



FY2017-2019 STRATEGIC BUSINESS PLAN
Child Support Enforcement





Child Support Enforcement

OUR VISION

To lead the State in the provision of child support services.

“The Mecklenburg County Child Support Enforcement Department (CSE) exceeded the targets for each of its five performance measures in FY15 for the first time in the history of becoming a County Department. This marks a major accomplishment for CSE, the County and the customers served. Congratulations to staff for a job well done.”

-Dena Diorio, Mecklenburg County Manager

OUR MISSION

To enhance the quality of life of children and families through the efficient and timely provision of child support services.

“Sending a big CONGRATULATIONS, on passing all your incentive categories! Awesome work! Your work to enhance the well-being of children and the self-sufficiency of families by providing services to locate parents, establish paternity, and establish and enforce orders for financial and medical support. When you get down to it, child support is charged with one of the most important priority - looking after the best interests of the children. I congratulate each and every one of you for your deep commitment to putting children first!”

-Judy McArn, Chief NC Child Support Services



STRATEGIC BUSINESS PLAN: CHILD SUPPORT ENFORCEMENT

OUR ENVIRONMENT

PROMOTING WELL-BEING AND SELF-SUFFICIENCY

1. Child Support’s core mission is to locate parents, establish paternity, establish orders and collect support.
2. Child support programs are engaged in outreach, referral, case management and other strategies in partnership with key stakeholders and partners, including fatherhood initiatives and workforce development programs.
3. Child support programs provide innovative services to families across six interrelated areas. These services ensure that parents have the tools and resources they need to support their children and be positively involved in raising them.
 - a. Child Support Prevention
 - b. Family Violence Prevention
 - c. Health Care Coverage
 - d. Healthy Family Relationships
 - e. Economic Stability
 - f. Engagement of Fathers from Birth of the Child

ECONOMIC AND FISCAL TRENDS

Unemployment: As of August 2016 North Carolina’s Unemployment rate was 4.6%, and Mecklenburg Metropolitan Statistical Area’s unemployment rate was 5.7% (Sources: bls.gov and data.bls.gov/map).

Income: In July 2015 the estimated median worker earnings were \$56,854 and income per capita in the past 12 months was \$33,169; and an estimated 147,872 residents were below poverty level (Census.gov).

DEMOGRAPHIC & SOCIAL CHANGES

Population: Mecklenburg County’s 2015 population estimate is 1,034,070 as of July 1, 2015. This is a 12.4% increase from the 2010 population of 919,628 (Source: Quickfacts.census.gov).

Education for the Mecklenburg County population age 25 and over, between 2011 to 2015, as of July 1, 2015, an estimated 89.4% attained at least high school graduation, and 42.3% at least a bachelor’s degree (Source: Quickfacts.census.gov).

CHILD SUPPORT ENFORCEMENT CASELOAD

Mecklenburg County Child Support Enforcement (CSE) number of open cases at the end of the State Fiscal Year (June 30) decreased by 7.63% between 2011 and 2016, and was 35,110 on 6/30/2016. Of the open cases, 8.24% were currently receiving public assistance (TANF), 45.53% formerly received public assistance, and the remaining 46.23% had never received public assistance. There has not been a statistically significant change in this percentage breakdown, over the previous 5 fiscal years.





STRATEGIC BUSINESS PLAN: CHILD SUPPORT ENFORCEMENT

OUR GOALS

Goal 1 – Strengthen Families to Improve Child Support Outcomes: Align local goals with Federal and State child support goals that focus on promoting child and family well-being, and responsible fatherhood

Goal 2 – Noncustodial Parent Employment Program: Increase capability for unemployed and underemployed noncustodial parents to provide regular financial support for their children

Goal 3 – Increase Case Management Efficiency and Effectiveness: Caseload stratification will allow case managers to focus on cases that have the best potential outcomes for child support customers

Goal 4 – Utilize Technology Solutions to Improve Customer Service: Automated solutions can increase efficiency, improve communications with peers, stakeholders, and partners, and help offset the existing staffing short falls until funding is available

Goal 5 – Maintain Environmental Sustainability of Operations: Adhere to environmentally preferable purchasing guidelines and participate in environmentally friendly activities

OUR FUNDING

The level of funding allocated by the State and localities determines the amount of resources available to CSE agencies. The Federal government reimburses each state 66% of all allowable expenditures on CSE activities (Source: Congressional Research Service Report RL33422). In addition, the Federal government provides each state with an incentive payment, based on performance, to encourage them to operate effective programs. When the Federal government calculates each state's incentive payment, collections made on behalf of TANF families, foster care families and Medicaid families are given more weight in the formula used to determine the "collections base" for an individual state. Ultimately, the collection base determines the percent of the total incentive funds earned by each state. The NC Child Support Services Office uses a formula to determine how they distribute incentive funds to each of the 100 counties.

DIRECTOR'S MESSAGE

"In the beginning we said our goal was to be a high performing agency in five years – as represented by meeting all of our incentive goals. You have kept your eyes on the prize, and though challenging and even 'overwhelming' at times, we have achieved success for our customers together – as a team and a child support family. Thank you for your dedication and commitment, and thank you for allowing me to represent you as professionals."

-Joan Kennedy, Mecklenburg County Child Support Enforcement Director



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GOAL 1: Improve Child Support Outcomes to Strengthen Families

Objective 1: Ensure that children have a legal relationship established with their fathers

Strategy		Establish paternity for children born out of wedlock with paternity at issue		
Actions	◊	<ol style="list-style-type: none"> 1. Identify children requiring paternity establishment during the fiscal year, and establish paternity for those children by June 30th of each fiscal year. 2. When the alleged noncustodial parent is located, the case manager proceeds with the paternity establishment process. Locate the case parties using technology solutions and other available resources by June 30th of each fiscal year 3. Within 90 calendar days of locating the alleged noncustodial parent, CSE must either establish an Affidavit of Parentage; complete service of process to establish paternity (civil complaint); or document in the CSE case record unsuccessful attempts to serve process. 4. Complete genetic testing on applicable cases. 		
		Total associated costs: (FY17-FY19) function codes: SE1489, CH3349 & EE2251		
		66% Federal Reimbursement for expended funds in all areas		
	Human Capital Needed	1 Team Supervisor 1 Team Lead 7 Team Case Managers 1 Team Administrative Support Assistant 1 Deputy Department Director	SE1489	\$61,372 Market Rate for Supervisor (N FY19) \$48,904 Market Rate for Team Lead (N FY19) \$43,012 Market Rate for Case Manager (x7 = \$301,084) (N FY19) \$35,050 Market Rate for ASA (N FY19) \$121,000 Market Rate for Deputy Dept Director (N FY19)
	Human Capital New as of FY17	3 Case Managers 2 Administrative Support Assistants (Co-located COC)		\$ \$43,012 Market Rate for Case Manager (x3 = \$129,036) (E) \$35,050 Market Rate for ASA (x2 = \$70,100) (E)
	Training	Career Track Mediation Certification	SE1489	\$30,000 (N FY17 – one time)
		Family-Centered Programming	Total	\$29,600



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			<ul style="list-style-type: none"> • Fatherhood Initiative 	SE1489	\$8,600 (E)
			<ul style="list-style-type: none"> • Mom as Gateway not Gatekeeper 	SE1489	\$10,000 (E)
			<ul style="list-style-type: none"> • Community Outreach 	SE1489	\$6,000 (E)
			<ul style="list-style-type: none"> • Military Service Members/Veterans Outreach 	SE1489	\$5,000 (E)



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	Reinvestment Funds	Reinvestment Incentive funds	
	Increase Collections	Reinvestment Incentive funds will be reinvested into the Child Support Enforcement Program under Title IV of the Social Security Act, Section 458(f), and in accordance with the Mecklenburg County CSE Annual Plan and Report for Incentive Funds submitted to the State Child Support Services Director. These funds are not eligible for 66% Federal Financial Participation.	\$791,618 Paid in FY16 \$863,301 Paid in FY17
	Increase Paternity Establishment		
	Increase Cases Under Order		
	Increase Current Support Collections		
	Increase Payments to Arrears		

Performance Measure	◇ Paternity Establishment Rate
NEW STAFF SUPPORTING DATA:	<p>Section 458 of the Social Security Act, Incentive funding is distributed based on the State’s overall performance level over the Federal Fiscal Year (October to September). Because North Carolina’s Child Support Program is State administered and County managed, the State uses the same methodology to distribute incentive funds to the Counties.</p> <p>Return on Investment (ROI) if CSE had the staff needed to meet the criteria for 100% of the Applicable Percentage in each performance area that would translate to a higher percentage of the Statewide Base. In FFY14 Mecklenburg Earned 6.32% of the Statewide Base. In FFY15 Mecklenburg earned 6.66% of the Statewide Base. The <i>estimated</i> Statewide Base is \$14,100,000.</p>



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GOAL 1: Improve Child Support Outcomes to Strengthen Families (cont'd)

Objective 2: Ensure children have support orders established

Strategy	Establish support orders for children	
Actions	<ul style="list-style-type: none"> ◇ 1. Identify cases requiring services to establish support orders during the fiscal year, and establish support orders for those cases by June 30th of each fiscal year 2. Attempt to obtain a Voluntary Support Agreement and if that is unsuccessful file court action 3. Serve noncustodial parents (NCPs) with the civil complaint, and take them to court to establish orders 4. Within 90 calendar days of locating the alleged father, CSE must either establish an order voluntarily; complete service of process to establish an order for support; or document in the CSE case record unsuccessful attempts to serve process 	
	<p>Total associated costs: *All associated costs are stated in the first objective of Goal 1.</p>	
Performance Measure	◇ Support Order Establishment Rate	
Comments		



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GOAL 1: Improve Child Support Outcomes to Strengthen Families (cont'd)

Objective 3: Ensure noncustodial parents pay their child support obligations as ordered

Strategy	Enforce the payment of child support orders	
Actions	<ul style="list-style-type: none"> ◆ 1. Enforcement action must be taken within 30 calendar days of identifying noncompliance or locating the noncustodial parent, unless service of process is necessary before such action can proceed. 2. Implement all enforcement tools available as applicable: Income Withholding, Consumer Credit Reporting, Estates Collection, Financial Institution Data Match, Insurance Settlement Liens, License Revocation, Liens, Passport Denial, Show Cause Proceedings, Tax Intercept, Thrift Savings Plan Garnishment, Unclaimed Property, and Vendor Collections. 	
	<p><i>Total associated costs:</i> <i>*All associated costs are stated in the first objective of Goal 1.</i></p>	
Performance Measures	<ul style="list-style-type: none"> ◆ Current Support Collection Rate ◆ Arrears Collection Rate 	
Comments		



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GOAL 1: Improve Child Support Outcomes to Strengthen Families (cont'd)

Objective 4: Increase Family-Centered Programming that promotes child and family well-being

Strategy	Provide collaborative family-centered programming that demonstrates to the community and to customers that Child Support Enforcement cares about the physical and emotional well-being of families	
Actions	◇	<p>To be completed over the two year period of FY18-19</p> <ol style="list-style-type: none"> 1. Continue to expand the Responsible Fatherhood Initiatives through collaboration with other Departments and community resources 2. Expand implementation of Mom As Gateway not Gatekeeper, a national best practice for improving co-parenting relationships between custodial and noncustodial parents in the interest of children 3. Community Engagement and Outreach to educate the community about the roles CSE plays in strengthening child support families and the community at large 4. Support Military Service Members, Veterans and their families through collaboration and data driven decision making and specialized programming
		<p>Total associated costs: *All associated costs are stated in the first objective of Goal 1.</p>
Performance Measures	◇	Participation in collaborative family programs (baseline FY17)
Comments		<p>Justification for additional staff</p> <ol style="list-style-type: none"> 1. Move CSE closer to revenue neutral by decreasing the caseworker to caseload ratio. With a caseload closer to the State’s recommendation of 350, caseworkers will be able to proactively manage their cases. Case actions will be done timely, thus increasing Self-Assessment scores and improving customer service. 2. Caseload stratification will ensure caseworkers are targeting cases with the best chance for a positive outcome. 3. Caseworkers and Support Staff will focus on evidence based best practices to improve child support outcomes and strengthen families. 4. Caseworkers and Support Staff will have time to engage and interact with noncustodial parents and support them in keeping their jobs. Often, gaining employment is not the most difficult challenge for noncustodial parents, but rather maintaining employment is found to be the most challenging. 5. Caseworkers and Support Staff need sufficient time to document and track data related to their cases so CSE will have better data to know what actions result in positive outcomes and what actions are the least effective. 6. Staff need time to manage CSE’s reputation in the community and dispel myths that prevent families from trusting child support and the services that can be of great benefit in attaining not only economic independence, but stronger families. 7. North Carolina is a judicial, not an administrative, state which means that every child support action requires a judge’s order. This includes voluntary actions such as a Voluntary Support Agreement and an Affidavit of Parentage which is a voluntary acknowledgement of paternity.



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	<p>Additionally, even when a genetic test comes back showing a person cannot be ruled out as the father with greater than 99% certainty, it still needs to be signed by a judge before an order can be established. This is time consuming and labor intensive for caseworkers, and having a more manageable caseload will help move cases through court more quickly and efficiently. This will benefit the customers, in addition to the staff.</p> <p>8. Staff will have more time to seek collaborative relationships with other human services and community programs. This, in turn, will benefit customers and lead to increased collections.</p>
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GOAL 2: Increase Child Well-Being and Family Economic Independence through Workforce Programs

Objective 1: Increase capability for noncustodial parents (NCPs) to provide regular and reliable financial support that promotes child well-being

Strategy	Collaborate with existing County Departments/Stakeholders to provide job training and development services that target eligible noncustodial parents and enable them to pay regular and reliable child support.		
Actions	<p>◇ To be completed over the two year period of FY18-19</p> <p>Conduct noncustodial parent orientations quarterly to educate NCPs about the child support process, and to assist NCPs with potential employment options</p> <ol style="list-style-type: none"> 1. Continue management of specialized caseload of underemployed or unemployed NCPs for referral to job placement programs within the community 2. Utilize existing workforce programs in the community to provide soft/hard skills training and timely job placement 3. Identify and refer eligible child support customers to existing workforce programs in the community for job training and placement 4. Collaborate with County Departments/Stakeholders to identify, plan and implement enterprise wide Workforce Programs for customers. 5. Strengthen programming and support employers hiring at-risk residents for a more inclusive workforce. 		
	<p>Total associated costs: FY17, sustained FY18-FY19 *Costs contingent upon the availability of an enterprise-wide workforce development program</p>		
	Other	<p>Contracted services for job placement vendor(s)</p> <p>*Costs associated with child support customers only are reimbursable.</p>	\$500,000 (N FY19)
Performance Measures	<p>◇ Host quarterly noncustodial parent orientations</p> <p>◇ Case managers refer eligible underemployed/unemployed NCPs from their caseload to the responsible specialized case managers</p> <p>◇ NCPs referred to workforce programs in the community will complete all required training for job placement and will be placed timely in a job (FY19)</p> <p>◇ Current Support Collection Rate</p> <p>◇ CSE hosts Employer’s Roundtable annually</p>		
Comments	Noncustodial parents’ economic stability is critical to the well-being of children living in low income households. Their employment is critical to the well-being and self-sufficiency of families who rely on		



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	<p>regular and reliable child support payments. Barriers to meeting child support obligations are often the same barriers that also impede employment, such as: insufficient education, criminal history, substance abuse issues and mental health issues. Referring noncustodial parents who are unemployed or underemployed to workforce development and placement programs is an evidence-based best practice for increasing regular and reliable child support payments.</p>
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GOAL 3: Increase Case Management Efficiency and Effectiveness

Objective 1: Increase collection of regular and consistent child support payments

Strategy	Stratify the caseload*	
Actions	♦ To be completed over the two year period of FY18-19 1. Research evidence-based best practices 2. Analyze the caseload based on research 3. Select and define a stratification model to pilot 4. Stratify the caseload using defined criteria	
	Total associated costs: *All associated costs are stated in the first objective of Goal 1.	
Performance Measures	♦ Complete research and analysis (FY17)	
	♦ The caseload is stratified based on best practices using defined criteria (FY18)	
	♦ The selected treatment group will receive the defined intervention (FY18)	
	♦ Current Support Collection Rate	
Comments	Using stratification CSE will better know where to invest case manager time, maximize performance, and increase collections.	



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GOAL 3: Increase Case Management Efficiency and Effectiveness (cont'd)

Objective 2: Formalize the development of staff competencies

Strategy	Enhance the skillsets of child support staff through formalized career certification tracks, to support succession planning and collaboration with community professional development opportunities (<u>MLCP</u>).	
Actions	<ul style="list-style-type: none"> ◇ To be completed over the two year period of FY18-19 1. Research the national child support community on certification best practices 2. Collaborate with Human Resources and educational institutions on development of a curriculum and course syllabus (Career Certification Track) 3. Certify staff as “mediators” in collaboration with the Community Relations Committee to facilitate negotiations among child support customers (Mediation Track) 4. Provide students with additional internship, apprenticeship, and mentoring work-based learning opportunities. 	
	<p>Total associated costs: *All associated costs are stated in the first objective of Goal 1.</p>	
Performance Measures	◇	Certification best practices are identified (Career Track Mediation Certification FY17)
	◇	A curriculum and course syllabus is developed in collaboration with Human Resources and educational institutions (Career Certification Track, FY18-19)
	◇	% of child support staff certified as mediators
	◇	Number of internship placements filled at CSE annually
Comments		



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GOAL 4: Utilize Technology Solutions to Improve Customer Service	
Objective 1: Through automated solutions, increase efficiency; improve internal and external communication; and reduce manual processes.	
Strategy	Leverage technology to improve communication and data reliability
Actions	<p>◇ To be completed over the two year period of FY18-19 Continue second phase development and implementation of TurboCourt electronic filing functionality which leads child support through an electronic process to electronically submit and deliver legal documents to the Clerk of Court for processing</p> <ol style="list-style-type: none"> 1. Scanning Service of Process: Improve efficiencies by having accessibility to real-time service of process data, as failure to serve timely is our number one challenge in meeting Self-Assessment timeframes 2. Q-Flow: Customers who visit the office are routed efficiently for optimal case management service
	<p><i>Total associated costs: FY17-FY19</i> <i>*All associated costs are stated in the first objective of Goal 1.</i></p>
Performance Measures	<p>◇ 90% of CSE customers who visit the office will be seen within 10 minutes</p> <p>◇ Qflow Uptime</p>
Comments	



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GOAL 5: Maintain Environmental Sustainability of Operations

Objective 1: Adhere to environmentally preferable purchasing (EPP) guidelines

Strategy	Monitor department practices to ensure adherence to environmentally preferable purchasing (EPP) guidelines	
Actions	<p>◇ FY 2017</p> <ul style="list-style-type: none"> Identify a department representative to work with the County’s Sustainability Manager to track and meet the department’s environmental goals <p>◇ FY 2017 – FY 2019</p> <ul style="list-style-type: none"> Educate department employees on the importance of adhering to the County’s environmentally preferable purchasing (EPP) guidelines Enforce the department’s adherence to the County’s EPP guidelines by monitoring purchasing habits Embrace new and innovative opportunities for improving the environmental-friendliness of the department’s purchasing habits. When making purchasing decisions, consider the full cost of the products—environmental, social, <i>and</i> economic 	
	Total associated costs: FY 2017 – FY 2019	\$0
Performance Measures	◇ Dollars spent on recycled paper / Dollars spent on all paper purchases	
	◇ Dollars spent on environmentally preferable office supplies / Dollars spent on all office supplies	
	◇ Dollars spent on remanufactured printer cartridges / Dollars spent on all printer cartridges	
Comments		



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GOAL 5: Maintain Environmental Sustainability of Operations (cont'd)

Objective 2: Provide employees with opportunities to learn about and practice environmentally-friendly activities (via the County's Work Green program)

Strategy	Support employee involvement in environmentally-friendly activities (via the County's Work Green program)	
Actions	<ul style="list-style-type: none"> ◇ FY 2017 <ul style="list-style-type: none"> • Identify a department representative to work with the County's Sustainability Manager to track and meet the department's environmental goals ◇ FY 2017 – FY 2019 <ul style="list-style-type: none"> • Educate department employees on the <i>importance</i> of participating in the County's Work Green program • Educate department employees on <i>opportunities</i> to participate in the County's Work Green program—via educational opportunities (i.e. Lunch & Learns), volunteer opportunities, alternative commuting (i.e. carpooling, mass-transit, walking, or cycling), and other unique employee engagement campaigns • Enforce the department's participation to the County's Work Green program by consistently monitoring performance 	
	Total associated costs: FY 2017 – FY 2019	\$0
Performance Measure	◇ Total number of Work Green credits earned by the department's employees	
Comments		



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APPENDIX A- DATA TO SUPPORT ADDITIONAL STAFF TO INCREASE PERFORMANCE AND EARN MORE INCENTIVE FUNDS

<p>More staff are needed to increase performance which in turn will increase Mecklenburg's share of the State's incentive funds</p>	<p>The (((("Current Assistance" + "Former Assistance") X 2) + "Never Assistance") Collections = Calculated Base.</p> <p>The ((((((("Paternity Base" X 100% of the Calculated Base) + ("Cases Under Order Base" X 100% of the Calculated Base) + ("Current Support Collections Base" X 100% of the Calculated Base) + ("Arrears Base" X 75% of the Calculated Base) + ("Cost Effectiveness Base" X 75% of the Calculated Base) = Total Base.</p> <p>CSE needs more staff in order to meet the 80% criteria for the performance measures in order to be eligible for 100% of the Total Base. Additionally, more staff will provide a staffing level that has the capacity to significantly increase collections which are the foundation of the Calculated Base in order to Maximize the Total Base. This will enable CSE to earn a larger share of the State's incentive funds and has the capacity to potentially more than cover the cost of the positions. While incentive funds are not eligible for the Federal 66% reimbursement, the cost of the additional staff is eligible for 66% Federal reimbursement.</p>
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% of Statewide Incentive Base	Federal Fiscal Year (Oct-Sep)	Mecklenburg's Share of the Statewide Incentive Base (Rounded to two Decimals). The State projects the Statewide Incentive Base to be \$14,100,000 per year. Beginning in 2016 the State withheld 15%.
	2011	5.97%
	2012	6.15%
	2013	6.30%
	2014	6.32%
	2015	6.66%
	2016	6.78%



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APPENDIX C—INCENTIVE FUNDING BASED ON PERFORMANCE

SFY 2014 Period of Time	MCCSE Incentive Estimates*	MCCSE Incentive Actuals**
201307		\$0
201308		\$0
201309		\$0
201310		\$37,779.95
201311		\$37,271.56
201312		\$33,608.23
201401		\$33,241.51
201402		\$61,392.43
201403		\$89,458.59
201404		\$73,140.92
201405		\$61,073.31
201406		\$13,799.63
201406 Settlement (Previously Earned)		\$438,981.86
SFY 2014	430,351	\$879,748

SFY 2015 Period of Time	MCCSE Incentive Estimates*	MCCSE Incentive Actuals**
201407		\$0
201408		\$0
201409		\$2,407
201410		\$49,189.00
201411		\$49,189.00
201412		\$49,189.00
201501		\$49,189.00
201502		\$49,189.00
201503		\$49,189.00
201504		\$49,189.00
201505		\$49,189.00
201506		\$49,189.00
201506 Settlement (Previously Earned)		\$541,247.00
SFY 2015	440,766	\$986,355



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SFY 2016 Period of Time	MCCSE Incentive Estimates*	MCCSE Incentive Actuals**
201507		0.00
201508		0.00
201509		0.00
201510		\$38,681.00
201511		\$38,681.00
201512		\$38,681.00
201601		\$38,681.00
201602		\$104,376.00
201603		\$51,820.00
201604		\$51,820.00
201605		\$51,820.00
201606		\$51,820.00
201606 Settlement (Previously Earned)		\$325,238.00
SFY 2016		\$791,618.00*

*The State Child Support Services withheld 15% per legislation effective for the first time in FY16



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Data Sources:

<http://www2.ncdhhs.gov/dss/budget/estimates.htm>

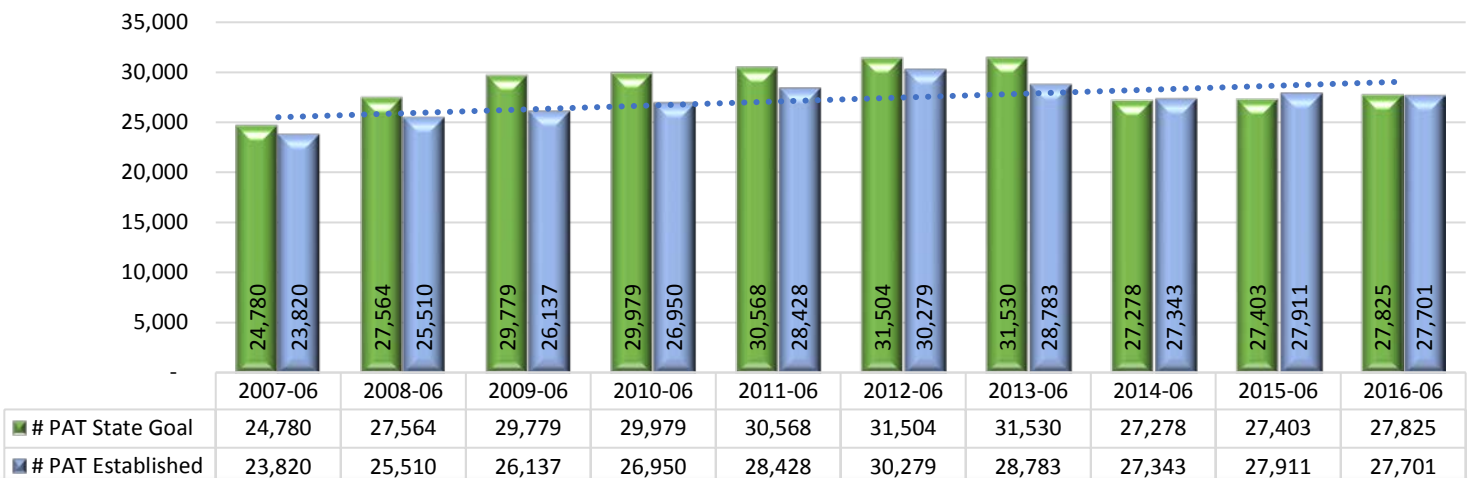
<https://dhhs32d.dhhs.state.nc.us/dhhs/control/eftdocs/launch.htm>

APPENDIX D - PERFORMANCE TRENDS

1. Paternity Establishment

SFY Year	# Need Pat Established	# PAT State Goal	# PAT Established	% PAT State Goal	% PAT Est SFY
2011-06	30,571	30,568	28,428	99.99%	92.99%
2012-06	33,166	31,504	30,279	94.99%	91.30%
2013-06	33,794	31,530	28,783	93.30%	85.17%
2014-06	30,309	27,278	27,343	90.00%	90.21%
2015-06	30,043	27,403	27,911	91.21%	92.90%
2016-06	29,632	27,825	27,701	92.90%	93.48%

Paternity Establishment - Meck County



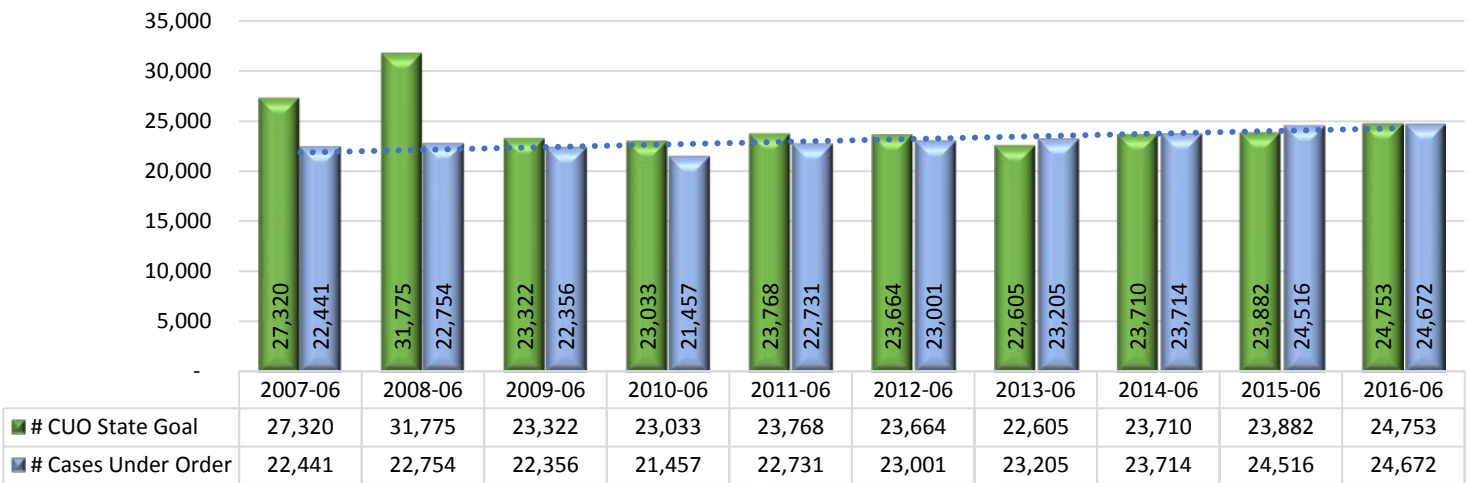


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2. Cases Under Order

SFY Year	# Cases	# CUO State Goal	# Cases Under Order	% CUO State Goal	% Cases Under Order
2011-06	38,011	23,768	22,731	62.53%	59.80%
2012-06	38,291	23,664	23,001	61.80%	60.07%
2013-06	36,419	22,605	23,205	62.07%	63.72%
2014-06	36,354	23,710	23,714	65.22%	65.23%
2015-06	35,789	23,882	24,516	66.73%	68.50%
2016-06	35,110	24,753	24,672	70.50%	70.27%

Cases Under Order - Meck County



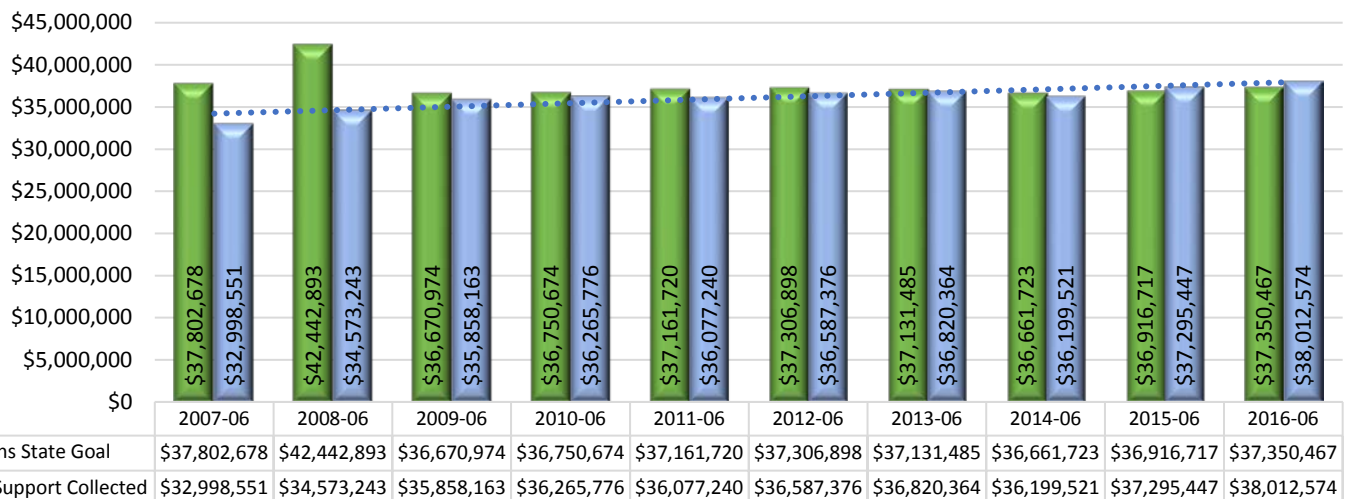


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3. Collections on Current Support

SFY Year	\$ Current Support Due	\$ Collections State Goal	\$ Current Support Collected	% Collections State Goal	% Current Support Collected
2011-06	\$61,853,728	\$37,161,720	\$36,077,240	60.08%	58.33%
2012-06	\$61,838,054	\$37,306,898	\$36,587,376	60.33%	59.17%
2013-06	\$60,702,117	\$37,131,485	\$36,820,364	61.17%	60.66%
2014-06	\$59,943,955	\$36,661,723	\$36,199,521	61.16%	60.39%
2015-06	\$60,628,538	\$36,916,717	\$37,295,447	60.89%	61.51%
2016-06	\$60,232,973	\$37,350,467	\$38,012,574	62.01%	63.11%

\$ Collections on Current Support - Meck County





STRATEGIC BUSINESS PLAN:
CHILD SUPPORT ENFORCEMENT

4. Cases with Payments to Arrears

SFY Year	# Cases with Arrears	# Arrears State Goal	# Cases with Payments to Arrears	% Arrears State Goal	% Cases with Payments to Arrears
2011-06	20,691	12,415	12,350	60.00%	59.69%
2012-06	21,107	13,021	12,547	61.69%	59.44%
2013-06	21,108	12,969	12,859	61.44%	60.92%
2014-06	21,161	13,103	12,916	61.92%	61.04%
2015-06	21,643	13,427	13,724	62.04%	63.41%
2016-06	21,691	13,863	13,824	63.91%	63.73%

Cases w/Payments to Arrears - Meck County

