CALIFORNIA DEPARTMENT OF CHILD SUPPORT SERVICES

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



LCSA LETTER NO. 01-17

TO: ALL IV-D DIRECTORS

Reason for this Transmittal
[] State Law or Regulation
Change
[] Federal Law or Regulation
Change
[] Court Order or Settlement
Change
[] Clarification requested by
One or More Counties
[X] Initiated by DCSS
·

SUBJECT: UPDATE ON COUNTY AND STATE PERFORMANCE ON THE

FEDERAL PERFORMANCE MEASURES

The Department of Child Support Services (DCSS) has received and compiled data on the federal performance measures for the first nine months of Federal Fiscal Year (FFY) 2001. The attached tables show individual county and statewide performance statistics for this period, and the federal performance standard which must be met to avoid loss of incentive funds and imposition of penalties. We realize that this is a time of tremendous change and many counties are transitioning to Local Child Support Agency status and/or are moving to new consortia automation systems. However, we are confident that these changes will strengthen the ability of LCSAs to improve their performance. Despite these new efforts we are very concerned about what the performance data shows. This letter provides a plan of action that we must take in order to improve our performance on the federal criteria.

Data for the first three quarters of FFY 2001 show that California's performance in some measures has improved slightly over the previous year. Many counties are performing well above the federal performance standards. The success of those counties demonstrates that better performance can be achieved. However, some counties continue to perform below the federal performance standards, particularly on the collections on arrears measure where the statewide performance level is just above the federal minimum performance standard of 40 percent, when calculated using the first three quarters of unduplicated case count data.

We used unduplicated case count data averaged over three quarters to determine the denominator for this performance measure, and though we recognize that this is not the same methodology which will be used in the federal performance measure, it is the best



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predictor of the state's performance for this measure that we have at this time.

As is also evident from the data in Attachment 1, California is barely above the 40 percent minimum performance standard in the collections on current support measure. If our performance on either the current or arrears measure falls below 40 percent, California will be ineligible for incentive funding for these measures.

In addition to a loss of incentives, failure to improve by three percent per year in the Paternity Establishment Performance (PEP) measure can result in substantial penalties in Title IV-A funding. The State is currently at risk of significant penalties in this area. Therefore, it is critical that we take the steps necessary to improve performance in the areas of collections on arrears, collections on current support, and paternity establishment.

DCSS has identified several action steps that DCSS and the counties should undertake to achieve performance improvements. Below is a list of actions currently underway:

- The State has executed three contracts with outside vendors to develop plans to improve county performance statewide, in Los Angeles, and in three other counties (Butte, San Bernardino, Yuba).
- > Staff from the Office of Research and Program Design are visiting a sample of the best performing counties to solicit their ideas on best management practices.
- As a result of the Collectibility Study and the Default Order Workgroup, recommendations will be made which will address establishing more realistic orders and actions targeted at improving the collectibility of orders established.
- ➤ The case closure, duplicate cases and case transfer policies are being re-written to reduce the over counting of cases requiring services.
- ➤ Individual county analysis of data will be helpful in determining what other activities will improve performance. We are asking each county to review the data carefully. If you identify any problems with the data for your county, please advise Donna Martin at (916) 464-5033 or Helen Faust at (916) 464-5042 immediately. Both Donna and Helen are with the Office of Research and Program Design.
- > The Requirements Analysis Workgroup (RAW) is working to improve the integrity and consistency of data reported on the OCSE 157.

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- Senate Bill 1410 reviews will be focused on those counties not performing well on the federal performance measures (as opposed to welfare and post welfare collections).
- Currently, the PEP measure is calculated using IV-D data. DCSS is considering the feasibility of changing back to a statewide measure. In the past, the use of a statewide measure resulted in California greatly exceeding the federal minimum standard for PEP. However, issues regarding data reliability were raised at the federal level and, as a result, the current calculation methodology was adopted.

The decision to revert to reliance on a statewide measure is contingent upon DCSS being assured that sufficient data cleanup has occurred.

In addition to the steps identified above, as a financial incentive to improve performance on the federal measures, incentives which have been paid in the past to the ten counties with the best performance on the CalWORKS recoupment (pursuant to Family Code Section 17704 and 17706) will now be paid based on specified performance measures. For State Fiscal Year 2002/2003, incentives will be paid to the ten counties with the best performance on the measures *Collections on Current Support* and *Cases with Collections on Arrears*.

As indicated above, I am very concerned about our current performance on the federal performance measures. Therefore, I am requiring that counties with performance scores in the measurements of *Collections on Current Support* or *Cases with Collections on Arrears* (see Attachment 2) that fall within five percent of the federal performance standards when averaged over the three quarter period, submit an analysis of reasons for current performance levels and proposed activities to improve performance, to their Regional Administrator by September 30, 2001. Counties required to submit an analysis are highlighted on Attachment 2. The format for submitting this information is provided (see Attachment 6). This information will be used to meet our requirement outlined in Family Code 17602 (e) to report to the Legislature information on individual county performance and performance improvement plans. That report is due by December 31, 2001.

The Regional Administrators will provide assistance to their counties to identify and remove barriers to good performance and share best practices identified from best performing counties. The Regional Administrators will also be scheduling visits with their counties that score under forty percent in these two categories to assist them in the development of a performance improvement strategy and implementation schedule.

We also want to acknowledge the majority of the counties whose performance exceeds the statewide average by five percent or more in the areas of current collections and

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arrearage collections, and congratulate them on their performance. However, we want to encourage these counties as well to analyze how they may also improve performance in these performance measures.

I want to thank each county for their efforts on this project. It is a crucial step in continuing to improve the performance of the California Child Support Program.

If you have any questions concerning this letter or ideas to improve program performance, please call Linda Patterson, Manager, Office of Research and Program Design, at (916) 464-5035 or email to linda.patterson@dcss.ca.gov.

Sincerely,

CURTIS L. CHILD Director

Enclosures

REPORT ON THE STATUS OF CALIFORNIA'S PERFORMANCE ON FEDERAL PERFORMANCE MEASURES AS OF JULY 2001

PERFORMANCE ON FEDERAL PERFORMANCE MEASURES

PERFORMANCE MEASURE	First Quarter FFY 2001	Second Quarter FFY 2001	Third Quarter FFY 2001	Average of Three Quarters Data	Performance in FFY 2000	Federal Standard or Requirement for Improvement
Paternity Establishment Rate	61.13%	63.00%	63.70%	62.61%	61.30%	90% or improvement of 3% annually
Support Orders Established	69.68%	70.16%	70.94%	70.26%	65.48%	50% or improvement of 5% annually
Collections on Current Support	40.35%	40.21%	42.02%	40.86%	40.12%	40%
Collections on Arrears	36.63%	38.97%	44.58%	40.06%	53.32%	40%
Cost – Effectiveness Ratio	n/a	n/a	n/a	n/a	\$3.12	\$2.00

PERFORMANCE MEASURES

COLLECTIONS ON CURRENT SUPPORT - CASES WITH COLLECTIONS ON ARREARS

PERFORMANCE MEASURES AVERAGES FOR THREE QUARTERS

	Collections on Current Support	Cases with Collections on
	Odificial Support	Arrears
STATEWIDE	40.95%	40.06%
Alameda	54.33	51.19
Alpine	44.36	30.52
Amador	62.94	53.61
Butte	39.89	40.68
Calaveras	42.13	37.92
Colusa	62.57	50.08
Contra Costa	47.66	40.83
Del Norte	48.98	41.82
El Dorado	48.99	45.10
Fresno	41.91	40.36
Glenn Humboldt	49.37 54.80	46.44 48.44
	32.24	40.44 41.34
Imperial Inyo	54.94	43.73
Kern	28.92	41.51
Kings	54.80	43.82
Lake	47.90	44.24
Lassen	60.22	55.96
Los Angeles	31.78	30.73
Madera	49.56	48.33
Marin	59.54	56.57
Mariposa	64.89	53.81
Mendocino	40.34	51.06
Merced	53.55	44.97
Modoc	54.89	46.90
Mono	62.31	51.58
Monterey	49.00	42.96
Napa Nayada	47.85	46.07
Nevada Orange	44.34 45.26	38.36 46.11
Placer	53.54	53.88
Plumas	58.36	48.17
Riverside	39.73	38.86
Sacramento	45.82	45.22
San Benito	44.61	40.27
San Bernardino	36.26	37.14
San Diego	35.64	32.50
San Francisco	59.24	46.08
San Joaquin	47.26	48.28
San Luis Obispo	60.78	50.46
San Mateo	58.02	54.29
Santa Barbara	59.75	54.79
Santa Clara	49.06	45.40
Santa Cruz Shasta	49.93	47.86
Sierra	39.60 61.99	46.78 48.02
Siskiyou	51.89	44.52 44.52
Solano	50.44	45.06
Sonoma	59.94	50.15
Stanislaus	46.73	47.03
Sutter	57.70	50.81
Tehama	41.44	37.03
Trinity	47.04	41.15
Tulare	45.06	40.18
Tuolumne	47.44	38.65
Ventura	45.31	44.74
Yolo	45.67	42.35
Yuba*	24.05	14.17

^{*} Data not available for the June 2001 quarter

SECTION G - PERFORMANCE MEASURES TABLE 20

COUNTY PERFORMANCE MEASURES SUMMARY

FOR THE QUARTER

	FOR THE QUARTER				
	Paternity	Cases With	Collections on	Cases with	Cost
	Establishment	Support Orders	Current Support	Collections on	Effectiveness*
	Percentage			Arrears	
OT 4 TEV 4 # D E	· ·	22.222	10.050/		
STATEWIDE	61.13%	69.68%	40.35%	36.63%	
Alameda	90.22	87.67	53.97	49.52	
Alpine	51.61	81.18	46.62	26.55	
Amador	83.14	88.77	62.50	52.18	
Butte	32.88	65.35	37.87	37.58	
Calaveras	36.89	76.44	28.96	32.44	
Colusa	77.19	85.47	62.71	49.60	
Contra Costa	74.85	62.37	46.97	38.58	
Del Norte	49.83	82.28	49.29	39.22	
El Dorado	90.07	86.93	48.65	43.22	
Fresno	78.40	83.61	40.68	40.31	
Glenn	51.20	85.25	44.13	35.83	
Humboldt	99.46	90.56	55.12	49.86	
Imperial	72.52	83.15	32.28	41.36	
Inyo	73.95	89.78	54.33	41.04	
Kern	78.29	74.02	28.94	39.18	
Kings	86.11	83.63	53.61	42.11	
Lake	40.06	65.56	47.84	42.68	
Lassen	77.27	77.98	59.30	55.66	
Los Angeles	51.20	59.45	31.16	28.51	
Madera	51.36	78.40	50.29	48.72	
Marin	67.67	81.73	59.32	54.60	
Mariposa	69.14	90.11	65.13	50.00	
Mendocino	68.04	80.19	39.03	48.81	
Merced	84.16	86.49	52.73	42.41	
Modoc	42.26	74.45	54.10	43.93	
Mono	44.75	58.27	62.15	52.00	
Monterey	74.88	75.43	47.64	40.63	
Napa	50.50	80.51	32.98	41.21	
Nevada	56.93	81.67	43.79	35.77	
Orange	64.40	76.06	44.50	44.00	
Placer	71.89	78.36	52.71	48.51	
Plumas	80.19	88.93	59.88	46.61	
Riverside	55.51	62.93	36.93	34.94	
Sacramento	52.86	57.48	45.31	42.38	
San Benito	45.44	66.40	43.31	34.81	
San Bernardino	52.15	53.53	35.70	34.14	
San Diego	74.80	83.94	35.87	18.42	
San Francisco	98.80	86.47	58.83	44.26	
San Joaquin	48.45	95.91	58.64	46.34	
San Luis Obispo	106.30	92.67	61.07	47.94	
San Mateo	67.73	83.11	56.63	51.63	
Santa Barbara	66.95	75.23	59.90	52.80	
Santa Clara	65.64	69.58	47.48	42.90	
Santa Cruz	74.11	74.49	49.49	46.73	
Shasta	73.24	82.15	38.96	44.03	
Sierra	101.30	91.08	57.73	46.75	
Siskiyou	75.80	89.32	52.43	43.63	
Solano	76.01	81.77	49.82	42.20	
Sonoma	77.70	86.54	60.44	48.86	
Stanislaus	86.77	80.03	46.25	44.41	
Sutter	72.03	70.55	58.74	48.74	
Tehama	54.15	85.79	40.82	34.54	
Trinity	80.61	78.29	47.15	37.80	
Tulare	70.39	81.67	43.88	37.08	
Tuolumne	69.91	79.06	38.17	30.68	
Ventura	80.05	77.85	44.71	42.29	
Yolo	43.31	76.35	46.69	39.58	
Yuba	43.32	58.02	35.26	21.35	
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^{*} Data not available

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	Paternity	Cases With	Collections on	Cases with	Cost
	Establishment	Support Orders	Current Support	Collections on	Effectiveness*
	Percentage			Arrears	
STATEWIDE	63.00%	70.16%	40.48%	38.96%	
Alameda	90.72	88.15	54.76	50.62	
Alpine	54.55	84.05	40.34	29.06	
Amador	93.58	89.98	61.73	51.59	
Butte	56.99	64.97	39.06	38.80	
Calaveras	37.55	78.02	49.16	37.95	
Colusa Contro Conto	82.98	86.85	60.96	45.81 39.29	
Contra Costa Del Norte	75.70 52.10	63.32 83.89	48.31 48.23	39.80	
El Dorado	77.27	87.43	48.50	43.16	
Fresno	79.95	83.67	40.61	39.88	
Glenn	48.31	83.93	50.54	48.09	
Humboldt	102.98	90.26	54.31	49.76	
Imperial	69.15	80.48	33.45	39.72	
Inyo	70.51	91.10	55.04	42.65	
Kern	79.55	73.01	28.12	39.94	
Kings	87.22	84.07	56.10	42.15	
Lake	47.91	67.72	46.66	42.27	
Lassen	81.04	77.02	60.95	53.36	
Los Angeles	52.67	60.74	32.21	29.21	
Madera	49.80	78.46	52.76	48.85	
Marin	67.44	81.34	58.11	55.09	
Mariposa	71.04	90.44	64.61	53.03	
Mendocino	68.96	83.14	40.52	50.70	
Merced	84.94	86.44	53.76	43.79	
Modoc	41.94	75.85	54.54	43.22	
Mono	48.26	59.55	60.69	48.03	
Monterey	82.43	76.57	48.62	40.88	
Napa	51.75	80.91	54.92	45.85	
Nevada	55.91	81.50	42.93	36.10	
Orange	64.48	76.11	45.53	44.78	
Placer	73.98	79.53	52.34	49.20	
Plumas	86.35	91.08	58.33	47.69	
Riverside	57.52	64.47	41.77	37.70	
Sacramento	52.61	57.24	45.58	43.44	
San Benito	44.85	67.48	44.62	39.98	
San Bernardino	59.88	52.94	36.76	34.05	
San Diego	79.42	83.97 87.64	28.20	35.08 44.55	
San Francisco	83.33 49.58	93.17	59.84 42.23	48.90	
San Joaquin San Luis Obispo	108.00	93.17 93.72	42.23 59.93	48.59 48.59	
San Mateo	67.23	93.72 84.45	58.13	53.40	
Santa Barbara	71.74	76.15	59.69	52.65	
Santa Clara	66.06	69.61	49.85	43.80	
Santa Cruz	71.96	74.77	49.98	45.95	
Shasta	75.35	83.43	39.32	44.85	
Sierra	93.98	92.75	62.39	46.98	
Siskiyou	75.45	89.65	51.85	41.68	
Solano	78.34	82.76	51.12	43.70	
Sonoma	79.50	86.67	59.95	48.17	
Stanislaus	86.12	79.97	46.81	45.43	
Sutter	73.65	71.11	56.84	48.67	
Tehama	53.76	85.30	40.45	35.41	
Trinity	78.26	78.97	45.75	37.69	
Tulare	73.02	82.75	45.60	39.63	
Tuolumne	70.48	79.40	51.13	38.98	
Ventura	79.18	79.26	45.00	43.46	
	7 3.10				
Yolo	46.71	79.13	46.70 36.88	38.02 21.15	

^{*} Data not available

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	Paternity	Cases With	Collections on	Cases with	Cost
	Establishment	Support Orders	Current Support	Collections on	Effectiveness a/
	Percentage			Arrears	
STATEWIDE	63.70%	70.94%	42.02%	44.58%	
Alameda	89.42	87.45	54.26		
	48.72	85.09	46.13	53.41 35.96	
Alpine					
Amador	97.29	89.51	64.58	57.05	
Butte	57.03	65.91	42.74	45.65	
Calaveras	38.25	80.13	48.27	43.38	
Colusa	84.90	85.68	64.04	54.83	
Contra Costa	85.20	68.78	47.70	44.64	
Del Norte	56.60	84.95	49.42	46.44	
El Dorado	78.23	87.97	49.81	48.94	
Fresno	80.41	83.32	44.43	40.90	
Glenn	48.46	83.82	53.44	55.41	
Humboldt	107.10	90.68	54.97	45.70	
Imperial	72.58	81.60	31.00	42.93	
Inyo	73.94	90.36	55.43	47.49	
Kern	79.96	72.40	29.70	45.42	
Kings	88.38	83.45	54.67	47.21	
Lake	52.32	68.41	49.19	47.79	
Lassen	83.34	77.36	60.40	58.87	
Los Angeles	52.56	61.86	31.95	34.46	
Madera	70.04	76.04	45.64	47.41	
Marin	65.54	81.37	61.19	60.02	
Mariposa	77.05	90.43	64.92	58.41	
Mendocino	71.32	84.91	41.47	53.66	
Merced	85.24	86.61	54.16	48.71	
Modoc	47.21	77.96	56.04	53.55	
Mono	49.62	61.33	64.08	54.72	
Monterey	83.79	75.67	50.74	47.38	
Napa	52.24	81.29	55.64	51.14	
Nevada	55.58	82.67	46.30	43.20	
Orange	67.55	76.50	45.73	49.54	
Placer	77.76	80.51	55.57	63.93	
Plumas	89.91	91.50	56.86	50.20	
Riverside	65.39	67.54	40.48	43.93	
Sacramento	54.17	58.03	46.58	49.84	
San Benito	45.64	68.02	45.89	46.02	
San Bernardino	61.89	53.04	36.32	43.22	
San Diego	76.20	84.34	42.84	44.01	
San Francisco	84.04	87.75	59.04	49.41	
San Joaquin	49.04	91.57	40.90	49.59	
San Luis Obispo	104.28	93.84	61.34	54.86	
San Mateo	68.01	95.64 85.04	59.29	57.82	
Santa Barbara	77.84	76.68	59.29 59.67	57.62 58.92	
	66.68		49.84	49.51	
Santa Clara		70.06			
Santa Cruz Shasta	71.60	74.84 84.04	50.30 40.51	50.88 51.47	
	75.38 04.76			51.47	
Sierra	91.76	91.90	65.84	50.32	
Siskiyou	78.70	89.60	51.39	48.25	
Solano	81.48	83.68	50.38	49.27	
Sonoma	77.34	86.63	59.43	53.42	
Stanislaus	87.42	80.95	47.11	51.24	
Sutter	76.16	73.08	57.52	55.02	
Tehama	53.03	87.04	43.05	41.14	
Trinity	76.80	80.72	48.23	47.95	
Tulare	79.94	82.49	45.72	43.83	
Tuolumne	73.87	79.36	53.01	46.31	
Ventura	78.45	80.27	46.22	48.47	
Yolo	49.35	80.90	43.61	49.43	
Yuba*	0.00	0.00	0.00	0.00	

a/ Data not available

^{*}County has not reported

PERFORMANCE IMPROVEMENT PLAN For the Period 10/01/00 – 6/30/01

NOTE: Please use a separate form for each performance measure. Information from the county's plan may be included in the report to the legislature due December 31, 2001 as required by Family Code

1. List the county's performance on the performance measure for the quarters between 10/1/00 and

COUNTY: __

Section 17602(e).

PERFORMANCE MEASURE:

	6/30/01 and discuss any trends.
2.	Describe the factors in your current business process which you feel have contributed to the county's current performance level.
3.	List and describe the proposed solution(s) considered to address the factors listed above.
1.	Identify the selected solution(s) and provide rationale for selection.
5.	Describe how the county will implement the solution(s) and include a completion date for each solution listed in Section 4.
6.	Describe the method (including frequency) to be used to measure and evaluate the effectiveness of each solution.
7.	If corrective action is in progress, provide the date the action was implemented and the status to date.

CHILD SUPPORT SERVICES PROGRAM APRIL - JUNE 2001* Third Quarter Federal Fiscal Year

	3rd Quarter FFY 2001 Apr - Jun 01	Previous Qtr FFY 2001 2nd Qtr Jan – Mar 2001	% Change From Previous Qtr	3rd Quarter FFY 2000 Apr – Jun 00	% Change 3rd Qtr FFY 2000 to FFY 2001	FFY 2000
Total Caseload	2,015,302	2,030,650	-0.76%	2,023,739	-0.42%	2,027,788
Current Assistance	554,949	546,432	1.56%	640,312	-13.33%	585,992
Former Assistance	1,072,861	1,119,343	-4.15%	1,018,462	5.34%	1,090,844
Never Assistance	387,492	364,875	6.20%	364,965	6.17%	350,952
Total Collections Distributed	\$647,639,291	\$476,205,723	36.00%	\$611,725,007	5.87%	\$1,939,998,126
Current Assistance	\$101,540,765	\$68,307,110	48.65%	\$120,504,861	-15.74%	\$349,391,370
Former Assistance	\$366,238,681	\$252,685,881	44.94%	\$329,374,178	11.19%	\$1,018,072,284
Never Assistance	\$179,859,845	\$155,212,732	15.88%	\$161,845,969	11.13%	\$572,534,471
Current Support Dist.	\$281,946,978	\$274,253,116	2.81%	\$264,401,898	6.64%	\$1,026,426,645
Current Assistance	\$40,963,591	\$39,832,573	2.84%	\$45,752,388	-10.47%	\$179,697,000
Former Assistance	\$133,916,648	\$131,004,355	2.22%	\$121,973,996	9.79%	\$475,154,434
Never Assistance	\$107,066,738	\$103,416,188	3.53%	\$96,675,515	10.75%	\$371,575,210
Arrears & Interest Dist.	\$365,692,313	\$201,952,607	81.08%	\$347,323,109	5.29%	\$913,571,481
Current Assistance	\$60,577,173	\$28,474,537	112.74%	\$74,752,473	-18.96%	\$169,694,370
Former Assistance	\$232,322,033	\$121,681,526	90.93%	\$207,400,182	12.02%	\$542,917,850
Never Assistance	\$72,793,107	\$51,796,544	40.54%	\$65,170,453	11.70%	\$200,959,261
Paternities Established	45,014	45,197	-0.40%	51,428	-12.47%	205,248
Support Orders Established	40,133	40,924	-1.93%	44,378	-9.57%	170,368

PERFORMANCE ON FEDERAL PERFORMANCE MEASURES

PERFORMANCE MEASURE	3rd Quarter FFY 2001 Apr - Jun 01	Previous Qtr FFY 2001 2nd Qtr Jan – Mar 2001	3rd Quarter FFY 2000 Apr – Jun 00
Paternity Establishment Rate	63.70%	63.00%	63.87%
Support Orders Established	70.94%	70.16%	67.49%
Collections on Current Support	42.02%	40.48%	40.49%
Collections on Arrears	44.58%	38.96%	52.21%
Cost – Effectiveness Ratio	n/a	n/a	n/a

FFY 1999 Oct 98 - Sep 99	FFY 2000 Oct 99 - Sep 00
61.30%	60.37%
65.48%	68.99%
40.52%	40.12%
59.78%	53.32%
\$3.36	\$3.12 ^{a/}

a/ Draft data

(Data Source: CS 157)

Data represents the most current statistics available at the time of publication.

For additional information, contact the Office of Research and Program Design at (916) 464-5080.

^{*}Yuba County has not reported