



Colusa, Sutter and Yolo Regional Child Support Agency Leadership Advisory Committee

Meeting Agenda
Thursday, December 5, 2024
10:30 – 12:00 PM

Participants, staff, and the public will participate in this meeting at any of the four in person locations listed below, via teleconference or otherwise electronically at their option as allowed by the Brown Act teleconferencing requirements [Gov. Code § 54953(b)].

Remote Audio and Video Meeting Participation

Please use this link to join the meeting from your computer or smartphone:

<https://yolocounty.zoom.us/j/88567448772?pwd=c1pndjdyYzljL3FBek14N1lLa0M4UT09>

Webinar ID: 885 6744 8772

Passcode: 111975

Or Dial by your location:

- +1 408 638 0968 US (San Jose)
- +1 669 900 6833 US (San Jose)
- +1 253 215 8782 US (Tacoma)
- +1 346 248 7799 US (Houston)
- +1 301 715 8592 US (Washington D.C)
- +1 312 626 6799 US (Chicago)
- +1 646 876 9923 US (New York)

Webinar ID: 885 5744 8772

Passcode: 111975

In Person Meeting Participation Options

Colusa Sutter Yolo Regional Child Support (Woodland office)
100 West Court Street
Woodland, CA 95695



Colusa, Sutter and Yolo Regional Child Support Agency Leadership Advisory Committee

Yolo County Administrative Office

625 Court Street, Room 204
Woodland, CA 95695

Sutter County Administrative Office/Board of Supervisors

1160 Civic Center Boulevard, Suite A
Yuba City, CA 95993

Colusa County Administrative Office

547 Market Street, Room 102
Colusa, CA 95932

General Agenda

1. Call to Order, Roll Call

2. Consider Approval of Agenda

3. Public Comment

- a. Submit written public comments to childsupport@csy.cse.ca.gov. E-mails are distributed to the Leadership Advisory Committee (LAC), and support staff. To ensure the LAC has the opportunity to review information prior to the meeting, please send e-mails by 10:00 AM on the meeting date.
- b. Live remote public comments:
 - i. Device with microphone: Press the "raise a hand" button.
 - ii. Phone: Press *9 to indicate a desire to make comment

Support staff will call you by your name or phone number when it is your turn to comment. Speakers will be limited to no more than three minutes and will be asked to state their name for the record.

Consent Items

4. Approve the minutes of the May 1, 2024, Leadership Advisory Committee Meeting



Colusa, Sutter and Yolo Regional Child Support Agency Leadership Advisory Committee

- 5. General Update – Natalie Dillon**
- 6. RCSA Financial Update – Amanda Battles**

Discussion Items

- 7. Performance Planning – Daniel Padilla**
- 8. Leadership Advisory Committee Comments and Discussion**
- 9. Adjourn**

NOTICE If requested, this agenda can be made available in appropriate alternative formats to persons with a disability, as required by Section 202 of the Americans with Disabilities Act of 1990 and the Federal Rules and Regulations adopted in implementation thereof. Persons seeking an alternative format should contact the Health Council Secretary for further information. In addition, a person with a disability who requires a modification or accommodation, including auxiliary aids or services, in order to participate in a public meeting should telephone or otherwise contact the Leadership Advisory Committee support staff as soon as possible and preferably at least 72 hours prior to the meeting. The Leadership Advisory Committee support staff may be reached at 530-661-2832, via email at childsupport@csy.cse.ca.gov or at the following address: Colusa, Sutter and Yolo Regional Child Support Agency, 100 W Court St, Woodland, CA 95695.



Colusa, Sutter and Yolo Regional Child Support Agency Leadership Advisory Committee

Meeting Minutes

Wednesday, May 1, 2024

1:00 PM – 2:00 PM

This meeting occurred via teleconference compliant with the requirements of the Brown Act. The recording of this meeting can be viewed [here](#).

LAC Members	
Janice Bell	Colusa County Supervisor
Wendy G. Tyler	Colusa County Administrative Officer
Mike Ziegenmeyer	Sutter County Supervisor
Steven M. Smith	Sutter County Administrative Officer
Lucas Frerichs	Yolo County Supervisor
Gerardo Pinedo	Yolo County Administrative Officer

General Agenda

1. Call to Order, Roll Call

Meeting started 1:04pm.

Roll called, LAC members present were:

Colusa County Supervisor Janice Bell.

Colusa County Administrative Officer Wendy Tyler.

Sutter County Supervisor Ziegenmeyer (arrived after roll via telephone)

Sutter County Administrative Officer Steve Smith.

Yolo County Supervisor Lucas Frerichs.



Colusa, Sutter and Yolo Regional Child Support Agency Leadership Advisory Committee

Yolo County Deputy County Administrator Mark Bryan *for*
Yolo County Administrative Officer Gerardo Pinedo.

Also present were:

Colusa, Sutter and Yolo Regional Child Support Agency
Director Natalie Dillon.
Assistant Director Amanda Battles.
Program Manager Daniel Padilla.

2. Consider Approval of Agenda

1:04pm, Director Dillon requested a motion to approve the agenda.

AYES: Bell, Tyler, Smith, Frerichs, Bryan.

NOES: None.

ABSTAIN: None.

ABSENT: Ziegenmeyer.

3. Public Comment

1:06pm, No live public comment via callers / online chat. None received via other correspondence before meeting start.

Approval of Consent Agenda

1:06pm, Director Dillon requested motion to approve Consent Agenda.
Administrator Smith clarified approval for Consent Agenda.

AYES: Bell, Tyler, Smith, Frerichs, Bryan.

NOES: None.

ABSTAIN: None.

ABSENT: Ziegenmeyer.



Colusa, Sutter and Yolo Regional Child Support Agency Leadership Advisory Committee

Consent Items

- 4. Approve the minutes of the November 9th, 2023, Leadership Advisory Committee Meeting**
- 5. General Update**
- 6. Performance Planning**

Discussion Items

Due to a technical error, minutes 1:04pm – 1:18pm are not captured on the recording and do not lend detail to these Minutes as prepared. The votes are accurate as documented.

7. RCSA Financial Update – Amanda Battles

Assistant Director Amanda Battles provided an overview of the RCSA Financial Update referencing the materials in the Leadership Advisory Committee (LAC) packet.

Director Dillon provided updated information on the ongoing funding efforts, specifically the effort to increase the OE&E percentage in the budget calculator used for local child support agency (LCSA) allocations. On April 22, 2024, the Child Support Directors Association (CSDA) Board of Directors met and discussed the proposal to modify the calculator for regional LCSAs and voted to support the change. The regional directors will be meeting with the CA Department of Child Support Services (DCSS) Director to determine the correct OE&E percentage for regional LCSAs.

1:21pm, Supervisor Frerichs requested clarification concerning the update surrounding discontinuance of shared FTE attorney position with Glenn County. Director Dillon explained that given the caseload decline and the potential impacts to our allocation beginning SFY 2025/26 the long-term sustainability of that position was in question. The director in Glenn County has similar allocation concerns and questioned their ongoing ability to pay half the costs. Fortunately for all involved, the attorney has started with Nevada County, Glenn County was



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able to enter a different shared service agreement with Butte County, and our regional agency was able to achieve cost savings.

1:23pm, Administrator Tyler asked if OE&E expenditures are higher with regionalized agencies, is it possible State DCSS could move to reduce regional agencies. Dillon advised no, she does not believe the State wishes to minimize regional agencies and rather sees the efficiencies gained through their used, particularly regionalized smaller counties.

8. LAC Meeting Frequency – Natalie Dillon

1:25pm, Director Dillon opened a discussion to the group concerning meeting frequency. When first formed the LAC met quarterly, the frequency is now twice a year. Is the LAC satisfied with the existing meeting frequency or would they prefer one meeting annually, the minimum required by the bylaws. After discussion, the LAC prefers retaining the current meeting frequency.

9. Leadership Advisory Committee Comments and Discussion

1:29pm, Director Dillon opened the discussion to all committee members for questions, comments, or input. Administrator Tyler mentioned her appreciation for the regional agency. Director Dillon provided update from the annual Child Support Directors Association conference. Colusa Sutter Yolo RCSA was the recipient of the CSDA Positive Collaborative award by working closely with San Joaquin and Contra Sierra (Alpine, Calaveras, Tuolumne, and Amador counties) to develop a Child Support Leadership Development Program referred to as Elevate. The first cohort is complete, the next is set to begin in a few weeks and will include counties from across the state.

10. Adjourn



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1:32pm, Director Dillon requested a motion to adjourn the meeting.
Administrator Tyler motioned to adjourn. Supervisor Frerichs seconded motion.
Votes approved.

MOVED BY: Tyler / SECONDED BY: Frerichs.

AYES: Bell, Tyler, Ziegenmeyer, Smith, Frerichs, Bryan.

NOES: None.

ABSTAIN: None.

ABSENT: None.

Meeting adjourned 1:32pm.

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Colusa, Sutter and Yolo Regional Child Support Agency Leadership Advisory Committee

To: RCSA Leadership Advisory Committee
From: Natalie Dillon, Regional Director
Subject: General Update (Agenda Item #5)
Date: December 5, 2024

There continues to be considerable change for the Child Support program broadly and for the Regional Child Support Agency (RCSA). This general update provides you with a high-level overview.

Staffing and Leadership Changes

Yolo County

Gerardo Pinedo, Yolo County CAO resigned in October 2024. The Yolo Board of Supervisors appointed Dirk Brazil as interim CAO. Dirk has a long history in Yolo County, and previously served as the Assistant CAO.

RCSA

In addition to regular turnover, it is important to note there will be change in two key positions. The first, one of our two Program Managers, currently filled by Tyria Valledor. Tyria is the manager over budget, HR, our analyst and staff development. Tyria has accepted a promotional opportunity and will be the Assistant Director of the Marin County Department of Child Support Services, commencing January 2025. Fortunately, Tyria gave us considerable notice, as to allow us to start the recruitment process early. We hope to have the position filled in early 2025.

We also received notice from one of our two Child Support Attorneys, Lizette Perez. As the Leadership Advisory Committee (LAC) is aware, the RCSA has been intentional about decreasing the number of attorneys employed within the agency. However, this vacancy will mean that we have one attorney for three courts, which is problematic. Again, we were fortunate to have notice to start the recruitment early. However, this is a very specialized position, which is taking longer to fill. We are actively working to fill it, and



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have reached out to Yuba County, who is willing to assist with our Sutter Calendar if needed during the interim.

California DCSS

David Kilgore was the CA DCSS Director for the last six years. He recently resigned from this position, accepting a job with CGI. Kristen Donadee, the Chief Deputy, was promoted to the position of Director. She has been very involved in the change and the strategic direction the program has embarked; we therefore do not anticipate significant change to the program or to the Regional Child Support Agency.

Conflict of Interest Code

During the May 26, 2021, Leadership Advisory Committee meeting I provided information on the RCSAs application for a conflict-of-interest code with the FPPC. This was a longer process than anticipated but is now finally near completion.

The Political Reform Act requires state and local government agencies to adopt a conflict-of-interest code. Each county in our jurisdiction has their own conflict of interest code. However, being regionalized, we were required to work with the FPPC – Fair Political Practices Commission, to develop our own conflict of interest code. We have designated six classifications that will be required to file their statements of economic interests with the Agency (Colusa Sutter Yolo Regional Child Support) annually via the Form 700. The six classifications are:

- Director of Child Support Services
- Assistant Director
- Program Manager
- Business Services Manager
- Business Services Supervisor
- Child Support Attorney V

Per FPPC regulation, we were required to incorporate a 45-day comment period. The 45-day period started Monday September 9, 2024, and ended October 23rd which did



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not result in any comment. The FPPC consultant then submitted the proposed code to their Assistant Chief Counsel for their review and approval. Approval is anticipated by the end of November.

The RCSA has written procedures and have designated a Business Services Supervisor to issue and retain completed statements of economic interest forms.

Website Domain Transition

In September, Yolo County transitioned their website from .org domain to .gov. Our website, colusasutteryolochildsupport.org is separate from the Yolo County website. As a result, we are now working on transitioning ours from .org to .gov as well. We recognize that other local agencies are going through similar transitions. We are working with Yolo County IT and Granicus to complete this and hope to finish the project once our Conflict-of-Interest Code is also in place.

Performance

This year we took a different approach to performance planning. Since regionalization, we have had performance goals communicated organization wide, but didn't have clearly defined staff level work expectations or supervisor level coaching and monitoring expectations. This year, we approached performance planning aligning all classifications work to our goals. Additionally given the myriad programmatic changes impacting collections and caseload, we wanted to also ensure attention to quality and timeliness. You will receive a more detailed presentation by Program Manager Daniel Padilla as to our performance plans for the current Federal Fiscal Year, in addition to performance outcomes for last year.

Program Changes

Flexibility Efficiency and Modernization (FEM) Final Rule is a federal rule originating from the Office of Child Support Services (OCSS) that was put into effect December 20, 2016. California is implementing in phases over the next few years. SB 343 was chaptered in



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September 2023, which made changes to the child support guideline, effective September 2024. The new law adjusts the multipliers in the guideline calculations for minimum wage and lower earners with the goal of “right sizing” orders – in other words making child support orders more payable for low-income payors. The new law also expanded credits for low income earlier in the form of a Low-Income Adjustment (LIA).

Phase 2 of FEM will be implemented in 2026 which requires that local child support agencies (LCSA) consider the following 14 factors as it pertains to earning capacity when establishing a child support order: assets, residence, employment/earnings history, job skills, educational attainment, literacy, age, health, criminal record and employment barriers, record of seeking work, local job market, availability of employers, prevailing earning levels and other factors as determined. Again, the goal of FEM is to improve child support by setting accurate obligations, increase on-time payments to families, improve collection rates, and reduce arrearages. Although we have historically considered income as part of establishing child support factors, most of these other factors will significantly change how we engage with customers, interview, fact gather as well as alter the amount of information presented to the court. These changes will require system changes, training for staff, and to some degree – a customer service philosophy change. We have started some of the training and changes to how we conduct case interviews and document information. This will be ongoing and significant change to the program.

SB 1055 – California Drivers License Suspension as an enforcement tool.

As mandated by federal regulation, states use driver and professional license suspension as a tool to gain compliance with the child support obligation. In California, implementation of this policy impacted a large number of payors. For those debtors who are delinquent and have disregarded other attempts by the agency to solicit payment, the department provides advance notice to the parent that their license is subject to suspension. Typically, that letter gets the attention of the obligor who will contact the office and set up a payment plan.

However, SB 1055 was signed by the Governor and is effective January 1, 2025, which prohibits California Child Support from suspending California driver licenses for any



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child support obligor whose annual household income is at or below 70% of median income for the county in which they reside. Based on information in CSE (the California child support system) approximately 90% of California child support obligors make less than 70% of median income. It should be understood that an unknown subset of these obligors is working under the table, is self-employed, or is otherwise hiding income/assets from the program. Because we don't have income information for these parents, they too will no longer be subject to license suspension.

It is estimated that there are approximately 200,000 California child support obligors with their license suspended due to child support delinquency. DCSS is working with DMV to release all of those suspensions and potentially waive the \$15 fee. LCSAs will then be required to review their entire caseload to identify those obligors who may be eligible given the new income threshold. Additionally, there may be cleanup work required in CSE, to ensure the information in the Child Support System matches what is in the DMV system.

This change in law and policy will require substantially more work on a case-by-case basis to determine eligibility for this enforcement tool. Although many parents paying support may be relieved, parties receiving support will likely be frustrated as this has been a valuable tool to gain payment compliance. This change in law does not affect our use of professional license suspension. It is anticipated that implementation of this law may negatively impact child support collections.

The Work Number (TWN)

California has had a contract with Equifax for access to The Work Number (TWN), a tool that verifies the latest employment and income. TWN includes details such as employer name, address, FEIN as well as employee information such as name, address and phone plus employment status, hire date, duration with the employer, departure date, and job title. Access to TWN is essential and has provided the child support program with critical information about payors income and employment status. However, due to contract and cost issues California will be ending their contract with Equifax in the next few months. This will have significant impacts to our ability to set accurate orders, effectuate income withholding orders and ensure health insurance for children. Employers are legally



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required to provide information to Child Support; though many regularly refer us to the TWN – which has worked up until now. The Child Support Program can hold employers in contempt for failure to provide information; however, attorney and legal resources are limited. As of yet, there has not been a comparable tool identified. The loss of this contract will create more manual work for staff and will likely result in reduced performance on order attainment and a decrease in child support collections.

Former Assistance Pass Through Update

During previous LAC meetings, the RCSA provided an update on Formerly Assisted Pass Through, in other words passing through to families, collections on child support debt that was created because of non-payment of child support while the custodial parent was receiving CalWORKs. This has been a great policy change and in our three counties alone has resulted in the additional distribution of \$659,420 (from May 1 through November 7, 2024) to families instead of being recouped to government coffers. (Colusa - \$41,149; Sutter - \$219,540; Yolo - \$423,049) This is meaningful money for predominantly low-income parents.

Innovation and Technology

Spanish Customer Connect

In October, California implemented Spanish Customer Connect. Customer Connect is a tool that has been available in English only, that serves as a customer portal to communicate with and access limited case specific data. Feedback from staff and customers has been positive.

eR&A

The modification, or review and adjustment process of a child support order can be a lengthy and complicated process. One form in particular, the Income and Expense Form, is often difficult for customers to complete fully and accurately and is essential to the process. We are excited that this form has now been incorporated in an online format to streamline the process for customers. We anticipate by the end of the calendar year, the



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RCSA will also have a link added to the Customer Connect portal for easy access for parents. This larger process is referred to as eR&A, or Electronic Review and Adjustment.

Mobile Device Management

Yolo County continues to contemplate implementing a Mobile Device Management (MDM) Policy which will ultimately be for consideration by the Board of Supervisors. The goal of the draft plan created by Yolo County Innovation & Technology Services Department, is the creation of county-wide standards defining the use of mobile devices which includes both Agency Owned Mobile Devices (AOMDs) and Personally Owned Mobile Devices (BYOD). Deployment of appropriate protection schemas within and residing on all mobile devices and its communications and connectivity to County assets to ensure that data and information remain protected and that the use of such mobile devices ensure compliance with Federal, State, and local legal and regulatory requirements. Oversight of the allocation and administration of mobile devices at the Department Head level.

The RCSA provided android cell phones (AOMDs) to each member of the leadership team and our process servers who function in the field. All other staff members do not need a cell phone for any regular aspect of their work. To comply with the new anticipated requirements, the RCSA replaced the Leadership Teams existing cell phones with Apple iPhones which CA DCSS now manages (DCSS does not manage Android devices), in compliance with the anticipated new Yolo County standards. The process server's usage of the phone is limited to phone and text and does not have access to the state or county network. As a result, the process servers retained their Android devices. Agency staff are on the State O365 tenant making local Yolo County ITS management of the phones impossible.

CA DCSS Staff at Local Offices

As noted in the May 2024 General Update, the California Department of Child Support Services (DCSS) was looking for local offices that state employees could work from given the Governor's return to the office (part time) edict. The RCSA entered into an MOU with DCSS to house three state employees at the Colusa office, each one day a week. The



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three employees, which work in their technology division, will not engage with customers. This non-financial arrangement started in mid-October and is working well. We commenced the arrangement with a pizza lunch so staff could get to know one another.

Training

Staff of the RCSA have had myriad opportunities to train and be trained.

I was honored to be part of an esteemed group who facilitated a discussion at the Western Intergovernmental Child Support Engagement Council (WICSEC) a session on Women in Leadership. We were also fortunate to be able to send our Intergovernmental specialist, Michelle Garcia, to WICSEC this year.

Earlier this year, Assistant Director Amanda Battles trained a group of California Child Support leaders at a program called Elevate on Story Telling with Data. I was also privileged to speak and train the same cohort on Building Political Acumen.

WICSEC held a Micro Learning that highlighted the RCSAs efforts to Inform Spanish Speaking Participants on the Benefits of Child Support.

I also had the recent honor to be asked by the Child Support Directors Association (CSDA) to speak at the California Welfare Directors Association (CWDA) in a session regarding the changes in child support.

We feel very fortunate to have both Program Managers, Daniel Padilla and Tyria Valledor participate in the most recent cohort of the Elevate Leadership Development Program, graduating in October.

Sandra Padilla, a Child Support Supervisor, is currently participating in and enjoying the Sacramento Valley Leadership Development Program.

Staff development will remain a focus for the department in 2025. In addition to our regular new hire induction training and program related trainings, we are committed to continuing our monthly Diversity, Equity, and Inclusion training, and plan to institute a formal mentoring program. This initiative aims to foster professional growth, enhance skills development, and assist with succession planning. By nurturing talent from within,



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we hope to prepare future leaders who are well versed in the department's goals and values.

Another impactful training coming midyear is Crucial Conversations. Crucial Conversations training is designed to provide staff members with the tools needed in order to navigate and manage difficult conversations effectively.

Several of our staff have been asked to speak at the 2025 CSDA Annual Child Support Training Conference and Expo – which is generating some excitement.



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To: RCSA Leadership Advisory Committee

From: Amanda Battles, Assistant Director

Subject: RCSA Financial Update (Agenda Item #6)

Date: December 5, 2024

SFY 2023-24 Financial Closeout Report

We spent 93% of our regional allocation in SFY 2023-24. We continue to work with the California Department of Child Support Services (DCSS) to ensure funds are moved between the Sutter and Yolo allocations to align with our expenditures, staying within the total allocation.

As planned, we did not utilize any of the \$250,000 budgeted to Federal Performance Incentive Funds (FPIF) in FY 2023-24. We have \$300,000 total FPIF available to us and budgeted to \$250,000 again in 2024-25.

In addition to staying under our allocation we are working to be mindful of increasing our cost effectiveness, comparing how much we are collecting to how much we are spending. Cost effectiveness is a Federal Performance Measure, one for which there is a penalty if the state drops below \$2.00. For Federal Fiscal Year (FFY) 2023, Statewide Cost Effectiveness was \$2.35 and we were at \$2.33. For FFY 2024 we are estimating that our cost effectiveness will be higher than last year mostly due to decreased expenditures.

There are three Sutter County employees assigned to the RCSA; all others are Yolo County employees. The three Sutter County employees have until December 31, 2025, to resign, retire or transition to Yolo County employment.



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SFY 2024-25 Funding Update

During our May 2024 LAC meeting, I reported no change to our funding over the prior year. However, on July 1, 2024, DCSS issued CSSI Letter 24-05 Administrative and Electronic Data Processing Final Allocations for SFY 2024-25. In that final allocation letter our funding was reduced by \$233,229. Last year, the Yolo County Board of Supervisors approved equity adjustments for most of our classifications between recommended and adopted budget. Additionally, Yolo County reduced some retirement costs. As a result of these changes, we had to make additional adjustments to our Yolo County budget for adopted. We eliminated an additional vacant Senior Child Support Specialist position and eliminated budgeted salary savings.

Funding Outlook

The department recently submitted our annual FTE Survey to DCSS. The FTE Survey results in DCSS determining the average cost of an FTE for each local child support agency. Despite rising costs, our average cost per FTE is lower than the prior fiscal year. The department eliminated more costly positions which caused our average FTE cost to decline. The funding methodology uses average cost per FTE and caseload size to determine allocations across the state. Caseloads statewide continue to decline. We are cognizant that our funding may be reduced further with both of these factors in mind. Early funding projections by DCSS indicate that our funding will remain flat for SFY 2025-26 but as we have seen in SFY 2024-25 this could change.



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To: RCSA Leadership Advisory Committee

From: Daniel Padilla, Regional Program Manager

Subject: 2023-2024 Performance Update (Agenda Item #7)

Date: December 5, 2024

Child support has proven to be a valuable source of income for families and importantly reduces child poverty. The federal Office of Child Support Services reported via an [infographic](#) that in federal fiscal year (FFY) 2023 the child support program collected \$29.6 billion and served more than 12.7 million children; 97% of child support collected went to families. Child Support serves more children than all other programs except Medicaid and SNAP.

California's poverty rate soared in 2023 to 18.9% meaning about 7.3 million state residents lacked the resources to meet basic needs last year. Furthermore, the rate of poverty for children in California is higher than the national average. Unfortunately, California serves fewer children as a percent to total, than nationally (approximately 1 in 9 children in CA compared to 1 in 5 children nationally) – demonstrating the need to expand access to services.

Child support services promotes the well-being of children by establishing parentage and through the establishment and collection of child support for children living in a co-parenting situation. We strive to improve our services to families and continue to be creative in areas we aim to enhance. In addition to alleviating child poverty, expanding access to child support and importantly parental involvement of both parents has other benefits for children including:

- Reduced instances of child abuse and neglect,
- Improved educational outcomes, and
- Improved cognitive, language and social development.



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The Colusa Sutter Yolo Regional Child Support Agency (RCSA) strongly believes in educating our community and connecting customers with services for the purpose improving child outcomes, reducing child poverty, and increasing parental involvement. For many customers, the value of child support services isn't immediate, and only through lived experiences does this become apparent.

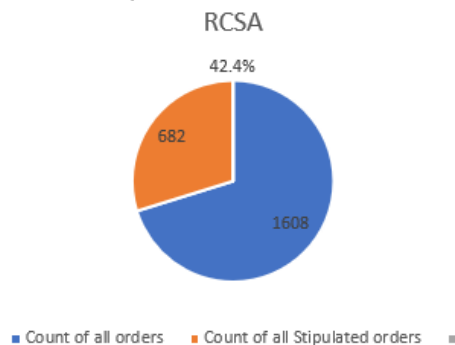
Customer Engagement

Stipulations

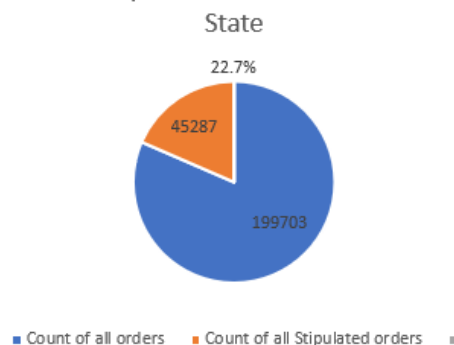
The RCSA continued efforts to increase stipulations for FFY 2024 as a strategy to increase customer engagement and performance. The agreements between the parents can streamline a potentially taxing legal process, allowing them to focus on their critical responsibility of co-parenting. With this objective in mind, the establishment team reaches out to all newly opened cases with the goal of educating and engaging both parents.

Although the percent of stipulated orders for the FFY 2024 is lower than the year prior, we ended with 38.9%. The aggregate total for FFY 2022/2023 and FFY 2023/2024 reached 42.4%, as compared to 22.7% statewide stipulations for the same period.

Percent of Stipulated Orders FFY 23 & FFY 24



Percent of Stipulated Orders FFY 23 & FFY 24



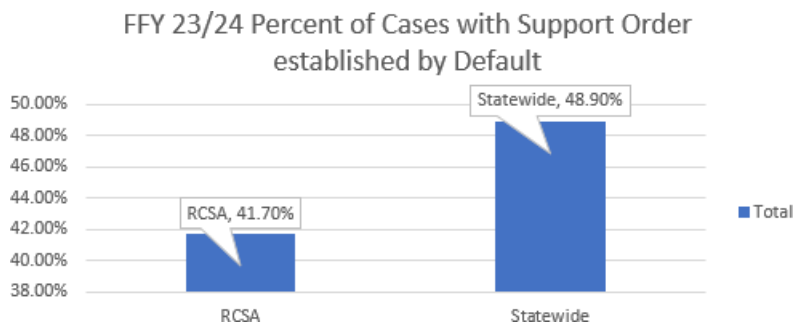
Default Judgment

To further this point, one of the core duties for the establishment team is to file orders



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and for many of our customers it is their first child support order (judgment) filed. Although contact with customers does not guarantee a stipulation, it can reduce default judgements. Default judgements are filed when the Parent Paying Support (PPS) chooses to not act on the summons and complaint they were served within the 30 days legally allowed by either stipulating or filing an Answer to the complaint. Historically, default orders do not perform as well as stipulated orders. The RCSA's default percentage of all support orders established was slightly better than compared statewide. The default percentage for RCSA in the 2023/2024 FFY was 41.7% as compared to the 48.9% statewide.

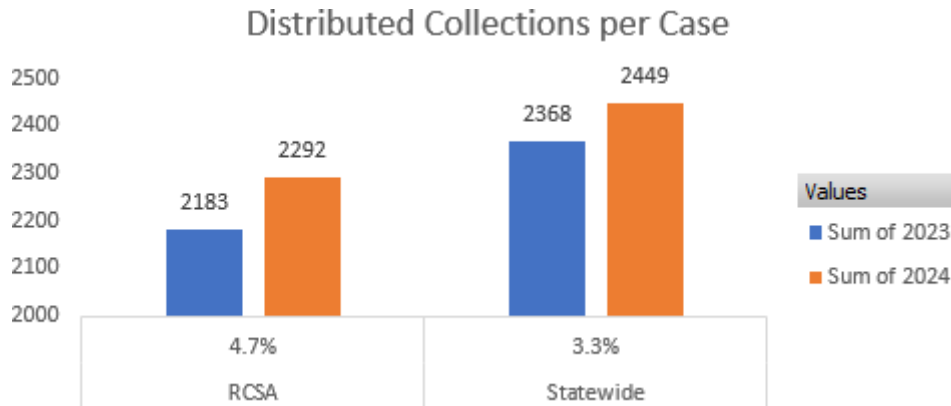


Distributed Collections

The impacts of customer engagement extend beyond the stipulation and default percentage and spills into other areas of the child support program including collections. By making a diligent effort to reach out to our customers we have distributed \$2,292 on average per case with a collection for the FFY 2024. This is a 4.7% increase from the FFY 2023 (\$2,183). Despite collecting more per case, it should be noted that the RCSA did experience a 4.3% or \$980,285 decline in total collections for the FFY 2024 (\$21,419,612) as compared to FFY 2023 (\$22,399,897). The primary factor contributing to this decline is the reducing caseloads. The RCSA had a total of 10,319 cases in September of 2023 but only reported 9,375 cases in September of 2024: a reduction of 944 cases in a 12-month period.



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Average Number of Days from Case Opening to Order

Customer engagement can also speed up the process to establish an order even if it's through a hearing. The RCSA averaged 106 days from case opening to order (PI-22) filed during the 2023/2024 FFY as compared to 137 days statewide. The RCSA also averaged 43 days from monetary order to first payment as compared to 57 days statewide. This means the RCSA is obtaining orders and getting money to families quicker than the average statewide. In addition to assisting the person receiving support, this efficient work also helps the parent ordered to pay by avoiding or reducing arrears they could potentially owe.

FFY2024/2025

New State Approach

State DCSS introduced a new performance planning approach for FFY2024/2025. In previous years the state required all local child support agency's (LCSA) to create a Performance Management Plan or PMP. Every year we set our goals, tracked our outcomes, and reported back to the state. This year the state came out with the Annual Performance Strategies or APS for FFY 2025 which replaced the PMP. The APS aligns with the DCSS' Strategic Plan which focuses on improving service delivery, outcomes for children and families and streamlines internal process. The APS includes three key initiatives:



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1. Uncollectible Debt: Phase 1 – Sole source of income and foster care.
2. Final Rule: Flexibility, Efficiency, and Modernization in Child Support Enforcement Programs (FEM) guideline changes. All LCSAs are to develop a plan to implement the requirements of the changes to the guideline calculator.
3. Transition to IV-D PEP – LCSAs are to clean up IV-D paternity data by July 2025.

The RCSA responded to the state's directive and organized plans to work these. As a result, the RCSA has closed 651 foster care cases for the Uncollectible Debt Phase 1 initiative. As of November 2024, the RCSA has 28 cases remaining on the list to review. Regarding the sole source of income portion of the Uncollectible Debt Phase 1 initiative the RCSA has been able to analyze and process 180 cases since November 2023. The RCSA currently has 45 cases remaining to be reviewed. The Final Rule- FEM guideline changes have been implemented as of August 2024 prior to the new guideline calculator's state implementation deadline of September 2024. Finally, the IV-D paternity data clean-up is up to date, but we will continue to review every quarter until July 2025 to ensure clean data.

FFY24/25 Performance Strategy

As the RCSA enters the FFY 2025 the agency stays committed to look for areas of internal improvement. The fact the RCSA's APS implementation is in good status gave the agency an opportunity to work on goal setting internally.

The FFY 2025 Performance Strategy was created with the vision to produce more clarity across the organization. This document aligns with the state DCSS' Strategic Plan and will align all internal performance conversations and all performance related work across teams so we can better understand how our everyday duties impact others in the organization and ultimately impact our goals. The Performance Strategy calls out eight goals the RCSA labeled as Big Picture Goals and provides the measurements for those goals.



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Agency Wide Big Picture Goals & Measurements

<i>Goals</i>	<i>Measurements</i>
Time to Order	93 days or fewer by end of FFY
Parentage	3% by end of FFY
New Case Processing	2 business days and zero cases at more than 20 days
Timely R&A's	Zero R&A's past 180 days
Collection on Current	70% or higher on current
Collection on Arrears	61.5% or higher on cases with arrears owed by FFY and 39% on monthly DECK stat
Uncollectable Debt – Sole Source	No cases on Tableau list over 60 days by FFY
Outreach/New Nevers	10% increase over 23/24

The advantage of having goals closely related to staff’s work is the quick understanding of their impacts to those Big Picture goals, and a better understanding of the smaller outcomes not always visible in the Big Picture goals. This allows for smaller tactical strategies at the worker level. The FFY 2025 Performance Strategy outlines core areas of review for each of the goals designed to improve workflow between teams and solidifying expectations for all employees. These reviews will at minimum take place between staff and their supervisor at their monthly one-one-one meetings and again with the supervisor and their manager as the goals impact multiple teams across the organization. By having these core areas outlined ensures consistent conversations are being had across the organization. The performance strategy does not include all aspects of workers duties, but we believe this will focus our energy and will direct our efforts in the same path forward which will positively impact our customers.

Vacancy impacts

As teams and staff work under the 2025 Performance Strategy and build a better understanding of workflow and duty impacts it becomes evident how impactful vacancies are. Unfortunately, vacancies are now a regular hurdle for government agencies and that fact is also true for the RCSA.

FFY 2024 saw a decrease of attorneys for the agency, part of which was intentional due to budget. The RCSA went from three full time attorneys to two full time. Due to a resignation in October, the RCSA currently only has one attorney but is actively recruiting to fill the second vacant position.



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This decrease in attorneys increases internal workload on our one attorney who is required to attend all hearing appearances for each of the three courts. This workload may slow the legal process which can have negative performance outcomes, specifically in our time to order and our timely review and adjustment stats. The organization has made strategic decisions regarding duties of the legal team Child Support Specialists (CSS) to mitigate any potential delays. The CSS will review work that does not require attorney review to prevent backlogs and streamline processes.

The RCSA has also had CSS and Child Support Assistant (CSA) vacancies which we have regularly worked to fill and onboard. The CSS vacancy means shifts in caseloads, or temporary coverage provided by Senior CSS's. Caseload size varies, but currently our caseloads range from 430 to 500 cases per CSS. Vacancies at the CSS level require immediate planning to ensure coverage of the caseload. CSAs are responsible for legal document processing, coordination of service of process, locate and limited case management. Vacancies can affect the efficiency of the overall operation.

Conclusion

The RCSA continues to be strategic in its approach to case management and performance. Case opening, parentage and the child support establishment remains the responsibility of our establishment team. The agency is working to stem the tide in case closure by outreach, advertising and educating the community on the breadth of services we provide. Our enforcement teams focus on the collection, distribution of child support and the modification of child support orders when needed. Although we collected less money in total, the average amount collected per case with a distributed collection increased. Furthermore, the timeliness of order establishment and the distribution of the first payment is faster than the state average.

The RCSA has also invested a great deal of time and energy into improving its internal processes by creating the FFY 2025 Performance Strategy. While the investment the RCSA is dedicating to our internal processes may not be visible to our external customers, the effects of the resulting efficiencies will be felt by all. The performance strategy aims to align our work through the core reviews we identified to reach the Big Picture Goals. This will have all staff rowing in the same direction which is intended to improve our quality of work and service to customers.



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The RCSA is committed to providing quality service. We recognize the value of our program, the positive impacts to the many families who depend on our service, and to our communities.

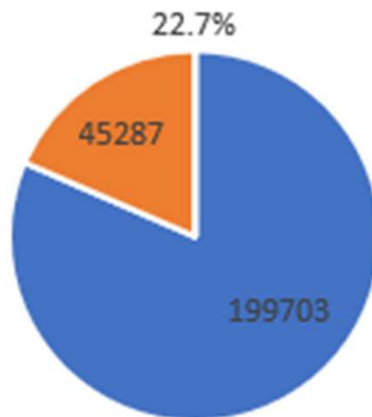
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*Leadership Advisory Committee Meeting
2023/2024 FFY Performance Update (Agenda Item #7)
December 05, 2024*



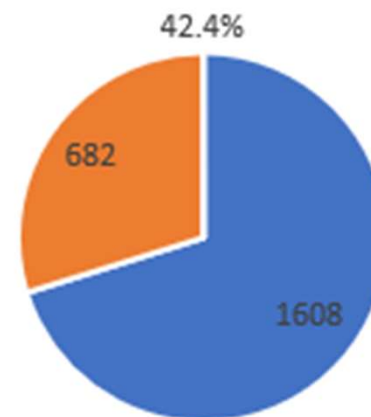
Stipulations

STATE DCSS
FFY2023 & FFY2024



■ Count of all orders ■ Count of all Stipulated orders ■

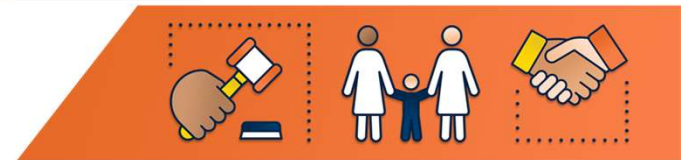
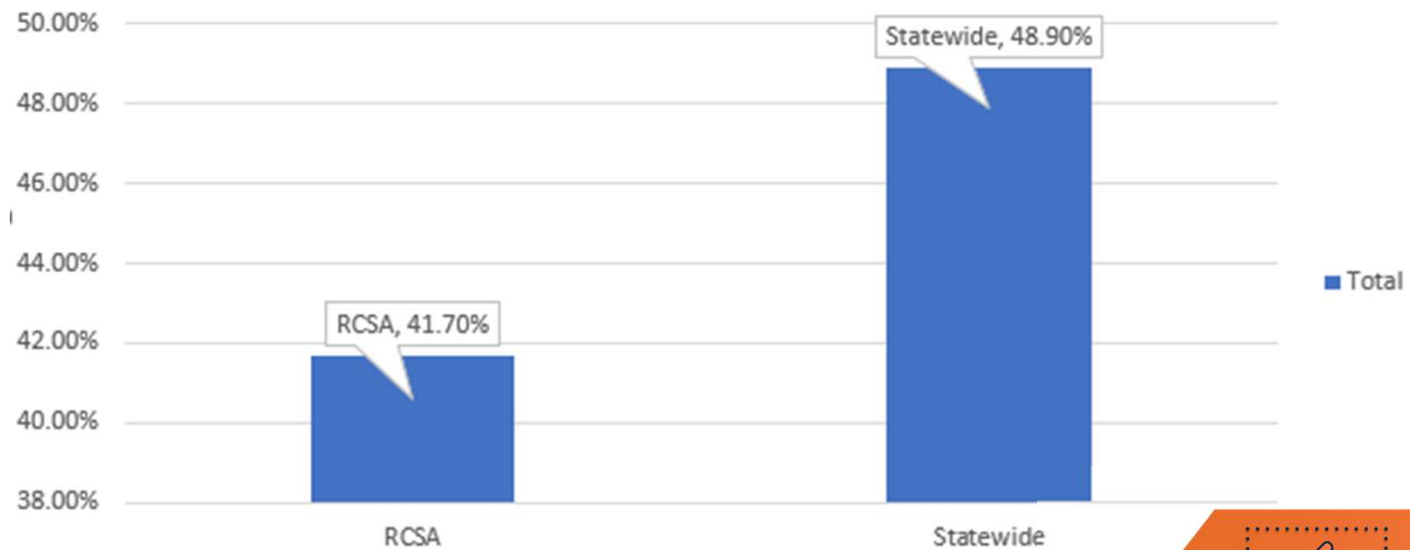
RCSA
FFY2023 & FFY2024



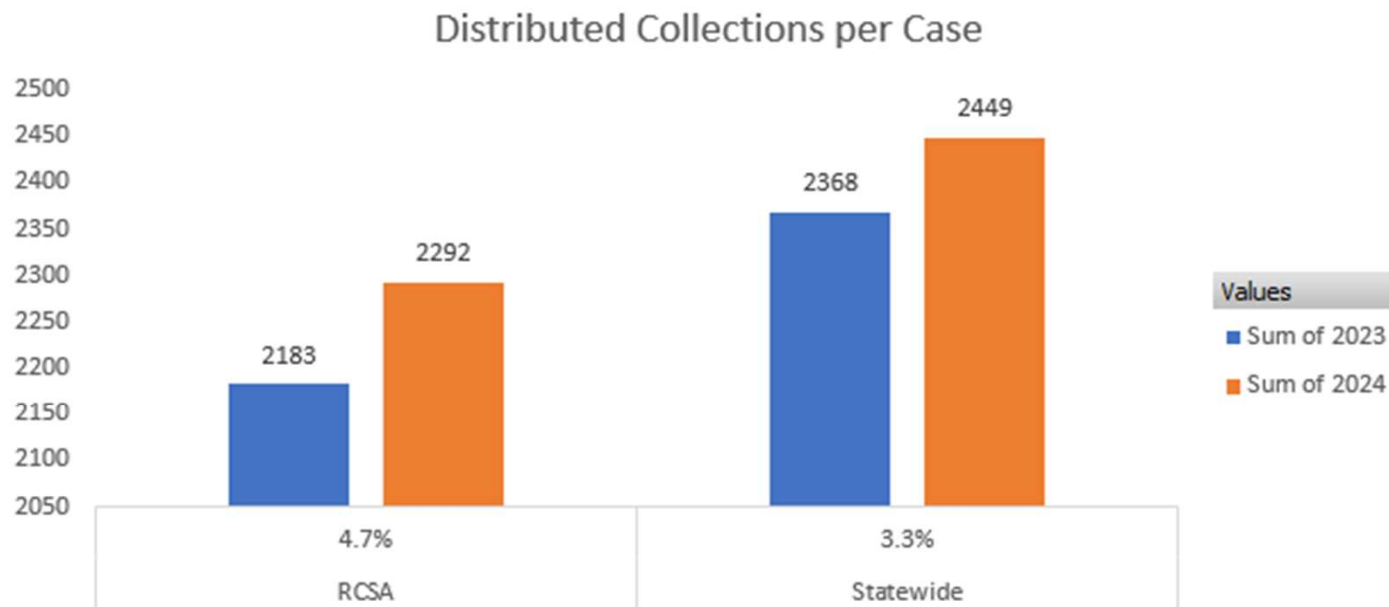
■ Count of all orders ■ Count of all Stipulated orders ■

Default

FFY 23/24 Percent of Cases with Support Order established by Default



Distributed Collections Per Case



FFY24/25 Performance Strategy

Agency Wide Big Picture Goals & Measurements

Goals

Measurements

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