

# **2008 Business Plan**

## **Orange County Department of Child Support Services**



**January 1, 2008**



*Orange*

*County's*



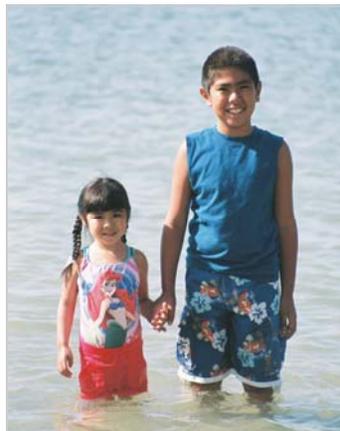
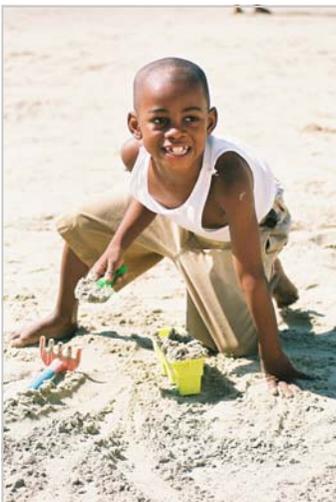
*Future*



*Is  
In*



*Our  
Hands.*



## *We value....*

### *Commitment to Children*

We believe in a shared commitment among parents, communities and agencies to put the well-being of children above all else.

### *Fairness and Respect*

We embrace the diversity of people, recognize their needs and treat each individual with fairness, equity and consideration.

### *Quality of Customer Service*

We are committed to providing timely, courteous and responsive services to our customers, consistently exceeding their best expectations.

### *Cooperative Partnerships*

We promote sharing, cooperation and joint effort with families, communities and agencies in an environment of trust and open communication.

### *Integrity and Ethical Conduct*

We uphold the highest ethical standards of personal and professional conduct, not allowing personal interests or beliefs to interfere with our professional responsibility.

### *Operational Excellence*

We proactively seek the most efficient and effective ways to meet the needs of children and families.



# TABLE OF CONTENTS

## *Executive Summary*

I.	<i>Agency Overview</i>	<i>1</i>
	<i>Vision and Mission</i>	<i>3</i>
	<i>Core Services</i>	<i>3-5</i>
II.	<i>Operational Plan</i>	<i>6-16</i>
	A. <i>Environment</i>	
	<i>The Customer</i>	
	<i>The Challenges</i>	
	<i>The Resources</i>	
	B. <i>Action Plan</i>	
	<i>2008 Goals</i>	
	<i>Strategies to Accomplish Goals</i>	
	<i>Key Performance Measures and Reporting</i>	
III.	<i>Appendices</i>	<i>18-21</i>
	<i>Appendix A: Significant Accomplishments</i>	
	<i>Appendix B: Organization Chart</i>	
	<i>Appendix C: Demographics</i>	

*On The Cover: 2007 Child Support Awareness Month Poster.*



## EXECUTIVE SUMMARY

### AGENCY OVERVIEW

The Orange County Department of Child Support Services (CSS) experienced record performance in Federal Fiscal Year (FFY) 2007. Success in child support is primarily measured by total collections, per case collections, and the five federal performance measures. CSS reached all time performance records in the following categories:



*Increased Distributed Net Collections by 1.7% to \$179.1 million*

*Increased Per Case Collections by 4.1% to \$1,893*

*Increased Percent of Collections on Current Support by 1.7% to 54.8%*

*Increased Percent of Paternity Establishment by 1.4% to 92.6%*

The performance of CSS is attributable to staff's commitment to provide quality service to each client. Engaging both parents in the process greatly increases the probability of success.

The services provided by CSS include: establishment of paternity, establishment and enforcement of court orders for the financial and the medical support of children, and the collection and distribution of child support payments.

CSS provides services in over 95,000 cases. The caseload is divided into 3 parts:

- families receiving current public assistance
- families that formerly received public assistance
- families that have never been assisted

Delivering quality services has become increasingly difficult over recent years due to state funding issues. Although the cost of doing business has significantly increased, budget revenue has remained frozen at 2003 levels.



The State Department of Child Support Services (DCSS) continues to implement the statewide Child Support Enforcement System (CSE). Orange County is now scheduled for conversion to this new system in February 2008. Significant challenges will be presented by the CSE system. Even when implemented, it is anticipated that CSE will have a temporary negative impact on performance.

There are two Business Plan goals for 2008: 1) increase percent of current support collected to 56% and 2) increase percent of cases with collections on arrears to 60%. One challenge to achieving these goals is balancing staff's CSE conversion efforts against daily customer services duties and demands. To support the 2008 goals, CSS is focusing on two initiatives: "Customer Service—It's More Than Just A Smile" and an Organizational Development Program. These initiatives along with the CSE conversion are the key drivers in 2008.

As CSS faces conversion to CSE and decreasing resources, it is necessary to continue organizational assessment and redirection of resources for operational effectiveness. CSS began a formal organizational process over two years ago. Staffing and organizational changes have been implemented and others are pending. As staffing levels decrease, CSS is seeking technological opportunities to meet customer needs and maximize efficiencies.



## VISION, MISSION, AND CORE SERVICES



### *VISION*

Partnering with parents  
to achieve family self-sufficiency.

### *MISSION*

To enhance the quality of life for children and families  
by establishing and enforcing court orders for the financial and  
medical support of children in an effective, efficient and professional manner

### *CORE SERVICES*

- Establishment of Paternity
- Establishment of Court Orders for Financial and Medical Support
- Enforcement of Court Orders for Support
- Collection and Distribution of Payments

Title IV–D of the Federal Social Security Act mandates that each state provide child support services. California has chosen to have a state–directed, county–operated program. Funding is provided from state and federal sources. Services are provided free of charge to all families in California. Any child receiving public assistance—including medical assistance, foster care or CalWORKS is automatically provided services. On all other cases, services are provided to non–assisted custodial or non–custodial parents upon written request.

CSS staff provide the following services: location of absent parents, paternity establishment, establishment of court orders for the financial and medical support of children, modifications of support orders, enforcement of support obligations, and the collection and distribution of child support payments. A number of highly effective and exclusive tools to enforce court ordered child support are available to CSS.

As a family-first program, CSS recognizes that parental engagement in children's lives increases the probability that parents will meet the financial, medical, and emotional needs of their children. The approach used by CSS staff encourages parent involvement and provides the opportunity to meet customer needs. Parental engagement results in consistent, reliable payments which enhances the quality of life for children and families.

Services at CSS are aligned with the Orange County Mission Statement - "Making Orange County a safe, healthy, and fulfilling place to live, work and play, today and for generations to come, by providing outstanding, cost-effective regional public services." CSS efforts also support the strategic objectives of the County.

A family's receipt of monthly child support has a profound effect on their daily lives. For many families, the difference between public assistance and self-sufficiency is the receipt of regular child support. The receipt of child support provides for life's necessities, including food, clothing, adequate housing, and the participation of children in school activities.



### *CORE SERVICES*

**Establishment of Paternity** - Establishing paternity or "legal fatherhood" is the initial step required to obtain a support order for a child born to unmarried parents and to ensure the same legal rights are provided to a child of unmarried parents as to one born to married parents.

**Establishment of Court Orders for Financial and Medical Support** - The prerequisite for collecting child support is the establishment of a support order. Support orders are defined as all legally enforceable orders, including orders for medical insurance and zero dollar support orders.

**Enforcement of Court Orders for Support** – CSS has specialized enforcement tools and resources available to assist parents in collecting child support. These include: wage withholding, liens on real and personal property, intercept of federal and state tax refunds, denial of passports, credit reporting, and suspension of business, professional and drivers’ licenses. Medical support is enforced as part of any child support order whenever health care coverage is available to either parent at a reasonable cost.

**Collections and Distribution of Payments** – In January 2006, the distribution of child support payments began through the State Distribution Unit (SDU). CSS collaborates with the SDU to accurately collect and distribute child support.

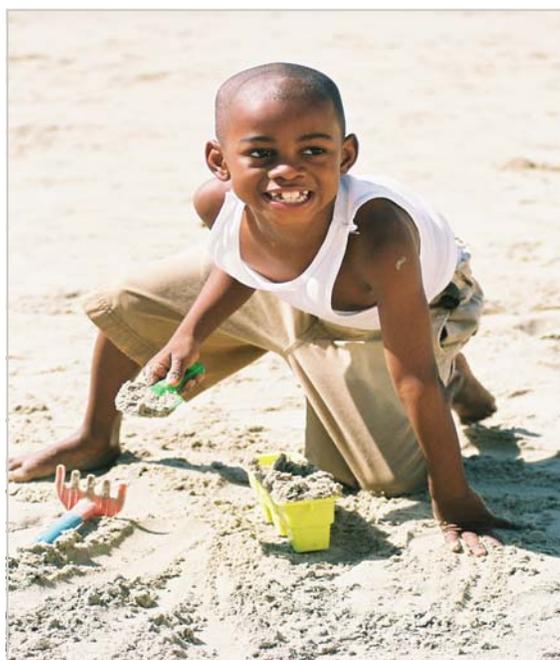
### ***LOCAL INITIATIVES***

**Outreach** – CSS has instituted a number of programs for the public to improve and enhance the delivery of services. These include a twice-weekly forms clinic, Saturday office hours, radio advertising, and an improved website to provide an expanded array of on-line services. CSS utilizes customer satisfaction surveys to assess performance.

One successful initiative is the Pre-Default Intervention (PDI) process. In the PDI process, staff meet parents directly to establish a court order and agree to child support payment amount. This process reduces the number of days to receive the first child support payment from 151 to 51 days.

**Customer Service** – To best deliver services and meet customer needs, CSS must understand what customers need and want. This is at the core of the ***2008 Customer Service Initiative***. CSS has developed a “what customers want” list to better understand our customers. CSS also identified five essential qualities for delivering customer services. In January 2008, managers and staff worked together to identify what CSS is doing well, needs to improve upon, and planned activities to enhance the services delivered to customers in their areas.

**Organizational Development** – CSS is developing the curriculum and activities that will be implemented this year. The purpose of the program is to increase the efficiency and performance of the organization, provide job growth and satisfaction, and support succession planning.



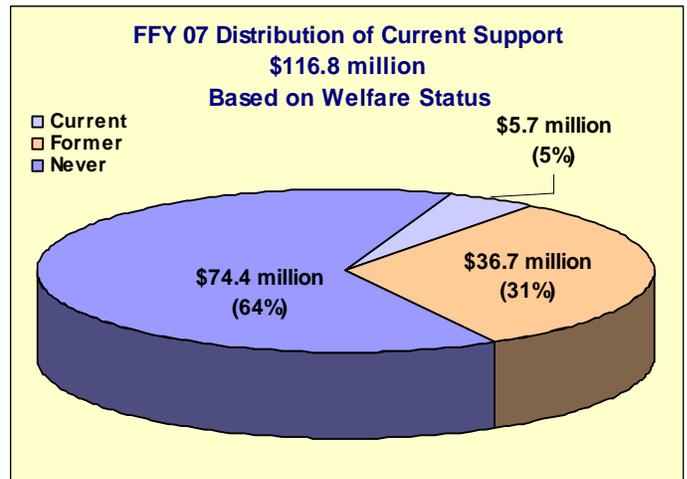
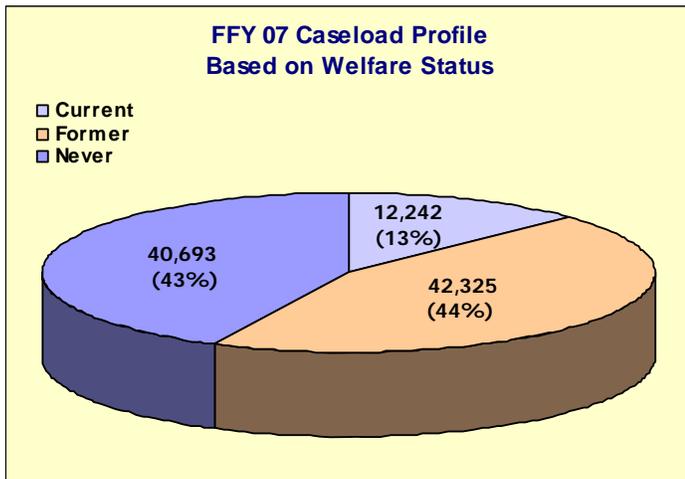
# OPERATIONAL PLAN

## A. ENVIRONMENT

### The Customer

In FFY 07, there were over 95,000 active cases in the CSS caseload. Over the years, the child support enforcement focus has moved from a public revenue recovery operation to one designed to provide a reliable income source for children and families. A reliable income source increases parents' ability to consistently provide life's necessities for their children.

In FFY 2007, 95.1% of collections on current support were distributed directly to families. This is an increase over FFY 06, and is attributable to the increase in "former" and "never assisted" cases and the decrease in cases on public assistance. The caseload charts below are based on welfare status for FFY 07. They are further broken down by caseload profile and distribution of current support based on welfare status. See Appendix C for more caseload detail.



## The Challenges

***Child Support Enforcement Automation System (CSE)*** – The State Department of Child Support Services (DCSS) has drawn upon local resources to assist them in the implementation of this project. CSS has representation and leadership roles in various CSE conversion activities. CSS has dedicated staff resources to prepare for conversion. Conversion delays have placed additional strain on staffing resources. Although the cutover to CSE is scheduled to occur in February 2008, many staff will continue to work on post-conversion activities for up to one additional year. The implementation of CSE is problematic. Pilot county experience shows that the system does not properly generate forms, create accurate reports, or efficiently task case workers. Alternate processes, better known as “work arounds,” will severely test available resources.

***Management of Diminishing Resources*** – Strategic planning, operationally and fiscally, is a fundamental process within CSS. Planning is critical as CSS faces cost increases and performance obstacles due to fewer staff and CSE conversion. CSS evaluates and assesses core services, redirects staff to areas of greatest need, reviews budgetary items for saving opportunities, seeks technology opportunities, and continuously reviews appropriateness of the organizational design.

## The Resources

CSS is in its fifth year of level funding. Currently, 14% of CSS positions are vacant. To offset business cost increases, primarily from cost of living adjustments across bargaining units, CSS has reduced staffing levels through attrition and has used one-time trust fund revenues to balance its budget. Regular filled positions have decreased almost 20% from an average of 729 in 2004 to 593 in 2007. With 75% of annual expenses allocated for salaries and benefits, only minimal savings can be identified in other budget areas.

With the support of the Orange County Board of Supervisors, CSS is working with the Child Support Directors Association to increase the budget allocation. Downsizing will continue until the state provides adequate funding to fully support the program. CSS will continue to diminish in size until the budget issues are resolved.



## B. ACTION PLAN

### *2008 GOALS*

- *Increase percent of Collections on Current Support to 56.0%*
- *Increase percent of Cases with Arrears collections to 60.0%*

### *STRATEGIES IN SUPPORT OF THE 2008 BUSINESS PLAN GOALS*

#### *Strategy 1: Improve Organizational Performance*

##### *Service Plan 1.1 – Reduce default orders*

*Increase Percent of Collections on Current Support*

##### *Service Plan 1.2 – Intervention with non-paying non-custodial parents*

*Increase Percent of Collections on Current Support*

*Increase Percent of Cases with Arrears Collections*

#### *Strategy 2: Improve Customer Service*

##### *Service Plan 2.1 – Implement Customer Service Initiative*

*Increase Percent of Collections on Current Support*

*Increase Percent of Cases with Arrears Collections*

The two primary areas of focus for 2008 in support of these goals and strategies are:

#### Customer Service Initiative

Customers are the business of CSS. Past activities that focused on customer needs were found to not only improve customer service but also increase performance. The five qualities of customer service have been identified as:

- Reliability – keeping promises, being consistent and accurate
- Assurance – customer comfort, employee knowledge, communication skills
- Tangibles – brochures, handouts, clean facilities
- Empathy – earnest understanding of customers' needs
- Responsiveness – prompt service, anticipation of needs, customer feedback



The five essential qualities of customer service were discussed with CSS staff at the Business Plan roll-out sessions in January 2008. Managers and staff have identified specific operational processes in support of these qualities to improve customer service; ideas were reviewed, assessed, and incorporated into daily activities. Where appropriate, customer service trainings for staff in support of this initiative will be held.

### Organizational Development Program

A program devoted to organizational development has begun. CSS seeks to develop the most effective and efficient organizational model possible to serve the goals and needs of the department, staff, and customers. The design includes: motivating, engaging and empowering leaders and individual staff; providing a culture of continuous improvement and alignment based on shared goals; and promoting a safe environment in which to learn and grow. Organizational Development goals include:

- A shared CSS Vision, Mission and Goals
- Open communication and quality collaboration
- Decision making that involves the most relevant staff with greatest knowledge
- A reward system that reinforces organizational health
- Conflict is treated and resolved constructively
- Recognition of customer needs
- Succession Planning



## Measuring Performance

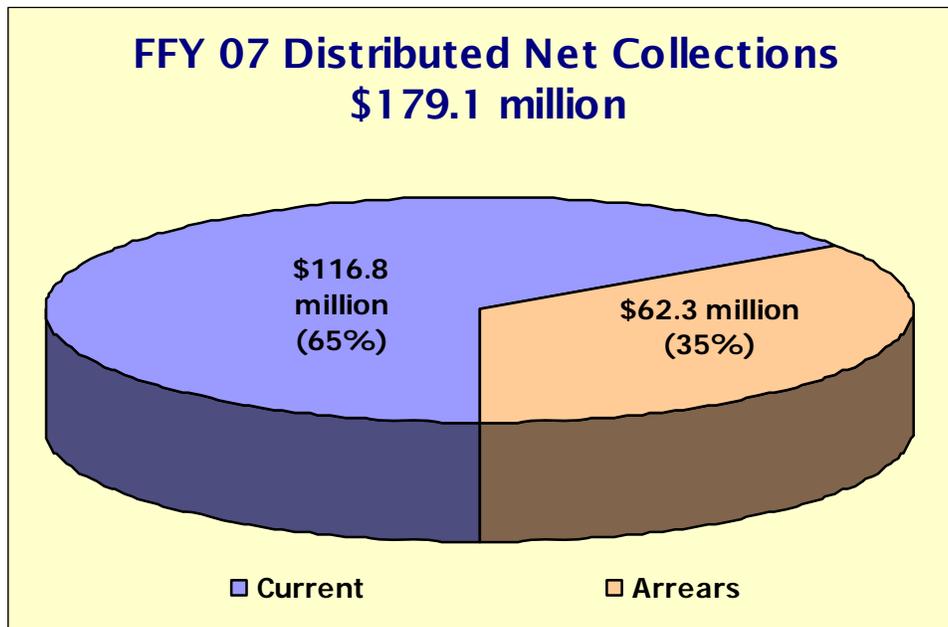


Performance in child support is measured in four key areas:

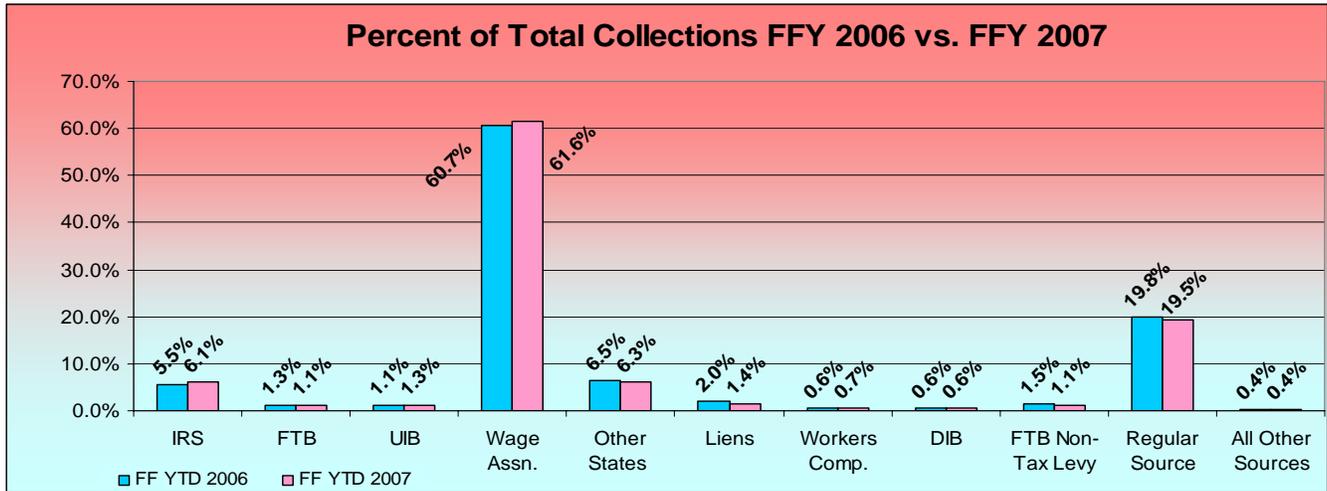
- Collections and Distribution of Payments
- Per Case Collection
- Compliance Standards
- Federal Performance Measures

### Collections, Distribution and Per Case Collection

All-time highs were reached in FFY 07. Distributed Net Collections increased by 1.7% to \$179.1 million. Per case collections increased 4.1% to \$1,893. The following graph identifies Distributed Net Collections by category:



The largest percentage of child support collections are the result of wage assignments. Other collection sources include Internal Revenue Service tax refund intercepts and payments from other states. The graph below shows collections by payment source for the last two fiscal years.



**IRS**–Internal Revenue Service, **FTB**–Franchise Tax Board, **UIB**–Unemployment Insurance Benefits, **DIB**–Disability Insurance Benefits, **Regular Sources**–cash/checks collected by cashiers and credit card payments

### Compliance Standards

An annual compliance review is conducted by Quality Assurance/Program Improvement staff to assess whether CSS has met processing timeframes and program administration requirements. CSS continues to be in “substantial compliance” with all state and federal requirements. The most recent compliance review audit results showed a compliance rate of 90.9%, which is significantly above the minimum compliance rate of 75%.

**Data Reliability** – The Federal Office of Child Support Enforcement (OCSE) conducted a data reliability audit of CSS in February 2007. No deficiencies were identified in the audit report in the eight performance indicator lines. CSS consistently monitors data reliability to ensure standards are met.



*Performance Measure*  
*Percent of Collections on Current Support*



*Measurement*

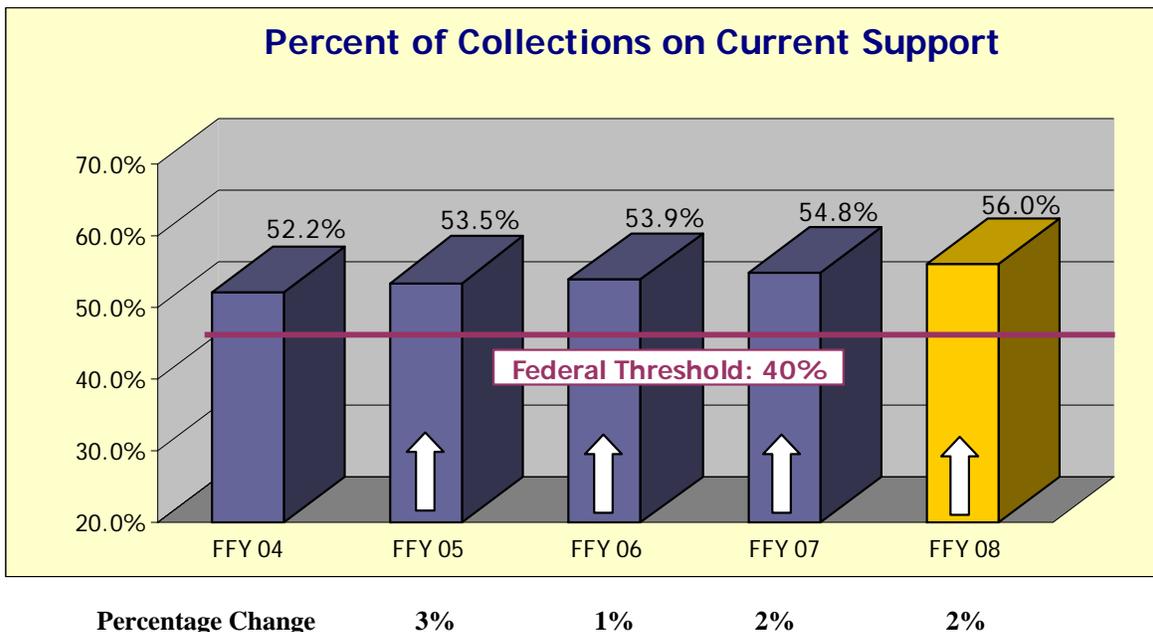
Collections on Current Support measures the total amount of current support collected each Federal Fiscal Year as a percentage of the total amount of current support due.

*Value*

Collections on current support are essential to the well being of children and the promotion of family self-sufficiency. The reliability of current support enables a family to meet basic living and medical needs, lessening the need for a family to rely upon public assistance. Data confirms that the collection of current support reduces the number of cases processed under public assistance.

*Outcome*

Collections on current support are the most critical of the child support Federal Performance Measures. CSS collected 54.8% of the total support owed in FFY 2007 for a 1.7% increase over the prior FFY. This significantly exceeds the federal minimum of 40%.



## Performance Measure Percent of Cases with Arrears Collections



### Measurement

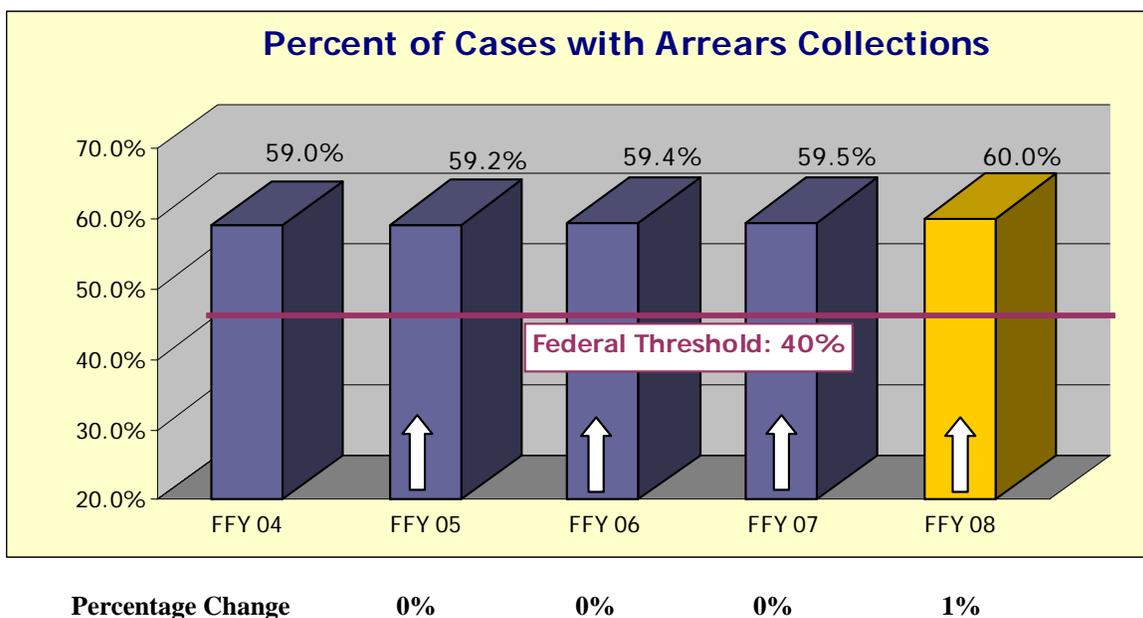
The collections on arrears measures, as a percentage, the number of cases with arrears collections during the Federal Fiscal Year compared to the total number of cases in which arrears are owed.

### Value

Payment on arrears, along with current support payments, provides a family with income towards basic needs. For welfare cases, collections on arrears reimburse taxpayers for the cost of public assistance. CSS is required to make a collection on arrears as part of any court order or order assigning wages.

### Outcomes

CSS continues to focus on early intervention with customers to reduce or eliminate arrearages. CSS collected on 59.5% of cases with arrears owing in FFY 07 for a 0.2% increase over the prior FFY. This significantly exceeds the federal minimum of 40%.



*Performance Measure*  
*Percent of Cases with Support Order Established*



**Measurement**

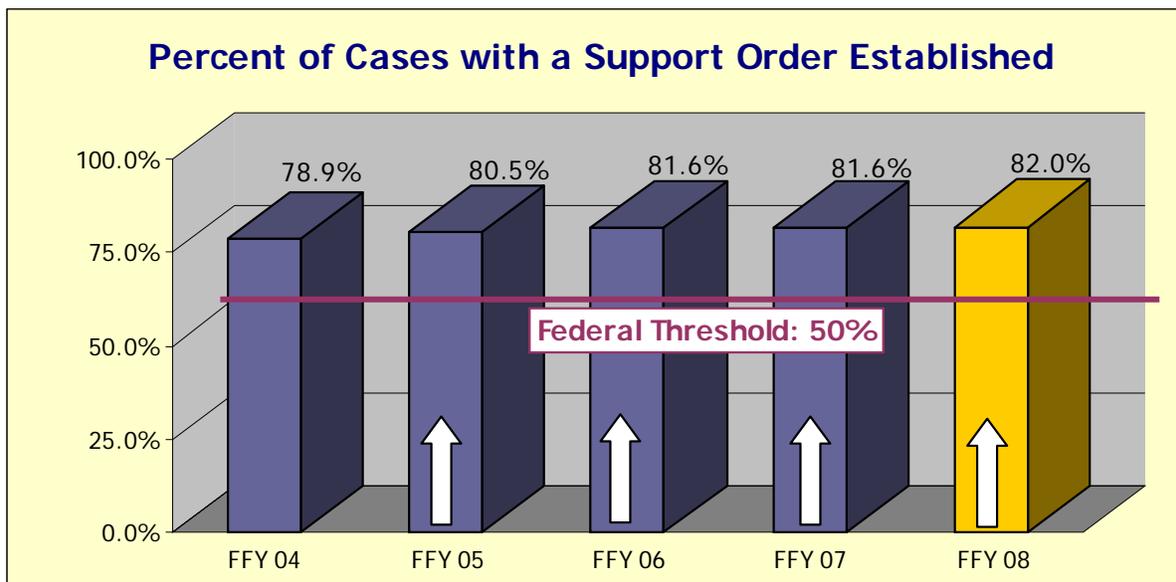
Percent of Cases with a Child Support Order is measured by cases with support orders established as a percentage of total cases requiring the establishment of support orders. Support orders are broadly defined as all legally enforceable orders, including orders for medical insurance and zero dollar support orders.

**Value**

Support obligations are established when the court issues an order directing a parent to support his or her child(ren). Court orders are necessary to enforce child support, public assistance reimbursement and/or medical support. There is a specific timeframe by which CSS is legally mandated to establish a support/paternity order.

**Outcome**

Percent of Cases with a Support Order Established in FFY 07 remained level with the prior year at 81.6%. This significantly exceeds the federal performance minimum of 50%.



**Percentage Change**

**2%**

**1%**

**0%**

**1%**

## Performance Measure Percent of Paternity Established



### Measurement

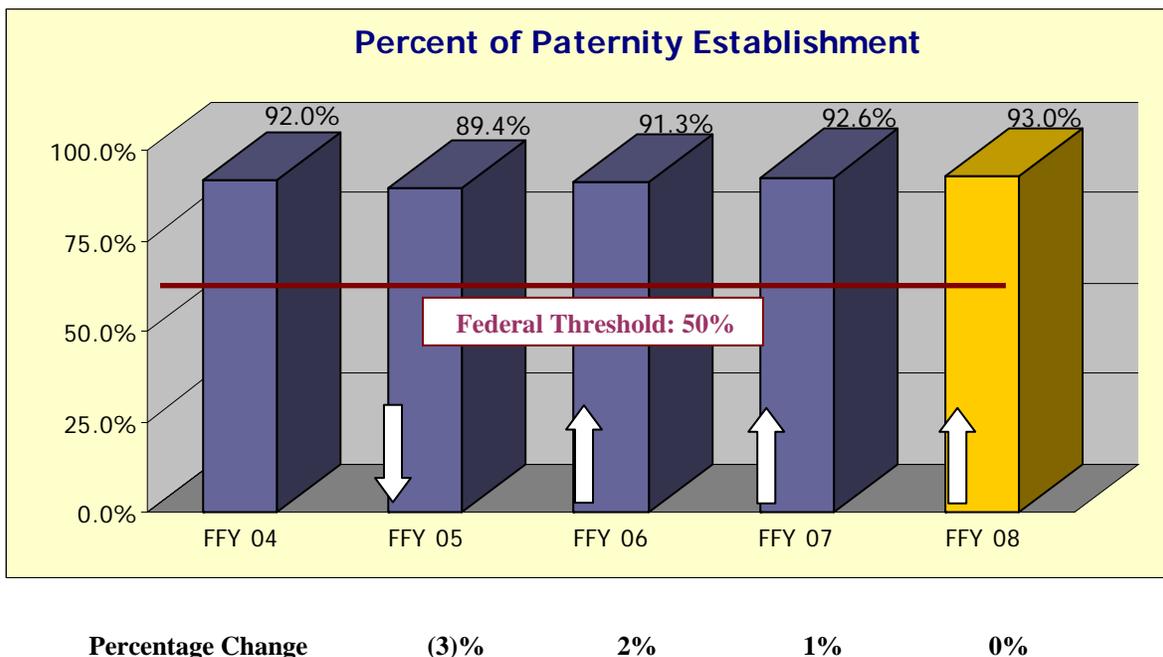
Paternity Establishment is measured as a percentage of the children in the caseload for whom paternity has been established.

### Value

Paternity establishment provides the same legal rights to a child of unmarried parents as to one born to married parents. Paternity rights for a child include parental support, legal documentation of biological parents, and access to medical support, life insurance, inheritance rights, and certain federal benefits, such as Social Security or Veteran's benefits.

### Outcome

Percent of Paternity Establishment in FFY 07 increased to 92.6% for an increase of 1.4% over the prior year. This significantly exceeds the federal performance minimum of 50%.



## *2007 BIG 6 PERFORMANCE*



CSS has consistently maintained a high level of performance among the six largest California counties. Annual outcomes make CSS an important contributor to California's success in meeting minimum mandated federal performance standards, as reflected in the comparison chart below.

### *Big 6 Comparison*

FFY 07	Minimum Federal Standards	Orange	Los Angeles	Riverside	Sacramento	San Bernardino	San Diego
Total Caseload	n/a	95,260	471,167	88,672	78,470	122,717	105,441
Percent of Paternity Establishment	50.0%	92.6%	83.1%	91.2%	96.3%	80.5%	87.3%
Percent of Cases with a Support Order Established	50.0%	81.6%	76.1%	75.1%	84.4%	76.1%	85.7%
Percent of Current Support Distributed	40.0%	54.8%	45.7%	48.1%	48.7%	48.5%	50.3%
Percent of Cases with Arrears Collection	40.0%	59.5%	47.3%	59.8%	57.8%	56.4%	56.6%

## *APPENDICES*

*A: 2007 Accomplishments*

*B: Organizational Chart*

*C: Demographic Profile of Cases*

# ACCOMPLISHMENTS FOR 2007 BUSINESS PLAN STRATEGIES

The two strategies in the 2007 Business Plan were developed with process efficiency and cost control in mind, while achieving the department's goals to increase distributed net collections, increase percent of collections on current support, and increase percent of cases with arrears collections. The progress and accomplishments are summarized below.

STRATEGY 1 – IMPROVE ON ORGANIZATIONAL PERFORMANCE	
Reduce default orders.	
Service Plan 1.1	<p><b>Express Pre Default Intervention</b></p> <p><b>Pre Default Intervention</b></p> <p><b>Overall:</b> 4,100 cases had scheduled appointments in FFY 2007 for an 89% increase over FFY 2006. Of the 1,362 extracted cases with enforceable orders, non-custodial parents stipulated in 494 cases or 36%, defaulted in 423 cases or 31% cases, submitted Answers to Summons &amp; Complaint/Proposed Judgment in 396 cases or 29%, and obtained miscellaneous court actions in 49 cases and 4% of cases resulted in miscellaneous actions.</p> <p><b>Distributed Net Collection:</b> FFY 2007 cases with stipulated dollar judgments yielded \$535,871 in distributed net collections or 58.5% higher than FFY 2006 reflecting efforts at increasing participation and stipulations by incorporating: genetic testing process, one attorney to assist in facilitating approval process, new appointment cards, and scheduling appointments during Saturday hours.</p> <p><b>Federal Performance Measure 3:</b> Cases with stipulated dollar judgments contributed substantially to Federal Performance Measure 3 (percentage of current support distributed). Cases with stipulated dollar support judgments achieved 61% where cases with defaulted dollar judgments achieved 30% in Federal Performance Measure 3, a percentage difference of 105%.</p>
Service Plan 1.2	<p><b>Intervention with non-paying non-custodial parents.</b></p> <p><b>Top 100 Project</b> Project objective was to perform a thorough off-the-shelf review, and ensure all additional enforcement/case closure actions of the top 100 cases with highest current child support orders with no payment from June 2006 to January 2007. 29 cases were under review and enforcement/case closure actions in progress. Enforcement actions taken on the remaining 71 cases from February to July of 2007. The average current child support order was \$2,965 per month. Of the 71 cases, \$47,307 in additional child support collections was received as a result of this project. Current support due was reduced by \$7,868 and \$1.5 million in arrears owed was reduced.</p> <p><b>Intervention with non-paying non-custodial parents.</b></p> <p><b>Call Blast Project</b> Implemented in December 2006, an automated telephone system was used as cost-effective means to contact and remind non-paying non-custodial parents of failure to pay child support in the prior 60 days if owing current support and/or arrears. In FFY 2007 approximately 41,716 calls were made with 31,150 or 74.7% connected for substantial increase from the FFY 2006 pilot project of 2,824 and 75.1% connected.</p>

## STRATEGY 2 – IMPROVE PROCESS MANAGEMENT

<p><b>Service Plan 2.1</b></p>	<p><b>Increase non-welfare cases through targeted outreach and improve customer service</b></p>
<p><b>Expedited Accounts Create Project</b></p>	<p>In FFY 2007, the project was designed to reduce amount of time to create accounts and generate wage assignments for cases where court order was obtained via court process. Revised procedures improved court order turnaround time from Court to Financial Teams. Percentage of cases forwarded to Financial Teams within 7 days of the court order date increased from 36.5% to 55.3% allowing accounts to be created sooner and generating earlier wage assignments that increase collections for current support and arrears.</p>
<p><b>Public Outreach</b></p>	<p>In FFY 2007, Public Outreach &amp; Information team provided presentations to community based organizations, fairs, and conventions to market child support services to prospective customers and service existing customers. Staff prepared, printed, and distributed child support literature at public, private events, and presentations. Public Outreach accomplishments include staff participation in 14 events with 5,200 people attending community-based networking events or presentations. CSS booths attracted 975 visitors seeking child support information along with community leaders seeking to establish collaborations. In addition to these events, Public Outreach Unit staff:</p> <ul style="list-style-type: none"> <li>Updated the brochure entitled “The Smart, Easy and Inexpensive Way to Deal with Child Support Issues”, providing an overview of services offered by CSS distributed to community organizations and churches.</li> <li>Distributed a new Child Support Awareness Month poster to County CEO, CA Department of Child Support, and local city offices.</li> <li>Collaborated with San Diego and Los Angeles County Child Support agencies to advertise our services in <i>Divorce Magazine</i>.</li> <li>Partnered with L.A. County Child Support to run radio advertisements on Jill FM (92.7), KOST FM (103.5) and KISS FM (102.7).</li> <li>Managed the POP Desk (Paternity Opportunity Program), CSS Forms Clinic, and recruitment of volunteers.</li> <li>Enhanced the CSS Online Tool, the Online case opening application, developed the On-Line CSS Web Library and customer survey.</li> </ul>
<p><b>Public Contact</b></p>	<p>Public Contact Teams service customers including face-to-face meetings with 2,700+ customers each month, resolve issues with the Franchise Tax Board, credit reporting, and state licensing. Telephone Assistance Service Center receives 30,000+ calls each month. In FFY 07, Public Contact accomplishments include:</p> <ul style="list-style-type: none"> <li>Improved Form Clinic services to assist more than 100+ customers per month. Improvements included use of county volunteers, assisting customers in group settings, using trained staff in leading the clinic, and increasing staff on busier days.</li> <li>Medical Support Team added efficiencies to assist customers including working mail efficiently for insurance information requests, insurance cards, benefits information, and answering calls related to health insurance.</li> <li>Opening services to customers one Saturday per month for appointments and walk-ins.</li> <li>Launched the PACS (PSC Automated Check in System) Phase II to more efficiently assist walk-in customers such as alerts to staff of customer wait times, and better tracking of customer issues.</li> <li>Average wait time of customers was reduced by over 60% in TASC (Telephone Assistance Service Center) and attributable to increase number of agents, maximizing efficiencies, introducing new training programs, modifying performance expectations, and introducing positive feedback programs.</li> </ul>

# ORGANIZATIONAL CHART



COUNTY OF ORANGE  
BOARD OF SUPERVISORS

COUNTY EXECUTIVE OFFICE

CSS DIRECTOR

Executive Secretary

Staff Specialist

Chief Deputy Director

Deputy Director

Program Team

Quality Assurance/  
Program Improvement

Case Management  
Operations

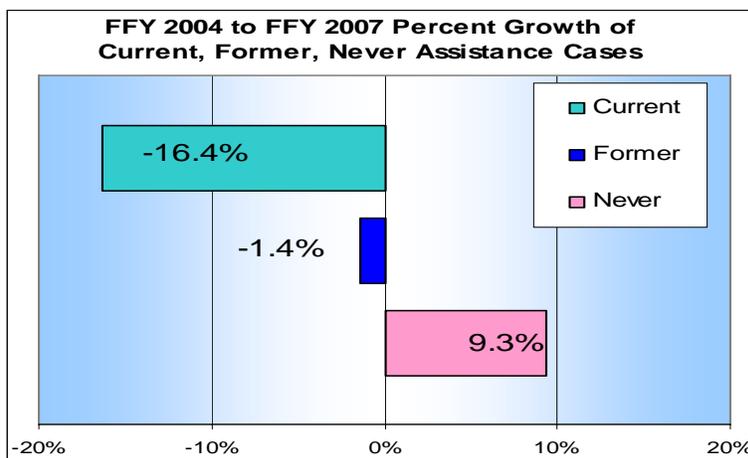
Court  
Operations

Administrative  
Support Services

Information  
Technology

### Demographic Profile of Cases Based on Custodial Parent Addresses

Between FFY 2004 and FFY 2007, CSS strategies to improve performance such as intervention with non-paying noncustodial parents, and increase non-welfare cases through targeted outreach have resulted in both a decline in current assistance cases and an increase in never assisted cases. The chart below demonstrates a 16.4% decline in current assistance cases and a 9.3% increase in never assistances cases. Former assistance cases remained primarily steady.



Further breakdown of the top 10 cities with the highest caseload indicate that current assistance cases declined in all cities with a range from -4.1% to -72.6%. Never assistance cases increased in all top 10 cities ranging from 1.9% to 15.8%. The proportion of custodial parent females in FFY 2004 (95%) remained about the same as FFY 2007 (94.4%) as did their average age (38.2 years and 39.0 years respectively).

FFY 2007 Top 10 Cities	Current Assistance			Former Assistance			Never Assistance		
	FFY 2004	FFY 2007	% Change	FFY 2004	FFY 2007	% Change	FFY 2004	FFY 2007	% Change
1 Santa Ana	2,882	2,243	-22.2%	5,528	5,585	1.0%	4,715	5,414	14.8%
2 Anaheim	2,422	2,115	-12.7%	5,333	5,465	2.5%	4,273	4,947	15.8%
3 Garden Grove	959	778	-18.9%	2,129	2,231	4.8%	2,056	2,234	8.7%
4 Orange	490	413	-15.7%	1,432	1,472	2.8%	1,416	1,618	14.3%
5 Fullerton	488	468	-4.1%	1,495	1,479	-1.1%	1,130	1,305	15.5%
6 Huntington Beach	1,330	365	-72.6%	1,051	1,246	18.6%	1,330	1,519	14.2%
7 Buena Park	557	462	-17.1%	1,282	1,258	-1.9%	918	1,044	13.7%
8 Westminster	413	329	-20.3%	992	1,024	3.2%	930	981	5.5%
9 Costa Mesa	382	305	-20.2%	955	946	-0.9%	1,040	1,060	1.9%
10 Tustin	327	257	-21.4%	747	792	6.0%	880	948	7.7%
<b>Top 10 Cities Total</b>	<b>10,250</b>	<b>7,735</b>	<b>-24.5%</b>	<b>20,944</b>	<b>21,498</b>	<b>2.6%</b>	<b>18,688</b>	<b>21,070</b>	<b>12.7%</b>
<b>All Other Cities Total</b>	<b>2,180</b>	<b>2,661</b>	<b>22.1%</b>	<b>18,857</b>	<b>17,727</b>	<b>-6.0%</b>	<b>17,288</b>	<b>18,260</b>	<b>5.6%</b>
<b>Grand Total</b>	<b>12,430</b>	<b>10,396</b>	<b>-16.4%</b>	<b>39,801</b>	<b>39,225</b>	<b>-1.4%</b>	<b>35,976</b>	<b>39,330</b>	<b>9.3%</b>

Caseload totals reported here are slightly less than caseload reported in the Business Plan, since all demographic data are based on custodial parent addresses which exclude foster care case counts.



