



CSRA Regional Commission

BOARD MEETING PACKAGE

**SWEET T's RESTAURANT
THOMSON, GEORGIA
MAY 16, 2022 – 6:30 PM**

EXECUTIVE COMMITTEE AND BUDGET AND AUDIT REVIEW COMMITTEE MEETINGS

MAY 16, 2022 – 6:00 PM VIA



AGENDA
CSRA REGIONAL COMMISSION
BOARD OF DIRECTORS MEETING
SWEET T'S RESTAURANT, THOMSON, GA
MAY 16, 2022 @ 6:30 PM

- | | |
|--|--------------------|
| 1. CALL TO ORDER | CHAIRMAN |
| 2. INVOCATION | |
| 3. MINUTES OF LAST MEETING | MOTION TO APPROVE |
| 4. APPROVAL OF ACTION ITEMS FROM PREVIOUS EXECUTIVE COMMITTEE MEETING(S) | MOTION TO APPROVE |
| 5. APPOINTMENT OF BODs FOR COMPONENT UNITS | MOTION TO APPROVE |
| 6. ACCEPT ADMINISTRATIVE RESPONSIBILITY FOR THE CSRA UNIFIED DEVELOPMENT AUTHORITY (UDA) | MOTION TO APPROVE |
| 7. EXECUTIVE DIRECTOR ANNUAL PERFORMANCE REVIEW | MOTION TO APPROVE |
| 8. RC ORGANIZATIONAL ANNUAL PERFORMANCE REVIEW | MOTION TO APPROVE |
| 9. ADOPTION OF FY 2023 BUDGET | MOTION TO APPROVE |
| a. ADOPTION OF FY 2023 SALARY SCHEDULE | |
| b. ADOPTION OF FY 2023 AAA PROVIDERS SCHEDULES | |
| 10. ADOPTION OF THE CENTER'S FY 2023 WORKPLAN | MOTION TO APPROVE |
| 11. ENGAGEMENT LETTER FOR AUDITOR FOR FY2022 | MOTION TO APPROVE |
| 12. NOMINATING COMMITTEE | MOTION TO APPROVE |
| 13. APPOINTMENT OF FY2023 EXECUTIVE COMMITTEE | MOTION TO APPROVE |
| a. Officers (Chairman, Vice-Chairman, Treasurer, Secretary, Immediate Past Chairman) | |
| b. Other Members | |
| i. Hardie Davis, Augusta-Richmond County | |
| ii. Doug Duncan, Columbia County | |
| iii. Walker Norman, Lincoln County | |
| iv. Jimmy Andrews, City of Sandersville | |
| v. Sam Moore, Wilkes County | |
| 14. CHAIRMAN'S REPORT | CHAIRMAN |
| 15. EXECUTIVE DIRECTOR'S REPORT | EXECUTIVE DIRECTOR |
| 16. OLD BUSINESS | |
| 17. NEW BUSINESS | |
| 18. ADJOURNMENT | |

MINUTES
CSRA REGIONAL COMMISSION
SEPTEMBER 23, 2021
10:00 A.M. – ONLINE BOARD MEETING
VIRTUAL MEETING - GOTOMEETING

ATTENDANCE RECORD:

	Member	Jurisdiction	Present	Absent
Augusta-Richmond	Mayor Hardie Davis	Augusta-Richmond	X	
	Catherine Smith-McKnight	Hephzibah	X	X
	Mr. John Luther, Chairman*	Private Sector	X	
Burke	Commissioner Terri Kelly	Burke County	X	
	Councilman Richard Byne	Waynesboro	X	
	Vacant	Private Sector		X
Columbia	Chairman Doug Duncan*	Columbia County		X
	Mayor George James, III	Grovetown		X
	Vacant	Private Sector		
Glascok	Chairman Lori Boyen	Glascok County		X
	Mayor Gregg Kelley	Gibson		X
	Mr. Lee Griffin	Private Sector		X
Hancock	Chairman Sistie Hudson, Secretary*	Hancock County	X	
	Allen Haywood, Mayor	Sparta	X	
	Vacant	Private Sector		
Jefferson	Chairman Mitchell McGraw	Jefferson County	X	
	Mayor Jenny Smith	Louisville	X	
	Mr. Josephus Nelson	Private Sector		X
Jenkins	Chairman Hiller Spann	Jenkins County		X
	Mayor Albert Rocker	Millen	X	
	James Henry	Private Sector	X	
Lincoln	Chairman Walker Norman*	Lincoln County		X
	Alana Burke	Lincolnton	X	
	Mr. Gary Edwards	Private Sector		X
McDuffie	Chairman Charlie Newton IV	McDuffie County		X
	Mayor Ken Usry, Vice Chairman*	Thomson	X	
	Vacant	Private Sector		

	Member	Jurisdiction	Present	Absent
Taliaferro	Chairman Willie Blockum	Taliaferro County		X
	Mayor Larry Stewart	Crawfordville		X
	Mr. George Hughes	Private Sector		X
Warren	Chairman John Graham, Chairman*	Warren County	X	
	Mayor Chris McCorkle	Warrenton		X
	Reverend Felton Poole	Private Sector		X
Washington	Chairman Horace Daniel	Washington County		X
	Mayor James Andrews*	Sandersville	X	
	Vacant	Private Sector		X
Wilkes	Chairman Sam Moore*	Wilkes County		X
	Mayor Bill deGolian	Washington		X
	Mr. David Tyler	Private Sector		X
State Appointees	Tat Thompson	Columbia County		X
	Joyce Blevins	McDuffie County		X
	Molly Howard	Jefferson County		X
	Julian Roberts III	Augusta-Richmond		X
	Adam Nelson	Columbia County		X
Tech Schools	President Jermaine Whirl*	Augusta Tech	X	
	Erica Hardin	Sandersville Tech		X

** Denotes Executive Committee Member*

Officers: Chairman: John Graham (Warren County)
Vice Chairman: Ken Usry (City of Thomson)
Treasurer: Sistie Hudson (Hancock County)
Secretary: Walker Norman (Lincoln County)
Immediate Past Chair: John Luther (Augusta-Richmond County)

GUESTS:

Maria Cook, Senator Raphael Warnock's Office
Mike Beatty, The Beatty Team
Bob Young, Former Mayor, City of Augusta-Richmond County
Tina Hutcheson, Department of Community Affairs

STAFF PRESENT:

Andy Crosson, Executive Director

Jennifer Sankey, Chief Financial Officer

Stephanie Quattlebaum, Director of Economic Development

Randy Griffin, President - CSRA Business Lending

INVOCATION

Chairman John Graham gave the invocation.

CALL TO ORDER

The Chairman noted that a quorum was present and called the meeting to order at 10:00 a.m.

MINUTES OF LAST MEETING

The Chairman called for the approval of the minutes from the last meeting. On a motion by Jermaine Whirl, seconded by Alana Burke, the minutes were unanimously approved.

RATIFICATION OF ACTIONS TAKEN BY THE EXECUTIVE COMMITTEE

The Executive Director reported that there was no Executive Committee meeting since the last Board meeting, so no action was needed.

MIKE BEATTY TEAM

The Executive Director introduced former DCA Commissioner, former Director of the USDA Office of Partnership and Public Engagement, and former Director of the Center for Faith-Based and Community Partnerships at USDA, Mike Beatty. Mike discussed his new endeavor, The Beatty Team, and noted that its mission is to partner with communities to help create a climate of success for youth, families, and businesses. Mike briefly discussed his group's approach to working with public and private leaders in a community to develop job partnership opportunities for youth. Mike noted that he looked forward to partnering with leaders in the CSRA and that they could contact him directly if they had questions or needed additional information. The Chairman thanked Mike for his years of public leadership and for meeting with the Board today.

GEORGIA VETERANS CEMETERY IN AUGUSTA UPDATE

The Executive Director introduced Bob Young, who is a past Chairman of the Regional Commission and former Mayor of Augusta-Richmond County to discuss the Georgia Veterans Cemetery coming to Augusta. Mayor Young talked briefly about the 20-year effort to have a state Veterans Cemetery located in Augusta. The mayor thanked the Executive Director and the staff of the Regional Commission and the leaders in the surrounding communities for their

support in making this initiative come true. The new cemetery will be constructed on state-owned property around the East Central Regional Hospital in Gracewood (south Augusta). It will be the third state military cemetery in Georgia and will serve veterans from both Georgia and South Carolina. Mayor Young noted that the state has allocated \$1 million in state funds to assist with planning and other expenses. The cemetery should take 4 to 6 years to be completely operational.

APPROVAL OF RECAPITALIZATION OF EDA RLF

The Executive Director asked Randy Griffin, President of the Commission's component units operating as CSRA Business Lending, to discuss recapitalization of the EDA Revolving Loan Fund. Randy gave the board a brief history the lending corporation and the various revolving loan funds operated by CSRA Business Lending. Randy noted that EDA recently approached him about the recapitalization of the EDA RLF. Randy reported that the RC and CSRA BL would jointly apply for \$5 million in EDA grant funds under the American Rescue Plan Act to recapitalize the RLF. The match requirement of 20%, or \$1.2 million, will be met from the recently de-federalized RFLF award from 1979. The Executive Director reported that a Joint Resolution of the Board of Directors of the CSRA Regional Commission and CSRA Resource Development Agency, Inc., was included in the board package and would need to be approved for the recapitalization to move forward. Randy answered a few questions related to the EDA revolving loan fund and how the recapitalization will benefit the area served by CSRA BL. After discussion, Mayor Hardie Davis made a motion to approve the joint resolution as presented. The motion was seconded by Alan Burke. The motion passed unanimously. A copy of the joint resolution is attached hereto and hereby made a permanent part of these minutes.

Randy gave a brief updated on the New Market Tax Credit program and thanked all the members of the Board and local officials for their support in identifying projects for the program.

CHAIRMAN'S REPORT

The Chairman thanked everyone for their attendance. The Chairman briefly discussed several state initiatives related to American Rescue Plan Act and encouraged members to contact RC staff if they needed assistance in applying for any upcoming grant opportunities. The Chairman also reported that the 2020 census is complete, and that counties and cities need to work with their local legislative delegations for any redistricting that may be needed in their communities. The Chairman reminded members that the Local Option Sales Tax distribution formula is required to be updated after the U.S. Census every ten years and encouraged members to start working that process soon.

EXECUTIVE DIRECTOR'S REPORT

The Executive Director noted that the CSRA Regional Plan Implementation Program Report was ready to be approved now that the Department of Community Affairs has completed it review.

On a motion by Allan Haywood, seconded by Alana Burke, the Board unanimously approved the resolution as presented.

The Executive Director briefly updated the Board on the Commission's COVID Pandemic activities. The Executive Director reported that many of the Senior Centers were now open for congregate meals and encouraged members to continue to monitor COVID patterns in their area on a regular basis. The Executive Director reported that the offered Friday, September 23rd off for any staff who demonstrated they were vaccinated or at least had their first vaccination.

The Executive Director requested that the Board authorize the change to the Overtime policy as it was included in the board package. The change will allow the Commission, at the Executive Director's discretion, to pay for overtime hours rather than require compensatory time off in certain situations. The Executive Director noted that switching the timesheet system over has created situations where employees end up with a couple overtime hours because of the way the pay periods begin and end. This change will be more cost effective for the finance department. On a motion by Allan Haywood, seconded by Alana Burke, the Executive Director's request for the change in the overtime policy was unanimously approved.

The Executive Director requested that the Board authorize the change to the paid time off policy as it was included in the board package. Currently, non-exempt staff are required to take paid time off in two (2) hour increments. The Fair Labor Standards Act is silent on the minimum number of hours required for paid time off for non-exempt employees. The Executive Director requested the Board's approval to change the minimum time to one (1) hour for non-exempt employees. On a motion by Allan Haywood, seconded by Alana Burke, the Executive Director's request for the change in the paid time off policy was unanimously approved.

The Executive Director encouraged all counties with a private sector vacancy to please fill that vacancy as soon as possible. The Executive Director reported that appointment forms can be sent out upon request.

OLD BUSINESS

There was no old business to come before the Council.

NEW BUSINESS

The Executive Director reported that Maria Cook from Senator Raphael Warnock's office was in attendance and asked her to introduce herself. Ms. Cook thanked the Board for their work and encouraged them to reach out to the Senator's office if there is anything they can do to assist them.

Tina Hutcheson with DCA briefly spoke to the Board about the Rental Assistance Program and encouraged members to contact her if they had any questions about that or any other DCA program.

There was no other new business to come before the Council.

ADJOURNMENT

There being no additional business the Chairman adjourned the meeting at 11:00 a.m.

Approved and accepted this _____ day of _____, 2022.

John Graham, Chairman

Andy Crosson, Executive Director



**MINUTES
BUDGET AND AUDIT REVIEW COMMITTEE
JUNE 10, 2020 – 10:10 AM
VIA OPEN CONFERENCE CALL (GOTO MEETING)
AUGUSTA, GA**

Committee Attendees:

John Luther, Council Chairman (Augusta-Richmond County)
John Graham, Vice-Chairman (Warren County)
Ken Usry, Treasurer (City of Thomson)
Sistie Hudson, Council Secretary, (Hancock County)
Jerry Henry, Immediate Past Chairman (Jenkins County)
Hardie Davis, Augusta-Richmond County
Doug Duncan, Columbia County
Jimmy Andrews, City of Sandersville
Walker Norman, Lincoln County

Staff Present:

Andy Crosson, Executive Director	Stephanie Quattlebaum, Director of
Jennifer Sankey, Chief Financial Officer	Economic Development

The Treasurer called the meeting to order at 10:00 a.m.

APPROVAL OF MINUTES

On a motion by Sistie Hudson, seconded by John Luther, the minutes of the last Budget and Audit Review Committee meeting were unanimously approved.

FISCAL YEAR 2020 BUDGET

The Commission's Chief Financial Officer distributed hard copies of the proposed FY2021 budget to members of the Council. The Chief Financial Officer noted that a copy of the FY2021 Schedule of Positions and the FY2021 Work Program were available for review if anyone wished to review it.

The Chief Financial Officer reviewed the budget and discussed the departmental budgets. The Chief Financial Officer analyzed the RC's anticipated revenues and discussed the various projects that go into making up the revenues for FY2021. A brief discussion of revenues for FY2021 and how they compared to FY20 took place. It was noted that the RC uses its \$523,136 in local dues to leverage grants and that the total revenues proposed for FY21 equal \$12,174,640. The Chief Financial Officer noted that these revenue projections were conservative and based on the information available at the time of their

development and that the Commission expects to see CARES Act funding for various programs as the year progresses.

The Chief Financial Officer reviewed the proposed expenditures for FY21. It was noted that no capital outlays were planned for FY21. The Chief Financial Officer noted that a large part of the RC's revenue goes towards contractual items and that most of these represent various contracts designed to complete work required by the agency's state and federal contracts. The Chief Financial Officer reported that the FY21 budget included expenditures totaling \$12,118,335. The Chief Financial Officer reported that the budget, as presented, resulted in an excess of \$56,305. A brief discussion about the proposed revenues and expenditures took place. The Chief Financial Officer noted that the proposed budget includes a cost of living adjustment of one and a half (1.5) percent for FY2021. After discussion Ken Usry made a motion to approve the proposed FY2021 budget as presented and to include a one and one-half (1.5) percent cost of living adjustment. The motion was seconded by Allen Haywood. The motion unanimously passed.

ADOPTION OF THE FY2021 POSITION SCHEDULE

The Chief Financial Officer reported that the FY2021 budget included a position schedule that corresponded to the FY2021 budget expenditures. On a motion by Ken Usry, seconded by John Luther, the Budget and Audit Review Committee voted unanimously to recommend the FY2021 positions and position schedule as presented to the full Board for approval.

ADOPTION OF THE FY2021 AAA AND DHR COORDINATED TRANSPORTATION SERVICE PROVIDERS SCHEDULES

The Executive Director reported that the FY2021 budget included contractual obligations to the Area Agency on Aging and Department of Human Resources Coordinated Transportation service providers. The Executive Director reported that the Council needed to approve these service provider schedules to authorize the RC to enter into contracts with the service providers for FY2021. The Executive Director discussed the request for proposal process used for the FY2021 contracts. The Executive Director noted that the contracts are subject to change during the year pursuant to funding availability. On a motion by Ken Usry, seconded by Sistie Hudson, the Budget and Audit Review Committee voted unanimously to recommend the FY2021 AAA and DHR Coordinated Transportation Service Providers schedule as presented to the full Board for approval.

OLD BUSINESS

There was no old business to come before the Committee.

NEW BUSINESS

There was no new business to come before the Committee.

There being no further business, the meeting was adjourned at 10:20 a.m.

Accepted and approved this _____ day of _____, 2020.

John Graham, Chairman

Andy Crosson, Executive Director

CSRA Local Development Corporation, CSRA Resource Development Agency, Inc., CSRA Rural Lending Authority, Inc.

d/b/a CSRA Business Lending

BOARD OF DIRECTORS - Effective July 1, 2021

<u>Officer?</u>	<u>Compensation?</u>	<u>Audit?</u>	<u>FIRSTNAME</u>	<u>LASTNAME</u>	<u>COMPANY</u>	<u>ADDRESS</u>	<u>CITY</u>	<u>STATE</u>	<u>ZIP</u>	<u>E-Mail</u>	<u>Cell Phone</u>	<u>Phone</u>
			Charles	Martin	North Augusta 2000 / Former City Administrator	857 River Bluff Road	North Augusta	SC	29841	cmartin13@comcast.net	803-599-3105	
			Charles	Bennett	Queensborough National Bank and Trust	5049 Wrightsboro Road	Grovetown	GA	30813	charles.bennett@qnbtrust.bank	803-215-3808	706-868-1001
		Audit	Sanford	Loyd	Sanford Loyd CPA	1121 Greene St.	Augusta	GA	30901	sanfordloyd@att.net	706-373-7289	706-722-6105
	Compensation		Rick	Rhoden	Rhoden CPA Firm	808 Greene Street	Augusta	GA	30901	rick@rhodencpa.com	706-513-2645	706-724-7979
	Compensation		Russ	Morgan	Regions Bank	4129 Columbia Road	Martinez	GA	30907	russell.morgan@regions.com	706-945-8204	762-333-0617
			Zack	Daffin	Express Pros	3749 Westlake Drive	Martinez	GA	30907	zack.daffin@expresspros.com	706-284-5600	
		Audit	Rick	Evans	Serotta, Maddocks, Evans, CPA's	2743 Perimeter Pkwy Bldg 100 Suite 200	Augusta	GA	30909	revans@smecpa.com	706-830-2811	706-722-5337
President			Randy	Griffin	CSRA Business Lending	3626 Walton Way Ext Suite 300	Augusta	GA	30909	rgriffin@csrardc.org	706-825-4181	706-210-2010
			Susan	Hunnicutt	Wells Fargo Bank	3645 Wheeler Road	Augusta	GA	30909	susan.t.hunnicutt@wellsfargo.com	706-284-2531	706-650-7609
			Cameron	Nixon	Ameris Bank	2743 Perimeter Pkwy Bldg 100 Suite 101	Augusta	GA	30909	cameron.nixon@amerisbank.com	706-373-8209	706-619-3982
			Mark	Wills	South State Bank	3530 Wheeler Rd.	Augusta	GA	30909	mark.wills@southstatebank.com	706-833-0170	706-738-6990
Treasurer	Compensation	Audit	Cedric	Johnson	Augusta University	1120 15th St., Kelly Admin Bldg, AA-212	Augusta	GA	30912	bankercj5@aol.com	706-495-9579	
Chair	Compensation		Jeff	Spears	First Community Bank	3638 Walton Way Ext	Augusta	GA	30909-2357	jeff.spears@firstcommunitysc.com	706-396-2501	

6 of 13 or 46% bankers or financial institutions.

Jeff Spears, Chairman

Cedric Johnson, Vice-Chairman

Effective July 1, 2021

Quorum - 7

2022 CSRA Regional Commission Executive Director Annual Review



Summary of Results

In accordance with state law OCGA 50-8-34-1 (a) and (b), a performance evaluation opportunity was given to all RC Council members to be completed by May 1, 2022. The evaluation allowed Council members to evaluate the performance of the RC's Executive Director during the previous year. The Executive Director's Performance Evaluation focused on how effectively he has accomplished the goals and policies established by the Board this past year. The Executive Director was evaluated on the following major categories:

- Strategic Leadership
- Financial Management
- Human Resources
- Governance
- Modeling Core Values
- Empowering Others
- Community Leadership

The attached summary sheet shows the average rating for each response along with a list of all written comments. The "no basis for rating" responses are not calculated in the overall satisfaction score.

Fifteen (15) summary responses were received for the Executive Director Review Survey. Respondents were asked to rank the Executive Director on a scale of 1 to 5, with 1 being poor and 5 representing exceptional. Below are the responses (two respondent left question blank):

Response	Number of Responses	Percentage	Average Score 4.71/5.0
Exceptional	10	67 %	
Good	4	27 %	
No Response	1	7%	

Overall, 100% of the responses showed that the Executive Director's performance was good or exceptional.

2020 CSRA Executive Director Evaluation

Please rate the RC's Executive Director in the following areas:	Average Rating
Modeling Core Values: Leads staff in maintaining a climate of excellence, accountability, and respect.	4.61
Continuous Improvement: Seeks, evaluates, and acts upon opportunities for innovation to change, grow and improve.	4.76
Empowering Others: Empowers the board through sharing relevant information and decision making.	4.16
Community Leadership: Identifies, develops, and maintains the key relationships in the community necessary to support an effective organization	4.78
Human Resources: Recruits, develops and retains a capable staff and manages its performance effectively	4.27
Finance: Assures adequate control and accounting of all funds, including maintaining sound financial practices, and complying with all laws	4.84
Governance: Provides suitable and timely information to the board about key issues for discussion, analysis and decision making that allows the board to set the agenda and focus of meetings	4.46

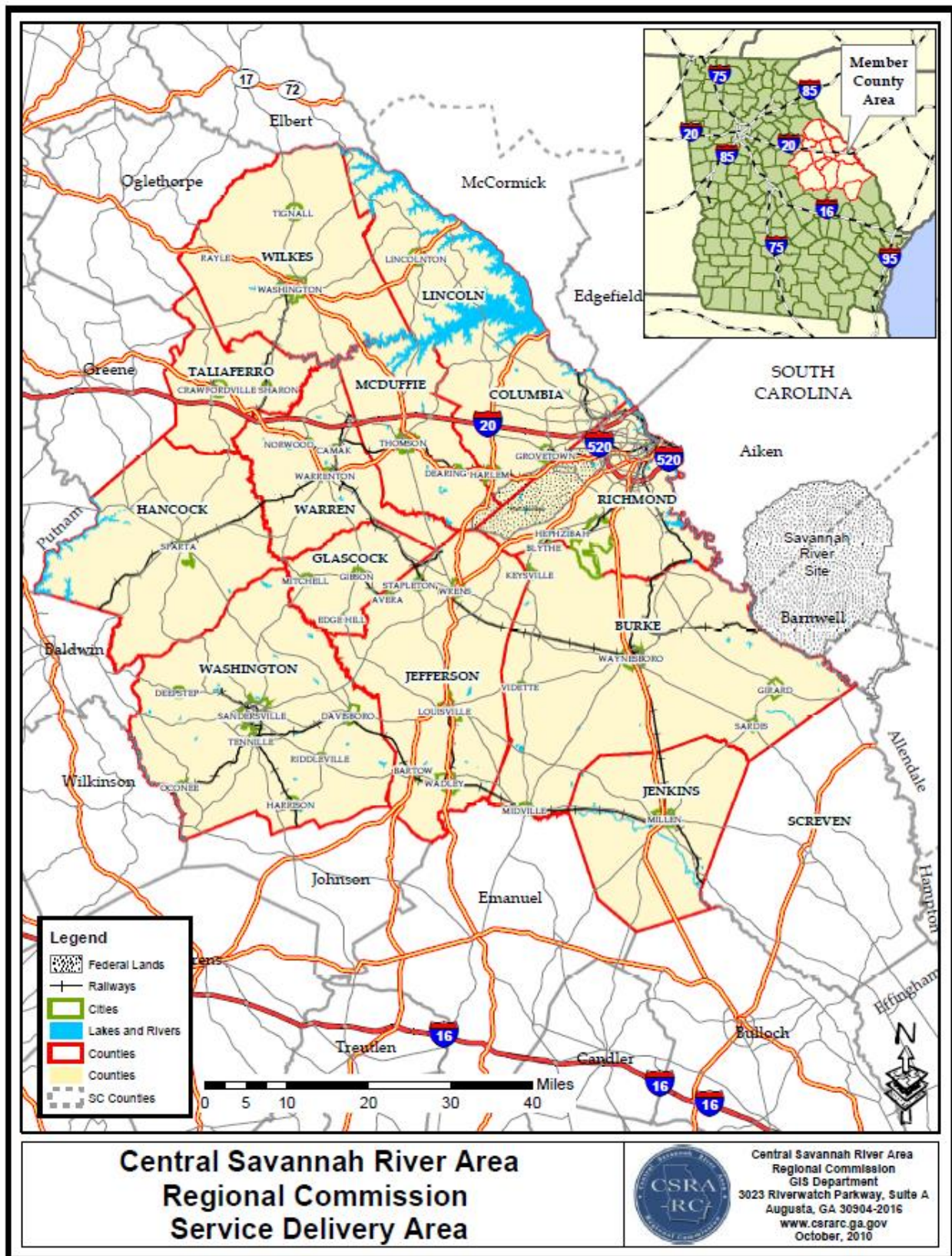
CSRA REGIONAL COMMISSION
SCHEDULE OF AAA CONTRACTS (AGGREGATE BY PROVIDER)
FOR THE PERIOD JULY 1, 2022 TO JUNE 30, 2023

Service Provider	Federal \$'s	State \$'s	Total Fed & State \$'s	Local \$'s Required	Contract Total
ADT	\$ 28,192	\$ 1,658	\$ 29,850	\$ 3,317	\$ 33,167
A'Keti Avila	\$ 7,171	\$ -	\$ 7,171	\$ -	\$ 7,171
Augusta University	\$ 14,736	\$ 2,948	\$ 17,684	\$ 1,965	\$ 19,649
AutumnCare Adult DC	\$ 28,333	\$ 1,667	\$ 30,000	\$ 3,333	\$ 33,333
Burke	\$ 70,187	\$ 22,397	\$ 92,584	\$ 6,642	\$ 99,226
CSRA Private Duty	\$ 57,634	\$ 41,784	\$ 99,418	\$ 7,283	\$ 106,701
Family Care	\$ 35,868	\$ 50,461	\$ 86,329	\$ 4,448	\$ 90,777
Family Counseling, Inc.	\$ 80,561	\$ 8,645	\$ 89,206	\$ 9,478	\$ 98,684
Ga Legal Services	\$ 142,887	\$ 12,700	\$ 155,587	\$ 16,810	\$ 172,397
Glascok BOC	\$ 21,728	\$ 4,500	\$ 26,228	\$ 2,006	\$ 28,234
Golden Harvest	\$ 14,167	\$ 833	\$ 15,000	\$ 1,667	\$ 16,667
Hancock	\$ 38,224	\$ 14,360	\$ 52,584	\$ 3,558	\$ 56,142
Homeplace Adult Daycare, Inc.	\$ 24,148	\$ 1,421	\$ 25,569	\$ 2,841	\$ 28,410
Jefferson	\$ 76,695	\$ 15,329	\$ 92,024	\$ 7,069	\$ 99,093
Jenkins	\$ 126,965	\$ 14,953	\$ 141,918	\$ 11,484	\$ 153,402
Jud C. Hickey Cnt	\$ -	\$ 119,328	\$ 119,328	\$ -	\$ 119,328
Lincoln	\$ 47,812	\$ 6,728	\$ 54,540	\$ 4,482	\$ 59,022
New Bethlehem Cnt	\$ 30,177	\$ 1,342	\$ 31,519	\$ 2,684	\$ 34,203
ResCare, Inc.	\$ 147,719	\$ 94,848	\$ 242,567	\$ 19,052	\$ 261,619
Richmond	\$ 580,781	\$ 192,574	\$ 773,355	\$ 55,117	\$ 828,472
Sylvania (city of)	\$ 71,325	\$ 16,320	\$ 87,645	\$ 6,616	\$ 94,261
Taliaferro	\$ 35,424	\$ 4,403	\$ 39,827	\$ 3,344	\$ 43,171
TBD	\$ 33,514	\$ -	\$ 33,514	\$ -	\$ 33,514
Walton Options for Independent Living, Inc.	\$ 78,015	\$ 37,113	\$ 115,128	\$ 9,178	\$ 124,306
Warren	\$ 47,766	\$ 13,654	\$ 61,420	\$ 4,384	\$ 65,804
Washington BOC	\$ 56,066	\$ 19,563	\$ 75,629	\$ 5,341	\$ 80,970
Wilkes	\$ 30,531	\$ 7,885	\$ 38,416	\$ 2,851	\$ 41,267
Grand Total	\$ 1,926,626	\$ 707,414	\$ 2,634,040	\$ 194,950	\$ 2,828,990

CENTRAL SAVANNAH RIVER AREA REGIONAL COMMISSION



FY2023 WORK PLAN





PREAMBLE OF THE CSRA REGIONAL COMMISSION



It is hereby affirmed that the local units of government in the CSRA have many common concerns that transcend their individual borders; the destinies of each unit rest with the interdependent actions of the family of local governments, which comprise the Central Savannah River Area. It is vital to retain local home rule while providing resources to meet areawide challenges beyond the capabilities of individual units; expansion of the concept of multi-county cooperation among units of local governments is an effective means of achieving this vital goal; and cooperation must be fostered in two ways, by strengthening the abilities of local governments to meet individual local needs and by developing an association of local government to meet common regional concerns.

MISSION STATEMENT

To provide planning, management and information services to our members in a professional, ethical, cost effective and efficient manner; and to serve as a forum for addressing local government and its citizens' needs.







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CSRA Regional
Commission Council

Andy Crosson
Executive Director

Center for
Administrative
Services

Jennifer Sankey
Chief Financial Officer

- Finance
- Support Services
- Information Technology
- Human Resources



Center for
Human Services

Stephanie Quattlebaum
Deputy Director

- Area Agency on Aging
- Workforce Development
- Strategic Initiatives



Center for
Community
Development

Linda G. Grijalva
Deputy Director

- Local Government Services
- Planning
- Historic Preservation



CSRA
Business Lending

Randy Griffin
President

- CSRA Rural Development Agency
- CSRA Rural Lending Authority
- CSRA Local Development Corporation
- Georgia Community Reinvestment Fund



Thirteen Counties, One Region



Burke County Courthouse

Photo Courtesy: Carl Vinson Institute of Government



Photo: Keith Hair

Columbia County Courthouse (prior to recent renovations)

Photo Courtesy: Carl Vinson Institute of Government



Annual Work Program

Fiscal Year 2023

Each year, the Central Savannah River Area Regional Commission (CSRA RC) is required to submit an annual work plan to the Georgia Department of Community Affairs. This work plan identifies the services that the RC expects to perform during the coming fiscal year. This plan serves as a template for the day-to-day operations. Other projects may be added from time-to-time. In addition, some projects may not take place if funding or local support for the project dissipates.

The RC's Council is the agency's governing body. The Council approves all official business, resolutions, contracts, and grants. The Council delegates authority to the Executive Director to manage the operations of the RC, sign contracts, and perform other functions appropriate to the position. The Council and Executive Director are committed to providing effective and efficient services through each of the departments outlined within this Work Program.

CSRA REGIONAL COMMISSION STAFFING REQUIREMENTS

During Fiscal Year 2023, the RC anticipates the following staffing requirements (numbers may change based on programming and funding):

Department	Full-Time Equivalent Employees
Center for Administrative Services	5.57
Center for Community Development	4.62
CSRA Business Lending	5.13
Center for Human Services	22.71
TOTAL EMPLOYEES:	38.03

In addition, the RC may, from time-to-time, hire student interns who work within each department. The purpose of the student intern program is to provide an opportunity for hands-on training and experience in a prospective student's field of study. Interns are hired as funding becomes available.

During Fiscal Year 2023 (July 1, 2022 to June 30, 2023), the CSRA RC plans to undertake the projects/initiatives outlined in the following pages. This work program is meant to serve as a guideline of activities to be undertaken. Projects that differ from those outlined herein may be undertaken from time-to-time as needed and/or as approved by the Commission's Council.



Glascocock County Courthouse (prior to recent renovations)
Photo Courtesy: Carl Vinson Institute of Government



Hancock County Courthouse
Photo Courtesy: Carl Vinson Institute of Government



CENTER FOR ADMINISTRATIVE SERVICES

Center for Administrative Services

Jennifer Sankey
Chief Financial Officer

- Finance
- Support Services
- Information Technology
- Human Resources



FY2023 WORK PLAN



REGIONAL COMMISSION ADMINISTRATIVE OPERATIONS

ACTIVITIES

The Department of Finance & Administration is responsible for the internal day-to-day operations of the Commission and its programs. The activities of this department include:

- accounting,
- finance,
- human resources,
- budgets,
- contracts,
- facility management,
- cost allocations,
- internal and external reporting, and
- other activities related to the Commission's operations.

This department's personnel are available to assist local governments in the areas of accounting, financial reporting, audit preparation, and special personnel projects such as job descriptions, pay plans, and pay classification systems.

NETWORK ADMINISTRATION

The Regional Commission outsources its information technology services to a private entity. This arrangement has been very effective at resolving hardware and software issues and has resulted in a much more thorough backup and security environment for Commission data. The private contractor is responsible for monitoring and overseeing the daily operations of the Commission's computing network and accepts direct reports of workstation issues from users. This approach relies on both a proactive and reactive model to potential issues facing the computer systems and plays a vital role in the overall efficiency and security of the Commission's network system.



CENTER FOR HUMAN SERVICES

Center for Human Services

Stephanie Quattlebaum
Deputy Director

- Area Agency on Aging
- Workforce Development
- Strategic Initiatives



FY2023 WORK PLAN



AREA AGENCY ON AGING



FY2023 WORK PLAN



AREA AGENCY ON AGING PROJECTS/ACTIVITIES

PURPOSE OF AREA PLAN AND OVERVIEW OF AGING NETWORK

The Central Savannah River Area (CSRA) Regional Commission Area Agency on Aging (AAA) is a public organization created by resolution of fourteen counties and the cities therein that make up the membership. To provide policy guidance and direction to the staff, these member governments appoint the Council, which is composed of one city official, one county official, and one private sector person from each county.

The AAA is a department of the Regional Commission. Each department works closely with other RC components to provide assistance to cities and counties. The Executive Director meets regularly with department managers to discuss work projects and to coordinate activities among departments. This provides all departments with exposure to other areas of importance within the Regional Commission. It also provides an opportunity for total staff support of all projects and activities of each department.

The Central Savannah River Area Plan on Aging is a four-year plan covering the period of July 1, 2012, through June 30, 2017. Counties included in our planning and service area include Burke, Columbia, Glascock, Hancock, Jefferson, Jenkins, Lincoln, McDuffie, Richmond, Screven, Taliaferro, Warren, Washington and Wilkes. Updates to the plan occur as needed.

The Area Plan on Aging is prepared in accordance with the requirements and provisions under Section 306 (a) of the Older Americans Act. The Plan details specific information regarding the distribution of funds throughout the Aging Network proposed for the CSRA Region under the Older Americans Act, the Social Services Block Grant, the Community Care Services Program, State-funded Alzheimer's Disease Programs, Georgia Cares / State Health Insurance Program (SHIP), Indigent Care Trust Funds, Check-Off and Community Based Services.

This Plan is a comprehensive approach to planning services for older people in the CSRA developed from a broad base of input. Part I provides an overview of the Area Agency as well as the planning and service area, Part II outlines the operational plan, Part III describes our comprehensive service plan, Part IV incorporates the budget and units of services and Part V includes the compliance and contracting documents.

The Aging Services Network is made up of a variety of organizations and agencies that administer the Older Americans Act and other programs rendering services to elderly persons. The Network is divided into six components. The first is the Executive/Legislative that includes the Congress, President and Federal Council on the Aging. The second is the Federal Administration on Aging that includes the Assistant Secretary and numerous regional offices. The third is the State Units on Aging. The Unit is designated by the Governor and is responsible for statewide planning, program development, training and technical assistance, advocacy, coordination, programmatic and fiscal monitoring, and oversight of the Regional Area Plans. Additional responsibilities include the development of an intrastate funding formula, promulgation of additional necessary state policies and procedures, and designation of planning and service areas.

The fourth component of the Network is the Area Agencies on Aging. They are responsible for local planning, program development and coordination, advocacy, monitoring, area plan development and administration, resource development and contract administration. Area Agencies work with local



leaders, Advisory Council members, the private sector and elected officials in developing a comprehensive coordinated service delivery system. The fifth component is the Service Providers. They are responsible for the delivery of services, collection of data and reporting, updating proposals, and advocating for the elderly at the community level.

VISION AND MISSION STATEMENT

The broad mission statement of the Older Americans Act is to provide assistance in the development of new and improved programs to help older persons through community planning and services, training, research and the development of a comprehensive service delivery system with a continuum of care.

The vision statement of the Division of Aging Services is to be the leader of a customer-driven aging services network known for its exemplary teamwork, quality, innovation and accountability. The mission statement is to assist older Georgians in achieving healthy, independent, and self-sufficient lives. The principles and values of the Division that guide their decision making are:

- | | |
|-------------------------------|-----------------|
| ❖ A strong customer focus | ❖ Dignity |
| ❖ A positive work environment | ❖ Our workforce |
| ❖ Accountability and results | ❖ Trust |
| ❖ Teamwork | ❖ Diversity |
| ❖ Open communication | ❖ Empowerment |
| ❖ A pro-active approach | |

Similarly, the mission statement of the CSRA Agency on Aging is to promote maximum independence and quality of life for older persons through home and community-based services. The Agency on Aging values:

- ❖ The independence, rights and dignity of older persons
- ❖ The self-determination of older persons in planning and coordinating programs and services
- ❖ The basic needs of older persons, their families and/or caregivers.
- ❖ Quality services and continuous improvement
- ❖ A comprehensive system of service delivery that involves the public and private sectors
- ❖ The contributions of older workers and volunteers
- ❖ Wellness and intellectual development of older persons
- ❖ Efficient and effective home- and community-based services
- ❖ Responsible management of resources
- ❖ Our responsibility for earning and maintaining the public's trust.

Other projects may be funded by the Division of Aging during the course of the year. Such projects will be incorporated into the RC's work program as needed.

GOALS AND OBJECTIVES

The Area Agency on Aging's goals and objectives are outlined in the Area Plan. A copy of the Area Plan is on file at the Commission's office and can be reviewed during normal business hours.

Funding for the Area Agency on Aging is derived from a multiple funded contract with the Georgia Department of Human Resources, Division of Aging Services.



Jefferson County Courthouse

Photo Courtesy: Carl Vinson Institute of Government



Photo: Keith Hair

Jenkins County Courthouse

Photo Courtesy: Carl Vinson Institute of Government



WORKFORCE DEVELOPMENT



FY2023 WORK PLAN



WORKFORCE DEVELOPMENT

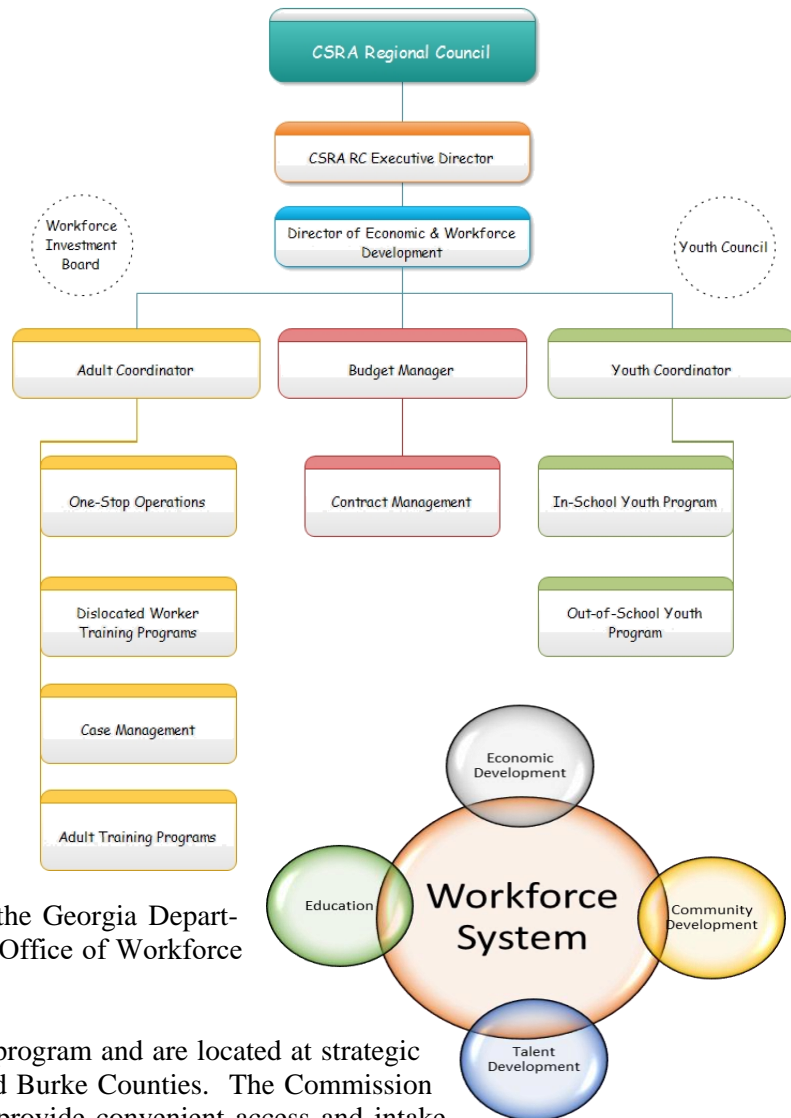
The Commission is the fiscal agent and grant recipient for Workforce Development Funds for the service area that includes Augusta-Richmond County and Burke County. The Commission is responsible throughout the year for contract monitoring for funds associated with the Workforce Development program.

The Director of the Economic and Workforce Development Program manages the day-to-day operations of the Workforce Development program. As fiscal agent and grant recipient, the Commission retains programmatic administration, grant monitoring, and fiscal agent duties at the Commission's level. Day-to-day work associated with the case management of the Adult Dislocated Worker Program, the Youth Program, and the Adult Worker Program are done by subcontractors.

The Workforce Development program is also responsible for implementation of the Rapid Response program. This program works with employers and employees of businesses that file a WARN notice of pending lay-offs with the U.S. Department of Labor, the Georgia Department of Labor and/or the Governor's Office of Workforce Development.

One-stop facilities are utilized in the program and are located at strategic places in both Augusta-Richmond and Burke Counties. The Commission works with all One-Stop partners to provide convenient access and intake services for individuals eligible for the Adult Worker, Youth, and Dislocated Worker programs.

The Regional Commission's involvement with Workforce Development stems from legislation passed during the 2013 legislative session. This legislation specifically required existing WFD agencies to utilize a city, county, or Regional Commission as the new fiscal agent/grant recipient. The Commission's goal when assuming these duties was to minimize service impact and maximize service dollars. The Commission continues to devise strategies to streamline service delivery wherever possible.





CENTER FOR COMMUNITY DEVELOPMENT

Center for Community Development

Linda G. Grijalva
Deputy Director

- Local Government Services
- Planning
- Historic Preservation



FY2023 WORK PLAN



PROJECTS/ACTIVITIES

MISSION

The Local Government Services (LGS) & Community Development Departments' mission is to promote planning, development, and growth of CSRA local cities and counties through the implementation of public administration principles. The Departments have several areas of responsibility:

- to provide grant-writing assistance and grant administration for local governments,
- to provide technical assistance requests for specific issues relating to governmental needs,
- to develop or revise personnel systems,
- to provide historic preservation planning, and
- to administer the Enterprise/Champion Community.

Funding for these activities is derived from several sources.

- **Community Development Block Grants** - provide funding for grant administration between the city/county and the Regional Commission. Presently, approximately 25 regular CDBG contracts are open with contract amounts ranging from \$10,000 to \$30,000. Funding is from the Georgia Department of Community Affairs.
- **Technical Assistance** to local governments is funded from member dues to the RC, enabling the governments to provide the best possible service to their citizens.
- **Personnel Systems** require a funding contract between the city/county and the Regional Commission. Typically, these contracts range from \$7,000 to \$12,000.
- **Historic Preservation Planning Services** funding is provided in the amount of \$17,000.00, derived from Georgia Department of Natural Resources.
- **The CSRA Enterprise Community** has limited funding for the Director's position and some programs.
- **Brownfield Development Grants** include a grant administration for the RC's LGS work. The grant administration fee of these grants is typically \$10,000.
- **Hazard Pre-Disaster Mitigation Plans** includes funding from the Georgia Emergency Management Agency for the development of pre-disaster mitigation plans for member jurisdictions.

During Fiscal Year 2017, the following general and specific activities and projects are expected to be offered:

GRANT PREPARATION AND ADMINISTRATION

- Assist local governments in the preparation and administration of Community Development Block Grant applications.
- Prepare and administer Transportation Enhancement projects.



- Prepare and administer Brownfield Redevelopment projects.

Among other grant applications that the staff may assist with preparation are (not inclusive):

- A. Recreation Assistance Fund
Prepare and submit grants to the Department of Natural Resources for funding. The Recreation Assistance Fund provides monies for the acquisition and improvement of recreational areas.
- B. Environmental Protection Division
Prepare and submit EPD grants to the Department of Natural Resources on request of eligible member governments.
- C. Criminal Justice Coordinating Council
 - Research information required to prepare CJCC grant to fund the mid-state's Multi-Jurisdictional Drug Task Force and DARE programs.
 - Provide assistance to local officials as well as law enforcement personnel. Serve as liaison between the participating agencies.
 - Assist local law enforcement agencies with the law enforcement accreditation process.
- D. Children and Youth Coordinating Council
Provide technical assistance to local officials and juvenile justice personnel in selection of grant programs. Prepare and file CYCC applications to reduce juvenile crime and incarceration.
- E. Governor's Office of Highway Safety Grant Program
Provide assistance to respective law enforcement agencies for preparation of the Highway Safety Grant.
- F. Solid Waste Grants
Prepare and file solid waste grants to the Department of Natural Resources. Meet with local officials concerning preparation of the grant.
- G. Grants from Private Foundations
Review available private grant programs and update local officials on suitability of grant. Prepare and file grants on behalf of local governments.
- H. Georgia Environmental Facilities Authority
Prepare loan applications on behalf of local governments for water-sewer and similar systems.
- I. Rural Development Agency (formerly Farmers Home Administration)
Provide assistance to local governmental entities wishing to apply to RDA for water and sewer loans/grants by analyzing local problems and identifying potential federal funding sources. Assist local entities with application preparation and submission.
- J. Governor's Discretionary Fund Application
Provide assistance to local governments who wish to apply for Governor's Discretionary Fund assistance for various projects.



- K. Local Development Fund Application
Provide assistance to local governments who wish to file Local Development Fund applications with the Department of Natural Resources for various local projects.
- L. Georgia Forestry Commission
Prepare and submit grant applications to the Georgia Forestry Commission for its annual programs
- M. Local Government Assistance Requests
Evaluate, research and respond to requests for assistance in almost every functional area of local government.
- N. Other Grants
In addition to those outlined above, the RC will work with local jurisdictions to identify other funding sources for local projects and, when feasible, work with the local jurisdiction to prepare and submit such applications for funding consideration.

TECHNICAL ASSISTANCE REQUESTS

- Staff may provide technical assistance to local governments for issues related to “best practices” in local government administration.
- Staff may provide technical assistance to local governments by performing survey research.
- Staff may provide technical assistance and assistance in securing funding for local infrastructure and site development.
- Staff may provide technical assistance and assistance in securing funding for local Brownfield redevelopment initiatives.
- Staff may provide technical assistance and assistance in securing funding for local Hazard Mitigation plans.
- Staff will provide public administration assistance to help local governments solve problems, become more efficient, do research, or just answer questions. Consider LGS to be a local government employee.

DEVELOP OR REVISE PERSONNEL SYSTEMS

Staff may assist member governments with the development of new personnel systems, including job descriptions, pay classification plans, and new or revised personnel manuals. Additionally, in areas where an existing personnel system is already in place, Staff can conduct a review of it and make recommendations as needed to ensure that local personnel policies meet existing state and federal regulations.

HISTORIC PRESERVATION PLANNING SERVICES

Staff will provide historic preservation planning services to local governments, non-profit organizations, and individuals, as needed. Services offered include assistance with grant-writing and technical assistance issues, National Register of Historic Places nominations, environmental reviews through the Section 106 process, the Certified Local Government program, the historic resources survey program, and tax incentives program. The CSRA RC Advisory Council for Historic Preservation regional Council meets quarterly.



ECONOMIC DEVELOPMENT ADMINISTRATION PROGRAM ACTIVITIES

The Economic & Workforce Development department assists local governments and development organizations through grant-writing and administration, strategic planning, and other technical assistance. In addition, the Economic Development Division acts as Secretary and Treasurer for the CSRA Unified Development Council (UDC), a council of Chambers of Commerce, and the Unified Development Authority (UDA), a joint development authority. The Commission's Economic Development staff perform a variety of tasks for member jurisdictions including:

- Site Selection and Initial Consultations
- Prospect Development Initiatives
- Project Management Services
- Business Retention Activities
- Brownfield identification and redevelopment efforts

ECONOMIC DEVELOPMENT DISTRICT

The Central Savannah River Area Regional Commission has been designated by the U.S. Department of Commerce's Economic Development Administration as the region's economic development district. In this capacity, and under a grant from EDA, the RC provides economic development support to its member jurisdictions. The Economic Development Division assists local governments and development organizations by providing grant-writing and administration services, strategic planning, and other technical assistance activities.

As the region's Economic Development District, the Regional Commission:

- Develops and prepares a thirteen-county Comprehensive Economic Development Strategy.
- Oversees all EDA-related programmatic administration.
- Provides technical and community assistance in program and project development.
- Provides basic support services to local governments, industrial authorities, and chambers of commerce in industrial recruitment activities.
- Canvasses, monitors, and reports on plant closures and reductions in work forces.



Photo: Keith Hair

Lincoln County Courthouse

Photo Courtesy: Carl Vinson Institute of Government



Photo: Keith Hair

McDuffie County Courthouse

Photo Courtesy: Carl Vinson Institute of Government



CSRA BUSINESS LENDING



FY2023 WORK PLAN



CSRA BUSINESS LENDING PROJECTS/ACTIVITIES

CBL is made up of component units of the CSRA Regional Commission and they provide loans to small businesses for a variety of purposes. The programs have grown from financing a handful of loans each year in the 1980s to funding over 40 projects this year. CBL has operating relationships with the Small Business Administration (SBA), the Economic Development Administration (EDA), and the Department of Agriculture (USDA).

CSRA Business Lending consists of three private non-profit loan corporations: the CSRA Resource Development Agency, Inc., which was formed in 1979 for the purpose of operating and managing a grant from the U.S. Department of Commerce; the CSRA Local Development Corporation which was formed in 1981 to serve as a Certified Development Company of the U.S. Small Business Administration to process, close, and service Section 503 and 504 loans; and the CSRA Rural Lending Authority, Inc., which was formed in 1990 to borrow and subsequently reloan proceeds through the Farmers Home Administration's Intermediary Relending Program.

CSRA Business Lending will undertake the following tasks during the coming fiscal year:

SBA 504'S & LOAN PACKAGING

(available statewide based on legislative changes that occurred in the 2005 Georgia General Assembly – House Resolution 66)

- A. Program Administration
 - Preparation of Annual Council meeting.
 - Annual Report preparation for submission to SBA.
 - Preparation of monthly Council meetings.
 - Public official notification of completed projects.
 - Dissemination of program information to lenders and borrowers.
 - Responses to SBA program and operational changes.
 - Preparation for annual audit - program and financial performance.
- B. Program Marketing
 - Preparation of marketing materials.
 - Mailouts.
 - Visits to loan officers and financial institutions.
 - Speeches to community organizations and professional associations.
- C. Applicant Screening and Loan Packaging
 - Applicant interviews.
 - Applicant eligibility determination.
 - Determination of project eligibility and feasibility.
 - Credit analysis.
 - Quantifying financial statements
 - Balance sheet review and analysis
 - Income statement review and analysis
 - Cash flow statement review and analysis.
 - Project coordination with private sector lender.
 - Loan packaging and presentation to Directors.
 - Loan approval and coordination with SBA-Private sector lender and borrower.



D. Loan Servicing

- Annual review and analysis of borrower balance sheets.
- Maintenance of documents data on borrower escrow accounts.
- Review of borrower's maintenance of insurance coverages.
- Periodic inspection and review of collateral.
- Collection on any past due accounts.
- Coordination with SBA-private lender and DCMG on defaults and liquidation of collateral assets.
- Coordination of borrower's requests, which alter project's collateral, structure, security of transfer assets, etc.

CSRA RESOURCE DEVELOPMENT AGENCY - REVOLVING LOAN FUND

A. Program Administration

- Recapitalization.
- Reports preparation.
- Audit and Performance Reports.

B. Program Marketing

- Prepare marketing materials.
- Calls to lenders and businesses.
- Public participation efforts.

C. Applicant Screening and Loan Packaging

- Eligibility determination.
- Credit analysis.
- Selection of private sector lender participation.
- Presentations to Loan Review Committee for approval.

D. Loan Servicing Activities

- Review and verification of collateral.
- Review and verification of insurance.
- Annual review and analysis of balance sheets.
- Account collections.
- Client services including management assistance and guidance.
- Loan repayment.

CSRA RURAL LENDING AUTHORITY – RURAL LOAN FUND

A. Program Administration

- Reports preparation.
- Information dissemination.
- Audit and Performance Reports.

B. Program Marketing

- Prepare marketing materials.
- Calls to lenders and businesses.
- Public participation efforts.



- C. Applicant Screening and Loan Packaging
 - Eligibility determination.
 - Credit analysis.
 - Selection of private sector lender participation.
 - Presentations to Loan Review Committee for approval.
- D. Loan Servicing Activities
 - Review and verification of collateral.
 - Review and verification of insurance.
 - Annual review and analysis of balance sheets.
 - Account collections.
 - Client services including management assistance and guidance.
 - Loan repayment.

HERMAN LODGE MICRO LOAN PROGRAM

- A. Program Administration
 - Reports preparation.
 - Information dissemination.
 - Audit and Performance Reports.
 - Quarterly reports to the RC's Council
- B. Applicant Screening and Loan Packaging
 - Eligibility determination.
 - Credit analysis.
 - Selection of private sector lender participation.
 - Presentations to Loan Review Committee for approval.
- C. Loan Servicing Activities
 - Review and verification of collateral.
 - Review and verification of insurance.
 - Annual review and analysis of balance sheets.
 - Account collections.
 - Client services including management assistance and guidance.
 - Loan repayment.

CSRA DIRECT LOAN PROGRAM

The CSRA Direct Loan Program was established in FY 2013. The purpose of the program is to use excess idle cash to provide direct lending assistance to eligible projects. Through this program, CSRA Business Lending is able to make direct loans to small businesses that might not otherwise qualify for a bank loan or an SBA-504 loan.

Funding for the administration of CSRA Business Lending (which is a component unit of the CSRA Regional Commission) is derived from operating contracts between the Commission and the not-for-profit corporation component unit. CSRA Business Lending's Council are appointed at will by the Central Savannah River Area Regional Commission's Council and serve at the RC Council's pleasure.



PLANNING DEPARTMENT



FY2023 WORK PLAN



PLANNING DEPARTMENT PROJECTS/ACTIVITIES

The purpose of the Planning Department is to support the RC in its mission to provide planning and land use management capabilities to our members in a professional, ethical, cost-effective and efficient manner and to serve as a forum for addressing local government and its citizen's needs.

The Planning Department, working within the constraints of available state and local resources, works to assist local governments in managing their resources to keep up with the ever-increasing demand for services and to maintain each local government's Qualified Local Government status.

The RC Planning Department is available to give technical assistance to local governments in the CSRA on a variety of topics and projects. The Planning Department provides services such as Zoning Ordinance preparation (both the text and map elements of the ordinance); Comprehensive Planning (10-year updates of comprehensive plans and 5-year updates of short-term work programs associated with the plans); Solid Waste Management Plans (plan preparation, updates, and amendments); Environmental Protection Ordinance preparation (text and map elements for River Corridor Protection, Water Supply Watershed Protection, Wetlands Protection, and Groundwater Recharge Area Protection); special area plans (including urban redevelopment and downtown master plans); transportation planning; and other local government charter and code amendment projects. These services are geared toward helping local governments meet the State Department of Community Affairs' Minimum Standards and Procedures for Local Comprehensive Planning.

Multi-jurisdictional or regional based planning projects are also in the domain of the Planning Department. These projects are performed for local governments in the CSRA for with local governments providing a portion of the cost and the remaining costs being covered by the planning grant through DCA. This is to encourage local governments to retain their Qualified Local Government status (QLG status) with the State of Georgia by meeting the state-mandated minimum standards, thus retaining access to grants and other such funds available through DCA.

DEPARTMENT OF COMMUNITY AFFAIRS CONTRACT

All contracts will require local match money to complete all required work elements.

- Complete 10-Year Comprehensive Plan Updates for counties with FY2023 deadlines. These will include the analysis of census, map layers, and other available data required to meet the Minimum Planning Standards. Staff will work with each local government, conduct an appropriate number of public hearing and workshops, and provide technical assistance as required.
- Staff will continue to process all DRI, RIR, Intergovernmental Consultation reviews and mediation required. It is anticipated based on previous years, staff will conduct approximately 20 of these reviews.
- Staff will complete an annual update of the CSRA RC Regional Plan. This will include updating statistics, maps, and other project data and updating any other outdated information.



- Staff will continue to provide technical assistance with land development ordinance revisions, zoning implementation, nuisance codes, environmental protection ordinances and enforcement, and other similar regulations as requested throughout the region.
- Staff will support ongoing grant writing activities in support of the RC's Local Government Services Department.

DEPARTMENT OF TRANSPORTATION CONTRACT

Staff will continue to provide all services required under the DOT Planning Contract. This may include provision of bikeway and pedestrian planning for interested local governments; assistance to local governments with Scenic Byway applications and the development of Corridor Management Plans once the Scenic Byway application has been approved; Safe Routes to School Planning; transit development plans; and, the provision of technical assistance with TEA Project development, TEA applications and project management.

During the course of the year, the Commission anticipates providing continued staff support to the Transportation Investment Act of 2010. This project will result in a region-wide ballot initiative in 2013 regarding the potential imposition of a one (1) cent regional sales tax for transportation related projects over the next 10 years.

LOCAL GOVERNMENT CONTRACTS

Staff will continue to contract with interested communities to conduct special area planning efforts and miscellaneous ordinances revisions. Ongoing examples in FY2023 include implementation projects related to the *Picture Grovetown Urban Redevelopment Plan*; preparation of an urban redevelopment plan update for the city of Thomson; and, a new unified land development ordinance for the town of Dearing. As of FY2023, direct local government contracts for projects not tied to the required maintenance of a community's QLG status are funded by the local jurisdiction. The RC will continue to provide these services at below-market rates with the goal a continuing to make advanced local planning efforts cost-effective.

MAPPING

Through a partnership with the Southern Georgia Regional Commission and the expertise of existing staff, the Planning Department continues to contract with local jurisdictions to provide high-quality on-call mapping services. In-house GIS capabilities and resources include the latest technology offered by service provider ESRI, and ensure that advanced mapping projects are transferred to the client in an efficient manner, and that CSRA-prepared studies, plans, reports, and grant applications include the most accurate mapping data and displays available.



Photo: Ed Jackson

Richmond County Courthouse

Photo Courtesy: Carl Vinson Institute of Government



Taliaferro County Courthouse

Photo Courtesy: Carl Vinson Institute of Government



Photo: Ed Jackson

Warren County Courthouse

Photo Courtesy: Carl Vinson Institute of Government



Washington County Courthouse

Photo Courtesy: Carl Vinson Institute of Government



Wilkes County Courthouse
Photo Courtesy: Carl Vinson Institute of Government

NOTES



Central Savannah River Area Regional Commission



**3626 Walton Way Ext., Suite 300
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Tel: 706-210-2000
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<http://www.csrarc.ga.gov>**



April 28, 2022

The Board of Directors of Central
Savannah River Area Regional Commission
and the Board of Directors of the CSRA Local
Development Corporation, Inc.
3626 Walton Way Ext., Suite 300
Augusta, Georgia 30909

Attn: Jennifer Sankey, Chief Financial Officer

We are pleased to confirm our understanding of the services we are to provide the Central Savannah River Area Regional Commission (the "Regional Commission") for the year ended June 30, 2022.

Audit Scope and Objectives

We will audit the financial statements of the governmental activities, the business-type activities, the aggregate discretely presented component units, each major fund, and the aggregate remaining fund information, including the disclosures, which collectively comprise the basic financial statements, of the Regional Commission as of and for the year then ended. These statements will include the budgetary comparison information for the General Fund. Accounting standards generally accepted in the United States of America ("GAAP") provide for certain required supplementary information ("RSI"), such as Management's Discussion and Analysis ("MD&A"), to supplement the Regional Commission's basic financial statements. Such information, although not a part of the basic financial statements, is required by the Governmental Accounting Standards Board who considers it to be an essential part of financial reporting for placing the basic financial statements in an appropriate operational, economic, or historical context. As part of our engagement, we will apply certain limited procedures to the Regional Commission's RSI in accordance with auditing standards generally accepted in the United States of America ("GAAS"). These limited procedures will consist of inquiries of management regarding the methods of preparing the information and comparing the information for consistency with management's responses to our inquiries, the basic financial statements, and other knowledge we obtained during our audit of the basic financial statements. We will not express an opinion or provide any assurance on the information because the limited procedures do not provide us with sufficient evidence to express an opinion or provide any assurance. The following RSI is required by GAAP and will be subjected to certain limited procedures, but will not be audited:

1. Management's Discussion and Analysis ("MD&A")

We have also been engaged to report on supplementary information other than RSI that accompanies the Regional Commission's financial statements. We will subject the following supplementary information to the auditing procedures applied in our audit of the financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the financial statements or to the financial statements themselves, and other additional procedures in accordance with GAAS and will provide an opinion on it in relation to the financial statements as a whole:

1. Schedule of Expenditures of Federal Awards
2. Combining and Individual Fund Statements and Schedules
3. Schedule of Indirect Cost Budget and Actual
4. Schedule of Fringe Benefits Budget and Actual
5. Schedule of Allocation Base
6. Schedule of Facilities Cost Allocated Budget and Actual
7. Schedule of City/County Assessments

In connection with our audit of the basic financial statements, we will read the following other information and consider whether a material inconsistency exists between the other information and the basic financial statements, or the other information otherwise appears to be materially misstated. If, based on the work performed, we conclude that an uncorrected material misstatement of the other information exists, we are required to describe it in our report:

1. Introductory section
2. Statistical section

We have also been engaged to report on the Schedule of Non-public Funds of CSRA Local Development Corporation, a component unit of Central Savannah River Area Regional Commission and the Schedule of State Contractual Assistance of the Central Savannah River Area Regional Commission.

The objectives of our audit are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and issue an auditor's report that includes our opinions about whether your financial statements are fairly presented, in all material respects, in conformity with GAAP, and report on the fairness of the supplementary information referred to in the second paragraph when considered in relation to the financial statements as a whole. Reasonable assurance is a high level of assurance but is not absolute assurance and, therefore, is not a guarantee that an audit conducted in accordance with GAAS and *Government Auditing Standards* will always detect a material misstatement when it exists. Misstatements, including omissions, can arise from fraud or error and are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment of a reasonable user made based on the financial statements. The objectives also include reporting on -

- Internal control over financial reporting and compliance with provisions of laws, regulations, contracts and award agreements, noncompliance with which could have a material effect on the financial statements in accordance with *Government Auditing Standards*.
- Internal control over compliance related to major programs and an opinion (or disclaimer of opinion) on compliance with federal statutes, regulations, and the terms and conditions of federal awards that could have a direct and material effect on each major program in accordance with the Single Audit Act Amendments of 1996 and Title 2 U.S. *Code of Federal Regulations* (CFR) Part 200, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards* (Uniform Guidance).

Audit Objectives

The objective of our audit is the expression of opinions as to whether your financial statements are fairly presented, in all material respects, in conformity with U.S. generally accepted accounting principles and to report on the fairness of the supplementary information referred to in the second paragraph when considered in relation to the financial statements as a whole. The objective also includes reporting on -

- Internal control over financial reporting and compliance with provisions of laws, regulations, contracts, and award agreements, noncompliance with which could have a material effect on the financial statements in accordance with *Government Auditing Standards*.
- Internal control over compliance related to major programs and an opinion (or disclaimer of opinion) on compliance with federal statutes, regulations, and the terms and conditions of federal awards that could have a direct and material effect on each major program in accordance with the Single Audit Act Amendments of 1996 and Title 2 U.S. *Code of Federal Regulations* (CFR) Part 200, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards* (Uniform Guidance).

The *Government Auditing Standards* report on internal control over financial reporting and on compliance and other matters will each include a paragraph that states that: 1) the purpose of the report is solely to describe the scope of testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the Regional Commission's internal control or on compliance, and 2) that the report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the Regional Commission's internal control and compliance. The Uniform Guidance report on internal control over compliance will include a paragraph that states that the purpose of the report on internal control over compliance is solely to describe the scope of testing of internal control over compliance and the results of that testing based on the requirements of the Uniform Guidance. Both reports will state that the report is not suitable for any other purpose.

Our audit will be conducted in accordance with auditing standards generally accepted in the United States of America; the standards for financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States; the Single Audit Act Amendments of 1996; and the provisions of the Uniform Guidance, and will include tests of accounting records, a determination of major program(s) in accordance with the Uniform Guidance, and other procedures we consider necessary to enable us to express such opinions. We will issue written reports upon completion of our Single Audit. Our reports will be addressed to the Board of Directors of the Regional Commission. We cannot provide assurance that unmodified opinions will be expressed. Circumstances may arise in which it is necessary for us to modify our opinions or add emphasis-of-matter or other-matter paragraphs. If our opinions on the financial statements or the Single Audit compliance opinions are other than unmodified, we will discuss the reasons with you in advance. If, for any reason, we are unable to complete the audit or are unable to form or have not formed opinions, we may decline to express opinions or to issue reports, or we may withdraw from this engagement.

Auditor's Responsibilities for the Audit of the Financial Statements and Single Audit

We will conduct our audit in accordance with GAAS; the standards for financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States; the Single Audit Act Amendments of 1996; and the provisions of the Uniform Guidance, and will include tests of accounting records, a determination of major program(s) in accordance with the Uniform Guidance, and other procedures we consider necessary to enable us to express such opinions. As part of an audit in accordance with GAAS and *Government Auditing Standards*, we will exercise professional judgment and maintain professional skepticism throughout the audit.

We will evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management. We will also evaluate the overall presentation of the financial statements, including the disclosures, and determine whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation. We will plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement, whether from: 1) errors, 2) fraudulent financial reporting, 3) misappropriation of assets, or 4) violations of laws or governmental regulations that are attributable to the government or to acts by management or employees acting on behalf of the Regional

Commission. Because the determination of waste and abuse is subjective, *Government Auditing Standards* do not expect auditors to perform specific procedures to detect waste or abuse in financial audits nor do they expect auditors to provide reasonable assurance of detecting waste or abuse.

Because of the inherent limitations of an audit, combined with the inherent limitations of internal control, and because we will not perform a detailed examination of all transactions, there is an unavoidable risk that some material misstatements or noncompliance may not be detected by us, even though the audit is properly planned and performed in accordance with GAAS and *Government Auditing Standards*. In addition, an audit is not designed to detect immaterial misstatements or violations of laws or governmental regulations that do not have a direct and material effect on the financial statements or on major programs. However, we will inform the appropriate level of management of any material errors, any fraudulent financial reporting or misappropriation of assets that come to our attention. We will also inform the appropriate level of management of any violations of laws or governmental regulations that come to our attention, unless clearly inconsequential. We will include such matters in the reports required for a Single Audit. Our responsibility as auditors is limited to the period covered by our audit and does not extend to any later periods for which we are not engaged as auditors.

We will also conclude, based on the audit evidence obtained, whether there are conditions or events, considered in the aggregate, that raise substantial doubt about the government's ability to continue as a going concern for a reasonable period of time.

Our procedures will include tests of documentary evidence supporting the transactions recorded in the accounts, tests of the physical existence of inventories, and direct confirmation of receivables and certain other assets and liabilities by correspondence with selected individuals, funding sources, creditors, and financial institutions. We will request written representations from your attorneys as part of the engagement, and they may bill you for responding to this inquiry.

We have identified the following significant risk(s) of material misstatement as part of our audit planning:

1. Management's override of internal controls.

Audit Procedures — Internal Controls

We will obtain an understanding of the Regional Commission and its environment, including internal control relevant to the audit, sufficient to identify and assess the risks of material misstatement of the financial statements, whether due to error or fraud, and to design and perform audit procedures responsive to those risks and obtain evidence that is sufficient and appropriate to provide a basis for our opinions. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentation, or the override of internal control. Tests of controls may be performed to test the effectiveness of certain controls that we consider relevant to preventing and detecting errors and fraud that are material to the financial statements and to preventing and detecting misstatements resulting from illegal acts and other noncompliance matters that have a direct and material effect on the financial statements. Our tests, if performed, will be less in scope than would be necessary to render an opinion on internal control and, accordingly, no opinion will be expressed in our report on internal control issued pursuant to *Government Auditing Standards*.

As required by the Uniform Guidance, we will perform tests of controls over compliance to evaluate the effectiveness of the design and operation of controls that we consider relevant to preventing or detecting material noncompliance with compliance requirements applicable to each major federal award program. However, our tests will be less in scope than would be necessary to render an opinion on those controls and, accordingly, no opinion will be expressed in our report on internal control issued pursuant to the Uniform Guidance.

An audit is not designed to provide assurance on internal control or to identify significant deficiencies or material weaknesses. Accordingly, we will express no such opinions. However, during the audit, we will communicate to management and those charged with governance internal control related matters that are required to be communicated under AICPA professional standards, *Government Auditing Standards*, and the Uniform Guidance.

Audit Procedures — Compliance

As part of obtaining reasonable assurance about whether the financial statements are free of material misstatement, we will perform tests of the Regional Commission's compliance with provisions of applicable laws, regulations, contracts and agreements, including grant agreements. However, the objective of those procedures will not be to provide an opinion on overall compliance and we will not express such an opinion in our report on compliance issued pursuant to *Government Auditing Standards*.

The Uniform Guidance requires that we also plan and perform the audit to obtain reasonable assurance about whether the auditee has complied with federal statutes, regulations, and the terms and conditions of federal awards applicable to major programs. Our procedures will consist of tests of transactions and other applicable procedures described in the *OMB Compliance Supplement* for the types of compliance requirements that could have a direct and material effect on each of the Regional Commission's major programs. For federal programs that are included in the Compliance Supplement, our compliance and internal control procedures will relate to the compliance requirements that the Compliance Supplement identifies as being subject to audit. The purpose of these procedures will be to express an opinion on the Regional Commission's compliance with requirements applicable to each of its major programs in our report on compliance issued pursuant to the Uniform Guidance.

Other Services

We will also assist in preparing the financial statements, schedule of expenditures of federal awards, and related notes of the Regional Commission in conformity with U.S. generally accepted accounting principles and the Uniform Guidance based on information provided by you. These non-audit services do not constitute an audit under *Government Auditing Standards* and such services will not be conducted in accordance with *Government Auditing Standards*. We will perform these services in accordance with applicable professional standards. The other services are limited to the financial statements, schedule of expenditures of federal awards, and related notes services previously defined. We, in our sole professional judgement, reserve the right to refuse to perform any procedure or take any action that could be construed as assuming management responsibilities.

Responsibilities of Management for the Financial Statements and Single Audit

Our audit will be conducted on the basis that you acknowledge and understand your responsibility for: 1) designing, implementing, establishing, and maintaining effective internal controls relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error, including internal controls over federal awards, and for evaluating and monitoring ongoing activities, to help ensure that appropriate goals and objectives are met; 2) following laws and regulations; 3) ensuring that there is reasonable assurance that government programs are administered in compliance with compliance requirements; and 4) ensuring that management and financial information is reliable and properly reported. Management is also responsible for implementing systems designed to achieve compliance with applicable laws, regulations, contracts, and grant agreements. You are also responsible for the selection and application of accounting principles; for the preparation and fair presentation of the financial statements, schedule of expenditures of federal awards, and all accompanying information in conformity with accounting principles generally accepted in the United States of America; and for compliance with applicable laws and regulations (including federal statutes) and the provisions of contracts and grant agreements (including award agreements). Your responsibilities also include identifying significant contractor relationships in which the contractor has responsibility for program compliance and for the accuracy and completeness of that information.

You are also responsible for making drafts of financial statements, schedule of expenditures of federal awards, all financial records and related information available to us and for the accuracy and completeness of that information (including information from outside of the general and subsidiary ledgers). You are also responsible for providing us with: 1) access to all information of which you are aware that is relevant to the preparation and fair presentation of the financial statements, such as records, documentation, identification of all related parties and all related-party relationships and transactions, and other matters, 2) access to personnel, accounts, books, records, supporting documentation, and other information as needed to perform an audit under the Uniform Guidance, 3) additional information that we may request for the purpose of the audit, and 4) unrestricted access to persons within the government from whom we determine it necessary to obtain audit evidence. At the conclusion of our audit, we will require certain written representations from you about the financial statements;

schedule of expenditures of federal awards; federal award programs; compliance with laws, regulations, contracts, and grant agreements; and related matters.

Your responsibilities include adjusting the financial statements to correct material misstatements and confirming to us in the management representation letter that the effects of any uncorrected misstatements aggregated by us during the current engagement and pertaining to the latest period presented are immaterial, both individually and in the aggregate, to the financial statements of each opinion unit taken as a whole.

You are responsible for the design and implementation of programs and controls to prevent and detect fraud, and for informing us about all known or suspected fraud affecting the government involving: 1) management, 2) employees who have significant roles in internal control, and 3) others where the fraud could have a material effect on the financial statements. Your responsibilities include informing us of your knowledge of any allegations of fraud or suspected fraud affecting the government received in communications from employees, former employees, grantors, regulators, or others. In addition, you are responsible for identifying and ensuring that the government complies with applicable laws, regulations, contracts, agreements, and grants. You are also responsible for taking timely and appropriate steps to remedy fraud and noncompliance with provisions of laws, regulations, contracts, and grant agreements that we report. Additionally, as required by the Uniform Guidance, it is management's responsibility to evaluate and monitor noncompliance with federal statutes, regulations, and the terms and conditions of federal awards; take prompt action when instances of noncompliance are identified including noncompliance identified in audit findings; promptly follow up and take corrective action on reported audit findings; and to prepare a summary schedule of prior audit findings and a separate corrective action plan. The summary schedule of prior audit findings should be available for our review subsequent to the start of fieldwork.

With regard to an exempt offering document with which Mauldin & Jenkins is not involved, you agree to clearly indicate in the exempt offering document that Mauldin & Jenkins is not involved with the contents of such offering document. In the event that Mauldin & Jenkins is requested to be involved with an exempt offering document, you agree that the aforementioned auditor's report or reference to Mauldin & Jenkins will not be included without our prior permission or consent. Furthermore, any agreement to perform work in connection with an exempt offering document, including an agreement to provide permission or consent, will be a separate engagement.

You are responsible for identifying all federal awards received and understanding and complying with the compliance requirements and for the preparation of the schedule of expenditures of federal awards (including notes and non-cash assistance received, and COVID-19 related concepts, such as lost revenues, if applicable) in conformity with the Uniform Guidance. You agree to include our report on the schedule of expenditures of federal awards in any document that contains and indicates that we have reported on the schedule of expenditures of federal awards. You also agree to include the audited financial statements with any presentation of the schedule of expenditures of federal awards that includes our report thereon or make the audited financial statements readily available to intended users of the schedule of expenditures of federal awards no later than the date the schedule of expenditures of federal awards is issued with our report thereon. Your responsibilities include acknowledging to us in the written representation letter that: 1) you are responsible for presentation of the schedule of expenditures of federal awards in accordance with the Uniform Guidance; 2) you believe the schedule of expenditures of federal awards, including its form and content, is stated fairly in accordance with the Uniform Guidance; 3) the methods of measurement or presentation have not changed from those used in the prior period (or, if they have changed, the reasons for such changes); and 4) you have disclosed to us any significant assumptions or interpretations underlying the measurement or presentation of the schedule of expenditures of federal awards.

You are also responsible for the preparation of the other supplementary information, which we have been engaged to report on, in conformity with U.S. generally accepted accounting principles. You agree to include our report on the supplementary information in any document that contains and indicates that we have reported on the supplementary information. You also agree to include the audited financial statements with any presentation of the supplementary information that includes our report thereon or make the audited financial statements readily available to users of the supplementary information no later than the date the supplementary information

is issued with our report thereon. Your responsibilities include acknowledging to us in the written representation letter that: 1) you are responsible for presentation of the supplementary information in accordance with GAAP; 2) you believe the supplementary information, including its form and content, is fairly presented in accordance with GAAP; 3) the methods of measurement or presentation have not changed from those used in the prior period (or, if they have changed, the reasons for such changes); and 4) you have disclosed to us any significant assumptions or interpretations underlying the measurement or presentation of the supplementary information.

Management is responsible for establishing and maintaining a process for tracking the status of audit findings and recommendations. Management is also responsible for identifying and providing report copies of previous financial audits, attestation engagements, performance audits or other studies related to the objectives discussed in the Audit Scope and Objectives section of this letter. This responsibility includes relaying to us corrective actions taken to address significant findings and recommendations resulting from those audits, attestation engagements, performance audits, or studies. You are also responsible for providing management's views on our current findings, conclusions, and recommendations, as well as your planned corrective actions, for the report, and for the timing and format for providing that information.

With regard to the electronic dissemination of audited financial statements, including financial statements published electronically on your website, you understand that electronic sites are a means to distribute information and, therefore, we are not required to read the information contained in these sites or to consider the consistency of other information in the electronic site with the original document.

You agree to assume all management responsibilities relating to the financial statements, schedule of expenditures of federal awards, related notes, and any other non-audit services we provide. You will be required to acknowledge in the management representation letter our assistance with preparation of the financial statements, schedule of expenditures of federal awards, and related notes and that you have reviewed and approved the financial statements, schedule of expenditures of federal awards, and related notes prior to their issuance and have accepted responsibility for them. You agree to oversee the non-audit services by designating an individual, preferably from senior management, who possesses suitable skill, knowledge, or experience; evaluate the adequacy and results of those services; and accept responsibility for them.

You acknowledge the Regional Commission will not utilize Mauldin & Jenkins, LLC to store documents, data, or records on behalf of the Regional Commission in accordance with the "Hosting Services" (see ET section 1.295.143) interpretation of the AICPA Code of Professional Conduct. The Regional Commission is solely responsible for maintaining its own data and records.

In that regard, SuraLink is used solely as a method of transferring data to Mauldin & Jenkins, LLC and is not intended for the storage of the Regional Commission's information. All information you will provide through SuraLink is a copy and you will maintain original documents and data as part of your records.

Audit Administration, Fees and Other

We understand that your employees will prepare all cash or other confirmations we request and will locate any documents selected by us for testing.

At the conclusion of the engagement, we will complete the appropriate sections of the Data Collection Form that summarizes our audit findings. It is management's responsibility to electronically submit the reporting package (including financial statements, schedule of expenditures of federal awards, summary schedule of prior audit findings, auditors' reports, and corrective action plan) along with the Data Collection Form to the federal audit clearinghouse. We will coordinate with you the electronic submission and certification. The Data Collection Form and the reporting package must be submitted within the earlier of 30 calendar days after receipt of the auditors' reports or nine months after the end of the audit period.

We will provide copies of our reports to the Regional Commission; however, management is responsible for distribution of the reports and financial statements. Unless restricted by law or regulation, or containing privileged and confidential information, copies of our reports are to be made available for public inspection.

The audit documentation for this engagement is the property of Mauldin & Jenkins and constitutes confidential information. However, subject to applicable laws and regulations, audit documentation and appropriate individuals will be made available upon request and in a timely manner to the Georgia Department of Audits and Accounts, to a federal agency providing direct or indirect funding, or the U.S. Government Accountability Office for purposes of a quality review of the audit, to resolve audit findings, or to carry out oversight responsibilities. We will notify you of any such request. If requested, access to such audit documentation will be provided under the supervision of Mauldin & Jenkins personnel. Furthermore, upon request, we may provide copies of selected audit documentation to the aforementioned parties. These parties may intend, or decide, to distribute the copies or information contained therein to others, including other governmental agencies.

The audit documentation for this engagement will be retained for a minimum of five years after the report release date or for any additional period requested by a regulatory body. If we are aware that a federal awarding agency, pass-through entity, or auditee is contesting an audit finding, we will contact the party(ies) contesting the audit finding for guidance prior to destroying the audit documentation.

We expect to begin our audit on approximately September 26, 2022, and to issue our reports no later than December 31, 2022. Meredith Lipson is the engagement partner and Justin Johnson is the engagement director. They are responsible for supervising the engagement and signing the reports or authorizing another individual to sign them. Our fee for these services will be \$32,000 for the year ending June 30, 2022. Mauldin & Jenkins will also prepare the Regional Commission's Annual Comprehensive Financial Report for an additional fee of \$9,000. Our hourly rates vary according to the degree of responsibility involved and the experience level of the personnel assigned to your audit. Our invoices for these fees will be rendered as work progresses and are payable upon presentation. The above fees are based on anticipated cooperation from your personnel (including complete and timely receipt by us of the information on the respective client participation listings to be prepared annually) and the assumption that unexpected circumstances (including scope changes) will not be encountered during the audit. If significant additional time is necessary, we will discuss it with management and arrive at a new fee estimate before we incur the additional costs.

As a result of our prior or future services to you, we might be requested or required to provide information or documents to you or a third-party in a legal, administrative, arbitration, or similar proceeding in which we are not a party. If this occurs, our efforts in complying with such requests will be deemed billable to you as a separate engagement. We shall be entitled to compensation for our time and reasonable reimbursement for our expenses (including legal fees) in complying with the request. For all requests, we will observe the confidentiality requirements of our profession and will notify you promptly of the request.

Reporting

We will issue written reports upon completion of our Single Audit. Our reports will be addressed to the Board of Directors of the Regional Commission. We cannot provide assurance that unmodified opinions will be expressed. Circumstances may arise in which our report may differ from its expected form and content based on the results of our audit. Depending on the nature of these circumstances, it may be necessary for us to modify our opinions or add emphasis-of-matter or other-matter paragraphs to our auditor's report, or if necessary, withdraw from this engagement. If our opinions on the financial statements or the Single Audit compliance opinions are other than unmodified, we will discuss the reasons with you in advance. If, for any reason, we are unable to complete the audit or are unable to form or have not formed opinions, we may decline to express opinions or to issue reports, or may withdraw from this engagement.

The *Government Auditing Standards* report on internal control over financial reporting and on compliance and other matters will state: 1) that the purpose of the report is solely to describe the scope of testing of internal control and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the entity's internal control or on compliance, and 2) that the report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the entity's internal control and compliance. The Uniform Guidance report on internal control over compliance will state that the purpose of the report on internal control over compliance is solely to describe the scope of testing of internal control over compliance and the

results of that testing based on the requirements of the Uniform Guidance. Both reports will state that the report is not suitable for any other purpose.

We appreciate the opportunity to be of service to the Central Savannah River Area Regional Commission and believe this letter accurately summarizes the significant terms of our engagement. If you have any questions, please let us know. If you agree with the terms of our engagement as described in this letter, please sign the enclosed copy and return it to us.

Sincerely,

MAULDIN & JENKINS, LLC



Meredith Lipson



Justin Johnson

Enclosure

RESPONSE:

This letter correctly sets forth the understanding of the Central Savannah River Area Regional Commission.

By: _____

Title: _____

Central Savannah River Area Regional Commission



Proposal to Provide Additional Services

Fiscal Years June 30, 2022 through 2024

Mauldin & Jenkins, LLC

Contact Person: Justin Johnson, CPA, Director

Phone: (800) 277-0050

Email: jjohnson@mjcpa.com

300 Mulberry Street
Suite 300
Macon, GA 31201
Web: www.mjcpa.com

**MAULDIN
& JENKINS**

Fee Estimate

Mauldin & Jenkins is pleased to submit cost estimates to prepare the Annual Comprehensive Financial Report (ACFR) for Central Savannah River Area Regional Commission (CSRARC) and its component units. Our ACFR preparation fees for the fiscal years June 30, 2022 through June 30, 2024 are as follows:

<u>Fiscal Year Ending</u>	<u>Fee</u>
June 30, 2022	9,000
June 30, 2023	7,500
June 30, 2024	7,500

Closing

We appreciate the opportunity to provide additional services to Central Savannah River Area Regional Commission. Our experience and knowledge in the governmental sector of accounting is vast and ever-improving. Should you or anyone at CSRARC have any questions with regards to this proposal or about Mauldin & Jenkins, please feel free to contact us.



800-277-0050

www.mjcpa.com

MAULDIN & JENKINS

