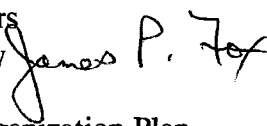


**County of San Mateo
Office of the District Attorney
Family Support Division**

Memorandum

To: Honorable Board of Supervisors
From: James P. Fox, District Attorney 
Date: October 30, 2001
RE: Family Support Division Reorganization Plan

Recommendation: Approve the proposed reorganization of the Family Support Division in preparation for the creation of a San Mateo County Department of Child Support Services. Adopt a salary ordinance that adds one Deputy Director, two Program Services Manager I positions and one Family Support Supervisor to the Family Support Division and deletes two Family Support Officer III positions and one Program Services Manager II.

Background

The Family Support Division recently received \$340,000 in ongoing funding from the California Department of Child Support Services (DCSS). In assessing how to use these funds, the Division has developed a strategic organizational plan for the future of the San Mateo County child support program.

Under state law, the Division must leave the Office of the District Attorney and become an independent County Department no later than December of 2002. Your Board has notified DCSS, that San Mateo will transition on December 31, 2002. However, DCSS has recently indicated that they may prefer a July 1, 2002 transition for the last group of counties, which includes San Mateo. Whether the transition occurs in July or December, the Division must submit a comprehensive transition plan to DCSS no later than February of 2002. Therefore, to meet the plan submission dates and ensure a smooth transition from the DA's office, the Division must start now to establish the organizational structure for what will be the San Mateo County Department of Child Support Services.

Discussion

To develop our strategic organizational plan, the Division reviewed plans from other County child support offices, held an executive committee planning session, met with the District Attorney and conferred with Employee and Public Services. We also met with the County Manager and his staff. These meetings produced the following goals for the organization of the San Mateo County Department of Child Support Services.

1. Maintain high quality child support services by providing adequate resources for each function.
2. Create a flexible organization that can respond quickly to policy and program directives from your Board and the state Department.
3. Create a self-sustaining organization by developing a succession plan and establishing positions that develop management and administrative skills for department staff.
4. Invest in the child support staff by expanding career ladders and staff development opportunities.
5. Create clear performance goals for all units and give supervisors and managers appropriate spans of control, so that they can consistently monitor performance and provide guidance as needed.

These goals address many of the issues in our current organizational structure, which include the lack of a development track for managers, no succession planning, too large a span of control for some managers and diverse and unrelated units reporting to a single manager. To achieve these goals and create a logically organized department, the Division is proposing to organize our 130 staff into four functional Divisions - Child Support Services, Legal Services, Administrative Services and Automation Support. Each of the Divisions and the changes associated with creating the Division are discussed below.

- **Child Support Services Division**

The Child Support Services Division would include about 85% of the Department staff and would be overseen by the Deputy Director of the Department of Child Support, a new position. The Division would be divided into three sections with a manager responsible for each section.

- The Case Management Section would include the following teams: Case Initiation, Establishment, Enforcement and Interstate and the Special Projects team. This section would be responsible for all the child support casework.
- The Support Services Section would include all the teams that contribute to the collection and distribution of child support, but do not actually do casework, such as the Call Center, clerical support, training, the audit and quality control staff and our child support accounting and payment processing units.
- The Customer and Community Outreach Section would provide ombudsman services, complaint resolution, state hearings, and community outreach and education services.

In addition to the Deputy Director, three positions would be added to fully staff the Child Support Services Division, two section managers at the PSM I level and one supervisor position for the Call Center, which is currently managed under contract by a private firm. That contract expires in June of 2002 and we would like to have the in-house manager in place at least three months prior to the end of the contract.

- **Legal Services Division**

The present legal services unit would remain intact. The Division includes a Lead Attorney, four staff Attorneys, a Paralegal, an Investigator and two Legal Secretaries.

- **Administration Division**

To mirror other County Departments, an Administration Division would be established. The Division would be responsible for office operations, payroll/personnel, fiscal activities and budgeting. Existing positions would be reassigned to staff this unit which will be headed by an existing Administrative Services Manager.

- **Automation Division**

The Automation Division would have two sections, the CHASER Consortium, responsible for all matters related to our four-county system and an In-house data processing support section. No additional positions would be required for this unit, although an existing ASM I position would be assigned to the CHASER Consortia section to provide analysis and support.

The attached organization chart presents the plan for the Division. We propose to phase in the new positions during the fiscal year and have the new organizational structure completely in place no later than April 30, 2002. This would give the Division the opportunity to function under the new organizational structure from two to eight months prior to the transition, depending on the final transition date.

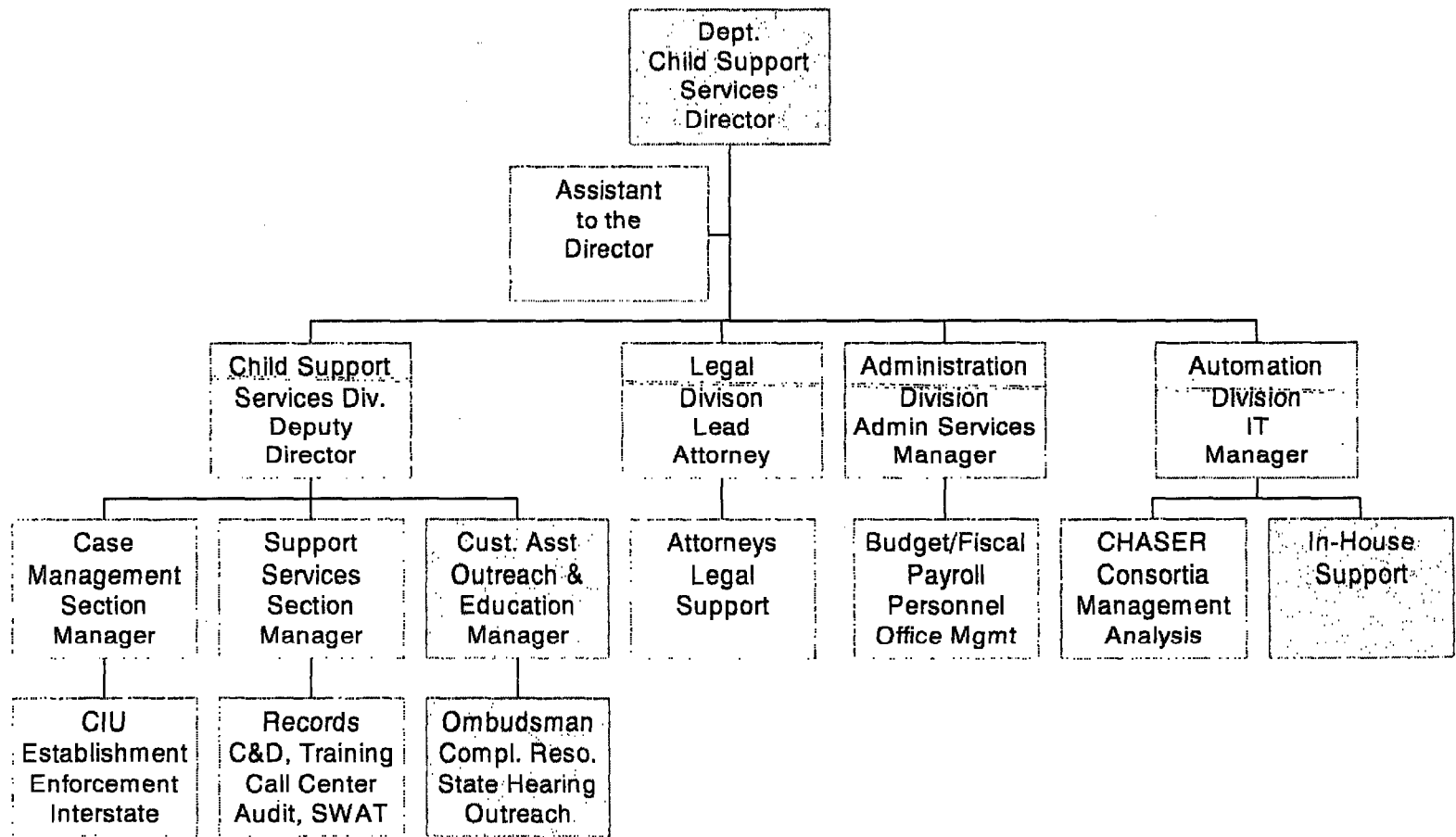
Fiscal Impact

The proposed reorganization plan would require the addition of four new positions. The cost of the additional positions would be partially offset by the deletion of two vacant half-time Family Support Officer III positions and one Program Services Manager II position. For FY 01-02, the net increase in salary and benefits costs is \$70,782. For the following fiscal year, the net increase to fund the four requested positions for a full fiscal year is \$224,658. The additional \$340,000 in state and federal ongoing funding the Division received from DCSS will be used to cover current year and future year costs. There is no County General Fund cost associated with this request.

San Mateo County

Department of Child Support Services

Proposed Organization Chart



ORDINANCE NO. _____
BOARD OF SUPERVISORS, COUNTY OF SAN MATEO,
STATE OF CALIFORNIA

* * * * *

AN ORDINANCE AMENDING SALARY ORDINANCE 04060

The Board of Supervisors of the County of San Mateo, State of California, ordains as follows:

SECTION 1. Part 12 of the Ordinance is amended as indicated:

ORGANIZATION 25000 DISTRICT ATTORNEY'S OFFICE

1. Item D222, Deputy Director of Family Support Services, is increased by 1 position for a new total of 1 position. The salary range is set at 4676.
2. Item E437, Family Support Officer III, is decreased by 2 positions for a new total of 7 positions.
3. Item E434, Family Support Supervisor, is increased by 1 position for a new total of 14 positions.
4. Item D131, Program Services Manager I, is increased by 2 positions for a new total of 2 positions.
5. Item D088, Program Services Manager II, is decreased by 1 position for a new total of 1 position.

SECTION 2. This action is effective at the start of the first pay period beginning thirty days following adoption.