2017 ANNUAL CHILD SUPPORT TRAINING CONFERENCE & EXPO

PARTNERSHIP OF HEROES

MAY 1-4, 2017 • GARDEN GROVE, CALIFORNIA

CHILD SUPPORT DIRECTORS ASSOCIATION OF CALIFORNIA
2017 Annual Child Support Training Conference & Expo

Stratification Overviews

Sara Gaeta-Anguiano, Chief Analytics Officer, Los Angeles County DCSS

Ken Sewell, Deputy Director, Ventura County DCSS

Susan Dunlap, Program Manager, Placer County DCSS
Stratification Model

Sara Gaeta-Anguiano, Chief Analytics Officer

Los Angeles County DCSS
Always start with the “Why”

Why: To Provide our Community with Efficient, Effective, and Professional Child Support Services

How: Fairly, Quickly, Efficiently

What: Establish and Enforce Child Support Orders
2017 Strategic Plan
(developed 2012)

Human Resources  Organizational  Programmatic  Environmental

Programmatic

- Predictive Analytics and Stratification
- Increase CMT use
- Enhanced Technology

Build a Predictive Model that predicts the likelihood that a case will pay.

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In the rest of California... (in 2014)

- Humboldt
- Segmentation
- Yolo
- Stratification
- Napa
- Stratification
Predictive Analytics – Scoring, Stratifying, Segmenting

Option 1 - Scored Caseload

Caseworkers maintain current caseload. CSOs receive training on caseload scores and given score-driven enforcement strategies.

Option 2 - Stratification Model

Cases scored for higher scoring cases are larger.

Option 3 - Segmentation Model

Weaker

Stronger

Higher Contrast Cases

Paying Cases

Target Enforcement Cases

Zero Order Cases

Weaker

Regular Payers: > 80% of TMSO in FY

All newly enforceable orders

Stronger

Occasional Payers

Short-term delinquent cases

Cash orders

Unpaid/Unpayable

High Contrast Cases

Paying Cases

Target Enforcement Cases

Zero Order Cases

Stronger (Relationship)

Weaker (Ability to Pay)

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Implementation Plan – June to Dec 2014

1. May – Attended CSDA Stratification Models
2. June - Provided Sr. Mgmt 3 proposals
   a. Scored
   b. Stratification
   c. Segmentation
3. July to Aug –
   a. Decide on caseload sizes, CSO selection, Centralized Divisions, Pilot Division
4. Quadrant Goals/Workgroups
5. Pilot Division assessment
6. Departmental Roll-Out (Thanks Contra Costa for the Script!)
2016 Caseload Model – Segmentation 3.0

Private Orders (Intake & Processing)
- Establishment (Foster Care)
  - Early Intervention
    - Paying
  - Foster Care Enf
    - Zero
      - Non-Pay
        - Occasional
  - Arrears, no TMSO Minors
    - Arrears, AOM DPs

INTAKE

2017 ANNUAL CHILD SUPPORT TRAINING CONFERENCE & EXPO
Successes

Total Collections!

No Lost cases!

Team Work!

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Lessons Learned

Training

Reassignment of cases

FPMs

2017 ANNUAL CHILD SUPPORT TRAINING CONFERENCE & EXPO
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2017 ANNUAL CHILD SUPPORT TRAINING CONFERENCE & EXPO
Stratification Overviews

Ken Sewell
Deputy Director
Ventura County DCSS
Caseloads

Caseload Comparison

Placer: 7,809
Ventura: 21,076
Los Angeles: 263,412
Things to Consider

- Why Stratification?
- How did we initially devise a plan?
- How did we prepare our staff?
- How did we monitor performance?
- What are the biggest hurdles?
- How are we doing?
Why?

There was something new on the horizon...

- Business Intelligence and Data Analytics
  - These tools are more common and more accessible than ever before
  - How we measure success, has changed with Practice Indicators
  - Current statistical caseload data allows for more focus and more efficient use of resources
  - Other states are seeing improved collections
  - Employees are able to view and track their own progress and performance
  - We knew we could do even better!
Start with a Plan!

- Executive Team meetings
- Strategic Planning
- Educate staff on Practice Indicators
- Ventura had discussions with L.A. Co.
  - Stratification types
  - Approximate caseload sizes
  - Percentage bands
  - CSE: teams/breakdowns
Teams and Stratified Caseloads

- Establishment Team(s)
- Bilingual (paying, occasional, non-pay, etc.)
- Intergovernmental (UIFSA)
- Enforcement
  - Zero Orders
  - Arrears Only
  - Paying
  - Occasional Paying
  - Non-Paying
  - Post-Order
  - Specialized (enforcement)
Percentage Bands

What are they used for?

- Determining where a case fits in the caseload
- Setting a goal to move the case forward (PI-6)
- Monitoring daily, weekly, monthly
- For predicting outcomes and scaling resources
Percentage Bands

Performance Reports

PI 6 - Current Support Practice Indicator

Percent of Current Support Paid by Percentage Band as of 02-28-2017

A - 0%, B - 0.01-25.00%, C - 25.01 - 50.00%, D - 50.01 - 75.00%, E - 75.01-90.00%, F - 90%+

0 Cases Not Assigned to All in CMT

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Prepare Your Staff!

- Meet, explain and request feedback
  - Caseload maintenance vs. case management
  - Team strategies: Zero Orders, Stips, 1st payment on a Post Order case, etc.
  - Reduction of AN001 tasks
  - CMT follow-up dates
  - Explain data analytics and provide videos, articles, etc.
  - Working reports specifically created for segments
  - Sharepoint “Team Sites”
  - Assign staff based on strengths and resources
Implementation and Monitoring

Team Meetings – Reports – Training

- Weekly meetings
- Reports reviewed constantly and revised
- Team SMEs provide training to team members
- Supervisors and managers share wins with staff
- Changes to caseloads and staff assignments expected during this monitoring period
- Caseload redistribution after 6 mos.
- Case Feedback Forms: More focus on consistent payments – less focus on minor case details
Stratification Reports

Reports for managers, supervisors, teams and team members

- Notice of Motion for Mod (days to file)
- CMT Collections Reports
- Establishment Overview
- Zero Arrears PI-6 Overview
- Current Support PI-6 Overview
Performance Reports

Caseload Composition

<table>
<thead>
<tr>
<th>Sub Segment</th>
<th>Number of Cases</th>
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<tbody>
<tr>
<td>OGO</td>
<td>979</td>
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<tr>
<td>Zero with balance</td>
<td>978</td>
</tr>
<tr>
<td>Zero no balance</td>
<td>1015</td>
</tr>
<tr>
<td>Incarcerated</td>
<td>1149</td>
</tr>
<tr>
<td>MNO</td>
<td>4603</td>
</tr>
</tbody>
</table>

PI 6 - Current Support Practice Indicator

Percent of Current Support Paid by Percentage Band as of 02-28-2017

<table>
<thead>
<tr>
<th>Percentage Band</th>
<th>Number of Cases</th>
</tr>
</thead>
<tbody>
<tr>
<td>A - 0%</td>
<td>1857</td>
</tr>
<tr>
<td>B - 0.01-25.00%</td>
<td>17.55%</td>
</tr>
<tr>
<td>C - 25.01-50.00%</td>
<td>9.25%</td>
</tr>
<tr>
<td>D - 50.01-75.00%</td>
<td>9.24%</td>
</tr>
<tr>
<td>E - 75.01-90.00%</td>
<td>9.59%</td>
</tr>
<tr>
<td>F - 90%+</td>
<td>10.86%</td>
</tr>
</tbody>
</table>

0 Cases Not Assigned to All in CMT

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Performance Reports

Segment: S6
Caseworker: All
Current Only: True
Caseload as of 3/6/2017
Performance as of 2/28/2017

Caseload Composition

PI 6 - Current Support Practice Indicator
Percent of Current Support Paid by Percentage Band as of 02-28-2017

- 44.44% in segment A
- 33.33% in segment B
- 11.11% in segment C
- 11.11% in segment D
- 0.00% in segments E and F

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Stratification Implementation Hurdles

- Lack of experience developing and maintaining this type of caseload configuration
- No access to current reporting data
- Hypotheticals
- Trial and error
- Physical moves (employees, PCs, phones, CSE administration changes, org charts, etc.)
- Changing our mindset (what about those FPMs?)
How Are We Doing?

Year to Year Comparison

- Collections on Current Support
  - Oct 2015 = 68.96%  Oct 2016 = 69.17%
  - Nov 2015 = 67.42%  Nov 2016 = 69.96%
  - Dec 2015 = 69.67%  Dec 2016 = 70.18%
  - Jan 2016 = 68.95%  Jan 2017 = 69.85%
  - Feb 2016 = 69.28%  Feb 2017 = 69.44%
## Percentage Band Comparison

<table>
<thead>
<tr>
<th>Month</th>
<th>0%</th>
<th>0.01% to 25.00%</th>
<th>25.01% to 50.00%</th>
<th>50.01% to 75.00%</th>
<th>75.01% to 90.00%</th>
<th>90.01% or more</th>
</tr>
</thead>
<tbody>
<tr>
<td>7/31/2016</td>
<td>-1.10%</td>
<td>0.14%</td>
<td>-0.16%</td>
<td>-0.86%</td>
<td>-0.15%</td>
<td>2.12%</td>
</tr>
<tr>
<td>8/31/2016</td>
<td>-1.22%</td>
<td>0.30%</td>
<td>-0.24%</td>
<td>-1.16%</td>
<td>-0.50%</td>
<td>2.83%</td>
</tr>
<tr>
<td>9/30/2016</td>
<td>-0.93%</td>
<td>0.40%</td>
<td>-0.24%</td>
<td>-1.16%</td>
<td>-0.57%</td>
<td>2.51%</td>
</tr>
<tr>
<td>10/31/2016</td>
<td>-0.40%</td>
<td>0.33%</td>
<td>-0.17%</td>
<td>0.16%</td>
<td>0.05%</td>
<td>0.03%</td>
</tr>
<tr>
<td>11/30/2016</td>
<td>-1.09%</td>
<td>-0.09%</td>
<td>-0.23%</td>
<td>-1.01%</td>
<td>-2.39%</td>
<td>4.81%</td>
</tr>
<tr>
<td>12/31/2016</td>
<td>-0.46%</td>
<td>-0.10%</td>
<td>0.18%</td>
<td>-0.15%</td>
<td>0.04%</td>
<td>0.49%</td>
</tr>
<tr>
<td>1/31/2017</td>
<td>-0.78%</td>
<td>0.72%</td>
<td>-0.54%</td>
<td>-0.71%</td>
<td>-0.86%</td>
<td>2.17%</td>
</tr>
<tr>
<td>2/28/2017</td>
<td>-0.42%</td>
<td>-0.14%</td>
<td>0.70%</td>
<td>-0.51%</td>
<td>-0.25%</td>
<td>0.63%</td>
</tr>
</tbody>
</table>
More Collections and Practice Indicators

- **Collections**
  - As of 3-1-17, Ventura’s total collections were $540,187 higher than the same time last year.

- **Practice Indicators**
  - **PI-25**: Average # days from case opening with existing order to 1st payment goal = 50 days. As of 3-1-17 we were at 47 days!
  - **PI-27**: Collections by IWO goal = increase by 2%. As of 3-1-17 we have already increased this by 1.97%! 

2017 Annual Child Support Training Conference & Expo
Speaker Contact Information

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Please be sure to complete the session evaluation.

2017 ANNUAL CHILD SUPPORT TRAINING CONFERENCE & EXPO
Stratification Overview
The Placer Stratification Model
Susan Dunlap, Program Manager, Placer County DCSS
Objectives

To divide cases into categories according to a common characteristic.

Improve performance by focusing resources in the areas of performance that case managers have control over.

Use a team approach to achieve performance measures.

To succeed!
Why Stratify?

**Proactive** versus **Reactive** case management

**Improve Performance**

- 45% of our cases were taking 80% of our time
  - Little time to focus on cases that needed attention
- **Streamlined Focus**
  - Smaller “area” of work
- **Bigger Picture for staff to see**
  - Prior to Stratification, staff heard us talk about FPMs and goals; however, that was not their focus
- Every action resulted in positive performance and assistance to families
The Placer Stratification Model

Modeled after the Federal Performance Measures (FPMs)

Categorizes cases based on performance

- Labeled by current action/status
- Removes judgment or bias
New Philosophy

No Longer Business As Usual!

- “Business as Usual” is not helping to improve performance to the level that we are capable of or desire
  - Requires a different mindset; a change to the way that we currently do business

- Focus On Results
  - While Providing Superb Customer Care
Establishment and Enforcement

Establishment
Caseload consists of cases that:

- Do not have an order established for support
- Have an address in CSE
  - FPM: Cases with a support order

Enforcement
Caseload consists of cases that:

- Not meeting 65% of ongoing due
- Meeting ongoing support, but have not made a payment on the arrears
- Have an address in CSE
  - FPMs: Current Support Distributed; Cases with an arrears payment
Arrears Only and Maintenance

Arrears Only
Caseload consists of:
- Cases with arrears only due
- No payment during the current FFY
- Have an address in CSE
  - FPM: Cases with an arrears payment

Maintenance
Caseload consists of:
- Paying current support due (at 65%+) and arrears
- Arrears only and a payment received this FFY
- Have an address in CSE
  - FPMs: Cases with an order for support; Cases meeting current support distributed target; Cases with an arrears payment
Locate, UIFSA and Tahoe

Locate
Caseload consists of:

- Cases without a current address in CSE
  - FPMs adversely affected: Cases with an order for support; Current support distributed; Cases with an arrears payment

UIFSA & Tahoe
Caseload consists of:

- Cases not performing (EST, ENF, A/O)
- Cases with an address in CSE
  - FPMs: Cases with an order for support; Cases meeting current support distributed target; Cases with an arrears payment
Other Department Teams

Teams staffed with Child Support Specialists

Legal

- Court preparation; Court Notes; Court Orders
- QDROs; Smith/Ostler; Worker Comp; Bankruptcy
- Caseload: Confidential; Incarceration

Fiscal

- CFW duties
Preparation for Stratification

Preparation

- Child Support 101 – Back to Basics Training
  - FFY; FPMs; Goals; Vision

- Training in area of assignment

- Pilot Team
  - Staff from each performance level (below; average; above)
  - Initial duration: 3 months
    - Ended early to implement office-wide

- Autonomy
  - Expectations
Defining Characteristics

Defining Characteristics – Current Model FFY 2017
Refined Areas of Focus for greater success

- Establishment
  - Case Initiation
  - Establishment
  - Early Intervention Post Serve
- Enforcement
  - Early Intervention Post Order
- Arrears Only
  - Collections
  - Holistic Approach to collection
- Maintenance
  - Early Intervention non-payment
- UIFSA (non-maintenance)
- Locate
### Placer Performance Tool (PPT)

<table>
<thead>
<tr>
<th>Category</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Establishment</strong></td>
<td>Cases without a court order for support.</td>
</tr>
<tr>
<td><strong>Enforcement</strong></td>
<td>Cases not meeting 65% of ongoing due, or meeting ongoing support, but no arrears payment.</td>
</tr>
<tr>
<td><strong>Arrears</strong></td>
<td>Arrears only due, no payment during the federal fiscal year, or no payment for over three months.</td>
</tr>
<tr>
<td><strong>Locate</strong></td>
<td>Cases without a current address in CSE.</td>
</tr>
<tr>
<td><strong>Maintenance</strong></td>
<td>Cases with zero due, cases with ongoing due and zero arrears, cases with arrears only and making payments, cases paying current support due and arrears.</td>
</tr>
<tr>
<td><strong>UIFSA</strong></td>
<td>UIFSA cases.</td>
</tr>
<tr>
<td><strong>UIFSA-Maintenance</strong></td>
<td>UIFSA and Tahoe cases that are not performing.</td>
</tr>
<tr>
<td><strong>UIFSA-Tahoe</strong></td>
<td>UIFSA and Tahoe cases that are not performing.</td>
</tr>
</tbody>
</table>
PLACER’S
OVERALL PERFORMANCE IMPROVEMENT

#36 #32 #28 #18 #8

2017 ANNUAL CHILD SUPPORT TRAINING CONFERENCE & EXPO
Offer of Assistance

We will work with your Team

- Gather Caseload Statistics
- Design Your Stratification Model
- Provide Queries
Speaker Contact Information

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Please be sure to complete the session evaluation.