

**CALIFORNIA DEPARTMENT OF CHILD SUPPORT SERVICES**

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



August 4, 2021

CSSP LETTER: 21-04

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

SUBJECT: PERFORMANCE IMPROVEMENT PROCESS FOR FEDERAL FISCAL  
 YEAR 2021/2022

<u>Reason for this Transmittal</u>
<input type="checkbox"/> State Law, Regulation and/or Change
<input type="checkbox"/> Federal Law, 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

The Department of Child Support Services' (DCSS) performance improvement process for federal fiscal year (FFY) 2021/2022 will focus on improving service delivery through key customer service goals and objectives outlined in this letter. The Strategic Plan emphasizes the need for reliable child support for children through building collaborative partnerships, engaging customers, leveraging best practices, and innovating to create a consistent statewide program.

**DCSS STRATEGIC PLAN GOALS AND OBJECTIVES**

The Strategic Plan's goals and objectives are intended to support progress and positive results. They build on successes learned from past practices, pilot projects, and local innovation and were developed to enhance performance and the customer experience.

**Goal 1 - Facilitate Consistent Support for Children**

Objective 1: Increase child support collections and payment reliability

Objective 2: Recognize and provide individualized services to customers

**Goal 2 - Strengthen Customer Engagement**

Objective 1: Reduce the complexity of the customer experience

Objective 2: Develop and implement new options for communicating with customers

Objective 3: Enhance program outreach to deliver a clear and accurate image of our program to the public

Objective 4: Expand efforts on recruitment, retention, and development of child support professionals

**Goal 3 - Enhance Program Performance**

Objective 1: Promote consistency of processes statewide

Objective 2: Implement organization and program efficiencies

**Goal 4 - Build Collaborative Partnerships to Benefit Families**

Objective 1: Establish new partnerships to help reduce poverty

Objective 2: Expand the use and sharing of data

**Goal 5 - Foster Innovation and Improve Service Delivery**

Objective 1: Expand data analytics

Objective 2: Modernize the development and delivery of documents

Objective 3: Expand customer self-service capabilities

**PERFORMANCE MANAGEMENT PLANS (PMPs)**

DCSS believes California's program and families can best be served by a statewide concerted effort that focuses on the following customer service initiatives. The key initiatives below should be included in every FFY 2021/2022 Performance Management Plan (PMP). Initiative four is only required for those LCSAs that fall below the 90% Statewide Paternity Establishment threshold. Local child support agencies (LCSAs) have discretion to develop their own tactics to address these initiatives.

There are four LCSA PMP key initiatives:

**1) Improve Service Delivery:**

- a) Review Cases for Debt Reduction Program
- b) Increase Newly Established/Open Cases
- c) Review Presumed Income Orders for Set Aside

**2) Enhance Partnerships with local Agencies for Outreach and Engagement (such as IV-A, IV-E, Community-Based Organizations)**

**3) Increase Current Support Collections**

- a) Review for Modification: Zero/Reserved Orders
- b) Increase Electronic Communication with Customers

**4) Paternity Establishment**

- a) All LCSAs below the 90% Statewide Paternity Establishment threshold will include a tactic to improve paternity establishment and report quarterly on their progress
- b) Concentrated efforts will be captured and monitored on the Comparative Data Report table 1.1 (CDR 1.1)

FFY 2021/2022 PMPs will be living documents. Tactics can be added or removed, as appropriate, when introduced or completed. PMPs should be updated quarterly with progress toward the key initiatives and are due as follows:

September 15, 2021	LCSA PMP Due
January 31, 2022	LCSA 1st Quarterly Update
May 2, 2022	LCSA 2nd Quarterly Update
August 1, 2022	LCSA 3rd Quarterly Update
October 31, 2022	LCSA Final Results

### **PMP TEMPLATE**

LCAsAs shall submit their PMPs by September 15, 2021 using the attached FFY 2021/2022 LCSA PMP template.

The Regional Administrators are available to assist with the development and review of PMPs to confirm they are consistent with the general concepts outlined in this letter. They will also schedule a conference call or a site visit with each LCSA to discuss each PMP in detail. The Regional Administrators will monitor LCSA implementation and completion of the tactics detailed within the PMPs. If you have any questions, please contact your Regional Administrator.

Sincerely,

o/s

DAVID KILGORE  
Director  
Department of Child Support Services

Attachment

**DEPARTMENT OF CHILD SUPPORT SERVICES  
PERFORMANCE MANAGEMENT PLAN  
FFY 2021/2022 (10/01/21 09/30/22)**

<b>LCSA:</b>	<b>[Title]</b>	
<b>Goal:</b>	<b>#</b>	
<b>Objective:</b>	<b>#</b>	

MEASUREMENT	BASELINE	FFY 2020 TARGET

<b>Oct-Dec Quarterly Update:</b> (due 01/31)	
<b>Jan-Mar Quarterly Update:</b> (due 05/02)	
<b>Apr-Jun Quarterly Update:</b> (due 08/01)	
<b>Jul-Sep Quarterly Update:</b> (due 10/31)	

Initiative/Tactic(s)	Lead(s)	Description/Implementation Strategy

<b>Goal:</b>	#	
<b>Objective:</b>	#	

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