



County of Santa Cruz

DEPARTMENT OF CHILD SUPPORT SERVICES
LYNN C. MILLER, DIRECTOR

P.O. BOX 1841
SANTA CRUZ, CA 95061
(831) 454-3700
FAX (831) 454-3752

October 5, 2001

Agenda Date: October 16, 2001

The Honorable Tony Campos, Chairperson
and Members of the Board of Supervisors
County of Santa Cruz
701 Ocean Street
Santa Cruz, CA 95060

RESOLUTION ACCEPTING UNANTICIPATED REVENUE FOR THE DEPARTMENT OF CHILD SUPPORT SERVICES

Dear Chairperson Campos and Members of the Board:

The State Department of Child Support Services has issued the final allocation for State Fiscal Year 2001/2002. The continued funding allocation for Santa Cruz County provides an additional total of \$204,755 for targeted special initiatives. In general terms, \$126,000 is available for programs meeting State guidelines for training and staff development; \$63,000 is available to enhance quality assurance programs; and \$15,755 is available for community outreach.

Section I

Training and Staff Development

The State allocation would provide for salary, benefits, and overhead associated with hiring a full time Staff Development Trainer. The balance of the additional allocation may be used to directly support continuing education and staff development activities. The Director recommends increasing Departmental staff by 1.0 FTE Staff Development Trainer. Pro-rated salary and benefits expenses for the balance of the current fiscal year are estimated at \$38,000 with \$3,000 allocated for recruitment. Enhancement of the Watsonville training facility is also recommended through the purchase of large-group presentation equipment and various fixed assets to support a dedicated computer training function. Training facility expenses are estimated at \$75,000. To support continuing staff development, the Director recommends that \$10,000 of the allocation be earmarked for additional specialized training with associated travel costs. Refer to Attachment 1 for proposed expense details.

Section II

Quality Assurance

The State allocation would provide additional funding for salary and benefits associated with hiring one additional staff dedicated to quality assurance. The Director recommends increasing

Departmental staff by 1.0 FTE Child Support Officer to review randomly selected case files to assure compliance with performance standards and identify training issues. Pro-rated salary and benefits expenses for the balance of the current fiscal year are estimated at \$35,700. The Director recommends additional quality assurance expenditures such as case management consortium consultation and targeted quality assurance on-site training in an amount estimated at \$25,000. Refer to Attachment 1 for proposed expense detail.

Section III

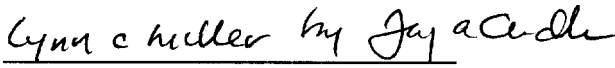
Outreach

The State allocation would provide additional funding up to \$15,755 for community outreach. The Director proposes to host two off-site employer workshops as part of the Department's education and outreach initiative. In addition to employer workshops, funds will be dedicated to printed materials publicizing Child Support Services. Refer to Attachment 1 for proposed expense detail.


IT IS THEREFORE RECOMMENDED THAT YOUR BOARD:

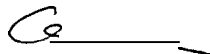
1. Adopt the Resolution Accepting Unanticipated Revenue in the amount of \$204,755, and approve the expenditure appropriation as detailed in Attachment 1, and;
2. Authorize the addition of 1.0 FTE Staff Development Trainer and 1.0 FTE Child Support Officer, and direct the Personnel Office to take necessary action, and;
3. Approve the purchase of fixed assets as detailed in Attachment 1

Respectfully,


Lynn C. Miller, Director
Department of Child Support Services

RECOMMENDED:


Susan A. Mauriello
County Administrative Officer

Date 

Attachments:

Attachment 1 Proposed Expense Allocations
AUD 60
State Allocation Letter

Attachment I Proposed Expense Allocations

0047

I Training Allocation \$126,000.

A. Staff Development Trainer	FY 2001/2002	Full Year
3100 Regular Pay	30,400	40,518
3150 OASDI	2,295	3,039
3155 PERS	2,265	2,998
3160 Insurance	3,040	4,052
Salary & Benefits Total	38,000	50,607
Special Recruitment	3,000	

B. Watsonville Training Facility	FY 2001/2002
3451 20 Stacking chairs	4,000
3489 Presentation software	5,000
8410 2 IBM Thinkpad PCs	4,000
8410 2 HP Colorjet Printers	10,000
8410 1 electronic white board	12,000
8410 1 digital overhead projector	13,000
8410 1 intranet server	15,000
8422 Modular computer workstations	12,000
Equipment Total	75,000

C. Additional Staff Training	FY 2001/2002
4154 CASES Training off-site	4,500
4154 Network Management Training	1,500
4154 Fiscal Accounting Training	1,500
4162 Lodging	1,500
4166 Travel	1,000
Additional Training Total	10,000
Grand Total for Training	126,000

II Quality Assurance \$63,000

Additional Child Support Officer	FY 2001/2002	Full Year
3100 Regular Pay	28,550	38,052
3150 OASDI	2,160	2,854
3155 PERS	2,135	2,816
3160 Insurance	2,855	3,805
Salary & Benefits Total	35,700	47,527
3105 Staff overtime	2,300	
3665 Special Vendor reports	3,000	
3665 Informatix QA consultation	8,000	
4154 Program-related trainers on-site	10,000	
4154 Consortium training activities	4,000	
Total for Quality Assurance	63,000	

III Outreach \$15,755

3665 Off-site employer workshops	12,000
3493 Supplies (posters and brochures)	3,755
Total for Outreach	15,755

BEFORE THE BOARD OF SUPERVISORS
OF THE COUNTY OF SANTA CRUZ, STATE OF CALIFORNIA

Resolution No. _____

On the motion of Supervisor _____
duly seconded by Supervisor _____
the following resolution is adopted:

RESOLUTION ACCEPTING UNANTICIPATED REVENUE

Whereas, the County of Santa Cruz is a recipient of funds from California State Department of Child Support Services for the child support _____ program; and

WHEREAS, the County is recipient of funds in the amount of \$ 204,755 which are either in excess of those anticipated or are not specifically set forth in the current fiscal year budget of the County; and

WHEREAS, pursuant to Government Code Section 29130(c) / 29064(b), such funds may be made available for specific appropriation by four-fifths vote of the Board of Supervisors;

NOW, THEREFORE, BE IT RESOLVED AND ORDERED that the Santa Cruz County Auditor-Controller accept funds in the amount of \$ 204,755 into Department of Child Support Services

<u>T/C</u>	<u>index Number</u>	<u>Revenue Subobject Number</u>	<u>Account Name</u>	<u>Amount</u>
	251000	90548	State Support	204,755

and that such funds be and are hereby appropriated as follows:

<u>T/C</u>	<u>Index Number</u>	<u>Expenditure Subobject Number</u>	<u>PRJ/UCD</u>	<u>Account Name</u>	<u>Amount</u>
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See Attached

DEPARTMENT HEAD I hereby certify that the fiscal provisions have been researched and that the Revenue(s) (has been) (will be) recieved within the current fiscal year.

By [Signature]
Department Head

Date 10/05/01

COUNTY ADMINISTRATIVE OFFICER

/ ✓ /

Recommended to Board

/ /

Not recommended to Board

PASSED AND ADOPTED by the Board of Supervisors of the County of Santa Cruz, State of California, this _____ day of _____, 19____ by the following vote (requires four-fifths vote for approval):

AYES: SUPERVISORS

NOES: SUPERVISORS

ABSENT: SUPERVISORS

Chairperson of the Board

ATTEST:

Clerk of the Board

APPROVED AS TO FORM:

Henry A. Oberhelman HC
County Counsel 12/16/97

APPROVED AS TO ACCOUNTING DETAIL:

Adrian V. ... 10/11/01
Auditor/Controller

Distribution:

- Auditor-Controller
- County Counsel
- County Administrative Officer
- Originating Department

Sub-object	Account Name	Description	Amount	0050
3100	Regular Pay	Staff Dev Trainer	30400	
		CSO	28550	
		sub-total	58950	
3105	Overtime	Staff Overtime	2300	
3150	OASDI	Staff Dev Trainer OASDI	2295	
		CSO OASDI	2160	
		sub-total	4455	
3155	PERS	Staff Dev Trainer PERS	2265	
		CSO PERS	2135	
		sub-total	4400	
3160	Insurance	Staff Dev Trainer Insur	3040	
		CSO Insurance	2855	
		sub-total	5895	
3451	Misc Inventory	20 stacking chairs	4000	
3489	PC Software	Presentation Software	5000	
3493	Supplies	Posters and brochures	3755	
3665	Prof & Special	Vendor QA reports	3000	
		Vendor Consultation	8000	
		Employer workshops	12000	
		Recruitment	3000	
		sub-total	26000	
4154	Education	Off-site training CASES	4500	
		Network management	1500	
		Fiscal accounting	1500	
		On-site program training	10000	
		Consortium QA training	4000	
		sub-total	21500	
4162	Lodging	Off-site lodging	1500	
4166	Travel	Training related travel	1000	
8410	Office Equipme	IBM Thinkpads (2)	4000	
		Colorjet printers (2)	10000	
		Electronic whiteboard	12000	
		Digital overhead projector	13000	
		Intranet server	15000	
		sub-total	54000	
8422	Office Furniture	Modular workstations	12000	
		Grand total for index 251000	204755	
90548	St Support	State Revenue	204755	

CALIFORNIA DEPARTMENT OF CHILD SUPPORT SERVICES

P.O. Box 419064, Rancho Cordova, CA 95741-9064

RECEIVED
STATE OF CALIFORNIA

September 13, 2001

Lynn C. Miller, Director
Santa Cruz County
Department of Child Support Services
P.O. Box 1841
Santa Cruz, CA 95061-1841

Dear Mr. Miller:

**SUBJECT: STATE FISCAL YEAR 2001/02 CHILD SUPPORT ADMINISTRATIVE
FINAL ALLOCATION**

The purpose of this letter is to provide Local Child Support Agencies (LCSA) with their State Fiscal Year (SFY) 2001/02 final allocation for administrative and Electronic Data Processing (EDP) Maintenance and Operations (M&O) costs. The allocation provided in Attachment I is comprised of the same components that made up the June 29, 2001 final planning allocation. Additional funding is included for statewide initiatives. Attachment II changes EDP M&O allocations from "conditionally approved" to "approved".

The Department of Child Support Services (DCSS) together with LCSAs are continually striving to improve California's child support program. It is the commitment of DCSS to provide LCSAs with funding, to the extent available within the annual budget, to allow the opportunity to further strengthen and support the child support program. To that end, funding for statewide initiatives deemed to be critically important to achieving child support program excellence is included in this allocation. Initially, three areas have been identified for increased focus beginning in FY 2001-02: Training, Quality Assurance and Program Improvement and Customer and Community Outreach. It is the intent of DCSS to continue funding in these areas in future annual allocations.

As you know, DCSS in consultation with the Child Support Director's Association (CSDA) and LCSAs have begun to develop statewide programs in each of the three focus areas. This allocation letter is intended to provide guidance relative to the statewide vision and approach in each of the three focus program areas as well as



DCSS-AD-2001-CAC-0048

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w.chiidsup.cahwnet.gov

related funding amounts. As each of these statewide program areas is developed and further refined, more specific program guidance and performance expectations will be issued. It is also recognized that LCSAs currently have differing program levels and capacities in each of these areas. At this point in time, however, it is important for LCSAs to begin to build and/or enhance current capacity and capabilities in each of these program areas within the parameters of the statewide vision.

Training: DCSS is developing a statewide training program consistent with the framework established in the DCSS Statewide Training Program Concept Paper issued in November 2000. The concept paper was based largely on the framework established in the 1999 child support reform legislation and the recommendations of the Policies, Procedures and Practices Project (P3 Project) Training Workgroup. DCSS has developed and presented to the statewide Training Advisory Committee and CSDA the initial three year plan for development and delivery of a Statewide Training Program, and is in the process of completing the initial foundational work. The framework involves the development of training for three categories of child support program staff -- caseworkers, supervisors and executive/management. Within each staff category there are also three training building blocks based on job analysis and identification of critical skill needs, including basic job skills, job specific or subject matter skills, and professional development skills.

To date, with the participation of the Training Advisory Committee and LCSAs, DCSS has completed or is nearing completion of a number of foundational tasks. These tasks include a Training Inventory to identify existing relevant training resources (curriculum, materials, people, and physical plant resources); evaluation of existing curriculum that can be used and/or built upon to meet statewide training requirements; and a Web-based Training Needs Assessment for caseworkers and supervisors to determine initial training needs. Over the next three years the needs assessment and curriculum evaluation processes will be expanded to address the training needs of other categories of child support program staff, e.g., supervisors and executive/management levels.

In addition, DCSS has and will continue to develop and coordinate delivery of training curriculum to implement new programs and/or significant program policy changes, on an as needed basis. The first example of this type of DCSS training curriculum development and delivery occurred with implementation of the local complaint resolution and state hearing processes. It is expected that as other key program changes are rolled-out, a similar training approach will be taken.

Further, as part of the Transition Management Plan for the single, statewide automation system (California Child Support Automation System {CCSAS}), specific technical, process, and people (change management) training components will be developed and implemented through the DCSS Statewide Training Program structure. The Statewide Training Program is intended to ensure that LCSA and DCSS staffs have the knowledge and skills necessary to do their jobs in a manner that is consistent with a statewide, uniform child support program. It is the intent of DCSS to lead and manage the Statewide Child Support Training Program. When fully implemented, essential

components of the training program will include:

- Required child support program staff participation in training based on the analysis of critical job skills necessary to perform assigned job duties;
- Use of DCSS-approved curriculum to meet required training needs;
- Use of DCSS-certified trainers to deliver required training curriculum; and,
- Continual evaluation and assessment of training needs and outcomes, and development of curriculum to meet the changing needs of the child support program.

Although the curriculum and trainers will be DCSS approved and /or certified it is intended that LCSAs determine how best to meet DCSS training requirements. For example, it may be appropriate for some LCSAs to use LCSA staff trainers, enter into cooperative agreements with other counties, use training consultants (DCSS is considering establishment of a list of certified trainers), and/or other options. These details are still under consideration and will be fully discussed with the DCSS Training Advisory Committee, CSDA and LCSAs.

The funding provided in this allocation is intended to permit LCSAs to begin to build and/or enhance current capacity and capabilities to meet the envisioned Statewide Child Support Training Program requirements. The funding should be targeted to achieve the following objectives:

- Meet mandatory child support staff training requirements. For example, funding may be used to build capacity through additional staff resources (coverage factor) to permit staff participation in required training.
- Provide personnel and other resources dedicated to local administration, implementation and oversight of Statewide Training Program requirements. **As** DCSS moves toward the implementation of standardized, statewide curriculum for child support staff, the workload of local training staff will likely increase. Consideration should be given to the level of dedicated training personnel and resources necessary to locally administer the training program including, but not limited to, the tasks of organizing and scheduling training, evaluating training outcomes on a group and individual participant basis, monitoring and ensuring staff participation in required training programs, provision of a sufficient number of certified trainers, provision of necessary training facilities and materials, and participation as needed in state-level training activities including needs assessments and curriculum development.
- Provide the capability to support technology-based training programs. DCSS, in consultation with LCSA Training Coordinators, have found that technology-based training programs significantly enhance the ability to provide timely and relevant training with minimal disruption to program operations. Therefore, DCSS soon will distribute to LCSA Directors and Training Coordinators information on minimum personal computer requirements needed to support the future of technology-based training. Equipment dedicated to training that does not meet these standards

should be replaced.

Sixteen million dollars has been allocated for training efforts. The funds were distributed based on one (1) full time equivalent (FTE) position for approximately every thirty five (35) LCSA staff with a minimum of one-half (.5) FTE. Staff for training is funded at \$63,000 per position for salary, benefits, and overhead.

Quality Assurance and Program Improvement: DCSS is currently re-thinking the approach to Child Support Program performance oversight and improvement. As you well know, recent statutory and regulatory changes at the federal and state levels have significantly amended and/or established new program performance measures as well as State program oversight responsibilities. The federal government has established five new performance measures that are used to determine federal incentive funding to states. In addition, state statute established nine additional state performance measures. Further, the federal government recently issued new self-review regulations intended to govern the conduct of state program compliance reviews. These changes, together with the 1999 state legislation that restructured the California's child support program, have caused DCSS to re-visit existing approaches to oversight and performance assessment.

It is the intent of DCSS to establish a Quality Assurance and Program Improvement function within California's Child Support Program. The P3 Project Performance Measures Workgroup provided initial recommendations relative to establishment of program performance measures. This guidance was used by DCSS to establish performance measures through CSS Letter 00-10, dated December 21, 2000. DCSS and LCSAs are gaining operational experience in use of these measures, with the intent to refine the measures over time. In addition, other program initiatives envisioned in the 1999 child support reform legislation have begun to roll-out including customer service, local complaint resolution and state hearing processes, undistributed collections reconciliation, data reliability, and case closure, to name a few. At this time, it is important to begin to look at ways in which to better integrate and coordinate activities into a consistent and uniform approach to service delivery. DCSS intends to use a quality assurance and program improvement framework to bring focused and coordinated attention to tasks and activities that result in desired program outcomes.

To begin this effort, DCSS has completed initial research and will soon establish a forum with CSDA and LCSAs, and others as appropriate, to develop the quality assurance program framework and detail. DCSS's initial thinking is that essential elements of the quality assurance program function should include:

- An overall structure permitting routine, focused attention on program performance, including the review of performance indicators and development of related performance improvement action plans, at both the state and local levels. Specifically, the quality assurance program would give state and local management teams the ability to review on a pre-determined basis (daily, monthly, quarterly, or other) agreed upon minimum data sets that are indicative

- of program performance (results). The structured program should permit ongoing performance assessments, bring immediate attention to performance anomalies or issues, require assignment of an owner or team to analyze and develop any necessary corrective actions, and continue to evaluate and focus on any corrective actions until resolved;
- Identification of shared performance indicators at the state and local levels that contribute to achieving desired program results. Initial thoughts are that performance indicators would be identified for each child support program element or functional area. This would lead to the identification or development of measures (minimum data sets) to capture progress on Performance indicators by program element;
 - The capability to target program improvement action plans at the state and local levels based on identified performance issues;
 - A mechanism to focus the attention of child support program staff on tasks and activities that lead to agreed upon desired results;
 - The capability for state and local management teams to integrate or add to the basic quality assurance structure their own management tools or preferences

The funding provided in this allocation is intended to permit LCSAs to begin to build and/or enhance current capacity and capabilities to meet the envisioned Statewide Quality Assurance and Program Improvement requirements. The funding should be targeted to achieve the following objectives:

- Establish a local Quality Assurance and Program Improvement structure and function;
- Build capacity through the establishment of additional staff resources;
- Development of a structured approach to collection and analysis of routine management data, assessment and fine-tuning of current performance assessment tools, or related activities;
- Definition of a strategic and organization wide approach to managing to the federal performance, e.g. establishment of monthly and annual performance goals and expectations; and
- Obtain skill building or consulting support in the areas of strategic planning, quality assurance, continuous improvement or other results based approaches to performance improvement.

Sixteen million dollars has been allocated for Quality Assurance efforts. The funds were distributed based on one **ISTE** position for approximately every eight thousand (8,000) cases with a minimum of one-half (.5) FTE. Staffing for Quality Assurance is funded at \$63,000 per position for salary, benefits, and overhead.

Customer and Community Outreach: DCSS is working with CSDA and LCSAs to develop a Customer and Community Outreach Program intended to ensure that identified groups and individuals have access to necessary and appropriate information about California's Child Support Program. Initial efforts have focused on outreach relative to implementation of the Local Complaint Resolution and State Hearing

Processes. Future efforts, however, envision a broader approach to identification of all stakeholders (target groups and individuals) that interact with the child support program, the purposes for which the child support program must communicate with each stakeholder, and the mechanisms and mediums for communication.

DCSS intends to lead a statewide, uniform approach to customer and community outreach, permitting state approved local variation as appropriate to meet local customer and community needs. The statewide effort is intended to convey a consistent message and expectations to individuals and groups that interact with the program. DCSS will develop, in consultation with CSDA, LCSAs and others as appropriate, a statewide Customer and Community Outreach Plan as well as the necessary supporting materials in various appropriate mediums. Materials will be distributed to LCSAs for use consistent with the statewide plan.

In addition, it is anticipated that refinement of LCSA plans and requirements under the Customer Service Initiative begun in FY 2000-01 will occur through the Customer and Community Outreach Program process. It is likely that core elements required for all LCSA customer and community outreach plans will be identified. Again, a mechanism for DCSS approved local variation and/or additions will be established.

Further, as part of the Transition Management Plan for the single, statewide automation system, there is a focus on customer and community outreach relative to development and implementation of CCSAS. This will become an important component of future outreach plans as the need to share information about the automation system increases, leading to very specific changes in business process and expectations for many or most stakeholders.

The funding provided in this allocation is intended to permit LCSAs to begin to build and/or enhance current capacity and capabilities to meet the envisioned Statewide Customer and Community Outreach Program requirements. The funding should be targeted to achieve the following objectives:

- Meet the requirement to establish and implement a local Customer and Community Outreach Program consistent with the statewide effort. For example, funding may be used to build capacity through additional staff resources, develop a mechanism or process to routinely obtain and assess customer and community feedback about program services, conduct customer and community outreach activities, enhance activities begun under the Customer Service Initiative, or related activities.
- Provide the capacity for increased direct communication with child support program customers about recent, ongoing and upcoming changes to the program. DCSS anticipates that there will be a need for increased communication through mailings, public forums, or other means to ensure that customers are kept well informed. While DCSS will provide centrally developed informational materials, there may be local needs that will not be fully addressed through this approach and should be considered.

Three million dollars has been allocated for Outreach efforts. The allocation to each county is based on the percentage of county's caseload to the statewide total caseloads.

While DCSS is directing LCSAs to devote resources to these program areas, it is recognized that LCSAs need flexibility to utilize the allocation in a way that ensures state targeted efforts are accomplished within the context of local operations. It is the expectation that these funds will provide the resources and capacity for LCSAs to be responsive to DCSS directives in the areas of Training, Quality Assurance and Program Improvement, and Customer and Community Outreach. And, as stated, the requirements in each of these program areas will become increasingly refined during this and future fiscal years. DCSS will, of course, be mindful to match the level of resource allocation to current and future performance requirements and expectations. Within these parameters, DCSS will monitor expenditures to the total allocation amount and will not control to individual allocation components.

It is important to note that DCSS, in consultation with CDSA, has maintained a small reserve from the total available appropriation to fund specific LCSAs needs for which complete information was not available at the beginning of the fiscal year. Allocations from the reserve will be made as appropriate. The Department will closely monitor each county's actual expenditures during the year. LCSAs are also expected to carefully monitor their expenditures and make appropriate adjustments throughout the year.

If you have questions or need additional information about your allocation, you may contact your County Allocations and Claims Policy Team analyst or Linette Kleinsasser at (916) 464-5086. If you have questions regarding the EDP M&O allocation, please contact your county-specific Automation Approvals Analyst or Cathy MacRae at (916) 464-5359.

Sincerely,



JAN SHERWOOD
Deputy Director
Administrative Services Division

Attachments

cc: Margaret Pena, Executive Director
Child Support Directors Association

County: Santa Cruz

0058

SFY 2001/02 FINAL ADMINISTRATIVE ALLOCATION

	Total	Federal	State/County
I. NON-EDP ADMINISTRATION			
FINAL PLANNING NON-EDP ADMINISTRATION ALLOCATION (June 29, 2001)	6,564,337	4,332,462	2,231,875
TRAINING	126,000	83,160	42,840
QUALITY ASSURANCE	63,000	41,530	21,420
OUTREACH	15,755	10,398	5,357
ADMINISTRATIVE ALLOCATION TOTAL 1/	6,769,092	4,467,601	2,301,491
II. COMPLIANCE REVIEW	75,404	49,767	25,637
III. EDP M&O			
RECURRING	12,000	7,920	4,080
NON-RECURRING	86,500	57,090	29,410

1/ County non-EDP administrative expenditures as reported on the CS 356 claim will be controlled bottom line to this allocation.

SFY 2001/02 EDP M&O Allocation

0059

SANTA CRUZ COUNTY**LOCAL COUNTY COSTS**

EDP M&O for SFY 2001/02	Approved	Account Number
<i>Recurring</i>	\$ 12,000	N-C44110-R2
<i>Non-Recurring</i>		
Project #1: Printer Replace	\$ 10,500	N-C44593-R2
Project #2: PC Replace	\$ 76,000	N-C44831-R2

DISALLOWED LOCAL COUNTY COSTS

EDP M&O for SFY 2001/02	Cost Category	Adjustments	Explanation
<i>Recurring</i>	N/A	N/A	N/A
<i>Non-Recurring</i>			
Project #:	N/A	N/A	N/A

Notes: