

Office Of Child Support Enforcement

# OCSE

## ANNUAL REPORT

2009



**NYC** Human Resources  
Administration  
Department of  
Social Services

Office of  
Child Support  
Enforcement

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# DEPUTY COMMISSIONER'S Message

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“This isn’t just about fundamental fairness. Child support is an important way to keep families off cash assistance.”

Mayor Bloomberg

In 2009, New York City increased its total child support collections to more than \$677 million—1.1 percent greater than in 2008. Not only did total collections increase, but more NYC families received a payment than in the previous year. This achievement is especially noteworthy because in the past year, the weakened economy caused child support collections to shrink in many areas across the country.

The increase in collections represents a victory for NYC children. In 2009, child support collections for families with a collection who formerly received cash assistance averaged over \$4,100, nearly a quarter of the 2009 federal poverty level for a family of three. When combined with work and work supports, child support is a powerful tool in keeping children out of poverty.

This report looks back on the Office of Child Support Enforcement’s achievements in the past year in the areas of child support collections, parent and community engagement, customer service and overall efficiency.

OCSE’s primary mission is to ensure children receive financial support from both parents. In 2009, in addition to increasing collections and the number of families receiving a payment, we worked toward our mission by establishing paternity in more cases and beginning new programs to help poor noncustodial parents (NCPs) obtain orders they can afford to pay.

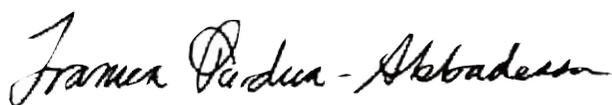
However, we recognize that the child support program is linked to many non-financial issues parents and families face. In 2009, we continued to help unemployed NCPs find jobs, educated teens about the consequences of having a child too early, and established relationships with mediation programs that can serve parents in the child support program for free or at low cost. Just as importantly, our outreach staff found new ways to educate parents about how the child support program works and built partnerships with other government agencies and community-based organizations that serve our clients.

While some NCPs cannot afford to pay their child support orders, others, sadly, shirk their responsibilities to their children. This report also highlights our efforts to ensure these parents pay their fair share.

Finally, as we worked to improve our support for parents, we simultaneously kept our focus on improving our internal operations and increasing our efficiency and effectiveness.

OCSE is mindful of the work that remains before us in 2010. Too many children in poor or near-poor single parent families do not have child support orders in place; we need to narrow this gap. We must also continue to increase the number of NCPs who pay child support—by reexamining the child support orders of poor NCPs, providing services to address other barriers to payment, and identifying new ways to address this challenge. Finally, we must keep working to dispel any misunderstandings and misinformation that surround the formal child support program.

I hope in this report you will see the progress we have made in the past year and get a sense of the ways we will work in 2010 to support and strengthen families and children. Our goal is difficult but achievable as long as we always put children first.



**Frances Pardus-Abbadessa**  
**Deputy Commissioner**  
**Office of Child Support Enforcement**  
**New York City Human Resources Administration/Department of Social Services**



## An Upward Trend

Despite the economic downturn, in 2009 New York City's child support collections totaled more than \$677 million, a 1.1 percent increase over 2008 and a 42 percent increase compared to 2001. Chart 1 shows total child support collections from 2001 to 2009.

Not only did OCSE collect more money, but as Chart 2 shows, the number of families that received a payment increased in 2009, continuing a long upward trend. The money distributed to families also remained steady in 2009: as shown in Chart 3, OCSE collected an average of 69 percent of the current child support dollars owed, a rate essentially unchanged from that in 2008.

Because of the current economic situation, child support collections have declined in many other counties and states. New York City's increase stands in marked contrast to this trend, and represents an important effort in the fight against child poverty.

**Table 1. Total Annual Child Support Collections, 2001-2009**

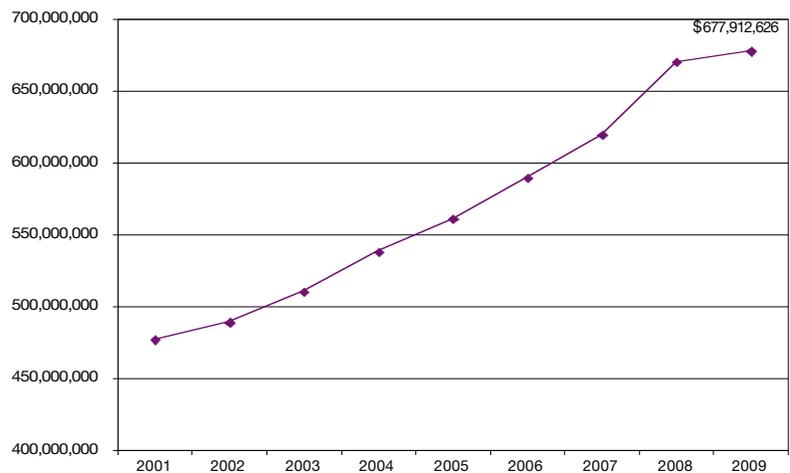


Table 2. Monthly Average Number of Families Receiving a Child Support Payment, 2005-2009

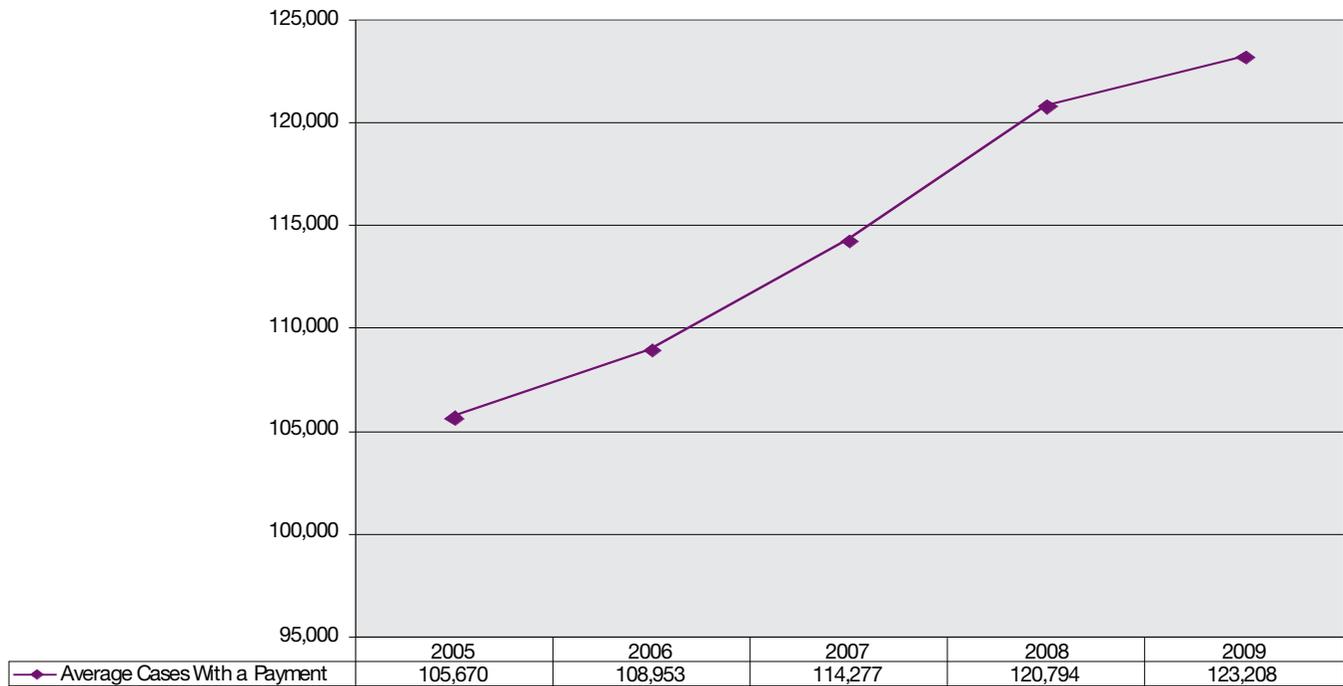
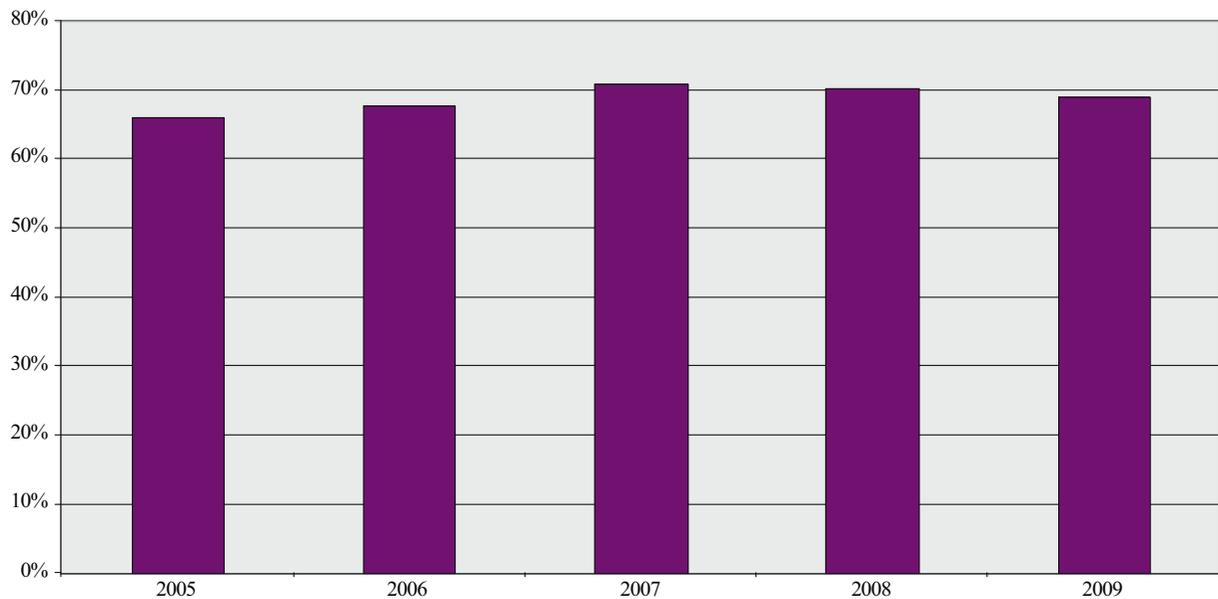


Table 3. Monthly Average Percent of Current Child Support Dollars Collected, 2005-2009



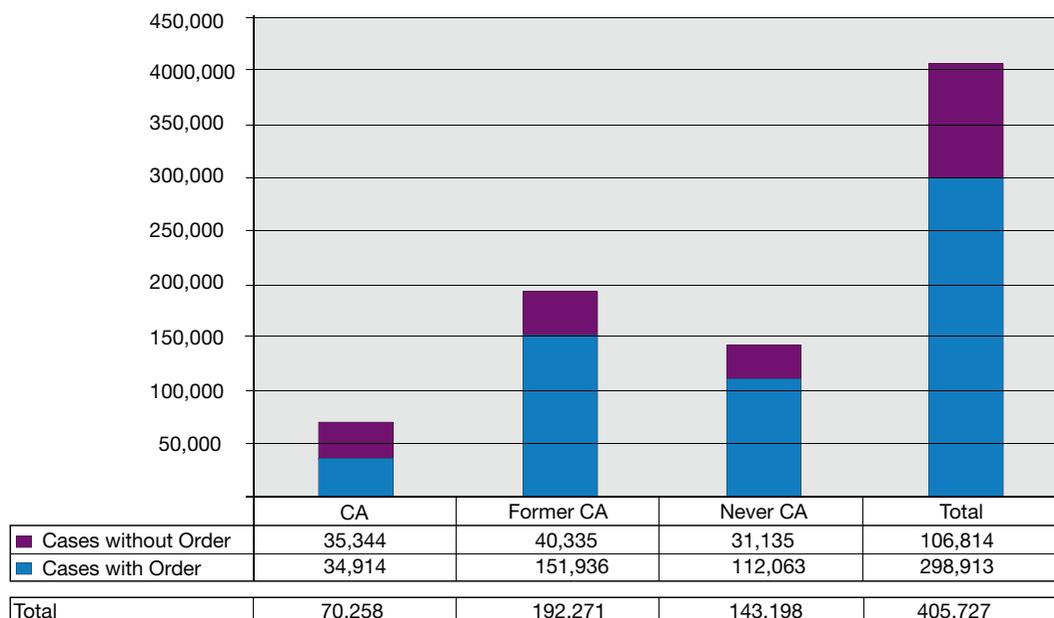
## How Child Support Serves Families

Child support provides a vital source of income to many families that, when combined with earnings and supports such as the Earned Income Tax Credit and Food Stamps, helps keep families out of poverty.

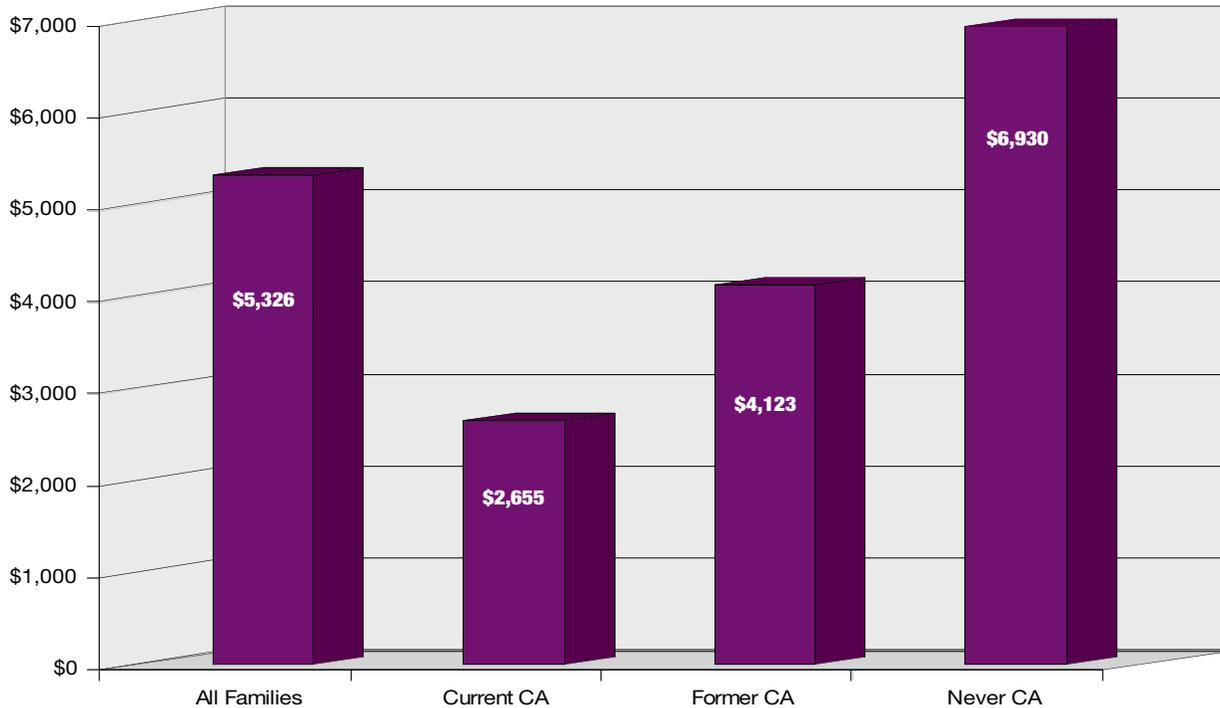
Contrary to popular myth, 90 percent of the money OCSE collects goes directly to families. The vast majority of families in the child support program—more than 80 percent—are not cash assistance clients, and receive the child support dollars collected on their behalf.

Chart 4 provides an overview of the child support program's caseload. Approximately half of the NYC families who receive child support services are former cash assistance clients. While OCSE tracks families' cash assistance status rather than their income, it is likely that many of the 65 percent of families in the child support program who are current or former cash assistance clients live in or near poverty.

**Table 4. New York City Child Support Caseload Profile as of December 2009**



New York City served more than 460,000 children under 21 through the child support program in 2009, many of them poor or near-poor, according to the data presented above. But Table 6 suggests that many more children could benefit from the child support program: one-third of NYC children living in poor or near-poor single-parent households are not involved with the formal child support program.

**Table 5. Average Annual Support Collected per Family, 2009**

*Note: These figures include only families that received a collection. When families receive cash assistance, they receive the first \$100 to \$200 of child support dollars collected on their behalf, depending on the number of children they have.*

It is clear that child support has a significant impact on poor or near-poor families' incomes: as Chart 5 shows, last year, former cash assistance families who received a child support payment collected an average of \$4,100—nearly a quarter of the federal poverty level for a family of three.

**Table 6. New York City Children in Poor or Near-Poor Single Parent Families by Child Support Status, 2009**

Children In Families with Incomes 150% FPL	Number of Children	Percent of Group
Children with a Child Support Order in Place*	110,284	25%
Children known to OCSE, but without an order in place*	175,700	40%
Children not connected to the formal child support system	154,038	35%
Total Children in Single Headed Households (or Single Parent Families) with Incomes 150% of Poverty Level	440,022	100%

\*Children known to the child support program include those in families that are former or current cash assistance clients.

For some time I have struggled with the respondent father to pay child support. I walked into your office at 151 West Broadway where your representative greeted me... the first thing she stated was 'We will get your money.' She conversed with her Supervisor and made the necessary phone calls. A couple of weeks later I received a check after a year and a half of trying to get some sort of assistance.

Ms. Furman's diligence and go get em attitude allowed me and my children to get back on track financially. She is an asset to your organization and I am deeply appreciate of her efforts.

**A Client to our Child Support Staff Member**

## Establishing Child Support Orders

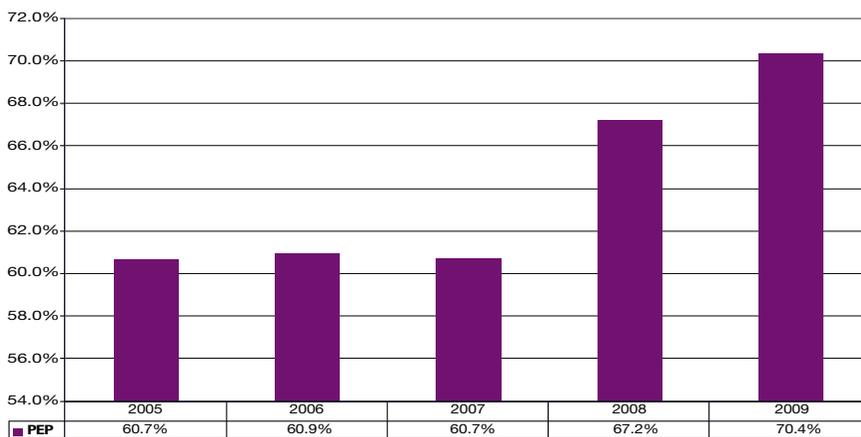
Before OCSE can collect child support payments on behalf of a family, an order of support must be obtained from the Family Court. Forty-four percent of New York City children are born to unmarried parents, so establishing paternity is a critical step to obtaining an order in many child support cases. As Chart 7 shows, the percentage of cases with paternity established rose above 70 percent in 2009, continuing an upward trend.

Establishing paternity benefits children, fathers, and mothers. It legally connects the child to both parents, allowing the father's name to be placed on the child's birth certificate; secures the child's right to inheritance as well as social security, veterans' and other government benefits; and ensures both parents' the right to petition the court for visitation or custody of their child.

As Chart 8 shows, in 2009 74 percent of all NYC child support cases had an order in place. In June OCSE reached an all time high of 76.2 percent; the marginal decrease is due to the closing of cases that have no potential for collections or are not due any collections.

One of OCSE's key objectives is to have an order in place for 80 percent of cases, and the office continues to work toward this goal. As Chart 9 shows, nearly 40 percent more new child support orders were established in 2009 than in 2008, with the largest percentage increase among former cash assistance families.

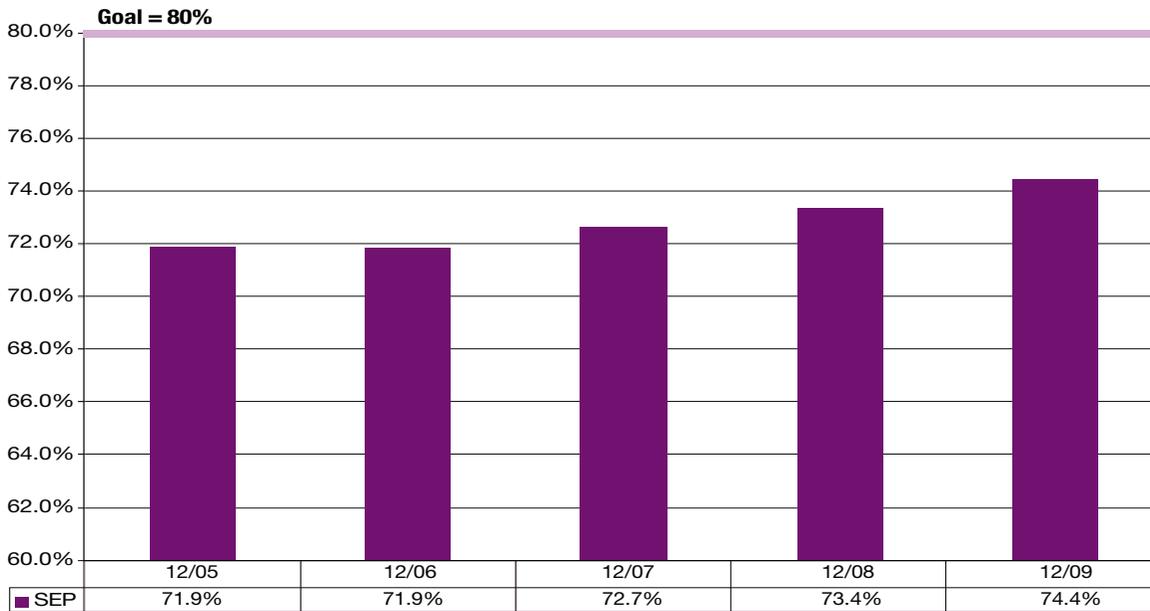
**Table 7. Paternity Establishment Percentage (PEP): Average Percentage of Children Born Out of Wedlock for whom Paternity has been Established, 2005-2009**



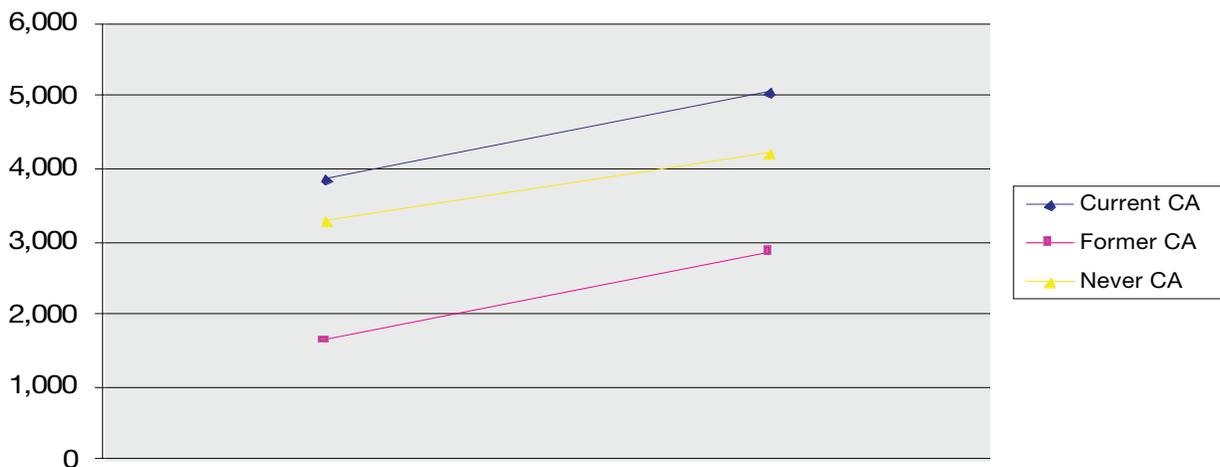
*For children born to unmarried parents, paternity can be legally established by the father's acknowledgment or through family court.*



**Table 8. Support Establishment Percentage (SEP): Average Percentage of Cases with a Child Support Order, 2005-2009**



**Table 9. Number of New Child Support Orders Obtained by Family’s Cash Assistance Status, 2008-2009**



	2008	2009	% Change
Current CA	3,843	5,057	31.6%
Former CA	1,634	2,848	74.3%
Never CA	3,294	4,221	28.1%
<b>Total</b>	<b>8,771</b>	<b>12,126</b>	<b>38.3%</b>

## Helping Poor Ncps Align Their Orders with Their Income

In March, OCSE initiated a new program to help low-income NCPs better align the amount of child support they owe with their incomes. The program's ultimate goal is to increase the number of NCPs paying child support.

Trouble often arises when an NCP fails to attend his child support hearing and receives a high support order, or if he sees a drop in his income and does not return to court to ask that his order be modified. To make the process of obtaining a modified support order easier, OCSE's MDO (Modify Department of Social Services Order) program now allows NCPs to modify their orders through stipulation, without returning to court.

The MDO program goes hand-in-hand with other OCSE initiatives that allow NCPs to reduce arrears owed to the government. In some cases, the NCP must pay his current monthly child support obligation for a period of time in order to have his arrears reduced; however, it may be even simpler to reduce arrears he accumulated while he lived at or below poverty.

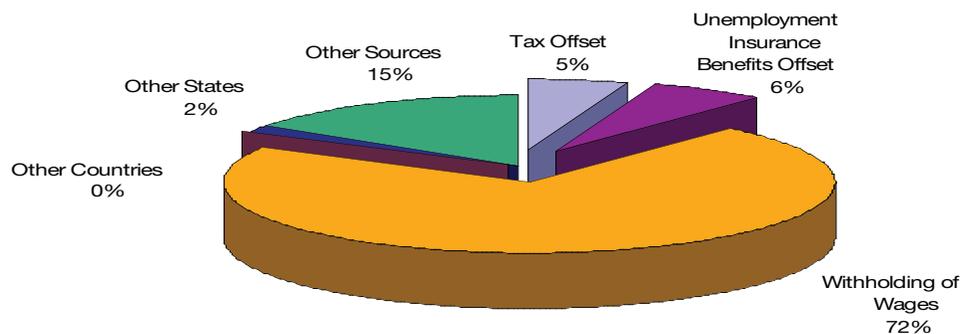
Behind all of these initiatives is the conviction that it is better for NCPs to pay a lower amount of child support that reflects their ability to pay than to hide from OCSE, and potentially grow apart from their children, in order to avoid making payments they cannot afford.

After a pilot phase, the MDO program is showing positive results. The percentage of participants paying child support had increased to 70 percent from 38 percent at the program's outset. Sixty-four NCPs had their orders reduced by an average of \$255, from \$309 to \$54. Additionally, 224 NCPs had arrears reduced by a total of \$2.3 million. Given the benefits, OCSE hopes even more NCPs will take advantage of the program in the coming year.

## Where Child Support Dollars Come From

In 2009, as in previous years, OCSE received the largest percentage of its collections from employer wage withholdings. These withholdings, which amounted to nearly three-quarters of child support collections, are not just from delinquent NCPs. The law requires all employers to withhold child support payments from the wages of noncustodial parents. Wage garnishment provides custodial parents with regular and consistent payments, and it continues to be the most effective approach to collecting child support.

**Table 10. Sources of Child Support Collections, 2009**







In 2009, OCSE expanded its Division of Parent and Community Engagement, which develops and coordinates programs that raise awareness of the benefits of formal child support and increase compliance with the program. In addition to enhancing existing programs, such as the Support Through Employment Program (STEP), OCSE formed new partnerships and conducted outreach in new venues.

OCSE anticipates that its efforts will result in greater understanding of the child support program; increased cooperation between it and other government agencies, community-based organizations and parents; and increased compliance with child support.

### **Connecting Fathers to Employment**

NCPs received more than 4,100 referrals to The Support Through Employment Program (STEP) in 2009, nearly twice as many as in 2008. STEP connects these NCPs to HRA's job training and job search assistance programs. Because an NCP can comply with a STEP referral by making child support payments, the program also helps to compel NCPs with "off-the-books" jobs to begin paying their orders.

In a tough job market, 462 NCPs secured employment through STEP, earning an average of \$10.85 per hour. Since 2002, STEP has served nearly 16,500 participants, and in 2009, former STEP participants whose child support cases were still open paid more than \$20.4 million in child support.

OCSE worked with HRA's job training vendors to include parenting classes in their curricula for STEP participants and cash assistance clients. The office also hired Child Support Specialists to work on-site at the vendors' offices to promote the formal child support program and assist custodial and noncustodial parents with their cases. In addition, HRA now provides STEP participants in good standing with free Metrocards during their job search and their first six months of employment.

Thank you very much for spending the past four days in Ms. Burg's 3rd Pd class. I believe that your stories and lessons gave us all a better view of what parenthood is all about. You all made us realize that to have a child both parents must be willing to take 50/50 responsibility, and most importantly both must be physically, mentally, financially, and emotionally ready for a commitment.

**Student**  
**Washington Irving High School**

## “No Kidding” Teen Pregnancy Prevention Program

OCSE worked with the Department of Education (DOE) in 2009 to pilot a peer-to-peer teen pregnancy prevention program, “No Kidding: Straight Talk from Teen Parents.” “No Kidding” uses young parents as peer educators to teach high school students about the responsibilities and challenges of becoming a young parent. The program encourages students to delay parenthood until they are emotionally and financially prepared and in committed relationships.

OCSE and DOE piloted the program in four public high schools across the City in spring 2009 with nearly 200 students. Post-workshop survey results showed that “No Kidding” broadened the students’ awareness of the legal and financial implications of having a child as a teenager.

The program will return (at the request of school administrators) to all four schools in spring 2010, as well as expand to additional schools.

## NYC DADS

The Child Support Program continued its NYC DADS initiative to recognize the unique contributions fathers make in their children’s lives. On June 21, HRA hosted its third Annual NYC DADS Father’s Day picnic at Key Span Park in Coney Island. More than 1,000 fathers and children from across the five boroughs attended. Families enjoyed games, gifts, arts and crafts, lunch, and more.

## Support Magistrate Conference

In March, OCSE held its annual Support Magistrate Conference. Support Magistrates are appointed by the New York State Family Court to establish, modify, and enforce child support orders. The conference provides an opportunity for OCSE and the court to strengthen their partnership and, ultimately, improve the child support program.

The 2009 conference explored ways to increase the number of cases with orders, increase compliance with orders, and improve the overall performance of the child support program. More than 150 participants attended.

## Other Partnerships and Trainings

The Child Support Program benefits from forming relationships with many city, state and nonprofit agencies that interact with its customers, and from educating these agencies and its constituents. Highlights from 2009 include:

- Workshops providing an overview of child support and detailing the program’s importance for over 2,500 participants, including custodial and noncustodial parents, employers, community based organizations, and staff at other government agencies
- Employer workshops on wage garnishment. Because nearly three-quarters of OCSE’s collections come from employer wage withholdings, it is important to ensure employers understand this process.

“Thanks for coming and talking about teen pregnancy and the hard work you need to take care of your kids when resources are limited. I learned a lot about the dedication and strength you need to fully care for your child. Thanks for sharing your personal experiences with teen pregnancy and how difficult it was for you to adjust to having a baby. Overall, I see things differently. I thought it was just having the baby. I never thought about the fact you have to care for the kids until they’re adults. Thanks again.”

**Student**  
**Washington Irving High School**

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- A partnership with the DOE Fund to emphasize parenting and responsibility by withholding a minimum amount of child support— \$25 per month—from the earnings of NCPs participating in its Ready, Willing and Able paid transitional work program.

### Sidebar: Events

OCSE conducted outreach and highlighted the benefits of the child support program by participating in several new community events and making media appearances in 2009, including:

- The first annual Million Fathers Club Conference in March, sponsored by State Assemblyman William Scarborough. The club is a new citywide coalition of elected officials, government agencies, service providers, and academics that works to co-ordinate policies and services that affect men and family relationships.
- A live interview in August on Harlem Talk Radio, an internet-based radio program, with Deputy Commissioner Frances Pardus-Abbadessa and Assistant Deputy Commissioner for Parent and Community Engagement Udai Tambar.
- A Community Forum titled, “Can Government Programs Meet the Challenges of Low-Income Fathers?” at Abyssinian Baptist Church in Harlem in June. OCSE co-sponsored the forum with Columbia University's Center for Research on Fathers, Children and Family Well-Being, the New York State Office of Temporary and Disability Assistance, the New York Fatherhood Initiative, and the National Fatherhood Leaders Group.
- A strategic planning session in August with the NYC Family Strengthening Coalition, of which OCSE is a new member. The coalition, which is convened by the federal Administration for Children and Families, aims to address issues facing children and families in the New York-New Jersey area, Puerto Rico and the U.S. Virgin Islands. A variety of state, city and nonprofit agencies attended.





Though OCSE provides support services to low-income NCPs who cannot afford to pay their orders, the office remains committed to pursuing NCPs who have the means to pay child support but willfully avoid their responsibility to their children.

### **Automated Information Sharing with Professional Licensing Agencies**

NCPs who owe more than four months of child support are legally prevented from obtaining many professional licenses. To enforce the law, the NYC agencies that issue these licenses submit applicant information to OCSE.

Until recently, most agencies submitted this information manually. During 2009, OCSE worked with a number of licensing agencies to create agreements for automated data transfers, and hopes to complete the implementation of these processes in 2010. OCSE anticipates that automating these processes will lead to increased compliance with child support.

### **Special Collections**

The diligent efforts of OCSE's investigations team resulted in a number of major collections in 2009:

- A lump sum of \$62,513 from the passport revocation process
- Another passport collection for \$19,783
- Several collections of over \$25,000 from Personal Injury Claim Settlements, including one for \$91,953
- Several large collections, including one for \$55,123 from OCSE's NYC Comptroller Match Law Suit Settlement Project, which monitors settlements with NYC



I visited the Child Support customer service unit at West Broadway on the lower west side... I was lucky [to] be seen by Juana Nunez Vizcaino and I was flattered by her service and guidance during my visit. She welcomed me by introducing herself and asking, 'How may I help you?' That was crucial to me.

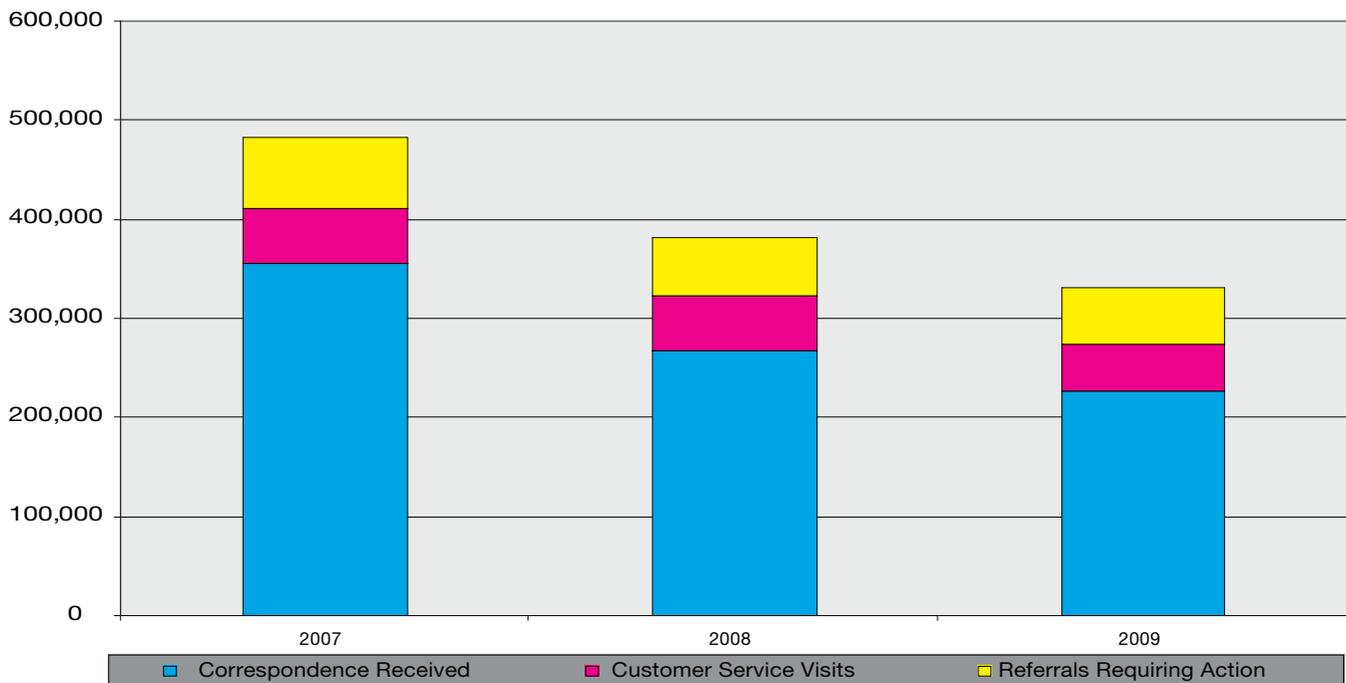
**Satisfied OCSE Customer**

During 2009, OCSE worked in several ways to improve the level of service it provides custodial and noncustodial parents.

### Customer Service Center

In 2009, OCSE saw decreases in client correspondence and visits to its Customer Service Center for the second year in a row. This decline is a positive outcome as it likely reflects the success of OCSE's consumer education and staff training initiatives, its efforts to coordinate more efficient referrals to other parts of HRA/DSS, improvements to the State's Child Support telephone help line and changes to the way the State and City process customer mail.

**Table 11. Child Support Correspondence Received, Customer Service Center Visits and Referrals Requiring Action, 2009**



	2007	2008	2009	% Change
Correspondence Received	355,713	268,729	227,922	-15.2%
Customer Service Visits	55,381	54,133	46,223	-14.6%
Referrals Requiring Action	72,285	59,482	57,822	-2.8%
<b>Total</b>	<b>483,379</b>	<b>382,344</b>	<b>333,976</b>	<b>-12.7%</b>



## **CUNY Procedures and Training Collaboration**

OCSE continues to partner with the City University of New York (CUNY) to improve its procedures and training curricula. OCSE anticipates that this initiative will lead to overall improvements in performance, increases in efficiency, improved services to its customers, and enhanced outcomes for children.

## **Working with Families in Shelters**

In September, OCSE launched a pilot in which it scheduled child support appointments for families living in homeless shelters on the same day as their cash assistance interviews. So far, the results have been positive: before same-day appointments were available, about 60 percent of clients attended their child support appointments. With same-day appointments, that number has increased to 89 percent.

The result is that far more families living in shelters open child support cases. By seeing clients earlier, OCSE can more quickly build these families' cases, send the cases to court, and, if all goes well, begin collecting child support on the families' behalf. Over time, OCSE can greatly increase the number of vulnerable families benefiting from child support. The agency recently looked at families who resided in the shelter in September. From September to February, OCSE increased child support orders by 46%. Cases receiving a child support payment increased by 35%. The same-day program will be made permanent in 2010.



As the City, State and nation continue to face tough economic times, Mayor Bloomberg has urged all NYC agencies to seek new ways to make government more productive, effective and efficient in 2010. OCSE is preparing to improve its services and increase efficiencies through a number of new initiatives, all with the ultimate goal of providing New York City children with the support they need.

### **Integrated Employment Program for Fathers**

In 2010, OCSE will pilot a new program for low-income noncustodial fathers.

Low Income Dads (LIDS) will combine traditional employment services with strong social service support, with the goal of helping fathers find jobs, pay child support, and become more involved in their children's lives. The LIDS pilot will enroll 600 NCPs over three years in Central Brooklyn and the South Bronx.

### **Establishing Paternity at Hospitals**

OCSE will work closely with NYC hospitals to establish paternity at birth for more children born to unwed parents in the coming year. Forty-four percent of NYC children are born to parents who are not married, and their fathers' names do not automatically appear on their birth certificates. As noted earlier, establishing paternity benefits children and parents, and is necessary for OCSE to establish a child support order.

By encouraging parents to establish paternity for these children at birth, OCSE will increase the families' chances of establishing child support orders in the future and enable the children and parents to receive the benefits of paternity.

### **Improved Data Management**

In 2010, OCSE will automate a data system, the Batch Administration Transmission System, to transmit financial adjustment data electronically to the State child support system. By making this change, OCSE will increase the accuracy and efficiency with which more than 10,000 transactions worth \$15 million are transmitted each month, and reduce paperwork.

OCSE will also implement a new web-based program to manage its employment programs, allowing vendors to update data on participants in real time.

### **Problem Solving Court Pilot**

In the fall of 2010, OCSE, in conjunction with the NYS Family Court, will introduce the Problem Solving Court model. Currently, unemployed or underemployed noncustodial parents (NCPs) receive referrals to STEP to obtain employment. The Problem Solving Court pilot seeks to increase NCP compliance with STEP. A Resource Coordinator will be located in the Brooklyn Family Court and will screen NCPs upon referral, establish a plan to comply with child support, monitor NCPs' compliance with

the plan, refer the NCP to other appropriate services, reach out to NCPs at the first signs of noncompliance and provide timely progress reports back to the court. We hope that frequent contact and earlier intervention with NCPs will increase the number of NCPs obtaining employment and paying their child support.

### **Public Education Campaign**

In the coming year, OCSE will work with Hot 97, an NYC hip-hop and R&B radio station, to educate listeners on the benefits of formal child support and dispel myths about the child support program.

OCSE is also developing two videos to use with its outreach efforts, one targeted at custodial parents and the other at noncustodial parents.

### **Centralized Locate Unit**

This year, OCSE will implement a centralized unit to locate NCPs. In their initial interviews, many custodial parents tell OCSE that they do not know the NCP's whereabouts or employment. Currently, each Borough Office works to identify leads on those NCPs' whereabouts through a computerized database and search system.

Staff in the centralized unit will be able to develop expertise in this area and dedicate more time to the important task of locating NCPs than borough office staff with many other responsibilities could. OCSE expects this change to lead to more court referrals, more cases with an order in place, and higher collections.

Through these and other initiatives, OCSE will continue to build upon the hard work of its staff and the outstanding progress made in 2009. OCSE management and staff look forward to 2010 and to opportunities to further improve the child support program's services for New York City families and children.



**OCSE Senior Management Team** | FROM LEFT TO RIGHT

**Ann Martinez**  
Assistant Deputy  
Commissioner,  
Management Support

**Frank Olton**  
First Assistant  
Deputy Commissioner

**Jacqueline Watson**  
Assistant Deputy  
Commissioner,  
Intake & Court Services

**Linda LaGrecia**  
Assistant Deputy  
Commissioner,  
Enforcement Services

**Jared Bosk**  
Special Assistant to the  
Deputy Commissioner

**Gary Jenkins**  
Assistant Deputy  
Commissioner,  
Parent & Community  
Engagement

**Elizabeth Kumar**  
Assistant Deputy  
Commissioner,  
Program Integrity

**Amy Kearney**  
Assistant Deputy  
Commissioner,  
Fiscal Services

**Frances Pardus-Abbadessa**  
Deputy Commissioner

“Your efforts on behalf of my constituents throughout 2009 are greatly appreciated and, in many cases, made a positive difference in their lives

New York State Assemblyman  
Steven H. Cymbrowitz,  
45th district Kings County

THE OCSE  
MANAGEMENT  
Team

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## OCSE Program Description

### **Program Integrity:**

Reviews and updates cases to ensure the accuracy and proper functioning of automated case processing systems. Program Integrity also administers staff training and the creation and maintenance of policies and procedures.

### **Fiscal Services:**

Responsible for establishing, monitoring, and updating all child support accounts to reflect court orders, payments, and public assistance status.

### **Enforcement Services:**

Administrative Enforcement oversees administrative enforcement tools (garnishing wages, suspending drivers licenses, seizing tax refunds and bank accounts), which are automatically initiated when payments are not made. Special Investigations identifies appropriate cases for local or federal prosecution for non-payment of child support. Interstate works with parents and other child support agencies where cases involve New York and another jurisdiction (state or county). NYC Corporation Counsel represents NYC interests in interstate cases.

### **Intake & Court Services:**

The point of entry into the child support system for cash assistance and non cash assistance clients respectively. Our Borough Offices are located in four (4) boroughs (Staten Island clients are served in Manhattan). These offices are responsible for processing mandated referrals of cash assistance families. Among other duties, staff at these offices interview clients to open or update a child support case and prepare and submit court referrals to establish new orders of support and, if necessary, paternity. Family Court Services is located in the Family Court in each borough and assists non cash assistance families with opening a child support case and filing a petition. The NYC Sheriff's Office serves warrants and summonses to NCPs.

### **Parent & Community Engagement:**

This division consists of several units. Outreach Services administers programs and events that build awareness and education of child support services and establishes and maintains relationships with community organizations and other government entities. It also works with NYC hospitals to increase rates of paternity establishment. The Customer Services Walk-in Center assists CPs and NCPs with child support related issues from Monday through Saturday. Correspondence responds to written requests for child support information. Employment services connects low-income NCPs with employment programs (either voluntarily or court ordered). Teen Pregnancy Prevention utilizes peer educators to speak to high school students about the challenges of being a teen parent.

### **Management Support:**

Consists of two areas – Administrative Services which oversees personnel, management planning, and office services. The other area, Systems Administration, provides development, analysis, design, operations, and support of IT systems.



**Michael R. Bloomberg**  
Mayor

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**Human Resources  
Administration**  
Department of  
Social Services

**Robert Doar**  
Commissioner

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