



**OFFICE OF THE STATE CHIEF INFORMATION OFFICER**



**DEPARTMENT OF CHILD SUPPORT SERVICES**



## **California Child Support Automation System (CCSAS)**

# **CCSAS Annual Summary 2010**

**April 5, 2010**

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## 1. INTRODUCTION

Per Section 17561 of the Family Code, "The Office of the Chief Information Officer (OCIO) and the Department of Child Support Services (DCSS), beginning in 2010, shall jointly produce an annual report to be submitted on March 1, to the appropriate policy and fiscal committees of the Legislature on the ongoing implementation of the California Child Support Automation System (CCSAS), including all of the following components:

- (a) A clear breakdown of funding elements for past, current, and future years.
- (b) Descriptions of active functionalities and a description of their usefulness in child support collections by local child support agencies.
- (c) A review of current considerations relative to federal law and policy.
- (d) A policy narrative on future, planned changes to the CCSAS and how those changes will advance activities for workers, collections for the state, and payments for recipient families."

Consistent with this direction, the OCIO and DCSS have developed this CCSAS Annual Summary 2010. Sources for the report include the May 2009 Annual Advance Planning Document Update (APDU), Special Project Report (SPR) #14 and SFY 2010/11 Budget Change Proposals.

## 2. FUNDING

With federal certification completed in December 2008, funding of CCSAS costs at 66 percent federal share remains secure. Transition activities continue to play a major part in CCSAS planning as dependence on the Business Partner (BP) for maintenance and operations (M&O) services will be replaced by a fully capable and equipped state-managed M&O team. These changes are reflected in Table 1 as decreases in BP costs through SFY 2010/11, and as corresponding increases in state costs and other contracts beginning in that same year. Specific changes projected for SFY 2010/11 impacting CCSAS costs include the following:

- Transition the CCSAS Child Support Enforcement (CSE) host system from the BP's data center in San Jose to a state data center. The transition involves a complex, phased implementation process over a 9-12 month period. In addition to application hosting costs reflected in Table 1, one-time costs for data center hosting in SFY 2010/11 and an increase in the annual data center hosting costs going forward are being requested based on revised estimates from the Office of Technology Services (OTech).
- Transition the customer call center infrastructure from the BP to the state CALNET2 contract vendor. Transition will be completed by September 2010.
- Replace BP application maintenance and system operations staff with competitively awarded contract staff under state management. Contract staff will be integrated into the CCSAS M&O team, representing a 30 percent reduction in contract staff compared with SFY 2009/10. This M&O approach will control costs while significantly improving responsiveness to operational needs. Over the term

of the new contract, M&O positions will continue to shift from contract staff to state staff assuming new positions are approved and staff are recruited and trained.

- Replace BP Central Scan operations staff with contract staff under state management. Central Scan equipment will transition to a state facility and total costs will be reduced.
- Replace BP Help Desk staff with competitively-awarded contract staff under state management. CCSAS CSE application help desk staff will be fully integrated into the DCSS and Local Child Support Agency (LCSA) help desks and workloads will shift to state staff as new positions are approved and staff are recruited and trained.
- Transition IT hardware, software and support services for nine small LCSAs from the BP to state staff. In addition, all local IT infrastructure support services provided by the BP for larger LCSAs will transition back to LCSAs with state oversight.
- Re-procure State Disbursement Unit (SDU)<sup>1</sup> services by December 2011. The SDU re-procurement will apply lessons learned from the first California SDU experience, improving efficiency and better aligning SDU services with business needs. The Request for Proposal (RFP) should be released in the fourth quarter of SFY 2009/10.

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<sup>1</sup> The SDU, a federally-required component of CCSAS, is a central payment processing facility that handles the collection and distribution of child support payments.

Table 1 CCSAS CSE Project Costs

TASKS	ACTUAL SFY 2003/04	ACTUAL SFY 2004/05	ACTUAL SFY 2005/06	BUDGET SFY 2006/07	BUDGET SFY 2007/08	BUDGET SFY 2008/09	BUDGET SFY 2009/10	BUDGET SFY 2010/11	BUDGET SFY 2011/12	BUDGET SFY 2012/13	TOTAL
<b>Development &amp; Implementation</b>											
Project Management	11,083,227	10,960,816	10,757,650	11,093,201	8,391,692	1,692,246					\$53,978,832
Development	9,568,210	17,965,357	14,056,057	7,900,823	7,048,891	2,108,469					\$58,647,808
Testing	54,468	984,298	2,865,067	3,404,568	1,538,239	486,814					\$9,333,454
Conversion & Implementation	9,360,399	8,903,883	2,732,494	8,148,998	12,567,000	3,186,299					\$44,899,073
Miscellaneous	1,947,632	3,266,608	2,021,837	2,981,942	2,172,356	411,304					\$12,801,679
Business Partner Payments	86,392,465	125,839,308	162,848,429	117,233,147	99,996,439	95,100,741	31,206,533	3,304,959			\$721,922,021
<b>Subtotal</b>	<b>\$118,406,402</b>	<b>\$167,920,270</b>	<b>\$195,281,534</b>	<b>\$150,762,678</b>	<b>\$131,714,618</b>	<b>\$102,985,873</b>	<b>\$31,206,533</b>	<b>\$3,304,959</b>			<b>\$901,582,867</b>
<b>Maintenance &amp; Operations</b>											
Service Delivery Management	2,479,765	2,415,740	2,040,980	3,746,295	5,749,846	8,193,008	6,614,035	6,584,035	5,094,035	5,094,035	\$48,011,774
Operations	5,914,217	4,760,320	4,688,175	10,134,936	12,587,660	12,930,623	15,113,506	39,534,615	46,108,629	46,108,629	\$197,881,310
Application Maintenance				13,501,360	7,414,543	12,215,558	12,615,594	25,119,783	26,593,402	26,593,402	\$124,053,642
Miscellaneous	59,421	82,794	40,446	1,553,567	2,357,004	3,217,413	3,611,059	3,687,859	3,222,059	3,207,059	\$21,038,683
Business Partner Payments			2,920,383	94,102,505	51,566,381	30,706,280	23,657,634	9,919,314			\$212,872,497
Local Technical Support	31,074,480	31,034,617	27,147,241	42,301,942	40,448,423	33,653,165	26,050,246	32,899,158	35,004,764	35,007,994	\$334,622,030
Interim Systems M&O	67,920,279	70,277,754	66,967,807	81,604,659	74,270,126	19,419,804					\$380,460,430
<b>Subtotal</b>	<b>\$107,448,163</b>	<b>\$108,571,225</b>	<b>\$103,805,032</b>	<b>\$246,945,264</b>	<b>\$194,393,984</b>	<b>\$120,335,851</b>	<b>\$87,662,074</b>	<b>\$117,744,765</b>	<b>\$116,022,889</b>	<b>\$116,011,119</b>	<b>\$1,318,940,366</b>
<b>TOTAL CCSAS Cost</b>	<b>\$225,854,564</b>	<b>\$276,491,495</b>	<b>\$299,086,566</b>	<b>\$397,707,942</b>	<b>\$326,108,602</b>	<b>\$223,321,724</b>	<b>\$118,868,607</b>	<b>\$121,049,724</b>	<b>\$116,022,889</b>	<b>\$116,011,119</b>	<b>\$2,220,523,233</b>

**Notes:**

- Costs reflected in Table 1 are from the May 2009 Annual APDU.
- Total CCSAS Costs include \$621,990,718 reflected in the Economic Analysis Worksheets (Special Project Report #14) as "Continuing Existing IT Costs". These costs are shown in the APDU and Table 1 as *Local Technical Support* and *Interim Systems M&O* Tasks through December 2008 and represent funding allocated to LCSAs for local IT expenditures.

Table 2 CCSAS SDU Project Costs

Budget CATEGORY	ACTUAL SFY 2003/04	ACTUAL SFY 2004/05	ACTUAL SFY 2005/06	ACTUAL SFY 2006/07	ACTUAL SFY 2007/08	BUDGET SFY 2008/09	BUDGET SFY 2009/10	BUDGET SFY 2010/11	BUDGET SFY 2011/12	BUDGET SFY 2012/13	TOTAL
<b>One-Time Costs</b>											
State Administration		2,331,554	1,489,000	1,292,764	1,329,382	761,936					\$7,204,636
SDU SP Services			13,377,288	11,385,426	1,204,394	4,431,916			25,000,000		\$55,399,024
<b>Subtotal</b>		<b>\$2,331,554</b>	<b>\$14,866,288</b>	<b>\$12,678,190</b>	<b>\$2,533,776</b>	<b>\$5,193,852</b>			<b>\$25,000,000</b>		<b>\$62,603,660</b>
<b>Continuing Costs</b>											
State Administration		76,024	788,850	1,228,031	860,089	1,953,606	1,723,686	1,771,413	1,824,984	1,824,984	\$12,051,668
SDU SP Services			8,891,612	30,819,992	23,840,727	19,775,497	21,022,944	20,057,867	20,057,867	20,057,867	\$164,524,373
<b>Subtotal</b>		<b>\$76,024</b>	<b>\$9,680,462</b>	<b>\$32,048,023</b>	<b>\$24,700,817</b>	<b>\$21,729,103</b>	<b>\$22,746,630</b>	<b>\$21,829,280</b>	<b>\$21,882,851</b>	<b>\$21,882,851</b>	<b>\$176,576,042</b>
<b>TOTAL SDU Cost</b>		<b>\$2,407,578</b>	<b>\$24,546,750</b>	<b>\$44,726,213</b>	<b>\$27,234,592</b>	<b>\$26,922,955</b>	<b>\$22,746,630</b>	<b>\$21,829,280</b>	<b>\$46,882,851</b>	<b>\$21,882,851</b>	<b>\$239,179,702</b>

**Notes:**

- Costs reflected in Table 2 are from the SDU Post Implementation Evaluation Report, and from the January 2010 Proposed Governor's Budget. Continuing cost estimates for SFY 2011/12 and beyond assume one-time transition costs and no increase in annual continuing costs for the new contract.

The CCSAS CSE cost categories shown in Table 1 are defined below.

**Table 3 CCSAS CSE Project Cost Categories**

SERVICE CATEGORY	DEFINITION
<b>Development and Implementation</b>	
Project Management	State labor costs to oversee development and implementation of the CSE System. Includes functions of the Project Management Office, Independent Verification and Validation (IV&V), and Project Administration.
Development	State labor and contract costs to support CSE System requirements analysis, architecture development, system design, and software development. Includes related Quality Assurance, coordination with external agencies for system interfaces, and changes to ARS and CASES interim systems.
Testing	State labor and contract costs to support CSE System application and system testing.
Conversion & Implementation	State and LCSA labor and contract costs to convert LCSAs from ARS and CASES legacy systems to the CSE component of the CSE System. Includes one-time local and wide area network upgrades, local installation of hardware and software, host configuration, data conversion, user training, and change management (business process re-engineering).
Miscellaneous	Operating expense and equipment (OE&E) for state project staff.
Business Partner Payments	Business Partner payments related to Program and Management Performance and System Enhancements.
<b>Maintenance and Operations</b>	
Service Delivery Management	Ongoing costs for state management and administration of CCSAS maintenance and operations activities.
Operations	State staff and contract support to operate the CSE System (except Business Partner costs). Includes centralized help desk, customer service center support, central print and imaging, problem management, production, network administration, system administration, and database administration. Also includes data center costs for system hosting, provision of the statewide network, and support of the Enterprise Customer Service Solution (ECSS).
Application Maintenance	State staff and contract support to maintain the CSE System application (except Business Partner costs). Includes analysis, design, development, testing, and quality assurance for all routine corrective, adaptive, and perfective system changes.
Miscellaneous	Operating expense and equipment (OE&E) for state staff.
Business Partner Payments	Business Partner payments related to System Performance and System Maintenance Changes.
Local Technical Support	LCSA technical staff, contract support, and OE&E costs for support of local networks and desktop infrastructures. Includes charges for local County IT department services, including county network costs where applicable. Includes on-going costs to maintain, upgrade, and replace hardware, software, and network components of the technical infrastructure supporting all 9000+ child support workers statewide.
Interim Systems M&O	LCSA, contract, and data center costs for maintaining and operating county-based legacy systems. Includes help desk, customer service support, central imaging, problem management, production, network, system, and database administration. Includes maintenance changes to interim systems.

### **3. SYSTEM FUNCTIONALITY**

CCSAS functionality was specifically developed to address the core child support business processes, and includes many features that positively impact the cost effectiveness of the child support program, both by increasing collections and by decreasing or containing costs. This section lists and describes specific CCSAS functions in worker effectiveness, customer service, and program performance, relating each one specifically to its usefulness with respect to cost-effectiveness and collections.

#### **3.1 Worker Effectiveness**

##### **1. Statewide Access to Data**

Prior to completion of CCSAS, child support data resided in 58 separate databases; workers in a given county could not readily view case data in other counties. Case transfers between counties were a manual process that required physical transfer of paper files and re-entry of case data in the receiving county. Today, caseworkers regardless of their geographic location can view data for any case or case member, and case transfers occur within the system with minimal manual effort.

##### **2. Ease of use**

Access to data is via a modern web interface that uses screen navigation that is flexible and easy to learn. Users can view multiple cases and 'drill down' to case details as needed. There is no need to memorize obscure codes as required by previous interim systems; screens are self-explanatory and on-line help is robust.

##### **3. Electronic storage/retrieval of documents**

CCSAS stores 'soft' copies of the documents it creates on-line, for ready access by caseworkers when needed. Documents generated by the system are bar-coded—a centralized scan facility is able to efficiently scan returned documents into the system where they can be associated with the case and participant. Returned documents, which used to be stored in county offices, can then be destroyed.

##### **4. e-Filing with California Courts**

CCSAS has established a standard interface with the courts to transmit forms to the courts electronically. Thirteen types of forms, including the most frequently used; i.e., Summons and Complaints, Amended Proposed Judgments, Defaults and Proofs of Service, are included in this capability. E-filing saves substantial time for caseworkers as well as court personnel.

#### **3.2 Customer Service**

##### **1. Self Service Website**

Prior to the creation of the Self Service Website, the information available to a child support customer via the Internet was limited. Additionally, the customer

needed to know which LCSA to contact in order to access payment information and the information that was available was not up-to-the-minute.

With the single statewide Self Service Website, customers have more than just payment information at their fingertips. After authenticating, customers can access case-specific information, as well as payments made by non-custodial parents and payments sent to custodial parties—all over a secure connection and without having to speak to a child support representative. During the 2009 calendar year, the Self Service Website pages were visited almost 14 million times, averaging approximately 1.2 million hits a month, resulting in a 36 percent reduction in annual customer service calls. This translates into direct savings in customer services resources.

## 2. Automated Phone System

The Automated Phone System (known as the Enterprise Customer Service Solution (ECSS)) includes an Interactive Voice Response (IVR) and Skills Based Call Routing System. Prior to its implementation, a customer would have to call a specific LCSA to obtain information regarding a child support case established in that county. Now, a customer calls a single toll-free number and gains access to his/her case, balance, payment, and even upcoming appointment information. If the customer does need to speak with a person, he/she can reach any of the LCSAs or the State Call Center via this same number.

Since the full implementation of ECSS in July 2009, on average 55 percent of the nearly 675,000 monthly callers were able to receive the information they wanted via the self-service IVR. Of the callers who selected to speak with an agent (45 percent), 20 percent were delivered to Los Angeles, 65 percent to other LCSAs, and 15 percent were delivered to the State (DCSS) Contact Center. Additionally, the ECSS provides the ability to have one LCSA take the calls of another, allowing customer services resources to be more efficiently used.

## 3. SDU Self Service Options

The SDU provides both credit card and bank account online payment options to non-custodial parents over the Internet and via telephone using the SDU's toll free number. Customers can also set up recurring payments and employers can set up Electronic Funds Transfers. Since SFY 2005/06, electronic payments have risen steadily from just 17% of the total to a projected 56% for SFY 2009/10.

Similarly, custodial parties can sign up to receive child support payments electronically via direct deposit or electronic payment card via the Internet, or by calling the toll free number. Since SFY 2005/06, electronic disbursements have increased from 10% to 79%.

These self service options not only reduce customer service resources, but improve payment consistency and reduce errors, thus improving total distributed collections.

### 3.3 Program Performance

#### 1. Single Statewide System

Eliminating the multiple child support systems and multiple databases that existed prior to CCSAS is providing many program benefits, including:

- Automation costs are reduced. Only one system has to be maintained, and new functionality is added to just one system.
- Ability to implement program-driven automation changes is improved. The new system is easier to modify, and because of the web architecture, new functions are available statewide as soon as they are implemented.
- Business continuity planning is enhanced. The centralization of data and equipment facilitates system backup and recovery. Features of the system, such as call routing for customer service, provides the flexibility to shift workload from one part of the state to another to accommodate localized system failures.
- Data reliability and accuracy are improved. Data centralization provides standardized data validation and reduces the likelihood of duplicate cases or participants in the system.
- Program performance monitoring is more flexible. Program performance is timelier and can be monitored at the state, LCSA, workgroup, and individual levels. The ability to measure the program impact of changes to the system is greatly enhanced.
- Federal reporting is simplified. CCSAS, as the single repository of data, provides a streamlined capability to generate federal reports. Errors in reporting are less likely, and reports will be more consistent over time.

#### 2. Centralized Locate Function

CCSAS provides an improved and more efficient ability to locate non-custodial parents for enforcement of child support orders through centralized interfaces with multiple federal, state and private entities, ultimately enhancing collections.

#### 3. Electronic Payments and Disbursements

Electronic payments and disbursements are faster, more accurate and less expensive to process than paper checks. With CCSAS, employers are able to use bank transfers, debit cards and credit cards to remit payments. Parents with child support obligations also have the option of using a debit card, credit card or setting up a bank account transfer. Total combined electronic payments and disbursements have steadily risen from just 14% in SFY 2005/06 to a projected 68% in SFY 2009/10 and trending toward 74% in SFY 2010/11.

#### 4. Automated enforcement actions

CCSAS is programmed to initiate enforcement actions (e.g. wage withholding actions, delinquency notices, liens, levies, credit agency reporting, tax intercepts, license revocation) based on the case status. By automating these actions and

monitoring their status, enforcement is timelier and ultimately more successful, which has a direct, positive impact on child support collections.

#### 5. Guideline calculation consistency

All courts are now using the same CCSAS guideline calculator, which promotes greater consistency in calculating the amount of child support payments and establishing child support orders statewide. Income and other information from both custodial and non-custodial parents entered into the guideline calculations, as well as results, are stored in the system for caseworker and judicial consideration. This saves on data re-entry and court time. In addition, when federal and state guideline changes occur, it is more efficient to modify the single CCSAS calculator than for the prior systems. Historically, the lack of consistency and uniformity in the way that LCSAs and the individual courts interpret and apply the rules to the Guideline Calculator put California at risk of losing certification by Administrative Office of the Courts (AOC).<sup>2</sup>

## 4. LAW AND POLICY CONSIDERATIONS

In December 2008, CCSAS received federal certification as a single statewide child support system, ending the funding cap on federal financial participation (FFP). The system now meets all of the core requirements in the federal Office of Child Support Enforcement's August 2000 Guide for States.

### 4.1 Data Reliability Audits (DRA)

Pursuant to section 452(a)(4)(C)(i) of the Social Security Act, the federal Office of Child Support Enforcement (OCSE) is required to conduct audits to assess the completeness, reliability, and security of system data as well as the accuracy of reporting for state child support enforcement systems. States are required to meet a 95 percent data reliability standard in eight performance indicator lines in the OCSE-157, "Child Support Enforcement Annual Data Report." California completed the first full DRA of the single statewide system in October 2009, which covered the Federal Fiscal Year 2008 (FFY 2008). During this audit, no major deficiencies were identified in any of the performance lines.

During the audit, deficiencies were identified in report indicators which are used to track Medical Support performance. These performance indicators are not subject to current fiscal incentives but are being considered for new fiscal incentives to be introduced in 2014. The root causes of these deficiencies have been identified and analysis is currently ongoing to assess the system impact in terms of scope, cost, and schedule.

The DRA for FFY 2009 is in progress and scheduled for completion in October 2010. Additional issues may be identified as a result of this audit; system impacts will be assessed when the audit results are received.

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<sup>2</sup> The Administrative Office of the Courts is the staff agency of the Judicial Council, which has policy-making authority over the California state court system.

## 4.2 Changes in Federal Law and Policy

In July 2008, the Medical Support Final Rule was published in the Federal Register (73 FR 42416). The regulation revises federal requirements for establishing and enforcing medical support obligations in Child Support Enforcement program cases receiving services under Title IV-D of the Social Security Act.

DCSS formed a multi-disciplinary team in 2009 to assess the impact of the new medical support requirements including any potential enhancements or modifications to CCSAS. The Department has also sponsored Senate Bill 580, introduced February 27, 2009 and currently before the Legislature, to implement the new medical support regulations. The specific impact on CCSAS in terms of scope, cost, and schedule is currently being assessed based on the multi-disciplinary team's analysis and recommendations.

## 4.3 Guideline Calculator Mandates

Ongoing work is in progress to update the Guideline Calculator component of CCSAS to address changes in state and federal tax laws and related requirements. The counties and courts are required by federal law to use the Guideline Calculator to calculate child support order amounts. Federal law requires that the Guideline Calculator be certified each year by the AOC.

## 5. PLANNED SYSTEM CHANGES

California's goal over the next five years is to move the state's overall national ranking into the top 50 percent. This will be accomplished by increasing performance while at the same time improving the program's cost effectiveness. A key factor in reaching this goal is the support of local child support directors, including their direct participation in a performance improvement workgroup to solicit their input and counsel and take advantage of their knowledge, expertise and strong commitment to the program. This workgroup has developed 20 recommended actions for performance improvement, several of which are sufficiently defined to include in this report. As proposals for improvement are refined, DCSS will work with the Office of the Chief Information Officer, the Department of Finance and the California Health and Human Services Agency to identify any policy and fiscal considerations related to these proposals and secure any needed approvals. Other recommendations are under review and will be incorporated into the system as appropriate.

Key changes planned for the near future are listed in the following subsections.

### 5.1 Increase the Use of Administrative Process

Many states operate their child support programs through a model in which support orders are established and enforced administratively. California's judicial model is based on family court procedures dating back to 1975, when the child support program was first federally mandated. This means California support orders are established and modified through the courts. This time-consuming process adds delays and costs such as attorneys, legal support staff, judges, commissioners and courtroom costs to

California's program and impacts the timeliness of support payments to families. Changes in the automated system will be needed to support this initiative.

Target: SFY 2010/11.

## **5.2 Establish Realistic Support Guidelines**

Research demonstrates that noncustodial parents are more likely to pay child support if the ordered amount reflects their ability to pay. If the ordered amount is too high, many obligors with incomes at or below poverty level cannot pay their court-ordered support in full and simply "drop out" of the system. As required by state and federal law, the quadrennial review and potential legislative adjustment of California's child support guidelines will take place in 2010. The Department will work with both the Administrative Office of the Courts as well as the Legislature to change the guidelines for calculating support payments to allow local child support agencies to work more successfully with low income parents in establishing more manageable and realistic orders. Changes in the automated guideline calculator will be needed to support this initiative.

Target: SFY 2011/12.

## **5.3 Establish a Statewide Child Support Order and Lien Registry**

Provide employers and title, escrow and insurance companies a single point of contact for child support liens to ensure that child support receives priority in any disbursement of lump sums or insurance proceeds. This initiative will require changes in legislation as well as development of a targeted website with access to statewide child support data to provide current information to potential sources of increased collections.

Target: SFY 2011/12.

## **5.4 Develop a Statewide Employer Portal**

Nearly two-thirds of California's child support collections are received through employee wage withholding. Based on the extremely successful Texas web portal, a fully automated, self-service employer portal is being planned that will transition the state from paper based wage withholding to electronic enrollment of child support obligors and electronic reporting of changes in employee status by employers. Employer Portals have been proven in other states to improve customer relations with employers, increase the accuracy of information and increase the number of withholding orders, thereby improving collections.

Target: SFY 2012/13.

## **5.5 Explore Centralizing and Regionalizing LCSA Functions**

DCSS staff and the local child support agencies are examining approaches which will lead to more efficient and effective use of program resources. These approaches include, but are not limited to, regionalizing the smaller LCSAs, sharing services, centralizing services, creating uniform statewide business practices and procedures, increasing the effectiveness and functionality of automation, and reducing the costs of printing and mailing. Due to the capabilities of the ECSS, regional call centers have

been successfully piloted in Orange and San Mateo local child support agencies to service all calls for local agencies in Imperial, Santa Cruz and San Benito counties. Though not the key component, automation changes supporting these initiatives will be required.

Target: SFY 2011/12.

## 5.6 Early Intervention

Preventing the build-up of unpaid support arrears through early intervention is a key objective of the National Child Support Strategic Plan. Best practices to increase collections and avoid delinquencies focus on early intervention, proactive case management and building relationships with non-custodial parents. In studies in California and jurisdictions around the country, these practices have been beneficial to families in numerous ways, from improving payment rates (and thus performance on incentives) to keeping noncustodial parents from going underground to avoid overwhelming and largely uncollectible arrears.

In January 2010, changes were implemented in California's automated system that will promote proven early intervention enforcement strategies statewide. New tasks, automated letters and work lists will focus staff on prompt follow-up after child support orders are established or modified, after income withholding orders are issued and when payments through income withholding stop. Additional system modifications may be necessary based on our analysis of the results of the new functionality.

## 5.7 New System Interfaces

Additional system interfaces are being considered for future implementation that have the potential to significantly improve CCSAS' locate, case management and enforcement capabilities and increase child support collections. Interfaces under review include those listed below. Implementation target dates have not been established.

### *Health Insurance Coverage Matching*

Federal law requires that child support programs obtain health coverage for children in child support cases. Establishing a system interface with the Department of Health Care Services (DHCS) to identify insurance coverage, not currently known, would provide the existing health insurance coverage information needed to identify and ensure that child support dependents are appropriately covered.

### *Case Management Information and Payrolling System (CMIPS)*

CMIPS tracks case information and processes payments for the In-Home Supportive Services Program (IHSS). An interface between CCSAS and CMIPS would support automated locate and enforcement functions (wage withholding), reducing manual casework and form generation and processing in both CCSAS and CMIPS.

### *Employment Verification Service Interface*

Many employers use service providers to provide their automated employment and income verification services, including large employers such as the federal government, Wal-Mart and McDonald's. The service providers provide a nationwide database of

employment and income information obtained from employers and their payroll systems. Implementing an employment verification interface would increase child support collections by improving the timeliness of employment and income verifications and income withholding orders.

#### *Query Interstate Cases for KIDS (Quick)*

The federal Office of Child Support Enforcement provides a tool for authorized state users to view financial and basic case data from other states. Additionally it provides information on business actions taken by other states, including non-custodial parent locate, paternity, order establishment, enforcement activities, case status and worker contact information. California's participation in this program would provide timely access to other states' information and would offer other states that participate in the Quick program the same access to California's child support data.

#### *Child Welfare System Case Management System (CWS/Web)*

The California Department of Social Services (CDSS) is in the process of upgrading its child welfare case management information system, CWS/CMS, to a web-based system, CWS/Web. Both the child welfare and child support programs could benefit by exchanging information electronically regarding dependents in foster care and their non-custodial parents. The information CCSAS receives from CWS/Web would improve the data available to caseworkers and ultimately lead to improved collections.

#### *Cell Phone Data Match*

California led the nation in conducting a pilot project to match noncustodial parents with information from the four largest cell phone companies. The information was used in auto-dialing and text messaging campaigns with significant results. The project was conducted outside of CCSAS on a one-time basis. Integrating cell phone data match functionality into CCSAS would facilitate early intervention and result in increased collections.

#### *Workers' Compensation and Insurance and Settlement Payment Information*

CCSAS receives Workers' Compensation and insurance settlement information from three sources: the federal Office of Child Support Enforcement; the Child Support Lien Network (CSLN) and the Department of Industrial Relations (DIR). Though an interface with DIR currently exists, case workers are tasked to manually issue income withholding orders. Information from OCSE and CSLN is matched to noncustodial parents and processed outside of CCSAS. Interfaces with these sources of information and auto-generation of income withholding orders would increase the efficiency and productivity of case workers who currently process this information manually.

#### *Electronic Income Withholding Orders*

Currently CCSAS is electronically transmitting income withholding orders (e-IWOs) to employers and payroll processors through an OCSE portal. OCSE is quickly increasing the number of employers and payroll processors participating in the portal. An OCSE study shows that the first check from the employer is received two to four weeks earlier using e-IWO. Expanding CCSAS's capability to send e-IWOs to additional employers

would result in increased collections, avoidance of arrears and improved performance on federal performance measures.

#### *Court Case Management System (CCMS)*

The California Court Case Management System (CCMS) is a statewide technology initiative to bring the courts together to use one application for all case categories. The project is being managed by the AOC. DCSS and the AOC have identified 34 possible data exchanges between CCSAS and CCMS. DCSS and the AOC have agreed to implement 8 of the 34 exchanges initially. Six of these eight exchanges have already been established in CCSAS and will need to be transitioned to CCMS to sustain court e-filing. The other two data exchanges will implement inbound court calendaring, significantly improving court scheduling processes. The remaining 26 data exchanges will be prioritized and considered for future implementation.