

2016 Annual Child Support Training Conference & Expo



PIECING IT ALL TOGETHER

Awards Program

May 4, 2016

Garden Grove, California



CHILD SUPPORT DIRECTORS ASSOCIATION OF CALIFORNIA

List of Awards

Truly B. Knox Award

(Recognition of Outstanding Service to the Child Support Program)

The purpose of the Truly B. Knox Award is to formally recognize, on behalf of the Child Support Directors Association (CSDA), exceptional achievements or accomplishments of a member of the child support program in advancement of the program by extended leadership and service to the program or in recognition of career service to the Child Support Program.

The Truly B. Knox Award is considered to be the highest award for service to the child support program. Generally, the recipient will have demonstrated leadership in the field, not only in their own jurisdiction, but also statewide or nationally. This may be recognized in the form of extended advocacy on behalf of the program, providing leadership and direction to a local program, major statewide initiative, or through other activities that demonstrate leadership qualities and ability to effectively collaborate toward improving California's Child Support Program.

William R. Knudson Award

The purpose of the William R. Knudson Award is for the local child support community to formally recognize, on behalf of the Child Support Directors Association (CSDA), the achievements or accomplishments of a public employee toward the positive advancement of California's Child Support Program.

Generally, the employee shall have had a history of accomplishment and service in the child support field. The employee shall be recognized for her/his specific accomplishments to assist local child support agencies in their efforts to increase performance at the local, state and federal level. The employee will have demonstrated leadership qualities. This may be recognized in the form of advocacy on behalf of the program, proven leadership and direction on a "high value" project, or through other specific activities that demonstrate leadership qualities and ability to work collaboratively.

Outstanding Program Award

The Outstanding Program Award recognizes a local child support agency that has consistently exemplified providing quality child support services to its constituency and its community.

Outstanding Individual or Group Achievement Award – Local or Statewide Impact (All Staffing Classifications)

The Outstanding Individual or Group Achievement Award recognizes child support professionals who have made a significant contribution to either their local child support agency or to a statewide effort to improve program performance, improvement in customer service, and/or

going "Above and Beyond" in supporting the effort to bring exceptional service to the families we serve or the community. Individuals or groups in any classification may be recognized for their impact.

Program Awareness Award

The Program Awareness Award recognizes a local child support agency that has instituted an effective public awareness campaign to raise community awareness about important IV-D services offered locally. The award can be presented for establishing an effective public awareness campaign; the use of newspaper articles or TV/radio spots to highlight its program; or for other efforts to create a positive public image of the Child Support Program.

Positive Collaboration Award

The Positive Collaboration Award recognizes a public or private entity or individual, or a team/unit or individual from a local child support agency that has gone above and beyond in collaborating with an LCSA(s) and/or the California Department of Child Support Services in improving the Child Support Program.

Innovation in the Child Support Program

The Innovation in Child Support Program Award strives to identify and recognize a local child support agency and/or other governmental entity that has demonstrated outstanding examples of creative problem solving by developing and implementing innovative project(s), service(s), or program(s) which improve the delivery of child support services. Nominations are encouraged from a full scope of child support activities including, but not limited to, performance improvement, employee training, management initiatives, technology, or budget management.

Judicial Partner of the Year Award

The Judicial Partner of the Year Award is presented to a Judicial professional who has demonstrated creativity and/or innovation when working in cooperation with the child support program to the benefit of California's families and children; and consistently promotes an attitude and demeanor that makes the legal process accessible to all.

Employer of the Year Award

The Employer of the Year Award recognizes an employer -- public or private sector -- that has improved the lives of children and families through the effective administration and enforcement of child support.

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*The Child Support Directors Association
extends its congratulations to all the award winners.*

Truly B. Knox

Dr. Steven Golightly, Director, Los Angeles County

This year's **Truly B. Knox award** recipient is **Dr. Steven Golightly**. He is known by many across the child support community, is rarely a stranger to any one, has traveled far and near, yet, is unfamiliar with what lies behind the next curtain. His working wings stretch across the nation from the far-east to the far-west. Steven has a long dedicated career in programs that help children and families. In 1999, he accepted a position miles away from home to work for Social Services in Los Angeles County. When the child support program departed from the DA's office he decided to begin a career in a local child support program.



Dr. Steven Golightly was appointed to the position of director in 2007 and continues in that role today. Since becoming director, he has unselfishly and generously allowed for the development of tools to assist in the management of cases, and has assisted many of us with data analysis and acquisition.

Chairing the CSDA Conference Planning committee for two years is where many of you may have first met Steven or possibly at one of the many events spearheaded by him, such as the 2005 and 2007 Los Angeles County Blue Ribbon Summits, or the 2012 Changing Face of Child Support Summit where both current Commissioner Turetsky and former Commissioners Bean and Heller were present, or even perhaps at his 2013 Fatherhood Summit. Maybe it was at an NCSEA or WICSEC conference as he has served on both boards and spoken at many events. Could it have been while attending college to obtain a bachelor's degree in Business Management or while at Cal State University getting a Master's degree in Public Administration? Maybe you met him while earning a doctorate in Public Policy? Or, could it have been while he served as the Chair of the CSDA Board?

Under his leadership his LCSA won the Federal Commissioner's Award for the Best in the Nation IV-A- IV-D Collaboration. He currently serves on the Advisory Board for the College of Business and Public Policy at California State Dominguez Hills, and on the board for UpRising Yoga – a nonprofit organization providing disadvantaged youth with yoga lessons.

Considering that in 2007, the current support rate in the Los Angeles County LCSA was 45% and it is now 61%, says quite a bit about Dr. Steven Golightly's leadership abilities. Every Sunday he sends an email to all 1500+ staff to welcome them back to work and to update them on current departmental activities. He manages the largest locally operated child support program in the state with over 1,500 staff, an annual budget of \$173 million and a caseload of 277,000.

He is happily married, has three grown children, five grandchildren, two dogs and a cat.

William R. Knudson

Edward McCue, Chief Child Support Attorney, Riverside County

The recipient of the **William R. Knudsen award** is **Edward McCue**.

In 16 years of service, Edward has moved up in the attorney ranks starting out as a Deputy Child Support III and advanced to the position of Chief Child Support Attorney. Throughout his career, Edward has consistently supported the efforts of the California Child Support program. He has represented the Local Child Support Agencies in a variety of State and county outreach functions, has presented at CSDA conferences on legal topics such as “CSE for Attorneys – Practicing Law in the Statewide Automation Environment,” and is also a long standing member of the Legal Practices Committee. Edward has been a mentor in the Youth in Government Program sponsored by the Board of Supervisors in Riverside County.



Edward has always focused on the advancement of the child support program and, in particular, the integration of technology into to the court process. Through his advocacy, Riverside County was an early adopter of the electronic filing of documents. He has implemented all 14 legal documents currently capable of being e-filed in CSE and is in the process of piloting the expansion of e-filing documents in CSE to even more documents.

In addition to the e-filed documents, at his direction, the court process in Riverside is a paperless process. Using existing data and case management systems such as Judicial Access, Central Scan, and e-filing in conjunction with laptops in the courtroom the attorneys and legal support staff have everything they need to prepare and present cases without relying on any hard copy documents. This effort to work in a paperless system was implemented with Riverside’s conversion to CSE making Riverside County one of the first counties to go paperless in California. In addition to supporting Riverside’s efforts, Edward continues to assist the State and other counties who are seeking to move in the same direction.

Outstanding Program

Contra Costa County

The **Outstanding Program award** is awarded to **Contra Costa County** in recognition of their demonstrated history of success since its creation in 2001. In 2015 specifically, Contra Costa had the highest increase in total distributed collections statewide at 5.61% increase over the prior year.



Contra Costa has consistently been above the statewide averages in the Federal Performance Measures with increases in every measure. Of particular note has been their increase in cost effectiveness to \$3.75 by the end of 2015. In Statewide federal performance measure rankings, Contra Costa jumped from 22nd place in 2013 to 8th place in 2015.

Contra Costa has a reputation for innovation in streamlining business processes and embracing technology. In 2015, the department implemented case stratification based on past payment performance. This provided case workers with similar types of cases and made it easier for them to focus on getting payments. In 2014, Contra Costa worked with California DCSS to simplify taking cash payments at MoneyGram, which has enabled collections of over \$5 million to date statewide. In 2012, the department developed a process to work cases with Smith/Ostler orders. In 2015, a database system was developed to help track these cases and collections on these cases have grown to over \$3.5 million.

The department believes in working smarter and is constantly on the lookout for opportunities to improve processes. In every instance, Contra Costa shares their innovative practices and technologies with other counties and the State for the betterment of all.

Outstanding Program

Los Angeles County

The **Outstanding Program award** is awarded to **Los Angeles County** in recognition for their innovative approaches to improve the delivery of child support both locally and across the State.



The Los Angeles County Child Support Services Department (CSSD) is the largest locally operated child support agency west of the Mississippi. It employs 1500 employees, and oversees approximately 282,000 cases. Its yearly collections average \$435 million. CSSD has developed and implemented a series of improvements within their county that has led to improved customer service and heightened collections on behalf of children and families.

One of these innovative strategies includes opening its newly renovated office of the future. The redesign provides a welcoming customer-focused atmosphere featuring an inviting lobby area, open reception counter, and a safe children's play area. The goal is to make parents feel welcome in a warm and professional environment as they come to address their child support issues. This new office consolidates services within one centralized business park, reducing the overall total square footage by 18,889 square feet and a projected annual savings close to \$1.0 million.

Mid 2015, CSSD implemented an Early Intervention Division consisting of 24 staff working a revolving caseload of approximately 10,000 cases. All newly obtained money judgments are routed to this division, whose goal it is to make contact with the parties, explain the child support process, and ensure a first payment. This division focuses on an innovative employer-centric way of approaching these cases to get them paying early and consistently before handing the case off for long term enforcement.

Also implemented in 2015 was the Business Intelligence Division. This division's mission statement is "Making data-driven decision-making a reality." Early successes include the implementation of the Early Intervention Division, a case segmentation reset, and a variety of department-wide projects. This division's work has been recognized by Los Angeles County as recipients of the prestigious Silver Eagle Award, recognition by the Government Transformation Conference as a Top 5 program, and recognition by the National Association of Counties. In addition to their efforts on behalf of CSSD, this division also assists many other counties throughout California for reports and queries as needed.

CSSD also undertook a project to develop a targeted and sophisticated approach to pursue collections from Qualified Domestic Relations Orders (QDROs). The project team focused on parents with earnings in excess of \$3000 per month, as well as a variety of other factors, to develop a list of over 1200 potential cases for processing. Ninety cases have already gone through the courts approval process as well as the plan administrators yielding more than \$1.6 million in collections and are on track to meet their target goal of \$4 million in FFY 2015-16.

CSSD has consistently implemented new and innovative strategies to improve the quality of child support services to their customers, their community, and the child support program as a whole.

Outstanding Individual Achievement

Marissa de Almeida, Chief Attorney, Stanislaus County

The 2016 **Outstanding Individual Achievement award** goes to **Marissa de Almeida**. Whether working in her capacity Chief Attorney for her county, providing Customer service, or focusing on Performance Management, this person makes an outstanding and significant contribution to not only her LCSA staff, but also to the child support program at the Local, Statewide and National levels. As stated by her Director, "She is the perfect blend of employee for a child support agency; able to balance her legal and operational decision-making in a way that drives organizational performance for our staff and customers."



Locally, Marissa initiated the "Collections in Court" program which resulted in over \$71,000 of additional child support collected by her LCSA in one year. The project generated a healthy competition amongst her legal staff and attorneys to collect child support while in court. Additionally, with enhanced performance in mind for her LCSA, Marissa implemented an attorney intervention project on arrears only cases.

Marissa provides exemplary customer service to her internal staff, the families she serves, and the agencies that partner with the child support program. Specifically, Marissa insures that families receive fair treatment and that their questions are answered thru the legal process. She also was the spark to a new and positive relationship between her agency and the non IV-D court, paving the way and opening doors to new partnerships. Finally, Marissa provides child support education and awareness to her community by reaching out and meeting with her local bar association.

At the state level, Marissa is an active and contributing participant of many functions and groups, including the 2015 CSDA Conference Planning Committee, and recently agreeing to co-chair the 2016 CSDA Legal College. She is an active member of the CSDA Legal Practices Committee, the Judicial Council Forms Subcommittee and the Managing Attorney Forum. She has also presented on various child support topics at CSDA conferences and colleges.

On the federal level, Marissa has presented at WICSEC and ERICSA conferences, and she continues to support federal OCSE goals by giving her input and guidance for the Stanislaus Child Support Parent Employment Demonstration (CSPED) program, making sure the program maintains a dedicated court calendar, and making appearances on that calendar.

Through her many years in the child support program, in the words of her Director, Marissa de Almeida has proven to be "a highly skilled, professional, innovative, committed and invaluable individual, highly deserving of the CSDA Outstanding Individual award."

Outstanding Group Achievement

San Mateo County Court Team, includes Creative Court Team Lead Carlos Hernandez, Child Support Supervisor, also Robert Sanchez, Lead Legal Attorney, Sonia Ortega, Lead Child Support Analyst, Dennis Dumpias, Enforcement Child Support Analyst and Erika Orozco, Establishment Child Support Analyst

The **Outstanding Group Achievement award** goes to the **San Mateo County Court Team**. The starting point of all achievement is desire. Child support professionals have an enormous amount of desire to improve the lives of children and families. No automation or fancy tools can take the place of their ability to engage in meaningful conversations with parents about their child support case. Carlos Hernandez has been a Child Support Supervisor on the Enforcement Team since April 2008. One of his desires was to make improvements to San Mateo County's Review and Adjustment process. It reaches back to



2009 when he completed extensive research that revealed a cumbersome process of too many handoffs, lengthy time periods to complete a modification and unacceptable customer service outcomes. At that time, the economic down turn was in full bloom, and requests for modifications increased 150%. Due to resource allocation, San Mateo's business process was to be reactive to assisting parties with their modification.

Late in 2014, new Director Kim Cagno placed a high priority on needed improvements to the modification process and set the wheels in motion to perform a 360 analysis. Carlos Hernandez immediately came to mind as the person who was ready to take on the challenge. He craves new projects and prides himself on his ability to develop comprehensive statistical data to identify gaps in services that impact performance outcomes.

Carlos began assisting with court hearings to gain perspective on the modification process. Within two weeks, he provided critical feedback regarding his observations in the court room. Three major concerns were identified.

Outstanding Group Achievement (continued)

- 1) Parties arriving to court were not provided guidance on what to expect and how to prepare for court.
- 2) Many cases were getting continued in court due to lack of information from the parties,
- 3) The parties left court without receiving a copy of their new order, they were confused about next steps and when to make payments or when payments would be received.

Carlos collaborated with the executive management team to develop a three-phased approach to improving the modification process.

In April 2015, a pilot Court Team was launched. The team consisted of two top performing staff, Sonia Ortega, Lead Child Support Analyst and Dennis Dumpias, Child Support Analyst. Sonia and Dennis possess strong case management and communication skills. Sonia handles a high percentage of FIDM calls for the department and possesses a strong ability to collaborate and educate parties on steps to resolve their overdue child support balance. Dennis was an early adopter of the Case Management Tool and performing caseload segmentation. Since the development of the Court Team, Dennis has earned the nickname "The Closer" for his unique ability to assist parties with entering a stipulated agreement. Lead Attorney, Robert Sanchez played a pivotal role in identifying improvements with court room logistics and educating court commissioners about the goal of our pilot court team. A simple addition of a fast printer in court, allowed the orders to be filed, printed and handed to the parties as they left the court room.

Over the last year, the success of the "Court Team" has exceeded expectations. The improvements are as follows.

- Reduction in the number of days from court hearing date to order filing from 32 days to 0 business days.
- Reduction in the average number of days from court date to issuance of the income withholding order from 67 days to 13 days.
- Reduction in the average number of days from court date to first payment from 99 days to 30 business days.
- Increased in stipulated agreements from 24% to 42%.

In January 2015, Erica Orozco, Child Support Analyst joined the Court Team. She brings strong expertise in order establishment and the ability to negotiate stipulations with the parties.

The efforts of the Court Team has contributed to San Mateo County receiving the 2015 Director's Excellence Award for placing as one of the Top 5 performing counties.

The performance outcomes accomplished by the Court Team is exemplary. It demonstrates the care, commitment and customer service commitment of San Mateo County to helping parents responsibly share in raising their children to be healthy and successful.

Congratulations on receiving the 2016 CSDA Outstanding Group Achievement Award.

Program Awareness

Kern County

The winner of the **Program Awareness award** is **Kern County Department of Child Support Services (KCDCSS)** in recognition of their effective public awareness partnership to raise community awareness about important IV-D services offered locally. Kern County's partnership with United Way is an example of an innovative method of expanding public awareness of the child support program.



The mission of United Way of Kern County is to improve community conditions by helping local people become financially stable and independent, which supports KCDCSS 's goal of helping parents create a better life for their children through child support. Most recently, KCDCSS partnered with United Way and their Volunteer Income Tax Assistance (VITA) program, which offers free tax services to people who generally make \$55,000 or less.

KCDCSS believes in creating and taking advantage of opportunities to enhance the image of the program and the benefits for children and families throughout the world. The partnership with the VITA program opens a door for KCDCSS to communicate with the community about the importance of child support and how paying child support can greatly impact the life of a child.

A child support professional in partnership with a representative from the VITA program are located on the first floor reception area of the Bakersfield child support office. The VITA professional provides free tax service and refers individuals to the child support professional to receive information about child support services. Parents are informed about the benefits of an open child support case such as financial accounting of their order and additional enforcement actions they are unable to access on their own. Through this partnership, KCDCSS ensures families who need child support services receive them by increasing accessibility to information and services, and reaches parents who have little or no background of the services offered. It also provides the unique opportunity of reaching parents with possible apprehension about visiting a child support office and therefore missed the opportunity to speak to a child support professional about their case or how to open a case.

KCDCSS is committed to delivering excellent and consistent customer service and communicating to members of their community about who child support is, what they do, and why financial support from both parents is important in the life of a child. The partnership is an innovative method of expanding public awareness of child support services as well as educating the community and partners on the child support program.

Positive Collaboration

Alameda, Butte, Kern, Merced, Orange, San Mateo, Shasta and Ventura Counties

The winners of this year's **Positive Collaboration award** are a group of counties who demonstrated what true collaboration means among the child support community. They include **Alameda, Butte, Kern, Merced, Orange, San Mateo, Shasta and Ventura Counties**. Together they answer thousands of phone calls for multiple counties each and every month enabling the other LCSAs to have additional staff to obtain judgements and enforce child support orders. They are often the first impressions of our offices and they always present a professional and mature demeanor.



They are the unsung hero to many of our staff and we want to thank them for the hard job that they have undertaken. Counties' performance continue to grow with their help and assistance and we are sure the other counties feel the same appreciation we do.

Innovation in the Child Support Program

Kern County

In 2012, the **Kern County Department of Child Support Services (KCDCSS)** recognized the need to alleviate the barriers for incarcerated mothers and fathers within the child support system. Determined to find solutions, KDCDCSS contacted their County Sheriff at the Lerdo Detention Facility to establish a partnership and extend services to incarcerated parents. With the goal to lower recidivism rates, reduce debt, and engage parents, KDCDCSS gained access to the population of inmates with child support issues and created the “Incarcerated Parent Program.”



In 2014, KDCDCSS and the Lerdo facility worked together to develop California’s first detention facility kiosk. The kiosk is located in a small room and incorporates “video-conferencing” as a communication tool for incarcerated parents to speak directly to their child support professional in real time. Parents can use the kiosk to discuss their child support case, in a secure and confidential environment.

Several Kern County local media stations have featured the Incarcerated Parent Program to highlight the services provided by KDCDCSS and created a positive public message of strengthening family ties. Since its inception, the Incarcerated Parent Program has served over 2,000 parents and modified 100 child support orders. The program serves as an opportunity to educate parents and provide solutions to the challenges they encounter with increasing debt and the inability to pay. By opening communication through the kiosk, incarcerated parents have reengaged in the obligation to support their family and many continue to maintain their commitments upon release.

The Kern County Incarcerated Program illustrates the value of family-centered services and the importance of providing tools for communication and engagement. Congratulations to Kern County and their dedicated staff.

Judicial Partner of the Year

Commissioner Patrick J. Perry of San Luis Obispo County

This year's **Judicial Partner of the Year award** goes to **Commissioner Patrick J. Perry of San Luis Obispo County**.

Commissioner Perry worked for many years with the child support program as a private family law attorney prior to his appointment in 2004 as Child Support Commissioner. He is known for his collaborative style, patience with self-represented litigants and his understanding and willingness to assist the Department of Child Support Services to excel in performance.

Commissioner Perry has served on numerous committees, including the Child Support Guideline Study Workgroup, Guideline Calculator Input Redesign Workgroup and the Child Support Commissioner Education Advisory Workgroup. He has also served annually on the Faculty of the AB 1058 Conference for Guideline Calculator and Income trainings. In his spare time, he instructs bench officers throughout the state on the guideline calculator and case law updates.

SLO DCSS has shared that on court dates Commissioner Perry moves the cases along while listening to all sides. His court room is run professionally and with great respect to all parties. In addition to his approachability, he is knowledgeable about the child support program, its regulations and the performance goals. He signs all judgments and orders in a timely fashion, handles cases expeditiously and is willing to add extra court dates if needed.

SLO County's prior Child Support Director, Phil Lowe, describes Commissioner Perry as "an outstanding jurist who possesses a keen sense of fairness and truly understands the importance of studying cases from all angles and reaching decisions that consistently promote the public interest. He made my job easy because I always knew, without exception, that Commissioner Perry understood the issues in every case and would take the time to allow the important facts to develop. Perhaps his most unique quality is his ability to assess the credibility of the parties. Nobody can sneak a fastball by Commissioner Perry."

Commissioner Perry continues his support of the SLO County DCSS and its new Director. He conducted two family law trainings for the staff and the local bar on Guideline Calculations and Income. Both trainings were filled to maximum capacity with DCSS staff and private attorneys who learned about case law updates, unusual examples of income and the intricacies of the guideline calculator.

Commissioner Perry will retire in December 2016. He will be sorely missed by the SLO Department of Child Support Services and the local legal community.



Julie Paik, Director, San Luis Obispo County DCSS accepting the award on behalf of Commissioner Perry

Employer of the Year

IN-N-OUT BURGER

This Year's **Employer of the Year** was chosen for their proactive partnership with Sierra Nevada Regional DCSS and their business model which enriches the lives of children and their families. IN-N-OUT Burger's payroll department has been working closely with Sierra Nevada's lump sum garnishment team, who processes the lump sum garnishments for the state of CA, to ensure the timely processing of garnishments for bonus payments distributed to their employees.



IN-N-OUT Burger's generosity to their employees far exceeds the standard. IN-N-OUT Burger not only pays their employees higher than most fast food establishments, they give bonuses more frequently as well. They offer excellent benefits to both part-time and full-time employees and provide flexible work hours to accommodate employees who have children, or who are in school themselves. Because of their commitment to their employees, they have an exceptional retention rate.



IN-N-OUT's Burger's business practices positively impacts the CA Child Support Program in many ways. Custodial parties can rely on consistent payments as employees are more likely to stay at their job. Their children are able to have better health insurance options, and employees are more likely to be involved in their children's activities because IN-N-OUT encourages their employees to do so by offering flexible schedules.

Also notable is the work of the IN-N-OUT Burger Child Abuse Foundation. Their foundation supports organizations that provide residential treatment, emergency shelter, foster care, and early intervention for children in need. IN-N-OUT Burger pays all costs associated with their foundation so that every cent raised goes directly to help abused and neglected children.

It is evident by their foundation, their commitment to their employees, and the manner in which they have worked with Sierra Nevada Regional DCSS that IN-N-OUT Burger has a business model that enriches the lives of children and their families.

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**Child Support
Directors Association**

*A Coalition of Experts Collecting Billions
for California's Children*

www.csdaca.org

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