

**CALIFORNIA DEPARTMENT OF CHILD SUPPORT SERVICES**

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



August 19, 2013

CSS LETTER: 13-02

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

SUBJECT: PERFORMANCE IMPROVEMENT PROCESS FOR FEDERAL FISCAL  
 YEAR 2014

<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) 2014. 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 2014 performance improvement goals in the context of the FFY 2010-2014 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 continue making progress towards these goals, statewide performance goals have been set for each of these performance measures for FFY 2014. Increasing child support collections continues to be the priority for the upcoming federal fiscal year. Our collective success in achieving the 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 2014:

- 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 62.8 percent or more the statewide percentage of current child support distributed.
- Increase to 69.0 percent or more the statewide percentage of cases with arrearage collections.
- Increase by seventeen percent or more the total dollar amount collected and distributed.
- Increase to \$3.17 the statewide cost-effectiveness ratio.

### **LCSA Goals**

Statewide goals translate into FFY 2014 LCSA goals, as outlined below. For planning purposes, LCSAs should use a projection of FFY 2013 performance levels to estimate their improvement needed for FFY 2014, and develop performance improvement strategies for these measures.

- **Paternity Establishment** – LCSAs are expected to achieve at least 100 percent on the Statewide Paternity Establishment Percentage (PEP) measure in FFY 2014. The alternative paternity measure, IV-D PEP, will be used for LCSAs for which Statewide PEP is not available.
- **Cases with Support Orders Established** – LCSAs are expected to exceed or meet LCSA FFY 2013 performance or the statewide goal of 84 percent, whichever is greater.

- **Collections on Current Support Due** – LCSAs are expected to set goals that will contribute to surpassing the statewide goal of 62.8 percent. The minimum improvement in this measure is 2 percentage points over each LCSAs FFY 2013 performance.
- **Collections on Cases with Arrears** – LCSAs are expected to set goals that will contribute to meeting the statewide goal of 69 percent. In order to reach this goal all LCSAs would need to increase their projected FFY 2013 performance by 3.75 percentage points. The minimum improvement in this measure is 2 percentage points over each LCSAs FFY 2013 performance.
- **Distributed Collections** – LCSAs are expected to set goals that will contribute to a statewide increase of 17 percent in FFY 2014. The minimum improvement in this measure is 5 percentage points over each LCSAs FFY 2013 performance. (The source data used to track these collections is the OCSE 34-A (lines 4b + 4c + 8 + 11)).
- **Cost-Effectiveness** – LCSAs are expected to implement strategies that will assist in achieving the statewide goal of \$3.17. Any LCSA with actual FFY 2013 performance below \$2.25 is required to develop strategies to meet or exceed these goals. These strategies must be included in the 2014 Performance Management Plan. Further, all LCSAs should continue to be cost-conscious, and consider shared services to reduce overall costs and improved performance. The impact of shared services will be factored into the calculation of LCSA cost-effectiveness, for purposes of this requirement.

### **Performance Management Plans**

LCSAs are required to develop Performance Management Plans for FFY 2014 using the attached template (Attachment A). Early intervention strategies (including pre-order and post-order strategies) should be included in the plans. Strategies should focus on increasing collections.

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](#).

FFY 2014 Performance Management Plans must be submitted by the LCSA Director via email to their Regional Administrator by **Thursday, September 19, 2013**. Plan updates will be required quarterly and due by the end of the month following the end of the quarter. The first update will be due by January 31, 2014.

### **Review and Monitoring**

Although not subject to a formal review process, the Performance Management Plan will be reviewed to assure that the required components have been addressed, including minimum threshold percentage points. In the event that a Performance Management Plan does not adequately focus on improved performance, the Regional Administrator will contact the LCSA Director to request revisions.

The Regional Administrators will actively collaborate with the LCSA Directors in the implementation and completion of the strategies detailed in the Performance Management Plans. In addition, LCSA progress in achieving FFY 2014 performance goals will be monitored through the review of monthly Federal Performance Measure reports, updated Performance Management Plans and ongoing communication and interaction with the LCSAs.

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

Sincerely,

/os/

KATHLEEN HREPICH  
Interim Director

Attachment: A. Performance Management Plan template

**DEPARTMENT OF CHILD SUPPORT SERVICES**  
**PERFORMANCE MANAGEMENT PLAN**  
 10/01/2013 - 9/30/2014

**GOAL1: All children have parentage established**

**LCSA Goal:**

**State Goal: At least 100%**

Strategies/Tactics To Be Performed	Projected Completion Date	Actual Completion Date	Person Responsible	Expected Outcomes	Actual Outcomes	Comments
<i>Educate hospitals and other partners on the POP and encourage their participation</i>						

**GOAL 2: All children in the California Child Support Program have support orders**

**LCSA Goal:**

**State Goal: 84%**

Strategies/Tactics To Be Performed	Projected Completion Date	Actual Completion Date	Person Responsible	Expected Outcomes	Actual Outcomes	Comments
<i>Establish timely and appropriate orders</i>						

**GOAL 3: All children in the California Child Support Program have medical coverage**

**LCSA Goal: Optional**

**State Goal: N/A**

Strategies/Tactics To Be Performed	Projected Completion Date	Actual Completion Date	Person Responsible	Expected Outcomes	Actual Outcomes	Comments

**GOAL 4: All children in the California Child Support Program receive financial support from parents as ordered**

<b>Current Support LCSA Goal:</b>	<b>(min 2 percentage points increase)</b>	<b>State Goal: 66%</b>
<b>Arrears LCSA Goal:</b>	<b>(min 2 percentage points increase)</b>	<b>State Goal: 69%</b>
<b>Distributed Collections LCSA Goal:</b>	<b>(min 5% increase)</b>	<b>State Goal: 17%</b>

Strategies/Tactics To Be Performed	Projected Completion Date	Actual Completion Date	Person Responsible	Expected Outcomes	Actual Outcomes	Comments
<b><i>Emphasize early intervention to prevent payment delinquency</i></b>						
<b><i>Ensure accurate and appropriate orders</i></b>						
<b><i>Increase the number of obligors paying by income withholding</i></b>						
<b><i>Increase child support services to families (private cases)</i></b> <i>mmm(child support services to families</i>						



