



# County of Santa Cruz

0043

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## COUNTY ADMINISTRATIVE OFFICE

701 OCEAN STREET, SUITE 520, SANTA CRUZ, CA 95060-4073

(831) 454-2100 FAX: (831) 454-3420 TDD: (831) 454-2123

SUSAN A. MAURIELLO, J.D., COUNTY ADMINISTRATIVE OFFICER

**Agenda: December 12, 2000**

December 4, 2000

Board of Supervisors  
County of Santa Cruz  
701 Ocean Street  
Santa Cruz, CA 95060

### **CHILD SUPPORT SERVICES LOCAL CUSTOMER SERVICES PLAN**

Dear Members of the Board:

On October 23, 2000, your Board considered a report on the establishment of the new county Department of Child Support Services and approved a transition plan for the new agency to begin operations effective December 23, 2000.

A key element in the success of this effort lies in the ability of all local child support agencies to consistently provide quality customer services. Toward this goal, we have recently been informed that the State Department of Child Support Services (SDCSS) has allocated a total of \$25,000,000 to establish a statewide customer service program and is directing all fifty-eight California counties to implement Local Customer Service Initiatives. Each local agency is required to develop a plan to implement a Local Customer Service Initiative with the ultimate goal of providing excellent customer service to all who access the program. This plan is due to the State by December 29, 2000. Due to the late receipt of the of the customer services funding letter, the Child Support staff, in cooperation with the CAO's office is still in the process of developing the county Customer Services plan.

CSS Letter No. 00-07 (Attachment I), provides Santa Cruz County's allocation for this fiscal year and details the parameters for the expenditure of these funds in accordance with the guiding principles, goals and implementation requirements of the Department. The allocations, which are based on caseload size, include funding for a local Ombudsperson to effectively resolve customer complaints and a separate allocation to implement local customer service initiatives. These local initiatives may be selected from those prescribed by the State or additional approaches designed to meet local program needs which are consistent with the Department's goals.

**SERVING THE COMMUNITY - WORKING FOR THE FUTURE**

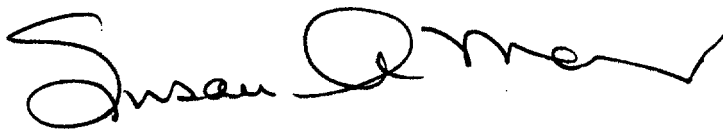


Santa Cruz County's total allocation is \$113,530 with \$32,500 designated for the Ombudsperson and \$81,030 for local customer service initiatives. Funds not used for the Ombudsperson program may be redirected to local customer service initiatives and vice versa, however, this allocation is to be used specifically for these activities and cannot be redirected to other costs or activities or used to supplant existing customer service activities.

IT IS THEREFORE RECOMMENDED THAT YOUR BOARD:

1. Authorize the County Administrative Officer to submit the Santa Cruz County Customer Services Plan for the Child Support program to SDCSS by December 29, 2000.
2. Direct the County Administrative Officer to report back on January 9, 2001 on the Santa Cruz County Customer Services Plan.

Respectfully,

A handwritten signature in black ink, appearing to read "Susan Mauriello", with a stylized flourish at the end.

SUSAN MAURIELLO  
COUNTY ADMINISTRATIVE OFFICER

## ATTACHMENT 1

**CALIFORNIA DEPARTMENT OF CHILD SUPPORT SERVICES**

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

RECEIVED  
NOV 12 AM 8:48

November 7, 2000

CSS LETTER NO. 00-07

TO: ALL IV - D DIRECTORS  
DISTRICT ATTORNEYS  
COUNTY ADMINISTRATIVE OFFICERS

Reason for this Transmittal

- ☐ State Law or Regulation Change  
☐ Federal Law or-Regulation Change  
☐ Court Order or Settlement Change  
☐ Clarification requested by One or More Counties  
☒ Initiated by DCSS

SUBJECT: CUSTOMER SERVICE ALLOCATION GUIDELINES

**Background**

DCSS is committed to making California's child support program the best in the nation. A key element in the success of California's child support program will be the ability to consistently provide excellent customer service to all those who seek our services or in other ways interface with the program. In researching the most effective tools and techniques for applying sound customer service principles, the Department of Child Support Services (DCSS) has sought out best practices from private sector businesses and child support programs in California and other states.

DCSS is directing a Local Customer Service Initiative to be implemented in all 58 counties over the next 90 days. Each local child support agency (LCSA) is required to design a Local Customer Service Initiative with the overall goal of providing excellent customer service consistently throughout the State. Each LCSA must develop a Local Customer Service Plan identifying how it will implement its Local Customer Service Initiative. A county may develop its Local Customer Service Plan by selecting from the practices and techniques outlined in this document and/or may propose additional approaches consistent with DCSS goals and based on local program needs.

**Purpose**

The purpose of this CSS Letter is to inform LCSAs of the funding allocations and parameters for expenditure of the funds for the Local Customer Service Initiative. This letter provides information on the Local Customer Service Initiative components and implementation requirements. DCSS customer service goals and guiding principles are also contained in the document. More information can be found in attachments as follows:

- Attachment I: State-Level Coordination & Support
- Attachment II: Ombudsperson Program
- Attachment III: Local Customer Service Plan (includes sample template)
- Attachment IV: Sample Quarterly Progress Report
- Attachment V: Budget Allocation Tables



**The funding allocated via this letter for customer service initiatives must be used to establish or enhance local customer service activities as described herein and cannot be redirected to other activities or costs, or used to supplant existing customer service activities.**

### **DCSS Customer Service Goals,**

The Local Customer Service Initiative is intended to bring attention to the need to integrate customer service into every aspect of child support program operations. This effort is founded in the belief that excellent customer service will produce superior outcomes in attaining federal and state performance standards and ultimately result in increased parental support to children.

DCSS goals of the Local Customer Service Initiative are:

- To provide excellent customer service consistently throughout the California child support program, resulting in superior outcomes in attaining federal and state performance standards.
- Provide an environment that is open and accessible and treats all customers with courtesy and respect.
- Publicly advocate for the well being of children by broadly communicating the importance of parental responsibility and the availability of child support services.

### **Guiding Principles**

In developing the guidelines for the Local Customer Service Initiative, and in particular the budget allocation process, DCSS relied on the following guiding principles:

- Recognize that this is a starting point on the journey to re-engineering the child support program with a focus on excellent customer service.
- Commit ongoing resources for customer service areas that are required by DCSS.
- Allocate funds in a fair and equitable manner that promotes building on, or expansion of, current local customer service efforts.
- Facilitate use of the Customer Service Initiative funds for the purposes intended while minimizing administrative requirements.

### **State-Level Coordination and Support**

DCSS is responsible for leading California's child support program customer service and outreach efforts and for orchestrating the many activities that the Department desires to undertake statewide. Attachment I summarizes information obtained during the recent Customer Service Summit conducted by DCSS to gain insight into federal, other state and county customer service programs. Many of the concepts identified at the Summit have been incorporated into these guidelines and allocation methodology, along with recommendations from the customer service focused workgroups of the Program Policies and Procedures (P3) Project. However, DCSS is viewing this Local Customer Service Initiative and budget allocation process as an initial step in implementing sound customer service principles statewide. These first steps are intended to provide useful information to the process to develop and refine a uniform statewide, integrated customer service and outreach program.

### **Local Customer Service Initiative Components**

The initial DCSS customer service approach includes three components:

1. Ombudsperson Program
2. Local Customer Service Initiative
3. Statewide Customer Service Baseline Survey

A description of each Local Customer Service Initiative component follows.

**1. Ombudsperson Program**

An Ombudsperson function is a required component of the Local Customer Service Initiative. The primary role of the Ombudsperson Program is to provide a designated local official within the LCSA to receive and resolve complaints in the child support program. The Ombudsperson Program is considered an additional service that complements and supports all other administrative and legal procedures available to the customer. It is the goal of the Ombudsperson Program to resolve complaints at the earliest possible time with the highest degree of customer satisfaction possible within the parameters of federal and state child support program requirements. Attachment II contains the guidelines to counties on the duties and activities to be performed by the Ombudsperson Program.

DCSS will establish by regulation a complaint resolution process by July 2001, which will further define the Ombudsperson role in the local complaint process. However, until that time, LCSAs should follow their existing complaint resolution processes or establish a guideline modeled on the existing DCSS policy for complaint resolution for collection and distribution.<sup>1</sup> In general, if a customer expresses dissatisfaction, discontent or disapproval with the responsiveness of the LCSA and/or continues to question the accuracy of the outcome, they may contact the Ombudsperson Program as a next step in the resolution process. It is expected that customers with complaints taken to the Ombudsperson Program have exhausted the normal channels of the local complaint processes prior to contacting the Ombudsperson Program for assistance.

The Ombudsperson Program allocation is based on caseload. A minimum allocation of one-half (.5) of a full time equivalent (FTE) position has been established for counties with a caseload fewer than 15,000 open cases. Counties with a caseload exceeding 15,000 cases will receive funding for one FTE per every 15,000 cases. Small counties may partner or regionalize for operation of a shared Ombudsperson Program. Counties receiving a large number of FTE's can use the position funding to fund the appropriate amount of supervisory and clerical positions required to support the Ombudsperson Program. FTE's will be funded at \$65,000 per position to cover salary, benefits and overhead. A total of approximately \$9.2 million is allocated statewide to establish the Ombudsperson Program in each county and will be sustained as a base allocation in the budget year. Ombudsperson Program staff are expected to be hired within 60 days, but in no event later than 90 days after the date of this letter.

Funds not used for the Ombudsperson Program (i.e., cost of position(s) is less than the amount allocated) can be redirected to the Local Customer Service Initiative activities and vice versa, but can only be expended on customer service activities.

**2. Local Customer Service Initiative**

The Local Customer Service Initiative designed by the LCSA is intended to address the needs of the customers it serves. It is expected that each county will use a variety of techniques to determine the needs of their customers and develop a customer service initiative that is

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<sup>1</sup> Child Support Program Title IV-D Complaint Resolution Procedures, Chapter 12 -1000, pp. 128 – 145. Manual Letter No. CS-97-01. Effective 7/27/97.

responsive to those needs. There are many customer service practices that are currently used by child support agencies in California, other states, other public programs, and private sector businesses. DCSS has attempted to capture and inventory these customer service practices and ideas. Attachment III provides guidelines on the allowable areas for using the allocated funds in designing the Local Customer Service Initiative. LCSAs are required to design their Local Customer Service Initiative to be consistent with the overall customer service goals of the statewide child support program.

All expenditures must be eligible for reimbursement pursuant to governing statutes, regulations and policies for the child support program. A total of approximately \$15.8 million is allocated statewide based on caseload to implement and/or enhance Local Customer Service Initiatives. The minimum allocation for this component of the Customer Service Initiative has been established at \$32,500. Allocations were based on the total available funds divided by percent to total based on caseload. Subject to availability of funds, it is the intent of DCSS to sustain this funding as a priority item in future budget allocations.

### 3. Statewide Customer Service Baseline Survey

DCSS will conduct a statewide customer service survey using a standard survey instrument for the purpose of establishing baseline statewide information on customer satisfaction with the child support program. DCSS is exploring use of a federally funded customer service survey developed by The Urban Institute for use by states. A Workgroup, consisting of DCSS and LCSA staff, advocates and other stakeholder representatives; has been established to assess this instrument and recommend an approach for conducting the survey, including the means to administer the survey to solicit the best information, and how to compile, analyze and report the results. The information gained will be used to help develop Customer Service Performance Standards. Local agencies will be asked to provide contact information for both custodial and non-custodial parents in their service areas to assist the State in obtaining a statistically valid sample for this important baseline survey. It is anticipated that local costs associated with this survey activity will be minimal and will be funded as part of the overall customer service efforts.

### **Local Customer Service Plan**

Each LCSA is required to submit a plan by December 29, 2000 describing how their Local Customer Service Initiative allocation will be spent. Although counties will be given flexibility in developing their plans, Attachment III includes a sample Local Customer Service Plan template. The Local Customer Service Plan, at a minimum, must include enough information to demonstrate the specific customer service activities to be funded and how those activities will be measured for effectiveness. DCSS will review plans for completeness; however it will not engage in a formal approval process.

### **Consultation with interested Parties**

The LCSA is required to consult with local interested individuals and groups in the development of the Local Customer Service Plan. interested individuals include, but are not limited to, custodial and non-custodial parents, child support advocate organizations, and current and former customers of the child support program. The purpose of this consultation is to provide input to the LCSA about the relevant importance of services being offered, satisfaction indicators, and general guidance on approach and delivery of services. The consultation can be informal and should be conducted in the most expeditious manner possible: the State does not intend this to

be a formal public hearing process. The Local Customer Service Plan must describe how interested individuals and groups were consulted within the plan development process or, if they were not included, the reason(s) why they were not included and the efforts made to bring them into the process.

### **Quarterly Progress Reports**

Each LCSA is required to submit quarterly progress reports on the status of the Local Customer Service Plan implementation. Attachment IV describes the evaluation process and progress reporting requirements and includes a sample Quarterly Progress Report template. At a minimum the reports must detail current status of the Ombudsperson Program and Local Customer Service Initiatives, outcomes expected, outcomes achieved, and to the extent possible, measurable impacts in customer attitude and response to the local child support program. Optionally, counties may provide more detailed reporting to document program successes, less than successful approaches and related corrective actions or adjustments as a way of communicating results and lessons learned.

LCSAs are required to collect, analyze and report on data significant to the evaluation of the statewide child support program and its customer service goals. Data will be collected, evaluated, reported and compared over time to measure performance and customer satisfaction. Long-term strategies will be developed based on the data and delivery results and their impact to customer satisfaction locally and statewide assessed. The data elements to be collected by the LCSAs are a starting point and will be modified and improved over time.

Quarterly reports are due 30 days after the close of the quarter, with the first report due April 30, 2001 for the quarter ending March 31, 2001. The first progress report should also capture any activities undertaken before the start of the January 1, 2001 first quarter and documentation demonstrating the organizational design of the Ombudsperson Program in the **LCSA**. The number and qualifications of persons hired and duties performed in the Ombudsperson Program and interested individuals involvement are also required in the initial quarterly report. The plans and quarterly reports shall be submitted to:

Department of Child Support Services  
Dick Williams, Acting Chief  
Customer and Community Services Branch  
P. O. Box 419064  
Rancho Cordova, CA 95741-9064

### **Customer Service Budget Allocation**

The customer service budget allocation for fiscal year (FY) 2000-01 is intended solely for the support of the identified elements of the Local Customer Service Initiative, as described in this document. It is recognized that most local child support programs already address, in some manner, the needs of the customers served. However, this targeted allocation is intended to begin a uniform statewide approach, with appropriate variation based on local needs. The goal is to integrate sound public and private sector customer service philosophies and practices into the operation of California's child support program. The allocation is included as Attachment V.

DCSS recognizes that customer service is fundamental and at the core of the child support program and cannot be considered a separate program element in the longer term. The initial



focus on customer service is to bring this central element of the program to the forefront and to start building a common vision for the California child support program. It is DCSS' intent to fund the Ombudsperson Program and successful components of the Local Customer Service Initiative in the budget year. DCSS is committed to providing the necessary allocations to support customer service initiatives in the long term; however, we anticipate this allocation will become integrated with the annual budget allocation process in the future.

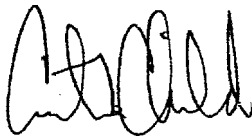
**DCSS Contacts**

If you have any questions regarding the Local Customer Service Plan, please call Bill Kirk, Customer and Community Services Branch at (916) 464-5050. If you have any questions regarding the allocation or claiming of customer service related costs, please call Annette Siler, Financial Planning Branch at (916) 464-5150.

**Conclusion**

The Local Customer Service Initiative is extremely important to successful restructuring of the California child support program. Because of its importance to our success, DCSS has allocated a total of \$25,000,000 to implementing a statewide customer service program that supports the entire child support community. These funds are only available for Local Customer Service Initiative activities outlined in this document and detailed in the Local Customer Service Plan to be submitted to DCSS no later than December 29, 2000.

Sincerely,



CURTIS L. CHILD  
Director

Enclosures

**ATTACHMENT I****STATE-LEVEL COORDINATION & SUPPORT**

DCSS is leading a statewide effort to ensure that the customers of the child support program are well served. The Department is establishing a Public Affairs and Outreach Program to lead the effort in partnership with LCSAs. Dependent on the outcome of future planning and development activities in this area, the Local Customer Service Initiative may include some or all of the suggestions gathered through the various customer service forums held to date. The suggestions relating to the State's role and responsibilities include the following:

- Study private sector models and solutions for overcoming negative public perception problems and determine the applicability to the local child support program. Develop an ongoing campaign to change the image and public perceptions of child support to be more positive.
- DCSS Director to provide a videotaped message for use by LCSAs in sharing the vision for the California child support program and the importance of customer service in achieving excellence. LCSAs may share the message with child support employees, managers and county officials as appropriate. LCSA managers and staff should provide input into the development of the Local Customer Service Initiative.
- Propose and develop an agreement with the Department of Education to allow LCSA access to schools for purposes of providing information and education to children regarding child support issues and responsibilities.
- Develop informational brochures specifically for employers and host employers' workshops to provide ongoing education on the changing California child support program.
- Work with the courts to integrate Court Facilitator services and child support program services to best serve the children of California.
- Establish uniform standard child support forms and procedures for use by LCSA in all counties. Forms, pamphlets, and educational materials should be made available to counties online and in the appropriate languages.
- Develop a central library of information and ideas for customer service best practices and make the material available to all child support program workers.
- Hold periodic DCSS-sponsored conferences that bring together customer service experts to ensure statewide procedures stay current with best practices..
- Develop and provide informational materials for members of the Legislature for their use in responding to constituency inquiries about the child support program.
- Work with LCSAs to define the appropriate statewide performance measures and improvement targets for customer service in the child support program. DCSS and LCSAs develop the tools, methods and improvement strategies to ensure fair and equitably statewide standards are established.
- Provide uniform training to all child support program employees to ensure a common vision for customer service is established and that service is provided consistently statewide.
- Develop model posters, public service announcements, mass mailing products, pamphlets, brochures and other materials to be provided by DCSS and used statewide.

## OMBUDSPERSON PROGRAM

### Purpose

The Ombudsperson Program shall be established as an entity within the LCSA for the purpose of assisting customers in resolving issues related to their cases as well as other service-related functions. The Ombudsperson Program will report directly to the Director, or their designee, and be empowered to resolve customer complaints quickly and with the highest degree of customer satisfaction possible within the parameters of federal and state child support program requirements. Ombudspersons may be required to work with high-level county officials to resolve the most sensitive issues.

### Personnel

The LCSA Director shall appoint an Ombudsperson(s) qualified by training and experience to perform the duties of the Office, including a strong desire to provide first-rate customer service. In those counties with several ombudspersons, the supervising Ombudsperson must have a strong background and broad-based experience in the child support program as well as a good understanding of the principles of customer satisfaction. Although Ombudsperson's are not required to be attorneys, attorneys are not excluded from being hired to perform these duties. Ombudsperson Program staff are expected to have some knowledge and experience with the child support program and a commitment to providing excellent service. Candidates with strong customer service training and experience are highly desirable and should be considered even in the absence of child support program experience.

The LCSAs are expected to consult with interested individuals in developing the minimum qualifications and desired knowledge, skills and abilities for Ombudsperson Program managers and/or staff. The interested individuals shall consist of child support advocacy organizations and current and former customers of the child support program, where possible. The consultation can be informal and should be conducted in the most expeditious manner possible; the State does not intend this to be a formal public hearing process.

Ombudsperson duties have been broadly defined to ensure existing classifications, such as the Family Support Officer series, can be appropriately used. Ombudsperson Program staff are expected to be hired within 60 days, but in no event later than 90 days after the date of this letter.

### Functions

The **Office of the Local Child Support Agency Ombudsperson** (Ombudsperson Program) shall perform the following functions:

- Disseminate information on the rights of customers served by the child support program and the services provided by the Office.
- Investigate and attempt to resolve complaints made by customers of the local child support program related to their case or services provided.
- Decide, in its discretion, whether to investigate a complaint or refer complaints to another function within the local child support program or another agency for investigation and response.
- Upon rendering a decision to investigate a complaint from a complainant, notify the complainant of the intention to investigate. If the Office declines to investigate a complaint or continue an investigation, the Office shall notify the complainant of the reasons for the action of the Office. Once the complaint resolution and state administrative hearing process are in place, the Office is responsible for informing complainants of additional complaint resolution processes available.
- Update the complainant on the progress of the investigation and notify the complainant of the final outcome.
- Conduct whatever investigation is deemed necessary.

- Attempt to resolve the complaint informally.
- identify necessary steps and take action to resolve complaints quickly.
- Document the number, source, origin, location and nature of complaints and integrate this information into the LCSAs quality assurance program.
- Compile and make available to DCSS all data collected including, but not limited to: the number of contacts, the number of complaints made, the type of complaints made, the percent of complaints that were resolved informally, the number of investigations performed by the Office, the number of referrals made, the percent of complaints resolved timely, the percent of complaints resolved outside of mandated timelines, and the percent of unresolved complaints and why they are unresolved.
- Other duties as outlined in Attachment III, Local Customer Service Plan Components.

#### **Relationship to Other Complaint Resolution Processes**

Chapter 5 of the Family Code, beginning with Section 17800, establishes a complaint resolution process consisting of two parts – complaint resolution and state hearing. Both of these processes are being developed by DCSS and will be adopted into regulation by the July 2001 mandated deadline. The existing policy and procedures for collection and distribution, **also** known as the Barnes complaint resolution process, remain in effect.

## LOCAL CUSTOMER SERVICE PLAN COMPONENTS

Each LCSA is required to design a Local Customer Service Plan with the overall objective of providing excellent customer service. A county may develop its initiative by selecting from the practices and techniques outlined below and/or may propose additional approaches consistent with the DCSS goals and based on local program needs. Funds in this allocation can be used for one or several customer service initiatives but all efforts must be fully documented and reported quarterly as directed. Funds in this allocation can be used to subsidize Ombudsperson Program positions as appropriate to ensure staffing at the appropriate numbers and levels can be achieved. Conversely, excess Ombudsperson Program funds can be used for Local Customer Service Initiatives. Movement of funds between the two allocation categories must be identified and reported to DCSS in the Local Customer Service Plan and/or Quarterly Progress Reports.

It is important for local agencies to keep in mind when developing their Local Customer Service Plan that DCSS plans to develop centralized, statewide tools and methods for service delivery and outreach efforts. Local programs should be developed with the expectation that some of the tools they will need, such as logos, posters, training curriculum, etc., will be provided by the State. Possible Local Customer Service Plan components include, but are not limited to, the following areas.

### 1. Public Outreach

Public Outreach efforts improve information access for persons who are involved with the child support program and education of the broader community and general public on the services offered by the LCSA. Local needs at this time are expected to be different and consequently the public outreach tools and techniques are also expected to differ initially. Outreach activities may include:

- . Development of relationships with local government agencies, business/employer groups such as the local Chamber of Commerce and Rotary Clubs, Community-Based Organizations, Faith-Based Organizations, and the school system.
- Development and implementation of marketing plans including the distribution of information to the public via media outreach;
- . Development of educational materials such as brochures, posters, and customer service handbooks;
- . Hosting workshops and information exchange forums for targeted groups such as employers, custodial and non-custodial parents, etc.
- . Efforts to impact positively local public perceptions of the child support program.
- Customer communications that are targeted for the proper educational level and language translation, when appropriate.

Outreach activities should identify the targeted audience and outcomes and the tools and techniques that will be used to measure the impact of each planned event. Outreach activities should also be identified as one-time or ongoing and, if ongoing, the frequency with which the activity will be repeated.

### 2. Access to the Child Support Program

Efforts to make the child support program easily accessible and responsive to the local needs of customers are clearly important. Areas of focus may include:

- . Access to services through personal and telephone contact in non-traditional environments or extended hours of service.
- . Public inquiry and response systems to permit access to accurate and timely information preferably with a single point of contact or as few contacts as possible.
- Clarity and understandability of written materials.

## LOCAL CUSTOMER SERVICE PLAN COMPONENTS

- Language accessibility in terms of written materials and voice communications.
- Accessibility to information via websites, email, video, cable or other means.

It is important that LCSAs consider potential Information Technology (IT) implications tied to efforts in this area. For example, implementing a Voice Response Unit (VRU) or imaging system in a county may require interface-related IT costs for its implementation. IT impacts may require the entire standard IT funding considerations and approvals. This may be particularly true for counties that have not converted to one of the consortia-based systems.

### 3. Services to Encourage Program Participation

Efforts to encourage participation by obligors in the child support program are important. The underlying belief is that obligors are more likely to support their children if they understand the process, receive personal attention, and are treated in a respectful manner. Local efforts to encourage participation may include education, assistance and referral to other services such as legal, employment, social, health, mental health, and others. Activities in this area may be related to outreach efforts through community- and faith-based organizations and other means. Efforts to ensure that support orders accurately reflect the current circumstances of the obligor also fall into this component. When appropriate, efforts to facilitate modification of support orders are encouraged.

### 4. Working with the Courts

Efforts to make the court process as understandable and comfortable as possible for all child support program participants are encouraged. This may include consideration of hearing schedules that permit more convenient court appearances, e.g., split calendars starting throughout the day, night court and other alternatives. Local efforts to provide easy to understand written materials and easily available assistance in understanding the court process are allowable in this component. LCSAs can promote standardization of child support program court rules and practices and work with the local courts to encourage and support uniformity and customer service principles.

### 5. Training

Efforts to provide customer service training to LCSA staff and, in particular, staff involved in call center operations, Ombudsperson, and local complaint resolution processes. LCSAs can encourage an organizational culture that ensures that all parents are treated fairly and equitably, and valued in contributing to the support of their children. LCSA strategies for managing organizational change can be included in this component as well as eliminating biased terminology from daily operations, publications, or other areas. Cultural diversity training is encouraged. It is appropriate to survey local agency staff to determine what they feel they need to enable them to provide excellent customer service.

## ATTACHMENT III

## LOCAL CUSTOMER SERVICE PLAN COMPONENTS

## SAMPLE LOCAL CUSTOMER SERVICE PLAN TEMPLATE

COUNTY:            OMBUDSPERSON    ALLOCATION:            FTE:            ACTUAL COST:

OMBUDSPERSON PROGRAM IMPLEMENTATION PLAN<sup>2</sup>

• Plan program	Target Start Date:	Target End Date:
• Develop program	Target Start Date:	Target End Date:
• Hire resource(s)	Target Start Date:	Target End Date:
• Implement program	Target Start Date:	Target End Date:
• Evaluate program	Target Start Date:	Ongoing
• Improve program	Target Start Date:	Ongoing

## LOCAL CUSTOMER SERVICE INITIATIVE ACTIVITIES

For each planned customer service initiative, complete the following information..

**COMPONENT TYPE:** (Outreach, Training, etc.)            **PROGRAM TITLE:**  
**PROGRAM DESCRIPTION:** (Brief description of what the scope of activity is and what problem or opportunity is being addressed; also includes whether this initiative is new or an enhancement to an existing customer service activity.)

**TARGETED AUDIENCE:**

**EXPECTED OUTCOME:**

**FUNDING ALLOCATED:**

**OTHER RESOURCES REQUIRED, INCLUDING FTE(S) AND OVERHEAD:**

**How WILL RESULTS BE MEASURED AND EVALUATED?**

## TASK SCHEDULE

• Plan program	Target Start Date:	Target End Date:
• Develop program	Target Start Date:	Target End Date:
• Implement program	Target Start Date:	Target End Date:
• Evaluate program	Target Start Date:	Ongoing
• Improve. program	Target Start Date:	Ongoing

<sup>2</sup> For the first Quarterly Report, LCSAs are required to submit an organization chart displaying the reporting relationship of, and documentation of the duties defined for, the Ombudsperson Program. If appropriate, other Local Customer Service Plan components should include supporting organizational documentation. Information to be reported includes, but is not limited to, list number of position (s) filled, classification, qualifications, salary, supervisor-to-ombudsperson ratio; clerical to ombudsperson ratio, other cost incurred, including overhead, such as facilities, equipment, training, etc.

## ATTACHMENT IV

## QUARTERLY PROGRESS REPORTING

## SAMPLE QUARTERLY PROGRESS REPORT TEMPLATE

COUNTY: OMBUDSPERSON ALLOCATION:

DOLLARS EXPENDED THIS QUARTER:

TOTAL DOLLARS EXPENDED TO-DATE:

## OMBUDSPERSON PROGRAM IMPLEMENTATION STATUS

TASKS	TARGET START DATE	ACTUAL START DATE	TARGET END DATE	ACTUAL END DATE	STATUS/COMMENTS
Plan program					
Develop program					
Hire resource(s)					
Implement program					
Evaluate program			Ongoing		
Improve program			Ongoing		

## ACTIVITY SUMMARY

CATEGORY	THIS QUARTER	LAST QUARTER	% CHANGE	YEAR-TO-DATE
Number of Contacts				
Number of Complaints Filed by Type				
Number of Investigations				
Number of Referrals Made				
% of Total Complaints Resolved				
% of Total Complaints Unresolved				
% of Complaints Resolved Timely				
% of Complaints Outside Mandated Timeframes				

## LOCAL CUSTOMER SERVICE INITIATIVE ACTIVITIES

For each customer service initiative, complete the following information:

COMPONENT TYPE: (Outreach, Training, etc.)

TITLE:

DESCRIPTION:

(Brief description of what the scope of activity is and what problem or opportunity is being addressed; also includes whether this initiative is new or an enhancement to an existing customer service activity.)

TARGETED AUDIENCE:

EXPECTED OUTCOME:

FUNDING ALLOCATED:

EXPENDED THIS QTR:

YR TO DATE:

OTHER RESOURCES REQUIRED, INCLUDING FTES AND OVERHEAD:

## IMPLEMENTATION STATUS

TASKS	TARGET START DATE	ACTUAL START DATE	TARGET END DATE	ACTUAL END DATE	STATUS/COMMENTS
Plan program					
Develop program					
Implement program					
Evaluate program			Ongoing		
Improve program			Ongoing		

DESCRIBE DATA COLLECTED &amp; MEASUREMENT TECHNIQUES/TOOLS:

DESCRIBE RESULTS (COMPARE ACTUAL TO EXPECTED): Include copies of any materials prepared for customers, stakeholders, etc.

LESSONS LEARNED:

APPLICABILITY TO STATEWIDE STANDARDS:



## BUDGET ALLOCATIONS BY COUNTY

The customer service budget allocation must be used for purposes consistent with federal and state law, regulation and policy governing Title IV-D of the Social Security Act and consistent with the guidelines contained in this document. All activities funded from this allocation are subject to the same rules of reasonableness and allowability that apply to all funds expended in the child support program. **The funds must be used to supplement and may not be used to supplant current funds and/or efforts currently being performed in the local agencies.**

Two allocation tables follow. The first table, **Customer Service Allocation**, documents the distribution of customer service funds specifically. The second table is a summary of your current **total Non-EDP allocated funds to-date**.

It is DCSS' intent to fund the Ombudsperson Program and successful components of the Local Customer Service Initiative in the budget year. DCSS is committed to providing the necessary allocations to support customer service initiatives in the long term; however, we anticipate this allocation will become integrated with the annual budget allocation process in the future. Customer service needs should be included in LCSA requests for administrative funding for FY 2001/02.



## BUDGET ALLOCATIONS BY COUNTY

<b>Customer Service Allocation</b>					
	SFY 99100 # Cases Open	# Ombudsperson	Ombudsperson @65,000	Customer Service	Total Allocation
<b>Total</b>	<b>2,025,400</b>	<b>141.0</b>	<b>9,165,000</b>	<b>15,835,000</b>	<b>25,000,000</b>
Alameda	58,317	4.0	260,000	447,908	707,908
Alpine	175	0.5	32,500	32,500	65,000
Amador	1,919	0.5	32,500	32,500	65,000
Butte	19,802	1.0	65,000	152,091	217,091
Calaveras	2,596	0.5	32,500	32,500	65,000
Cofusa	1,059	0.5	32,500	32,500	65,000
Contra Costa	58,313	4.0	260,000	447,877	707,877
Del Norte	4,436	0.5	32,500	34,071	66,571
El Dorado	9,267	0.5	32,500	71,176	103,676
Fresno	71,914	5.0	325,000	552,341	877,341
Glenn	2,197	0.5	32,500	32,500	65,000
Humboldt	8,689	0.5	32,500	66,736	99,236
Imperial	11,197	0.5	32,500	85,999	118,499
Inyo	1,879	0.5	32,500	32,500	65,000
Kern	56,059	4.0	260,000	430,565	690,565
Kings	10,137	0.5	32,500	77,858	110,358
Lake	6,871	0.5	32,500	52,773	85,273
Lassen	1,850	0.5	32,500	32,500	65,000
Los Angeles	576,072	38.0	2,470,000	4,424,563	6,894,563
Madera	7,613	0.5	32,500	58,472	90,972
Marin	4,286	0.5	32,500	32,919	65,419
Mariposa	1,033	0.5	32,500	32,500	65,000
Mendocino	6,246	0.5	32,500	47,973	80,473
Merced	17,037	1.0	65,000	130,854	195,854
Modoc	1,112	0.5	32,500	32,500	65,000
Mono	1,855	0.5	32,500	32,500	65,000
Monterey	22,226	2.0	130,000	170,708	300,708
Napa	6,015	0.5	32,500	46,199	78,699
Nevada	5,564	0.5	32,500	42,735	75,235
Orange	104,079	7.0	455,000	799,386	1,254,386

## ATTACHMENT V

## BUDGET ALLOCATIONS BY COUNTY

<b>Customer Service Allocation</b>					
	<b>SFY 99/00 # Cases Open</b>	<b># Ombudsperson</b>	<b>Ombudsperson @65,000</b>	<b>Customer Service</b>	<b>Total Allocation</b>
Placer	11,994	0.5	32,500	92,121	124,621
Plumas	1,614	0.5	32,500	32,500	65,000
Riverside	118,025	8.0	520,000	906,500	1,426,500
Sacramento	80,531	5.0	325,000	618,524	943,524
San Benito	4,089	0.5	32,500	32,500	65,000
San Bernardino	158,664	11.0	715,000	1,218,630	1,933,630
San Diego	141,490	9.0	585,000	1,086,724	1,671,724
San Francisco	29,198	2.0	130,000	224,257	354,257
San Joaquin	48,180	3.0	195,000	370,050	565,050
San Luis Obispo	7,808	0.5	32,500	59,970	92,470
San Mateo	17,593	1.0	65,000	135,124	200,124
Santa Barbara	18,057	1.0	65,000	138,688	203,688
Santa Clara	72,213	5.0	325,000	554,637	879,637
Santa Cruz	10,550	0.5	32,500	81,030	113,530
Shasta	16,968	1.0	65,000	130,324	195,324
Sierra	215	0.5	32,500	32,500	65,000
Siskiyou	4,915	0.5	32,500	37,750	70,250
Solano	25,560	2.0	130,000	196,315	326,315
Sonoma	22,574	2.0	130,000	173,381	303,381
Stanislaus	37,019	3.0	195,000	284,327	479,327
Sutter	8,239	0.5	32,500	63,260	95,780
Tehama	4,989	0.5	32,500	38,318	70,818
Trinity	1,352	0.5	32,500	32,500	65,000
Tulare	40,689	3.0	195,000	312,515	507,515
Tuolumne	4,366	0.5	32,500	33,533	66,033
Ventura	34,912	2.0	130,000	268,144	398,144
Yolo	12,660	0.5	32,500	97,236	129,736
Yuba	11,121	0.5	32,500	85,416	117,916

## ATTACHMENT V

## BUDGET ALLOCATIONS BY COUNTY

CHILD SUPPORT NON-EDP ADMINISTRATIVE FUNDING FOR SFY 20001/01				
COUNTY	TOTAL NON-EDP ADMINISTRATIVE ALLOCATION	FULL FFP AVAILABLE ONLY IF CURRENT AACA IS ON FILE	FEDERAL INCENTIVES FUNDS	TOTAL STATE GENERAL FUND ALLOCATION
STATEWIDE	680,491,036	449,124,084	58,760,000	172,606,952
Alameda	22,448,167	14,815,790	2,838,406	4,793,971
Alpine	208,615	137,686	3,860	67,069
Amador	1,124,739	742,328	92,747	289,664
Butte	8,393,993	5,540,035	360,584	2,493,373
Calaveras	895,559	591,069	91,691	212,799
Colusa	679,422	448,419	51,240	179,764
Contra Costa	17,184,820	11,341,981	1,398,024	4,444,815
Del Norte	2,417,622	1,595,631	100,587	721,404
El Dorado	4,470,117	2,950,277	411,116	1,108,723
Fresno	20,101,083	13,266,715	2,684,434	4,149,934
Glenn	830,879	548,380	71,806	210,693
Humboldt	5,446,696	3,594,820	403,471	1,448,406
imperial	3,136,480	2,070,077	372,252	694,151
Inyo	780,741	515,289	69,124	196,328
Kern	19,708,561	13,007,650	1,619,306	5,081,605
Kings	4,133,145	2,727,876	353,434	1,051,835
Lake	2,634,724	1,738,918	160,839	734,967
Lassen	945,960	624,334	77,153	244,473
Los Angeles	139,148,073	91,837,728	11,250,577	36,059,767
Madera	2,593,540	1,711,737	283,156	598,647
Marin	4,196,642	2,769,784	282,562	1,144,297
Mariposa	628,756	414,979	53,841	159,936
Mendocino	2,602,124	1,717,402	228,344	656,378
Merced	8,920,529	5,887,549	843,338	2,189,642
Modoc	527,579	348,202	19,487	159,890
Mono	389,597	257,134	21,244	111,218
Monterey	10,826,164	7,145,269	842,769	2,838,127
Napa	4,029,69	2,659,251	293,405	1,076,513
Nevada	3,443,751	2,272,875	219,233	951,642
Orange	56,290,585	37,151,786	4,234,862	14,903,937
Placer	5,820,291	3,841,392	426,957	1,551,942
Plumas	819,244	540,701	62,318	216,225
Riverside	32,962,738	21,755,407	3,221,325	7,986,006
Sacramento	28,388,941	18,736,701	2,419,947	7,232,293
San Benito	1,712,217	1,130,063	114,345	467,809
San Bernardino	36,742,751	24,250,216	3,329,194	9,163,342

## BUDGET ALLOCATIONS BY COUNTY

CHILD SUPPORT NON-EDP ADMINISTRATIVE FUNDING FOR SFY 2000/01				
COUNTY	TOTAL NON-EDP ADMINISTRATIVE ALLOCATION	FULL FFP AVAILABLE ONLY IF CURRENT AACA IS ON FILE	FEDERAL INCENTIVES FUNDS	TOTAL STATE GENERAL FUND ALLOCATION
San Diego	43,041,274	28,407,241	4,291,014	10,343,020
San Francisco	10,993,972	7,256,022	994,108	2,743,843
San Joaquin	14,489,449	9,563,036	1,420,525	3,505,888
San Luis Obispo	4,210,320	2,778,811	441,647	989,862
San Mateo	10,583,200	6,984,912	885,653	2,712,635
Santa Barbara	8,116,100	5,356,626	795,953	1,963,522
Santa Clara	31,069,275	20,505,722	2,713,832	7,849,722
Santa Cruz	6,193,269	4,087,558	440,600	1,665,112
Shasta	6,673,782	4,404,696	582,113	1,686,973
Sierra	221,541	146,217	9,928	65,396
Siskiyou	2,904,644	1,917,065	180,380	807,199
Solano	11,608,777	7,661,793	882,307	3,064,677
Sonoma	14,417,050	9,515,253	945,020	3,956,777
Stanislaus	13,849,137	9,140,430	1,290,701	3,418,006
Sutter	2,982,940	1,968,741	196,121	818,079
Tehama	1,789,320	1,180,951	150,893	457,476
Trinity	536,827	354,306	36,134	146,387
Tulare	15,135,353	9,989,333	1,121,930	4,024,090
Tuolumne	1,538,416	1,015,355	139,452	383,609
Ventura	16,942,386	11,181,975	1,422,965	4,337,446
Yolo	4,799,196	3,167,469	355,185	1,276,542
Yuba	2,810,792	1,855,122	156,564	799,105