

California Department of Child Support Services
Interactive Forms Intervention



Evaluation Report

Grant #90FD0230

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1.1 PURPOSE

The purpose of this project – the Interactive Forms Intervention – was to improve efficiency in intergovernmental case processing and the Review and Adjustment (R&A) court order modification process. The project approach was rooted in improving case processing times for intergovernmental cases and the modification of child support orders. Another key focus of the project was to improve customer satisfaction by providing a more interactive and intuitive way to obtain key information and complete required forms.

1.2 PROBLEM

The completion and return of required forms are one of the driving forces in child support case management.

During the R&A process, a child support agency must review the current circumstances of each party to determine if a modification of the order is appropriate. The R&A process is a critical juncture in case management where the goal is to obtain an order appropriate for the parties based on their accurately reported financial **circumstance ("right-sized")**, ensure compliance with the order, and obtain timely support for families. The exchange of documents and information between the participants and the local child support agency (LCSA) is time sensitive to ensure child support professionals operate within mandated timeframes.

The accurate completion of the Uniform Interstate Family Support Act (UIFSA) General Testimony and Declaration in Support of Establishing Parentage forms are critical in the successful and quick establishment of intergovernmental cases. These long documents are complicated and provide ample opportunity for errors when completed by participants. Also, participants often forget to attach required supporting documentation to these forms. These mistakes result referrals being rejected by responding jurisdictions and increases in case processing times.

The exchange of documents between the participants and the LCSA is time sensitive to ensure child support professionals operate within mandated timeframes. This process can be cumbersome, especially in intergovernmental cases due to geography and the needed coordination with the other jurisdiction.

2.1 RESEARCH QUESTION AND GOALS

The first research question is: If customers can send key information electronically via an online portal, would it reduce the number of days it takes to complete the R&A and expedite intergovernmental case processes?

When the grant was awarded in 2019, both the R&A process and much of the intergovernmental case processing were paper-driven. This meant that usually customers would need to complete forms and return them in person or through the mail. Our assumption was that by allowing the completion and transmission of forms electronically, we could generate and receive the required documents faster, leading to decreases in processing times and improved customer service.

The key goals of the Interactive Forms Intervention focused on improving case processing efficiency and customer satisfaction. California Department of Child Support Services (CA DCSS) aimed to improve the customer and LCSA experience by providing online platforms that made completing the forms easier.

2.2 PROJECT DESCRIPTION

2.2.1 Enhanced Review and Adjustment (e-R&A)

Implementation: June / July 2020

Customer Connect is the customer portal where case participants can access case information, review payments, and communicate with LCSA staff. A new section (“Change My Order”) to the homepage was added for cases managed by our four pilot counties (Los Angeles, Sacramento, San Diego, and Sonoma).

Once customers select the “Change My Order” link, they are guided through questions regarding the changes in their circumstances critical in determining if a modification is needed.

Once the customer has completed the questionnaire and clicks the submit button, the information is emailed to the LCSA and a copy is sent to the customer for their records. A task is generated for the LCSA assigned to the case in the Child Support Enforcement system (CSE), **California's system of record**. This task will notify the assigned case worker that new information is available from the customer via Customer Connect.

2.2.2 UIFSA Forms Implementation in CSE

Implementation: November 2020

This was an effort that coalesced **with the grant's focus on** intergovernmental case work. LCSA staff could not generate or use the forms required for **intergovernmental case management in California's system of record, CSE**. They needed to be filled externally, and none of the information could be prepopulated or generated in the system. As a measure to improve efficiency, the Transmittal 1, Transmittal 2, and Transmittal 3 were added into the list of form sets that can be generated within CSE. This would help ensure that all information is up to date, and critical information can be prepopulated on the forms. These forms will reflect the most up to date and compliant versions as well as help in keeping records for auditing and customer service purposes.

2.2.3 e-UIFSA Forms Implementation

Implementation: October 2021

SimpliGov is an online forms and workflow automation platform CA DCSS is using to digitize forms and automate some intergovernmental casework processes (herein called e-UIFSA). The e-UIFSA intergovernmental forms solution digitized the General Testimony and the Declaration in Support of Establishing of Parentage UIFSA forms. This enabled LCSA staff and customers to answer questions and complete the forms online to aid in expediting intergovernmental case processing. The forms interface is available in both English and Spanish, with Spanish responses translated to the English form as required by all jurisdictions.

Caseworkers at the LCSAs begin the process by generating a form in the platform. They complete the sections required by the LCSA before sending it to the customer. The customer can answer the questions and attach any necessary documentation before sending their information back to the LCSA. Once the workflow is returned to the LCSA, the LCSA case worker can request changes from the customer, or approve the workflow and generate the UIFSA form and access the customer's attachments.

2.3 TARGET AUDIENCE:

The target audience was customers who have cases managed by the four pilot LCSAs (Sacramento, San Diego, Sonoma, and Los Angeles). The four counties that opted to participate represent California: Los Angeles is the largest county in California, Sacramento and San Diego are large sized counties, and Sonoma is a small county. Three of the LCSAs (Los Angeles, San Diego, Sonoma) used the e-R&A on both intrastate and intergovernmental cases. Sacramento LCSA opted to target intergovernmental cases specifically. All customers that have cases managed by these LCSAs have access to the e-R&A Change My Order page. Any customer with this access could submit their information via the online platform at any time.

The e-UIFSA forms intervention featured the same pilot LCSAs. Each LCSA assigned intergovernmental case specialists with access to the platform. From there, LCSA staff could generate forms and check statuses. This process was driven by the LCSA staff. Customers could access the platform only if there was a form generated that they needed to complete.

2.4 DEVELOPMENT AND TIMELINE

The development of the Interactive Forms Intervention was a model collaboration effort between CA DCSS and the pilot counties that spanned the life of the project. Table 1 outlines the process CA DCSS and its partners took to develop and implement the interventions.

TABLE 1: GRANT DEVELOPMENT ACTIVITIES

Activity	Date	Description	Parties Participating
Reimagining the R&A Sprint	09/2019	In seeking to address the issues related to the R&A, a five-day sprint was organized to reimagine the R&A process. Participants reviewed rules of court, analyzed needed information, designed critical questions to obtain information from the customers, and designed a mock-up of new webpages and mobile applications.	CA DCSS Executive Team CA DCSS Office of Legal Services CA DCSS Office of Strategic Planning CA DCSS Technology Services Pilot LCSA Subject Matter Experts (SMEs)
Change Request Completed	10/2019	To implement the changes needed for the interactive forms, a change request was developed to map out the system changes, functions, and requested process changes in the CSE infrastructure. The changes needed to be reviewed by CA DCSS Technology Services governance for viability before the technical work could begin.	CA DCSS Office of Strategic Planning

Activity	Date	Description	Parties Participating
Proof of Concept	12/2019	With the grant being awarded, CA DCSS needed to test the technology to see if it could be fully implemented and evaluated for the grant. CA DCSS Technology Services provided an early mock-up of the various functionalities, including the form generation on the Income and Expense Declaration (I&E). The same technology could also be used in generation of the intergovernmental forms.	CA DCSS Office of Strategic Planning CA DCSS Technology Services
Finalized Inter-Agency Agreements with Pilot Counties	01/2020	Finalized Inter-Agency Agreements with the pilot counties finalized. Outlined duties and responsibilities for each of the SMEs.	CA DCSS Office of Legal Services Pilot LCSA Directorate
1115 Grant Sprint	03/2020	Pilot county SMEs and CA DCSS stakeholders met to develop the workflows, assess training needs, develop evaluation rubrics, and outline next steps of action. The prototype was the culmination of the sprint and was provided to the technology development team. During this time, we identified the delivery method and technology used for the first phase.	CA DCSS Office of Strategic Planning Pilot LCSA SMEs CA DCSS Technology Services CA DCSS Regional Administrators
Customer Connect e-R&A	03/2020	CA DCSS Technology Services identified key staff that confirmed and	CA DCSS Technology Services

Activity	Date	Description	Parties Participating
Development Begins		<p>documented that all requirements have been identified. Assigned a team to develop the e-R&A.</p> <p>The development team worked with CA DCSS Office of Strategic Planning and the LCSA SMEs to clarify questions and implement the appropriate technology.</p>	CA DCSS Office of Strategic Planning
Evaluation/Data Gathering Meeting	04/2020	Data was critical to inform the progress of implementation and evaluate and measure the impact of the e-R&A. We worked with CA DCSS Research and Data Analytics team to establish key data points in the CSE system. We developed a query to update stats monthly.	CA DCSS Office of Strategic Planning CA DCSS Research and Data Analytics Pilot LCSA SMEs
Pre-Survey Distribution	05/2020	LCSA child support professionals in the four pilot counties received surveys to measure feedback and experience on the paper-based R&A process.	CA DCSS Office of Strategic Planning Pilot LCSA staff Pilot LCSA SMEs
Live Demo	06/2020	Pilot LCSA SMEs joined CA DCSS Technology Services and CA DCSS Office of Strategic Planning for a presentation of the e-R&A Customer Connect site and CSE integration. Provided an overview of Phase I features and conducted a question-	CA DCSS Office of Strategic Planning CA DCSS Technology Services

Activity	Date	Description	Parties Participating
		and-answer session with the LCSA SMEs.	
Phase I Rollout: e-R&A	06/21/2020	E-R&A went live in the Customer Connect portal and was made available to the public. Only cases managed by the four pilot counties had access.	CA DCSS Office of Strategic Planning CA DCSS Technology Services Pilot LCSA SMEs Pilot LCSA staff
Phase I Implementation Continued	06/2020 - 03/2021	Continued monitoring of Phase I progress. Meeting with pilot LCSAs for feedback and troubleshooting. Collaborated with CA DCSS Technology Services on prioritizing features requested by the pilot LCSAs.	CA DCSS Office of Strategic Planning CA DCSS Technology Services Pilot LCSA SMEs
Phase II Development	06/2021 - 10/2021	The e-UIFSA forms development began. CA DCSS worked with the pilot LCSA SMEs to develop and test the workflows for the English versions of the General Testimony and Declaration in Support of Establishing Parentage UIFSA forms. Continued e-R&A implementation and evaluation. Requested a grant extension, which was approved.	CA DCSS Office of Strategic Planning CA DCSS Technology Services Pilot LCSA SMEs Office of Child Support Enforcement
Phase III	10/2021 - 05/2022	Implementation and evaluation of the e-UIFSA and e-R&A.	CA DCSS Office of Strategic Planning

Activity	Date	Description	Parties Participating
		Development and implementation of Spanish e-UIFSA forms.	Pilot LCSA SMEs
Closing	08/2022 - 10/2022	<p>Continued implementation and evaluation of grant activities.</p> <p>Presented grant findings to grant cohort, LCSA Directors, and other stakeholders.</p> <p>Reviewed customer and LCSA professional survey.</p> <p>Technical analysis of LCSA's continued use of grant interventions.</p> <p>Held closing meetings with pilot LCSA SMEs.</p> <p>Prepared final evaluation report.</p>	<p>CA DCSS Office of Strategic Planning</p> <p>CA DCSS Technology Services</p> <p>Pilot LCSA SMEs</p>

2.5 OUTCOME MEASURES

The outcome measures address three key areas: utilization, efficiency, and customer sentiment.

Utilization is measured by the number of customers and professionals using the platforms and tracking the various outputs generated. For example, for the e-R&A, it would be the number of customer inquiries received. For the e-UIFSA forms, the number of forms generated using the General Testimony and Declaration in Support of Establishing Parentage workflows would be measured.

Efficiency is measured by the tracking the number of days it takes to complete an output. In this case, it would be the time it takes for parties to return the information needed to conduct a review to see if a modification is needed. For the e-UIFSA forms, it would be the number of days to complete a workflow resulting in a generated form.

Customer sentiment would be measured by surveys provided to case participants and child support professionals using the platforms. The customer surveys were automatically included in email notifications upon completion of the e-R&A and e-UIFSA forms.

The targets developed during the grant application and proposal for the implementation period of June 2020 to September 2022 were:

1. 8,000 cases using the interactive forms in Customer Connect for the e-R&A process
2. Return of e-R&A information by parties within 15 days
3. 250 cases using the e-UIFSA intergovernmental forms solution
4. 90% of child support professionals and customers rating satisfaction with interactive forms tools for modifications and intergovernmental forms

The data sources for each target are described in Table 2.

TABLE 2: PROJECT METRIC AND CORRESPONDING DATA SOURCE

Project Metric	Data Source
1. The number of cases using interactive forms in Customer Connect	e-R&A daily report / back up: e-R&A query/e-UIFSA Dashboard-Monthly Reports
2. The number of days to return e-R&A information inquiry.	e-R&A query
3. 250 forms generated using the e-UIFSA solution.	e-UIFSA Dashboard
4. Percentage of child support professionals and customers rating satisfaction with interactive forms solutions high or very high (4 or 5 out of 5 stars)	Survey Monkey analysis
5. The number of UIFSA form sets generated in CSE after implementation	Program Monitoring (PGM) 207 Executive Cost Summary

Data Sources

e-R&A Daily Report: Daily reporting is provided by CA DCSS Office of Strategic Planning. This report counts the number of inquiries received per day and can be sorted by county. The data fields include Date Received, CSE Case Number, and Managing County. This report is generated manually and shared with the pilot county SMEs.

e-R&A Query-Automated Data Collection: The CA DCSS Research and Data Analytics team developed a query using key data points in the CSE.

- Case managing county
- Interstate perspective
- Case ID
- Initiated by case participant or LCSA
- Date requested & initiation date
- Inquiry list late: date we receive information from the customer
- First Guideline Calculation (GC) after requested date
 - GC has any status except "error"
- First Notion of Motion (NOM) legal activity after requested date
 - NOM has any status except "error"
 - Any description with the term 'Notion of Motion' in the description
- Date review completed
- Status

These data provide insight on the timeframes of processing e-R&A requests and allow us to compare intrastate and intergovernmental cases, as well as understand the impacts that courts have on processing requests for order modification.

Customer Service Surveys: To measure customer satisfaction with the Interactive Forms Intervention, we developed surveys for child support professionals in the pilot LCSAs and case participants. All surveys used the Survey Monkey platform.

LCSA Professional Pre-R&A Survey: This survey was used to receive baseline feedback about how LCSA professionals view the current paper-based R&A process. The target audience is the child support professionals within the pilot LCSAs who have experience with the R&A process. The pilot LCSA SMEs disseminated the survey links, and respondents completed the survey by July 1, 2020. The data were analyzed, and a report was shared with the pilot LCSA SMEs.

Customer Surveys: These surveys were directed at case participants. The surveys obtained their feedback on the Customer Connect platform, ease of use, e-R&A, and e-UIFSA processes. This is a dynamic survey, so customers new to the R&A process answered different questions than those who have modified an order before.

These surveys were sent to customers automatically via a Survey Monkey link after submitting an e-R&A inquiry or completing one of the e-UIFSA forms.

LCSA Professional Post e-R&A Survey: This survey was used to get baseline feedback about how LCSA child support professionals view the e-R&A process. The target audience was the child support professionals within the pilot LCSAs who have experience with the e-R&A process. Pilot LCSA SMEs disseminated the links.

e-UIFSA Dashboard: e-UIFSA is a forms solution that includes reporting and tracking features. We can track case number, which form set was used, and other data points as requested.

Executive Cost Summary: This highlights various forms sets in CSE, the number of times **they've been printed and the associated cost.** This report can gauge the number of times a particular form set has been generated and printed. These will measure the number of times intergovernmental forms in CSE have been printed.

Program Monitoring (PGM) 207 Intergovernmental Referral Report: This report is generated out of CSE and provides information on all the intergovernmental referrals received in a calendar year.

3.1 RESULTS

TABLE 3: PROJECT RESULTS AND OBJECTIVES MET

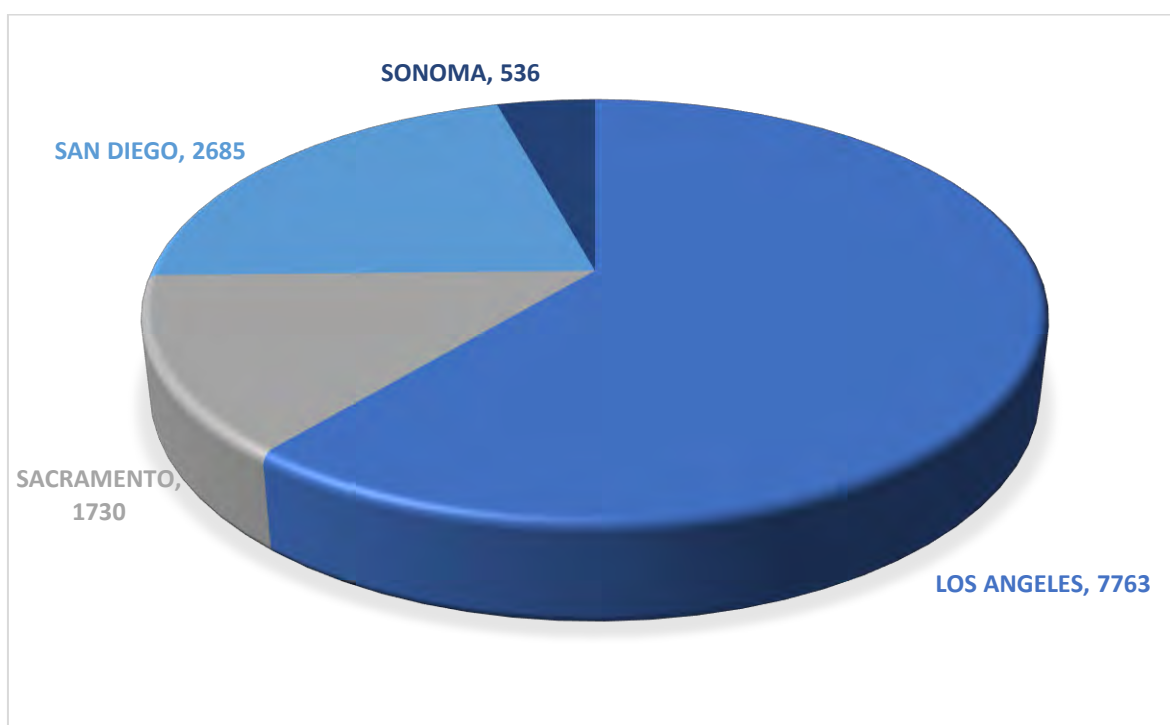
Project Metric	Result	Objective Met
1. Number of cases using interactive forms in Customer Connect. Target: 8,000 cases using the interactive forms tool for the R&A process.	12,714 customer inquiries received	Yes
2. Number of days to return e-R&A information inquiry and modify orders. Target: Return of R&A information by parties within 15 business days	1.5 business days	Yes
3. Number of UIFSA forms generated using the e-UIFSA solution Target: 200 forms generated using the e-UIFSA solution.	812 forms completed or in progress	Yes
4. Percentage of child support professionals and customers rating satisfaction with interactive forms solutions high or very high (4 or 5 out of 5 stars) Target: 90% of child support professionals and customers rating satisfaction with interactive forms tools for modifications and intergovernmental forms as high or very high (4 or 5 out of 5 stars)	Customers: 75% of survey participants rated their satisfaction with the interventions high or very high (4 or 5 out of 5 stars). Pilot LCSA Professionals: 51% of survey participants rated their satisfaction with the interventions high or very high (4 or 5 out of 5 stars).	No

3.2 ANALYSIS

3.2.1 Project Metric 1: Cases Utilizing e-R&A in Customer Connect.

The e-R&A went live via the Customer Connect customer portal and CSE on June 21, 2020. During the grant period, CA DCSS processed 12,714 inquiries from customers seeking to utilize this process to request a review for modification. A breakout of the number of cases per county for the period ending September 9, 2022, has been included in Figure 1 below:

FIGURE 1: PILOT LCSA INQUIRY COUNTS



Of the 12,714 inquiries received, 443 were for intergovernmental cases.

One of the key features of the e-R&A is its accessibility in the Customer Connect portal. This allows customers who have cases managed by one of the pilot counties to initiate a request to see if their circumstances qualify them for a modification. Before the grant, customers would need to contact the LCSA to initiate.

Because customers have this ability, the pilot LCSAs found that many customers without orders established or customers that recently had orders modified could still request a review via the e-R&A.

Duplicate requests were recorded in the data. A case could have multiple inquiries for any modification where both parties were advised to use the e-R&A. A case could also have multiple valid modification requests over the life of the grant due to changes in customer circumstances. Some customers submitted duplicate requests, but in most cases, the system worked as designed.

The e-R&A received 9,000 unique case inquiries, still meeting this objective of the grant. Pilot LCSAs have recommended stronger validations for customer information and more triaging questions to reduce invalid modification requests. These enhancements will be incorporated in upcoming phases.

3.2.2 Project Metric 2: Return of e-R&A Information

One of the key goals of the grant was to make sure customers could provide actionable information to the LCSAs. This would expedite the review process to determine if a modification is needed. Many questions included in the e-R&A mirror the information requested on the required court forms in California (FL-150 Income and Expense Declaration).

Before the e-R&A was implemented in June 2020, LCSA staff at the pilot counties were surveyed about the R&A process. One issue found is that 75% of respondents indicated they lacked income information from the customers requesting the modification. The e-R&A intervention was designed to capture key information from customers, including demographics, income, dependent information, and information on the other parent.

E-R&A cases were reviewed regularly. Our reviews found:

- The e-R&A inquiries were assigned to a reviewing caseworker within 1.5 business days.
- The initial review of e-R&A data happened within 2 business days.
- In over 70% of the cases reviewed, customers initiated the R&A process.

When a customer clicks the submit button in Customer Connect, a customer service task is generated in CSE. This task is a compliance task and needs to be worked within two business days. In the cases reviewed, none of the e-R&A cases were out of compliance.

This was one strength of the intervention: a customer-initiated process, followed by swift follow-up from the LCSAs. Pilot LCSAs reported this was the key change and driver for the e-R&A adoption in the pilot counties.

Orders Modified

With the e-R&A, we found that the LCSAs obtained key information from customers quickly, but it did not always translate over to a faster modification process.

During the grant, 1,746 orders were modified during the grant period. Twenty-six intergovernmental orders were modified over the grant period.

FIGURE 2: COUNT OF ORDERS MODIFIED

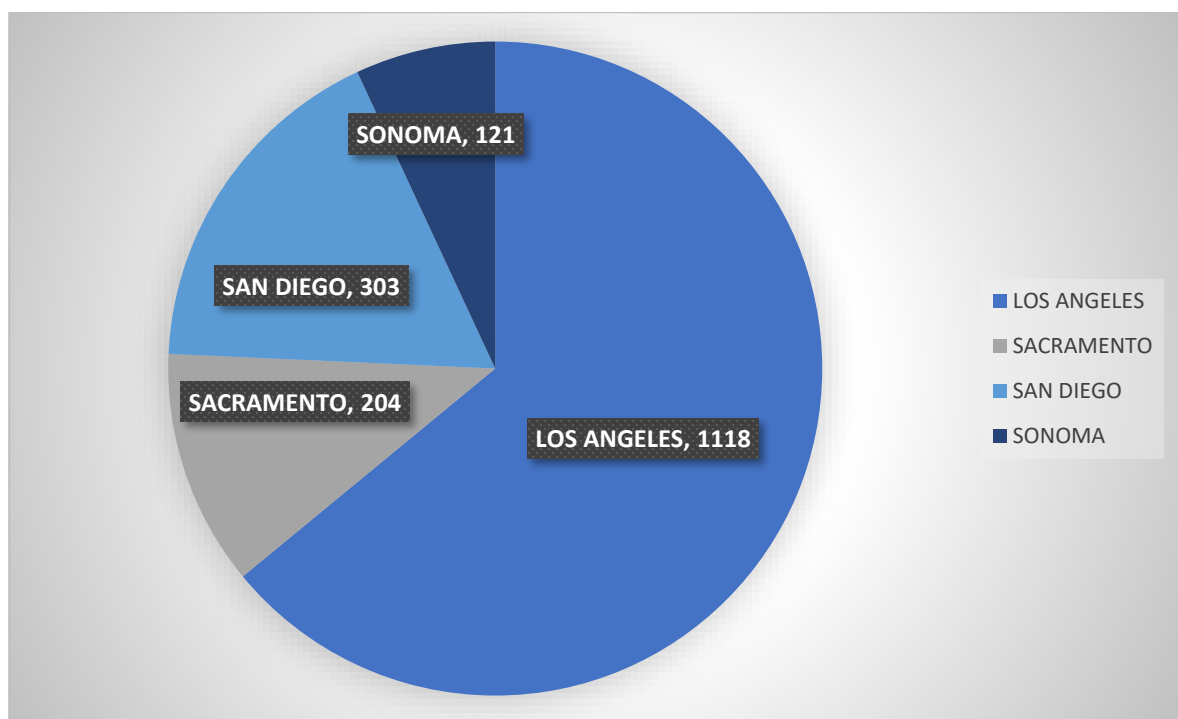
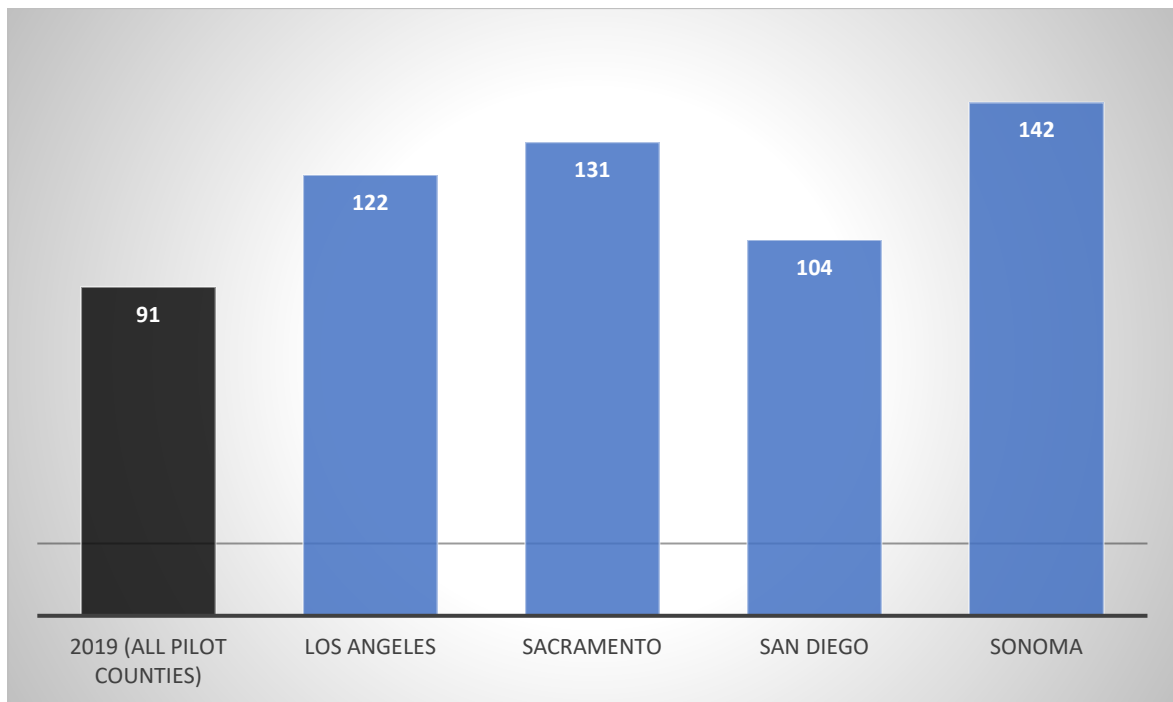


FIGURE 3: AVERAGE NUMBER OF DAYS TO MODIFY ORDER



Compared to 2019, it took an additional 33 days on average to obtain modified orders. We understand this is due to the court delays caused by COVID-19 in the spring and summer of 2020. Los Angeles County, which holds most of the e-R&A inquiries and completed orders, had the most significant delays. At times, cases were scheduled six months from their original filing date. Pilot counties reported many changes at local courts, including using conferencing technology to hold hearings and allowing documents with digital signatures. Some of the local courts also had more condensed calendars and heard fewer cases. This affected the data and results heavily.

Upon further discussions with the pilot LCSAs, it appears that a major sticking point of the e-R&A process is obtaining a signed copy of the I&E, a form required by some courts, from customers. This point of the process still takes the longest and requires the forms to be mailed or signed in-person. Even with this issue, some of the data supported that the e-R&A still could have a positive influence on processing times. CA DCSS is evaluating various solutions to address these issues in future phases.

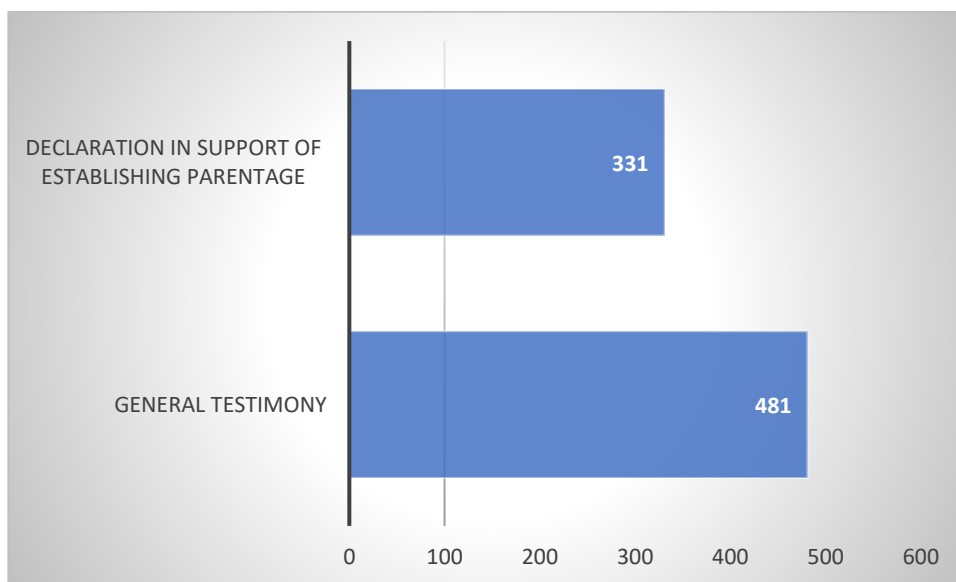
One promising aspect of the data is focusing on the modification process before filing with the court. There was only an increase of seven days (51 days in 2019, 58 days for the grant period) from when the LCSA received the customer inquiry to filing for the modification. Given the larger sample size of the grant and the impacts COVID-19 had on LCSAs, we believe these numbers are reasonable and allow for further improvements with additional development.

3.2.3 Project Metric 3: Forms Generated Using the e-UIFSA Solution

The e-UIFSA forms solution began implementation in October 2021. This features two UIFSA forms: The General Testimony and Declaration in Support of Establishing Parentage. This interactive platform allows pilot LCSA staff and customers to complete, validate, sign, and submit forms electronically. CA DCSS is working with the pilot LCSAs to ensure any needed updates to the workflows and forms. Spanish versions of the platform interface were implemented in April 2022. As shown in Figure 4, during the grant:

- 812 forms have been completed.
- 481 General Testimony forms have been completed.
- 331 Declaration in Support of Establishing Parentage forms have been completed.
- It took 18 days on average to complete the workflows and generate the forms.

FIGURE 4: NUMBER OF e-UIFSA FORMS GENERATED



Pilot LCSA staff and customer feedback was overwhelmingly positive with this intervention. The platform lets intergovernmental case workers generate forms and request edits, and lets customers attach documentation. This feature was not available with the e-R&A due to the different technology in its implementation. The most frequent feedback was regarding expansion to additional UIFSA forms. The pilot LCSAs envisioned an intergovernmental suite where case workers could develop the entire UIFSA enforcement or establishment packet. CA DCSS is evaluating adding

additional forms and will continue to collaborate with LCSAs and intergovernmental SMES for a possible expansion.

3.2.4 Project Metric 4: Customer & Child Support Professional Satisfaction

Feedback from customers and pilot LCSA professionals was gathered through surveys created in Survey Monkey. The goal of each survey was to measure the overall satisfaction of customers and pilot LCSA staff using both interventions. CA DCSS collaborated with pilot LCSA SMEs to develop the questions for each of the surveys.

Customers received an opportunity to complete a survey upon submitting their initial request with the e-R&A or upon completion of a form in the e-UIFSA platform. Pilot LCSA staff received a survey six months after implementation of the e-R&A and e-UIFSA.

Each survey had rating questions to measure sentiment on various aspects of each intervention. The weighted average of the responses was used to measure feedback from both customers and pilot LCSA staff. Table 4 shows the survey results.

TABLE 4: SURVEY RESULTS: HIGH OR VERY HIGH RATINGS

Survey	Total Responses	Ratings High or Very High	Percentage
e-R&A Customer Survey	88	65	74%
e-UIFSA Customer Survey	16	14	88%
e-UIFSA Child Support Professionals Survey	19	12	63%
e-R&A Child Support Professionals Survey	244	124	51%
Totals	367	215	59%

THE GOAL

Having 90% of survey participants rate their experience as high or very high was an overly ambitious goal. This is true especially when evaluating experiences on the different interventions. Given the high expectations of the goal, feedback received was mostly positive.

SAMPLE SIZE

Sample sizes for the customer surveys were small compared to the number outputs (inquiries, established orders, e-UIFSA forms). We understand that happens globally with surveys sent to customers unless there is some requirement or incentive.

This was especially the case with customer surveys. Our pilot LCSA SMEs were instrumental in reminding staff to complete the professional surveys. Table 5 shows the survey results.

TABLE 5: SURVEY RESULTS: NEUTRAL, HIGH, OR VERY HIGH RATINGS

Survey	Sample Size (Average)	Ratings Neutral High or Very High (Average)	Percentage
##ERA 1115 Customer Survey	88	78.5	89%
e-UIFSA Customer Survey	16	15.5	97%
1115 Grant e-UIFSA Solution - Child Support Professionals Survey	19	18	95%
1115 Grant R&A - Child Support Professionals Survey (e-R&A)	244	192	79%
Totals	367	304	82%

Neutral, High, and Very High survey responses accounted for about 82% of all survey responses received. Neutral responses accounted for about a quarter of all responses. Overall, we are satisfied with the LCSA and customer responses. Their feedback provided key data points and action items as the interventions continue to develop during the life of the grant and beyond.

4.1 LESSONS LEARNED

COVID-19 and its response presented challenges globally. The impacts on development, implementation, and evaluation were immense. Technical resources were needed to meet the needs of the LCSAs and customers. There were significant delays at the local courts, which made meeting our metrics difficult. Court delays ranged from 90 days to six months in 2020, adding to the number of days to establish orders.

Though the e-R&A intervention did not have key features available, it let customers initiate the R&A process themselves. LCSAs reviewed information more quickly, but still faced the hurdle of obtaining a completed I&E required by the courts. This meant

that LCSAs still needed to send the I&E to customers to move forward with filing and obtaining the order.

Some of the bigger influences of the grant came from digitizing UIFSA forms for intergovernmental casework. Great strides were made for both customers and LCSA staff by having the General Testimony and Declaration in Support of Establishing Parentage in a digital workflow. LCSA reported very few issues during the rollout. This solution did not require as much in technical resources as the e-R&A and did not require IT resources to make changes or updates. This meant that issues could be resolved quickly and did not have to go through DCSS internal change request process. The pilot LCSAs have requested that additional UIFSA forms be added to the intervention.

4.2 NEXT STEPS

CA DCSS will continue to provide access and support to both the e-R&A and e-UIFSA platforms. Expansion to other LCSAs is being considered. The vision is to eventually make these tools available to all LCSAs statewide for eligible cases. An outline is included below:

Phase IV: e-R&A and e-UIFSA will roll out statewide to all counties. E-R&A will feature additional validations and features.

Phase V: e-R&A will feature the ability to map customer information to an I&E. e-UIFSA will feature additional intergovernmental forms and will be available in multiple languages.

Phase VI: Integration with CSE.