

## CHILD SUPPORT SERVICES (2430) BUDGET

DEPT: Child Support Services

UNIT NO. 2430  
FUND: General - 0001**Budget Summary**

Category	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2019/2018 Variance
<b>Expenditures</b>					
Personnel Costs	\$13,224,250	\$13,323,210	\$13,602,286	\$14,073,814	\$471,528
Operation Costs	\$2,707,958	\$2,928,327	\$3,692,349	\$3,681,894	(\$10,455)
Debt & Depreciation	\$0	\$0	\$0	\$0	\$0
Capital Outlay	\$0	\$6,585	\$10,263	\$10,263	\$0
Interdept. Charges	\$2,635,987	\$2,552,056	\$2,503,354	\$2,260,023	(\$243,331)
<b>Total Expenditures</b>	<b>\$18,568,195</b>	<b>\$18,810,178</b>	<b>\$19,808,452</b>	<b>\$20,025,994</b>	<b>\$217,542</b>
<i>Legacy Healthcare/Pension</i>	\$3,796,203	\$4,126,931	\$3,126,693	\$3,587,349	\$460,656
<b>Revenues</b>					
Direct Revenue	\$707,779	\$660,421	\$660,846	\$610,846	(\$50,000)
Intergov Revenue	\$16,844,029	\$16,861,794	\$17,050,133	\$17,571,376	\$521,243
Indirect Revenue	\$0	\$0	\$0	\$0	\$0
<b>Total Revenues</b>	<b>\$17,551,808</b>	<b>\$17,522,215</b>	<b>\$17,710,979</b>	<b>\$18,182,222</b>	<b>\$471,243</b>
<b>Tax Levy</b>	<b>\$1,016,387</b>	<b>\$1,287,963</b>	<b>\$2,097,473</b>	<b>\$1,843,772</b>	<b>(\$253,701)</b>
<b>Effective Tax Levy*</b>	<b>(\$7,941,109)</b>	<b>(\$7,692,277)</b>	<b>(\$6,555,733)</b>	<b>(\$7,069,764)</b>	<b>(\$514,031)</b>
<b>Personnel</b>					
<b>Full-Time Pos. (FTE)**</b>	145.04	144.49	144.49	142.00	(2.49)
<b>Seas/Hourly/Pool Pos.</b>	0.00	0.00	0.00	0.00	0.00
<b>Overtime \$</b>	\$4,636	\$7,390	\$22,920	\$22,608	(\$312)

\*This Effective Tax Levy excludes interdepartmental charges and fringe benefit costs.

\*\*The 2018 Budget FTEs include Vacancy & Turnover (VANDT) & Overtime (OT). The 2017 Budget, 2016 Actual, and 2015 Actual FTEs are restated to reflect this change. Program Area tables include these changes as well.

**Department Mission:** To promote family stability by improving the quality of life for children in Milwaukee County. Through the utilization of federal, state, and community resources, the Department establishes paternity for children without a legal father, establishes and enforces fair support orders for children with an absent parent, and efficiently collects and effectively disburses support payments to children's families.

**Department Description:** Child Support Services implements the Child Support Enforcement Act, pursuant to Title IV-D of the Federal Social Security Act and Sections 49.22 and 59.53(5) of the Wisconsin Statutes, under contract with Wisconsin's Department of Children and Families. State-managed public assistance programs refer cases for child support services when a custodial parent or child is eligible for benefits. Parents or custodians who do not receive public benefits may also apply for federally funded child support services.

Individuals choosing not to apply for services or those ineligible for full services may receive limited child support services funded by County tax levy and fees for services. Child Support Services works cooperatively with State agencies and other County departments to comply with Federal and State IV-D program mandates, including providing parent location services, establishing paternity and establishing and enforcing child and medical support orders in local and interstate cases.

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**Strategic Program Area 1: Child Support Services**

**Service Provision:** Mandated

**Strategic Outcome:** Self-Sufficiency

<b>What We Do: Activity Data</b>				
<b>Activity</b>	<b>2016 Actual</b>	<b>2017 Actual</b>	<b>2018 Target</b>	<b>2019 Target</b>
Total IV-D Cases	123,744	123,983	124,700	124,000
Court Orders Established	9,049	8,742	9,200	9,200
Paternities Established	7,918	7,454	8,100	8,000
Office Walk-Ins	29,802	38,503	31,500	38,000
IV-D Support Collections	\$116,717,399	\$117,570,576	\$115,000,000	\$117,500,000

<b>How We Do It: Program Budget Summary</b>					
<b>Category</b>	<b>2016 Actual</b>	<b>2017 Actual</b>	<b>2018 Budget</b>	<b>2019 Budget</b>	<b>2019/2018 Variance</b>
<b>Expenditures</b>	\$18,568,195	\$18,810,178	\$19,808,252	\$20,025,994	\$217,742
<b>Revenues</b>	\$17,551,808	\$17,522,215	\$17,710,979	\$18,182,222	\$471,243
<b>Tax Levy</b>	\$1,016,387	\$1,287,963	\$2,097,273	\$1,843,772	(\$253,501)
<b>FTE Positions</b>	145.04	144.5	144.49	142.0	2.49

<b>How Well We Do It: Performance Measures</b>				
<b>Performance Measure</b>	<b>2016 Actual</b>	<b>2017 Actual</b>	<b>2018 Budget</b>	<b>2019 Budget</b>
Paternity Establishment Rate	95.54%	94.20%	90.00% *	90.00%*
Order Establishment Rate	80.93%	80.93%	80.00% *	80.00%*
Current Support Collection Rate	63.39%	64.25%	63.40%	64.00%
Arrears Collection Rate	58.36%	59.73%	58.00%	60.00%

\* Full Federal performance funding is available at this level.

**Strategic Implementation:** Child Support is a performance funded department in which higher performance on child support metrics translates into a greater share of federal funds. Child Support leverages federal dollars and generates returns on investment for the Milwaukee community; every dollar spent on child support programming brings in an additional \$2 in Federal funding. Child Support Services continues to see moderate growth in each of the four Federal Performance metrics: Paternity Establishment, Order Establishment, Collection of Current Support, and Collection of Arrears.

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**Strategic Overview:** CSS has been serving its mission to ensure that children have the support of both parents very well in the past year, and will continue to do so in 2019 with this continuation budget, which maintains our services and strategic initiatives, while increasing expenditures by \$217,542. In 2017, CSS has set all-time highs in the collection of current support (CSUP), and the collection of arrears. In 2017, the State of Wisconsin moved up from 4<sup>th</sup>, to 2<sup>nd</sup> place nationwide in CSUP, and that growth was driven almost entirely by increased performance in Milwaukee County and our large caseload. Our ZIPS strategic initiative, focusing intensive services on a high poverty caseload in zip code 53206, has exceeded its goals each quarter for the first three quarters of its operation, we expect this budget to continue our track record of performance success, and maintain the ZIPS project going forward.

ZIPS was first implemented in late 2016 and will continue implementation through 2019. ZIPS is a pilot project to implement multiple best practices, including increased resources, a caseload more similar to the statewide average of cases per FTE ratio, case conferences, team based goals and incentivized compensation. The pilot team of 16 staff are focused on a group of 6,300 child support cases in the high need, high poverty area of Milwaukee County in zip code 53206. We expect that ZIPS' performance and goal based culture will result in improved services for the families we serve, and continued performance growth for the overall Child Support mission in Milwaukee County.

Prior to enacting any direct service cuts, departments will work with the Department of Administrative Services – Performance, Strategy, and Budget to identify opportunities to re-organize, streamline, consolidate, eliminate, or otherwise reduce duplication and the cost of administrative expenditures within County government. The initiative shall include a review of prior internal and external audits, consulting reports, workgroup activities, and studies. In addition, the effort should include a critical reassessment of any expenditure of contract funds for non-core services.

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Child Support Services Budgeted Positions				
Position Title	2018 Budget	2019 Budget	Variance	Explanation
Assistant Administrative	2.00	2.00	0.00	
Assistant Executive	1.00	1.00	0.00	
Child Supp Asst	7.00	7.00	0.00	
Child Supp Asst BI Sp	1.00	1.00	0.00	
Child Supp Coord	3.00	2.00	(1.00)	Unfund
Child Supp Specialist	14.00	14.00	0.00	
Child Supp Splst BI Sp	1.00	1.00	0.00	
Child Supp Supv	6.00	6.00	0.00	
Clerical Asst 1	12.00	12.00	0.00	
Clerical Asst 2	2.00	2.00	0.00	
Comm Programs & Grants Mgr	1.00	1.00	0.00	
Exec Director Child Support Serv	1.00	1.00	0.00	
Fiscal Asst 1	2.00	2.00	0.00	
Fiscal Asst 2	12.00	12.00	0.00	
Fiscal Coordinator	1.00	1.00	0.00	
Legal Cnsl Chld Supp 1	13.49	13.00	(0.49)	Unfund
Legal Counsel Admin-CSS	1.00	1.00	0.00	
Legal Counsel Asst - Admin	1.00	1.00	0.00	
Mgr Financial Child Support	1.00	1.00	0.00	
Mgr Operations Chld sppr	1.00	1.00	0.00	
Office Supp Asst 1	1.00	0.00	(1.00)	Unfund
Office Supp Asst 2	24.00	24.00	0.00	
Paralegal-ChildSup	32.00	32.00	0.00	
Paralegal-ChildSup B/L SP	1.00	1.00	0.00	
Paralegal-Spec Cse-	1.00	1.00	0.00	
Sr Assistant Clerical	2.00	2.00	0.00	
Full Time Total	144.49	142.00	(2.49)	
Part Time Total	0.00	0	0.00	
<b>Grand Total</b>	<b>144.49</b>	<b>142.00</b>	<b>(2.49)</b>	