



**DEPARTMENT OF CHILD SUPPORT SERVICES**



**CALIFORNIA TECHNOLOGY AGENCY**



# **California Child Support Automation System (CCSAS) Annual Summary 2011**

**March 1, 2011**

**CALIFORNIA DEPARTMENT OF CHILD SUPPORT SERVICES**

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



March 1, 2011

The Honorable Bob Blumenfield, Vice Chair  
California State Assembly  
Joint Legislative Budget Committee  
State Capitol, Room 6026  
Sacramento, California 95814

**SUBJECT: CALIFORNIA CHILD SUPPORT AUTOMATION SYSTEM  
ANNUAL SUMMARY 2011**

Dear Assembly Member Blumenfield:

The California Department of Child Support Services and the California Technology Agency jointly submit the enclosed Annual Summary to the appropriate policy and fiscal committees of the Legislature about the ongoing operation of the California Child Support Automation System (CCSAS).

Sources for the report include the April 2010 Advance Planning Document Update, Child Support Enforcement Special Project Report #15, and the state fiscal year 2011/12 Proposed Governor's Budget.

If you have any questions or concerns regarding the Annual Summary, please contact Gail Overhouse, CCSAS Project Director at (916) 464-6631.

Sincerely,

JAN STURLA  
Director

Enclosure

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## 1. INTRODUCTION

In 1999, the legislature passed Assembly Bill 150 which directed the Department of Child Support Services (DCSS) to develop, implement, maintain and operate a new statewide child support system. The California Child Support Automation System (CCSAS) Project contract was initiated in State Fiscal Year (SFY) 2003/04 to create a single statewide child support system that automates and centralizes all child support activities, including: locating absent parents; establishing paternity; and obtaining, enforcing, and modifying child support orders. In December 2008 the conversion of all county Local Child Support Agency (LCSA) operations to the single statewide system was completed.

The CCSAS consists of two major components: the State Disbursement Unit (SDU) and the Child Support Enforcement (CSE) system. The SDU was fully implemented in May 2006, and currently collects, processes, and distributes all child support payments in California. The CSE provides a central database and case management system to support child support enforcement activities in all LCSAs. The CCSAS project is scheduled for operation and maintenance activities through SFY 2012/13.

Per Section 17561 of the Family Code, the California Technology Agency (CaTA), formerly the Office of the Chief Information Officer (OCIO), and the DCSS are required to produce an annual report to the appropriate policy and fiscal committees of the Legislature on the ongoing operation of the CCSAS, including 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 DCSS and the CaTA have developed this CCSAS Annual Summary. Sources for the report include the April 2010 Advance Planning Document Update (APDU), Child Support Enforcement (CSE) Special Project Report (SPR) #15, and the SFY 2011/12 Proposed Governor's Budget.

## 2. FUNDING

Federal and state funding for CCSAS was first approved in SFY 2003/2004 to initiate system development. In December 2008, California received federal certification of the CCSAS, successfully concluding the state's efforts to create a single uniform system. Funding for the CCSAS project is scheduled for the operation and maintenance activities through SFY 2012/13.

The CCSAS continues to receive federal financial participation (FFP) in the amount of 66 percent and State General Fund at 34 percent. Specific CCSAS costs for SFY 2010/11 and SFY 2011/12 include:

- The transition of the CCSAS CSE host system from the contracted business partner's (BP) e-Business Hosting Center (eBHC) to the state's Office of Technology Services (OTech).
- The transition of the Enterprise Customer Service Solution (ECSS) call center infrastructure from the BP's eBHC to the state CALNET2 vendor.
- The replacement of BP application maintenance and system operations staff with a combination of state and contract staff to form the CCSAS maintenance and operations (M&O) team.
- The replacement of BP Central Scan operations staff with contract staff under state management.
- The replacement of BP Help Desk staff with competitively-awarded contract staff under state management.
- The re-procurement of the SDU services contract.

Table 1 CCSAS CSE Project Costs

Budget CATEGORY	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>

\*\* Costs reflected in Table 1 are from Table 1-2 of the April 2010 Annual APDU.

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					\$30,399,024
<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>\$37,603,660</b>
<b>Continuing Costs</b>											
SDU - LCSA		76,024	788,850	1,228,031	860,089	295,000	295,000	295,000	295,000	295,000	\$4,427,994
SDU - Service Provider (SP)			8,891,612	30,819,992	23,840,727	19,775,497	21,022,944	26,334,000	26,334,000	26,334,000	\$183,352,772
<b>Subtotal</b>		<b>\$76,024</b>	<b>\$9,680,462</b>	<b>\$32,048,023</b>	<b>\$24,700,817</b>	<b>\$20,070,497</b>	<b>\$21,317,944</b>	<b>\$26,629,000</b>	<b>\$26,629,000</b>	<b>\$26,629,000</b>	<b>\$187,780,767</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>\$25,264,349</b>	<b>\$26,629,000</b>	<b>\$26,629,000</b>	<b>\$26,629,000</b>	<b>\$26,629,000</b>	<b>\$225,384,427</b>

\* Actual Costs (through SFY 2007/08) can be found in the SDU Post Implementation Evaluation Report Economic Analysis Worksheets (EAWs).

\* Budgeted SP Services costs for SFY 2010/11 and SFY 2011/12 are reflected in the SFY 2011/12 Proposed Governor's Budget.

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 CCSAS 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 CCSAS 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 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 staff, contract support, and OE&E costs for support of local networks and desktop infrastructures. Includes charges for local County IT department services, where applicable.
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 continues to provide the following attributes that positively impact the cost effectiveness of the child support program, both by increasing collections and by decreasing and containing costs.

#### 3.1 Worker Effectiveness

1. Statewide Access to Data – Regardless of their geographic location, caseworkers can view data for any case or case member. Case transfers occur within the system with minimal manual effort.
2. Ease of use - Access to data, via a modern web interface, uses screen navigation that is flexible and easy to learn. Users can view multiple cases and ‘drill down’ to case details as needed. 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 and a centralized scan facility is able to efficiently scan returned documents into the system where they can be associated with the case and participant.
4. e-Filing with California Courts - CCSAS functionality provides 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 – With the single statewide Self Service Website, customers have more than just payment information at their fingertips. After entering a personal identification number, customers can access case-specific information as well as information regarding payments made by non-custodial parents and payments sent to custodial parties. This is done over a secured connection and the customer does not have to speak to a child support representative. During the 2010 calendar year, the Self Service Website pages were visited almost 5.4 million times, averaging approximately 452,000 hits per month.
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 needs to speak with a person, he/she can reach any of the LCSAs or

the state call center via this same number. Additionally, the ECSS provides the ability to have one LCSA take the calls of another, allowing customer service resources to be more efficiently used. There are currently seven LCSA shared service call centers providing services to thirteen other counties.

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 increased from 17 percent of total to 58 percent for SFY 2009/10. Since SFY 2005/06, electronic disbursements have increased from 10 percent to 79 percent.

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 - the consolidation of multiple child support systems and databases provide many program benefits. Data centralization provides standardized data validation and reduces the likelihood of duplicate cases or participants in the system.
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. Total combined electronic payments and disbursements increased from 14 percent in SFY 05/06 to 69 percent in SFY 2009/10.
4. Automated Enforcement Actions - CCSAS is programmed to initiate enforcement actions (i.e., 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 more successful at collecting the child support payments.
5. Guideline Calculation Consistency - The CSE Guideline Calculator promotes greater consistency in calculating the amount of child support payments and establishing child support orders statewide. This requirement means that the LCSAs do not rely on one of the many proprietary calculators but rather use one single statewide Guideline Calculator. Income and other information from both custodial and non-custodial parents entered into the Guideline Calculator 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 Guideline Calculator. This ability to update so readily provides consistency and uniformity in the LCSAs and the individual courts.

## **4. LAW AND POLICY CONSIDERATIONS**

Changes to state and federal law sometimes result in amendments to the Child Support Program (CSP). Occasionally, these amendments also result in changes to the CCSAS system.

### **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 specified performance indicators. California passed the Federal Fiscal Year 2009 (FFY 2009) audit in October of 2010 and exceeded all of the minimum requirements.

### **4.2 Changes in Federal Law and Policy**

Passage of Senate Bill 1355 will necessitate CSE form changes. This legislation requires that on and after July 1, 2011, every child support order and agreement that is being enforced by a local child support agency include a provision regarding the effect of incarceration or involuntary institutionalization on child support orders.

### **4.3 Guideline Calculator Mandates**

Annual updates to the Guideline Calculator 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 Administrative Office of the Courts (AOC).

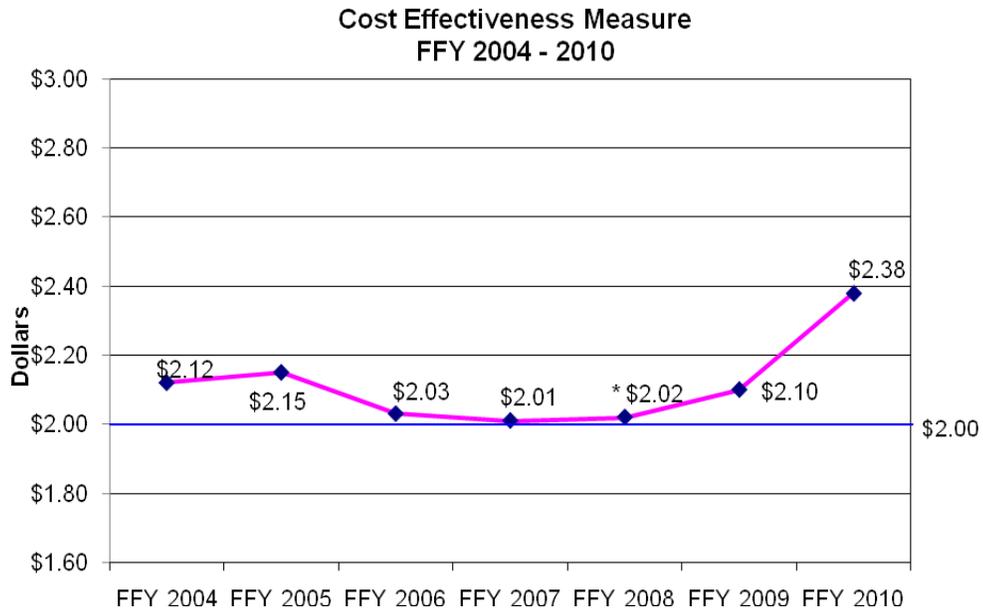
## 5. ACCOMPLISHMENTS

The DCSS is committed to continuously monitoring, measuring and evaluating its performance in order to improve California's CSP. The DCSS receives a portion of its funding from the federal government based on an incentive system implemented under the Personal Responsibility and Work Opportunity Reconciliation Act of 1996 (PRWORA). In order to qualify for these federal incentive payments, California's CSP must achieve or exceed performance thresholds in key areas. If the program performance falls short, California may lose vital federal incentives and face financial penalties.

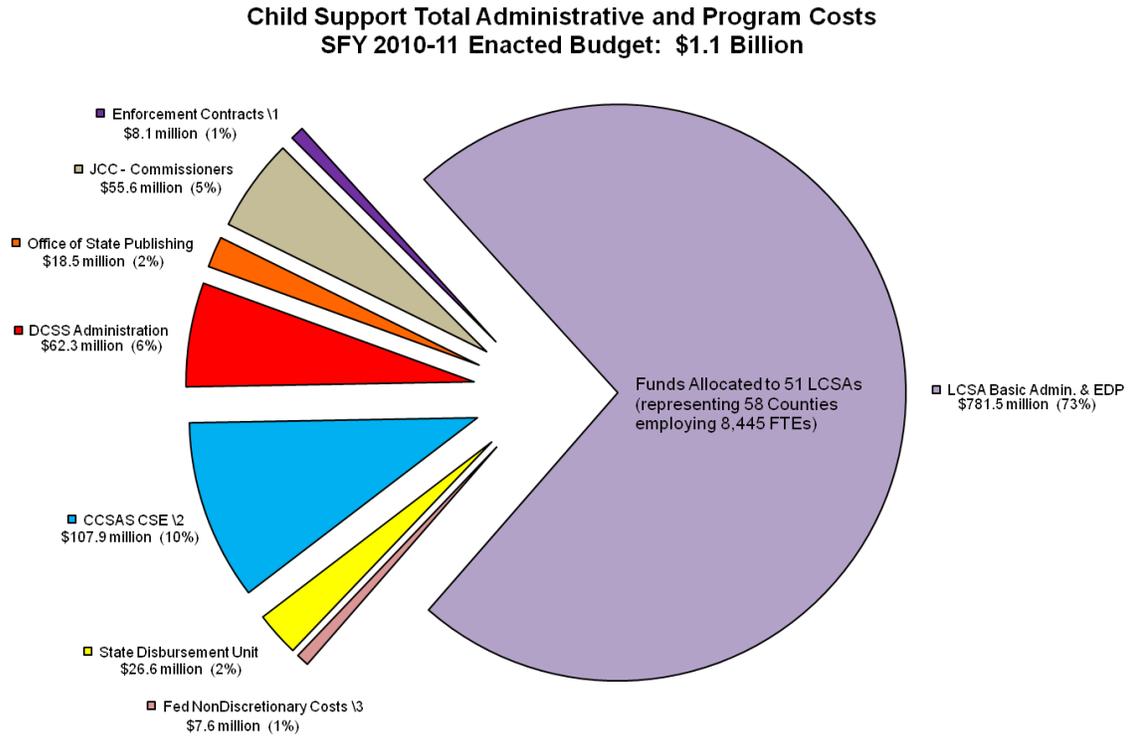
In 2010, the DCSS reached its highest levels of performance in the history of the program in three of five performance measures. In addition, California excelled in its performance of the remaining performance measures:

- Paternity Establishment Percentage (PEP) - Maintained California's performance above 100 percent, at 102.6 percent. "PEP" measures the total number of children born out-of-wedlock for whom paternity was acknowledged or established during the FFY compared to the total number of children born out-of-wedlock during the previous federal fiscal year. The minimum threshold for this measure is 50 percent.
- Percent of Cases with a Child Support Order - Increased California's performance to 82.5 percent, an improvement of 3.7 percentage points over the previous year, an all time high for the California CSP. Almost 170,000 orders were established, the most since 2000. This measure compares the number of child support cases with support orders against the total caseload. Support orders are broadly defined as all legally enforceable orders, including orders for medical support only and zero support orders. The minimum threshold for this measure is 50 percent.
- Current Collections Performance - Increased California's performance to 56 percent, an improvement of 2.6 percentage points over the previous year, an all time high for the California CSP. Since FFY 2000, California has continued to improve each year in this measure. This measure compares the amount of current support collected to the total amount of support owed. The minimum threshold for this measure is 40 percent.
- Arrearage Collections Performance - Increased California's performance to 60.3 percent, an increase of 0.9 percentage points over the previous year, an all time high for the California CSP. This measure has improved each year since FFY 2004. This measure compares the number of cases with child support arrearage collections to the total number of cases owing arrearages during the FFY. The minimum threshold for this measure is 40 percent.

- **Cost Effectiveness** - Increased California's performance to \$2.38 from \$2.10, a 13.3 percent increase over the previous year. This is the largest single year increase in the Cost Effectiveness measures for the California CSP. This measure compares the total amount of distributed collections to the total amount of expenditures for the FFY, expressed as distributed collections per dollar of expenditure.



This display reflects budgeted expenditures by cost category for SFY 2010/11.



<sup>11</sup> Includes Locate & Intercept, SLMS, Fair Hearings, and DOJ.

<sup>12</sup> LCSA EDP allocation adjusted out of CCSAS CSE and added to LCSA Basic.

<sup>13</sup> Includes IRS Intercept Fees, Dispute Resolution Grant, FDRA Mandatory Fee Costs, in support of local activities.

### California Child Support Automation System (CCSAS)

1. Completed competitive procurements for essential CCSAS services - The CCSAS project initiated the development and implementation of a single statewide child support system to provide case management and financial services. Two major contracts were issued in 2003 and 2004 for these services and those contracts will expire in 2011. Recently, the DCSS successfully completed competitive procurements for information technology staff augmentation to support case management and procured collection and disbursement services to handle the monies associated with the CSP. Both of these contracts enable the state to move forward with quality service at very competitive rates.

2. Successfully transitioned vendor services to state staff - A key component of the CCSAS technology development and maintenance plan was to transition vendor provided services to state staff. In 2010, the DCSS successfully transitioned the following vendor services to state management:

- CCSAS application maintenance and operations
- ECSS call center services
- Centralized document scanning
- Help Desk services

The data center transition to move hardware and software hosting from a vendor to the centralized state data center is underway with an estimated completion date of June 2011.

3. Developed and implemented enhancements to the Employment Development Department (EDD) interface - Accommodates EDD system changes, filters third party entity data and supports employer clean up.
4. Automate Child Support Lien Network (CSLN) - CSLN is a program operated by the state of Rhode Island. There are more than 800 insurance companies providing information regarding claim settlements. The program provides workers compensation and personal injury insurance matches to states. In June 2010, California engaged CSLN to begin the automated delivery of California's Income Withholding Order (IWO) form for each case where a settlement is matched. Since that date, 3,584 IWOs have been issued and more than \$1.5 million has been collected.
5. Automated Phone System – California completed the statewide implementation of ECSS in July 2009 to provide greater efficiency and ensure business continuity when LCSAs are unable to answer calls. The ECSS enables any LCSA or the DCSS to answer the phone calls for another LCSA.  
  
Since the full implementation of ECSS, approximately 41 percent of the nearly 632,000 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 (53 percent), 20 percent were delivered to Los Angeles, 66 percent to all other LCSAs, and 14 percent were delivered to the State Contact Center.
6. Converted the Financial Institution Data Match (FIDM) from a stand alone subsystem to CSE - The changes to the FIDM and MSFIDM processes have enabled the program to expand the automated issuance of bank levies. Levy production increased by more than 136 percent (\$50 million) in FFY 2010, representing an increase in FIDM collections of 49 percent (\$16 million) over FFY 2009. Based on the results of the first two quarters of SFY 2010/2011, the program estimates a 5-10 percent increase in collections.
7. Expanded the use of email addresses and phone numbers - The CSP is establishing new strategies to improve communication and services, utilizing electronic communications: 1) Establish baseline of cell phone numbers;

- 2) updated statewide call center standards to solicit email and cell phone numbers; and 3) obtain a listing of email addresses from the SDU.
8. Developed new functionality in conjunction with the California Department of Public Health (CDPH) Vital Statistics interface - This functionality includes two new search pages, as well as the ability for CSE to automatically check existing birth records for possible matches whenever new participant relationship records are created in CSE. The CDPH Vital Statistics interface was implemented in May 2010.

## 6. PLANNED SYSTEM CHANGES

1. Establish Realistic Support Guidelines - As required by state and federal law, the AOC conducted the quadrennial review of California's Child Support Guidelines. A draft report was released for public comment. The Department will work with the AOC and other stakeholders to evaluate and develop recommendations for changes to the guidelines for calculating support. There will be a focus on low income obligors and the low income adjustment. Research demonstrates that non-custodial 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. Changes in the automated Guideline Calculator will be needed to support this initiative. Target: SFY 2011/12.
2. Improve Statewide Employer Data Processing - Nearly two-thirds of California's child support collections are received through employee wage withholding. Based on the successful practices in other states, new business practices are being implemented involving collection, maintenance and verification of employer records. In addition, allowing employers online access to their records will also provide a more efficient method to validate employer information. These measures along with more outreach programs, will improve customer relations, increase the accuracy of information and increase the number of withholding orders, thereby improving collections. Target: SFY 2011/12.
3. Explore Centralizing and Consolidating LCSA Functions – The DCSS staff and the LCSAs are examining approaches which will lead to more efficient and cost effective use of program resources. These approaches include, but are not limited to, shared 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. The implementation of the statewide ECSS has provided improved business continuity and also allows for greater efficiencies to be gained by establishing "Shared Service" call centers. In accordance with the DCSS Strategic Plan, and the effort to improve efficiency and provide excellent customer service, a call center efficiency analysis is being conducted to determine the most

efficient, cost-effective model of operation that also provides excellent customer service. Target SFY 2012/2013.

4. Health Insurance Coverage Matching - Federal law requires CSPs to obtain health coverage for children in child support cases. The DCSS is exploring a system interface with the Department of Health Care Services (DHCS) to identify insurance coverage information needed to ensure child support dependents are appropriately covered. Target SFY 2011/12.
5. 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 identifying new employment and income information used to establish and modify support orders, issue income withholding orders, and take other enforcement actions. Target SFY 2011/12.
6. Cell Phone Data Match - California led the nation in conducting a pilot project to match non-custodial 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. Target SFY 2011/12.
7. 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 2-4 weeks earlier using e-IWO. Expanding CCSAS' capability to send e-IWOs to additional employers would result in increased collections, avoidance of arrears and improved performance on federal performance measures. Target date SFY 2010/11.
8. Improve Efficiency in Filing Liens on Real Property – California law provides that a judgment lien on real property is created by a notice of support judgment for child, family or spousal support. Affecting the lien requires LCSAs to record the lien by sending a notice to the county recorder in the county in which the non-custodial resides and in counties in which he or she could reasonably be expected to acquire property. Liens are generated by CCSAS and mailed to county recorders with the exception of two counties (Los Angeles and Orange), where they are filed electronically. The DCSS' goal is to electronically record liens with as many county recorders as feasible by participating, along with the Franchise Tax Board, Board of Equalization, and EDD in the California e-Recording Transaction Network Authority Government-to-Government portal access. Target SFY 2011/12.

9. Automate Levy Process – In FFY 2010 the DCSS issued over 575,000 levies to financial institutions through the FIDM program. Levies are automatically generated by CCSAS when an asset is matched to a delinquent obligor. Levy documents are mailed to financial institutions where they are manually processed. The DCSS is working with the California Bankers' Association, OCSE, Washington State, and US Bank to develop an electronic process to implement a pilot for electronic processing in California. Target SFY 2011/12.
10. Data Center Hosting Migration – The computers and network used to provide the computing infrastructure for the CSE System is currently housed at IBM's Data Center in San Jose, California. A project is underway to refresh the computing equipment with new equipment and place the new equipment at the state's OTech Data Center in Sacramento. This requires an intricate plan and execution to ensure the CSE application continues to provide necessary child support functions throughout the move. The migration project is scheduled to be completed by June 2011.
11. State Disbursement Unit (SDU) Re-procurement and Transition – The SDU contract provides collection and disbursement services for child support payments. The current contract expires December 2011 and a new contract is expected to be executed in April 2011. Once the new contract is executed, the DCSS will begin work on an eight month transition to move all the collection, disbursement and banking functions to a new service provider. This transition will involve LCSAs, various state agencies that interface with the SDU, and many current state processes. This project is planned for completion in December 2011.