

## 027 - DEPARTMENT OF CHILD SUPPORT SERVICES

### Operational Summary

#### Mission:

To enhance the quality of life for children and families by establishing and enforcing court orders for the financial and medical support of children in an effective, efficient and professional manner.

#### Strategic Goals:

- The following three goals have been established to align with the State Department of Child Support Services' performance expectations:
- Increase net distributed collections by 2%
- Increase percent of collections on current support by 3.9%
- Increase percent of cases with arrears collection by 1%

#### At a Glance:

Total FY 2006-2007 Actual Expenditure + Encumbrance:	55,786,266
Total Final FY 2007-2008	57,183,731
Percent of County General Fund:	1.8833%
Total Employees:	723.00

#### Key Outcome Indicators:

Performance Measure	2006 Business Plan	2007 Business Plan	How are we doing?
	Results	Target	
<b>PATERNITY ESTABLISHMENT PERCENTAGE</b> <b>What:</b> Measures the percentage of children in the caseload for whom paternity was established. <b>Why:</b> Paternity establishment is a prerequisite to establishing a medical/monetary child support order.	CSS exceeded Federal Performance Standards with the establishment of paternity for 91.3% of the children in the caseload born to unmarried parents.	CSS will strive to improve casework efficiency for paternity establishment to achieve a percentage growth of 1% and an overall percentage of 92%.	CSS continues to exceed the Federal Performance Standard of 50% with an establishment percentage of 91.3%.
<b>CASES WITH A SUPPORT ORDER ESTABLISHED</b> <b>What:</b> Measures the percentage of cases with an order established for child support. <b>Why:</b> An order must be established before support can be collected.	Court orders have been established for 81.6% of the cases requiring support orders.	Increase the percentage of cases with a child support order by 1% for an overall percentage of 82%.	Percentages have stabilized, but CSS continues to exceed the Federal Performance Standard of 50% by establishing a support order in 81.6% of the cases requiring support orders.
<b>COLLECTIONS ON CURRENT SUPPORT</b> <b>What:</b> Measures the amount collected for current child support as a percentage of the total amount due. <b>Why:</b> Collection of current support enables a family to meet basic living and medical needs.	CSS achieved 1% growth in this measure, collecting 53.9% of current child support.	Increase collections on current support to achieve a percentage growth of 4% and an overall percentage of 56%.	CSS exceeded the 40% minimum Federal Performance Standard by achieving 53.9% of collections on current support due. This results from targeted projects and projects designed to establish reasonable orders by engaging non-custodial parent participation.



## Key Outcome Indicators: (Continued)

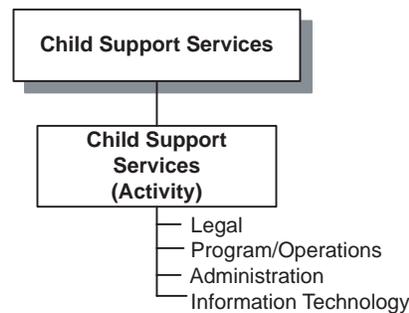
Performance Measure	2006 Business Plan	2007 Business Plan	How are we doing?
	Results	Target	
<b>CASES WITH ARREARS COLLECTIONS</b> <b>What:</b> Measures the percentage of cases with past due child support in which some collection was made. <b>Why:</b> As with current child support, payment on arrears provides a family with income to meet basic needs.	CSS collected on 59.4% of cases that have child support arrears owed. This was due to projects focused on collecting the arrears, and considering personal finances of the non-custodial parent; upon a verified change in circumstances, the court order is modified.	Increase the percentage of cases with collections on arrears by 1% for an overall percentage of 60%.	CSS exceeds the Federal Performance Standard of 40% by collecting from 59.4% of cases that have child support arrears owed. CSS will continue to partner with non-custodial parents to improve working relationships and reduce past due amounts by establishing financially appropriate orders.

### FY 2006-07 Key Project Accomplishments:

- Net distributed collections decreased from \$178.3 million in FFY 04/05 to \$176.2 million in FFY 05/06. The decrease is directly attributable to the reduction of the caseload and the time delay in processing payments by the State Distribution Unit. While experiencing an overall decrease in collections, the collections per case increased 0.3% to \$1,818.
- Orange County continues to lead the six largest California counties in percent of current support collected.
- CSS achieved a 90.7% compliance rate exceeding the federal minimum of 75% in the area of case review. CSS also met compliance in the area of expedited process with 93.5% of orders obtained on cases within the first six months of service, exceeding the required 75%. In 99.0% of cases, orders were obtained within twelve months, exceeding the required 90%. Compliance was also met in the area of program administration.
- State Distribution Unit (SDU) was successfully implemented and began processing payments in January 2006. SDU centralized the processing of collections and distributions.
- CSS launched an extensive public outreach campaign to create awareness of the SDU, prepare clients for the major change in payment processing by SDU, and minimize impact to clients.
- CSS Public Outreach Unit participated in 16 public information/outreach events to create awareness of the program, increase child support collections and decrease arrears. Among the events, Outreach staff participated in the Police and Correction Team Program to create awareness of services to newly released parolees as part of their transition into the community. Staff also accomplished the following:
  - Created a brochure entitled “The Smart, Easy and Inexpensive Way to deal with Child Support Issues” to provide an overview of services provided by CSS. Over 6,000 brochures were distributed to customers.
  - Partnered with San Diego and Los Angeles County Child Support Agencies to market services in Divorce Magazine.
  - Orchestrated a radio campaign with local radio stations targeting previously underserved communities. Approximately 150 radio spots ran in a 4 week period which resulted in a significant increase in case openings.
  - CSS successfully implemented Version 1 of the California Child Support Automation System (CCSAS) in September 2006. Version 1 established a statewide database system.
  - Implementation of CCSAS provides automation enhancements which allow proportional allocation of support in multiple cases.
  - Implementation of CalWin automation system by Social Services Agency (SSA) in 2006, impacted CSS due to the interface between child support enforcement and the Cal-Works and TANF programs. Through collaborative efforts, the transition was one of the most successful in the state, due to the excellent communication and collaboration between the agencies.
  - Customer service survey is currently being conducted to assess the effectiveness of services and client satisfaction levels.

- CSS implemented and obtained 1,124 enforceable orders through the Pre Default Intervention (PDI)/Express Pre Default Intervention (XPDI) process to increase non-custodial parent participation and establish reasonable monthly support orders. Overall, cases with stipulated dollar judgments yielded \$119,702 or 55% in distributed net collections more than cases with defaulted orders. Cases with stipulated dollar judgments averaged \$1,150 per case in distributed net collection compared to \$603 per case with defaulted dollar judgments.
- Implemented the Call Blast Project to provide early intervention for non-custodial parents who stopped making payments. The PhoneTree auto dialing system was used to perform calls outside of normal business hours to remind clients to make payments. Since inception in December 2005, approximately 11,500 calls were made through the Call Blast Project resulting in 72% of calls answered and 743 payments were received after the call was made. With collaboration from the Legal Team, a more persuasive call script was created; of 645 calls, 81% were answered and 220 payments were received.
- CSS contracted with Public Consulting Group (PCG) to identify children in the caseload who have medical coverage. The review allowed accurate reporting to clients and the State Department of Child Support Services.
- Created a new Child Support Awareness Month poster and distributed 100 posters to: County agencies, City Halls, CEO's Office and the State Child Support Office.
- Enhanced the CSS website design to make it easier for clients to submit service requests on-line. 3,865 on-line services requests were received.

## Organizational Summary

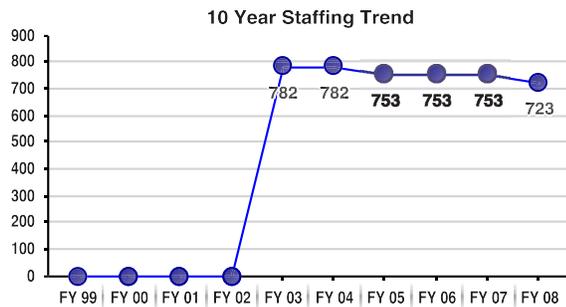


**Department Of Child Support Services - PROGRAM/OPERATIONS/INFORMATION TECHNOLOGY** - This division is responsible for the opening, establishment, modification and enforcement of child support orders. Case management staff serve as primary customer service representatives and take administrative enforcement actions that do not require court intervention. This division also provides computer technical support, systems applications, and systems security.

**LEGAL TEAM** - This division provides legal guidance and advice associated with child support. Legal staff handle all matters that go before the court, including obtaining court orders to establish paternity and financial child support, modification of existing child support orders, and civil enforcement actions.

**ADMINISTRATIVE SUPPORT SERVICES** - This division provides administrative support and training for the department. Support services includes budget/fiscal, accounting, purchasing, human resources, management services, research, facilities management, as well as, training resources to address the department's broad range of training needs.

### Ten Year Staffing Trend:



### Ten Year Staffing Trend Highlights:

- CSS experienced a reduction in staffing levels in FY 06/07 which resulted from CEO directive to delete 30 positions. With flat funding for the fifth consecutive year and reduced staffing, the department will experience significant challenges in providing quality customer service and effectively operating the program. To operate within the current level of funding, CSS will reduce and redirect staff to meet core business needs, continue to implement an internal hiring freeze, and limit back-filling positions.

### Final Budget History:

Sources and Uses	FY 2005-2006	FY 2006-2007		FY 2007-2008		Change from FY 2006-2007	
	Actual Exp/Rev	Budget As of 6/30/07	FY 2006-2007 Actual Exp/Rev <sup>(1)</sup> As of 6/30/07	FY 2007-2008 Final Budget	Actual Amount	Percent	
Total Positions	753	723	723	723	0	0.00	
Total Revenues	54,741,975	59,712,421	57,662,793	58,687,731	1,024,938	1.78	
Total Requirements	53,757,047	57,880,721	55,727,613	57,183,731	1,456,118	2.61	
Net County Cost	(984,928)	(1,831,700)	(1,935,179)	(1,504,000)	431,179	-22.28	

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2006-07 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: Department of Child Support Services in the Appendix on page A41

### Highlights of Key Trends:

- Orange County continues to meet or exceed Federal Performance Measures in paternity establishment percentage, percent of cases with a support order established, percent of collections on current support, and percent of cases with arrears collections. The success of CSS plays a key role in assisting families in achieving and maintaining self-sufficiency.

## Budget Summary

### Plan for Support of the County's Strategic Priorities:

The Department of Child Support Services does not have any projects defined as Board Strategic Priorities. CSS strives to improve efficiency and responsiveness while maintaining costs within our 100% State and Federal funding to avoid impacting Net County Cost limits.

### Changes Included in the Base Budget:

The Federal and State Allocations for CSS are expected to remain flat for FY 07/08. Due to a change of practice in booking State advances into Fund 12C, CSS has included a higher operating transfer in of \$58.6 million from Fund 12C. The operating transfer in from 12C of \$2.4 million is \$1.1 million higher than the FY 06/07 budgeted transfer in required to balance the budget and meet the Net County Cost limit.



**Budget Units Under Agency Control:**

No.	Agency Name	Department Of Child Support Services
027	Department of Child Support Services	57,183,731
12C	Child Support Program Development	63,366,922
	Total	120,550,653

## 027 - Department of Child Support Services

### Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2005-2006		FY 2006-2007		FY 2006-2007		FY 2007-2008		Change from FY 2006-2007	
	Actual Exp/Rev	Budget	Actual Exp/Rev <sup>(1)</sup>	Budget	Actual Exp/Rev <sup>(1)</sup>	Budget	Actual	Amount	Percent	
Intergovernmental Revenues	\$ 54,504,081	\$ 57,506,971	\$ 56,785,527	\$ 57,506,971	\$ 56,785,527	\$ 0	\$ (56,785,527)		-100.00%	
Miscellaneous Revenues	237,894	899,286	647,176	899,286	647,176	0	(647,176)		-100.00	
Other Financing Sources	0	1,306,164	230,090	1,306,164	230,090	58,687,731	58,457,641		25,406.42	
<b>Total Revenues</b>	54,741,975	59,712,421	57,662,793	59,712,421	57,662,793	58,687,731	1,024,938		1.78	
Salaries & Benefits	39,589,947	44,521,403	43,004,528	44,521,403	43,004,528	43,770,515	765,987		1.78	
Services & Supplies	11,074,880	11,040,173	10,478,629	11,040,173	10,478,629	11,561,406	1,082,777		10.33	
Other Charges	1,888,134	1,723,259	1,722,759	1,723,259	1,722,759	1,762,867	40,108		2.33	
Fixed Assets	966,192	170,000	106,366	170,000	106,366	88,943	(17,423)		-16.38	
Other Financing Uses	237,894	425,886	415,332	425,886	415,332	0	(415,332)		-100.00	
<b>Total Requirements</b>	53,757,047	57,880,721	55,727,613	57,880,721	55,727,613	57,183,731	1,456,118		2.61	
<b>Net County Cost</b>	\$ (984,928)	\$ (1,831,700)	\$ (1,935,179)	\$ (1,831,700)	\$ (1,935,179)	\$ (1,504,000)	\$ 431,179		-22.28%	

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2006-07 Actual Expenditure + Encumbrance included in the "At a Glance" section.