



**BOARD OF SUPERVISORS
AGENDA LETTER**

Agenda Number:

Clerk of the Board of Supervisors
105 E. Anapamu Street, Suite 407
Santa Barbara, CA 93101
(805) 568-2240

Department Name: County Executive
Office and Child
Support Services
Department
Department No.: 045 and 012
For Agenda Of: June 25, 2024
Placement: Departmental
Estimated Time: 30 minutes
Continued Item: No
If Yes, date from:
Vote Required: Majority

TO: Board of Supervisors

FROM: Department Director(s) Mona Miyasato, County Executive Officer
Mette Richardson, Child Support Services Department

DocuSigned by:

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Contact Info: Tanja Heitman, Assistant CEO

SUBJECT: KPMG Operational Performance Review – Child Support Services Department

County Counsel Concurrence

As to form: N/A

Auditor-Controller Concurrence

As to form: N/A

Other Concurrence:

As to form: N/A

Recommended Actions:

It is recommended that the Board of Supervisors:

- a) Receive and file a report on KPMG’s Operational and Performance Review of the Child Support Services Department;
- b) Provide direction as appropriate; and
- c) Find that the proposed actions do not constitute a “Project” within the meaning of California Environmental Quality Act, pursuant to 14 CCR 15378(b)(2), as it consists of general policy and procedure making

Summary Text:

The Santa Barbara Child Support Services Department is the eighteenth County agency review completed by KPMG LLP (KPMG). The purpose of this review is to provide a high-level assessment of the department, identify strengths and opportunities, and benchmark financial and operational areas with similar jurisdictions. The focus is to improve the overall operational efficiency, effectiveness, and service delivery provided by the Department. KPMG’s report, “Improving Performance to Better Serve

Our County Residents” is attached. The department’s response and implementation timeframe are also attached.

Overview of the Department:

Santa Barbara County’s Department of Child Support Services (CSS) works within a national network of agencies to establish parentage, establish and enforce financial and medical support orders, and collect and distribute court-ordered payments. Child Support services are available to all families, regardless of income or immigration status. The department’s mission is to serve children and families by establishing parentage and enforcing support orders in a fair and equitable manner. The Department of Child Support Services has 75 Full-Time Equivalent (FTE) positions. The Department’s Adopted Fiscal Year (FY) 2023-2024 operating budget is \$11,272,000.

Overview of KPMG Recommendations:

In brief, the KPMG report identifies 7 recommendations. The recommendations are divided into three categories: 1) Participant Service Delivery; 2) Collaboration with Key Stakeholders; and 3) Technology Enablement. These recommendations are summarized below and are discussed more fully in the attached response and implementation table.

Participant Service Delivery

- 1.1: Perform an analysis of child support orders with arrears to identify opportunities for targeted intervention.
- 1.2: Strengthen early intervention strategies to support vulnerable participants in receiving the resources required to meet child support payments.
- 1.3: Improve workload allocation processes for locate cases to streamline processes and reduce resolution times.
- 1.4: Enhance marketing and outreach activities to effectively identify and target participant populations in need of service.

Collaboration with Key Stakeholders

- 2.1: Explore opportunities to increase data sharing capabilities with other County departments to better support participants who experience complex social issues.
- 2.2: Enhance collaboration with the courts and human services agencies to support participants’ diverse needs and strengthen the whole-person approach to care for the family.

Technology Enablement

- 3.1: Update processes for engaging with participants via the virtual lobby to increase staff efficiency and reduce participant wait times.

Background

The County contracted with KPMG in May 2019, following a competitive process, to conduct an operational and performance review of all County departments. KPMG conducted a review of the Child

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Support Services Department commencing in November 2023. KPMG reviews are designed to provide a high-level assessment of the departments, identify strengths and opportunities across key focus areas with the goal of enhancing overall operational efficiency, effectiveness, and service delivery provided by the department.

Performance Measure:

Performance measures will be developed in conjunction with the report recommendations and included in future budgets to track progress and cost/benefit of the operational performance reviews.

Fiscal and Facilities Impacts:

Many of the recommendations provided by KPMG will not require additional resources or budget and, if implemented, will likely result in efficiencies of cost, time savings or improved outcomes. Other areas of improvement may require additional resources, those recommendations will be evaluated through the annual budget process.

Attachments:

- A) KPMG report: Improving Performance to Better Serve Our County Residents: County-wide Operational Performance Review – Santa Barbara Child Support Services Department
- B) Child Support Services Response to KPMG Review and Implementation Plan

Authored by:

Reese Ellestad, Fiscal & Policy Analyst

Chantel Ding, Fiscal & Policy Analyst

Lindsay Walter, Principal Management Analyst