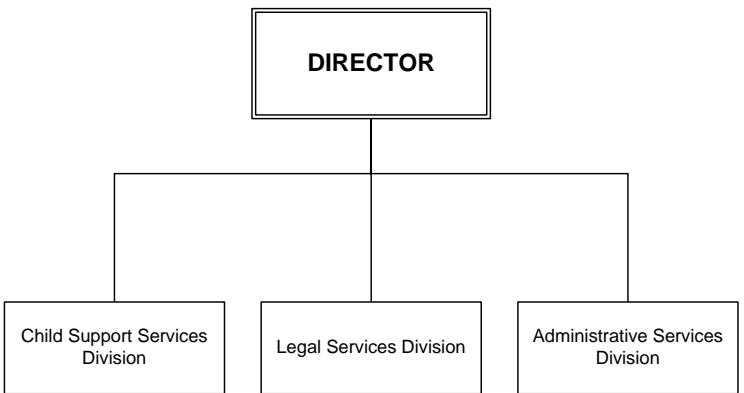
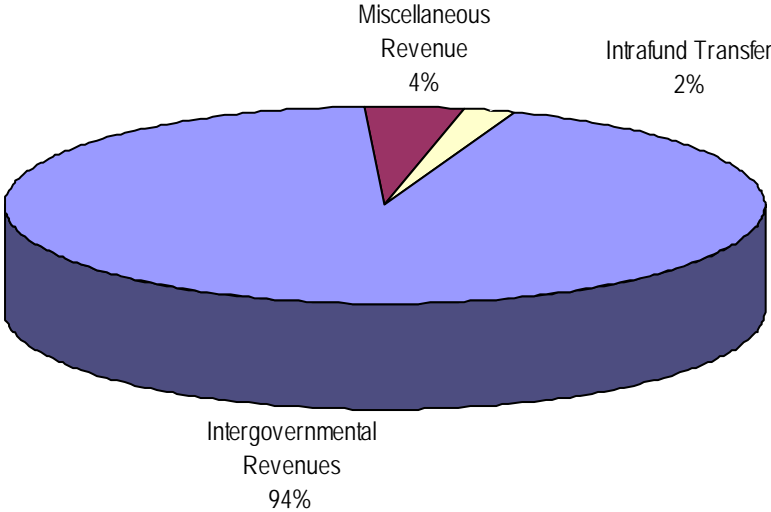


DEPARTMENT OF CHILD SUPPORT SERVICES

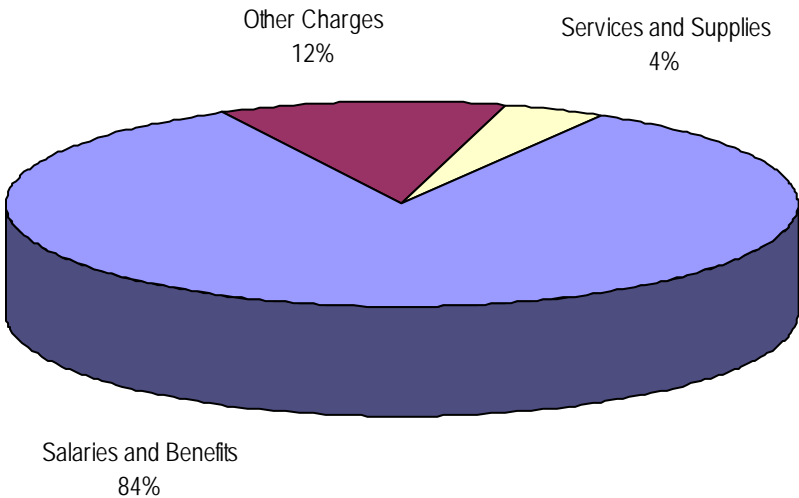


Department of Child Support Services

FY 2009-10 Recommended Sources



FY 2009-10 Recommended Requirements



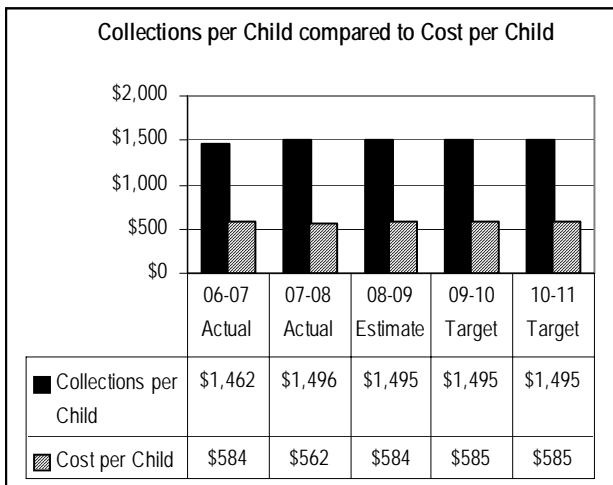
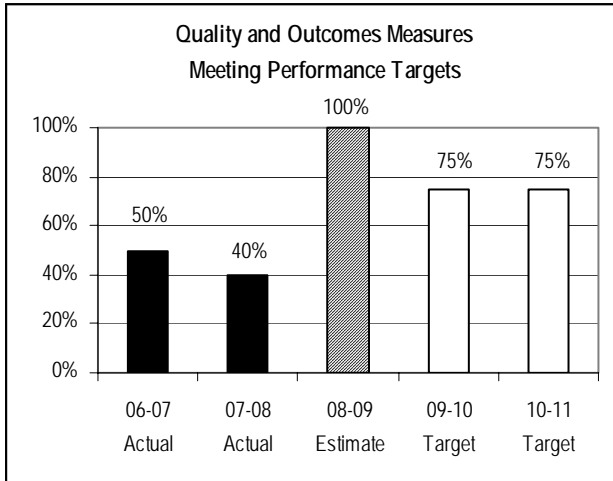
Department Locator

County

Prosperous Community
Human Services Agency

▷ Department of Child Support Services
Human Resources Department

Department Measures



Department Mission Statement

The Department of Child Support Services enhances the quality of life for children and families by helping parents meet the financial, medical, and emotional needs of their children by establishing and enforcing child support orders in an effective, efficient and professional manner.

Contributions to Shared Vision 2025 (Fiscal Years 2000–2008)

PROSPEROUS COMMUNITY: Our economic strategy fosters innovation in all sectors, creates jobs, builds community and educational opportunities for all residents.

- **Paternity Establishment**
The Department recognizes that children without a legal father cannot get financial support and are denied many social benefits. In San Mateo County 1,364 children had paternities established in Federal Fiscal Year (FFY) 2007-08. These children now have access to family health information, access to their father’s social security benefits, and are entitled to financial and medical support from both parents.

- **Financial Support Orders**
The Department establishes the amount of child support a non-custodial parent owes via a court order. In FFY 2007-08, 893 financial support orders were established, which contributed to the financial well-being of over 14,000 families. Through the establishment of these orders, approximately 13,783 children in the county now have access to benefits associated with the establishment of paternity and the financial and medical support of both parents.

- **Collection and Distribution of Child Support**
The Department continues to collect child support from parents that voluntarily pay and takes steps to enforce orders when parents do not pay. These efforts resulted in collections of approximately \$29.3 million in FFY 2007-08. Of that total, \$10 million went directly to former welfare families, which will help them remain self-sufficient. The \$29.3 million includes \$2 million in welfare recoupment that was returned to the federal, state, and county governments, and \$17.3 million in payments to children that have never before received county aid.

COLLABORATIVE COMMUNITY: Our leaders forge partnerships, promote regional solutions, with informed and engaged residents and approach issues with fiscal accountability and concern for future impacts.

- **Community Partnerships**
In support of the county's adoption of the Children's Bill of Rights, the Department has teamed up with the San Mateo County Fatherhood Collaborative and the Wells Fargo Community Development Office to develop a financial skills workshop for youth. The goal of the workshop is to educate youth about personal financial responsibilities and promote the importance of responsible adulthood. The workshop will focus on teaching youth about developing a personal budget, balancing a checkbook, managing debt / credit, and how to save for the future. This partnership is part of the Department's early intervention and prevention effort aimed at increasing future compliance with court ordered child support obligations. The first workshop will be piloted at El Camino High School in South San

Francisco as part of the school's Health classes and incorporated into their curriculum.

Successful Re-entry

Child support can be a barrier to former inmates as they attempt to re-enter the community and find employment. The Department is partnering with the East Palo Alto Re-Entry Program conducting training for re-entry counselors on child support program policies and regulations. The goal is to educate counselors to enable them to work collaboratively with our agency and other child support agencies throughout the state. This partnership can assist former inmates with a suspended driver's license, options to modify their court order, or assist to apply for a state program to compromise arrears. The outcome is better-informed parents that are subsequently better able to comply with child support obligations when they are released from prison.

Administrative Modifications

SB 1483 established a child support pilot project for the counties of San Mateo, Orange, Alameda, Santa Clara, and Fresno. The bill authorized the court in these counties to modify a child support order administratively. The criteria for modifying cases using this model was agreed upon by the Department, local Courts, Family Law Facilitator, and other stakeholders. Phase one of the pilot focused on orders requiring health insurance. It also focused on situations where monetary amounts were set to zero because the obligor was incarcerated or disabled. Preliminary results for phase one reflect significant savings compared to the traditional judicial process. Costs are expected to be as much as 45% less, with a reduction of 21% in staff time needed to prepare these cases.

JobTrain

The Department partnered with JobTrain, formerly known as OICW, this year to work with the most difficult obligors in providing vocational assessment, job training, job search assistance and securing employment. Non-paying obligors who are facing jail time are now referred to JobTrain at the time of their court hearing. They are also required to meet with a counselor immediately following the hearing for a comprehensive needs assessment. The Department hopes this connection will result in more support from obligors and payments to families in these difficult times. Preliminary data indicates that obligors that cooperate with JobTrain are better able to meet their child support obligation. Currently 70% of the obligors referred are working toward completing training or seeking employment.

Bench Warrants

Last year the Department partnered with the District Attorney's Office to have 68 outstanding Civil Bench Warrants worked. A total of 63 obligors were arrested on outstanding child support warrants resulting in \$83,000 in child support payments that, otherwise, would not have been collected. In addition, the Department worked to modify support when appropriate or

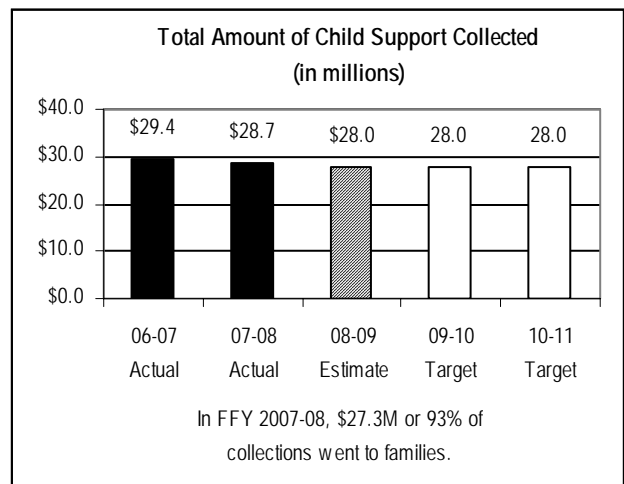
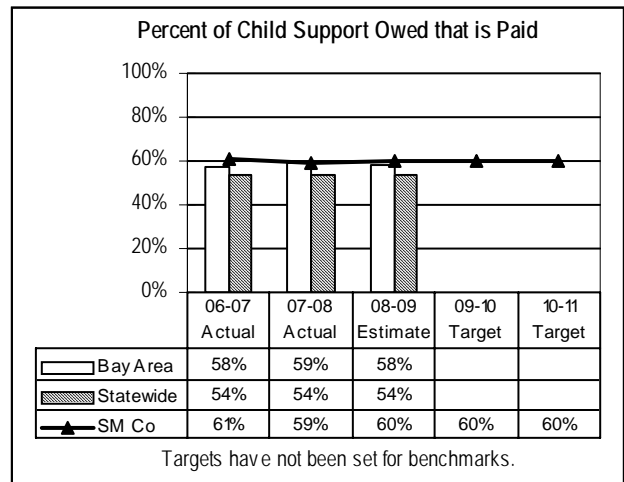
asked by the Court to order the obligor to participate in the JobTrain program.

HEALTHY COMMUNITY: Our neighborhoods are safe and provide residents with access to quality health care and seamless services.

Medical Support Orders

The Department recognizes medical, dental, and vision insurance are key components of quality healthcare. At the close of FFY 2007-08, the Department had established 7,945 medical support orders that improve healthcare for children and reduces government costs by providing private insurance for many children that were formerly on Medi-Cal.

Headline Measures



Services and Accomplishments

The Department of Child Support Services primarily contributes to the Shared Vision of a Prosperous Community by 2025 by establishing and enforcing child and medical support orders so that children grow up in a financially supportive home with increased access to healthcare. 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, shelter, and the participation of children in school activities. Services are free to all residents of San Mateo County.

The following are major accomplishments in the current year:

PROSPEROUS COMMUNITY

- Received collections of \$29.3 million while diverting staff and resources toward certification of the new California Child Support Automated System and post-conversion activities
- Ranked among the top performing medium size California counties in the collection of current support and percent of cases with payments on arrears
- Increased the percentage of cases paying towards arrears by 1.7%
- Answered 58,000 calls while maintaining wait times of less than 90 seconds
- Successfully transitioned to the Statewide Interactive Voice Response system-clients can now obtain appointment times, court hearing dates and times, and basic payment information through the enhanced phone system without speaking to a call center representative

COLLABORATIVE COMMUNITY

- Continued offering mediation of access and visitation issues to clients through the Peninsula Conflict Resolution Center's (PCRC) Family Mediation Program
- Continued services for incarcerated obligors through programs with the Service League of San Mateo County
- Continued outreach activities for veterans through the Veteran's Hospital in Menlo Park, focusing on educating veterans on the Compromise Of Arrears Program (COAP) program and modification of court orders
- Continued to encourage and support fathers in taking an active role in the life of their children through the Department's involvement in the Fatherhood Collaborative Advisory Board of San Mateo County

HEALTHY COMMUNITY

- Ranked the number one county in California for cases with health insurance provided as ordered by the Court

Story Behind Performance

The Department has maintained high overall performance levels despite seven consecutive years of flat or reduced funding from the State of California. The Department is always exploring new and creative ways to increase collections no matter the economic climate.

As indicated in the, "Comparison of Child Support Owed that is Paid" measure, the Department continues to outperform its Bay Area and statewide benchmarks in terms of the percentage of current child support payments owed that are paid. The total amount of child

support collected, remained relatively flat at \$29.3 million for FFY 2007-08. This is a significant accomplishment given the Department's reallocation of existing resources dedicated to post conversion activities, certification efforts for the California Child Support Automated System (CCSAS), the economic downturn, and continued flat or reduced funding. In order to maintain overall performance, the Department focused on realigning the business model and implementing policies and processes to improve overall performance. The Department developed a new training curriculum for employees to improve worker performance and program efficiency. Part of the process is the implementation of an Early Intervention and Arrears Prevention Strategy for new obligors. This new process requires staff to leverage some new and traditional case management tools. In addition, the Department has implemented an outbound dialer that will automate out going calls to recently served obligors to increase their cooperation with the order establishment process. The Department has also invested in a dedicated interactive voice response system to field returned calls from recently contacted obligors in an expedited manner. These new tools complement traditional approaches that include proactive communication via the telephone and mailers. The intent is to engage the parent early on in the process, reduce the number of orders obtained by default and increase the likelihood of compliance. Efforts were continued to conduct delinquent outbound dialing campaigns to remind parents who are 60 days or more overdue that a payment has not been received. In addition, workers have started a Cold Case Investigation (CCI) campaign to call non-compliant obligors to determine why they are unable to make their child support payments, working with them to establish a repayment plan or determine if the orders need to be modified. The Department also continues to participate in the SB 1483 Administrative Modification Pilot, a process that has been leveraged for simple modifications that enables attorneys and staff to focus on more complex cases.

In a continued effort to increase client access to child support information, the Department transitioned to the statewide Enterprise Customer Service Solution (ECSS) on August 25, 2008. The goal of the project was to create a single point of contact for any child support issue across the state. This new tool is comprised of a universal customer phone number and a web portal for easy access to personal case information. The system allows clients to access appointment information, court hearing dates, and payment information without having to speak with a customer service representative. These new systems, when fully optimized, will create new opportunities for the program and clients.

While the Department is taking proactive steps to improve overall performance, the economy and the state's high unemployment rate can affect child support payments received. When comparing January of '09 to January of '08, there is a decrease of about a little over one percent in collections.

The amount of child support is set by a Family Law judge based on a parent's gross monthly income. If that income changes, the parent can ask for the payment amount to be changed. We know anecdotally from the Court and attorneys that we are experiencing

higher requests for the review and modification of orders from parents who have lost their jobs seeking a change in their payments.

Now that all 58 counties are on one system, the Department sees opportunities to provide better customer service, promote statewide consistency in the program, and maximize cost-effectiveness. The Department's goal this past year and in the future is to proactively manage the program in an effective and efficient manner to the benefit of the children and families of San Mateo County.

Major Issues to be Addressed

- **Challenges in State Funding**—In 1999, the Legislature reorganized the California child support program and created a state oversight agency. The Department is fully funded by the California Department of Child Support Services. The Department of Child Support Services has maintained high overall performance levels despite seven consecutive years of flat funding from the state. As of February 2009, 6% of positions were vacant. Permanently filled positions have decreased almost 25% from an average of 130 in 2002 to 98 in 2008. With 86% of annual expenditures allocated for salaries and benefits alone there are minimal savings that can be identified in other areas of the budget. These remaining monies are necessary for all other needs of the Department including rent, supplies and maintenance. With the support of the Board of Supervisors and County Manager's Office, the Department is working with the California Child Support Director's Association to increase the Department's budget allocation. The Governor's proposed budget recommends an \$18.7 million augmentation to the program statewide. If the proposed augmentation is left intact through the upcoming State Budget Hearings, the Department's allocation is \$309,262. The Department will continue to evaluate service levels, service delivery models and explore ways to leverage economies of scale and other solutions until budget issues are resolved.
- **Evolution of Program Focus**—In FFY 2007-08, there were over 14,000 active cases in the Department's 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 2007-08, \$27.3 million or 93%, of child support collections were distributed directly to families. The Department's collections provide real gains in household income for families.

Key Department Initiatives

1. Early Intervention and Arrears Prevention Strategies

Alignment to Shared Vision:

- Prosperous Community
- Collaborative Community

Major Issues to be Addressed:

- Improve early client engagement in the child support process
- Communicate the benefits of active participation to parents and guardians in the establishment and enforcement of child support orders
- Develop a cost effective strategy to deliver a consistent and persistent message to clients
- Education and awareness

Goals:

- Engage obligors in the early stages of the child support process
- Increase compliance with support orders

Objectives:

- Increase the percentage of current support collected equal to or greater than the prior year
- Increase the percentage of cases with collections in arrears equal to or greater than the prior year
- Increase the percentage of cases with orders will be equal to or greater than the prior year

Major milestones:

- Analyze current business model for order establishment: March 2008 – January 2009
- Develop recommendations: January 2009 – June 2009
- Implement adopted plan: July 2009
- Evaluate the plan on an ongoing basis

Partners:

- Superior Court
- Human Services Agency
- Other local child support agencies
- Community based and non-profit organizations

FY 2009-10 Budget Impact:

No additional budget impacts are expected. The Department will reallocate existing resources to align with this initiative.

2. Community Education and Awareness

Alignment to Shared Vision:

- Prosperous Community
- Collaborative Community

Major Issue to be Addressed:

- During the economic downturn the community has an increased need for child support services. The Department's Community Education and Awareness Campaign seeks to promote free services to economically fragile families and laid off workers who are struggling to comply with court ordered child support obligations.

Goals:

- Act as a safety net for economically fragile families by creating real gains in household income

- Increase the communities awareness regarding the services provided by the Department of Child Support Services during these difficult economic times
- Expedite modification of existing child support orders for recently unemployed obligors
- Reduce the number of court orders established via Default Judgment and increase the number of cooperative stipulations agreed to by obligors
- Engage in a Best Practices Review with the order establishment process and prepare a comprehensive report with specific recommendations by June 2009

Objectives:

- Enhance the Department's public education and awareness campaign to fit the current needs of the community due to the economic downturn
- Foster relationships with community based and non-profit organizations to raise awareness of child support services within their populations
- Work collaboratively with financial institutions to provide community workshops that focus on preparing our youth for the financial responsibility of adulthood
- Reduce potentially uncollectable child support arrears
- Increase the likelihood for compliance by ensuring child support orders are appropriate and established based on the obligor's current income capacity
- Increase overall awareness of the Department's services for those in need

Major milestones:

- Enhance the Department's ongoing public education and awareness campaign to fit the current needs of the community due to the economic downturn
- Provide ongoing training to Community and Faith-Based Organizations regarding available services
- Partner with a financial institution to provide financial workshops on personal financial management to youth by June 2009

Partners:

- Fatherhood Collaborative of San Mateo County
- East Palo Alto Re-Entry Program
- Free At Last of East Palo Alto
- Veteran's Administration
- Wells Fargo Community Development Office
- Youth Commission
- Schools in San Mateo County

FY 2009-10 Budget Impact:

No additional budget impacts are expected. The Department will reallocate existing resources to align with this priority.

Other Significant Department Objectives

The Department of Child Support Services will meet performance targets by doing the following:

Increase Percentage of Cases with Orders

- Establish realistic orders that increase the probability of collection
- Streamline business processes to expedite establishment of new court orders

Performance Measures Summary Table

Performance Measures	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Estimate	FY 2009-10 Target	FY 2010-11 Target
What/How Much We Do (Effort)					
Number of child support cases	13,955	14,021	14,000	14,000	14,000
Total number of medical support cases	7,103	8,524	8,000	7,000	7,000
Total number of children served in current, arrears, and medical case categories	19,515	19,629	19,700	19,500	19,500
How Well We Do It (Quality / Efficiency)					
Total amount of child support collected (in millions)	\$29.4	\$28.7	\$28.0	\$29.1	\$28.0
Percent of cases with orders for child support	86%	84%	85%	84%	84%
Is Anyone Better Off? (Outcome / Effect)					
Percent of dollars of current child support owed that is paid					
- San Mateo County	61%	59%	60%	60%	60%
- Bay Area average ⁽¹⁾	58%	59%	58%	---	---
- State average ⁽¹⁾	54%	54%	54%	---	---
Percent of cases that receive a payment toward arrears	65%	65%	65%	65%	65%
Percent of cases with a medical insurance order where medical insurance is being provided by the obligor	49%	49%	52%	47%	47%
Percent of former and never assisted cases receiving a current child support payment	79%	79%	76%	80%	75%

⁽¹⁾ Data available following close of the federal fiscal year.

Department of Child Support Services (2600B)
General Fund

FY 2009-10 and 2010-11 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2008-09	Recommended 2009-10	Change 2009-10	Recommended 2010-11
SOURCES						
Intergovernmental Revenues	10,998,958	11,026,033	10,896,949	11,166,466	269,517	11,166,466
Miscellaneous Revenue			500,000	500,000		945,068
TOTAL SOURCES	10,998,958	11,026,033	11,396,949	11,666,466	269,517	12,111,534
REQUIREMENTS						
Salaries and Benefits	8,758,590	8,561,142	9,800,190	10,038,623	238,433	10,670,279
Services and Supplies	633,029	1,031,284	544,419	498,650	(45,769)	498,650
Other Charges	1,607,339	1,409,334	1,302,340	1,379,193	76,853	1,421,882
Fixed Assets		24,274				
Gross Appropriations	10,998,958	11,026,033	11,646,949	11,916,466	269,517	12,590,811
Intrafund Transfers			(250,000)	(250,000)		(479,277)
TOTAL REQUIREMENTS	10,998,958	11,026,033	11,396,949	11,666,466	269,517	12,111,534
AUTHORIZED POSITIONS						
Salary Resolution	102.0	98.0	98.0	92.0	(6.0)	92.0
Funded FTE	100.8	96.7	97.2	91.0	(6.1)	91.0

FY 2009-10 Budget Overview

TOTAL SOURCES

Total Sources increased by \$269,517 or 2.4% from the FY 2008-09 Revised to the FY 2009-10 Recommended Budget due to the following changes:

Intergovernmental Revenues

There is a net increase of \$269,517 in this funding source due to an augmentation in funding to support Early Intervention Programs within the Department. Included in the amount is a subsequent reduction in Electronic Data Processing (EDP) funding. Both funding sources are through the California Department of Child Support Services and resulted in an overall increase of 2.5% in this category.

TOTAL REQUIREMENTS

Total Requirements increased by \$269,517 or 2.4% from the FY 2008-09 Revised to the FY 2009-10 Recommended Budget due to the following changes:

Salaries and Benefits

There is an increase of \$238,433 in this expenditure category due to annualized labor increases and anticipated expenditures in extra-help and overtime for targeted performance improvement projects such as early intervention efforts.

Services and Supplies

There is a decrease of \$45,769 in this expenditure category due to an overall reduction in operating costs including general supplies and employee travel. The Department realized savings in this category by utilizing information via a locate system, a system funded by the California Department of Child Support Services, that provides access to public records.

Other Charges

There is an increase of \$76,853 in this expenditure category primarily due to an increase in county facility rental charges, as well as increases in automation services due to initial one-time costs for single sign on enhancements for countywide and department-specific systems.

NET COUNTY COST

The Department's FY 2009-10 Recommended Budget is not funded by the County General Fund and has no Net County Cost.

FY 2010-11 Budget Overview

TOTAL SOURCES

Total Sources increased by \$445,068 or 3.8% from the FY 2009-10 to the FY 2010-11 Recommended Budget due to the following changes:

Miscellaneous Revenue

There is an increase of \$445,068 in this funding source due to an increase in federal match of local funds submitted to the Federal Financial Participation (FFP) program.

TOTAL REQUIREMENTS

Total Requirements increased by \$445,068 or 3.8% from the FY 2009-10 to the FY 2010-11 Recommended Budget due to the following changes:

Salaries and Benefits

There is an increase of \$631,656 in this expenditure category due to annualized labor increases and additions in retiree health costs.

Other Charges

There is an increase of \$42,689 in this expenditure category due to anticipated increases in county facility rental charges.

Intrafund Transfers

There is an increase of \$229,277 in this expenditure category due to anticipated increases in the use of local matching funds to draw down federal match dollars as part of the Federal Financial Participation (FFP) program.

NET COUNTY COST

The Department's FY 2010-11 Recommended Budget is not funded by the County General Fund and has no Net County Cost.

Department of Child Support Services (2600B) Resource Allocation Summary

	Actual 2006-07	Actual 2007-08	Revised 2008-09	Recommended 2009-10	Change 2009-10	Recommended 2010-11
Salary Resolution	102.0	98.0	98.0	92.0	(6.0)	92.0
Funded FTE	100.8	96.7	97.2	91.0	(6.1)	91.0
Total Requirements	10,998,958	11,026,033	11,396,949	11,666,466	269,517	12,111,534
Total Sources	10,998,958	11,026,033	11,396,949	11,666,466	269,517	12,111,534

Discretionary Net County Cost

The Department's FY 2009-2010 Recommended Budget is not funded by the County General Fund and has no Net County Cost.

FY 2009-10 Program Funding Adjustments

The following are significant changes from the FY 2008-09 Revised to the FY 2009-10 Recommended Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made to reflect current costs for existing levels of service and performance: increase in extra-help and overtime costs for targeted performance improvement projects focusing on proactive, consistent communication and education with clients to establish a collaborative working relationship with staff and increase in retiree health costs due to transition from pay-as-you-go method to funding the Annual Required Contribution (ARC); and increases have been partially offset with reductions in operating costs including: postage and mailing, contracts and printing. Revenue adjustments reflect a net 2.5% augmentation from the California Department of Child Support Services for Early Intervention Projects.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
269,517	831,795	0	0	562,278	0

2. Reduction in Workforce - Elimination of Six Vacant Positions

The Department will eliminate the following vacant positions to align the Department's budget with its state funding allocation: one Child Support Services Manager, one Child Support Supervisor, one Public Services Specialist, two Fiscal Office Assistants II, and one Office Assistant II. The loss of these positions will have minimal impact on performance as the duties previously assigned to these positions have been redistributed to existing staff.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(562,278)	0	0	(562,278)	(6)

TOTAL FY 2009-10 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
269,517	269,517	0	0	0	(6)

FY 2010-11 Program Funding Adjustments

The following are significant changes from the FY 2009-10 to the FY 2010-11 Recommended Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made to reflect current costs for existing levels of service and performance: increases in retirement and retiree health contributions; and anticipated increases in facility rental charges.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	674,345	0	0	674,345	0

2. Federal Financial Participation Match Program

The Department will increase its use of local funds to draw down federal dollars in the Federal Financial Participation (FFP) program in order to meet increased expenditures. The Department has made extensive position and operational cost reductions in the budget that have had minimal impact on performance and services to clients. Without additional funding from the state, the Department must examine other ways to meet increased costs including shared services agreements with other child support agencies or face reduction in expenditures that will negatively impact performance. The Department will negotiate these issues with the California Department of Child Support Services in FY 2009-10.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
445,068	0	(229,277)	0	(674,345)	0

TOTAL FY 2010-11 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
445,068	674,345	(229,277)	0	0	0