

Child Support Services Program Annual Performance Report

General Statute 110-129.1



North Carolina Department of Health and Human Services

**State Fiscal Year 2020-2021
October 20, 2022**

TABLE OF CONTENTS

Purpose of Report	3
Child Support Services Program Overview	3
Program Mission and Values	5
Program Service Enhancements	6
<i>Technology Modernization</i>	6
<i>Improved Communication and Efficiency</i>	6
Collaboration	7
<i>IV-D Attorney Communication</i>	7
<i>Three-State Intergovernmental Grant</i>	7
<i>North Carolina Child Support Services Workgroups</i>	7
<i>North Carolina Access & Visitation Program</i>	8
Statewide Program Goals and Performance	8
Results-Oriented - The Reports	14
<i>The Incentive Goal Report</i>	14
<i>Agent Statistical Report</i>	14
<i>County Quarterly Report and Narrative</i>	15
<i>Quality Reviews</i>	15
<i>Local Office Continuous Quality Improvement Plans</i>	16
Current Reward Program for Exemplary Performance	19
Conclusion	19
<i>Attachment A: SFY 2021 County Quarterly Report</i>	
<i>Attachment B: SFY 2020 County Quarterly Report</i>	
<i>Attachment C: SFY 2019 County Quarterly Report</i>	

Purpose of Report

North Carolina General Statute 110-129.1 requires the Department of Health and Human Services (DHHS) to implement and maintain performance standards for all Child Support Services (CSS) offices across the State. The performance standards shall include the following:

- a) Cost per collections
- b) Consumer satisfaction
- c) Paternity establishments
- d) Administrative costs
- e) Orders established
- f) Collections on arrearages
- g) Location of noncustodial parents
- h) Other related performance measures

DHHS shall monitor the performance of each office and implement a system of reporting that allows each county office to review its own performance as well as the performance of other county offices.

The Department is required to publish an annual performance report that includes statewide and individual office performance data. This report is designed to provide insight into the status of the Child Support Services Program. It does not consider various obstacles that the state or counties may face, such as employee longevity, judicial obstacles, or county budgets. It also does not address cost per collections, consumer satisfaction, and administrative costs as this information is not available at this time. The focus of this report includes:

- Historical data regarding the Child Support Services Program;
- Program mission, vision, values; and
- Program goals and performance standards.

It is helpful to note that performance metrics required by Session Law 2017-41, Section 3.3 (1) (Rylan's Law) also requires the identification, tracking, and reporting of certain performance metrics for several human services programs, including Child Support. The reporting for those requirements can be found in the *Progress Report of Oversight of the Local Administration of Social Services Programs other than Medical Assistance*.

Child Support Services Program Overview

Congress established the federal-state Child Support Enforcement (CSE) program in 1975 under Title IV-D of the Social Security Act. The program's goals are to assist families with gaining economic security and self-sufficiency by securing financial support for children from their noncustodial parent(s) and to. Under Title IV-D, states must provide certain mandated child support services. Case managers determine which services are needed and how each may be used, depending on the circumstances of a case. The mandated program services are:

- **Noncustodial Parent Location:** identification of residential and business addresses as well as assets of the noncustodial parent (NCP).
- **Establishment of Paternity:** a determination of the legal responsibility of fatherhood of a child.
- **Establishment of a Support Obligation:** a court order requiring the noncustodial parent to provide support for a child, which may include monetary support and health insurance coverage.
- **Collection of Support Payments:** receipt accounting and record keeping of court ordered child support payments to North Carolina Child Support Centralized Collections (NCCSCC).
- **Enforcement of a Support Obligation:** use of as many enforcement remedies as necessary to ensure the noncustodial parent's compliance with court ordered support.
- **Review and Modification to Obligations:** orders must be reviewed every three years or upon a change of circumstances.

Child support uses a variety of methods to provide services including administrative, quasi-judicial, judicial, and any combination thereof. We strive to ensure that noncustodial parents provide financial support for minor children and do so in a timely manner each month.

The North Carolina Child Support Services Program (NCCSS) is administered by the North Carolina Department of Health and Human Services, Division of Social Services, and is governed by N.C. Gen. Stat. §110, Article 9. State authority and direction is under state statutes at GS 50, 52-C and 110-129 through 110-142.

NCCSS is a state supervised, county administered program. Counties have chosen to operate under three different management models:

- **County department of social services (73 counties).** The Child Support Services Program is located within the county Department of Social Services (DSS). The department director oversees the program and reports either to the county social services board or the county manager.
- **County manager (8 counties).** The Child Support Services Program is managed by a county director or program manager(s). The child support office supervisor reports to the county manager.
- **Private vendor (19 counties).** A private vendor contracts with the county to operate the Child Support Services Program. The vendor's site manager reports to the county contract administrator, who is usually the DSS director or the county manager. Private vendors either have contracts based on a flat fee or performance-based compensation based on a percentage of collections.

Counties may choose to operate the program within county government or through a contract with a private vendor. All local offices are part of the North Carolina program and services are the same in all counties, regardless of where or by whom they are offered. Program policies do not vary, although there is some flexibility in service

delivery due to local program options, court preferences, or other factors. The Child Support Services Program provides services to approximately 377,000 cases as of SFY 2020 – 2021. Other options for citizens who need child support services include county Clerks of Superior Court and private legal representation.

Regardless of who operates the local CSS program, the same regulations, laws, and state policies apply. NCCSS Regional Program Representatives are responsible for providing consultation, program assistance and monitoring to all local offices.

Program Mission and Values

As an agency of our state’s Department of Health and Human Services, Child Support Services shares in the department-wide mission, vision, and value statements. In alignment with the Department, the Child Support Services Program’s mission is to provide family-centered child support services through mutual collaboration with families and partners, using innovative strategies to reach a common goal of self-sufficiency. The vision is for children to be able to depend on their parents and/or custodians for the financial, medical, and emotional support they need to be healthy and successful.

The Child Support Services Program values are the NC DHHS values. These values are:

- **People focused** – Focus on the people we serve, deliver value and make a positive impact on their lives and communities.
- **Teamwork** – We are all one department, one team, working toward one goal: to improve the health, safety and well-being of all North Carolinians.
- **Proactive Communication** – Maintain an open and trusting environment for collaboration and continuous improvement with our team, stakeholders and the people we serve.
- **Transparency** – Share expertise, information and honest feedback within the Department and with stakeholders and the community. Ask for help when needed.
- **Stewardship** – Be good stewards of resources and time to create a positive impact for those we serve.
- **Joy** – Have joy and balance at work so we all bring our A-game when serving the people of North Carolina.
- **Belonging** – Intentionally promote an inclusive, equitable workplace that reflects the communities we serve, where everyone feels a sense of belonging, and our diverse backgrounds and experiences are valued and recognized as strengths.

To provide the level of service that aligns with the Department’s exceptional standards, the Child Support Services Program continues to focus on improved communication, collaboration, customer service, technology modernization, father focused initiatives, and continuous quality improvement.

Program Service Enhancements

NCCSS, along with many Child Support Services Programs throughout the country, continue to discover many opportunities to enhance service to program participants using innovative solutions.

Technology Modernization

North Carolina's legislators helped NCCSS better serve North Carolinians by passing Session Law 2015-241, Section 12C.(d), requiring the program to retain up to 15 percent of the annual federal incentive payments it receives from the federal government to enhance centralized child support services. The 15 percent of the federal incentives will be reinvested in the Child Support Services Program. The child support enhancements will assist local child support agencies in increasing their performance and overall effectiveness. This legislation was renewed, without amendments, in 2017 under North Carolina Session Law 2017-15, Section 11C.6(d).

Since the implementation of SL 2015-241 and its renewal under SL 2017-57, the retained fees have allowed the program to enhance the customer focused e-Child Support system for improved customer service, data reliability, effectiveness, and efficiency, reformat the application for child support services and make it available online for customers use, and obtain services for better location of delinquent noncustodial parents. NCCSS has been working with the NCDHHS Information Technology Division (ITD) to identify technology that will move our program towards improving our statewide child support computer system, known as the Automated Collection and Tracking System (ACTS). For more details about the use of these funds please see the report titled "North Carolina Child Support Incentives – Proposed Plan" that was submitted November 1, 2020 to the Joint Legislative Oversight Committee on Health and Human Services and the Fiscal Research Division.

Improved Communication and Efficiency

NCCSS strives to provide excellent customer service and offers several methods of communicating with program participants while continuing to maintain the focus of local offices to service customers directly.

On January 31, 2020, the child support website, also referred to as e-Child Support, was redesigned to enhance the customer experience. The new mobile optimized website includes features such as the ability to upload documents when applying for services, send emails directly to assigned caseworkers, retrieve information regarding payments that have been made or received, and conveniently update their demographic information including their address, phone number, and email address. In 2021 the website was further modified to allow customers to submit their direct deposit information electronically, improved the online application process, provided a link to the Administrative Office of the Courts, and allowed customers to upload documents as needed.

In addition to the improvements made for our external customers, new improvements have been made to the worker portal located on the e-Child Support site including the ability to download reports into Excel and access training materials.

Collaboration

NCCSS is continuously striving towards working more efficiently and effectively with others to achieve our goals. The following explains the program's collaborative efforts.

IV-D Attorney Communication

Several years ago, an e-mail listserv for all IV-D attorneys serving the NCCSS network was created to be used as a primary communication tool and forum for IV-D attorneys. Monitored and maintained by the Child Support Attorney General's team, the listserv allows attorneys to not only discuss legal questions and issues, legislation, and new child support laws with the Attorney General's office, but also with each other, providing a valuable resource for peer-to-peer support. As a result of additional collaboration between the Attorney General's office and the Child Support Services policy unit, classroom training and conference calls are being held for attorneys, as appropriate, to discuss implementation of new or revised policies and any changes in state or federal laws.

Three-State Intergovernmental Grant

In 2019, NCCSS joined the Virginia Division of Child Support Enforcement (VDCSE) and the Maryland Child Support Administration (MCSA) to apply for a grant issued by OCSE to test how the Child Support Services Program can improve intergovernmental case processing and collections. North Carolina, Maryland, and Virginia proposed to engage in a three-state Business Process Re-engineering study to document current processes for handling intergovernmental cases among the three states and to complete a business transformation or business change management implementing the most efficient and customer-centric process for intergovernmental cases. The goal of this joint effort is to improve the performance measures for the intergovernmental caseload in all three states and to provide a roadmap for other states to use to improve the establishment, modification and enforcement of intergovernmental caseloads.

The project was broken down into three phases: Phase 1 – planning and process analysis; Phase 2 – implementation; and Phase 3 – project outcomes. North Carolina is working in collaboration with several local county child support agencies in this effort. The counties are: Beaufort, Bertie, Camden, Chowan, Currituck, Dare, Gates, Hertford, Hyde, Martin, Pasquotank, Perquimans, Mecklenburg, and Wake. In 2021 the project entered into the implementation phase where the local offices involved in this project will implement process changes identified in the planning and process analysis phase. Once the implementation phase concludes, the evaluation of the project outcomes will follow.

North Carolina Child Support Services Workgroups

In 2018, NCCSS central office spearheaded an initiative where several workgroups were formed to focus on working together to improve our program. Composed of state

and county staff, the workgroups were tasked with identifying improvements on several key areas: enforcement best practices, establishment best practices, and data analytics. A fourth group was convened in early 2019 that is focused on improving our outreach into the community, ensuring that we reach the customers that need our help, build relationships with allied agencies that will enhance the services that we offer, and that we provide the best possible service to all. In 2021, the groups were expanded to include a systems modernization focus group that will be assisting in developing the plan for improving the statewide child support system.

North Carolina Access & Visitation Program

NCCSS administers the federal Access and Visitation Program grant. Through this program, North Carolina Division of Social Services contracts with the North Carolina Administrative Office of the Courts (NCAOC) to operate eight Access and Visitation programs in eight judicial districts servicing twelve counties (Anson, Bertie, Buncombe, Cumberland, Durham, Halifax, Hertford, Mecklenburg, Northampton, Richmond, Stanly, and Union) where a unified family court has been established.

Through the North Carolina Access and Visitation Program, NCAOC provides individual counseling for parents, education that is focused on the effects of separation and divorce on children and families, and referrals to services in the community, such as housing, health care, financial assistance, mediation services, and job counseling. As part of the grant, NCAOC created and routinely updates a video that is used in all custody and mediation parent orientations held in family district court, maintains the parent education materials used by the courts, and works with various fatherhood programs across the state to promote the Access and Visitation Program.

The primary established outcome goal for the program is to increase the amount of parenting time between noncustodial parents receiving services through the access and visitation program and their children. The COVID-19 pandemic continues to have a significant impact on the ability to perform the duties outlined in the Access and Visitation plan. As court hearings are cancelled and citizens encouraged to stay safe at home, the ability of District Family Court Administrators to provide Access and Visitation Services were severely curtailed. As we look forward to returning to a sense of normalcy, NCCSS will be working with NCAOC to reestablish this program and increase outcomes.

Statewide Program Goals and Performance

Federal regulations require each state to assess its performance annually to the federal Office of Child Support Enforcement (OCSE). This requirement is part of the Social Security Act added by the Personal Responsibility and Work Opportunity Reconciliation Act of 1996 (PRWORA). NCCSS utilizes the information obtained from the self-assessment review as one primary tool for program monitoring and program management.

Each year, NCCSS establishes goals for each county child support agency and the state based on standard incentives measurements set forth by the federal Office of

Child Support Enforcement (OCSE) in 45 CFR 305. In return, OCSE allocates incentive payments to the 50 states and 4 territories. Goals are shared with each county and reviewed by the NCCSS Central Office. NCCSS Program Representatives work closely with each county to meet any needed improvement.

Performance Standards

As noted above, 45 CFR 305 establishes program performance measures, standards, financial incentives, and penalties for the IV-D Program by measuring performance levels in five program areas:

1. Percentage of paternities established for children born out-of-wedlock – this measure is calculated by dividing the total number of children who were born out of wedlock with paternity established or acknowledged during the current fiscal year, by the total number of children who were born out-of-wedlock and in an open case at the end of the previous fiscal year;
2. Percentage of child support cases under an order – this measure is calculated by dividing the total number of IV-D cases with support orders during the fiscal year by the total number of IV-D cases during the fiscal year;
3. Percentage of current support paid – this measure is calculated by dividing the total number of dollars collected for current support in IV-D cases, by the total dollars owed for current support in IV-D cases;
4. Percentage of cases with a payment towards arrears owed – this measure is calculated by dividing the total number of eligible IV-D cases paying towards arrears by the total number of IV-D cases with arrears due; and
5. Cost effectiveness – this measure is calculated by dividing the total amount of money collected through the Child Support Services Program by the total amount of money spent by the program to make these collections. (Note: this federal measure is captured through our total collections goal in North Carolina.)

45 CFR 308 establishes standards and criteria for the State to perform a self-assessment review to ensure that the state is meeting the federal requirements and maintaining responsibility for and control of the results that are produced and reported. To meet this requirement, NCCSS utilizes information from our automated self-assessment program as the primary tool for program monitoring and management. The self-assessment process looks at eight categories to determine if the case is meeting the federal timeframes outlined in 45 CRF 308.2. The categories being assessed are Case Closure, Disbursement of Collections, Establishment of Paternity and Support, Expedited Process, Enforcement of Orders, Medical Support Establishment, Intergovernmental Processing, and Review and Adjustment.

NCCSS publishes performance and self-assessment statistics for the state and the individual counties on a monthly, quarterly, and annual basis. The charts below show the performance for SFY 2019, SFY 2020 and SFY 2021. County performance information can be found in Attachment A (SFY 2021 County Quarterly Report as of June 2021), Attachment B (SFY 2020 County Quarterly Report as of June 2020) and Attachment C (SFY 2019 County Quarterly Report as of June 2019).

STATEWIDE INCENTIVE & CASELOAD STATS	Report Month	Collections	% Pat Est	% Cases Under Order	% Current Collections	% Cases paying towards arrears
STATEWIDE	June, 2019	\$ 695,479,722	101.62%	85.67%	68.12%	66.93%
STATEWIDE	June, 2020	\$ 711,387,851	100.37%	85.85%	67.60%	68.57%
STATEWIDE	June, 2021	\$ 717,567,213	98.37%	84.98%	67.47%	71.36%
STATEWIDE	June 2020 v June 2021	\$ 6,179,362	-2.00%	-0.87%	-0.13%	2.79%
STATEWIDE	SFY2021 GOALS	\$ 692,932,659	99.00%	85.85%	67.60%	68.57%
CQI +/-		103.56%	-1.37%	0.00%	0.00%	0.00%
MET GOAL?		YES	NO	NO	NO	YES

STATEWIDE SELF ASSESSMENT	Report Month	Case Closure	Enforcement	Establishment	Expedited Process 12 Month	Expedited Process 6 Month
STATEWIDE	June, 2019	99.10%	81.40%	71.18%	94.35%	88.15%
STATEWIDE	June, 2020	98.96%	82.38%	67.20%	94.17%	85.70%
STATEWIDE	June, 2021	96.97%	82.06%	66.56%	93.28%	78.55%
STATEWIDE	June 2020 v June 2021	-1.99%	0.64%	-2.61%	-0.89%	-7.15%
NATIONAL STANDARDS		90%	75%	75%	90%	75%
STANDARD MET?		YES	YES	NO	YES	YES

STATEWIDE SELF ASSESSMENT	Report Month	Interstate	Medical	Review and Adjustment Inclusive	Review and Adjustment Needed
STATEWIDE	June, 2019	79.10%	84.49%	98.55%	88.96%
STATEWIDE	June, 2020	80.75%	85.80%	98.49%	88.92%
STATEWIDE	June, 2021	81.01%	85.97%	99.06%	91.21%
STATEWIDE	June 2020 v June 2021	0.26%	0.17%	0.57%	2.29%
NATIONAL STANDARDS		75%	75%	75%	75%
STANDARD MET?		YES	YES	YES	YES

MET GOAL KEY

Met or Exceeded Goal
Within 1% of Goal
Within or below 2% of Goal

Impact of COVID-19

The impact the COVID-19 pandemic has had on NCCSS is still being evaluated. March 10, 2020, a state of emergency was declared to coordinate response and protective actions to prevent the spread of COVID-19 in North Carolina. Shortly thereafter, a multi-phased approach was established as a means to combat the spread of the virus throughout the state. Phase 1, the most restrictive phase, included a Stay-At-Home order which allowed only essential employees to continue to work. While our program was deemed essential, many child support offices were closed to the public during this time to ensure the health and safety of their staff and customers. Furthermore, the NC Administrative Office of the Courts issued emergency directives requiring all superior and district court cases be continued and ultimately postponed most proceedings into SFY 2021

Due to considerable restrictions still in effect, NCCSS has continued to see a marked decline in two of its performance measures, the cases under order percentage and the self-assessment paternity establishment measure. It is important to note that both of these areas rely heavily on the judicial system. Maximum occupancy limits continue to dictate the number of appointments scheduled in offices, as well as legal actions filed for hearing. These backlogs will likely take a considerable amount of time to overcome.

In response to the COVID-19 pandemic, NCCSS requested from the federal Office of Child Support Enforcement flexibility under the Stafford Act for the following federal time frames related to performance requirements. These flexibilities will remain as long as the federal public health emergency is in effect.

	CRITERIA	DESCRIPTION	STATUTE/REGULATION	CURRENT REQUIREMENT	FLEXIBILITY APPROVED / DENIED
✓	STATE PLAN	Payment disbursement within 2 business days	454B (c) (1) 302.32(b)(1), (2)(i), and 2(ii)	2 Business Days	APPROVED - 5 Business Days for fully electronic processes and 10 Business days if manual processes are required. Six-months if payments received from the IRS/BFS or 20 business days from the date federal guidance is received regarding stimulus payments.
✓	PATERNITY AND SUPPORT ORDER	Establish orders or complete service of process within 90 calendar days of locate	303.4(d)	90 Calendar Days	APPROVED - 300 Calendar Days
✓	ENFORCEMENT	Take enforcement action within 30 calendar days of delinquency	303.6(c)(2)	30 Calendar Days	APPROVED - 180 Calendar Days
✓	ENFORCEMENT	Take enforcement action within 60 calendar days of delinquency when service of process is necessary	303.6(c)(2)	60 Calendar Days	APPROVED - 300 Calendar Days
✓	INTERSTATE	Make Intergovernmental referrals within 20 calendar days	303.7(c)(4)(i),(ii)	20 Calendar Days	APPROVED - 40 Calendar Days
✓	INTERSTATE	Take specified actions within 75 calendar days of receipt of an intergovernmental form and documentation from its central registry	303.7(d)(2)(i), (ii), and (iii)	75 Calendar Days	APPROVED - 150 Calendar Days

	CRITERIA	DESCRIPTION	STATUTE/REGULATION	CURRENT REQUIREMENT	FLEXIBILITY APPROVED / DENIED
✓	INTERSTATE	Within 10 working days of locating the noncustodial parent in a different State, return forms, or, if directed, forward /transmit forms to noncustodial parent's State	303.7(d)(3)	10 Working Days	APPROVED - 20 Working Days
✓	INTERSTATE	Forward/transmit forms within 10 working days of locating the noncustodial parent in a different political subdivision within the State	303.7(d)(4)	10 Working Days	APPROVED - 20 Working Days
✓	INTERSTATE	File the controlling order determination request within 30 calendar days	303.7(d)(5)(i)	30 Calendar Days	APPROVED - 300 Calendar Days
✓	INTERSTATE	Notify appropriate jurisdictions of the controlling order determination and any reconciled arrearages within 30 calendar days	303.7(d)(5)(ii)	30 Calendar Days	APPROVED - 60 Calendar Days
✓	INTERSTATE	Within 10 working days of receipt of instructions for case closure, stop responding state income withholding and close interstate case	303.7(d)(9)	10 Work Days	APPROVED - 20 Working Days
✓	REVIEW AND ADJUSTMENT	Provide notice (of the right to request review of the order) within 15 business days when learning of noncustodial parent incarceration of more than 180 calendar days	303.8(b)(7)(ii)	15 Business Days	APPROVED - 30 Business Days

	CRITERIA	DESCRIPTION	STATUTE/REGULATION	CURRENT REQUIREMENT	FLEXIBILITY APPROVED / DENIED
✓	INCOME WITHHOLDING	Issue the income withholding order (IWO) notice to the employer within 2 business days	303.100 (e)(2), 303.100 (e)(3), 454A(g)(1)(A)(i), 466, 453A (g) (1)	2 Business Days	APPROVED - 5 Business Days for fully electronic processes and 10 Business days if manual processes are required.
✓	SYSTEMS	The statewide system must transmit IWO orders and notices to employers and other debtors within 2 business days	307.11 (c) (1) (i)	2 Business Days	APPROVED - 5 Business Days for fully electronic processes and 10 Business days if manual processes are required.
✓	Annual Self-Assessment Report	Conduct an annual Self- Assessment Review (see more information below)	308.1(a); 308.1(b)(2)(iv)		APPROVED - No report due for FFY 2020 or FFY 2021
✓	EXPEDITED PROCESS	Establish orders for support within 6 months on 75 percent of actions filed	303.101(b)(2)(i)	6 months	APPROVED - 12 months
✓	EXPEDITED PROCESS	Establish orders for support within 12 months on 90 percent of actions filed	303.101(b)(2)(i)	12 months	APPROVED - 24 months
✓	REVIEW AND ADJUSTMENT	Conduct a review of the order and adjust the order or determine that the order should not be adjusted within 180 calendar days of receiving a request for a review or locating the non-requesting parent	303.8(e)	180 calendar days	APPROVED - 360 calendar days
✓	Paternity documentation for data reliability audit	Documentation supporting the parentage indicators in the system including birth certificates and Affidavit of Paternity		Must be supporting documentation for parentage data submitted	<i>Not approved due to being beyond the administrative program requirements that can be waived under the Stafford Act.</i>

	CRITERIA	DESCRIPTION	STATUTE/REGULATION	CURRENT REQUIREMENT	FLEXIBILITY APPROVED / DENIED
✓	Performance Penalties	Paternity Establishment Percentage	409(a)(8) 305.31(e) 305.40(a) 305.61	Paternity Establishment Percentage must remain at 90% or more.	<i>Not approved due to being beyond the administrative program requirements that can be waived under the Stafford Act.</i>
✓	Performance Penalties	Order Establishment Percentage	409(a)(8) 305.31(e) 305.40(a) 305.61	Order Establishment Percentage must remain at 50% or more.	<i>Not approved due to being beyond the administrative program requirements that can be waived under the Stafford Act.</i>
✓	Performance Penalties	Current Collections Percentage	409(a)(8) 305.31(e) 305.40(a) 305.61	Current Collections percentage must remain at 40% or more.	<i>Not approved due to being beyond the administrative program requirements that can be waived under the Stafford Act.</i>

Results-Oriented - The Reports

Through collaborative efforts and with the intent to meet monitoring requirements as well as providing performance data to all counties in a comparative way, NCCSS has re-evaluated its performance measures. Outdated or less useful reports were revised or deleted in SFY 2020 with a focus on making reporting more flexible and user friendly. New and revised reports assist county child support offices in identifying performance standards and levels. Examples of these reports and a description are shown below.

The Incentive Goal Report

This report is used to compare current performance in the federal incentive areas against established goals. This report is generated monthly and offers the ability to sort data by office and program representative. It reports progress in:

- Percentage (%) current support paid;
- Percentage (%) of cases under court order;
- Percentage (%) of cases paying towards arrears;
- Percentage (%) paternity established; and
- Total net allocated collections.

Agent Statistical Report

This report allows offices to utilize the Data Warehouse to easily retrieve and review agent activities in the following event categories:

System Locates Filed	Support Orders Established Other Completed
System Locates Completed	Support Orders Modified Completed

Manual Locates Filed	Support Orders Modified Other Completed
Manual Locates Completed	Review, No Modification, Completed
Paternity Filed	Enforcement Withhold Completed
Paternity Completed	Enforcement Other Filed
Support Orders Established Filed	Enforcement Other Completed
Support Orders Established Completed	Enforcement Other Hearing Completed

County Quarterly Report and Narrative

NCCSS is required to monitor the performance of each office and implement a system of reporting that allows county offices to review their own performance and the performance of other offices. NCCSS developed a quarterly report which contains essential performance results in a central location and allows the ability to sort and filter data various ways. The Microsoft Excel workbook contains the following 5 worksheets:

- **5 Factor Report** – The report can be sorted by county, caseload size, cases/agent, and current unemployment data for comparison of 5 factors - Collections per unfrozen staff, and the four incentive percentages – % Collection Rate, % Cases Under Order, % Paternity Establishment, and % Payment to Arrears.
- **Incentive Goal Report** – Four incentives and total net allocated collections with respective goals as well as calculated percentages of goals obtained are shown and can be sorted by office and/or regional representative.
- **Staffing Report** – Staffing levels including supervisors, agents and clerical staff can be shown by office and/or regional representative.
- **Agent Activity Report** – Data from the Agent Statistical Report with per agent activity calculations is based on staffing data from the staffing report. The report can be sorted by office and/or regional representative.
- **Self-Assessment Scores** - All categories of self-assessment as mandated by the Federal Office of Child Support Enforcement are listed. The report can be sorted by a county or regional representative.

Quality Reviews

Each month, NCCSS Regional Program Representatives conduct quality reviews of individual cases to help ensure data reliability, proper documentation, and timely case management practices. Based on office caseload size, reviews are conducted, and scores calculated for both overall accuracy as well as data reliability as related to the federal Office of Child Support Enforcement (OCSE) 157.

Quality Review Form		
1	County	
	IVD Case Number	
	NCP	
	CP	
	EIS Case Number	
	Date Review Completed	
	Date Reviewed with Supervisor	
Item Num	Description	Outcome
50	Screen C8F completed? (marriage and separation/ divorce dates)	N
70	If NPA, are full services being given? Fee Paid? Documented on C8C?	N
90	Paternity indicators correct? BOW and PAI, check PEST event, (COPS if born of marriage)	N
160	Orders entered correctly in ACTS? (terms, extensions, start date, Order vs Distribution reviewed/balances match when applicable)	N
230	Is only child emancipated? CSUP closed if emancipated? Verification requested from CP on school status of child?	N
240	Case Closure? Was it a proper closure?	N
250	Signed Application for NPA Cases, (DSS-4451 or DSS-1344)	N
260	Supplemental Data Sheet (DSS-4688)	N
270	All Legal Documents: Court Orders, Guideline Worksheets, etc.	N
280	Affidavit of Parentage or court order addressing paternity, if appropriate	N
290	Birth Records for all Children	N
905	ALL ITEMS	11
906	Total P	0
907	Total F	0
908	Total N	11
909	OVERALL SCORE	0.00%
Reviewer Comments	<div style="border: 1px solid black; padding: 10px; margin: 0 auto; width: 80%;"> <p>Quality Review Outcome Key</p> <p>P = Pass</p> <p>F = Fail</p> <p>N = N/A</p> </div>	

Local Office Continuous Quality Improvement Plans

After each state fiscal year; local offices' performance is measured against goals in each of the incentive areas, collections and all self-assessment categories. Continuous Quality Improvement plans are established by regional representatives for any area where goals or standards have not been met. Each quarter, results are monitored and reviewed with county supervisors.

SAMPLE COUNTY CONTINUOUS QUALITY IMPROVEMENT (CQI) PLAN SFY2021

Incentive Performance Measures

PATERNITY ESTABLISHMENT							
	Prev BOW	Pat Est	%PatEst	PatEstGoal	ON TRACK	LY Qtr %	CQI
Qtr 1 Results	5194	4279	82.38%	92.88%	NO	84.60%	0.00%
Qtr 2 Results	5194	4505	86.73%	92.88%	NO	88.19%	0.00%
Qtr 3 Results	5194	4727	91.01%	92.88%	NO	91.76%	0.00%
Qtr 4 Results	5194	4917	94.67%	92.88%	YES	92.88%	0.00%
% CASES UNDER ORDER							
	Open Cases	CUO	%CUO	CUOGoal	ON TRACK	LY Qtr %	CQI
Qtr 1 Results	6688	5268	78.77%	77.85%	YES	75.98%	0.00%
Qtr 2 Results	6785	5267	77.63%	77.85%	NO	77.76%	0.00%
Qtr 3 Results	6949	5259	75.68%	77.85%	NO	77.46%	0.00%
Qtr 4 Results	7111	5263	74.01%	77.85%	NO	77.85%	0.00%
% CURRENT SUPPORT PAID							
	CSUP Due	CSUP Coll	%CSup	CSUPGoal	ON TRACK	LY Qtr %	CQI
Qtr 1 Results	\$ 2,985,841.20	\$ 1,849,895.39	61.96%	64.37%	NO	66.41%	0.00%
Qtr 2 Results	\$ 6,002,526.20	\$ 3,698,846.53	61.62%	64.37%	NO	65.96%	0.00%
Qtr 3 Results	\$ 9,036,591.43	\$ 5,583,458.03	61.79%	64.37%	NO	65.46%	0.00%
Qtr 4 Results	\$ 12,096,190.48	\$ 7,537,082.85	62.31%	64.37%	NO	64.37%	0.00%
% CASES WITH ARREARS PAID							
	Cases Arr Due	Cases Arr Coll	%Arr	ArrGoal	ON TRACK	LY Qtr %	CQI
Qtr 1 Results	4254	2002	47.06%	67.98%	YES	46.21%	0.00%
Qtr 2 Results	4442	2635	59.32%	67.98%	YES	57.24%	0.00%
Qtr 3 Results	4569	2993	65.51%	67.98%	YES	62.44%	0.00%
Qtr 4 Results	4661	3311	71.04%	67.98%	YES	67.98%	0.00%
TOTAL COLLECTIONS							
	Net Allo Coll	Tot Alloc Coll Goal	Previous Year QTR Coll	% of Goal	CQI +/-	ON TRACK	
Qtr 1 Results	\$ 2,973,192.75	\$ 11,031,533.19	\$ 2,710,021.87	26.95%	-1.45%	YES	
Qtr 2 Results	\$ 5,530,811.20	\$ 11,031,533.19	\$ 5,359,170.04	50.14%	-1.45%	YES	
Qtr 3 Results	\$ 8,136,916.21	\$ 11,031,533.19	\$ 8,142,044.10	73.76%	-1.45%	YES	
Qtr 4 Results	\$ 11,140,584.87	\$ 11,031,533.19	\$ 11,191,782.94	100.99%	-1.45%	YES	

SAMPLE COUNTY CONTINUOUS QUALITY IMPROVEMENT (CQI) PLAN SFY2021

SELF-ASSESSMENT SCORES

Self Assessment	SFY2021 GOAL (Federal Standard)	Qtr 1 Results	ON TRACK	Qtr 2 Results	ON TRACK	Qtr 3 Results	ON TRACK	Qtr 4 Results	ON TRACK
Case Closure	90.00%	99.04%	YES	97.14%	YES	97.37%	YES	97.37%	YES
Enforcement	75.00%	85.82%	YES	68.74%	NO	71.91%	NO	72.69%	NO
Establishment	75.00%	33.13%	NO	34.70%	NO	36.46%	NO	37.51%	NO
12 month Expedited	90.00%	77.42%	NO	76.21%	NO	76.64%	NO	82.28%	NO
6 month Expedited	75.00%	68.16%	NO	67.14%	NO	65.78%	NO	73.28%	NO
Interstate	75.00%	63.75%	NO	69.01%	NO	67.19%	NO	64.06%	NO
Medical	75.00%	81.81%	YES	80.97%	YES	83.17%	YES	84.31%	YES
R & A Inclusive	75.00%	92.84%	YES	95.98%	YES	99.04%	YES	96.91%	YES
R & A Needed	75.00%	36.73%	NO	66.98%	NO	87.50%	YES	69.39%	NO

IMPROVEMENT STRATEGY PLAN	
AREAS FOR IMPROVEMENT	
INCENTIVE MEASURES	
	Pat Est %
	ON TRACK?
	YES
No plan needed	
	CUO%
	ON TRACK?
	NO
<input type="checkbox"/> Agents will contact NCP's by phone and mail prior to initiating court action. <input type="checkbox"/> Agents will work various Data Warehouse and Ad Hoc reports provided to them by the Supervisor to aid in processing cases, closing cases or transferring cases timely, i.e. 'Open Cases with a Case Closure Reason', 'Over 18 Report', 'Open Cases in PAT or EST processing status WITH a verified MAIL address', 'Open Cases in PAT or EST processing status Without a verified MAIL address', 'Unworkable Open Cases - Establishment', 'Percent of Cases Under Order, Cases with no Order', etc.	
	CSUP%
	ON TRACK?
	YES
No plan needed	
	ARREARS%
	ON TRACK?
	YES
No plan needed	
	TOTAL COLLECTIONS
	ON TRACK?
	NO
<input type="checkbox"/> Agents will work all Rvwr = Delinquency & RvwrD worklist items received each month by CCB on the last working day of the month. <input type="checkbox"/> Agents will process all IW notices timely. <input type="checkbox"/> Agents will attempt all administrative enforcement remedies prior to initiating court action. <input type="checkbox"/> Agents will work various Data Warehouse and Ad Hoc reports provided to them by the Supervisor to aid in increasing collections, i.e. 'Contact for Collections',	
SELF-ASSESSMENT	
	Case Closure
	ON TRACK?
	YES
No plan needed	
	Enforcement
	ON TRACK?
	YES
No plan needed	
	Establishment
	ON TRACK?
	YES
No plan needed	
	12 Month Expedited
	ON TRACK?
	YES
No plan needed	
	6 Month Expedited
	ON TRACK?
	YES
	Interstate
	ON TRACK?
	YES
No plan needed	
	Medical
	ON TRACK?
	YES
No plan needed	
	Review & Adjustment Inclusive
	ON TRACK?
	YES
No plan needed	
	Review & Adjustment Needed
	ON TRACK?
	YES

Current Reward Program for Exemplary Performance

NCCSS continues to celebrate county child support offices achievements by recognizing counties for meeting their goals and for improving in their overall performance. In addition to performance awards for offices, all child support staff across the state are encouraged to nominate co-workers for one of three *State of North Carolina's Child Support Services Employee of the Year – Front Line Staff, Manager, and Team*. Nominations are evaluated and the winner is selected by a panel of child support professionals.

Certificates are presented to all recipients at the North Carolina Child Support Council (NCCSC) Annual Training Conference.¹

Conclusion

The North Carolina Child Support Services Program is making every effort to increase self-assessment and performance scores in all categories. Additionally, the Program seeks to provide excellent customer service by continuing to collaborate with local, state, and federal agencies. As we constantly seek new and innovative approaches to further our program and assist our customers, the Program anticipates improved outcomes through new technology and enhancements to our current systems.

¹ NCCSC is a private non-profit organization that is not a part of the North Carolina state government.