

# OREGON CHILD SUPPORT SELF-ASSESSMENT REPORT 2005



## DEPARTMENT OF JUSTICE

---

---

## CHILD SUPPORT PROGRAM



SUPPORTING PARENTS TO SUPPORT CHILDREN

Review Period  
10/01/2004 – 9/30/2005



**STATE OF OREGON  
DEPARTMENT OF JUSTICE  
CHILD SUPPORT PROGRAM**

The Performance, Budget and Statistics Unit of the Oregon Child Support Program (CSP) is responsible for conducting the annual Self-Assessment.

CSP Program Performance Analysts:

Laura Snodgrass, Manager  
Todd Angel, Program Performance Analyst  
Maureen Kurtz, Program Performance Analyst  
Solomon Lee, Program Performance Analyst

If you have any questions regarding this report, please contact Laura Snodgrass at 503-986-6304 or by e-mail [laura.l.snodgrass@doj.state.or.us](mailto:laura.l.snodgrass@doj.state.or.us).

\*\*\*\*\*

# EXECUTIVE SUMMARY

45 CFR 308 requires all states to conduct an annual assessment of their IV-D program. For the period of October 1, 2004 through September 30, 2005, Oregon reviewed the eight required categories. All payments meeting the requirements for the Disbursement category were reviewed via automation. A total of 3,011 randomly selected cases were manually reviewed in the seven remaining categories. Below are the results for all eight categories.

<b>CATEGORIES</b>	<b>FEDERAL BENCHMARKS</b>	<b>RESULTS</b>
Case Closure	90%	91.02%
Disbursement of Collections	75%	96.33%
Enforcement of Orders	75%	98.50%
Establishment of Paternity and Support Orders	75%	78.85%
Expedited Process (6 months)	75%	93.13%
(12 months)	90%	98.97%
Interstate Services	75%	84.49%
Medical Support Enforcement	75%	96.02%
Review and Adjustment (Modifications)	75%	100.00%

Oregon has elected to include Program Service Enhancements as an optional program area of review. The Program Services Enhancements section highlights:

- ❖ Program Enhancements – Projects undertaken to enhance overall program efficiency
- ❖ Customer Service – Efforts designed to enhance service to CSP customers
- ❖ Partnerships – Collaborative efforts taken with other agencies and customers
- ❖ Legislative Highlights – A synopsis of recently implemented state legislation impacting CSP

# TABLE OF CONTENTS

<b>Introduction</b> .....	<b>1</b>
Organizational Background	1
Oregon Child Support Geographical Regions	2
Child Support Program Organizational Chart	3
Child Support Program Vision, Mission and Values	4
<b>Methodology</b> .....	<b>5</b>
Sample Charts	6
Samples	7
Sampling Criteria	7
Program Compliance Criteria	8
Case Review General Rules	8
<b>Results</b> .....	<b>10</b>
Case Closure	10
Disbursement of Collections	11
Enforcement of Orders	13
Establishment of Paternity and Support Orders	14
Expedited Process	15
Interstate Services	16
Responding Reciprocals	17
Initiating Reciprocals	18
Medical Support Enforcement	19
Review and Adjustment (Modifications)	20
<b>Analysis/Conclusion</b> .....	<b>21</b>
<b>Program Service Enhancements</b> .....	<b>22</b>
Program Enhancements	22
Customer Service	24
Partnerships	25
Legislative Highlights	27

## Appendices

# INTRODUCTION

45 CFR 308 establishes standards and criteria for state self-assessment review and report processes. States must conduct an annual review of eight required program criteria. Oregon's self-assessment results are to be submitted to the Office of Child Support Enforcement (OCSE) Region X Office and a copy sent to the OCSE Commissioner no later than six months after the end of the review period.

This is Oregon's seventh annual self-assessment. It covers the twelve-month period from October 1, 2004 through September 30, 2005. The assessment reviewed the following eight categories:

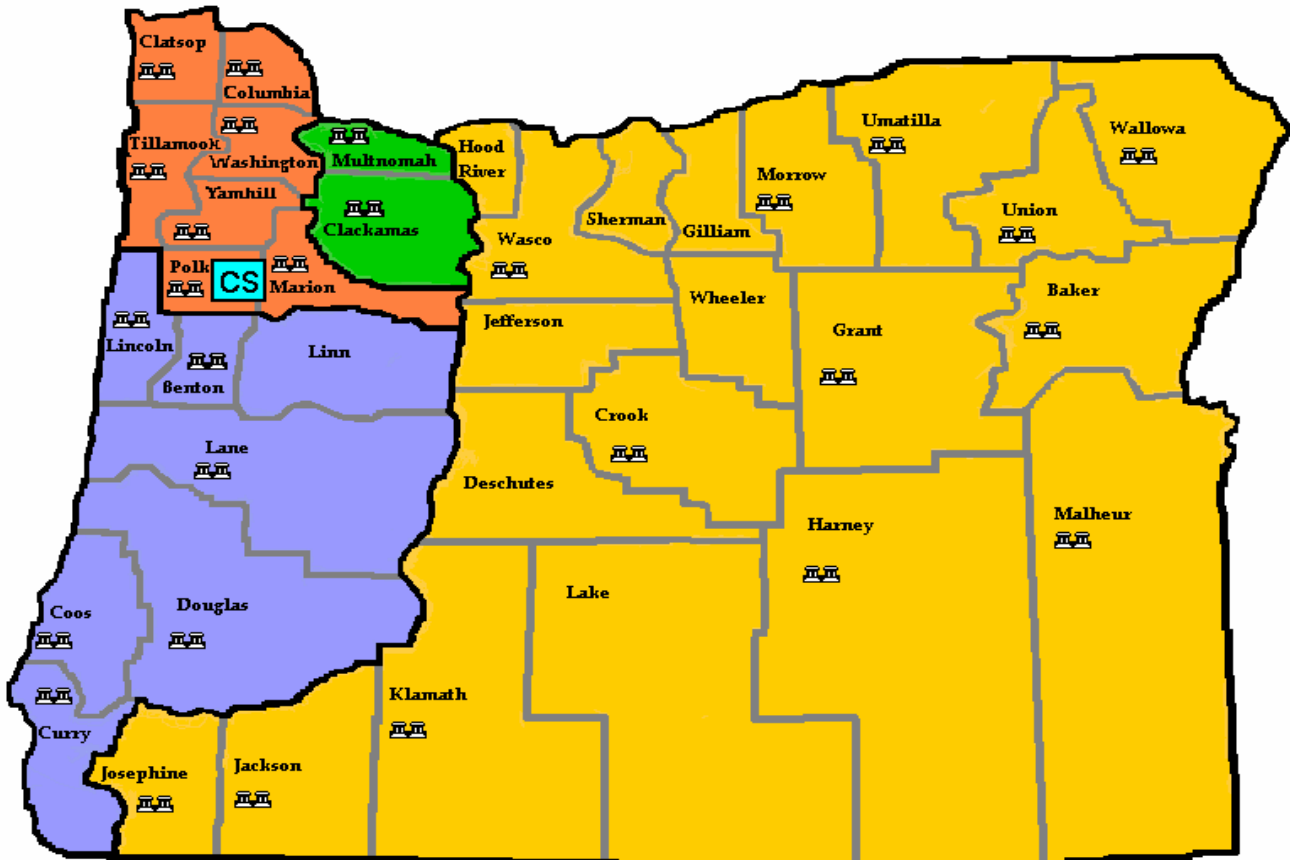
- Case Closure
- Disbursement of Collections
- Enforcement of Orders
- Establishment of Paternity and Support Orders
- Expedited Process
- Interstate Services
- Medical Support Enforcement
- Review and Adjustment (Modification)

## ***ORGANIZATIONAL BACKGROUND***


The Oregon Child Support Program (CSP) provides services to its customers under the following organizational structure:

- ◆ Twenty-eight County District Attorney (DA) offices – Providing child support services for non-IV-A and non-IV-E applicants.
- ◆ State Operations Section – Providing child support services for current and former IV-A and/or IV-E customers through branch offices located throughout the State's four geographical regions. The State Operations Section also provides full child support services for eight county DA offices.
- ◆ Program Development Section (PDS) – Providing education, training, forms, procedures, policy, guidance, customer relations, budget, statistics, and research to enable the program to achieve its mission in an efficient and legal manner.
- ◆ Specialized Program Services Section (SPSS) – Providing centralized program-wide services including Central Registry, Employer Services, Enhanced Case Management Region, State Disbursement Unit, Mainframe, User Analysts, and managing the Child Support Enforcement Automated System (CSEAS) and program projects.

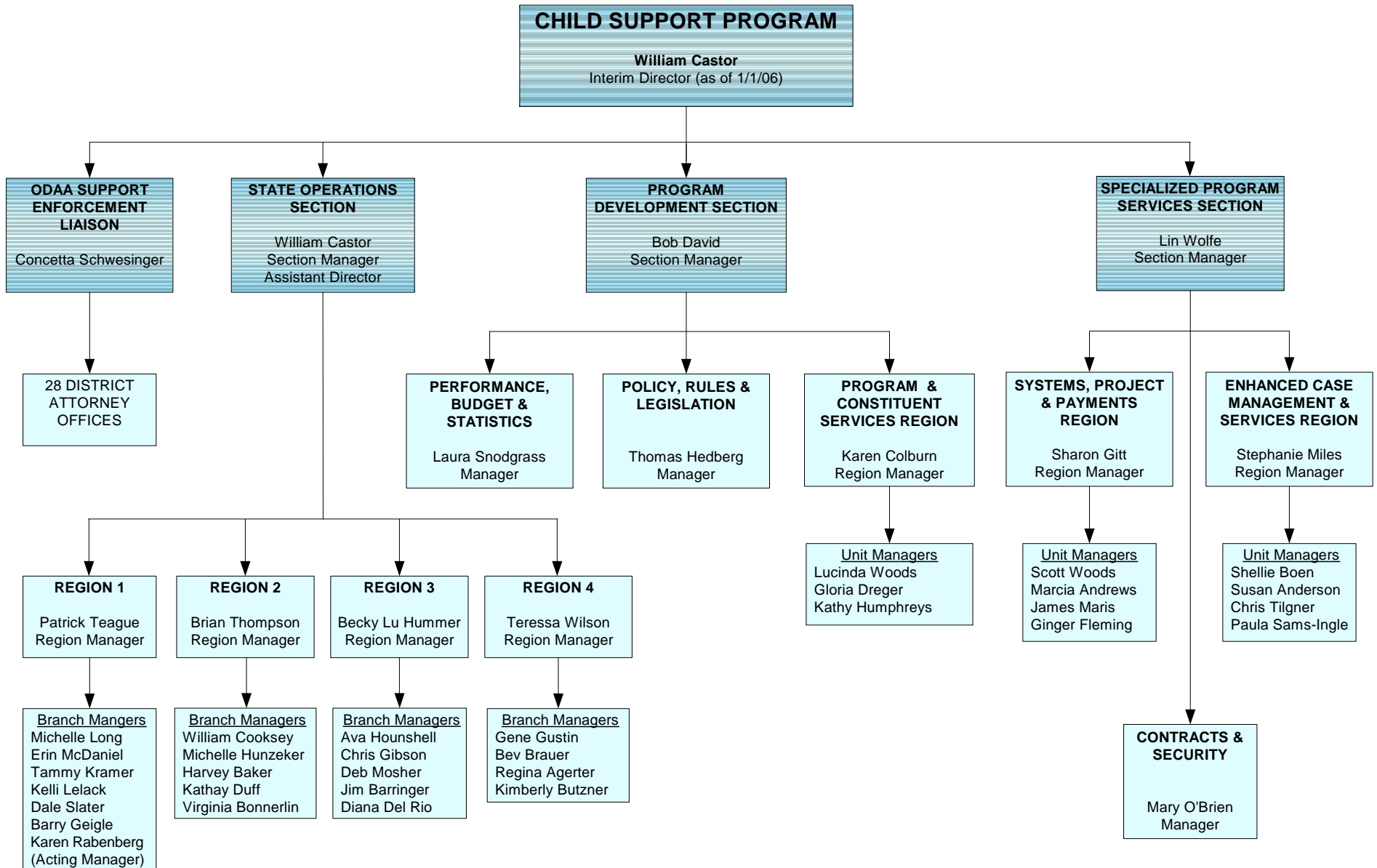
# OREGON CHILD SUPPORT GEOGRAPHICAL REGIONS



The following table lists Division of Child Support (DCS) branches in their respective regions. Counties whose DA offices have contracts with DCS to manage their child support programs are listed in parentheses following the contracted DCS branch. The Region colors and/or symbols correspond to the map above.

<b>Region 1</b>	East Salem, West Salem, Tigard, State Recovery Central Unit
<b>Region 2</b>	Portland, East Portland, Oregon City, Milwaukie
<b>Region 3</b>	Bend (Deschutes, Gilliam, Hood River, Jefferson, Sherman, and Wheeler Counties), Medford (Lake County), Pendleton
<b>Region 4</b>	Eugene, Springfield, Roseburg, Albany (Linn County), Corvallis
<b>CS</b>	Central Services – PDS, SPSS (Provides centralized program-wide services from Salem)
	Counties with District Attorney Administered Child Support Programs

# *CHILD SUPPORT PROGRAM ORGANIZATIONAL CHART*



# ***CHILD SUPPORT PROGRAM VISION, MISSION AND VALUES***

## **VISION**

Children can depend on their parents to provide the support they need.

## **MISSION**

To enhance the well being of children by providing child support services to families.

## **VALUES**

### Commitment to Children

- ❖ Children are our first priority.

### Quality Customer Service

- ❖ We provide courteous, responsive services.
- ❖ We treat all customers with fairness and respect.
- ❖ We establish equitable orders and enforce them appropriately.

### Integrity, Respect and Ethics

- ❖ We hold ourselves to the highest standard of conduct.
- ❖ We treat each other with fairness and respect.
- ❖ We recognize and value the strength and diversity of Oregon's Child Support Program professionals.
- ❖ We encourage and engage in open and honest communication.

### Innovation and Excellence

- ❖ We seek the most effective and efficient ways to provide child support services.
- ❖ We invest in individual and organizational growth and development.
- ❖ We consistently set goals to improve overall performance.

### Collaborative Partnerships

- ❖ We collaborate with partners who share a commitment to children and help us meet our mission.
- ❖ We promote shared involvement in decision making.

# METHODOLOGY

Oregon's review process is based on the review criteria outlined in 45 CFR 308. Oregon randomly reviewed a focused sample group of child support cases in seven categories to determine compliance with the corresponding citations in the Code of Federal Regulations (45 CFR 302 and 303) and the Social Security Act (Section 454B(c)(1)). For Disbursement of Collections, all payments received were reviewed to determine compliance.

Oregon reviewed the eight required categories:

- Case Closure
- Disbursement of Collections
- Enforcement of Orders
- Establishment of Paternity and Support Orders
- Expedited Process
- Interstate Services
- Medical Support Enforcement
- Review and Adjustment (Modifications)

To conduct a statistically valid assessment and select a sample that would achieve a 90% confidence interval, focused samples were utilized. Oregon used the following statistical equation to achieve the 90% confidence level requirement:

$$n = \frac{(z_{\alpha/2})^2 \times p(q)}{E^2}$$

n = Sample size

z = Z score

$\alpha$  = 1 – confidence interval

p = Probability

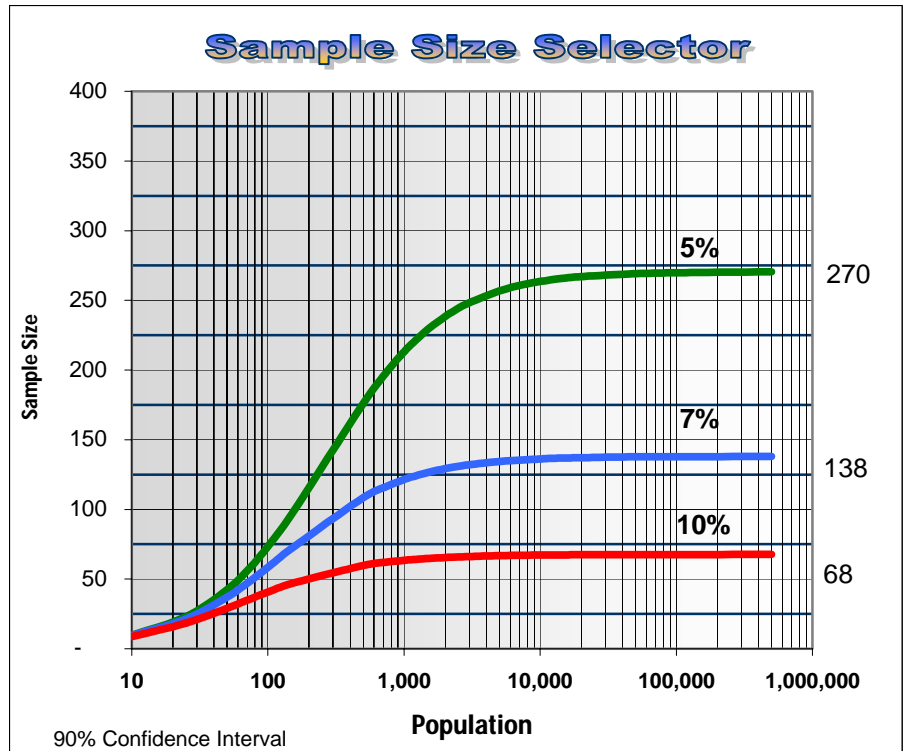
q = 1 – p

E = Tolerable error rate

Oregon's desired tolerable error rate is 5%. A presumed probability of 50-50 was used (50% chance the desired outcome would occur and 50% chance the desired outcome would not occur). Utilizing a 90% confidence interval, a table was created to indicate the number of cases required for review per identified population. A comparative table for a 95% confidence interval was also created to determine the number of cases to sample in order to achieve the 90% confidence level (*See Confidence Interval Charts on next page*).

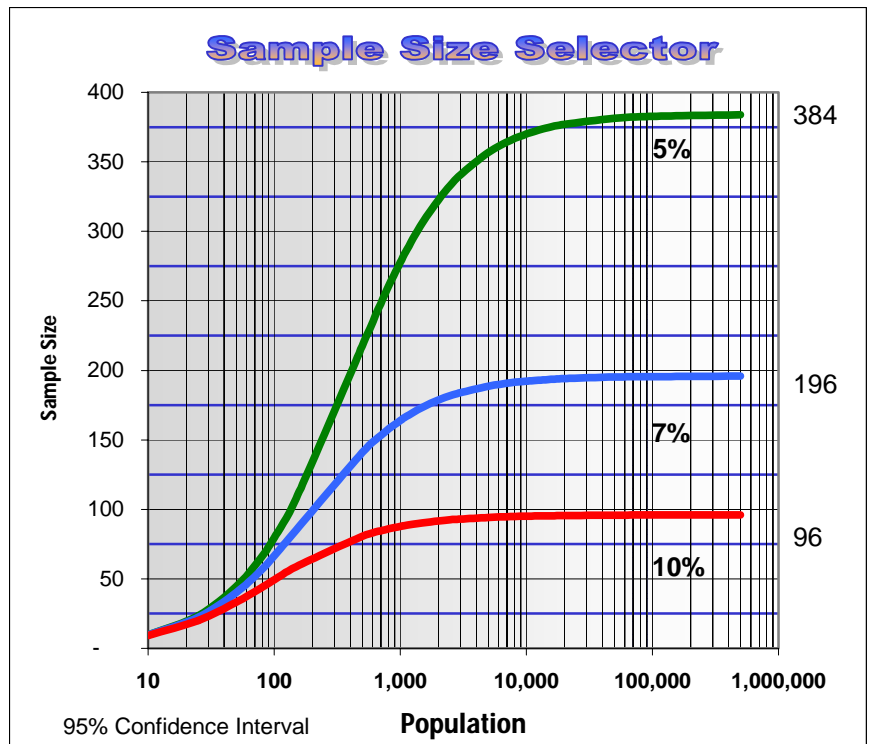
## SAMPLE CHART 90% CONFIDENCE INTERVAL

Population	Tolerable Error		
	5%	7%	10%
10	10	9	9
25	23	21	18
50	42	37	29
75	59	49	36
100	73	58	41
150	97	72	47
500	176	108	60
750	199	117	62
1,000	213	121	63
1,100	217	123	64
1,500	229	127	65
2,000	238	129	65
2,500	244	131	66
3,000	248	132	66
5,000	257	134	67
7,500	261	136	67
10,000	263	136	67
11,000	264	136	67
12,500	265	137	67
15,000	266	137	67
20,000	267	137	67
50,000	269	138	68
100,000	270	138	68
500,000	270	138	68



## SAMPLE CHART 95% CONFIDENCE INTERVAL

Population	Tolerable Error		
	5%	7%	10%
10	10	10	9
25	24	22	20
50	44	40	33
75	63	54	42
100	80	66	49
150	108	85	59
500	217	141	81
750	254	156	85
1,000	278	164	88
1,100	285	166	88
1,500	306	173	90
2,000	322	179	92
2,500	333	182	93
3,000	341	184	93
5,000	357	189	94
7,500	365	191	95
10,000	370	192	95
11,000	371	193	95
12,500	373	193	95
15,000	375	193	95
20,000	377	194	96
50,000	381	195	96
100,000	383	196	96
500,000	384	196	96



## ***SAMPLES***

To obtain focused samples, the seven non-automated categories were broadly defined to avoid the systematic exclusion of a population subset. Separate populations of cases were identified for each category based on the specified definitions. The population samples obtained included cases which were excluded due to coding errors and ambiguity in definitions. For this reason, an exclusion rate was anticipated within each sample. Samples sizes were based on the number of cases required to achieve 95% confidence interval in order to obtain the minimum number of cases needed to achieve 90% confidence interval. Where the exclusion rate was high and the required number of cases was not obtained, a second sample was selected to meet the required number of cases.

## ***SAMPLING CRITERIA***

**Case Closure:** any case closed during the review period, even if it was subsequently reopened. A population of 39,776 cases was identified. A total of 381 cases were randomly selected to meet the required 269 cases.

**Disbursement of Collections:** any payment received and disbursed between October 1, 2004 and September 30, 2005. A total of 1,851,833 payments were reviewed via automated methods.

**Enforcement of Orders:** cases in which ongoing income withholding is in place and cases in which new or repeated enforcement actions were required during the review period. A population of 134,452 cases was identified. A total of 384 cases were randomly selected to meet the required 270 cases.

**Establishment of Paternity and Support Orders:** any case in which a paternity and/or support order was needed, in process, or established during the review period. A population of 77,380 cases was identified. A total of 645 cases were randomly selected to meet the required 270 cases.

**Expedited Process:** cases where an administrative order had been established during the review period. A population of 13,247 cases was identified. A total of 369 cases were randomly selected to meet the required 265 cases.

**Interstate Services:** cases coded “RECIP” or with a responding state Federal Information Processing Standards (FIPS) code other than 41 (Oregon) during the review period. A population of 35,854 cases was identified. A total of 481 cases were randomly selected to meet the required 269 cases.

Medical Support Enforcement: cases with orders established or modified during the review period. A population of 48,840 cases was identified. A total of 381 cases were randomly selected to meet the required 269 cases.

Review and Adjustment (Modification): order cases with a modification action initiated or completed during the review period. A population of 9,488 cases was identified. A total of 370 cases were randomly selected to meet the required 263 cases.

## ***PROGRAM COMPLIANCE CRITERIA***

Oregon's review process for all eight categories is based on the review criteria outlined in 45 CFR 308. Oregon also used the Core Work Group Report model to conduct case assessments. Flowcharts were created for the seven non-automated categories based on the review criteria (*Appendices A-H*). A database was created with data input forms (*Appendix I*) designed around the flowcharts. Macros eliminated manual calculations and determinations, increasing the efficiency and accuracy of the data and case outcomes.

## ***CASE REVIEW – GENERAL RULES***

The assessment is performance based, focusing on outcomes rather than processes. Each category was reviewed for compliance with corresponding federal regulations established in 45 CFR 308. The following relevant definitions apply:

- An **outcome** is the result of case action within a specific category.
- An **action** is an appropriate outcome within a specific category.
- An **error** is either a failure to take a required action or taking an incorrect action within a specific category.

The assessment of a case was based on six general case evaluation rules:

1. A case was reviewed for only the criteria in which it was sampled.
2. A case can only receive one action or error for the category in which it was sampled.
3. Credit was not given for an action taken prior to or after the review period.
4. Time standards for Interstate cases were reviewed separately.
5. If an outcome was pending, the last required action was evaluated.
6. If an outcome was not successfully completed due to the time frame expiring prior to the review period, the last action required was evaluated.

Cases were initially screened for possible exclusion. A case was excluded if:

1. No action was necessary during the review period.
2. There was insufficient time to take the last required action.
3. The case qualified for closure pursuant to 45 CFR 303.11.
4. The reviewers were unable to locate the case or case file.
5. Other (cases falling into this category must be explained).

Oregon compared efficiency rates within each category to the federal benchmarks. To establish an efficiency rate, Oregon used the formula specified in the Self-Assessment Core Workgroup Report:

$$\text{Efficiency} = \frac{\text{Cases with appropriate action}}{\text{Total number of cases with required action}}$$

# RESULTS

## CASE CLOSURE

<b>Federal Benchmark</b>		90.00%
Population Size		39,776
Cases Sampled		381
Cases Reviewed		334
Figure 1	Cases that met at least one federal requirement for closure	304
	<b>Efficiency Rate</b>	<b>91.02%</b>
	Cases with an error	30
	<b>Error Rate</b>	<b>8.98%</b>
<b>Met Federal Benchmark?</b>		<b>YES</b>
<i>Non-compliant cases</i>		<i>30</i>
Figure 2	Did not qualify for closure	19
	Did not interview custodial parent about unknown father	2
	Did not send contact letter to unreachable custodial parent	4
	Did not send closure notice to custodial parent	3
	Did not wait 60 days to close case after sending closure notice	1
	Did not wait 60 days between sending contact letter and sending closure notice to unreachable custodial parent	1

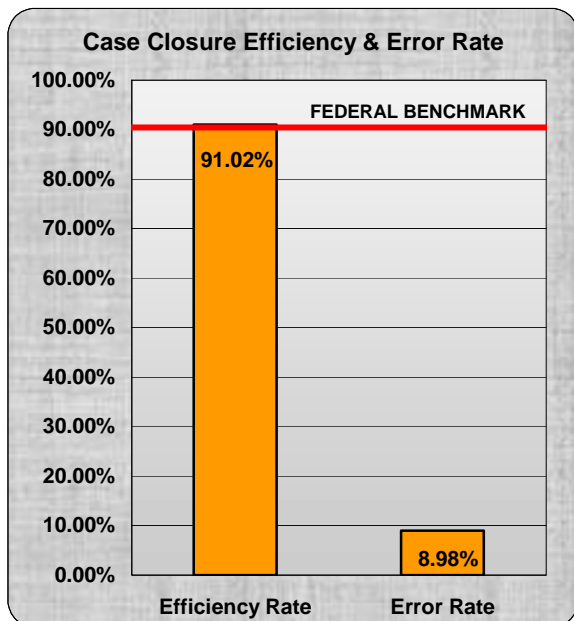


Figure 1

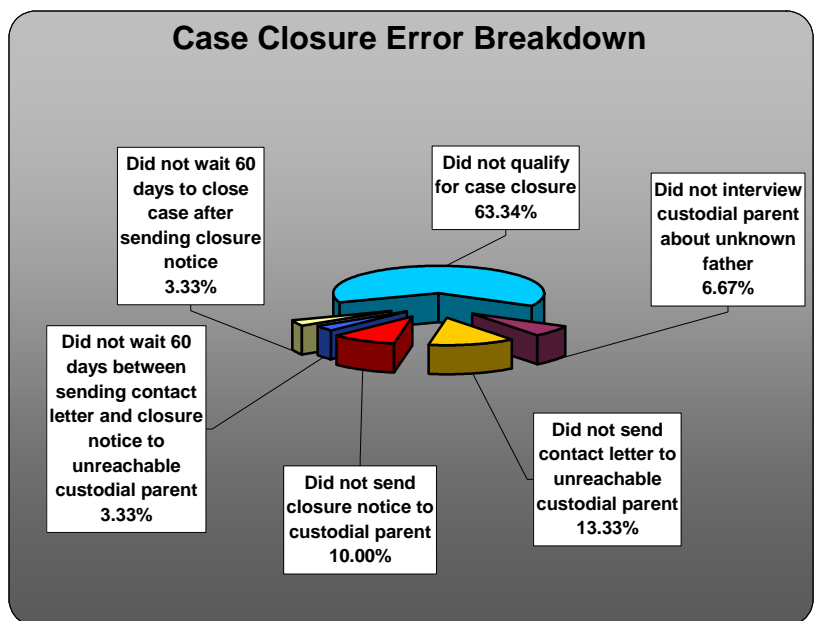


Figure 2

## *DISBURSEMENT OF COLLECTIONS*

<b>Federal Benchmark</b>		75.00%
	Population Size	1,851,833
	Cases Sampled	1,851,833
	Cases Reviewed	1,851,833
Figure 1	Cases meeting federal requirement	1,783,848
	<b>Efficiency Rate</b>	<b>96.33%</b>
	Cases with an error	67,985
	Error Rate	3.69%
<b>Met Federal Benchmark?</b>		<b>YES</b>

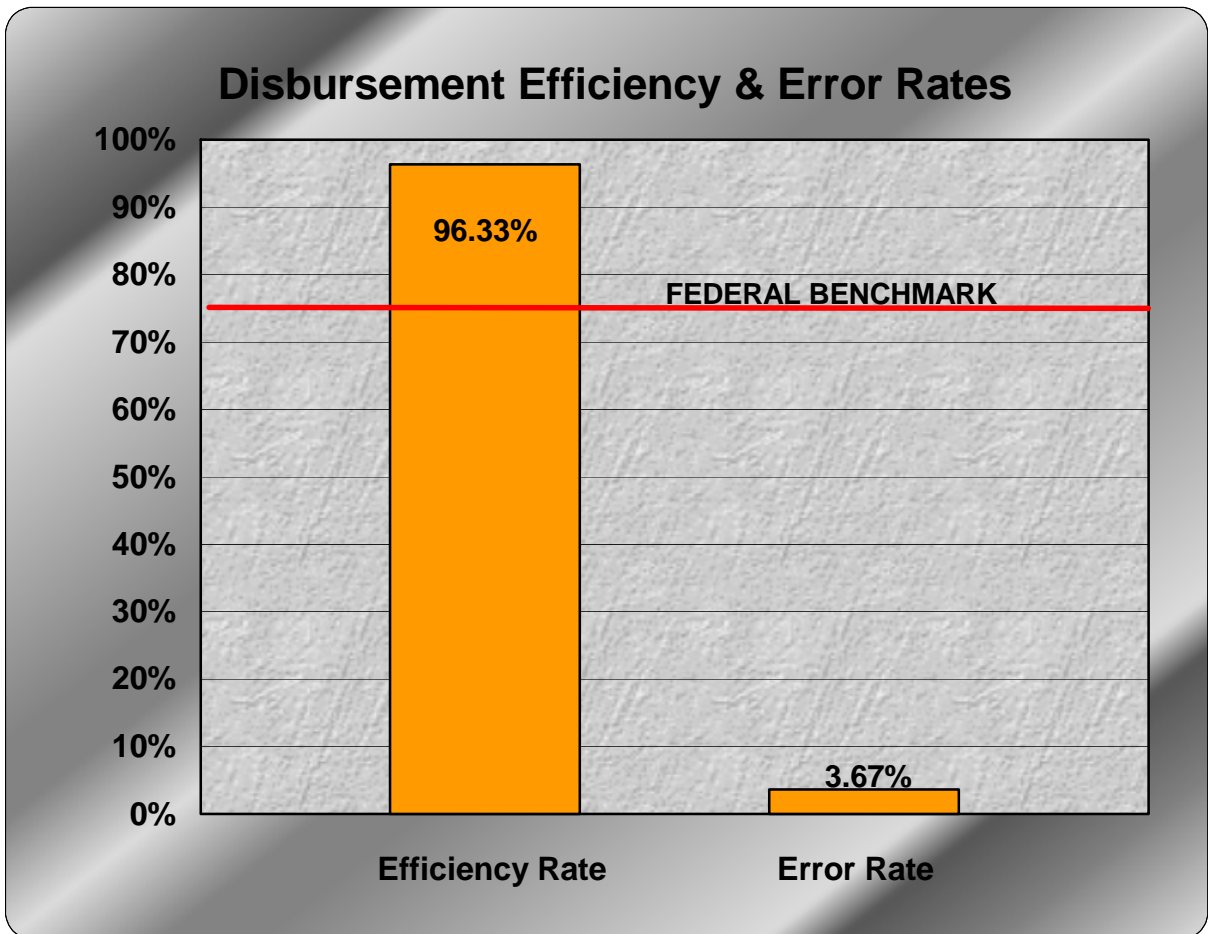
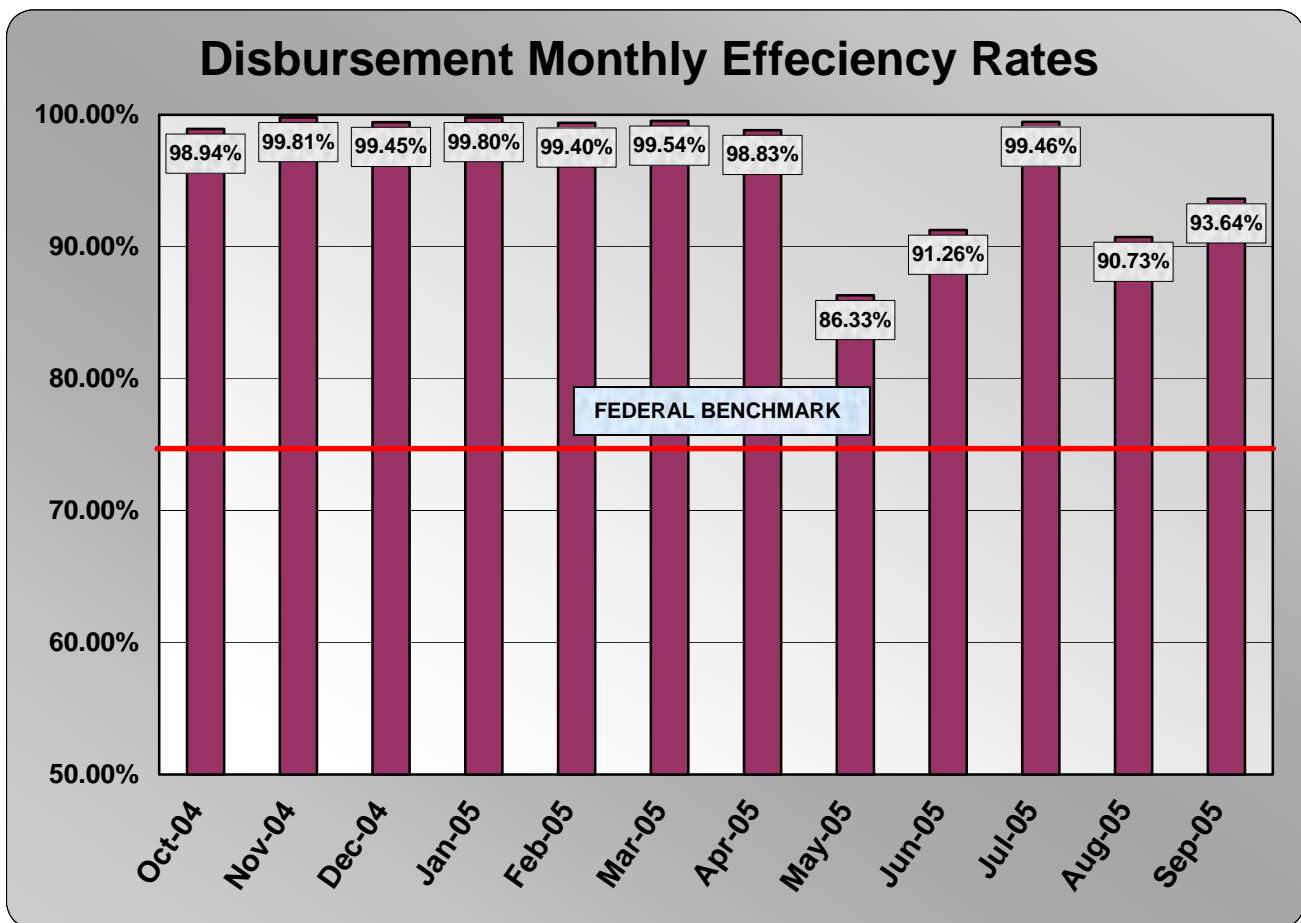


Figure 1

## *DISBURSEMENT DETAIL*

Month	Total Disbursed Receipts	Total Disbursed Within 2 Days Of Receipt	Total Disbursed Over 2 Days Of Receipt	Efficiency Rate	Error Rate
October - 2004	143,914	142,386	1,528	98.94%	1.06%
November - 2004	155,810	155,510	300	99.81%	0.19%
December - 2004	125,892	125,194	698	99.45%	0.55%
January - 2005	177,416	177,054	362	99.80%	0.20%
February - 2005	144,598	143,734	864	99.40%	0.60%
March - 2005	164,177	163,414	763	99.54%	0.46%
April - 2005	155,119	153,300	1,819	98.83%	1.17%
May - 2005	161,431	139,366	22,065	86.33%	13.67%
June - 2005	159,205	145,291	13,914	91.26%	8.74%
July - 2005	147,460	146,670	790	99.46%	0.54%
August - 2005	163,124	148,009	15,115	90.73%	9.27%
September - 2005	153,687	143,920	9,767	93.64%	6.36%
<b>TOTALS</b>	<b>1,851,833</b>	<b>1,783,848</b>	<b>67,985</b>	<b>96.33%</b>	<b>3.67%</b>



# ENFORCEMENT OF ORDERS

<b>Federal Benchmark</b>		75.00%
	Population Size	134,452
	Cases Sampled	384
	Cases Reviewed	333
Figure 1	Cases meeting federal requirement	328
	<b>Efficiency Rate</b>	<b>98.50%</b>
	Cases with an error	5
	Error Rate	1.50%
<b>Met Federal Benchmark?</b>		<b>YES</b>
Figure 2	<i>Non-compliant cases</i>	5
	Did not issue withholding timely	1
	Did not complete other enforcement activities timely	3
	Did not complete locate activities timely	1
	Did not complete case opening procedures timely	0
	Did not submit for federal and state tax offset	0

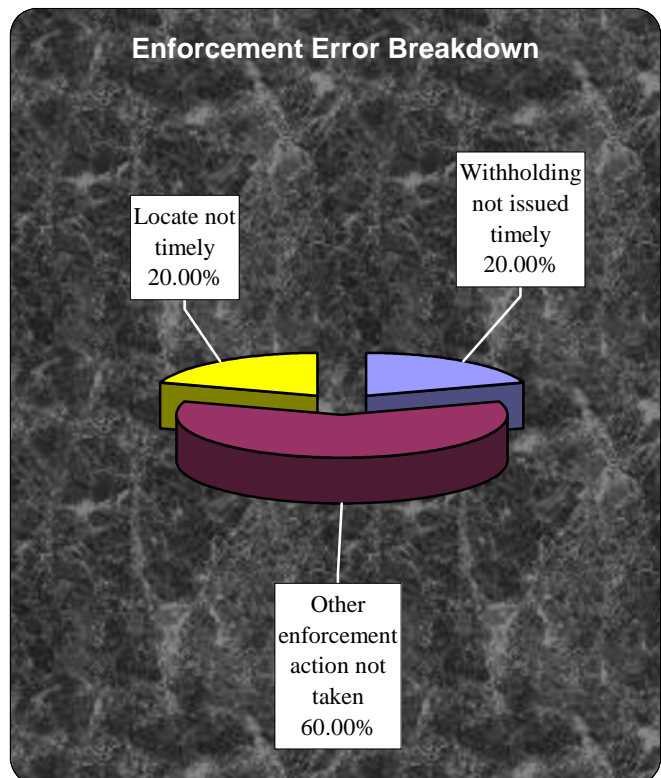
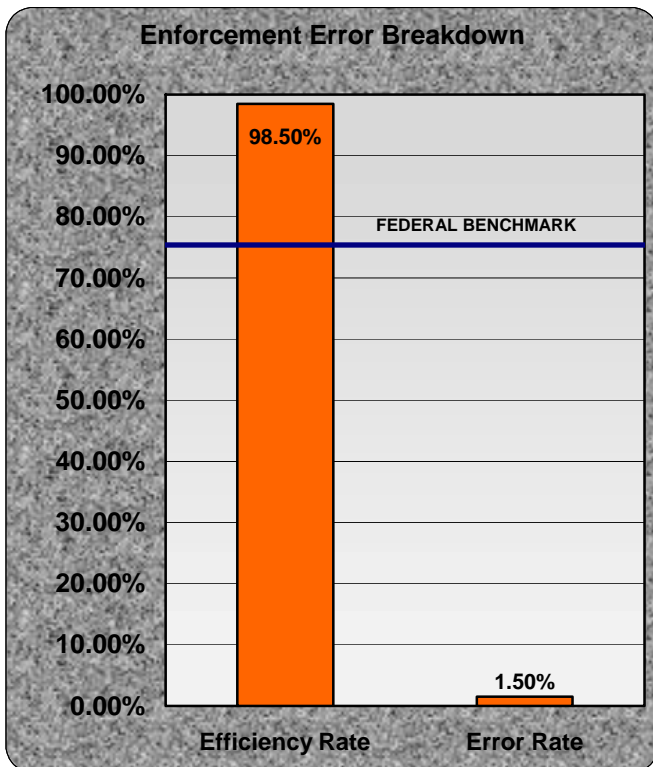


Figure 1

Figure 2

# ESTABLISHMENT OF PATERNITY AND SUPPORT ORDERS

<b>Federal Benchmark</b>		75.00%
Population Size		77,380
Cases Sampled		645
Cases Reviewed		279
Figure 1	Cases that met federal requirements	220
	<b>Efficiency Rate</b>	<b>78.85%</b>
	Cases with an error	59
	Error Rate	21.15%
<b>Met Federal Benchmark?</b>		<b>YES</b>
Figure 2	<i>Non-compliant cases</i>	59
	Did not complete service timely	39
	Did not complete locate activities timely	9
	Did not complete case opening procedures timely	11

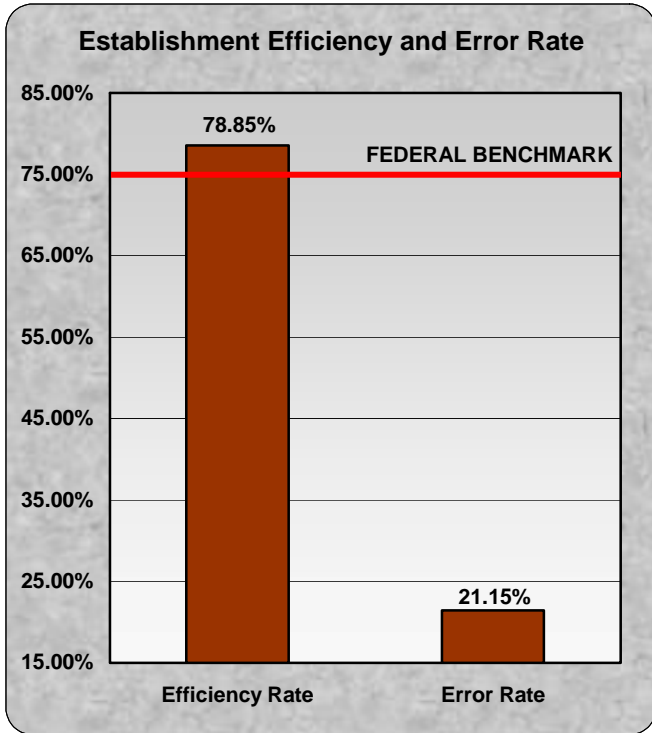


Figure 1

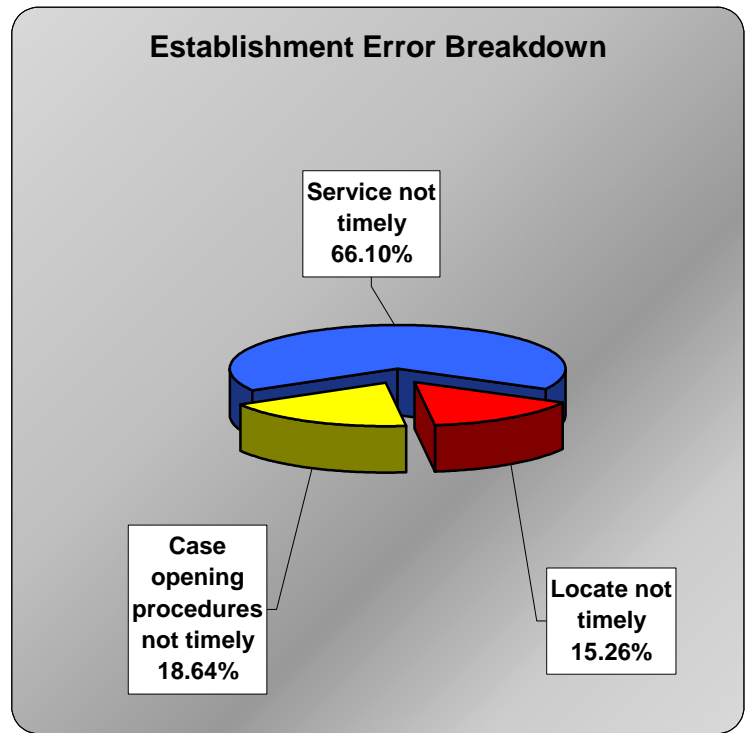


Figure 2

## *EXPEDITED PROCESS*

<b>Federal Benchmarks</b>	Within 6 Months	75.00%
	Within 12 Months	90.00%
Population Size		13,247
Cases Sampled		369
Cases Reviewed		291
<i>Cases Completed</i> Within 6 Months		271
Long-Arm		6
Not Long-Arm		265
<b>Efficiency Rate</b>		<b>93.13%</b>
<b>Met Federal Benchmark?</b>		<b>YES</b>
<i>Cases Completed</i> Within 12 Months		288
<b>Efficiency Rate</b>		<b>98.97%</b>
<b>Met Federal Benchmark?</b>		<b>YES</b>
Non-Compliant Cases		3
Error Rate		1.03%

Figure 1

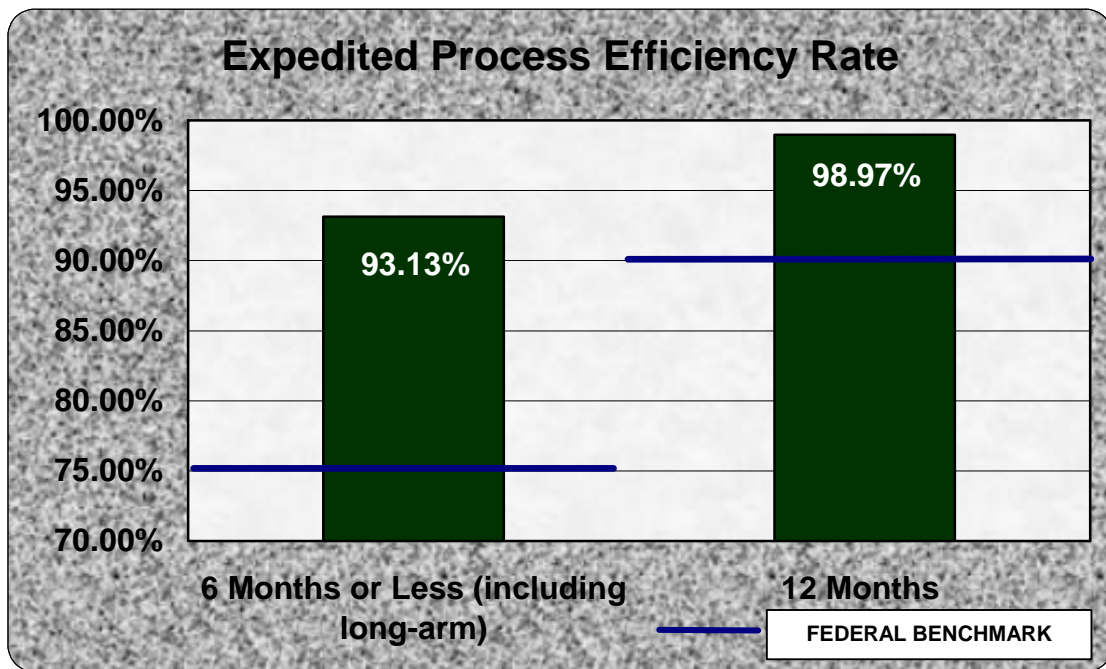


Figure 1

# INTERSTATE SERVICES

<b>Federal Benchmark</b>		75.00%
Population Size		35,854
Cases Sampled		481
Cases Reviewed		303
Figure 1	Cases that met federal requirements	256
	<b>Efficiency Rate</b>	<b>84.49%</b>
	Cases with an error	47
	<b>Error Rate</b>	<b>15.51%</b>
<b>Met Federal Benchmark?</b>		<b>YES</b>
<i>Total Non-Compliant Cases</i>		<i>47</i>
<i>Non-compliant Initiating Reciprocal (IR) Cases</i>		<i>18</i>
Did not refer case to Responding State’s Interstate Central Registry timely		4
Did not provide information timely upon request to Responding State		3
Did not notify Responding State timely of new information received		11
Did not forward modification request timely to Responding State		0
<i>Non-compliant Responding Reciprocal (RR) Cases</i>		<i>29</i>
Did not forward case and inform Initiating State timely after receiving documentation		0
Did not respond to inquiries timely from Initiating State		8
Did not notify Initiating State timely of non-custodial parent’s location in another state		0
Did not notify Initiating State timely of non-custodial parent’s location in another jurisdiction		0
Did not notify Initiating State timely of new information received		21

Figure 2

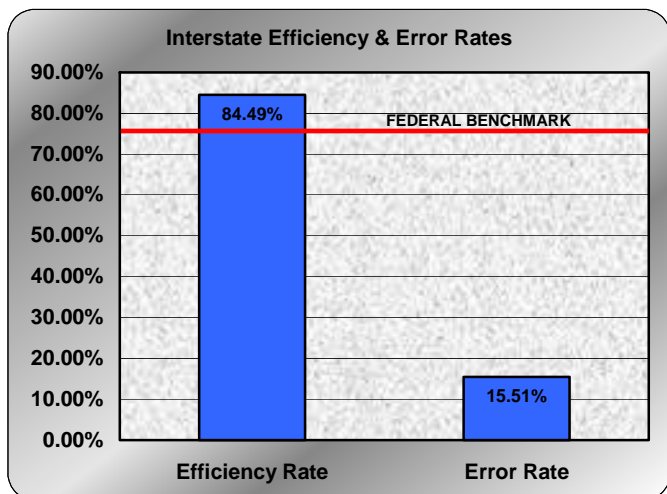


Figure 1

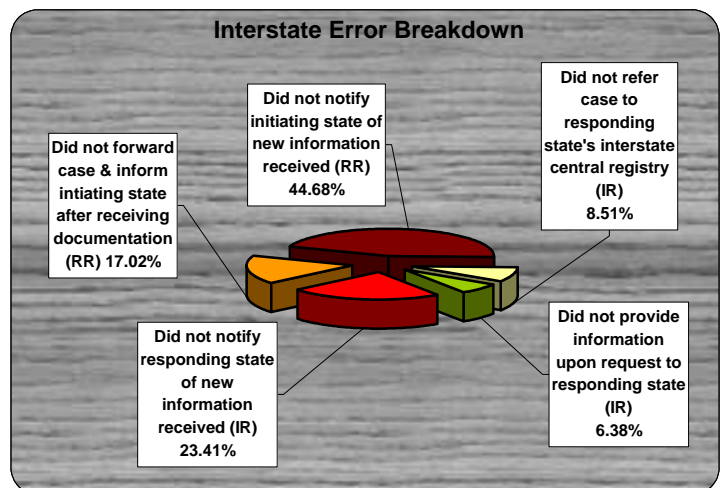


Figure 2

## ***INTERSTATE: RESPONDING RECIPROCAL (RR)***

	Cases Reviewed	164
	Cases that met federal requirements	135
Figure 1	<b>Efficiency Rate</b>	<b>82.32%</b>
	Cases with an error	29
	Error Rate	17.68%
	<b>Met Federal Benchmark?</b>	<b>YES</b>
Figure 2	<i>Non-Compliant Cases</i>	29
	Did not forward case and inform Initiating State timely after receiving documentation	0
	Did not respond to inquiries timely from Initiating State	8
	Did not notify Initiating State timely of non-custodial parent's location in another state	0
	Did not notify Initiating State timely of non-custodial parent's location in another jurisdiction	0
	Did not notify Initiating State timely of new information received	21

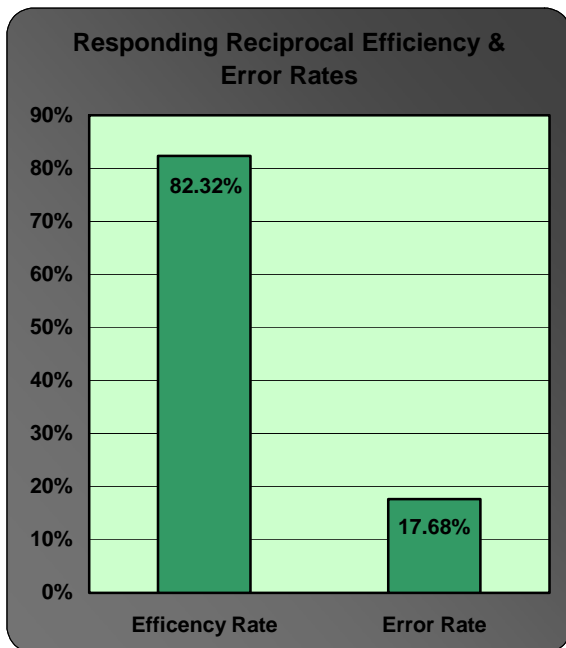


Figure 1

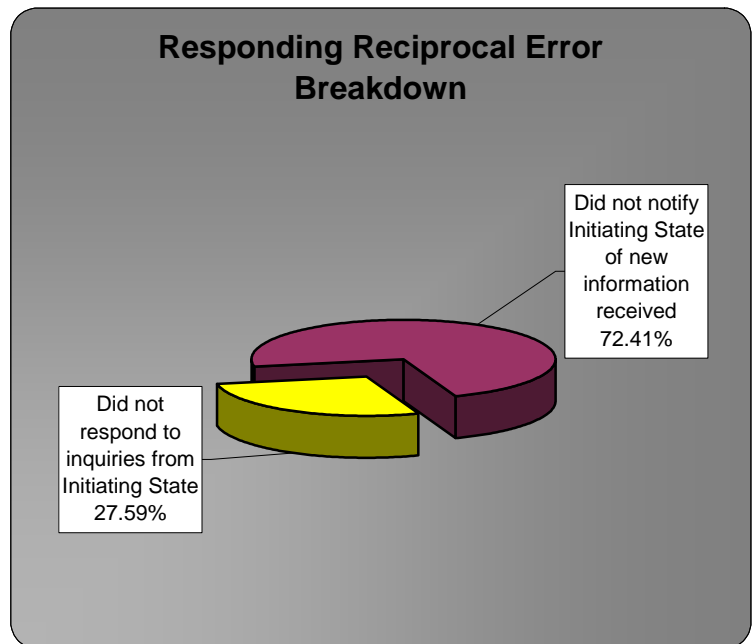


Figure 2

## ***INTERSTATE: INITIATING RECIPROCAL (IR)***

	Cases Reviewed	139
	Cases that met federal requirements	121
Figure 1	<b>Efficiency Rate</b>	<b>87.05%</b>
	Cases with an error	18
	Error Rate	12.95%
<b>Met Federal Benchmark?</b>		<b>YES</b>
	Cases Reviewed	139
	Cases that met federal requirements	121
Figure 2	<i>Non-Compliant Cases</i>	18
	Did not refer case to Responding State's Interstate Central Registry timely	4
	Did not provide information upon request timely to Responding State	3
	Did not notify Responding State timely of new information received	11
	Did not forward modification request timely to Responding State	0

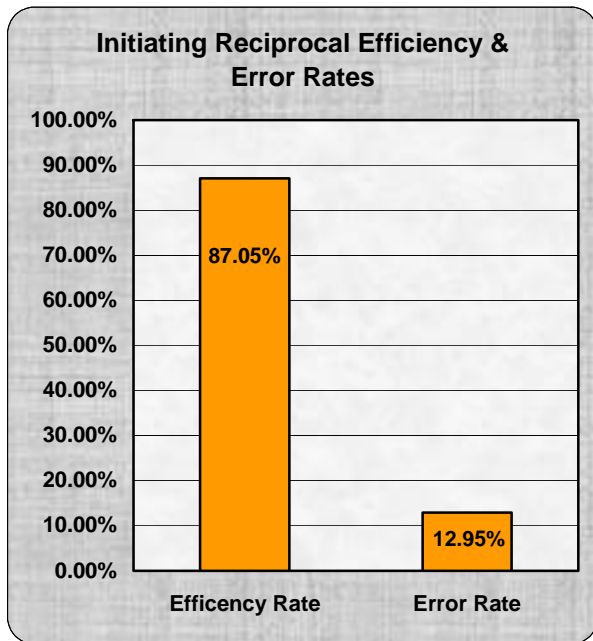


Figure 1

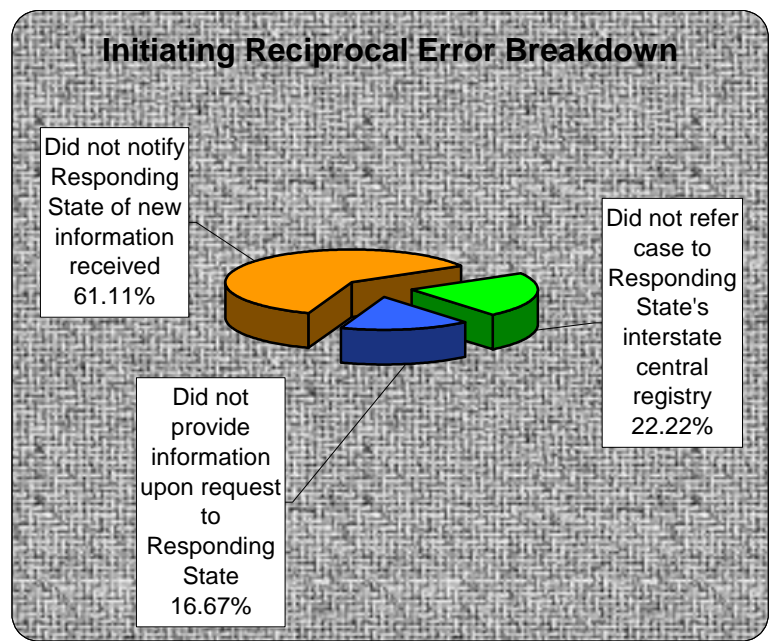


Figure 2

# ***MEDICAL SUPPORT ENFORCEMENT***

<b>Federal Benchmark</b>		<b>75.00%</b>
Population Size		48,840
Cases Sampled		381
Cases Reviewed		327
Figure 1	Cases that met federal requirements	314
	<b>Efficiency Rate</b>	<b>96.02%</b>
	Non-Compliant Cases	13
Error Rate		3.98%
<b>Met Federal Benchmark?</b>		<b>YES</b>
<i>Non-compliant cases</i>		<i>13</i>
Figure 2	Medical support not included in petition	5
	Steps not taken to determine if medical support available	6
	Medical support available, steps not taken to enforce	1
	Medical support available, OHP not notified	0
	Medical support available, custodial parent not notified	1
	Medical support notice not sent to NCP's new employer	0

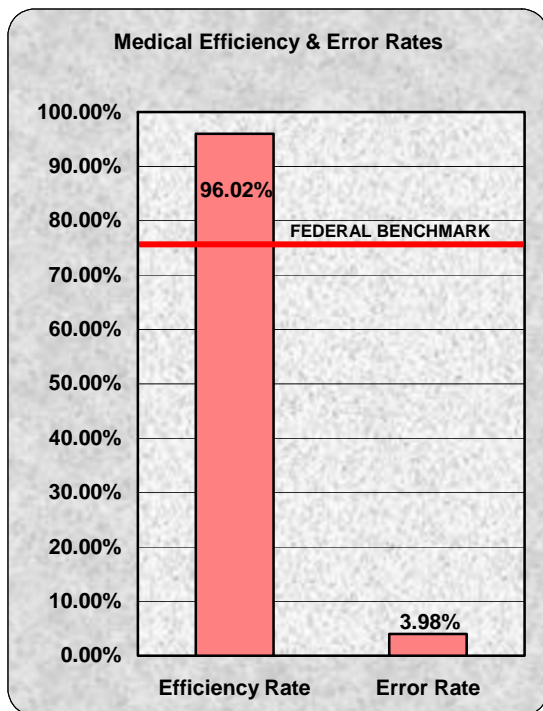


Figure 1

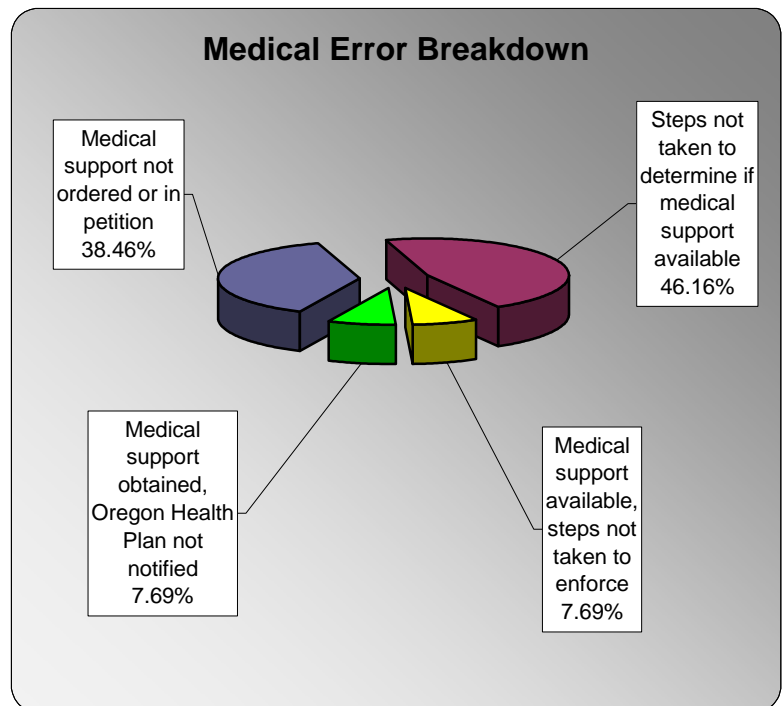


Figure 2

## ***REVIEW AND ADJUSTMENT (MODIFICATIONS)***

<b>Federal Benchmark</b>		<b>75.00%</b>
	Population Size	9,488
	Cases Sampled	370
	Cases Reviewed	336
Figure 1	Cases that met federal requirements	336
	<b>Efficiency Rate</b>	<b>100.00%</b>
	Non-Compliance Cases	0
	Error Rate	0.00%
	<b>Met Federal Benchmark?</b>	<b>YES</b>
<i>Non-compliant cases</i>		<i>0</i>
	Both parties not allowed 30 days to contest adjustment	0
	Modification not conducted timely	0
	Locate activities not completed timely	0
	Parties not notified of their right for modification every 3 years	0

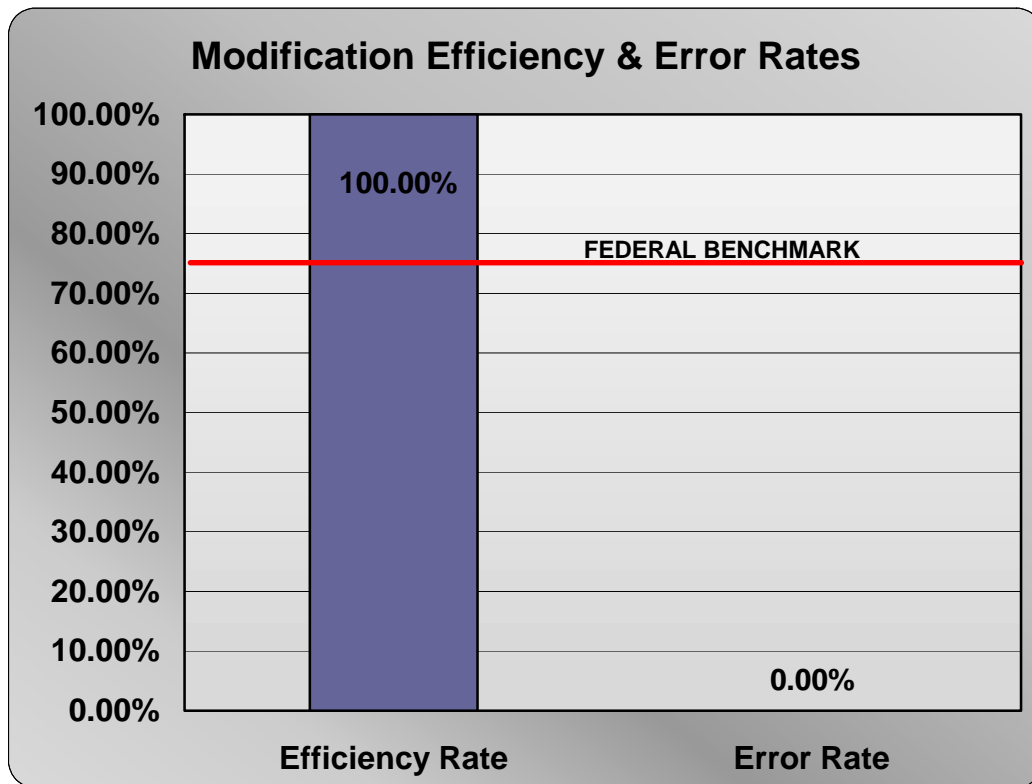
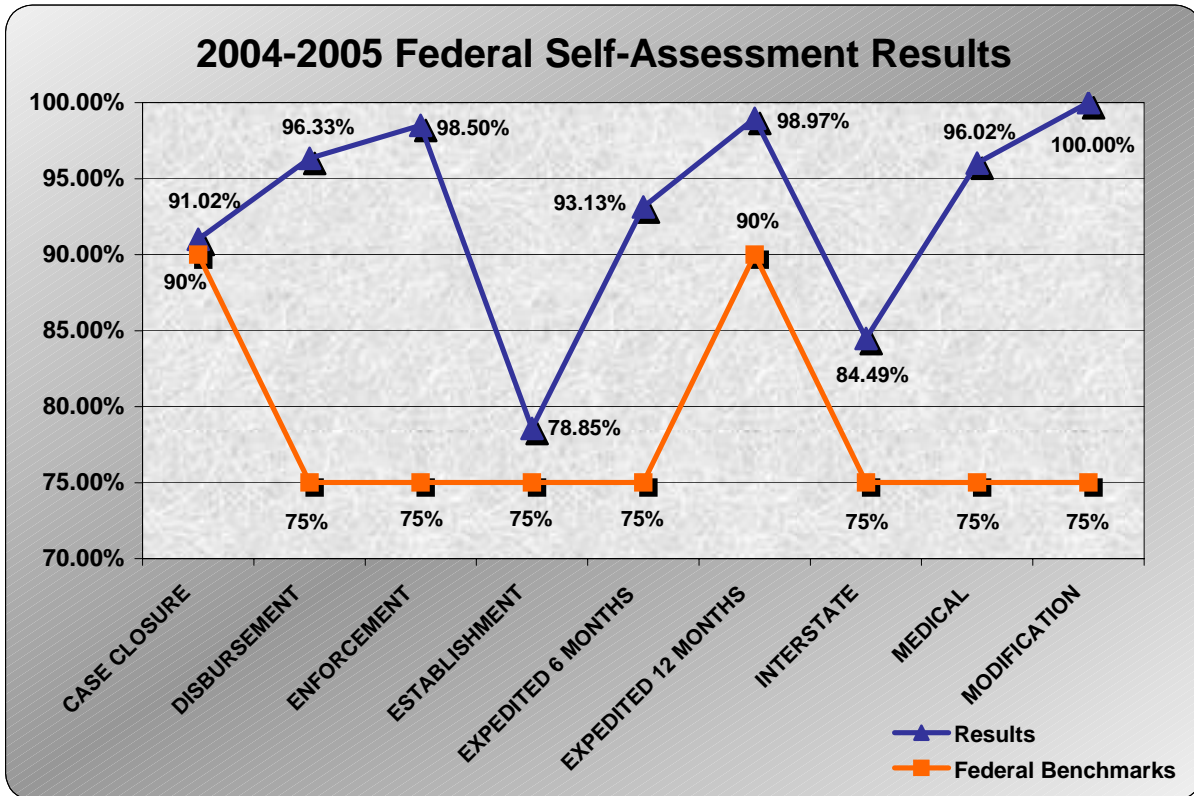


Figure 1

# ANALYSIS/CONCLUSION

Oregon surpassed the required federal compliance benchmarks in all program areas for the review period October 1, 2004 through September 30, 2005.

Federal regulations require each state meet a minimum compliance benchmark of 75 percent for each of the required program categories with the exception of the Expedited Process (12-month) and Case Closure. These two program categories must meet a minimum compliance benchmark of 90 percent. The program compliance graph below shows Oregon's compliance levels compared to the corresponding federal benchmarks.



# **PROGRAM SERVICE ENHANCEMENTS**

## ***PROGRAM ENHANCEMENTS***

### **OREGON CSP STRATEGIC PLAN**

The majority of the FSA review period was spent developing and communicating the Strategic Plan for Oregon's Child Support Program. Cindi Chinnock, IV-D Director (retired), and members of the CSP executive team traveled to all regions of the state presenting informational forums. Child support practitioners (DA's and DCS) were afforded the opportunity to provide input and ask questions both before and after the drafted Vision, Mission and Values were presented.

The Strategic Plan's significance lies in the Program's history. In 2003, the Program was consolidated and the IV-D Director's office was transferred from Department of Human Services (DHS) to the Department of Justice (DOJ). The Strategic Plan, implemented in October 2005, is the first plan to guide and support the Program as a whole. Common goals and strategies have enhanced the Program's ability to provide children and families with outstanding customer service. The transition strengthened the partnerships of CSP practitioners. Oregon's Strategic Plan is consistent with the National Child Support Enforcement Strategic Plan and establishes a solid foundation for CSP's continued growth.

### **TALE (TRAINING AND LEARNING ENHANCEMENT)**

TALE is an extensive training effort encompassing multiple functional sections within DCS. Prior to TALE, child support customers commonly dealt with several case managers depending on their specific needs. As of December 31, 2005, most DCS case managers were trained in three functions: establishment, enforcement and interstate, with many case managers performing accounting duties as well. This broad expertise allows case managers to become thoroughly familiar with all aspects of a case, resulting in more efficient and effective service. The process has produced a consistent training curriculum for child support case managers statewide, leading to improved service and consistency.

As anticipated, the time required for the training and the learning curve experienced by case managers applying their newly acquired skills and knowledge led to a temporary decline in efficiency. The staggered case manager statewide training required other case managers to carry inflated caseloads for extended periods. The larger than normal caseloads caused atypical delays in complex child support functions such as interstate and establishment, which also contributed to the decline in these categories from the previous year's self-assessment results.

## **RELIACARD**

CSP partnered with the Oregon Treasury and US Bank to develop the ReliaCard. ReliaCard allows child support payments to be electronically deposited to a debit-style VISA card. The ReliaCard program is similar to the direct deposit program, however it allows participation by customers who do not have bank accounts. Safe, convenient and fast, ReliaCard offers customers new advantages, including twenty-four hour access to funds and the ability to purchase worldwide from any location accepting VISA cards.

While still in the early stages of the pilot project, hurricane Katrina struck the Gulf Coast leaving a number of CSP customers displaced and unable to receive their child support payments. Through collaborative efforts, every CSP customer along the Gulf Coast was given the option to enroll and participate in the ReliaCard pilot. Customers who participated expressed sincere gratitude for the convenience and safety of the ReliaCard.

## **PERFORMANCE REPORTS**

The Performance, Budget and Statistics Unit (PBS) is committed to providing CSP management with tools to effectively and accurately monitor program performance. PBS produces numerous reports each month, many on an ad hoc basis at the request of a manager or management team. Two reports are published on a recurring basis.

The first report, the Quarterly Program Performance Analysis, is an extensive document reporting a variety of program data. The data is displayed in a series of reports and graphs and includes an executive summary. The following are examples of the information reported for each month of a quarter (data is displayed at branch and region levels unless otherwise noted):

- ◆ The number of alerts received and cleared, as well as the total number still open and the date of the oldest open alert in each case manager's caseload
- ◆ The number and types of orders established
- ◆ The number of cases closed
- ◆ The numbers of licenses suspended and reinstated
- ◆ The number of modifications initiated and completed
- ◆ The number of phone calls taken or made by each case manager
- ◆ The number of orders which had to be amended

The Analysis is a valuable resource for branch and regional managers, and executive staff, allowing them to:

- ◆ Identify trends, strengths, weakness, and areas requiring attention

- ◆ Compare their branch or region's performance to other branches/regions
- ◆ Compare the performance of case managers within their branches
- ◆ Track progress in areas they are striving to improve
- ◆ Identify the most effective way to allocate resources

The second report is the monthly MEST Report. MEST is a CSEAS alert used to identify cases needing establishment activity. The report provides managers with their branch or region's performance regarding order establishment, and identifies barriers and areas requiring attention. The report identifies all cases with a MEST alert in a given month and uses case action codes to track the status and progress of each case over a six-month period. Using the total number of cases with MEST alerts for the starting month as the baseline, the report shows statistics for various actions taken on those cases, such as:

- ◆ Number of orders established
- ◆ Number of cases where paternity tests were requested
- ◆ Number of cases with hearings requests
- ◆ Number of cases on hold and the general reason
- ◆ Number of cases closed
- ◆ Number of cases with service initiated and completed
- ◆ Number of cases moved to locate or interstate

## **DIGITAL IMAGING**

CSP will soon be implementing digital imaging. This innovative technology will improve our processes, making them more efficient and cost effective. Digital imaging scans and reduces paper documents to an electronic media, enabling case managers to view documents directly from their desktops and instantly print copies for customers.

Digital imaging will also greatly benefit the State Disbursement unit. Instead of manually processing paper checks, staff will be able to receipt from a digital image. This will improve the security of payments and dramatically decrease keystrokes. Digital imaging will allow CSP to distribute payments to families faster and more efficiently.

## ***CUSTOMER SERVICE***

### **DCS BILINGUAL/BI-CULTURAL WORK GROUP**

Communicating with Oregon's diverse population requires providing language services. Recognizing the need in our communities, DCS formed a Bilingual/Bi-cultural Work

Group to ensure all customers have adequately access to information about available program services. The following was accomplished during the review period:

- ◆ Caseload demographic data was used to orchestrate a systematic local approach to reaching customers with Limited English Proficiency (LEP), resulting in an increase in bilingual staff from 11 to 20.
- ◆ Developed and implemented bilingual testing and certification for child support case manager applicants seeking bilingual positions.
- ◆ The Program's LEP Coordinator provided Cultural Awareness Training at the Oregon District Attorneys Association (ODAA) conference in May 2005.
- ◆ Mandatory language coding on CSEAS was implemented in June 2005. Two fields were created on three CSEAS screens to distinguish between written and oral lingual needs on child support cases.

### **E-GOVERNMENT INITIATIVES**

The Federal Office of Management and Budget has established E-Government Initiatives. CSP is currently working on several E-Government Initiatives, including:

- ◆ Interactive child support forms
- ◆ New Employer New Hire reporting web site
- ◆ Online child support payment system

## ***PARTNERSHIPS***

### **SOCIAL SECURITY ADMINISTRATION**

Due to a collaborative effort between the Social Security Administration (SSA) and CSP, 167 families are now receiving a cumulative monthly total of \$35,001.69 in ongoing support. CSP and SSA matched records to determine if any CSP obligated parents were receiving qualifying social security income. CSP now has a direct contact in the SSA payment center to assist staff with issues.

Another positive aspect of this project was the identification of 189 non-custodial parents who are receiving benefits which may also be available to their children. These families were referred to SSA to inquire about possible benefits.

### **DOJ/DHS/OYA OPERATIONS PARTNERSHIP TEAM**

The DOJ/DHS/OYA (Oregon Youth Authority) Operations Partnership Team was created to address communication and training issues. The partnership team also fosters

strong working relationships to support each agency's respective mission. The team continues to work towards a collaborative vision, acknowledging the needs of the individual agencies and using solution-based decision making to formulate recommendations.

The team has worked hard to implement changes and processes to benefit their customers. One example is the electronic submission for Federal Parent Locator Service (FPLS). DCS created the process to allow Child Welfare staff to electronically submit FPLS requests and receive timely acknowledgments from DCS.

In coordination with the DHS Adoptions Unit, DCS created an educational document, "Frequently Asked Questions About Child Support When the Plan for Your Child is Adoption." The document answers parents' questions about financial responsibilities relating to child support payments when they are considering adoption, relinquishing parental rights, or when parental rights have been terminated.

## **OREGON TRIBES**

CSP tribal liaisons have worked with tribal courts, employers, and social service offices to collect child support for both tribal and non-tribal families. The tribal courts review income withholding agreements, registration of orders in tribal courts, and the collection of dividends. In addition, CSP works Tribal TANF cases to help reimburse some Tribal programs. CSP is working collaboratively with the Confederated Tribes of the Umatilla Indian Reservation to implement their federally funded two-year start up child support program. CSP developed a system to flag tribal employer cases to honor the sovereignty of the tribes.

## **PROJECT CLEAN SLATE**

DCS and the Multnomah County DA participated in "Project Clean Slate" which received the Spirit of Portland Award in December 2005. The project established a forum consisting of several state agencies to assist formerly incarcerated participants with transitioning back into society and provide contacts to help them succeed.

The project began in July 2005 following an invitation to perspective participants, with approximately 1,730 attending the event. The response was so overwhelming many participants were unable to have their situations reviewed. Following the event, the agencies involved met to developed strategies to further assist these individuals.

As a result, CSP was able to set up compliance agreements, reinstate licenses, work out payment agreements for past support only cases, and obtain address and employment

information from non-custodial parents. The greatest accomplishment, however, was establishing rapport with individuals who were previously reluctant to interact with CSP.

### **ALASKA PERMANENT FUND (PFD)**

Each year Alaska matches qualified PFD applicants against child support cases for states wishing to participate in the project. On eligible cases, the non-custodial parent's dividend is intercepted and applied to outstanding child support arrears. Cases were automatically submitted when Alaska was already providing full enforcement services (IR cases). Oregon's Central Registry team reviewed an additional 459 cases, which could potentially qualify for the project, and were able to identify and refer 174 cases. Oregon received a total of \$67,703.17 on 109 cases.

## ***LEGISLATIVE HIGHLIGHTS***

In 2005, the Oregon's Legislature adopted 30 bills affecting CSP. The following are summaries of legislation having the greatest impact to the Program.

### **SENATE BILL 234**

Senate Bill 234 made several changes to the criteria for paternity establishment and disestablishment. The most significant change involves conclusive presumption. Until December 31, 2005, paternity was established by conclusive presumption, meaning the mother and father were married and living together at the time of conception and the father was not sterile or impotent. The bill allows parties to dispute paternity even if they were married at the time of conception of a child born after January 1, 2006. The bill also allows a party to file a petition with the court to disestablish paternity.

The time frame in which a mother or legal father may petition the court to reopen paternity was extended from one to two years. Senate Bill 234 also:

- ◆ Clarifies Juvenile Court has authority to establish and disestablish paternity.
- ◆ Allows DHS or CSP to challenge paternity if the child is in the custody of DHS under chapter 419B and if DHS or CSP reasonably believes the acknowledgment of paternity was obtained through fraud, duress or a material mistake of fact.

### **SENATE BILL 1050**

The provisions of Senate Bill 1050 apply to support for a child attending school, regardless of when the support order was entered. The bill recognizes the importance of continuing education for a child over the age of 18 who is not from an intact family or

has been removed from the home. Significant changes in the bill include:

- ◆ Support will be paid directly to the child attending school regardless of the date of the original order.
- ◆ A child attending school may request certain limited services directly from CSP.
- ◆ Clarification of party status and rights of a child attending school.
- ◆ Removing the requirement to maintain the equivalent of a “C” grade average and replacing it with a requirement to maintain “satisfactory academic progress,” as defined by the school.
- ◆ Removing the requirement for the child to send notice of compliance within the first 30 days of each term or semester. The child is now required to provide the non-custodial parent with written consent to obtain this information directly from the school each academic year or as required by the school.
- ◆ If a child between 18 and 21 fails to qualify as a child attending school, the obligation to support the child will be suspended. Support will be reinstated if the child again qualifies at any time prior to turning age 21.
- ◆ Allowing the court to step outside the provisions of ORS 107.108 and order the payment of support from a higher education savings plan.

### **HOUSE BILL 2135**

House Bill 2135 relates to active members of the military regarding change of circumstance modifications and power of attorney. It extends certain benefits to members of Oregon National Guard serving under Title 10 of the United States Code, by providing the temporary absence of a parent due to military service is not a change of circumstance sufficient to modify a joint custody order. The bill also allows the parent called to active state duty to delegate, by power of attorney, major decisions concerning the child(ren).

### **HOUSE BILL 2210**

The provisions of House Bill 2210 promote consistency in child support proceedings by clarifying existing procedures on hearing rights. The objection period for a review and determination in a license suspension action is increased from 14 to 30 days. Also, the administrator is now allowed to suspend enforcement in appropriate circumstances if an obligee's objection is not valid.

### **HOUSE BILL 2212**

House Bill 2212 addresses the gathering of statistical (personal) information in child support judgments, including information about the child(ren). It allows CSP to work

with the Oregon Judicial Department to develop methods to obtain personal information for cases while protecting the information from public records.

### **HOUSE BILL 2213**

The bill eliminates CSP's obligation to provide income-withholding services on spousal-only cases unless the obligee is on some form of public assistance. Services on spousal-only cases are optional and funded solely with state or county funds.

### **HOUSE BILL 2976**

House Bill 2976 changes the statutorily required elements for a criminal non-support action by removing the State's up front burden to show the obligor had no lawful excuse for failing to pay and makes that an affirmative defense. Under the old law, the obligor must have "knowingly failed" to pay support in order to be charged with the crime. The burden of proof has changed and the obligor must now prove he or she has a lawful excuse for not paying.

# **APPENDICES**

Appendix A - Case Closure Audit Flow Chart

Appendix B - Enforcement Audit Flow Chart

Appendix C - Establishment Audit Flow Chart

Appendix D - Expedited Audit Flow Chart

Appendix E - Interstate: RR Audit Flow Chart

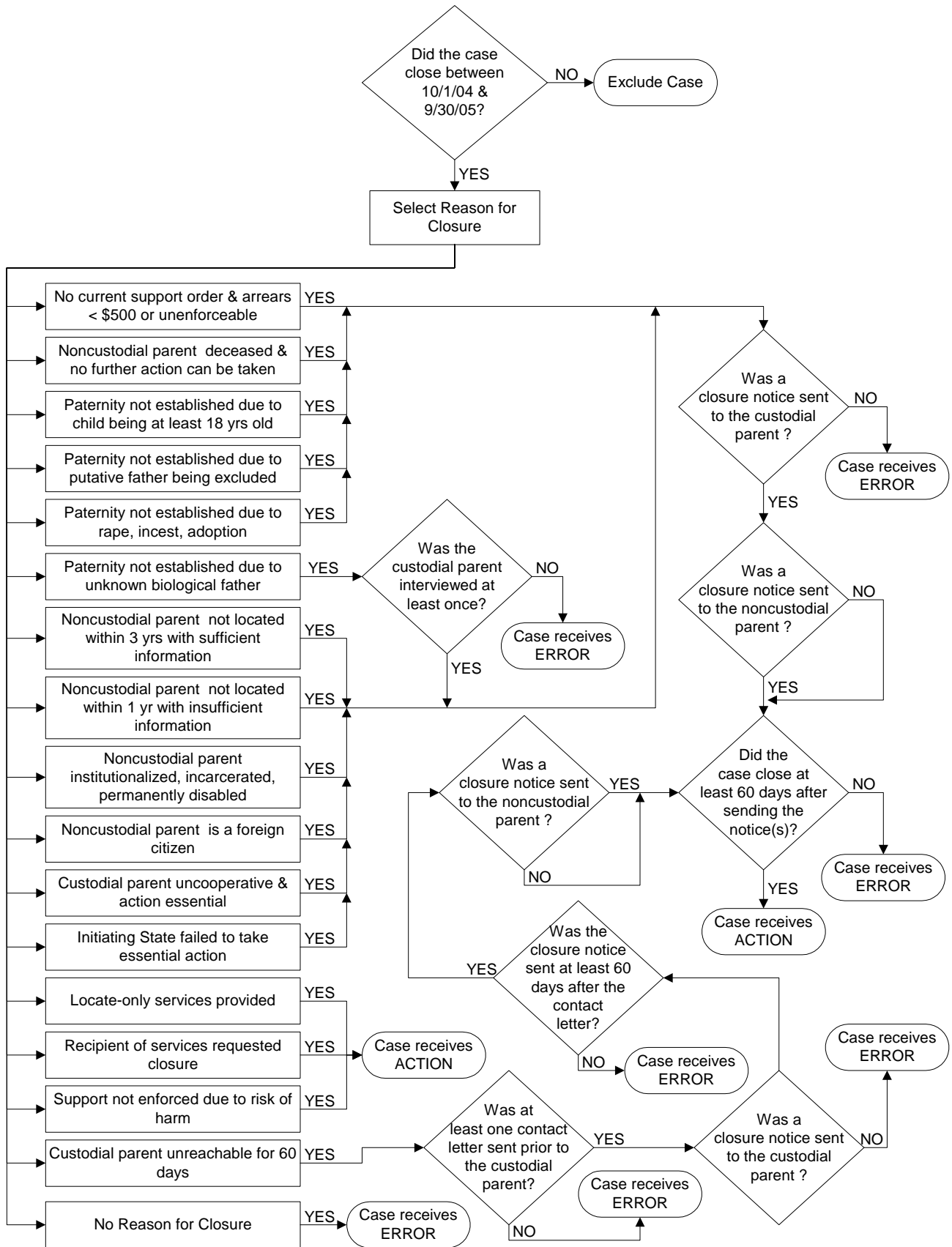
Appendix F - Interstate: IR Audit Flow Chart

Appendix G - Medical Support Enforcement Audit Flow Chart

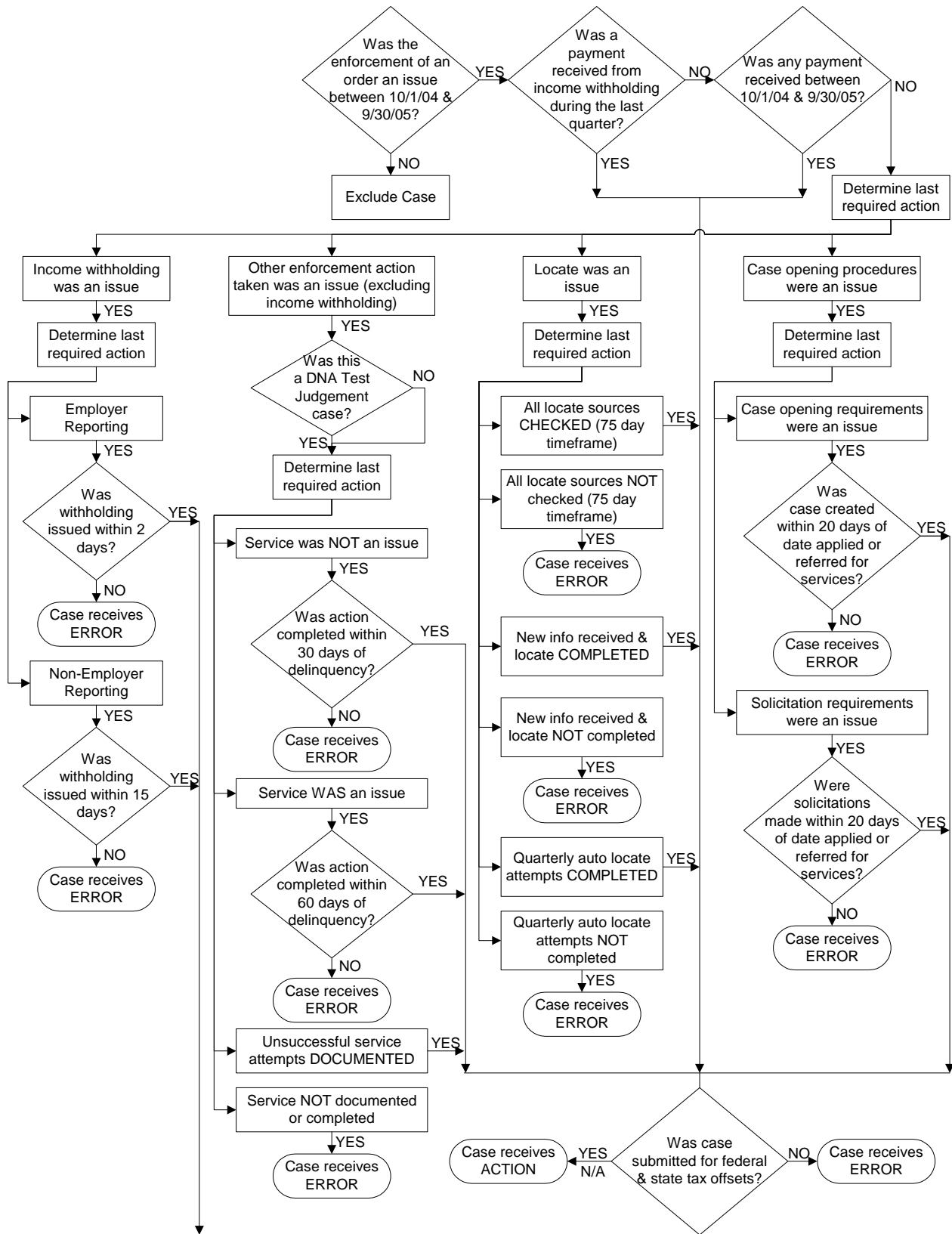
Appendix H - Review and Adjustment (Modification) Audit Flow Chart

Appendix I - Example of Database Template used for Audit

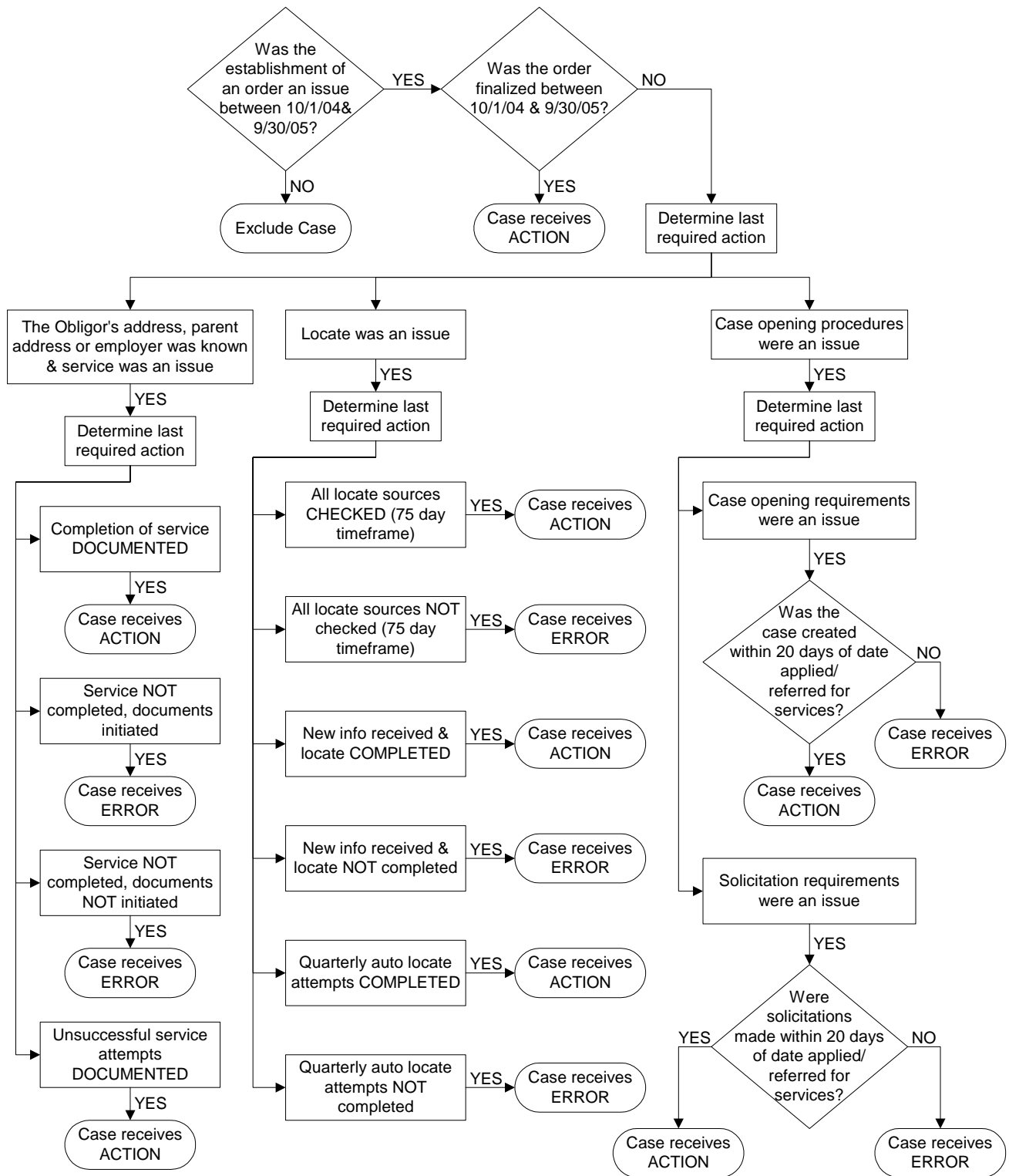
# Appendix A - Case Closure Audit Flow Chart



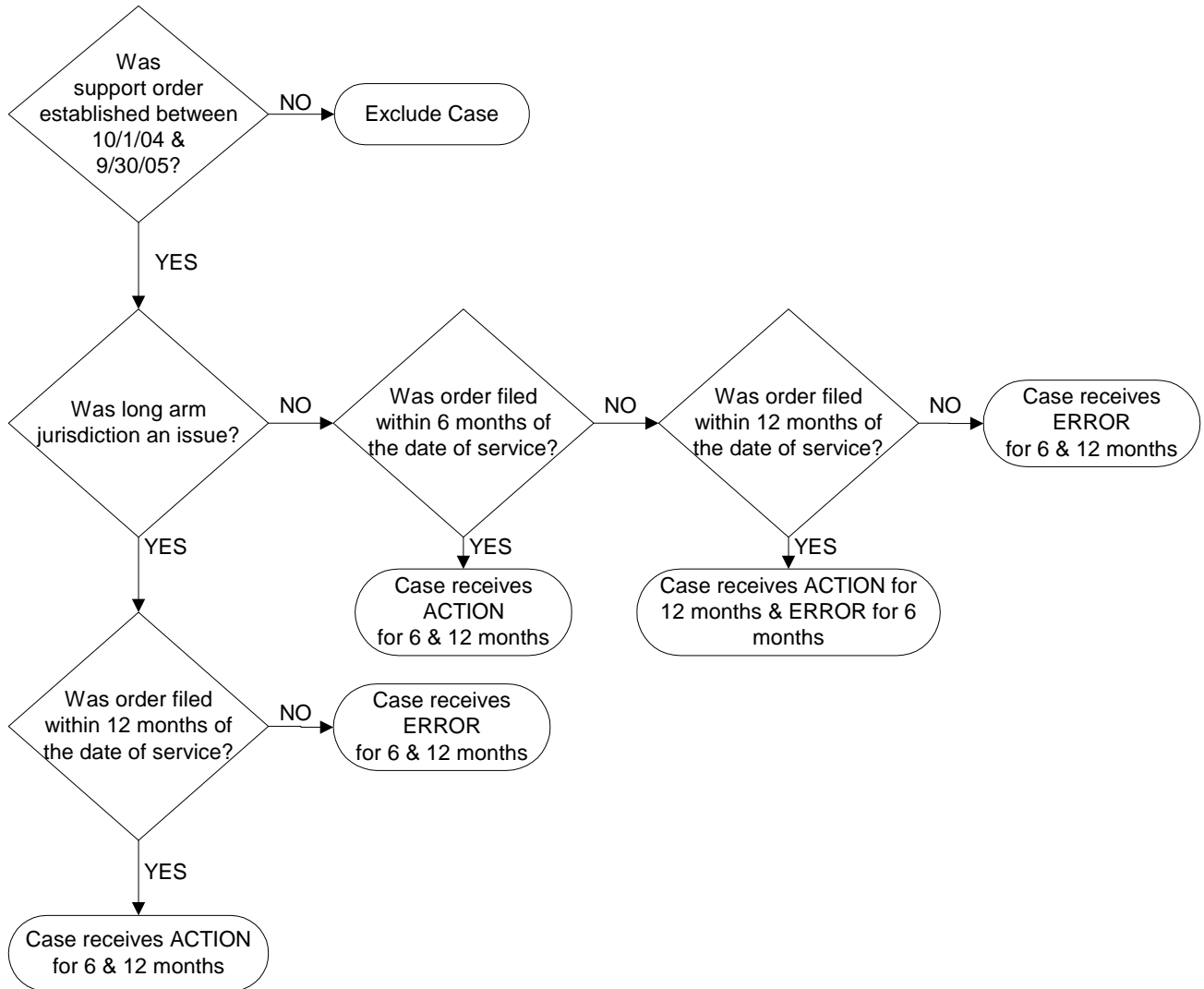
# Appendix B - Enforcement Audit Flow Chart



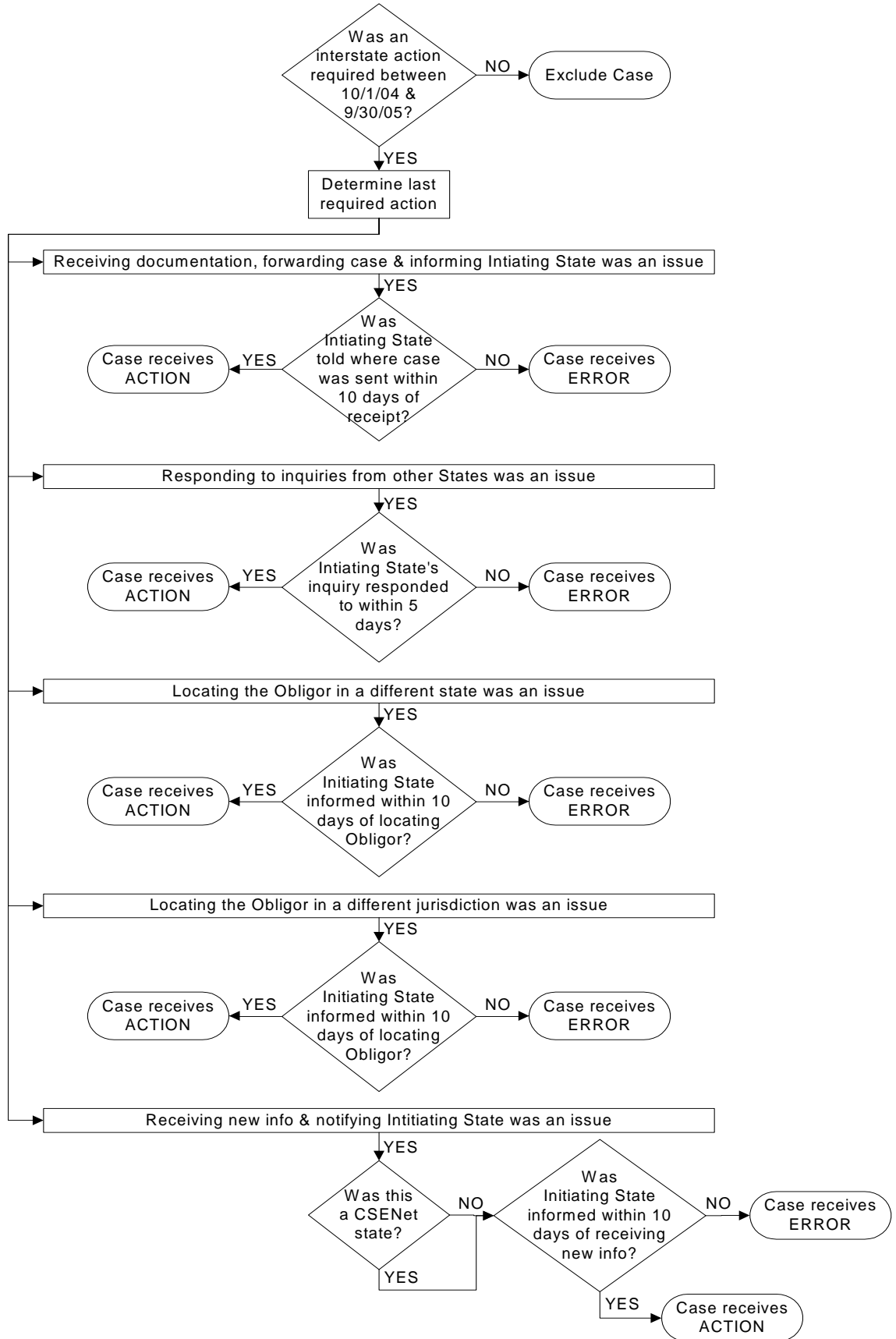
## Appendix C - Establishment Audit Flow Chart



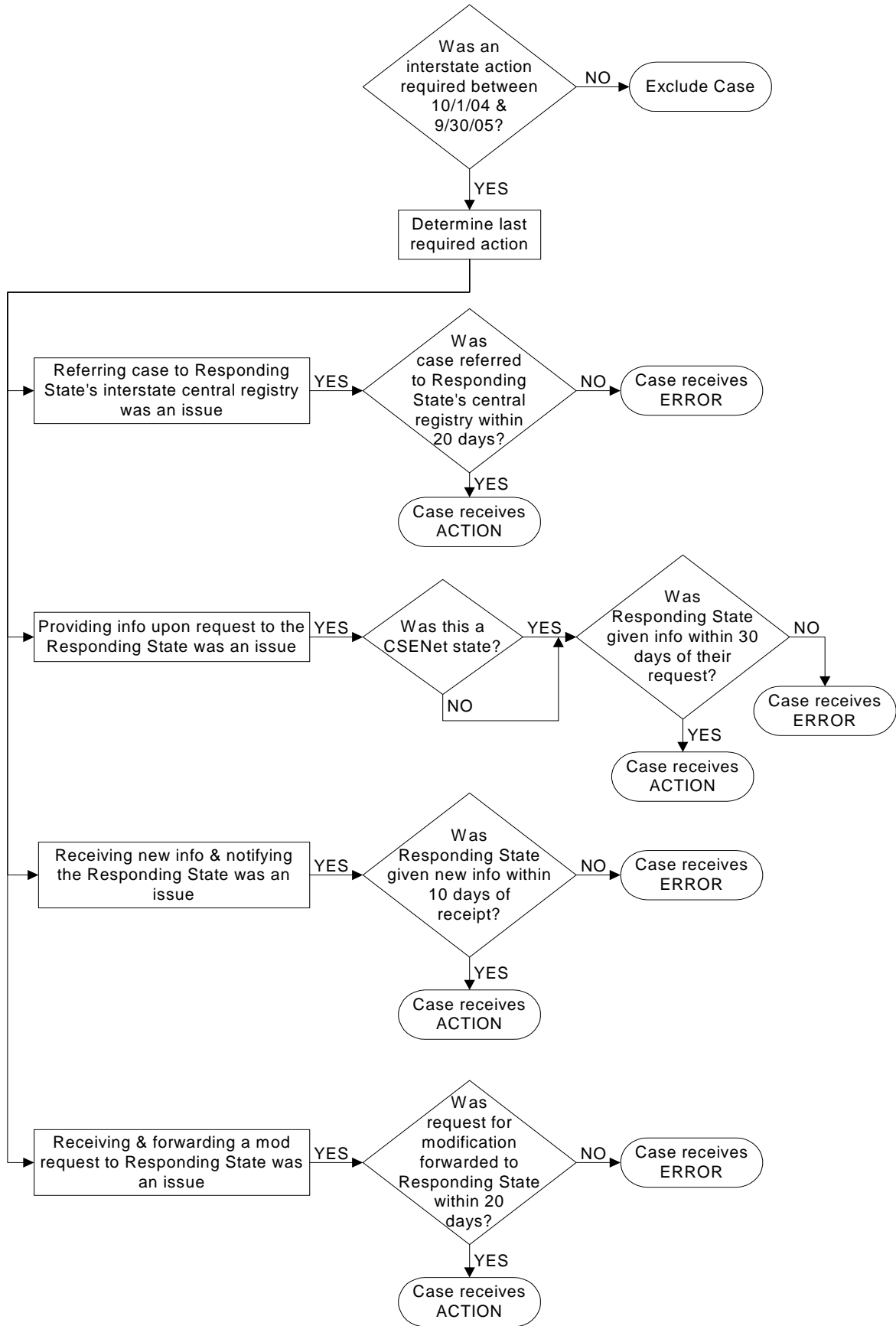
## Appendix D - Expedited Audit Flow Chart



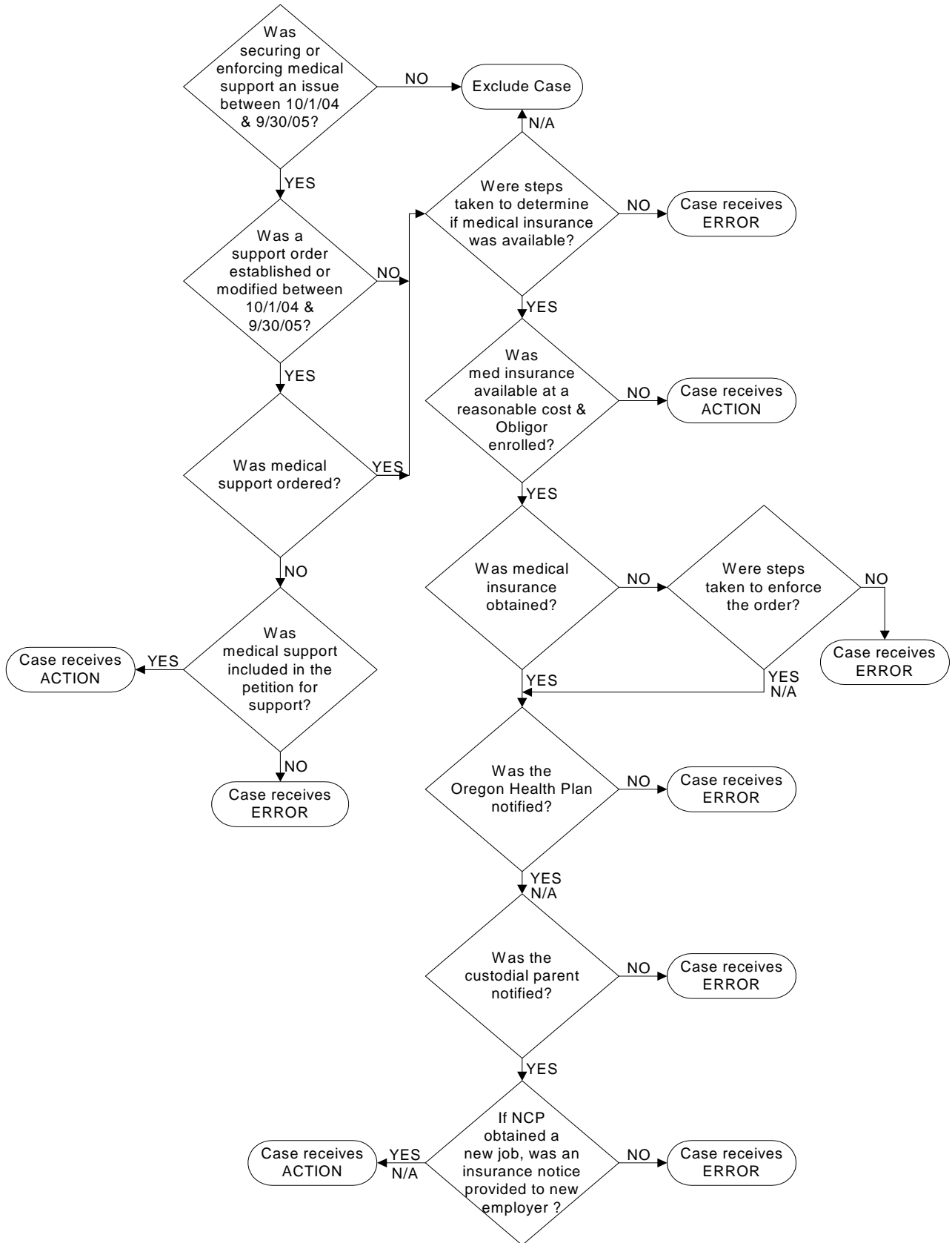
# Appendix E - Interstate: RR Audit Flow Chart



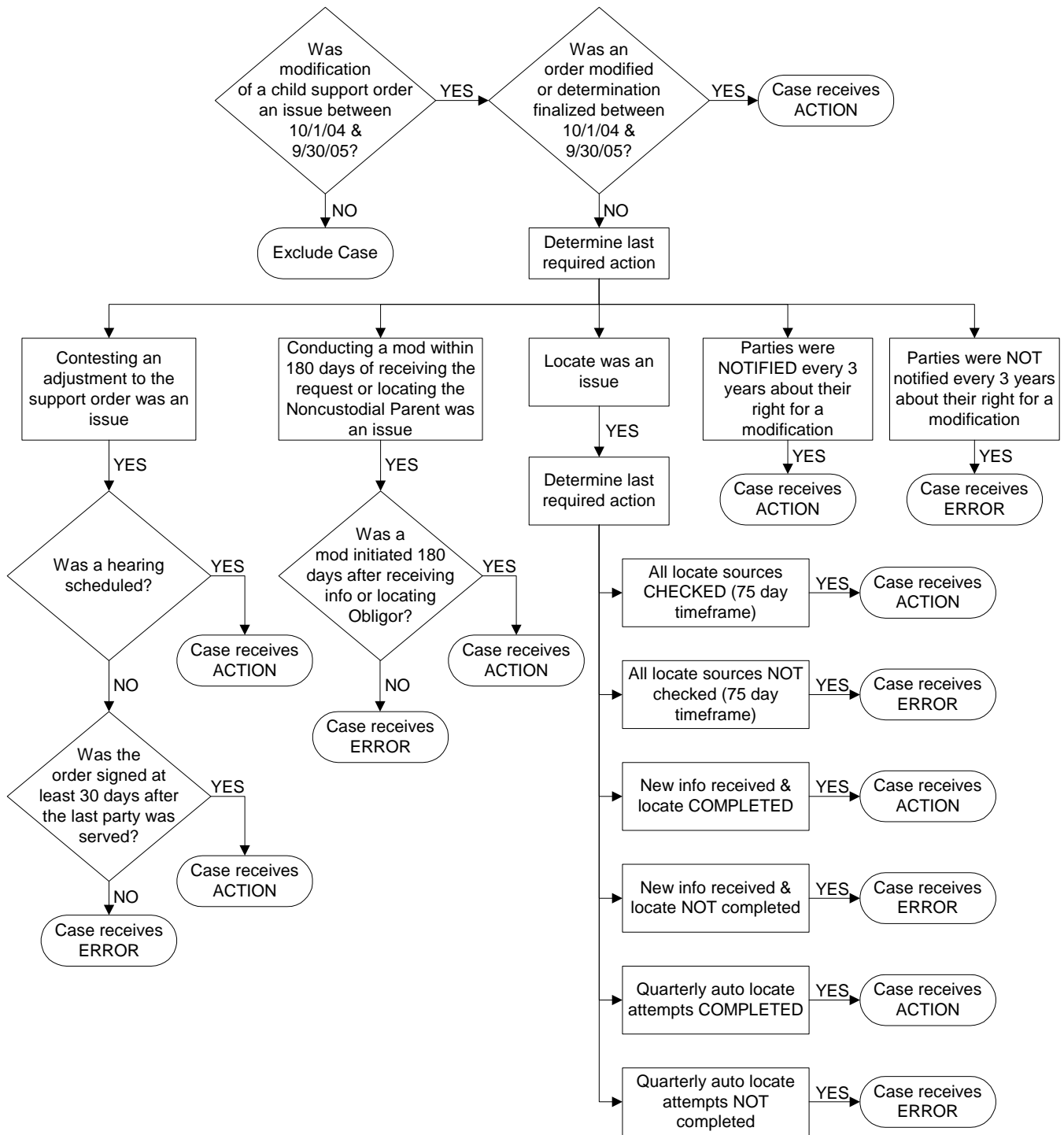
## Appendix F – Interstate: IR Audit Flow Chart



# Appendix G - Medical Support Enforcement Audit Flow Chart



# Appendix H - Review and Adjustment (Modification) Audit Flow Chart



## Appendix I - Example of Database Template used for Audit

The screenshot shows a Microsoft Access database form titled "Case Closure Data". The form is displayed in "Form View" and contains the following fields and controls:

- Title Bar:** Microsoft Access - [Case Closure Data]
- Menu Bar:** File, Edit, View, Insert, Format, Records, Tools, Window, Help
- Toolbar:** Standard Microsoft Access toolbar with icons for file operations, editing, and navigation.
- Form Header:** "Case Closure" In accordance with 45CFR 303.11. Includes a "Go To Main Menu" button.
- Form Fields:**
  - Last Name:
  - First Name:
  - Branch:  (dropdown)
  - DHS#:
  - Reviewer:  (dropdown)
  - Comments:
  - Criteria:  (dropdown)
- Form Body:**
  - Was the case closed during the review period?  (dropdown) Includes a "Go To Next Case" button.
  - Reason:  (dropdown)
  - Was a 60-day closure notice sent to the Obligee?  (dropdown) Date Notice Sent to Obligee:
  - Was a 60-day closure notice sent to the Obligor?  (dropdown) Date Case Closed:
  - Reason for Internal Error:  Days Between Notice and Closure:
- Form Footer:** Record:  of 212 (Filtered). Includes "Form View" and "FLTR" buttons.