REPORT TO THE JUDICIAL COUNCIL

Item No.: 22-026
For circulating order CO-22-02 on: May 10, 2022

Title
Collections: Updates to Performance
Measures and Benchmarks for Collections
Program

Rules, Forms, Standards, or Statutes Affected
None

Recommended by
Judicial Branch Budget Committee
Hon. David Rubin, Chair

Agenda Item Type
Action Required

Effective Date
September 1, 2022

Date of Report
May 10, 2022

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Executive Summary

The Judicial Branch Budget Committee recommends that the Judicial Council approve updates to existing performance metrics for use by the court and county collection programs in compliance with Penal Code section 1463.010 and Government Codes section 68514. Penal Code section 1463.010(c) requires the Judicial Council to develop performance measures and benchmarks "to review the effectiveness of the cooperative superior court and county collections program."

Recommendation

The Judicial Branch Budget Committee recommends that the Judicial Council, effective September 1, 2022, (1) approve seven proposed collections program metrics in compliance with Penal Code section 1463.010 and Government Code section 68514, to be applied to the 2021–22 Collection Reporting Template and included in the 2021–22 report to the Legislature, and (2) delegate authority to Budget Services, Administrative Division to make technical changes to the metrics in response to any changes to program or statute.

Relevant Previous Council Action

Senate Bill 940 (Stats. 2003, ch. 275) required the Judicial Council to develop guidelines for the collection of fees, fines, forfeitures, penalties, and assessments imposed by the courts.

Assembly Bill 367 (Stats. 2007, ch. 132) further required the Judicial Council to (1) adopt guidelines or best practices for a comprehensive collection program, (2) develop a cooperative plan between the court and the county (entities) for collections, and (3) develop performance measures and benchmarks (PMB) to review the effectiveness of the collection entities. At their August 15, 2008, meeting, the Judicial Council adopted Collections Performance Measures and Benchmarks for use by the superior court and county collections programs, beginning 2008–09.

The two existing PMBs are the Gross Recovery Rate and the Success Rate:

Performance Measure	Definition	Formula	Benchmark
Gross Recovery Rate (GRR)	Measures a collection program's ability to resolve delinquent court-ordered debt, including alternative sentences, community service, suspended sentences, and discharges.	Delinquent collections for the fiscal year + Adjustments + Discharges / Referrals	34%
Success Rate (SR)	Measures the amount of revenue collected on delinquent court-ordered debt based on total delinquent accounts referred after adjustments and discharges, including non-sufficient funds (NSF) checks.	Delinquent collections for the fiscal year / Referrals – Adjustments – Discharges	31%

Analysis/Rationale

Enacted in 2017, Government Code section 68514 required eight additional data elements be reported on, as part of the annual report on court and county collections programs. One of the new data elements included reporting previously existing debt that had outstanding balances from a previous reporting year, separately from delinquent debt newly established in the current reporting year. This requirement along with the changing practices around court-ordered debt prompted the need to reevaluate the PMBs to align with current reporting requirements.

In 2019, the Judicial Council contracted with a consultant to evaluate California's collections program and propose updated metrics that reflected current goals. In order to successfully complete this project, the consultant, in collaboration with Judicial Council staff, did the following:

Analyzed Collections Data: Analyzed 2017–18 and 2018–19 Collection Reporting Templates (CRT) data (limited to reporting periods that captured collections information required under Government Code section 68514).

Collaborated with Subject Matter Experts (SME): Conducted individual interviews with seven participating collections programs and hosted a roundtable discussion with other stakeholders of the proposed collections performance measures.

Developed Initial PMBs: Leveraged collections-related information, and reviewed publications and insight provided by the SMEs to develop initial PMB recommendations.

Proposed PMBs Introduced: PMBs were introduced to Judicial Council Executive Management, the Judicial Branch Budget Committee (JBBC) chair, and the Court Executive Advisory Committee (CEAC) chair.

Proposed PMBs Presented to CEAC: PMBs were presented to CEAC at its August 13, 2021, meeting where the process for distribution of sample dashboards displaying the new PMBs and collection of feedback was requested.

Solicited Feedback from Collections Programs: Sample dashboards, using 2021–22 program specific data, were sent to the 58 courts and counties in October 2021 to solicit comments and/or feedback.

Recommendations presented to JBBC: Two recommendations were presented to JBBC at its February 16, 2022, meeting for consideration by the Judicial Council at its May 12-13, 2022, business meeting:

- o Approval of the seven proposed metrics developed by the consultant, to be applied to the 2021-22 Collections Reporting Template and reported in the 2021-22 report to the Legislature and the Department of Finance due December 31, 2022.
- o Delegate authority to Budget Services, Administrative Division to make technical changes to the metrics in response to any changes to program or statute.

Proposed Performance Measures and Benchmarks

The intent of the revised PMBs is to give the entities a deeper understanding of their performance, case resolution patterns, and costs related to collecting delinquent court-ordered debt. There are seven metrics recommended by Forrester: four metrics are performance indicators and three are normalizing.

Performance indicators are designed to gauge an entity's performance across a variety of metrics including collection of referrals and cost control:

- o **Collector Effective Index (CEI)**—gauges an entity's effectiveness at collecting from referrals of groups defined by the age of the court-ordered debt by calculating the percentage of cases with payment for debts of those groups.
- o **First Year Resolution Rate**—provides the percentage of "current" referral balance that is resolved within the first year or how effective an entity is at resolving first-year referrals.

- Spend Efficiency Score (SES)—measures the cost to collect $1 in delinquent referrals for each component and age group.
- Cost to Referral ratio—reflects the average dollars spent (costs) per referral.

Normalizing metrics are designed to assist entities and the Judicial Council better understand any unique conditions faced by each entity and will provide additional context to an entity's performance:

- Risk Monitor—assesses the potential of an entity's current-year referrals becoming delinquent to help the entity set expectations for performance on specific referrals.
- Adjustment Score—represents the value of debt resolved through noncash means.
- Discharge Score—represents the value of debt discharged by an entity.

In developing the PMBs, the consultant collaborated with the SMEs of Judicial Council partners, which included seven collections entities:

- Superior Court of Inyo County;
- Superior Court of Merced County;
- Superior Court of Monterey County and County of Monterey;
- Superior Court of Riverside County;
- Superior Court of San Bernardino County and County of San Bernardino;
- Superior Court of San Diego County; and
- Superior Court of Ventura County.

Only the data on the CRT was used to develop and calculate the PMBs, although the consultant indicates that having access to more granular data could improve the accuracy and effectiveness of the PMBs. Where possible, the number of cases was used rather than the total dollars collected because entities should be incentivized to resolve as many cases as possible rather than focus on the revenue collected. The consultant's recommendations consider the goals and needs of the Judicial Council as well as the collection entities. The intent is to measure entity performance while also providing insight that can improve performance over time.

In addition to the proposed metrics, the consultant created a dashboard so that the entities can easily view their own performance and understand how they perform against similarly sized entities. This dashboard is included in Attachment A.

The metrics do not specify a benchmark goal. Instead, the entities are provided an average score for each benchmark that is reflective of the average performance within their cluster (as used in the workload formula) during the reporting period. This is intended to assist with collaboration among similarly sized entities, and the use of clusters encourages information sharing to solve issues and find ways to improve performance. Attachment B provides a guide to explain the metrics and cluster information.

The consultant's recommendations align reporting requirements—as required in statute—to performance measures and are intended to effectively track and measure each program's performance and provide insights for improving performance over time.

Policy implications
None.

Comments
The proposed metrics were circulated for comment from all 58 entities in fall 2021. The draft performance metrics and reference guide were circulated statewide to all court executive officers and county administrative officers. A total of 25 comments were received from the entities. Based on the comments received, the dashboard was modified to reflect a different color scheme; training on interpreting the metrics and dashboard will be offered in June 2022. Other comments, such as the suggestion for an online interactive display of various data visualizations, will be taken into consideration for possible future implementation. A chart with all comments received and the responses is in Attachment C.
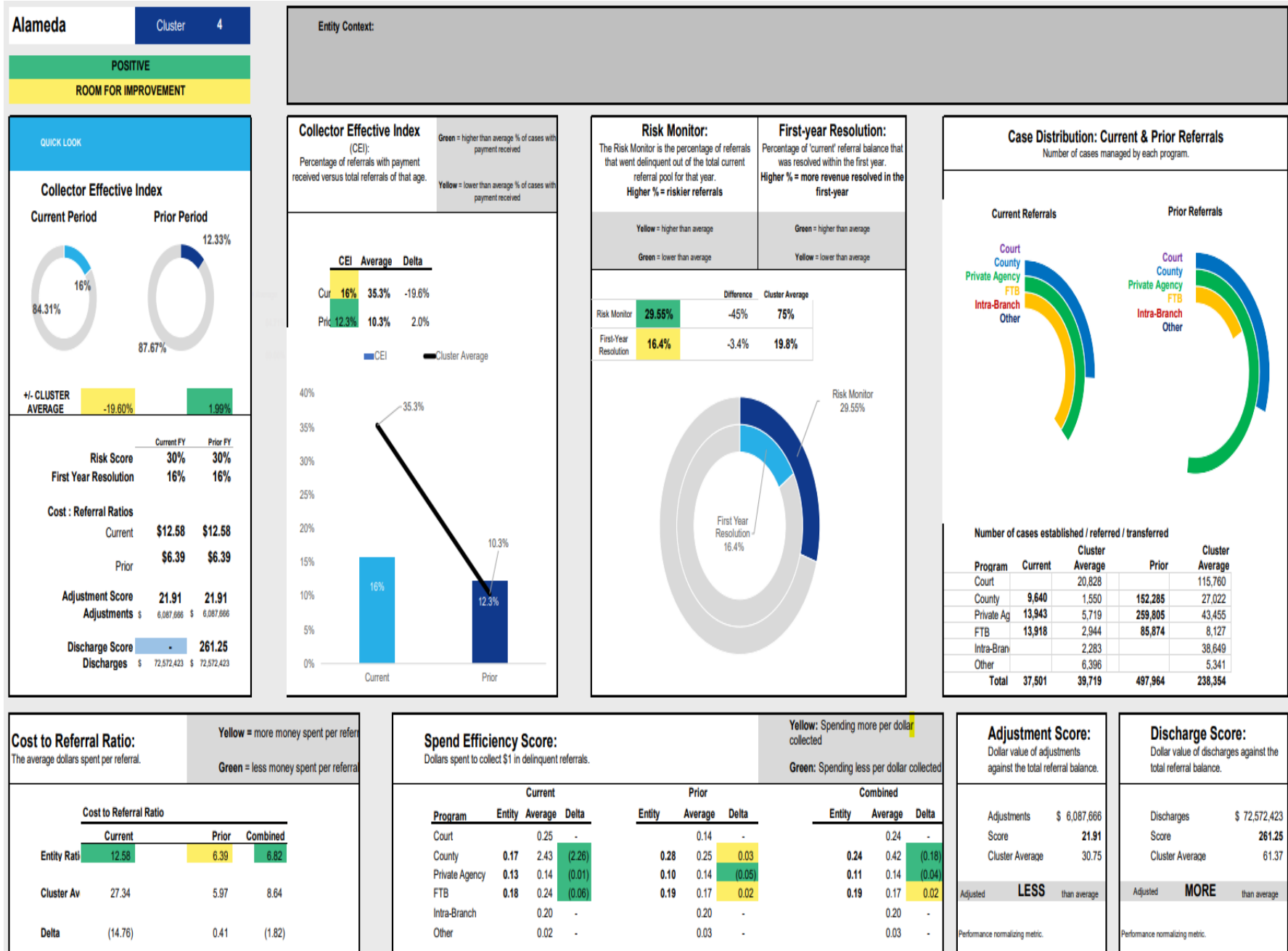
Alternatives considered
An alternative considered was to leave the current PMBs in place unchanged. However, the new metrics align with the reporting requirements and provide insight into each program's performance.

Fiscal and Operational Impacts

The proposed performance measures impose no specific implementation requirements or costs on the collection entities. The updated metrics were developed using only the collections information that the entities are already required to report on.

Attachments and Links

1. Attachment A: Performance Measures and Benchmarks–Sample Dashboard
2. Attachment B: Performance Measures Reference Guide
3. Attachment C: Performance Measures and Benchmarks–Individual Program Dashboard Comments
4. Link A: Penal Code, § 1463.010, *https://leginfo.legislature.ca.gov/faces/codes_displaySection.xhtml?sectionNum=1463.010&lawCode=PEN*
5. Link B: Government Code, § 68514, *https://leginfo.legislature.ca.gov/faces/codes_displaySection.xhtml?sectionNum=68514.&lawCode=GOV*

Alameda — Cluster 4

POSITIVE
ROOM FOR IMPROVEMENT

Entity Context:

QUICK LOOK

Collector Effective Index

	Current Period	Prior Period
	12.33%	
	16%	
	84.31%	87.67%

+/- CLUSTER AVERAGE	-19.60%	1.99%

	Current FY	Prior FY
Risk Score	30%	30%
First Year Resolution	16%	16%

Cost : Referral Ratios

Current	$12.58	$12.58
Prior	$6.39	$6.39
Adjustment Score	21.91	21.91
Adjustments $	6,087,666	$ 6,087,666
Discharge Score	-	261.25
Discharges $	72,572,423	$ 72,572,423

Collector Effective Index

(CEI):
Percentage of referrals with payment received versus total referrals of that age.

Green = higher than average % of cases with payment received

Yellow = lower than average % of cases with payment received

	CEI	Average	Delta
Current	16%	35.3%	-19.6%
Prior	12.3%	10.3%	2.0%

Legend: CEI / Cluster Average

Chart: 35.3% / 10.3% Cluster Average line; Current 16%, Prior 12.3%

Risk Monitor:
The Risk Monitor is the percentage of referrals that went delinquent out of the total current referral pool for that year.
Higher % = riskier referrals

Yellow = higher than average
Green = lower than average

First-year Resolution:
Percentage of 'current' referral balance that was resolved within the first year.
Higher % = more revenue resolved in the first-year

Green = higher than average
Yellow = lower than average

		Difference	Cluster Average
Risk Monitor	29.55%	-45%	75%
First-Year Resolution	16.4%	-3.4%	19.8%

Risk Monitor 29.55%
First Year Resolution 16.4%

Case Distribution: Current & Prior Referrals
Number of cases managed by each program.

Current Referrals: Court, County, Private Agency, FTB, Intra-Branch, Other

Prior Referrals: Court, County, Private Agency, FTB, Intra-Branch, Other

Number of cases established / referred / transferred

Program	Current	Cluster Average	Prior	Cluster Average
Court		20,828		115,760
County	9,640	1,550	152,285	27,022
Private Ag	13,943	5,719	259,805	43,455
FTB	13,918	2,944	85,874	8,127
Intra-Bran		2,283		38,649
Other		6,396		5,341
Total	37,501	39,719	497,964	238,354

Cost to Referral Ratio:
The average dollars spent per referral.

Yellow = more money spent per referral
Green = less money spent per referral

Cost to Referral Ratio

	Current	Prior	Combined
Entity Ratio	12.58	6.39	6.82
Cluster Av	27.34	5.97	8.64
Delta	(14.76)	0.41	(1.82)

Spend Efficiency Score:
Dollars spent to collect $1 in delinquent referrals.

Yellow: Spending more per dollar collected
Green: Spending less per dollar collected

	Current			Prior			Combined		
Program	Entity	Average	Delta	Entity	Average	Delta	Entity	Average	Delta
Court		0.25	-		0.14	-		0.24	-
County	0.17	2.43	(2.26)	0.28	0.25	0.03	0.24	0.42	(0.18)
Private Agency	0.13	0.14	(0.01)	0.10	0.14	(0.05)	0.11	0.14	(0.04)
FTB	0.18	0.24	(0.06)	0.19	0.17	0.02	0.19	0.17	0.02
Intra-Branch		0.20	-		0.20	-		0.20	-
Other		0.02	-		0.03	-		0.03	-

Adjustment Score:
Dollar value of adjustments against the total referral balance.

Adjustments	$ 6,087,666
Score	21.91
Cluster Average	30.75

Adjusted **LESS** than average
Performance normalizing metric.

Discharge Score:
Dollar value of discharges against the total referral balance.

Discharges	$ 72,572,423
Score	261.25
Cluster Average	61.37

Adjusted **MORE** than average
Performance normalizing metric.

Judicial Council California

Performance Measures Reference Guide

THIS DASHBOARD IS DESIGNED TO:

Provide entities with contextual and performance-based metrics based on reported CRT data and to give entities a deeper understanding of performance, case distribution, and costs. Cluster averages are included for reference and to give entities an opportunity to share best practices and strategies. The goal is to encourage information sharing, investigation into errors or areas that may require attention and to give entities more data and information to influence collections strategy moving forward.

Key:

	Positive
	Room for Improvement

Collector Effective Index (CEI):

Definition: The Collector Effective Index (CEI) shows the percentage of referrals with payment received versus total referrals of that age.

  WHAT IT MEANS:

  › CEI shows an entity's effectiveness at collecting referrals of a specific age by calculating the percentage of cases with payment for debts of specific, pre-determined ages.

  › CEI gives a numeric (percentage) and visual representation of how an entity is performing versus peers in collecting referrals of a specific age.

  Entities should strive to maximize CEI for both Current and Prior referrals.

Spend Efficiency Score (SES):

Definition: The Spend Efficiency Score is the number of dollars spent to collect $1 in delinquent referrals for the various programs.

  WHAT IT MEANS:

  › SES shows the cost to collect $1 in delinquent referrals.

  › An SES for Private Agency of 0.2 means that an entity spent 20 cents to collect each dollar of delinquent referrals when using that program.

  Low SES means an entity is spending less to collect delinquent referrals, a high SES means an entity is spending more to collect delinquent referrals. An SES greater than 1 should always be investigated.

Cost to Referral Ratio:

Definition: Cost to Referral ratio show the average dollars spent (costs) per referral.

  WHAT IT MEANS:

  › The Cost to Referral ratio is helpful when entities are looking to compare relative operating costs with other entities, and to the cost of administering justice.

  › This benchmark shows the average cost-per-referral for current, prior, and combined referrals, in addition to the cost-per-total cases resolved.

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First-year Resolution rate:

Definition: First-year Resolution is the percentage of 'current' referral balance that was resolved within the first year.

> ### WHAT IT MEANS:
>
> › How effective entities are at collecting and resolving first-year (current) referrals within that year
>
> › This shows the percentage of current referral dollars that were resolved within the first year through collections, adjustments and/or discharges. Higher percentages mean an entity was able to resolve more first-year debt.
>
> Entities should strive to make First-year Resolution Rate as high as possible.

Adjustment Score:

Definition: Adjustment Score is a representation of the dollar value of adjustments against the total referral balance.

> ### WHAT IT MEANS:
>
> › The amount of revenue that an entity adjusted through non-cash means.
>
> The adjustment score is a *normalizing metric* and is intended to help entities understand where they stand in terms of adjustments with the other entities in their cluster.

Discharge Score:

Definition: Discharge Score is a representation of the dollar value of discharges against the total referral balance.

> ### WHAT IT MEANS:
>
> › The amount of revenue that an entity discharged.
>
> The discharge score is a *normalizing metric* and is intended to help entities understand where they stand in terms of discharges with the other entities in their cluster.

Risk Monitor:

Definition: The Risk Monitor is the percentage of referrals that went delinquent out of the total current referral pool for that year.

> ### WHAT IT MEANS:
>
> › The Risk Monitor is designed to assign a 'riskiness score' to an entity's current year referrals to help the entity (and JCC) set expectations for performance on those specific referrals.
>
> > • A high Risk Monitor means fewer referrals were paid before going delinquent and the remaining pool is riskier
> >
> > • A low Risk Monitor means more referrals were paid before going delinquent and the remaining pool is less risky

Potential Errors / Issues:

This dashboard exclusively uses reported CRT data so if one of the metrics seems off (100% or 0%) it is likely due to an error or irregularity in the CRT data. We have included the specific equations used to calculate each metric to aid in error investigation work.

In this same vein, if entities report inaccurate or incomplete data, it will impact the cluster averages.

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CLUSTER INFORMATION

Cluster 1:

County	ID	Cluster
Alpine	2	1
Amador	3	1
Calaveras	5	1
Colusa	6	1
Del Norte	8	1
Glenn	11	1
Inyo	14	1
Lassen	18	1
Mariposa	22	1
Modoc	25	1
Mono	26	1
Plumas	32	1
San Benito	35	1
Sierra	46	1
Trinity	53	1

Cluster 3:

County	ID	Cluster
Contra Costa	7	3
Fresno	10	3
Kern	15	3
Monterey	27	3
San Francisco	38	3
San Joaquin	39	3
San Mateo	41	3
Santa Barbara	42	3
Solano	48	3
Sonoma	49	3
Stanislaus	50	3
Tulare	54	3
Ventura	56	3

Cluster 2:

County	ID	Cluster
Butte	4	2
El Dorado	9	2
Humboldt	12	2
Imperial	13	2
Kings	16	2
Lake	17	2
Madera	20	2
Marin	21	2
Mendocino	23	2
Merced	24	2
Napa	28	2
Nevada	29	2
Placer	31	2
San Luis Obispo	40	2
Santa Cruz	44	2
Shasta	45	2
Siskiyou	47	2
Sutter	51	2
Tehama	52	2
Tuolumne	55	2
Yolo	57	2
Yuba	58	2

Cluster 4:

County	ID	Cluster
Alameda	1	4
Los Angeles	19	4
Orange	30	4
Riverside	33	4
Sacramento	34	4
San Bernardino	36	4
San Diego	37	4
Santa Clara	43	4

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	Commentator	Program	Comment	Response
1.	Cynthia Otero, Chief Financial Officer	Colusa Superior Court	Do you find this data useful/beneficial? Yes, this data is very useful and easy to read. The entire layout of the dashboard is very eye catching and clearly depicts how our program is doing. Do you have any concerns about receiving an annual dashboard like this? None. I prefer receiving information like this. Is there anything missing? No, this dashboard is very thorough and includes all pertinent information. Suggestions for improvement? None.	No response required.
2.	Kate Bieker, Chief Executive Officer	Contra Costa Superior Court	This data is much different than we have seen before and nice to see how compared with others but hard to say useful when much of collections is being eliminated.	No response required.
3.	Julie DiMaggio Enea, Senior Deputy County Administrator	Contra Costa County Administrator's Office	The new dashboard provides much better insight into how Contra Costa compares with its peers in terms of revenue collected and cost of collections. While informational, I have never found the single court annual data report to be particularly insightful or helpful. This dashboard analysis is the best information we have received thus far. The first-year resolution is an important stat and as well as cost: referral as compared to peers. What would also be helpful is a peer comparison of annual recoveries against outstanding balance, if only to provide more context for the comparisons. If possible, it would also help to know by what percentage CEI degrades with each year of account age.	No response required. Agree. Suggestion will be taken into consideration for possible future implementation.
4.	Esperanza Esparza, Court Executive Officer	Del Norte Superior Court	Have you seen this type of data before? Do you perform any similar analyses internally? We had not seen this type of data before. At this time, we do not perform any similar analysis internally.	No response required.

Court-Ordered Debt Performance Measures and Benchmarks
Individual Program Dashboard Comments
All comments are verbatim unless indicated by an asterisk (*).

Attachment C

	Commentator	Program	Comment	Response
			Do you find this data useful/beneficial? This type of data is very useful and beneficial. What is useful, what is not useful, where do you have questions? It is useful, and beneficial to see it all in one, condensed dashboard as it is presented. Do you have any concerns about receiving an annual dashboard like this? We have no concerns about receiving an annual dashboard like this. Is there anything missing? At this time there is nothing we can think of that is missing. Suggestions for improvement? None at this time.	
5.	Shelby Wineinger, Assistant Court Executive Officer	El Dorado Superior Court	Tania Ugrin-Capobianco, CEO, and I think it [dashboard] is great.	No response required.
6.	Karen Clower, Deputy County Administrative Officer	County of Humboldt	While the analytic data may be useful for some jurisdictions, it would not enhance our operations due to the scaled back nature of Humboldt's program; therefore, we do not have constructive comments.	No response required.
7.	Travis Andreas, Deputy Court Executive Officer	Kern Superior Court	Have you seen this type of data before? Do you perform any similar analyses internally? We are starting to implement more meaningful metrics, but they are more granular than the metrics in the Individual Program Report. Do you find this data useful/beneficial? Yes. The dashboard is visually engaging and does provide helpful insight for comparing and understanding performance. I do especially like the CEI, Risk Monitor, and First-year Resolution. The report and data are helpful to have a broader comparison to the averages. Do you have any concerns about receiving an annual dashboard like this? No. Other feedback: • Separate colors for, lack of better terms, good or	No response required. Agree. Dashboard was modified to reflect a different color scheme and each color was explained.

	Commentator	Program	Comment	Response
			bad (e.g., green, and red). If I am understanding the measures correctly, there are some where it would be better to be above average and some it would be better to be below average. Having the results stand out as a strength or opportunity using color would likely be helpful to a more casual reviewer, or in a presentation setting where short, to the point, key results need to be easily noticeable and decipherable. Currently, the colors, yellow and blue, only distinguish higher or lower without regard to whether the higher or lower than average result is a strength or opportunity. Determining whether it is a strength or opportunity requires a closer look at the type and definition of the result. • If there is a way that these reports can be made interactive on a web format, it would allow the courts to view and slice the data more dynamically. For example, it may be helpful to be able to click on just the, "Court" or "FTB", parameters to single them out or even combine only certain parameters. Having this option would allow the user to view all the other results within those filtered parameters. • I like the dashboard and I think this should be the first visual overview, but I think it would also be good to breakout each reporting segment to have the reference and graphical information on one page. This would be in addition to the dashboard as a whole. This would make it easier to analyze the figures.	Agree. Suggestion will be taken into consideration for possible future implementation. Agree. Suggestion will be taken into consideration for possible future implementation.
8.	Krista LeVier, Court Executive Officer	Lake Superior Court	Given that the county handles all delinquent collections, court has no way of verifying their figures (IPR). Provided no comments on dashboard.	No response required.
9.	Brian Hoffman, Principal Analyst, CEO	Los Angeles County, Chief Executive Office	Have you seen this type of data before? Do you perform any similar analyses internally? The county	No response required.

Court-Ordered Debt Performance Measures and Benchmarks
Individual Program Dashboard Comments
All comments are verbatim unless indicated by an asterisk (*).

Attachment C

	Commentator	Program	Comment	Response
		– Budget	maintains this data in internal databases and summarizes the data in the Summary of Collection Reporting Template. However, the various indexes provided on the dashboard appear to be created by the Judicial Council and are new to the county. The county produces dashboards and other visual aids on a case-by-case basis depending on the type of data being presented, the audience, the need to present the data, and other variables. The County currently does not maintain a dashboard for collections data. Do you find this data useful/beneficial? Yes, the data as presented on the dashboard is useful as it presents a high-level summary of the county's performance metrics. This allows county personnel to see trends in the data without the need to sort through databases or worksheets. Do you have any concerns about receiving an annual dashboard like this? The county has no concerns about receiving an annual dashboard. Is there anything missing? The dashboard succeeds in summarizing raw data but there is an opportunity to include insight on how counties can act on or improve their collection practices based on the data presented.	Agree. Suggestion will be taken into consideration for possible future implementation.
10.	Amanda Toste Court Executive Officer	Merced Superior Court	Have you seen this type of data before? We have seen this data before through the annual collection report but not in the dashboard format. Do you perform any similar analyses internally? We perform an internal analysis, though not as detailed as this one. Do you find this data useful/beneficial? Yes, this information is beneficial. What is useful, what is not useful, where do you have questions? I am very interested in the CEI and SES scores.	No response required.

	Commentator	Program	Comment	Response
			Do you have any concerns about receiving an annual dashboard like this? No concerns Suggestions for improvement? With the suggested Adjustment Score and Discharge Score, we would like to see the matrix of how this is determined, More than Average, Average and Less than Average. For example, More than Average (100% thru 80%), Average (79% - 60%), and Less than Average (59% and less). It would also be great to see the performance for each program separately so the state can see what areas are more successful than others. In other words, the overall program for the court's performance alone, the FTB program alone, and any other programs so this information can be compared to see what programs are more successful for the overall Court/County Collection program. This can be used as a training opportunity or to evaluate the effectiveness of their programs.	Agree. Suggestion will be taken into consideration for possible future implementation.
11.	Stephanie Wellemeyer, Auditor/Clerk	Modoc County	I see the County CAO responded, but if you still need one from the Auditor's Office. Then yes, we also like this new dashboard format. I have no critiques at this time.	No response required.
12.	Chester Robertson, County Administrative Officer	County of Modoc	The county administrative office has reviewed and approves of the report. I like the new dashboard format.	No response required.
13.	Lester Perpall, Court Executive Officer	Mono Superior Court	We have not seen this type of data before, and at this time do not perform a similar analysis internally. The data was useful to see. Overall, found the dashboard very useful to see the different metrics and to see how our court does comparatively within our cluster. The SES data was useful to see how the court does in its spending to collect on the delinquent debt, and if we the court were to have a high score that it would be something worth investigating as mentioned in the Reference Guide.	No response required.

	Commentator	Program	Comment	Response
14.	Kim Turner, Court Executive Officer	Mendocino Superior Court	Looks fine to me.	No response required.
15.	Shunna Austin, Collections Program Officer	Orange Superior Court	*Overall, we were trying to think of what we need to know to make us better or prompt us to action. Sticking to factors that may alert us to any red flags or that may lead us to reach out to other courts for best practices is what we believe the dashboard should display.* Please see our responses to your general questions below: Have you seen this type of data before? No Do you perform any similar analyses internally? The only one on this dashboard that is similar to something we look at annually is the First Year Resolution. Once a year, we look at how much civil assessment is collected in a fiscal year as a ratio of civil assessments collected over new civil assessments added …a sort of New civil assessment clearance rate. This helps us keep track of how many of these civil assessment cases are being resolved right away and how much is aging and at risk of not being collected since our peak collection period is within the first year or two of delinquency. We expect that if civil assessments go away, this measure will no longer be important. The First Year Resolution is a good one to continue to monitor for program effectiveness. One area where we compare ourselves to other courts is in how much civil assessment, we collect compared to the state overall and what percent our court is of the total civil assessment collected statewide. This too, will become irrelevant if civil assessments go away.	No response required.

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	Commentator	Program	Comment	Response
			Do you find this data useful/beneficial? Our thought is that additional training on these charts and their intentions would be helpful for us to better determine whether they are useful or beneficial. We do like the fact that we are compared to a cluster average on some of these charts.	Agree. In collaboration with Forrester, our unit will provide training/information session(s) on how the performance metrics were developed, the calculations, and how to interpret the tables displayed on the dashboard.
			What is useful, what is not useful, where do you have questions? We think "referrals" needs to be more clearly defined. Is it basically new case inventory, delinquent, and non-delinquent, right?	
			Collector effective index is a good measure if we are understanding it correctly. It would be good to see this CEI for the private vendors, FTBCOD and TI as well.	
			We like the First-Year resolution rate.	
			The risk monitor score is a bit confusing. It speaks of referrals going delinquent when most of our cases are delinquent when we get them. We think it just needs further explanation.	
			Not sure of the benefit of knowing a Discharge score or comparing to other entities. Wouldn't a decline in the amounts discharged by your own entity tell you that you are doing a better job collecting during the optimum period? Once our initial discharge is complete, our goal is always to reduce the number of cases that become eligible for discharge. Maybe looking at % of total debt discharged would be a good comparison measure amongst our cluster?	Agree. Suggestion will be taken into consideration for possible future implementation.
			The spend efficiency score comparison with the cluster average may not take into account the variations in salaries and classifications used to	Agree. Suggestion will be taken into consideration for possible future implementation.

Court-Ordered Debt Performance Measures and Benchmarks   **Attachment C**
Individual Program Dashboard Comments
All comments are verbatim unless indicated by an asterisk (*).

Commentator	Program	Comment	Response
		perform the collections functions. For example, Riverside County and Orange County are quite different in terms of salaries and cost of living. We believe some evaluation of the cost efficiency is needed and a cost per dollar collected does makes sense. Perhaps the percent change in score from year to year or an up and down measure might be a more equitable comparison between entities. Cost referral ratio: We would like a better understanding of this measure. Not sure why Orange County is so high in the current compared to the average when we have maintained pretty level cost over the years while increasing our collections. Our cost of collections includes what we pay our vendors but does the denominator include the cases referred to them? Adjustment score is good. We like the comparison of the current year and prior year data under the Quick Look section. Do you have any concerns about receiving an annual dashboard like this? We have no concerns about receiving an annual dashboard like this. Is there anything missing? Perhaps something related to the calls made or notices sent; cases closed, or payment plans established? These would indicate success in outreach and negotiations by the collectors and overall collections program. Missing outcome information on victim restitution. Suggestions for improvement? Not sure the case distribution comparison to the cluster is necessary.	 Agree. Suggestion will be taken into consideration for possible future implementation

	Commentator	Program	Comment	Response
			We believe it will always be the same or very similar year after year. The new report is a bit confusing, and I was wondering if at some point the JCC is going to do a training on how to read it and understand it.	
16.	Anil Kukreja, Team Manager	Orange County	Have you seen this type of data before? No. Do you perform any similar analyses internally? Response: No Do you find this data useful/beneficial? Yes, require training to understand and use this data analysis What is useful, what is not useful, where do you have questions? Risk monitor and First Year resolution is good. Do you have any concerns about receiving an annual dashboard like this? We need training to understand the usefulness and purpose of this information first. Is there anything missing? It is useless if receivable does not show age of receivable $ and receivable $ by entity. State should help local courts to update the collection system, which will provide the receivable detail by age and entity. Any efforts to reduce delinquent collections will be helpful. There should be one statewide collection system to gather receivable data. Receivable by age and entity will be helpful.	No response required. Agree. In collaboration with Forrester, our unit will provide training/information session(s) on how the performance metrics were developed, the calculations, and how to interpret the tables displayed on the dashboard. While suggestion may have merit it is outside the scope of this proposal.
17.	Camille Valverde, Management Analyst	San Bernardino Superior Court, Financial Services	Have you seen this type of data before? Do you perform any similar analyses internally? Yes, a few other courts have developed dashboards using CMS data to track collections and there is software available that includes some metric-based reporting. The dashboard view provided by JCC has historically been the only collective visual that depicts the annual CRT for San Bernardino Court and creating this tool is a really good step in	No response required.

Commentator	Program	Comment	Response
		providing clear and accessible metrics. Moving forward, San Bernardino will implement an internal version for tracking and forecasting as we continue to grow our internal data analytics capabilities.	
		Do you find this data useful/beneficial? What is useful, what is not useful, where do you have questions? The data is useful; there are no questions at this time. It would be helpful for additional data elements to be exposed; including the Schedule 7a data used for court FTE counts to allow courts to help validate data.	Agree. Suggestion will be taken into consideration for possible future implementation.
		Do you have any concerns about receiving an annual dashboard like this? We prefer that that dashboard be shared in a non-PDF format and with the ability to manipulate/alter our charts or compare within our cluster. Is there anything missing? Because of annual tracking, a 3-year+ view would be helpful in viewing internal progress and changes in collections. Enhancing the tables and charts to predictive analytic tools would also be a great future addition to assist the courts with resource allocation. Identified Cluster grouping should be identified on each entity's respective dashboard; additionally, adding the cluster MIN and MAX under 'Case Distribution' would allow CEOs to distinguish their agency's standing/rank within the cluster. In addition to a comparison to your respective cluster, a comparison to statewide totals/averages is useful. Adding raw data related to the Schedule 7a would allow the courts to help validate data.	Agree. Suggestion will be taken into consideration for possible future implementation.
		Suggestions for improvement? The data would be more useful if presented in a functioning Dashboard (Power BI) or even provided in Excel. In sections with numeric scores or ratios, adding the	Agree. Suggestion will be taken into consideration for possible future implementation

	Commentator	Program	Comment	Response
			formula would allow the audience to quickly identify the quotient without having to reference a separate document. The Template for the dashboard can be added as a new tab on the CRT so figures auto-populate as data is inserted into the CRT. This would allow agencies to view the preliminary dashboard prior to CRT submission.	
18.	LeShay Shaw, Revenue & Recovery Director	San Diego County, Office of Revenue and Recovery	The proposed performance measures and dashboard provide several useful tools to measure collection programs' successes in collecting on cases with court-ordered fines, fees, forfeitures, penalties, and assessments. However, it is not addressed whether these metrics would provide a deflated measurement of success, specifically in areas where costs and collection amounts are compared to the value and number of cases established, if victim restitution referral and collections are not part of the metrics. The 2021 instructions for reporting Victim Restitution on the CRT specifically instructs that the number of cases, value and collections reported on CRT rows 29–35, should pertain to "restitution and other justice–related fees not reported in the CRT rows 3–9 and 11–17." Therefore, the court-ordered fines, fees, forfeitures, penalties, and assessments corresponding to the case with Victim restitution will be reported in the CRT rows 3–9 and 11–17. With Victim Restitution taking payment application priority, any monies collected on a case with restitution will be reported in rows 29–35 until the restitution is paid in full. In the meantime, collection efforts are in process and may be very successful. However, without victim restitution being included in the metrics, the collection program's success would be understated since collections cannot be applied to the court-ordered fines, fees, forfeitures, penalties, and assessments on CRT rows 3–9 and 11–	No response required. Penal Code section 1463.010 requires the Judicial Council to adopt performance measures and benchmarks to review the effectiveness of the entities' collection of court-ordered fines, fees, forfeitures, penalties, and assessments.

	Commentator	Program	Comment	Response
			17 before restitution is paid in full.	
			This could also be argued as the need for these metrics to measure collection success and attributable collection costs for court ordered debt that is available for collections. As long as Victim Restitution is outstanding and the court orders installment payments on the court ordered debt on the case, the fines, fees, forfeitures, penalties, and assessments are not available for collections. The same can be argued for cases that do not have restitution, and the court has ordered installment payments on the court ordered fines, fees, forfeitures, penalties, and assessments. The collection program can only collect the installment due for collections and NOT the entire amount on the fines, fees, forfeitures, penalties, and assessments.	
			The concern for receiving a dashboard like this would be the above stated concern for unfavorable metrics when collections cannot be applied to fines, fees, forfeitures, penalties, and assessments due to Victim restitution. Another concern would be possible inconsistencies in the way other County Collection programs report their collections and costs, thereby rendering any comparison of metrics across counties unreliable.	Agree. There are established recommended best practices and Guidelines and Standards for Cost Recovery which encourage consistent statewide reporting.
19.	Mike Yuen, Chief Executive Officer	San Francisco Superior Court	The dashboard is fine.	No response required.

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	Commentator	Program	Comment	Response
20.	Nicole D. Coburn, Assistant County Administrative Officer	Santa Cruz County	We have not seen this type of data before. Although additional data is always helpful, we don't have a need for it in our Treasurer-Tax Collector (TTC) office. TTC upgraded our collections software a few years ago, and they receive and review collector effective and efficiency statistical reports each month. Each year, they are required to provide a small amount of data to the annual state collections report (courts provides most of it as they have been doing their own collections for the last few years). The state reporting form is not very user friendly and results in the county as a whole having very low collections rates. They believe much of that is from very old accounts that will be cleaned out now that two recent changes were made to what can be collected. Please let me know if you have any questions.	No response required.
21.	Natalie Brunamonte, Principal Analyst	Sonoma County Administrator's Office	The dashboard does not appear to be something that we would utilize on a regular basis.	No response required.
22.	Donna Riley, Treasurer-Tax Collector	Stanislaus County	Have you seen this type of data before? Do you perform any similar analyses internally? The three attachments developed by Forrester provide new information, which cannot be produced in our current collections system. In addition to metrics pertaining to Stanislaus County directly, the information regarding partner agencies is insightful. Do you find this data useful/beneficial? Our office found the reports to be particularly useful, providing specific, measurable, relevant, and time-based data. The visual data provided was generally easy to understand, although the reference guide was key to understanding certain data points. The data shows both clear successes and areas for improvement.	No response required.

	Commentator	Program	Comment	Response
			What is useful, what is not useful, where do you have questions? While we found all the information useful, it did beg additional questions. Specifically, while comparing costs of the different partners, there doesn't seem to be a breakdown of the duties and services provided. Perhaps this is best viewed over a longer period, which would enable us to see if the segments remain constant or fluctuate. Stanislaus County provides services beyond what certain other segments are tasked with, so one point-in-time report does not provide that perspective. Future reports will enable us to see how changes in our program impact overall collections. Do you have any concerns about receiving an annual dashboard like this? Stanislaus County welcomes the report as one more tool to enable process- and program-improvement. Is there anything missing? At this time, we have not identified any missing data segments. Over time, it is possible that we will seek additional information, if we have that opportunity. Suggestions for improvement? A training component would be very useful, additionally, it would be helpful to understand how the data is derived from the Court Report.	Agree. In collaboration with Forrester, our unit will provide training/information session(s) on how the performance metrics were developed, the calculations, and how to interpret the tables displayed on the dashboard.
23.	Stephanie Cameron, Court Executive Officer (Drafted by Court Chief Financial Officer)	Tulare Superior Court	In general, the dashboard is quite busy and very blue in color. The data presented is difficult to understand what it means for our court. You have to refer to the reference guide to interpret each data segment. It may be helpful to include a legend with a brief explanation of each data segment.	Agree. In collaboration with Forrester, our unit will provide training/information session(s) on how the performance metrics were developed, the calculations, and how to interpret the tables displayed on the dashboard.

	Commentator	Program	Comment	Response
			The Quick Look box has a summary of all the information. If that could be listed on independent page, that would be easier to read. At first, I did not realize it is a summary of each data segment. In addition, the Collector Effective Index (on left side) shows *Fist Year Resolution* should be spelled First.	
			The Collector Effective Index data was helpful to know how out court placed in compares against our peers.	
			The Spend Efficiency Score is an interesting data showing how much is spent to collect $1. We would definitely utilize this information to seek greater cost efficiencies for our collection's costs.	
			For the Cost Referral Ration shows the average cost spent per referral, may we add a dollar sign? Especially, with all the data in the Quick Look Box, it would be easier to see.	
			First year resolution rate states, entities should strive to make First-year Resolution Rate as high as possible. Normally the current referrals collect more in the first year. As the collections sit over time, the chance of resolving decreases. To achieve a higher resolution rate an entity would have to primarily focus on collecting for current referrals only. The Risk Monitor displays similar information, identifying referrals that were paid prior to delinquency. In comparison to the peers, it is good information.	
			Adjustment score and discharge score, unsure how this data would help collections. With the new laws eliminating fees, court are required to discharge balances.	

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	Commentator	Program	Comment	Response
			There is a big blank box for Entity Context, it seems to be wasted space. Is the intent to include data going forward?	There was some discussion about capturing information and/or explanations provided by the court/county on each performance measure, like the Performance section of the Individual Program Report.
24.	David Gutknecht, Chief Deputy of Administration Riverside Superior Court	Riverside Superior Court	Overall, we support the new measurements and feel that they will help us to better analyze and improve our collection processes.	No response required.
25.	Jim Owen, Director of Finance	Santa Cruz Superior Court	Court likes the ease of reading of the dashboard and the ability to quickly find the information in one place.	No response required.

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