



**CENTRAL SIERRA CHILD SUPPORT AGENCY  
Board of Directors Meeting**

**Location:**

Monday, January 22, 2024, 2:00 PM  
Central Sierra Child Support Agency  
639 New York Ranch Rd., Jackson, California

**Teleconference:**

*Frank Axe – 810 Court St, Jackson, Ca 95642*  
*Ryan Campbell – 2 S. Green St, Sonora, Ca 95370*  
*Martin Huberty – 753 S. Main St, Angels Camp, CA 95222*  
*Anaiah Kirk – 2 S. Green St, Sonora, Ca 95370*  
*Gary Tofanelli – 891 Mountain Ranch Rd, San Andreas, Ca 95249*  
*Terry Woodrow – 367 Creekside Dr, Bear Valley, Ca 95223*

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**BOARD OF DIRECTORS**

Frank Axe	Anaiah Kirk, Chair
Jeff Brown	Gary Tofanelli
Ryan Campbell	Terry Woodrow
Martin Huberty, Vice Chair	

**PLEASE NOTE**

*All proceedings are conducted in English. The Board is committed to making its proceedings accessible to all citizens. Individuals with special needs may call 209-418-6128. All inquiries must be made at least 48 hours prior to the meeting. Public hearing items will commence no sooner than the times listed on the agenda. **NOTE: This meeting will take place at the location listed above AND will be available via teleconference as follows:***

***Join By Phone: (US) +1 669-900-6833, Meeting ID: 840 5314 6874***  
***Passcode: 250285***

**REGULAR MEETING AGENDA**

**PUBLIC MATTERS NOT ON THE AGENDA:** Discussion items only; no action to be taken. Any person may address the Board at this time upon any subject within the jurisdiction of the Central Sierra Child Support Agency Board of Directors; however, any matter that requires action may be referred to staff for a report and recommendation for possible action at a subsequent Board meeting. Please note - there is a five (5) minute limit per topic.

**CONSENT AGENDA:** Items listed on the consent agenda are considered routine and may be enacted by one (1) motion. Any item(s) may be removed for discussion and made a part of the regular agenda at the request of a Board member(s).

- I. **Minutes:** Review and approval of the minutes for the October 23, 2023, Board meeting.
- II. **Audit for fiscal year 2022/2023:** Report on audit of financial statements for the year ended on June 30, 2023, as completed by Bowman & Company, LLP.
  - a. Prado Memorandum re Audit Report

### **ADMINISTRATIVE MATTERS**

- III. **Annual Business Matters – Board Officers:** Discussion and action concerning appointment of Board Officers.
  - a. **Chair** – Appointment of Chair for the 2024 calendar year.
  - b. **Vice Chair** – Appointment of Vice Chair for the 2024 calendar year.
  - c. **Secretary** – Appointment of Secretary for the 2024 calendar year.
- IV. **Establishment of meeting schedule for 2024:** Discussion and action to establish the meeting schedule for 2024.
- V. **Union Negotiations:** Discussion regarding union negotiations and appointment of Agency negotiators; possible action.
- VI. **Policy Amendments;** Discussion of amendments to office policies; possible action.
  - a. **Policy 3-100, Check Writing;** Discuss policy and recommended revisions; possible action.
  - b. **Policy 1-200, Travel Policy;** Discuss policy and recommended revisions; possible action.
- VII. **Executive Report:** Review of budget and statistical report for period ending 12/31/23; program and administrative report.

**CLOSED SESSION** may be called for labor negotiations (pursuant to Government Code §54957.6), personnel matters (pursuant to Government Code §54957), real estate negotiations/acquisitions (pursuant to Government Code §54956.8), and/or pending or potential litigation (pursuant to Government Code §54956.9).

- VIII. **Conference with Labor Negotiators (Government Code § 54957.6) -- General Unit and MCP Unit:** Agency representatives: General Counsel Shannon Boyd, Executive Director Julie Prado. Represented Employees: General Unit and MCP Unit (Operating Engineers Local 3). *Discussion and possible action.*
- IX. **Conference with Legal Counsel – Anticipated Litigation:** Significant exposure to litigation pursuant to Government Code Section 54956.9(d)(2): One case

**NEXT BOARD MEETING:** April 15, 2024 (Tentative), at 2:00 pm – CSCSA, 639 New York Ranch Rd., Jackson, Ca

### **ADJOURNMENT**

# **AGENDA ITEM**

**I**

**BOARD OF DIRECTORS**  
Central Sierra Child Support Agency  
639 New York Ranch Road  
Jackson, CA 95642

**MINUTES**  
**October 23, 2023**  
**2:03 p.m.**

The Board of Directors of the Central Sierra Child Support Agency met via Zoom on the above date pursuant to adjournment, and the following proceedings were had, to wit:

**Directors present: Roll call**

Frank Axe  
Jeff Brown  
Ryan Campbell  
Martin Huberty  
Gary Tofanelli  
Terry Woodrow

**Absent:**

Anaiah Kirk

**Staff present:**

Julie Prado, Executive Director  
Kim Britt, Deputy Director  
Lisa Bispham, Staff Services Specialist  
Shannon DeNatale Boyd, General Counsel

**PUBLIC MATTERS NOT ON THE AGENDA:** *None*

**CONSENT AGENDA:**

**I. Minutes:** Review of minutes from July 24, 2023, Board meeting.

Motion by Director Woodrow and second by Director Campbell to approve the minutes as presented. Motion carries 6-0-0 with Director Kirk absent for the vote.

**ADMINISTRATIVE MATTERS**

**II. Executive Report:** Review of budget and statistical report for period ending on 9/30/23; program administrative report: Budget: Executive Director Prado reported that the Agency is at 25% of the year and allocation spent is 28.79% through September 30, 2023. Prado explained that there are several agency receivables that are paid only once in July rather than monthly and for that reason we are showing slightly over budget at this time. She stated we are right on track and are monitoring our expenses and have no concerns regarding the budget at this time. Reporting on checks between \$5,000 and \$10,000 other than lease payments: Prism (Property Insurance) - \$9,959.00, BankCard

(Conference hotel & travel/Misc. Agency charges) - \$5,285.90. Agency Updates: Prado stated that last time she reported we had hoped to be fully staffed by August but although we made job offers to several candidates, the applicants declined the offers which required us to begin a new recruitment. We received some feedback that we don't have the flexibility that other employers are able to offer such as flexible hours and full telework. Prado is excited to share that we went through the recruitment process again for the Child Support Specialist position, have held the interviews and offered four positions last week; background checks have just cleared. We expect to have all four new hires starting on November 7<sup>th</sup> and we will then be fully staffed. Prado reported that we have one new staff member who started in mid-September as an Office Assistant in our Tuolumne office and her name is Olivia Partone. She has been a great addition, we are so happy to have her. Prado discussed our outreach and marketing efforts and shared that we attended the Community Roots Resource Fair on August 16th, and the ICES Annual Children's Fair on September 23rd in Tuolumne County. We do have staff eager to volunteer to help at the outreach events and we are doing the best we can to participate in outreach events in all four counties. Deputy Director Kim Britt is working on onboarding our newest Supervisors Joette Pitcher to become the Outreach and Marketing Specialist. Prado reported that we currently have two bus ads running in Calaveras, one in Amador, and one in Tuolumne County. We are in the process of contracting for a second bus ad in Tuolumne County. We continue to run ads and digital media banner ads on social media and are seeing good results in terms of click through rates. We are also working closely with the courts to be sure that the family law facilitators, commissioners, and judges know about us and can offer to informational flyers to families in those locations. Program Updates: Prado shared updates on the following initiatives: *Full Pass Through:* is slated to be implemented on May 1, 2024. This new policy eliminates recoupment on cases where the family was formerly on cash aid meaning that child support arrears that are owed to the government will be passed through to the family as payments are collected. The next steps are to implement a similar initiative for those that are currently aided by 2025. *Uncollectable Debt:* the program is in the process of implementing new processes to eliminate certain child support debt for those who qualify. The first phase involves cases where the paying party has certain income types related to social security, CAPI, and VA benefits, obligors will be qualified for the program. The next phase includes a variety of other discretionary policies that will be in place. *AB1148 & SB 1055:* With these new policies we are concerned about the impacts to our obliges even though these policies support our obligors. AB 1148 will be effective January 2024 and changes the reinstatement date for child support for obligors released from incarceration from the first day of the month following release to the first day of the tenth month following release. The intent of this bill is to ensure incarcerated parents have a secure income path before support begins. SB 1055 will be effective January 2025 and removes the ability of the child support program to suspend a driver's license for obligors who have income at or below 70% of median income. *Foster Care:* The purpose of this bill is to reduce barriers to family reunification. Essentially, all cases that have been opened for collection of child support for children in foster care will be closed. We don't have many cases in foster care but this will reduce our caseload and collections but we don't want to be a barrier for families that reunite. Staffing: Staffing level is reported at 23.6. Program Performance: Prado reported that our Collections ended at \$11,265,000.00 and we were close to our goal. She reported that some of our Federal Performance Measures are reducing, which is consistent with the statewide performance. The final numbers are published in January, based on our internal numbers we believe we finished 5<sup>th</sup> in the state out of the 47 LCSAs.

**III. Supplemental Travel Policy:** Prado summarized the information provided in the board packet starting with the historical background of the positions covered in Calaveras and since January when our last staff member assigned to the Calaveras location retired, it left that location vacant. After asking for volunteers within our team to fill the vacancy, none came forth as our existing employees live in either Amador or Tuolumne County. We have been diligent in our recent recruitment to fill the two positions in Calaveras and are happy to report that of the four staff we gave offers to recently we have slated two of them to be assigned to Calaveras as they live there and are excited to work there. The training of new staff has taken

up to one year, but we have been successful getting staff confident working independently in about 6-7 months. The new staff won't be ready to be assigned to Calaveras until around August. Since January we have opted to reassign our staff members on a rotational basis for three months at a time. The staff have enjoyed working in Calaveras but we received feedback regarding the significant impact financially due to the cost of gas and the extended commute. We don't have the mechanism to reimburse for mileage within our current mileage. Prado stated that she would like to propose a supplemental policy which provides relief to staff who are temporarily reassigned to another office outside their home office county to offer them the opportunity to claim mileage for the difference in miles.

Prado's recommendation to the Board is that CSCSA staff be directed to draft and implement a policy that allows mileage reimbursement for staff who are reassigned to another home office, located outside of the county of their home office for less than 3 months. Mileage reimbursement would be calculated by comparing the mileage of their usual daily commute with the temporary commute. In such cases where the commute to the temporary location is less than the normal commute, no mileage shall be reimbursed. The policy shall be implemented as a pilot from October 30, 2023, through October 31, 2024, and will be reviewed as to the impacts on both staff and budget, meaning it shall be eliminated or made permanent by October 31, 2024.

Motion by Director Axe and second by Director Tofanelli to approve staff's recommendation. Motion carried 6-0-0 with Director Kirk absent for the vote.

#### **RESOLUTION NO. 23-008**

Resolution approving the implementation of a supplemental travel policy which allows mileage reimbursement for staff who are reassigned to another home office, located outside of the county of their home office, for a period less than three months.

**IV. Check Writing Policy:** Prado reviewed with the Board the long-standing policy requiring a second signature from the Board Chair or Vice Chair for checks issued in an amount over \$10,000 and a report to the Board for checks issued over \$5,000. Prado explained the extra step causes delays in the accounts payable process which has been exacerbated post-pandemic. Prado mentioned she already has the authority to enter into contracts which are supported by our budget approval process by the Board, it seems this policy may be outdated or unnecessary. The elimination of this policy would streamline processes for both staff and board members. Prado's recommendation is that the policy requiring double signatures and reports on checks over \$5,000 be eliminated. Discussion ensued.

Motion by Director Brown and second by Director Campbell to approve the elimination of the required double signatures over \$10,000 and to eliminate the requirement to report to the Board on checks written between \$5,000 and \$10,000. Instead, staff are required to provide a monthly report of checks written over \$5,000 to the Board Chair and Vice Chair. Motion carried 5-1-0 with Director Kirk absent for the vote.

#### **RESOLUTION NO. 23-009**

Resolution approving the elimination of a portion of the check writing policy that requires a signature from the Board Chair/Vice Chair on checks written over \$10,000 and eliminating the requirement to report to the Board on checks written between \$5,000 and \$10,000.

Prado mentioned that the next step will be to implement these changes and then update the formal check writing policy and bring that to the next board meeting.

**CLOSED SESSION** may be called for labor negotiations (pursuant to Government Code §54957.6), personnel matters (pursuant to Government Code §54957), real estate negotiations/acquisitions (pursuant to Government Code §54956.8), and/or pending or potential litigation (pursuant to Government Code §54956.9).

*None*

**NEXT BOARD MEETING:** The next board meeting is scheduled for January 22, 2024, at 2:00 pm at 639 New York Ranch Road, Jackson, California.

**ADJOURNMENT:** The meeting was adjourned at 2:59 p.m.

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Chair, Board of Directors

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JULIE R. PRADO  
Executive Director  
By: Lisa L. Bispham, Staff Services Specialist

DRAFT

# **AGENDA ITEM**

**II**





# MEMORANDUM

**DATE:** January 18, 2024  
**TO:** Board of Directors  
**FROM:** Julie R. Prado, Executive Director

**SUBJECT:** 2022/2023 Annual Audit **(Agenda Item II)**

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The annual audit of the financial statements of the Agency performed by Bowman & Company, LLC for FY 2022-23 resulted in no irregularities, misstatements, or negative findings.

The Report on the schedule of expenditures of federal awards as required by OMB Circular A-133 disclosed no instances of noncompliance or other matters that are required to be reported under *Government Auditing Standards*.

This Audit Report is being placed on the consent calendar. If the Board wishes to have a presentation of the report, the matter can be placed on the calendar for discussion at a future meeting of the Board.

**CENTRAL SIERRA CHILD  
SUPPORT AGENCY**

***AUDITED BASIC FINANCIAL  
STATEMENTS***

**JUNE 30, 2023**

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**B O W M A N**  
CERTIFIED PUBLIC ACCOUNTANTS

## INDEPENDENT AUDITORS' REPORT

Board of Directors  
**Central Sierra Child Support Agency**  
Jackson, California

### Opinions

We have audited the accompanying financial statements of the governmental activities and the general fund for Central Sierra Child Support Agency (the "Agency") as of and for the year ended June 30, 2023, and the related notes to the financial statements, which collectively comprise the Agency's basic financial statements as listed in the table of contents.

In our opinion, the financial statements referred to above present fairly, in all material respects, the respective financial position of the governmental activities and the general fund of the Agency as of June 30, 2023, and the respective changes in the financial position for the year then ended in accordance with accounting principles generally accepted in the United States of America.

### Basis for Opinions

We conducted our audit in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are required to be independent of Central Sierra Child Support Agency, and to meet our other ethical responsibilities, in accordance with the relevant ethical requirements relating to our audit. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinions.

### Emphasis of Matter

As discussed in Note 1 to the financial statements, the Governmental Accounting Standards Board has issued Statement No. 87, Leases, which requires different recognition of lease assets and liabilities for leases as well as expanded disclosures. This amendment has been applied to all periods presented. Our opinions are not modified with respect to this matter.

### Responsibilities of Management for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; and for the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about the Central Sierra Child Support Agency' ability to continue as a going concern for twelve months beyond the financial statement date, including any currently known information that may raise substantial doubt shortly thereafter.

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## **Auditors' Responsibilities for the Audit of the Financial Statements**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with generally accepted auditing standards and *Government Auditing Standards* will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgement made by a reasonable user based on the financial statements. In performing an audit in accordance with generally accepted auditing standards and *Government Auditing Standards*, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the financial statements.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Agency's internal control. Accordingly, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the financial statements.
- Conclude whether, in our judgment, there are conditions or events considered in the aggregate, that raise substantial doubt about the Agency's ability to continue as a going concern for a reasonable period of time.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings, and certain internal control related matters that we identified during the audit.

### **Required Supplementary Information**

Accounting principles generally accepted in the United States of America require that the management's discussion and analysis information on pages 4-8 be presented to supplement the basic financial statements. Such information is the responsibility of management and, although not a part of the basic financial statements, is required by the Governmental Accounting Standards Board, who considers it to be an essential part of financial reporting for placing the basic financial statements in an appropriate operational, economic, or historical context. We have applied certain limited procedures to the required supplementary information in accordance with auditing standards generally accepted in the United States of America, which consisted of inquires of management about the methods of preparing the information and comparing the information for consistency with management's responses to our inquires, the basic financial statements, and other knowledge we obtained during our audit of the basic financial statements. We do not express an opinion or provide any assurance on the information because the limited procedures do not provide us with sufficient evidence to express an opinion or provide any assurance.

Management has omitted the budgetary comparison that accounting principles generally accepted in the United States of America require to be presented to supplement the basic financial statements. Such missing information, although not a part of the basic financial statements, is required by the Governmental Accounting Standards Board who considers it to be an essential part of financial reporting for placing the basic financial statements in an appropriate operational, economic, or historical context. Our opinion on the basic financial statements is not affected by this missing information.

### **Supplementary Information**

Our audit was conducted for the purpose of forming opinions on the financial statements that collectively comprise the Agency's basic financial statements. The accompanying schedule of expenditures of federal awards, as required by Title 2 U.S. *Code of Federal Regulations* Part 200, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards*, are presented for purposes of additional analysis and are not a required part of the basic financial statements. Such information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the basic financial statements.

The information has been subjected to the auditing procedures applied in the audit of the basic financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the basic financial statements or to the basic financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the schedule of expenditures of federal awards are fairly stated, in all material respects, in relation to the basic financial statements as a whole.

**Other Reporting Required by Government Auditing Standards**

In accordance with *Government Auditing Standards*, we have also issued our report dated November 30, 2023, on our consideration of the Agency's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the Agency's internal control over financial reporting and compliance.

Bowman & Company, LLP

Stockton, California  
November 30, 2023

# CENTRAL SIERRA CHILD SUPPORT AGENCY

## MANAGEMENT’S DISCUSSION AND ANALYSIS

This section of the Central Sierra Child Support Agency (“Agency”) annual financial report represents management’s discussion and analysis of the Agency’s financial performance during the fiscal year that ended on June 30, 2023. Please read it in conjunction with the transmittal letter and the basic financial statements.

### **Financial Highlights**

This annual report consists of three parts – *management’s discussion and analysis* (this section), the *basic financial statements*, and *supplementary information* that present *combining statements* for the various funds.

- The basic financial statements are combining statements of all fund types that provide both long-term and short-term information about the Agency’s overall financial status. The basic financial statements also include notes that explain some of the information in the financial statements and provide more detailed data for the reader.
- The supplementary statements are combining fund financial statements that focus on individual parts of the Agency, reporting upon the Agency’s operations in more detail than the basic statements.

The agency adopted Governmental Accounting Standards Board (GASB) Statement No. 34, Basic Financial Statements - and Management’s Discussion and Analysis - for State and Local Governments. The GASB requires that the governmental agencies provide two years of financial information so that the reader will be able to draw comparisons on the results of operations and the financial position from year-to-year.

### **Government-wide Financial Statements**

This discussion and analysis is intended to serve as an introduction to the Agency’s financial statements. The Agency’s annual report includes two government-wide financial statements. These statements are designed by GASB Statement No. 34 to change the way in which government financial statements are presented. It provides readers a concise “entity-wide” Statement of Net Assets and Statement of Activities to provide a broad overview of the Agency’s financial position and results of operation in a manner similar to a private-sector business. The Government-wide Financial Statements include two documents as set forth below:

- The Agency Governmental Funds Balance Sheet/Statement of Net Assets, June 30, 2023 – presents information on the Agency’s assets and liabilities using the accrual basis of accounting, which is similar to the accounting used by most private-sector companies. The difference between the assets and liabilities is reported as net assets. Over time, increases or decreases in net assets may serve as a useful indicator of whether the financial position of the Agency is improving or weakening.
- The Agency Statement of Governmental Fund Revenue, Expenditures, and Changes in Fund Balance/Statement of Activities for the Fiscal Year Ended June 30, 2023– presents information showing how the Agency’s net assets change during the most recent fiscal year. All changes in net assets are reported as soon as the underlying event giving rise to the change occurs, regardless of the timing of related cash flows.

**CENTRAL SIERRA CHILD SUPPORT AGENCY**  
**MANAGEMENT’S DISCUSSION AND ANALYSIS**

**Government-wide Financial Analysis**

The Agency’s liabilities exceeded its assets at the close of the most recent fiscal year. A portion of the assets reflects its investment in capital assets (*e.g.*, building, equipment, furniture, *etc.*). The Agency uses these capital assets to provide services to citizens; consequently, these assets are not available for future spending. At the end of the current fiscal year, the Agency is able to report a positive balance in net assets.

<b>Table 1</b>		
<b>Net Assets</b>		
<b>Governmental Activities</b>		
	<b>June 30, 2022</b>	<b>June 30, 2023</b>
<b>Total Current Assets</b>	\$1,167,878	\$911,301
<b>Total Net Capital Assets</b>	\$0	\$42,017
<b>Total Deferred Outflows</b>	\$889,576	\$2,909,468
<b>Total Liabilities</b>	(\$2,129,410)	(\$5,448,830)
<b>Total Deferred Inflows</b>	(\$1,588,689)	(\$560,592)
<b>Total Fund Balance/Net Assets</b>	(\$1,660,645)	(\$2,146,636)



**CENTRAL SIERRA CHILD SUPPORT AGENCY**  
**MANAGEMENT'S DISCUSSION AND ANALYSIS**

**Comparative Statement of Activities**

The Governmental Activities of the Central Sierra Child Support Agency include the establishment, enforcement, collection, and distribution of child support and medical support and the establishment of paternity. These functions are funded 67% by Federal funds and 33% by State funds.

<b>Table 2</b>			
<b>Changes in Net Assets</b>			
<b>For the year ended June 30, 2022 and 2023</b>			
<b>Revenues</b>	<b>2022</b>	<b>2023</b>	<b>% Change</b>
State Administered Grant	\$3,625,358	\$4,098,132	13.04%
Other Revenue, Interest Fund: 100, 105, 110	\$3,739	\$6,249	67.13%
<b>Total Revenue</b>	<b>\$3,629,097</b>	<b>\$4,104,381</b>	<b>13.10%</b>
<b>Expenditures</b>	<b>2022</b>	<b>2023</b>	<b>% Change</b>
Personnel Costs	\$2,220,528	\$3,738,467	68.36%
Building Lease	\$169,690	\$66,911	-60.57%
Utilities	\$32,086	\$38,955	21.41%
Other Facility Expenses	\$30,546	\$128,623	321.08%
Facility Improvements	\$390	\$48,301	12284.87%
Memberships & Subscriptions	\$10,226	\$7,134	-30.24%
POP Program	\$2,630	\$2,710	3.04%
Communications	\$16,169	\$13,383	-17.23%
Postage	\$9,223	\$9,723	5.42%
Travel & Meetings & Conventions	\$10,000	\$35,860	258.60%
Other Office Expenses & eOscar	\$40,708	\$155,734	282.56%
Other County Agencies	\$13,030	\$6,531	-49.88%
Legal Services	\$36,419	\$24,764	-32.00%
Training	\$45,000	\$129,498	187.77%
Service of Process	\$7,455	\$8,050	7.98%
Other Consult/Agencies & Other Services & Admin	\$47,602	\$70,167	47.40%
Vehicle Maintenance	\$652	\$5,047	674.08%
Insurance	\$82,035	\$97,104	18.37%
EDP Expenses	\$1,422	\$3,410	139.80%
<b>Total Expenditures</b>	<b>\$2,775,811</b>	<b>\$4,590,372</b>	<b>65.37%</b>

# **CENTRAL SIERRA CHILD SUPPORT AGENCY**

## **MANAGEMENT'S DISCUSSION AND ANALYSIS**

### **Budget**

Each year the Agency budget is prepared using known costs, historical use, and estimated increases (some known, and some based on anticipated cost-of-living adjustments). These estimated costs are projected for each line item within the budget and are then adjusted because of unexpected costs in some line items that necessitate a reduction in a line item that may not have the anticipated expenditures. The State monitors our budget only in the single amount for administrative funding and a separate amount for EDP (computer-related expenses).

Although well within our total State allocation, there were some line items that were over or under originally anticipated expenditures. Prior to the end of the fiscal year, journal adjustments are made to assure a balanced budget that stays within the guidelines of the State allocation.

### **Fund Financial Statements**

A fund is a grouping of related accounts that is used to maintain control over resources that have been segregated for specific activities or objectives. This Agency, like other state and local governments, uses fund accounting to ensure and demonstrate compliance with finance-related legal requirements.

Because of the focus of governmental funds is narrower than that of the government-wide financial statements, it is useful to compare the information presented for government funds with similar information presented by governmental activities in the government-wide financial statements. Both the governmental fund balance sheet and the governmental fund statement of revenues, expenditures, and changes in fund balances provide a reconciliation to facilitate this comparison between governmental funds and governmental activities.

The Agency is given an allocation at the beginning of the fiscal year. This allocation is provided to the Agency by a percentage each month. Expenditures are reported to the State on a monthly basis through the Administrative Claim process and on-going monthly allocations are adjusted to stay within the overall allocation. If all of the allocation is not expended by the end of the fourth quarter, the balance remains with the State.

### **Notes to the Financial Statements**

The notes to the financial statements provide additional information that is essential for a full understanding of the data provided in the government-wide and fund financial statements.

### **Other Supplementary Information**

In addition to the basic financial statements and accompanying notes, this report also presents certain required supplemental information.

Included in the notes to the financial statement is the required supplementary information for the Schedule of Funding Progress on the California Public Employees' Retirement System.

### **Capital Assets**

The Agency's investment in capital assets for its governmental activities, as of June 30, 2023, was \$42,017.

# **CENTRAL SIERRA CHILD SUPPORT AGENCY**

## **MANAGEMENT'S DISCUSSION AND ANALYSIS**

### **Economic Factors and Next Year's Budget**

The following factors will be considered in preparing the Agency budget for the 2022-2023 Fiscal Year:

Revenue will be increased by \$140,558 from 2022-2023 with an allocation of \$4,296,458.

Expenditures for personnel-related matters will be impacted by labor unit bargaining and increased benefit costs. Some expenditures may increase due to increases in costs for office and facility expenses as well as postage costs.

### **Requests for Information**

This financial report is designated to provide a general overview of the Agency's finances for all those with an interest in the government's finances. Questions concerning any of the information provided in this report or requests for additional financial information should be addressed to:

Julie R. Prado, Executive Director  
Central Sierra Child Support Agency  
639 New York Ranch Road  
Jackson, California 95642

Management Discussion and Analysis prepared by:  
Julie R. Prado, Executive Director

**CENTRAL SIERRA CHILD SUPPORT AGENCY**

**STATEMENT OF NET POSITION**

**June 30, 2023**

<b>ASSETS</b>	<u>Governmental Activities</u>
<b>CURRENT ASSETS</b>	
Cash	\$ 680,454
Restricted cash - Tuolumne Leave Liability	189,472
Accounts receivable	41,375
Total current assets	<u>911,301</u>
<b>CAPITAL ASSETS, NET</b>	<u>42,017</u>
<b>OTHER ASSETS</b>	
Right-of-use assets - finance leases, net	<u>186,692</u>
<b>DEFERRED OUTFLOWS OF RESOURCES</b>	
Deferred outflow of resources - pension	<u>2,722,776</u>
Total assets	<u><u>\$ 3,862,786</u></u>
<b>LIABILITIES AND NET POSITION</b>	
<b>CURRENT LIABILITIES</b>	
Accounts payable	\$ 2,496
Accrued liabilities	3,954
Lease liability-finance leases, current portion	77,863
Total current liabilities	<u>84,313</u>
<b>NONCURRENT LIABILITIES</b>	
Accrued employee leave	191,241
Tuolumne leave liability	188,646
Net pension liability	4,859,187
Lease liability-finance leases, less current portion	125,443
Total noncurrent liabilities	<u>5,364,517</u>
<b>DEFERRED INFLOWS OF RESOURCES</b>	
Deferred inflow of resources - pension	<u>560,592</u>
Total liabilities	<u>6,009,422</u>
<b>NET POSITION</b>	
Unrestricted net position	<u>(2,146,636)</u>
Total net position	<u>(2,146,636)</u>
Total liabilities and net position	<u><u>\$ 3,862,786</u></u>

*See Notes to Financial Statements.*

**CENTRAL SIERRA CHILD SUPPORT AGENCY**

**BALANCE SHEET - GOVERNMENTAL FUNDS**

**June 30, 2023**

<b>ASSETS</b>	<u>Governmental Funds-Special Revenue</u>
<b>CURRENT ASSETS</b>	
Cash	\$ 680,454
Restricted cash - Tuolumne Leave Liability	189,472
Accounts receivable	<u>41,375</u>
Total assets	<u><u>\$ 911,301</u></u>
<b>LIABILITIES AND NET POSITION</b>	
<b>CURRENT LIABILITIES</b>	
Accounts payable	\$ 2,496
Accrued liabilities	<u>3,954</u>
Total liabilities	<u>6,450</u>
<b>FUND BALANCE</b>	
Unassigned	<u>904,851</u>
Total net position	<u>904,851</u>
Total liabilities and net position	<u><u>\$ 911,301</u></u>

**CENTRAL SIERRA CHILD SUPPORT AGENCY**

**RECONCILIATION OF THE BALANCE SHEET - GOVERNMENTAL FUNDS  
TO THE STATEMENT OF NET POSITION**

June 30, 2023

Total fund balances for Governmental Funds at June 30, 2023 \$ 904,851

Amounts reported for governmental activities in the Statement of Net Position are different because:

a.) Capital assets used in governmental activities are not financial resources and, therefore, are not reported in the governmental funds. In the Statement of Net Position, all assets, including capital and right-to-use leased assets, and accumulated depreciation and amortization are reported.

Capital assets	233,169	
Accumulated depreciation	(191,152)	
Right-to-use leased assets	270,567	
Accumulated amortization	<u>(83,875)</u>	
		228,709

b.) Long-term liabilities are applicable to future periods and, therefore, are not reported in governmental funds. In the Statement of Net Position, all liabilities, including long-term liabilities, are reported. Long-term liabilities relating to governmental activities consist of:

Accrued employee leave	(191,241)	
Tuolumne leave liability	(188,646)	
Lease liability	(203,306)	
Net pension liability	<u>(4,859,187)</u>	
		(5,442,380)

c.) Deferred outflows and inflows of resources relating to pensions and other post-employment benefits are applicable to future periods and, therefore, are not reported in governmental funds. In the Statement of Net Position, deferred outflows and inflows of resources related to pensions and other post-employment benefits are reported. The difference between deferred outflows of resources of \$2,722,776 and deferred inflows of \$560,592 is:

2,162,184

Total Net position of Governmental Activities at June 30, 2023 \$ (2,146,636)

# CENTRAL SIERRA CHILD SUPPORT AGENCY

## STATEMENT OF ACTIVITIES

Year Ended June 30, 2023

	<u>Governmental Activities</u>
<b>EXPENDITURES</b>	
Personnel costs	\$ 3,738,467
Office expenses	158,444
Training	129,498
Insurance	97,104
Other facility expenses	88,813
Other agency services	84,748
Amortization-finance leases	83,875
Building lease	66,911
Utilities	38,955
Travel	35,860
Legal services	24,764
Communications	13,383
Postage	9,723
Membership and subscriptions	7,134
Vehicle maintenance	5,047
Interest - finance leases	3,828
EDP expenses	3,410
Depreciation expense	408
	<hr/>
Total Expenditures	4,590,372
	<hr/>
<b>GENERAL REVENUES</b>	
State administered grant	4,098,132
Interest earnings and other revenue	6,249
Total general revenues	4,104,381
	<hr/>
Change in net position	(485,991)
	<hr/>
Net position, beginning of year	(1,660,645)
	<hr/>
Net position, end of year	\$ (2,146,636)
	<hr/> <hr/>

**CENTRAL SIERRA CHILD SUPPORT AGENCY**

**STATEMENT OF REVENUES, EXPENDITURES AND CHANGES  
IN FUND BALANCES- GOVERNMENTAL FUND**

Year Ended June 30, 2023

	<u>Governmental Funds-Special Revenue</u>
<b>REVENUES</b>	
State administered grant	\$ 4,098,132
Interest earnings and other revenue	<u>6,249</u>
Total revenues	<u>4,104,381</u>
<b>EXPENSES</b>	
Personnel costs	2,651,911
Office expenses	158,444
Building lease	138,000
Other facility expenses	131,238
Training	129,498
Insurance	97,104
Other agency services	84,748
Utilities	38,955
Travel	35,860
Legal services	24,764
Communications	13,383
Postage	9,723
Membership and subscriptions	7,134
Vehicle maintenance	5,047
EDP expenses	<u>3,410</u>
Total expenses	<u>3,529,219</u>
<b>REVENUES (UNDER) OVER EXPENSES</b>	<u>575,162</u>
Change in fund balance	<u>575,162</u>
<b>FUND BALANCE</b>	
Beginning of year, as restated	<u>329,689</u>
End of year	<u>\$ 904,851</u>



**CENTRAL SIERRA CHILD SUPPORT AGENCY**

**RECONCILIATION OF THE STATEMENT OF REVENUES, EXPENDITURES,  
AND CHANGES IN FUND BALANCES - GOVERNMENTAL FUNDS  
TO THE STATEMENT OF ACTIVITIES**

Year Ended June 30, 2023

Net change in fund balances - Governmental funds	\$	575,162
Amounts reported for Governmental Activities in the Statement of Activities is different because:		
a.) Governmental funds report capital outlays as expenditures, however, in the statement of activities, the cost of those assets are allocated over their estimated useful lives and reported as depreciation expense.		
Capital outlay	42,425	
Deprecation expense	(408)	
Amortization	<u>(83,875)</u>	(41,858)
b.) In governmental funds, compensated absences are measured by the amount of financial resources used (essentially the amount paid). In the Statement of Activities, these items are measured by the amounts earned during the fiscal year. This fiscal year, compensated absences used exceeded the amounts earned by:		
		59,536
c.) In governmental funds, lease expenses are recognized when payments are made. In the Statement of activities, payments are reported as decreases in leases payable. This is the amount of repayments of debt made in the period.		
		71,089
d.) In governmental funds, pension costs are recognized when employer contributions are made. In the Statement of Activities, pension costs are recognized when incurred. This amount is the net change in net pension liability, deferred outflows of resources and deferred inflows of resources.		
		(1,146,092)
e.) In governmental funds, interest expenses on leases are recognized when payments are made. In the Statement of activities, payments are reported as decreases in leases payable. This is the amount of repayments of interest made in the period.		
		<u>(3,828)</u>
Change in net position of governmental activities - statement of activities	\$	<u><u>(485,991)</u></u>

# CENTRAL SIERRA CHILD SUPPORT AGENCY

## NOTES TO FINANCIAL STATEMENTS

### Note 1. Nature of Organization and Significant Accounting Policies

#### Reporting Entity:

Central Sierra Child Support Agency (the “Agency”) acts as the local child support agency for Amador, Alpine, Calaveras, and Tuolumne counties. The Agency operates under a Joint Powers Agreement between Amador, Alpine, Calaveras, and Tuolumne counties and in compliance with the applicable standards and regulations set forth by the State of California. The Agency has an independent governing board including members from the Board of Supervisors of Amador, Alpine, Calaveras, and Tuolumne counties. The Agency is a public agency, which is separate and apart from the constituent county. The Agency’s financial statements include the accounts of all the Agency’s operations.

#### Basic Financial Statements - Government-Wide:

The Agency’s basic financial statements include both government-wide (reporting as the Agency as a whole) and fund financial statements (reporting the Agency’s funds). The statement of net position and statement of activities display information about the Agency’s governmental activities. These statements include the financial activities of the overall Agency. These statements are reported on full accrual, economic resource basis, which recognizes all assets and receivables as well as debt and obligations. This government-wide focus is more on the sustainability of the Agency as an entity and the change in the Agency’s net assets resulting from the current year activities.

#### Basic Financial Statements - Fund Financial Statements:

Governmental fund financial statements include a Balance Sheet and a Statement of Revenues, Expenditures and Changes in Fund Balances which report the Agency’s financial transactions in individual funds. Each fund is accounted for by providing a separate set of self-balancing accounts that comprise its assets, liabilities, reserves, fund equity, revenues and expenditures. An accompanying schedule is presented to reconcile and explain the differences in fund balances and changes in fund balances as presented in these statements to the net position and changes in net position presented in the Government-Wide financial statements.

The funds presented in the financial statements are described as follows:

#### Governmental Fund Type- Special Revenue Fund:

The Special revenue fund consists of administrative allocation from California Department of Child Support Services to establish family and child support programs compatible with Title IV-D of the social security act. The purpose of the fund is to enforce the support obligation owed by absent parents to their families and children, to locate absent parents, to establish paternity, and to obtain family and child support.

**CENTRAL SIERRA CHILD SUPPORT AGENCY**  
**NOTES TO FINANCIAL STATEMENTS**

**Note 1. Nature of Organization and Significant Accounting Policies (Cont.)**

The Summary of Significant Accounting Policies Follows:

Basis of Accounting:

The Agency's financial statements are prepared in accordance with generally accepted accounting principles (GAAP). The Governmental Account Standards Board (GASB) is responsible for establishing GAAP for state and local governments through its pronouncements (Statements and Interpretations). Governments are also required to follow pronouncements of the Financial Accounting Standards Board (FASB) issued through November 30, 1989 (when applicable) that do not conflict with or contradict GASB pronouncements.

Measurement Focus:

Accrual – The statement of net position and statement of activities are presented on the accrual basis of accounting and use the economic resources measurement focus. Revenues are recognized when earned and expenses are recognized when incurred.

Modified Accrual – The balance sheet and statement of revenues, expenditures and changes in fund balances are presented on the modified accrual basis of accounting and use the current financial resources measurement focus. With this measurement focus, only current assets and current liabilities generally are included on the balance sheet. Under the modified accrual basis of accounting, revenues are recorded when susceptible to accrual, i.e., both measurable and available. "Available" means collectible within the current period or within 90 days after year end. Expenses are generally recognized under the modified accrual basis of accounting when the related liability is incurred. Costs of accumulated unpaid vacation are reported in the period due and payable rather than the period earned by the employees. Costs of fixed assets are reported as expenditures in the period due and payable rather than reporting the costs as fixed assets and depreciating it over its useful life.

New Accounting Statements:

For the fiscal year ended June 30, 2023, the Agency implemented Governmental Accounting Standards Board (GASB) Statement No. 87, Leases. GASB Statement No. 87 enhances the relevance and consistency of information of the government's leasing activities. It establishes requirements for lease accounting based on the principle that leases are financings of the right to use an underlying asset. A lessee is required to recognize a lease liability and an intangible right to use lease asset. The Agency adopted the guidance effective July 1, 2022, on a prospective basis. Results for periods beginning prior to July 1, 2022, continue to be reported on the Agency's historical accounting treatment.

**CENTRAL SIERRA CHILD SUPPORT AGENCY**  
**NOTES TO FINANCIAL STATEMENTS**

**Note 1. Nature of Organization and Significant Accounting Policies (Cont.)**

Cash:

Cash represent all cash on hand and deposits in various financial institutions.

Estimates:

The preparation of financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and the disclosure of contingent assets and liabilities at the date of the financial statements and reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates.

Budgets and Budgetary Accounting:

The Agency adopts an annual budget for its special fund. The budget is presented on the modified accrual basis of accounting, which is consistent with accounting principles generally accepted in the United States of America.

The following procedures are followed in establishing the budgetary data reflected in the financial statements:

1. At the beginning of each calendar year, a work program for the work of the Agency is prepared.
2. A preliminary budget for carrying out the work program, including reasonable contingency, in an amount to be approved by the Board is prepared by April 1<sup>st</sup> of the preceding fiscal year. The preliminary budget includes proposed expenditures at the account level and is prepared by taking into consideration the State initial planning allocation sent by California Department of Child Support Services.
3. Prior to June 1<sup>st</sup> of the preceding fiscal year, the Board reviews and adopts the budget based upon is approved work program and after public hearing.
4. The adopted preliminary budget is contingent on the receipt of the Agency's financial state allocation of funds.
5. The budget becomes final after the Board approves the adjustments necessary to respond to or bring the budget into conformity with the final State allocation of funds.
6. The final State allocation includes the following budget categories:
  - a. Non-EDP administrative allocation
  - b. EDP allocation that includes specific claiming account numbers.
7. The Executive Director is authorized to transfer budgeted amounts at the account level. However, the Agency cannot exceed the total appropriation, nor can it shift funds between the two budget categories. Further, the Agency cannot exceed the allocation assigned to specific claiming account numbers. There is no budget category control placed on the components of non-EDP administrative allocation, however, the use of this fund is governed by California Department of Child Support Services policy directives, and the Agency is expected to have all the different functions in place.

**CENTRAL SIERRA CHILD SUPPORT AGENCY**  
**NOTES TO FINANCIAL STATEMENTS**

**Note 1. Nature of Organization and Significant Accounting Policies (Cont.)**

Concentrations of Credit Risk:

During the year ended June 30, 2023, the Agency maintained cash deposits in excess of the FDIC insured amounts in certain financial institutions. Deposits in excess of the FDIC insured amounts in separate names accounts within one institution may represent a credit risk.

Accounts Receivable:

Accounts receivables represents the excess administrative expenditures over the federal and state administered funding allocation for the year ended June 30, 2023 that is due to the Agency. The receivable is expected to offset allocation payments made in the next fiscal year from California Department of Child Support Services.

Capital Assets:

Capital assets are stated at cost. It is the policy of the Agency to capitalize any addition, improvement or capital outlay that significantly extend the useful life of an asset in excess of \$5,000. Other costs incurred for repairs and maintenance are expensed as incurred. Depreciation is computed using the straight-line method over estimated useful lives, which vary from 3 to 5 years. Capital assets are recorded in the government-wide financial statements, but are not reported in the fund financial statements.

The Agency reviews its long-lived assets for impairment whenever events or changes in circumstances indicate that the carrying value of the property may not be recoverable. Recoverability is measured by a comparison of the carrying amount to the future net undiscounted cash flow expected to be generated and any estimated proceeds from the eventual disposition. If the long-lived asset is considered to be impaired, the impairment to be recognized is measured at the amount by which the carrying value amount exceeds the fair value as determined from an appraisal, discounted cash flows analysis, or other valuation technique. For the year June 30, 2023, there was no impairment loss recognized.

Compensated Absences:

The Agency accrues accumulated unpaid vacation when earned by the employee. The accumulated balance represents an adjustment or reconciling item between the fund and the government-wide presentations.

Regular full-time and regular part-time employees shall earn and accrue paid vacation leave in accordance with the following provisions:

<u>Annual Vacation Accrual Rate</u>	<u>Years of Service</u>
88 hours	0-2
128 hours	3-9
168 hours	10 and above

**CENTRAL SIERRA CHILD SUPPORT AGENCY**  
**NOTES TO FINANCIAL STATEMENTS**

**Note 1. Nature of Organization and Significant Accounting Policies (Cont.)**

Compensated Absences (Cont.):

The Agency has the following policies related to sick leave:

There are no restrictions regarding accumulation of sick leave. On termination an employee may:

- a.) Elect to apply all accumulated sick leave towards PERS service credit for retirement purposes, or
- b.) Be compensated for accrued sick leave. The rate of compensation shall be the full amount of the employee's current hourly rate of pay for the first two hundred forty (240) hours and fifty percent (50%) of all additional hours of sick leave accrued.

Revenue Recognition:

Revenue is attributable to the annual allocation of funding provided by California Department of Social Services and is recorded in the period services are provided.

Long-term obligations:

In the government-wide financial statements, long-term obligations are reported as liabilities in the statement of net position. The Agency's long-term obligations are comprised of compensated absences for its employees and net pension liability.

Net Position:

The Agency's financial statements utilize a net position presentation. Net position is categorized as follows:

Investment in capital assets — This category reflects the portion of net position that is associated with capital assets net of accumulated depreciation.

Restricted net position — This category reflects net position of the Agency subject to external restrictions.

Unrestricted net position — This category reflects the portion of net position of the Agency that is not restricted or invested in capital assets.

**CENTRAL SIERRA CHILD SUPPORT AGENCY**  
**NOTES TO FINANCIAL STATEMENTS**

**Note 1. Nature of Organization and Significant Accounting Policies (Cont.)**

Fund Balances:

The governmental fund financial statements present fund balances based on classifications that comprise a hierarchy that is based primarily on the extent to which the Agency is bound to honor constraints on the specific purposes for which amounts in the respective governmental funds can be spent. The classifications used in the governmental fund financial statements are as follows:

Unassigned fund balance: This classification includes the residual fund balance for the general fund. This classification represents fund balance that has not been assigned to other funds and that has not been restricted, committed, or assigned to a specific purpose within the general fund.

The general fund is the only fund that reports a positive unassigned fund balance. It is the Agency's policy to first use restricted resources and then unrestricted resources as needed. When unrestricted resources are available for use, it is the Agency's policy to use resources in the following order: first committed, then assigned, and finally unassigned.

Deferred Outflows/Inflows of Resources:

In addition to assets, the statement of net position will sometimes report a separate section for deferred outflows of resources. This separate financial statement element, deferred outflows of resources, represents a consumption of net position that applied to a future period(s) and so will not be recognized as an outflow of resources (expense/expenditure) until then. The Agency has deferred outflows related to pensions. This includes pension contributions subsequent to the measurement date of the net pension liability and other amounts (see Note 10), which are amortized by an actuarial determined period. In addition to liabilities, the statement of net position will sometimes report a separate section for deferred inflows of resources. This separate financial statement element, deferred inflows of resources, represents an acquisition of net position that applies to a future period(s) and so will not be recognized as an inflow of resources (revenue) until that time. The Agency has deferred inflows related to pensions. These amounts (see Note 10) are amortized by actuarial determined period.

Pensions:

For purposes of measuring the net pension liability and deferred outflows/inflows of resources related to pensions, and pension expense, information about the fiduciary net position of the Agency's California Public Employees' Retirement System (CalPERS) plans ("Plans") and additions to/deductions from the Plans' fiduciary net position have been determined on the same basis as they are reported by CalPERS. For this purpose, benefit payments (including refunds of employee contributions) are recognized when due and payable in accordance with the benefit terms. Investments are reported at fair value.

**CENTRAL SIERRA CHILD SUPPORT AGENCY**  
**NOTES TO FINANCIAL STATEMENTS**

**Note 1. Nature of Organization and Significant Accounting Policies (Cont.)**

Pensions (Cont.):

Pursuant to GASB statement 68, the accompanying financial statements present net pension liabilities. For purposes of measuring the net pension liability, deferred outflows and inflows of resources related to pensions, and pension expense, information about the fiduciary net position and additions to/deductions from the fiduciary net position have been determined on the same basis as they are reported by the CalPERS Financial Office. For this purpose, benefit payments (including refunds of employee contributions) are recognized at fair value. CalPERS audited financial statements are publicly available reports that can be obtained at CalPERS’ website under Forms and Publications.

GASB 68 requires that the reported results must pertain to liability and asset information within certain defined timeframes. For this report, the following timeframes were used.

Valuation Date (VD)	June 30, 2021
Measurement Date (MD)	June 30, 2022
Measurement Period (MP)	July 1, 2021 to June 30, 2022

Subsequent Events:

Management has evaluated subsequent events through November 30, 2023, the date through which the financial statements were available to be issued and determined no events or transactions have occurred that require recognition or disclosure in the financial statements.

**Note 2. Cash and Cash Equivalents**

The composition of cash and cash equivalents as of June 30, 2023, is as follows:

Restricted cash - Tuolumne Leave Liability	\$	189,472
Cash in checking accounts		680,454
	\$	<u>869,926</u>

Custodial credit risk – Custodial credit risk on deposits is the risk that in the event of a bank failure, the Agency’s deposits might not be returned. The Agency does not have a bank deposit policy to address custodial credit risk.

As of June 30, 2023, the carrying amount of the Agency’s bank balances were \$980,826. All of the Agency’s bank accounts are held with Bank of America, N.A. Cash deposits (demand deposits) are covered by federal depository insurance up to \$250,000. The remaining balance of \$730,826 was exposed to custodial credit risk.



# CENTRAL SIERRA CHILD SUPPORT AGENCY

## NOTES TO FINANCIAL STATEMENTS

**Note 3. Accounts Receivable**

As of June 30, 2023, accounts receivable for the Agency consisted of \$41,375 due from California Department of Child Support Services.

**Note 4. Schedule of Capital Assets**

A schedule of changes in capital assets and depreciation for the fiscal year ended June 30, 2023, is shown below:

	Balance June 30, 2022	Additions	Deletions	Balance June 30, 2023
Capital assets, being depreciated:				
Computer equipment	\$ 12,926	\$ --	\$ --	\$ 12,926
Furniture & other equipment	72,204	8,126	--	80,330
Vehicles	105,614	34,299	--	139,913
Total capital assets being depreciated:	190,744	42,425	--	233,169
Accumulated depreciation	(190,744)	(408)	--	(191,152)
Net capital assets	\$ --	\$ 42,017	\$ --	\$ 42,017

**Note 5. Right-of-Use Assets – Finance Leases**

The Agency has various finance leases for the use of office space. The lease agreements are summarized as follows:

		Payment Terms	Payment Amount	Interest Rate	Total Lease Liability	Balance 6/30/2023
Sonora Suite	7/1/2019	6 years	\$ 60,000	2.03%	218,394	\$ 162,205
Calaveras Location	10/1/2020	5 years	9,168	0.27%	52,174	41,102
Total Lease Agreements						\$ 203,307

The right-of-use asset activity for the year ended June 30, 2023, is as follows:

	Balance June 30, 2022	Additions	Deletions	Balance June 30, 2023
Amortized right-of-use assets				
Buildings and improvements	\$ --	\$ 270,567	\$ --	\$ 270,567
Accumulated amortization	--	(83,875)	--	(83,875)
Net right-of-use assets	\$ --	\$ 186,692	\$ --	\$ 186,692

**CENTRAL SIERRA CHILD SUPPORT AGENCY**  
**NOTES TO FINANCIAL STATEMENTS**

**Note 5. Right-of-Use Assets – Finance Leases (Cont.)**

The future minimum lease payments are shown below:

	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
Jul 2023 - Jun 2024	\$ 77,863	\$ 2,741	\$ 80,604
Jul 2024 - Jun 2025	125,443	1,003	126,446
Total	<u>203,306</u>	<u>3,744</u>	<u>207,050</u>
Less (PV discount)	--	--	<u>(3,744)</u>
Lease Liability	<u>\$ --</u>	<u>\$ --</u>	<u>\$ 203,306</u>

**Note 6. Defined Benefit Plan**

The Agency participates in a cost sharing multiple-employer defined benefit plan through California Public Employees’ Retirement System (CalPERS) which covers substantial all regular full-time employees of the Agency. CalPERS acts as a common investment and administrative agent for participating public entities with the state of California and reports information to the Agency in accordance with reporting standards established by the Governmental Accounting Standards Board (GASB).

As of June 30, 2023, the Agency’s proportionate share of the net pension liability, pension expense and deferred inflows of resources and deferred outflows of resources for the above plans is as follows:

Plan Description - The Public Agency Cost-Sharing Multiple-Employer Defined Benefit Pension Plan (the Plan or PERF C) is administered by the California Public Employees’ Retirement System (the System or CalPERS). The Plan consists of a miscellaneous risk pool and a safety risk pool, which are comprised of individual employer miscellaneous and safety rate plans, respectively. Individual employers may sponsor more than one miscellaneous and safety rate plan. Each individual employer rate plan generally has less than 100 active members.

The Plan was established to provide retirement, death and disability benefits to public agency rate plans with generally less than 100 active members. The benefit provisions for PERF C members are established by statute. A full description regarding the number of employees covered, benefit provisions, assumptions (for funding, but not accounting purposes), and membership information for the respective rate plan is listed in the respective rate plan’s June 30, 2021 Annual Valuation Report (funding valuation). Details of the benefits provided can be obtained in Appendix B of the funding valuation report. This report and CalPERS’ audited financial statements are publicly available reports that can be found on CalPERS’ website at <https://www.calpers.ca.gov/page/forms-publications>.

# CENTRAL SIERRA CHILD SUPPORT AGENCY

## NOTES TO FINANCIAL STATEMENTS

**Note 6. Defined Benefit Plan (Cont.)**

The Plan provisions and benefits in effect at June 30, 2023, are summarized as follows:

	Miscellaneous Risk Pool	
	Misc. Risk Plan	PEPRA Misc. Plan
	On or Before	On or After
Hire Date	December 31, 2012	January 1, 2013
Benefit formula	2.0% at 55	2.0% at 62
Benefit vesting schedule	5 years of service	5 years of service
Benefit payment	Monthly for life	Monthly for life
Retirement age	50	52

Contributions- Section 20814(c) of the California Public Employees' Retirement law requires that the employer contribution rates for all public employers are determined on an annual basis by the actuary and shall be effective on the July 1 following notice of a change in the rate. Total plan contributions are determined annually through the CalPERS annual actuarial valuation process. The actuarially determined rate is the estimated amount necessary to finance the costs of benefits earned by employees during the year, with an additional amount to finance any unfunded accrued liability. The Agency is required to contribute the difference between the actuarially determined rate and the contribution rate of employees. Total Agency pension contributions were \$536,212.

Net Pension Liability - The Agency reported net pension liabilities for its proportionate share of the Miscellaneous Risk Pool net pension liability totaling \$4,859,187. The net pension liability was measured as of June 30, 2022.

The Agency's proportionate share of the net pension liability was based on a projection of the Agency's long-term share of contributions to the pension plan relative to the projected contributions of all participating employers, actuarially determined. The Agency's proportional share of Net Pension Liability/(Asset) was as follows as of June 30, 2023:

	Measurement Date	Percentage of plan
Proportion - June 30, 2022	6/30/2021	0.02676%
Proportion - June 30, 2023	6/30/2022	0.04207%
Change - Increase/(Decrease)		0.01531%

# CENTRAL SIERRA CHILD SUPPORT AGENCY

## NOTES TO FINANCIAL STATEMENTS

**Note 6. Defined Benefit Plan (Cont.)**

Pension Expense – For the year ended June 30, 2023, the Agency recognized pension expense of \$1,086,912. At June 30, 2023, the Agency reported deferred outflows of resources and deferred inflows of resources related to pensions from the following sources:

	Deferred Outflows of Resources	Deferred Inflows of Resources
Changes of Assumptions	\$ 497,925	\$ - -
Differences between Expected and Actual Experience	97,582	(65,356)
Differences between Projected and Actual Investment Earnings	890,074	- -
Differences between Employer's Contributions and Proportionate Share of Contributions	- -	(495,236)
Change in Employer's Proportion	700,983	- -
Pension Contributions Made Subsequent to Measurement Date	536,212	- -
	\$ 2,722,776	\$(560,592)

The deferred outflow of resources related to pensions resulting from Agency contributions subsequent to the measurement date will be recognized as pension expense in the year ended June 30, 2023.

The net difference between projected and actual earnings on plan investments is amortized over a five-year period on a straight-line basis. One-fifth is recognized as pension expense during the measurement period and the remaining amount is deferred and will be amortized over the remaining four-year period. The remaining net differences between the projected and actual earnings on plan investments shown above represents the unamortized balance relating to the current measurement period and the prior measurement period on a net basis.

All other deferred inflows of resources and deferred outflows of resources are amortized over the expected average remaining service life (EARSL) of the plan participants. The EARSL for the Miscellaneous Plan for the June 30, 2023 measurement date is 3.7 years.

The deferred outflows of resources and deferred inflows of resources related to pensions will be recognized as pension expense as follows for the years ended June 30:

2024	\$	438,172
2025		391,334
2026		252,066
2027		544,400
		\$ 1,625,972

# CENTRAL SIERRA CHILD SUPPORT AGENCY

## NOTES TO FINANCIAL STATEMENTS

**Note 6. Defined Benefit Plan (Cont.)**

Actuarial Assumptions – The collective total pension liability for the June 30, 2022 measurement period was determined by an actuarial valuation as of June 30, 2021, with update procedures used to roll forward the total pension liability to June 30, 2022. The collective total pension liability was based on the following assumptions:

Valuation Date	June 30, 2021
Actuarial Cost Method	Entry-Age Normal
Actuarial Assumptions:	
Discount Rate	6.90%
Inflation	2.30%
Salary Increases	Varies by Entry Age and Service

Mortality assumptions are derived using CalPERS’ Membership Data for all funds. The mortality table was developed based on CalPERS-specific data. The rates incorporate Generational Mortality to capture on-going mortality improvement using 80% of Scale MP 2020 published by the Society of Actuaries.

Discount Rate - The discount rate used to measure the total pension liability for PERF C was 6.90%. The projection of cash flows used to determine the discount rate assumed that contributions from plan members will be made at the current member contribution rates and that contributions from employers will be made at statutorily required rates, actuarially determined. Based on those assumptions, the Plan’s fiduciary net position was projected to be available to make all projected future benefit payments of current plan members. Therefore, the long-term expected rate of return on plan investments was applied to all periods of projected benefit payments to determine the total pension liability.

Sensitivity of the Collective Net Pension Liability to Changes in the Discount Rate - The following represents the Agency’s proportionate share of the net pension liability calculated using the current discount rate as well as what the net pension liability would be if it were calculated using a discount rate that is 1-percentage point lower or 1- percentage point higher than the current rate:

	Discount Rate		
	5.90%	6.90%	7.90%
	( 1% Decrease)	(Current Rate)	(1% Increase)
Employer's Net Pension Liability/(Asset)	\$ 8,000,449	\$ 4,859,187	\$ 2,274,708

# CENTRAL SIERRA CHILD SUPPORT AGENCY

## NOTES TO FINANCIAL STATEMENTS

**Note 6. Defined Benefit Plan (Cont.)**

In determining the long-term expected rate of return, CalPERS took into account long-term market return expectations as well as the expected pension fund cash flows. Projected returns for all asset classes are estimated and combined with risk estimates, are used to project compound (geometric) returns over the long term. The discount rate used to discount liabilities was informed by the long-term projected portfolio return. The expected real rates of return by asset class are as follows:

Asset class <sup>1</sup>	Assumed Asset Allocation	Real Return Years 1 - 10 <sup>1,2</sup>
Global equity - cap-weighted	30.00%	4.45%
Global equity - non-cap-weighted	12.00%	3.84%
Private Equity	13.00%	7.28%
Treasury	5.00%	0.27%
Mortgag-backed Securities	5.00%	0.50%
Investment Grate Corporates	10.00%	1.56%
High Yield	5.00%	2.27%
Emerging Market Debt	5.00%	2.48%
Private Debt	5.00%	3.57%
Real Assets	15.00%	3.21%
Leverage	-5.00%	-0.59%

<sup>1</sup> An expected inflation of 2.30% used for this period.

<sup>2</sup> Figures are based on the 2021-22 Asset Liability Management study.

**Note 7. Contingencies**

The Agency received substantial support from state and federal funds for the administration and enforcement of child support services. The state's economy as well as the nations' economy could affect the availability of future funding which may have an effect on the Agency's program and activities.

The Agency has received state and federal funds for specific purposes that are subject to review and audit by grantor agencies. Although such audits could general expenditure disallowances under the terms of the grants, it is believed that any required reimbursements will not be material.

The Agency is not a defendant in any current lawsuits.

# CENTRAL SIERRA CHILD SUPPORT AGENCY

## NOTES TO FINANCIAL STATEMENTS

### Note 8. Risk Management

The Agency is exposed to various risks of loss related to torts, damage to, and theft or destruction of assets; errors and omissions; injuries to employees and natural disasters. The Agency has a Memorandum of Understanding with California Public Entity Insurance Authority (CPEIA), a sister joint power authority (JPA) of CSAC Excess Insurance Authority, which is a point powers insurance pool that provides its members with numerous risk management and insurance programs. The Agency participated in the following insurance a pooled coverage for the year ending June 30, 2023:

Primary workers' compensation	\$125,000
Excess workers' compensation	Statutory
General liability	\$25,000,000
Property (All Risk and Flood)	
All Risk	\$800,000,000
Flood	\$600,000,000
Crime Bond	\$15,000,000
Cyber Liability (per policy)	\$5,000,000



**B O W M A N**  
CERTIFIED PUBLIC ACCOUNTANTS

**INDEPENDENT AUDITORS' REPORT ON INTERNAL CONTROL OVER FINANCIAL REPORTING AND ON COMPLIANCE AND OTHER MATTERS BASED ON AN AUDIT OF FINANCIAL STATEMENTS PERFORMED IN ACCORDANCE WITH *GOVERNMENT AUDITING STANDARDS***

To the Board of Commissioners  
**Central Sierra Child Support Agency**  
Jackson, California

We have audited, in accordance with the auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States, the financial statements of the business-type activities, the aggregate discretely presented component unit and the fund information of the Central Sierra Child Support Agency, as of and for the year ended June 30, 2023, and the related notes to the financial statements, which collectively comprise the Central Sierra Child Support Agency's basic financial statements, and have issued our report thereon dated November 30, 2023.

**Report on Internal Control over Financial Reporting**

In planning and performing our audit of the financial statements, we considered the Central Sierra Child Support Agency' internal control over financial reporting (internal control) as a basis for designing audit procedures that are appropriate in the circumstances for the purpose of expressing our opinions on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of the Central Sierra Child Support Agency' internal control. Accordingly, we do not express an opinion on the effectiveness of the Central Sierra Child Support Agency's internal control.

*A deficiency in internal control* exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, misstatements on a timely basis. A *material weakness* is a deficiency, or a combination of deficiencies, in internal control, such that there is a reasonable possibility that a material misstatement of the entity's financial statements will not be prevented, or detected and corrected on a timely basis. A *significant deficiency* is a deficiency, or a combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged with governance.

Our consideration of internal control was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control that might be material weaknesses or, significant deficiencies. Given these limitations, during our audit we did not identify any deficiencies in internal control that we consider to be material weaknesses. However, material weaknesses may exist that have not been identified.

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## **Report on Compliance and Other Matters**

As part of obtaining reasonable assurance about whether the Central Sierra Child Support Agency's financial statements are free from material misstatement, we performed tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements, noncompliance with which could have a direct and material effect on the financial statements. However, providing an opinion on compliance with those provisions was not an objective of our audit, and accordingly, we do not express such an opinion. The results of our tests disclosed no instances of noncompliance or other matters that are required to be reported under *Government Auditing Standards*.

### **Purpose of this Report**

The purpose of this report is solely to describe the scope of our testing of internal control and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the entity's internal control or on compliance. This report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the Central Sierra Child Support Agency's internal control and compliance. Accordingly, this communication is not suitable for any other purpose.

Bowman & Company, LLP

Stockton, California  
November 30, 2023



**B O W M A N**  
CERTIFIED PUBLIC ACCOUNTANTS

**INDEPENDENT AUDITORS' REPORT ON COMPLIANCE FOR EACH MAJOR PROGRAM AND  
ON INTERNAL CONTROL OVER COMPLIANCE REQUIRED BY UNIFORM GUIDANCE**

To the Board of Commissioners  
**Central Sierra Child Support Agency**  
Jackson, California

**Report on Compliance for Each Major Federal Program**

*Opinion on Each Major Federal Program*

We have audited Central Sierra Child Support Agency's compliance with the types of compliance requirements identified as subject to audit in the *OMB Compliance Supplement* that could have a direct and material effect on each of Central Sierra Child Support Agency's major federal programs for the year ended June 30, 2023. Central Sierra Child Support Agency's major federal programs are identified in the summary of auditors' results section of the accompanying Schedule of Findings and Questioned Costs.

In our opinion, Central Sierra Child Support Agency complied, in all material respects, with the types of compliance requirements referred to above that could have a direct and material effect on each of its major federal programs for the year ended June 30, 2023.

**Basis for Opinion on Each Major Federal Program**

We conducted our audit of compliance in accordance with auditing standards generally accepted in the United States of America; the standards applicable to financial Audit contained in *Government Auditing Standards*, issued by the Comptroller General of the United States; and the audit requirements of Title 2 U.S. *Code of Federal Regulations* Part 200, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards* (Uniform Guidance). Our responsibilities under those standards and the Uniform Guidance are further described in the Auditors' Responsibilities for the Audit of Compliance section of our report.

We are required to be independent of Central Sierra Child Support Agency and to meet our other ethical responsibilities, in accordance with relevant ethical requirements relating to our audit. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion on compliance for each major federal program. Our audit does not provide a legal determination of Central Sierra Child Support Agency's compliance with the compliance requirements referred to above.

**Responsibilities of Management for Compliance**

Management is responsible for compliance with the requirements referred to above and for the design, implementation, and maintenance of effective internal control over compliance with the requirements of laws, statutes, regulations, rules, and provisions of contracts or grant agreements applicable to the Central Sierra Child Support Agency's federal programs.

## **Auditors' Responsibilities for the Audit of Compliance**

Our objectives are to obtain reasonable assurance about whether material noncompliance with the compliance requirements referred to above occurred, whether due to fraud or error, and express an opinion on Central Sierra Child Support Agency's compliance based on our audit. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with generally accepted auditing standards, *Government Auditing Standards*, and the Uniform Guidance will always detect material noncompliance when it exists. The risk of not detecting material noncompliance resulting from fraud is higher than for that resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Noncompliance with the compliance requirements referred to above is considered material if there is a substantial likelihood that, individually or in the aggregate, it would influence the judgement made by a reasonable user of the report on compliance about Central Sierra Child Support Agency's compliance with the requirements of each major federal program as a whole. In performing an audit in accordance with generally accepted auditing standards, *Government Auditing Standards*, and the Uniform Guidance, we:

- Exercise professional judgement and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material noncompliance, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding Central Sierra Child Support Agency's compliance with the compliance requirements referred to above and performing such other procedures as we considered necessary in the circumstances.
- Obtain an understanding of Central Sierra Child Support Agency's internal control over compliance relevant to the audit in order to design audit procedures that are appropriate in the circumstances and to test and report on internal control over compliance in accordance with the Uniform Guidance, but not for the purpose of expressing an opinion on the effectiveness of Central Sierra Child Support Agency's internal control over compliance. Accordingly, no such opinion is expressed.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and any significant deficiencies and material weaknesses in internal control over compliance that we identified during the audit.

## **Report on Internal Control Over Compliance**

*A deficiency in internal control over compliance* exists when the design or operation of a control over compliance does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, noncompliance with a type of compliance requirement of a federal program on a timely basis. *A material weakness in internal control over compliance* is a deficiency, or combination of deficiencies, in internal control over compliance, such that there is a reasonable possibility that material noncompliance with a type of compliance requirement of a federal program will not be prevented, or detected and corrected, on a timely basis. *A significant deficiency in internal control over compliance* is a deficiency, or a combination of deficiencies, in internal control over compliance with a type of compliance requirement of a federal program that is less severe than a material weakness in internal control over compliance, yet important enough to merit attention by those charged with governance.

Our consideration of internal control over compliance was for the limited purpose described in the Auditors' Responsibilities for the Audit Compliance section above and was not designed to identify all deficiencies in internal control over compliance that might be material weaknesses or significant deficiencies in internal control over compliance. Given these limitations, during our audit we did not identify any deficiencies in internal control over compliance that we consider to be material weaknesses, as defined above. However, material weaknesses or significant deficiencies in the internal control may exist that were not identified.

Our audit was not designed for the purpose of expressing an opinion on the effectiveness of internal control over compliance. Accordingly, no such opinion is expressed.

The purpose of this report on internal control over compliance is solely to describe the scope of our testing of internal control over compliance and the results of that testing based on the requirements of the Uniform Guidance. Accordingly, this report is not suitable for any other purpose.

Bowman & Company, LLP

Stockton, California  
November 30, 2023

**CENTRAL SIERRA CHILD SUPPORT AGENCY**

**SCHEDULE OF EXPENDITURES OF FEDERAL AWARDS**

**June 30, 2023**

	<u>Assistance Listing Number</u>	<u>Federal Expenditures</u>
Department of Health and Human Services Pass-through from California Department of Child Support Services		
Child Support Enforcement	93.563	\$ <u>2,460,749</u>
Total Expenditures of Federal Awards		\$ <u><u>2,460,749</u></u>

Note A - Basis of Presentation:

The schedule expenditures of federal awards includes the federal award activity of Central Sierra Child Support Agency under programs of the federal government for the year ended June 30, 2023. The information in this schedule is presented in accordance with the requirements of Title 2 *U.S. Code of Federal Regulations (CFR), Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards* (Uniform Guidance). Because the schedule presents only a selected portion of the operations of Central Sierra Child Support Agency, it is not intended to and does not present the financial position, changes in net assets, or cash flows of Central Sierra Child Support Agency.

Note B -Summary of Significant Accounting Policies:

Expenditures reported on the accompanying schedule are reported on the accrual basis of accounting. Therefore, some amounts presented in this schedule may differ from amounts presented in, or used in the preparation of, the financial statements of the federal program. Such expenditures are recognized following the cost principles contained in the Uniform Guidance, wherein certain types of expenditures are not allowable or are limited as to reimbursement.

Note C - Indirect Cost Rate:

Central Sierra Child Support Agency has not elected to use the 10% de minimis indirect cost rate as allowed under the Uniform Guidance.

**CENTRAL SIERRA CHILD SUPPORT AGENCY**

**SCHEDULE OF FINDINGS AND QUESTIONED COSTS  
FOR THE YEAR ENDED JUNE 30, 2023**

**Section I - Summary of Auditors' Results**

**Financial Statements**

Type of auditor's report issued: unmodified  
Internal control over financial report:  
Material weakness(es) identified? \_\_\_\_\_ yes X \_\_\_\_\_ no  
Significant deficiencies identified that are  
not considered to be material weakness(es)? \_\_\_\_\_ yes X none reported  
Noncompliance material to financial statements noted? \_\_\_\_\_ yes X no

**Federal Awards**

Internal control over major programs:  
Material weakness(es) identified? \_\_\_\_\_ yes X \_\_\_\_\_ no  
Significant deficiencies identified that are  
not considered to be material weakness(es)? \_\_\_\_\_ yes X none reported  
Type of auditor's report issued on compliance  
for major programs: unmodified  
Any audit findings disclosed that are required  
to be reported in accordance with 2 CFR  
section 200.516(a)? \_\_\_\_\_ yes X no

Identification of major programs:

<u>CFDA/ Assistance Listing Number(s)</u>	<u>Name of Federal Program or Cluster</u>
<u>93.563</u>	<u>Child Support Enforcement</u>

Dollar threshold used to distinguish  
between type A and type B programs: \$ 750,000  
Auditee qualified as low-risk auditee? X yes \_\_\_\_\_ no

**Section II - Financial Statement Findings**

None

**Section III - Federal Award Findings and Questioned Costs**

None

**Section IV - Prior Year Financial Statement Findings and Federal Award Findings and Questioned Costs**

None

# **AGENDA ITEM**

## **III**



# MEMORANDUM

**DATE:** January 18, 2024  
**TO:** Board of Directors  
**FROM:** Julie R. Prado, Executive Director  
**SUBJECT:** Annual Business Matters **(Agenda Item III)**

---

Pursuant to the Joint Powers Authority Agreement, the following business matters must be acted upon at the first regular meeting of each calendar year, as set forth below:

**Chair:** “A Chairperson of the Board shall be elected annually by the Board at the first regular Board meeting in each calendar year. Any Director may be authorized to represent the Board upon approval of the Chairperson.”

**Vice Chair:** “A Vice Chairperson of the Board shall be elected annually by the Board at the first regular meeting in each calendar year. The Vice Chairperson shall have all the powers and act in the place of the Chairperson in the Chairperson’s absence.”

**Secretary:** “A Secretary of the Board shall be elected annually by the Board at the first regular Board meeting in each calendar year. The Secretary will keep a public record of the Board’s resolutions, transactions, findings, and determinations and prepare minutes of every meeting. The Board may designate the Executive Director to serve as the Secretary and the Executive Director may delegate this responsibility with the consent of the Board.”

**Recommendation:** It is recommended that the Board elect a Chair and Vice Chair and delegate the duty of Secretary to Lisa Bispham, CSCSA staff.



# **AGENDA ITEM**

**IV**



## MEMORANDUM

**DATE:** January 18, 2024  
**TO:** Board of Directors  
**FROM:** Julie R. Prado, Executive Director  
**SUBJECT:** Monthly Meeting Schedule **(Agenda Item IV)**

---

The draft meeting schedule attached is proposed for consideration for February 2024 through January 2024. It incorporates the concept of a quarterly meeting schedule which was adopted by the Board in September 2014. The tentative meetings between the quarterly meetings are identified in italics and are included because the current JPA agreement requires a schedule of monthly meetings, so that they can be put on the members' calendars in the event there is a necessity to meet. This schedule follows the practice of meeting on the fourth Monday of each month except as noted.

**Recommendation:** It is recommended that the Board approve the meeting schedule as prepared.



**2024 JPA BOARD MEETING SCHEDULE**

**NOTE: All meetings are at 2:00 p.m.**

<b>Date:</b>	<b>Location:</b>
<b>January 22, 2024: 4<sup>th</sup> Monday</b>	<b>639 New York Ranch Road, Jackson &amp; Virtual</b>
<i>February 26, 2024: 4<sup>th</sup> Monday</i>	<i>If needed, to be determined</i>
<i>March 25, 2024: 4<sup>th</sup> Monday</i>	<i>If needed, to be determined</i>
<b>April 15, 2024: 3<sup>rd</sup> Monday</b>	<b>639 New York Ranch Road, Jackson &amp; Virtual</b>
<i>May 20, 2024: 3<sup>rd</sup> Monday</i>	<i>If needed, to be determined</i>
<i>June 24, 2024: 4<sup>th</sup> Monday</i>	<i>If needed, to be determined</i>
<b>July 22, 2024: 4<sup>th</sup> Monday</b>	<b>639 New York Ranch Road, Jackson &amp; Virtual</b>
<i>August 26, 2024: 4<sup>th</sup> Monday</i>	<i>If needed, to be determined</i>
<i>September 23, 2024: 4<sup>th</sup> Monday</i>	<i>If needed, to be determined</i>
<b>October 28, 2024: 4<sup>th</sup> Monday</b>	<b>639 New York Ranch Road, Jackson &amp; Virtual</b>
<i>November 25, 2024: 4<sup>th</sup> Monday</i>	<i>If needed, to be determined</i>
<i>December 23, 2024: 4<sup>th</sup> Monday</i>	<i>If needed, to be determined</i>
<b>January 27, 2025: 4<sup>th</sup> Monday</b>	<b>639 New York Ranch Road, Jackson (CSCSA)</b>

# **AGENDA ITEM**

**V**



# MEMORANDUM

**DATE:** January 18, 2024  
**TO:** Board of Directors  
**FROM:** Julie R. Prado, Executive Director

**SUBJECT:** Union Negotiations **(Agenda Item V)**

---

The General and MCP union agreements expire September 30, 2024. It is the goal of CSCSA to conclude negotiations and ratify agreements by the end of July 2024 so that Agency has current and actual salary costs for the annual salary survey conducted in August of each year by DCSS.

Government Code section 54957.6(a) requires public agencies appoint labor negotiators in an open and public session of the Board.

Recommendation: It is recommended that the Agency select and appoint the following individuals to serve as the Agency's designated representatives when negotiating with any and all represented employment labor groups: Julie Prado, Executive Director; Shannon DeNatale Boyd, General Counsel; and Kim Britt, Deputy Director (for observation and training purposes only).

# **AGENDA ITEM**

**VI**



# MEMORANDUM

**DATE:** January 18, 2024  
**TO:** Board of Directors  
**FROM:** Julie R. Prado, Executive Director

**SUBJECT:** Policy Amendments **(Agenda Item VI)**

---

CSCSA periodically reviews internal policy to identify the need for revisions. Additionally, we are undergoing an effort to create an officewide manual of Standard Operating Procedures (SOP's) which we expect will increase efficiency and effectiveness by standardizing and documenting process flow. As such, when the need for a policy revision arises, we plan to take steps to remove *procedures* from policy documents and ensure the existence of an associated SOP. Separating procedure from policy will allow CSCSA to be nimble by more swiftly updating and improving procedures as technology and resources change. The following policies are in need of revision as noted below.


### **3-100 Check Writing**

CSCSA continues to streamline accounting practices and utilize current technology to enhance internal procedures. The suggested amendments in this policy conform to current practices, eliminate outdated or obsolete practices, and incorporate recent changes approved by the Board.

### **1-200 Travel Policy**

This policy includes outdated processes and terminology. CSCSA is seeking amendments as outlined in the attached document which will result in an accurate policy that conforms to current practice and federal regulations associated to Agency funding. Further, a Supplemental Travel Policy is included and will be appended to the Travel Policy as approved at the Board meeting held on October 23, 2023.

**Recommendation:** It is recommended that the Board approve the policy amendments as outlined in the attached documents.

	<b>CHECK WRITING POLICY</b>	
	<b>Section:</b> Finance & Budget	<b>Policy No:</b> 3-100
	<b>Issue Date:</b> August 26, 2004 <b>Revised Date:</b> September 14, 2006 <b>Revised Date:</b> April 27, 2020	<b>Resolution No:</b> 04-025; 06-018; 17-002; 20-012

**PURPOSE**

~~The Central Sierra Child Support Agency (hereinafter "Agency") is committed to centralized control over the expenditures of Agency funds. With this in mind, it is paramount that procedures be in place to control the authorizations necessary for check signing purposes.~~  
 Central Sierra Child Support Agency (hereinafter "Agency") is committed to disbursing Agency funds in accordance with State and Federal regulations and in an intentional and responsible manner. Internal controls are necessary to ensure proper disbursement authorization as well as the documented substantiation of all expenditures.

**SCOPE**

~~This policy is applicable to all employees, without exception.~~  
 This policy applies to all checks issued by the Agency, without exception.

**POLICY**

It is the policy of the Agency to ~~print vendor checks and expense reimbursement checks on a regular basis (normally bi-weekly)~~ perform check runs at regular intervals as necessary to ensure invoices are paid timely. Checks shall be prepared by ~~persons~~ fiscal staff, independent of those who initiate or approve expenditures, as well as those who are authorized check signers.

**PROCEDURES**

All ~~vendor and expense reimbursement~~ checks shall be produced in accordance with the following guidelines:

1. All expenditures must be supported by valid invoices and/or documentation in conformity with the purchasing, accounts payable, and travel policies. Only checks with valid invoices and/or supporting documentation shall be signed.
2. Vendors shall be paid in a timely manner to avoid any additional fees or penalties, generally all vendors shall be paid within 30 days of submitting a proper valid invoice upon delivery of the requested for goods or services received by the Agency.



~~3.~~ Total cash requirements associated with each check run is monitored in conjunction with available cash balance in bank prior to the release of any checks. The Agency's available cash balance shall be monitored appropriately to ensure the cash requirements for each check run can be met.

~~4.~~ All supporting documentation is attached to the corresponding check prior to forwarding the entire package to the authorized check signers. *(This is no longer done in hardcopy however the required process will be outlined in our standard operating procedures)*

4.

5. Checks shall be utilized in numerical order. ~~(unused checks are stored in a locked safe).~~ Blank check stock shall be kept in a secure location accessible only to fiscal staff.

6. Checks shall never be made payable to "bearer" or "cash".

7. Checks shall never be signed prior to being prepared. The signing of blank checks is strictly prohibited.

8. Upon the preparation of a check, vendor payment request packets shall immediately be marked with the check number and the date issued in order to prevent subsequent reuse. *(The accounting system does not allow for the reuse of a check number.)* The Executive Director shall provide the Board Chair and Vice Chair with a monthly report of checks written for an amount exceeding \$5,000.

~~**Check Signing:** All Agency checks over \$10,000 require two (2) signatures by the Executive Director or Deputy Director and either the Chair or the Vice Chair of the Board of Directors. No checks shall be signed prior to the check being completed in its entirety (no signing of blank checks). *(1<sup>st</sup> sentence is no longer applicable; the 2<sup>nd</sup> sentence is incorporated in item 7 above.)*~~

~~The Executive Director, or his/her designee, should examine all original supporting documentation to ensure that each item has been properly checked prior to forwarding the check for signature. Checks should not be signed if supporting documentation appears to be missing or there are any questions about a disbursement. *(See items 1 and 4 above.)*~~

~~**Mailing of Checks:** After signature, checks are returned to the individual who prepared them, who then prepares them for immediate mailing. Checks shall be mailed in a timely manner by fiscal staff. Checks shall not be mailed by individuals who authorize expenditures.~~

~~**Voided Checks and Stop Payments:** Checks may be voided due to processing errors by making proper notations in the check register then defacing the check by clearly marking it as "VOID" and~~

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~~removing the signature area. All voided checks shall be retained to aid in preparation of bank reconciliation.~~ All check voids, stop payments and reissued checks shall be reviewed by the fiscal administrator and properly documented.

A stop payment shall be issued for any check that has been lost, destroyed, or otherwise not received by the payee, where the Agency does not have physical possession of the check.

A reissued check shall only be released after the stop payment has been confirmed by the bank and bank transactions have been reviewed to verify that the original check has not been paid.

All checks which have been physically voided or for which a stop payment has been placed shall be voided in the accounting system in a timely manner to ensure an accurate GL.

~~Stop payment orders may be made for checks lost in the mail or other valid reasons. Stop payments are processed by telephone instructions and confirmed by written authorization to the bank by accounting personnel with this authority.~~

~~Voided checks may be reissued after documenting the reason for requesting the reissuance.~~



## TRAVEL POLICY

**Section:** Human Resources

**Policy No:** 1-200

**Issue Date:** August 26, 2004

**Last Revised Date:** January 27, 2020

**Resolution No:** 04-028; 20-004

### PURPOSE

To establish guidelines for business travel.

### SCOPE

Travel policies apply to all Agency officials, employees, and Board members. Each supervisor is responsible for ensuring that employees, prior to departure on their next business trip, review this policy ~~in order~~ to understand its intent and requirements.

### POLICY

It is the policy of the Board of Directors of the Agency that any officer or employee who is required to travel in the performance of his or her duties and in the service of the Agency (excluding the attendance of a Director of the Board at any Agency Board meeting) will be reimbursed for his or her ~~own~~ actual and necessary expenses within ~~the fiscal year in which they occur, within~~ the maximum rate limits, for subsistence, transportation, and business expenses. It is further the policy of the Board of Directors to establish maximum rates or reimbursement for such expenses, which will be appropriately adjusted by resolution of said Board when deemed necessary. Travel expenses are to be made in accordance with this policy.

### PROCEDURES

#### Intra-Agency Business Expenses

1. All travel requests must be submitted on the official Agency travel request form ~~and/or travel log, and a~~ All travel must be recommended for approval by the employee's ~~respective supervisor, or manager if the supervisor is not available, and by the Executive Director or his/her designee.~~
2. ~~All requests for travel must be approved by the employee's supervisor, and the Executive Director, or his/her designee.~~
- 3-2. When ~~approved~~ requested by and/or approved by a supervisor, ~~persons~~ employees will be reimbursed for actual expenses incurred with the understanding that the maximum reimbursement rate and eligibility to claim meals is outlined in the Agency Personnel Rules and Regulations. Mileage shall be reimbursed at current rates set by the Internal Revenue Service ~~within the Agency limits only when one of the following conditions exist:~~

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- a. ~~An officer or employee attends a meeting or conference for the Agency's benefit at which time a meal is a regularly scheduled event.~~
- b. ~~An employee may be reimbursed for food expenses associated with on-site training sessions, workshops, and meetings or department-sponsored workshops and meetings. All expenses shall be approved in advance by the Executive Director, or his/her designee.~~
- c. ~~An employee is required to incur expenses as host for a person deemed by the Chair of the Board, the Executive Director, or a supervisor to be an official guest of the Agency (i.e., a member of an interview panel, a presenter of a training course, workshop, etc.).~~

~~4.3.~~ For members of the Board of Directors, intra-county meal reimbursement may only be authorized when a Board member is attending a meeting on official Agency business, having been appointed by formal Board action to represent the Central Sierra Child Support Agency Board of Directors at said meeting.

~~5.4.~~ To qualify for meals ~~or refreshments~~, the claim must include the supervisor's certification that Agency business was conducted for the primary benefit of the Agency, and that meals ~~and/or refreshments provided to be reimbursed~~ were appropriate for the activity. The claim must also include information about the purpose of the activity.

~~6.5.~~ ~~Travel~~ ~~Reimbursement for expenses incurred~~ will not be authorized unless sufficient unencumbered funds are available in the budget.

**Out of Agency Business Expenses**

~~6.~~ Travel advances are limited to the best estimate of the travel costs, unless there is an extraordinary need for additional funds. Travel advances are to be used only for the purpose intended. ~~Travel expenses are to be made in accordance with this policy.~~

~~7.~~ It is the preference of the Agency that employees use Agency vehicles. Mileage claims for the use of personal vehicles will not be approved when Agency vehicles are available ~~will not be reimbursed~~ unless there are extraordinary circumstances and the employee receives prior approval from the Executive Director, or his/her designee.

~~8.~~ Generally, lodging, car rentals, and airfare are coordinated by Human Resources and paid for using the Agency credit card. In extraordinary circumstances, by prior approval from the Executive Director or his/her designee, employees may be authorized to use a personal credit card for this purpose. In such cases, employees shall be reimbursed in accordance with this policy. ~~Employees are encouraged to use the Agency credit card for lodging, car rentals, or airfare. Use of Agency credit cards requires submission of a completed payment request packet for pre-approval. Substantiating documentation is required at the conclusion of travel as noted herein.~~

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3- 9. Employees receiving travel advances must submit ~~a properly approved~~ an official travel request form with ~~proper approval and by attaching~~ the appropriate meeting notice. Final expenses should be reported within ten (10) business days of returning from travel. Any outstanding advances more than thirty (30) days old may be deducted from an employee's paycheck.

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4- 10. At the conclusion of an Agency business trip, an employee or member of the Board of Directors that has incurred business-related expenses should complete the final accounting in accordance with the following:

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- a. With the exception of reimbursed ~~mileage and~~ meals, all business expenses must be supported with invoices/receipts and maps for mileage.
- b. For all lodging (whether submitted for reimbursement or charged to an Agency credit card), vendor receipts/invoices must be submitted. Credit card charge slips do not represent adequate supporting documentation - **a hotel receipt must be obtained to substantiate all lodging expenditures**.
- c. For airfare (whether submitted for reimbursement or charged to an Agency credit card), airline-issued receipts should be obtained. If a traveler fails to obtain a receipt, other evidence must be submitted indicating that the trip was taken and the amount that was paid; for example, a combination of an itinerary, a credit card receipt, and boarding passes.
- d. Mileage shall be reimbursed at the Internal Revenue Service (IRS) rates currently in effect.
- e. Only one expense report form should be prepared for each trip.
- f. The Agency has elected to utilize per diem rates to reimburse travelers. Per diem rates may be used exclusively for meals and incidentals. When per diem rates are utilized, there is no requirement to obtain receipts ~~for meals and incidentals from~~ ~~travels~~ to substantiate these components of business travel. Said rates will be those as outlined by the Agency's Personnel Rules and Regulations and/or union bargaining contract.
- g. An employee will not be reimbursed for expense reports not meeting the preceding criteria. If an expense report results in a balance due to the Agency (as a result of receiving a travel advance greater than actual business expenditures), the employee must ~~attach a check or~~ sign a statement indicating authorization to settle the balance due through a payroll deduction. Should the employee fail to sign such statement within 30 days of the end of travel, the funds may be deducted from the employee's pay.
- h. No further travel advances will be issued to any employee who has an outstanding balance due to the Agency from previous business trips that are 30 days old.

i. The Agency shall reimburse travelers only for those business-related costs that are reasonably incurred. Accordingly, the following guidelines shall apply:

~~i.~~ 1. Suites and other upgraded rooms at hotels shall not be allowed. Travelers should stay in standard rooms unless such a room is unavailable and the room rate is approved by the Executive Director.

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~~ii.~~ 2. When utilizing rental cars, travelers should rent mid-size or smaller vehicles; share rental cars whenever possible.

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~~iii.~~ 3. When possible, travelers should utilize cellular phones when placing calls; avoiding the use of the hotels long-distance service. Business-related long-distance telephone calls while away on ~~business~~ travel that are made through a long-distance service are permitted but should be kept to a minimum; expense reports should explain long-distance charges. When a long-distance service must be used for personal calls, a maximum of two (2) calls home to family per day, not to exceed ten minutes per call, may be reimbursed.

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~~iv.~~ Personal long distance calls while away on business are reimbursable to a maximum of two (2) calls home to family per day, not to exceed ten minutes per call. Personal calls in excess of this shall not be reimbursed unless it is a documented emergency.

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~~v.~~ Whenever possible, travelers should utilize cellular phones when placing calls while away on travel; and try to avoid using the hotel's long distance service, if possible.

~~i.~~ \_\_\_\_\_

j. The following additional rules apply to air travel:

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~~i.~~ 1. Air travel should be at coach class; first class air travel shall not be reimbursed unless there is a documented medical reason.

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2. Memberships in airline flight clubs are not reimbursable.

~~ii.~~ 3. Cost of flight insurance is not reimbursable.

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~~iii.~~ 4. When returning on a Sunday or departing on a Saturday in order to obtain a cost savings in airfare due to the Saturday-night stay-over, travelers should provide a total cost comparison (showing that the lower airfare plus an extra night of lodging, meals, and incidentals is less costly than airfare without the Saturday night stay-over).

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~~iv.~~ 5. Cost of upgrade certificates is not reimbursable.

~~vi.~~ 6. Cost of canceling and re-booking flights is not reimbursable, unless it can be shown that it was necessary or required for legitimate business reasons (such as changed meeting dates, *etc.*).


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~~vii.~~ 7. Travelers must identify and pay for all personal flights, even if such flights are incorporated into a flight schedule that serves business purposes (*i.e.*, the Agency will not reimburse for the personal legs of a trip).

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~~5.~~ 11. It is the policy of the Agency not to reimburse any employee or Board member for separate travel costs (air fare, *etc.*) associated with his/her spouse or partner.

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	<b><i>SUPPLEMENTAL TRAVEL POLICY OFFICE REASSIGNMENTS</i></b>	
	<b><i>Section: Human Resources</i></b>	<b><i>Policy No: 1-200 (Supplemental)</i></b>
	<b><i>Issue Date: October 23, 2023 Last Revised Date:</i></b>	<b><i>Resolution No: 23-008</i></b>

**PURPOSE**

To establish guidelines for temporary home office reassignments related to mileage reimbursement claims.

**SCOPE**

This policy applies to all Agency employees. Each supervisor is responsible for ensuring that employees, prior to a home office reassignment, understand whether their home-office reassignment is temporary or permanent as defined below, and receive such notice in writing.

**NOTE:** This Supplemental Travel Policy and the definition of a temporary home office reassignment is an interim policy which shall be in effect on a pilot basis beginning October 30, 2023 and ending no later than October 31, 2024. Thereafter, this policy will either be eliminated or incorporated into permanent Agency policy.

**POLICY**

Definitions for Home Office Reassignments\*\*:

Permanent – The reassignment of an employee from one office to another as follows:

- A move lasting more than three (3) consecutive months

Temporary – The reassignment of an employee from one office to another as follows:

- A move lasting less than three (3) months

\*\* Please note, reassignments of work location whether temporary, permanent, or for as-needed coverage that relocate employees to another work location within the *same county* as their home office are not eligible for mileage reimbursement and therefore are not covered under this supplemental policy.

Reassignments differ from regular travel for meetings, coverage, etc, in that regular travel occurs during the workday on agency time, whereas travel to work in a reassignment situation occurs on personal time. (See Personnel Rules and Regulations Section 1401 for more information on home office assignments.)

When an employee meets the definition of a temporary home office reassignment, they will be eligible for mileage reimbursement to and from work. Travel to and from work shall not include the use of an Agency vehicle and shall not be on agency time. Mileage may be claimed for the difference in miles between the normal commute from their home to their permanent home office and the new commute from their home to the new temporary home office. If the commute to the



new temporary home office is closer to the employee's home, no mileage shall be reimbursed.

Claims for mileage under this policy shall be made in accordance with normal office policy and procedure for travel reimbursement.

**AGENDA ITEM**

**VII**



## MEMORANDUM

DATE: January 18, 2024  
 TO: Board of Directors  
 FROM: Julie R. Prado, Executive Director  
 SUBJECT: Executive Report

**(Agenda Item VII)**

### I. BUDGET

#### Financial Summary through December 31, 2023, 50% of the Year

Expenditure Line Description	Approved Budget	Year-to-Date Expenditures	Percent of Budget Expended
Salaries	\$ 2,075,128.64	\$ 953,956.46	45.01%
Benefits	\$ 1,413,644.44	\$801,485.35	56.70%
Services & Supplies	\$ 790,854.92	\$ 353,851.61	44.74%
Fixed Assets	\$ 10,000.00	\$00	00%
Automation	\$ 6,830.00	\$634.15	9.28%
<b>Overall Totals</b>	<b>\$ 4,296,458.00</b>	<b>\$2,089,927.57</b>	<b>48.64%</b>

- a. There are several agency receivables that are front loaded, meaning they are paid once in the early part of the fiscal year rather than monthly. Examples of those are insurances, postage, membership dues, and PERS UAL. For that reason, we are showing over budget in Benefits (56.70% when being 50% through the year); however, this is a routine cycle and will level out throughout the year. We have no concerns regarding budget.



## II. PROGRAM REPORT

### a. VACANCIES AND RECRUITMENTS

The Agency continues to work to fill vacancies. We are in the process of hiring one to two new employees in the classification of Child Support Specialist for our Tuolumne office. We also have two Child Support Supervisor vacancies that we will look to fill later in the year.

We are excited to welcome three new staff members since our last report. Natalie Bernhard, Amy Stuart, and Rebecca Watkins are Child Support Specialists who onboarded with CSCSA in November and are progressing quite well through our training program. While they are all new to the child support program, they each bring unique talents to the job and have already displayed passion for serving others. We are excited to see what the future holds.

### b. OUTREACH & MARKETING

CSCSA is working with the State and other Local Child Support Agencies to improve our reach and online visibility to promote the services our program offers for our community members. We are looking to focus our efforts and resources in new and innovative ways when it comes to marketing and social media. Some local agencies are seeing increases in case counts that they contribute to social media and other online advertisements which we are delving deeper into in order to learn and incorporate new marketing initiatives.

### c. PROGRAM UPDATES

#### *Full Pass Through:*

Our program is working toward implementation of a new legislative requirement which implements on May 1, 2024. In essence, this new policy eliminates recoupment on cases where the family was formerly on cash aid meaning that child support arrears that are owed to the government will be passed through to the family as payments are collected. This initiative is addressing those customers who are formerly aided. The next step in the plan was to implement the same pass through process for customers who are currently aided, meaning those customers would receive their cash assistance *and* their monthly child support payment. Currently, customers are only entitled to a small portion of their child support payment referred to as a *disregard* payment. Due to the California budget



introduced on January 10, 2024, pass through for currently aided customers has been eliminated unless it is added back to the budget in the May revise.

*Uncollectable Debt:*

Pursuant to another legislative requirement, we are in the process of implementing new processes to eliminate certain child support debt for those who qualify. There are two phases to this initiative. The current phase involves cases where the paying party has certain income types related to social security, CAPI (Aged, Blind, and Disabled) and VA benefits. Arrears that have accrued on foster care cases are also included in the subset. We are reviewing these case types to determine if government owed arrears should be eliminated based on this new law. The next phase includes a variety of other discretionary case types and those policies are in development. We expect this process to provide relief to obligors who are in poverty or have government debt that serves as a barrier to family reunification.

*AB 1148:*

We are in the process of preparing to implement these two bills. AB 1148 was effective January 2024 and changes the reinstatement date for child support for obligors released from incarceration from the first day of the month following release to the first day of the tenth month following release. The intent of this bill is to ensure incarcerated participants have a secure income path before child support payments begin.

*Foster Care:*

Another legislative bill was approved which eliminates the automatic referral to the child support program for any foster care case. The purpose of this bill is to reduce barriers to family reunification. All cases that have been opened for collection of child support for children in foster care will be closed. The arrears that accrued as a result of time in foster care will also be eliminated through the uncollectable debt program. This initiative will reduce our caseload but will provide relief for those parents with children in the foster care program.



d. STAFFING

STAFFING LEVELS [Filled] - 2023-2024 FISCAL YEAR												
Months	7/23	8/23	9/23	10/23	11/23	12/23	1/24	2/24	3/24	4/24	5/24	6/24
<b>GENERAL UNIT</b>												
Accounting	1	1	1	1	1	1						
Caseworkers	9	9	9	9	13	12						
Child Support Asst/Office Asst	1	1	2	2	2	2						
Legal Clerks	1	1	1	1	1	1						
<b>Subtotal</b>	<b>12</b>	<b>12</b>	<b>13</b>	<b>13</b>	<b>17</b>	<b>16</b>						
<b>M/C/P Unit</b>												
Fiscal	1.6	1.6	1.6	1.6	1.6	1.6						
Staff Specialists	2	2	2	2	2	2						
CS Program Mgr	1	1	1	1	1	1						
CS Supervisors	3	3	3	3	3	2						
Attorneys	1	1	1	1	1	1						
<b>Subtotal</b>	<b>8.6</b>	<b>8.6</b>	<b>8.6</b>	<b>8.6</b>	<b>8.6</b>	<b>7.6</b>						
<b>EXECUTIVE</b>												
Executive Director	1	1	1	1	1	1						
Deputy Director	1	1	1	1	1	1						
<b>Subtotal</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>						
<b>TOTAL</b>	<b>22.6</b>	<b>22.6</b>	<b>23.6</b>	<b>23.6</b>	<b>27.6</b>	<b>25.6</b>						

e. Program Performance: Collections and Federal Performance Measures (FPMs)

MONTHLY SUPPORT DISTRIBUTED - 2023/2024 FEDERAL FISCAL YEAR YEAR TO DATE Agency collection GOAL \$12,500,000			
10/23	\$851,352	4/24	
11/23	\$1,746,703	5/24	
12/23	\$2,570,335	6/24	
1/24		7/24	
2/24		8/24	
3/24		9/24	



## FEDERAL PERFORMANCE MEASURES (FPM)

MONTHLY STATISTICS - 2023-2024 FEDERAL FISCAL YEAR												
LEGEND: FPM = Federal Performance Measure												
* = measures where number naturally increases each month												
Activity	10/23	11/23	12/23	1/24	2/24	3/24	4/24	5/24	6/24	7/24	8/24	9/24
<b>Cases Opened/MO</b>	36	36	40									
<b>Cases Closed/MO</b>	37	45	41									
<b>TOTAL cases open</b>	4401	4394	4391									
<b>FPM 1: IVD Paternity % GOAL 104.7%</b>	92.21%	95.34%	97.13%									
<b>FPM 2: Order % GOAL 97.25%</b>	95.3%	95.24%	95.08%									
<b>FPM 3: Current % GOAL 74.5%</b>	69.10%	69.24%	68.21%									
<b>FPM 4: Arrears % GOAL 75.0%</b>	38.56%	45.43%	48.48%									

# CENTRAL SIERRA CHILD SUPPORT AGENCY FFY 2022/2023

## Federal Performance Measure Goals

### December 2023

	FFY GOAL	ACTUAL RESULT
<b>FPM 1 IV-D Paternity Establishment</b>	<b>105.00%</b>	<b>93.87%</b>
<i>Measures the total number of children in the IV-D caseload in the fiscal year who have been born out-of-wedlock and for whom paternity has been established, compared to the total number of children in the IV-D caseload as of the end of the prior fiscal year who were born out-of-wedlock.</i>		
<b>FPM 2 Cases with a Support Order Established</b>	<b>96.70%</b>	<b>95.08%</b>
<i>Measures cases with support orders established compared to total number of cases open at the end of a month.</i>		
<b>FPM 3 Collections on Current Child Support</b>	<b>73.00%</b>	<b>68.21%</b>
<i>Measures the amount of current support, collected and distributed, compared to the total amount of current support owed.</i>		
<b>FPM 4 Cases with Collection on Arrears</b>	<b>72.50%</b>	<b>48.88%</b>
<i>Measures the number of cases with at least one payment made towards arrears compared with the number of cases owing arrears during the FFY.</i>		
		<b>FFY to-date</b>
<b>FPM 5 Distributed Collections</b>	<b>\$12,500,000</b>	<b>\$2,570,335</b>
<i>Measures the total dollar amount of child support collected and distributed based on the CS34/35</i>		



# CENTRAL SIERRA CHILD SUPPORT AGENCY FFY 2023/2024

## Performance Measure Report

Federal

Data Source: FPM Report

FPM 1 IVD Paternity Establishment 105%	1st Quarter			2nd Quarter			3rd Quarter			4th Quarter			Point in Time	Data Source
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep		
Monthly Goal	baseline	92.87%	94.08%	95.29%	96.50%	97.71%	98.92%	100.14%	101.36%	102.58%	103.80%	105.00%	94.08%	
Children with Paternity Established	2392	2409	2435	0	0	0	0	0	0	0	0	0	2435	1257 line 6
Children born out of wedlock per year	2594	2594	2594	2594	2594	2594	2594	2594	2594	2594	2594	2594	2594	1257 line 5 PY
FFY 2024 Actual	93.56%	92.87%	93.87%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	93.87%	
Over/Under (%points)	0.00%	-0.21%	-95.29%	-96.50%	-97.71%	-98.92%	-100.14%	-101.36%	-102.58%	-103.80%	-105.00%	-0.21%		
FFY 2023 Actual	93.56%	95.34%	97.13%	98.95%	99.38%	100.47%	101.32%	102.02%	101.28%	103.88%	104.85%	106.02%		

FPM 2 Cases with Support Orders Established 96.7%	1st Quarter			2nd Quarter			3rd Quarter			4th Quarter			Point in Time	Data Source
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep		
Monthly Goal	95.30%	95.43%	95.55%	95.68%	95.81%	95.93%	96.05%	96.18%	96.31%	96.43%	96.56%	96.70%	95.55%	
Cases with a Support Order	4194	4185	4175	0	0	0	0	0	0	0	0	0	4175	1257 Line 2
Total Cases	4401	4394	4391	0	0	0	0	0	0	0	0	0	4391	1257 Line 1
FFY 2024 Actual	95.30%	95.24%	95.08%	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	95.08%	
Over/Under (%points)	-0.00%	-0.19%	-0.47%	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	-0.47%	
FFY 2023 Actual	96.91%	96.48%	96.42%	96.06%	96.04%	96.07%	96.11%	96.15%	96.37%	96.52%	96.63%	96.49%		

FPM 3 Collections on Current Support 73.0%	1st Quarter			2nd Quarter			3rd Quarter			4th Quarter			Point in Time	Data Source
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep		
Monthly Goal	69.10%	69.45%	69.81%	70.16%	70.52%	70.87%	71.22%	71.58%	71.93%	72.29%	72.64%	73.00%	69.81%	
Current Support Collected	\$647,043.96	\$1,288,096.39	\$1,902,219.39	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$1,902,219.39	1257 Line 25
Current Support Due	\$936,321.24	\$1,860,350.13	\$2,788,773.76	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$2,788,773.76	1257 Line 24
FFY 2024 Actual	69.10%	69.24%	68.21%	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	68.21%	
Over/Under (%points)	0.00%	-0.21%	-1.60%	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	-1.60%	
FFY 2023 Actual	68.10%	68.14%	69.06%	68.02%	68.13%	68.63%	69.11%	69.21%	69.14%	69.11%	69.26%	69.28%		

FPM 4 Collections on Arrears 72.5%	1st Quarter			2nd Quarter			3rd Quarter			4th Quarter			Point in Time	Data Source
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep		
Monthly Goal	38.56%	41.65%	44.73%	47.82%	50.90%	53.98%	57.07%	60.15%	63.24%	66.32%	69.41%	72.50%	44.73%	
Case Paying Arrears	1,128	1,352	1,481	0	0	0	0	0	0	0	0	0	1,481	1257 Line 29
Cases w/Arrears Due	2,925	2,976	3,030	0	0	0	0	0	0	0	0	0	3,030	1257 Line 28
FFY 2024 Actual	38.56%	45.43%	48.88%	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	48.88%	
Over/Under (%points)	3.78%	3.78%	4.15%	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	4.15%	
FFY 2023 Actual	40.18%	47.90%	51.89%	54.85%	57.74%	62.13%	63.53%	66.11%	67.33%	67.92%	68.75%	69.68%		

Total Distributed Collections \$12,500,000	1st Quarter			2nd Quarter			3rd Quarter			4th Quarter			Point in Time	Data Source
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep		
Monthly Goal	\$1,041,666	\$2,083,332	\$3,124,998	\$4,166,665	\$5,208,332	\$6,249,999	\$7,291,666	\$8,333,333	\$9,375,000	\$10,416,667	\$11,458,334	\$12,500,000	\$3,124,998	
FFY 2024 Actual	\$851,352	\$1,746,703	\$2,570,335	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,570,335	CS 34 line 4b,4c, 8 & 11
Over/Under	\$190,314	\$336,629	\$554,663	\$4,166,665	\$5,208,332	\$6,249,999	\$7,291,666	\$8,333,333	\$9,375,000	\$10,416,667	\$11,458,334	\$12,500,000	\$554,663	
FFY 2023 Actual	\$824,647	\$1,776,992	\$2,680,964	\$3,549,285	\$4,448,494	\$5,496,279	\$6,484,225	\$7,540,052	\$8,483,806	\$9,422,981	\$10,388,348	\$11,265,000		



***CENTRAL SIERRA  
CHILD SUPPORT AGENCY***

**STRATEGIC PLAN 2025**  
*Updated January 2024*

# State of the Organization as of January 2024

## *Strengths*

Our employees are dedicated, willing to assist one another, display respect and care for one another, and regularly display kindness. We have a customer service mindset; staff across the organization are empathetic, flexible, and adaptable. Because we are small, we are able to be nimble. Staff are invested in our communities, having care and concern for children and families. Employees have a strong desire to meet the needs of our customers and are invested in doing the work to ensure that occurs. We encourage growth and development; employees are eager to learn, grow, and increase their capacity. We have developed a leadership structure that better supports Agency need.

## *Weaknesses*

We are reactive rather than proactive and demonstrate a tendency to be change resistant, holding onto what we have always done. Because there is little opportunity for promotion internally, we tend not to focus on succession planning and next level learning. We lack detailed procedures, instructions, and framework officewide making it hard to ensure quality of processes. As an Agency, we do not have a lot of diversity and are under-educated when it comes to diversity and equity. We lack clear written standards and expectations, making it difficult to navigate our daily work. We have had difficulty recruiting and retaining staff.

## *Opportunities*

Focusing on staff development and cross training is a win/win; incorporating mentorship opportunities, book clubs, and other shared experiences have strengthened our team. We have incredible amounts of data available to us that we can use to improve our performance and employee experience. Process documentation is a big opportunity for us; incorporating SOP's, mapping, and other resource materials will allow us to create more training and will result in better outcomes. We have community-based organizations that are interested in partnering with us, we can increase our impact on families by furthering relationships for stronger outcomes. Furthering growth and providing opportunities for staff to be involved will help us reduce gaps when we experience retirements. Building our social media presence is a big opportunity for us to build trust with customers, the community, and partners.

## ***Threats***

New legislation that increases requirements of staff but limits enforcement remedies can cause a resource drain on the Agency and have negative impacts on families. Many of the legislative changes require CSCSA to coordinate process with outside organizations such as the Court and HHS, meaning we do not have exclusive control over our progress. A decreasing caseload, flat or reduced funding, and a reduction of staff are also threats. Employee leaves impact us a great deal due to the small staff that we have making it hard to get the work done while staff are out. Recruitment and retention of employees has been a challenge and continues to impact our training program and customer outcomes.

## **Strategic Alignment**

### **Core Purpose**

To empower and enrich children, families and communities

### **Core Values**

Trust → Ingenuity → Accountability → Unity → Courage

### **Vision 2025**

Invest...Inspire...Innovate ...

The trusted community leader in family-centered services!

### **Mission**

We support family self-sufficiency

# **Strategic Plan 2025**

## ***Our Strategic Direction***

Defining and creating a culture of excellence

## ***Our Strategic Goals***

1. Enriching the employee experience
2. Maximizing resource development
3. Engaging community presence
4. Mastering service and performance excellence

Objectives	Tactic	Accountability	Target Begin Date	Target Complete Date	Progress Remarks
<b>1. Enriching the Employee Experience</b>					
<b>1.1 Create and implement a 2024 Training Plan</b>					
<b>1.1.a Internally Led Training Plan</b>					
	Create & implement a microlearning opportunity on a fiscal topic to be recorded and delivered	Ginger	1/24	4/24	
	Create & implement a microlearning opportunity on a HR topic to be recorded and delivered	Lisa	5/24	8/24	
	Create & implement a microlearning opportunity on an IT topic to be recorded and delivered	Dalaine	9/24	12/24	
	Create & implement a training plan for a minimum of 6 program related training sessions	Aditra	1/24	12/24	
<b>1.1.b Externally Led Training Plan</b>					
	Create & implement customer service training	Kim	5/24	10/24	
	Create & implement interview and negotiating training for program staff	Aditra (Kim/Julie to select trainer)	5/24	8/24	
<b>1.2 Create and Implement Plan for Cultural Growth</b>					
<b>1.2a Redefine and Reinstate Blue Vision</b>					
	Recruit a BV team & create a team charter	Julie	1/24	3/24	
	Create & implement a calendar to include monthly all staff activities that support Agency values	Julie	1/24	3/24	
<b>1.2b Create and Implement a Plan to Increase Employee Celebrations</b>					

Objectives	Tactic	Accountability	Target Begin Date	Target Complete Date	Progress Remarks
	Create and implement a program to acknowledge positive work of staff – possibly a quarterly or semi-annual award or acknowledgement	Julie/Kim	3/24	12/24	
<b>2. Maximizing Resource Development</b>					
<b>2.1 Develop Robust Policies &amp; Standard Operating Procedures to Support Agency</b>					
<b>2.1.a Finalize Table of Contents Structure, Numbering and Content</b>					
	Gather final list of policies and SOP's from respective managers and develop full list of table of contents	Lisa	1/24	2/24	
	Develop SharePoint site to support new policy and SOP process	Dalaine	1/24	2/24	
<b>2.1.b Create/Modify Policies Identified in the Table of Contents</b>					
	Create and issue 7 policies or policy amendments re: HR	Lisa	1/24	12/24	
	Create and issue 2 policies or policy amendments re: Admin	Ginger	1/24	12/24	
	Create and issue 2 policies or policy amendments re: IT	Dalaine	1/24	12/24	
	Create and issue 4 policies or policy amendments re: Program	Aditra	1.24	12/24	
<b>2.1.c Develop and Implement a Plan to Create SOP's as Needed</b>					
	Create and issue 12 SOP's re: HR	Lisa	1/24	12/24	
	Create and issue 13 SOP's re: Admin	Ginger	1/24	12/24	
	Create and issue 16 SOP's re: IT	Dalaine	1/24	12/24	

Objectives	Tactic	Accountability	Target Begin Date	Target Complete Date	Progress Remarks
	Create and issue 24 SOP's re: Program	Aditra	1/24	12/24	
<b>3.0 Engaging community presence</b>					
<b>3.1 Expand Presence in each County</b>					
<b>3.1.a Increase Social Media Presence</b>					
	Evaluate current social media process to determine what is working and what can be improved	Julie/Kim	1/24	3/24	
	Explore the use of YouTube for our media platform	Kim	3/24	9//24	
	Enhance social media content to become more relatable to community	Kim	10/24	12/24	
<b>3.1.b Explore Community Programs Appropriate for CSCSA Presentations</b>					
	Research and compile list of birthing centers and/or programs for pregnant mothers	Kim	6/24	10/24	
	Develop a plan for 2025 to make presentations to potential customers on the benefits of opening a case	Kim	10/24	12/24	
<b>3.2.a Explore Parent Square for Possible Collaboration</b>					
	Research opportunities to use Parent Square	Kim	1/24	12/24	
	Develop a plan for 2025 to implement Parent Square	Kim	1/24	12/24	
<b>4. Mastering service and performance excellence</b>					
<b>4.1 Improve Customer Service</b>					



Objectives	Tactic	Accountability	Target Begin Date	Target Complete Date	Progress Remarks
<b>4.1.a Define Customer Service Philosophy &amp; Framework</b>					
	Gather feedback from leadership on the Agency philosophy of customer service	Julie/Kim	1/24	12/24	
	Gather feedback from staff on the Agency philosophy of customer service	Julie/Kim	1/24	12/24	
	Create and publish the Agency philosophy and framework on customer service	Julie/Kim	1/24	12/24	
<b>4.1.b Implement Quality Control</b>					
	Finalize quality control elements & process	Aditra	1/24	3/24	
	Introduce quality control to staff	Aditra	3/24	4/24	
	Begin quality control reviews	Aditra	5/24	5/24	
<b>4.1.c Track &amp; Report Out Data</b>					
	Create and implement monthly Division Dashboard	Lisa	1/24	2/24	
	Create and implement monthly Division Dashboard	Ginger	1/24	2/24	
	Create and implement monthly Division Dashboard	Dalaine	1/24	2/24	
	Create and implement monthly Division Dashboard	Aditra	1/24	2/24	
	Ensure program data and stats are reported by supervisors for their respective areas no less than monthly	Aditra	2/24	3/24	

**DEPARTMENT OF CHILD SUPPORT SERVICES  
PERFORMANCE MANAGEMENT PLAN  
FFY 2023/2024 (10/01/23 – 09/30/24)**

<b>LCSA:</b>	<b>Central Sierra Child Support Agency</b>	
<b>Goal:</b>	#1	Facilitate Consistent Support for Children
<b>Objective:</b>	#2	Increase Child Support Collections and Payment Reliability

MEASUREMENT	BASELINE	FFY 2024 TARGET
PI 4 – Total Distributed Collections	\$11,252,107	\$12,500,000
PI 6 – Percentage of Current Support Paid by Percentage Band	16.52%	12.75%
PI 22 - Number of days from court order to first payment	53 Days	45 Days
FPM #3 – Percent of current support collected	68.9%	73.0%
FPM #4 – Cases with payment on arrears	66.7%	72.5%

<b>Oct-Dec Quarterly Update:</b> (due 01/31/24)	
<b>Jan-Mar Quarterly Update:</b> (due 05/01/24)	
<b>Apr – Jun Quarterly Update:</b> (due 07/31/24)	
<b>Jul-Sep Quarterly Update:</b> (due 10/31/24)	

Initiative/Tactic(s)	Lead(s)	Description/Implementation Strategy
Increase stipulations on orders	<i>Marlene Brawner</i>	To improve payment consistency, CSCSA will develop processes and guidelines to increase stipulations on orders. Caseworkers will receive training on negotiation techniques. They will attempt contact with PPS during multiple stages of the court order process using multiple resources to gain their participation in the process of obtaining a new or modified court order.
Analyze and modify casework approach from task-driven reactive work to a more proactive and targeted collections driven	<i>Marlene Brawner</i>	CSCSA will begin staff training on the use of Tableau and moving caseworker focus from task-related activities to a more proactive caseworker approach using Tableau reports. We will conduct a task

approach.		analysis on the effectiveness of tasks to reduce repetitive and ineffective work. CSCSA will reach out to other LCSAs for best practices and will solidify our new casework approach through the development of Standard Operating Procedures (SOPs).
Create and implement Early Engagement process	<i>Joette Pitcher Veronica Roberts</i>	Create and implement new Early Engagement process to include reducing timeframes to load court orders and accounts, educating customers about the child support process and beginning to receive payments when the court order is filed.
Analyze and modify court process to improve customer education and receive payments sooner	<i>Sharon Covello Veronica Roberts</i>	Conduct an analysis on current court process for all agency courts to improve pre-court customer contact, post-court order service and customer education and encourage payments sooner after order is filed.

<b>Goal:</b>	#2	Strengthen Customer Engagement
<b>Objective:</b>	#1	Reduce the Complexity of the Customer Experience

MEASUREMENT	BASELINE	FFY 2024 TARGET
Number of guides created to assist customers	0	3
Number of co-locate locations attended	0	2

<b>Oct-Dec Quarterly Update:</b> (due 01/31/24)	
<b>Jan-Mar Quarterly Update:</b> (due 05/01/24)	
<b>Apr-Jun Quarterly Update:</b> (due 07/31/24)	
<b>Jul-Sep Quarterly Update:</b> (due 10/31/24)	

Initiative/Tactic(s)	Lead(s)	Description/Implementation Strategy
Create checklists and/or guides to assist customers in completing or understanding complex documents	<i>Sharon Covello</i>	Using behavioral economics, CSCSA will create guides, checklists or useful tips to assist customers in understanding and/or completing complex documents. This will assist in receiving necessary information from customers allowing caseworkers to proceed with necessary steps on a case without delay.

Explore opportunities for co-locate	<i>Joette Pitcher</i>	Identify areas within the four counties where customers may not have immediate access to an LCSA office and explore locations and opportunities for co-locate to provide in-person services where needed.
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<b>Goal:</b>	#2	Strengthen Customer Engagement
<b>Objective:</b>	#3	Enhance Program Outreach to Deliver a Clear and Accurate Image of Our Program to the Public

MEASUREMENT	BASELINE	FFY 2024 TARGET
Number of new partnering agencies	0	2

<b>Oct-Dec Quarterly Update:</b> (due 01/31/24)	
<b>Jan-Mar Quarterly Update:</b> (due 05/01/24)	
<b>Apr-Jun Quarterly Update:</b> (due 07/31/24)	
<b>Jul-Sep Quarterly Update:</b> (due 10/31/24)	

Initiative/Tactic(s)	Lead(s)	Description/Implementation Strategy
Enhance partnership with local HHS agencies	<i>Kim Britt Aditra Miller</i>	Develop partnerships with county HHS agencies to develop referral processes for non-TANF customers and educate HHS staff about the child support program.
Identify and develop relationships with agencies who also work with families in need	<i>Aditra Miller Joette Pitcher</i>	Explore partnerships with local agencies such as Operation Care, First 5, AATCA and local tribes

<b>Goal:</b>	#3	Enhance Program Performance
<b>Objective:</b>	#2	Implement Organization and Program Efficiencies

MEASUREMENT	BASELINE	FFY 2024 TARGET
Number of Standard Operation Procedures Created	0	24

FPM #1 – Percentage of DPs with parentage established	106.0%	105.0%
FPM #2 – Percentage of cases with orders	95.6%	96.7%

<b>Oct-Dec Quarterly Update:</b> (due 01/31/24)	
<b>Jan-Mar Quarterly Update:</b> (due 05/01/24)	
<b>Apr-Jun Quarterly Update:</b> (due 07/31/24)	
<b>Jul-Sep Quarterly Update:</b> (due 10/31/24)	

<b>Initiative/Tactic(s)</b>	<b>Lead(s)</b>	<b>Description/Implementation Strategy</b>
Create Standard Operating Procedures	<i>Marlene Brawner Sharon Covello Joette Pitcher</i>	Develop and write Standard Operation Procedures once processes have been analyzed and modified for effectiveness, to create consistency and efficiency throughout the agency.
Enforcement process analysis	<i>Marlene Brawner</i>	Complete an analysis of current process for enforcement work. Identify opportunities to eliminate unnecessary or ineffective work and where we can increase focus on collections.
Implement quarterly Establishment clean-up reports	<i>Sharon Covello</i>	Create a timeline to include Establishment clean-up reports to be worked monthly, bi-monthly, quarterly, etc. Reports will focus on data clean-up and identifying cases needing parentage and/or court order establishment.

**AGENDA ITEM**

**VIII**

**Closed Session**

**AGENDA ITEM**

**IX**

**Closed Session**