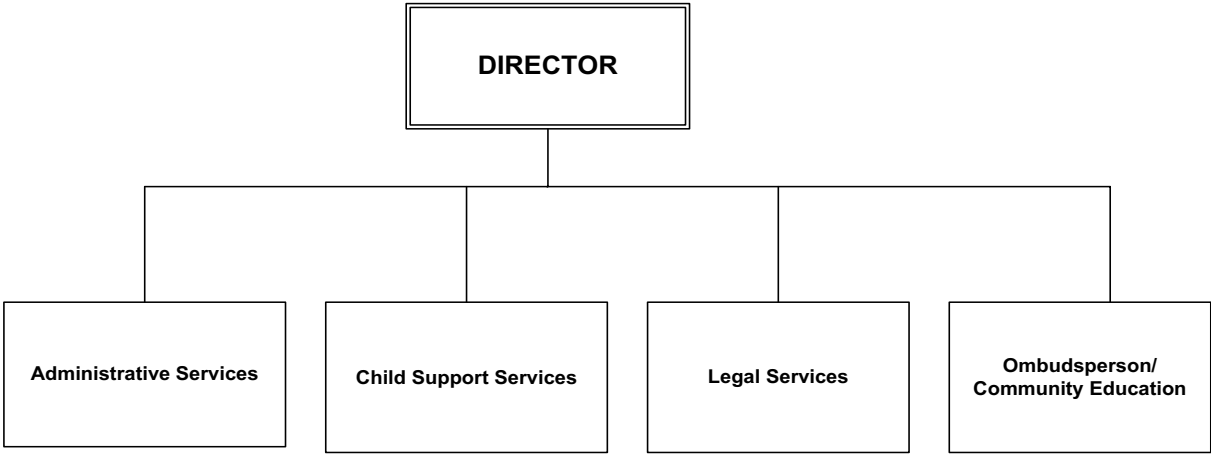
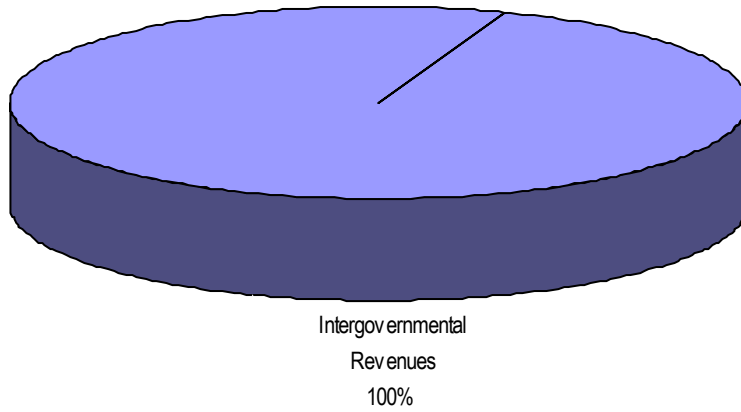


DEPARTMENT OF CHILD SUPPORT SERVICES

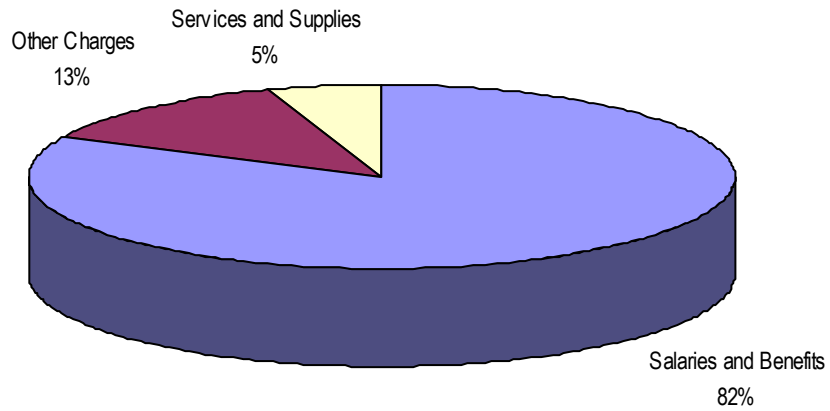


Department of Child Support Services

FY 2006-07 Adopted Sources



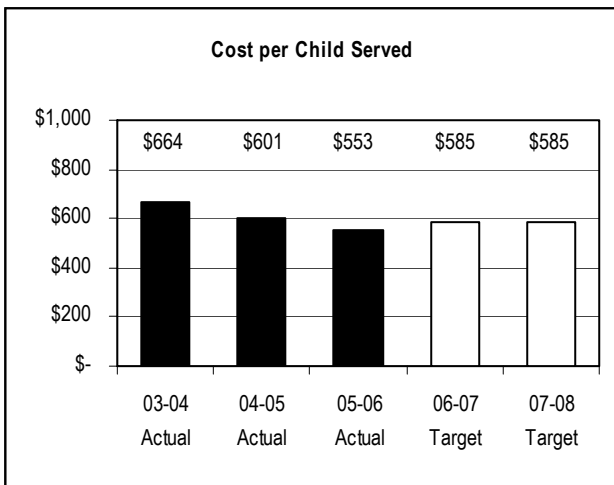
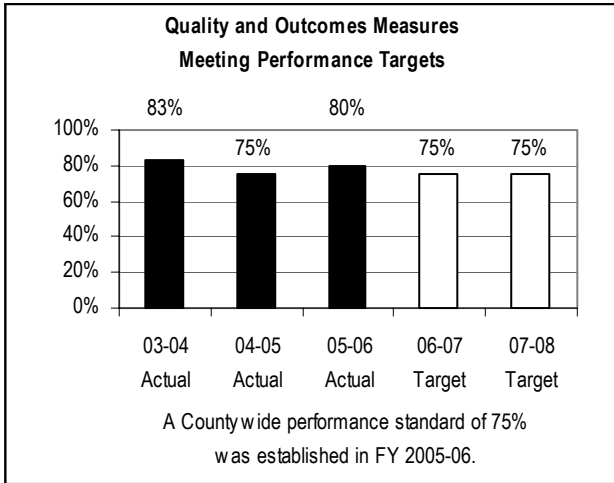
FY 2006-07 Adopted Requirements



Department Locator

County
 Children, Youth and Family Services
 ▷ Department of Child Support Services

Department Measures



Department Mission Statement

The Department of Child Support Services helps parents meet the financial, medical and emotional needs of their children by establishing and enforcing child support orders.

Contributions to Shared Vision 2010 (Fiscal Years 2000 – 2005)

PEOPLE

Ensure Basic Health and Safety for All

- **Paternity Establishment**
 Children without a legal father cannot get financial support and are denied many social benefits. DCSS established paternity for 613 children in Federal FY 2004-05. This represents a 100% increase from the prior year. These children now have access to family health information, social security benefits and are entitled to financial and medical support from both of their parents.
- **Medical Support Orders**
 Medical, dental and vision insurance are key components of quality health care. As of March 31, 2006, DCSS had 8,898 medical support orders, which both improves health care for children and also reduces government costs by providing private insurance for many children that were formerly on Medi-Cal. The percent of cases with orders including medical insurance increased from 2% to 72% from Federal FY 2003-04 to Federal FY 2004-05.

PROSPERITY

Create Opportunities for Every Household to Participate in our Prosperity

- **Financial Support Orders**
 The amount of child support a non-custodial parent owes is determined by a court order. In Federal FY 2004-05, 1,449 financial support orders were established, which contributed to the financial well being of over 14,000 families.
- **Collection and Distribution of Child Support**
 DCSS continues to collect child support from parents that voluntarily pay and take steps to enforce orders when parents do not pay. Efforts have resulted in collections of about \$30 million in FY 2004-05. Of that total, \$7.9 million went directly to former welfare families, which will help them remain self-sufficient. The \$30 million also included \$5.2 million in welfare recoupment that was returned to the federal, state, and county government.

PARTNERSHIPS

Responsive, Effective and Collaborative Government

- **Partnerships for Parent Involvement**
 Fathers that are involved with their children are more likely to pay child support. To encourage and support all fathers, DCSS participated in community education events sponsored by the Fatherhood Collaborative of San Mateo County including father focus groups regarding family law issues, Dad and Me events at the County Parks and Libraries, Father's Day events, and the Collaborative's Annual Fatherhood Conference focusing on

legal issues for fathers. Work also continued with the Peninsula Conflict Resolution Center, by offering mediation of access and visitation issues for the families served.

Assisting Current and Former Inmates

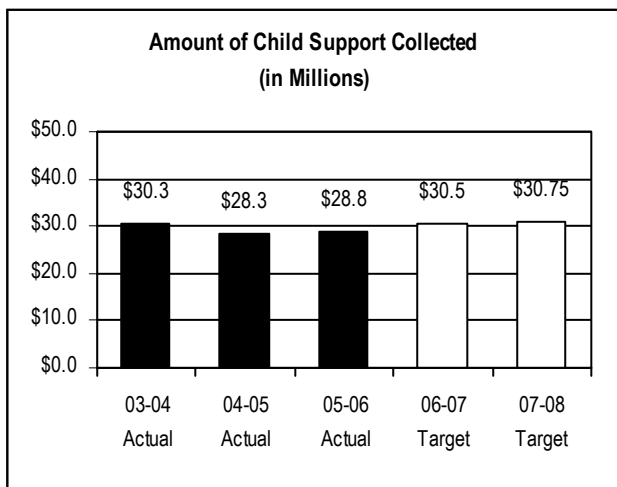
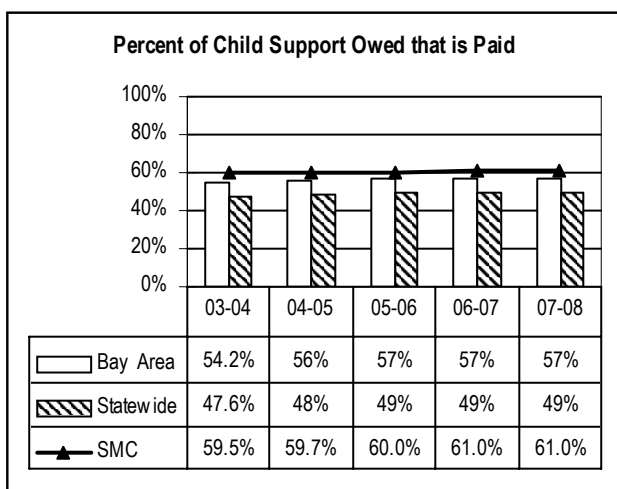
Child support arrears can be a significant burden for former inmates. DCSS educates inmates and former inmates about their child support obligations and options for modifying their order through collaborative work with the Service League of San Mateo County, Sheriff's Office, California Department of Parole, and the State Department of Corrections. DSCC is also participating in the County Re-Entry Initiative. The outcome is better-informed parents who are aware of the services available to them and are subsequently better able to comply with child support obligations.

home and establishing and enforcing court orders for health insurance to reduce barriers and increase access to healthcare. This service is free to all residents of San Mateo County.

The following were major accomplishments in the prior year:

- Ranked among the top performing counties in the collection of current support and percent of cases with payments on arrears
- Increased the percentage of cases with orders to 89%, up 5% over the prior year
- Transferred payment processing to the State Disbursement Unit (SDU)
- Expanded Electronic Fund Transfer for employers resulting in the collection of over \$1.9 million
- Expanded credit/debit payment options for obligors on the web collecting about \$1 million from this source
- Offered clients mediation of access and visitation issues through the Peninsula Conflict Resolution Center (PCRC) Family Mediation Program
- Maintained wait times of less than one minute in the Call Center while answering 74,000 calls
- Continued services for incarcerated payments through programs with the Service League of San Mateo County, the Maguire Jail, the California Department of Parole and the California Department of Corrections

Headline Measures



Story Behind Performance

In the current year, the Department of Child Support Services expects to increase collections and maintain overall performance while undertaking two automation conversions and preparing for a third transition.

Child support collections are closely tied to the health of county economy. With the decrease in the county unemployment rate, DCSS has seen a corresponding increase in child support collections. The department projects a 3% increase over last year. This will raise collections per paying case to over \$4,000, one of the highest rates in state. Efforts to increase the percent of cases with orders have also contributed to the increase in collections. A reorganization of the case establishment unit produced a 5% increase in that performance measure. Other factors contributing to the increase in collections include expanded use of automated payment options for both employers and obligors and continued work with current and formerly incarcerated obligors.

The first automation conversion project this year was the Human Services Agency's transition to the CalWIN system in October. The federal government requires an automated interface between welfare computers and child support systems. With CalWIN, DCSS went from receiving paper copies of welfare applications and case updates to online transfer of information. Staff worked closely with Human Services Agency staff on this transition.

The second transition occurred in April of 2006 when the State Distribution Unit (SDU) took over processing of all San Mateo County child support payments. A central, statewide child support payment processing facility is required by the federal government.

Services and Accomplishments

The Department of Child Support Services primarily contributes to the goals of the Share Vision 2010 commitment to Ensure Basic Health and Safety for All by establishing and enforcing orders for child support so that children grow up in a financially supportive

This transition is an important step toward federal certification of the California child support program and an end to automation penalties. Although the state now receipts and disburses all child support payments, the county still researches unidentified payments and handles customer questions.

The third major automation project is the transition to the new statewide-automated system. The new system, which includes the SDU and will take four years to fully implement, will create new opportunities for the California child support program. DCSS anticipates the new system will create far more statewide consistency in the program and offer opportunities for increased cost-effectiveness. The Department's goal this past year and in the upcoming years is to successfully make these major program changes while continuing to provide high quality child support services to the children and families of San Mateo County.

Major Issues to be Addressed

Responsive, Effective and Collaborative Government

- In 1999, the Legislature reorganized the California child support program and created a state oversight agency. The Agency's two goals are improving performance statewide and successfully implementing a statewide-automated system. A major challenge for San Mateo County DCSS is to maintain the high quality of services while preparing for multiple computer system changes and complying with increasing state mandates.
- DCSS is fully funded by the State of California Department of Child Support Services. For the fourth year, the state is holding county funding flat. Over the past four years, San Mateo DCSS has eliminated 23 positions to absorb cost of living adjustments. The resulting challenge is to maintain high quality services with fewer staff.

Create Opportunities for Every Household to Participate in our Prosperity

- Although San Mateo DCSS does a very good job of collecting support from parents that are able to pay, many clients are unable to meet their support obligations. These parents may have mental health or substance abuse issues. They may have limited job skills or minimal education. The issue to be addressed is how to help these parents address the issues that prevent them from paying support.

Key Department Initiatives

1. Transition to a Statewide Automated Child Support System

Major Issue to be addressed:

- The State of California is being fined over \$220 million a year for failing to have a statewide automated child support system. To stop the penalties, all California counties must use the same automated system that meets specific federal requirements. All child support payments in the state must be processed at a central facility.

Alignment to Shared Vision:

- Responsive, Effective and Collaborative Government

Goals:

- Maintain the current level of performance and customer service under statewide automated child support system
- Effectively utilize a statewide collections process to prevent future penalties

Objectives:

- Child support collections will be equal to or greater than the prior year
- Percent of current support collected will be equal to or greater than the prior year
- Percent of cases with a collection on arrears will be equal to or greater than the prior year
- Percent of cases with orders will be equal to or greater than the prior year

Major milestones:

- Successfully Transition to the State Disbursement Unit
- Transition to the Statewide Services component which will allocate payments statewide
- Participate in Statewide system testing and training development
- Train all staff on the new system
- Convert to the new system

County Partners:

- Information Services
- County Controller
- Courts
- Human Services Agency
- State Department of Child Support Services
- Treasurer

FY 2006-07 Budget Impact:

The Department anticipates receiving additional conversion funding to offset increased costs associated with training, rollout, and implementation of these new systems. Since the State will not provide on-going increased funding for these efforts, the Department will not increase staffing to work on these projects. Specific staff will take on additional workloads and receive special assignment pay.

2. Helping Obligor that are "Unable" to Pay Support

Major Issue to be addressed:

- DCSS takes over 200 obligors to court each year on contempt charges for failure to pay support. Of those 200 cases, about 20% consistently make payments after the contempt hearing. The issue remains, how to best address inability to pay for the remaining 80%. Is the current option of jail time the best alternative?

Alignment to Shared Vision:

- Realize the Potential of Our Diverse Population

Goal:

- Increase child support payments from parents that have failed to pay support due to personal obstacles such as mental health issues, substance abuse or illiteracy.

Objectives:

- Increase the child support payments from formerly nonpaying obligors
- Develop collaborations with other county departments and community based groups to provide services for “unable” parents
- Identify and modify orders that are inconsistent with obligors earning abilities
- Use the legal tools of DCSS to leverage client participation in appropriate programs
- Identify and address the underlying issues behind noncompliance rather than repeatedly applying failed solutions
- Increase DCSS effectiveness and efficiency

Major milestones:

- Analyze data to assess underlying issues behind ongoing noncompliance with a child support order
- Develop concept paper
- Meet with potential partners to discuss concept paper, review options and brainstorm ideas
- If partners are interested, develop a pilot project plan and explore funding options
- Implement pilot project of limited scope
- Assess pilot
- If successful and financially feasible, expand program

County Partners:

- Human Services Agency
- Mental Health
- Correctional Health
- Sheriff
- Probation
- Courts
- Community Based Organizations such as Project 90, Family Service Agency, Project READ, Service League and others

FY 2006-07 Budget Impact:

By increasing the Department's effectiveness and efficiency in collecting child support from historically non-compliant obligors, the Department is better able to redirect resources to other challenges, like staffing for conversion projects and responding to new state mandates. Additionally, if the Department is able to efficiently enforce child support by expanding lower cost collaborative efforts with other County Departments, such as Probation, Health, and Human Services, this results in reduced costs and a reduction in workload for historically more expensive enforcement activities such as the prosecution of non-compliant obligors via contempt proceedings.

Performance Measures Summary Table

Performance Measures	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Target	FY 2007-08 Target
What/How Much We Do					
Number of child support cases	15,325	14,396	14,284	14,000	14,000
Total number of medical support cases	8,625	12,702	12,600	12,000	12,000
Total number of children served in all case categories (current, arrears, and medical)	21,286	20,154	20,140	20,500	20,500
How Well We Do It (Quality)					
Total amounts of child support collected (in millions)	\$30.3	\$28.3	\$28.8	\$30	\$30.5
Percent of cases with orders for child support	82.43%	88%	87.6%	88.5%	90%
Is Anyone Better Off? (Outcome)					
Percent of dollars of current child support owed that is paid	59.52%	60.1%	60%	61%	61%
- Bay Area Average	54.23%	56%	57%	N/A	N/A
- State Average	47.6%	48%	49%	N/A	N/A
Percent of cases that receive a payment toward arrears	63%	61%	61%	65%	65.5%
Percent of cases with a medical insurance order where medical insurance is being provided by the obligor ⁽¹⁾	59.69%	52.2%	47.5%	47%	47%
Percent of former and never assisted cases receiving a current child support payment	80.46%	73%	79%	80%	81%

⁽¹⁾ The CASES automated system misreports medical insurance statistics. There is a change request submitted to correct this under reporting error, but it is unclear when the system will be fixed. The higher performance numbers reflect statistics from the former system that accurately counted medical insurance statistics.

**Department of Child Support Services (2600B)
General Fund**

FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
SOURCES						
Intergovernmental Revenues	11,151,907	11,063,991	11,469,551	11,502,004	32,453	11,439,555
Total Revenue	11,151,907	11,063,991	11,469,551	11,502,004	32,453	11,439,555
TOTAL SOURCES	11,151,907	11,063,991	11,469,551	11,502,004	32,453	11,439,555
REQUIREMENTS						
Salaries and Benefits	9,103,795	8,797,713	9,356,347	9,472,712	116,365	9,472,712
Services and Supplies	616,846	858,711	606,253	591,250	(15,003)	591,250
Other Charges	1,431,267	1,407,567	1,506,951	1,438,042	(68,909)	1,375,593
Net Appropriations	11,151,907	11,063,991	11,469,551	11,502,004	32,453	11,439,555
TOTAL REQUIREMENTS	11,151,907	11,063,991	11,469,551	11,502,004	32,453	11,439,555
AUTHORIZED POSITIONS						
Salary Resolution	112.0	107.0	107.0	102.0	(5.0)	102.0
Funded FTE	111.2	105.6	105.2	100.8	(4.4)	100.8

FY 2006-07 Budget Overview

TOTAL SOURCES

Total Sources increased by \$32,453 or less than .3 % from the FY 2005-06 Revised to the FY 2006-07 Adopted Budget due to the following changes:

Intergovernmental Revenues

There is an increase of \$32,453 in this funding source due to a corresponding increase in the California Department of Child Support Services allocation. This increase is primarily due to an increase in the Electronic and Data Processing funding from the State for increased indirect costs and increased staffing costs for department information technology services.

TOTAL REQUIREMENTS

Total Requirements increased by \$32,453 or less than .3% from the FY 2005-06 Revised to the FY 2006-07 Adopted Budget due to the following changes:

Salaries and Benefits

There is an increase of \$116,365 in this expenditure category due to increased Workers Compensation Charges, Benefit Costs, and Retirement Costs.

Services and Supplies

There is a decrease of \$15,003 in this expenditure category due to a reduction in various general office supply expenditures by streamlining departmental purchasing efforts.

Other Charges

There is a decrease of \$68,909 in this expenditure category due to a reduction of telephone and automation services costs by reconciling expenditures to historical actuals.

NET COUNTY COST

The Department's FY 2006-07 Adopted Budget is not funded by the County General Fund and has no Net County Cost.

FY 2007-08 Budget Overview

TOTAL SOURCES

Total Sources decreased by \$62,449 or 0.5% from the FY 2006-07 to the FY 2007-08 Adopted Budget due to the following changes:

Intergovernmental Revenues

There is a decrease of \$62,449 in this funding source reflecting removal of prior year one-time State revenue for network equipment replacement.

TOTAL REQUIREMENTS

Total Requirements decreased by \$62,449 or 0.5% from the FY 2006-07 to the FY 2007-08 Adopted Budget due to the following changes:

Other Charges

There is a decrease of \$62,449 in this expenditure category reflecting removal of prior year one-time State revenue for network equipment replacement.

NET COUNTY COST

The Department's FY 2007-08 Adopted 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 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
Salary Resolution	112.0	107.0	107.0	102.0	(5.0)	102.0
Funded FTE	111.2	105.6	105.2	100.8	(4.4)	100.8
Total Requirements	11,151,907	11,063,991	11,469,551	11,502,004	32,453	11,439,555
Total Sources	11,151,907	11,063,991	11,469,551	11,502,004	32,453	11,439,555

Program Net County Cost

The Department's FY 2006-07 Adopted Budget is not funded by the County General Fund and has no Net County Cost.

FY 2006-07 Program Funding Adjustments

The following are significant changes from the FY 2005-06 Revised to the FY 2006-07 Adopted Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments include personnel cost increases, an increase to Worker's Compensation charges due to a change in methodology, incremental adjustments to various operating costs, deletion of one-time expenditures, reduction in contract expenses for paternity testing services, reconciliation of budgeted amounts for telephone and automation services based on historical actuals, and a corresponding increase to the Department's revenue allocation from the State.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
48,006	48,006	0	0	0	0

2. Retirement Rate Increases

Increases in the County's contribution to employee retirement have been included. The Department of Child Support Services receives no funding from the General Fund and has received no additional State funding to offset the retirement increases. The department is eliminating three vacant positions including a Legal Secretary II, a Public Services Specialist, and a Lead Fiscal Office Assistant to maintain a zero Net County Cost.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	207,738	0	0	0	0
0	(207,738)	0	0	0	(3)

3. State Funding Adjustments for Automation

The California Department of Child Support Services is eliminating automation funding for one Administrative Services Manager I who was working on state automation/conversion projects. The position will be eliminated. In addition, funding for the replacement of network equipment, including two network switches, uninterruptible power supplies, and the Department's share of network equipment replacement in the Hall of Justice was modified by the State to abide by federal government depreciation rules. The funding for network equipment replacement has also been reduced.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(141,393)	(141,393)	0	0	0	(1)

4. Management Succession Planning

The Department recently had a Senior Program Services Manager II retire. This individual had been a long term department employee with extensive child support program knowledge and experience. To ensure adequate program resources and to develop an appropriate succession management plan, the Department is eliminating the Program Services Manager II position and adding two junior level Child Support Manager positions. Two vacant Fiscal Office Assistants II will also be deleted to offset the net cost of this change. The addition of two Child Support Services Managers will positively impact performance and outcomes. Staff will have access to more program managers to more effectively and efficiently allow them to manage caseloads. Specifically, caseworkers will be able to improve enforcement and child support collection efforts due to the availability of this increased management resource. Additionally, collections efforts will be enhanced due to increased training and quality control of program policies and procedures. These changes are made with no Net County Cost.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	0	0	0	0	(1)

5. Replacement of Network Equipment

Additional funding received from the California Department of Child Support Services for the replacement of network equipment, including two network switches, uninterruptible power supplies, and the Department's share of network equipment replacement in the Hall of Justice have been added.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
62,449	62,449	0	0	0	0

6. State Performance Incentive Augmentation

The California Department of Child Support Services is providing an augmentation of \$12 million statewide to county child support departments to improve overall child support program performance. This allocation was distributed according to a performance and equity based allocation methodology. This funding adjustment reflects the San Mateo County Department of Child Support Services allocation to improve performance in federal and state child support performance measures. The Department will use the additional funding and savings from eliminating a vacant Office Assistant II position to add a Child Support Officer I/II to target program performance.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
54,114	54,114	0	0	0	0

7. State's New Enterprise Customer Service Solution

The California Department of Child Support Services is providing state funding for implementation of the State's New Enterprise Customer Service Solution. This will integrate the State's centralized call center solution with the County's existing telecommunications infrastructure and current child support call center operation. The funding will cover equipment costs, telephone services, and labor/installation services provided by the Information Services Department.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
9,277	9,277	0	0	0	0

TOTAL FY 2006-07 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
32,453	32,453	0	0	0	(5)

FY 2007-08 Program Funding Adjustments

The following are significant changes from the FY 2006-07 to the FY 2007-08 Adopted Budget:

8. Removal of Network Equipment Funding

Revenue received from the California Department of Child Support Services for the one-time replacement of network equipment, including two network switches, uninterruptible power supplies, and the Department's share of network equipment replacement in the Hall of Justice have been removed.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(62,449)	(62,449)	0	0	0	0