

**CALIFORNIA DEPARTMENT OF CHILD SUPPORT SERVICES**

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



August 19, 2011

CSS LETTER: 11-10

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

SUBJECT: PERFORMANCE IMPROVEMENT PROCESS FOR FEDERAL FISCAL  
YEAR 2012

<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) 2012. It addresses the establishment of statewide and Local Child Support Agency (LCSA) performance goals, the performance improvement planning process and the state's approach to oversight of performance throughout the year. It also places the FFY 2012 performance improvement goals in the context of the Strategic Plan for the statewide program.

The California Department of Child Support Services FFY 2010-2014 Strategic Plan establishes performance improvement goals for the statewide child support program. By the end of the five year period, the plan specifies that the statewide program will:

- Achieve at least 100 percent on the Statewide Paternity Establishment measure.
- Increase the percentage of cases with a support order from 80.2 percent to 84 percent.
- Increase the percentage of cases with support orders in which medical support is ordered and provided from 49 percent to 60 percent.
- Increase the percentage of current support collected from 52.8 percent to 62.8 percent.
- Increase the percentage of cases with arrears collections from 59 percent to 69 percent.
- Increase the total dollar amount collected and distributed by 20 percent.
- Increase from \$1.96 to \$3.17 the total dollars collected per dollar of expenditures.

In order to make progress towards these goals, statewide performance goals have been set for each of these performance measures for FFY 2012. Increasing child support collections is the priority for this next federal fiscal year. The achievement of ambitious state and LCSA collections goals will contribute to increased performance on other important performance measures, including Collections on Current Support Due, Collections on Cases with Arrears and Cost-Effectiveness. More importantly, increased collections will directly benefit the children and families we serve.

### **Statewide Goals for the California Child Support Program**

The following statewide goals have been established for FFY 2012:

- Ensure that the statewide percentage of child support cases with paternity established is at least 100 percent.
- Ensure that 84 percent or more, of the state's child support cases have support orders.
- Increase to 60 percent or more, the statewide percentage of current child support distributed.
- Increase to 64 percent or more, the statewide percentage of cases with arrearage collections.
- Increase by three percent or more, the total dollar amount collected and distributed.
- Increase to \$2.54 the statewide cost-effectiveness ratio.

### **LCSA Goals**

Statewide goals translate into FFY 2012 LCSA goals, as outlined below. For planning purposes, LCSAs should use a projection of FFY 2011 performance levels to estimate their improvement needed for FFY 2012, and develop performance improvement strategies for these measures.

Final LCSA goals will be calculated using FFY 2011 actual performance data once it becomes available. 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 are expected to achieve at least 100 percent on the Statewide Paternity Establishment Percentage (PEP) measure in FFY 2012.

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 84 percent or more on the federal measure for Cases with Support Orders Established in FFY 2011 are expected to maintain their performance in FFY 2012. LCSAs that achieve less than 84 percent at the end of FFY 2011 are expected to achieve at least a two percentage point improvement during FFY 2012.
- **Collections on Current Support Due** – LCSAs are expected to achieve the following performance improvements:

<u>FFY 2011 Actual Performance</u>	<u>FFY 2012 Improvement Needed</u>
56.6 percent or above	Increase by 1.0 percentage point
54.6 percent – 56.5 percent	Increase by 1.5 percentage points
54.5 percent or below	Increase by 2.0 percentage points

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

<u>FFY 2011 Actual Performance</u>	<u>FFY 2012 Improvement Needed</u>
70.0 percent or above	Increase by 1.0 percentage point
65.9 percent – 69.9 percent	Increase by 1.5 percentage points
61.7 percent – 65.8 percent	Increase by 2.0 percentage points
61.6 percent or below	Increase by 2.5 percentage points

- **Distributed Collections** – LCSAs are expected to increase the total dollar amount collected and distributed by three percent or more over FFY 2011 levels. The source data used to track these collections is the OCSE 34-A (lines 4b + 4c + 8 + 11).
- **Cost-Effectiveness** – LCSAs are expected to attain a cost-effectiveness ratio of at least \$2.25. Any LCSA with actual FFY 2011 performance below \$2.25 is required to develop strategies to meet or exceed this goal, and include them in their Performance Management Plan for FFY 2012. The impact of shared services will be factored into the calculation of LCSA cost-effectiveness, for purposes of this requirement.

In order to improve cost-effectiveness in FFY 2012, all LCSAs must strive to achieve their collections goals. Further, all LCSAs should continue to be cost-conscious, and consider shared services to reduce overall costs and improve performance.

Additionally, the LCSAs are expected to continue to make efforts to move their performance towards the cost-effectiveness goal identified in the Strategic Plan.

### **Performance Management and Performance Improvement Action Plans**

LCSAs are required to develop Performance Management Plans for FFY 2012 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 the Medical Support goal, which is optional for LCSAs for FFY 2012.

The Performance Management Plan template and the California Department of Child Support Services FFY 2010-2014 Strategic Plan are located on California Child Support Central under the Performance Management Quick Link under [Forms and Templates](#) and [Strategic Plans](#).

The Performance Management site also includes a list of promising and proven performance improvement strategies, as well as copies of FFY 2011 Performance Management Plans from all of the LCSAs, to assist with the development of FFY 2012 Performance Management Plans.

For FFY 2012, any LCSA that remains in the Key County Initiative is required to develop a Performance Improvement Action Plan and incorporate early intervention strategies (including pre-order and post-order strategies) into the plan.

**FFY 2012 Performance Management Plans and Performance Improvement Action Plans should be submitted by the IV-D Directors to their Regional Administrator by Friday, September 23, 2011 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 an LCSA in the Key County Initiative will require DCSS review and approval.

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The Regional Administrators will monitor LCSA implementation and completion of the strategies detailed in the Performance Management Plans. LCSA progress in achieving FFY 2012 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

KATHLEEN HREPICH  
Interim Director

Attachment: A. Performance Management Plan template











