

*Placer County*

# Department of Child Support Services

2015/2016 Annual Report



June 2015



The best performance ever, with the best team in 39 years!

Committed to providing quality child support services



# Board of Supervisors Message

BY SUPERVISOR KIRK UHLER, CHAIRMAN

This annual report is part of an ambitious effort by Child Support Services to keep its customers and the public at large informed about its services, achievements, challenges and vision for the future. I hope you will take a few minutes to give it a close look.

The department is a leader in the county's drive to make county government more transparent so taxpayers know how their money is spent and what they receive in return. The department's budget priority is clear: it seeks to maximize staffing, so it can assist as many families as possible. Its experts work closely with parents and guardians to establish financial partnerships to support their children. One sign of the department's success was the more than \$22 million it collected on behalf of families last year.

I am particularly impressed by the department's focus on continuously improving its services and its willingness to consider innovative approaches for meeting customer needs. It can point with pride to a long list of accomplishments last year – which it

dubbed the "Year of the Customer."

It seeks frequent feedback by asking customers to fill out surveys during visits, court appearances and telephone calls. Director Troy Held produced a video viewed at the beginning of each court session to help put customers at ease and explain the process. The department holds frequent training sessions for staff with an emphasis on reinforcing their commitment to providing excellent customer service and has hiring policies that concentrate on recruiting people who are customer-service oriented. The department provides a self-service computer kiosk, maintains a well-stocked Children's Room and renovated its customer lobby to offer better access and make it more comfortable.

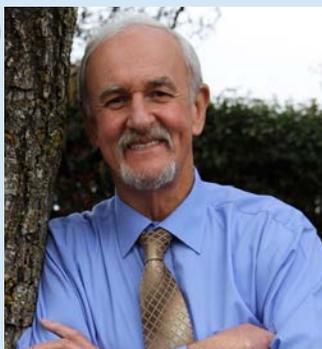
I encourage you to review this annual report to learn more about Child Support Services, its accomplishments and challenges. The department is committed to keeping the public informed and welcomes feedback.



*Placer County Board of Supervisors*

*From left:  
Kirk Uhler,  
Chairman from District 4;  
Robert Weygandt,  
Vice-Chairman from District 2*

*Below from left:  
Jim Holmes, District 3;  
Jack Duran, District 1;  
Jennifer Montgomery, District 5*



# Statewide Improvements



*Above: California State Director of Child Support Services, Alisha Griffin addresses the staff of the Placer County Department of Child Support Services in Rocklin.*

The State Department of Child Support Services (DCSS) exists to provide resources and collect data for the federal government. Alisha A. Griffin was appointed as the new State Director of the DCSS on June 16, 2014. Concentrated efforts are now in place to develop and implement strategies to best support California’s children and families by defining and improving the quality of service and standard practices throughout the State.

Ms. Griffin visited the Placer County Department of Child Support Services (Placer County DCSS) in March of 2015 to discuss her vision, and to seek input directly from those who serve the public to ensure that everyone has a voice in the future of child support service practices. The Placer County DCSS child support professionals had much to offer, most of which mirrored the ideas that are currently in development by the State, including ways to minimize paperwork sent to, and required from the public; improving technologies through online applications, while sustaining the option of manual forms for those who choose not to use the website; and ideas of pursuing opportunities to improve legislation that will strengthen, update, and align child support laws, policies and procedures.

It is truly inspiring to be included in the improvement in the child support system; and the department is looking forward to adopting new processes and witnessing the positive impact of these efforts to the customer experience.

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*Alisha Griffin (left) with Lesley Bell, DCSS Regional Administrator*

**Managing Editor:** Troy Held, Director **Project Manager:** Marjorie Faisst, Staff Services Analyst

**Executive Liaison:** Julie Pollock, Executive Secretary

**Photography and Graphic Design:** Christi Silva, Staff Services Analyst; Marjorie Faisst, Staff Services Analyst

**Content Writers and Contributors:** Troy Held, Director; Tami Uhler, Assistant Director; Jeff Thompson, Administrative Services Officer; Susan Dunlap, Program Manager; Glen Harnish, Senior Attorney; Christine Delgado, Attorney; David Rutz, Attorney; Christi Silva, Staff Services Analyst; Supervisors: Virginia Pinzini, Doug Jastrow, Kristen Mindus; Senior Child Support Specialist, Sherry Sharp; Child Support Specialists: Marsha White, Janine Vienna, Melissa Rose, Janine Martindale, Rebecca Schaefer, Laura Dean, Erica Priddle, Breanna Breitag, Sierra Searle, Jessica Miranda.

# Director's Message 2015/16

The child support program (or family support program as it was originally known) was first developed through federal legislation in 1975. The Placer County Department of Child Support Services (Placer County DCSS) became a stand-alone department in the County in 2001, becoming the third County law office along with the District Attorney and County Counsel. Initially, staffing within the department was as high as eighty-five (85), to over one-hundred (100) people (with contract personnel). Since 2007, the department has reduced its staffing numbers due to multiple factors, while focusing on increased performance and customer service. In Federal Fiscal Year 2013/14, the Placer County DCSS averaged thirty-nine (39) staff members in total; and achieved the following:

- Support Orders acquired through the Court: 93.5%
- Collections on Current Support: 66.7%
- Collections on Cases with Arrears Owed: 66.2%
- With a cost effectiveness of \$3.86
- With collections over \$22 Million!

This has never been achieved before by the Placer County DCSS or District Attorney's Family Support Division in the thirty-nine (39) years since its inception! Including the era where staffing was at well over double the people in the office in 2013/14!

There was a time in the child support program where it was thought that collections on arrears owed could not exceed twenty-five percent (25%) in California. That is no longer the conventional wisdom.

When the dedicated people in the Placer County DCSS were informed of their great accomplishment for the customers and citizens of Placer County and beyond, they responded with, "We will do even better next year!" I believe them.

The Placer County Department of Child Support Services is now partway into the *Year of the Customer*. As a guide: "Customer" includes *all* participants of the child support program and process. Participants include: Both parents (in some circumstances, all parents); children; step-parents; adoptive parents; legal guardians; and grandparents. Customer may also include people who just might need a question answered.

Many times, the family law arena is a very stressful place to find oneself in, due to the emotional aspects of the process, and the intricacies involved in the law. Situations can include the loss of time with one's children, the loss of money, uncertainty in employment opportunities, worry about how to put food on the table, and other emotional challenges. Fear of the unknown, compounded by this instability; creates havoc on a person's emotions. Poor customer service only compounds the trauma.

## YEAR OF THE CUSTOMER

From 2014 forward, the delivery of excellent customer service became the primary goal of the Placer County DCSS. This has included refocusing all employees of the department to concentrate not just on the delivery of the program, but *how* it is delivered. It is no longer enough to provide government services without recognizing and appreciating *who* the government is intended to serve. The department is fortunate to have the most skilled professionals it has ever had, to help achieve this goal. We will focus on the feelings of others, treating people with dignity and respect, and doing it in a compassionate way, with understanding and empathy. It is intended that this action will aid in the reduction of frustration and anxiety to those who are participating in the process, or at a minimum, not add to it.

I am asking you for your continued assistance to help us reach this objective as well. You can help by sharing your experience, and continuing to hold us accountable to deliver on these assurances. This includes the completion of surveys that are in paper format, or in an electronic format on the department's website. If you need one, please send us an email, or give us a call, and we will send one to you. I look forward to working with all of you to improve our customer service. Consider this, our pledge to do a better job for you.

Sincerely,

*Troy Held, Esq. /Director*



# Noted Improvements from the Program Manager

## 2014 achievements are noteworthy!

The department's performance achievements surpassed any other year in the department's history. The department's staff reached heights that have never before been accomplished.

Performance Measures met or exceeded the forecast. The amount of cases with a support order surpassed ninety-three percent (93%); more than ever before. More children and families have the support orders they need. Current support collected reached an all-time high of sixty-six and seven-tenths percent (66.7%). Collections on cases with an arrearage due reached an all-time high of sixty-six and two-tenths percent (66.2%). The department has never in its history, seen collection numbers in the upper sixty percent (60%) range; an amazing feat!

The department continues to show an increase in total distributed collections. The department collected over \$22 million dollars of child support. More than \$20 million dollars was sent directly into homes for families. These amounts reflect the highest ever collected and distributed to date. We thank all of you who provided for your children and those who continue to do so.

To celebrate their outstanding performance, staff attended an all-staff celebration, that included the reveal of these performance numbers and presentation of individual awards. After the meeting, the celebration continued with a catered lunch, sponsored by the management team.

## Success is noticed!

Due to the success of the new Placer County DCSS business model, referred to as the *Placer Stratification Model*, the department has been invited to assist several other county Local Child Support Agencies (LCSAs) with stratifying their caseload, to help achieve success in supporting families throughout California.

The plan to implement and train other counties on this new model involves analyzing current performance data, planning and writing a conversion plan, designing and implementing the plan, training, and ongoing support as needed.

Several LCSAs have adopted the *Placer Stratification Model* and have seen marked improvement in performance. In addition to assisting other county agencies with their conversion, Placer County DCSS has delivered presentations at statewide meetings, and annual statewide conferences on the model, and its success.



*Susan Dunlap, Program Manager has worked for the Placer County Department of Child Support Services for over twenty (20) years. She is highly regarded for her depth of knowledge in child support law, program management, and her dedication to leadership. Ms. Dunlap is the main architect of the Placer Stratification Model.*

## Call Center: Here for You

**CHRISTI SILVA, STAFF SERVICES ANALYST**

The call center at the Placer County Department of Child Support Services provides excellent customer service, while seeking ways to better care for customers. As part of the transition to a statewide child support system, the local child support agencies also transitioned to a new call routing system. Customers are now given one phone number to reach any local child support agency in the State: (866) 901-3212. The calls are routed through the statewide system based on customer responses. Customers also have the ability to self-serve, and get payment information without speaking with an agent.

In 2008, customers calling the department experienced long wait times. Some customers would wait over thirty (30) minutes before speaking to an agent. This was partially due to a lack of call center technology. The department was unable to see how long customers were waiting, or how many callers had hung-up. The first reports reviewed from the new system revealed that callers trying to reach the department were waiting an average of six (6) minutes to reach an agent, and the agents were only answering sixty-eight percent (68%) of calls received. This was found to be unacceptable customer service. It took constant monitoring and data analysis of the system to improve.

Today, agents can monitor the call volume in order to meet the demand. The average wait time is under one (1) minute and the agents are able to answer ninety-eight percent (98%) of calls received. Through efficiencies, the department was able to reduce the number of staffed agents from five (5) to three (3) while still providing full services.



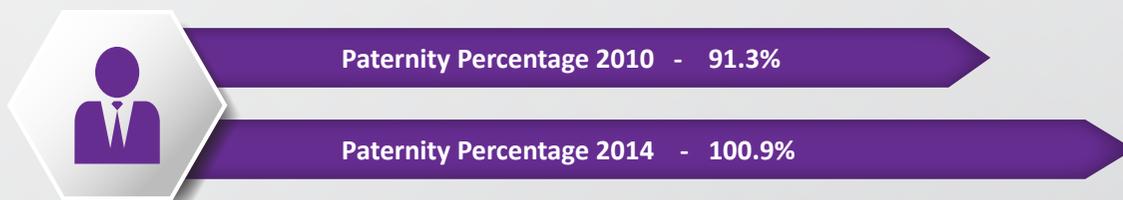
**Placer County DCSS Call Center**

# Performance Achievements

The Placer County Department of Child Support Services (Placer County DCSS) is evaluated on five (5) federal performance measures by the State of California. These performance measures are what make the child support program so successful. They hold the child support agencies accountable to perform at an optimal level. Placer County DCSS strives to annually meet or exceed each performance goal. The following exhibits explain how each of the measures benefits customers with a comparison of past and present performance.

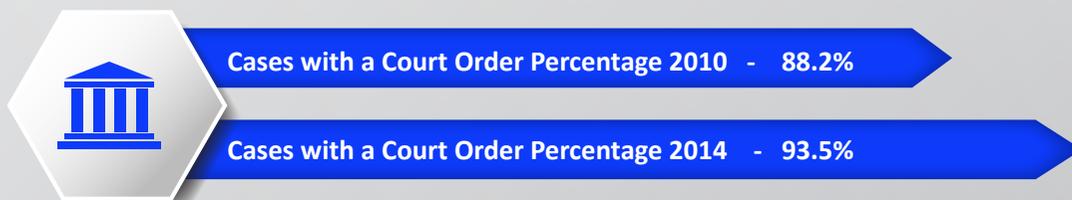
## Paternity Establishment

Establishing paternity provides a child born out-of-wedlock with the same rights as a child born to married parents. Among these may be rights to inheritance, rights to the father's medical and life insurance benefits, and rights to social security and possibly veterans' benefits. The performance goal is to establish paternity for every child born out-of-wedlock. The percentage for this measure is calculated by comparing the number of children in the caseload who have been born out-of-wedlock for whom paternity has been established, to the total number of children in the caseload from the preceding fiscal year. Shifts in caseload size can cause the percentage to be greater than one hundred percent (100%).



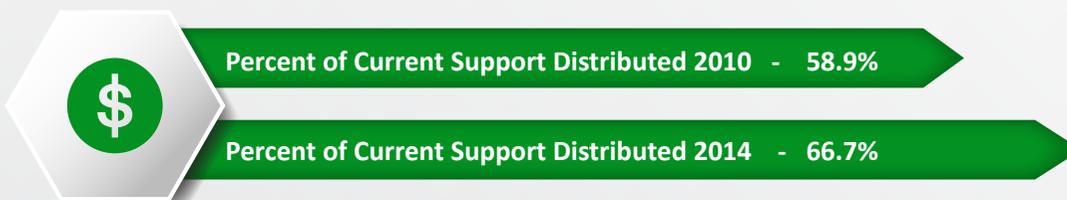
## Cases with a Court Order

Before Placer County DCSS can take enforcement action on a case, there must be a court order for support. Support orders are broadly defined as all legally enforceable orders, including orders for medical support only, and zero support orders (where no money is ordered paid). Orders need to be fair, represent both parents ability to provide support, and are developed based on a federal formula. When requested or appropriate, the department can assist with modification of support orders to ensure that the order is reasonable under the circumstances, and in compliance with the law. This data element measures cases with court orders as compared to the total caseload.



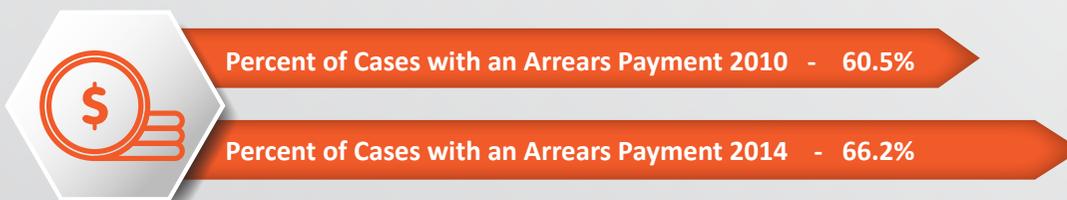
### Current Support Distributed

Collecting and distributing current support helps families become self-sufficient (instead of relying upon Temporary Assistance for Needy Families (TANF)). The department attempts to collect every dollar due each month to make child support a reliable source of family income. The performance standard measures the amount of current support collected as compared to the total amount of current support owed.



### Cases with an Arrears Payment

When the amount collected for current support does not meet the amount of support that is due, this causes past due balances (arrears/arrearages) to accrue. The department will continue to work on collecting the past due balance even if the child/children have emancipated (become legal adults). In addition to regular collections, the automated system used by the child support program searches continuously for income and assets to settle the past due balance. The percentage for this measure compares the number of cases with an arrears payment to the number of cases that have a past due balance.



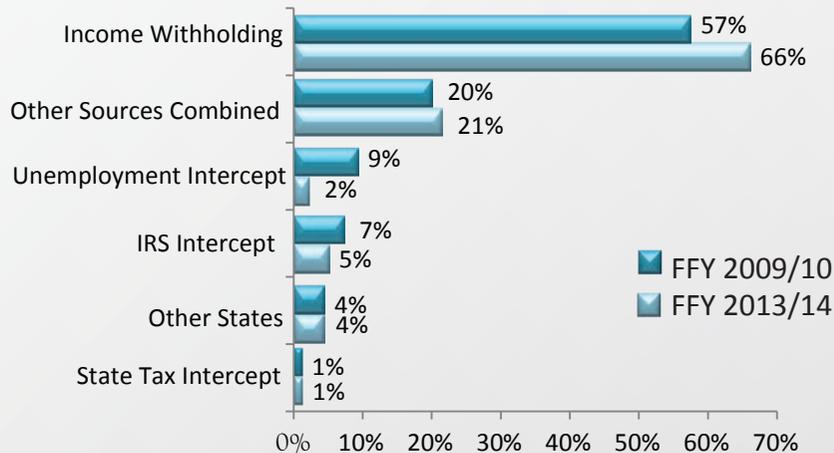
### Cost Effectiveness

The cost effectiveness performance measure ensures efficiency of the child support program. It holds the local agencies accountable to perform at an optimal level. This measure compares the total amount of distributed collections to the total amount of expenditures. In Federal Fiscal Year 2013/14, for every dollar spent by the department, the department collected three dollars and eighty-six cents (\$3.86). To improve this measure, the department focuses on increased collections which equates to more money delivered to families and better cost-effectiveness.



# Collection Performance

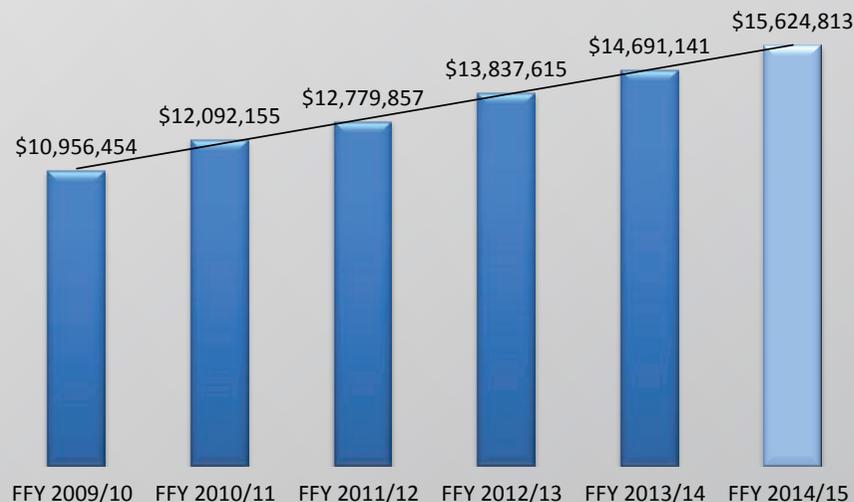
## Collections by Source FFY 2009/10 and 2013/14



The graph above depicts the department's collections by source for Federal Fiscal Years (FFY) 2009/10 and 2013/14. In 2010 the department saw the lowest point in the down-turned economy. Collections from unemployment were up to nine percent (9%) and the collections from income withholding were less than sixty percent (60%). The department still managed to increase collections by four hundred sixty thousand dollars (\$460,000). As the economy began to turn upward, so did the department's collections from employers.

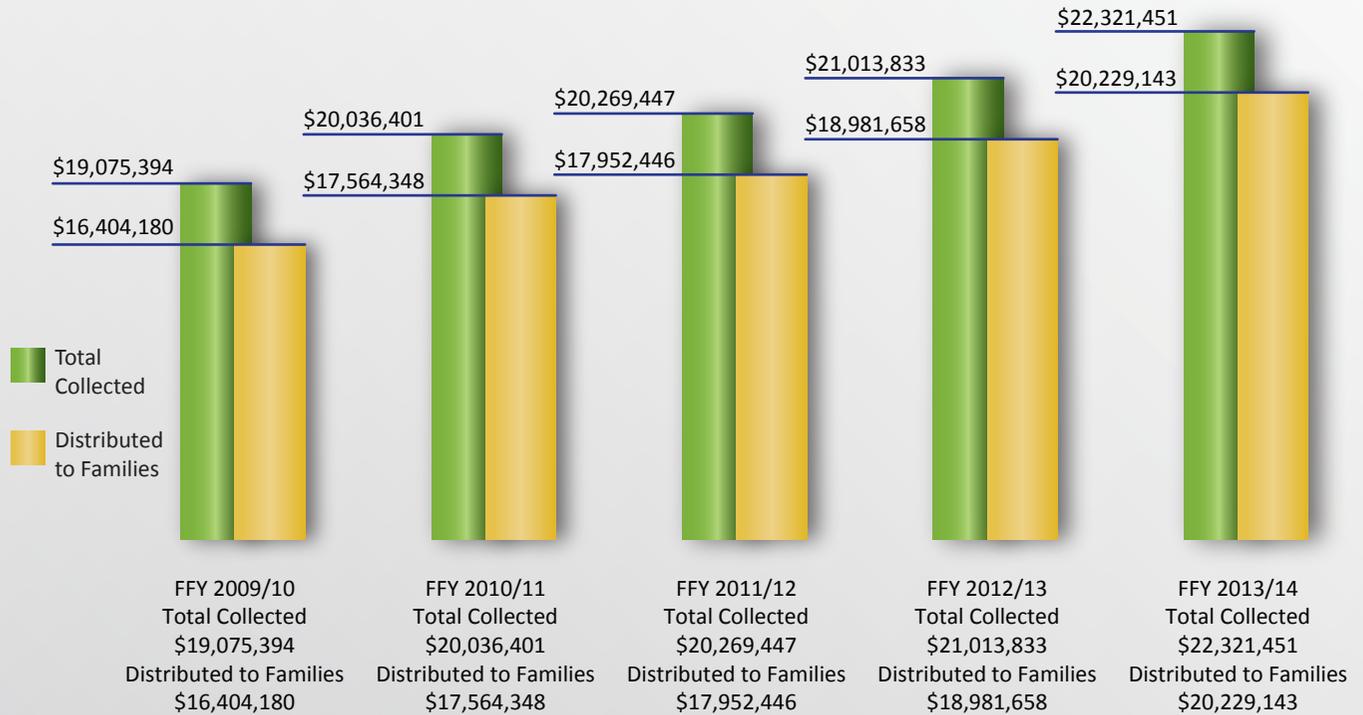
The second chart depicts the collections from income withholding for the past five (5) years and a projection for the current year. From FFY 2009/10 to FFY 2013/14 the department increased collections by \$3.7 million. Based on the past trend, the department could increase collections from income withholding by one million dollars (\$1,000,000) for the current FFY.

## Income Withholding Projection



## Distributed Collections

The Placer County Department of Child Support Services distributed over ninety percent (90%) of collections to families in Federal Fiscal Year 2013/14. This provided families with \$20 million dollars in support. The balance was recouped by the government for money that was expended on child support families who received public assistance, while having a child support order. Below is a graph showing total collections, and collections distributed to families for the past five years.



Carl Gonsolin, Administrative Clerk



# Community Outreach

**MARSHA WHITE,  
INTERIM CHILD SUPPORT SPECIALIST SENIOR**

Child support professionals participate in community outreach events in an effort to provide a greater understanding of the child support program, and its services.

Members of the department collaborated with the Department of Motor Vehicles, Placer County's Legal Help Center, and many other agencies to provide free services for the 2014 Placer County Veterans Stand Down. At this event, a military veteran could have walked into a room with a suspended driver license, a warrant for failure to appear in court, and little hope of ever paying off a debt that they have been carrying around for years. With the services available at that event, they could walk out of that very same room with a valid license, a plan for getting a handle on their legal issues, and a renewed sense of hope.

By taking its services into the community, the department is able to expand its reach and fulfill its primary goal of serving customers. In 2014, child support professionals attended the Roseville Community Awareness Day; the Auburn Big Time Pow Wow at the Gold Country Fairgrounds; and many other community events in Placer County where the department sought to provide information to the public.

The department is looking forward to expanding its efforts in 2015. This is done with the realization that not everyone is aware of what services the department provides. That is why every effort is made to reach out, educate, and serve all who could benefit from the child support program.



*Marsha White, Interim Child Support Specialist Senior; and Glen Harnish, Senior Attorney at the 2014 Placer County Veterans Stand Down*



*Child Support Specialists  
Erica Priddle and Breanna Breitag*

# Educational Workshops

**BREANNA BREITAG AND ERICA PRIDDLE,  
CHILD SUPPORT SPECIALISTS**

The Placer County DCSS, in collaboration with the State of California Department of Child Support Services (DCSS), offers a program to compromise the amount of past due child support that is owed to the State. This program is known as the Compromise of Arrears Program or COAP. COAP is for those customers who fit certain requirements and are interested in compromising their State-owed child support debt. If an individual applies and qualifies, a personalized repayment plan could significantly decrease their debt owed to the State of California.

In line with the department's theme for 2014/2015, "The Year of the Customer", Placer County DCSS has made it a priority to communicate with its customers the opportunity that COAP could provide to them. A monthly workshop has been designed to benefit the customer and provide vital information about this program. The workshop takes place in the Placer County DCSS main office in Rocklin, and consists of child support professionals working alongside parents to determine if the child support they owe to the State qualifies for entrance into the COAP program.

The first COAP workshop was held on January 14, 2015. Those who attended expressed initial reluctance in addressing a problem that, in many cases, has long been affecting their lives. They all left with a completed COAP application, and business card of their assigned child support professional; to begin the COAP process.

This program not only benefits the public in helping to reduce arrears balances that might otherwise go forever unpaid, but also benefits the customer by potentially reducing debt, and stopping the enforcement actions taken against them.

## 1058 Window Project

**SIERRA SEARLE, CHILD SUPPORT SPECIALIST**

Thousands of Placer County Department of Child Support Services' (Placer County DCSS) customers each year have their child support issues heard in court at the Santucci Justice Center in Roseville.

Often this can be someone's first experience in a family law courtroom. In an effort to educate these new customers about the courtroom process, the Placer County Telecommunications Division's, Media Services Team assisted in producing an introductory video which is shown in court prior to each court session. The video introduces the Placer County DCSS Director Troy Held, as well as the assigned Court Commissioner Michael Jacques.

The video discusses the department's role in the proceedings and what customers can expect before, during, and after court. This includes an introduction to the *1058 Window Project* process. The *1058 Window Project* provides for the videoconferencing technology utilized in the courtroom that enables the department to generate court orders as they are being stated by the Court Commissioner. These orders are then reviewed and signed by the Commissioner, copied by the department professionals, and provided to all parties before they exit the courtroom.

The video also provides a brief overview of the child support hearing format. The intent is to familiarize parties without legal counsel to the courtroom process.



*Sierra Searle, Child Support Specialist*



*Janine Vienna, Child Support Specialist*

## Customer Kiosk

**JANINE VIENNA, CHILD SUPPORT SPECIALIST**

Placer County DCSS prides itself on providing excellent customer service. One way in which the department achieves this service is by providing a customer kiosk.

The kiosk enables parents to pay support by making the payment online with their debit/credit card, or to pay directly from their bank account. It allows the person receiving support to sign up for direct deposit or to receive child support payments on an electronic payment card. Customers can also check their account status through the California State Disbursement Unit.

In addition, customers can also use the kiosk to file an unemployment insurance benefit claim, a State disability insurance claim, or check the status of previous claims. Also, they can access several employment websites to help find a job. Access to the Placer County Department of Health and Human Services (HHS) website can be accomplished, where application for assistance through the CALWORKS program, CALFRESH, and Medi-Cal can be completed. Lastly, customers can apply online for affordable health insurance through Covered California.

Friendly, professional staff are always on hand to assist with the many features and benefits the customer kiosk provides, which allows the department another means of providing excellent service to the public.



# Child Support Training Program

## **JANINE MARTINDALE AND MELISSA ROSE, CHILD SUPPORT SPECIALISTS**

The Placer County Department of Child Support Services (Placer County DCSS) is extremely selective when choosing members of their team. Due to the specialized type of work, few child support specialists are hired with prior knowledge of the child support program. Therefore, during Placer County DCSS' selection process, the focus is on the intangible characteristics of the job. These characteristics include an open attitude, a passion for knowledge, and a love for the community served. All of these are essential components to providing exceptional customer service, and mastering the skills necessary to learn from the extensive training program.

Some highlights of the training program include, but are not limited to: locating individuals; establishing paternity; opening a new case; enforcement actions to collect ongoing and past due amounts (arrears); and preparing documents for court to set or adjust payments. Because Placer County DCSS customers' privacy is of top concern, emphasized throughout these instructions is a focus on confidentiality. New employees are trained to manage each and every component of their caseload with confidentiality in mind.

Placer County DCSS trainers' methodology ensures the department meets federal and State guidelines. This methodology includes a classroom style introduction to material; web-based training; hands-on instruction; and independent work which accommodates all learning styles; giving trainees many opportunities to master the federal and State guidelines, rules, and regulations. This training expands over the course of three (3) to four (4) months to facilitate the described instruction. It even includes pairing newly hired employees with mentors, while becoming familiar with their new caseload.

After completion of the Placer County DCSS training program, the end result is a new child support specialist with the tools to provide exceptional service to the customers they serve.



*Child Support Specialists from left:  
Janine Martindale, Melissa Rose, and Robert Grob*

## Case Initiation

### REBECCA SCHAEFER, CHILD SUPPORT SPECIALIST

At the Placer County Department of Child Support Services (Placer County DCSS), the establishment team is focused primarily on opening cases and obtaining child support orders. The department is also tasked with educating, and guiding customers through the case opening process. Cases usually open within two (2) business days and the customer is contacted to discuss the next steps of the process. The establishment team is praised by customers who are often times surprised by the ease and quickness in which their case was initiated and opened for services.

The establishment team is able to work so efficiently because of caseload stratification. This process allows dedicated team members the ability to concentrate their efforts solely on the unique requirements and challenges in opening a new case. The customer begins their relationship with the department as an informed and empowered partner. This enables the department to provide excellent customer service and dedicate the time and attention necessary to meet the needs of its newest customers.



*Director Troy Held with Rebecca Schaefer, Child Support Specialist*

## What Our Customers Are Saying...

**"I must say it has been a pleasure each time I have spoken with someone from Placer County Child Support Services. You seem to understand all sides and look out for what is best for all parties involved."**

**"Everyone there is very helpful and always answers my questions."**

**"I wanted to once again let you know how appreciative I am of the time and effort you gave to help me understand the child support world. It was and is refreshing to have the good fortune I did in having found someone to kindly answer my many questions and believe me when I had issues..."**

**"I wanted to pass along my thoughts on your department's willingness to step in and offer assistance when needed. Your office always responds with a pleasant manner."**

**"I want to thank you for your excellent customer service with a beautiful smile. You have been a joy in helping me get through and over my hurdles."**

**"Thank you for quickly assisting. You've always been helpful and patient."**

**"You all have been so helpful and are the best. I've been working with you since 2006."**

**"Thanks for everything. I've found that your team is professional in all phases of their job description."**

**"Thank you so much for your help. I really do appreciate your professionalism and efficiency. I know I'm not your only case or even more important on your list than anyone else so again thank you."**



## Meet the Legal Team



### **Director of Child Support Services**

#### **Troy Held, Attorney at Law**

Mr. Held has guided the department through several years of static funding and staff reductions, while still focusing on program performance improvement, department and staff development, customer service, and priority-based budgeting. This focus has helped the department to achieve never-before-seen improvement in program performance, collections, and distributions to families. Mr. Held is currently a member of the Coordinating Council for the Placer County Priority Based Budget Committee, and a member of the Child Support Directors Association, Finance Committee. In addition to his dedication to the child support program, Mr. Held has also served numerous

local community organizations over the years, including as a Parent Teacher Association (PTA) Vice-President and an elected Governing Board Member for the Colfax Elementary School District. Mr. Held has received the following recognition since his appointment as Director in 2007: Successful Statewide Implementation of the California Child Support Automation System, 2008; Outstanding Leadership Award, Placer County, 2009; Successful Implementation of the Enterprise Customer Service Solution Interactive Voice Response and Call Routing System, 2009; Certificate of Special Congressional Recognition from Tom McClintock for Outstanding Service to the Community, 2009; Placer County Cost Savings Task Force, Outstanding Performance and Lasting Contributions, 2010; California Department of Child Support Services, Most Improved in Distributed Collections FFY 2011; Recognition for having met or exceeded all program performance goals for 2013; Recognition for collaboration with the California Department of Child Support Services in hosting the Child Support Immersion Program, 2014, and Recognition by the federal Office of Child Support Enforcement for a National Best Practice and numerous other awards and recognitions for the *1058 Window Project*.



### **Assistant Director**

#### **Tami Uhler, Attorney at Law**

Tami Uhler is the Assistant Director of the Placer County Department of Child Support Services and is second in command. She was admitted to the California State Bar in 1994. She has been a resident of Placer County since 1975. A product of local schools (Franklin Elementary and Del Oro High School), she is a graduate of the University of Southern California with a degree in Political Science, and a minor in Psychology. She earned her Juris Doctorate degree from University of the Pacific's McGeorge School of Law. She is a former Placer County Deputy District Attorney. She joined the Department of Child Support Services in 2009, and currently oversees the legal unit. Tami is a member of the Placer

County Bar Association, and a former member of its Board of Directors. She served from 2008 to 2014 on the Board of Directors of KidsFirst, a local not-for-profit with public/private funding, which is dedicated to protecting and advocating for children. She currently serves on the Placer County Executive Officer's Employee Engagement Committee. In 2010, she completed courses for the Child Support Leadership Institute through the University of California. Tami is currently working toward a certificate from the California State Association of Counties (CSAC) Institute for Excellence in County Government. After 30 years in the beauty pageant industry, Tami founded *UP Pageantry*, a 501(c)(3) to educate, inspire, and enrich young women while enhancing personal growth and leadership skills. Tami also enjoys multiple creative activities, reading, and attending rock concerts.



**Glen Harnish, Senior Child Support Attorney**

Glen Harnish was born in Fresno and grew up there, and in Carmel, California. He moved to Massachusetts for educational purposes, earning a Bachelor's degree at Harvard, a Master's in Business Administration at Babson College, and his Juris Doctor at Suffolk Law School. Glen's first career was in the indoor tennis business as general manager and partner in a ten-court indoor tennis club. After law school Glen practiced general law as a sole practitioner in Massachusetts before going to work for the

Sacramento law firm of *Anderson, Goff and Wilson*, in 1997. Glen joined the Placer County Department of Child Support Services in 2001. Glen is the department's Tribal Liaison; Civil Rights Officer; Workers Compensation Coordinator; and Federal Enforcement Coordinator; and has served on several state child support committees. In his free time Glen enjoys gardening, walking, swimming, raising Labrador Retrievers, and is a fan of both San Francisco and Boston baseball and football teams.



**Christine Delgado, Child Support Attorney**

Christine Delgado has worked in the child support program for the past seventeen years, beginning with the program in San Mateo County in 1995, joining Placer County in 1999. She is the department Appellate Coordinator, and has previously been a contributing editor for the *Cases of Interest to Child Support Attorneys*, an annual publication which serves as a legal resource for child support attorneys statewide. She is well versed in all aspects of a child support case, including establishment, enforcement,

negotiations, and court appearances. She is actively involved in program improvement, training, and mentoring. She was admitted to the State Bar of California in 1987. She received her law degree from the University of Hong Kong, and practiced as a Solicitor before moving to the United States. Previously she worked for an international law firm in San Francisco, practicing corporate, real estate, and immigration law.



**David Rutz, Child Support Attorney**

David Rutz has worked the past nine years for the department. David is a native of Pennsylvania. His parents are from the east coast and worked for the U.S. Air Force, and in the nursing field. While growing up, David lived overseas in Japan, and in various states in the U.S. including: Alabama, California, and Florida. David received his Bachelor of Arts degree in Government from California State University, Sacramento, and his Juris Doctorate degree from the University of the Pacific, McGeorge School of

Law. He first practiced law in the personal injury area, then worked for twelve years in the insurance field prior to joining the Placer County Department of Child Support Services. David's outside interests include cycling, antique automobiles, and music. He has bicycled throughout northern California, as well as the San Juan Islands, and across the state of Iowa along with 11,000 other cyclists. David enjoys attending live music concerts in the Sierra Foothills, as well as collecting records, and antique jukeboxes and phonographs from the 1940's and 1950's. He also tinkers with, and maintains his 1965 convertible, which is frequently driven throughout the Sierra Foothills on sunny days.

# Legal Enforcement of Child Support Obligations

**GLEN HARNISH, SENIOR CHILD SUPPORT ATTORNEY**

The Placer County Department of Child Support Services (Placer County DCSS) represents the county interest in establishing, modifying, and enforcing child support obligations. Both parents have an equal responsibility to support their child(ren). When payments are late or missed however, then a number of enforcement mechanisms become activated.

Sophisticated systems are in place to discourage past due support (arrearages). These systems include license suspensions (both driver and professional licenses); bank account levies; real property liens; passport denial; income tax refund intercepts; unemployment insurance benefits intercepts; state disability benefit intercepts; and others. Enforcement mechanisms which involve the courts include seek work actions, and contempt actions.

Unpaid child support arrears accrue interest by law. It is in the best interests of all of the family members that both parents stay engaged with the Placer County DCSS to keep arrears from accumulating, and to insure that the proper child support is paid monthly.

Child support professionals can also assist customers with options for license release, and modification of child support orders. A new child support order is needed to replace an existing order when circumstances change; the existing order remains in effect until legally changed.

Child support professionals at Placer County DCSS strive to assist customers to understand their role, and what can be done to avoid arrearages. Assistance includes modification of orders when circumstances change, cooperative written agreements (stipulations) which are then filed with the Court, and in some cases, compromise of arrears owed. Placer County DCSS assists and educates both parties to understand their rights and responsibilities regarding child support. Placer County DCSS does not represent either party, but does represent the public-at-large.

Placer County DCSS professionals are happy to assist customers with their child support orders when work or life situations change, and to educate the public on the services provided.

*Aliyah M. enjoying the playroom*



*The department received another award recognizing the hard work and dedication of the people at the Placer County Department of Child Support Services, the Courts, and the customers of the department.*



March 20, 2015

Mr. Troy Held, Director  
Placer County  
Department of Child Support Services  
1000 Sunset Blvd., Suite 200  
Rocklin, California 95765

Dear Mr. Held:

I would like to take this opportunity to acknowledge the Placer County Local Child Support Agency (LCSA) staff for your hard work and commitment to enhancing the child support program in California throughout Federal Fiscal Year (FFY) 2014.

In reviewing final performance data for FFY 2014, Placer County LCSA exceeded its performance goals in the following federal performance measures: paternity establishment, cases with support orders and cost effectiveness. In addition, the LCSA improved upon FFY 2013 performance in other federal performance measures: collection on current support and cases with payment on arrears. The Placer County LCSA is among the top 10 most cost effective child support programs operating in California. For every dollar expended in FFY 2014, the LCSA collected \$3.86 in child support. Additionally, the LCSA increased Distributed Collections in FFY 2014 by \$1,307,690 when compared to FFY 2013. This means more families within your county are receiving the benefit of child support. The work done by you and your staff make a difference not only to your community, but to child support statewide.

I wish to personally express my appreciation for all the work you and your staff have done to improve the lives of California's children and families and acknowledge your contributions to the State's overall performance in FFY 2014.

Sincerely,

Alisha A. Griffin  
Director



# Director's Challenge Award

is hereby presented to

**PLACER COUNTY CHILD SUPPORT SERVICES DEPARTMENT**

For excellence in successfully meeting the Director's Challenge for federal fiscal year 2014 by increasing the amount of distributed collections by five percent or more over the prior year.

March 2015



Alisha A. Griffin, Director  
California Department of Child Support Services



**Department of  
Child Support Services**

Troy Held, Director

**Rocklin Office**

**1000 Sunset Blvd., Suite #200  
Rocklin, CA 95765**

**Tahoe Office**

**5225 North Lake Blvd.  
Carnelian Bay, CA 96140**

**Customer Connect 1-866-901-3212  
Ombudsperson 916-435-5757**

**Visit our website: [www.placer.ca.gov/childsupport](http://www.placer.ca.gov/childsupport)**