



LOS ANGELES COUNTY
**CHILD SUPPORT
SERVICES**

ANNUAL REPORT

Federal Fiscal Year 2023-2024



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Message from the DIRECTOR

THANK YOU TO THE SUPPORT OF THE BOARD OF SUPERVISORS
FIRST DISTRICT
Hilda L. Solis
SECOND DISTRICT
Holly J. Mitchell
THIRD DISTRICT
Lindsey P. Horvath
FOURTH DISTRICT
Janice Hahn
FIFTH DISTRICT
Kathryn Barger
CHIEF EXECUTIVE OFFICE
Fesia Davenport



As we close out another federal fiscal year (FFY) of service, we invite you to take this opportunity to reflect upon the departments impact on the lives of children and the community at large for FFY 2023-2024. Change is a constant for every organization. However, the pace of change is often regulated by external factors, such as environment, politics, and social pressures. For the child support program in California, the pace of change has increased significantly over the last few years. As we work to implement

several legislative changes impacting how services are delivered, we continue our dedication to carrying out the core purposes of the program.

During this year, the California program implemented a change which now passes through all child support collected to those that were formerly on assistance. This pass through began in May 2024. The impact of this change has been tremendous on families. Since the implementation of the pass through legislation, in LA County alone, more than \$13 million has been passed on to households rather than recouped on behalf of the government. In addition, the California child support guideline calculator, which is used statewide in program and private family law cases to determine child support amounts, saw a significant change to the algorithm that had not been changed in several decades. While implementing these changes, the department continued to work on process improvement and internal transformation efforts.

Navigating the complexities of change and transformation, the department continues to keep our core purpose of "Ensuring Children Thrive" at the forefront for why we do, what we do on behalf of the community at large. Thank you to each of our individual staff contributors that make it possible to have a positive impact on the lives of the families we serve.

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

Director Terrie Hardy

Strategic Direction

Core Purpose To ensure children thrive.

Mission Connecting with parents and caregivers to provide child support services.

Core Values Accountability, Communication, Excellence, Innovation

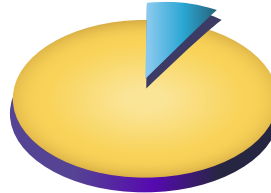
Vision 2025 Achieving Excellence, Cultivating Engagement, Enriching Lives, Trusted Partner

Ensuring Children THRIVE



In FFY 2023-24, the Los Angeles County Child Support Services Department (CSSD) managed 243,404 cases and distributed over half a billion dollars in child support payments.

**Total amount of money distributed:
\$512,453,881**



- 88% to families
- 12% to reimburse public assistance

Impact on Children

CSSD provided vital services to 264,885 children in our caseload. The average amount of child support distributed to families per month was \$372.92. Per the United States Department of Agriculture (USDA), the average monthly cost of raising a child in a single-parent household is \$1050/month – so over average collection accounts for 35% of that! Receiving child support reduces poverty more than Temporary Assistance for Needy Families (TANF) or Women, Infants & Children (WIC)¹.

Parentage & Health Insurance

Establishing parentage gives children born to unmarried parents or same-sex parents important rights, which may include the right to social security; military and survivor's benefits; inheritance rights; and health insurance, which offers preventive care and ensures a child's health.

Last year, CSSD established parentage for 40,344 children.

In FY 23-24, CSSD enforced health orders for 123,186 children.

Families Served

Non-custodial parents: 235,856

● Male ● Female

93% 7%

Custodial parents: 240,106

● Male ● Female

6% 94%

32,013

Number of parents that visited our offices in person

33,316

Number of people we saw in the community

Source Data obtained from the CA Child Support Enforcement System (CSE) and Data Repository (DR)

¹Poverty in the United States: 2023. Supplemental Poverty Measure Table B-7; <https://www.census.gov>.

CSSD in the COMMUNITY

First Supervisorial District Supervisor Hilda L. Solis

- AJCC Job & Resource Fair
- BOS Solis Disability Pride Parade & Festival
- BOS Solis MLK Tribute
- CDCR Parole & Community Team (PACT) Meetings – El Monte & Pomona
- Community Action for Peace (CAP) Coalition
- DPSS GAIN Job Resource Fair
- GEO Reentry Services
- Homeboy Industries
- LA County Library's Lunch at the Library
- Luminare Church's Back to School Event
- Metropolitan Detention Center Federal Prison
- PACE HeadStart Education
- PCS Family Services Back to School Giveaway
- Probation Dept. Community Resource Fair
- Spring Parks After Dark
- Summer Parks After Dark
- Veteran's Affairs-One Team Leadership convening of partners
- And many more!



Second Supervisorial District Supervisor Holly J. Mitchell

- BOS Mitchell's 4th Annual Juneteenth Celebration
- BOS Mitchell 16th Annual Taste of Soul 2023 Family Festival
- BOS Mitchell's Night at The Park
- Compton Survival Initiative Resource Fair
- Dads Back Academy
- DPH Resource Fair Veterans/Homelessness
- DREWCares Breast Cancer Awareness Resource Fair
- Greater True Friendship Baptist Church's Community Backpack Giveaway
- SLASB AAIMM CAT Juneteenth Father's Day Resource Fair
- South LA/South Bay African American Infant and Maternal Mortality Community Action Team (SLASB AAIMM CAT) 3rd Annual Community Baby Shower
- Southern California Coalition of National Council of Negro Women (NCNW) Black Family Reunion
- Special Needs Network & Assembly member Mike Gipson's Back 2 School Resource Fair
- Summer Parks After Dark
- And many more!



Third Supervisorial District Supervisor Lindsey P. Horvath

- BOS Horvath's 5th Annual Hiring Spree
- BOS Horvath's Latino Heritage Month Celebration
- Child Care Resource Center Family Play Day
- DMH Take Action "May is Mental Health Month"
- Justice, Care and Opportunities Department (JCOD) Center for Living and Learning
- LA County Library's Lunch at the Library
- LA Region Small Business Expo
- New Beginnings Family Support Center
- Parks After Dark – Spring
- Parks after Dark – Summer
- Probation Dept. Santa Monica Community & Resource Fair
- SPA 2 Council for Family Well-Being & DCFS Regional Community Alliance Network
- Valley Family Center
- VA Stand Down



Fourth Supervisorial District Supervisor Janice Hahn

- BOS Hahn Veteran's Resource Fair USS Iowa
- CDCR Parole & Community Team (PACT) Meetings
- DCFS Fatherhood Festival
- DPH Veterans Fair
- FCI Terminal Island
- KJLH Women's Health Expo
- LA Region Small Business Summit
- Long Beach Community Resource Fair
- Los Angeles County Federation of Labor Resource Fair
- Los Padrinos Juvenile Hall
- Parks After Dark Winter Wonderland
- PCS Family Services & LA County Public Defender/ Expungement Clinic (Long Beach)
- Santa Monica Probation Community Fair
- South Bay Care Collaborative for Vulnerable Children
- Summer Parks After Dark
- VA Long Beach Veteran's Day Event
- And many more!



Fifth Supervisorial District Supervisor Kathryn Barger

- BOS Barger 26th Annual Tribute to Veterans & Military Families
- BOS Barger Veterans Resource Forum
- CDCR Parole & Community Team (PACT) Meetings - Antelope Valley
- DMH Pride Resource Event
- DMH/SPA2 Parent & Caregiver Summit
- DMH Take Action "May is Mental Health Month"
- Justice, Care and Opportunities Department (JCOD) Antelope Valley Resource Fair
- LA County Library's Lunch at the Library
- LA Region Small Business Summit
- Latinx Heritage Month Celebration
- Many Families One Community Resource Fair
- Pacific Oaks Black History Month Health & Wellness Community Fair
- Parks after Dark
- Pathways to Progress Prison Resource Fair
- Probation Dept. Community Resource Fair



CSSD ACCOMPLISHMENTS

Strategic Plan

Currently at the midpoint of our two-year strategic plan, "Level Up 2025," we are happy to report strong progress in achieving our tactical goals to support objectives that fall under three key pillars: People Systems, Decision-Making Infrastructure, and Information Infrastructure. In some cases, we hit unanticipated barriers that will require us to rollover our tactics into 2025, and in others, we had to pivot after lessons learned and adopt new tactics. However, the majority of tactics for 2024 were completed and we are ready to cross the finish line next year.



SOLA Impact Outreach Project

We are very excited to announce that CSSD applied for and won approval of US Department of Health and Human Services (DHHS) Section 1115 demonstration grant for CSSD's proposal, South Los Angeles ("SOLA") Impact Outreach project for \$2,102,942 over five years, beginning in October of 2024. The purpose of the project is to test whether offering under- and unemployed noncustodial parents in South Los Angeles with a broad range of employment and other critical services will result in increased child support payments, ultimately providing greater support for children.

Though the funding level is not substantial for a County of our size, the waiver is significant because it allows the use of otherwise restrictive federal Title IV-D funds for support services offered by partner County departments and Community-Based Organizations (CBOs). This is meaningful as it will allow us to break down traditional silos to provide holistic services such as fatherhood, mediation, financial literacy, substance abuse and others, to vulnerable populations. Specifically, in collaboration with the Departments of Economic Opportunity, Human Resources, Consumer and Business Affairs, and other County departments, as well as several South Los Angeles-based CBOs, the proposal would prioritize stakeholder engagement by creating a public-nonprofit network to provide a comprehensive array of services for up to 500 project noncustodial parent participants each year.



Professional Development Opportunities

Throughout the 23-24 FFY, CSSD has been committed to fostering continuous professional growth for staff through various impactful development opportunities, such as the CSSD Conference, Thought Patterns for High Performance with The Pacific Institute, the Clerical Academy, the Leadership Circle, Link Up/10KC and The Great Exchange (TGE 2.0).



- Participation in the CSSD Conference allows our staff to engage with colleagues across the department to share their expertise and best practices in a variety of topics.
- Thought Patterns for High Performance is designed to build an understanding of how the human mind works, emphasizing how to leverage the power of your mind to achieve greater success — in any part of one's life.
- The Clerical Academy offers newly hired clerks a comprehensive understanding of the Child Support Program, while providing practical knowledge and tools to effectively perform their duties. Existing clerks are also invited to join the Clerical Academy.
- The Leadership Circle provides a collaborative environment for first-line supervisors to strengthen supervisory skills and build deeper relationships with supervisors throughout the department.
- Our mentorship program, LinkUp/10KC, aims to support staff by providing guidance, broadening networks, and much more. The program also emphasizes team dynamics and interdepartmental relationships.
- TGE 2.0 provides staff with cross-departmental learning by shadowing subject matter experts. This program encourages role clarity and enhanced teamwork.

Collectively, these development initiatives empower staff and reinforce our commitment to excellence and operational growth.

Call Center System Migration

On June 27, 2024, Los Angeles County, Child Support Service Department's Customer Contact Center (CCC) successfully transitioned to Five9, a new state-wide cloud-based call center platform. After months of planning and testing, CCC successfully completed Phase 1 of the transition process. The new platform provides many new features that will assist CCC's continued efforts to meet ambitious customer service goals, such as reduced wait times and faster handle times. Some of the new features include:

- TEAMs calling
- Ability to assign different levels of skills-based agent proficiency
- Specialized functions can be placed in order of priority for incoming calls

CSSD Accomplishments cont.

- Monitoring tools
- Call recording
- Live call monitoring
- Whisper/barge call monitoring feature
- Unlimited agent profiles
- Detailed call history reports
- Automated statistical reports
- Basic elements from old platform



Aside from utilizing the innovative Five9 University e-learning program, CCC demonstrated excellence by working together, sharing Tips and Tricks, streamlining a trouble shooting process, and creating internal instructional guides.

The Department's number one priority during the transition was to minimize the impact to participants, continue to deliver high quality service and ensure information security. Los Angeles County CCC had the honor of taking the first call on the new platform. Since going live, CCC has successfully handled 83,703 calls and maintained an average wait time of 2:35 minutes.

We look forward to Phase 2 of the transition, featuring queue call back.

Data Deep Dives (3D)

Division of Technology Services (DOTS) has a new data sciences team, known as DOTS Data, is responsible for all data related projects within CSSD, including Data Deep Dives (3D) - CSSD's new data-driven decision-making initiative. Every quarter, the DOTS Data team performs a deep dive data analysis of topics related to the child support program. These topics are sourced from the department staff and submitted to the executive team through a DOTS Data governance platform. The executive team then reviews the topics and sets the priorities for the schedule of analyses to be performed. The intention is to understand child support operations and administrative functions on a deeper level to drive data-driven and evidence-backed strategic business decisions. Rather than relying on what "feels" right, the Department is focusing on seeking out new methods and approaches in operations, discovering different avenues for collections, exploring novel collaborative efforts, learning new ways to connect with participants, and overall, be more effective to better serve the community.



CSSD LABOR RELATIONS

SEIU, Local 721, BU#111, 112, 121, 122

CSSD continued making strides in enhancing the communication between the union and Department. This has been accomplished through updates to the Joint Labor Management (JLM) Meeting Agenda Process. The union provides details regarding their pending agenda items so that CSSD can have the relevant Subject Matter Experts (SME) available during the Joint Labor Management Committee (JLMC). This resulted in productive meetings and SMEs providing responses to the union's inquiries.

SEIU, LOCAL 721



AFSCME Supervisors, Local 1083, BU #725

Two arbitration hearings were heard, finalized, and adopted for AFSCME. The AFSCME and the Department continue to work in partnership. Through our various Meet & Consults, Meet & Confers, and JLMCs, we were able to address various concerns and provide clarification on specific issues.

AFSCME SCSS BU #725



UFC-00621 and 034-22
(Adopted in whole by ERCOM)

Program Managers Association (PMA), BU#804

CSSD continued MOU negotiations with the Program Managers Association. The PMA and the Department continue building a collaborative relationship and through our Meet & Consults and negotiations, we were able to provide clarification on specific issues and updates to pending matters.

PMA BU #804



Attorney Association, BU#802

The CSAA and the Department continue to enjoy a good working relationship. As a result of the JLMCs, we were able to address various concerns and provide the CSAA updates on pending matters.

ATTORNEYS BU #802



Coalition of CSSD Unions/Associations

The two unions and two associations listed above continue to come together for the opportunity to address joint concerns. Through meetings and Meet & Consults, we were able to provide notice and updates on policy and operational needs, as well as respond to concerns regarding policies and systems.

COALITION

