

WICSEC 2015

FORT WORTH
CITY OF COWBOYS AND CULTURE

Shaping the Future for Children

Challenges to Organizational Transformation

Tales From The Child
Support Services
Department,
County of Los Angeles

wicsec
western interstate CHILD SUPPORT enforcement council
Dalworthington

Introduction



**Dr. Steven J. Golightly, Director
Los Angeles County
Child Support Services Department**

LA County Background

- **If we were a state, we would be the 8th largest population**
- **Home to more than 10 million people**
- **Geographic span of 4,000 square miles**

Challenges for Change

LA County – Employer
103,000 employees
\$26.1 Billion Budget

Our Story

A story of organizational change



**Where we have
been**

Where we are

**Where we are
headed**

Where We Have Been

DAO – CSSD 2001-2012

From Law Enforcement to Social Services

Where We Are

Development of 2017 Plan

2017

- **Plan developed as a 5 year plan**

2012

- **Succession Plan**
- **Establishment of clear and attainable goals**

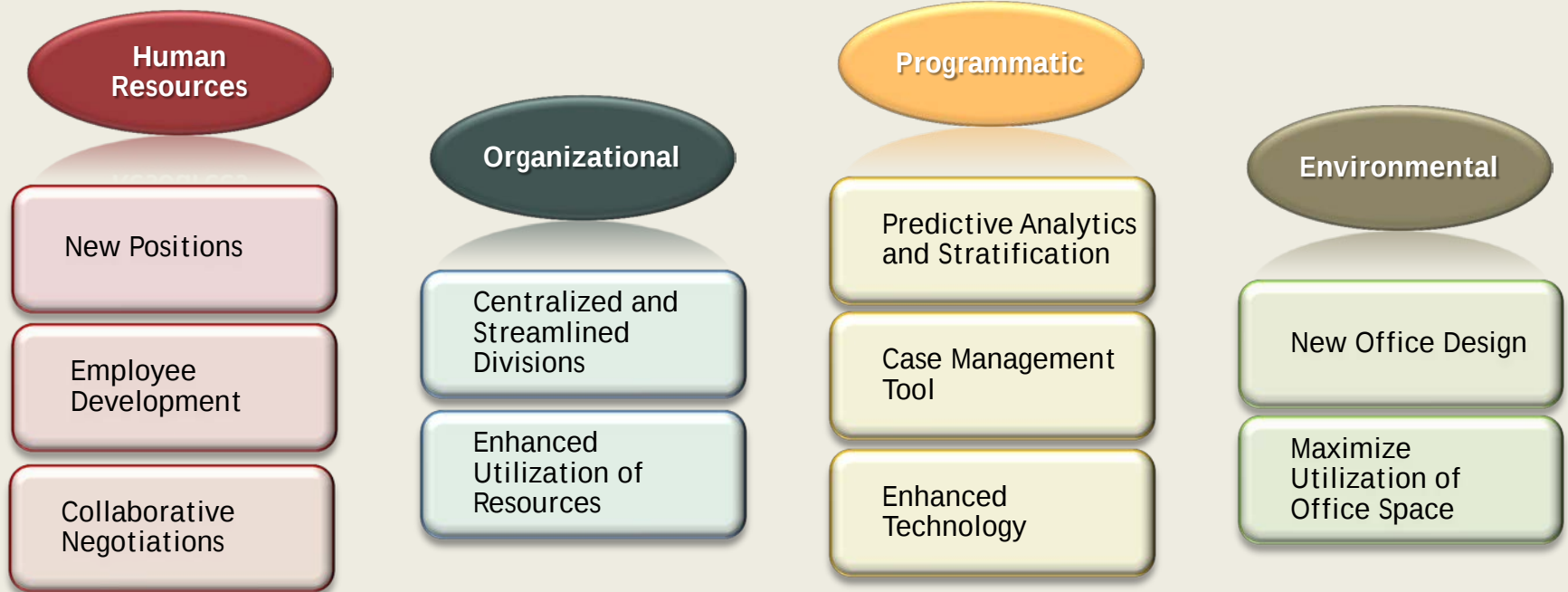
HOPE

- **Strategy**
- **Process**
- **Continuous assessment**



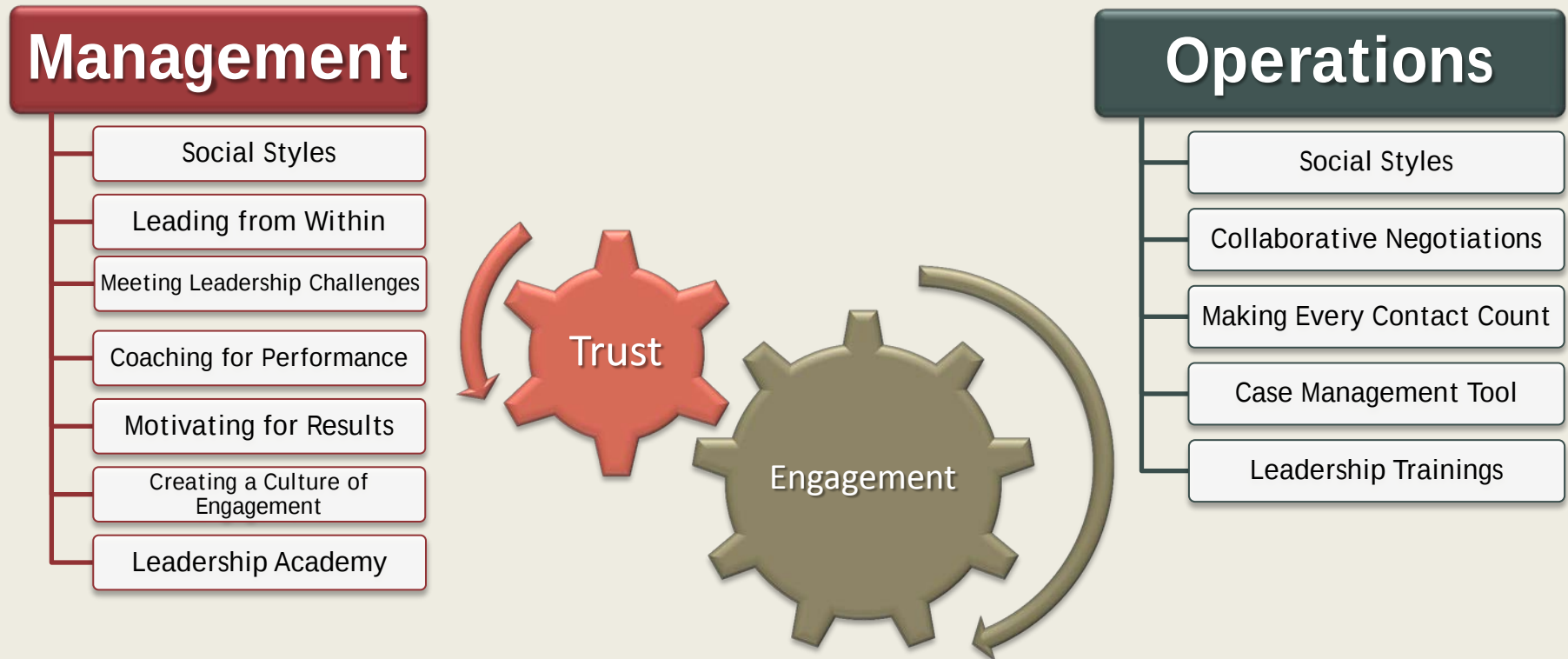
2017 Plan - Detailed

H.O.P.E

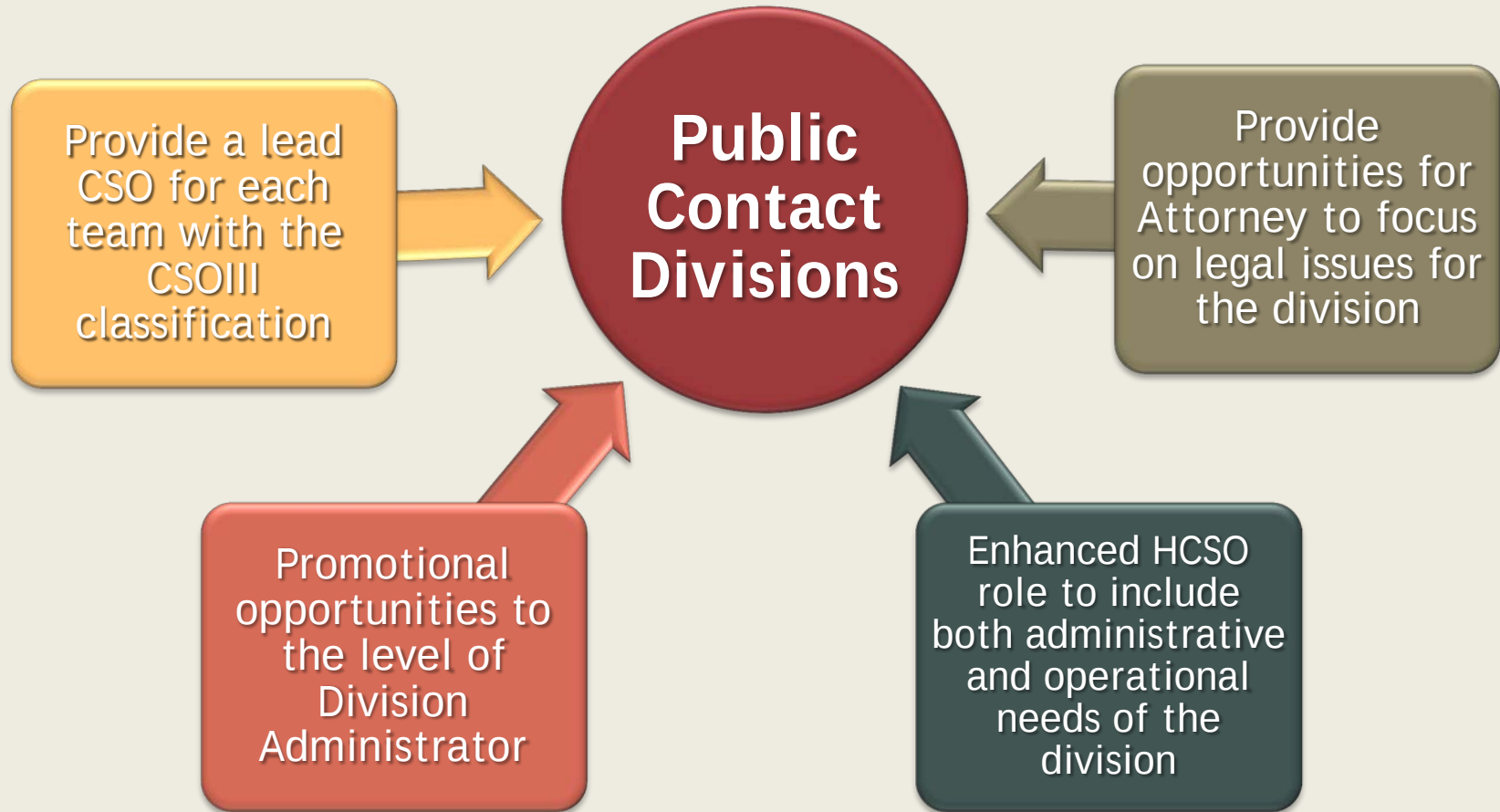


HOPE-Human Resources

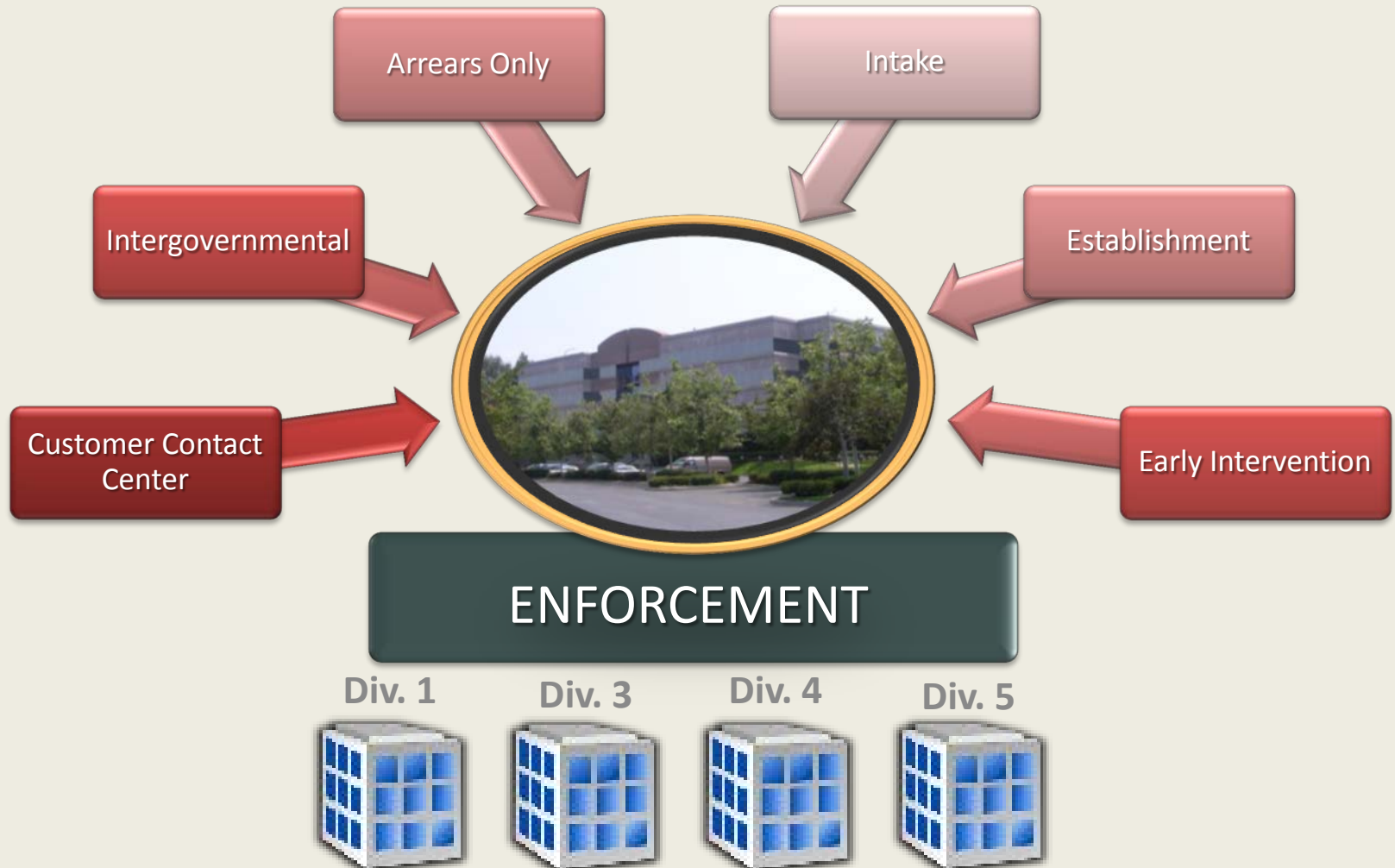
Employee Development



HOPE- Organizational Changes



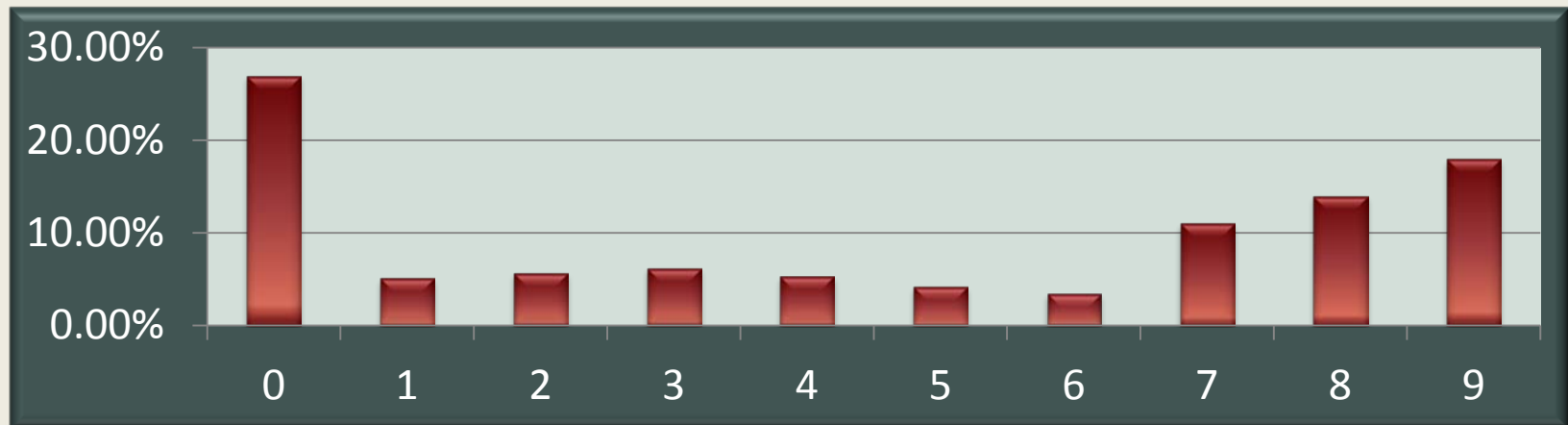
HOPE- Programmatic Changes



HOPE - Predictive Analytics and Segmentation

Case Scoring – Predicts case outcomes

- Used to Prioritize action or worklist, identify variables that act as payment barriers
- Model contains 20 statistically significant variables; programmatic, demographic and economic indicators
- Predicts at a 90% confidence interval

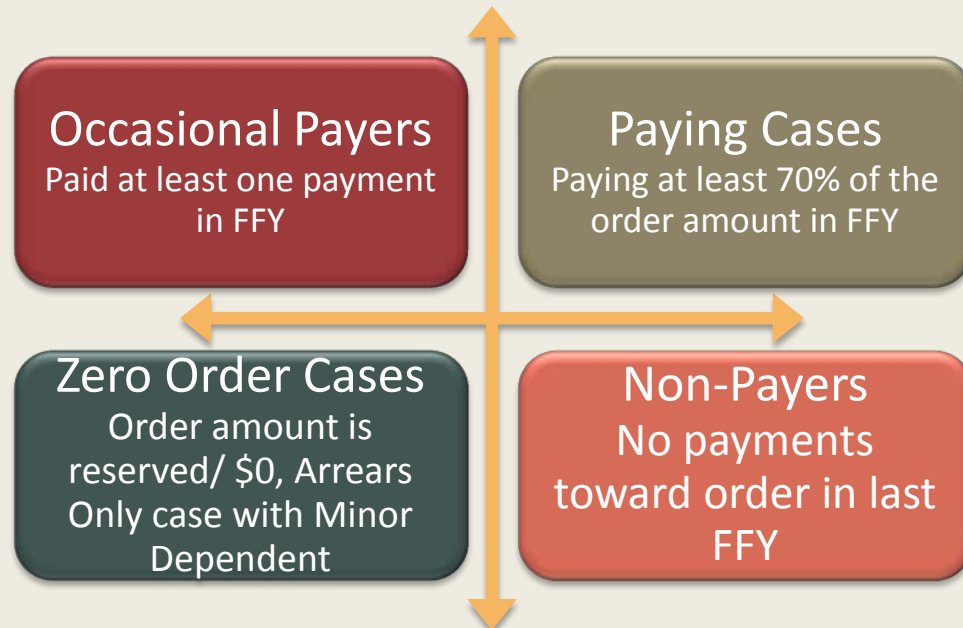


HOPE - Predictive Analytics and Segmentation

Cluster Analysis – Clustered cases based on case performance and case needs

- Used to create like-type caseloads; streamlining the case assignment task
- Creates SMEs in different case types
- Personalizes clients experience

One-Size Fits One



HOPE - Environmental Changes

No wrong door policy
New Lobbies
Consolidation of space



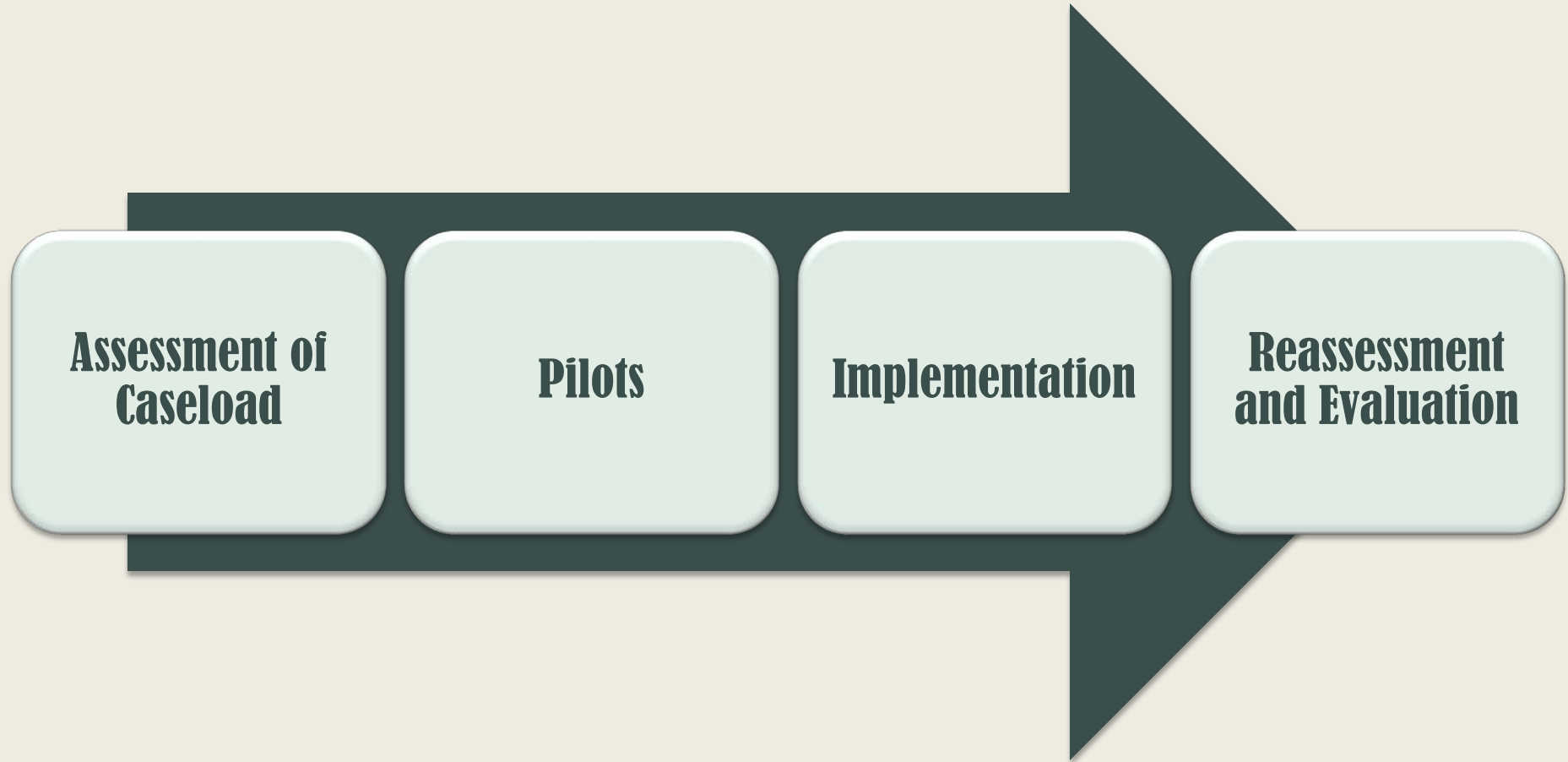
CSSD in transition



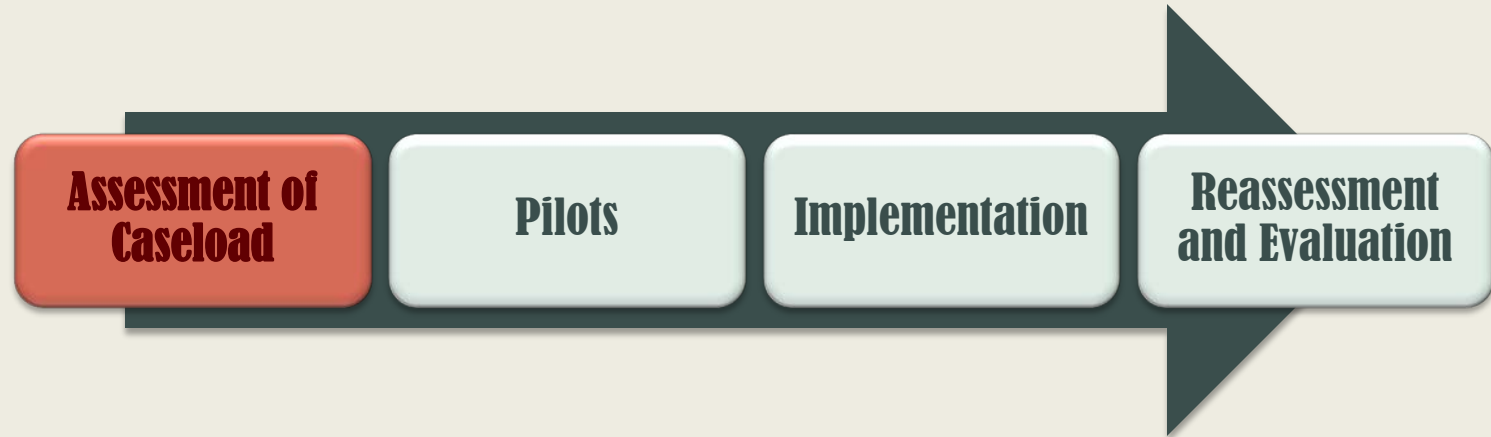
Why change is needed

Where we are headed

Chronology

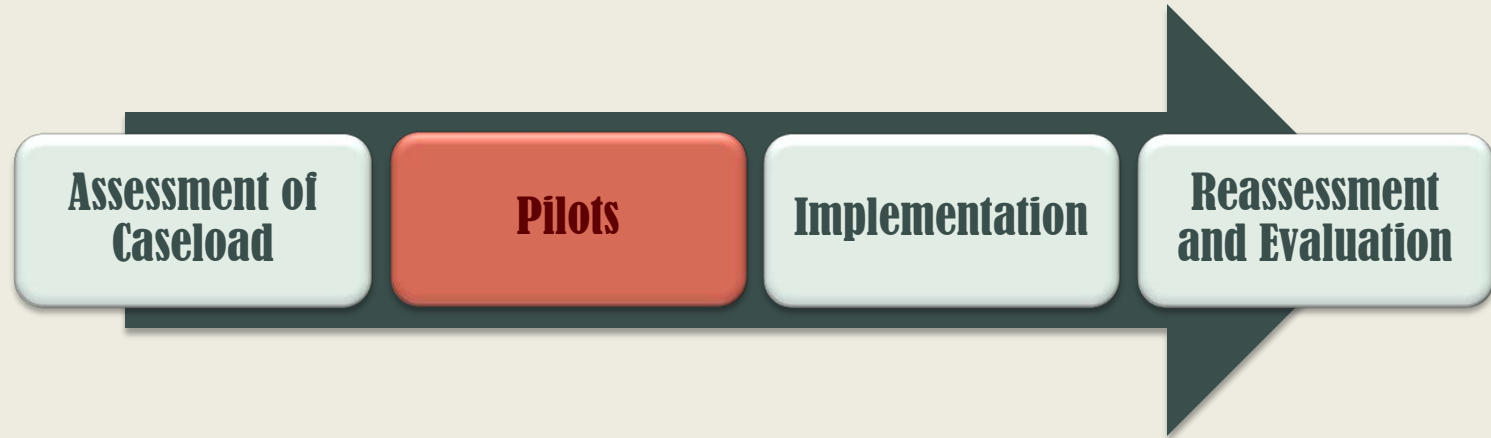


Assessment of Caseload



- **Predictive Analytics**
- **Scoring**
- **Management Retreats**

Pilots



Segmentation Model Pilot

Early Success

Cases with an arrears balance

47.96%

55.99%

Department

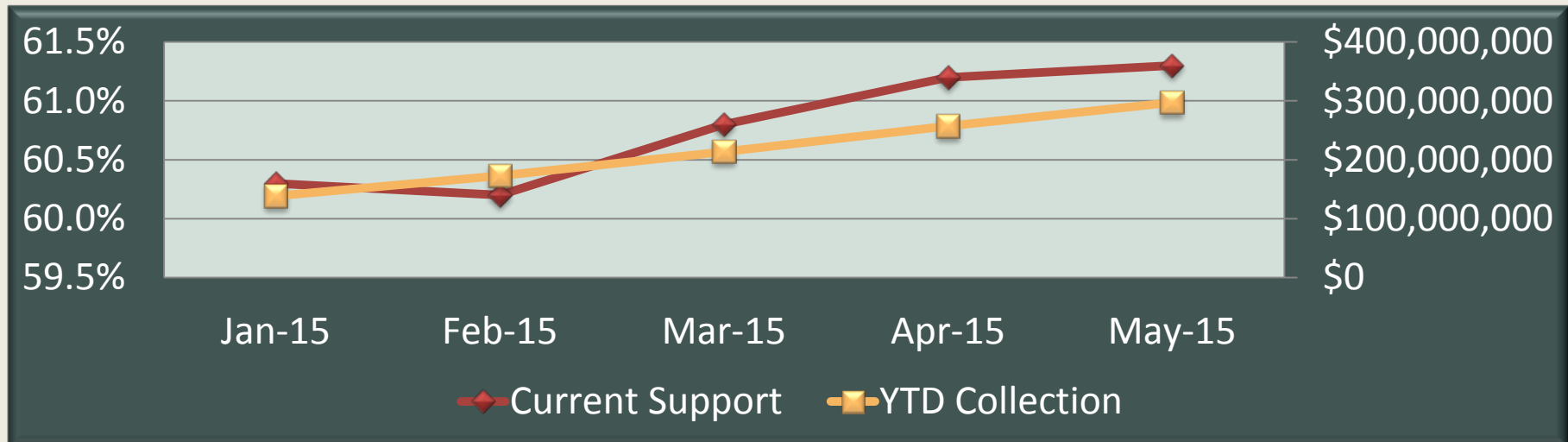
Arrears Only

Arrears Only Project - January 2014

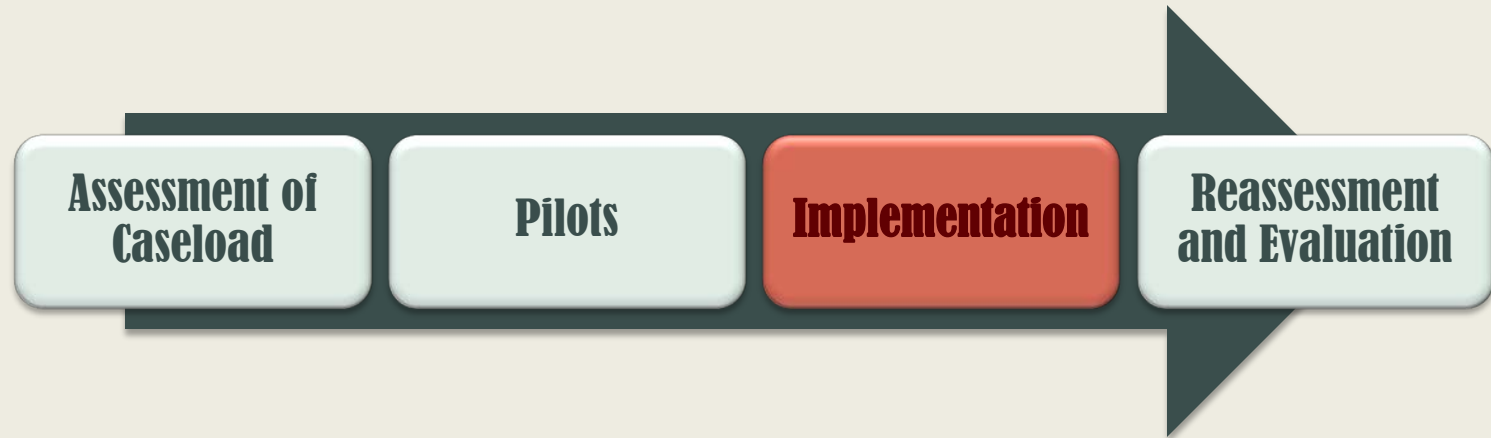
9,486 cases with an Arrears balance, no minor children, no current support, and no payment within last federal fiscal year

Strategy – Focused Caseload, Locate Experts

Results – \$2 million in 12 months!

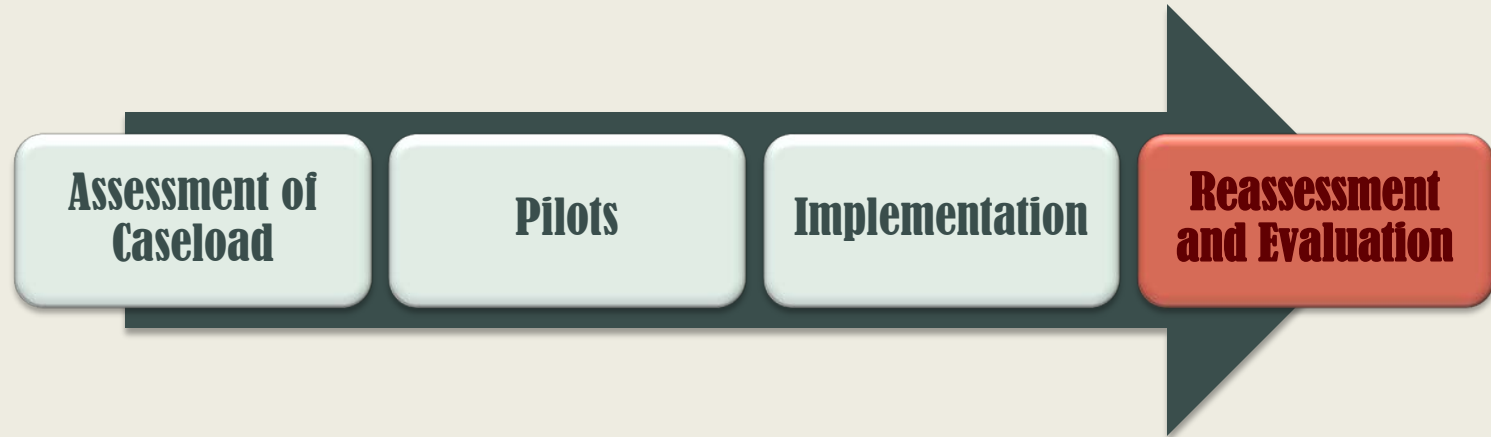


Implementation



- Roadshows
- Self-Selections
- Phased Roll-out
- Monthly meeting and monitoring
- Streamlined Divisions

Reassessment



- **Self-Assessment**
- **Creation of early intervention**
- **Centralized locate**

Summary

Communication is Key

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