



**DEPARTMENT OF
CHILD SUPPORT SERVICES**



Supplemental Report of the 2021-22 Budget Act

Department of Child Support Services

June 1, 2022

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I. INTRODUCTION

Pursuant to the Supplemental Reporting Language requirements of the 2021-22 Budget Act (Item 5175-101-0001), the Department of Child Support Services (DCSS) is to provide written quarterly updates, commencing on December 1, 2021, regarding the following:

- Comparing case-to-staff ratios for all local child support agencies (LCSAs) against the goal ratio,
- Identifying under- and over- funded LCSAs,
- Indicating the statewide average to show the improvement, or lack thereof, in ultimately meeting the desired case-to-staff ratio for all LCSAs, and
- Providing an estimate in the 2022 Governor's Budget of how much funding is expected, both in the aggregate and for each LCSA, to bring all LCSAs to the goal case-to-staff ratio.

II. BACKGROUND

The Child Support Program serves one in ten Californians by providing an effective system for establishing paternity for children, establishing court orders for financial and medical support, and enforcing those orders. Child support services are available to the public through a network of 51 county and regional child support agencies that serve approximately 3.6 million children, parents, and caregivers.

The Child Support Program has a substantial positive impact on California's children and families, both financially and emotionally. The program collected over \$2.71 billion in state fiscal year (SFY) 2019-20; of which, \$2.2 billion was distributed directly to families and nearly \$500 million was returned to federal, state, and county governments for repayment of public assistance. In SFY 2020-21, the program collected over \$2.77 billion; of which \$2.3 billion was distributed directly to families and nearly \$500 million was returned to federal, state, and county governments for repayment of public assistance.

In May of 2018, the DCSS and the California Child Support Directors Association (CSDA) submitted a budget proposal to the Legislature utilizing a standardized case-to-staff ratio for LCSA funding. The Legislature approved \$9 million (\$3 million State General Fund (SGF)) for immediate relief to LCSAs that were under the target ratio and enacted Family Code Section 17705 to require DCSS, in collaboration with CSDA, to develop a funding methodology.

The methodology developed, funded each LCSA based on a case-to-staff ratio predetermined by a Level of Effort (LOE) Study conducted by 15 sample LCSAs ranging from very large in size (e.g., Los Angeles) to very small (e.g., Marin).

- The LOE Study surveyed program experts at each LCSA to determine the amount of time/effort on average it takes LCSA staff to complete a wide array of mandatory casework related activities:

- Open cases, establish and enforce orders, review and adjust existing cases/orders, casework financials, attorney services, and clerical and administrative support.
- The ratio is not a reflection of how the LCSAs operate today, but rather the level of resources needed to address the entire volume of mandatory tasks.
- Full-time equivalents (FTEs) for each LCSA are funded at the average cost of staffing for their respective county to address the different salary and benefit rates across each county.
- A compliment of 20.9% of personnel costs is applied to cover non-employee operating expenses and equipment such as contracts, facility leases, maintenance, utilities, office supplies and equipment, etc.

The 2019 Budget Act included \$56 million (\$19.1 million SGF) with a total anticipated funding need of \$168 million (\$57.2 million SGF) by SFY 2021-22. The Legislature approved the funding methodology and codified its implementation within Family Code Section 17306.1.

As a result of Family Code Section 17306.1 requirements, DCSS revised the funding methodology to calculate casework operations and call center operations. Each federal fiscal year the funding calculator is updated to capture the most recent caseload, staffing data, and call volumes. This data is used to calculate the target case-to-staff ratio. The current funding calculator reflects the statewide target case-to-staff ratio at 185.4.

III. STATEWIDE DISPLAY OF CASE TO STAFF RATIOS

This report measures the progress made to date, by displaying the current case-to-staff ratio for each LCSA and comparing the data to the target ratios established by the state.

Source Data and Calculations:

- Actual Caseload – Child Support 1257 Reports
- Actual FTEs – DCSS' Budget and Expenditure Claiming Application (BECA)
 - Entered by LCSAs as actual FTEs when reporting their monthly expenditures.
 - FTE counts displayed in the table include Attorneys, Administrators, Casework Staff, Investigators, Financial Workers, Training and Performance Management, Clerical and Administrative Staff, Management and Supervisors, and Temporary Help.
 - FTE counts do not include Call Center staff, electronic data processing staff, or contracted staff as they are not included in the Actual FTE counts in the LCSA Funding Methodology.
- Actual Case-to-Staff Ratio – Actual Caseload data is divided by Actual FTE counts for each point in time.

- Target Case-to-Staff Ratio – LCSA Funding Calculator, actual caseload count is divided by the Target FTEs, as of September 30, 2021.

Table 1 - Displays LCSAs identified as underfunded, based on SFY 2021-22 funding levels. These LCSAs each received a portion of the additional funding included in the SFY 2021 Budget Act. DCSS' fiscal guidance requires underfunded LCSAs to utilize the restored funding to increase and retain staffing to lower their case-to-staff ratio.

LCSA staffing levels in underfunded counties decreased by 0.1% (4.0 FTEs) since the first quarter. Although there was a slight decrease, many LCSAs were able to maintain or increase their current staffing levels since the March report. Specifically, Madera, Riverside, Santa Barbara, and Tehama were able to increase their staffing levels by more than 5% this quarter. Riverside increased their staffing levels by 30 FTEs since the first quarter by implementing recruitment practices such as creating continuous recruitments for high attrition positions, negotiating higher starting pay within the classification range, offering modified telework schedules and streamlining the recruitment process to complete the process in less time.

Some LCSAs continue to experience significant challenges in recruiting and maintaining qualified staff. These recruitment challenges include a tight labor market resulting in fewer candidates accepting employment interviews, candidates not showing up to interviews, and candidates declining job offers. Further impacting the LCSAs' ability to increase staffing levels, is a higher-than-expected attrition rate. During the third quarter, DCSS sampled five LCSAs who filled 133 positions and realized 140 vacancies. These LCSAs reported that 53.6% of staff departures were due other employment opportunities, where full-time telework is more desirable than a modified telework schedule. Many counties do not have a telework policy or may have one that allows for modified telework making it difficult for LCSAs to compete with other employers. In addition to full-time telework opportunities, LCSAs are competing with employers who are able to offer higher starting salaries for positions such as clerical.

To counteract these challenges, LCSAs have increased recruitment efforts by streamlining the recruitment process by decreasing the life span of the certification list for positions from twelve months to six months and reducing the number of stale applications that can be received during the recruitment period. Additionally, LCSAs are working with their county human resources department to create new positions that would be more desirable to candidates and recruiting interns and trainees. LCSAs also continued recruitment practices such as social media platforms (e.g., LinkedIn, Indeed); hiring marketing and promotions staff; advertising through colleges, government sites (e.g., WorkNet, Merit CalHR), and within local communities (e.g., job fairs, career expos); and engaging professional recruitment services (e.g., Headhunters) to mitigate hiring and retention challenges.

Table 1 - LCSAs Receiving Additional Funding

	Quarter 4 SFY 2020-21			Quarter 1 SFY 2021-22			Quarter 2 SFY 2021-22			Quarter 3 SFY 2021-22			Target Case:Staff Ratio
	Actual Caseload as of 06/30/21	Actual FTEs as of 06/30/21	Actual Case:Staff Ratio 06/30/21	Actual Caseload as of 04,469 09/30/21	Actual FTEs as of 09/30/21	Actual Case:Staff Ratio 09/30/21	Actual Caseload as of 12/31/21	Actual FTEs as of 12/31/21	Actual Case:Staff Ratio 12/31/21	Actual Caseload as of 03/31/22	Actual FTEs as of 03/31/22	Actual Case:Staff Ratio 03/31/22	
TOTAL	864,178	4,071.5	212.3	852,787	4,032.7	211.5	846,240	4,080.6	207.4	846,334.0	4,028.7	210.1	185.4
Alameda	29,548	120.8	244.6	29,249	120.8	242.1	29,177	116.8	249.8	29,140.0	115.8	251.6	189.1
Contra Costa	25,147	128.0	196.5	24,768	122.0	203.0	24,419	122.0	200.2	24,309.0	123.0	197.6	185.9
Eastern Sierra	1,046	4.8	217.9	1,038	4.7	220.9	1,015	4.8	211.5	1,014.0	4.7	215.7	115.3
Fresno	56,920	214.2	265.8	56,387	209.2	269.6	56,017	226.2	247.7	56,100.0	214.1	262.1	187.9
Glenn	1,580	6.4	246.9	1,576	6.2	254.2	1,568	4.1	379.7	1,575.0	3.5	450.0	143.3
Imperial	9,496	49.0	193.8	9,447	47.0	201.0	9,298	45.0	206.6	9,201.0	46.0	200.0	181.1
Kern	49,843	184.8	269.8	48,978	186.1	263.3	48,892	204.5	239.0	49,094.0	192.5	255.1	183.8
Kings	8,534	40.1	212.8	8,462	41.1	205.9	8,353	42.5	196.5	8,360.0	43.4	192.6	182.2
Lassen	1,427	7.0	203.9	1,402	6.0	233.7	1,396	6.0	232.7	1,405.0	6.0	234.2	140.2
Los Angeles ^{1/}	219,869	1,273.0	172.7	216,706	1,258.0	172.3	214,689	1,255.0	171.1	215,191.0	1,229.0	175.1	187.9
Madera	6,379	25.0	255.2	6,341	24.7	256.7	6,330	25.6	247.3	6,346.0	26.9	235.9	171.4
Mariposa ^{2/}	644	4.2	152.2	639	5.0	127.8	643	5.0	128.6	636.0	5.0	127.2	106.5
Merced ^{2/}	14,691	58.7	250.3	14,543	60.5	240.4	14,480	60.9	237.8	14,462.0	59.6	242.7	182.9
Monterey	13,417	78.5	170.9	13,199	78.5	168.1	13,056	74.8	174.5	13,033.0	75.5	172.6	183.2
Placer	6,504	34.9	186.4	6,359	35.9	177.1	6,322	31.9	198.2	6,282.0	28.9	217.4	176.2
Riverside	75,125	289.0	259.9	74,545	298.0	250.2	74,006	307.0	241.1	73,916.0	328.0	225.4	189.6
Sacramento	67,813	255.0	265.9	67,177	262.0	256.4	66,550	261.0	255.0	66,486.0	266.0	249.9	190.1
San Bernardino	92,756	387.0	239.7	90,833	378.0	240.3	89,475	378.0	236.7	88,874.0	377.0	235.7	186.4
San Diego	59,227	281.5	210.4	58,875	276.8	212.7	59,005	281.5	209.6	59,219.0	268.7	220.4	183.9
San Francisco	9,404	51.1	183.9	9,245	50.4	183.4	9,151	49.5	184.9	9,131.0	49.1	185.8	184.9
San Joaquin	32,355	123.9	261.1	31,905	119.4	267.1	31,951	135.4	236.0	32,319.0	135.6	238.4	188.8
Santa Barbara	11,019	61.0	180.6	10,858	59.3	183.1	10,737	59.7	179.8	10,856.0	64.1	169.4	182.8
Solano	14,019	84.0	166.9	13,777	84.0	164.0	13,677	80.0	171.0	13,655.0	78.0	175.1	183.0
Stanislaus	24,447	119.7	204.2	23,955	116.1	206.3	23,758	119.4	199.0	23,633.0	110.8	213.3	185.9
Tehama	3,298	22.7	145.3	3,248	18.1	179.4	3,245	17.0	190.9	3,232.0	18.0	179.6	179.2
Trinity ^{2/}	693	3.0	231.0	679	4.4	154.3	667	4.4	151.6	650.0	4.4	147.7	113.2
Ventura	18,085	104.5	173.1	17,846	100.5	177.5	17,705	101.2	175.0	17,667.0	97.0	182.2	186.8
Colusa/Sutter/Yolo ^{3/}	10,892	59.7	182.4	10,750	60.0	179.2	10,658	61.4	173.6	10,548.0	58.1	181.5	167.7

1/ Los Angeles LCSA received approximately \$40 million in county financial support in SFY 2020-21 (including FFP). Thus, FTEs are higher than what would have been possible with only state funding.

2/ The following LCSAs combined resources to form regionalized LCSAs:

- * Humboldt, Trinity
- * Mariposa, Merced
- * Santa Cruz, San Benito
- * Sierra, Nevada
- * Siskiyou, Modoc
- * Colusa, Sutter, Yolo

3/ Colusa and Sutter are in the midst of transitioning FTEs and caseloads to Yolo. Therefore, this report combines the three LCSAs onto one line for a more accurate display of resources.

Table 2 – Adequately Funded LCSAs shows the LCSAs who were identified as adequately funded based on SFY 2021-22 funding levels. The staffing levels for these counties has dropped by 4.6% (50.6 FTEs) since the first quarter and 6.6% (74.9 FTEs) since the first of the fiscal year. LCSAs are bringing staffing levels into alignment with the targeted case-to-staff ratios by leaving vacancies unfilled and instead implementing shared services agreements for FTEs, such as attorneys or caseworkers, to assist with caseload or redirecting staff to other county departments.

Table 2 - Adequately Funded LCSAs

	Quarter 4 SFY 2020-21			Quarter 1 SFY 2021-23			Quarter 2 SFY 2021-22			Quarter 3 SFY 2021-21			Target Case:Staff Ratio
	Actual Caseload as of 06/30/21	Actual FTEs as of 06/30/21	Actual Case:Staff Ratio 06/30/21	Actual Caseload as of 09/30/21	Actual FTEs as of 09/30/21	Actual Case:Staff Ratio 09/30/21	Actual Caseload as of 12/31/21	Actual FTEs as of 12/31/21	Actual Case:Staff Ratio 12/31/21	Actual Caseload as of 03/31/22	Actual FTEs as of 03/31/22	Actual Case:Staff Ratio 03/31/22	
TOTAL	193,606	1,126.8	171.8	191,060.0	1,102.5	173.3	189,521	1,067.3	177.6	189,537.0	1,051.9	180.2	185.4
Butte	9,139	53.0	172.4	9,009	53.0	170.0	8,960	51.0	175.7	8,962	55.0	162.9	189.1
Central Sierra	4,617	27.6	167.3	4,526	24.6	184.0	4,530	25.6	177.0	4,532	25.6	177.0	116.7
Del Norte	2,087	14.0	149.1	2,019	14.0	144.2	2,002	12.0	166.8	2,015	11.5	175.2	185.9
El Dorado	5,077	28.0	181.6	5,005	30.0	167.1	5,000	30.0	166.9	4,973	29.0	171.8	115.3
Humboldt ^{2/}	5,048	25.7	196.7	4,994	26.6	187.6	4,949	25.1	197.2	4,946	24.2	204.5	187.9
Lake	2,512	19.0	132.2	2,482	18.0	137.9	2,490	18.0	138.3	2,542	18.0	141.2	143.3
Marin	3,720	15.8	236.2	3,600	14.8	244.1	3,532	14.8	239.5	3,457	14.7	235.3	181.1
Mendocino	3,065	21.5	142.6	3,019	21.0	143.8	3,003	21.0	143.0	3,009	20.0	150.5	183.8
Napa	2,963	24.4	121.4	2,894	27.0	107.2	2,849	26.6	107.1	2,849	26.7	106.7	182.2
Orange	57,842	328.2	176.2	57,329	322.2	177.9	56,802	311.7	182.2	56,840	300.9	188.9	140.2
Plumas	760	4.0	190.0	731	3.0	243.7	724	4.0	181.0	726	4.0	181.5	187.9
San Luis Obispo	3,789	26.8	141.6	3,832	26.8	143.3	3,853	25.8	149.6	3,925	24.8	158.6	171.4
San Mateo	8,123	61.3	132.5	7,967	55.8	142.9	7,841	51.5	152.2	7,821	50.7	154.3	106.5
Santa Clara	27,885	160.0	174.3	27,426	156.6	175.1	26,935	149.6	180.0	26,712	152.3	175.4	182.9
Santa Cruz/San Benito ^{2/}	6,537	39.8	164.2	6,380	38.8	164.4	6,367	38.8	164.1	6,383	37.8	168.9	183.2
Shasta	9,560	48.8	195.9	9,182	47.3	194.1	9,207	46.8	196.9	9,247	46.1	200.7	176.2
Sierra/Nevada ^{2/}	2,573	16.0	160.8	2,526	17.0	148.6	2,509	16.0	156.8	2,509	15.0	167.3	189.6
Siskiyou/Modoc ^{2/}	2,582	17.1	151.1	2,549	14.0	181.7	2,526	14.2	178.0	2,506	13.2	189.8	190.1
Sonoma	10,125	66.5	152.3	10,001	62.5	160.0	9,931	60.5	164.1	9,927	59.5	166.8	186.4
Tulare	22,041	106.5	206.9	22,088	105.7	209.0	21,971	103.5	212.3	22,118	102.0	216.8	183.9
Yuba	3,561	23.0	154.8	3,501	24.0	145.9	3,540	21.0	168.6	3,538	21.0	168.5	184.9

^{2/}The following LCSAs combined resources to form regionalized LCSAs:
 * Humboldt, Trinity
 * Mariposa, Merced
 * Santa Cruz, San Benito
 * Sierra, Nevada
 * Siskiyou, Modoc
 * Colusa, Sutter, Yolo

IV. CONCLUSION

The Child Support Program continues to recover from the impacts of the Coronavirus 2019 (COVID19) pandemic. With the restoration of the \$56 million (\$19.1 million GF) in SFY 2021-22, LCSAs continue to work aggressively to bring their staffing levels into alignment with the targeted case-to-staff ratios.

LCSAs receiving additional funding (Table 1) experienced relatively flat staffing totals, a net decrease of 0.1% (4.0 FTEs) since the first quarter. DCSS expects the staffing levels to begin, or continue, to increase as the labor market recovers from the pandemic and aggressive recruitment efforts are implemented. Adequately funded LCSAs (Table 2) decreased their workforce by 4.6% (50.6 FTEs) since the first quarter and 6.6% (74.9 FTEs) since the first of the fiscal year, as efforts made by the LCSAs bring staffing levels into alignment with the targeted case-to-staff ratios.