

LEG. FINANCE - BILLS 1977 - 1978 908

SB 122 cont. 908

STATE OF ALASKA  
 Office of the Governor  
 Budget & Management Div.

REVISED PROGRAM  
 REQUEST FOR NEW POSITION

AGENCY Health & Social Services	CATEGORY	06	Health
DIVISION Child Support	PROGRAM	26	Admin./Support
	SUB-PROGRAM	04	Child Support
	ELEMENT		
	SUB-ELEMENT		

POSITION TITLE	Clerk III	RANGE	8	LOCATION	Anchorage
TYPE OF POSITION	PFT			REF: FORM	1042 LINE 18
TYPE OF EXPENDITURE	FY 77 (Current Yr.)		DETAIL OF RELATED EXPENSES		
	AMOUNT	FUNDING SOURCE			
PERSONAL SERVICES	1158	GF	1158 x 1 mo. x 21% = 1158		
EQUIPMENT	408		Table (60 x 30) 2 chairs w/out arms, 1 stack chair		
OTHER	25		Commodities		
TOTAL	1591				

FUNDING SOURCE	PROJECTIONS	FY 78 (Next Yr.)	FY 79	FY 80	FY 81	FY 82
	TOTAL EXPENSES	14.6	16.1	17.7	19.4	21.4
	General Fund	14.6	16.1	17.7	19.4	21.4

EXPLANATION: AS 47.23.020 requires the Child Support Enforcement Agency to administer and enforce child support orders of the Superior Courts of this state and the Uniform Reciprocal Enforcement of Support Act. Public Law 93-647 requires the state to obtain child support orders and administer and enforce the same for recipients of Aid to Families with Dependent Children. This position is responsible for supervising the entry of new cases into the computer, removal of dismissed cases, and the modification of existing computer records to reflect changes in names, addresses, payment amounts, emancipations, removal from welfare, etc. On January 25, 1977, the Agency had over 8000 cases. New cases are projected at 20 per week, dismissals at 5 per week, and data modifications at over 800 per week. In addition, all AFDC assignments must be cross-referenced as data input each month. During this fiscal year this function will require five case maintenance input clerks and one working supervisor. The supervisor is also responsible for forwarding all pertinent data

CERTIFICATION BY AGENCY HEAD DATE

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APPROVED CLASSIFICATION  
 CLASS CODE  
 APPROVED BY: RANGE  
 EFFECTIVE DATE  
 LOCATION  
 PCN



Explanation

to the appropriate CSEO and reciprocal states, and answering correspondence concerning these functions, received from reciprocal states, other IV-D offices, attorneys and clients. Federal regulations 45 CFR Part 303 requires sufficient staff to complete these activities. 45 CFR Part 304 provides for federal financial participation for a portion of these activities.

BRU \_\_\_\_\_ BRU CODE \_\_\_\_\_ REVISED \_\_\_\_\_



EXPLANATION



STATE OF ALASKA  
Office of the Governor  
Budget & Management Div.

REVISED PROGRAM  
REQUEST FOR NEW POSITION

AGENCY Health & Social Services	CATEGORY	06	Health
DIVISION Child Support	PROGRAM	26	Admin./Support
Enforcement Agency	SUB-PROGRAM	04	Child Support
	ELEMENT		
	SUB-ELEMENT		

POSITION TITLE	Clerk III	RANGE	8	LOCATION	Anchorage
TYPE OF POSITION	PFT	REF: FORM	1042	LINE	19
TYPE OF EXPENDITURE	FY 77 (Current Yr.)		DETAIL OF RELATED EXPENSES		
	AMOUNT	FUNDING SOURCE			
PERSONAL SERVICES	1158	GF	957 x 1 mo. x 21% = 1158		
EQUIPMENT	408		Table, (60 x 30) 2 chairs w/out arms, 1 stack chair		
OTHER	25		Commodities		
TOTAL	1591				

FUNDING SOURCE	PROJECTIONS	FY 78 (Next Yr.)	FY 79	FY 80	FY 81	FY 82
	TOTAL EXPENSES	14.6	16.1	17.7	19.4	21.4
	General Fund	14.6	16.1	17.7	19.4	21.4

EXPLANATION: AS 47.23.020 requires the Child Support Enforcement Agency to administer and enforce child support orders of the Superior Courts of this state and the Uniform Reciprocal Enforcement of Support Act. Public Law 93-647 requires the state to obtain child support orders and administer and enforce the same for recipients of Aid to Families with Dependent Children. This position is responsible for supervising the entry of new cases into the computer, removal of dismissed cases, and the modification of existing computer records to reflect changes in names, addresses, payment amounts, emancipations, removal from welfare, etc. On January 25, 1977, the Agency had over 8000 cases. New cases are projected at 20 per week, dismissals at .5 per week, and data modifications at over 800 per week. In addition, all AFDC assignments must be cross-referenced as data input each month. During this fiscal year this function will require five case maintenance input clerks and one working supervisor. The supervisor is also responsible for forwarding all pertinent data

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EXPLANATION



STATE OF ALASKA  
 Office of the Governor  
 Budget & Management Div.

REVISED PROGRAM  
 REQUEST FOR NEW POSITION

AGENCY Health & Social Services DIVISION Child Support	CATEGORY PROGRAM SUB-PROGRAM	06 26 04	Health Admin./Support Child Support
	ELEMENT		
	SUB-ELEMENT		

POSITION TITLE	Clerk II	RANGE	7	LOCATION	Anchorage
TYPE OF POSITION	PFT	REF: FORM	1042	LINE	20
TYPE OF EXPENDITURE	FY 77 (Current Yr.)		DETAIL OF RELATED EXPENSES		
	AMOUNT	FUNDING SOURCE			
PERSONAL SERVICES	1123	GF	928 x 1 mo. x 21% = 1123		
EQUIPMENT	120		2 chairs		
OTHER	25		Commodities		
TOTAL	1268				

FUNDING SOURCE	PROJECTIONS	FY 78 (Next Yr.)	FY 79	FY 80	FY 81	FY 82
	TOTAL EXPENSES	14.2	15.6	17.2	18.9	20.8
	General Fund	14.2	15.6	17.2	18.9	20.8

EXPLANATION: AS 47.23.020 requires the Child Support Enforcement Agency to administer and enforce child support orders of the Superior Courts of this state and the Uniform Reciprocal Enforcement of Support Act. Pub. Law 93-647 requires the state to obtain child support orders and administer and enforce the same for recipients of Aid to Families with Dependent Children. This position is responsible for supervising the entry of new cases into the computer, removal of dismissed cases, and the modification of existing computer records to reflect changes in names, addresses, payment amounts, emancipations, removal from welfare, etc. On January 25, 1977, the Agency had over 8000 cases. New cases are projected at 20 per week, dismissals at 5 per week, and data modifications at over 800 per week. In addition, all AFDC assignments must be cross-referenced as data input each month. During this fiscal year this function will require five case maintenance input clerks and one working supervisor. The supervisor is also responsible for forwarding all pertinent data

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 EXPLANATION



STATE OF ALASKA  
Office of the Governor  
Budget & Management Div.

REVISED PROGRAM  
REQUEST FOR NEW POSITION

AGENCY Health & Social Services	CATEGORY	06	H & SS
	PROGRAM	26	Admin./Support
DIVISION Child Support Enforcement Agency	SUB-PROGRAM	04	Child Support
	ELEMENT		
	SUB-ELEMENT		

POSITION TITLE Clerk III - Cashier		RANGE 8	LOCATION Anchorage			
TYPE OF POSITION PFT			REF: FORM 1042 LINE 21			
TYPE OF EXPENDITURE	FY 77 (Current Yr.)		DETAIL OF RELATED EXPENSES			
	AMOUNT	FUNDING SOURCE				
PERSONAL SERVICES	1158	GF	957 x 1 mo. x 21% = 1158			
EQUIPMENT	408		Table (60 x 30) 2 chairs w/out arms. 1 stack chair			
OTHER	50		Commodities			
TOTAL	1616					
PROJECTIONS		FY 78 (Next Yr.)	FY 79	FY 80	FY 81	FY 82
TOTAL EXPENSES		15.1	16.6	18.2	20.0	22.0
FUNDING SOURCE	General Fund	15.1	16.6	18.2	20.0	22.0

EXPLANATION: AS 47.23.020 requires the Child Support Enforcement Agency to administer and enforce child support orders of the Superior Courts of this state and the Uniform Reciprocal Enforcement of Support Act. Public Law 93-647 requires the state to obtain child support orders and administer and enforce the same for recipients of Aid to Families with Dependent Children. On January 25, 1977, the agency had over 8000 cases, with new cases projected at a net increase of 20 per week. During the four month period from October 1, 1976, through January 28, 1977, the agency receipted over \$1.24 million dollars in child support collections, over \$300,000 dollars of which were paid in cash. Those collections represented payment activity in less than 25% of the cases. During this fiscal year this function will require one cashier and one receipting clerk. Federal regulations 45 CFR Part 303 requires sufficient staff to complete those activities. 45 CFR Part 304 provides for federal financial participation for a portion of these activities.

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STATE OF ALASKA  
 Office of the Governor  
 Budget & Management Div.

REVISED PROGRAM  
 REQUEST FOR NEW POSITION

AGENCY Health & Social Services	CATEGORY	06	H & SS
DIVISION Child Support	PROGRAM	26	Admin./Support
Enforcement Agency	SUB-PROGRAM	04	Child Support
	ELEMENT		
	SUB-ELEMENT		

POSITION TITLE	Clerk III - Payments		RANGE	8	LOCATION	Anchorage
TYPE OF POSITION	PFT		REF: FORM	1042	LINE	22
TYPE OF EXPENDITURE	FY 77 (Current Yr.)		DETAIL OF RELATED EXPENSES			
	AMOUNT	FUNDING SOURCE				
PERSONAL SERVICES	1158	GF	957 x 1 mo. x 21% = 1158			
EQUIPMENT	408		Table, (60 x 30) 2 chair w/out arms, 1 stack chair.			
OTHER	50		Commodities			
TOTAL	1616					

FUNDING SOURCE	PROJECTIONS	FY 78 (Next Yr.)	FY 79	FY 80	FY 81	FY 82
	TOTAL EXPENSES	15.1	16.6	18.2	20.0	22.0
	General Fund	15.1	16.6	18.2	20.0	22.0

EXPLANATION: AS 47.23.020 requires the Child Support Enforcement Agency to administer and enforce child support orders of the Superior Courts of this state and the Uniform Reciprocal Enforcement of Support Act. Public Law 93-647 requires the state to obtain child support orders and administer and enforce the same for recipients of Aid to Families with Dependent Children. On January 25, 1977, the agency had over 8000 cases, with new cases projected at a net increase of 20 per week. During the four month period from October 1, 1976, through January 28, 1977, the agency receipted over \$1.24 million dollars in child support collections, over \$300,000 dollars of which were paid in cash. Those collections represented payment activity in less than 25% of the cases. During this fiscal year this function will require one cashier and one receipting clerk. Federal regulations 45 CFR Part 303 requires sufficient staff to complete those activities. 45 CFR Part 304 provides for federal financial participation for a portion of these activities.

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STATE OF ALASKA  
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Budget & Management Div.

REVISED PROGRAM  
REQUEST FOR NEW POSITION

AGENCY Health & Social Services	CATEGORY	06	Health
DIVISION Child Support	PROGRAM	26	Admin /Support
Enforcement Agency	SUB-PROGRAM	04	Child Support
	ELEMENT		
	SUB-ELEMENT		

POSITION TITLE	Clerk Typist III	RANGE	8	LOCATION	Fairbanks
TYPE OF POSITION	PFT	REF: FORM	1042	LINE	23

TYPE OF EXPENDITURE	FY 77 (Current Yr.)		DETAIL OF RELATED EXPENSES
	AMOUNT	FUNDING SOURCE	
PERSONAL SERVICES	1301	GF	1083 x 121% = 1301
EQUIPMENT	1140		Desk, chair, transcribing set, 1 stack chair
OTHER	50		Commodities
TOTAL	2491		

FUNDING SOURCE	PROJECTIONS	FY 78 (Next Yr.)	FY 79	FY 80	FY 81	FY 82
	TOTAL EXPENSES		15.1	16.6	18.2	20.0
General Fund		15.1	16.6	18.2	20.0	22.0

EXPLANATION: AS 47.23.020 requires the Child Support Enforcement Agency to administer and enforce child support orders of the Superior Courts of this state and the Uniform Reciprocal Enforcement of Support Act. Public Law 93-647 requires the state to obtain child support orders and administer and enforce the same for recipients of Aid to Families with Dependent Children. On January 25, 1977, the agency had over 8000 cases. New cases are projected at a net of 20 per week. Arrearages in past due child support are over \$6 million. Enforcement proceedings must be initiated to collect this child support, as well as the new cases. Each Child Support Officer can effectively utilize two clerk typists during this fiscal year, and additional typists as CSEO efficiency is increased. Federal regulations 45 CFR Part 303 requires sufficient staff to complete these activities. 45 CFR Part 304 provides for federal financial participation for a portion of these activities.

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REVISED PROGRAM  
REQUEST FOR NEW POSITION

AGENCY Health & Social Services	CATEGORY	06	Health
DIVISION Child Support Enforcement Agency	PROGRAM	26	Admin /Support
	SUB-PROGRAM	04	Child Support
	ELEMENT		
	SUB-ELEMENT		

POSITION TITLE Clerk Typist III	RANGE 8	LOCATION Anchorage
TYPE OF POSITION PFT		REF: FORM 1042 LINE 24

TYPE OF EXPENDITURE	FY 77 (Current Yr.)		DETAIL OF RELATED EXPENSES
	AMOUNT	FUNDING SOURCE	
PERSONAL SERVICES	1158	GF	957 x 1 mo. x 21% = 1158
EQUIPMENT	1970		Desk, chair, transcriber, typewriter, stack chair,
OTHER	50		Commodities
<b>TOTAL</b>	<b>3153</b>		

FUNDING SOURCE	PROJECTIONS	FY 78 (Next Yr.)	FY 79	FY 80	FY 81	FY 82
		TOTAL EXPENSES	14.6	16.1	17.7	19.4
	General Fund	14.6	16.1	17.7	19.4	21.4

EXPLANATION: AS 47.23.020 requires the Child Support Enforcement Agency to administer and enforce child support orders of the Superior Courts of this state and the Uniform Reciprocal Enforcement of Support Act. Public Law 93-647 requires the state to obtain child support orders and administer and enforce the same for recipients of Aid to Families with Dependent Children. On January 25, 1977, the agency had over 8000 cases. New cases are projected at a net of 20 per week. Arrearages in past due child support are over \$6 million. Enforcement proceedings must be initiated to collect this child support, as well as the new cases. Each Child Support Officer can effectively utilize two clerk typists during this fiscal year, and additional typists as CSEO efficiency is increased. Federal regulations 45 CFR Part 303 requires sufficient staff to complete these activities. 45 CFR Part 304 provides for federal financial participation for a portion of these activities.

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REQUEST FOR NEW POSITION

AGENCY Health & Social Services	CATEGORY	06	Health
	PROGRAM	26	Admin./Support
DIVISION Child Support	SUB-PROGRAM	04	Child Support
Enforcement Agency	ELEMENT		
	SUB-ELEMENT		

POSITION TITLE	Clerk Typist II		RANGE	7	LOCATION	Anchorage
TYPE OF POSITION	PFT		REF: FORM	1042	LINE	25
TYPE OF EXPENDITURE	FY 77 (Current Yr.)		DETAIL OF RELATED EXPENSES			
	AMOUNT	FUNDING SOURCE				
PERSONAL SERVICES	1123	GF	928 x 1 mo. x 21% = 1123			
EQUIPMENT	2020		Desk, chair, transcriber, typewriter, typing stand, stack chair.			
OTHER	50		Commodities			
TOTAL	3193					

FUNDING SOURCE	PROJECTIONS	FY 78 (Next Yr.)	FY 79	FY 80	FY 81	FY 82
	TOTAL EXPENSES	14.2	15.6	17.2	18.9	20.8
	General Fund	14.2	15.6	17.2	18.9	20.8

EXPLANATION: AS 47.23.020 requires the Child Support Enforcement Agency to administer and enforce child support orders of the Superior Courts of this state and the Uniform Reciprocal Enforcement Support Act. Public Law 93-647 requires the state to obtain child support orders and administer and enforce the same for recipients of Aid to Families with Dependent Children. On January 25, 1977, the agency had over 8000 cases. New cases are projected at a net of 20 per week. Arrearages in past due child support are over \$6 million. Enforcement proceedings must be initiated to collect this child support, as well as the new cases. Each Child Support Officer can effectively utilize two clerk typists during this fiscal year, and additional typists as CSEO efficiency is increased. Federal regulations 45 CFR Part 303 requires sufficient staff to complete these activities. 45 CFR Part 304 provides for federal financial participation for a portion of these activities.

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HASKINS & SELLS

CERTIFIED PUBLIC ACCOUNTANTS

2000 SEATTLE-FIRST NATIONAL BANK BUILDING  
SEATTLE, WASHINGTON 98154

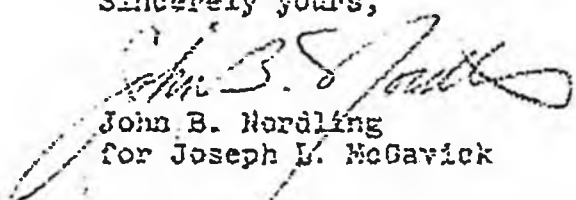
March 17, 1977

Mr. Ben Iverson  
Department of Health and  
Social Services  
State of Alaska  
Pouch H01  
Juneau, Alaska 99801

Dear Ben:

Attached is the information you requested regarding the work load estimates and staffing. Please remember the estimates had to be developed with limited observation and work measurement validation because of the insufficient CSEA staff and the resultant nonperformance of many jobs. We did review staffing information with Washington State and Michigan State agency people and with Washington, D.C. staff in order to validate our estimates. On this basis we believe them to be realistic.

Sincerely yours,

  
John B. Nordling  
for Joseph L. McGavick

C/C - Mr. Phil Nash

## CSEA WORK LOAD MEASUREMENT AND STAFFING

### A. Overview

Work load estimates were developed by observation and interview for the various major types of direct child support enforcement activities performed. Because the current staff is insufficient, a number of functions are not being performed and work standards are therefore estimated.

Time estimates were developed by personnel category for each type of child support case for the direct enforcement activities to be performed in accordance with state or federal requirements. The expected numbers of each type of case to be enforced each month were then estimated and multiplied by the corresponding individual case/personnel time estimates. The result is the estimated number of monthly hours required by key enforcement personnel and their supporting staff members for the projected case loads.

A time estimate of hours available per staff person was obtained by adjusting standard hours available for vacation, holidays, sick leave, and training. One half hour per day per person was allowed for reports and administrative work required by the agency. On a formula basis, this can be stated as:

$$\begin{array}{l} \frac{\text{hrs}}{37.5 \text{ wk}} \quad \times \quad \frac{52 \text{ wks}}{\text{yr}} \quad + \quad \frac{\text{month}}{12 \text{ yr}} \quad \times \quad \text{Ratio of available} \\ = 107 \text{ available work hours per month per person.} \end{array}$$

The monthly direct enforcement time requirement was then divided by the available hours per month per person to determine the staffing levels required. These results were then adjusted for the need to staff three field offices, and the need for supervisory personnel.

Central office staffing requirements are based on supporting the projected activity level of direct enforcement personnel. Again, insufficient staffing has precluded the performance of a number of functions, many of which must yet be developed for compliance with federal regulations. Each of the distinct functions listed is sufficiently specialized and demanding to require assignment of one or more individuals to them. In those cases in which more than one individual is recommended, estimates are based on observed current work loads and projected work load increases.

5. Specific:

The following pages summarize the work load/personnel determination process for the program and support staff, and administrative personnel. The approach assumes that new cases (245/month) will be worked on when received, and that the current backlog (312/month) of cases will be worked off over the next 15 months. In addition, direct enforcement efforts on cases with court orders that still have not paid (991/month) will be part of the normal monthly work loads during the 15-month period. No adjustment to personnel is anticipated at that time, since the efforts to initiate and process the backlog will continually be converted into direct enforcement efforts as these cases become part of the system.

DIRECT CHILD SUPPORT ENFORCEMENT ACTIVITIES

WORK LOAD ESTIMATES

1. Child Support Enforcement Officer - Based on the attached schedule of work load estimates, approximately 16 CSO personnel are required. One supervisory CSO III has been added to supervise the 9 CSO I individuals in the Anchorage field office. The Fairbanks and Juneau field offices are supervised by CSO II level individuals. (Overall administration is provided by a CSO IV in the central office.) Recap:

- CSO III	1		
- CSO II	2		
- CSO I	14		
		Total	17

2. CSO Support Secretary (Clerk Typist) - Based on the attached schedule of work load estimates, approximately 16 support secretaries are required. An additional CSO support secretary is provided to allow for a one-for-one ratio to the number of CSOs. The Clerk Typist assigned to each field office supervisor as a support secretary is a supervisory level IV, as additional duties will include overseeing the other support secretaries in each office. Recap:

- Clerk Typist IV	3		
- Clerk Typist III	14		
		Total	17

3. Compliance Secretary (Clerk Typist) - Based on the attached schedule of work load estimates, approximately 4 compliance secretaries are needed. However, the estimated case load in the Anchorage field office requires more than 2 individuals and therefore a total of 5 will be needed to provide for 1 in Fairbanks and Juneau. The nature of the work involved requires a Clerk Typist IV, or in the case of Anchorage a Clerk Typist IV supervising Clerk Typists IIIs. Recap:

- Clerk Typist IV	3		
- Clerk Typist III	2		
		Total	5

4. Receptionist (Clerk Typist) - In addition to the above personnel, each field office should have a receptionist/secretary, to answer the telephone, including providing information and referral services, and to process the mail. Clerk Typist IIIs are recommended.

		Total	3
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5. Parent Locator Specialist - Based on the attached schedule of work load estimates, approximately 5 Parent Locator Specialists are required. These individuals will all be stationed at the central office. Recap.

- PLS II (Supervisor)	1	
- PLS I	4	
	Total	5

6. Parent Locator Secretary (Clerk Typist) - In addition to the above personnel, the parent locator function must have clerical/secretarial support for a number of functions including: processing reports for services requested by other state child support agencies and other individuals as specified by federal law; using the federal parent locator service; and maintaining tickler files to ensure timely follow-up on locate attempts. These individuals would also be responsible for typing, filing, and general information and referral activities. One Clerk Typist III should be assigned to the PLS supervisor and two assigned to the other four PLS staff members.

	Total	<u>3</u>
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Total Direct Enforcement Staff	<u>50</u>
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Position

Brief Description of Functions

No. Persons

Observations indicate that, in addition to the receptionist, three individuals will be required to handle the typing and filing work load for the central office, and records search and review in support of the regional offices.

4

9. Accountant III-Responsible for direct supervision of most fiscal matters, and preparation of statistical activity and financial reports to the federal and state governments. Direct activities include:

- Preparation of the bank deposit daily
- Preparation of the federal statistical activity reports
- Preparation of the federal expenditure reports using the random moment time study process and the cost allocation plan
- Preparation of the federal child support collection reports
- Preparation of miscellaneous state fiscal reports
- Preparation of the federal child support collections and expenditures forecasts
- Coordination with Title IV-A personnel regarding child support collections on AFDC cases and continued eligibility.

Reports to Administrative Officer III.

1

10. Accounting Technician I-Responsible for the following functions:

- Administer the random moment time study
- Prepare a monthly report of time study results to the Accountant III
- Coordinate statistical activity data gathering with the field offices and the parent locate function
- Correct the trust fund accounting system for payments returned to OSEA
- Process invoices for payment by DHSS
- Assist the Accountant III in report preparation activities

Reports to Accountant III.

1

<u>Position</u>	<u>Brief Description of Functions</u>	<u>No. Persons</u>
6.	Clerk IV-Responsible for direct supervision of all central office non-fiscal operations, including reception, case input to automated system, case file control, filing, and typing. Reports to Administrative Officer III.	1
7.	<p>Case Management Clerks-Responsible for general case control under supervision of the Clerk IV. Functions include:</p> <ul style="list-style-type: none"> <li>- Establishing new case files</li> <li>- Entering new cases into the automated system</li> <li>- Entering changes to existing cases in the manual and automated systems as needed</li> <li>- <u>Controlling case files in the central office and routing set-up files to the regional child support enforcement officers.</u></li> <li>- Batching and controlling entries to the automated system</li> <li>- Correcting errors in entries to the automated system</li> <li>- Closing cases.</li> </ul> <p>Observations indicate the projected work load can be performed by three individuals, one of whom should be a Clerk III to handle the more sophisticated problems encountered with some cases; and the others should be Clerk IIs.</p>	3
8.	<p>Office Support Clerks-Responsible for general office functions under the supervision of the Clerk IV. Functions include:</p> <ul style="list-style-type: none"> <li>- General office reception, including telephone, and mail processing-one individual</li> <li>- Typing required for general correspondence, personnel files, case files, formal reports, etc.</li> <li>- Filing of documents as needed.</li> </ul>	

DIRECT CHILD SUPPORT ENFORCEMENT ACTIVITIES  
WORK LOAD ESTIMATES

Type of Case	Monthly Estimated Caseload FY-78	Time/Case (Hours)				Total Time (Hours)			
		CSO	CSO Support	PLS	Com- pliance Clerk	CSO	CSO Support	PLS	Com- pliance Clerk
AFDC without support orders - New (3)	(1) 95	1.9	1.6	.4	-	202.2	170.2	42.6	-
- Backlog	(1) 233	1.9	1.6	.4	-	495.8	417.5	104.4	-
AFDC court cases - Backlog	15	3.7	1.8	1.7	1.3	55.5	27.0	25.5	20.0
Non-AFDC court order, URESA initiating - New	5	1.0	2.1	-	-	5.0	10.5	-	-
Non-AFDC court order, parents in Alaska - New	45	0.6	1.3	.2	-	27.0	58.5	9.0	-
URESAs responding - New	90	2.1	2.6	.8	-	189.0	234.0	72.0	-
- Backlog	64	2.1	2.6	.8	-	134.4	166.4	51.2	-
Non-AFDC no court order - New	10	1.9	2.1	.4	-	19.0	21.0	4.0	-
AFDC court order enforcement									
. Never paid - New	11	1.7	2.0	.1	.2	18.7	22.0	1.1	2.2
- Backlog	26	1.7	2.0	.1	.2	44.2	52.0	2.6	5.2
. 0-3 Months arrears	63	.6	1.0	-	-	37.8	63.0	-	-
. 3-12 Months arrears	16	1.6	2.0	.3	1.2	25.6	32.0	4.8	19.2
. 12+ Months arrears	18	5.6	1.8	5.0	4.4	100.8	32.4	90.0	79.2
Non-AFDC court order enforcement									
. Never paid	20	1.7	2.0	.1	.2	40.8	48.0	2.4	4.8
. 0-3 Months arrears	(2) 533	.6	1.0	-	-	106.5	177.5	-	-
. 3-12 Months arrears	(2) 142	1.6	2.0	.3	1.2	75.7	94.6	14.2	56.7
. 12+ Months arrears	(2) 158	3.4	1.8	2.7	4.4	178.9	94.7	142.1	231.5
<b>TOTAL HOURS NEEDED</b>						<b>1756.9</b>	<b>1721.3</b>	<b>565.9</b>	<b>418.8</b>

Divide by available man-hours per month ----- 107 -----  
Estimated direct activity personnel needed 16.4 16.1 5.3 3.9

- (1) Approximately 12% added for AFDC cases with more than one absent parent.
- (2) Assume 33.3% enforcement effort to arrive at total hours for these cases.
- (3) Does not represent a net increase in AFDC cases, but reflects the fact that there is considerable turnover in AFDC recipients.

<u>Position</u>	<u>Brief Description of Functions</u>	<u>No. Persons</u>
11.	Cashiers-Responsible for preparing receipts for over-the-counter and mailed-in child support payments. This function also requires batching daily receipts for input to the automated system, and some investigative work to determine for which case the payment is made. Projected collection activity will easily exceed the observed work load capacity of a single cashier, therefore two cashiers are recommended to ensure timely receipting of cash. Due to the complexity of the investigation work, a Clerk III level is recommended for one position, while the assistant cashier may be a Clerk II. Both positions report to the Accountant III.	2
12.	Support Payments Clerk III-Responsible for distributing child support payments as required, including: <ul style="list-style-type: none"> <li>- Handling and controlling trust fund checks being prepared and mailed to the family unit by CSEA on non-AFDC cases</li> <li>- Accounting for the distribution of AFDC child support collections per federal regulations</li> <li>- Accounting for any incentive payments due other states for AFDC related collections.</li> </ul> <p>Reports to Accountant III.</p>	<u>1</u>
Total Recommended Administrative Personnel		<u>18</u>

A REPORT TO THE DEPARTMENT OF  
HEALTH AND SOCIAL SERVICES OF  
THE STATE OF ALASKA REGARDING  
THE CHILD SUPPORT ENFORCEMENT AGENCY

March 11, 1977

Prepared by  
Haskins & Sells

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## I. Scope of Work

This report is based on the work of the firm of Haskins & Sells in accordance with a contract signed February 22, 1977, with the Department of Health and Social Services. The report responds to the scope of work outlined in the contract, which may be summarized as requiring three major work elements:

- Analysis of the staffing, operations, and funding requirements of the Alaska Child Support Enforcement Agency under various program options for the last quarter of fiscal year 1977 and for fiscal year 1978.
- Formulation of recommendations based on cost/benefit analyses of the alternative program options including levels of staffing and budget requirements.
- Documentation in support of the recommendations.

In the process of meeting these requirements, Haskins & Sells has evaluated alternatives ranging from abolishing the agency to fully staffing it in accordance with existing state and federal laws. The alternatives and the conclusions are summarized in Sections II, III and IV of this report.



## II. Summary

### A. Recommendations

The Alaska Child Support Enforcement Agency, CSEA, should be retained and its capability expanded to a level necessary to achieve compliance with both state and federal child support statutes. Specifically, the current CSEA should be funded and staffed to adequately process and enforce Alaska court orders, cases referred from other states, AFDC child support obligations assigned to the State of Alaska, and non-AFDC applicant requests for child support enforcement services.

This alternative is recommended for the following reasons:

- It continues an important government service, directly affecting the welfare of many children in the state, by enabling the Agency to enforce Alaska court orders for child support.
- When fully operational, the organization will meet both the letter and spirit of the federal child support act, primarily aimed at:
  - Protecting the rights and welfare of children
  - Reducing the State's cost of providing assistance in AFDC cases, by shifting the financial burden to persons

responsible for providing child support.

- While not the least costly alternative, it does offer substantial benefits on the short run and should prove to pay back its costs. This conclusion is based upon the following considerations:
  - This is the least costly alternative consistent with the State continuing its current policy of providing assistance in the enforcement of court orders for child support.
  - If the State continues to enforce court orders for child support, this alternative exemplifies sound management practice by consolidating similar functions under a single responsible agency.

In order for the State to achieve the maximum potential benefit under this option, legislative action is needed to provide necessary appropriations and authorizations to immediately begin bringing the current CSEA into compliance with Title IV Part D of the U.S. Social Security Act and regulations issued thereunder. A failure to act will result in the State incurring substantial federal funding penalties.

Compliance efforts by the Agency should be completed by the beginning of fiscal year 1978. Due to this serious time constraint, we recommend against installing a fully automated system at the current time. A manual system with limited computer support should be utilized at least through fiscal year 1978.

Haskins & Sells also recommends implementation of an administrative child support enforcement process comparable to the one in the State of Washington. It would enhance enforcement and increase benefits by avoiding court delays, while still permitting due process for all persons involved. Such a process would reduce the time required for establishing support obligations and making collections, would alleviate a workload increase for Alaska's court system; and still provide absent parents the protection of the normal judicial processes when desired. If this recommendation is adopted, no additional expense would result, but additional benefits of \$154,000 could be expected over and above the cost/benefit estimates included in Section IV. These benefits would result primarily from reductions in the time required to establish support obligations in AFDC cases.

B. Alternative Program Options Considered

The following five child support enforcement program options have been considered:

- Current Agency
- Title IV Part D (Full Compliance)
- Title IV Part D (Partial Compliance)
- State Court Cases Only
- No Child Support Enforcement Agency.

Alternative 1: Current Agency

This alternative would involve the Agency continuing to collect and enforce child support obligations in the following types of cases:

- Court Orders
- AFDC Cases
- URESA's
- Applications for service by non-AFDC applicants.

The agency would provide the same level of service in each of the above types of cases.

Alternative 2: Title IV Part D Agency (Full Compliance)

Under this alternative, the Agency would assume responsibility for collection and enforcement of child support obligations in the following types of cases:

- AFDC Cases
- URESA's
- Applications for service by non-AFDC applicants.

The Agency would provide the same level of service in each of the above types of cases. The Agency would not enforce a non-AFDC related court order unless an application for service were specifically made. The State's responsibility for enforcing other court orders would either be discontinued or transferred to another State agency.

Alternative 3: Title IV Part D Agency (Partial Compliance)

Under this alternative, the Agency would handle the same cases as under the Title IV Part D (Full Compliance) program, except that the agency would focus the majority of its enforcement resources on AFDC cases and would enforce non-AFDC cases only to the extent time were available.

#### Alternative 4: State Court Cases Only

Under this alternative, the Agency would enforce all Alaska court orders requiring payment through the Agency, including URESA's, but would not participate in obtaining court orders of support in AFDC cases, nor would it assist non-AFDC recipients in obtaining court orders for support.

#### Alternative 5: No Child Support Enforcement Agency

Under this alternative, the existing agency would be dissolved and the State's child support enforcement and collection functions would be either terminated or transferred to another agency such as the Department of Law or the Department of Revenue.

### C. Discussion of Alternatives Not Recommended

#### Alternative 2: Title IV Part D Agency (Full Compliance)

This alternative places emphasis on serving AFDC clients and non-AFDC applicants, but excludes enforcement of any non-AFDC court orders where no application is made. Although this alternative is the most cost-beneficial, it is unlikely the State will wish to discontinue its long-standing practice of enforcing court orders for child support regardless of whether an obligee is receiving AFDC. This may be especially true where court orders must be obtained and enforced for AFDC clients being served by the Title IV Part D Agency anyway.

### Alternative 3: Title IV Part D Agency (Partial Compliance)

This alternative places emphasis on full service to AFDC clients, with service to non-AFDC applicants on a time available basis only.

It is not recommended because:

- It is a costly alternative, since only partial compliance with Title IV Part D regulations will cause the federal government to impose a funding penalty against the federal share of AFDC expenses.
- It affords only second-class service to a large portion of the citizenry requesting child support enforcement services.

### Alternative 4: State Court Orders Only

This alternative assumes the CSEA would actively enforce Alaska child support court orders only (including Alaska court orders entered in cases referred from other states). It is not recommended because:

- It is by far the most costly alternative.
- It causes the State to suffer full federal funding penalties of 5% of the federal share of the cost of its existing AFDC program.
- It services only part of the citizenry in need of assistance, which raises legal questions related to equal treatment under law.
- It causes the State to lose valuable federal funding available under Alternatives 1 through 3.

Alternative 5: No Child Support Enforcement Agency

This alternative assumes either that no agency would provide child support enforcement or that such services would be handled by some other existing agency of State government. If there is no agency:

- The State is continually in a federal funding penalty situation.
- Children and families are likely to suffer significant hardship.
- It requires the courts to ignore compliance actions against persons failing to respond to existing court orders and capable of making payments.

If the functions are transferred:

- All the problems and decisions facing the current Agency must be faced again, and valuable start-up time will be lost.



### III - SUMMARY OF WORK PERFORMED

#### A. Background: Current Environment

The Child Support Enforcement Agency was created by the Alaska Legislature effective July 1, 1976. The Agency became operational on October 1, 1976, at which time the Alaska Court System began transferring its records concerning child support cases to the new Agency. The Agency is currently responsible for child support enforcement functions with respect to existing court orders, all open AFDC cases, and all open Uniform Reciprocal Enforcement Support Act (URESAs) cases. In addition, the Agency enforces child support obligations in other non-AFDC cases, in which formal applications for assistance are received from legal guardians of children.

After creating the Agency, the Legislature appropriated funds for the following 15 permanent positions within the Agency:

Position	Number
Administrator	1
Accountant II	1
Administrative Assistant II	1
Child Support Officer III	1
Child Support Officer II	3
Child Support Officer I	1
Child Support Officer Trainee	1
Clert Typist III	5
Accounting Technician	<u>1</u>
TOTAL	15

The Agency is currently organized into a central office and three regional offices. The central office is responsible for collection and disbursement of support payments and basic administrative functions. This office is located in Anchorage. The enforcement function is performed in the three regional offices, located in Anchorage, Fairbanks, and Juneau. The regional offices are necessary to provide statewide coverage. Currently the central office and Anchorage regional office share common physical facilities.

Soon after the Agency began operations, it became apparent that the staff of 15 permanent employees was inadequate. The Department of Health and Social Services authorized the addition of 12 temporary employees, and arranged for loans of 7 employees from other DHSS programs. The Alaska Court System also agreed to temporarily lend the Agency 5 additional people. Currently the Agency is operating with 15 permanent employees and 24 temporary employees.

Even with the addition of 24 temporary employees, the Agency has not been able to effectively carry out its responsibilities to enforce child support obligations because of inadequate staffing levels and the inherent inefficiencies of using temporary staff. With over 10,000 child support cases and only 6 child support enforcement officers, the average caseload per enforcement officer is over 1600 cases. This caseload would be much too high in any state, and is especially high in view of the unique geographic characteristics of Alaska.

In addition, the office space currently occupied by the Agency in Anchorage is grossly inadequate. The Administrator shares office space with two other employees, which makes it extremely difficult

for him to conduct the planning and management duties required to implement a new agency. Space available for the clerical staff is also insufficient, resulting in inefficient work habits. Poor telephone service and crowded office space also reduce the effectiveness of the child support officers.

B. Current and Projected Workloads

As of February 25, 1977, the Child Support Enforcement Agency had a caseload of 10,326 cases. It is estimated the caseload at the end of fiscal year 1978 will have increased to approximately 14,000 cases. The current and projected caseloads are distributed as follows:

	Current	Fiscal Year 1978 Year End
Non AFDC		
Court Orders (other than URESA)	4,017	6,000
URESAs	1,523	4,000
Pending Cases	1,200	
Total Non-AFDC	6,740	10,000
AFDC	3,586	4,000
TOTAL CASELOAD	10,326	14,000

The following factors were considered in making the fiscal 1978 year-end projections:

- Divorce rates in Alaska
- Application rates for service by non-AFDC recipients
- Anticipated growth in numbers of AFDC recipients
- Anticipated growth in volume of URESA court cases (other states are also expanding their child support efforts in

response to Title IV Part D).

- Estimated volumes of existing court orders which have not yet been transferred to the Child Support Enforcement Agency
- Number of cases likely to be closed due to deaths, disability, or children reaching age of majority.

C. Development of Staffing Levels and Organization Structure

In order for personnel requirements for each of the program alternatives to be determined, work standards and caseload estimates were developed. The following methods were used to develop work standards for professional activities:

- Conducted detailed discussions with the Agency Administrator and the chief enforcement officer to learn general goals and philosophy of the Agency.
- Conducted interviews with child support officers concerning the various types of cases, the requirements of the different types of cases and the general flow of cases through the Agency. Further discussions identified individual tasks required for each of the different types of cases. For each task the time required was estimated. The functions to be performed were then evaluated in terms of which tasks would be most effectively performed by a child support officer and which tasks would be best performed by clerical personnel.
- Using estimates of time required to perform particular tasks, estimates were developed of the total amounts of time required to process particular types of cases.

- Evaluated time estimates for reasonableness and consistency. The reasonableness of time estimates was confirmed by telephone discussions with child support officers in the States of Washington and Michigan, and with federal administrators in Washington, D.C. When considering work standards for other states, Haskins & Sells took into account the unique geographical characteristics of Alaska.

The following methods were used to develop staffing requirements for clerical functions:

- Observed current clerical workloads and the current clerical work environment.
- Developed workload guidelines.
- Evaluated the workload guidelines against work measurement statistics provided by the Child Support Enforcement Agency.

After determining the types of activities to be performed and the volumes of those activities, the following methods were used to determine organizational alternatives:

- Referred to various State Government personnel and labor relations publications to determine salary levels of personnel required to perform various activities.
- Used established principles of organization theory (span of control, decisions made at lowest qualified level, etc.).

D. Organizational and Operating Standards Applicable to All Program Alternatives

Specific organizational and operating standards were identified during the analysis that would be appropriate regardless of the program alternative chosen. These standards were incorporated in the cost/benefit analyses for each of the various program alternatives.

They are:

- The Child Support Enforcement Agency will be divided into four offices:

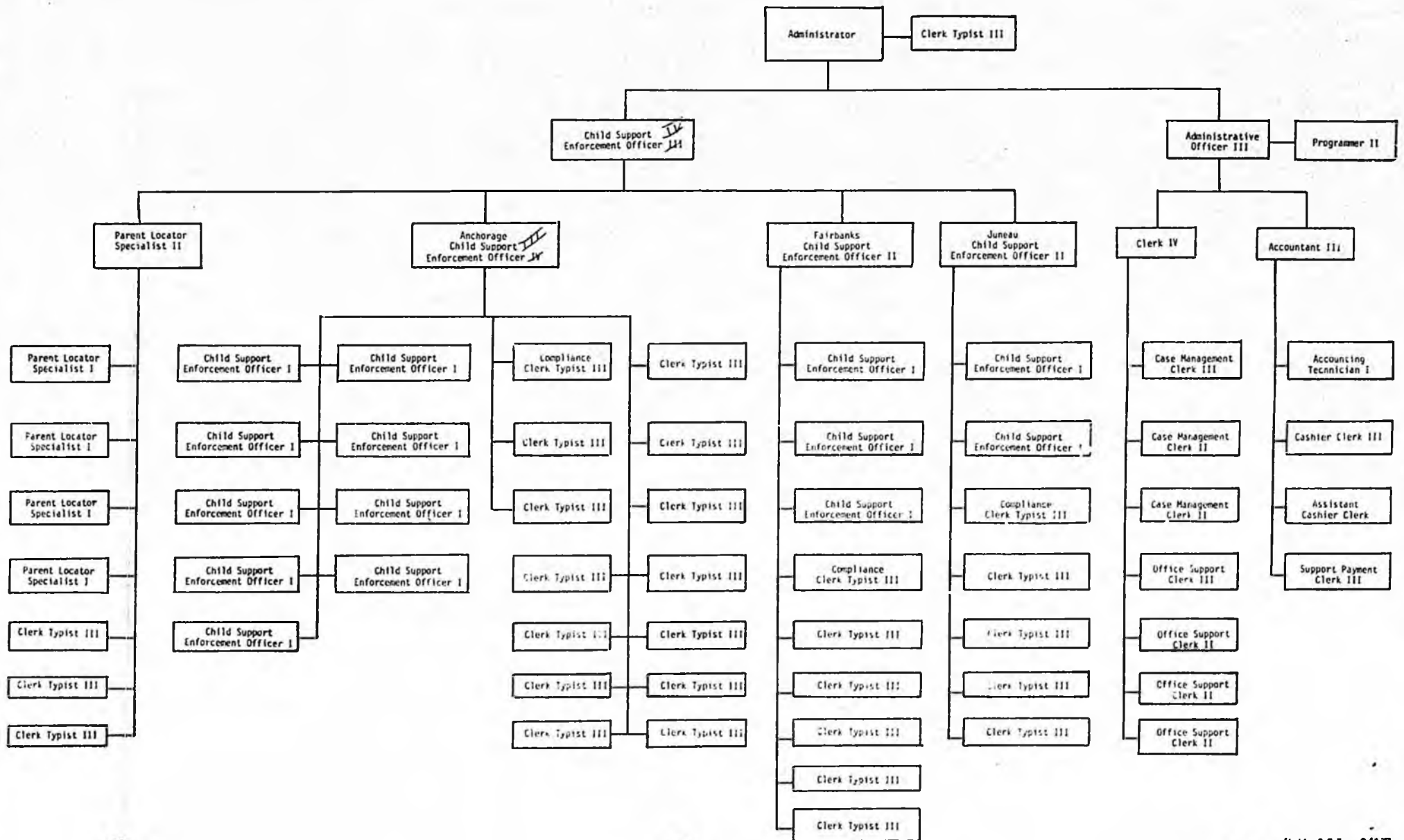
CENTRAL OFFICE - Anchorage  
SOUTHCENTRAL REGIONAL OFFICE - Anchorage  
NORTHERN REGIONAL OFFICE - Fairbanks  
SOUTHEASTERN REGIONAL OFFICE - Juneau

The Administrator, the child support officer IV, the parent locator specialists, and administrative staff will be located in the central office. The child support officers will be based in three regional offices. The child support officers will supplement extensive use of telephone communications with carefully planned periodic travel, in order to provide statewide coverage for the child support enforcement program. The Southcentral Regional Office will be physically separated from the central office. This will assist the Agency Administrator and child support officer IV to focus their attention on planning and managing the direction of the entire Agency without becoming involved in the day-to-day casework of the regional office.

- The Southcentral Regional Office will be managed by a child support officer III. The smaller regional offices located in Fairbanks and Juneau will be managed by a child support officer II. The manager of each regional office will direct the regional office staff and, as necessary, handle a partial caseload. A clerk typist IV will be assigned to the manager of each regional office. Clerk typist IV's will perform the same functions as clerk typist III's and will also be responsible for general office functions such as ordering office supplies.
- Each child support officer will have his own office and telephone line, due to needs for frequent conferences with caretaker parents and absent parents, and the confidential nature of those conferences.
- A clerk typist III will be assigned to each child support officer. This individual will perform routine secretarial functions, prepare various legal documents such as summonses and motions for orders of support, establish tickler files, answer routine telephone and mail inquiries, and coordinate the child support officer's schedule.
- An additional clerk typist III will be assigned to each regional office. This individual will handle routine office functions such as office reception, telephone answering, and opening and sorting mail. This individual will also serve as a replacement for the other clerk typists as needed.

- A need exists for terminal access to the Alaska Judicial Information System (AJIS) to support the parent locator function. The parent locator specialists and their files will be situated apart from the remainder of the central office in order to prevent unauthorized access to confidential information.
- A simplified payments method, which identifies the case number with each payment, will be instituted.
- The existing backlog of cases will be selectively processed during the 15-month period starting April 1, 1977. New cases will be processed as they arrive in the Agency.

STATE OF ALASKA  
CHILD SUPPORT ENFORCEMENT AGENCY  
ALTERNATIVE 1 - FULLY STAFFED CURRENT AGENCY MISSION



Alternative 1 - Current Agency

Under the laws of the State of Alaska (AS 47.23) and current appropriations statutes, the Child Support Enforcement Agency is responsible for locating absent parents responsible for the support of dependent children. In addition, the agency is to meet basic responsibilities under federal law as prescribed by the Social Security Act, Title IV Part D. This law requires location of all absent parents of children receiving income support under Title IV-A of the Social Security Act (AFDC). The federal government reimburses states 75% of their expenses for implementation of all requirements of the Social Security Act, Title IV Part D (as enumerated in Appendix A).

Haskins & Sells recommends that the State adopt this alternative. For this alternative to be fully effective, it is essential that adequate staff to fully handle the requirements of state and federal laws be provided. For this purpose a small staff for overall Agency management and full regional staffs for case management purposes are recommended.

Summary of Personnel Requirements

Central Office. . . . .	26
Anchorage . . . . .	24
Fairbanks . . . . .	10
Juneau. . . . .	8
TOTAL . . . . .	68

## ALTERNATIVE 1 - DISCUSSION

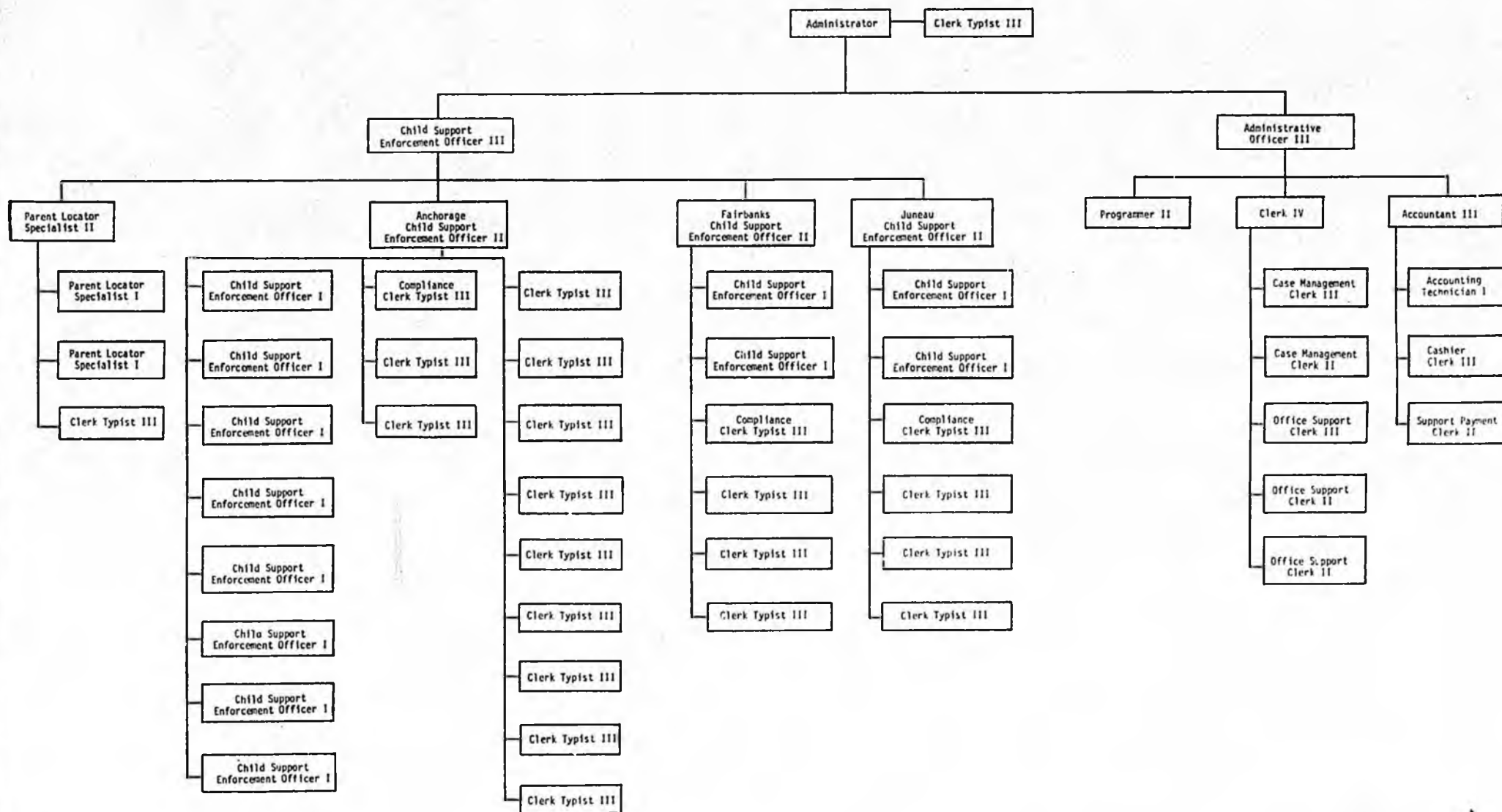
Under this alternative the Agency would be required to enforce child support payments for a projected caseload of 14,000 cases. That caseload would require 18 child support officers (including the child support officer IV) to enforce the cases, and 5 parent locator specialists for enforcement assistance. In addition, the caseload would generate sufficient payment activity to require a second cashier.

The projected caseload per child support enforcement officer is based upon aggressive enforcement and collection efforts in AFDC cases in which the absent parent appears able to pay the support and/or the arrearages. It assumes somewhat less aggressive pursuit of non-AFDC cases because of a lack of direct financial benefit to taxpayers. The benefit results in AFDC cases from the ability of the State to use payments of arrearages to reimburse itself for AFDC support payment costs.

The federal government provides 75% funding for all AFDC-related child support enforcement functions. In return the federal government requires that more thorough reports be prepared than the State would otherwise need for management purposes. The administrative officer III and the accountant III would be responsible for preparing timely federal and state reports and maintaining the necessary reporting system, including a random moment time study to validate cost allocations for federal claims purposes. The accounting technician will be responsible for the actual report preparation and day to day operation of the random moment time study.

STATE OF ALASKA  
CHILD SUPPORT ENFORCEMENT AGENCY

ALTERNATIVE 2 - FULL COMPLIANCE, SOCIAL SECURITY ACT (TITLE IV, PART D)



Alternative 2 - Title IV Part D Agency (Full Compliance)

This alternative was considered in order to ensure the State could receive maximum federal match and because the benefits of removing people from AFDC are substantial in both state and federal dollars saved.

The alternative provides staff only for services required by the Social Security Act, Title IV Part D. It assumes legislative action will return all State court-ordered cases involving non-AFDC recipients to State courts or another agency for handling, as was the situation prior to October, 1976, or that such cases will otherwise be disposed of by legislative and/or judicial action.

This alternative requires 14 fewer personnel than Alternative 1. However, it appears less desirable than Alternative 1 because it would either not provide for enforcement of non-AFDC court orders or would split child support enforcement activities between two or more agencies which would result in inefficient duplication of activities.

Summary of Personnel Requirements

Central Office. . . . .	19
Anchorage . . . . .	21
Fairbanks . . . . .	7
Juneau. . . . .	7
TOTAL . . . . .	54

## ALTERNATIVE 2 - DISCUSSION

Under this alternative the Child Support Enforcement Agency would be responsible for enforcement of 8,000 cases, consisting of 4,000 AFDC cases and 4,000 URESA court cases. Only 1,800 of those cases currently have court orders for support, and the staff of 15 child support officers and 3 parent locator specialists would be required to seek court orders of support for a portion of the remaining 6,200 cases. This would be in addition to the normal enforcement activities. The effort to obtain court orders would involve thorough evaluation of the likelihood of collection in order to avoid litigation which would fail to provide resulting benefits.

With this projected caseload, only one cashier would be required. In addition, the case management and office functions (such as mail and filing) would also be lower than those required under Alternative 1.

In order for this organization to remain in compliance with federal government guidelines, and receive 75% matching costs, various reports must be prepared. This would require the direct attention of the administrative officer III and the accountant III. The accounting technician would be responsible for report preparation and coordination of the random moment time study needed for cost allocation purposes.



Alternative 3 - Title IV Part D Agency (Partial Compliance)

This alternative varies from Alternative 2 only in the degree of enforcement response afforded parents of children not receiving AFDC. Under Title IV Part D, non-AFDC parents are to have full services of the Child Support Enforcement Agency in locating and enforcing support obligations. Under this alternative, the agency will accept requests from non-AFDC parents but will pursue the cases only as time permits. First priority will be given to AFDC recipients in order to enforce the law and to reimburse the State for welfare costs.

This alternative was found to be unacceptable by Haskins & Sells for the same reasons as Alternative 2, plus additional concern that less than full service to non-AFDC families may lead to federal findings that the agency fails to comply with the full intent of Title IV Part D. Such a finding might result in a penalty of 5% of federal financial participation under Title IV, Part A, and also possibly a reduction in some portion of the 75% match for Title IV Part D.

Summary of Personnel Requirements

Central Office . . . . .	19
Anchorage. . . . .	18
Fairbanks. . . . .	7
Juneau . . . . .	7
TOTAL. . . . .	<del>52</del> 51

91-16

### ALTERNATIVE 3 - DISCUSSION

This alternative would involve approximately the same projected caseload as the organization under a Title IV Part D Full Compliance program. This Agency organization would not enforce cases of non-AFDC applicants except as time permits; therefore less manpower would be required for enforcement.

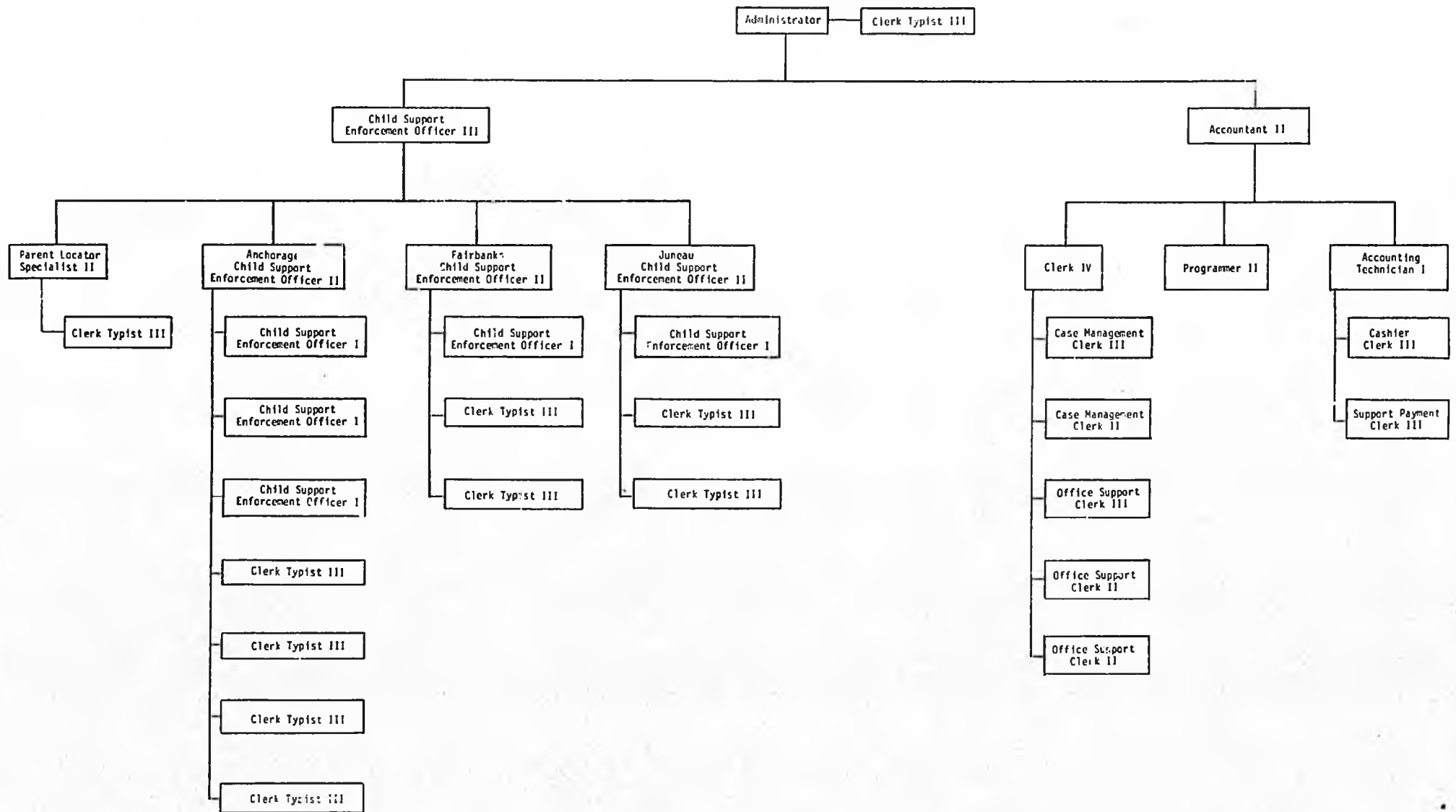
Due to the reduced enforcement activity, the volume of collections, disbursements and general office activity would also be less than under other alternatives, but not enough to result in significant personnel savings.

Since this alternative would not be in compliance with federal government regulations (as a result of the minimum enforcement effort on non-AFDC cases) the State would be subject to a 5% penalty on federal matching funds for the State's AFDC program. However, it would still be necessary to prepare the various reports for the federal government to receive 75% matching for the agency's administrative costs, and thus the level of administrative work would not be reduced.

STATE OF ALASKA

CHILD SUPPORT ENFORCEMENT AGENCY

ALTERNATIVE 4 - STATE COURT CASE ENFORCEMENT ONLY



Alternative 4 - State Court Case Enforcement Only

This alternative abandons any state effort to comply with the Social Security Act, Title IV Part D. It considers only families who have a right to support, as a result of an Alaska court order, including URESA cases (AS 25.25). The alternative includes full implementation of AS 47.23 and as a consequence requires more staff than the courts provided prior to October 1976, when enforcement was transferred by the courts to the Child Support Enforcement Agency.

This alternative is regarded as undesirable because it fails to take full advantage of the benefits to the State of enforcing child support obligations on behalf of the State in AFDC cases and of obtaining federal financial benefits attendant upon compliance with Title IV Part D.

Summary of Personnel Requirements

Central Office . . . . .	16
Anchorage. . . . .	8
Fairbanks. . . . .	4
Juneau . . . . .	4
TOTAL. . . . .	32

ALTERNATIVE 4 - DISCUSSION

Under this alternative, the Child Support Enforcement Agency would have a caseload of approximately 10,000 cases, of which 2,700 URESA cases would require court orders for enforcement. A staff of 8 child support officers and 1 parent locator specialist would be required to process existing cases and seek URESA court orders.



#### IV - COST/BENEFIT ANALYSIS

A cost/benefit analysis has been performed for each of the five alternatives for the fourth quarter of fiscal year 1977 and all of fiscal year 1978. The costs for the fiscal year 1978 reflect twelve months of ongoing costs for each alternative. All one-time expenses required to achieve desired operational levels are reflected in the figures for the fourth quarter of fiscal 1977, except for changes to the automated system which would begin in fiscal 1977, and be completed in fiscal 1978.

The benefits for fiscal 1977 and fiscal 1978, however, are not representative of what can be reasonably expected after the backlog of current cases is processed. There are numerous legal actions to be taken on the existing AFDC and URESA cases before the benefits relating to them can be realized. Therefore it can be expected, unless otherwise noted, that the benefits of an effective program will increase significantly after fiscal year 1978.

There are no quantifiable benefits from the Alaska State court orders for non-AFDC recipients accruing directly to the state or the Agency. However, the value of enforcing these support obligations is addressed in a discussion of nonquantifiable benefits. The quantifiable returns to the State of Alaska result from enforcing and collecting support payments on AFDC-related cases. The relative value of these quantifiable and non-quantifiable factors should be considered in establishing the priorities of the Agency.

The following is a brief discussion of specific elements of the cost/benefit analysis.

A. Program Costs

1. Direct Costs

a. Personal Services

Development of the estimated personnel costs included consideration of:

- Position ranges
- Merit increases for fiscal year 1978
- Benefit rates
- Position vacancy rates

For alternatives 1 through 4, additional permanent staff members must be hired to complete the organization. It is assumed that immediate legislative action results in filling all positions by July 1, 1977. During the fourth quarter of fiscal year 1977, estimated vacancy rates were used to reflect the increase in staff over the three-month period. For alternative 5, the personnel costs in the fourth quarter of fiscal year 1977 reflect a gradual termination of operations.

b. Travel

This expense reflects a need for travel to:

- Enforce support payments
- Supervise regional offices
- Maintain contact between regional offices and the central office
- Attend meetings in Juneau

- Maintain contact with Federal IV-D personnel in Seattle
- Attend training sessions and conferences on child support enforcement.

The emphasis is primarily on travel to enforce support payments and to supervise the regional offices. Travel expense will vary with the number of cases that are actively enforced.

c. Contractual Services

- Communication Services

- The telephone expense is assumed to be a function of the number of staff members included in each alternative. It is expected that a significant portion of collection efforts will be conducted by telephone, and that the levels of activity will be reflected in long distance charges.
- The postage expense is assumed to be a function of the caseloads. Written communication is required for items such as:

- receipts for support payments
- disbursement of support payments
- delinquency and arrearage notices.

- Printing and Advertising

The printing expense is assumed to be a function of the caseloads. There is a continuing requirement for the printing of letterheads, envelopes, file folders, checks, and other forms.

- Rents and Utilities

The current rental expense for the Fairbanks regional office is expected to be the only rental expense for the fourth quarter of fiscal year 1977. Starting July 1, 1977, additional space will be required in all locations, including separate space for the Anchorage regional office. All locations except Juneau will be required to pay rent. The Anchorage rental rate is for office space near the Courthouse and could be reduced depending upon the location found. The Fairbanks rental rate is for new space and may be reduced if it is possible to remain in the current location, and if the facilities are adequate to facilitate the revised, expanded organization.

- Repairs, Service and Alterations

This amount provides for service to rental equipment.

- Transportation of Things - Relocation Expense

The relocation expense is assumed to be a function of the number of new staff members to be hired. It assumes hiring will be from the existing state personnel system lists. It allows for personal moving expenses (assumed to be Alaska residents), which should be completed during the fourth quarter of fiscal year 1977.

- Equipment Rental - Word Processing

The rental of magnetic card typewriters is the only expense in this category.

- Equipment Rental - Other

The rental of reproduction equipment and the copier expense for the Juneau regional office are added to the expense related to rental of a terminal for the Alaska Judicial Information System (AJIS) network.

- Professional Fees and Services

A reimbursable service agreement with the Attorney General's Office is the only expense in this category. The amount for the fourth quarter of fiscal year 1977 has already been obligated and therefore is not included. The amounts for fiscal year 1978 are based on a current estimate of \$114,000 for legal services, adjusted for changes in the estimated level of legal services required.

- Other - Process Serving

It is recommended that process serving be provided on a contract basis, using private organizations or individuals, and the estimate is based on that premise. The expense is assumed to be a function of the activity level. If it were possible to have Child Support Enforcement Agency personnel serve process, and if process could be served by certified mail, this expense would be reduced.

- Other - Automated Systems

The current automated system utilized for receipting and disbursing child support payments is both inefficient and ineffective. This condition will become more prevalent

as workloads increase. This system should be enhanced or replaced with a similar, but more suitable accounts receivable, accounts payable package. It is estimated that changes would begin in the fourth quarter of fiscal year 1977, with completion in fiscal year 1978.

d. Commodities

Expense for stationery and office supplies is directly related to the number of staff members in this estimate.

e. Equipment

The office equipment required for current and new staff members is included in this category. All expenditures are expected to occur in the fourth quarter of fiscal year 1977. Principal expenses relate to desks, chairs and related basic equipment.

2. Indirect Costs

These expenses are based on allocations of central services costs of the Department of Administration to the Child Support Enforcement Agency.

3. Transition Costs

a. Moving Expense

This moving expense is for relocating the offices and installing required telephones. It is expected that this expense will occur in the fourth quarter of fiscal year 1977.

b. Procedures

A contract with an outside organization to write the procedures required for compliance with Title IV-D regulations by July 1, 1977, is recommended, based upon the critical nature of this activity to the successful operation of the agency.

4. Penalties

A penalty of 5% of the federal share of the State's AFDC payments is estimated with respect to alternatives that are not expected to be in compliance with the Title IV-D regulations by July 1, 1977. The penalty for fiscal year 1977 is based on three quarters of the year, as provided by the regulations. For fiscal year 1978 a full four-quarter penalty is estimated.

5. Federal Financial Participation

Federal reimbursement of 75% of the direct and indirect agency costs is provided for functions associated with Title IV-D activities. An estimate was made of the percentage of total costs that would qualify for reimbursement under each of the alternatives. The estimate separates federally matchable activities from other activities, and varies with the work to be undertaken in each organizational alternative.

B. Program Benefits

1. Reduction in State Share of AFDC

All support payments received on behalf of AFDC recipients are assumed to reduce the state's share of AFDC by an average of

45% of the amount of the payments. The majority of AFDC recipients do not currently have Alaska court orders for child support, and therefore a large percentage of these benefits will not begin to accrue to the state until court orders can be established and enforced. (If the Washington State administrative process is adopted, benefits will accrue earlier.) The benefits expected in fiscal year 1977 and 1978 reflect the lead time required to obtain and enforce orders for ~~correctly~~<sup>CURRENTLY</sup> existing AFDC cases. The amount of the benefits will depend upon the percentage of AFDC cases wherein court orders can be established, and the collection rate of the support payments. The number of court orders that can be established will be a function of the percentage of cases where:

- The absent parent is identified and paternity can be established
- The location of the absent parent is known
- The cause of AFDC is not death or disability
- The absent parent is not located in an area with a barter economy.

The amount of collections will depend directly on the level of enforcement activity.

## 2. Reduction in State Share of Medicaid

In cases in which support payments collected cause current AFDC recipients to become ineligible for AFDC payments, there is a general reduction in welfare-related costs to the State of Alaska. It is estimated that there will be a minimal reduction

in the state share of Medicaid expenses in fiscal year 1978 because the average support payment is expected to be lower than the average AFDC payment, and eligibility for welfare benefits will usually continue. Other welfare-related cost reductions have not been quantified because of the general availability of these services to non-AFDC persons.

3. URESA Incentive Payments (AS 25.25)

Incentive payments are received from another state's Title IV-D agency when an AFDC-related support collection is made by Alaska on behalf of another state under URESA. The amount is either a maximum of 25% of the collection or 10%, determined according to procedures established by federal regulation. It is estimated that an average of 15% will be available on these types of collections, dependent on the timeliness of establishing court orders.

4. Application Fees

It is anticipated that an application fee of \$20 will be charged for each request for services on behalf of a non-AFDC family applying for support enforcement assistance that does not have an existing court order requiring payments to be made to the agency.

5. Avoidance of AFDC Increase

It is very difficult to predict the increases in the numbers of AFDC recipients in Alaska resulting from lack of enforcement of court-ordered support payments. It is conservatively

estimated that 1% of the Alaska court cases would become new AFDC cases if there were no enforcement of court orders. The state's share of AFDC payments and Medicaid expenses are included in this benefit. The minimal percentage estimated reflects a lack of adequate documentation of Alaska agency experience and is well within typically larger avoidance experience ranges in other states.

6. Non-Quantifiable Benefits

Substantial emphasis is usually placed upon the financial benefits to be realized from program investments. In the case of child support enforcement, Haskins and Sells believes non-quantifiable benefits are equally important. The following examples merit consideration.

Service to Families. Without adequate incomes families, and especially children, suffer from a lack of security, inadequate and frequently unsafe housing, inadequate nutrition, insufficient clothing and the other well-known factors related to poverty or near poverty. Long-term damage to children, emotionally and physically, often results.

Alaska's commitment to a welfare system evidences a policy of mitigating the effects of poverty. The Child Support Enforcement program is but a further extension of that policy, directed at ensuring that legally responsible adults, absent from their families, contribute financially to the well-being of the children insofar as they are adjudged able to do so.

Support of Family Units. Adequate financial resources are necessary to hold the family units together. Inadequate resources are known to contribute to dissolution of family units. Insufficient income is also recognized as a frequent contributor to delinquency. The stress related to poverty is also believed to contribute to instances of parent-child conflict, which can lead to foster care demands.

There appears to be every reason for a government to take an active role in assisting a family left incomplete by an absent parent to have adequate financial resources. Where a court has adjudged such need and set a payment requirement for the absent parent, the state can best assist by enforcing such legal obligations.

Respect for Law. No greater obligation exists in a free society than for government to foster a respect for law. The orders of courts relating to support obligations are part of the system of law. Enforcement of support obligations is therefore an important activity. A lack of enforcement in this area can contribute to an absence of respect for other laws. While not quantifiable, Haskins and Sells believes a lack of respect for law must be viewed as unacceptable to the state government.

### Alternative 1: Current Agency

The cost estimates for Alternative 1 are based primarily on the increase in permanent staff members from 15 to 68 by July 1, 1977. There will be three regional offices located in Anchorage, Fairbanks and Juneau, and one central office in Anchorage. It is expected that the primary activity of the fourth quarter of fiscal year 1977 will be directed towards developing a functioning organization by July 1, 1977. Correspondingly, there will be one-time expenses such as personal moving expenses, relocation expenses to larger office facilities, and purchases of office equipment. In fiscal year 1978 the rental expense is estimated to increase significantly because of the larger space required and the requirement to begin paying rent in Anchorage. The caseload is projected to increase to 14,000 cases by the end of fiscal year 1978. The following expense items reflect the level of activity required for that number of cases: communication services, printing, professional services, process serving, and travel. It is expected that the writing of procedures necessary for compliance with the Federal regulations for Title IV Part D agencies will be done on a contract basis, completed by July 1, 1977, and will enable the Agency to avoid any Federal penalties. It is assumed that this contract and changes in the automated system will be eligible for 75% Federal financial participation (FFP). Because the Agency will be servicing Alaska court orders for support and non-AFDC applicants in addition to AFDC cases, the effective FFP rate for operating expenses is expected to equal 45% of total agency expenses, excluding the procedures contract and any changes to automated systems.

The majority of the benefits that have been quantified relate to the collection of support payments attributable to current or potential AFDC recipients. In addition, this Agency will be providing service to non-AFDC applicants and will charge an application fee.

Costs and Benefits

Alternative 1 - Current Agency

	<u>4th Quarter FY 1977</u>	<u>Cumulative Totals</u>	<u>FY 1978</u>	<u>Cumulative Totals</u>
<u>PROGRAM COSTS:</u>				
Direct Costs:				
Personal Services	\$180,643		\$1,301,002	
Travel	6,000		50,000	
Contractual Services (see attached)	60,390		552,000	
Commodities	4,875		34,000	
Equipment	42,840	\$294,748	-0-	\$1,937,002
Indirect Costs	10,690	305,438	73,395	2,010,397
Transition Costs:				
Moving	9,200		-0-	
Procedures	25,000	339,638	-0-	2,010,397
Penalties	-0-		-0-	
Federal Financial Participation	(161,837)	177,801	(909,179)	1,101,218
 NET PROGRAM COSTS - STATE		<u>\$177,801</u>		<u>\$1,101,218</u>
 <u>PROGRAM BENEFITS:</u>				
Reduction-State Share-AFDC	\$ 23,000		\$335,300	
Reduction-State Share-Medicaid	-0-		5,600	
URES A Incentive Payments	4,500		36,700	
Application Fees	-0-		15,000	
Avoidance of AFDC Increase	-0-	\$ 27,500	112,000	\$ 504,600
TOTAL BENEFITS		<u>\$ 27,500</u>		<u>\$ 504,600</u>
 <u>NET COST OF PROGRAM</u>		<u>\$150,301</u>		<u>\$ 596,618</u>

Contractual Services

Alternative 1 - Current Agency

Code	Classification	<u>4th Quarter FY 1977</u>	<u>FY 1978</u>
310	Communication Services	\$ 10,300	\$ 75,000
320	Printing and Advertising	3,000	24,000
330	Rents and Utilities	4,400	134,100
340	Repairs, Services and Alterations	300	1,500
350	Transportation of Things - Relocation Expense	32,300	-0-
360B	Equipment Rental - Word Processing	2,025	10,800
360C	Equipment Rental - Other	3,065	21,600
380	Professional Fees and Services	-0-	150,000
390	Other - Process Serving	-0-	120,000
	Other - Automated Systems	<u>5,000</u>	<u>15,000</u>
	TOTAL	<u>\$ 60,390</u>	<u>\$552,000</u>

## Alternative 2: Title IV Part D-Full Compliance

This cost estimate is based primarily on an increase in the permanent staff members from 15 to 54, to be located in three regional offices and one central office. As with the current agency (Alternative 1), the emphasis for the fourth quarter of fiscal year 1977 will be on developing a functioning organization by July 1, 1977. The caseload is projected to be 8,000 at the end of fiscal year 1978, and compared to the current agency, less expense would be incurred due to reduced case load activity. Expenses would not be reduced proportionately to the reduction in cases from the current agency, because of the more extensive activities related to AFDC cases. In order to be in compliance with Federal regulations by July 1, 1977, it will be necessary to write procedures in the same manner as described for the current agency. This cost, and that associated with automated systems changes, are assumed to be eligible for 75% federal financial participation. The Federal financial participation for the remainder of the expenses is expected to be 55.5% of the total Agency cost.

Because this alternative does not include automatic enforcement of non-AFDC court cases, except when there is an application, it is not expected that this will provide an effective deterrent to an increase in AFDC cases, and therefore, the corresponding benefit is excluded.

Costs and Benefits

Alternative 2 - Title IV Part D - Full Compliance

	<u>4th Quarter FY 1977</u>	<u>Cumulative Totals</u>	<u>FY 1978</u>	<u>Cumulative Totals</u>
<u>PROGRAM COSTS:</u>				
<u>Direct Costs:</u>				
Personal Services	\$165,643		\$1,068,114	
Travel	6,000		45,000	
Contractual Services (see attached)	45,440		429,500	
Commodities	4,250		27,000	
Equipment	28,110	\$249,443	-0-	\$1,569,614
Indirect Costs	9,615	259,058	58,727	1,628,341
<u>Transition Costs:</u>				
Moving	7,300		-0-	
Procedures	25,000	291,358	-0-	1,628,341
Penalties	-0-		-0-	
Federal Financial Participation	(167,554)	123,804	(906,654)	721,687
 NET PROGRAM COSTS		<u>\$123,804</u>		<u>\$ 721,687</u>
 <u>PROGRAM BENEFITS:</u>				
Reduction-State Share-AFDC	\$23,000		\$335,300	
Reduction-State Share-Medicaid	-0-		5,600	
URES A Incentive Payments	4,500		36,700	
Application Fees	-0-		15,000	
Avoidance of AFDC Increase	-0-	\$ 27,500	-0-	\$ 392,600
 TOTAL BENEFITS		<u>\$ 27,500</u>		<u>\$ 392,600</u>
 NET COST OF PROGRAM		<u>\$ 96,304</u>		<u>\$ 329,087</u>

Contractual Services

Alternative 2 - Title IV Part D - Full Compliance

Code	Classification	<u>4th Quarter FY 1977</u>	<u>FY 1978</u>
310	Communication Services	\$ 7,650	\$ 50,500
320	Printing and Advertising	1,250	10,000
330	Rents and Utilities	4,400	102,100
340	Repairs, Services and Alterations	300	1,500
350	Transportation of Things - Relocation Expense	21,750	-0-
360B	Equipment Rental - Word Processing	2,025	10,800
360C	Equipment Rental - Other	3,065	21,600
380	Professional Fees and Services	-0-	125,000
390	Other - Process Serving	-0-	93,000
	Other - Automated Systems	<u>5,000</u>	<u>15,000</u>
	TOTAL	<u>\$45,440</u>	<u>\$429,500</u>

### Alternative 3: Title IV Part D - Partial Compliance

This cost estimate is based primarily on an increase in the permanent staff members from 15 to 51 by July 1, 1977, located in three regional offices and one central office. It is assumed that the emphasis in the fourth quarter of fiscal year 1977 will be on developing a functioning agency by July 1, 1977. The caseload is projected to be 8,000 cases by the end of fiscal year 1978. However, the non-AFDC cases will be enforced on a "time available" basis, and therefore, there would be a small reduction in the expenses that vary with caseload. Because this alternative does not include full compliance with the Federal Title IV Part D regulations, a 5% penalty of the Federal share of Alaska AFDC payments is assumed to be assessed. In order to receive Federal financial participation, the procedures described in other alternatives must be written and implemented. It is expected that the Federal financial participation will be 60.8% of the agency costs, excluding the contract to write the procedures and change the computer system, which are assumed to be eligible for 75% federal financial participation.

URESAs incentive payments could not be paid to this agency by other states because it is not an acceptable Title IV Part D agency. An application fee for service has been eliminated because this agency is probably not providing a service that justifies a fee. The lack of enforcement of court ordered support payments for non-AFDC cases precludes the prevention of an increase in AFDC cases.

Costs and Benefits

Alternative 3 - Title IV Part D - Partial Compliance

	<u>4th Quarter FY 1977</u>	<u>Cumulative Totals</u>	<u>FY 1978</u>	<u>Cumulative Totals</u>
<u>PROGRAM COSTS:</u>				
Direct Costs:				
Personal Services	\$161,090		\$1,007,240	
Travel	6,000		40,000	
Contractual Services (see attached)	43,165		414,050	
Commodities	4,250		25,500	
Equipment	25,320	\$239,825	-0-	\$1,486,790
Indirect Costs	9,346	249,171	55,555	1,542,345
Transition Costs:				
Moving	6,800		-0-	
Procedures	25,000	280,971	-0-	1,542,345
Penalties-AFDC				
Federal Share	255,000	535,971	335,000	1,877,345
Federal Financial Participation	(175,090)	360,881	(939,876)	937,469
NET PROGRAM COSTS		<u>\$360,881</u>		<u>\$ 937,469</u>
 <u>PROGRAM BENEFITS:</u>				
Reduction-State Share-AFDC	\$ 23,000		\$ 335,300	
Reduction-State Share-Medicaid	-0-		5,600	
URES A Incentive Payments	-0-		-0-	
Application Fees	-0-		-0-	
Avoidance of AFDC Increase	-0-	\$ 23,000	-0-	\$ 340,900
TOTAL BENEFITS		<u>\$ 23,000</u>		<u>\$ 340,900</u>
 <u>NET COST OF PROGRAM</u>		<u>\$337,881</u>		<u>\$ 596,569</u>

Contractual Services

Alternative 3 - Title IV Part D - Partial Compliance

Code	Classification	<u>4th Quarter FY 1977</u>	<u>FY 1978</u>
310	Communication Services	\$ 7,625	\$ 48,250
320	Printing and Advertising	1,250	10,000
330	Rents and Utilities	4,400	96,900
340	Repairs, Services and Alterations	300	1,500
350	Transportation of Things - Relocation Expense	19,500	-0-
360B	Equipment Rental - Word Processing	2,025	10,800
360C	Equipment Rental - Other	3,065	21,600
380	Professional Fees and Services	-0-	120,000
390	Other - Process Serving	-0-	90,000
	Other - Automated Systems	<u>5,000</u>	<u>15,000</u>
	TOTAL	<u>\$ 43,165</u>	<u>\$ 414,050</u>

#### Alternative 4 - State Court Cases Only

The cost estimates for alternative 4 are based primarily on an increase in permanent staff members from 15 to 32 by July 1, 1977, as located in three regional offices and one central office. It is expected that the primary activity of the fourth quarter of fiscal year 1977 will be directed towards developing a functioning organization by July 1, 1977. The caseload is projected to be 10,000 cases at the end of fiscal year 1978. However, because this organization will not handle AFDC cases unless there is an existing court order, the cost of professional fees, process serving, and travel are expected to be lower than under alternatives 1 - 3. Because of the workload, however, the automated system will require changes. This organization is not in compliance with the federal Title IV Part D regulations, and therefore, a 5% penalty on the federal share of AFDC payments is anticipated. AFDC cases with court orders should make the state eligible for limited federal financial participation of 5.3% of the total agency cost.

There will be a reduction in the state share of AFDC payments from enforcement of the AFDC cases with existing court orders. However, this benefit will not increase as it would for the other alternatives where enforcement efforts will increase the number of court orders relating to AFDC cases. Effective enforcement of the court cases is expected to provide a deterrent to an increase in AFDC cases, and therefore, this benefit is included for this alternative.

Costs and Benefits

Alternative 4 - State Court Cases Only

	<u>4th Quarter FY 1977</u>	<u>Cumulative Totals</u>	<u>FY 1978</u>	<u>Cumulative Totals</u>
<u>PROGRAM COSTS:</u>				
Direct Costs:				
Personal Services	\$130,412		\$630,923	
Travel	6,000		40,000	
Contractual Services (see attached)	29,140		328,975	
Commodities	3,375		16,000	
Equipment	14,220	\$183,147	-0-	\$1,015,898
Indirect Costs	7,450	190,597	35,226	1,051,124
Transition Costs:				
Moving	4,600	195,197	-0-	1,051,124
Penalties-AFDC				
Federal Share	255,000	450,197	335,000	1,386,124
Federal Financial				
Participation	(10,345)	439,852	(55,710)	1,330,414
NET PROGRAM COSTS		<u>\$439,852</u>		<u>\$1,330,414</u>
<u>PROGRAM BENEFITS:</u>				
Reduction-State Share-AFDC	\$23,000		\$230,000	
Reduction-State Share-Medicaid	-0-		3,200	
URESA Incentive Payments	-0-		-0-	
Application Fees	-0-		-0-	
Avoidance of AFDC Increase	-0-	\$ 23,000	\$112,000	\$345,200
TOTAL BENEFITS		<u>\$ 23,000</u>		<u>\$345,200</u>
NET COST OF PROGRAM		<u>\$416,852</u>		<u>\$ 985,214</u>

Contractual Services

Alternative 4 - State Court Cases Only

Code	Classification	<u>4th Quarter FY 1977</u>	<u>FY 1978</u>
310	Communication Services	\$ 7,100	\$ 40,000
320	Printing and Advertising	2,000	16,000
330	Rents and Utilities	4,400	71,400
340	Repairs, Services and Alterations	300	1,400
350	Transportation of Things - Relocation Expenses	5,250	-0-
360B	Equipment Rental - Word Processing	2,025	6,075
360C	Equipment Rental - Other	3,065	21,600
380	Professional Fees and Services	-0-	75,000
390	Other - Process Serving	-0-	82,500
	Other - Automated Systems	<u>5,000</u>	<u>15,000</u>
	TOTAL	<u>\$ 29,140</u>	<u>\$ 328,975</u>

Alternative 5 - No Child Support Enforcement Agency

The costs for Alternative 5 are based on estimated expenditures to terminate the agency. It is expected that the current personnel will be paid for an average of two months in the fourth quarter of fiscal year 1977. The other expenses relate to notification of all persons involved with current cases that service is being terminated. In addition, the agency will incur expenses for transferring the case files from their present location. Because there will not be a Title IV Part D agency in compliance with the federal regulations, a 5% penalty of the federal share of Alaska AFDC payments is assumed to be assessed.

There are no benefits expected from the termination of all child support enforcement activities.

Costs and Benefits

Alternative 5 - Abolish Child Support Enforcement Agency

	<u>4th Quarter FY 1977</u>	<u>Cumulative Totals</u>	<u>FY 1978</u>	<u>Cumulative Totals</u>
PROGRAM COSTS:				
Direct Costs:				
Personal Services	\$ 93,600			
Travel	1,000			
Contractual Services	7,100	\$ 101,700		
Indirect Costs:				
Penalties-AFDC Federal Share	255,000	356,700	\$335,000	\$ 335,000
NET PROGRAM COSTS		<u>\$ 356,700</u>		<u>\$ 335,000</u>
PROGRAM BENEFITS		-0-		-0-
NET COST OF PROGRAM		<u>\$ 356,700</u>		<u>\$ 335,000</u>

