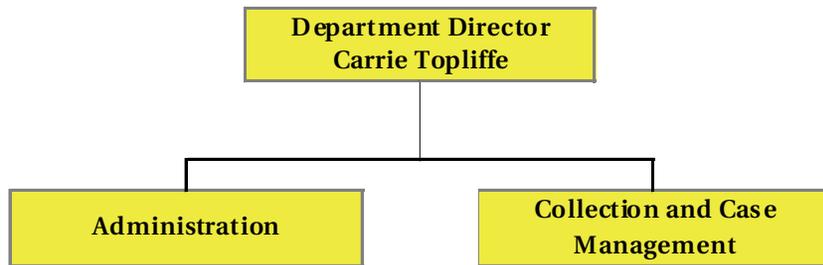
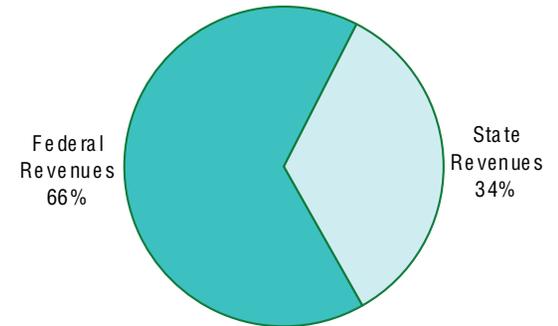


CHILD SUPPORT SERVICES

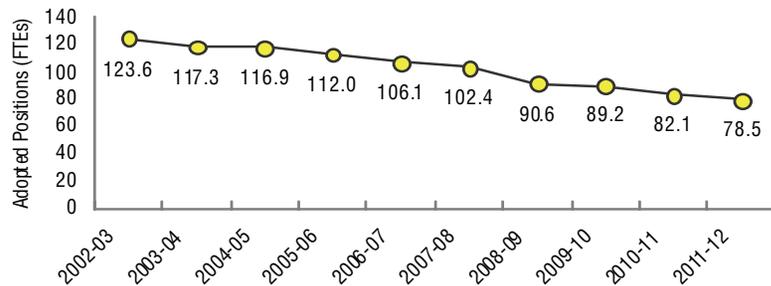
| Budget & Positions (FTEs) | |
|---------------------------|-----------|
| Operating \$ | 9,451,955 |
| Capital | - |
| Positions | 78.5 FTEs |



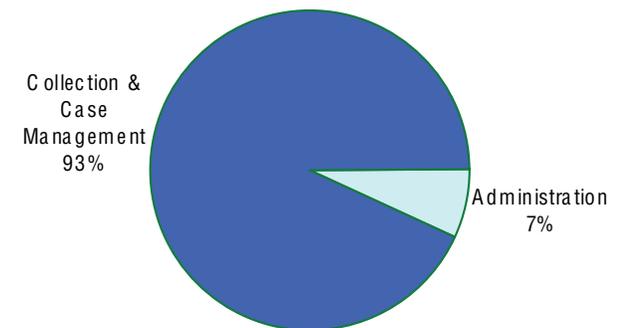
SOURCE OF FUNDS



STAFFING TREND



USE OF FUNDS



CHILD SUPPORT SERVICES

Department Summary

| | Actual FY 09-10 | Adopted FY 10-11 | Est. Actual FY 10-11 | Recommended FY 11-12 |
|-------------------------------|--------------------|---------------------|-------------------------|-------------------------|
| Use of Funds Summary | | | | |
| <i>Operating Expenditures</i> | | | | |
| Administration | \$ 713,295 | \$ 624,839 | \$ 634,974 | \$ 655,167 |
| Collection & Case Management | 8,582,471 | 8,584,674 | 8,793,672 | 8,796,788 |
| Operating Sub-Total | 9,295,766 | 9,209,513 | 9,428,646 | 9,451,955 |
| Less: Intra-County Revenues | (6,000) | - | - | - |
| Expenditure Total | 9,289,766 | 9,209,513 | 9,428,646 | 9,451,955 |
| <i>Other Financing Uses</i> | | | | |
| Operating Transfers | 12,220 | 12,221 | 12,221 | - |
| Designated for Future Uses | 143,204 | 369,647 | 370,480 | - |
| Department Total | \$ 9,445,190 | \$ 9,591,381 | \$ 9,811,347 | \$ 9,451,955 |

Character of Expenditures

| | Actual FY 09-10 | Adopted FY 10-11 | Est. Actual FY 10-11 | Recommended FY 11-12 |
|-------------------------------|--------------------|---------------------|-------------------------|-------------------------|
| <i>Operating Expenditures</i> | | | | |
| Regular Salaries | \$ 5,332,925 | \$ 5,181,142 | \$ 5,235,881 | \$ 5,201,225 |
| Overtime | 74,564 | - | 5,000 | - |
| Extra Help | 19,591 | - | 50,000 | - |
| Benefits | 2,376,189 | 2,552,186 | 2,528,483 | 2,848,725 |
| Salaries & Benefits Sub-Total | 7,803,269 | 7,733,328 | 7,819,364 | 8,049,950 |
| Services & Supplies | 1,492,497 | 1,476,185 | 1,609,282 | 1,402,005 |
| Operating Sub-Total | 9,295,766 | 9,209,513 | 9,428,646 | 9,451,955 |
| Less: Intra-County Revenues | (6,000) | - | - | - |
| Expenditure Total | \$ 9,289,766 | \$ 9,209,513 | \$ 9,428,646 | \$ 9,451,955 |

Note: Presentation of the individual program amounts for fiscal years 2009-10 and 2010-11 have been adjusted to provide a consistent level of detail with the fiscal year 2011-12 budget, however, the totals for 2009-10 and 2010-11 have not been changed.

| | Actual FY 09-10 | Adopted FY 10-11 | Est. Actual FY 10-11 | Recommended FY 11-12 |
|--------------------------------|--------------------|---------------------|-------------------------|-------------------------|
| Source of Funds Summary | | | | |
| <i>Departmental Revenues</i> | | | | |
| Interest | \$ 10,846 | \$ 14,000 | \$ 7,600 | \$ 8,000 |
| Federal Revenues | 6,112,795 | 6,503,756 | 6,226,174 | 6,232,350 |
| State Revenues | 3,148,746 | 2,963,133 | 3,206,994 | 3,210,605 |
| Miscellaneous Revenue | 3,440 | 1,000 | (1,150) | 1,000 |
| Revenue Sub-Total | 9,275,827 | 9,481,889 | 9,439,618 | 9,451,955 |
| Less: Intra-County Revenues | (6,000) | - | - | - |
| Revenue Total | 9,269,827 | 9,481,889 | 9,439,618 | 9,451,955 |
| <i>Other Financing Sources</i> | | | | |
| Operating Transfers | 3,616 | - | - | - |
| Use of Prior Fund Balances | 171,747 | 109,492 | 371,729 | - |
| Department Total | \$ 9,445,190 | \$ 9,591,381 | \$ 9,811,347 | \$ 9,451,955 |

| | Actual FY 09-10 | | Adopted FY 10-11 | | Est. Actual FY 10-11 | | Recommended FY 11-12 | |
|------------------------------|--------------------|------|---------------------|------|-------------------------|------|-------------------------|------|
| | Pos. | FTE | Pos. | FTE | Pos. | FTE | Pos. | FTE |
| Position Summary | | | | | | | | |
| <i>Permanent</i> | | | | | | | | |
| Administration | 4.8 | 4.4 | 4.0 | 4.0 | 4.0 | 4.0 | 4.0 | 4.0 |
| Collection & Case Management | 90.3 | 83.7 | 89.3 | 78.1 | 89.3 | 80.5 | 83.8 | 74.5 |
| Total Permanent | 95.0 | 88.1 | 93.3 | 82.1 | 93.3 | 84.5 | 87.8 | 78.5 |
| <i>Non-Permanent</i> | | | | | | | | |
| Extra Help | - | 0.4 | - | -- | - | 0.5 | -- | -- |
| Total Positions | 95.0 | 88.5 | 93.3 | 82.1 | 93.3 | 85.0 | 87.8 | 78.5 |

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 & Case Management are supported by 78.5 full time equivalent (FTE) staff, with offices in 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.

Department Overview

In the decade since the Child Support program separated from the District Attorney's Office, California has made great strides in improving its performance and customer service. Though funding levels have remained stagnant, innovative programs that make use of technological advances have resulted in increased collections over the past few years even as staffing erodes. This is vital to the well-being of California's children, since one of three children have parents who do not live together. Child Support remains a strong anti-poverty program, with monthly payments to parents representing their second most important source of income (after wages) and 97% of current support payments being spent in the month received. In Santa Barbara County, over 7,000 families have been able to transition from Public Assistance due to regular child support payments.

Over the past few years, the 58 California counties have become linked in a single electronic case management system. A centralized payment processing center has become the hub for all collections and disbursements, and customers have gained access to 24/7 personalized information via telephone and the web. California's Child Support program has benefited from increasingly uniform program practices, integrated systems and collaboration between counties. Now, this steady trend toward a statewide approach to case management and customer service is being jolted by Governor Brown's Realignment 2 proposal, that returns the Child Support program to County responsibility beginning in July, 2012. No details about Child Support's proposed structure or funding have yet emerged. Other changes include Senate Bill 72 that diverts, for one year, funds collected by Child Support to reimburse County Social Services costs to the State General Fund, leaving a gap of \$250,000 in Fiscal Year 2011-12 in that local budget. Beginning in October 2011, for the first time ever, the State of California will charge a \$25 annual fee on all cases with distributed collections exceeding \$500.

The number of changes to the Child Support program over the last decade has been phenomenal. In Santa Barbara, over half of the department's staff was employed when Child Support was part of the District Attorney's office, and has learned that flexibility and adaptation are essential job skills. Together with their newer colleagues, they are ready to make customer service an enduring priority in whatever new environment occurs.

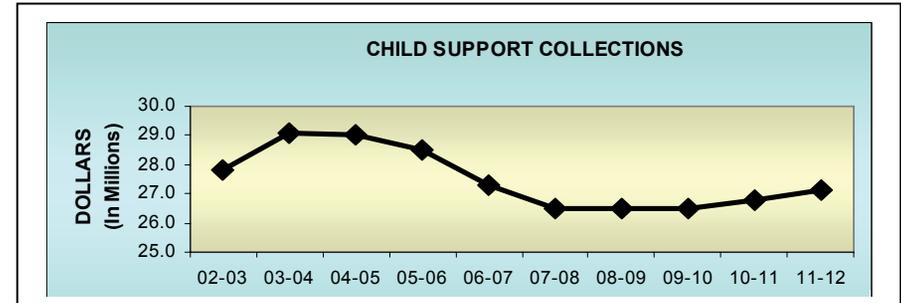
CHILD SUPPORT SERVICES

Department Summary (cont'd)

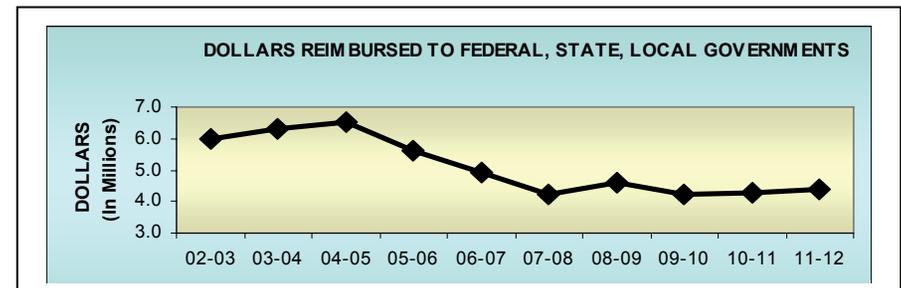
Service Level Impacts:

Although FY 2011-12 revenues remain stable, salary and benefit costs have increased dramatically, resulting in a budget gap of about \$330,000. The Department is reviewing all cost savings options, and has budgeted 3.6 fewer Full Time Equivalents (FTEs) in FY 2011-12. The result of 4.5% fewer staff will be increased work for the remaining staff, at the same time the Department is pressured to increase performance. Emphasis is being placed on process improvement, functional teams, accountability, supervising for quality, and regular feedback on employee and departmental performance in an attempt to successfully improve on federal performance measures while at the same time operating with reduced staffing levels.

Activity Indicators



Of the overall collections, 66% is for ongoing support; 34% is for arrears. Collections continue to increase as strategic departmental initiatives focused on performance are imbedded into the organization; and the Department recovered from multiple systems conversions from 2004 to 2007.



Reimbursements are directly related to overall collections. Historically, 50% goes to Federal, 47.5% to State, and 2.5% to County Governments. However, in FY 2011-12, State will retain 2.5% that currently flows to County Social Services Department.

CHILD SUPPORT SERVICES
Department Summary (cont'd)

Significant Changes (FY 2010-11 Adopted to FY 2010-11 Estimated Actual)

FY 2010-11 Adopted to FY 2010-11 Estimated Actual (Expenditures):

The Fiscal Year 2010-11 Estimated Actual operating expenditures increased by \$219,000 to \$9,429,000 from the Fiscal Year 2010-11 Adopted Budget of \$9,210,000. This 2.3% increase is the result of:

- +\$135,000 in services and supplies, which consists of \$90,000 in unanticipated legal costs and \$40,000 for purchase of equipment and furniture to enhance a secure environment to be in compliance with expanded State mandated security requirements in preparation for an upcoming State Security Audit;
- +\$84,000 increase in salaries & benefits, which consists of \$70,000 to fund a filled staff position that was unfunded during budget process; \$50,000 for an extra help attorney to meet critical deadlines; offset by a \$40,000 decrease in Health Insurance Premiums when comparing budget to estimated actual.

FY 2010-11 Adopted to FY 2010-11 Estimated Actual (Revenues):

The Fiscal Year 2010-11 Estimated Actual Departmental revenues decreased by \$42,000 to \$9,440,000 from the Fiscal Year 2010-11 Adopted Budget of \$9,482,000. This .4% decrease is the result of:

- -\$278,000 decrease in Federal Revenues, due to ARRA funding, which changed the *ratio* of the Department's Federal and State Budget allocation;
- +\$244,000 increase in State Revenues, due to ARRA funding, which changed the *ratio* of the Department's Federal and State Budget allocation;
- -\$6,000 decrease in interest due to lower interest earnings than previously forecast.

Significant Changes (FY 2010-11 Estimated Actual to FY 2011-12 Recommended)

FY 2010-11 Estimated to FY 2011-12 Recommended (Expenditures):

The Fiscal Year 2011-12 Recommended Budget's operating expenses will increase by \$23,000 to \$9,452,000 from the Fiscal Year 2010-11 Estimated Actual of \$9,429,000. This .3% increase is the result of:

- +\$255,000 increase in salaries and benefits, due to a \$235,000 increase in retirement costs and \$75,000 increase in health contribution costs, offset by a \$55,000 reduction in extra help

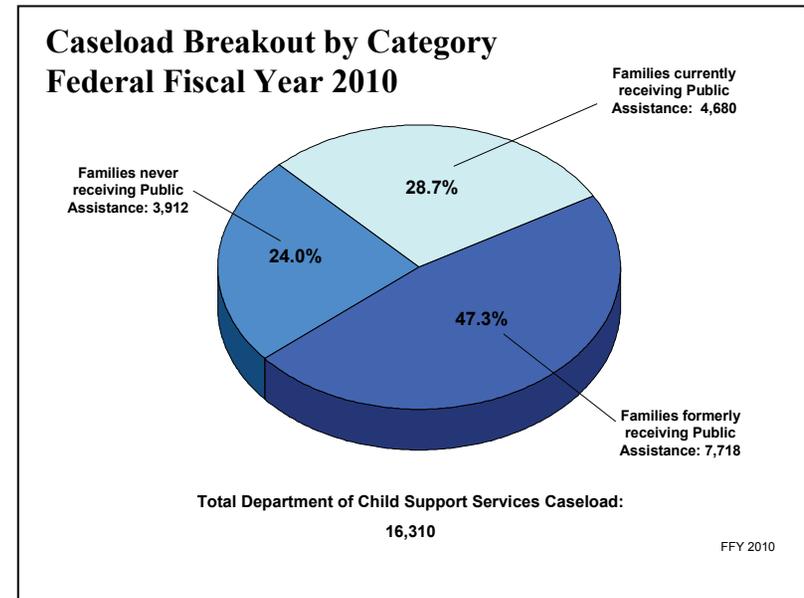
and overtime. The impact of increased salaries and benefits costs over recent years is a significantly reduced workforce that is burdened with increased caseloads and other work, with no means to absorb peak workloads due to the inability to fund temporary help or overtime. This impacts performance and the department's ranking at the State level, at a time when the department is being pressured to increase performance; specifically collections, paternity establishment and order establishment. Ultimately, this affects families who rely on child support payments as a critical source of income.

- -\$216,000 decrease in services and supplies, due to \$130,000 of one time costs in prior fiscal year; \$32,000 reduced information technology costs; \$31,000 reduced cost allocation; and decreased lease cost of \$20,000 due to negotiated lease reduction in Santa Maria office.

FY 2010-11 Estimated to FY 2011-12 Recommended (Revenues):

The Fiscal Year 2011-12 Recommended Budget's Departmental revenues will increase by \$12,000 to \$9,452,000, from the Fiscal Year 2010-11 Estimated Actual of \$9,440,000. This .1% increase is the result of:

- +\$10,000 increase in State and Federal Revenues, based upon FY 2011-12 initial planning allocation received from the State.



CHILD SUPPORT SERVICES

Department Summary (cont'd)

Departmental Priorities and Their Alignment With County Goals

Goal 3: Economic Vitality: A Community that is Economically Vital and Sustainable.

The Department of Child Support Services is responsible 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. As part of this process, funds are distributed to federal and state governments for reimbursement of public assistance moneys expended. Providing these services is in line with County Strategic Plan Critical Issue 7: Health Care and Social Service Delivery.

As an organizational philosophy and 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 1: 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 and state governments.

The federal child support performance measures are the tools used by the Federal Government to distribute incentive funding to the states. The State of California is 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 62% on current support due, and obtain a payment for arrears in 65.1% of the estimated 10,800 cases that have an arrearage.

Current Year (FY 10-11) Accomplishments:

- Collected and distributed a total \$26,251,337 in Federal Fiscal Year 2010 for child support. Of this amount, \$21,658,373 (82.5%) went directly to families; \$11,514,050 (53.2% of amount distributed to families) went to families who previously were, but no longer are, in receipt of public assistance.
- Collected and returned \$4,338,444 (16.5% of dollars distributed) to the Federal and State Government, and \$254,520 to the Santa Barbara County Department of Social Services in Federal Fiscal Year 2010 to reimburse expenditures for public assistance grants.
- Established robust early intervention program that facilitated early communication with clients resulting in 6.6% increase in number of support orders established in a timely manner with both parents more fully engaged in the process. Number of support orders established increased over the past year from 78.7% to 85.3% of the 16,000 open cases in the department's caseload.
- Increased collections through the use of judgment debtor exams, bank levies, petitions for collections from probate and trust estates, and by automated and individual collection calls on delinquent accounts.
- Successfully worked with Los Angeles County to develop statewide Case Management Tool (CMT) that interfaces with statewide electronic Child Support Enforcement (CSE) system. Complex case details are downloaded into an access database to enable caseworkers to more effectively manage their caseload. Cases can be sorted and evaluated based on their status and next required actions.

Proposed Strategic Actions:

- Fully develop post-order early intervention process that continues collaborative involvement with both parents with clearly defined expectations for child support, and shifts focus of organization back to family centered services. Expected outcome is to establish consistent pattern of payment by establishing positive line of communication, thus increasing current collection percentages, and avoiding accumulation of arrears balances.
- Establish Program and Performance Development Team to analyze specialized reports that identify problem areas or backlogs in case processing, and take actions to correct individual cases, as well as identify global issues that require training or system programming changes.
- Continue to utilize advancing technologies to create efficiencies; continue to be a leader in the State in report generation and in developing macros to automate a myriad of tasks currently being done manually, and willingly sharing reports and technical tips with other counties.

CHILD SUPPORT SERVICES
Department Summary (cont'd)

Focus Area 2: Strengthen Organizational Infrastructure

Current Year (FY 10-11) Accomplishments:

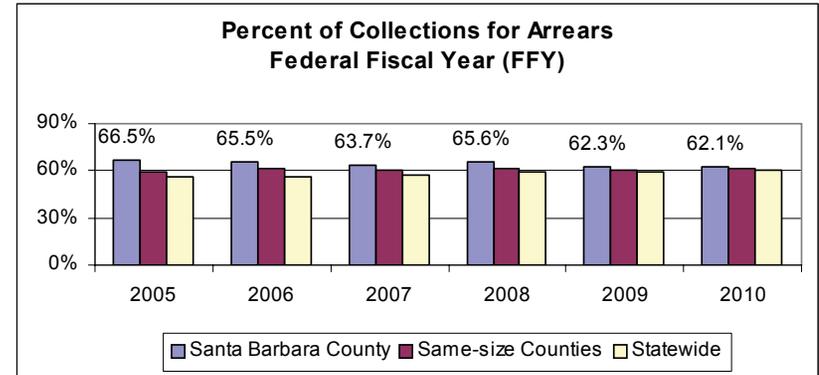
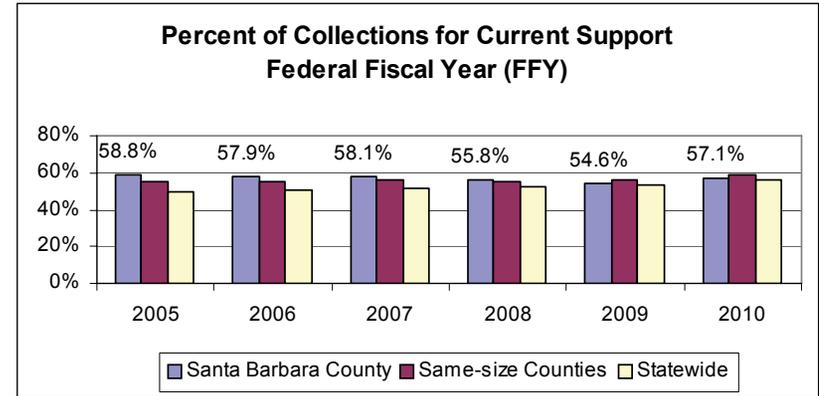
- Developed functional teams with senior child support officers acting as team leaders to provide day-to-day oversight and direction, and allocation of daily workload and tasks, thus placing greater accountability on the staff and enabling supervisors to devote more time to process improvement and supervising for quality.
- Expanded “Supervising for Quality” initiative throughout the organization, such that all employees are held accountable for their level of productivity and errors are caught early in the process, with ad hoc training available so that errors are not repeated.
- Successfully transitioned responsibility for call center to Ventura County through Memorandum of Understanding. Calls are handled more expeditiously, thus enhancing customer service.
- Recognized employees of the newly formed Establishment Team as County Employees of the Month, due to their success in pooling their resources across two regional offices to seamlessly meet the demands of the 4,000 new cases opened by the team over the past year.

Proposed Strategic Actions:

- Prepare for the upcoming State Security Audit by reviewing expanded State-mandated security requirements, training employees, and procuring needed equipment to ensure a secure physical environment.
- Improve methods for customer service surveys to provide multiple means of achieving feedback such as walk-ins, online and phone surveys; substantially increase number and type of surveys to obtain a more appropriate level of feedback.
- Transition hands-on staff training to supervisors and senior level child support officer team leads; re-assign trainers to core child support functions as the State assumes primary responsibility for training.
- Continue to 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.

Proposed Key Project:

- Update Department’s Five-Year Strategic Plan by utilizing a collaborative approach of all the functional teams to develop a comprehensive set of goals and streamlined processes.



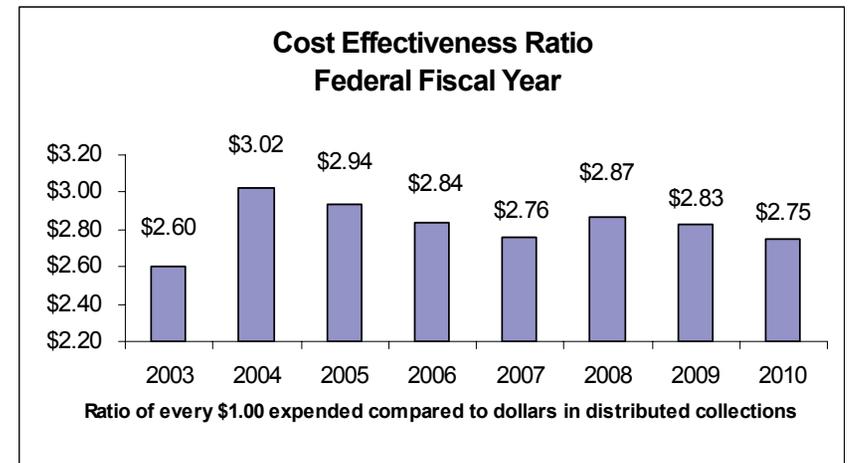
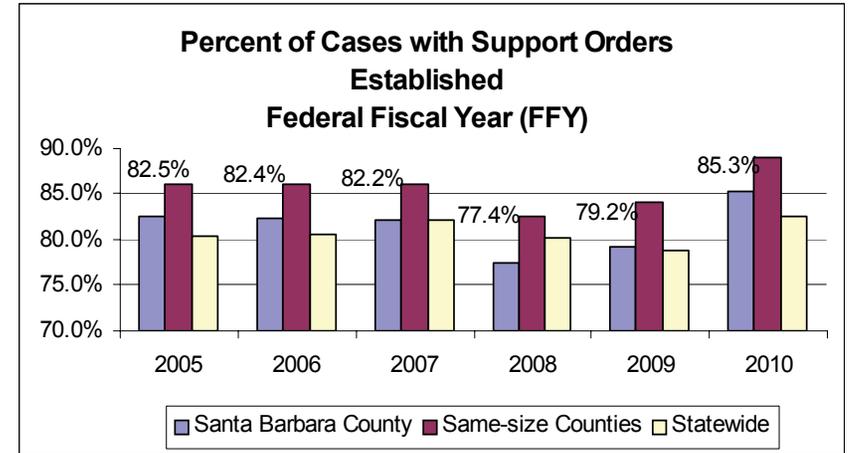
CHILD SUPPORT SERVICES
Department Summary (cont'd)

| | Actual FY 09-10 | Adopted FY 10-11 | Est. Actual FY 10-11 | Recommended FY 11-12 |
|---|---------------------------|--------------------------|---------------------------|--------------------------|
| Department-wide Effectiveness Measures | | | | |
| As an efficient and responsive government, ensure that every \$1.00 expended for Santa Barbara County Child Support results in at least \$2.76 in distributed collections. | 275 | 2.87 | 2.76 | 2.76 |
| In order to promote a well educated and trained workforce delivering high-quality services, conduct customer satisfaction surveys in branch offices, by phone and web-based surveys at least quarterly for a total of 300 annually. | 156 | 90 | 200 | 300 |
| As an efficient and responsive government, the Department will maintain a quality workforce through completing 100% of departmental Employee Performance Reviews (EPRs) by the anniversary due date. | 94% 80 85 | 100% 86 86 | 98% 78 80 | 100% 80 80 |
| As an efficient and responsive government, the Department will reduce or maintain the rate of General Liability claims filed from the previous year's actual claims filed. | 0 0 | 0 0 | 3 0 | 0 0 |
| As an efficient and responsive government, the Department will reduce or maintain the rate of Workers' Compensation claims filed from the previous year's actual claims filed. | 33% 1 3 | 100% 2 2 | 150% 3 2 | 100% 3 3 |
| As an efficient and responsive government, the Department will maintain a productive workforce through a Departmental lost time rate of 5.0% or less. | 5.9% 11,312 191,032 | 5.0% 9,077 181,555 | 5.7% 10,163 178,302 | 5.0% 8,580 171,600 |

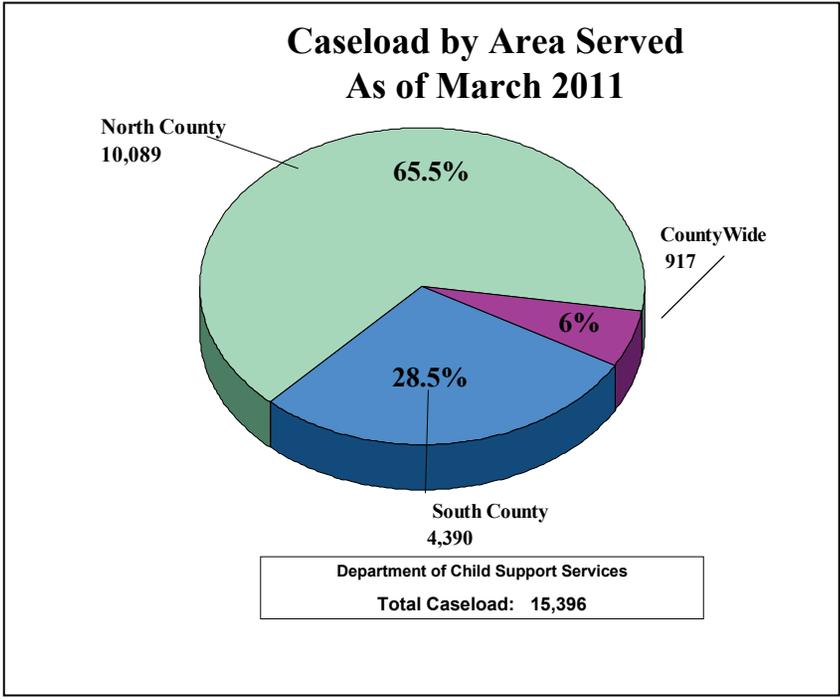
| | Actual FY 09-10 | Adopted FY 10-11 | Est. Actual FY 10-11 | Recommended FY 11-12 |
|---|--------------------------|--------------------------|--------------------------|--------------------------|
| Department-wide Effectiveness Measures | | | | |
| In order to promote a well educated and trained 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 | 4 |
| In order to promote a safe and healthy community, conduct a minimum of 20 informational presentations and outreach projects annually to inform the public of the Department's services to ensure that the community knows how to access available services. | 14 | 8 | 20 | 20 |
| 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. | 100% 4 | 100% 4 | 100% 4 | 100% 4 |
| 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 65.1% of the estimated 10,800 cases that have an arrearage. | 62.1% 6,932 11,162 | 66.6% 7,592 11,400 | 63.1% 6,941 11,000 | 65.1% 7,031 10,800 |
| In order to ensure efficient and responsive government, ensure 108.3% rate of paternity establishment for children born out-of-wedlock. Note: Compares prior year open Countywide to current year resolved in caseload. | 108.3% | 108.3% | 108.3% | 108.3% |
| As an efficient and responsive government, ensure that at least 90% of responses received from annual survey indicate employees are satisfied with Department's Information Technology support services. | 86% | 90% | 90% | 90% |

CHILD SUPPORT SERVICES
Department Summary (cont'd)

| | Actual FY 09-10 | Adopted FY 10-11 | Est. Actual FY 10-11 | Recommended FY 11-12 |
|--|---------------------------|---------------------------|---------------------------|---------------------------|
| Department-wide Effectiveness Measures | | | | |
| In order to ensure efficient and responsive government, enforce Court Orders such that State Disbursement Unit (SDU) can receive and distribute, on behalf of Santa Barbara County, a total of \$27,050,000; includes both on-going and arrearage collections. | \$26,325,968 | \$26,800,000 | \$26,800,000 | \$27,050,000 |
| In order to ensure efficient and responsive government, obtain a 62% collection rate of total current support due, thus providing a reliable source of income and helping families achieve a greater level of self-sufficiency. | 55.9% | 60.6% | 60.7% | 62.0% |
| 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 86% of the 16,000 open cases in our caseload. | 78.7% 15,051 19,133 | 82.2% 14,796 18,000 | 85.3% 13,648 16,000 | 86.0% 13,760 16,000 |
| 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 \$4,400,000 annually for reimbursement of public assistance expended. | \$4,323,074 | \$4,200,000 | \$4,300,000 | \$4,400,000 |



CHILD SUPPORT SERVICES
Department Summary (cont'd)



| | Actual FY 09-10 | Adopted FY 10-11 | Est. Actual FY 10-11 | Recommended FY 11-12 |
|--|--------------------|---------------------|-------------------------|-------------------------|
| | Pos. | Pos. | Pos. | Pos. |

Position Detail

Administration

| | | | | |
|----------------------------------|-----|-----|-----|-----|
| Child Support Assistant Director | 1.0 | 1.0 | 1.0 | 1.0 |
| Child Support Services Director | 1.0 | 1.0 | 1.0 | 1.0 |
| Business Manager | 1.0 | 1.0 | 1.0 | 1.0 |
| Admin Office Pro | 1.0 | 1.0 | 1.0 | 1.0 |
| Executive Secretary | 0.8 | - | - | -- |
| Sub-Division Total | 4.8 | 4.0 | 4.0 | 4.0 |

Collection & Case Management

| | | | | |
|--|------|------|------|------|
| Child Support Attorney, Supervising | 1.0 | 1.0 | 1.0 | 1.0 |
| Child Support Attorney I-III | 2.0 | 2.0 | 2.0 | 2.0 |
| Child Support Manager | 3.0 | 3.0 | 3.0 | 3.0 |
| Admin Office Pro | 9.0 | 10.0 | 10.0 | 7.0 |
| Financial Office Pro | 7.0 | 6.0 | 6.0 | 7.8 |
| Legal Office Pro | 6.0 | 5.0 | 5.0 | 6.0 |
| Computer Systems Spec II | 2.0 | 2.0 | 2.0 | 2.0 |
| Child Support Officer, Supervising | 6.0 | 5.0 | 5.0 | 5.0 |
| Child Support Officer Sr. | 8.5 | 9.5 | 9.5 | 8.3 |
| Child Support Investigative Specialist | 2.0 | 2.0 | 2.0 | 2.0 |
| Child Support Officer I/II | 43.8 | 43.8 | 43.8 | 39.8 |
| Sub-Division Total | 90.3 | 89.3 | 89.3 | 83.8 |
| Division Total | 95.0 | 93.3 | 93.3 | 87.8 |

