



# **Alameda County Social Services Agency Strategic Priorities 2019-2024**

**July 2019**



# *Message from the Agency Director*



**Dear SSA Employees, Partner Agencies and Community Members:**

This document outlines the Alameda County Social Services Agency's (SSA) 2019-2024 Strategic Priorities that identify and highlight our key goals for success. SSA functions as the administrator and funder of public benefit programs within the confines of mandated and discretionary services. Our goals renew our commitment to the community with an emphasis on equity and inclusion. These goals align with Alameda County's Vision 2026 and reflect the Agency's keen focus on achieving our objectives included in the document. Currently, SSA serves one in four Alameda County residents and works collectively and in partnership with over 150 community-based organizations to meet the needs of poor, vulnerable and disadvantaged residents throughout the County.

Over the next five years, our Agency departments will be using the goals developed in this plan to address many of the challenges facing Alameda County and our organization's ability to serve the community. A few areas of major concern for our Agency includes the homelessness crisis and the threat of reduced funding to the safety net by the federal government. One of our strategic focuses is to enhance our policy and advocacy to protect our programs and services. Another major priority is to continue to enhance our fiscal planning processes and data management systems so that our programmatic spending is linked to performance metrics.

As an Agency, we seek to provide programs that strengthen individuals and families and serve the public good. We also believe everyone, regardless of citizenship status, should have access to healthcare, nutrition, affordable housing, and essential services in the community. We are committed to serving the community in the most effective and efficient way possible. With your support, Alameda County Social Services Agency is well prepared to tackle the many challenges in front of us. I look forward to our continued partnership, testing new initiatives and new ways of engaging together to achieve a stronger Alameda County.

Sincerely,

A handwritten signature in blue ink, appearing to read "Lori A. Cox".

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# Department Overview

The Alameda County Social Services Agency employs a diverse workforce and is comprised of four operating departments: Agency Administration & Finance; Adult & Aging Services; Children & Family Services; and Workforce & Benefits Administration.

- **Agency Administration & Finance (AAF)** provides employees and operating departments with strategic direction, support and the necessary tools, resources and services to achieve the Agency's mission. AAF is comprised of the following: Human Resources Department; Finance Department; Information Systems Department (ISD); Office of Policy, Evaluation and Planning (OPEP); Office of Public Affairs and Community Relations; Program Integrity Division (PID); Training & Consulting Team (TACT); and the Workforce Development Board (WDB).
- **Adult & Aging Services (AAS)** provides a coordinated, consumer focused, accessible, high-quality service delivery system that protects, supports and advocates for dependent adults, particularly those with disabilities, as well as the vulnerable elderly and aging population. AAS administers the following programs: Adult Protective Services; the Public Guardian-Conservator; the Public Administrator; In-Home Supportive Services (IHSS); the Public Authority for IHSS; Area Agency on Aging; Long-Term Care Ombudsman Program; and the Veterans Services Office.
- **Children & Family Services (CFS)** provides children in Alameda County with the opportunity to grow and develop in a safe, healthy, nurturing, and stable home. CFS strives to ensure children receive the support and security that a family, extended family, or alternate family can provide. CFS administers the following programs: Emergency Response; Dependency Investigations; Family Reunification; Family Maintenance; Family Preservation; Independent Living Skills Program; Permanent Youth Connections; Kinship Support Services Program; Prevention and Early Intervention Programs; and Resource Caregiver Recruitment, Training & Support Services.
- **Workforce & Benefits Administration (WBA)** promotes self-sufficiency and provides continuing economic assistance through public and private sector partnerships while fostering a workforce development system which supports individuals and families. WBA administers mandated public assistance programs and provides the required employment and supportive services for individuals and families. Programs include: CalWORKs; CalFresh; California Food Assistance Program (CFAP); Medi-Cal; CalFresh Employment & Training (CFET); General Assistance (GA); Refugee Cash Assistance; Refugee Employment Services; Cash Assistance Program for Immigrants (CAPI); and Cal-Learn.

# Guiding Principles

## ***Our Mission***

To promote the economic and social well-being of individuals, families, neighborhoods and communities.

## ***Our Vision***

In partnership with community organizations, private institutions, advocates and other public agencies, we strive to better equip those we serve to overcome challenges on their path to self-sufficiency and family stability to ensure that individuals are successful; families are healthy; and neighborhoods thrive.

## ***Our Core Values***

### **Respect**

- We are a welcoming workplace where everyone is treated with dignity and respect.
- We use words and actions that model respect to the people we serve and one another.
- We believe issues of race and equity are important, and our composition increasingly reflects the communities we serve.

### **Integrity**

- We follow through on what we say we will do and get consistently solid results.
- We uphold client confidentiality and privacy.
- We act honestly, responsibly and ethically at all times.

### **Customer Service**

- We are helpful, professional, and polite by actively listening, practicing empathy, and making eye contact.
- We are patient and accommodating to clients and community partners when explaining our process.
- We strive to be solution focused by exploring all available options with our clients.

## ***Our Core Values (Cont'd)***

### **Initiative**

- We value new ideas and innovation to traditional approaches, balancing resources of staffing, finances, workload and time.
- We practice a flexible, collaborative approach to decision making.
- We nurture our staff with professional development opportunities, allowing them to contribute and connect with leadership as a voice in shaping the Agency's direction.

### **Responsibility**

- We serve vulnerable populations with clear and focused goals that help establish a unified purpose and direction.
- We use data and performance monitoring to drive our core work, leading to improved community outcomes.
- We leverage technology and systems improvements to increase our efficiencies and to provide the highest quality of assistance.

# Strategic Goals

We will strengthen safety net services by:

- **Ensuring access to public benefits programs**, such as CalFresh, CalWORKs, General Assistance, In-Home Supportive Services and Medi-Cal, for eligible individuals and families.
- **Safeguarding the well-being of children** by supporting biological and resource parents, as well as promoting permanency and lifetime connections for foster youth.
- **Supporting and protecting vulnerable older adults and persons with disabilities** by enhancing access to vital programs and coordinating systems of care.
- **Facilitating access to emergency and stable housing** through partnerships with other county agencies/departments, cities and community-based agencies.
- **Committing to diversity, equity & inclusion** by cultivating an informed and thriving workforce and supporting communities.
- **Investing in our workforce** through improved recruitment, retention, succession planning and professional development.
- **Improving technology & information systems** that will allow us to be more efficient, agile & responsive to service delivery.
- **Committing to continuous quality improvement** by tracking outcomes and performance.

# Alignment with Alameda County 2026

Alameda County Vision 2026 created the roadmap of goals and guiding principles for each County Agency/Department. The shared vision rests in four main areas: **Thriving and Resilient population; Safe and Livable Communities; Healthy Environment; and Prosperous and Vibrant Economy.**

Through our strategic goals, this document will serve as a guidepost for the Alameda County Social Services Agency to fulfill its mission and achieve agency goals. To achieve alignment with Alameda County Vision 2026, we are committed to accomplishing our strategic goals over the next five years.

## Thriving and Resilient Population

Individuals and communities are empowered to overcome adversities and supported so they can grow, flourish and be self-sufficient.

Ensure access to public benefits

Safeguard the well-being of all children

Support and protect vulnerable older adults and persons with disabilities

Commit to quality improvement by tracking outcomes and performance

## Safe and Livable Communities

Safe and secure communities with accessible infrastructure including open space and recreational facilities, and facilitates the availability of diverse and affordable housing.

Commit to diversity, equity and inclusion

Facilitate access to emergency and stable housing

## Healthy Environment

Comprehensive utilization of environmentally sustainable practices that conserve natural resources while reducing pollution and harm to the environment.

Improve technology & information systems

## Prosperous and Vibrant Economy

Emergence, robust growth and profitability of all businesses across a diversity of sectors, that also create employment opportunities for all residents.

Invest in our workforce through improved recruitment, retention, succession planning and professional development

# GOAL A: Ensure Access to Public Benefits

*We will ensure access to benefits for those who are eligible through services in our core operating departments of Workforce & Benefits Administration, Children & Families Services and Adult & Aging Services.*

Key Area	Objectives
Access to Benefits and Supportive Services	<ul style="list-style-type: none"><li>• Complete WBA's Strategic Plan (Balanced Scorecard) process and move towards implementing components to improve service.</li><li>• Increase access to and maintain continuity of public assistance benefits and integrate with supportive services enrollment.</li><li>• Support program flexibility to reduce barriers and maintain services to vulnerable populations and oppose any burdensome restrictions, regardless of their immigration status.</li><li>• Support and increase efforts that promote the efficient administration of, and increased access to, program services and benefits, as well as improve customer services.</li><li>• Incorporate enhanced technology for more streamlined processing and access to benefits.</li><li>• Improve the processing timeliness of Medi-Cal applications and renewals.</li><li>• Implement telephonic signatures.</li></ul>
Food Access	<ul style="list-style-type: none"><li>• Preserve, support, and expand programs which improve and ensure easy access to fresh, nutrient rich foods for all communities/populations and address food "deserts" in community plans and development.</li><li>• In coordination with ALL IN and Alameda County Sheriff's Office, launch and sustain a food recovery pilot.</li><li>• Reduce the CalFresh error rate.</li><li>• Expand implementation of the CalFresh prepopulated application.</li></ul>
Workforce Development (Client-focused)	<ul style="list-style-type: none"><li>• Support career education at the K-12 and higher education levels.</li><li>• Invest in and support education for the 21st century workforce including adult education programs, certificate programs and affordable post-secondary education.</li><li>• Ensure clients have access to quality labor market information that aligns with local and regional economies.</li><li>• Support competitive integrated employment opportunities for people with disabilities.</li><li>• Increase training, employment opportunities and job placement for clients.</li><li>• Increase the Work Participation Rate (WPR) and participants' engagement in employment programs.</li><li>• Work more closely with the Workforce Development Board (WDB) to enhance training and job opportunities for our clients.</li></ul>
Partnerships	<ul style="list-style-type: none"><li>• Increase partnerships with school districts, community-based organizations, private institutions and other public systems to improve county-wide access to public benefits.</li><li>• Increase partnerships for the homeless population.</li></ul>

- Be proactive and prepared for legislative and programmatic changes, including by strengthening relationships with labor for quicker implementation strategies.
- Improve collaboration among SSA departments.

# GOAL B: Safeguard the Well-being of Children

*We will safeguard the safety and well-being of all children by supporting biological parents in developing skills to enhance family functioning and increasing networks of support to maintain safe, nurturing homes. We will recruit and retain quality resource families. We will promote permanency and lifetime connections for all youth and assist non-minor dependents in a smooth transition to adulthood.*

Key area	Objectives
Advocacy & Support	<ul style="list-style-type: none"><li>• Increase access to appropriate services/programs for children and youth who have experienced or are at-risk of experiencing abuse, neglect, or exploitation, including supports for their caregivers.</li><li>• Connect/refer eligible caregivers, guardians and foster youth to CalFresh and Medi-Cal and other services as appropriate.</li><li>• Reduce barriers to services/programs.</li></ul>
Funding and Reform Efforts	<ul style="list-style-type: none"><li>• Align and innovate around state and federal funding streams and regulations to adequately support the well-being of children who are in, or at-risk of entering, the foster care system.</li><li>• Support the successful implementation of the Continuum of Care Reform and Resource Family Approval to ensure fully funded and supportive stable placements for children removed from their home.</li></ul>
Quality Improvement	<ul style="list-style-type: none"><li>• Ensure permanency within 12 months for youth entering foster care.</li><li>• Increase permanency for children and youth who have been in foster care for 12-23 months.</li><li>• Increase permanency for children and youth who have been in foster care over 24 months.</li><li>• Increase timeliness of emergency and compelling reason resource family approvals.</li><li>• Increase timeliness of referral investigations (10 days).</li></ul>

# GOAL C: Support and Protect Vulnerable Older Adults and Persons with Disabilities

*With a growing population of older adults, we strive to restore, stabilize and expand funding for vital programs and coordinate systems of care. Our agency will lead efforts that seek to build a more efficient delivery system that strengthens access to home and community-based services so that Alameda County residents of all ages can live in dignity and independence.*

Key Area	Objectives
Partnerships	<ul style="list-style-type: none"><li>• Improve efforts to address elder abuse and exploitation that includes increased awareness, as well as enhanced partnerships with law enforcement and the District Attorney.</li><li>• Increase partnerships with public and community agencies to assist vulnerable clients to receive In-Home Supportive Services.</li><li>• Work with ALL IN to reduce food insecurity for seniors.</li><li>• Collaborate across public and private systems to serve dependent adults with high needs.</li><li>• Support LGBT-friendly programs.</li><li>• Improve County-wide disaster planning efforts for dependent adults.</li></ul>
Elder Justice	<ul style="list-style-type: none"><li>• Support policies and initiatives that increase available resources and protections and enhance coordination of services for older adults and individuals with disabilities who have experienced or may be at significant risk of physical or financial abuse, neglect, and/or exploitation.</li><li>• Draft legislative proposals that strengthen the elder justice system.</li><li>• Support adequate and stable funding for Adult Protective Services and Public Guardian.</li><li>• Advocate for increased or improved services to seniors in existing and new programs.</li></ul>
Older Adults Services	<ul style="list-style-type: none"><li>• Coordinate an integrated system of care to preserve, support and expand programs and policies that promote healthy aging and aging-in-place and protect access to critical older adult services and programs.</li><li>• Protect, preserve, and increase funding for federal programs mandated under the Older Americans Act (OAA) such as the Area Agency on Aging (AAA).</li><li>• Participate in regional collaboratives.</li><li>• Build awareness and promote responses to key issues for elders.</li><li>• Support employment programs and opportunities for older workers who need work and/or supplemental income to remain self-sufficient.</li><li>• Expand senior injury prevention programs, respite care and nutrition programs.</li><li>• Expand behavioral health services.</li><li>• Determine high utilizer “hotspots” and target interventions.</li></ul>

	<ul style="list-style-type: none"> <li>● Develop and promote an "Embracing Aging" training curriculum.</li> <li>● Support inclusion of the voice of older adults in significant initiatives.</li> <li>● Promote data collection and reporting on older adults and unify reports on services.</li> <li>● Create backgrounders on key age-friendly topics, incorporating available data.</li> <li>● Promote Age Friendly awareness to cities.</li> </ul>
In-Home Supportive Services (IHSS)	<ul style="list-style-type: none"> <li>● Ensure eligible recipients are enrolled in the program and can hire qualified home care workers to assist them to remain safely in their own homes.</li> <li>● Build capacity and provide support for providers.</li> <li>● Expand presence in the community for providers</li> </ul>
Veterans Services	<ul style="list-style-type: none"> <li>● Support programs and funding that assist veterans with accessing benefits.</li> <li>● Increase access to benefits for veterans, their survivors, and dependents through assistance with filing benefit claims, waivers, and appeals.</li> <li>● Expand presence in the community for veterans.</li> </ul>

# GOAL D: Facilitate Access to Emergency and Stable Housing

*Responding to the need of Alameda County residents, our Agency is committed to continuing to work closely with shelter providers, advocates, homeless and formerly homeless, cities and county departments to build valuable partnerships and create sustainable programs to address the growing homelessness crisis.*

Key Area	Objectives
Prevent Homelessness	<ul style="list-style-type: none"><li>• Increase funding and coordination for comprehensive services and emergency housing to assist moving the homeless into permanent, stable housing.</li><li>• Invest in additional shelter beds for targeted populations.</li><li>• Increase/expand outreach services to shelters and encampments.</li><li>• Collaborate with other County agencies – Community Development Agency, Health Care Services Agency, Public Works Agency, and the Sheriff’s Office – to develop an Encampment Toolkit to assist unsheltered persons.</li><li>• Participate in the County Emergency Response Team to coordinate responses to encampments.</li><li>• Reduce the number of people experiencing homelessness in the unincorporated areas of the County and link the homeless to needed services and housing resources.</li></ul>
Housing Preservation	<ul style="list-style-type: none"><li>• Invest in strategies that protect and enhance support to preserve housing and prevent eviction for families and individuals including those who are victims of abuse, financial abuse, or neglect.</li><li>• Create a discretionary fund to assist individuals with one-time emergency housing needs.</li><li>• Partner with the Oakland Housing Authority to augment the CalWorks Housing Support Program, assisting CalWORKs families in Oakland who are at risk for homelessness.</li></ul>
Expand Housing Resources	<ul style="list-style-type: none"><li>• Protect and seek funding to develop and support affordable, accessible, and integrated housing for County residents, including foster youth, immigrants, older adults and individuals with disabilities.</li></ul>
Independent Living	<ul style="list-style-type: none"><li>• Support programs that enable older adults and individuals with disabilities to stay in their own homes and reduce displacement.</li><li>• Advocate for increased service to seniors in existing and new housing initiatives.</li><li>• Promote alternative housing options, such as shared housing.</li></ul>
Youth Homelessness	<ul style="list-style-type: none"><li>• In coordination with ALL IN, establish and sustain a Youth Action Board to advise county agencies and service providers on issues related to homelessness among transition-aged youth.</li><li>• Expand emergency shelter options for youth.</li></ul>

# GOAL E: Commit to Diversity, Equity and Inclusion

*As an Agency, we advocate for programs that help improve the lives of immigrants, refugees, LGBTQ, women and children, boys and men of color, fathers and the disabled—to foster stronger communities and effect positive social change. Racial equity tools are designed to integrate explicit consideration of racial equity in decisions, including policies, practices, programs, and budgets.*

Key Area	Objectives
Equity and Opportunities for All	<ul style="list-style-type: none"><li>• Protect and support policies and practices that eliminate disparities and ensure equitable opportunities and better futures for clients.</li><li>• Continue to actively participate in the Countywide Government Alliance for Race and Equity (GARE) efforts.</li><li>• Support policies and partnerships that focus on addressing critical challenges faced by people of color.</li><li>• Support initiatives and policies that promote and create father-friendly practices that encourage increased male involvement in the intellectual, emotional, and financial well-being of their children and families.</li></ul>
Advocacy	<ul style="list-style-type: none"><li>• Draft issue briefs that analyze the delivery of services to help develop strategies and actions that reduce racial inequities.</li><li>• Support legislation that promotes equity.</li></ul>
Language Accessibility	<ul style="list-style-type: none"><li>• Ensure all materials, including the Agency website, are available in all threshold languages to promote equal access to services for all clients.</li></ul>
Racial Equity tools	<ul style="list-style-type: none"><li>• Use Race &amp; Equity tools to capture an overall approach to integrating race equity into routine decision making.</li><li>• Protect and support policies and practices that eliminate racial disparities and ensure equitable opportunities and better futures for all County residents.</li><li>• Oppose any discriminatory or unequal treatment based upon immigration status.</li></ul>
Immigrant Services	<ul style="list-style-type: none"><li>• Protect and increase access to services for immigrants, including deferred action, temporary protected and undocumented immigrants, refugees, and asylees.</li></ul>
Individuals with Disabilities	<ul style="list-style-type: none"><li>• Support policies and programs that preserve, support, and expand services and opportunities for individuals with disabilities. Preserve and support the Americans with Disabilities Act (ADA) and protect civil rights.</li><li>• Increase employment opportunities by using the “Comprehensive Integrated Employment Blueprint” framework.</li></ul>

# GOAL F: Invest in our Workforce through Improved Recruitment, Retention, Succession Planning and Professional Development

*The Alameda County Social Services Agency's strongest asset is its employees. We are committed to providing professional development opportunities and skills training that prepare our staff for success. The Agency's goal is to effectively recruit, hire and retain high performing staff. We aim to create a culture of success by providing an exceptional work environment that is intellectually challenging and high functioning. Our staff are pro-active and passionate about services and needs of our community.*

Key Area	Objectives
Recruitment	<ul style="list-style-type: none"><li>• Streamline hiring and on-boarding process.</li><li>• Provide continuous hiring with multiple cohorts onboarding simultaneously.</li><li>• Increase awareness of SSA employment opportunities through strategic marketing.</li></ul>
Retention	<ul style="list-style-type: none"><li>• Improve staff productivity by engaging staff, promoting an environment of open communication, offering diverse training opportunities and encouraging staff to take leadership roles, sharing in the Agency's vision, and building collaboration and trust.</li><li>• Increase opportunities for staff development.</li><li>• Continually evaluate tools for staff to increase productivity, accuracy and effectiveness.</li></ul>
Equity and Inclusion	<ul style="list-style-type: none"><li>• Build a diverse staff and strongly encourage applications from candidates of all racial/ethnic and socio-economic backgrounds and individuals of all types of abilities.</li><li>• Ensure all staff are trained in equity and inclusion priorities.</li></ul>
Education and Training for Staff	<ul style="list-style-type: none"><li>• Provide culturally competent training for staff to assist and advocate for individuals with disabilities, survivors of domestic violence, those struggling with substance abuse, mental health, and dual/triple diagnoses.</li></ul>

# GOAL G: Improve Technology & Information Systems

*Technological advances are crucial to building trust with our clients, partner agencies and communities. We are committed to improving our technology systems to allow us to be more efficient and agile in responding to ever-changing client services. Implementing effective technological operational processes will help our Agency maximize productivity for a seamless client experience.*

Key Area	Objectives
Data Sharing	<ul style="list-style-type: none"><li>• Develop policies and systems to make it easier for organizations to share data to better serve clients.</li><li>• Create secure and meaningful data exchanges between systems and services and support data security efforts.</li><li>• Enhance collaboration across County agencies/departments with the use of digital solutions.</li></ul>
Technology Efficiency	<ul style="list-style-type: none"><li>• Assess the usability of providing virtual services, including video conferencing, electronic signature, expanded use of text messaging, and automated response systems.</li><li>• Create a positive customer experience by making available self-service waiting rooms, including charging stations and interactive, multi-function kiosks to access and submit forms for all agency-administered programs, with language selection and disability accommodations.</li><li>• Explore options to create a simplified/single application for eligibility.</li><li>• Expand electronic document submission to include eSAR7s in all threshold languages, as well as renewals, redeterminations and recertifications (RRRs).</li><li>• Improve document imaging process as part of the migration from CalWIN to CalSAWS, a single Statewide Automated Welfare System.</li><li>• Expand the use of informational/training videos, such as those on YouTube.com, to inform both the public and staff of current and emerging tools.</li><li>• Pilot the use of a mobile application to track emergency shelter bed utilization rates for homeless individuals.</li><li>• Use performance data to inform evidence-based decision making as it relates to contracts, program evaluation, cost-benefit analysis, and continuous improvement of programs and services.</li></ul>
End-User Technology Support and Customer Service	<ul style="list-style-type: none"><li>• Create a search tool for staff to clarify policies/procedures and provide quick information on programs.</li><li>• Encourage the use of on-line (Skype) trainings/meetings to work more efficiently.</li></ul>

- Enhance IT customer support to improve and simplify accessibility of technology resources for all.

# Goal H: Commit to Continuous Quality Improvement by Tracking Outcomes & Performance Measures

*As an Agency, we are accountable and transparent in our practices to deliver the highest quality of care. Improving our data collection systems will assist to integrate program planning and budgeting with a focus on meaningful and effective programs. Measuring performance is key to evaluating how well our community programs are doing and whether we are able to serve our communities efficiently and effectively.*

Key Area	Objectives
Improve Program Effectiveness	<ul style="list-style-type: none"><li>• Strengthen partnerships with contractors by establishing regular (annual and biannual) meetings to update partners on Agency's vision and direction.</li><li>• Ensure contractors are aware of and trained in data collection.</li><li>• Collect meaningful data to improve program delivery.</li><li>• Develop MOU's for data sharing.</li><li>• Institutionalize the regular use of data reports by executive and senior managers as a tool for measuring performance and accountability.</li></ul>
Focus on Quality Assurance	<ul style="list-style-type: none"><li>• Ensure performance measures are embedded in 100% of all programs, contracts and initiatives.</li><li>• Conduct regular sight visits for monitoring.</li><li>• Complete implementation of a data base for capturing performance measures.</li></ul>
Process Improvement	<ul style="list-style-type: none"><li>• Promote agency wide staff and customer feedback to improve processes.</li><li>• Enlist outside agencies to evaluate processes to help improve services to clients.</li></ul>
Innovative Approaches	<ul style="list-style-type: none"><li>• Cross-train with other counties.</li><li>• Foster regional policy efforts.</li><li>• Increase the use of multimedia advocacy tools.</li></ul>
Optimize Data	<ul style="list-style-type: none"><li>• Explore interactive data reporting.</li><li>• Promote data governance.</li><li>• Increase use of data-driven decision making.</li></ul>
Advocacy	<ul style="list-style-type: none"><li>• Expand community outreach.</li><li>• Pilot a personnel, administration, and legislation platform to increase policy recommendations.</li></ul>

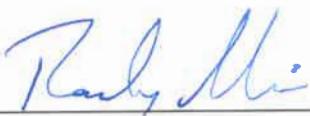
# Acknowledgements

Thank you to the dedication of those who contributed to the development of the Strategic Plan. This plan would not have been possible without your time and active participation in the planning process.

Signed:  Date: 07/31/19  
Lori A. Cox, Agency Director

Signed:  Date: 7-31-19  
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Signed:  Date: 7-31-19  
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Signed:  Date: 31 July 2019  
Carlos B. Sanchez, Assistant Agency Director  
Agency Administration

