

## CHILD SUPPORT SERVICES DEPARTMENT RESPONSE TO KPMG OPERATIONAL & PERFORMANCE REVIEW

### Participant Service Delivery

Child Support Services appreciates KPMG’s recommendations for enhancing participant service delivery in the Department and will undertake the following actions:

#	Recommendation	Department Response	Fiscal Impact/Challenges/ Opportunities	Implementation Timeframe
1.1	Perform an analysis of child support orders with arrears to identify opportunities for targeted intervention.	<p>The department agrees with KPMG’s recommendation.</p> <p>Over the next two years, significant changes are expected in the arrears landscape of the child support program. These changes will be driven by new statutes, regulations, and policies that will affect the establishment of orders and the accumulation of arrears on cases. Additionally, the implementation of a new algorithm, developed as a result of the UCSD Collectability Study, is anticipated. This algorithm will enable case managers to assess the likelihood of collecting arrears based on various factors related to the person responsible for paying support. By utilizing predictive analytics, it is expected that this algorithm will lead to a reduction in arrears accumulation, proactive identification of opportunities to prevent arrears, and the identification of uncollectible arrears that may be removed from balances.</p> <p>Alongside legislative changes, the department aims to enhance its existing Tableau dashboards, as recommended by KPMG, to facilitate proactive analysis of arrears accumulation. This will provide valuable insights while awaiting the completion of the Collectability Study and the development of the algorithm tool. In addition, the department plans to explore the incorporation of additional data elements into the Tableau dashboards. These elements will help case managers identify cases that may qualify for the Debt Reduction Program or require a Review and Adjustment.</p>	<p>The Tableau tool is overseen and managed by the State Department of Child Support Services (DCSS). The department's ability to make changes to Tableau dashboards at the local level is dependent on the State DCSS' timeline and staffing resources.</p> <p>With the program's ongoing evolution and the introduction of new policies and tools, it is anticipated that the comprehensive review of all cases will require a substantial amount of time to complete. This consideration holds significant importance as we navigate the transition towards new program service delivery models and provide training to our staff, ensuring they are equipped to support the shift towards a more family-centered/whole person approach in our child support program.</p>	<p>The implementation of Tableau updates is expected by September 2024.</p> <p>The implementation of using data points in Tableau to target arrears cases is expected by September 2024.</p> <p>The implementation of a standard operating procedure relies on the completion of the Collectability Study and algorithm implementation. We anticipate the timeframe to be on or about January 2025.</p> <p>The final Collectability Study and algorithm implementation is slated for December 2024.</p>

<p><b>1.2</b></p>	<p>Strengthen early intervention strategies to support vulnerable participants in receiving the resources required to meet child support payments.</p>	<p>In line with KPMG's recommendation, all current and newly hired Child Support Officers will receive training in coaching techniques, with a second cohort of six Child Support Officers currently undergoing training.</p> <p>The department will conduct a comprehensive evaluation of the existing Post Early Intervention Program to improve and expand its ability to support vulnerable participants in meeting their court ordered obligations. This initiative will complement other recent strategies, including our partnership with the Workforce Development Board which connects unemployed participants with job training; ongoing training of staff in motivational coaching techniques to assist participants facing challenges meeting their court ordered obligations; and the implementation of Parenting Court which is centered around providing enhanced resources to participants who are delinquent in paying support and have been charged with civil contempt.</p> <p>Although it is still in the early implementation/pilot stages, Parenting Court may also be offered to participants as soon as they become delinquent in paying support.</p>	<p>The department does not anticipate the need for additional resources to be able to develop these metrics and pursue the recommendations listed.</p>	<p>The current staff coaching and training program is expected to conclude by June 2025.</p> <p>The implementation of improvements to the Post Order Early Intervention Program (POEIP) is aimed at closely monitoring cases with a newly established child support order, new open cases that have an existing child support order and cases that have reopened after being closed in the past. These cases will be assigned to the POEIP team to complete a robust outreach plan that will ensure constant contact at this vital stage and timely enforcement of cases. Additionally, this will allow communication of available programs to those individuals who may be unemployed. These improvements will be implemented by June 2024.</p>
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1.3	Improve workload allocation processes for Locate cases to streamline processes and reduce resolution times.	<p>The department agrees with KPMG’s recommendation.</p> <p>The department is developing a Locate caseload with the objective of identifying cases that have ongoing child support but prolonged inactive addresses and outdated employment information for the participant ordered to pay support. Enhancing the frequency of reviewing these cases has been identified as a top priority for the department. The department will assign experienced case managers who possess specific locate expertise to review these cases. They will be conducting informative interviews and ensuring consistent follow-up until the participant pays consistently.</p>	<p>Having a locate caseload with case managers whose expertise is Locate will create an opportunity to transition to a focused and proactive approach to case management with regularly scheduled Locate case reviews.</p>	<p>The implementation of a Locate caseload will occur within the next 3 months.</p>
1.4	Enhance marketing and outreach activities to effectively identify and target client populations in need of service.	<p>The department agrees with KPMG’s recommendation.</p> <p>The California State Department of Child Support Services has obtained a statewide media buying contract to enhance the program’s digital presence. The department has committed to participating in the contract for the FY 2023-2024 Simplified Enrollment Program campaign. Additionally, for FY 2024-2025, the department has opted for digital ads twice a year and will evaluate the results to assess the cost/benefit for purposes of determining the optimal degree of ongoing participation. Moving forward, the Southern Region Child Support Directors have requested that the State be responsible for program marketing and advertising campaigns. Most local child support agencies lack marketing and advertising expertise. The Directors are awaiting a response regarding the request for the State to assume this responsibility.</p> <p>As per the KPMG recommendation, the department will incorporate data elements, such as U.S. Census Bureau data, into future outreach event planning. The department's outreach team currently collaborates and participates in partnerships throughout the county.</p>	<p>No additional fiscal impact as the media buying contracts are budgeted in FY 2023-2024 and 2024-2025.</p> <p>One of the challenges in implementing the action steps in this area is the absence of a dedicated data analyst or similar position due to the departments small size. To address this, the department is working with the State to upgrade available tools in order to gather more localized demographic data about program participants.</p> <p>Additionally, since the department lacks marketing expertise and dedicated marketing roles, creating an effective in-house marketing campaign would be challenging. As a result, the department is awaiting the State's response to the request made by the Southern California Region Directors for support in this area.</p>	<p>The implementation of data use in outreach plans will occur over the next 6 months. The department will also contact other Local Child Support Agencies of similar size to learn from their experience and best practices in utilizing these data sets.</p> <p>Within a 6-month timeframe, the department will actively engage with the State DCSS Fatherhood Council to understand their mission, goals, and objectives to assess whether participation in the council will effectively meet the need to obtain valuable lived experience feedback on child support services delivery.</p>

		<p>Examples of events the department has participated in include the 2-1-1 Community Day Celebration, Child Development Resource Fair, a presentation and display at the Mexican Consulate in Oxnard, Farmworker Resource Mobile Center Kick-Off and Resource Fair, Good Samaritan Shelter Recovery Day, Santa Maria Open Streets, and the Public Health Department's Back to School Health Fairs. The Child Support Services information table at these events received over 576 visits. Although at this time the department is not able to correlate attendees with applications filed, these events were well attended by some of the department's most vulnerable residents.</p> <p>Additionally, the department is exploring participation in the California State Department of Child Support Services newly established Fatherhood Council. This council brings together local community advocates, parents, and fathers to gain insight into their lived experiences with the child support program. The Council has been valuable in providing perspectives on policy letters, policy implementation, and customer service delivery. Joining the statewide Council is significant because most program complaints revolve around the regulations, laws, and legislative statutes that govern the child support program. Making changes in these areas requires partnership with the statewide program which establishes and governs the local child support program through policy directives and regulatory implementation.</p>		
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**Collaboration with Key Stakeholders**

Child Support Services appreciates KPMG’s recommendations for enhancing collaboration with key stakeholders in the Department and will undertake the following actions:

<p><b>2.1</b></p>	<p>Explore and adopt opportunities to increase data sharing capabilities with other County Departments to better support participants that experience complex social issues.</p>	<p>The department agrees with KPMG’s recommendation and acknowledges the potential benefits of legally permitted enhanced data sharing with other County departments to better support individuals dealing with complex social issues and to further actualize the County’s One County One Future vision. Currently, the department is collaborating with multiple County agencies through active engagement in the County’s Data Sharing Committee meetings.</p> <p>To further these efforts, meetings have been scheduled with Madera and Sonoma County local child support agencies regarding their existing partnerships to gain a deeper understanding of their collaborative practices and how they navigate legal and regulatory requirements in order to share data to successfully support mutual customers</p>	<p>The Child Support Program, like many social service programs, is subject to strict regulations regarding the sharing of information with other agencies.</p>	<p>The implementation of data sharing opportunities will occur, where feasible, once the department concludes meetings with other agencies by December 2024.</p>
<p><b>2.2</b></p>	<p>Enhance collaboration with the other human services agencies and the court to support participants’ diverse needs and strengthen the whole-person approach to care for the</p>	<p>The department agrees with KPMG’s recommendation.</p> <p>The department embraces the whole-person approach as it provides an opportunity to connect vulnerable participants to necessary services, as well as to further actualize the County’s One County, One Future vision.</p> <p>The department will explore the possibility of implementing a warm hand off and referral process to local agencies who can provide support to participants. This exploration will involve connecting with other child support agencies to better understand how they safeguard client information and comply with the law while sharing data. The department anticipates that it will negotiate and sign memorandums of understanding with willing partner departments/agencies so that each partner’s roles and responsibilities from referral through</p>	<p>The department is in the process of implementing legislative changes taking effect through 2026 that will support the whole-person approach to service delivery and assist with the information systems changes needed to further this approach. As the State and the department is currently in the early stages of this endeavor, staffing, fiscal or other challenges have not yet been fully determined.</p>	<p>The implementation of legislative changes will occur as the California Department of Child Support Services provides policy direction, which the department expects to occur through 2026.</p> <p>The exploration of an enhanced referral process with the Probation Department is anticipated to occur over the next 3 months. We anticipate building on this initial partnership and exploring additional partnerships with other agencies such as Social</p>

	family.	<p>the conclusion of services are clear. As an example, the department has reached out to the Probation Department and has scheduled meetings to discuss an enhanced referral process that may take the form of a dedicated onsite child support presence to assist probationers with child support orders.</p> <p>At the State level, the program is in the midst of implementing several legislative and policy changes that are anticipated to create a whole family centered approach to child support case management and service delivery. One of the ways this will be accomplished is through the creation of a currently titled "Persona Page" in our statewide system that is anticipated to lead case managers through an analysis of a case to determine an individual's ability to pay, as well as additional factors that may be posing a barrier to meeting their monthly obligation. In addition, there are several other upcoming legislative changes that are focused on assessing each participant's ability to pay and barriers to consistent payments. The department is currently in the 2<sup>nd</sup> cohort of individuals in training to learn how to identify and address barriers to payment. All staff will complete training by June 2025.</p>		Services, Behavioral Wellness, and First 5 over the next 12 months.
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<b>Technology Enablement</b>				
<b>Child Support Services appreciates KPMG's recommendations for enhancing technology enablement in the Department and will undertake the following actions:</b>				
<b>3.1</b>	Update processes for engaging with participants via the virtual lobby to increase staff efficiency and reduce participant wait times.	The department agrees with KPMG's recommendation that refinements to the current process would be beneficial to all parties. The virtual lobby is a relatively new addition to the department. The department recently completed a pilot project in an effort to address issues in the current process. The project consisted of identifying the most efficient number of child support officers for immediate availability for virtual participant meetings/calls.	None have been identified.	The implementation of the pilot project was concluded in March 2024. As a result of the pilot, the department implemented group chats in Teams for office professionals to communicate with child support officers when participants using the virtual

		<p>The recommendations and action steps in the KPMG report provide useful ideas/tools to further evaluate/improve the virtual lobby process, with the goal of engaging participants via the virtual lobby in an efficient and professional manner.</p>		<p>reception feature need the assistance of a child support officer. This new process has eliminated the need to contact several child support officers in an attempt to obtain help for participants. It has also reduced the waiting period for participants to connect with their assigned child support officer. The new process includes a schedule for staff who monitor the virtual lobby to ensure coverage during office hours.</p>
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