

CALIFORNIA DEPARTMENT OF CHILD SUPPORT SERVICES

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



August 16, 2010

CSS LETTER: 10-11

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

SUBJECT: PERFORMANCE IMPROVEMENT PROCESS FOR FEDERAL FISCAL
 YEAR 2011

<u>Reason for this Transmittal</u>	
<input type="checkbox"/>	State Law or Regulation Change
<input type="checkbox"/>	Federal Law or Regulation Change
<input type="checkbox"/>	Court Order or Settlement Change
<input type="checkbox"/>	Clarification requested by One or More Counties
<input checked="" type="checkbox"/>	Initiated by DCSS

This letter details the Department of Child Support Services (DCSS) performance improvement process for Federal Fiscal Year (FFY) 2011. It addresses the establishment of statewide and Local Child Support Agency (LCSA) goals, the performance improvement planning process and the state's approach to oversight of performance throughout the year.

For FFY 2011, statewide performance goals have been set for six performance measures – Paternity Establishment, Cases with Support Orders Established, Collections on Current Support Due, Collections on Cases with Arrears, Distributed Collections and Cost-Effectiveness. These goals are in alignment with the *California Department of Child Support Services FFY 2010-2014 Strategic Plan*.

The foundation of performance improvement efforts continues to be Early Intervention. The objective of the Early Intervention focus is to increase collections through increased customer contact, outreach, and education early in the life of a case. This focus is consistent with the National Child Support Enforcement Strategic Plan which promotes early intervention, as well as national and local models, which have been proven to increase the collection of current support and to prevent and reduce arrears, while enhancing customer service.

Statewide Goals for the California Child Support Program

The following statewide goals have been established for FFY 2011:

- Ensure that the statewide percentage of child support cases with paternity established is 100 percent or more.
- Ensure that 81 percent or more, of the state's child support cases have support orders.

- Increase to 56.3 percent or more, the statewide percentage of current child support distributed.
- Increase to 62.5 percent or more, the statewide percentage of cases with arrearage collections.
- Increase by 3 percent or more, the total dollar amount collected and distributed.
- Increase to \$2.25 the statewide cost-effectiveness ratio.

LCSA Goals

Statewide goals translate into FFY 2011 LCSA goals, as outlined below. For planning purposes, LCSAs may use a projection of FFY 2010 performance levels to estimate their improvement needed for FFY 2011, and develop performance improvement strategies for these measures.

Final LCSA goals for the first five performance measures will be calculated using FFY 2010 actual performance data once it becomes available in October 2010. The Regional Administrators will advise each LCSA of its goals once they are finalized. Performance management plans should be updated to reflect those final goals.

- **Paternity Establishment** – LCSAs that achieve 100 percent or more on the Statewide Paternity Establishment Percentage (PEP) measure in FFY 2010 are expected to maintain or improve their performance. All other LCSAs are expected to achieve 100 percent on this measure. The alternative paternity measure, IV-D PEP, will be used in lieu of Statewide PEP for those few LCSAs for which data is not available to determine performance on the Statewide PEP measure.
- **Cases with Support Orders Established** – LCSAs that achieve 81 percent or more on the federal measure for Cases with Support Orders Established in FFY 2010 are expected to maintain or improve their performance. All other LCSAs are expected to achieve 81 percent on this measure, with the exception of Los Angeles, which will have a goal of 75 percent.
- **Collections on Current Support Due** – LCSAs are expected to achieve the following performance improvements:

FFY 2010 Actual Performance

56.6 percent or above
54.6 percent – 56.5 percent
52.1 percent – 54.5 percent
50 percent – 52 percent

Improvement Needed

Increase by 1.0 percentage point
Increase by 1.5 percentage points
Increase by 2.0 percentage points
Increase by 2.5 percentage points

- **Collections on Cases with Arrears** – LCSAs are expected to achieve the following performance improvements:

<u>FFY 2010 Actual Performance</u>	<u>Improvement Needed</u>
62.0 percent or above	Increase by 1.0 percentage point
58.8 percent – 61.9 percent	Increase by 1.25 percentage points
53.0 percent – 58.7 percent	Increase by 1.50 percentage points

- **Distributed Collections** – LCSAs are expected to increase the total dollar amount collected and distributed by 3 percent over FFY 2010 levels. The source data used to track these distributed collections is the CS 34/35 (lines 4b + 4c + 8). This is a change from the collections methodology used in FFY 2010.
- **Cost-Effectiveness** – LCSAs are expected to attain a cost-effectiveness ratio of at least \$2.25. Any LCSA with actual FFY 2009 performance below \$2.25 is required to develop strategies to meet or exceed this goal.

Further, once actual performance data for FFY 2010 becomes available in December 2010, any LCSA with performance below \$2.25 in FFY 2010 will also be required to develop such strategies. For the purposes of this requirement, the impact of shared services will be factored into the calculations for LCSA cost-effectiveness for FFY 2010 and thereafter.

In addition, federal funds will not be provided to any LCSA for any expenditures above the LCSA's administrative allocation in state fiscal year 2011-12, if that LCSA's cost-effectiveness ratio is below the average for its size grouping at the end of FFY 2011.

Performance Management and Performance Improvement Action Plans

LCSAs are required to develop Performance Management Plans for FFY 2011 using the attached template (Attachment A). Early intervention strategies (including pre-order and post-order strategies), should be included in the plans. Strategies should be included to maintain or improve performance for each goal and objective itemized in the template, with the exception of Goal 3 – Medical Support, which is optional for LCSAs for FFY 2011.

The Performance Management Plan template and a copy of the California Department of Child Support Services FFY 2010-2014 Strategic Plan are located in the Directors' Digest on California Child Support Central under the Strategic Plan Quick Link at [Forms and Templates](#) and [Strategic Plans](#). A list of promising and proven strategies from previous LCSA plans will be added as well.

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For FFY 2011, those LCSAs that remain in the Key County Initiative are required to develop Performance Improvement Action Plans and incorporate early intervention strategies (including pre-order and post-order strategies) into those plans.

FFY 2011 Performance Management Plans and Performance Improvement Action Plans should be submitted by the IV-D Directors to their Regional Administrators by Friday September 24, 2010 via email.

Review and Monitoring

Performance Management Plans will be reviewed to assure that the required components have been included, but will not be subject to a formal approval process. In the event that a Performance Management Plan does not include the required components, the Regional Administrator will contact the LCSA Director to request revisions. A Performance Improvement Action Plan submitted by any LCSA in the Key County Initiative will require formal DCSS review and approval.

The Regional Administrators will monitor LCSA implementation and completion of the strategies detailed in the Performance Management Plans. LCSA progress in achieving FFY 2011 performance goals will be monitored through review of monthly Federal Performance Measure reports and ongoing communication and interaction with the LCSAs. Any LCSA in the Key County Initiative will be required to submit monthly progress reports.

If you have any questions or concerns regarding this matter, please contact your Regional Administrator.

Sincerely,

o/s

JAN STURLA
Director

Attachment: A. Performance Management Plan template

