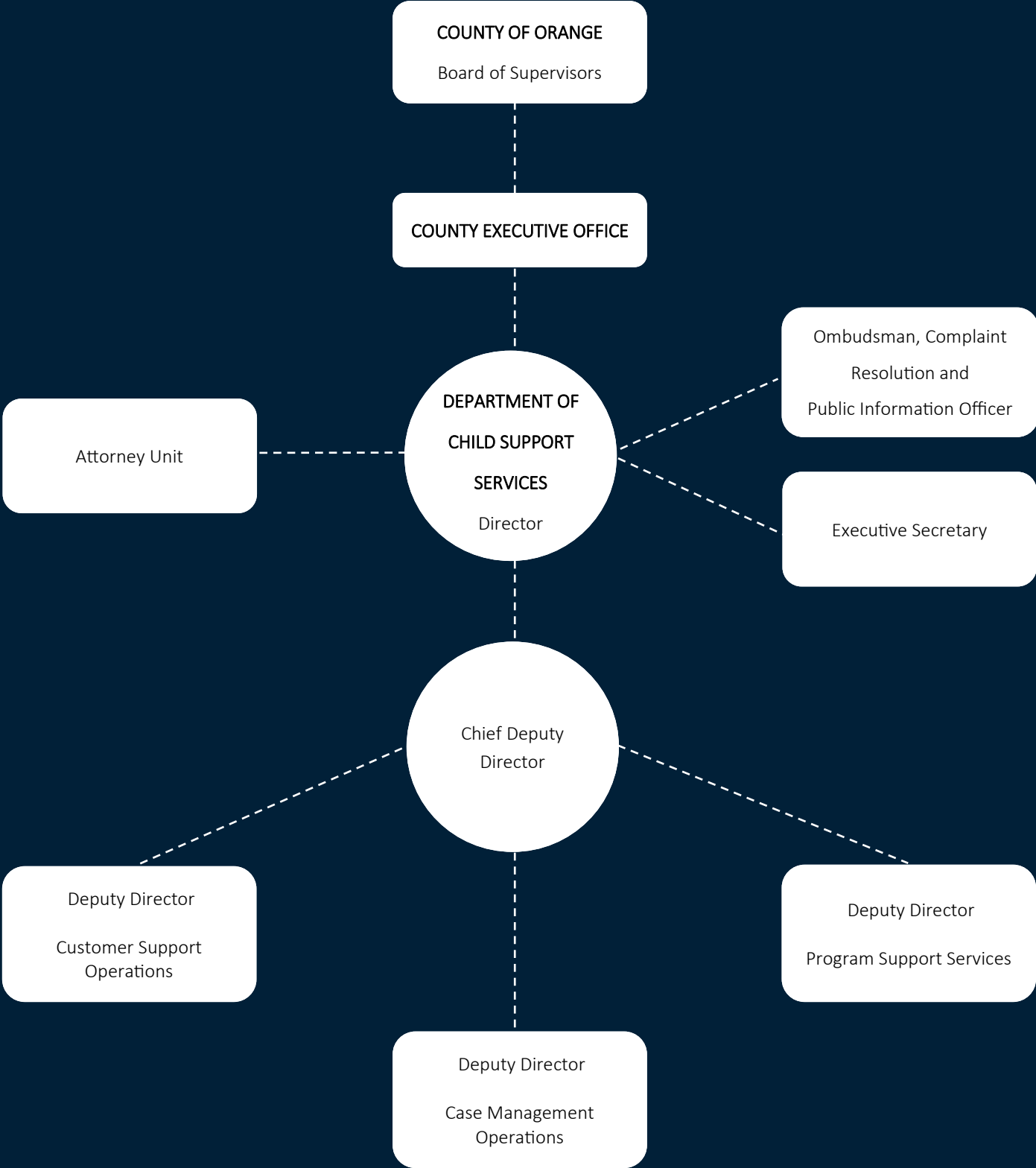
0.89%

Total dollars collected compared to program expenditures



Data Source: 1257 report and Fiscal Budget

Orange County Department of Child Support Services Organizational Chart





Steven Eldred
Director

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BUSINESS PLAN