

CENTRAL SIERRA CHILD SUPPORT AGENCY

Board of Directors Meeting

DATE & TIME: Monday, January 24, 2022, 2:00 pm

PLACE:

639 New York Ranch Rd, Jackson Ca 95642 – See below for online location

BOARD OF DIRECTORS

Frank Axe, Chair
Jaron Brandon
Jeff Brown
Merita Callaway

Anaiah Kirk
Gary Tofanelli
Terry Woodrow, Vice Chair

PLEASE NOTE

All proceedings are conducted in English. The Board is committed to making its proceedings accessible to all citizens. Individuals with special needs may call 209-223-6449. All inquiries must be made at least 48 hours prior to the meeting. Public hearing items will commence no sooner than the times listed on the agenda.

NOTE: The Governor has declared a State of Emergency to exist in California as a result of the threat of COVID19 (aka the “Coronavirus”). The Governor issued Executive Order N-25-20, which directs Californians to follow public health directives including canceling large gatherings. The Executive Order also allows local legislative bodies to hold meetings via conference calls while still satisfying state transparency requirements. The Governor has also issued Executive Order N-33-20, prohibiting people from leaving their homes or places of residence except to access necessary supplies and services or to engage in specified critical infrastructure employment. The Public’s health and well-being are the top priority for the Board of Central Sierra Child Support Agency (CSCSA) and you are urged to take all appropriate health safety precautions. To facilitate this process, the meeting of the Board will be available by:

Join By Phone: (US) +1 669 900 6833, Meeting ID 829 6699 3095

Passcode 784996

Members of the public who wish to address the Board during the Board Meeting can email their name, phone number, and a description of their topic/questions to prado.julie@centralsierra.cse.ca.gov. CSCSA staff will make all attempts to share and record any submissions received prior to or during the Board Meeting. However, depending on timing, late submissions will be provided to the Board after the conclusion of the Board Meeting. **Any member of the public who wishes to attend in person will be required to wear a face mask and maintain social distancing.**

REGULAR MEETING AGENDA

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

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

1. **Minutes:** Review and approval of the minutes for the November 15, 2021, Board meeting.

ADMINISTRATIVE MATTERS

2. **Annual Business Matters – Board Officers:** Discussion and action concerning appointment of Board Officers
 - a. **Chair:** Appointment of Chair for the 2022 calendar year.
 - b. **Vice Chair:** Appointment of Vice Chair for the 2022 calendar year.
 - c. **Secretary:** Appointment of Secretary for the 2022 calendar year.
3. **Establishment of meeting schedule for 2022.** Discussion of 2022 Meeting Schedule. *Possible action.*
4. **Executive Report:** Review of budget & statistical report for period ending 12/31/2021; program and administrative report.

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

5. **Conference with labor negotiators (Government Code § 54957.6) -- General Unit.** Agency representatives: General Counsel Timothy M. Cary, Executive Director Julie Prado. Represented Employees: General Unit (SEIU Local 1021 & Operating Engineers Local 3).

6. **Conference with labor negotiators (Government Code § 54957.6) -- MCP Unit.** Agency representatives: General Counsel Timothy M. Cary, Executive Director Julie Prado. Represented Employees: General Unit (SEIU Local 1021 & Operating Engineers Local 3).
7. **Executive Director Evaluation (Government Code Section 54957(b)).** *Possible action.*

NEXT BOARD MEETING: *Tentative April 25, 2022 –Calaveras Board of Supervisors or via Zoom*

ADJOURNMENT

#1

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

MINUTES
November 15, 2021
2:00 p.m.

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

Directors present: Roll call

Frank Axe
Jeff Brown
Jaron Brandon
Merita Callaway
Anaiah Kirk
Gary Tofanelli
Terry Woodrow

Absent: None

Staff present:

Julie Prado, Executive Director
Liane Peck, Deputy Director
Timothy M. Cary, General Counsel

PUBLIC MATTERS NOT ON THE AGENDA: None

CONSENT AGENDA:

1. Minutes from meeting October 25, 2021

Review of minutes from October 25, 2021. Motion by Director Woodrow and second by Director Brandon to approve the minutes as presented. Motion carries 7-0-0.

ADMINISTRATIVE MATTERS:

2. Executive Director's Report

Budget: Executive Director Prado reported that the Agency is at 33.3% of the year and allocation spent is 36.18% through October 31, 2021. The allocation is showing a higher level of expenditures due to the retirement of a long-term employee and their associated payouts as well

as lump sum insurance premiums paid annually in July. Reporting on checks between \$5,000 and \$10,000 other than lease payments: None. Agency Updates: The Agency is currently being audited by State DCSS which includes a full review of budget, expenditures, payroll, contracts, purchases, and adherence to the rules and regulations as outlined by the Agency, the Board, and by State DCSS policy. The audit encompasses the years of 2019 and 2020. The audit began in June 2021 and, while it was expected to take 2-4 weeks, is still underway. The Agency will provide the Board with a full summary of the outcome of the audit once it is available. Program Report: Staffing level is reported at 23.6. A correction to the years on the staffing levels report should reflect 2021 as opposed to 2020. Review of collections and Federal Performance Measures (FPM) provided.

3. Review of designation and pay scale of new Personnel Technician

During the October 25, 2021, Board Meeting, the Board approved the addition of the Personnel Technician to the CSCSA roster however, the position was erroneously assigned to the MCP unit. Because this position is a confidential position, dealing with issues related to negotiations such as salary and compensation studies, the position of Personnel Technician should be assigned to the Executive (unrepresented) Class. Additionally, the associated pay scale provided at the October 25, 2021, meeting for the position of Personnel Technician omitted the F step which was created by the Board in 2020. A corrected pay scale was provided to the Board, reflecting step F. Motion by Director Brandon and second by Director Kirk to approve the reassignment of the new position of Personnel Technician from the MCP unit to the Executive (unrepresented) Class and to include step F as reflected in the attached pay scale. Motion carries 7-0-0.

CLOSED SESSION: The Board recessed into closed session at 2:20 p.m. and ended closed session at 3:30 p.m. Director Brandon left the meeting at 2:59 p.m.

4. Conference with labor negotiators (Government Code Section 54957.6) – General Unit.

Agency Representatives: General Counsel Timothy M. Cary and Executive Director Julie Prado.

Represented Employees: General Unit (SEIU Local 1021 & Operating Engineers Local 3)

Direction given.

5. Conference with labor negotiators (Government Code Section 54957.6) – MCP Unit.

Agency Representatives: General Counsel Timothy M. Cary and Executive Director Julie Prado.

Represented Employees: General Unit (SEIU Local 1021 & Operating Engineers Local 3)

Direction given.

6. Conference with labor negotiators (Government Code Section 54957.6) – Executive Class.

Agency Representatives: General Counsel Timothy M. Cary and Executive Director Julie Prado.

Direction given.

7. Public Employment Contract (Government Code Section 54957) Title: Executive Director

Direction given.

8. Elimination of fiscal Staff Services Specialist position and creation of fiscal Staff Services Manager position.

CSCSA recommends that the Board review the classifications of the fiscal Staff Services Specialist and Staff Services Manager to determine which classification is appropriate and, if the Staff Services Manager position is elected, that the Board adopt the pay scale provided effective 11/01/2021; supporting information and documentation is provided in the Board Packet. This position would continue to be assigned to the Executive (unrepresented) Class. Motion by Director Callaway and second by Director Woodrow to reclassify the fiscal Staff Services Specialist to a fiscal Staff Services Manager, adopt the attached pay scale effective 11/01/2021 (no additional COLA), and assign the same benefit package as currently provided to the Staff Services Specialist with the exception that Executive Leave shall be credited at 40 hours per year. Motion carries 6-0-0 with Director Brandon absent.

9. Unrepresented Executive Class.

A summary of the GU and MCP contracts were provided to the board. Motion by Director Tofanelli and second by Director Brown approving a 2% increase for the Deputy Director, Staff Services Specialist and Personnel Technician positions and a 1% lump sum payment equal to the annual salary for all Executive Class positions including the Staff Services Manager as an off-schedule payout to be paid by 12/03/2021; a 1.25% COLA for all Executive Class positions effective 10/1/2022; a 1% COLA for all Executive Class positions effective 10/1/2023. Regarding health contributions, an increase in health contributions equivalent to 60% of the cost of premium increases in year one and 25% in years two and three. Tier 2 employees to remain at an 80/20 split based on CalPERS Platinum. In addition, the Board directed the Executive Director to complete a salary study for the position of Deputy Director which shall be brought back to the Board for review in 2022. Motion carries 6-0-0 with Director Brandon absent. An amended motion was made by Director Tofanelli and second by Director Brown to include an increase in deferred compensation contributions from \$200.00 per month to \$300.00 per month for the Deputy Director. Motion carries 6-0-0 with Director Brandon absent.

10. Public employment contract (Government Code Section 54957) Title: Executive Director

A summary of the GU and MCP contracts were provided to the board. Motion by Director Tofanelli and second by Director Woodrow approving a 2% increase effective 11/1/2021 and a 1% lump sum off schedule payout; a 1.25% COLA effective 10/1/2022; a 1% COLA effective 10/1/2023 for the Executive Director and an amendment to the existing Executive Director contract language allowing the existing Agency contribution toward health benefits to be applied to alternative defined benefits. In addition, the Board directed the Executive Director to complete a salary study for the position of Executive Director which shall be brought back to the Board for review in 2022. Motion carries 6-0-0 with Director Brandon absent.

NEXT BOARD MEETING: The next meeting is scheduled for January 24, 2022, at 2:00pm via Zoom.

ADJOURNMENT: The meeting was adjourned at 3:30 p.m.

Chair, Board of Directors

JULIE R. PRADO

Executive Director

By: Liane Peck, Deputy Director and Julie Prado, Executive Director

unapproved subject to correction

#2



MEMORANDUM

DATE: January 20, 2022
TO: Board of Directors
FROM: Julie R. Prado, Executive Director

SUBJECT: Annual Business Matters

(Item # 2)

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

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

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

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

Recommendation: that the Board elect a Chair and Vice Chair and delegate the duty of Secretary to Julie Prado on a temporary basis while the CSCSA personnel position is being filled. The matter shall be placed back on the Board Agenda to appoint the secretary role at a later meeting.

#3



MEMORANDUM

DATE: January 20, 2022
TO: Board of Directors
FROM: Julie R. Prado, Executive Director

SUBJECT: Monthly Meeting Schedule

(Item # 3)

The draft meeting schedule attached is proposed for consideration for January 2022 through January 2023. It incorporates the concept of a quarterly meeting schedule which was adopted by the Board in September 2014. The tentative meetings between the quarterly meetings are identified in italics and are included because the current JPA agreement requires a schedule of monthly meetings, so that they can be put on the members' calendars in the event there is a necessity to meet. This schedule follows the practice of meeting on the fourth Monday of each month except as noted and provides for a rotation of the meeting places. It is recommended that the Board discuss whether it is the intent to continue meetings virtually or set in-person meetings.

2022 JPA BOARD MEETING SCHEDULE

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

Date:	Location:
January 24, 2022: 4th Monday	639 New York Ranch Road, Jackson (CSCSA)
<i>February 28, 2022: 4th Monday</i>	<i>If needed, to be determined</i>
<i>March 28, 2022: 4th Monday</i>	<i>If needed, to be determined</i>
April 25, 2022: 4th Monday	891 Mountain Ranch Road, San Andreas (BOS)
<i>May 23, 2022: 4th Monday</i>	<i>If needed, to be determined</i>
<i>June 27, 2022: 4th Monday</i>	<i>If needed, to be determined</i>
July 25, 2022: 4th Monday	367 Creekside Drive, Bear Valley (Library)
<i>August 22, 2022: 4th Monday</i>	<i>If needed, to be determined</i>
<i>September 26, 2022: 4th Monday</i>	<i>If needed, to be determined</i>
October 24, 2022: 4th Monday	2 South Green Street, Sonora (BOS)
<i>November 28, 2022: 4th Monday</i>	<i>If needed, to be determined</i>
<i>December 19, 2022: 3rd Monday</i>	<i>If needed, to be determined</i>
January 23, 2023: 4th Monday	639 New York Ranch Road, Jackson (CSCSA)

#4

CENTRAL SIERRA CHILD SUPPORT AGENCY
639 New York Ranch Road
Jackson, California 95642

MEMORANDUM

DATE: January 20, 2022

TO: Board of Directors

FROM: Julie Prado, Executive Director

SUBJECT: Executive Report

I. BUDGET

Financial Summary through December 31, 2021, 50% of the year

Expenditure line description	Approved Budget	Year-to-Date Expenditures	Percent of budget expended
Salaries	\$ 2,152,261.00	\$1,038,760.79	48.26%
Benefits	\$ 1,380,876.00	\$785,483.04	56.88%
Services & Supplies	\$ 705,933.00	\$297,955.14	42.21%
Fixed Assets	\$ 10,000.00	\$0	0%
Automation	\$ 6,830.00	\$1,272.27	18.63%
Overall Totals	\$ 4,255,900.00	\$ 2,123,471.24	49.89%

A. The benefits portions of our budget show a higher percentage of expenditures because of the retirement of a long-term employee and their associated payouts as well as the fact that lump sum insurances for the year are paid in July. There is currently no budget concern.

B. **Report on checks written between \$5,000 and \$10,000 since the last Board Meeting, other than lease payments:** None

II. PROGRAM REPORT

A. General Remarks

The Agency is currently recruiting for the position of Deputy Director. Interviews are scheduled for the weeks of January 18 and January 24, 2022. Assuming the

recruitment and interview process is successful, the target start date for the new Deputy is February 21, 2022.

The Agency is currently recruiting for the position of Personnel Technician. The recruitment has been open for over 7 weeks and has yet to produce a viable applicant pool. The Agency is in the process of discussing options with CSCSA Management and CalHR.

The State DCSS audit continues. A final interview has been scheduled for January 25, 2022 and a full report is expected shortly thereafter. The Single Audit for 2020/2021 is underway with results expected in February 2022.

The Agency has received notice from DCSS confirming the budget projections previously discussed with the Board. Based on the funding methodology utilized by the State for funding allocation, CSCSA is over funded by \$477,859 for the current year and \$316,424 going into 2022/2023. The State has not mandated a glidepath to the new allocation amount. CSCSA continues to identify budget adjustments that will align us to the new funding methodology. A copy of the letter is included with this Executive Report.

B. Staffing

STAFFING LEVELS [Filled] - 2021-2022 FISCAL YEAR												
Months	7/20	8/20	9/20	10/20	11/20	12/20	1/21	2/21	3/21	4/21	5/21	6/21
GENERAL UNIT												
Accounting	2	2	2	2	2	2						
Caseworkers	12	11	10	10	10	11						
Child Support Assistant	2	1	1	1	2	2						
Legal Clerks	1	1	1	1	1	1						
Subtotal	17	15	14	14	15	16						
M/C/P Unit												
Business Office	2.6	2.6	2.6	1.6	1.6	1.6						
CS Attorneys	2	2	2	2	2	2						
Supervisors/Leaders	4	4	4	4	4	4						
Subtotal	8.6	8.6	8.6	7.6	7.6	7.6						
EXECUTIVE												
Executive Director	1	1	1	1	1	1						
Deputy Director	1	1	1	1	1	0						
Subtotal	2	2	2	2	2	1						
TOTAL	27.6	25.6	24.6	23.6	24.6	24.6						

C. Program performance: Collections and federal performance measures (FPMs)
COLLECTIONS

MONTHLY SUPPORT DISTRIBUTED – 2021/2022 FEDERAL FISCAL YEAR; In parens: YTD 2022 Federal Fiscal Year: Agency collection GOAL \$12,500,000			
10/21	\$893,506 (\$893,506)	4/22	
11/21	\$862,989 (\$1,756,496)	5/22	
12/21	\$885,936 (\$2,642,432)	6/22	
1/22		7/22	
2/22		8/22	
3/22		9/22	

FEDERAL PERFORMANCE MEASURES (FPM)

MONTHLY STATISTICS - 2021-2022 FEDERAL FISCAL YEAR												
LEGEND: FPM = Federal Performance Measure; * = measures where number naturally increases each month [in brackets] = Goal for Federal fiscal year (October through September)												
Activity	10/21	11/21	12/21	1/22	2/22	3/22	4/22	5/22	6/22	7/22	8/22	9/22
Cases Opened/MO	48	53	31									
Cases Closed/MO	43	46	48									
TOTAL cases open	4531	4541	4530									
FPM 1: IVD Paternity % [103%]*	93.56%	95.94%	97.02%									
FPM 2: Orders % [97.25%]	96.91%	96.48%	96.42%									
FPM 3: Current % [80.5%]	68.10%	68.14%	69.06%									
FPM 4: Arrears % [80%]*	40.18%	47.90%	51.89%									

CALIFORNIA DEPARTMENT OF CHILD SUPPORT SERVICES

P.O. Box 419064, Rancho Cordova, CA 95741-9064



January 6, 2022

Ms. Julie Prado, Director
Central Sierra Child Support Agency
639 New York Ranch Road
Jackson, CA 95642

Dear Ms. Prado:

This letter is to inform the Central Sierra Child Support Agency of administrative allocation updates implemented by the California Department of Child Support Services (CA DCSS) for state fiscal year (SFY) 2021-22 pursuant to Family Code Section 17306.1.

The local child support agency (LCSA) allocation methodology was developed in collaboration with the Child Support Directors Association, Department of Finance, and an LCSA Workgroup consisting of 50 members from various program perspectives. The foundation for the new funding methodology rests upon the following three components:

1. Casework staffing ratios
2. Call center staffing ratios
3. Operating expenses and equipment

Each year the allocation funding calculator is updated from the data sources listed below and calculations are performed to determine the upcoming year's administrative allocation for each LCSA.

1. Caseload data reported on the CS 1257
2. FTE Average Salary collected via the annual FTE Survey
3. Call volumes

This new methodology allows CA DCSS to determine the appropriate level of administrative allocation funding for each LCSA as caseload, call volume, and staffing costs change year-over-year. Furthermore, this methodology also identifies LCSAs that are outside of the formulary, from which those identified LCSAs may gauge the magnitude of that difference to determine what plan of action may need to be taken.

Central Sierra Child Support Agency
Ms. Julie Prado, Director
January 6, 2022
Page 2

The funding methodology for SFY's 2021-22 and 2022-23 calculate the administrative allocation amounts for Central Sierra Child Support Agency as \$3,771,221 and \$3,932,646, respectively. When comparing the calculated allocations to the disseminated allocations of \$4,249,070 for current and budget year, it shows that Central Sierra Child Support Agency is currently \$477,859 above the funding methodology and will remain above the funding methodology by \$316,424 moving into budget year.

LCSAs that are currently above the funding methodology are strongly recommended to consider and develop actions that may be taken to appropriately align operations within the budget levels of the LCSA funding methodology. Please be reminded future calculated administrative allocation amounts may change each year based upon the data collected from the sources referenced above.

If you have any questions or concerns regarding this matter, please contact Vicky Brundige at (916) 464-5015.

Sincerely,

Nan Chen

Nan Chen
Chief Financial Officer
Administrative Services Division

cc: David Kilgore, Director, Department of Child Support Services
Kristen Donadee, Chief Deputy Director, Department of Child Support Services
Irene Briggs, Deputy Director, Administrative Services Branch
Anne Stadther, Regional Administrator, Department of Child Support Services
Jennifer Younger, Budget Officer, Department of Child Support Services

CENTRAL SIERRA CHILD SUPPORT AGENCY FFY 2021/2022

Federal Performance Measure Goals

December 2021

	FFY GOAL	ACTUAL RESULT
FPM 1 IV-D Paternity Establishment	103.00%	97.02%
<i>Measures the total number of children in the IV-D caseload in the fiscal year who have been born out-of-wedlock and for whom paternity has been established, compared to the total number of children in the IV-D caseload as of the end of the prior fiscal year who were born out-of-wedlock.</i>		
FPM 2 Cases with a Support Order Established	97.25%	96.42%
<i>Measures cases with support orders established compared to total number of cases open at the end of a month.</i>		
FPM 3 Collections on Current Child Support	80.50%	69.06%
<i>Measures the amount of current support, collected and distributed, compared to the total amount of current support owed.</i>		
FPM 4 Cases with Collection on Arrears	80.00%	51.89%
<i>Measures the number of cases with at least one payment made towards arrears compared with the number of cases owing arrears during the FFY.</i>		
		FFY to-date
FPM 5 Distributed Collections	\$12,500,000	\$2,642,432
<i>Measures the total dollar amount of child support collected and distributed based on the CS34/35</i>		

CENTRAL SIERRA CHILD SUPPORT AGENCY FFY 2021/2022

Federal Performance Measure Report

Data Source: FPM Report

FPM 1 IVD Paternity Establishment 103%	1st Quarter			2nd Quarter			3rd Quarter			4th Quarter			Point in Time	Data Source
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep		
Monthly Goal	baseline	94.25%	94.93%	96.27%	97.50%	98.48%	99.31%	99.78%	100.47%	101.27%	102.32%	103.00%	94.25%	
Children with Paterniy Established	2442	2479	2507	0	0	0	0	0	0	0	0	0	2507	1257 line 6
Children born out of wedlock per year	2584	2584	2584	2584	2584	2584	2584	2584	2584	2584	2584	2584	2584	1257 line 5 PY
FFY 2022 Actual	93.56%	95.94%	97.02%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	97.02%	
Over/Under (%points)		1.69%	2.09%	-96.27%	-97.50%	-98.48%	-99.31%	-99.78%	-100.47%	-101.27%	-102.32%	-103.00%	2.09%	
FFY 2021 Actual	93.56%	94.25%	94.93%	96.27%	97.50%	98.48%	99.31%	99.78%	100.47%	101.27%	102.32%	102.97%		

FPM 2 Cases with Support Orders Established 97.25%	1st Quarter			2nd Quarter			3rd Quarter			4th Quarter			Point in Time	Data Source
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep		
Monthly Goal	97.09%	97.09%	97.10%	97.18%	97.19%	97.20%	97.21%	97.21%	97.22%	97.23%	97.24%	97.25%	97.10%	
Cases with a Support Order	4391	4381	4368	0	0	0	0	0	0	0	0	0	4,368	1257 Line 2
Total Cases	4531	4541	4530	0	0	0	0	0	0	0	0	0	4530	1257 Line 1
FFY 2022 Actual	96.91%	96.48%	96.42%	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	96.42%	
Over/Under (%points)	-0.18%	-0.61%	-0.68%	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	-0.68%	
FFY 2021 Actual	96.58%	96.72%	96.69%	96.64%	96.66%	96.62%	96.65%	96.92%	97.05%	97.36%	97.18%	97.15%		

FPM 3 Collections on Current Support 80.5%	1st Quarter			2nd Quarter			3rd Quarter			4th Quarter			Point in Time	Data Source
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep		
Monthly Goal	75.14%	75.62%	76.10%	76.58%	77.06%	77.54%	78.02%	78.50%	78.98%	79.46%	79.94%	80.50%	76.10%	
Current Support Collected	\$598,271.26	\$1,191,322.23	\$1,807,953.27	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$1,807,953.27	1257 Line 25
Current Support Due	\$878,487.71	\$1,748,250.64	\$2,617,978.76	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$2,617,978.76	1257 Line 24
FFY 2022 Actual	68.10%	68.14%	69.06%	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	69.06%	
Over/Under (%points)	-7.04%	-7.48%	-7.04%	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	-7.04%	
FFY 2021 Actual	74.32%	72.87%	74.25%	73.02%	72.76%	73.26%	73.92%	73.69%	73.90%	73.63%	73.68%	73.65%		

FPM 4 Collections on Arrears 80.0%	1st Quarter			2nd Quarter			3rd Quarter			4th Quarter			Point in Time	Data Source
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep		
Monthly Goal	baseline	51.77%	54.59%	57.41%	60.23%	63.05%	65.87%	68.69%	71.51%	74.33%	77.15%	80.00%	54.59%	
Case Paying Arrears	1,190	1,472	1,630	0	0	0	0	0	0	0	0	0	1,630	1257 Line 29
Cases w/Arrears Due	2,962	3,073	3,141	0	0		0	0	0	0	0	0	3,141	1257 Line 28
FFY 2022 Actual	40.18%	47.90%	51.89%	#DIV/0!	#DIV/0!	#VALUE!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	51.89%	
Over/Under (%points)		-3.87%	-2.70%	#DIV/0!	#DIV/0!	#VALUE!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	-2.70%	
FFY 2021 Actual	48.95%	55.82%	61.71%	64.23%	66.33%	70.04%	73.02%	74.11%	76.02%	76.84%	78.20%	78.91%		

Total Distributed Collections \$12500,000	1st Quarter			2nd Quarter			3rd Quarter			4th Quarter			Point in Time	Data Source
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep		
Monthly Goal	\$1,041,666	\$2,083,332	\$3,124,998	\$4,166,665	\$5,208,332	\$6,249,999	\$7,291,666	\$8,333,333	\$9,375,000	\$10,416,667	\$11,458,334	\$12,500,000	\$3,124,998	
FFY 2022 Actual	\$893,506	\$1,756,495	\$2,642,432	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,642,432	CS 34 line 4b,4c, 8 & 11
Over/Under	\$148,160	\$326,837	\$482,566	\$4,166,665	\$5,208,332	\$6,249,999	\$7,291,666	\$8,333,333	\$9,375,000	\$10,416,667	\$11,458,334	\$12,500,000	\$482,566	
FFY 2021 Actual	\$965,177	\$1,871,919	\$3,025,883	\$3,887,796	\$4,752,305	\$5,820,652	\$7,087,128	\$8,072,531	\$9,237,126	\$10,247,963	\$11,251,424	\$12,266,191		

Happy ANNIVERSARY!

1

We are excited to celebrate the one-year anniversary of the In-Sider! It's hard to believe we have been doing this for a year already!!

A few years ago, we (Carey and Gina) mentioned the possibility of starting an Agency newsletter. Carey got really excited and talked really fast. Gina thought about it and asked a lot of questions. Eventually other things became more of a priority, but the idea was put down on a list, and not totally forgotten. There were a few mentions of starting one at Leadership meetings, here and there, yet no one could remember who was going to write it...

Then a little over a year ago, that idea came up yet again. And this time it wasn't just discussed, it was actually more of a *this is a fantastic idea and we are doing it* kind of conversation. So, Liane, Gina and Carey quickly set up meetings to start brainstorming rapidly about how we were going to proceed. We needed a name, a format, content, pictures, articles, and all of the things that go into creating this crazy little idea of doing a newsletter. We really had no idea what we were doing to begin with.

It's been a learning year. Carey quickly expanding her graphic designer skills and Gina fine tuning her writing skills. Looking back at the first edition in November 2020, feels like looking at your kindergartener's art projects. You're proud of the work, but not sure what it is. Every edition we all work to come up with creative ideas and themes. It has become one of the best things (in our opinion) that we have done.

Thank you to all of our contributors and readers!!! We hope you continue to enjoy the IN-sider.

Gina & Carey



CSCSA IN-sider

Invest, Innovate, Inspire

November 2021

Volume 2, Issue 11

The IN-side Scoop - Julie

The end of the year is fast approaching, it is crazy to think that we are already beginning to plan our end of the year staff meeting. Where has the time gone? I know, I say this every month.....but it is NOVEMBER!! HOW??? I won't tell you how many days of shopping you have left but I will say this, it has been quite a year! Even as much as I complain about how quickly the year is passing, I do look forward to that Thanksgiving meal and the sound of holiday music! While November marks the beginning of winter holidays, it also marks our ONE YEAR ANNIVERSARY of this incredible newsletter. My, how far we have come in just 12 short months! These monthly works of art are informative yet fun and full of helpful facts that support our growth as individuals as well as our performance growth. Thank you goes to each of you for contributing your ideas and thoughts and for investing the time to read the important content. Of course, we must also recognize our two newsletter wizards, Gina and Carey, who have demonstrated such resourcefulness and creativity; you have contributed so greatly to our Agency and I know I can speak for all of us when I say...thank you and keep it coming! Your product has gone far beyond my imagination, you have done an outstanding job!

Calendars

Speaking of the end of the year, it is about that time when we think about ordering calendars for 2022. I know my work habits have changed considerably while working at home and I no longer refer to my wall calendar, I use my computer. We are asking you to consider your new work habits and determine whether or not you are in need of a calendar. Let your supervisor know if you want one ordered!

Alpine Coverage

Beginning November, we will be covering the Alpine office for walk-ins and appointments the first Thursday of every month from 9:30 to 3:30. We have a flyer up in the Alpine office to make customers aware and we have provided Alpine HHS caseworkers with the same flyer. Please help get the word out to your Alpine customers and be sure they know that if that day does not work for them, we can make them an appointment on another day. We will keep you all posted on how this coverage method works out!

Human Resources Coverage

We continue to sift through the HR duties previously covered by Leslie. While we can absorb many of the duties with existing staff, our analysis indicates that we will still need some additional support. The Agency intends to create a new position, Personnel Technician, which will be responsible for recruitment, onboarding, benefits, leaves, and some payroll/timesheet functions. This position will not be a leadership position. We expect to fill the position on a part-time basis while we continue to evaluate our needs. We expect part-time to be sufficient. The recruitment details will be shared with you as soon as they are available.

CSS and CSA Recruitment

We are still working on the recruitment for CSS and CSA. Interviews are in process. We intend to fill one CSS and the one CSA position we have open. With any luck, we will have folks on board by December. We will continue to share updates with you.

Telework

We are still working on our permanent telework structure and policy. We are waiting for some guidance from DCSS before we can continue the planning. As such, it is likely that we will continue to work under our Emergency Telework Plan through February and begin a permanent plan in March. We initially planned to cut over to a permanent plan in January but with the delays and the time we want to take to vet the plan with you all, we feel a March timeline is much more doable. We will continue to keep you posted.

That is it for now. Happy fall!

Drop a Blue or an Orange in a new city and by the next day they will both have made some new friends. Oranges can talk to anyone about anything, while Blues prefer one on one conversations where they can really get to know someone. As natural optimists, both automatically look for the positive in life. They are both very generous and great motivators who prefer to avoid negative people and situations whenever possible. They are also talented negotiators, albeit in different ways. Oranges succeed in life through their drive to win and by thinking on their feet, while Blues use their intuition and their special talent to build meaningful relationships. Both colors use humor to keep things positive, they are creative, and both believe strongly in dreaming the impossible dream!

These two colors value recognition and shine brighter when they receive genuine positive feedback for their unique talents and contributions. For Oranges, tangible rewards work best while Blues prefer heartfelt words of affirmation and praise. The charm and spontaneity of an Orange positively enhances the Blue’s enthusiasm, empathy, and genuine concern for people. However, the Orange’s need for freedom and flexibility can often take precedence over the need to connect with others, including their own teammates. It is, therefore, extremely important for these colors to have honest, open, and effective communication as they work together.

Oranges want to be taken at face value and assume others want to be treated the same way. If they do not understand something or want to know more, they will ask a direct question. This can, at times, make their Blue partners cringe. Even though Blues generally admire the Orange’s directness because it leaves less room for misunderstandings, it’s still something that’s hard for them to process and may be perceived as rude. One of the great benefits of this team is that Blues can learn to become more direct while helping their Orange partners become more aware of how actions and words impact the people around them. If the Blue/Orange team is working well, Blues can act as Orange’s early warning system, alerting them when sensitivity is needed.

Both Blues and Oranges are likely to have people first jobs and can become enormously successful using their natural relationship building skills. However, since neither color enjoys the mundane, it’s a huge bonus if one or both of these teammate’s second color is a good strong Gold!

Remember to esteem the unique attributes within each color and, through deep communication, learn to show appreciation to all on their terms and in ways they value and understand.



INSIDE THIS ISSUE	
<i>Anniversary Edition</i>	
The IN-side Scoop.....	2
Life IN Colors.....	3
IN Your Own Words.....	4
The Support Report.....	4
Calendar of Events.....	4
Puzzle.....	5
Behavioral IN-terventions....	6
Recipe.....	7
IN Perform ance.....	8

KUDOS to EACH and EVERY one of you this past month for getting us through the many changes and losses we have experienced. Your hard work, dedication and resiliency is UNDENIABLE!!

IN YOUR OWN WORDS - LIANE

The weather is getting cooler, and days are getting shorter. While bundling up with a good book and blanket on the sofa can be relaxing and a great way to disconnect from everything, increasing the amount of time we are inside and away from Mother Earth's natural mood enhancer, Vitamin D, can sometimes take a toll on our mental and emotional health. Being mindful of our mindset and mood during the winter months and upcoming holiday season is one way to make sure we don't "fall" into the winter blues. Let's look at some journaling prompts to help keep us IN check with our mental and emotional health!

- ✂ Write about at least 3 people in your life that make you feel the most "at ease" and what they do to make you feel that way.
- ✂ Write a letter to a person who has positively impacted you (you don't have to give it to them, but it may be a nice gift)
- ✂ Write a list of 10 positive things, experiences, etc you want to remember during difficult times. (You can use this later if you're feeling down to reflect upon)
- ✂ What items or object(s) do you find the most comforting and why do you think that is?
- ✂ When is the last time you did something for someone else and how did it make you feel? Take it to the next level and write about the last time you did something just for yourself and describe how it made you feel.
- ✂ Make a list of ALL your coping mechanisms. Review your list and determine the ones that are the most helpful and the ones that are the most detrimental to you. Can you develop a plan to eliminate the not so good ones?

Journaling and self-reflection are 2 of the greatest gifts you can give yourself. Allowing yourself to explore your emotions and thoughts is a healthy way to get in touch with your feelings and release any negative emotions from your mind. And even if you don't physically write down your thoughts, taking the time to reflect on 1-2 prompts can allow for that quiet time and self-reflection that our mind, body, and soul deserve.

The Support Report - Dalaine

Pat EST: 102.8%

Order EST: 97.2%

Current Support: 73.9%

Payment on Arrears: 79.0%

New Never cases Opened: 10

Cost Effectiveness: \$3.69

Calendar of Events

November 11 - Veterans Day office closure

November 9 & 10 - Phone Conversion

November 11 & 12 - Cloud Migration

November 24 & 25 - Thanksgiving office closure



Thanks Again - Veronica

M	I	H	D	H	A	N	W	A	A	D	J	I	H
Y	O	N	D	T	A	T	H	A	N	K	Y	O	U
O	A	N	K	H	A	I	O	I	D	T	E	A	O
M	E	B	A	H	A	P	C	J	A	A	K	I	D
G	A	O	H	A	N	R	A	R	U	K	N	G	A
R	A	R	J	O	E	O	G	D	R	K	A	A	G
A	D	O	T	M	S	L	E	A	H	L	D	A	I
C	A	T	N	A	H	A	S	T	E	L	C	A	R
I	R	B	E	A	U	H	O	P	A	C	E	A	B
A	O	S	I	S	K	A	I	K	A	S	H	A	O
S	D	S	Z	A	R	M	H	B	W	S	E	A	T
A	C	E	A	N	A	K	H	Z	A	B	I	A	I
O	A	T	R	T	A	N	D	A	E	T	A	B	A
E	L	N	G	E	N	J	H	S	N	A	A	P	A

Asante
 Mahalo
 Spatsba
 Merci
 Toda
 Thank You
 Takk
 Gracias
 Shukraan
 Tapadh Leat
 Dhawaad Ji
 Obrigado
 Grazie
 Danke



Behavioral Interventions - Gina

So far, we have been talking about how individuals make decisions, and what prevents us from doing things that are in our best interest. Even though it is clear that sometimes people are irrational, they are also frequently predictable.

A foundational principle of Behavioral Economics is in the understanding of the power of context; specifically, the idea that the context, or circumstances, in which decisions are made and actions are taken have enormous effects on outcomes.

One example of “context” is going grocery shopping when you are hungry. We know that when hungry you are likely to indulge in impulse purchases and way more likely to buy snack foods. It is not unintentional that snacks are also at the checkout stand. It’s so tempting to buy that favorite candy bar that just happens to be at eye level when standing in the check-out line, especially since you can eat it on the way home, hide the wrapper, and no one is the wiser!

In this instance, and many others, the grocery store is using Choice Architecture to help you make your decisions. Choice Architecture is a term coined by Richard Thaler and Cass Sunstein that refers to the practice of influencing choice by organizing the context, or surroundings, in which people make decisions. This can also be done to obtain a positive outcome. For example, changing how food is displayed in school cafeterias resulted in a significant number of students choosing healthier options.

One of the best ways to understand why a process is not achieving its goals is to look at it from the user’s perspective, not the designer’s. When we do this, we can see both the barriers to making the “right” decision and the motivators that can lead us to the “wrong” decisions or actions. Sometimes we just need a “nudge”

A “nudge” is any aspect of Choice Architecture (the way a choice is presented) that alters people's behavior in a predictable way without forbidding any options or significantly changing their economic incentives. To count as a nudge, the intervention must be easy and inexpensive to implement. Nudges are not mandates. Putting fruit at eye level counts as a nudge. Banning junk food does not. Mc Donald’s is famous for their iconic nudge – “do you want fries with that?” The cost to the corporation is minimal and you still have the choice to get fries with that or not. (But do you really?)

Research supports that nudges can be more cost-effective than lengthy informational notices, financial penalties, or even court actions. We in the child support world know this to be the truth. Just think about the amount of “lengthy informational notices” our customers are sent; so many that they often throw away mail from us without even opening it!

So, what do we do with all this information? The single most important thing we can do as providers of public services is to simply recognize the circumstances of the people we serve and help them to navigate the barriers to reach the best possible outcome for the family.

We act in accordance with the truth as we perceive and believe it to be.

~ Lou Tice

UNFORGETTABLE SWEET POTATO CASSEROLE

Ingredients for potatoes-

2 ¼ lb sweet potatoes (peeled and cubed/large chunks)
1 cup half & half
¾ cup packed brown sugar
1 tsp salt
2 tsp vanilla extract
2 large eggs

Ingredients for topping-

1 cup all-purpose flour
½ cup packed brown sugar
½ tsp salt
4 tbsp chilled butter cut into small pieces
1 cup chopped pecans

Preheat oven to 375 F.

Place potatoes in large pot and cover with water. Bring to a boil. Reduce heat and simmer 20-25 minutes or until very tender. Drain and cool slightly.

Place potatoes in large mixing bowl. Add half and half, ¾ cup brown sugar, 1 tsp salt, and 2 tsp vanilla extract. Beat with a mixer until smooth. Add eggs and beat well. The mixture will be thin. Spray casserole dish or 13x9 inch pan with cooking spray and scrape mixture into the dish.

To make the topping, combine 1 cup flour, ½ cup brown sugar, ½ tsp salt into bowl and mix. Cut in butter with a pastry blender or 2 knives until blended and mixture resembles coarse meal. Stir in pecans and sprinkle mixture over the potato mixture.

Bake at 375 F for 30 minutes or until golden brown. Yield 16 servings.

Cooking tip: Make your potato mixture the night before and refrigerate it. Place mixture into prepared baking dish and cover with foil. Bake at 375 F for 20 minutes to warm the mixture. Remove from oven and sprinkle topping on mixture. Continue baking uncovered for 30-35 minutes until golden brown.



Happy Thanksgiving!

IN Performance - Liane

Well it's official...the 2020/2021 Performance Management Plan (PMP) has been wrapped up and submitted to the State with all the notes and statistics for the last Federal Fiscal Year (FFY). Before we jump into the 2021/2022 PMP, let's look back at some of what CSCSA accomplished over the past year.

The Fast Track Establishment process was developed, rolled out, and is rocking along- helping to reduce our number of days from case opening to order. Our goal was to obtain the order within 110 days from case opening and obtain the first payment within 30 days of obtaining the order. We ended the FFY with 126 days from case opening to order and 28 days from order to payment. That means that our customers received their first child support payment in less than a month of CSCSA establishing an order on their case!

Along the techy side of things, the soft phone solution was rolled out allowing us to make calls from our computer while working remotely. DocuSign became all the rage and we have successfully implemented e-filing or fax filing in both Amador and Calaveras courts. In addition, our payroll conversion to ADP was finalized, eliminating the need for paper timecards.

Outreach in a pandemic sounds like an oxymoron, but not for CSCSA! Our virtual partnership forum went off without a hitch, where partners such as MLJT, Domestic Violence and Columbia college, came together to educate the community on the services they provide and how we can all work together.

Brochures and pamphlets were created to target specific customers such as grandparents and non-needy caretakers, and our local probation offices provided us with a training to better understand the services they offer and how we can possibly work together in the future.

Next month, we will take a look at the 2021/2022 PMP, the goals that the State is focusing on, and how we will be working to help achieve those goals with our own tactics. Stay tuned!

TRUST

Trust means the assured reliance on the character, ability, strength, or truth of someone or something and is the foundation of all our other shared Values. Trust is built by showing vulnerability to and with each other. Steven Covey said that "without trust we don't truly collaborate, we merely coordinate, or at BEST, we cooperate. It is TRUST that transforms a group of PEOPLE into a TEAM."





CSCSA IN-sider

Invest, Innovate, Inspire

December 2021

Volume 2, Issue 12

The IN-side Scoop—Julie

Happy December and welcome to the holiday season! We are in the home stretch of finishing out 2021 and I continue to wonder where time has gone! We have had quite a year filled with all of the feelings and emotions... success, happiness, angst, loss, excitement and so much more. Personally, I am grateful for the team that we have created within CSCSA where we can walk through such trials and blessings together and find the support that we need with each other. We certainly have had our challenges with our cultural journey and, those too, will continue to make us stronger and encourage us to push forward. I am thankful for the grace you all have extended as we experience our growing pains, endure retirements, and learn from our missteps. I will continue to lean in and draw upon the energy you are bringing forward, something that is certainly unique to our CSCSA atmosphere and something that I am not taking for granted. Thank you, each of you, for the contributions you continue to make as we walk through the change that is before us. I appreciate all of you!

Recruitments

We are in the recruitment process for Personnel Technician and will soon embark on the recruitment for Deputy Director. We successfully onboarded our new Child Support Assistant (welcome to CSCSA Kayla!) and will be bringing on a new Child Support Specialist on December 13th. We will keep you posted on the open recruitments.

Telework

We will continue to work within our *Emergency Telework Policy* through February. Beginning March, we hope to begin our regular ongoing telework process, the details of which will be coming out in early January. I know you are all anxious to understand what the future of our telework looks like and I am working on getting that done for you as soon as possible. More to come...

We will share more updates during our end of the year all-staff meeting which is sure to include lots of great information and laughs. I look forward to seeing you all then. Have a great December!!

INSIDE THIS ISSUE

The IN-side Scoop.....	1
Blue Vision.....	2
The Support Report.....	2
Puzzle.....	3
IN the Know.....	3
Life IN Colors.....	4
Ms. IN-tuitive.....	5
Behavioral IN-terventions.....	6
IN Performance.....	7
Support Report	7
Calendar of Events.....	7
Tech Tips.....	8

“Change the way you think and you change the way you run your life.” ~ Lou Tice



Blue Vision

Our ongoing IIE meetings have been so inspiring since we have decided to focus on our shared values. Each week we are growing as a team and as individuals. Gina gave us insight on how to build **TRUST** by being open with each other. For **UNITY** Joette had us build art as a team. Our creativity flowed as we built on each other's ideas. Then Melissa walked us through 10 **COURAGE** exercises to practice being bold. Veronica challenged us to use our **INGENUITY** to take random items and build something. Barbara helped us to grow in **ACCOUNTABILITY** by pairing each of us with an accountability partner to help each other break bad habits. And we are very thankful to Rhonda who gave us deep insights into the benefits of not just saying we are **GRATEFUL** but feeling the reality of all that we have to be grateful for.

Blue Vision is happy to announce the that our employee recognition program, Cheers-from-Peers, has had a very successful roll-out! Here are all the Cheers from Peers received last month:

Cheers from JOETTE to LIANE for Going Above and Beyond. Thank you for being an amazing role model. You are great at your job and such a great human. I appreciate all you have done for me and all you have brought to CSCSA!

Cheers from JOETTE to SHELLIE for Stepping up. Shelly is such a great teammate. Easy to work with in the office. She is flexible, easygoing, an always willing to help walk-ins and me, if needed.

Cheers from MELISSA to MICHELLE for Working with our Customers, Working Behind the Scenes, Finding Creative Solutions, Brightening the Day, Stepping up. It's always a treat to come into the office to Michelle's smiling face!

No matter how she may be feeling inside she always projects positivity and humor on the outside. Michelle is a real go-getter and a genius at coming up with ideas no matter the project. YAY YOU!

Cheers from MELISSA to MARLENE for Going Above and Beyond, Working Behind the Scenes, Making it Happen, Brightening the Day, Leading by Example, Stepping up. Marlene is amazing all around. She makes it a point to be as available as possible for questions regarding casework and is compassionate in the personal aspects of her crew as well

Cheers from MELISSA to CRISSIE for Going Above and Beyond, Working with our Customers, Making it Happen, Finding Creative Solutions, Brightening the Day, Stepping up. Crissie is a HUGE asset to the agency in every aspect. She takes great pride in her work and is a definite positive force to be around

Cheers from BARBARA to JOY AND RHONDA for Going Above and Beyond, Stepping up. Thank you Joy and Rhonda for all you have done!!! Your regular duties are essential part of our child support program and require your complete, undivided attention and yet you have taken on the responsibility of processing the daily mail and customer service. I cannot thank you enough and grateful you are my team members.

More to come as we celebrate all the "Cheers" at the end of year all staff meeting on December 8, 2021.



Carols and Songs - Veronica

FELIZ NAVIDAD

BELIEVE

SLEIGH RIDE

JINGLE BELLS

THE FIRST NOEL

PAT A PAN

O HOLY NIGHT

DECK THE HALLS

JINGLE BELL ROCK

SILENT NIGHT

FUM FUM FUM

LET IT SNOW

SILVER BELLS

F	E	L	I	Z	N	A	V	I	D	A	D	W	L
S	I	L	E	N	T	N	I	G	H	T	D	T	J
T	J	T	M	U	F	M	U	F	M	U	F	L	N
I	I	E	G	S	I	S	R	I	F	L	E	T	N
L	N	E	D	I	R	H	G	I	E	L	S	S	E
E	G	T	H	E	F	I	R	S	T	N	O	E	L
G	L	S	I	L	V	E	R	B	E	L	L	S	E
B	E	L	I	E	V	E	V	V	S	F	A	N	E
I	B	Y	D	V	L	E	T	I	T	S	N	O	W
U	E	G	G	F	E	O	O	S	T	O	O	B	A
E	L	H	I	H	H	E	P	A	T	A	P	A	N
L	L	T	B	O	H	O	L	Y	N	I	G	H	T
E	S	D	E	C	K	T	H	E	H	A	L	L	S
J	I	N	G	L	E	B	E	L	L	R	O	C	K

IN the Know - Marlene

Welcome to *IN the Know* for a quick reminder of recent and upcoming changes.

Desk Aids:

The following desk aid was added to SharePoint.

S & C or NOM Desk Aid – the purpose of this desk aid is to provide parameters for determining at case opening when to proceed with an S & C or NOM if no child support order in effect. Thanks to Reesa and Veronica for creating this resource.

DCSS Letters and Updates:

DocuSign – We received notice from DCSS that 10 new forms are available in DocuSign, making a total of 40 available. This is exciting news to continue expanding our resources for us and our customers to help expedite case management.

Disregard Changes – Assembly Bill 79 has changed the disregard/pass through amounts which will be sent to aided customers beginning 01/01/2022. Families with one child will begin receiving \$100.00 and families with two or more children will receive \$200.00. Further updates will be coming.

Electronic Debt Reduction Application – An electronic application process for the Debt Reduction Application has been released as of 11/01/2021. The application is available on CA Central/Forums/Debt Reduction program/Debt Reduction Program Help/Debt Reduction Program Tools and Materials/05 DRP SimpliGov E-application Desk Aid. Further instructions are also available on Blackboard.



Life IN Colors - Gina

The question for the Green/Orange team is to: “Just do it or think about it?” Greens tend to be cautious and need all the facts before starting a project. But the Orange wants to just get it going, fast and **now**!

Both Greens and Oranges are quite independent, but in very different ways. Greens never want to be told what to think and Oranges have little patience for being told what to do. Green’s will have to remember that Oranges need freedom, and function best when thinking on their feet. They also love fun and variety. Their Green teammate will need to add some humor in the middle of all those details. Oranges need to remember that just because their Green partner is asking a million questions it doesn’t mean they are being critical of their ideas or vision. It is just the Green’s way of thinking it through. These two colors share a pragmatic world view and an occasionally sharp tongue. They will have to be careful to not use it on each other.

Both colors love to create. An Orange tends to prefer spontaneous, off the chart, out-of-the-box ideas while Greens look for innovation, symmetry, and meeting the big picture goal. Both colors have huge overactive imaginations and will look to the future, not just what’s happening today, but also tomorrow. Greens have an uncanny ability to predict outcomes and will look at the possible repercussion of the fast-acting Orange. However, Greens will have to be careful not to let their need for research and details stymie the Orange’s need to just get it going. Oranges shoot from the hip and develop ideas while talking them through but when these creative ideas are filtered through the mind of their analytical Green partner they will be amended, fixed, flushed out, and perfected. What a perfect color combination; creative ideas and intellectual analysis!

“Just as no one has ever learned to drive a car simply by reading the manual, growth in understanding ourselves and others involves an active, participatory, and continuous journey.” *George J. Boelche*

Courage

The quality of mind or spirit that enables a person to face difficulty, danger, pain, etc., without fear; bravery. Courage means taking action, despite your fears. And the more you develop your courage, the stronger it gets.

Dear Ms. Intuitive,

I have been an avid reader of your article since day 1 and appreciate all the advice you have given, both on some serious topics as well as the lighthearted ones. It's been just over a year now and I'm dying to know a little more about you as a person and how you have been able to share such great advice!

Sincerely,

My In-quiring Mind Wants to Know

Dear My In-quiring Mind Wants to Know,

First, thank you for your question, and I appreciate you opening the door for me to be a little vulnerable with my readers for a moment. Let me start by saying, I am by no means a professional in giving advice nor have I been certified in anything other than learning lessons through life experiences. That being said, I have definitely experienced a lot in my 40+ years, as a mother, daughter, friend, leader, and professional.

I am a people person by nature, and if you are familiar with the assignment of "Colors" for personalities, I am a true blue. Because I am a people person, I genuinely care about helping others, making them feel comfortable, and engaging with them on a variety of levels. In addition to being a people person, I am an empath; meaning I can understand and often share in the feelings of others. I tell you all of this to tell you that the advice I give, comes from the heart, is thought out, sometimes researched, and always well-intended. I love to laugh and have tried to incorporate some type of humor in each article I have written.

Life has thrown me some curve balls, some I didn't think I would or could bounce back from, but I did; maybe not perfectly, but none the less. I believe that everything happens for a reason, even though we may not know that reason at the time, there is still an opportunity to learn something with every mistake, misstep, or utter failure. If I am able to share some advice from one of my missteps that someone else can learn from, I am always willing.

I have a few mantras that I try to live by that I would love to share with you.

1. If you aren't uncomfortable, you aren't growing.
2. Start from yes...or at least maybe
3. Never waste a chance to tell someone you love them (I put that as my senior quote in my yearbook when I graduated in 1997 and still believe and remember it today)

I hope this has shed some light into who Ms. Intuitive is and gives you some understanding of where I am coming from. This series of articles has hopefully brought you as much guidance and help as it has given me joy in writing.

Sincerely,

Until We Meet Again



Behavioral IN-terventions – Gina

Here are some questions that Behavioral Analytics ask – What happens to our minds—and our decisions—when we feel we have too little of something? Why, in the face of scarcity, do people so often make seemingly irrational, even counter-productive decisions? And if this is true in large populations, why don't policies and programs, especially the ones geared towards assisting people with scarcity, take this into account?

Some answers are that many people may be making decisions from a Scarcity Mindset which taxes cognitive resources and can lead to self-defeating actions. This scarcity mindset consumes "mental bandwidth", or brainpower, that would otherwise go to problem solving, self-control, and long-term planning. When someone with this mindset is given a very complicated form to complete within a specified timeframe (e.g., intake paperwork, income and expense declaration), or a requirement to be somewhere that is unfamiliar and, perhaps even a little scary (e.g., court or the child support office) their bandwidth may become so overloaded that they do nothing. This is an example of Cognitive Overload causing the Ostrich Effect!

In addition, our customers may also be dealing with an Identity Barrier called the Stereotype Threat. This is when an institution conveys that they view the customer negatively or as part of a specific group which may cause a person to behave in ways that fit with the stereotypes associated with that identity. Most all of us have had the experience of a customer telling us, very emphatically, that they “know” we think of them in negative ways. This is because they feel that their identity has been threatened by implication. The child support program was originally set up as adversarial, “complaining witnesses” and “defendants” were identified by the District Attorneys Office. We know that we have come a very long way from those days but laws, policies, procedures and many required forms and documents still carry language that sometimes connotes that just being involved with the child support office reflects negatively on them. This can be true for both the “absent parent” or the “custodial parent”.

So, what can be done to help our customers not fall into these mindsets when interacting with our agency? At the state level, when creating forms or communications to customers they have been asking the Behavioral Economics team to review and suggest rewrites of areas that may tend to “push” customers towards making the least favorable decisions or denote a negative impression of their identity.

At the LCSA level we can carefully choose our words, in both written and verbal communications, so as to promote the kind of positivity and respect that demonstrates we are not stereotyping them. We can do our best to simplify the complicated processes and spend the time helping our customers fully understand their options so they can make the best decisions for themselves and their family.

IN Performance - Liane

As promised, this month we will look at what we have in store for our 2021/2022 Performance Management Plan. This plan was submitted to the State in October and aligned with both our internal Strategic Plan as well as the State's Strategic Plan. Just to refresh your memory, the plan consists of 5 main goals with specific tactics and initiatives within each one that will assist us in achieving those goals. Facilitate consistent support for children, strengthen customer engagement, enhance program performance, build collaborative partnerships to benefit families, and foster innovation to improve service delivery are the over arching goals that make up our plan. Going forward, each month we will delve in a little further into each goal and its tactics to provide a greater understanding as to what projects and initiatives we are taking on this year.

First up, let's talk about facilitating consistent support for children. Our objective for this goal is to increase child support collections and payment reliability, by that we mean that each month, the person receiving support will receive their full child support obligation on a consistent basis and is something they can count on. To achieve this goal, the following tactics have been developed:

Utilize RADAR reports, provided by the State, to assess current ZERO orders and create a review project for CSSs based on report, not alpha. If case meets criteria, modification will be initiated. This initiative will be handled and monitored by Carey.

Utilize RADAR reports, provided by the State, to assess arrears only cases to increase collections on this subset of cases. This initiative will be handled by Marlene.

And lastly, both Carey and Marlene will be working on developing a campaign to utilize text messaging for monthly payment reminders, including information about payment options to increase overall collections.

Next month, join us as we take a look at goal 2; strengthen customer engagement, specifically focusing on enhancing program outreach to deliver a clear and accurate image of our program to the public.

THE SUPPORT REPORT - DALAINE

PAT EST: 93.20%

ORDER EST: 96.95%

CURRENT SUPPORT: 68.20%

PAYMENT ON ARREARS: 40.15%

NEW NEVER CASES OPENED: 15

COST EFFECTIVENESS: \$3.55

Calendar of Events

**DECEMBER 8 - WINTER ALL-STAFF
MEETING/OFFICE CLOSURE**

**DECEMBER 23 & 24 - CHRISTMAS EVE,
CHRISTMAS DAY/OFFICE CLOSURE**

**DECEMBER 30 & 31 - NEW YEAR'S EVE, NEW
YEAR'S DAY/OFFICE CLOSURE**

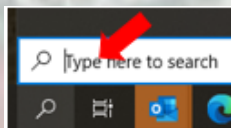
IN-novation Alert/Tech Tips - Reesa

Have you ever created/saved a document (could be word, PDF, excel or a picture, any kind of file) and closed it, then felt that moment of panic when you can't figure out WHERE you saved it? Here are 2 quick ways to search for such a document...

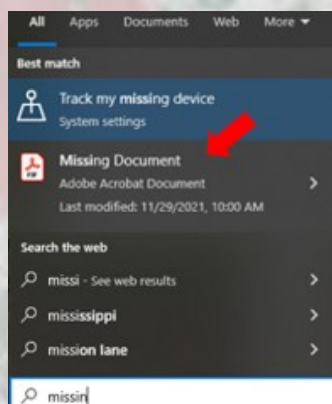
1. IF you know the name of the document, select the magnifying glass next to the windows button on your task bar



start typing the name into the search bar



The document should show up under best match, if you have the correct title

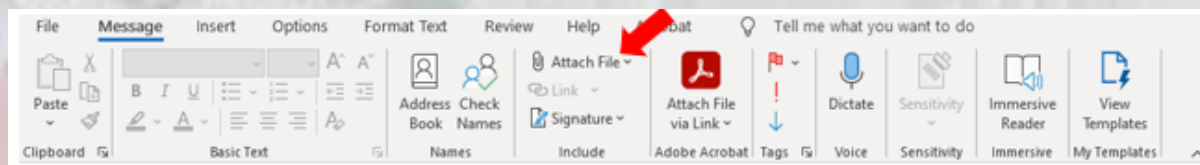


OR,

2. If you DON'T know the name, open a new e-mail and select

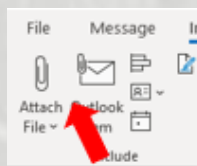
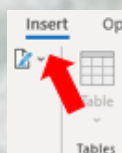


- a. This can be found on your expanded tool ribbon in the middle section

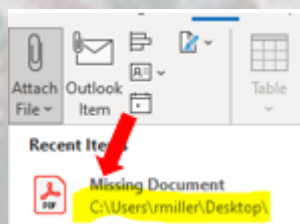


OR

- b. By selecting the "insert" option, and then it is on the far left



3. Then, the top item in your attach options should be the most recent document you have saved on your computer (and under the document name it will say where the item is saved):





CSCSA IN-sider

Invest, Innovate, Inspire

January 2022

Volume 3, Issue 1

The IN-side Scoop – Julie

Happy 2022 to you all! I am so excited to embark on a fresh new year....I look forward to the fun that Blue Vision has planned to move our culture further towards our 2025 vision, as well as the tactical projects we want to explore to increase money to families. I want to encourage you to continue to think BIG and creatively, your contributions toward our progress and growth have been so impactful. We have incredible momentum going into this new year and together...we can do anything! Here are a couple of updates:

Telework

Thank you all for your survey responses. Clearly, telework is something that is a big desire to every one of you. We are getting closer to completing our draft telework plan. We expect to provide you with a copy of the draft by the end of January and will implement the permanent plan March 1. The permanent plan will require high speed internet which is generally defined as a minimum speed of 20Mbps download speed per household member using the internet during working hours and 5Mbps upload speed. Now would be a good time to review your internet speed with your provider to ensure you have those minimums. If you have questions or concerns, please reach out to me as soon as possible.

Strategic Plan

We will be finishing up our 2022 tactic updates to our Strategic Plan this week. We will provide the full plan by the end of January. If you have any ideas which would help us build our caseload, increase our performance measures, or improve the employee experiences, please, please, please, share your ideas with me or any member of Leadership. We want to continue to hear your ideas and would love to include your feedback in our plan for the coming months.

Hiring Update

Our recruitments for the Personnel Technician and Deputy Director continue. We hope to see more applications coming in over the holidays for the Personnel Tech! The Deputy Director interviews are currently slated for January 19 and January 21. We will keep you informed.

Flexible Case Management

State DCSS is interested in loosening enforcement requirements in order to give customers more flexibility in how their cases are handled with an end goal of making our program more attractive and impactful for families so that we can increase our caseload. The plan will take significant time to come to fruition, but I wanted to give you a heads up that it IS on their radar. They plan to address the following enforcement actions in a Flexible Case Management Plan: IWO's, Liens, Bank Levies, UIB/DIB intercepts, Tax intercepts, Passports, NMSN's, License suspensions, and FTB intercepts. There is a considerable divide among LCSA Directors as to whether or not we should be offering suppressions or "opt out" processes for these enforcement remedies. Debates continue and we will keep you updated as to any decisions or change in practices.

UAP Audits

There is current discussions occurring at the State level as to what the policy will be in the future for UAP audits. With the conversion to CalSAWS, we have recently learned that CalSAWS will only store 6 years of data on closed cases, making it difficult or impossible to verify UAP balances and time periods in older cases not born in CSE. State DCSS is exploring options with further direction in the spring of 2022. More to come.

INSIDE THIS ISSUE

The IN-side Scoop.....	1
IN The Know.....	2
IN Performance.....	2
Behavioral IN-terventions.....	3
Life IN Colors.....	4
Calendar of Events.....	4
The Support Report.....	4
Blue Vision.....	5
Mind Game.....	5
Cheers from Peers.....	6



2022
Happy New Year

IN The Know - Marlene

Happy New Year to everyone and welcome to 2022. There are several changes which occurred in December and January.

DCSS Letters and Updates:

Bank Levies:

- Effective December 12, 2021, the bank levy process was changed by DCSS as follows:
- Compliant cases (those with IWOs) will no longer be issued automatic levies.
- Non-complaint cases will only be issued for automated levy if the Financial Institution is reporting an account balance of \$3,500 or more and the non-compliant case has an arrears balance of \$3,500 or more.
- CSE will suppress levies from being issued when participants are receiving EDD UIB and/or DIB.
- No changes have been made to manual levies.

Thom is currently developing a desk aid to encompass these changes and will be released when it's completed.

Happy
20 NEW YEAR 22

IN PERFORMANCE - DALAINE

AS NOTED IN LAST MONTH'S ARTICLE, THIS MONTH WE WILL FOCUS ON GOAL #2: STRENGTHEN CUSTOMER ENGAGEMENT. SPECIFICALLY FOCUSING ON ENHANCING PROGRAM OUTREACH TO DELIVER A CLEAR AND ACCURATE IMAGE OF OUR PROGRAM TO THE PUBLIC. OUR CHALLENGE IS TO CHANGE THE COMMUNITY PERCEPTION OF WHO WE ARE AND WHAT DO!

THERE ARE THREE BASIC COMPONENTS TO FACILITATE OUR MOVING FORWARD IN THIS AREA. GINA IS THE LEAD ON THE FIRST TWO AND DALAINE ON THE LAST.

- ◆ CONTINUE BUILDING AN OUTREACH VISION AND PLAN. REVIEW KNOWN OUTREACH OPPORTUNITIES FOR CONTINUED PARTICIPATION IN ALIGNMENT WITH OUR VISION.
- ◆ OUR GOAL IS TO PARTICIPATE IN OR CREATE THREE OUTREACH OFFSITE EVENTS FOCUSED ON REACHING NEW PERSPECTIVE CUSTOMERS. OUR GOAL IS 181 NEW NON-WELFARE CASES.
- ◆ THE LAST GOAL IN THIS AREA IS ONE YOU MAY HAVE NOTICED POPPING UP AROUND THE OFFICE. WE ARE EMBRACING THE USE OF QR CODES TO ASSIST CUSTOMERS IN QUICKLY LINKING TO HELPFUL INFORMATION. THE FIRST QR WE HAVE UP, DIRECTS THE USER TO OUR AGENCY WEBSITE, WHICH HAS LOTS OF USEFUL INFORMATION AND LINKS TO SERVICES. THE SECOND POSTED QR GOES DIRECTLY TO THE DCSS CUSTOMER SERVICE SURVEY. KNOWING HOW WE ARE DOING PROVIDES OPPORTUNITIES FOR IMPROVEMENT.

NEXT MONTH, WE TAKE A CLOSER LOOK AT GOAL 3; ENHANCE PROGRAM PERFORMANCE, SPECIFICALLY FOCUSING ON HOW TO IMPLEMENT ORGANIZATION AND PROGRAM EFFICIENCIES.

Behavior Interventions – Gina

We are continuing our review using the “Head”, “Heart”, “Feet” model to demonstrate the various barriers that can prevent each of us from clearly identifying and making choices that are in our best interest. We have learned about the “Head” (Bandwidth) barriers like Choice Overload, Cognitive Overload, Default Effect and the Psychology of Scarcity that can cause us to feel overwhelmed, divide our attention, or to stick with bad choices. We also looked at the Stereotype Threat which is one of the “Heart” (Identity) barriers that can push us to be swayed or feel negatively about an experience regardless of the outcome.

Now let’s take a look at some of those barriers that affect follow-through, or the “Feet” part of the model. The “Hassle Factor” could be anything from having to navigate a complicated phone tree; or having to make multiple calls to get to the right person; to filling out complicated or redundant paperwork. Many case studies have found that by reducing even one small “hassle” can significantly increase voluntary participation.

Consider asking these questions: Does the process require more effort or steps than it should? Can one or more steps be eliminated or, at least, mitigated? Does a specific portion of the process often create frustration for customers? Even if the number of steps is sound, is the burden a huge source of frustration? And could it be simplified? Do the people delivering the experience add hassle even when the process does not? You can have the best systems and processes in the world, but if they are executed in an uncaring way your customers may experience roadblocks and headaches that could have been avoided.

Procrastination is another barrier to follow-through. Most of us do not need a definition of this concept, but just in case you put off looking it up - the short definition is “Putting off until tomorrow – or until never - what you really should be doing today”. It can sometime help ourselves and our customers to set deadlines, even if there are no consequences if the deadline is missed. Friendly reminders for court dates and when documents are due can be helpful as well.

All these barriers can create a “Behavioral Bottleneck” for our customers where they may feel stuck between intention and action. We know that people often engage in those behaviors that are easy, have immediate benefits, and that are popular within their own social circle or society more broadly. On the other hand, they avoid those activities that are difficult, have a longer timeline in terms of reward or that are different from what their peers are doing.

Below are some suggestions when communicating with our customers in order to increase engagement and provide better outcomes for both our families and the Child Support Program.....

Keep it Simple	Make it Easy	Make it Personal	Make it Timely
Include only the most essential items	Provide actionable information	Tailor to specific needs	Learn when people are most responsive
Prioritize key information	Prompt active choices	Provide personalized information	Give people ample time to respond
Provide step-by-step instructions	Make the recommended choice the easy choice	Offer individualized feedback and peer comparisons	Highlight deadlines

LIFE IN COLORS - GINA

HOW WE HANDLE STRESS IN OUR LIVES DEPENDS UPON A LOT OF THINGS. WORKLOAD, TIME CONSTRAINTS, THE PEOPLE WE INTERACT WITH, AND OUR PAST EXPERIENCES. WHAT IS STRESSFUL TO ONE COLOR, MAY BE EXCITING OR MOTIVATING TO ANOTHER. MOST PEOPLE ARE NOT CONSCIOUSLY AWARE OF THEIR STRESS PATTERNS AND COPING BEHAVIORS. HOWEVER, ALL OF US HAVE EXPERIENCED A TIME IN OUR LIVES WHEN WE FELT OVERWHELMED. WHEN PEOPLE AND CIRCUMSTANCES ARE NOT COOPERATING WITH OUR PLANS, WE INSTINCTIVELY TURN TO BEHAVIORS WE BELIEVE WILL BRING US RELIEF FROM STRESS.



TYPICALLY, WE TRY TO COPE BY AMPLIFYING THE NATURAL TENDENCIES OF OUR DOMINANT COLOR STYLE. BUT IF WE CAN'T GAIN CONTROL OF OUR STRESS LEVELS THROUGH THESE MEANS, WE BECOME EVEN MORE DETERMINED TO TAKE HOLD OF THE SITUATION AND INCREASE OUR EFFORTS EVEN FURTHER BY TAKING OUR NORMALLY POSITIVE TRAITS TO THE EXTREME. UNDER THESE CIRCUMSTANCES, OUR OTHERWISE CONSTRUCTIVE BEHAVIORS, SHIFT TO POTENTIALLY DESTRUCTIVE ACTIONS WHICH CAN WORK AGAINST US AND END UP INCREASING OUR STRESS INSTEAD OF REDUCING IT.

WHEN THE STRESS STILL DOESN'T LET UP OR BECOMES EVEN MORE SEVERE, WE ABANDON OUR DOMINANT STYLE BEHAVIORS AND START TO TRY OUT OUR SECONDARY COLOR TRAITS, OR MAYBE EVEN THE THIRD OR FOURTH. THE THING IS, WE USUALLY HAVE LESS PRACTICE USING THESE TRAITS EFFECTIVELY, SO THEY SHOW UP AS UNDERDEVELOPED VERSIONS OF OURSELVES. FOR INSTANCE, IF WE ARE SOMEONE WHO TYPICALLY DOES NOT EXHIBIT OUR EMOTIONS READILY OUR OTHERWISE SELF-CONTROLLED DEMEANOR MAY GIVE WAY TO AWKWARD AND UNCHARACTERISTIC EMOTIONAL OUTBURSTS. OR SOMEONE WHO IS NORMALLY THE LIFE OF THE PARTY MAY RETREAT AND AVOID SOCIAL INTERACTIONS ALL TOGETHER. WE MAY NOT RECOGNIZE THESE BEHAVIORS AS PART OF OUR CHARACTER AND THEN WILL NEGATIVELY JUDGE OURSELVES. WHEN THIS OCCURS, IT ACCELERATES A DOWNWARD SPIRAL OF STRESS.

BEING ABLE TO RECOGNIZE WHEN YOU OR SOMEONE YOU KNOW IS STRESSED IS THE FIRST STEP TO TURNING THINGS AROUND. BY PAYING CLOSE ATTENTION TO OUR MOST DOMINANT COLOR'S STRESS BEHAVIORS, WE CAN PUT OUR PERSONALITY STRENGTHS TO WORK FOR US INSTEAD OF WORKING AGAINST OURSELVES. UNDERSTANDING THE STRESS SIGNS AND TRIGGERS OF OTHER COLORS WILL HELP US IDENTIFY MORE CLEARLY WHAT MIGHT BE GOING ON BEHIND THEIR UNCHARACTERISTIC BEHAVIORS.

STAY TUNED TO FIND OUT MORE ABOUT HOW EACH COLOR LOOKS UNDER STRESS AND WHAT TIPS WE CAN LEARN TO NOT ONLY HELP OURSELVES TO REDUCE OR MANAGE OUR STRESS, BUT ALSO IN FINDING THE GRACE, COMPASSION, AND PATIENCE TO ENCOURAGE OTHER STYLES WHEN THEY ARE UNDER STRESS.

The Support Report - Dalaine

Pat EST: 95.0%

Order EST: 96.5%

Current Support: 68.4%

Payment on Arrears: 47.9%

New Never cases Opened: 14

Cost Effectiveness: \$3.76



Calendar of Events

**JANUARY 17 - MARTIN LUTHER KING JR.
DAY OFFICE CLOSURE**

Birthdays

JANUARY 7 - GINA

JANUARY 29 - WENDY

Blue Vison

December 2021 was a busy month for the Blue Vision Team. We welcomed a new member. Rhonda, we are so grateful to you for volunteering! We also want to congratulate Liane Peck on her new position as Director of Solano County Department of Child Support Services and although she will be greatly missed, we wish her continued success in her growing career.



At our end of year All-staff meeting our guest speaker, Suzanne Cruz, talked about the benefits of becoming a better listener. I know we were all listening (and some of us were getting a little choked up) when she told us a story about a New York City bus driver that "lightened" his rider's burdens when he offered to take their troubles and dump them in the Hudson River. Amazing how a single act of thoughtfulness can be a light to others.

Carey and Reesa, as our TPI facilitators, reminded us of that the overall purpose of writing affirmations is to create for ourselves a new normal and a new reality. They emphasized the importance of tying emotions to your affirmations so that you can see it, believe it, and feel it!

Then right before Christmas we tested our Christmas knowledge with a, not so easy, Christmas Trivia game. Congratulations to Shellie who has mad skills when it comes to all things Christmas! And a special shout-out to our Christmas Angels (Melissa and Barbara) who cracked us up with Corny-Christmas jokes every time we heard a bell ring! Who knew that Santa keeps all his money at the local snow-BANK.

INGENUITY

The quality of being cleverly inventive. The skillfulness of conception or design. Ingenuity means we passionately learn, create and innovate without limits, inspiring our skills, talent and resource fullness.

If you can read this OUT LOUD you have a strong mind.

7H15 M3554G3
53RV35 7O PR0V3
H0W 0UR M1ND5 C4N
D0 4M4Z1NG 7H1NG5!
1MPR3551V3 7H1NG5!
1N 7H3 B3G1NN1NG
17 WA5 H4RD BU7
N0W, 0N 7H15 LIN3
YOUR M1ND 1S
R34D1NG 17
4U70M471C4LLY
W17H 0U7 3V3N
7H1NK1NG 4B0U7 17,
B3 PROUD! ONLY
C3R741N P30PL3 C4N
R3AD 7H15.



CHEERS FROM PEERS

Cheers from MICHELLE to THOM for Going Above and Beyond and Stepping up. Michelle wants to acknowledge Thom's strength of assisting others for the good of the agency and our customers. Since as far back as I can remember being here with CSCSA, Thom has stepped up to assist when help is needed. Whether it be working an overabundance of tasks, CMT, or filling in when someone is out, you can count on Thom. Though Thom may like the glory, he will also serve in silence.

Thank you, Thom, for being such a positive contributor, especially to those who work with you so closely. It is recognized and appreciated.

Cheers from MICHELLE to WENDY for Working with our Customers. Michelle wants to acknowledge the work Wendy does each day while working her cases. She is diligent in approach to meet our customers where they are at. She exhibits a positive balance by being empathetic with expectations as to the customer's own role in managing their case.

Kudos to you Wendy, for just being you!

Cheers from WENDY to VERONICA for Working with our Customers. One of our customers in Amador County was very grateful for the LCSA Attorney being present during the hearing held via zoom call, further advising she wouldn't have known what to do in court without the assistance.

