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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.
Supervisor, District 4

Jim Beall

DATE: May 13, 1996

SUBJECT: Court Consolidation

After reviewing your response on court consolidation, I believe that more effort is necessary in order to move toward consolidating the courts. The focus of this effort must come from the administration, the courts and the Board.

Therefore, I would like to make a referral to the administration that it formulate a court consolidation policy for approval by the Board of Supervisors. This policy should include how the administration is going to monitor and encourage and support the court's efforts toward court consolidation. This could be accomplished by either establishing an oversight committee within the administration to provide monthly report backs to the Board on the accomplishments made toward court consolidation or by having the Crime Task Force perform this function. Please submit this policy to the Board for approval no later than June 4, 1996.

The county must continue maintain its fiscal responsibility by taking every opportunity available to reduce its costs and save money within every branch and every department.

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

Exhibit IV.1

Coordination/Consolidation Matrix by Program and Evaluation Criteria

Superior and Municipal Court

This table shows the cross-referencing of courts according to our coordination/consolidation evaluation criteria.

Court	Similar Purpose?	Overlapping Clients?	Similar Processes or Functions?
Superior	Municipal	Municipal	Municipal
Municipal	Superior	Superior	Superior

This table shows the number of times our coordination/consolidation evaluation criteria were met between program areas .

Exhibit IV.2

Frequency of Program Linkages Identified using Evaluation Criteria

Superior and Municipal Court

Court	Municipal
Superior	3

systems. A review of job descriptions for the management positions in each of these areas in Santa Clara county show that they are very similar.

Current annual salary and benefits costs for the management positions in the two courts that oversee these functions is as follows:

Table IV.3.1
Current Costs of Key Court Administrative Positions

Position	Municipal	Superior	Total
Executive Officer	$113,358	$116,849	$230,207
Fiscal Officer	86,754	80,996	167,750
Management Analyst (Personnel Function)	71,123	66,448	137,571
Information Systems Coordinator	78,883	*	78,883
TOTAL	$350,118	$264,293	$614,411

* No position here but court incurs costs for information systems contract

Elimination of duplicate administrative positions would result in savings of approximately $260,800 in annual salary and benefits costs. This amount could be reduced somewhat if the salaries of the remaining positions are increased. When the salaries of the two comparable positions are not the same, we have used the higher of the two for the remaining position.

Table IV.3.2
Savings Resulting from
Eliminating Duplicate Administrative Positions

Position	Deleted Salaries	Retained Salaries
Executive Officer	$113,358	$116,849
Fiscal Officer	80,996	86,754
Management Analyst (Personnel Function)	66,448	71,122
Information Systems Coordinator	*	78,883
TOTAL	$260,802	$353,608

* Contract costs of an undetermined amount

SECTION IV.4 - CONSOLIDATED ORGANIZATION STRUCTURE AND MANAGEMENT

- **BY ADOPTING ONE ORGANIZATION STRUCTURE FOR THE TWO COURTS BASED ON COMMON FUNCTIONS, EXISTING EXECUTIVE MANAGEMENT POSITIONS COULD BE BETTER UTILIZED AND THE NUMBER OF DIVISIONS AND MID-LEVEL MANAGERS COULD BE REDUCED FOR AN ANNUAL SAVINGS OF $361,425.**

Introduction

As consolidation of the courts proceeds beyond the administrative functions discussed in Section IV.1, other aspects of the courts can also be consolidated. As this occurs, changes in organization structure will be appropriate to better support consolidated judicial processes. As discussed in Section IV.A, the organization structures of the two courts are not the same. Municipal Court is organized around its facilities and Superior Court's staff is organized by function.

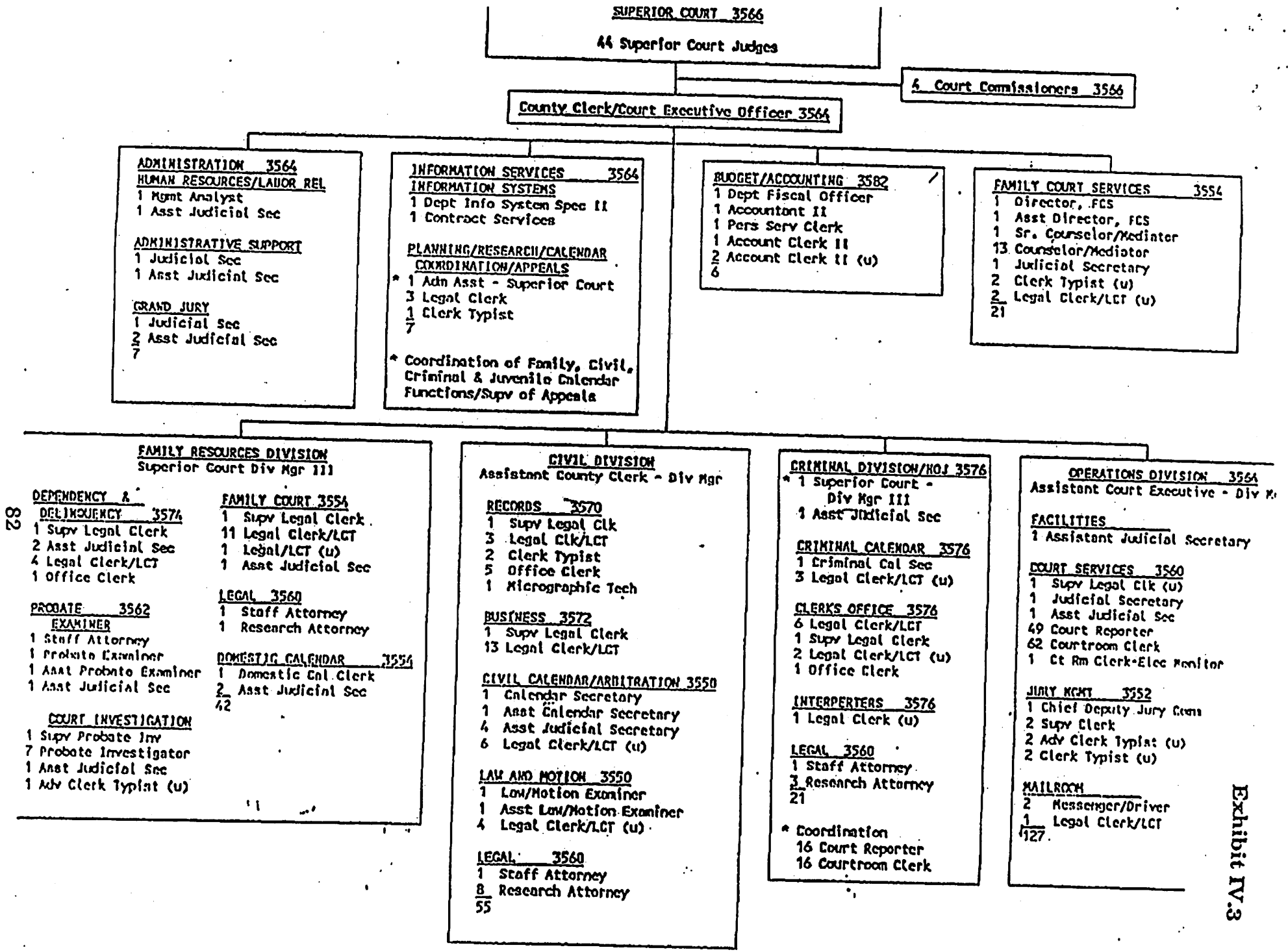
By using a single model of organization structure in a consolidated court, like functions could be merged and the number of division managers reduced. At the same time, existing executive management could be better utilized by assuming more management responsibility.

Executive Management

In Municipal Court, there are four executive manager positions including the Chief Administrative Officer/Clerk. In Superior Court, there is only one such position, the Court Executive Officer. The main difference between the two courts is that there is no layer of management between the Court Executive Officer and the division managers in Superior Court whereas there are the three executive management positions between Municipal Court's Chief Administrative Officer/Clerk and the division managers. Table IV.4.1 summarizes executive management staffing and annual salaries and benefits at the two courts.

Table IV.4.1
Annual Salaries and Benefits of Executive Management Positions
Superior and Municipal Courts

Classification	Municipal	Superior	Total
Clerk/Chief Admin. Officer	$113,358		
Assistant Chief Administrative Officer/Clerk	88,621		
Deputy Administrator - Operations	76,635		
Deputy Administrator - Court Services	76,635		
Chief Executive Officer/County Clerk		$116,849	
Total	$355,249	$116,849	$472,098

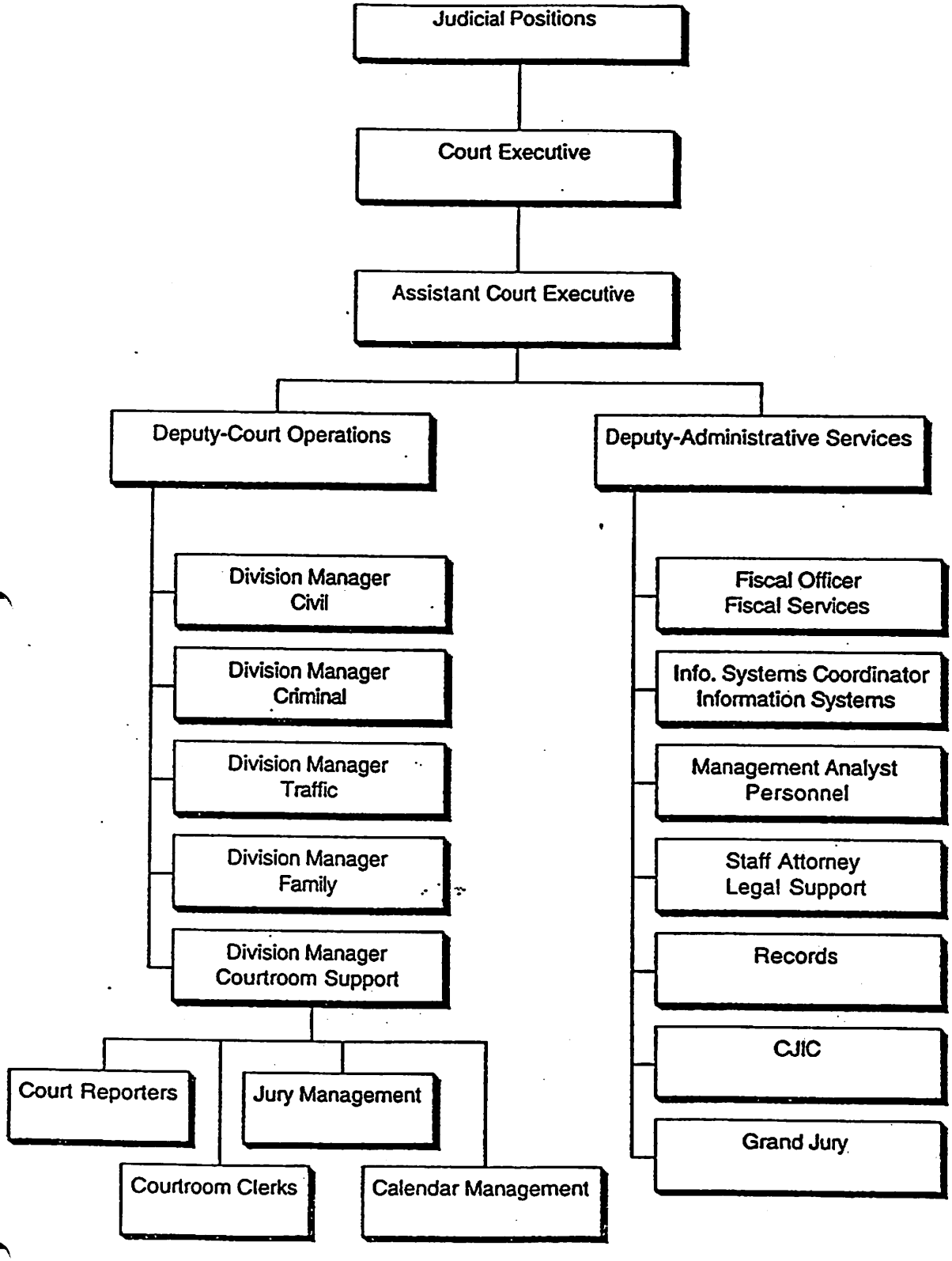


333.0 (does not include 1 contract service)

Exhibit IV.3

Exhibit IV.5

Proposed Court Organization Chart



The following seven existing divisions are recommended for deletion as organizational units. This does not mean the facilities would close, but they would no longer have division status in a consolidated court organization. Employees at each site would belong to a division that matches their function (e.g., civil courtroom support, etc.).

Recommended Deleted Divisions

1. Gilroy Facility
2. Los Gatos Facility
3. Palo Alto Facility
4. San Jose Facility
5. Traffic Facility
6. Sunnyvale Facility
7. Santa Clara Facility

Deputy Court Clerk II's could become the officials in charge of each Municipal Court facility rather than continuing to use Division Managers for that purpose (this only applies to Municipal Court; Superior Court does not assign Division Managers to each of its facilities). The 3.5 Chief Deputy positions now assigned to Municipal Court facilities in Sunnyvale, Santa Clara, Palo Alto, and Traffic should be reallocated to what would become the three large divisions of the consolidated court; civil, criminal, and traffic.

The smaller administrative units for functions such as personnel and budget would remain much as they are, though they would be consolidated between the two courts.

A reduction in the number of division managers from ten to five would result in a gross cost savings of $361,425 in annual salaries and benefits ($72,285 each). This might be partially offset by increases in the salaries of remaining Division Managers.

CONCLUSION

By consolidating the organization structure of the Superior and Municipal courts along function lines rather than on the basis of facilities, and reducing the number of divisions in a consolidated court, the number of Division Managers could be reduced. At the same time, establishing two new bureaus in the courts with the existing two deputy administrator positions assigned management responsibility would be a more effective use of these positions. Consolidation along functional lines would allow for streamlining and increased efficiency in the processes employed by the two courts.