



CENTRAL SIERRA CHILD SUPPORT AGENCY

Board of Directors Meeting

Monday, January 23, 2023, 2:30 PM

Central Sierra Child Support Agency

639 New York Ranch Rd., Jackson, California

Teleconference: ***Meeting to be held via Zoom*** -See below for Zoom Information

BOARD OF DIRECTORS

Frank Axe	Anaiah Kirk, Vice Chair
Jeff Brown	Gary Tofanelli
Ryan Campbell	Terry Woodrow, Chair
Martin Huberty	

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 209-418-6128. 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.

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 may be called in person, by Zoom, or a hybrid of both. Meeting agendas will note in the heading of the meeting how the meeting will be handled. If by Zoom, the location is as follows:

Join By Phone: (US) +1 669 900 6833, Meeting ID: 823 8929 8017

Passcode: 689556

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 Bispham.Lisa@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).

I. Minutes: Review and approval of the minutes for the September 26, 2022, Board meeting.

ADMINISTRATIVE MATTERS

II. Annual Business Matters – Board Officers: Discussion and action concerning appointment of Board Officers.

- a. **Chair** - Appointment of Chair for the 2023 calendar year.
- b. **Vice Chair** - Appointment of Vice Chair for the 2023 calendar year.
- c. **Secretary** - Appointment of Secretary for the 2023 calendar year.

III. Establishment of meeting schedule for 2023: Discussion and action to establish the meeting schedule for 2023.

IV. Authorization for Remote Teleconference Meetings: Discussion and possible action for a resolution to proclaim a local emergency enabling Board meetings to occur remotely.

V. Executive Report: Review of budget and statistical report for period ending 12/31/22; program 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).

VI. Executive Director Evaluation (Government Code Section 54957(b)). *Possible action.*

NEXT BOARD MEETING: TBD

ADJOURNMENT

AGENDA ITEM

#1

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

MINUTES
September 26, 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
Jaron Brandon
Jeff Brown
Merita Callaway
Anaiah Kirk (left at 2:41 pm)
Gary Tofanelli
Terry Woodrow

Absent: *None*

Staff present:

Julie Prado, Executive Director
Kim Britt, Deputy Director
Lisa Bispham, Staff Services Specialist
Timothy M. Cary, General Counsel

PUBLIC MATTERS NOT ON THE AGENDA: None

CONSENT AGENDA:

1. Minutes from meeting July 25, 2022: Review of minutes from July 25, 2022. Motion by Director Axe and second by Director Brown to approve the minutes as presented. Motion carries 7-0-0.

ADMINISTRATIVE MATTERS:

2. Salary Schedule – Program Manager: Executive Director Prado reported that the decision was made to fill the position of Program Manager that has not been filled since 2019. Since the classification has not been in use, there is no current salary schedule for this recruitment. Prado reviewed the comparable salaries for review and consideration to establish a salary schedule for this position. Discussion ensued. Motion by Director Callaway and second by Director Axe to

remove Merced from the list of comparable counties and to approve the average salary schedule of the comparisons. Motion carried 5-2-0.

RESOLUTION NO. 22-008

Resolution approving the final salary schedule for the Program Manager position.

3. Authorization for Remote Teleconference Meeting: Executive Director Prado stated that this will be a standing item on the agenda to have a resolution such that Board meetings through OCTOBER 31, 2022, may be held virtually, in-person, or via a hybrid approach to be decided by the Board Chair in consideration of the safety of the Board, staff, and the public. Motion by Director Axe and second by Director Brandon to approve the resolution as presented. Motion carried 7-0-0.

RESOLUTION NO. 22-009

Resolution approving that the Board Chair will decide if the next board meeting will be held virtually, in-person, or via a hybrid approach in consideration of the safety of the Board, staff, and the public.

4. Agency Update Regarding County Service Contracts: Executive Director Prado started a discussion and get the board's thoughts about how CSCSA could be seen as county department and get assistance from the Counties with things such as training and other service contracts. Discussion ensued. The discussion will be continued at the next board meeting and an action item for Prado to create a list of needed services and what the JPA can offer to the Counties.

NEXT BOARD MEETING: The next board meeting is scheduled for October 24, 2022, at 2:00 pm, via Zoom or in-person TBD closer to the meeting date.

ADJOURNMENT: The meeting was adjourned at 2:54 p.m.

Chair, Board of Directors

JULIE R. PRADO

Executive Director

By: Julie Prado, Executive Director

AGENDA ITEM

#2



MEMORANDUM

DATE: January 19, 2023
TO: Board of Directors
FROM: Julie R. Prado, Executive Director
SUBJECT: Annual Business Matters (Agenda Item II)

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

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

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

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

Recommendation: It is recommended that the Board elect a Chair and Vice Chair and delegate the duty of Secretary to Lisa Bispham, CSCSA staff.

AGENDA ITEM

#3



MEMORANDUM

DATE: January 19, 2023
TO: Board of Directors
FROM: Julie R. Prado, Executive Director
SUBJECT: Monthly Meeting Schedule **(Agenda Item # III)**

The draft meeting schedule attached is proposed for consideration for February 2023 through January 2024. It incorporates the concept of a quarterly meeting schedule which was adopted by the Board in September 2014. The tentative meetings between the quarterly meetings are identified in italics and are included because the current JPA agreement requires a schedule of monthly meetings, so that they can be put on the members' calendars in the event there is a necessity to meet. This schedule follows the practice of meeting on the fourth Monday of each month except as noted and provides for a rotation of the meeting places. It is recommended that the Board discuss whether it is the intent to continue meetings virtually or set in-person meetings.



2023 JPA BOARD MEETING SCHEDULE

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

Date:	Location:
January 23, 2023: 4th Monday	639 New York Ranch Road, Jackson (CSCSA)
<i>February 27, 2023: 4th Monday</i>	<i>If needed, to be determined</i>
<i>March 27, 2023: 4th Monday</i>	<i>If needed, to be determined</i>
April 24, 2023: 4th Monday	891 Mountain Ranch Road, San Andreas (BOS)
<i>May 22, 2023: 4th Monday</i>	<i>If needed, to be determined</i>
<i>June 26, 2023: 4th Monday</i>	<i>If needed, to be determined</i>
July 24, 2023: 4th Monday	367 Creekside Drive, Bear Valley (Library)
<i>August 28, 2023: 4th Monday</i>	<i>If needed, to be determined</i>
<i>September 25, 2023: 4th Monday</i>	<i>If needed, to be determined</i>
October 23, 2023: 4th Monday	2 South Green Street, Sonora (BOS)
<i>November 27, 2023: 4th Monday</i>	<i>If needed, to be determined</i>
<i>December 18, 2023: 3rd Monday</i>	<i>If needed, to be determined</i>
January 22, 2024: 4th Monday	639 New York Ranch Road, Jackson (CSCSA)

AGENDA ITEM

#4



MEMORANDUM

DATE: January 19, 2023
TO: Board of Directors
FROM: Julie R. Prado, Executive Director
SUBJECT: Resolution for Virtual Board Meetings (Agenda Item # IV)

As discussed and agreed upon during the July 25, 2022 meeting of the Board, a resolution shall be established at each Board Meeting so that the following meeting may be called remotely if deemed the safest alternative to gather the Board.

Recommendation: It is recommended that the Board create a resolution as attached to this memorandum.

RESOLUTION NO. 23-002

A RESOLUTION OF THE BOARD OF DIRECTORS OF THE CENTRAL SIERRA CHILD SUPPORT AGENCY PROCLAIMING A LOCAL EMERGENCY, RATIFYING THE PROCLAMATION OF A STATE OF EMERGENCY BY GOVERNOR NEWSOM'S ORDER DATED MARCH 4, 2020, AND AUTHORIZING REMOTE TELECONFERENCE MEETINGS OF THE LEGISLATIVE BODIES OF THE CENTRAL SIERRA CHILD SUPPORT AGENCY FOR THE PERIOD OF JANUARY 24, 2023 TO FEBRUARY 28, 2023 OR UNTIL THE NEXT AGENCY MEETING PURSUANT TO BROWN ACT PROVISIONS

Recitals

WHEREAS, the Central Sierra Child Support Agency ("Agency") is committed to preserving and nurturing public access and participation in meetings of the Board of Directors; and

WHEREAS, all meetings the Agency's legislative bodies are open and public, as required by the Ralph M. Brown Act (Gov. Code, §§ 54950 – 54963), so that any member of the public may attend, participate, and watch the Agency's legislative bodies conduct their business; and

WHEREAS, the Brown Act, Government Code section 54953(e), makes provisions for remote teleconferencing participation in meetings by members of a legislative body, without compliance with the requirements of Government Code section 54953(b)(3), subject to the existence of certain conditions; and

WHEREAS, a required condition is that a state of emergency is declared by the Governor pursuant to Government Code section 8625, proclaiming the existence of conditions of disaster or of extreme peril to the safety of persons and property within the state caused by conditions as described in Government Code section 8558; and

WHEREAS, a proclamation is made when there is an actual incident, threat of disaster, or extreme peril to the safety of persons and property within the jurisdictions that are within the Agency's boundaries, caused by natural, technological or human-caused disasters; and

WHEREAS, on March 4, 2020, the Governor of the State of California ("Governor") issued a Proclamation of a State of Emergency due to COVID-19, which proclamation remains and is in effect as of the date of this Resolution, as are the facts, circumstances, and emergency under which it was issued; and

WHEREAS, it is further required that state or local officials have imposed or recommended measures to promote social distancing, or the legislative body determines that meeting in person would present imminent risks to the health and safety of attendees; and

WHEREAS, since the issuance of the Governor's Proclamation of a State of Emergency, the Delta variant and now the Omicron variant have proliferated, causing a spike in COVID-19 cases throughout the State; and

WHEREAS, the Centers for Disease Control have found that, after getting vaccinated against COVID-19, protection against the virus may decrease over time and be less able to protect against the Delta and Omicron variants, and recommended that individuals receive booster shots; and

WHEREAS, due the rise in COVID-19 case, including due to the Delta and Omicron variants, the Agency continues to be deeply concerned about protecting the health and safety of attendees, particularly given that even fully vaccinated people have contracted the Delta and Omicron variants; people may have and transmit the virus before knowing they are infected and/or if they are asymptomatic; meetings of the Agency can exceed fifteen minutes; and the Agency is comprised of four (4) counties, meaning individuals from four separate counties and potentially members of the public as well would all have to travel and convene together for in-person meetings, which could potentially increase the spread COVID-19 across county lines; and

WHEREAS, the Board of Directors does hereby find that the rise in SARS-CoV-2 Delta and Omicron Variants has caused, and will continue to cause, conditions of peril to the safety of attendees and persons within the Agency that are likely to be beyond the control of services, personnel, equipment, and facilities of the Agency, and desires to proclaim a local emergency exists and ratify the proclamation of state of emergency by the Governor of the State of California; and

WHEREAS, as a consequence of the local emergency, the Board of Directors does hereby find that the legislative bodies of the Agency shall continue to conduct their meetings without compliance with Government Code section 54953(b)(3), as authorized by section 54953(e), and that such legislative bodies shall comply with the requirements to provide the public with access to meetings as prescribed in section 54953(e)(3); and

WHEREAS, the Board of Directors will ensure that the public has access to meetings and the opportunity to participate in meetings in the interest of transparency and as required by the Government Code and AB 361.

NOW, THEREFORE, IT IS HEREBY RESOLVED by the Board of Directors of the Central Sierra Child Support Agency, as follows:

1. Recitals. The Recitals set forth above are true and correct and are incorporated into this Resolution by this reference.
2. Ratification of Governor's Proclamation of a State of Emergency. The Board hereby ratifies the Governor of the State of California's Proclamation of State of Emergency, effective as of its issuance date of March 4, 2020.

3. Proclamation of Local Emergency. The Board hereby proclaims that a local emergency now exists throughout the Agency, and COVID-19 has caused, and will continue to cause, conditions of peril to the safety of persons within the Agency that are likely to be beyond the control of services, personnel, equipment, and facilities of the Agency, such that meeting in person would present imminent risks to the health and/or safety of attendees.
4. Remote Teleconference Meetings. The Executive Director and Staff of the Agency are hereby authorized and directed to take all actions necessary to carry out the intent and purpose of this Resolution including, conducting open and public meetings in accordance with Government Code section 54953(e) and other applicable provisions of the Brown Act.
5. Effective Date of Resolution. This Resolution shall take effect on January 24, 2023, and shall be effective until the later of February 28, 2023, or such time as the Board of Directors meets and adopts a subsequent resolution in accordance with Government Code section 54953(e)(3) to extend the time during which the legislative bodies of the Agency may continue to teleconference without compliance with section 54953(b)(3). If meetings are held less frequently than every 30 days then, in an attempt to stop the spread of Covid-19 as intended by AB361, the Agency will consider whether to extend the Resolution as the first agenda item of its next meeting.

ADOPTED by the Board of Directors of the Central Sierra Child Support Agency on January 23, 2023, by the following roll call votes:

AYES:

NOES:

ABSENT:

ABSTAINED:

President, Board of Directors of the
Central Sierra Child Support Agency

ATTEST:

Executive Director
Central Sierra Child Support Agency

AGENDA ITEM

#5



MEMORANDUM

DATE: January 19, 2023
 TO: Board of Directors
 FROM: Julie R. Prado, Executive Director
 SUBJECT: Executive Report

I. BUDGET

Financial Summary through December 31, 2022, 50% of the Year

Expenditure Line Description	Approved Budget	Year-to-Date Expenditures	Percent of Budget Expended
Salaries	\$ 2,129,949.00	\$ 1,010,543.64	47.44%
Benefits	\$ 1,385,318.00	\$ 836,205.57	60.36%
Services & Supplies	\$ 623,803.00	\$ 368,320.11	59.04%
Fixed Assets	\$ 10,000.00	\$0	0%
Automation	\$ 6,830.00	\$0	0%
Overall Totals	\$ 4,155,900.00	\$ 2,215,069.32	53.30%

- a. There are currently no concerns regarding the status of the budget; a large portion of benefits is the PERS liability payment which is paid in July, pushing us over the monthly proportion of the Agency budget. CSCSA is in the process of preparing 2023 budget projections to determine exactly where we expect to be given the increase in medical premiums for 2023. Because we have experienced some salary savings so far this fiscal year, we expect to remain under budget.



- b. Report on checks written between \$5,000 and \$10,000 since the last Board meeting, other than lease payments:

Prism Property Insurance (Annual insurance premium) - \$8,011.00

Grant Bennett Associates (Annual Single Audit) - \$5,625.00

Carahsoft Technologies (LinkedIn Training) - \$6,370.00

II. PROGRAM REPORT

- a. General Remarks

This is a very challenging time for the child support program in many ways. New legislation involving various aspects of our program will bring many changes to the way we approach our work and interact with customers. Some examples of those changes are as follows:

AB135 requires the Child Support Program, effective January 1, 2023, to cease enforcement on child support arrears owed to the State which are determined to be *uncollectable*. DCSS is required to adopt regulations to implement this change. As such, DCSS in collaboration with CSDA is in the process of determining how debts will be determined to be “uncollectable.” Phase one of this initiative is underway which impacts those cases in which the obligor income is from SSI/SSP, CAPI for Aged Blind and Disabled Legal Immigrants, and VA Disability. Phase two is expected to be implemented this summer which involves discretionary factors related to the obligor such as their available income and assets, source of income, age of the debt, the number of support orders an individual has, employment history, payment history, and incarceration history. CSCSA’s executive management are closely involved with DCSS and CSDA to create regulation and policy in these areas.

The implementation of the full family pass-through initiative was pushed back to July 2023. This impacts families who *previously* received public assistance who currently do not receive child support arrears because the debt was incurred while they were receiving public assistance. With the passing of this new legislation, families will receive the full payment(s) paid by obligors regardless of their prior aid status. This is a big shift in our program as we have historically been a cost recovery program. The intent, assuming the funding from the State and Feds remains in alignment, is to pass through all child support payments to families, including those who are currently on public



assistance. Those currently on aid, however, are not slated to receive the payment pass through until 2024/25. CSCSA continues to work with CSDA and DCSS to create an implementation plan and will continue to watch the California budget to track these initiatives. There is a significant budget impact to these changes in that counties receive a percentage of welfare collections as does the Federal Government. Current documentation of these initiatives indicate that the State of California will continue to pay County and Federal share of collections.

The FEM Final Rule (Flexibility, Efficiency, and Modernization) requires big changes in the way child support agencies obtain court orders for child support. Existing law enacted by AB1058 in 1996 created a process by which LCSA's obtained court orders through administrative defaults and allowed for the use of "presumed income." The new FEM FR essentially eliminates the use of presumed income. Instead, LCSA's can plead actual/known income or "ability to earn" but cases which plead ability rather than actual earnings will require a court hearing; administrative defaults will be eliminated. Additionally, LCSA's are required to do a thorough and complete investigation regarding the obligor's earning capacity and employability by considering many factors including their education level, incarceration history, availability of jobs in the community and many other factors. These new requirements are expected to increase the time involved to open and process new cases, increase the need for staff resources, and increase the need for additional software resources, among other concerns. The FR must be implemented by the fall of 2024. CSCSA executive management continues to work with CSDA and DCSS to identify appropriate legislative and regulatory language.

AB1686 changes the way foster care cases interact with the child support program. Existing policy requires that a child support case be opened for all aided customers, including foster care cases, when one or more parents are out of the home. With the implementation of AB1686, foster care cases involving a parent who is engaged in reunification shall not be referred for a child support case. This legislation is effective January 1, 2023 yet policy and procedure have not yet been developed. CSCSA executive staff are working with CWDA, CSDA and DCSS to establish processes to eliminate automatic referrals. We are also in the process of developing ways to identify cases that are already in our caseload so that we can cease collection activities.



Among others, these highlighted legislative changes are unfunded, meaning that there is no increase in funding or resources associated to the initiatives. We have concerns that having to do more with less will result in decreased performance and less money going home to families. This is a watch point for Directors and will be a focus as we continue to collect data and participate in the roll out of these initiatives.

Internally, CSCSA is continuing to increase our efficiency and effectiveness for our customers and staff. Some of our internal initiatives are listed below.

We will increase our use of electronic communication with customers so they can more easily access services. The use of email and texting will decrease costs and expedite the exchange of forms and data between us and customers. We also intend to expand our online tools to include the capability to request a court order modification electronically.

We are looking for new and innovative ways to increase training opportunities for all staff with an overarching goal of increasing our capacity as employees. We are including training in our strategic plan for this calendar year so that we can ensure our training opportunities include topics that will provide us with the best benefits. As an example, CSCSA has purchased an individual LinkedIn training license for each staff member. This will allow leaders to assign training topics to employees, allow staff to self-select training classes that they feel they need individually, and also allow staff to access training outside of the workplace on topics and activities that interest them and their families. Our 2023 training platform will also include team building and how to have productive conversations on uncomfortable topics. We will also focus on training related to diversity, equity, and inclusion.

We are revisiting our CSCSA values by focusing on one value each month and creating discussion, activities, and learning materials to reinforce our desired behaviors. One of the activities we have chosen for the first half of the year is a book club which is open to all staff. The book we have chosen for this first club is *What Motivates Me* by Adrian Gostick and Chester Elton. The goal in reading this book is to help us align the work that we do each day to the rest of our lives and what motivates us. The book includes an assessment tool that will help us identify more about ourselves.

CSCSA is also taking a fresh look at our marketing and outreach campaigns to ensure we are maximizing our efforts to reach each family in our communities that need our



services. At the onset, we are focused on ensuring we have ongoing and regular presence in each county and diligently looking to meet customers where they are.

We have had some staff leave CSCSA for retirement/new careers recently and have welcomed new staff. We will miss Lauren Baker, a 6-year caseworker with CSCSA who was an integral part of our establishment and court process and learned a great deal in her short time with the Agency; Reesa Miller, an Attorney with the Agency for more than 10 years who helped shape our legal processes and improve our electronic filings with our courts; and Melissa Broyles, a caseworker with the Agency for more than 20 years who had an incredible knowledge base and was best known for her kind disposition and caring attitude. We are excited to welcome three new caseworkers to our team, Angie Richards of Valley Springs, Beth Ingram of Pine Grove, and Arleen Kingston also of Pine Grove. We also successfully filled our Child Support Program Manager vacancy with Aditra Miller of Pine Grove. Aditra has many years of experience in a wide variety of programs associated to children and families. She comes to us from Amador County Child Welfare with a wide variety of experience in governmental programs, policy, and regulation. We are thrilled that each of these new employees has chosen to be a part of the CSCSA team and we look forward to watching them grow as child support professionals.

b. Staffing

STAFFING LEVELS [Filled] - 2022-2023 FISCAL YEAR												
Months	7/22	8/22	9/22	10/22	11/22	12/22	1/23	2/23	3/23	4/23	5/23	6/23
GENERAL UNIT												
Accounting	1	1	1	1	1	1						
Caseworkers	12	12	12	12	11	11						
Child Support Asst	2	2	2	2	2	2						
Legal Clerks	1	1	1	1	1	1						
Subtotal	16	16	16	16	15	15						
M/C/P Unit												
Fiscal	1.6	1.6	1.6	1.6	1.6	1.6						
Staff Specialists	2	2	2	2	2	2						
CS Program Mgr	0	0	0	0	0	0						
CS Supervisors	3	3	3	3	3	3						
Attorneys	2	2	1	1	1	1						
Subtotal	8.6	8.6	7.6	7.6	7.6	7.6						
EXECUTIVE												
Executive Director	1	1	1	1	1	1						
Deputy Director	1	1	1	1	1	1						
Subtotal	2	2	2	2	2	2						
TOTAL	26.6	26.6	25.6	25.6	24.6	24.6						



c. Program Performance: Collections and Federal Performance Measures (FPMs)

MONTHLY SUPPORT DISTRIBUTED – 2022/2023 FEDERAL FISCAL YEAR YEAR TO DATE Agency collection GOAL \$11,450,000			
10/22	\$824,647	4/23	
11/22	\$1,776,992	5/23	
12/22	\$2,680,964	6/23	
1/23		7/23	
2/23		8/23	
3/23		9/23	

FEDERAL PERFORMANCE MEASURES (FPM)

MONTHLY STATISTICS - 2022-2023 FEDERAL FISCAL YEAR												
LEGEND: FPM = Federal Performance Measure * = measures where number naturally increases each month												
Activity	10/22	11/22	12/22	1/23	2/23	3/23	4/23	5/23	6/23	7/23	8/23	9/23
Cases Opened/MO	61	38	33									
Cases Closed/MO	49	46	52									
TOTAL cases open	4459	4448	4442									
FPM 1: IVD * Paternity % GOAL 104.7%	94.29%	95.34%	97.13%									
FPM 2: Orders % GOAL 97.25%	96.08%	96.13%	96.40%									
FPM 3: Current % GOAL 74.5%	69.75%	68.69%	68.56%									
FPM 4: *Arrears % GOAL 75.0%	40.32%	47.66%	51.37%									

CENTRAL SIERRA CHILD SUPPORT AGENCY FFY 2022/2023

Federal Performance Measure Goals

December 2022

	FFY GOAL	ACTUAL RESULT
FPM 1 IV-D Paternity Establishment	104.70%	97.13%
<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	97.50%	96.40%
<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	74.50%	68.56%
<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	75.00%	51.37%
<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	\$11,450,000	\$2,680,964
<i>Measures the total dollar amount of child support collected and distributed based on the CS34/35</i>		

CENTRAL SIERRA CHILD SUPPORT AGENCY FFY 2022/2023

Performance Measure Report

Federal

Data Source: FPM Report

FPM 1 IVD Paternity Establishment 104.7%	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	94.57%	95.59%	96.60%	97.61%	98.63%	99.64%	100.65%	101.66%	102.68%	103.69%	104.70%	95.59%	
Children with Paternity Established	2428	2455	2501	0	0	0	0	0	0	0	0	0	2501	1257 line 6
Children born out of wedlock per year	2575	2575	2575	2575	2575	2575	2575	2575	2575	2575	2575	2575	2575	2575
FFY 2023 Actual	93.56%	95.34%	97.13%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	97.13%	1257 line 5 PY
Over/Under (%points)		0.77%	1.54%	-96.60%	-97.61%	-98.63%	-99.64%	-100.65%	-101.66%	-102.68%	-103.69%	-104.70%	1.54%	
FFY 2022 Actual	93.56%	95.94%	97.02%	97.99%	98.76%	99.81%	101.39%	102.71%	103.87%	105.11%	106.58%	107.62%		

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	96.08%	96.19%	96.29%	96.40%	96.50%	96.61%	96.72%	96.82%	96.93%	97.03%	97.14%	97.25%	96.29%	
Cases with a Support Order	4284	4276	4282	0	0	0	0	0	0	0	0	0	4282	1257 Line 2
Total Cases	4459	4448	4442	0	0	0	0	0	0	0	0	0	4442	1257 Line 1
FFY 2023 Actual	96.08%	96.13%	96.40%	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	96.40%	
Over/Under (%points)	-0.00%	-0.06%	0.11%	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	0.11%	
FFY 2022 Actual	96.91%	96.48%	96.42%	96.06%	96.04%	96.07%	96.11%	96.15%	96.37%	96.52%	96.63%	96.49%		

FPM 3 Collections on Current Support 74.5%	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	69.75%	70.18%	70.60%	71.02%	71.44%	71.86%	72.28%	72.70%	73.12%	73.54%	73.96%	74.50%	70.60%	
Current Support Collected	\$638,223.29	\$1,274,091.89	\$1,914,265.70	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$1,914,265.70	1257 Line 25
Current Support Due	\$915,034.53	\$1,854,809.02	\$2,792,188.51	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$2,792,188.51	1257 Line 24
FFY 2023 Actual	69.75%	68.69%	68.56%	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	68.56%	
Over/Under (%points)	-0.00%	-1.49%	-2.04%	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	-2.04%	
FFY 2022 Actual	68.10%	68.14%	69.06%	68.02%	68.13%	68.63%	69.11%	69.21%	69.14%	69.11%	69.26%	69.28%		

FPM 4 Collections on Arrears 75.0%	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	40.32%	43.47%	46.62%	49.77%	52.92%	56.07%	59.22%	62.38%	65.54%	68.70%	71.85%	75.00%	46.62%	
Case Paying Arrears	1,200	1,455	1,609	0	0	0	0	0	0	0	0	0	1,609	1257 Line 29
Cases w/Arrears Due	2,976	3,053	3,132	0	0	0	0	0	0	0	0	0	3,132	1257 Line 28
FFY 2023 Actual	40.32%	47.66%	51.37%	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	51.37%	
Over/Under (%points)		4.19%	4.75%	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	4.75%	
FFY 2022 Actual	40.18%	47.90%	51.89%	54.85%	57.74%	62.13%	63.53%	66.11%	67.33%	67.92%	68.75%	69.68%		

Total Distributed Collections \$11,450,000	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	\$954,166	\$1,908,332	\$2,862,498	\$3,816,665	\$4,770,832	\$5,724,999	\$6,679,166	\$7,633,333	\$8,587,500	\$9,541,667	\$10,495,834	\$11,450,000	\$2,862,498	
FFY 2023 Actual	\$824,647	\$1,776,992	\$2,680,964	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,680,964	CS 34 line 4b,4c, 8 & 11
Over/Under	\$129,519	\$131,340	\$181,534	\$3,816,665	\$4,770,832	\$5,724,999	\$6,679,166	\$7,633,333	\$8,587,500	\$9,541,667	\$10,495,834	\$11,450,000	\$181,534	
FFY 2022 Actual	\$893,506	\$1,756,495	\$2,642,432	\$3,473,302	\$4,365,836	\$5,360,680	\$6,362,938	\$7,363,991	\$8,408,181	\$9,221,156	\$10,107,001	\$10,951,220		



***CENTRAL SIERRA
CHILD SUPPORT AGENCY***

STRATEGIC PLAN 2025

Updated January 2023

DRAFT

State of the Organization as of January 2023

Strengths

Our employees are strong, dedicated, have depth of knowledge and are resilient. We have a customer service mindset; staff across the organization are empathetic, united, flexible, and adaptable. Because we are small, we are able to be nimble. Staff are invested in our communities, having care and concern for children and families. Employees have a strong desire to meet the needs of our customers and are invested in doing the work to ensure that occurs. We encourage growth and development; employees are eager to learn, grow, and increase their capacity.

Weaknesses

We are reactive rather than proactive and demonstrate a tendency to be change resistant, holding onto what we have always done. We can be siloed rather than Agency minded. Because there is little opportunity for promotion internally, we tend not to focus on succession planning and next level learning. We lack detailed procedures, instructions, and framework officewide making it hard to ensure quality of processes. As an Agency, we do not have a lot of diversity and are under-educated when it comes to diversity and equity. We lack clear written standards and expectations, making it difficult to navigate our daily work.

Opportunities

Focusing on staff development and cross training is a win/win; incorporating mentorship opportunities, book clubs, and other shared experiences would strengthen our team. We have incredible amounts of data available to us that we can use to improve our performance and employee experience. We have an opportunity to be more efficient, using technology and software to streamline activities. Process documentation is a big opportunity for us; incorporating SOP's, mapping, and other resource materials will allow us to create more training and will result in better outcomes. We have community-based organizations that are interested in partnering with us, we can increase our impact on families by furthering relationships for stronger outcomes. Furthering growth and providing opportunities for staff to be involved will help us reduce gaps when we experience retirements. Building our social media presence is a big opportunity for us to build trust with customers, the community, and partners.

Threats

New legislation that increases requirements of staff but limits enforcement remedies can cause a resource drain on the Agency and have negative impacts on families. A decreasing caseload, flat or reduced funding, and a reduction of staff are also threats. A general dissatisfaction with wages and benefits among staff, coverage issues, increased public hours, and decreased telework has had an impact of morale. Employee leaves impact us a great deal due to the small staff that we have making it hard to get the work done while staff are out. We continue to see gossip as an issue internally even though we strive to live our values which threatens our ability to collaborate and move forward as a team.

Strategic Alignment

Core Purpose

To empower and enrich children, families and communities

Core Values

Trust → Ingenuity → Accountability → Unity → Courage

Vision 2025

Invest...Inspire...Innovate ...

The trusted community leader in family-centered services!

Mission

We support family self-sufficiency

Strategic Plan 2025

Our Strategic Direction

Defining and creating a culture of excellence

Our Strategic Goals

1. Enriching the employee experience
2. Maximizing resource development
3. Engaging community presence
4. Mastering service and performance excellence

2023 Strategic Plan Strategies

Objective	Tactic	Accountability	Begin	Target Completion	Comments
1. Enriching the Employee Experience					
Create and Implement a 2023 Training Plan					
	Training for program Staff	Aditra			
	Training for all Staff	Kim			
2. Maximizing Resource Development					
Develop Standard Operating Procedures					
	Develop and implement equipment inventory & standard process for in/out of equipment	Dalaine			
	Develop and implement onboarding and offboarding process for HR	Lisa			
	Develop and implement onboarding and offboarding process for IT	Dalaine			
	Develop a plan to create SOP's for all HR processes	Lisa			
	Develop a plan to create SOP's for all program process	Aditra			
3. Engaging community presence					
Expand Presence in Each County					
	Create and maintain relationship with each HHS	Aditra			
	Expand marketing to ensure CSCSA services are advertised regularly in each county	Kim			
	Identify community makeup and develop a strategy on outreach	Kim			
4. Mastering service and performance excellence					
Strengthen Operational Processes					
	Develop and implement administrative fiscal efficiencies	Ginger			
	Develop written expectations and standards for program staff	Kim			
	Develop and Implement a QC process for program staff	Kim			

**DEPARTMENT OF CHILD SUPPORT SERVICES
PERFORMANCE MANAGEMENT PLAN
FFY 2022/2023 (10/01/22 – 09/30/23)**

LCSA:	Central Sierra Child Support Agency	
Goal:	#1	Facilitate Consistent Support for Children
Objective:	#2	Increase Child Support Collections and Payment Reliability

MEASUREMENT	BASELINE	FFY 2023 TARGET
PI 4 – Total Distributed Collections	\$10,929,100.44	\$11,450,000.00
PI 6 – Percentage of Current Support Paid by Percentage Band	16.02 % of cases paying \$0	12.75% of cases paying \$0
PI 22 - Number of days from court order to first payment	51 Days	46 Days
FPM #3 – Percent of current support collected	69.3%	74.5%
FPM #4 – Cases with payment on arrears	69.7%	75.0%

Oct-Dec Quarterly Update: (due 01/31/23)	
Jan-Mar Quarterly Update: (due 05/01/23)	
Apr-Jun Quarterly Update: (due 07/31/23)	
Jul-Sep Quarterly Update: (due 10/31/23)	

Initiative/Tactic(s)	Lead(s)	Description/Implementation Strategy
Use collection source data to strategize case reviews	Marlene Brawner	Analyze and compare collections by source over the last 5 years and create a strategic plan on how to increase collections based on outcome of analysis
Use Tableau to run reports	Marlene Brawner	Run reports through Tableau to focus on specific low-paying, non-paying cases or cases most likely to pay
Share best practices and provide training on collection techniques	Marlene Brawner	Implement an avenue for caseworkers to share best practices on collection techniques and provide collection training to caseworkers

Increase focus on QDROs	Veronica Roberts	Create a process for identifying appropriate cases for QDRO and create/implement process
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Goal:	#2	Strengthen Customer Engagement
Objective:	#1	Reduce the Complexity of the Customer Experience

MEASUREMENT	BASELINE	FFY 2023 TARGET
Customer Surveys	0	50

Oct-Dec Quarterly Update: (due 01/31/23)	
Jan-Mar Quarterly Update: (due 05/01/23)	
Apr-Jun Quarterly Update: (due 07/31/23)	
Jul-Sep Quarterly Update: (due 10/31/23)	

Initiative/Tactic(s)	Lead(s)	Description/Implementation Strategy
Explore use of Live Chat	Dalaine Heagle	Benchmark other LCSAs' use of Live Chat and explore implementation at CSCSA
Implement use of virtual interviews	Dalaine Heagle	Explore options of conducting virtual interviews with customers from their home.
Send customer surveys to gauge customers' needs	Dalaine Heagle	Send customer surveys after specific case events to identify ways we can better meet their needs

Goal:	#2	Strengthen Customer Engagement
Objective:	#3	Enhance Program Outreach to Deliver a Clear and Accurate Image of Our Program to the Public

MEASUREMENT	BASELINE	FFY 2023 TARGET
Outreach events	0	4

Oct-Dec Quarterly Update: (due 01/31/23)	
Jan-Mar Quarterly Update: (due 05/01/23)	
Apr-Jun Quarterly Update: (due 07/31/23)	
Jul-Sep Quarterly Update: (due 10/31/23)	

Initiative/Tactic(s)	Lead(s)	Description/Implementation Strategy
Employer outreach event	Gina Bachtelle	Create and facilitate an annual local employer outreach event to educate employers on the child support process involving IWOs and required timeframes
Educate local agencies on the child support process	Gina Bachtelle	Partner with local law enforcement agencies to educate on our services and process of license suspension/release
Attend outreach events within the communities	Gina Bachtelle	Attend various events within the local communities to educate partnering agencies and the public about child support services

Goal:	#3	Enhance Program Performance
Objective:	#2	Implement Organization and Program Efficiencies

MEASUREMENT	BASELINE	FFY 2023 TARGET
PI 22 - Number of Days from Case Opening to Court Order	162 Days	145 Days
FPM #2 - Number of Cases with Court Orders Established	96.5%	97.5%

Oct-Dec Quarterly Update: (due 01/31/23)	
Jan-Mar Quarterly Update: (due 05/01/23)	
Apr-Jun Quarterly Update: (due 07/31/23)	
Jul-Sep Quarterly Update: (due 10/31/23)	

Initiative/Tactic(s)	Lead(s)	Description/Implementation Strategy
Case Opening & Establishment process analysis	Carey Martin	Complete a process analysis of case opening to first payment to improve service delivery, efficiency and reduce number of days to obtain a court order
Early Engagement process analysis	Carey Martin	Analyze Early Engagement process to improve efficiency and effectiveness
Increase use of electronic service of documents	Veronica Roberts	Identify all documents eligible for electronic service and create a process to attempt electronic service as a first option

Goal:	#4	Build Collaborative Partnerships to Benefit Families
Objective:	#2	Expand the Use and Sharing of Data

MEASUREMENT	BASELINE	FFY 2023 TARGET
Quarterly report worked	0	4

Oct-Dec Quarterly Update: (due 01/31/23)	
Jan-Mar Quarterly Update: (due 05/01/23)	
Apr-Jun Quarterly Update: (due 07/31/23)	
Jul-Sep Quarterly Update: (due 10/31/23)	

Initiative/Tactic(s)	Lead(s)	Description/Implementation Strategy
IV-D PEP clean-up reports	Carey Martin	Work quarterly IV-D paternity cleanup report in preparation for transition to IV-D PEP

Goal:	#5	Foster Innovation and Improve Service Delivery
Objective:	#2	Modernize the Development and Delivery of Documents

MEASUREMENT	BASELINE	FFY 2023 TARGET
Informational Customer Letters	0	2

Oct-Dec Quarterly Update: (due 01/31/23)	
Jan-Mar Quarterly Update: (due 05/01/23)	
Apr-Jun Quarterly Update: (due 07/31/23)	
Jul-Sep Quarterly Update: (due 10/31/23)	

Initiative/Tactic(s)	Lead(s)	Description/Implementation Strategy
Increase usage of electronic delivery and return of documents	Marlene Brawner	Identify ways in which we can increase electronic delivery of documents to customers and electronically receive documents in return
Create informational letters to assist customers using behavioral economics	Carey Martin	Develop informational letters for customers to help provide clarifying information on processes using Behavioral Economics (completing I&E, post-court process and more)



CSCSA IN-sider

Invest, Innovate, Inspire

October 2022

Volume 2, Issue 9

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THE IN-SIDE SCOOP - JULIE

Hello Fall! As we round out 2022 we are excited to see our final FFY statistics and ready to establish the tactics for our strategic plan for the 2023 year. You all have had an opportunity to participate in part of the planning as we established our PMP efforts for the next year, that work will be folded into our overall plan as we continue to move forward towards our 2025 vision. A sincere thank you to all of you who participated in the brainstorming and a huge shout out to Kim for creating a unique way to include the perspective of all staff in our PMP process. Great work!!

Here are a couple of quick updates:

Office Hours

Based on our analysis of the needs of our existing and potential customers, we have concluded that there is a need to be open to the public Monday through Friday. As we discussed in our all-staff meeting, we will move back to a full-time schedule of being open to the public Monday through Friday from 8:00am to 5:00pm. We are targeting October 31, 2022 to implement this change. On the same timeline, we will be moving to an

office-wide core day, having everyone work in the office on Wednesdays each week. This will give us more flexibility to meet, collaborate, celebrate, and build shared experiences. More details to follow...

FEM Final Rule Changes

The work in this area continues. These new rules will change the way we establish court orders in big ways. While plans are in the early stages, some direction has been established. Presumed income will no longer be an option. Orders not set on known income will require a hearing to establish the order. There are many considerations that will need to be included in our review such as job history, criminal history, education level of the obligor, job availability in the community...and much more. There are a lot of policy and procedural issues that will need to be addressed prior to moving to this new approach. Implementation is required by September 2024, sounds far away but it really isn't. Another aspect of the Final Rule is the 4007.5 incarceration credit piece. The State is planning to automate many of the required changes in this area, we will hear more about this piece soon. The implementation for that portion of the Rule is 2023. More to come...

Full Pass Through/Uncollectable Debt

Plans continue on these efforts also. Collections on arrears for cases where the CP was previously on aid will be passed through to the family beginning in 2023. There are statewide workgroups collaborating on automation and financials therefore more details will follow. In 2024, collections on arrears for cases where the CP is currently on aid will also be passed through to the family. Policy discussions also continue on the uncollectable debt program, a new program required by the legislature effective 2023, requiring that the child support program implement a review process to determine if state debt of an obligor is deemed "uncollectable". The definition of "uncollectable" is being established by the State and CSDA this fall but will include aspects of both the income sources of the obligor and the circumstances of the obligor at the time the order was established. There is a lot to unpack here, this process is very complicated. Please look for more information as we continue to learn how these policies will unfold.

This is a pivotal time in the child support program with so much new policy and broad changes in the direction of the program. We are excited to see how this impacts our day to day work and the future of the services we provide. More to come!



KUDOS!!!



Wendy received an email from a customer thanking her for small actions which made a huge impact in his life. He was grateful for the immediate response to his concerns about his payments not being credited to child support. Additionally, he was amazed that Wendy was willing to admit that she had made an error, took full responsibility for it, apologized and corrected the error. The customer was blown away by her actions which helped him believe that the world (and our agency) is not quite as bad as he thought. He thanked Wendy for restoring his faith in humanity.

This is such a perfect example of Wendy portraying our core values to our customers with:

- ✓ Trust – behaving with respect and integrity.
- ✓ Accountability – acting with transparency and taking responsibility for her actions.
- ✓ Courage – being brave in being accountable for her actions

Lauren received rave reviews from both an NCP and CP for handling their case so well. She explained the process thoroughly and was a great experience for them both. Way to go Lauren!!!

Calendar of Events

October 1 - Beginning of new FFY

October 10 - Indigenous People Day office closure

October 31 - Halloween

November 11 - Veteran's Day office closure

November 24&25 - Thanksgiving office closure

Birthdays

October 16 - Melissa

October 17 - Rhonda

October 26 - Ginger

November 14 - Lorie




THAT'S SO IN-TERESTING!

- Michelle pursued an employer who was not sending in IWO payments resulting in a payment of over \$9000 being brought into the office. Great job, Michelle! Your persistence benefits both NCP and CP!
- The kiosk in Tuolumne is our most used kiosk receiving an average of 22 payments per month. Our highest payment received was \$9,900 in Oct of 2021. However, we haven't received a single PayPal payment for cases in Tuolumne County this year. Do customers know PayPal is available?
- The word on the street is Blue Vision has some fun ideas planned in the coming months. Recruitment is coming soon, so stay tuned for your chance to join (or even be a part-time helper).
- Did you know stipulations are more likely to pay at a higher percentage than orders filed by default?



	Stipulations Paying 90.01% or more	Defaults Paying 90.01% or more
2009/2010	43.3	26.3
2010/2011	55.3	27.7
2011/2012	69.7	23.6
2012/2013	62.1	26.7
2013/2014	53.7	30.9
2014/2015	48.2	26.3
2015/2016	70.2	18.9
2016/2017	65.4	18.0
2017/2018	57.7	22.2
2018/2019	68.8	12.8
2019/2020	60.7	14.3
2020/2021	65.3	19.0





Dear Miss IN-tuitive,

I realize that nothing is going to stay the same forever, but recently, I've been hearing things around the office about possible changes coming down the pipeline. It seems like just when things are working well and falling into place from the last change, then...BAM, it's gets changed again. Whenever I hear something is being changed, I can't help thinking about it and I start to get stressed out. What can I do to stop getting stressed out over changes that are happening at work?

Sincerely,

Stressed Over Change



Dear Stressed Over Change,

Thank you for your question. Change is inevitable, it's constantly happening all around us, and when those changes are happening in the workplace it can be quite stressful. But it doesn't have to be. Think for a moment, why is it that change, not just in the workplace, can be so stressful? Is it because of the unknown, knowing that something is changing but not knowing what? Is it because you're stuck in a routine and don't want to have to take the time to learn a new process? Is it a fear of failure, that you may not succeed with the new changes ahead?

Here's a few tips that will hopefully "change" your way of thinking and help you cope with changes in the workplace.

If you find yourself constantly worrying during the day about what's changing, designate some time when you can focus on your fear of change and how to overcome it. Letting your worries invade your thoughts throughout the day interferes with your productivity, your mood, and morale around the office. If you need to, write down your fears or concerns. Writing them down puts them in objective form and helps to allow you to stop dwelling on them. Create a plan of action how you will react next time change comes up. This will help to relieve some of the emotional angst the next time you're faced with a similar change.

Communication is also important. Let your supervisor, or the person implementing the change, know what your concerns are so they can give you helpful information to help you to better understand and adapt to the change. Asking questions will help to clarify any misgivings you may have. Once the change is implemented, be sure to maintain communication and provide constructive feedback about what works and what could use a little tweaking so that it works even better. Unless you communicate, they can't know with certainty how well things are, or are not working.

Above all, stay positive. Squash the negative "*this isn't going to work*" attitude. How do you know until you try? Consider the purpose of the change and look at the benefits to the changes. This will help to turn your negative thoughts into positive ones. Think about what went well the last time you faced a similar change. By taking some of these steps and refocusing on positive thoughts, you may find that change isn't so stressful after all.

Best of luck,

Miss JN-tuitive



HOW TO MASTER THE ART OF LISTENING - MARLENE

While doing research on the art of listening, I came across some videos by Simon Sinek called “The Art of Listening” and “Make the Listener Feel Heard”. Both videos share the that listening is not about hearing the words that are spoken but rather listening for the meaning and emotion behind those words so that the person feels heard. For others to feel “heard” we must place our entire attention, interest, and heart into the conversation, so we are understanding the entirety of the message the other person is trying to say. Then they will feel “heard”.

Active listening does not mean that we must “agree” with the other persons viewpoint, but rather that the person felt heard. This is something we can each practice with our customers, family, and friends. Key words are “tell me more”. Let the person fully express everything they want/need to say.

Some steps we can each take to master the art of listening are:

- ◆ ***Make eye contact***
- ◆ ***Don't interrupt or overtalk***
- ◆ ***Practice active listening.***
- ◆ ***Show you understand***
- ◆ ***Listen without thinking***
- ◆ ***Listen without judgment***
- ◆ ***Listen to non-verbal communication***
- ◆ ***Observe others who have mastered the art of listening***



Bringing IN the New FFY ~ Kim

The new Federal Fiscal Year brings new goals, new challenges and new commitment to help the customers in Amador, Alpine, Calaveras and Tuolumne Counties. This year's PMP is full of ideas created by YOU! You are who works closest with our customers. You hear their concerns, you recognize the processes that need some adjusting and you see the outcomes of all the effort you put into the cases. Whether you are creating educational materials to help our customers better understand the child support process, participating in process analysis, or whether you lead a small project, each of you will have a piece of our performance.

I was looking for the perfect quote to inspire you as we roll into this new FFY and I had a hard time narrowing it down to just one. For me, there is so much hope, excitement, big ideas and SO MUCH IMPACT we can have on our customers' lives this year. Make this YOUR year to do something BIG! We have big things happening.

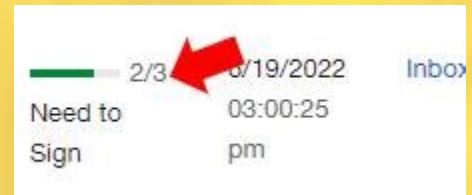
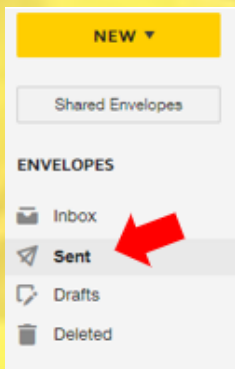
“What the new year brings to you will depend a great deal on what you bring to the new year.” ~Unknown



TECH TIP - DALAINE If you want to check on where a DocuSign is in process after you send it out, Log into your account, then hit the manage button at the top.



This opens an inbox feature (like an e-mail program). If you click on the sent items on the left side, it will open all the documents you have outstanding (you may need to maximize your internet window to see everything).



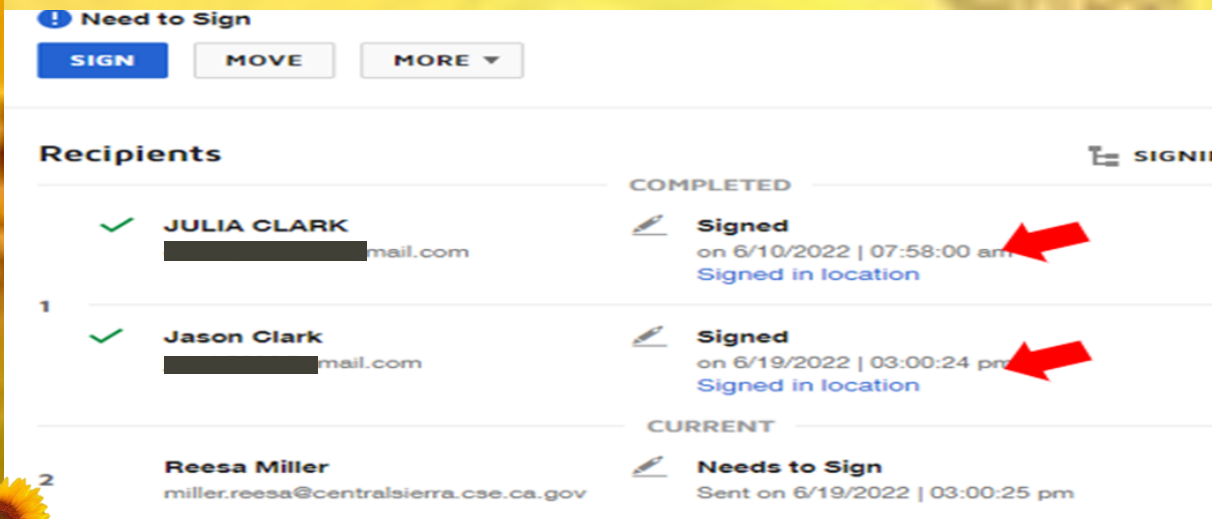
and you can see the status of each document:

It tells you how many people have signed, and how many still need to sign. If you then click on the item you want to review (anywhere on the line) it shows the status of each party. It also shows when you sent it out (in the top left corner).

EXAMPLE:



In example case, Julia and Jason were both #1 for the signing order, so they received the prompt to sign at the same time on 5/31/2022. Julia didn't sign it until 6/10, Jason didn't sign until 6/19. Only after everyone who is assigned before our agency attorney has signed does it get sent to our attorney for signature. In example you see the attorney was notified on 06/19/2022 the document was ready for their signature.





CSCSA IN-sider

Invest, Innovate, Inspire

December 2022

Volume 3, Issue 10

The IN-side Scoop—Julie

Happy holidays to all! I hope you stuffed yourself with turkey and fixins' and had a wonderful visit with family and friends! I know I did! I can't believe that we are already ending 2022 but I am super excited about starting anew with 2023; we expect to build a meaningful training plan, incorporate new opportunities to grow our teamwork, and have an even greater presence in our communities. I hope to see your excitement as you get more involved in our next steps as we continue our quest for our 2025 vision. Here are a few quick updates:

Full Pass-Through

The implementation for full pass through of child support to families who were previously aided as been moved to a firm date of July 1, 2023. Look for more details about process in the spring!

Uncollectable Debt

While we have not received any direction from DCSS yet on how the process will work, we are implementing the uncollectable debt program in January 2023. DCSS will be providing direction as soon as possible. The legislation requires LCSA's to cease enforcement of child support arrearage and otherwise past due amounts owed to the State on cases in which the LCSA has determined the debt to be uncollectable. There are four categories of cases in which the LCSA *must* deem arrears uncollectable. Those categories are cases in which the obligor's sole source of income is SSI/SSP; a combination of SSI/SSP and SSDI; CAPI (aged blind and disabled legal immigrants), or VA Disability in an amount equal to or less than what the obligor would receive in SSI/SSP. There are a large number of discretionary categories requiring DCSS to provide guidance and requirements to LCSA's. Undoubtedly, this is a very large undertaking requiring the implementation to have a stepped approach. As we learn more, we will begin to hold training sessions to share the information.

Program Manager

We are wrapping up the interview process for Program Manager and are in the process of making an offer. As soon as we can share details, we will. We have an expected start date of January 9, 2023.

All Staff Meeting

We are excited to see everyone in their holiday sweaters and fun attire as we celebrate our journey and performance of 2022. We will present service awards, review our performance, play some games and BACK BY POPULAR DEMAND we will hear from Julie Hubbs, an author and motivational speaker. Julie was with us at our last December all staff in 2019, she is the one who introduced us to colors which Gina has helped us further, and if you were here in 2019 you were given a copy of her book. Since then, Julie has published a new book and she is coming back to share some insight with us. I hope you find the meeting both fun and rewarding.

That is it for now. I can't wait to see you all in just a few short days!



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IN Our Culture - Gina

There are many ways in which a workplace culture can be affected in both positive and negative ways. Today we are going to look at both the **significance** and **power** of focusing on solutions rather than the problems.

Problems occur. Things go wrong. Errors are made. Accidents happen. This is a reality of life. However, sometimes (or perhaps often) the way we choose to respond can be worse than the problem itself. Most of us will typically focus on how awful the problem is when the better response is to focus on how to solve the problem. This is referred to as Problem-focused Thinking vs Solution-focused Thinking.

In focusing on a problem, you are looking at negativity and are more likely to feel irritation or even anger, and defensiveness. This becomes a self-defeating spiral, because by just talking about the problem you can increase the level of negativity being experienced by yourself and others.

In looking at a solution, you are engaging with your positive emotions on the benefits of transforming the problem into something positive, constructive, and beneficial. You are asking for the results and the outcomes you want to experience. If you waved a magic wand and problems were resolved, what would it look like? That is what we would call being solution focused.

Of course, you cannot focus on the solution without recognizing that there is an actual problem.

Here are 4 simple steps to ensure and promote Solution-focused Thinking:

1. DEFINE

What is the actual problem/challenge? Be specific and clear. And be sure to ask yourself if the only problem might be your attitude?

2. ASK WHY

By asking “Why” you can uncover what might have caused or contributed to the problem and how that can be avoided in the future. But be careful not to get stuck in the “Why” and become paralyzed by the false belief that the problem cannot be solved or, a in mental loop that keeps you focused on what went wrong.

3. ACCEPT

Acceptance is a key part of Solution-focused Thinking and a key part of inner peace! Accept that there is a problem. Accept that it has occurred –whether the problem occurred because of something over which you had control or whether it occurred and you had no control over its cause. Simply accept that there is way to resolve the problem, issue, or challenge.

4. SOLVE VIA STRATEGY

Be clear about what the new result is that you want to create! Map out the strategy and take action! Break it down into steps if necessary. Remember, it is also critical to reduce stress (eat healthy, sleep well, meditate, exercise, breath deeply.) By reducing stress, you can more capably focus on the solution instead of getting trapped in the symptoms or thinking incorrectly that everything is a hopeless problem.

All this can be summed up with what we have called the “Next Time Approach”, which is a way of dealing with challenges, mistakes, and problems without “reproach” and to quickly change from Problem-focused Thinking to Solution or “Next Time” focused Thinking.

Life IN Colors - Gina

As a refresher, let's take a look at the basic characteristics of each Color and the names of some famous people, both real and fictional; and the Color associated to them by author Brandon Gaille. I am sure that Garfield did not take the color personality test himself, but I think we would all agree that he is probably Orange, both literally and figuratively!

Blue – Relationship-Oriented Caretaker

- You Are Caring and Compassionate
- You Need to Feel Loved
- You Are Traditional and a Rule Follower

Famous “Blue” people are Mother Teresa, Mr. Rogers, Oprah Winfrey, Ralph Waldo Emerson, Michael Jackson, Mozart, Dorothy (Wizard of Oz), Thomas Jefferson, Cinderella, Gandhi, Mohammed Ali, and Jimmy Carter.

Green – Cognitive-Oriented Independent Intellectual

- You Are Highly Intelligent
- You Are a Big Thinker and Stubborn
- You Are Expressive and Caring

Famous “Green” people are Albert Einstein, Al Gore, Brad Pitt, Mr. Spock from Star Trek, Whoopi Goldberg, Barbara Walters, Steven Spielberg, Leonardo DiCaprio, Socrates, Sherlock Holmes, Benjamin Franklin, Carl Jung, Thomas Edison, Eleanor Roosevelt, Katherine Hepburn, and Rosalyn Carter. (Kermit?)

Gold – Structure-Oriented Serious Hard-worker

- You Are a Planner
- You Follow the Rules
- You Are Traditional

Famous “Gold” people are Connie Chung, Henry Ford, Margaret Thatcher, Joan Rivers, George Washington, Santa Claus, Lyndon B. Johnson, and Florence Nightingale.

Orange – Adventurous Action-Taker

- You Take Action
- You Are Spontaneous
- You Are a Social Butterfly

Famous “Orange” people are, Lucille Ball, Eddie Murphy, Elvis Presley, Cameron Diaz, John F. Kennedy, Amelia Earhart, Rhett Butler, Franklin D. Roosevelt, Francis of Assisi, Lee Iacocca, Winston Churchill, Donald Trump, and Garfield.

Did you identify with any of the famous people that may share your dominant personality color?



KUDOS KORNER

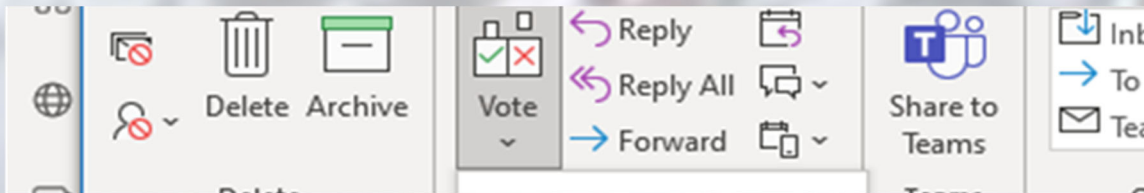
Brandi and Joette negotiated an agreement for a payment of \$125,000.00 on a Non-Welfare case where the remaining balance of \$148,000.00 was waived. Great teamwork and negotiation skills!!!

TECH TIP – DALAINE

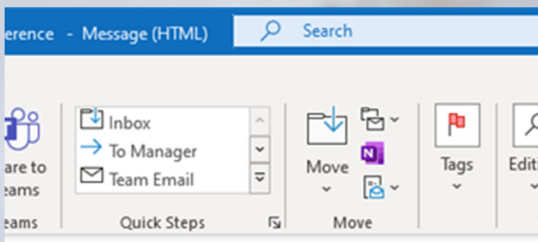
Microsoft Outlook voting

You receive an email with a Poll or Vote option.....

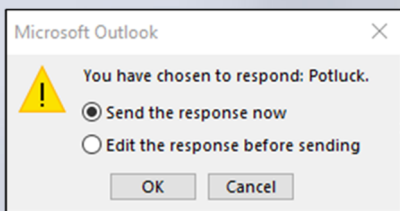
1. You locate the voting buttons on the top of the email.



2. When you select the down arrow below “Vote”, the choices are revealed.



3. Click on your selection and a small window will pop-up open indicating what your selection is. You also have an option to edit your response before sending. If you select send response now and click ok your email is sent.



4. If you selected Edit the response before sending, it will open a standard email window for you to type your text, and follow the standard send process.



Calendar of Events

December 7 - All-Staff Meeting

December 23 - Christmas Holiday Office closure

December 26 - Christmas Holiday Office closure

December 30 - New Year's Holiday Office closure

January 2 - New Year's Holiday Office closure

Birthday's

January 7 - Gina

January 29—Wendy



TYULETIDEMCHRISTMASLIGHTSPACBNG
NSLIHAOAHVHSNBGESNOWFLAKEBDKHC I
CRHDVCGSCTIGNTOMOTATHREEWISEMEN
STOYSYUHAOMEDHEWNUTCRAACKERVFJWG
CNLBJCMEYSNCBORNAMENTSUZSWIYZIE
JOLLYARRUDEHALGAKIGLYMOECRAEOCR
ITYOJWADXNYEMISTLETOEOLSEHSLLEB
NSCANDYCANES SCDFVGRYPNDOPDURNSAR
GOBPUACHRISTMASTREEMNGLSTREMNGE
LCSCROOGEBLNDYCAITNAIAGTREASTYA
ETGTWDMBVSEULSEVNHCECSFEKRECNAD
BSNHI AEEFUITVCJRKTSEILUCDNHOIRM
EILJRHTMRHGSHA EFEMASGEHOQUCOAIA
LWKFUYZNERHCDISWBGRC EGV ERNAKUKN
LECAEPWVSAYVEQUJBTNALNNCSRSITAE
SOOINREINDEERHSAOECARAH OEMOEAPV
NHTNYEVXRNTNSUMEIKUOMCUECHVSARI
LMSOGSAETAESP ODFAVMWSIHSILESNIT
CEDBUEUNATIVITYOFSOJACKFROSTUHS
UOGBTNHCOEYKRMUTLNORTHPOLECFWRE
PSWINTERSLTEISDYS PENSASWRUKRNAF
IEFRESVOIWRSTZOMTCHLROUCLYMOIRC
DKLT LULMEUEPRANCEROGARLANDASETA
JOSTVYAEAOUIHBNITREICTOEBWITYRG
NAPWEFRXDEL CMZEPALRANEZVOXTYNOJ
CHRISTMASDINNERCDEFBLITZENDFIMK

Angels
Candy Canes
Chimney
Comet
Donner
Frosty
Ivy
Joy
Noel
Prancer
Santa Clause
Snowflake
Tinsel
Yuletide

Bells
Cards
Christmas Dinner
Cookies
Elves
Garland
Jack Frost
Manger
North Pole
Presents
Scrooge
Snowman
Toys

Blitzen
Carols
Christmas Lights
Cupid
Family
Gingerbread Man
Jesus
Merry
Nutcracker
Reindeer
Season
Spirit
Vixen

Bow
Cheer
Christmas Tree
Dancer
Festive
Holidays
Jingle Bells
Mistletoe
Ornaments
Ribbon
Sled
Stockings
Winter

Candles
Chestnuts
Church
Dasher
Fireplace
Holly
Jolly
Nativity
Peace
Rudolph
Sleigh
Three Wise Men
Wreath



Dear Miss IN-tuitive,

I try my best, but with the rising cost of food, fuel, and day to day living expenses I'm struggling to stay afloat. I cringe every time I see a bill in the mail and feel like I need to take out a loan just to go grocery shopping. I don't have the time to find a second job for some extra cash, nor do I want to take time away from my family. I'm hoping you can provide some tips to help me save money during these trying times.

Respectfully,

Frugal Spender

Dear Frugal Spender,

Many people are in the same boat as you are right now. It's difficult to save money when you see the cost of food and other items increasing each time you go to the store. Luckily, there are ways to save money without compromising valuable family time. Here are some simple money saving tips you can try.

Bring your own food and drinks to work. Consider packing a lunch instead of eating out. While eating out two or three times a week may seem harmless, those dollars add up quickly. If you are one who stops at the coffee shop every morning on your way to work, consider making coffee at home and bringing it to work in a thermos or travel mug. Cutting out that trip to the coffee shop can save you approximately \$90/month on average – that's over \$1,000 a year savings!

Reduce energy costs at home. Turn off the lights and electronics in any room in your house that you're not using. Try to use your larger appliances (washer/dryer, dishwasher, etc.) in the off-peak hours whenever you can (I know, it's not easy to do when you're at work during those hours). Also consider adjusting your thermostat a few degrees lower and throwing on an extra layer of clothing. These small changes can make a big difference on your energy bills.

Save money automatically. Set up automatic transfer between your checking and savings account or have a percentage of your paycheck directly deposited to your savings account. Even if you only transfer \$50/month, that's \$600 a year adding up in your savings account, not to mention the interest you'll be collecting too!

DIY it! Do you have home improvement projects or landscaping to be done? Instead of forking out the cash to hire someone else to do it, consider doing it yourself. With a few supplies and a good YouTube video you can accomplish just about any project out there. And if the project is a little more than you can do by yourself, consider asking a friend to help and save yourself some labor charges.

Prioritize and freeze your spending. Put yourself on a spending freeze and only purchase essential items. Do you really need to have the latest gadget, the newest cell phone model, or a new television? If your electronic equipment and gadgets are still working, consider holding off on getting the latest model as soon as it releases. Instead put that money towards your necessary essentials (bills, groceries, etc.) and save the extra funds for any unexpected emergencies that may come up.

These simple tips you should get you on your way to saving while still spending time with your family.

Happy Saving!

Miss IN-tuitive



AGENDA ITEM
#6
CLOSED SESSION