

California
**CHILD SUPPORT
SERVICES PROGRAM**

Strategic Plan

2002 ~ 2005



Director's Message

I am very pleased to present the Strategic Plan for the California Child Support Services Program.

The Plan represents the shared commitment of child support professionals throughout California to provide first-rate child support services to parents and children.

Developed in collaboration with child support professionals, customers and other stakeholders, the Plan provides the strategic vision and the road map for promoting child well-being and family self-sufficiency through delivery of world-class child support services.

The Plan sets aggressive targets for California to continually improve program performance and customer service and, thereby, better serve children and families.

On behalf of the thousands of dedicated child support professionals throughout California, this Plan represents our ongoing commitment to put children first.



Curtis L. Child

A handwritten signature in black ink, appearing to read "Curtis L. Child".

California Child Support Services Program

THE STRATEGIC PLAN presented here represents the strategic plan for the California Child Support Services Program for the next three years. This is more than the plan for the Department of Child Support Services; it is the plan for the delivery of child support services throughout the state. The California Child Support Services Program encompasses state and local partners – the California Department of Child Support Services, which provides leadership, uniformity, program performance requirements, oversight and funding, and the local child support agencies operating in every county in California, which provide direct services to families – along with federal partners, who provide oversight and funding. The federal, state and local child support agencies work together, with a unified vision, to deliver services seamlessly.



THROUGH THE STRATEGIC PLAN, we are committed to effectively using available resources and prioritizing work to maximize performance. The Plan represents the shared commitment of all child support professionals to serve children and families by providing first-rate child support services across California.

California Child Support Services Program

THE DEPARTMENT of CHILD SUPPORT SERVICES and the local child support agencies work with many other state and local agencies to deliver child support services. The agencies include the county welfare departments, county courts and the offices of the Family Law Facilitators, the Franchise Tax Board, the Employment Development Department and the Department of Justice, as well as agencies that assist individuals in need of services and jobs programs. In addition, the Program works closely with policymakers at the national, state and local level.

Beyond government, the support and participation of the private sector is critical for the success of the Child Support Services Program. The largest and best source of child support collections comes from employer withholding. Every employer in the state who forwards information and child support to their local child support agency is helping families. Additionally, financial institutions across California assist with child support collections. And, when children are born to unmarried parents, hospitals help parents voluntarily establish paternity.

California Child Support Services Program

FINALLY, OUR CUSTOMERS – the families and children who look to the Child Support Services Program for support and assistance – along with advocacy groups, community-based organizations and faith-based organizations are our key stakeholders. We seek to provide our customers with the highest quality of service. In addition, we promote cooperative efforts with customers and community partners and value their participation in all aspects of the program. Their participation improves child support service delivery and focuses efforts on children.

Successful implementation of the Child Support Services Program Strategic Plan depends on the commitment, coordination and hard work of all stakeholders, from child support professionals and government agencies to the private sector and families. Working together, we put the well-being of children above all else.



California Child Support Services Program

MISSION

The mission of the California Child Support Services Program is to promote the well-being of children and the self-sufficiency of families by delivering first-rate child support establishment, collection and distribution services that help both parents meet the financial, medical and emotional needs of their children.

VISION

Children can count on their parents for the financial, medical, and emotional support they need to be healthy and successful.



California Child Support Services Program

VALUES

We Value...

Commitment to Children

We believe in a shared commitment among parents, communities and agencies to put the well-being of children above all else.

Fairness and Respect

We embrace the diversity of people, recognize their needs, and treat each individual with fairness, equity and consideration.

Quality Customer Service

We are committed to providing timely, courteous and responsive services to our customers, consistently exceeding their best expectations.

Cooperative Partnerships

We promote sharing, cooperation and joint effort with families, communities and agencies in an environment of trust and open communication.

Integrity and Ethical Conduct

We uphold the highest ethical standards of personal and professional conduct, not allowing personal interests or beliefs to interfere with our professional responsibility.

Operational Excellence

We proactively seek the most efficient and effective ways to meet the needs of children and families.

Child Support Services Program Goals

Goal 1

Improve the performance of California's Child Support Services Program.

Outcomes

- Increased support for children participating in the program.
- Excel in performance measures.
- Maximized performance incentive funds.

Objective 1.1

Maintain the percentage of cases with paternity established at a level that exceeds by at least 10 percent the minimum Paternity Establishment Percentage (PEP) standard.

Objective 1.2

Increase the number of paternitys established through voluntary declaration from 76 percent in federal fiscal year (FFY) 2001 to 77 percent in FFY 2002, 78 percent in FFY 2003, 79 percent in FFY 2004 and 80 percent in FFY 2005.

Objective 1.3

Maintain at least the FFY 2001 percentage of 72 percent of cases with support orders.

Objective 1.4

Decrease the number of orders established through default from 68 percent to 59 percent in FFY 2003, 50 percent in FFY 2004 and 40 percent in FFY 2005.

Child Support Services Program Goals

Objective 1.5

Increase the total amount of child support collected by six percent in FFY 2003, eight percent in FFY 2004 and eight percent in FFY 2005.

Objective 1.6

Increase the percent of current support collected from a statewide average of 41 percent of the total current amount owed in FFY 2001 to 45 percent in FFY 2002, 50 percent in FFY 2003, 55 percent in FFY 2004 and 60 percent in FFY 2005.

Objective 1.7

Increase the number of cases with arrearage collections from a statewide average of 56 percent of all cases with arrearages owed in FFY 2001 to 58 percent in FFY 2002, 60 percent in FFY 2003, 62 percent in FFY 2004 and 64 percent in FFY 2005.

Objective 1.8

Reduce the year-to-year increase in the total amount of arrearages owed statewide from an average of 10 percent for the FFYs 1999-2001 to 8 percent in FFY 2002, 6 percent in FFY 2003, 4 percent in FFY 2004 and 2 percent in FFY 2005.

Objective 1.9

Timely distribute collections ensuring that no more than one percent of total collections due to parents and families are undistributed at any time.

Child Support Services Program Goals

Objective 1.10

Increase the number of children covered by public or private health insurance by five percent each year in FFY 2003, FFY 2004, and FFY 2005.

Objective 1.11

Annually achieve at least a 95 percent data reliability standard in all federal performance measures.

Objective 1.12

By October 1, 2005, all local child support agencies will meet key case processing timeframes necessary for federal compliance in at least 90 percent of cases.

Objective 1.13

By October 1, 2004, finalize state performance measures to ensure they effectively assess program performance.

Performance Measures

- Percent of cases with paternity established.
- Percent of new paternities that are established through voluntary declaration.
- Percent of cases with support orders.
- Percent of support orders that are established through default.
- Percent increase in total child support collections.
- Percent of current support due that is collected.

Child Support Services Program Goals

- Percent of cases with arrearages due that have collections.
- Percent increase in total amount of arrearages owed.
- Percent of total collections due to parents and families that are undistributed.
- Percent increase in number of children who are covered by health insurance.
- Percent of data reliability in all federal measures.
- Number of local child support agencies meeting key federal case processing timeframes in 90 percent of cases.
- Finalization of state performance measures to determine program performance.

Goal 2

Establish a single, statewide automated child support system.

Outcomes

- Enhanced program performance.
- Enhanced customer service and satisfaction.
- Federal certification of the automation system.
- Elimination of federal automation penalties.
- Uniform program administration.



Child Support Services Program Goals

Objective 2.1

By July 2005, reduce the number of operating child support systems to simplify the final conversion to a single statewide system.

Objective 2.2

By July 2008, complete the installation of a single statewide system in all counties that meets all state and federal requirements.

Objective 2.3

By July 2008, eliminate use of all legacy systems, while maintaining access to historical data.

Objective 2.4

By July 2008, automate best practices identified in Quality Assurance and Performance Improvement (QAPI).

Performance Measures

- Number of operating child support systems.
- Complete installation of a single statewide system in all counties that meets all state and federal requirements.
- Elimination of use of all legacy systems.
- Automation of QAPI best practices.



Child Support Services Program Goals

Goal 3

Ensure a uniformly administered statewide child support program that reflects a common culture of the program's mission, vision, and values.

Outcomes

- Customers experience consistent levels and types of service.
- Customers feel that they have received accurate information and timely services and were treated fairly and respectfully.

Objective 3.1

By October 1, 2005, all local child support agencies will meet key case processing timeframes necessary for federal compliance in at least 90 percent of cases.

Objective 3.2

By October 1, 2005, complaint resolution case processing timeframes will be met for at least 90 percent of complaints and state hearings will be timely decided for at least 90 percent of hearing.

Objective 3.3

By December 31, 2003, at least 60 percent of parents and caregivers receiving services from the Child Support Services Program report satisfaction with those services. An 8 percent increase each year, reaching at least 70 percent by December 31, 2005.

Child Support Services Program Goals

Objective 3.4

By July 1, 2004, the variance in customer service satisfaction levels among local child support agencies will decline such that all local agencies scores will be within a 10 percent variance from the highest scoring local agency.

Performance Measures

- Number of local child support agencies meeting key federal case processing timeframes in 90 percent of cases.
- Percent of complaints resolved timely.
- Percent of state hearings decided timely.
- Number of families indicating satisfaction in receiving services from California's Child Support Services Program.
- Variance in customer service satisfaction levels across localities.



Child Support Services Program Goals

Goal 4

Decrease barriers to program participation for parents and caregivers.

Outcomes

- Increased voluntary participation, cooperation and compliance with child support program requirements.
- Increased percentage of non-custodial parents meeting their support obligations.
- Increased accuracy and timeliness in the establishment and modification of support orders to reflect the circumstances of the entire family.
- Use of appropriate collection strategies that recognize the ability and willingness of parents to meet their child support obligations.

Objective 4.1

By December 31, 2003, at least 60 percent of parents and caregivers receiving services from the Child Support Services Program believe that they were fairly and equitably treated. An 8 percent increase each year, reaching at least 70 percent by December 31, 2005.

Objective 4.2

By December 31, 2003, at least 50 percent of non-custodial parents believe that California's Child Support Services Program treated them fairly and equitably. A 10 percent increase each year, reaching at least 60 percent by December 31, 2005.

Child Support Services Program Goals

Objective 4.3

Increase the percent of current support collected from a statewide average of 41 percent of the total current amount owed in FFY 2001 to 45 percent in FFY 2002, 50 percent in FFY 2003, 55 percent in FFY 2004 and 60 percent in FFY 2005.

Objective 4.4

Decrease the number of orders established through default from 68 percent to 59 percent in FFY 2003, 50 percent in FFY 2004 and 40 percent in FFY 2005.

Objective 4.5

Decrease the number of default orders with presumed income from 42 percent to 32 percent in FFY 2003, 22 percent in FFY 2004, and 12 percent in FFY 2005.

Performance Measures

- Percent of parents and caregivers receiving Program services that believe they were fairly and equitably treated.
- Percent of non-custodial parents that believe the Program treated them fairly and equitably.
- Percent of cases with collections of current support.
- Percent of current support collected.
- Percent of cases established by default.
- Percent of default orders with presumed income.

Child Support Services Program Goals

Goal 5

Enhance program awareness and accessibility.

Outcomes

- Improved public perception and understanding of the importance of child support to children and families.
- Improved public understanding of the role of the Child Support Services Program
- Improved customer access to Child Support Services Program services and information.

Objective 5.1

By December 31, 2003 and each year thereafter, 75 percent of media coverage of California's Child Support Services Program will acknowledge the importance of child support to children and families and will acknowledge the program as a valuable service that assists parents in supporting the needs of their children and the self-sufficiency of families.

Objective 5.2

By December 31, 2005, 100 percent of customers report that services of the Child Support Services Program are accessible in terms of language and disability; and at least 75 percent of customers report that services of the Child Support Services Program are accessible in terms of readability of written materials; cultural awareness; office location and environment and hours of operation; self-directed inquiry via Interactive Voice Response and Internet; and contact through call centers or case workers.

Child Support Services Program Goals

Objective 5.3

Increase the percent of cases in which families voluntarily participate in California's Child Support Services Program from 73 percent in FFY 2001 to 75 percent in FFY 2003, 77 percent in FFY 2004 and 80 percent in FFY 2005.

Objective 5.4

By December 31, 2005, improve by 30 percent customer knowledge of, and understanding about, their rights and responsibilities under the Child Support Services Program, the services provided by program and the timeframes for delivery of those services.

Performance Measures

- Percent of media coverage that acknowledges the importance of child support to children and families.
- Percent of media coverage that acknowledges the Child Support Services Program as a valuable service.
- Percent of customers that report that services of the Child Support Services Program are accessible.
- Percent of cases in which families voluntarily participate in the Child Support Services Program.
- Percent of customers who understand their rights and responsibilities under the Child Support Services Program, the services available and timeframes for delivery of those services.





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