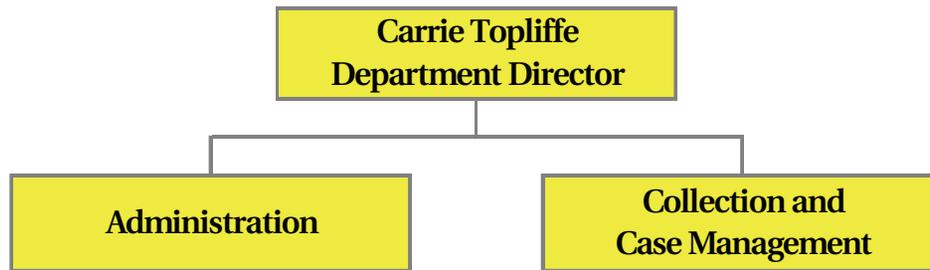
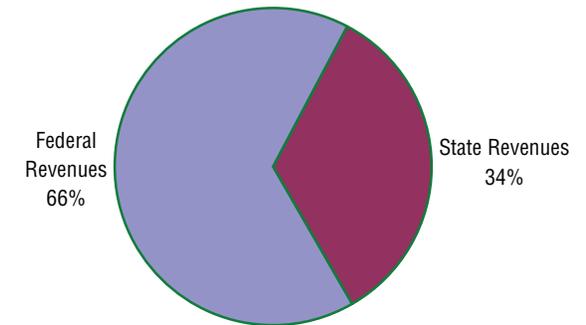


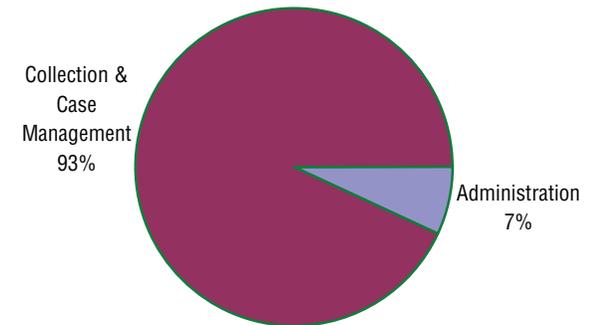
CHILD SUPPORT SERVICES

Budget & Positions (FTEs)	
Operating \$	9,657,766
Capital	-
Positions	90.6 FTEs

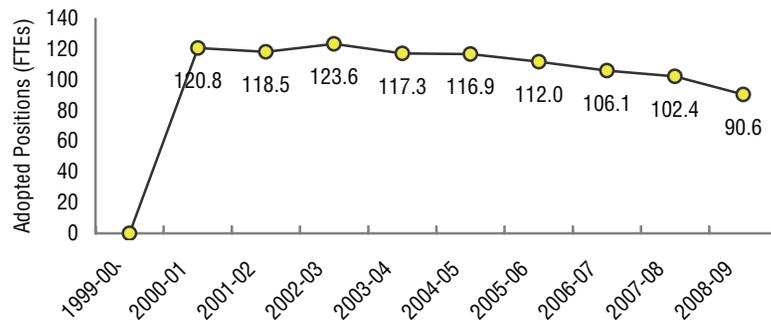
SOURCE OF FUNDS



USE OF FUNDS



STAFFING TREND



CHILD SUPPORT SERVICES

Department Summary

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
Use of Funds Summary				
<i>Operating Expenditures</i>				
Administration	\$ 698,507	\$ 703,341	\$ 729,707	\$ 663,517
Collection & Case Management	9,070,207	9,155,088	8,901,773	8,994,249
Operating Total	9,768,714	9,858,429	9,631,480	9,657,766
<i>Non-Operating Expenditures</i>				
Capital Assets	6,491	19,000	19,000	--
Expenditure Total	9,775,205	9,877,429	9,650,480	9,657,766
<i>Other Financing Uses</i>				
Operating Transfers	12,283	12,220	12,220	12,220
Designated for Future Uses	66,913	66,913	66,912	--
Department Total	<u>\$ 9,854,401</u>	<u>\$ 9,956,562</u>	<u>\$ 9,729,612</u>	<u>\$ 9,669,986</u>

Character of Expenditures

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<i>Operating Expenditures</i>				
Regular Salaries	\$ 5,535,938	\$ 5,713,521	\$ 5,647,135	\$ 5,342,998
Overtime	154,297	60,000	52,108	10,000
Extra Help	147,035	25,000	58,987	90,000
Benefits	1,806,056	2,106,432	1,930,171	2,295,938
Salaries & Benefits Sub-Total	7,643,326	7,904,953	7,688,401	7,738,936
Services & Supplies	2,125,388	1,953,476	1,943,079	1,918,830
Operating Total	9,768,714	9,858,429	9,631,480	9,657,766
<i>Non-Operating Expenditures</i>				
Capital Assets	6,491	19,000	19,000	--
Expenditure Total	<u>\$ 9,775,205</u>	<u>\$ 9,877,429</u>	<u>\$ 9,650,480</u>	<u>\$ 9,657,766</u>

Note: Presentation of the individual program amounts for fiscal years 2006-07 and 2007-08 have been adjusted to provide a consistent level of detail with the fiscal year 2008-09 budget, however, the totals for 2006-07 and 2007-08 have not been changed.

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
Source of Funds Summary				
<i>Departmental Revenues</i>				
Interest	\$ 71,485	\$ 40,000	\$ 41,000	\$ 40,000
Federal Revenues	6,355,846	6,425,982	6,309,860	6,354,471
State Revenues	3,365,096	3,421,668	3,275,868	3,273,515
Other Charges for Services	744	--	2,222	--
Miscellaneous Revenue	41,231	2,000	3,174	2,000
Revenue Total	9,834,402	9,889,650	9,632,124	9,669,986
<i>Other Financing Sources</i>				
Operating Transfers	19,999	--	30,576	--
Use of Prior Fund Balances	--	66,912	66,912	--
Department Total	<u>\$ 9,854,401</u>	<u>\$ 9,956,562</u>	<u>\$ 9,729,612</u>	<u>\$ 9,669,986</u>

	Actual FY 06-07		Adopted FY 07-08		Est. Actual FY 07-08		Recommended FY 08-09	
	Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE
Position Summary								
<i>Permanent</i>								
Administration	6.0	6.3	6.0	5.7	6.0	6.0	5.0	4.7
Collection & Case Management	107.8	100.7	108.8	95.7	108.8	96.1	99.8	85.9
Total Permanent	113.8	107.0	114.8	101.4	114.8	102.1	104.8	90.6
<i>Non-Permanent</i>								
Contract	--	1.0	--	1.0	--	0.9	--	--
Total Positions	<u>113.8</u>	<u>107.9</u>	<u>114.8</u>	<u>102.4</u>	<u>114.8</u>	<u>103.0</u>	<u>104.8</u>	<u>90.6</u>

Note: FTE and position totals may not sum correctly due to rounding.

MISSION STATEMENT

To serve children and families by establishing parentage and enforcing support orders in a fair and equitable manner.

Budget Organization

The Department of Child Support Services is a single division department with two subdivisions. The subdivisions of Administration, and Collection and Case Management are supported by 90.6 full time equivalent (FTE) staff, with offices in Lompoc, Santa Barbara, and Santa Maria. Services are provided to residents in both the incorporated and unincorporated areas of the County and, when appropriate, to out-of-county residents in cooperation with other country, state and county jurisdictions.

Departmental Overview

As the 2007-08 fiscal year closes, Santa Barbara County is functioning within a statewide electronic system that now covers 45 counties and half of the State's caseload. While awaiting the influx of Los Angeles County's massive Child Support caseload in November 2008, the federal government has agreed to evaluate and potentially certify the complex statewide system by June 2008, thus ending a 6-year era of \$200 million in annual penalties to California. Achieving this huge financial milestone has been an arduous undertaking. Since the first counties went live in May 2007, numerous system defects have been identified and corrected; many others are in the process of being resolved by the State. Transitioning to a highly complex, automated system is more than a technical change; business practices and processes also have to be changed, and the Department has formed "Change Management" groups to address these process changes and to evaluate the most effective ways of delivering customer service in this new technical environment. The Department has also partnered with other counties around the State in sharing staff for high priority projects and analyzing recommended new practices. Some of the short-term impacts of this conversion include delayed payments and delays in opening new cases. As seen in the accompanying chart, overall collections have declined, due to multi-year systems conversion activities that have consumed 15-20% of the Department's staff. However, as the system stabilizes, and as business practices are modified and staff training is conducted, the Department anticipates increased overall performance in FY 2008-09.

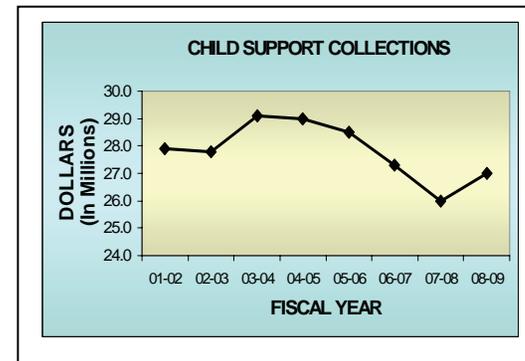
Mindful of the challenges facing Local Child Support Agencies such as Santa Barbara's, the State is shielding the program from some of the larger budget cuts being contemplated for other State-funded programs in FY 2008-09. Unfortunately, this is insufficient to balance the effects of six years of flat funding allocations, a reduction in the technology budget, and the major diversion of staffing that has accompanied the 18-month conversion period. To absorb cost increases over the past six years and sufficiently staff the conversion activities, Santa Barbara Child Support has suffered a functional decrease in staffing of thirty FTEs, or twenty-five percent of its budgeted FY 2002-03 level. Though staff is gradually being released from conversion activities, the total number of employees performing core Child Support functions will not increase, since the department will be balancing its budget by not filling positions that become vacant through attrition. This need for severe shrinkage is caused by sharp increases in Santa Barbara operating costs,

CHILD SUPPORT SERVICES

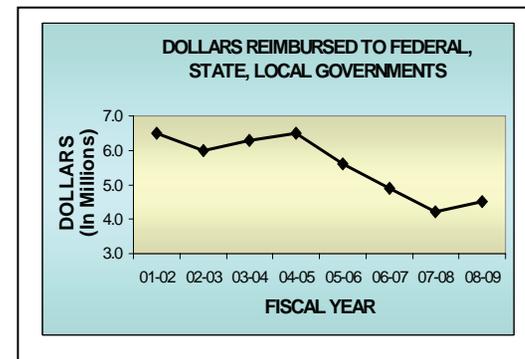
Department Summary (cont'd)

exacerbated by a decrease in the State funded budget for technology costs -- based on the erroneous assumption that local costs would decrease as the system became statewide. These budget challenges are causing the Department to look carefully at its service delivery model and make process improvement a core value. Process improvement, coupled with anticipated systems stabilization will result in a more robust system and enable the Department to increase its performance to the level achieved in previous years. A major asset in achieving a successful transition to more efficient automation-aided business practices is Child Support's seasoned and dedicated staff.

Activity Indicators



Of the overall collections, 64% is for ongoing support; 36% is for arrears. Collections are expected to increase as new statewide system stabilizes and efficiencies from robust system are gained.



Of the total dollars reimbursed, 50% goes to Federal, 47.5% to State, and 2.5% to County Governments. Reimbursements are directly related to overall collections.

CHILD SUPPORT SERVICES
Department Summary (cont'd)

Significant Changes (FY 2007-08 Adopted to FY 2007-08 Estimated Actual)

FY 2007-08 Adopted to FY 2007-08 Estimated Actual (Expenditures):

Estimated Actual operating expenditures decreased \$227,000, to \$9,631,000, from the Adopted Budget of \$9,858,000. This 2.3% reduction is the result of:

- +\$61,000 professional and special services for systems analysis contract (\$32,000), process service cost increases and increased volume (\$15,000), and trust fund reconciliation efforts (\$14,000);
- +\$7,000 various line items in services and supplies;
- -\$217,000 decrease in salaries and benefits due to keeping positions vacant throughout the year;
- -\$78,000 decrease in services and supplies accounts due to: reduction of lease costs (\$13,000), Association dues (\$12,000), travel expenses (\$11,000), computer maintenance (\$9,000), legal fees (\$8,000), copier expenses (\$6,000), and minor decreases in several other line items (\$19,000);

FY 2007-08 Adopted to FY 2007-08 Estimated Actual (Revenues):

Estimated Actual Departmental revenues decreased \$258,000 to \$9,632,000 from the Adopted Budget of \$9,890,000. This 2.6% decrease is the result of:

- -\$258,000 based upon actual expenditures claimed. The significant changes identified for expenditures are mirrored in the revenue budget.

Significant Changes (FY 2007-08 Estimated Actual to FY 2008-09 Recommended)

FY 2007-08 Estimated to FY 2008-09 Recommended (Expenditures):

The Recommended Budget's operating expenses will increase by \$27,000 to \$9,658,000 from the prior year's Estimated Actual of \$9,631,000. This .2% increase is the result of:

- +\$366,000 increase in benefits, primarily retirement and health care costs;
- +\$76,000 increase in building lease costs;
- +\$63,000 increase in professional and special services for systems analysis;
- +\$31,000 increase in extra help to backfill vacant positions;
- +\$30,000 increases in various services and supplies accounts.
- +\$19,000 increase in data processing services;

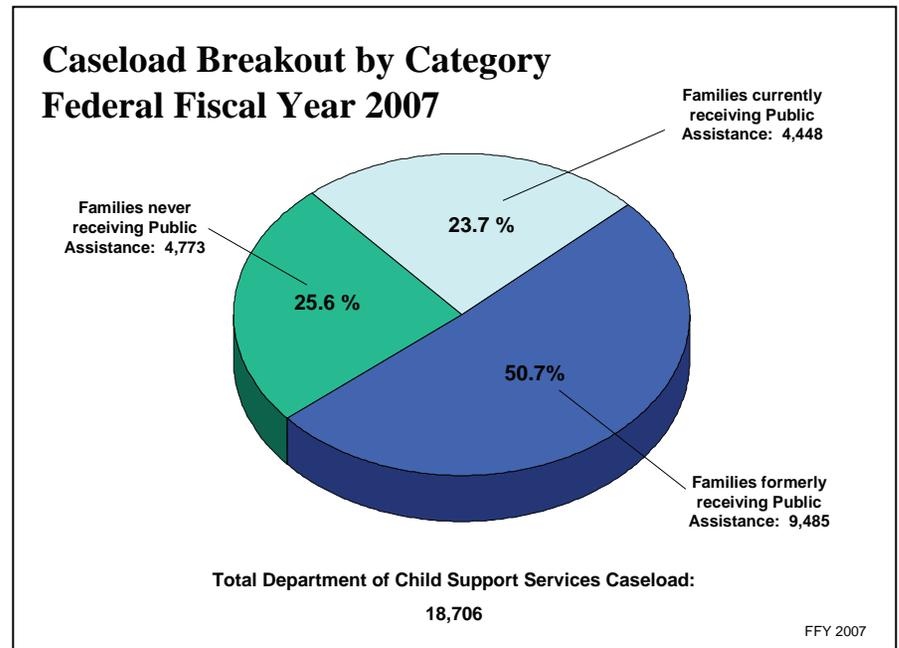
- -\$305,000 decrease in salaries due to staffing reductions;
- -\$197,000 decrease in cost allocation;
- -\$42,000 decrease in overtime;
- -\$15,000 miscellaneous reductions in various services and supplies accounts;

The Recommended Budget's non-operating expenses will decrease by \$19,000 due to one time purchase of server replacement in FY 2007-08.

FY 2007-08 Estimated to FY 2008-09 Recommended (Revenues):

The Recommended Budget's Departmental revenues will increase by \$38,000 to \$9,670,000, from the prior year's Estimated Actual of \$9,632,000. This .4% increase is the result of:

- +\$38,000 based upon FY 2008-09 initial planning allocation received from the State. Significant changes identified for expenditures are mirrored in the revenue budget.



CHILD SUPPORT SERVICES

Department Summary (cont'd)

Departmental Priorities and Their Alignment With County Goals

The Department of Child Support Services has responsibility for the establishment and enforcement of child and medical support orders. This mission is accomplished through a variety of case management services that include locating non-custodial parents, establishing parentage, and establishing, enforcing, and modifying orders for both child and medical support. The enforcement of child support orders encompasses the collection and distribution of payments and the maintenance of accurate accounting records. Providing these services is very much in line with the Critical Issue Area of Health Care and Social Service Delivery, which has been identified in the County Strategic Plan as Critical Issue 7. In terms of the Strategic Goals outlined in the County Strategic Plan, the work performed by the Department aligns primarily with Goal 6 - Families and Children: A Community that Fosters the Safety and Well-Being of Families and Children.

As an organizational mindset, and as a focus in the Departmental Strategic Plan, the Department of Child Support Services' activities align with:

Goal 1 - Efficient and Responsive Government: An Efficient, Professionally Managed Government Able to Anticipate and to Effectively Respond to the Needs of the Community; and

Goal 6 - Families and Children: A Community that Fosters the Safety and Well-Being of Families and Children.

Focus Area: Excel in the Federal and State Performance Measures

The Department of Child Support Services is unique in the Health and Public Assistance or "Safety Net" Departments in that revenue is generated by the services that the Department provides. The Department recoups public assistance dollars and returns them to the Federal (50%), State (47.5%), and County (2.5%) Governments. Child Support Services also coordinates with the Santa Barbara County Probation Department in recouping a portion of the cost of the placement of minors in juvenile facilities operated by the County.

The Federal Child Support Performance Measures, which are based on program performance, are the tools used by the Federal Government to distribute Incentive Funding to the states. The State of California is literally in competition with all other states for these incentive dollars, and the combined performance of the County Child Support Programs determines the amount of money the State earns. In addition to the major impact these measures have on funding, they are also designed to reflect the overall effectiveness and efficiency of local child support services. The measures of *Collections on Current Support*, *Collections on Cases with Arrears*, *Paternity Establishment*, and *Order Establishment* provide a meaningful baseline and method of comparison between the counties as well as the states. To meet collections performance measures this year, the Department must obtain a collection rate of 59.4% on current support due, and obtain a payment for arrears in 66.2% of the estimated 12,000 cases that have an arrearage.

Current Year (FY 07-08) Accomplishments

- Collected and distributed a total \$26,951,390 in Federal Fiscal Year 2007 for child support. Of this amount \$21,472,782 (79.7%) went directly to families; \$12,735,132 (59.3% of amount distributed to families) went to those families who at some point were, but no longer are, in receipt of public assistance.
- Collected and returned to the Federal and State Government \$4,784,836 (17.8% of dollars distributed) and to the Santa Barbara County Department of Social Services \$327,000 in Federal Fiscal Year 2007 to reimburse expenditures for public assistance grants; collected and forwarded to the Santa Barbara County Probation Department \$366,772 to reimburse expenditures for placement of minors in local juvenile facilities.
- Continued to rank higher than the State average and same-sized counties on collections on current and arrears support, and ranked higher than the State average on order establishment and paternity establishment as depicted on the accompanying charts.
- Successfully transitioned to California Child Support Automation System (CCSAS) Version 2, a single, statewide system, on November 1, 2007, by completing site set-up, data validation and data conversion tasks, and conducting extensive training sessions on the new system.
- Increased the use of electronic media (ACH direct deposit, electronic payment cards) from 17% to 26% in number of disbursements, and from 24% to 32% in actual dollars disbursed electronically, and reduced the amount of actual cash collections by approximately 40% during 2007, resulting in more timely receipt of child support payments to custodial parents.

Proposed Strategic Actions

- Continue to focus on the elements of the Department's Quality Assurance/Program Improvement Plan (QAPI) developed in accordance with the State Department of Child Support Services, which focuses on increasing current and arrears collections.
- Develop global perspective to encompass statewide system and the global environment by participating in consortium activities and develop relationships with colleagues from around the State and County, and by training staff to understand system linkage and inter-relationships.
- Enhance overall performance by maintaining technically focused training unit charged with road-testing all new State software releases, developing written training materials, and consulting with employees to ensure success of training endeavors.
- Continue to focus on specific performance enhancement activities, such as efficiently managing caseload with shrinking resources, developing greater efficiencies through the use of electronic systems, and increasing customer self-service.

CHILD SUPPORT SERVICES
Department Summary (cont'd)

- Evaluate data requirements by establishing the Reports Committee, chartered to review and assess the data CCSAS Version 2 provides, and determine other relevant data needed to appropriately manage casework and overall performance.

Focus Area: Strengthen Organizational Infrastructure

Current Year (FY 07-08) Accomplishments

- Continued revitalization of Process Improvement Teams (“PIT Crew”) specifically focused this year on scheduling of appointments and how phone calls are answered to increase efficiency, as well as improve customer service.
- Developed customer appointment system that provides more efficient use of staff time, as well as improved customer service, by being available at formally scheduled times.
- Established an IT (Information Technology) single point of contact to provide more prompt assistance to employees while also enabling IT staff focused time to work on projects. Also implemented plan to increase individuals’ computer skills and improve overall computer savvy within the organization.
- Increased local computer resources by deploying laptops into the workforce, enabling employees to work remotely, and in the upcoming months to have regular telecommuting schedules.

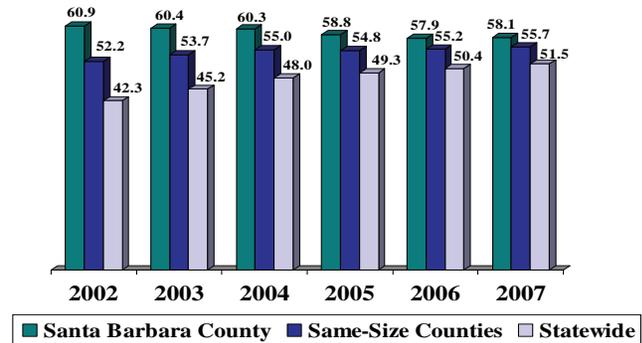
Proposed Strategic Actions

- Review and update policies and procedures to ensure compatibility with new State-mandated systems and smooth flow of information with State and County Departments, and other stakeholders.
- Re-evaluate local business processes to ensure maximum efficiency and compatibility with new State-mandated systems and reduced staffing levels.
- Assess effectiveness of customer service initiatives, such as expanded hours of operation, organization of caseload, and assessment of appropriate means of communication with clients (face-to-face, phone interviews, etc).

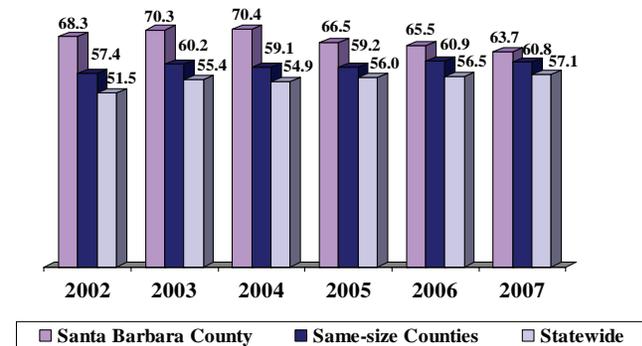
Proposed Key Project

- Implement process improvement philosophy by having all employees complete Process Improvement Training course through the County Employees’ University within a three-year period.

**Percent of Collections for Current Support
 Federal Fiscal Year (FFY)**



**Percent of Collections for Arrears
 Federal Fiscal Year (FFY)**



CHILD SUPPORT SERVICES
Department Summary (cont'd)

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
Department-wide Effectiveness Measures				
To ensure an efficient and responsive government, the County will maintain the rate of General Liability claims filed at no more than 90 - 100% of the previous year's actual claims filed.	0%	0%	0%	0%
	0	0	1	0
	0	0	0	0
As an efficient and responsive government, the County will maintain the cost of workers' compensation incident claims to \$1.17 per \$100 payroll (salaries including overtime).	1.31	1.07	1.13	1.08
	76,391	65,425	65,425	58,800
	58,077	60,635	57,582	54,430
To improve workers' safety, the County will conduct its operations in order to maintain the rate of Workers' Compensation incident claims to 12 or less per 100 FTE employees Countywide.	8.73	6.95	8.00	8.00
	9.00	8.00	8.00	8.00
	1.03	1.15	1.00	1.00
As an efficient and responsive government, the County will maintain the rate of Workers' Compensation claims filed between 90 - 100% of the previous year's actual claims filed.	112%	88%	88%	100%
	9	8	8	8
	8	9	9	8
As an efficient and responsive government, the County will maintain a productive workforce through a countywide Lost Time Rate of 5.8% or less.	7.8%	5.8%	7.7%	5.8%
	17,149	12,680	16,763	12,180
	218,528	214,912	214,912	210,000
As an efficient and responsive government, the County will maintain a quality workforce through completing 95 -100% of departmental Employee Performance Reviews (EPRs) by the Anniversary Due Date.	95%	100%	97%	100%
	99	100	97	100
	104	100	100	100

Recurring Performance Measures

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
In order to promote financial stability of the County, update 100% of 12 monthly financial projections to ensure that actual departmental expenditures, at the end of the fiscal year, are within State appropriations.	12	12	12	12
In order to promote financial stability of the County, file 100% of 4 quarterly claims by the 15th of the month following the end of each quarter to expedite revenue recovery.	4	4	4	4
In order to promote a well educated and trained workforce delivering high-quality services, monitor and improve performance through review of data at no less than 4 department-wide informational sessions.	--	4	4	4
In order to promote a well educated and trained workforce delivering high-quality services, conduct a customer satisfaction survey with open-ended questions in each of the three branch offices and web-based surveys at least quarterly for a total of 12 annually. Comments provide timely feedback and enable continual process improvement.	12	12	12	12
In order to promote a safe and healthy community, conduct a minimum of 8 informational presentations and outreach projects annually to inform the public of the Department's services to ensure that the community is well informed and knows how to access available services.	8	8	8	8

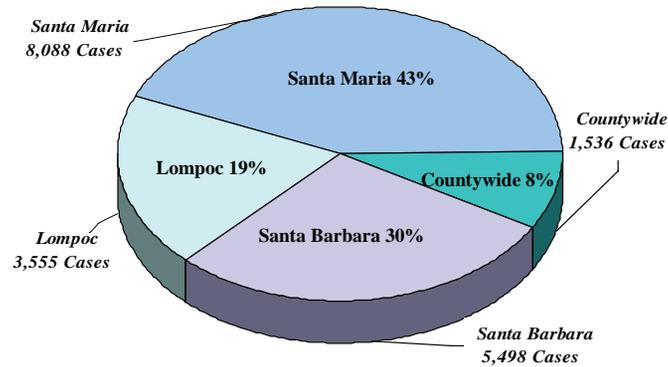
CHILD SUPPORT SERVICES
Department Summary (cont'd)

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
Recurring Performance Measures				
In order to promote financial stability of the County, enforce Court Orders such that State Distribution Unit (SDU) can receive and distribute \$300,000 to Santa Barbara Department of Social Services for the reimbursement of public assistance expenditures.	349,389	300,000	275,000	300,000
In order to promote financial stability of the County, enforce Court Orders such that State Disbursement Unit (SDU) can receive and distribute to State and Federal Government, on behalf on Santa Barbara County, a total of \$4,500,000 annually for reimbursement of public assistance expended.	4,936,977	4,500,000	4,200,000	4,500,000
In order to promote financial stability of the County, enforce Court Orders such that State Distribution Unit (SDU) can receive and distribute to Santa Barbara Probation Department a total of \$350,000 annually to reimburse Juvenile placement costs to the County.	379,550	350,000	300,000	350,000
In order to ensure efficient and responsive government and to promote safety and well-being of families and children, obtain a payment for ongoing support in 73% of the estimated 7,300 cases where ongoing support is ordered.	72% 5,280 7,308	73% 4,964 6,800	72% 5,331 7,314	73% 5,330 7,300
In order to ensure efficient and responsive government and to promote safety and well-being of families and children, obtain a 59.4% collection rate of total current support due, thus providing a reliable source of income and helping families achieve a greater level of self-sufficiency.	58.2%	59.4%	58.1%	59.4%

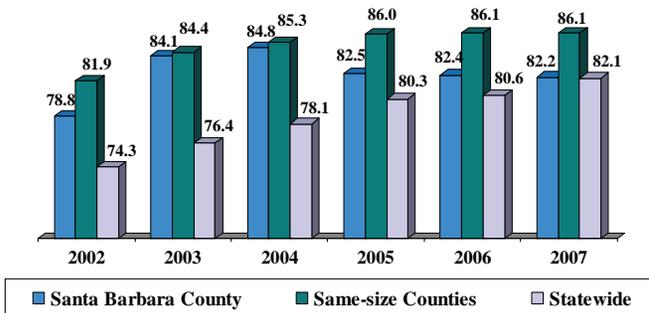
	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
Recurring Performance Measures				
In order to ensure efficient and responsive government and to promote safety and well-being of families and children, establish an order for support in 85% of the 18,200 open cases in our caseload.	82% 15,070 18,366	85% 15,725 18,500	82% 14,925 18,200	85% 15,470 18,200
In order to ensure efficient and responsive government and to promote safety and well-being of families and children, ensure paternity establishment for 90% of 19,000 children in the total caseload.	89% 16,965 18,993	90% 16,650 18,500	89% 17,043 19,000	90% 17,100 19,000
In order to ensure efficient and responsive government and to promote safety and well-being of families and children, enforce Court Orders such that State Disbursement Unit (SDU) can receive and distribute, on behalf of Santa Barbara County, a total of \$27,000,000; includes both on-going and arrearage collections.	27,315,411	27,000,000	26,000,000	27,000,000
In order to ensure efficient and responsive government and to promote safety and well-being of families and children, obtain a payment for arrears in 66.2% of the estimated 12,000 cases that have an arrearage.	63.6% 8,216 12,898	66.2% 7,282 11,000	63.6% 8,216 12,898	66.2% 7,944 12,000

CHILD SUPPORT SERVICES
Department Summary (cont'd)

**Caseload by Area Served
As of March 2008**



**Percent of Cases with Support Orders Established
Federal Fiscal Year (FFY)**



	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
	Pos.	Pos.	Pos.	Pos.

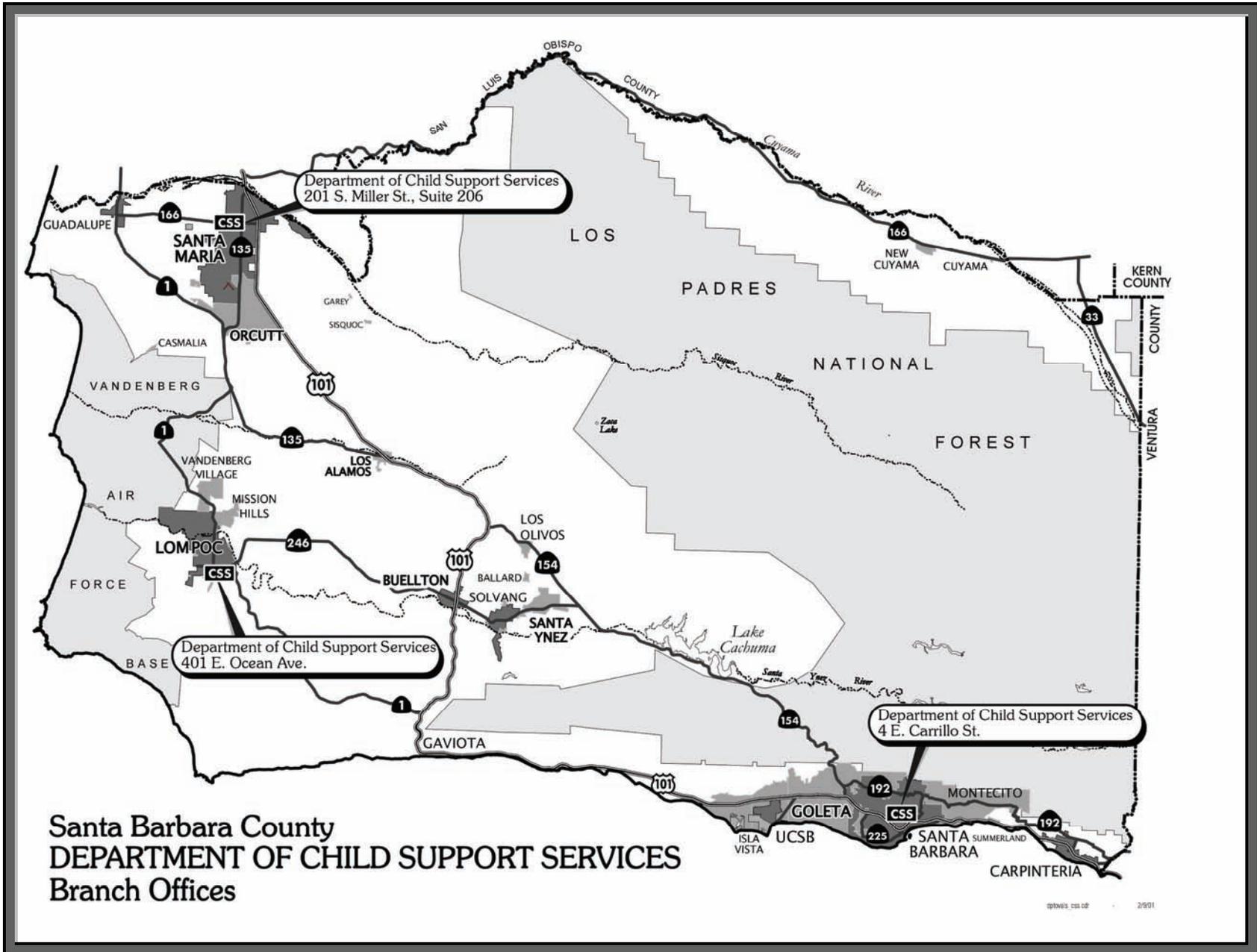
Position Detail

Administration

Child Support Services Director	1.0	1.0	1.0	1.0
Child Support Assistant Director	1.0	1.0	1.0	1.0
Business Manager III	1.0	1.0	1.0	1.0
Public Information Specialist	1.0	1.0	1.0	--
Executive Secretary	1.0	1.0	1.0	1.0
Administrative Services Clerk	1.0	1.0	1.0	1.0
Sub-Division Total	6.0	6.0	6.0	5.0

Collection & Case Management

Child Support Attorney, Supervising	0.5	1.0	1.0	1.0
Child Support Attorney, Sr.	--	1.0	1.0	--
Child Support Attorney IV	1.0	2.0	2.0	1.0
Child Support Attorney I-III	3.0	1.0	1.0	2.0
Child Support Manager	4.0	4.0	4.0	4.0
Child Support Officer, Supervising	5.0	5.0	5.0	6.0
Child Support Officer Sr.	6.0	6.5	6.5	6.5
Child Support Investigative Specialist	3.0	3.0	3.0	3.0
Child Support Officer I/II	51.3	51.3	51.3	47.3
Child Support IT Compliance Analyst	1.0	1.0	1.0	--
Computer Systems Spec II	2.0	2.0	2.0	2.0
Account Technician, Supervising	1.0	1.0	1.0	1.0
Account Technician	2.0	3.0	3.0	3.0
Accounting Assistant Sr.	5.0	5.0	5.0	4.0
Accounting Assistant II	1.0	--	--	--
Legal Secretary III	1.0	1.0	1.0	--
Legal Secretary II	5.0	5.0	5.0	5.0
Investigative Assistant	2.0	2.0	2.0	2.0
Office Assistant Sr.	3.0	4.0	4.0	4.0
Office Assistant II	10.0	9.0	9.0	7.0
Departmental Assistant Sr.	1.0	1.0	1.0	1.0
Sub-Division Total	107.8	108.8	108.8	99.8
Division Total	113.8	114.8	114.8	104.8



**Santa Barbara County
DEPARTMENT OF CHILD SUPPORT SERVICES
Branch Offices**