

County of Santa Clara

Office of the Board of Supervisors

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James T. Beall, Jr.
Supervisor, Fourth District

MEMORANDUM

TO: Richard Wittenberg
County Executive

FROM: James T. Beall, Jr. *James T. Beall*
Supervisor, District 4

DATE: March 18, 1996

SUBJECT: Court Consolidation and Municipal Court Revenue Collections

Richard, attached is a memo from Harvey Rose that I received during last year's budget deliberations which details the savings that can be achieved through court consolidation. I would like the administration to provide me with an independent assessment of the Harvey Rose analysis. I would also like the administration to provide me with a background/history on court consolidation efforts to date including prior Board actions, departmental efforts, etc.

Furthermore, I would like the Internal Audit Division to evaluate the revenue collections process of Municipal Court and submit recommendations to the Board for improving the collection efforts of the court.

Thank you for your assistance.

c: Gary Graves, Director, OBA
Phyllis Perez, Clerk of the Board

attachment

Harvey Rose Accountancy Corporation

1390 Market Street, Suite 1025, San Francisco, CA 94102 (415) 552-9292 • FAX (415) 252-0461

Los Angeles, CA
(213) 951-1465

June 8, 1995

To: James T. Beall, Jr.
Supervisor, District 4

From: Roger Mialocq *RM*
Management Audit Project Manager

Subject: FY 1995-1996 Savings from Court Consolidation

Pursuant to your request of May 22, 1995, we completed our analysis of potential cost savings that could result from court consolidation if implemented in the FY 1995-96 budget. This issue was first examined in 1993 as part of a report to the Board entitled *Analysis of Consolidation and Coordination Opportunities in Selected County Programs*. That report identified consolidation savings from the elimination of ~~nine FTE positions~~ based on two findings. The elimination of these nine FTE positions from the FY 1995-1996 budget would generate annual ongoing savings of ~~\$726,951~~.

The first finding recommended the consolidation of the administrative functions of the Superior and Municipal Courts and the elimination of four duplicative management positions. These FTE positions and estimated savings, updated for FY 1995-1996 salaries and benefits, are shown below.

<u>Position</u>	<u>Municipal</u>	<u>Superior</u>	<u>Savings</u>
Executive Officer	\$115,653	\$152,941	\$115,653
Fiscal Officer	87,621	87,621	87,621
Mgmt. Analyst (Personnel Function)	71,771	71,771	71,771
Information Systems Coordinator	<u>86,856</u>	<u>86,856</u>	<u>86,856</u>
TOTAL	\$361,901	\$399,189	\$361,901

¹ The original report did not identify savings from the consolidation of the Information Systems Coordinator as the Superior Court had contracted out this function for an unspecified amount. Savings are currently available as this function is now performed internally by both the Superior and Municipal Courts.

² Savings are based on the lower of the two salaries.

The other finding recommended consolidation of the twelve court divisions into five divisions. This consolidation would allow the elimination of ~~five division managers~~ for estimated FY 1995-1996 savings of \$365,054. In total, the consolidation of duplicative administrative and management positions in the Courts would result in FY 1995-96 savings of \$726,955. This is an increase of \$103,728 over the FY 1992-93 cost \$623,227.

I have attached a copy of the relevant sections of the original report for additional detail. If you have any other questions, please give me a call.

c: Members, Board of Supervisors

**ANALYSIS OF CONSOLIDATION AND COORDINATION
OPPORTUNITIES
IN SELECTED COUNTY PROGRAMS**

**HEALTH DEPARTMENT
SOCIAL SERVICES AGENCY
SUPERIOR COURT
MUNICIPAL COURT**

**SUBMITTED TO THE BOARD OF SUPERVISORS
OF THE COUNTY OF SANTA CLARA**

**Prepared by the
Harvey M. Rose Accountancy Corporation**

April 30, 1993

Except for the courts*, our approach included extensive interviews with managers in the affected agencies, focus groups with employees and clients, reviews of legal mandates, workload data, budgets, organization charts, and other key documents. We also surveyed other counties regarding coordination and consolidation initiatives in the program areas under review.

Consolidation Recommendations

Our conclusions are that of the agencies and departments reviewed, the Municipal and Superior courts are the most likely candidates for consolidation. We do not believe that consolidation of the Social Services Agency and Health Department is justified at this time as their overall missions are very different, as well as the key processes that they perform. The courts, on the other hand, have similar purposes, serve some of the same clients, and perform many of the same processes.

We also identified three areas within the Health Department and Social Services Agency that warrant consolidation: 1) merger of the Public Administrator Guardian into the Adult Services division of the Social Services Agency; 2) merger of General Assistance into the Income Maintenance division within the Social Services Agency; and 3) consolidation of JTPA, GAIN, and Vocational Services into one program. A summary of these consolidation recommendations and associated savings is presented on the next page.

Coordination Recommendations

We recommend improved coordination in the following areas:

- Coordinated intake and assessment processes for Health Department and Adult and Children's services to eliminate redundancies in these processes for clients who use multiple services. We also recommend that collection of common data across programs be automated. Our conservative estimate of the savings associated with eliminating these duplications is \$793,000 in annual staff costs. (Section II.3)
- Development of a more comprehensive assessment process to be developed collaboratively by the Health Department and Social Services Agency to address a client's total set of needs at any point of intake to the County health and social service programs. (Section II.3)

* The courts chose not to participate in this study as they are planning a consolidation study of their own next year.

Many of the recommendations included in this report will represent major undertakings by the departments involved and cannot be expected to be accomplished overnight. However, in our judgment they represent significant savings to the County and improved client services.

All departments and agencies involved in this study have had an opportunity to review this report and comment on it. Exit conferences were held with the Health Department and Social Services Agency. In lieu of such a meeting, the Superior and Municipal Courts chose to provide written comments. The Health Department also elected to provide written comments. All written comments are attached to this report.

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Key information about the two organizations are as follows:

	<u>Superior</u>	<u>Municipal</u>	<u>Total</u>
Number of Employees	333.0	419.5	752.5
1992-93 Budget (\$ millions)	\$23.5	\$30.0	\$53.5
Number of Facilities	6	8	14
Number of Judicial Positions	48	36	84

Current Coordination Efforts

All counties in California were required to prepare a trial court coordination plan by March, 1992 under the terms of the Trial Court Efficiency and Realignment Act of 1991. Each plan was to include consideration of 24 required coordination elements.

These elements include both administrative and judicial areas such as cross-blanket assignment of judges, consolidation of administrative oversight, development of common case processing information systems, use of common jury pools, coordinated use of facilities, development of common accounting systems and other areas. The plan is also required to address coordination efforts already underway, anticipated savings, and development and implementation plans.

In its plan, Santa Clara County describes its previous coordination and consolidation efforts to include the following:

- Consolidation of six previously separate Municipal Court Judicial Districts
- Establishment of Superior Court Review (SCR)
- Coordination of Facility Utilization at Palo Alto, Hall of Justice, and the Court Annex building
- Coordination of duty judges
- Coordinated use of Superior Court Commissioners
- Establishment of joint judges committee, a bench/board committee, and a joint executive committee
- Coordination of administrative tasks

Those elements where the County courts have initiated coordination efforts or have expressed an intent to consider coordination are as follows:

- Use of Blanket Cross-Assignments and Coordinated use of Judges in certain Situations

- Sacramento County's goal as part of its in progress consolidation efforts is to eliminate 6 - 8 upper management positions
- Many of the consolidating courts are also improving customer service through initiatives such as establishment of single locations to file documents and access public records