

CALIFORNIA DEPARTMENT OF CHILD SUPPORT SERVICES

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



August 8, 2008

CSS LETTER: 08-12

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

<u>Reason for this Transmittal</u>
<input type="checkbox"/> State Law or Regulation Change
<input type="checkbox"/> Federal Law or Regulation Change
<input type="checkbox"/> Court Order or Settlement Change
<input type="checkbox"/> Clarification requested by One or More Counties
<input checked="" type="checkbox"/> Initiated by DCSS

SUBJECT: PERFORMANCE MANAGEMENT APPROACH FOR FEDERAL FISCAL YEAR 2009 – BUSINESS PLANNING FOR LOCAL CHILD SUPPORT AGENCIES

Pursuant to Family Code § 17701, the Department of Child Support Services (DCSS), in consultation with representatives of the Local Child Support Agencies (LCSAs), has established state and local performance goals to improve the quality of the child support program in California. This letter summarizes the performance management approach for Federal Fiscal Year (FFY) 2009, including the establishment of both statewide and local agency goals, instructions for developing and implementing local improvement plans, and the state's approach to oversight of local plans throughout the year.

In FFY 2008, performance improvement efforts were concentrated on the successful implementation of the California Child Support Automation System (CCSAS) Version 2 Child Support Enforcement System (CSE), which was key to California's recent certification of CCSAS by the federal Office of Child Support Enforcement (OCSE). Given the completion of critical CCSAS activities, DCSS has evaluated prior years' performance management processes and methodologies. In prior years, DCSS focused performance improvement goals on only two federal performance measures: collection of current support and collections on cases with arrears. In FFY 2009, DCSS will expand the scope of the annual goals to include four of the five federal performance measures. In addition, there will be a goal for growth in overall distributed collections which will result in improvement in the fifth federal performance measure, cost effectiveness.

Statewide Goals for the California Child Support Program

The following statewide goals have been established for FFY 2009:

- Ensure that the statewide percentage of child support cases with paternity established is 100 percent or more

- Ensure that 80 percent or more of the state's child support cases have support orders
- Increase to 56 percent or more the statewide percentage of current child support distributed
- Increase to 60 percent or more the statewide percentage of cases with arrearage collections
- Increase by 3 percent or more the total amount of distributed collections

Attached is the FFY 2009 Performance Goal Methodology (Attachment A), developed by DCSS, which describes how statewide goals will translate into goals for each LCSA. For the first time, DCSS will also establish for itself a comparable goal for growth in distributed collections due to state activities.

Performance Management Planning Requirements for LCSAs

To document activities in support of achieving FFY 2009 performance goals, each LCSA will be required to develop a FFY 2009 Performance Management Plan. If an LCSA routinely develops an annual business or operational plan, that plan can meet the requirement for a Performance Management Plan, as long as it includes required components. LCSAs that do not typically develop an annual business plan may develop their own plan format, adopt a model used by another LCSA, or follow the attached 2009 Performance Management Plan template (Attachment B). The template can be found on the LCSA secure website. Each LCSAs FFY 2009 Performance Management Plan must include the following components:

Business Strategies

The Performance Management Plan must include the LCSAs goals for FFY 2009 and a narrative description of the specific strategies the LCSA will undertake to meet its FFY 2009 performance goals. Strategies should be selected based on a review of available data and must target known problem areas. Areas selected should have the greatest potential to improve outcomes for customers. Additionally, the plan should describe specifically and quantitatively the expected performance outcomes. In selecting strategies, LCSAs should consider proven best practices.

Performance Management Plan Details

Within the annual business plan, or by creating a separate implementation planning document, the LCSA should identify a timeline for each strategy indicating specific actions for implementing the strategy, with a beginning and, if applicable, an end date, as well as milestones for measuring progress during the implementation process. The

plan should identify persons responsible, the expected performance results, and the methodology for measuring those results.

Review and Monitoring

Performance Management Plans will be reviewed to assure that the required components have been included, but will not be subject to a formal prior approval process. In the event that a plan does not include the required components, the Regional Administrators will contact the LCSA Director to request revisions. The Regional Administrators will monitor LCSA implementation and completion of the strategies detailed in their Performance Management Plans. LCSA progress in achieving FFY 2009 performance goals will be monitored through review of monthly Federal Performance Measure reports and ongoing communication and interaction with the LCSAs. If you have questions or need assistance in developing your plan, please contact your Regional Administrator.

Key County Initiative

In 2006, DCSS implemented the Key County Initiative, focused on improving the performance of LCSAs that were performing below the federal minimum thresholds on current support and arrears collections. As part of this effort, the Key County LCSAs prepared and implemented Program Improvement Action Plans (PIAPs) to address specific areas of performance. To date, six of the initial eleven LCSAs participating in the initiative have improved and sustained performance at a level sufficient to successfully complete their participation.

Under the FFY 2009 Performance Management Plan, the five remaining LCSAs will continue to prepare annual PIAPs, which will serve as their Performance Management Plans, and report progress on a monthly basis. The PIAPs require formal DCSS review and approval. The Regional Administrators will continue to monitor the progress of the remaining key counties in conjunction with the Federal Performance Measure reports (formerly known as the Big 6 Report) and other available monthly reports.

Performance Resources and Measurement

The following sources of information may be of assistance in developing LCSA Performance Management Plans. First, the OCSE issued a guide to performance planning in November 2007, *Techniques for Effective Management of Program Operations: Comprehensive Performance Management Approach for Child Support Programs*. This document is available at the OCSE, Administration for Children and Families website at <http://www.acf.hhs.gov/programs/cse/pol/DCL/2007/dcl-07-37.htm>. Second, the OCSE Project to Avoid Increasing Delinquencies (PAID) is an excellent resource for learning about practices employed in other states and local jurisdictions to

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improve program results. Information about PAID is available at
<http://www.acf.hhs.gov/programs/cse/pol/DCL/2008/dcl-08-05.htm>

Your FFY 2009 Performance Management Plan should be submitted to your Regional Administrator by September 30, 2008 via email with electronic or imaged IV-D Director' s signature, or by mail to:

California Department of Child Support Services
Attn: (Regional Administrator' s Name Here), Regional Administrator
P.O. Box 419064 M.S. – 90
Rancho Cordova, CA 95741-9064

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

Sincerely,

/s/ Bill Otterbeck

BILL OTTERBECK
Deputy Director
Child Support Services Division

Attachments

- A. FFY 2009 Performance Methodology Descriptions
- B. Performance Management Plan example

FFY 2009 Performance Goals Methodology Descriptions

Paternity. The goal is to meet the Department of Child Support Services (DCSS) Strategic Plan statewide goal for Federal Fiscal Year (FFY) 2009, which is to ensure that the statewide percentage of child support cases with paternity established is at least 100 percent.

For the local child support agencies (LCSAs) that achieved 100 percent or more for their actual FFY 2007 performance on the Statewide Paternity Establishment Percentage (PEP) measure, their goal will be to maintain that performance, although we encourage every LCSA to improve performance. For LCSAs with actual FFY 2007 performance of less than 100 percent on the Statewide PEP measure, their goal will be 100 percent. For those LCSAs for which data is not available to determine their performance on the Statewide PEP, the above goals shall apply, however, these LCSAs will be measured on the IV-D PEP measure instead.

Cases with Support Orders Established. The goal is to meet the DCSS Strategic Plan statewide goal for FFY 2009, which is to ensure that at least 80 percent of the state's child support cases have support orders.

For the LCSAs that achieved 80 percent or more for their actual FFY 2007 performance on the federal measure for Cases with Support Orders Established, their goal will be to maintain that performance, although we encourage continuous improvement. For LCSAs with actual FFY 2007 performance of less than 80 percent on the Cases with Support Orders Established measure, their goal shall be 80 percent.

Current Support: The goal is to meet the statewide goal of 56 percent for FFY 2009. This methodology is a scaled increase according to the chart below. It is designed to ensure that lower performing LCSAs continue to be the focus of performance improvement efforts.

Performance	2009 Goal
65%+	1.5% to the 2007 actual performance
60% - 64.9%	2.0% to the 2007 actual performance
58% - 59.9%	2.5% to the 2007 actual performance
55% - 57.9%	3.0% to the 2007 actual performance
53% - 54.9%	3.5% to the 2007 actual performance
51% - 52.9%	4.0% to the 2007 actual performance
50% - 50.9%	4.5% to the 2007 actual performance
Less than 50%	Goal is 53%

ATTACHMENT A

Arrears: The goal is to meet the DCSS Strategic Plan statewide goal of 60 percent for FFY 2009. The methodology applies an increase to counties based on the FFY 2007 performance according to the chart below.

Performance	2009 Goal
60%+	+1% to 2007 actual performance
50% - 59.9%	+2% to 2007 actual performance
Less than 50%	Goal is 55%

Collections. The purpose of the collections goal is to increase child support distributed collections statewide in FFY 2009 in order to distribute more support to California's families, and to increase collections owed to the government.

For all LCSAs and for DCSS, the goal is to increase distributed collections by 3 percent above actual distributed collections achieved in FFY 2008.

Note: Once actual year-end performance data is available, the Regional Administrators will contact LCSAs to provide updated goals to ensure that no LCSA will receive FFY 2009 goals lower than its actual FFY 2008 performance.

X COUNTY

2009 PERFORMANCE MANAGEMENT PLAN

STATE-WIDE GOALS:		LCSA GOALS:	
Total Collections Increase	3%	Total Collections Increase	xx%
Paternity Establishment	100%	Paternity Establishment	xx%
Cases With a Support Order	80%	Cases With a Support Order	xx%
Current Support	56%	Current Support	xx%
Cases With Arrears Payments	60%	Cases With Arrears Payments	xx%

Goal 1: Ensure that the percentage of child support cases with paternity established is at least 100%

Strategies/Tasks To Be Performed to Meet Goal 1	Projected Completion Date	Actual Completion Date	Person Responsible	Notes	Expected Outcomes	Final Outcomes
1. Expand hospital outreach						
a. Analyze hospital data to determine performance gaps						
b. Coordinate with State POP to determine respective activities						
c. Complete/coordinate hospital visits/training						

Goal 2: Ensure that at least 80% of cases have support orders

Strategies/Tasks/To Be Performed to Meet Goal 2	Projected Completion Date	Actual Completion Date	Person Responsible	Notes	Expected Outcomes	Final Outcomes
1. Increase the percentage of cases with verified NCP addresses in new establishment cases from 65% to 85%						
a. Complete location of NCPs before the case leaves intake						
b. Identify procedural changes/draft new procedures						
c. Develop training						
d. Implement changes						

