

CENTRAL SIERRA CHILD SUPPORT AGENCY

Board of Directors Meeting

DATE & TIME: Monday, April 25, 2022, 2:00 pm

PLACE:

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

BOARD OF DIRECTORS

Frank Axe
Jaron Brandon
Jeff Brown
Merita Callaway

Anaiah Kirk, Vice Chair
Gary Tofanelli
Terry Woodrow, 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 878 72064452

Passcode 456373

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.

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 January 24, 2022, Board meeting.

ADMINISTRATIVE MATTERS

2. **2022-2023 FY Preliminary Budget:** Discussion and possible action concerning adoption of the Preliminary 2022-2023 Budget.

2a. Prado Memorandum re FY 2022-2023 Preliminary Budget

2b. FY 2022-2023 Preliminary Revenues

2c. FY 2022-2023 Preliminary Expenditures

3. **2021-2022 FY Budget Status:** Report on current year budget status and possible action concerning salary savings.

4. **Bank of America Authorized Contacts:** Discussion and possible action concerning the removal of prior employees and the addition of new employees to Agency authorized contacts.

5. **Executive Report:** Review of budget & statistical report for period ending 3/31/2022: 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. **Executive Director Evaluation (Government Code Section 54957(b)). Possible action.**

NEXT BOARD MEETING: *Tentative July 25, 2022 –Via Zoom or location to be determined*

ADJOURNMENT

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

MINUTES
January 24, 2022
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
Timothy M. Cary, General Counsel

PUBLIC MATTERS NOT ON THE AGENDA: None

CONSENT AGENDA:

1. Minutes from meeting November 15, 2021

Review of minutes from November 15, 2021. Motion by Director Callaway and second by Director Brandon to approve the minutes as presented. Motion carries 7-0-0.

ADMINISTRATIVE MATTERS:

2. Annual Business Matters – Board Officers

- a. Chair:** Nomination made for Director Woodrow to serve as Chair for 2022.
- b. Vice Chair:** Nomination made for Director Kirk to serve as Vice Chair for 2022.
- c. Secretary:** Recommendation that Agency staff, Julie Prado, be appointed as Secretary for 2022 or until brought back before the Board for a new appointment.

Motion by Director Callaway and second by Director Tofanelli to approve the above recommendations. Motion carries 7-0-0.

3. Establishment of Meeting Schedule for 2022: Proposal to maintain a similar schedule as has been the practice for several years with meetings scheduled generally on the 4th Monday of the month, with in-person quarterly meetings to occur regularly and monthly meetings to occur virtually *as needed*. The Board will consider safety in deciding whether meetings should occur in person, virtually, or through a hybrid approach. Meeting agendas will note final locations. Discussion ensued. Motion by Director Axe and second by Director Brown to approve the 2022 Board meeting schedule as proposed. Motion carried 7-0-0.

RESOLUTION NO. 22-001

Resolution approving the 2022 Board meeting schedule.

4. Executive Director's Report: Budget: Executive Director Prado reported that the Agency is at 50% of the year and allocation spent is 49.89% through December 31, 2021. Expenditures are on pace not to exceed the approved budget. Reporting on checks between \$5,000 and \$10,000 other than lease payments: None. Agency Updates: The Agency is currently recruiting for the position of Deputy Director. Interviews are underway and the anticipated start date is February 21, 2022. The recruitment for Personnel Technician is also underway; however, the Agency is yet to receive a viable applicant pool from CalHR, even after moving the recruitment from part-time to full-time. Options for next steps are still being discussed, including but not limited to changing the position back to a Staff Services Specialist. The DCSS audit continues; an exit interview was held today with State DCSS. A draft written report will be provided to the Agency in February 2022. State DCSS has provided the Agency with written notice of the anticipated reduction in funding. The Agency is currently over the funding methodology by \$477,859 for the 2020-2021 fiscal year and is going into 2021-2022 over the methodology by \$316,424. The Agency is developing a plan for the funding reduction glidepath. Staffing: Staffing level is reported at 24.6; in December, one CSS joined the team and the Deputy Director resigned. Review of collections and Federal Performance Measures (FPM) provided.

CLOSED SESSION: The Board recessed into closed session at 2:50 p.m. and ended closed session at 3:35 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.

7. Executive Director Evaluation (Government Code Section 54957) *Direction given.*

NEXT BOARD MEETING: The next meeting is scheduled for April 25, 2022, at 2:00 pm, via Zoom or location TBD.

ADJOURNMENT: The meeting was adjourned at 3:40 p.m.

Chair, Board of Directors

JULIE R. PRADO
Executive Director
By: Julie Prado, Executive Director

April 20, 2022

MEMORANDUM

TO: Board of Directors
FROM: Julie R. Prado, Executive Director
SUBJECT: 2022-2023 FY Preliminary Budget

(Agenda Item #2)

Enclosed is the proposed preliminary budget for the 2022-2023 fiscal year, which is to be prepared for approval in April of each year, pursuant to **Section 8** of the *Amended and Restated Joint Powers Agreement*. The approved proposed budget must also be provided to the State Department of Child Support Services by April 30, 2022.

Background:

The initial allocation letter has not been received but is expected by June. State DCSS has engaged with CSCSA in providing notice that, based on existing funding methodology, we are overfunded and suggest we establish a plan to accommodate a reduction of our allocation to the appropriate amount as quickly as possible. This proposed preliminary budget presented today reflects our first step in reducing our allocation of the general administrative budget by a total amount of \$100,000. Our Electronic Data Processing (EDP) allocation for the Agency is expected to continue at the same level as for State Fiscal Year (SFY) 2022. We are anticipating an ongoing annual reduction of \$100,000 until we are in-line with the statewide funding methodology.

Note the following regarding the funding and accounting of the Agency's costs:

1. The primary sources of revenue for funding the Agency are State & Federal monies (34/66), all administered by the State Department of Child Support Services. No member county contributes revenue to the Agency. Occasionally, additional revenue is received for special purposes, such as insurance monies.
2. The State advances the revenue on a monthly basis, beginning in July with 1/12 of the annual allocation. Every quarter, a claim for expenditures from the allocation is submitted to the State, which reviews the expenditures and adjusts the subsequent monthly advance if the full monies, which had been advanced during that quarter, had not been spent.
3. At the end of the state fiscal year, any amount not spent from the annual allocation is retained by the State: it cannot be "rolled over" into the next fiscal year.

4. Each budget is created to “balance” to the allocation. In each year of the history of the Agency, and with other county LCSA’s, the allocation has not been spent 100%.

Budget Build for SFY 2022-2023

Revenues:

The proposed preliminary budget includes 100% of the non-EDP revenue for the four member counties for total revenues of **\$4,149,070.00**. The EDP allocation is projected as the same amount as SFY 2021: **\$6,830.00**.

Expenditures:

Set forth below are notes regarding the accounts where there are changes from the 2021-2022 final Budget.

1. Salary & Benefits:

a. **Salaries (Fund 1002000):** The budget reflects salaries for 27 FTE's which includes current staffing and one vacancy, the Staff Services Specialist assigned to Human Resources. Scheduled step increases have been included in the budget. The overall change from the 2021-2022 Salary Budget is a *decrease* of **\$22,312.00**. While the Agency deleted four FTE's, that savings was offset by increased salaries from both step increases and negotiated cost of living increases.

b. **Benefits (Fund 1002500):** The budget reflects an overall change from the 2021-2022 Budget by an *increase* of **\$4,442.00**. While the Agency realized savings in taxes and medical premiums from the reduction of FTE’s, the annual UAL increased by \$42,085. Additionally, the Agency will have 27 pay periods in 2022-2023 as compared to the 26 pay periods in 2021-2022.

2. **Services & Supplies (Fund 1003000):** The budget reflects an overall change from the 2021-2022 Budget by a *decrease* of **\$82,130.00**. The accounts in this fund have an overall decrease based mostly on the need to reduce expenditures to balance the budget. Changes to note include:

- (1) **Account 52300 (Memberships and dues):** CSDA dues are reducing for 2022-2023, along with a reduction in hardcopy resources. We are realizing a savings of \$5,000.
- (2) **Account 54149.1 & 54149.5 (Jackson and Sonora Leases):** The leases have been renegotiated in order to reduce costs resulting in a savings of \$68,728.
- (3) **Account 54151.3:** Calaveras space was decreased by one workstation (our interview booth) due to the fact that interviews remain virtual at Calaveras HHS. When we are able to reconvene in-person interviews, we will implement an interview option that allows CSCSA to continue to have one workstation rather than two. This is a savings of \$4868.

- (4) **Account 54152.1 (Communications Jackson):** This cost of phones in Jackson has decreased by \$4000 due to a conversion to an updated phone system, moving away from the use of Amador County phones, and a decrease in phone lines.
- (5) **Account 54154.1 (Office Expenses):** We are projecting an overall savings for office expenses of \$15,000, which is attributed to a wide variety of cost savings measures including a reduction in maintenance costs for the Calaveras and Alpine offices, the elimination of copier rentals, a reduction in janitorial needs, a reduction in banking fees/services, and an overall change in business practices resulting in the need for less printing and supplies by handling work electronically.
- (6) **Account 55176 (Insurance):** Insurances are projected to increase by \$15,200.
- (7) **Account 56180 (Marketing & Outreach):** This budget was reduced last year due to limitations of the pandemic. The Agency needs to make bigger strides in increasing the caseload; therefore, we propose the account increases by \$5000.
- (8) **Account 56190.1 (Service of Process):** Service of process is projected to decrease by \$5,000 due to an increase in electronic service coupled with a decrease in caseload.
- (9) **Account 57000.1 (Utilities Jackson):** A savings of \$3500 is projected due to the decrease of staff working in the office coupled with a change in the system programming, allowing us to better manage the cooling/heating unit.
- (10) **Account 59100 (Training):** We are projecting an increase in training needs as a result of onboarding new staff in addition to our return from the pandemic, allowing us to more readily invest in needed training.

3. **Fixed assets (Fund 1005000):** There is no change in this fund.

4. **Automation (Fund 100700):** There is no change in this fund.

RECOMMENDATION: It is recommended that your Board approve the Proposed Preliminary budget for 2022-2023.

**CENTRAL SIERRA CHILD SUPPORT AGENCY - PRELIMINARY REVENUE BUDGET
FISCAL YEAR 2021 - 2022**

Line Item Title	Account	Account Title	2020-2021 FINAL	2021-2022 FINAL	2022-2023 FINAL
GENERAL FUND	40100	STATE/COUNTY REVENUES	\$ 1,541,523.20	\$ 1,541,523.20	\$ 1,541,523.20
GENERAL FUND	40200	FEDERAL REVENUES	\$ 2,707,546.80	\$ 2,707,546.80	\$ 2,707,546.80
GENERAL FUND	40300	FEDERAL INCENTIVE			
GENERAL FUND	40400	STATE SPECIAL PROJECTS			
GENERAL FUND	41100	EDP-RECURRING	\$ 6,830.00	\$ 6,830.00	\$ 6,830.00
GENERAL FUND	41200	EDP-NON-RECURRING			
		ALLOCATION ADJUSTMENT			\$ (100,000.00)
		TOTAL REVENUES:	\$ 4,255,900.00	\$ 4,255,900.00	\$ 4,155,900.00

**CENTRAL SIERRA CHILD SUPPORT AGENCY
PRELIMINARY EXPENDITURE BUDGET
FISCAL YEAR 2021-2022**

Line Item Title	Account	Account Title	2020-2021 FINAL	2021-2022 FINAL	2022-2023 PRELIM 4/24
1002000		SALARIES			
SALARIES	51005	CASEWORKERS	\$ 781,975.82	\$ 750,835.00	\$ 666,742.00
SALARIES	51010	CSS STAFF SUPERVISORS	\$ 333,309.60	\$ 235,685.00	\$ 251,871.00
SALARIES	51015	CS CLERICAL	\$ 141,070.80	\$ 147,189.00	\$ 153,580.00
SALARIES	51035	ATTORNEYS	\$ 252,238.94	\$ 257,712.00	\$ 275,382.00
SALARIES	51060	CFW	\$ 109,460.00	\$ 112,653.00	\$ 120,368.00
SALARIES	51067	OVERTIME	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00
SALARIES	51078	ADMINISTRATORS	\$ 291,589.55	\$ 313,802.00	\$ 314,834.00
SALARIES	51088	ADMINISTRATION SUPPORT	\$ 162,307.60	\$ 331,885.00	\$ 344,672.00
TOTAL SALARIES			\$ 2,074,452.31	\$ 2,152,261.00	\$ 2,129,949.00
1002500		BENEFITS			
BENEFITS	51330	LEAVE CASHOUTS	\$ 20,000.00	\$ -	\$ -
BENEFITS	51340	LEAVE LIABILITY FUND	\$ 70,000.00	\$ 70,000.00	\$ 70,000.00
BENEFITS	51451	1959-EMPLOYER	\$ 300.00	\$ 300.00	\$ 300.00
BENEFITS	51452	1959-EMPLOYEE	\$ 100.80	\$ 101.00	\$ 118.00
BENEFITS	51453	FICA	\$ 111,160.67	\$ 116,420.00	\$ 120,000.00
BENEFITS	51454	MEDICARE	\$ 29,200.71	\$ 30,364.00	\$ 31,000.00
BENEFITS	51455	PERS-EMPLOYER	\$ 484,963.76	\$ 535,158.00	\$ 552,200.00
BENEFITS	51457	PERS-PEPRA	\$ 15,957.78	\$ 16,704.00	\$ 31,300.00
BENEFITS	51458	LONG TERM DISABILITY (LTD)	\$ 8,065.92	\$ 7,254.00	\$ 7,200.00
BENEFITS	51459	WORKERS COMPENSATION	\$ 65,000.00	\$ 52,000.00	\$ 58,000.00
BENEFITS	51460	UNEMPLOYMENT (UI) & ETT	\$ 4,851.00	\$ 3,248.00	\$ 3,200.00
BENEFITS	51461.1	HEALTH BENEFITS - INSURANCE	\$ 443,469.24	\$ 475,299.00	\$ 420,000.00
BENEFITS	51461.2	HEALTH BENEFITS - IN LIEU	\$ 23,400.00	\$ 27,600.00	\$ 21,000.00
BENEFITS	51461.3	INS RETIRED PREMIUMS	\$ 9,744.00	\$ 7,371.00	\$ 6,500.00
BENEFITS	51462	LIFE INSURANCE/AD&D	\$ 6,043.64	\$ 5,037.00	\$ 5,000.00
BENEFITS	51463	WELLNESS PROGRAM	\$ 6,000.00	\$ 6,000.00	\$ 6,000.00
BENEFITS	51464	DEFERRED COMPENSATION	\$ 27,600.00	\$ 25,620.00	\$ 50,500.00
BENEFITS	51465	TRAVEL ALLOWANCE	\$ -	\$ -	\$ -
BENEFITS	51466	CELL PHONE STIPEND	\$ 1,200.00	\$ 2,400.00	\$ 3,000.00
TOTAL BENEFITS			\$ 1,327,057.52	\$ 1,380,876.00	\$ 1,385,318.00
1003000		SERVICES & SUPPLIES			
SERVICES & SUPPLIES	52300	MEMBERSHIP DUES/SUBSCRIP.	\$ 27,000.00	\$ 20,000.00	\$ 15,000.00
SERVICES & SUPPLIES	52301	e-OSCAR	\$ 240.00	\$ 240.00	\$ 240.00
SERVICES & SUPPLIES	53340	POP PROGRAM	\$ 3,500.00	\$ 3,500.00	\$ 3,500.00
SERVICES & SUPPLIES	54149.1	JACKSON LEASE	\$ 122,946.00	\$ 107,690.00	\$ 78,000.00
SERVICES & SUPPLIES	54149.5	SONORA LEASE	\$ 100,919.04	\$ 99,038.00	\$ 60,000.00
SERVICES & SUPPLIES	54151.1	OTHER FACILITY EXP-JACKSON	\$ 8,000.00	\$ 15,000.00	\$ 15,000.00
SERVICES & SUPPLIES	54151.3	OTHER FACILITY EXP-CALAVERAS	\$ -	\$ 9,168.00	\$ 4,300.00
SERVICES & SUPPLIES	54151.5	OTHER FACILITY EXP-SONORA	\$ 7,700.00	\$ 15,000.00	\$ 15,000.00
SERVICES & SUPPLIES	54152.1	COMMUNICATIONS-JACKSON	\$ 10,000.00	\$ 13,000.00	\$ 9,000.00
SERVICES & SUPPLIES	54152.3	COMMUNICATIONS-CALAVERAS	\$ 800.00		\$ -
SERVICES & SUPPLIES	54152.4	COMMUNICATIONS-ALPINE	\$ -	\$ 50.00	\$ -
SERVICES & SUPPLIES	54152.5	COMMUNICATIONS-SONORA	\$ 25,000.00	\$ 8,000.00	\$ 6,800.00
SERVICES & SUPPLIES	54154.1	OTHER OFFICE EXPENSES-JACKSON	\$ 42,430.00	\$ 35,000.00	\$ 20,000.00

**CENTRAL SIERRA CHILD SUPPORT AGENCY
PRELIMINARY EXPENDITURE BUDGET
FISCAL YEAR 2021-2022**

Line Item Title	Account	Account Title	2020-2021 FINAL	2021-2022 FINAL	2022-2023 PRELIM 4/24
SERVICES & SUPPLIES	54154.3	OTHER OFFICE EXPENSES-CALAVERAS	\$ -	\$ -	
SERVICES & SUPPLIES	54154.4	OTHER OFFICE EXPENSES-ALPINE	\$ -	\$ -	
SERVICES & SUPPLIES	54154.5	OTHER OFFICE EXPENSES-SONORA	\$ -	\$ -	
SERVICES & SUPPLIES	54155	FACILITY IMPROVEMENTS	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00
SERVICES & SUPPLIES	54157.1	POSTAGE	\$ 25,000.00	\$ 15,000.00	\$ 15,000.00
SERVICES & SUPPLIES	54157.5	POSTAGE-SONORA	\$ -		
SERVICES & SUPPLIES	54159	TRAVEL EXPENSES	\$ 15,000.00	\$ 10,000.00	\$ 10,000.00
SERVICES & SUPPLIES	55169.1	OTHER COUNTY AGENCIES - AMADOR	\$ 20,000.00	\$ 12,000.00	\$ 12,000.00
SERVICES & SUPPLIES	55169.3	OTHER COUNTY AGENCIES - CALAVERAS	\$ 15,000.00	\$ 1,500.00	\$ 1,500.00
SERVICES & SUPPLIES	55169.4	OTHER COUNTY AGENCIES - ALPINE	\$ 3,285.00	\$ -	
SERVICES & SUPPLIES	55169.5	OTHER COUNTY AGENCIES - TUOLUMNE	\$ 5,400.00	\$ 400.00	\$ 400.00
SERVICES & SUPPLIES	55174	OTHER CONSULT/AGENCIES	\$ 70,000.00	\$ 50,000.00	\$ 50,000.00
SERVICES & SUPPLIES	55176	INSURANCE	\$ 100,389.00	\$ 90,000.00	\$ 105,200.00
SERVICES & SUPPLIES	56180	MARKETING & OUTREACH	\$ 20,000.00	\$ 10,000.00	\$ 15,000.00
SERVICES & SUPPLIES	56182	LEGAL SERVICES	\$ 45,000.00	\$ 45,000.00	\$ 45,000.00
SERVICES & SUPPLIES	56190.1	SERVICE OF PROCESS-JACKSON	\$ 23,500.00	\$ 15,000.00	\$ 10,000.00
SERVICES & SUPPLIES	56190.3	SERVICE OF PROCESS-CALAVERAS			
SERVICES & SUPPLIES	56190.4	SERVICE OF PROCESS-ALPINE			
SERVICES & SUPPLIES	56190.5	SERVICE OF PROCESS-SONORA			
SERVICES & SUPPLIES	56192	VEHICLE MAINTENANCE	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00
SERVICES & SUPPLIES	56198	ADMINISTRATION COSTS	\$ 12,000.00	\$ 12,000.00	\$ 12,000.00
SERVICES & SUPPLIES	56199.1	OTH SERVICES - IT SERVICES	\$ 1,000.00	\$ 2,000.00	\$ 1,000.00
SERVICES & SUPPLIES	56199.2	OTH SERVICES - MISCELLANEOUS	\$ 13,451.13	\$ 12,347.00	\$ 15,763.00
SERVICES & SUPPLIES	57000.1	UTILITIES-JACKSON	\$ 26,000.00	\$ 28,500.00	\$ 25,000.00
SERVICES & SUPPLIES	57000.3	UTILITIES-CALAVERAS	\$ -	\$ 1,100.00	\$ 1,100.00
SERVICES & SUPPLIES	57000.4	UTILITIES-ALPINE	\$ -	\$ 2,400.00	
SERVICES & SUPPLIES	57000.5	UTILITIES-TUOLUMNE	\$ 14,000.00	\$ 8,000.00	\$ 8,000.00
SERVICES & SUPPLIES	59100	TRAINING	\$ 50,000.00	\$ 45,000.00	\$ 50,000.00
TOTAL SERVICES & SUPPLIES			\$ 827,560.17	\$ 705,933.00	\$ 623,803.00
1005000 FIXED ASSETS					
FIXED ASSETS	60155	EQUIPMENT	\$ 20,000.00	\$ 10,000.00	\$ 10,000.00
TOTAL FIXED ASSETS			\$ 20,000.00	\$ 10,000.00	\$ 10,000.00
TOTAL ADMIN			\$ 4,249,070.00	\$ 4,249,070.00	\$ 4,149,070.00
1007000 AUTOMATION					
AUTOMATION	80217	EDP-RECURRING	\$ 6,830.00	\$ 6,830.00	\$ 6,830.00
AUTOMATION	80219	EDP-NON-RECURRING	\$ -	\$ -	\$ -
TOTAL AUTOMATION			\$ 6,830.00	\$ 6,830.00	\$ 6,830.00
GRAND TOTAL			\$ 4,255,900.00	\$ 4,255,900.00	\$ 4,155,900.00

difference from prior yr: \$ 100,000.00

April 20, 2022

MEMORANDUM

TO: Board of Directors
FROM: Julie R. Prado, Executive Director
SUBJECT: 2021-2022 FY Budget Status

(Agenda Item #3)

The Agency budgeted for two Staff Services Specialists and a Deputy Director for the full year of 2021-2022. In September 2021, one of our Staff Services Specialists retired and in December 2021, the Deputy Director terminated employment with the Agency as she accepted a promotion to another county. The Staff Services Specialist position has been difficult to fill but the Agency is pleased to report that the position is expected to be filled sometime in May 2022. A viable candidate list has been received and interviews are underway. The Deputy Director position was filled effective the end of February 2022.

Between these two positions, the Agency has realized approximately \$115,000 in salary and benefit savings which was clearly not expected, and therefore, not budgeted or allocated elsewhere. These funds are in addition to savings related to unfilled vacancies and other recruitments within the department that took some time to complete.

RECOMMENDATION: It is recommended that the Board discuss the salary savings and provide direction regarding allocation of the funds.

April 20, 2022

MEMORANDUM

TO: Board of Directors
FROM: Julie R. Prado, Executive Director
SUBJECT: Bank of America Authorized Contacts

(Agenda Item #4)

In coordination with the Bank of America (BoFA), CSCSA is attempting to clean up old records and bring our banking authorized contacts up-to-date. To make the needed changes, BoFA requires a letter signed by two Board Members in addition to a copy of a Board resolution.

The following prior employees need to be removed as Authorized Contacts:

Leslie Homuth
Elaine Brown
Liane Platt
Robin Decker

The following current staff need to be added as Authorized Contacts:

Ginger Alexander
Kim Britt
Lorie Lawson

RECOMMENDATION: It is recommended that the Board approve the removal of the prior employees from our BoFA Authorized Contacts list and add the current employees listed above as Authorized Contacts.

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

MEMORANDUM

DATE: April 20, 2022

TO: Board of Directors

FROM: Julie Prado, Executive Director

SUBJECT: Executive Report

I. BUDGET

Financial Summary through March 31, 2022, 75% of the year

Expenditure Line Description	Approved Budget	Year-to-Date Expenditures	Percent of Budget Expended
Salaries	\$ 2,152,261.00	\$1,466,753.21	68.15%
Benefits	\$ 1,380,876.00	\$1,005,018.42	72.78%
Services & Supplies	\$ 705,933.00	\$404,216.19	57.26%
Fixed Assets	\$ 10,000.00	\$0	0%
Automation	\$ 6,830.00	\$1,420.97	20.80%
Overall Totals	\$ 4,255,900.00	\$ 2,877,408.79	67.71%

A. As previously reported, the Agency was informed of our overfunded status in the amount of \$477,859 for the current year and \$316,424 going into 2022-2023. To that end, the Agency continues to strategize ways to reduce expenses. We have worked with DCSS to successfully identify \$425,000 in surplus for the current year and a projected budget savings of \$100,000 going in to 2022-2023. We approached 2021-2022 with two caseworker vacancies and a commitment to do an in-depth analysis as to whether or not we needed to fill those vacancies. As a result of identified efficiencies, coupled with a decline in our caseload, we elected not to fill the two funded vacant positions. Two additional caseworkers retired from the Agency and we elected not to fill those vacancies as well. Since then, as new caseworker vacancies have occurred, we continue to evaluate the worker-to-workload ratio and fill vacancies as needed. The second year of the pandemic also brought additional savings in the areas of training, supplies, postage, travel, and

facility maintenance. While we continue to telework, we are beginning to enjoy opportunities for training and outreach; we expect our budget to become more predictable over the coming year.

I want to commend the staff of CSCSA for their continued dedication to developing efficient and effective ways of doing business. Streamlining our work is having a positive impact on our budget and customers alike. I continue to predict a positive outlook on our budget, taking care of shortfalls through efficiency measures and attrition rather than furloughs and layoffs.

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 hired a new Deputy Director on February 22, 2022. Kim Britt comes to us from Stanislaus County Department of Child Support Services and is fluent in the child support program, specifically in data analysis, program regulation and laws, and support enforcement as a whole. Additionally, she is well-versed in personnel issues and administrative process. Her expertise in data collection and data management is already proving to be an incredible asset as we analyze our workload and consider our downstream structure. Welcome, Kim, we are thankful you are here!

The Agency is currently recruiting for the position of Staff Services Specialist. The prior plan was to recruit for a Personnel Technician; however, that recruitment was not successful so we pivoted. After having the position open for more than seven months, we are feeling the pressure of the vacancy and realize the plethora of duties falling through the cracks. A thorough analysis of the position, the work, and the needed support within the Agency led us back to the Staff Services Specialist position. After a short two weeks with a Staff Services Specialist job posting, we have a sufficient and viable applicant list and interviews are underway. I have every confidence that the position will be filled by the end of May.

The State DCSS audit is complete; however, CSCSA still awaits the final report from DCSS. We received communication at the end of March that our report was in process. I expect to be able to report out to the Board with final findings in July. We have already begun addressing the findings that have been communicated to us in our exit interview, so the work is underway.

We implemented our permanent telework policy at the beginning of March and have experienced positive outcomes so far. Staff are enjoying the work/life balance and customers are being well-served. We continue to develop data elements and measures to ensure effective outcomes in the area of performance and the customer experience. I look forward to sharing more metrics with you as we continue to develop in this area.

B. Staffing

STAFFING LEVELS [Filled] - 2021-2022 FISCAL YEAR												
Months	7/21	8/21	9/21	10/21	11/21	12/21	1/22	2/22	3/22	4/22	5/22	6/22
GENERAL UNIT												
Accounting	2	2	2	2	2	2	2	2	2			
Caseworkers	12	11	10	10	10	11	11	11	11			
Child Support Assistant	2	1	1	1	2	2	2	2	2			
Legal Clerks	1	1	1	1	1	1	1	1	1			
Subtotal	17	15	14	14	15	16	16	16	16			
M/C/P Unit												
Business Office	2.6	2.6	2.6	1.6	1.6	1.6	1.6	1.6	1.6			
CS Attorneys	2	2	2	2	2	2	2	2	2			
Supervisors/Leaders	4	4	4	4	4	4	4	4	4			
Subtotal	8.6	8.6	8.6	7.6	7.6	7.6	7.6	7.6	7.6			
EXECUTIVE												
Executive Director	1	1	1	1	1	1	1	1	1			
Deputy Director	1	1	1	1	1	0	0	1	1			
Subtotal	2	2	2	2	2	1	1	2	2			
TOTAL	27.6	25.6	24.6	23.6	24.6	24.6	24.6	25.6	25.6			

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	\$830,870 (\$3,473,302)	7/22	
2/22	\$892,534 (\$4,365,936)	8/22	
3/22	\$994,744 (\$5,360,680)	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	38	42	42						
Cases Closed/MO	43	46	48	39	55	46						
TOTAL cases open	4531	4541	4530	4538	4522	4537						
FPM 1: IVD Paternity % [103%]*	93.56%	95.94%	97.02%	97.99%	98.76%	99.07%						
FPM 2: Orders % [97.25%]	96.91%	96.48%	96.42%	96.06%	96.04%	95.88%						
FPM 3: Current % [80.5%]	68.10%	68.14%	69.06%	68.02%	68.13%	69.04%						
FPM 4: Arrears % [80%]*	40.18%	47.90%	51.89%	54.85%	57.74%	58.37%						

CENTRAL SIERRA CHILD SUPPORT AGENCY FFY 2021-2022

Federal Performance Measure Goals

March 2022		
	FFY GOAL	ACTUAL RESULT
FPM 1 IV-D Paternity Establishment	103.00%	99.07%
<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%	95.88%
<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%	69.04%
<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%	58.37%
<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	\$5,360,680
<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%	98.48%	
Children with Paterniy Established	2442	2479	2507	2532	2552	2560	0	0	0	0	0	0	2560	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%	97.99%	98.76%	99.07%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	99.07%	
Over/Under (%points)		1.69%	2.09%	1.71%	1.26%	0.59%	-99.31%	-99.78%	-100.47%	-101.27%	-102.32%	-103.00%	0.59%	
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%	97.20%	
Cases with a Support Order	4391	4381	4368	4359	4343	4350	0	0	0	0	0	0	4,350	1257 Line 2
Total Cases	4531	4541	4530	4538	4522	4537	0	0	0	0	0	0	4537	1257 Line 1
FFY 2022 Actual	96.91%	96.48%	96.42%	96.06%	96.04%	95.88%	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	95.88%	
Over/Under (%points)	-0.18%	-0.61%	-0.68%	-1.12%	-1.15%	-1.32%	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	-1.32%	
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%	77.54%	
Current Support Collected	\$598,271.26	\$1,191,322.23	\$1,807,953.27	\$2,377,817.48	\$2,970,826.37	\$3,043,887.95	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$3,043,887.95	1257 Line 25
Current Support Due	\$878,487.71	\$1,748,250.64	\$2,617,978.76	\$3,495,514.96	\$4,360,741.66	\$4,408,761.96	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$4,408,761.96	1257 Line 24
FFY 2022 Actual	68.10%	68.14%	69.06%	68.02%	68.13%	69.04%	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	69.04%	
Over/Under (%points)	-7.04%	-7.48%	-7.04%	-8.56%	-8.93%	-8.50%	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	-8.50%	
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%	63.05%	
Case Paying Arrears	1,190	1,472	1,630	1,757	1,873	1,908	0	0	0	0	0	0	1,908	1257 Line 29
Cases w/Arrears Due	2,962	3,073	3,141	3,203	3,244	3269	0	0	0	0	0	0	3269	1257 Line 28
FFY 2022 Actual	40.18%	47.90%	51.89%	54.85%	57.74%	58.37%	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	58.37%	
Over/Under (%points)		-3.87%	-2.70%	-2.56%	-2.49%	-4.68%	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	-4.68%	
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%	0.700407213	

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	\$6,249,999	
FFY 2022 Actual	\$893,506	\$1,756,495	\$2,642,432	\$3,473,302	\$4,365,836	\$5,360,680	\$0	\$0	\$0	\$0	\$0	\$0	\$5,360,680	CS 34 line 4b,4c, 8 & 11
Over/Under	\$148,160	\$326,837	\$482,566	\$693,363	\$842,496	\$889,319	\$7,291,666	\$8,333,333	\$9,375,000	\$10,416,667	\$11,458,334	\$12,500,000	\$889,319	
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		



CSCSA IN-sider

Invest, Innovate, Inspire

February 2022

Volume 3, Issue 2

The IN-side Scoop - Julie

Happy February Team! These days are feeling like spring is in the air already. While I am a summer girl at heart, I am still praying for the rain we so desperately need. Here's hoping your February is filled with rainy days, good books, warm fires, hot chocolate, and amazing conversation with other people! Here are a couple of quick updates.

Telework

Thank you all for completing the surveys for telework; those have helped us to build our policy and create our schedule and path forward. We are on track to begin our Telework Program on March 1. The new policy will be provided to all staff at the beginning of February. We will set a meeting to discuss any questions or concerns you may have about the process and will look to implement March 1. More details coming soon!

On the Horizon

There are several helpful projects on the horizon in 2022 for State DCSS which will enhance our program. Some highlights include.... simplifying the case opening application electronically using a process like DocuSign to expedite the customer process; modernizing CA Central to ease locating and managing documents and policies; implementing flexible case management so that customers have more input into what we use as enforcement actions; implementing the Support Connect app for customer co-parenting which can be utilized to establish visitation schedules and track and share expenses; expand more CSE forms to the Spanish language; implement an e-review and adjustment process using Customer Connect allowing customers to quickly and easily request an order review; implement a system database for debt reduction to allow LCSA staff to streamline applications and monitoring...to name a few. As DCSS continues to educate LCSA's on the specifics of these new projects, your supervisors will share more detail with you. The landscape of our program is shifting from enforcement to family centered services; in 2022 we are expecting to see more tangible outcomes in this regard.

That's it for the updates this month. As Steve Job's said "The only way to do great work is to love what you do". I LOVE what I do and can tell by the work of each one of you that you do too. In honor of February, the love month, on behalf of the families we serve I want to thank you for loving what you do and doing it so well!

Julie

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IN Performance - Dalaine

Let us look closer at Goal #3. The focus of which is to enhance program performance. We will implement organization and program efficiencies to improve on this goal.

Three is the magic number for this goal, we have three components of actions for improvement on this goal.

- ♥ Ginger is the lead on the first initiative to maximize our agency's use of the ADP portal. Exploring options beyond just time management and payroll processing.
- ♥ The second part will have us all using our thinking caps. Gina and Reesa will team up to create a process and the procedure for receiving all the great ideas, possible procedures, and cultural improvement staff have. They'll come up with a vetting and prioritization process for our own internal think tank.
- ♥ The third area, Reesa and Dalaine will lead the initiative to leverage technology for efficiencies. They'll be sharing technology tips and tricks. Providing training aids or instructions where appropriate.

One, two, three your ideas and interests are what make the innovations in this area add up. Tap your keys and let the technology team know what topics would be of use or interest to you. More to come on when and how to share your great thoughts and ideas.

Looking forward to goal number four...build collaborative partnerships to benefit families. We'll look at establishing new partnerships to help reduce poverty next month.

Keep the goal - change the habits and the attitudes. ~ Lou Tice



Life IN Color - Gina

When stressed, many people resort to meeting their needs any way they can, turning instinctively to behaviors that bring immediate relief. These coping behaviors vary from person to person and Color to Color. For the most part, this is an unconscious reaction.

For this series of articles, we will focusing on those situations which are found to be more profoundly stressful to one Color style over the other. Being able to recognize when we, or someone we know is stressed, can be the first step in turning it around.

Blues usually have a positive attitude and are sensitive to others. They cherish friendship and desire harmony, authenticity, and the connection of supportive relationships. Conflict or lack of partnership can be major stressors. Other common stressors are rejection, apathy, stifled self-expression, and negativity. This personality style gets stressed when they are feeling disconnected. They are often upset when someone uses condescending, sarcastic, or a scolding tone with them or with others. When stressed Blues tend to withdraw and isolate, shutting out others. In their isolation Blues will sometimes dwell on the issues, processing over and over.

Compassionate and empathetic Blues can get overwhelmed by taking on the concerns of others and putting their own needs last. It is stressful for them to say "no" because, to them, it feels like they have let someone down. It is especially stressful when they are not able to express their genuine selves. They want to be accepted for who they are and want others to let down their guard and be real with them. They are passionate about all of life's possibilities and seek self-knowledge. When their work or life lacks meaning, their wellbeing and health gets off balance.

Stress tips for Blues: It's easy to think that if others would change the way they behave, it would lessen your stress. However, it is more powerful to focus on what you can directly control, and that is your own behavior.

It is important to find ways to express yourself and release your creativity, uniqueness, and individuality.

Honor negative emotions in others. Some people express themselves in assertive ways that can seem rude or mean. When safe and appropriate, allow others the freedom to debate, even if they get a bit loud or boisterous.

Watch your words. Whether out loud or quietly to yourself, try not to use overgeneralizations in your vocabulary. Using words such as always, never, no one, and constantly deletes the exceptions and forces your brain to focus on the negative. For example, saying *I am always overwhelmed* does not include the moments when you are not. Saying *no one understands me* may prevent you from finding those who do.

Other personality Colors can help Blues during times of stress by kindness, a listening ear, and validation. Blues need to know they are not letting anyone down. Help them to understand all the ways they contribute and that they are making a difference. Blues always want to find areas for growth and further contribution, but they also may need help with saying "no" if they are taking on too much.

Understanding the stress signs and triggers of other Color styles will help us identify more clearly when someone's Color is fading due to stress. The tips provided in this series of articles are not only to help reduce or manage your stress, but they also supply tools to assist you in finding the compassion and patience to encourage other Colors when they are under stress.



Cheers from Peers

VERONICA wants BLUE VISION to know:



What can I say? I wanted to check so many boxes to show my **appreciation** for the efforts made by **Blue Vision**. Not only for the Secret Santa activity but for facilitating the IIE meetings and putting in the work needed to help keep our collective commitment to culture on track.



VEG OUT - Veronica

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

brussels sprouts
artichoke
rutabaga
eggplant
broccoli

ginger root
shallots
kohlrabi
radicchio
lettuce
peppers
carrot
beets
radish
leeks

green beans
scallions
zucchini
spinach
endive
onion
celery
okra
fennel
peas

asparagus
parsnips
cucumber
cabbage
bok choy
turnips
jicama
yams

Behavioral IN-terventions - Gina

So, what should we in the child support world do with all this information about human behavior, barriers, and choice architecture?

The first step, and probably the single most important thing we can do, is to simply **recognize** the circumstances of the people we serve. Recognize the barriers that might be confronting our customers.

Whether it is cognitive overload or stereotype threat, their circumstances can significantly affect our interactions and without recognition there can be no understanding.

Which leads us to the next step, seeking to **understand** the why of the barrier and the context, or environment in which the barrier happens. We will need to evaluate to determine if the problem is one specific to some, to more than a few customers, or is the issue the complexity of the process, complicated written material, lack of communication, or lack of effective communication.

Next is the **diagnosis** process. This includes collecting information to identify specific bottlenecks affecting a process or program. The goal is to gather as much information as possible in order to assess where problem areas are occurring, and which barriers may be impeding positive progress. One way to achieve this diagnosis is through process mapping. An important aspect of the mapping process, besides collecting both qualitative and quantitative data, is to put yourself in the role of the customer. Attempting to see the perspective of the end user will go a long way in the next and final step.

Finally, can we **design** a solution that targets both the bottlenecks and barriers? What does the science of behavior change tell us about solving engagement problems? 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.

Here is a tool we can use to assist in designing a plan to obtain more engagement with our customers.

S	I	M	P	L	E	R
Social Influence	Implementation Prompt	Making Deadlines	Personalization	Loss Aversion	Ease	Reminder

This framework not only addresses making the process easier and timely but adds deadlines and personalized reminders to prompt quicker responses. It also emphasizes the use of loss aversion, which is the behavior that makes us prefer avoiding losses more than achieving equal sized gains. In general, people tend to dislike a loss a lot more than they appreciate a gain of an equal amount.



In conclusion, it would take a lot of thought, analysis, and time, to rework the entire child support program by applying behavior analytics to all aspects. So, what can we do here at CSCSA? Each of us have some interaction with customers and we can start by understanding not everyone is going to be able to engage with us in a way that is in their best interest. However, by applying some of the basics Behavioral IN-terventions we may be able to give our customers the assistance they need to reach a better outcome.

Calendar of Events

February 2 - Groundhog Day

February 13 - Superbowl Sunday

February 14 - Valentine's Day

February 17 - Random Act of Kindness Day

February 21 - President's Day office closure

Birthdays

February 3 - Carolyn



The Support Report - Dalaine

Pat EST: 96.1 %

Order EST: 96.4 %

Current Support: 69.2 %

Payment on Arrears: 51.9 %

New Never cases Opened: 8

Cost Effectiveness: \$2.50

ACCOUNTABILITY

By that we mean we act with transparency and take responsibility for our actions. This is when you're personally accountable, you take ownership of what happens as a result of your choices and actions. You don't blame others or make excuses, and you do what you can to make amends when things go wrong. To become more accountable, make sure that you're clear about your roles and responsibilities.





CSCSA IN-sider

Invest, Innovate, Inspire

April 2022

Volume 3, Issue 4

The IN-side Scoop - Julie

Happy APRIL! March certainly didn't bring the showers we needed for our April flowers; let's hope some rain is still on the way! We had an excellent March all staff meeting thanks to your engagement and participation. It was a nice mix of learning and laughter; I always find the 'colors' discussion about communication to be fascinating and helpful. Thank you to all of you for your meeting contributions. I am already looking forward to our July IN-PERSON meeting! Just a couple short updates this month:

Simplified Case Opening

State DCSS has created a new simplified application process that was developed and tested by several LCSA's. The new quick and easy process has been met with excellent feedback from customers and caseworkers alike AND has resulted in a 30% increase in case opens for the pilot counties. The State will be working on incorporating this new application into CSE for a more automated approach; for now, the transfer of the data from the application to CSE is a manual process. From what we can tell, the manual process is relatively quick and easy. As Kim and the supervisors learn more, they will decide when and how we will implement the new process with customers. This is exciting and I am looking forward to hearing more details. Stay tuned!

Full Pass Through

DCSS continues to work on legislation and the associated processes to do full pass through on formerly aided cases. This was a concept proposed by the Governor in January and delegated to DCSS to evaluate how the process could work. We are working with DCSS on developing the potential processes and will share more details with you when we have them. Assuming the full pass through concept happens as proposed, families can expect to begin to receive that money as soon as next year. More to come....

A Few Admin Reminders

Our vacation buy-out opportunity is around the corner. You can start thinking about the time you'd like to take or cash in. Our vacation cap will be changing so please keep that in mind as you plan. Now is also a good time to think about your wellness stipend. While you have until December to file your wellness claim, it is never too early to get that processed!

That is all for now. Have a fabulous April! The Best is Yet to Come ☺

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IN Performance - Dalaine

Let's "hop" into a closer look at Goal #5 Foster Innovation and Improve Service Delivery. With the renewed energy of "spring", we focus on ways we are engage with our customers. We have three tactics that will be a key focus for goal five.

- ✧ The first tactic area has us all taking a new look at the State's revised Debt Reduction Program (DRP). Marlene is leading this endeavor which kicked off with staff attending an overview training of the revised DRP program. Thom's overview helped everyone know how to spot a "golden egg" case with the potential to be a good candidate for reduction.
- ✧ Our second tactic has Gina leading our growth with continued education on how we can utilize Behavioral Economics in our service delivery. Behavioral Economics combines elements of economics and psychology to understand how and why people behave the way they do. This basket is full of "egg-ceptional" opportunities.
- ✧ The final key area for this goal is a tactic focusing on presumed orders. Marlene will guide the "hunt" for presumed income orders needing a review for possible set aside, and the setting of a guideline support amount. Orders that properly reflect the family's situation have increased potential for successful enforcement.

Calendar of Events

- April 1 - April Fools Day
- April 11 - National Pet Day
- April 17 - Easter Sunday
- April 22 - Earth Day
- April 28 - National Superhero Day

Birthdays

- April 10 - Brandi
- April 11 - Barbara

Hopefully, you have enjoyed this monthly journey through each of our Performance Management Plan (PMP) goals and tactics. While our journey has focused on only an overview level of each tactic, each tactic leader has a more in-depth plan of action to guide us through tactic completion.

The Support Report - Dalaine

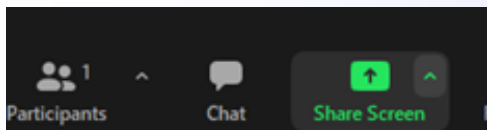
- Pat EST: 97.0 %
- Order EST: 96.0 %
- Current Support: 68.2 %
- Payment on Arrears: 57.7%
- New Never cases Opened: 11
- Cost Effectiveness: \$3.84

We report to State DCSS every quarter on where CSCSA is in our PMP goals and tactics. By the time you are reading this, our second quarter (January through March) has just finished. In April our PMP will be updated with our tactic accomplishments, and where appropriate the current percent or number we are at for each goal. Then the report "hops" on off to DCSS performance unit.

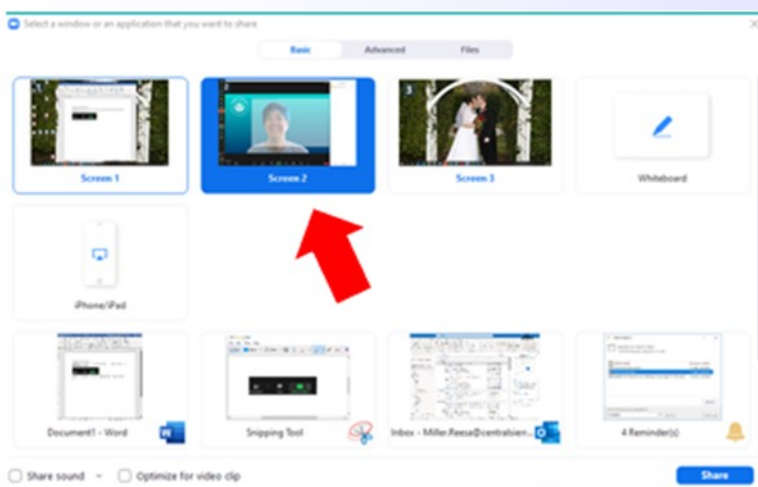
IN-novation & Tech Tip - Reesa

Screen Sharing in Zoom

Generally, the tools in Zoom are at the bottom of the screen. Select the "Share Screen" option by clicking on that option with your mouse.



This will open a new screen, click on the screen or application you want to share with your mouse.

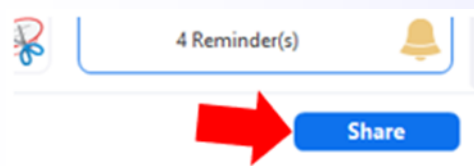


(This image has screen 2 selected to share)

IF you are sharing a VIDEO make sure to select both check boxes at the bottom left corner of the open window



The hit the share button on the right hand bottom corner



We must **control**
our **self-talk** or it
controls us ~ Lou Tice

In Our Culture – Gina

TRUST is a MUST!

The first component of culture we are going to explore is trust and why trust matters in the workplace.

Tony Hsieh, CEO of Zappos said: “Our belief is that if you get the culture right, most of the other stuff, like great customer service or building a great long-term brand, or empowering passionate employees and customers will happen on its own.”

So, what does a trust environment look like at work? Trust in the workplace means all employees enjoy a culture of honesty, psychological safety, and mutual respect. They are proud of where they work and are more willing to go above and beyond for the organization. Without trust, those same employees can become less motivated and less productive. Conversely, workers at high-trust companies report 74 percent less stress, exhibit 50 percent higher productivity, and experience 40 percent less burnout.

But what exactly is trust? The dictionary definition (of course I looked it up) did not inspire. However, a couple of researchers did a deep dive into trust and broke it down into three components: **Competency**, **Integrity**, and **Benevolence**.

Competency as it pertains to trust, means that you trust your co-worker, supervisor, or manager to do their job. Building this kind of trust includes things like autonomy, knowledge sharing, and not over managing or controlling. Trust is increased by demonstrating you believe others are competent enough to complete a task without monitoring, and to participate in decision-making, and creative enough to contribute effective ideas and strategies. On the other end of the spectrum is a culture of fear, where growth and innovation are stymied. Employees might not be willing to go the extra mile or offer ideas for better processes if they are unsure whether others will back them up. They might fear sharing bad news, so problems will grow instead of being promptly addressed.

Integrity, as part of trust means you have confidence that another's values align with yours. Our shared values help us trust that someone else will act in a similar way as we would because we share the same values. It can also speak to authenticity – that you are authentically being yourself and consistent regardless of who you are interacting with. Research has shown that authenticity in the workplace not only cultivates trust but significantly improves employee engagement and performance. Say what you mean and mean what you say while still being true to both yourself and our shared values.

Benevolence can also be called empathy. This encompasses believing that we have each other's best interests at heart and that we are all acting with the best intentions. You have my back just like I have yours. Building this kind of trust includes listening deeply and to understand. Emotionally intelligent skills like empathy, patience, and problem solving create a welcoming atmosphere where we are more likely to trust each other. This is especially true when problems arise. Trust can evaporate very quickly during times of stress when others feel they have not been treated kindly.

To better understand, you might want to think about the person you trust the most and consider what characteristics they embody that cause you to be so trusting. Conversely, think about someone you trust less and what is it about them that leaves you feeling distrustful. This exercise can help give you clarity about how to build trust with others.

We know it's important to demonstrate trust by actions, but it's been proven that by telling someone you trust them actually increases the level of overall relationship trust. If you believe someone trusts you, you will open up more, which in turn increases the kind of reciprocal trust that is the foundation of all relationships.

In a study where neuroscientist researchers were trying to discover more about what trust looks like in our brains, they found a certain neurotransmitter that appears to be related to feelings of trust. This neurotransmitter significantly increased when deeper social ties were created and, not surprisingly, when someone was asked a question or asked to give advice. Remember the power of questions!

Building our agency culture means laying a solid foundation of trust, even if it is not always easy to do. We must explicitly **think** about trust, **work** on trust, **build** trust, and then **check frequently to be sure it's really there**.

A Living Story – Thom

Many of us have participated in sharing our lives, thoughts, and stories together throughout the years. We have experienced triumphs, failures, and wandered a bit as we tried to fit in. I have enjoyed all this dialogue in sharing with you. In retrospect, I've decided to try something different and not provide a Bio or a Spotlight because quite frankly, there is so much that we could say about ourselves. As our culture has changed in the 16+ years I have been with the agency, I too have changed. Afterall, why would I provide something basic when I could try something more robust. Many have heard me state "why have something simple when you can have gourmet." So, to that end, let me begin with an opening and ending statement; "You can't have a future without a past" and "Thanks for the memories". (Yes, I know it's a bit cliché)

A word of note. This is an abridged version and I thought best to leave out many facets such as trauma and events as such to keep the story readable and intact. Please read as if someone was telling it to you.

Being born in the mid-sixties and raised in Southern California or SoCal as we call it, I had many advantages that you just took for granted. The small town I was raised in had a population shy of 40,000 people so really just a blip on the map. My town however was centrally located for commuting to anywhere like Los Angeles or to the Inland Empire. I could be in Vegas in a few hours, playing in snow or relaxing under the sun on the beach in under an hour. Yes, this was the life that I was being raised in.

Now being the last in the line or litter did not have any advantages for me. Being the youngest you got sometimes handed me downs or was passed over all together. My mother let me know one day that when she was ready to deliver me, she just went to the hospital, I slid right out and in a couple of hours she was home having a meal. Fairly uneventful in my opinion. So, let's begin with me and my family. A good solid foundation. My siblings in chronological order are Scott, Cheri, Jacque, Jeannie, Jack, and Debbie. My parents were Richard and Fern. And now I am at the first complicated juncture of my story as to understand me and my childhood, you should be informed more of my family makeup. Well, on my mother's side, your options were landowners such as farming or ranching, doctor-pharmacist, nurse, teacher-professor, or missionary-pastor. On my father's side you had the option of being a shop or company owner, engineer, or teacher. Belonging to an organization or fraternity was expected. All my grandfathers were Masons and belonged to fraternities such as the Moose Lodge. My grandmothers belong to social clubs for that area and would host formal gatherings. In looking a bit further back, I believe we all have famous people in your family tree. For example, on my mother's side, my great.... Aunt Martha Dandridge married Uncle George. Do you know to whom I am referring to? As for my siblings, well we were not all raised together either. You see the matriarchs thought it would best to split up my siblings in raising them as I understand it – go figure. My brother Scott was raised by my mother's parents to help with the cattle ranch. He was to one day inherit that estate but blew it in his teenage years.

Thom con't.....

My sisters Cheri and Jeannie were adopted by my great aunt and uncle and raised as missionaries while serving in the Congo region located on the Ivory Coast known today as Cote D'Ivoire in West Africa. Perhaps maybe I should rephrase an earlier statement of having something simple when you can have it complicated. So, really my childhood siblings were Jacque, Jack, and Debbie.

Now on with the show.... I mean story.

I have memories of being very young looking at my parents when I was still a toddler. I was very basic in my opinion. I didn't fuss, or cry, or cause problems. My early years were also uneventful. My siblings were older, and it appears they got more of the attention by the simple fact that they could communicate, and I didn't. Overall, it reminds me the sitcom shows that you have seen on TV about toddlers and young children growing up in the nuclear family of the 60s and early 70s.

Bear in mind that life was basic and most of my needs were taken care of by others (wish sometimes I could go back). I went to Jewish preschool until one day my parents informed me that it was time to go to school. Here I am only 5 years old, not even yet 6, and I must start kindergarten. Life was already becoming unfair. But one good thing was starting to happen that I noticed is that we always had to have family vacations without fail. My dad usually won this argument, and so off to our annual Yosemite vacation.

Here are some pics from 1965 to 1970 prior to kindergarten. We all have some of the yearly school pics, but I won't include any here though. Not because they are terrible and tragic for me, but that it was just too soon. I only have a few baby pics and they are all proofs. I was up and coming with a new set of wheels. Having fun at my grandparents during easter. Being a snot at a relative's house ("I didn't do it" comes to mind). Enjoying Yosemite around the campfire before catching marshmallows on fire, seriously the only way to eat them. Enjoying the summer before kindergarten starts, I just don't know why I have to go.

I really hope you have enjoyed the story up to this point. There is just so much to say as when I started, I thought it would be daunting because of the years amassed and how to I tell it that would be amusing as much of my life I was just outright too *serious*. In the coming segments should you wish to hear more, life for Tommy wasn't peaches in cream. I could have easily swung to be the bad boy on the block or the diary of the wimpy kid. I will let you decide. Please let the editors know if you want more. After all, why have a little when you can have it all.

Thom con't.....



KUDOS KORNER

“Hello, I just wanted to say that I really appreciate the hard work that everybody puts in daily for us your clients. For me in particular, I just wanted to say thank you. Everyone that I have worked with or has worked with me, they've been great. I appreciate all your help. Working with you has been a pleasure. Everyone I've worked with has been so nice and so helpful I just wanted everybody to know that I appreciate all your hard work and I wanted to send out a special thanks to Lauren, Michelle, and Wendy. You ladies have been great. Thank you.”

~ Social Media Customer

Life IN Colors - When Colors Fade - Gina

When Golds are at their best, they are task and structure focused as well as serious and hardworking. They like to plan ahead and keep things organized. They are dependable, reliable, and conscientious. This personality style is known for being respectful, responsible, and cooperative. Traditions and family time place high on their priority list. However, when Golds are fatigued, stressed, or otherwise pushed to their limits, they can dig in their heels and become overly rigid, self-righteous, and possessive. The Gold's normally productive and helpful attitude can turn pessimistic, negative, and highly opinionated. They may worry about things they have no control over and get compulsive about the things they can control.

Golds normally thrive on responsibility. Usually, it is a source of strength for their self-esteem. However, this internal drive to be dependable and do the right thing along with a very strong desire to belong can at times result in them taking on way too much. Golds need to maintain a certain equilibrium of responsibility. Too much or too little can cause them stress. Their mood can plummet when they are unsure of their roles or do not feel useful. In addition, lack of closure on projects or even issues from the past can cause them to worry in the present.

When stressed it is extremely important for Golds to look for ways to reinforce their own self-esteem. They must self-reflect to determine the underlying cause of the stress. Is it too many responsibilities? Not feeling like you belong or know where you fit in? Or could it be lack of closure on a past issue? Once the cause of stress is determined here are some strategies to work on:

- ✂ Sometimes "Enough is Enough". Set realistic limits. Go home when your shift ends. Leave your work at work. Realize that you will never be absolutely 100% caught up to your own high standards, and that's Okay.
- ✂ Validate yourself. Acknowledge and celebrate all the things you accomplish and all your contributions. Know that your efforts are appreciated, even if it isn't always expressed in a way that you recognize and value.
- ✂ Focus on what you can control when things around you seem to be unraveling. One of them is your perception of events. Are you labeling something as a disaster or an opportunity to learn something?
- ✂ Give yourself a break and delegate. Try to let go of having things accomplished in a certain manner. Allow others to pitch in and help. Leave some wiggle room for unexpected events.
- ✂ Be responsible for yourself. You have an obligation to spend time nourishing your health and wellbeing. Set aside time for yourself and make it a priority just as you do your other responsibilities. Spend this time doing things you enjoy.
- ✂ Bring closure to past issues.
- ✂ Lighten up and enjoy the process, not just the success of completing a goal.
- ✂ Give yourself leeway. When scheduling reframe your ideas of what is responsible and include relaxation.

How can the other personality colors help to reduce stress for Golds? It is very important to our Gold teammate that if you said you would do something, you honor your commitment as a sign of respect. Also, be sure to acknowledge them for their contribution. Since this personality style is usually working behind the scenes it's important that they are not being taken for granted. them. Although they may not admit it or request it, they enjoy tangible recognition. Demonstrate consistency. Gold's like to know what to expect so they can plan for it. Providing clear expectations helps this personality style to know where they stand and not leave them guessing. And if they have guessed wrong, they will feel like they violated some unspoken rule.

Having said all this, the single most important thing you for our Golds, and for that matter for all of the other colors as well, is be encouraging and make sure they all know it is equally important as all their other responsibilities for them to schedule time to take care of themselves.



CSCSA IN-sider

Invest, Innovate, Inspire

March 2022

Volume 3, Issue 3

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The IN-side Scoop - Julie

Happy March everyone! As we move into the spring months, I am feeling great about the momentum we are building in both our performance growth and our cultural growth. Blue Vision is doing an outstanding job in leading us closer to our Vision 2025, we are continuing to improve and streamline our processes and procedures, and our performance is steadily improving. I am encouraged by our weekly Wednesday meetings, the content has been uplifting and on-point! Thank you to each of you who continue to contribute to making those sessions so valuable! Here are a couple of short updates for March:

Telework

The policy and supporting documents are ready to go, schedules have been identified, and our payroll processes are ready. We are set to begin the new telework process effective March 7, 2022, the beginning of a pay period. Thank you all for your patience while we created the new process and for your input along the way.

Deputy Director

We are excited to have Kim Britt on board, she started with us on February 22, 2022 and has already hit the ground running! Kim will be assuming the responsibility of the program side of the house and will be introduced to the administrative side of the house when time permits. She has many years of experience in the program and is highly skilled in CSE. As she learns the "CSCSA way", I am sure you will give her the grace and patience she deserves...she will have tons of questions! Thank you all for welcoming her as you have and thank you, Kim, for choosing to be a part of our Team!

Masking

We continue to require masking for everyone in the office. We do intend to move to a new masking policy, likely in March, which will allow for those employees who choose to provide proof of vaccination to be unmasked in the office. While we are not moving to that policy yet, I wanted to give you an opportunity to schedule vaccinations if you choose to go that route. We will provide further details and effective dates as soon as we are ready to make the change.

That is it for now. Here's to hoping for a rainy March so we have an April full of flowers. Have a great month!



Cheers from Peers

VERONICA wants **JOY** to know:

Recently, a last minute and very complex project with a very short timeline was given to Joy. Her attention and expertise were needed to complete, what has been, a long and drawn-out process. Without Joy's persistence and willing assistance, the process would have become even more cumbersome; potentially affecting the timeliness and outcome of the project. Even under this kind of pressure, Joy displayed cheerfulness and positivity. Joy is truly a JOY to work with!

MARLENE wants **CAROLYN** to know:

I want to recognize Carolyn for the fantastic job she's done getting all our legal work completed timely to get accounts set up and money flowing to our customers. Additionally, CAROLYN has stepped up without hesitation when office coverage was needed at a moment's notice. Carolyn is always ready to take on new challenges with a SMILE and an upbeat attitude!

VERONICA wants **LAUREN** to know:

One day when there was an unusually large calendar, I thought the post-court work would take days! Lauren is, hands down, amazing. I reached out to LAUREN very soon after court to find out if we needed to divvy up the post-court. I learned from her that she had it all under control with very little of the work left to do. Dazzling!

VERONICA wants **BECKY** to know:

BECKY assisted both an outside attorney and a customer through a complicated process for amazing results that facilitated the collection and this distribution of a large sum. Well done!

Unity

Unity means the state of being in agreement and working together; the state of being joined together to form one unit. Connected by singleness of purpose, teamwork, collaboration, and engagement.



Calendar of Events

March 1 - Mardi Gras
March 13 - Daylight Savings Day
March 17 - Blue Vision Social
March 17 - St. Patrick's Day
March 20 - First day of Spring
March 23 - All-Staff Meeting
March 31 - Cesar Chavez
Day office closure

Birthdays

March 7 - Lauren
March 9 - Rebecca
March 15 - Marlene
March 21 - Michelle
March 28 - Joette



When Orange personalities are at their best, they are versatile, spontaneous, self-confident, resourceful, and decisive. Their playful manner can brighten up a mundane chore and add fun to the workday. However, Oranges can also be intimidating when they are stressed or low on self-esteem. They can become pushy, overaggressive, and confrontational. Placed in an overly restrictive environment, they will go to great extremes to gain freedom and control.

Oranges are made to be on the go. If they are required to remain stagnant for long periods, they can get very restless. Rarely ones to sit on the sidelines, this style likes to be part of the action and they want to be able to act when prospects arise. They want to be able to seize opportunities in the moment and it can be a stressor if they feel they may have missed out. Wanting to charge ahead, they can get bogged down by details and too much processing. Rules, Protocol, and obligations can make them feel trapped without choice. Because this style is “now” focused, they like to act swiftly. Waiting can be like slow death. This includes slow talkers, slow drivers, and indecisiveness.

Often energetic and physical, boredom and complacency can be major stressors. Whether they admit it or not, most enjoy the adrenaline rush of chaos or even an occasional crisis to get stressed if life seems too smooth and uneventful. Although, they love their leisure time, it can cause them stress if they lack a challenge or don't have any clear goals. They enjoy credit for accomplishing something with finesse and can get frustrated if their talents aren't recognized, even if it's only for a split second.

Other common stressors: feeling forced to do something another person's way, not being able to use their skills, rigidness, strict guidelines or rules, having to keep quiet or not participate, insufficient attention, no sense of humor, routine or mundane paperwork.

The Orange's quick thinking and demand for action can get them ahead of themselves. Since they enjoy operating in a rush of adrenaline, they might have a tendency to arrange their life so they're constantly on the edge and perhaps putting others on the edge is well. What is fun and exhilarating for an Orange, others may perceive as stressful.

So how does this personality meet their need for freedom, spontaneity, and attention without trampling others in the process? Here are some stress tips for Oranges:

Go have some fun - filling up your fun tank will fuel your tolerance and multiply your motivation to cooperate with others.

Get moving and cool off by doing something physical – walk, run, skate, bike ride or dance. Dance like everyone is watching!

Get involved in competition – join a sports team or create a contest or challenge at work.

Reward yourself – pay attention to your achievements and set up a system of immediate rewards.

Focus and prioritize – decide what is most important and then focus on just that one thing until completed. Reduce distractions by putting away any projects that are not the priority of the moment.

When feeling overly stressed Oranges will sometimes use their powerful confidence to instill fear in others. This can make it difficult for the other Colors to know what to do or how to help. The important thing to know is that Oranges appreciate immediate and direct feedback. They will appreciate and respect you if you speak respectfully, confidently, honestly, and get to the point quickly. Give them the both the positive and the negative. Let them know that you understand their core values and needs and then leave them to it.

Remember that when we live our lives in ways that make us feel both happy and valuable, we are well on the road to building a positive sense of self. Our self-esteem grows and strengthens with each obstacle we successfully overcome, with each accomplishment we make, and every time we interact with others in a positive way.

“Don't undermine your self-worth by comparing yourself with others. It is because we are different that each of us is special.”

Nancye Sims

On TRAC

This month for our TPI refresher training, we focused on “The Strength in the Pictures”: the concept of visualizing affirmations to make them a new reality. Our Creative Subconscious maintains the pictures of who we believe ourselves to be creating our self-image, reinforced by our self-talk. In order to create a replacement picture, we must use the power of consistent, daily affirmations we can see and feel. The more vivid and emotive the words are, the faster the changes can occur. The best times to reaffirm our thoughts are in the morning and before bed, but repeating them often throughout the day is the key to success.

Things to consider - where are areas of my life I wish to improve (current reality)? What does it look like fixed (replacement picture to visualize)? What are the “next time” steps needed to achieve the new reality (affirmation)? Journaling is an excellent way to track your progress and reinforce your goal.

Affirmation: a statement of fact or belief; a confirmation of a truth and internal, intentional act that establishes a specific course of action; a state of being in the future

I x Ve = R : Imagination times Vividness, with Emotion, equals Reality

Creative Subconscious: the source of mental processes that leads to ideas, solution, artistic forms, new or novel concepts and theories

IN-Our Culture - Gina

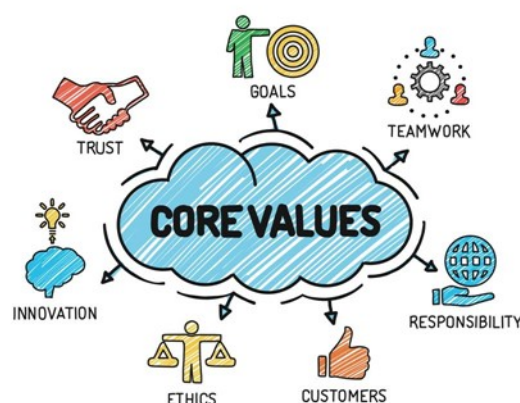
This article is the first in a series where we will taking a deeper look into culture. We will explore what culture is, how it applies to the workplace, and why it's so important. We will also ask the question “What can we do to improve and maintain our positive culture at CSCSA?”

Culture is a nebulous concept and is frequently an undefined aspect of an organization. Although, often discussed there is no generally accepted definition. Organizational culture is said to refer to a set of behavioral and procedural norms that can be observed within a company — including policies, procedures, ethics, values, behaviors, attitudes, goals, and code of conduct.

Additionally, many other elements can contribute to a culture such as management styles, expectations, local and national government policies, benefits, opportunities to advance, and the way employees feel about the work they do. Given that culture comprises so many differing elements it is not surprising that the terms for describing specific cultures vary widely. Because culture is so difficult to define, organizations can have trouble maintaining consistency in their cultural messaging. Even though an organizations display their culture in a variety of ways, the most observable aspects are how individuals behave and communicate, including how they communicate about behavior.

It is therefore vitally important that the organization clearly and consistently communicate its culture. Organizations can be investing significant time and money in creating culture based on their shared values but may not be reaping the commensurate rewards due to behavioral inconsistencies and conflicting messaging.

In this series we will be focusing on strategies that support and strengthen our shared values and behaviors and how they support our core purpose “to empower and enrich children, families and communities”.



IN Performance - Dalaine

Building Collaborative Partnerships to Benefit Families is Goal #4. This goal focuses on establishing new partnerships to help reduce poverty. Inquiring minds might ask, "Who in our communities could be a new partner with child support?"

✂ Reesa and Veronica quickly identified the need to better educate and engage local attorneys.

Participation in local bar associations provides an opportunity to share with a wide variety of local attorneys the services CSCSA provide. Once attorneys understanding the benefits we can offer to their clients while supporting their legal work, we expect to see an increase in attorneys encouraging their client to open a case with CSCSA.

✂ The second area of focus will be with our local courts and family law facilitators. The key area again will be on education. Veronica and Reesa are leading this endeavor and will explore opportunities to provide information to potential customers, and the possibility of being available in FLF office/court on certain days.

✂ Gina and Carey are heading up the third area which focuses on our HHS office partnerships. The first area is to make sure all the appropriate HHS staff understand our program's services and to build relationships. CSCSA will collaborate with HHS to develop a presentation for new HHS customers which covers our services and how non-cash aided parties benefit from CSCSA services.

These are all wonderful ways to moving forward our Vision 2025 goal of being thought of as "a trusted community leader in family-centered services".

Next month we will turn over a four-leaf clover to reveal goal number five – Foster innovation and improve service delivery. So, tune in next month to see what the leaping leprechaun has in store for this goal.

THE SUPPORT REPORT - DALAINE

PARENTAGE

96.8 %

ORDERS ESTABLISHED

96.05%

CURRENT SUPPORT

68.05%

PAYMENT ON ARREARS

54.85%

NEVER NEW CASES OPENED

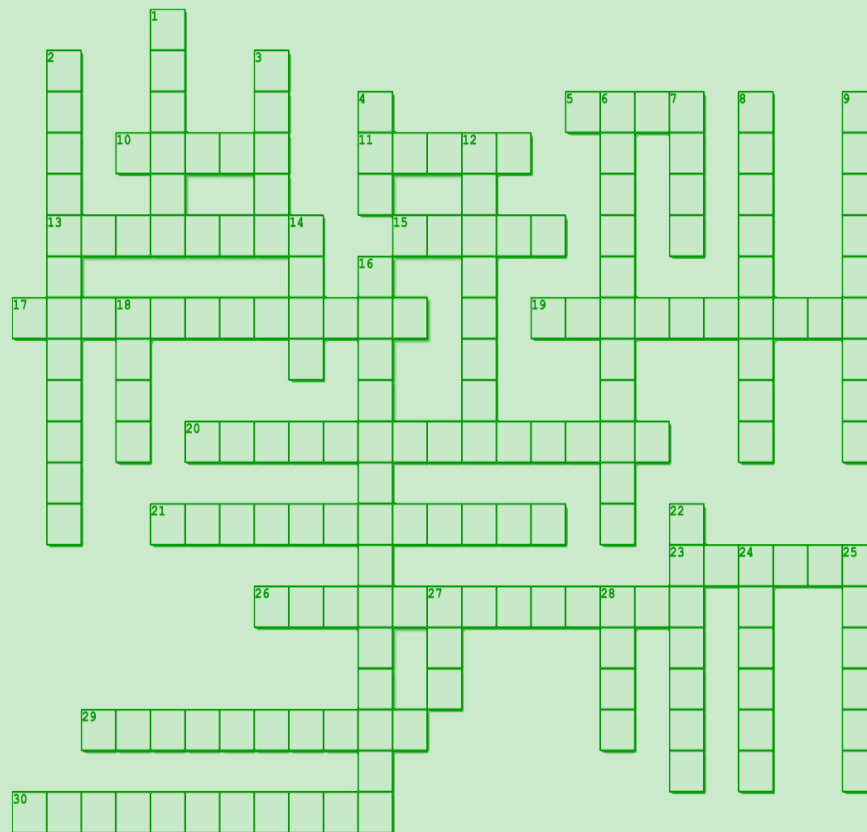
17

COST EFFECTIVENESS

\$3.10

"We act like the person we know ourselves to be." ~ Lou Tice

WOMEN'S HISTORY MONTH



Created with the crossword generator <http://www.crosswordgenerator.com/>

Across

5. Cherilyn Sarkisian: "Goddess of Pop".
10. Mary Anderson's windshield _____ invention is a must for driving in rain.
11. Author of many well known books for young readers: Judy _____.
13. Amelia Earhart was a pioneer in this field.
15. Her scientific discoveries were devastating yet so monumental: Marie _____.
17. Mary Ann Evans' pen name when female authors were scorned.
19. Clara Shortridge Foltz was the first female attorney in what state?
20. Woman famous as a leader for the "Underground Railroad".
21. Bette Nesmith Graham is credited for this forgiving invention.
23. Frida Kahlo's work as an _____ gained recognition mostly after her death.
26. Vice President of the United States
29. Ruth Wakefield's cookie recipe
30. Author who often showed how women were dependent on marriage for social standing and economic security

Down

1. Indian prime minister: _____ Gandhi.
2. Reigning Queen of England
3. Oprah Winfrey's production company: _____ Productions
4. Name of a documentary about the second female Supreme Court justice.
6. Golden-Age of Hollywood actress who also was inducted into the National Inventors Hall of Fame.
7. Maya's "And Still I _____"
8. Clara Barton founded this internationally-known relief organization.
9. Famed historical queen of Egypt and political figure.
12. _____ Thatcher was longest-serving British Prime Minister in 20th century.
14. Agatha Christie novel: Death on the _____.
16. Early US First Lady, famed for saving a portrait of George Washington when British troops were advancing on the White House.
18. _____ Parks gained recognition as an active for civil rights.
22. Coco Chanel was a shrewd businesswoman and iconic in the _____ industry.
24. This country's Melahat Senger-Ruacan was the first woman elected to any supreme court in the world.
25. Sainly "Mother" known for charitable work in Calcutta.
27. Sainted French heroine: Joan of _____.
28. Ayn _____: author of "Atlas Shrugged"



Spotlight IN - Kayla



There are so many things to say about me, but to understand me you would have to just talk to me and ask questions. I consider myself a complex being because I am so diverse in my taste of culture physically and mentally that I do and like almost everything. I consider myself someone who has an old soul. Lots of people come to me with questions. Those young and older; even complete strangers. That's another story.

I was born in July and just turned 30 on 2021. Weird steppingstone for me, but I embrace it and decided to stay as physically young as I can forever. I am the oldest of four and very close with my second in line brother who is my twin, but he got the green eyes. Were five years apart but we talk about everything, and I love him to death.

I love learning. I like school and like to study so many things. I just finished my HR management certification. I am going to school for my degree in psych at Merritt college, Oakland, CA. I also have taken many classes in genomics, microscopy, histotech from Merritt College, eastern holistic medicine from the AIMC Acupressure Institute of Berkely, CA.

I actually check-out books from the library next to us, in philosophy and ancient history. I want to next learn physics. I admire those such as Nicola Tesla, Einstein, Michio, Hawking's, and many others before them who took the time to learn about cultures and their tie to the spiritual beings. All of them preached being together as one and to learn the divide among men of all backgrounds is recipe for disaster.



I aspire to do everything I can in life. I also have my Life coaching certificate. I am a signed model by an actual licensed CA modeling agency.

I am a mother of one beautiful clone named Jovonni who is ten years old. He is up to my brow line and we now wear the same size shoe. A men's 7.5. OMG!!!!

In a nutshell I am mixed black and white. In depth I am everything under the sun. I took a DNA test from Ancestry and Family Tree DNA to compare findings and they were mostly on the same page. I was born in Oakland, CA and raised in El Sobrante/ Pinole, CA. I grew up with both parents and many cousins on both sides of my family. Both sides of my family can be described somewhat in stereotypes of cultures. The Caucasian side who listens to heavy metal, country, and juke box Elvis the Irish, Italian, Maltese, German, Russian, Croatian, French, Romania..... and more side. The Afro American side that listens to R&B, Jazz, Hip-hop, and Classical side from all of western Africa, Egypt, Eritrea, and Ethiopian. I grew up in all settings from the suburbs to the back woods.



I have pictures of my great grandfather with Capone JR, and apparently, I share a common family gene with Nicholas Romanov the Last Tzar of Russia. I had military, sheriff captain, and bootleggers in my family. My uncle was cop and his brother my grandfather was a bootlegger. I grew up down the street from Kirk Hammette from Metallica's house where his mother and sister still live. Her

name is Jennifer and mama Sasha and they swing by my grandmothers every now and then when we barbeque. I have met some long-lost family through those DNA sites who they have reached out to me. I wasn't looking for any connection just science stuff, but I accepted their inquiries. I met family for the first time after confirming stories and information with my grandmother first. People from ages 72 and still going strong to my age on both sides. I share my birthday with people on both sides of my family from current day all the way back to the 2700's July 3rd. I traced my lineage back to a Lord and a Sir and Lady all the way back to the 1500's. I have a few family coat of arms.



Kayla con't.....

I moved to southern Oregon when I was 12 and finished out the rest of my school days into High school graduation. I moved back down here to the Bay area literally the next day. I took a Gap year and that lasted a few years lol. I got a job right way

working at Target in concord, CA (My first job). I had my son and decided to start taking life by the horns. I live for the experiences and memories to share with my kid. We go camping, fishing, hiking, kayaking, all outdoors stuff; whale watching, have family passes to many museums and theme parks. We take as many road trips as we can.

I have many stories to tell on how I made friends through what seem to be racial controversial situations; they end up being connections I can call any time. I truly believe my life is anything but boring and even with racial controversy, I take that as an opportunity to educate those people who are brave enough to even approach me in that manner. That's how we became friends or acquaintances. I even became their life-coach.

I have mentored at risk youth in dissection, I was the bio science VP of my college, I threw a Bio Science Fest, I did an interview on Peralta t.v with chancellor. I was chosen to be the face of our college for the France Climate summit a few years ago by the head of the Sierra club Tennessee chapter. It got canceled but would have been amazing. I taught afterschool programs to kids ages 5 to 12 on stop motion animation with Minecraft.

Under my grandmother who was awarded the "Unsung Hero" of the City of Richmond, CA as a director of community centers parks and rec. I would volunteer at the community centers cooking, and or helping with events. I also took programs there as a child. I did youth Warrior cheerleading. Who knew because I am not that girly? I am more of a basketball and drill team kind of gal.

I have reoccurring donations to Oxygen 7 to replant trees around the world and so forth. I briefly worked for Greenpeace, and I interned for the Borgen project in HR which has congressman from both parties and a few tech moguls such as Bill gates on their board of members. I also volunteer virtually with the Pachamama alliance from Lynn twist.

I do a lot because I want to do as much as I can in this life to be able to have the experience and say I did that. I want my child to see that and use that in his life as well. To not be afraid to explore.

I love to draw, paint, and dabble in photography as well. I love to cook and try my hand at new dishes all the time.

To know me is to know a broader perspective on life. I mean that. I live my life and have been called the Sign of the times Hippie Love child. Apparently, I have glitter in my veins. I'll take it.

I can say I didn't grow up with a silver spoon and my parents weren't perfect and they let their insecurities get the best of them, but they are always there if I need them. I am striving for so much, and at times I feel overwhelmed, but it has become a type of ordeal that I need to prove all of my goals to myself. I don't look for others validation. My response is usually "AND?" At times I have gone through a quarter life crisis, and then had to realize nothing is set in stone, you have all of thin the world.

