



ORANGE COUNTY DEPARTMENT OF CHILD SUPPORT SERVICES



2022 BUSINESS PLAN

From the Director

In July 2021, I was given the honor of being chosen as the new Director of the Orange County Department of Child Support Services (OC CSS). For over two decades at OC CSS, my focus has always been to pay it forward by helping others, both customers and staff. I have a great opportunity in my new role to have an even greater impact

At OC CSS, our *Mission* is to facilitate the financial support of children by engaging parents and providing professional child support services. Our *Vision* is to be a trusted partner of parents in securing financial stability for Orange County's children. Our foundation is built on core *Values*: commitment to children, dedicated customer service, compassion and encouragement, integrity and respect, growth and learning, teamwork and collaboration

OC CSS serves over 93,000 Orange County children through the child support program. We continue to have a direct impact on all families served, as demonstrated in our 2021 achievements:

- Distributed \$188.7 million in child support payments
- Distributed \$169.3 million directly to families
- Distributed over \$64.7 million in past due child support
- Conducted over 6,100 court order reviews to ensure appropriate child support obligations
- Assisted 19,000 customers visiting our office

As we move forward, we will continue to deliver services with excellence and in a manner that considers who our customers are and how we can better support them in a holistic manner. We will improve and grow our program by being innovative in the ways we serve our customers, participating in County initiatives, and partnering with other agencies with an enhanced and intentional effort. My hope is for OC CSS customers and employees to feel inspired about the great work we do!

Thank you for taking the time to review our 2022 Business Plan.

Maria Arzola

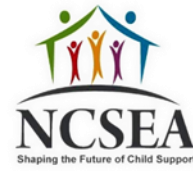
OC Child Support Services: An Award Winning Agency



Program Engagement Award

Marketing Campaign

2019



Program Awareness

Marketing Campaign

2019



Achievement Award

Predictive Analytics

2019



Incorporating Innovative Technology Award

Predictive Analytics

2019

WHAT CUSTOMERS ARE SAYING

“Your team didn’t give up on helping my family to get the help we strongly need.”

“OC CSS has been very helpful from the beginning and continue to go above and beyond to help me with any questions I have.”

“I really appreciate the phone support and the message/email support! I’m always impressed with the efficiency and speed of response.”

“Each of the representatives I’ve contacted have been pleasant, professional, knowledgeable, friendly, and patient with me.”

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Vision, Mission and Core Services

VISION

To be a trusted partner of parents in securing financial stability for Orange County's children.

MISSION

To facilitate the financial support of children by engaging parents and providing professional child support services.

CORE SERVICES

Core services align with the County of Orange mission - "Making Orange County a safe, healthy and fulfilling place to live, work and play, today and for generations to come, by providing outstanding, cost-effective regional public services."

ESTABLISHMENT of Paternity

Establishing paternity offers every child born to unmarried parents the assurance of the same legal rights provided to a child born to married parents. OC CSS offers alternative options for establishing paternity such as onsite genetic testing and participation in the Paternity Opportunity Program (POP).

ESTABLISHMENT of Court Orders for Financial and Medical Support

Establishing a right-sized court order, including a Parenting Time Plan option, serves as the foundational step in child support enforcement and a prerequisite for collecting monetary and medical support. OC CSS files a Default, Stipulation, or Motion for Judgment determining the amount of the obligation.

ENFORCEMENT of Court Orders for Support

Enforcing court-ordered obligations for child support and/or medical support is accomplished through a series of specialized enforcement tools: wage withholding; liens on real and personal property; intercepting of federal and state tax refunds; denial of passports; credit cards and suspension of business, professional and driver's licenses. OC CSS offers services to review a support order and modify if appropriate based on current circumstances.

COLLECTION & DISTRIBUTION of Payments

Collecting and distributing payments is streamlined through the California State Disbursement Unit (SDU). OC CSS supports the integrity of this process by entering support order information, enforcing court order terms and utilizing automated enforcement tools to assist in collecting support. Collections are expedited and disbursed to families through effective payment processing.

Our Values

Our values support our vision and shape our culture by aligning our beliefs, attitude and behaviors as a department.

Commitment to Children

We embrace our role in promoting child well-being by pursuing partnerships with parents to secure financial stability.

Dedicated Customer Service

We are dedicated to understanding our customers' circumstances and providing tailored services and resources to meet their needs. We serve every customer with the highest level of professionalism and quality.

Compassion and Encouragement

We always put the humanity of our staff and customers first, through heartfelt listening and understanding. We build positive relationships and promote meaningful connections.

Integrity and Respect

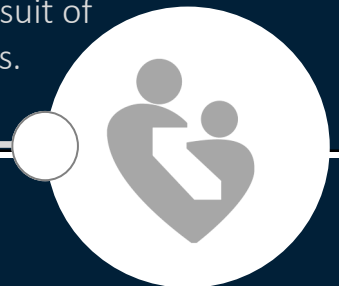
We take actions that demonstrate the highest ethical standards and professional conduct, including honesty, taking responsibility for mistakes, and treating others with dignity.

Growth and Learning

We encourage new learning experiences for individual and organizational growth. Through personal development and continuous improvement, we enrich our lives and are better prepared to tackle opportunities as they arise and promote the same for our customers.

Teamwork and Collaboration

We are one team working towards building trusted partnerships with parents, community, and staff and creating a superior work environment to deliver exceptional customer experiences. We are a diverse team that collaborates in the pursuit of the best possible experience for everyone, including staff and customers.



Program Performance

The child support program is held to federal performance standards monitored by the California Department of Child Support Services. The Orange County Department of Child Support Services (OC CSS) adheres to these standards when carrying out its core mission of collecting and distributing child support to fragile families. The program is monitored in the following core areas:



Over the years, OC CSS has consistently met or exceeded its measured performance goals. Factors such as ongoing enhancements of service delivery, realignment of business practices to maximize efficiency, building and nurturing productive partnerships and the use of innovative business analytics contribute to OC CSS' sustained increase in performance.

Paternity | OC CSS Goal: Establish paternity in 100% of all out-of-wedlock births in Orange County.

Establishing paternity is the process of determining the legal father of a child born to unwed parents. Establishing paternity provides legal and financial rights for children including:



- Benefit of knowing paternity was established
- Father may add his name on the child's birth certificate
- Health care coverage under the father's health plan
- Social Security and Veterans Affairs benefits
- Providing the father with visitation and custody rights

OC CSS offers options for establishing paternity, including:



Court Orders | OC CSS Goal: Obtain a fair support order in a collaborative manner focused on the needs of children.

A legal court order is required for the enforcement of child support and health insurance. Obtaining an order allows OC CSS to enforce the order for collection of support. The number of days between a case open date and the date an enforceable order is established greatly impacts the process of collecting and forwarding critical support to fragile families. Simply put, the timelier the process of obtaining an order, the quicker enforcement will commence.

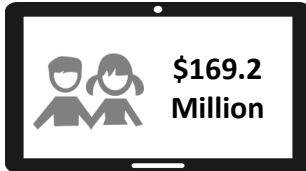
OC CSS routinely secures a new order and first payment approximately 120 days after case opening.

Current Support

OC CSS Goal: Obtain a reliable payment towards current child support.

Current child support represents the monthly monetary obligation ordered for the support of minor child(ren). Current support is a safety net relied upon by families to provide children with food, clothing, shelter and other basic necessities. OC CSS uses several methods of collecting child support, including:

- > Withholding wages from paychecks
- > Bank levies (attaching bank accounts)
- > Intercepting unemployment benefits
- > Other advanced enforcement remedies



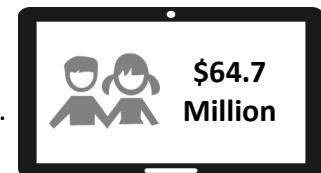
OC CSS distributed approximately \$188.9 million in current support, of which \$169.2 million was distributed directly to families.

Past Due Support

OC CSS Goal: Collect a payment in all cases with a past due child support balance.

OC CSS collects payments on unpaid past due child support balances. Collecting past due child support can be a challenging process, albeit an important one. By employing various collection methods, such as intercepting state and federal income tax refunds, OC CSS has been successful at collecting and forwarding past due child support to families. Collecting past due child support is as important and impactful to families as collecting current child support.

Last year, OC CSS distributed over \$64.7 million in past due child support.



Whether it is current or past due support, the collection and distribution of child support plays a vital role in meeting the day-to-day needs of fragile families. The distribution of child support monies has a positive impact on many families, and in some cases is the only existing source of income in the home.

Cost Effectiveness

OC CSS Goal: Maximize collections per dollar invested.

OC CSS is funded by 66% federal and 34% state dollars to manage caseloads and improve collection of child support. OC CSS achieves cost effectiveness by identifying operational efficiencies to meet the needs of families while maximizing the use of every dollar invested in the program.

Currently, OC CSS collects \$3.75 for every \$1 invested.



Complete performance measures can be found in the appendices section.

Compliance and Data Reliability

OC CSS takes a proactive approach in ensuring business practices, case management actions and data integrity are in line with performance standards. Performing internal department-wide Quality Assurance (QA) reviews and Data Reliability Audits (DRA) allows OC CSS to improve customer service, achieve data integrity and ensure compliance with local, state and federal rules and regulations.

Quality Assurance

Quality assurance (QA) reviews are routinely performed throughout the department. The purpose of a QA review is to:

- Evaluate the timeliness of case maintenance actions taken by staff
- Monitor quality of casework actions
- Ensure adherence to local, state and federal business practice requirements

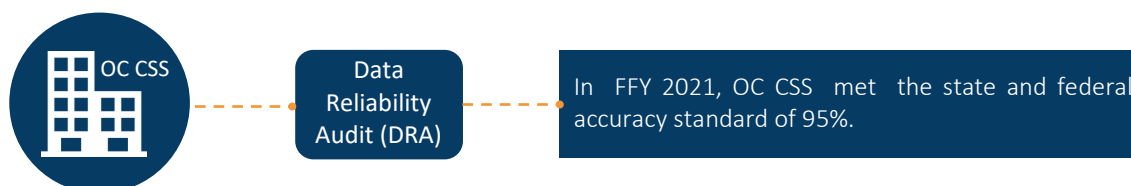
Feedback is provided to staff and managers during the review process, which in turn, triggers a tactical or training response to remediate any identified issues.

In addition, OC CSS performs internal and State DCSS-mandated audits to assure casework actions are processed within required timeframes and according to program administration requirements. Results are summarized and communicated to stakeholders via compliance reports. Audit results for Federal Fiscal Year (FFY) 2021 confirmed that OC CSS achieved overall compliance.



Data Reliability Audits (DRA)

OC CSS maintains efforts to improve completeness and accuracy of child support data within the case management system. Internal auditors conduct quarterly audits to confirm data integrity and validate standards. Routine internal data reliability audits confirmed that OC CSS met the required state and federal accuracy level of 95% in FFY 2021.



Strategic Plan

STATE

The California Department of Child Support Services (DCSS) Strategic Plan calls for collaboration between stakeholders, partners and families to improve program results for children, which comes from the certainty that they can count on parents for support. Below are the five goals specified in the State's plan.

OC CSS

OC CSS' business plan supports the State's plan by applying strategies that build on partnerships with parents, the community and stakeholders to increase opportunities for the success of families across Orange County.

Increase Support for California's Children

- Increase customer participation in the establishment of an order
- Set appropriate orders that result in consistent and reliable child support

Deliver Excellent and Consistent Customer Service

- Increase public awareness of services
- Measure and evaluate customer satisfaction for continuous improvement
- Deliver holistic services

Enhance Program Performance and Sustainability

- Professional and leader development
- Recruit, develop and retain a quality workforce
- Strengthen performance management

Develop and Strengthen Partnerships

- Promote successful partnerships with the courts, employers and community partners to effectively serve families

Be Innovative in Meeting the Needs of Families

- Implement new and improved business processes and practices
- Continue use of data analytics and technology

Strategies for Success

CUSTOMER-FOCUSED STRATEGIES



- Promote early intervention on new orders
- Increase customer participation in order establishment



OC CSS continues to improve accessibility, education and communication with customers at case opening with the message that we are here to help. Our goal is to assist parents by explaining child support processes, general payment information and all options available to parents. OC CSS continues to be responsive to customer needs by expanding how we deliver services. In meeting our customers where they are and gaining a true understanding of their circumstances, it allows us to provide holistic case management services throughout our Department.

By building customer relationships early on, we provide parents an opportunity to discuss their child support matters and come to an agreement. Parent participation and agreement in the order setting process provides added benefits to families such as:

- ✓ Engages customers in the process of establishing or modifying a support order
- ✓ Eliminates need for a court hearing to establish or modify an order
- ✓ Results in establishing timely, reasonable and accurate support orders
- ✓ Promotes consistent support payments and arrears prevention
- ✓ Results in higher payment compliance rates, ultimately benefiting families

OC CSS will continue to educate customers on the benefits of participating in the order setting process with the goal of reaching an agreement without the need of going to court.

Strategies for Success



- **Serving customers with a holistic approach**
- **Measure and evaluate the customer experience for continuous improvement**
- **Implement tools and tactics for removing barriers to service delivery**



Take the opportunity to proactively serve and inform customers on all aspects of their case in every interaction.



Administer customer satisfaction surveys, hold customer and staff focus groups, and analyze available data to identify opportunities to improve and tailor service delivery based on specific customer needs.



Increase awareness of services to current and potential customers through targeted communication that speaks to individual customer circumstances with print, digital, and direct advertisements strategically placed throughout the county.



Utilize technology to increase the avenues for serving our customers, such as through virtual appointments and court hearings, and enhancing convenience through online self-scheduling of appointments.



Promote successful partnerships with local courts, employers and community partners to effectively serve families

Strong partnerships with our local court, employers, and community partners are critical to the successful distribution of child support payments to families.



Superior Court in establishing child support and medical orders and modifying existing orders. Maintaining open lines of communication and holding collaborative meetings with our court partners ensures mutual focus on meeting customer needs.



Employers to expedite income withholding orders for timely collections and distribution of child support payments to families. Outreach efforts foster a stronger partnership with employers, raises awareness of employer-related documentation and forms and minimizes turnaround timeframe between income withholding order and first payment.



Community Partners to collaborate in service delivery for mutual customers and to provide resources for customers who are in need of additional services.

Strategies for Success

STAFF DEVELOPMENT STRATEGIES



- **Provide relevant, effective and engaging learning opportunities**
- **Utilize a holistic training approach**
- **Promote leader development**



To promote a professional, diverse and skilled workforce, OC CSS provides professional and leadership development by delivering relevant, effective and engaging learning to staff at all levels.

OC CSS' training program offers training in the core pillars of Program, Leadership, Professional and Personal Development. Using this holistic training approach enhances department-wide program knowledge, improves casework quality and promotes the delivery of timely and effective services. This approach strengthens succession planning and comprehensive knowledge transfer. The program's focus on analytical skills training supports proactive management and effective business analysis.



Our leaders participate in skill building, facilitated peer discussions and are active participants in selecting topics to support their own professional development and growth. Maximizing leadership development opportunities raises engagement and accelerates the professional growth of OC CSS leaders.

Strategies for Success

BUSINESS PROCESSES STRATEGIES



- **Analyze business processes from a customer perspective to identify and remove barriers**
- **Continued use of data analytics and technology to streamline business processes and increase effectiveness**



OC CSS consistently seeks information and insight into the circumstances and experiences of our customers. Using this knowledge, we reevaluate our business processes in order to identify barriers to a successful customer experience. Some specific examples include enhancing how we guide customers in the completion of standardized forms and utilizing electronic/digital signatures and file submissions to make it easier to share and receive customer information.

Data analytics is a pillar of program success at OC CSS. Over many years, OC CSS has built a robust repository of data elements from both the statewide case management system, as well as from local tools. This data is delivered through centralized online reports and dashboards, which are updated daily, weekly, or monthly. Not only does this data provide a tool for monitoring progress and consistency throughout the department, but it also equips leaders with the information that sparks deeper dives into operational processes and opportunities to innovate.

Lastly, OC CSS monitors organizational performance goals through key practice indicators and federal performance measures via monthly and quarterly production reports. In addition, we consistently evaluate program initiative impacts using quantitative and qualitative data to determine effectiveness.

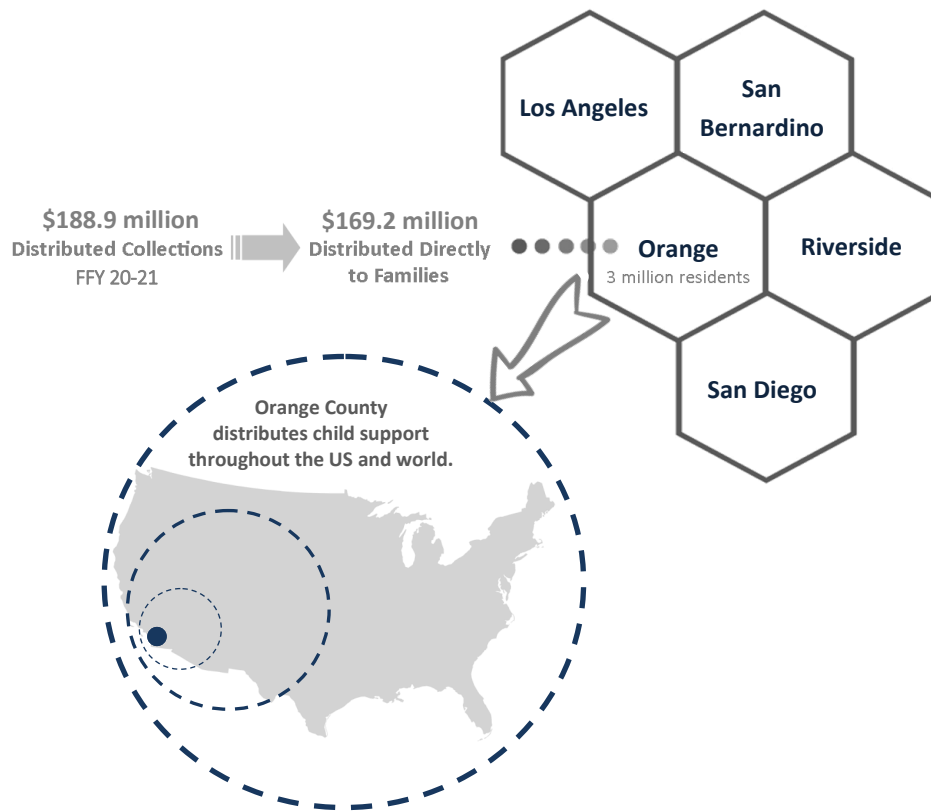


OC Community

Southern California Region

Collectively, the five largest counties in Southern California distributed approximately \$1.33 billion in current support to families served by the program, which represents nearly half of all child support in California. In addition, these counties served almost half of the state's 1.3 million cases.

In Federal Fiscal Year (FFY) 20-21, OC CSS distributed collections of \$188.9 million; \$169.2 million was distributed directly to families.



Orange County

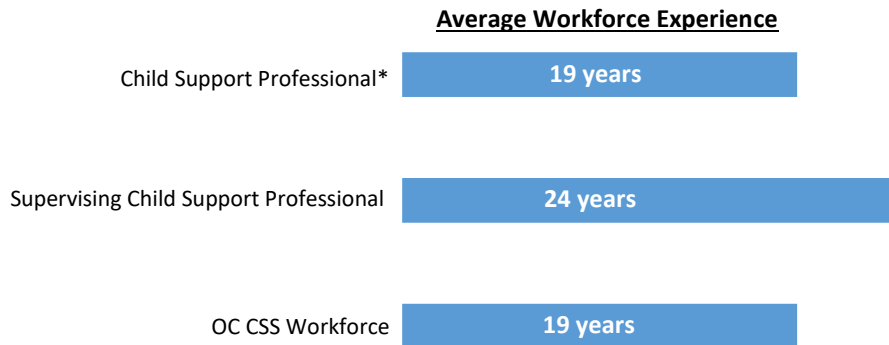
OC CSS serves over 58,000 families including over 93,000 children, which represents one of every seven children in Orange County.

Increased collaboration with other counties and community partners is a way to raise awareness of the child support program and a means of providing a range of resources to assist customers seeking self-sufficiency.

OC Community

OC CSS Workforce

A strong, stable, and knowledgeable workforce is the backbone of OC CSS' success. They use their experience and skill to conduct the day-to-day operational child support activities that support the agency's mission and vision.



The OC CSS Workforce and Community Connection

* Countywide Service

Our employees connect with customers because they understand their needs and the obstacles they have in achieving self-sufficiency. OC CSS nurtures their connections by hosting on-site workshops, offering educational opportunities, and coordinating presentations in the community to raise awareness of child support services.

OC CSS employees seek opportunities to relate to customers in a personal way. Many staff and customers share similar backgrounds, speak the same languages and even live in the same neighborhoods. In fact, close to 50% of OC CSS employees and customers live in Santa Ana, Anaheim or Orange - three of the largest communities served by the agency. OC CSS employees serve customers via a range of languages, including the most common - English, Spanish, and Vietnamese. Partnering with customers in their native language increases program awareness within that community and promotes customer engagement.

Connecting with customers provides for better service delivery and strengthens partnerships critical to the path of family self-sufficiency. Ongoing professional development coupled with the department-wide focus on service delivery bolsters OC CSS' commitment to a well-rounded, knowledgeable and responsive workforce.

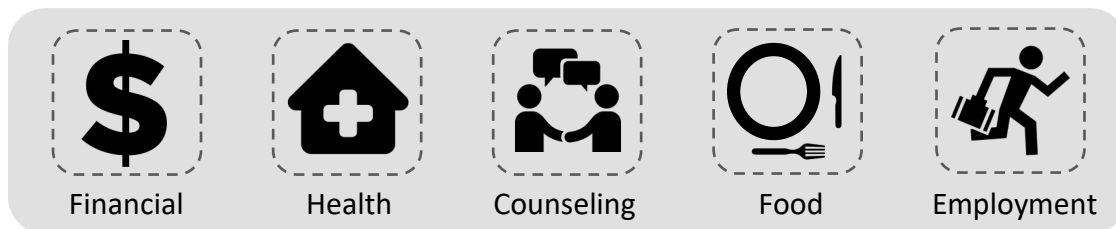


OC Community

Customer Service

OC CSS employees are charged with delivering excellent customer service. The existing customer service culture at OC CSS focuses on personalized service delivery to meet the needs of customers, and promotes customer engagement and accountability.

Customer service representatives listen to customers' needs and treat each interaction as a partnership. In 2021, the Community Resource Center, in partnership with Customer Service Contact, assisted over 19,000 visitors, which included assistance with resource referrals/connections to/with customers. The most popular type of resources include:



OC CSS is committed to maintaining quality and timeliness in the customer service experience. As a result, OC CSS pioneered implementation of the Customer Satisfaction Program (CSP) to regularly survey customers. CSP provides customers the opportunity to give feedback on overall customer satisfaction. Survey results are assessed to identify opportunities for improvement and areas of excellence in service delivery. In addition, OC CSS remains focused on enhancing service delivery by implementing department-wide, customized customer service training.



OC Community

OC CSS/ Customer Challenges

OC CSS faces unique challenges in providing services to the community. These challenges include:

- Local, national, and international perception of abundant wealth in Orange County
- Lack of general program awareness and services offered
- Differentiating services provided by OC CSS from services provided by other agencies
- Initiating collaborative relationships with stakeholders and the community

Customers also face challenges in meeting their child support obligations. These challenges may include:

- Criminal history
- Limited education
- Local Economy
- Cost of Housing
- Language barriers
- Unemployment or Under-employment
- Inadequate health coverage
- Multiple child support cases

Reducing Challenges

OC CSS evolved to create and adapt business practices that better assist our customers through challenging times including responding to the COVID-19 pandemic. During those times, closures required a reassessment and immediate implementation to alternate processes to serve customers. With court closures, CSS collaborated with the court partners to create, test and establish technology and business process to effectively hold court hearings virtually. Establishing virtual hearings allowed our customers and staff to maintain their safety during the pandemic while still having access to child support hearings when the matters could not be settled in advance.

With up to 40% of all court orders established by CSS through a court hearing, it was imperative to develop an alternative option for customers to continue to establish court orders in a timely matter and to avoid delays in collecting child support collections to families. OC CSS quickly established a Settlement Conference process for parents to meet with a trained Child Support Attorney with the goal to resolve the child support matters through an agreement, and to do so from the comfort and safety of their own home. More than 55% of the participating customers were able to settle their child support matters through this process experience. In addition, a survey of customers who participated in the Settlement Conference, revealed a majority felt that meeting with the child support attorney helped them resolve their child support matter and they were more satisfied overall with the services provided by OC CSS.

Our Customer Service Center also adapted to the pandemic by introducing interviews via phone call and a new Self Scheduler system that allows the customer to make appointments online for interviews in-person or over the phone.

OC CSS continues to strive to provide professional services that assist our customers with navigating their child support cases.



Appendices

- ▶ Performance Scorecard
- ▶ OC CSS Highlights
- ▶ Federal Performance Measures
- ▶ Organizational Chart

Orange County Department of Child Support Services Performance Scorecard FFY21 (October 2020 - September 2021)

Objective	Metric	FFY19 Results	FFY20 Results	FFY21 Results
Collections & Performance <i>To ensure the financial and medical support of children</i>	Annual Dollars Collected Per Case	\$2,922	\$3,304	\$3,296
	Annual Dollars Distributed to Families	\$185,454,792	\$199,045,343	\$188,931,580
	Annual % of Current Support Collected	68.4%	68.9%	67.8%
	Annual % of Cases with Arrears Collected	67.7%	77.3%	73.2%
	Annual % of Cases with Orders Established	93.6%	93.8%	94.3%
	Annual % of Cases with Paternity Established*	92.2%	88.4%	95.7%
Customer <i>To build positive, lasting and valued relationships with customers</i>	Annual Department Overall Customer Satisfaction	3.5	3.4	3.5
	Annual Lobby Wait Time (Customer Contact)	9 min	9 min	9 min
Business Efficiencies <i>To provide child support services efficiently and effectively</i>	Annual Dollars Collected Per Full-Time Employee (FTE)	\$511,317	\$503,148	\$425,550
	PI #22 - Days: Case Opening to Order + Order to First Payment = Total Days**	93	94	122
	PI #25 - Days: Case Opening with Order to First Payment**	80	84	81
	Data Reliability Index Per Qtr	96%	100%	99%
	Compliance Index Per Qtr	96%	100%	99%
	Emergency Operation Action Plans**	100%	100%	100%
Staff <i>To deliver child support services in a professional manner</i>	Annual Hrs of Professional Development Per FTE	35.4	25.1	22.9
	% of Leaders w/27 hrs of Annual Leadership Training	87%	48%	41%

* Pending statewide Office of Vital Records (OVR) data

** New Measuring Method

OC CSS Highlights

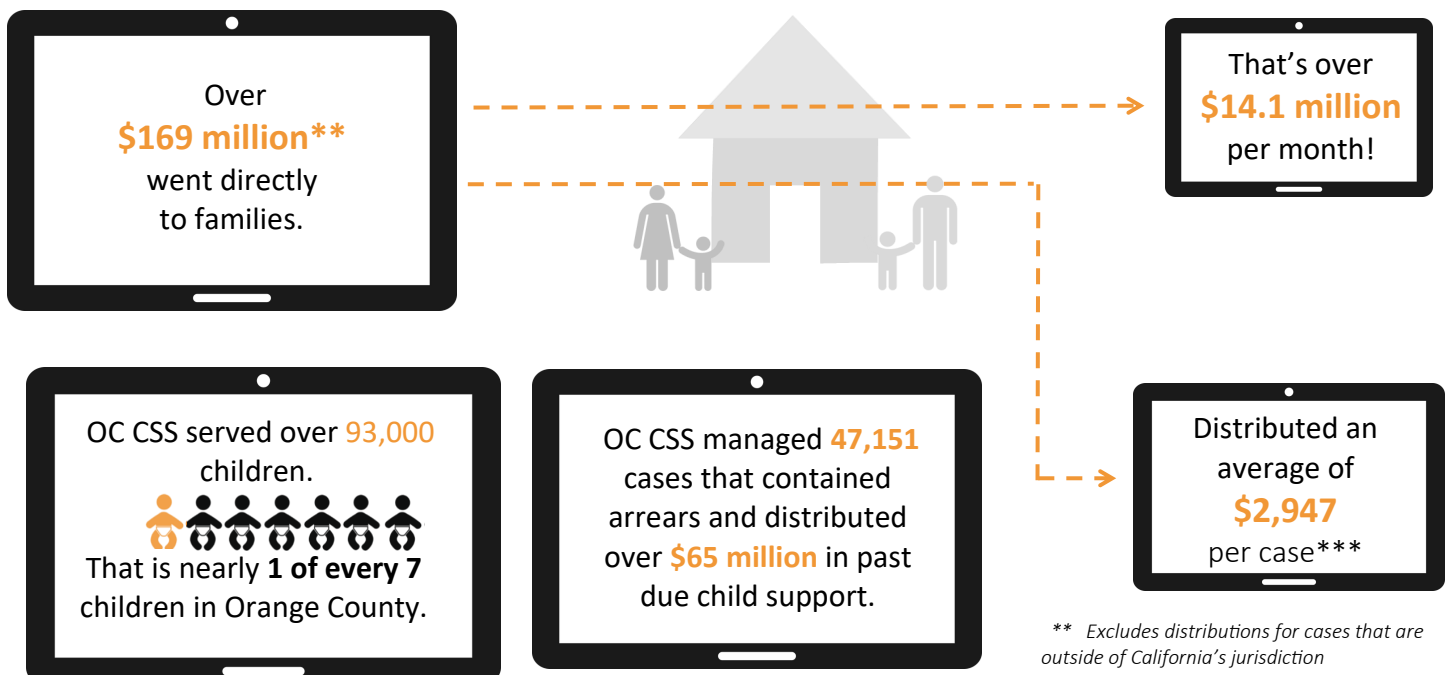
Distributed Collections



** Distributed Collections are reported instead of Collections Received.*

Impact of Distributed Collections

Child support collections that are distributed to families have the most impact.



OC CSS Highlights

Customer Service Delivery

All OC CSS staff are charged with the responsibility of excellent customer service delivery. The existing customer service culture at OC CSS ensures personalized service delivery to meet the needs of customers.

Call Center answered over 130,000 calls.

25 Average wait time before speaking to a representative.
seconds

Customer Service Contact assisted **6,700** Customers via the Customer Connect portal

OC CSS obtained **2,200** new orders establishing paternity, medical and child support.



The Customer Service Center assisted over 19,000 visitors.

Average wait time before meeting with a representative. **Less than 9** *minutes*

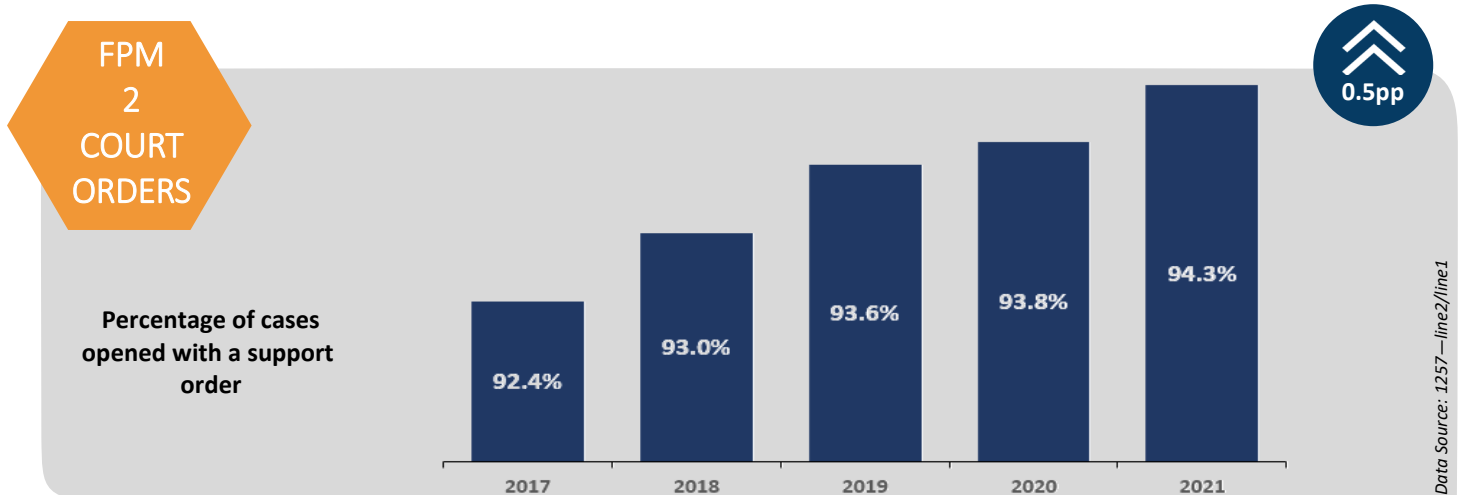
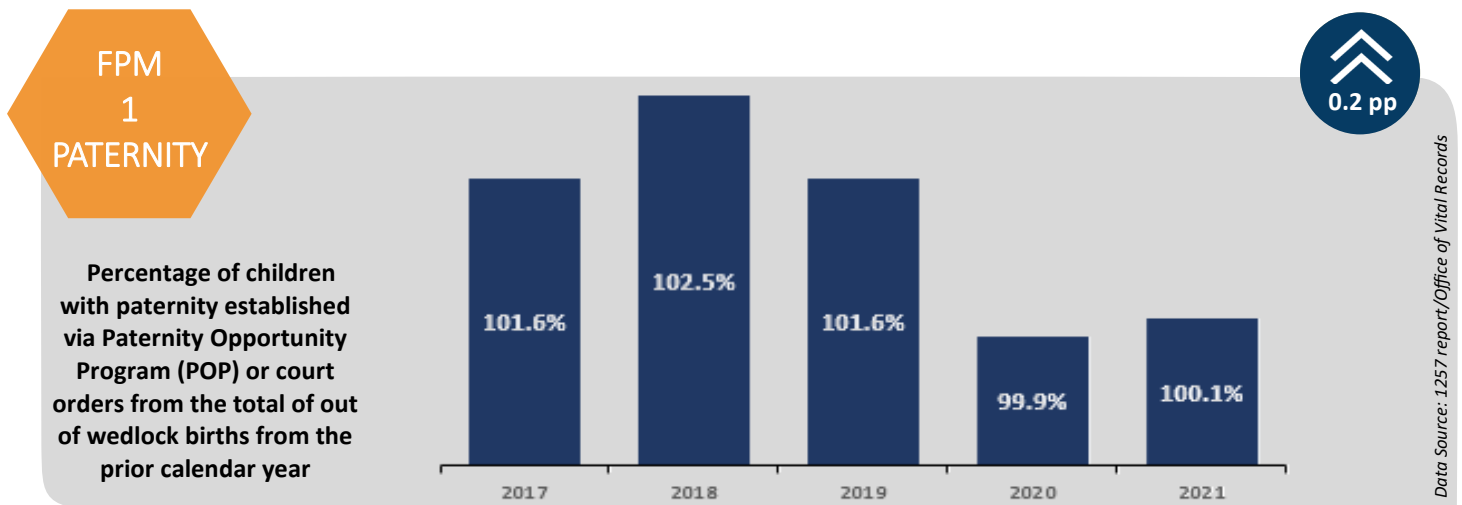
Federal Performance Measures

FFY 2020 - 2021

Federal Performance Measures (FPMs) establish performance metrics for accomplishing the core mission of collecting and distributing child support.

Over the past five years, OC CSS steadily improved performance in all five FPMs, and during the last year maintained or elevated performance in four of the five FPMs. Factors such as ongoing enhancement of customer service delivery, realignment of business practices to maximize efficiency, building and nurturing of productive partnerships, and use of innovative business analytics contribute to OC CSS' sustained increase in performance.

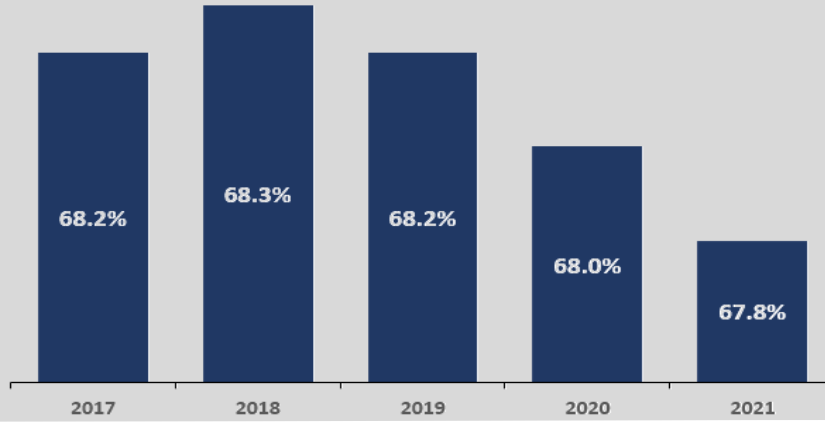
OC CSS is funded by 66% federal and 34% state dollars. Since 2002, the department has experienced flat funding while the cost of doing business has continued to rise. OC CSS continues to maximize resources through operational and fiscal strategic planning. While the workforce continues to decrease through attrition, the department continues to meet business needs and customer service goals.



**FPM
3
CURRENT
SUPPORT**

0.2 pp

Percentage of current support collected from the amount billed

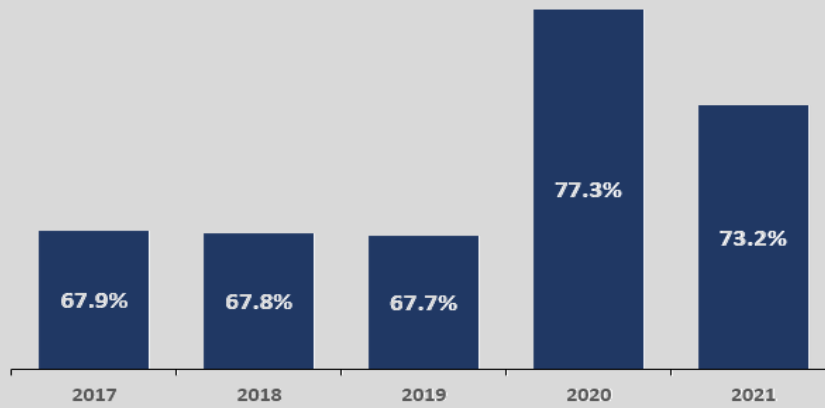


Data Source: 1257—line25/line24

**FPM
4
ARREARS**

0.1 pp

Percentage of cases with past due arrears that made a payment during the Federal Fiscal Year



Data Source: 1257—line29/line28

**FPM
5
COST
EFFECTIVENESS**

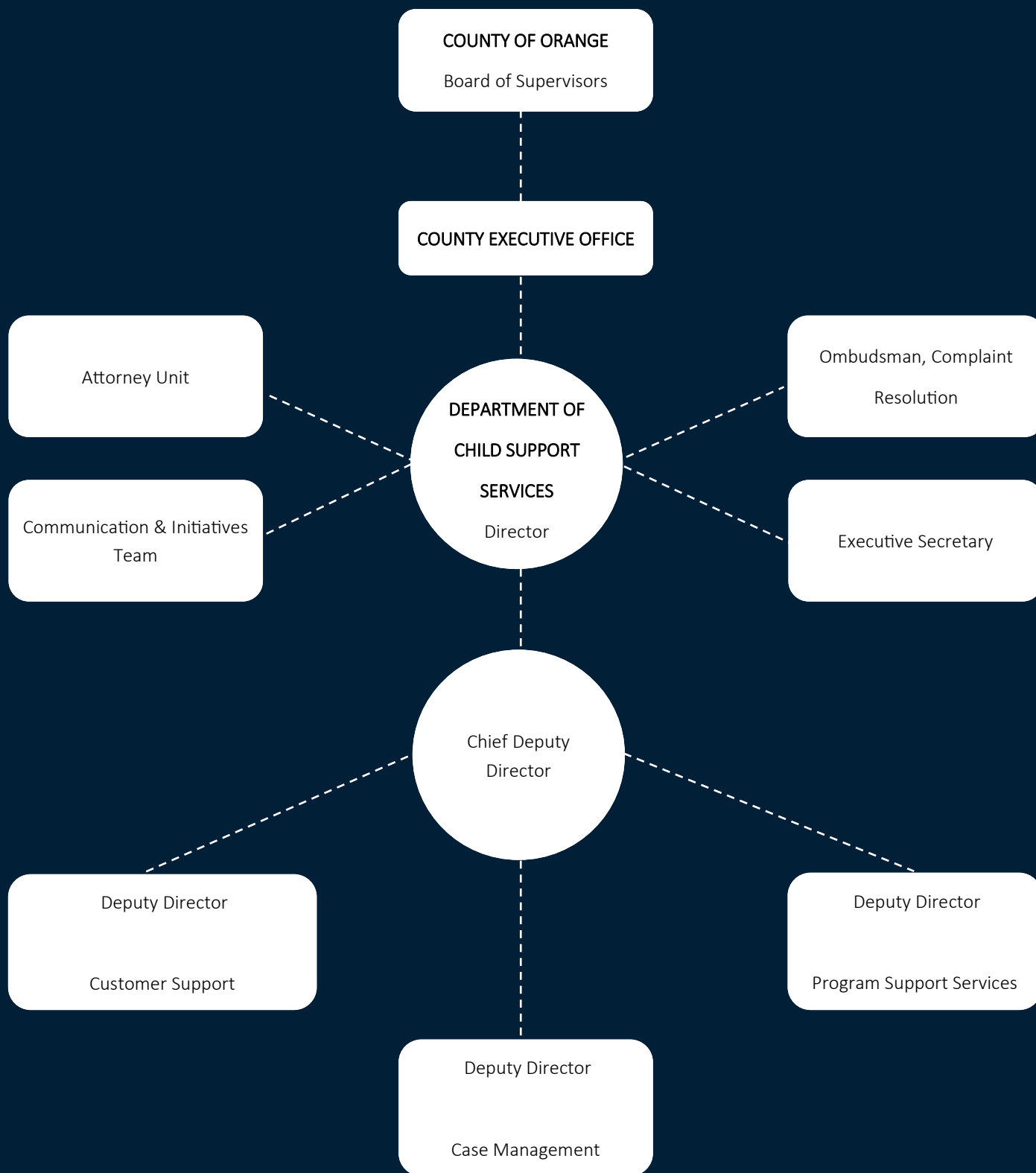
6.4%

Total dollars collected compared to program expenditures



Data Source: 1257 report and Fiscal Budget

Orange County Department of Child Support Services Organizational Chart





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Director

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2022 BUSINESS PLAN