



**Judicial Council of California**  
ADMINISTRATIVE OFFICE OF THE COURTS

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*Chief Deputy Director*

January 21, 2010

Ms. Diane F. Boyer-Vine  
Legislative Counsel  
State of California  
State Capitol, Room 3021  
Sacramento, California 95814

Mr. Gregory P. Schmidt  
Secretary of the Senate  
State Capitol, Room 400  
Sacramento, California 95814

Mr. E. Dotson Wilson  
Chief Clerk of the Assembly  
State Capitol, Room 3196  
Sacramento, California 95814

Re: Report to the Legislature on Statewide Collection of Court-Ordered Debt as Required by  
Penal Code Section 1463.010

Dear Ms. Boyer-Vine, Mr. Schmidt, and Mr. Wilson:

Attached is *Court and County Collection Programs, FY 2008–2009*, a report to the Legislature as required by Penal Code section 1463.010, as amended by Assembly Bill 367 (Stats. 2007, ch. 132), on the effectiveness of the statewide cooperative superior court and county programs for the collection of court-ordered debt. The statute requires that the Judicial Council develop performance measures and benchmarks and submit a report to the Legislature on December 31, 2009, and annually thereafter, on the extent to which each court or county is following best

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practices for its collection program, the performance of each collection program, and any changes necessary to improve the performance of collection programs statewide.

If you have any questions related to this report, please contact Sheila Calabro, Regional Administrative Director, Southern Regional Office, Administrative Office of the Courts, at 818-558-3020 or sheila.calabro@jud.ca.gov.

Sincerely,

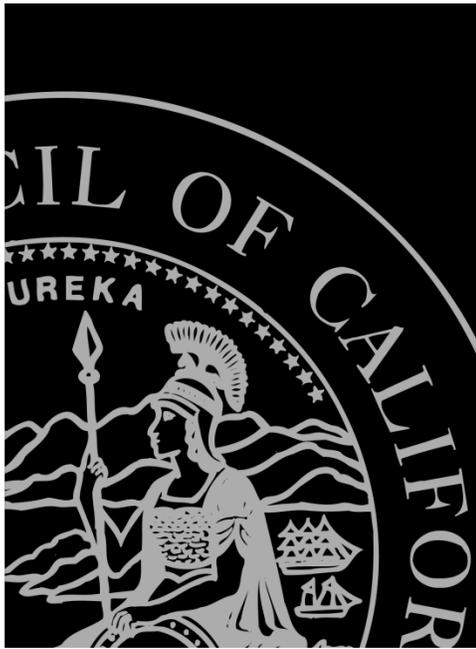
A handwritten signature in black ink, appearing to read 'W. Vickrey', with a long horizontal flourish extending to the right.

William C. Vickrey  
Administrative Director of the Courts

WCV/JS/lc

Attachment

cc: Members of the Judicial Council  
Ronald G. Overholt, AOC Chief Deputy Director  
Sheila Calabro, Regional Administrative Director, AOC Southern Regional Office  
Jody Patel, Regional Administrative Director, AOC Northern/Central Regional Office  
Christine Patton, Regional Administrative Director, AOC Bay Area/Northern  
Coastal Regional Office  
Curtis L. Child, Director, AOC Office of Governmental Affairs  
Henry Sepulveda, Senior Governmental Affairs Fiscal Analyst, AOC Office of  
Governmental Affairs  
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# Court and County Collection Programs FY 2008–2009

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REPORT TO THE LEGISLATURE  
AS REQUIRED BY PENAL CODE  
SECTION 1463.010



JUDICIAL COUNCIL  
OF CALIFORNIA

**Court and County Collection Programs**  
**Annual Report to the Legislature as Required by Penal Code Section 1463.010**  
**January 2010**

Having a designated entity with the authority to enforce and enhance the collection of court-ordered debt may not only increase revenue to governmental agencies, but will provide respect for the rule of law and enforcement of local court orders. Penal Code section 1463.010, as amended by Assembly Bill 367 (Stats. 2007, ch. 132), requires the Judicial Council to develop performance measures and benchmarks to review the effectiveness of the cooperative superior court and county programs for the collection of court-ordered debt and to report annually to the Legislature on:

- The extent to which each court or county is following best practices for its collection program;
- The performance of each collection program; and
- Any changes necessary to improve the performance of collection programs statewide.

The statute also requires that each superior court and county jointly report to the Judicial Council, as provided by the Judicial Council, information requested in a reporting template on or before September 1, 2009, and annually thereafter.

Before the enactment of AB 367, California had not established best practices for the collection of court-ordered-debt, nor performed any evaluation of the performance of local court-ordered debt collection programs. Therefore, during fiscal year 2008–2009, the Judicial Council had to identify, develop, and approve the Collections Best Practices and performance measures for the collection programs. (See Attachments A and B.)

In addition, the Collections Reporting Template, which was initially created to comply with the reporting mandates of Senate Bill 940 (Stats. 2003, Ch. 275), needed to be revised in order to capture information that would allow the Judicial Council to evaluate the performance of individual collection programs. Because many different collection methods and models are in use, the Collections Reporting Template was revised to accommodate the various workflow processes and accounts receivable and case management systems used by the individual court and county collection programs. (See Attachment C.) The limitations of accounts receivable and case management systems were identified by several of the collection programs as a reason for the under- or over-reporting of revenue derived from the collection of delinquent court-ordered debt. (See Attachment D.)

The Administrative Office of the Courts, Enhanced Collections Unit, contracted with Gartner, Inc. to develop performance measures and benchmarks, assist with revision of

the Senate Bill 940 Collections Reporting Template, analyze data received from the individual collection programs, and recommend procedural changes. (See Attachment E.)

Penal Code section 1463.010 requires the Judicial Council to recommend any changes necessary to improve the performance of collection programs statewide. The proposed changes are:

- Require that a collection program have the basic capability to track and collect delinquent court-ordered debt;
- Amend, as necessary, the Collections Best Practices and enforcement tools based on court-ordered debt collection industry standards and California statutes;
- Develop and establish a recommended workflow process, tailored to each individual collection programs, incorporating Collections Best Practices;
- Develop and establish statewide policies, procedures, and processes for the uniform collection of court-ordered debt;
- Establish an annual collections training program to assist courts and counties in improving individual performance;
- Standardize, as necessary, communication processes, including letters and notices, between debtors and collection programs to enhance collection efforts; and
- Assist collection programs with the selection of private collection vendors.

As the first of the annual reports to be submitted, this report serves as a baseline for determining the performance of the individual court and county collection programs for delinquent court-ordered debt. It details the steps taken to establish a method for measuring and reporting the effectiveness of the collection programs. Subsequent reports will provide information on the progress achieved by the individual collection programs and recommendations for additional changes necessary to improve performance statewide.

#### History of Enhanced Collection Efforts

In January 2003, the Conference of Chief Justices, chaired by California Chief Justice Ronald M. George, adopted a resolution that called attention to the importance of collection efforts for delinquent court-ordered debt. Senate Bill 940 (Stats. 2003, ch. 275), Judicial Council sponsored legislation, required the council to (among other things) adopt guidelines for a comprehensive program for the collection of fees, fines, forfeitures, penalties, and assessments imposed by the courts and to establish a working group to evaluate and make recommendations concerning current and future collection methods. As a result, the Senate Bill 940 Collaborative Court-County Working Group on Enhanced Collections was created. The working group was tasked with evaluating and making recommendations concerning collection methods with the purpose of establishing or enhancing collection programs in all 58 counties. The working group consisted of trial court judges and executive officers and representatives of the Administrative Office of the Courts, Franchise Tax Board, California Department of Corrections, State

Controller's Office, county governments, California Victim Compensation and Government Claims Board, California Youth Authority, and California State Association of Counties. The working group also included various committees and subcommittees comprised of subject matter experts from courts, counties, and state agencies, which made recommendations for the development of collection guidelines and standards. In August 2004, the Judicial Council adopted guidelines and standards as recommended by the working group and directed the working group to continue its work to develop additional recommendations concerning current and future collection methods.

In January 2006, as statutorily mandated, the Judicial Council submitted a report to the Legislature on the effectiveness of statewide collection efforts, which indicated significant accomplishments in the collection of court-ordered debt, including:

1. The creation of a standard reporting template to monitor the progress of collection programs;
2. A 27 percent increase in the amount of revenue collected; and
3. The awarding of statewide enhanced collection contracts to four collection agencies.

Since the 2006 report to the Legislature, several tools have been developed and offered to help improve the performance of court and county collection programs, including:

- Workshops to provide training about tools to enhance individual collection programs;
- Standards and guidelines for recovering the operating costs of collecting delinquent court-ordered debt;
- Standards and guidelines for the collection of delinquent attorney sanctions;
- An interim database tool to assist judicial officers with imposing mandatory and discretionary fines, fees, penalties, and assessments; and
- Statewide master agreements with seven private collection vendors.

In August 2008, the Judicial Council adopted as the Collection Best Practices, a select number of collection guidelines and standards previously adopted by the Judicial Council in 2004 and 2006. (See Attachment A.) These collection guidelines and standards were developed and recommended by the Senate Bill 940 and Civil Assessment working groups.

## Findings

The processes of individual court and county collection programs are not standardized and antiquated case management and accounts receivable systems used by the collection programs vary in their ability to track delinquent court-ordered debt. In FY 2008–2009,

of the 57 collection programs that submitted a Collections Reporting Template, 41 programs either met or exceeded the established performance measures and benchmarks. According to the revenue figures reported on the Collections Reporting Template court and county collection programs collected a total of \$565,656,730 in delinquent court-ordered debt for FY 2008–2009, with outstanding debt estimated at over \$5.5 billion. The outstanding balance includes debt that pre-dates the passage of SB 940, which initiated California’s statewide collection effort.

It should be noted that all current and delinquent revenue, with the exception of civil assessments collected from traffic and from criminal cases, is deposited in each county treasury and distributed to various city, county, and state agencies. Complete and accurate information on the collection and distribution of revenue must be obtained from each of the 58 counties and reporting is not enforceable by the Judicial Council. Therefore, having a designated entity responsible for enforcing policies, procedures, and legislatively mandated requirements could provide the mechanism necessary to continue to effectively enhance the performance of the statewide collection programs.

#### **Collections Best Practices**

The Judicial Council is required by Penal Code section 1463.010 to report on the extent to which each court or county is following Collections Best Practices for its collection program. Twenty-seven Collections Best Practices (see Attachment A) were selected based on the potential impact of each on the statewide collection efforts.

The extent to which each court and county collection program is following the Collections Best Practices was limited to the number of practices implemented by the program. Because 29 of the 57 (or 55 percent) programs submitted their Collections Reporting Templates after the September 1, 2009, due date, a thorough analysis of all reported data could not be conducted. Currently, there is no identified correlation between the number of Collections Best Practices used and program performance or between a particular practice and program performance.

In the 2010 annual report to the legislature, an analysis and comparison will be conducted, to the extent possible, to determine (1) potential correlations between the Collections Best Practices used and the revenue collected, and (2) the priority of each best practice based on the revenue generated.

Summaries of the performance of the individual collection programs and the extent to which each is following the best practices can be found in Attachment D.

Based on information reported in the FY 2008–2009 Collections Reporting Templates, the table below lists the number of Collections Best Practices followed by each court and county collection program. (*Note:* The collection program for the Superior Court and County of Trinity did not submit a Collections Reporting Template.)

Number of Collections Best Practices (by county)							
Alameda	23	Kings	19	Placer	26	Sierra	18
Alpine	23	Lake	15	Plumas	20	Siskiyou	23
Amador	17	Lassen	20	Riverside	26	Solano	17
Butte	21	Los Angeles	22	Sacramento	25	Sonoma	24
Calaveras	22	Madera	24	San Benito	16	Stanislaus	15
Colusa	19	Marin	16	San Bernardino	20	Sutter	17
Contra Costa	24	Mariposa	17	San Diego	25	Tehama	19
Del Norte	24	Mendocino	24	San Francisco	17	Trinity	*
El Dorado	20	Merced	18	San Joaquin	18	Tulare	26
Fresno	22	Modoc	22	San Luis Obispo	22	Tuolumne	27
Glenn	20	Mono	7	San Mateo	22	Ventura	26
Humboldt	20	Monterey	20	Santa Barbara	21	Yolo	24
Imperial	25	Napa	25	Santa Clara	23	Yuba	26
Inyo	25	Nevada	26	Santa Cruz	25		
Kern	15	Orange	18	Shasta	25		

Amendments to the Collections Best Practices will be made as necessary and as statutes and court-ordered debt industry standards change, in order to maintain or enhance the performance levels of all collection programs. Top-performing and innovative collection programs will be analyzed to determine if any practices currently in place should be recommended for inclusion or elimination in the Collections Best Practices. For example, the Superior Court of Shasta County’s innovative approach of providing collection services to the collection programs of Yuba and Glenn Counties has resulted in performance levels exceeding the performance standard. The Superior Court of Ventura County also provides collection services to Imperial County, and both programs exceeded the performance standard.

### **Performance Measures**

Penal Code section 1463.010 requires the Judicial Council to develop performance measures and benchmarks to review the effectiveness of the cooperative court and county collection programs and to report on the performance of the programs. For the purpose of this report, performance is measured by the amount of revenue collected and court-ordered adjustments. The performance of the individual collection program is measured by the ability of the program to collect delinquent court-ordered debt or the court’s imposition of an alternative sentence, which leads to the resolution of a case. Performance measures and benchmarks were developed in FY 2008–2009, establishing a baseline for the measurement of performance in the future. These were based on data reported in FY 2004–2005, 2005–2006, and 2006–2007 (on average, 48 of the 58 collection programs submitted reports for the three fiscal years). Collection programs

were not legislatively required to submit a Collections Reporting Template in FY 2007–2008.

After conducting a pilot program, site visits, workshops, phone conferences, and an interactive webinar with staff from various court and county collection programs, Gartner, Inc. recommended and the Judicial Council approved the following performance measures:

- The **Success Rate** measures the amount of revenue collected from delinquent court-ordered debt after adjustments.
- The **Gross Recovery Rate** measures the ability to resolve delinquent court-ordered debt, taking into account court-ordered alternative sentences, community services, and suspensions.

The benchmark for the Success Rate was set at 31 percent and the Gross Recovery Rate was set at 34 percent.

Based on information reported in the FY 2008–2009 Collections Reporting Templates, the tables below illustrate the performance of each court and county collection program.

Success Rate: 31% Benchmark (by county; percentage)							
Kern	78	Napa	51	Monterey	43	Riverside	28
Los Angeles	74	Sutter	51	Nevada	41	Mono	23
San Mateo	72	Ventura	50	Modoc	41	Santa Barbara	20
Sierra	71	Amador	50	Tehama	41	El Dorado	19
Humboldt	68	Madera	50	Siskiyou	39	Plumas	18
Lassen	63	Tuolumne	49	Placer	38	San Francisco	18
Marin	61	San Benito	48	Sonoma	37	Fresno	16
Butte	59	Calaveras	48	Kings	37	Colusa	14
Yolo	58	Solano	48	Sacramento	35	Santa Cruz	5
Mendocino	57	Santa Clara	47	Alameda	35	Orange <sup>1</sup>	
San Luis Obispo	56	Alpine	46	Yuba	34	Inyo <sup>2</sup>	
Merced	54	San Diego	45	San Bernardino	33	Trinity <sup>3</sup>	
Stanislaus	54	Imperial	45	Contra Costa	30	Del Norte <sup>2</sup>	
Lake	53	Glenn	45	San Joaquin	29		
Shasta	52	Tulare	44	Mariposa	29		

<sup>1</sup> Program did not agree with the methodology used to establish the performance measures.

<sup>2</sup> Collections Reporting Template submitted by program contained a data error.

<sup>3</sup> Collections Reporting Template not submitted by program.

Gross Recovery Rate: 34% Benchmark (by county; percentage)							
Los Angeles	92	Napa	55	Solano	48	Mariposa	29
Kern	79	Sutter	54	Tehama	48	Contra Costa	28
Marin	76	Stanislaus	54	Alpine	46	Mono	26
San Mateo	74	Imperial	54	Monterey	46	Santa Barbara	25
Sierra	74	Tuolumne	54	Glenn	45	Plumas	24
San Joaquin	70	Santa Clara	53	Siskiyou	44	El Dorado	19
Butte	68	Yuba	53	Tulare	44	San Francisco	14
Humboldt	68	Sonoma	53	Madera	44	Colusa	14
Mendocino	66	San Benito	52	Riverside	43	Santa Cruz	6
Lassen	65	Shasta	52	Kings	41	Del Norte	2
Yolo	62	Lake	52	Sacramento	37	Orange <sup>1</sup>	
Merced	62	Calaveras	52	Alameda	37	Inyo <sup>2</sup>	
San Diego	58	Ventura	51	San Bernardino	36	Trinity <sup>3</sup>	
San Luis Obispo	56	Modoc	50	Fresno	31		
Nevada	56	Amador	50	Placer	30		

<sup>1</sup> Program did not agree with the methodology used to establish the performance measures.

<sup>2</sup> Collections Reporting Template submitted by program contained a data error.

<sup>3</sup> Collections Reporting Template not submitted by program.

The collection programs in Butte, Humboldt, Kern, Lassen, Los Angeles, Marin, Mendocino, Merced, San Joaquin, San Luis Obispo, San Mateo, Sierra, Stanislaus, and Yolo Counties reported the highest performance levels statewide; therefore, their collection programs will be reviewed.

In prior fiscal years (FY 2004–2005 through FY 2006–2007), the Senate Bill 940 Collections Reporting Template did not distinguish between current and delinquent accounts. In FY 2008–2009, based on legislative requirements, and recommendations by Gartner, Inc., the Collections Reporting Template was revised to capture information that would enable efficient tracking and reporting of the collection of delinquent court-ordered debt. Collections Reporting Templates were received from 57 of 58 collection programs; however, several programs were unable to provide complete data, which may have affected the individual performance levels.

As was reported earlier, based on information in the Collections Reporting Templates, statewide collection programs collected a total of \$565,656,730 in delinquent court-ordered debt for FY 2008–2009, with outstanding debt estimated at over \$5.5 billion. Although the outstanding debt amount may appear to be high, the potential collectability of the debt must be considered since some of the accounts receivable and case management systems being used are antiquated, making the tracking and reporting of debt difficult. The total amount of delinquent debt that may be eligible for discharge under Government Code section 25257 cannot be confirmed. The collection efforts are also affected by such problems as systems that may be over-reporting outstanding debt,

debtors who reside out of the state and/or country, debtors whose information such as addresses and social security numbers may not be available or reliable, and the economic conditions of the state and counties.

The delinquent revenue reported in FY 2008–2009 will be used as the base for measuring the performance level of individual court and county collection programs in subsequent reports. It should be noted that, in some instances, collection activities were successful in getting debtors to make fine, fee, penalty or assessment payments, but the payments were applied directly to victim restitution rather than the debt for which it was collected. Restitution to a victim is the first priority when accepting installment payments under Penal Code section 1203.1(d).

### **Cost of Collections**

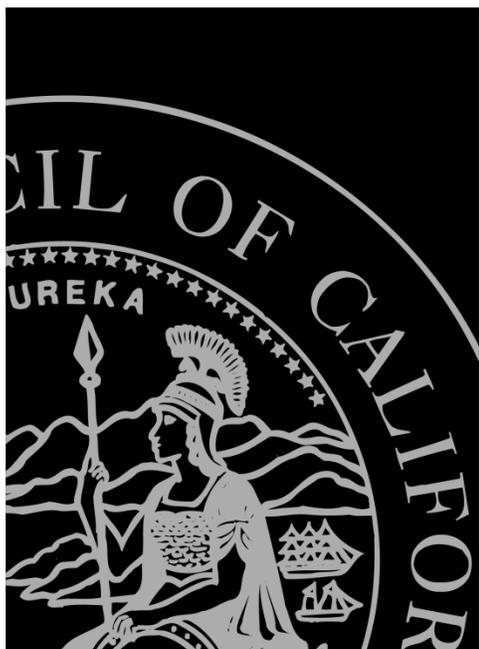
The Collections Reporting Template captured the cost of collections under Penal Code section 1463.007 as well as the gross revenue collected from delinquent debt. These figures were used to calculate the cost per delinquent dollar collected in order to determine the amount of revenue used to offset operational costs for programs for the collection of delinquent court-ordered debt. Section 1463.007 allows a collection program that meets at least 10 of 17 components to deduct the cost of the program before distributing revenue to any other government entity. In FY 2008–2009, the calculated cost of collections ranged from \$.05 to \$.55 per dollar. Revenue received toward restitution to a victim cannot be used to offset the cost of collection programs. Based on the wide range in cost per dollar, it is evident that future costs should be tracked to determine if changes are needed in the area of cost recovery.

### **Conclusion**

Due to the differing operational processes, case management and accounts receivable systems, and statewide demographic and economic diversity, currently there may be no single measure that can accurately capture all of the information necessary to gauge the true performance of each of the 58 court and county collection programs.

However, improvement in the performance of the collection programs may be realized with the implementation of the recommended changes listed in this report.

Finally, although the Judicial Council is mandated to develop performance measures and benchmarks, report on the performance of each program, and make recommendations for improving collections, the Council does not have the authority to enforce compliance. Therefore, without a designated authority responsible for enforcing compliance, it may not be possible to significantly enhance the overall performance of the statewide collection programs.



# Collections Best Practices

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ATTACHMENT A



JUDICIAL COUNCIL  
OF CALIFORNIA

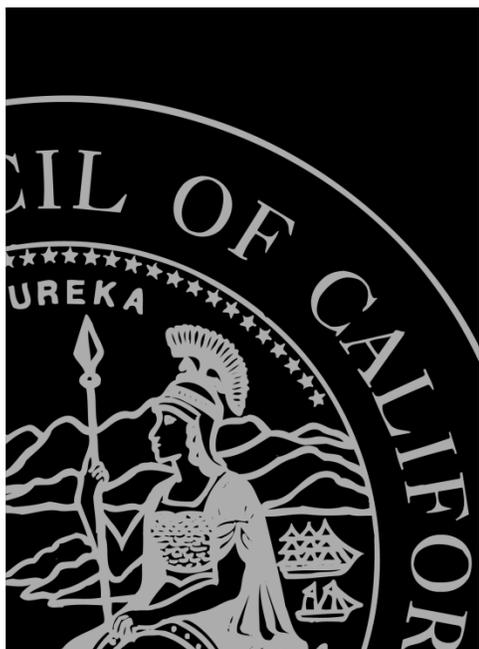
## Collections Best Practices

Penal Code section 1463.010 as amended by Assembly Bill 367 (Stats. 2007, ch.132) requires the Judicial Council to report the extent to which each court or county is following best practices for its collection program.

The collection programs are encouraged to use the following best practices. Additional information regarding best practices, including guidelines and standards, can be obtained on Serranus: <http://serranus.courtinfo.ca.gov/programs/collections/best.htm>; the external collections Web site: <http://www2.courtinfo.ca.gov/collections>; or by contacting staff of the Enhanced Collections Unit at [collections@jud.ca.gov](mailto:collections@jud.ca.gov).

1. Develop a plan and put the plan in a written memorandum of understanding (MOU) that implements or enhances a program in which the court and county collaborate to collect court-ordered debt and other monies owed to a court under a court order.
2. Establish and maintain a cooperative superior court and county collection committee responsible for compliance, reporting, and internal enhancements of the joint collection program.
3. Meet at least 10 of the 17 components of a comprehensive collection program in order that the costs of operating the program can be recovered under Penal Code section 1463.007.
4. Complete all data components in the Collections Reporting Template.
5. Reconcile amounts placed in collection to the supporting case management systems.
6. Retain the joint court/county collection reports and supporting documents for at least three years.
7. Participate in both the Franchise Tax Board Court-Ordered Debt collection program and the Franchise Tax Board Interagency Intercept program.
8. Take appropriate steps to collect court-ordered debt locally before referring it to the Franchise Tax Board for collection.
9. Establish a process for handling the discharge of accountability for uncollectible court-ordered debt.
10. Participate in any program that authorizes the Department of Motor Vehicles to suspend or refuse to renew driver's licenses for licensees with unpaid fees, fines, or penalties.
11. Conduct trials by written declaration under Vehicle Code section 40903 and, as appropriate in the context of such trials, impose a civil assessment.

12. Follow the *Criteria for a Successful Civil Assessment Program* if the court has implemented such a program.
13. Develop a process for the collection of unpaid attorney sanctions.
14. Evaluate the effectiveness and efficiency of external collection agencies or companies to which court-ordered debt is referred for collection.
15. Accept payments via credit and debit card.
16. Accept payments via the Internet.
17. Include in a collection program all court-ordered debt and monies owed to the court under a court order.
18. Include financial screening to assess the ability to pay prior to processing installment payment plans and account receivables.
19. Charge fees as authorized by Penal Code section 1205(d).
20. Charge fees as authorized by Penal Code section 1202.4(l).
21. Use restitution rebate, as appropriate, to further efforts for the collection of funds owed to the Restitution Fund as authorized by Government Code section 13963(f).
22. Participate in the statewide master agreement for collection services or renegotiate existing contracts to ensure appropriate levels of services are provided at an economical cost, when feasible.
23. Request mediation services from the AOC and California State Association of Counties if the court and county are unable to agree on a cooperative collection program.
24. Require private vendors to remit the gross amount collected to the court or county, as agreed.
25. Require private vendors to submit invoices for commission fees to court or county on a monthly basis.
26. Use collection terminology (as defined in the glossary, instructions, or other documents approved for use by courts and counties) for the development or enhancement of a collection program.
27. Require private vendors to complete the components of the Collections Reporting Template that corresponds to its collection program.



# Collections Performance Measures and Benchmarks

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ATTACHMENT B



JUDICIAL COUNCIL  
OF CALIFORNIA

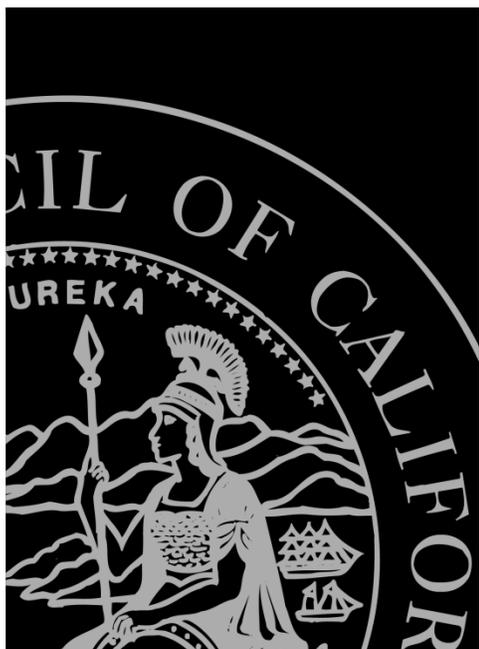
## Collections Performance Measures and Benchmarks

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, and suspended sentences.	Delinquent collections for the fiscal year + Adjustments / Referrals	34%
Success Rate (SR)	Measures the amount of revenue collected on delinquent court-ordered debt based on total delinquent accounts referred after adjustments, including NSF checks.	Delinquent collections for the fiscal year / Referrals - Adjustments	31%

The performance measures and benchmarks recommended above are based on results from the 2008 Gartner project and data submitted in FY 2004–2005 and FY 2005–2006 by collection programs in their reporting templates.

It is estimated that 80 percent of statewide collection programs are currently meeting or exceeding the percentages identified above. The proposed benchmarks represent a minimum standard of performance that should be achievable by all collection programs in the next fiscal year.

The Gross Recovery Rate and Success Rate use a formula that is standard in the collection industry.



# Collections Reporting Template

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ATTACHMENT C



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# Collections Reporting Template

<b>Instructions for Completing the Collections Reporting Template</b>	
<b>Note:</b> Worksheets are protected. Data entry is permitted only in unshaded cells.	
<b>1</b>	<b>BACKGROUND</b>
<b>1.1</b>	<b>Collections Reporting Template</b>
	<p>Penal Code 1463.010, as amended by Assembly Bill 367, requires the Judicial Council to develop performance measures and benchmarks to review the effectiveness of the cooperative superior court and county collection programs. Each superior court and county shall jointly report to the Judicial Council information requested in a reporting template on or before September 1, 2009, and annually thereafter. The Judicial Council shall report to the Legislature on the extent to which each court or county is following best practices, the performance of each collection program, and any changes necessary to improve performance of collection programs statewide.</p>
	<p>The reporting consists of two components:</p> <ol style="list-style-type: none"> <li>1. The <b>Annual Financial Report</b>, which provides aggregate financial statistics and must be reported annually, beginning September 1, 2009. (see Section 2)</li> <li>2. The <b>Supplemental Data Gathering Questionnaire</b>, which provides details on specific cases and must be reported monthly, beginning August 31, 2008. (see Section 3)</li> </ol> <p>See the applicable sections below for instructions on each component.</p>
<b>2</b>	<b>ANNUAL FINANCIAL REPORT</b>
<b>2.1</b>	<b>Due Dates:</b>
	The Annual Financial Report is due on or before September 1, 2009, and annually thereafter.
	Reporting Period data, July 1 through June 30, should be reported by the last business day in August.
<b>2.2</b>	<b>What Should Be Reported?</b>
	All court-ordered fines, fees, forfeitures, penalties, and assessments imposed by law or court order for all case types including traffic, criminal, juvenile type and other cases.
	All delinquent and non-delinquent cases should be reported.
	All court-ordered debt due to the State, Counties, Cities and Local Government entities or other parties for whom the court/county is collecting either directly or through a collection agency should be reported.
	Debt balances and revenue transactions that occurred during the reporting period.
<b>2.3</b>	<b>Which worksheets should be completed?</b>
	<p>The following worksheets should be completed and submitted:</p> <ol style="list-style-type: none"> <li>1. Contact and Other Information</li> <li>2. Annual Financial Report</li> <li>3. Program Report</li> <li>4. Performance Report</li> </ol>
<b>2.4</b>	<b>Contact and Other Information</b>
	Fill in or select responses to the questions on the Contact and Other Information worksheet.
<b>2.5</b>	<b>Annual Financial Report</b>
	Enter data in the Annual Financial Report worksheet (see sections that follow for information on how this should be done).
<b>2.6</b>	<b>Reporting Period</b>
	The reporting period is July 1 through June 30.
<b>2.7</b>	<b>Fines, Fees, Forfeitures, Penalties and Assessments</b>
	In rows 3-9, for each program type, enter the transactions or adjustments that occurred during the reporting period.
	<p><b>Column B:</b> <u>Number of New Cases Established or Referred in the Period:</u> This data represents the total number of new cases that were established or referred to each respective program. Cases transferred from one program to another should be excluded from this figure (see Column D).</p>
	<p><b>Column C:</b> <u>Value of New Cases Established or Referred in the Reporting Period:</u> This data represents the total value of <u>new cases</u> that were established or referred to each program in the reporting period. Cases established and/or referred to a program in prior reporting period should be excluded from this figure. For example, if a county receives a referral from a court program, the amount referred should be noted as a referral in the period in which this occurs. If a debt item is subsequently referred to the FTB and then returned, this should be entered as a transfer rather than a new referral (since this would double-count referrals). See Column D instructions for more information.</p>

# Collections Reporting Template

	<p><b>Column D: Debt Transfers:</b> Enter the amount of debt balances transferred/referred from one program to another. If the amount represents a new referral for another program this would be entered as a referral for that program; if the transaction is not a new referral for another program it should be entered as a transfer for the recipient program. For example:</p> <ul style="list-style-type: none"> <li>- If a \$700 debt is being referred from the Court Collection Program to a Private Agency, the amount referred should be entered as a negative amount for the Court Collection program (-\$700 in Column D, Row 4) and will offset the referral to the Private Agency program (+\$700 in Column D, Row 6).</li> <li>- If the private agency attempts to collect the debt for a period of time, but is unable to collect the debt and returns it to the Court Collection Program, this would represent a transfer from the Private Agency, but would not be a new referral for the Court Collection Program. It would be entered as -\$700 in Column D, Row 6 and +\$700 in Column D, Row 4.</li> </ul>
	<p><b>Column E: Gross Revenue Collected During the Period:</b> Enter the total amount of revenue collected during the reporting period. For Row 3, collections should include traffic bail forfeitures.</p>
	<p><b>Column F: Cost of Collections (pursuant to Penal Code 1463.007):</b> Enter, as a negative number, the cost of collections that, pursuant to PC 1463.007, is allowable to offset revenue prior to distribution to other governmental entities.</p>
	<p><b>Column G: Adjustments:</b> Enter the total dollar amount of suspensions, alternative payments, dismissals, discharges, or other non-cash adjustments that occurred during the period. This should be entered as a positive number if the net effect is to reduce the amount of debt outstanding or a negative number if the net effect is to increase the amount of debt outstanding. For example if a \$600 debt item being collected by the County is discharged, +\$600 would be entered in Column G, Row 5. Charges for a "bad check" would be entered as a (-) dollar amount as it would increase the amount of debt outstanding.</p>
	<p><b>Rows 11-23: Quality Checklist:</b> Review each quality criterion and check the box to note that the data supplied conforms to the specification. Do not check the box if the data supplied does not conform to a particular quality criterion. The Quality Checklist should be used to double-check that the Collections Reporting Template was filled out correctly.</p>
<b>2.8</b>	<p><b>Fines, Fees, Forfeitures, Penalties and Assessments: Beginning and Ending Balances</b></p> <p>In rows 24-29, for each program type, enter the number of cases in Columns H and K and the value of cases in Columns I and L. If you can't provide information by program type, please report in Other (Row 29).</p>
	<p><b>Column H: Number of Cases-Beginning Balance:</b> Enter the total number of cases at the beginning of the period. The number should be the same as the number of cases at the end of the prior period.</p>
	<p><b>Column I: Value of Cases- Beginning Balance:</b> This data represents the ending balance submitted by the Court/County for the previous fiscal year.</p>
	<p><b>Column K: Number of Cases- Ending Balance:</b> Enter the total number of cases at the end of the reporting period for each program.</p>
	<p><b>Column L: Value of Cases- Ending Balance:</b> Enter the total value of cases at the end of the reporting period for each program.</p>
	<p><b>Column M: Error Messages:</b> This field will display "Out of Balance" if the ending balance does not equal the beginning balance plus the sum of transactions that occurred during the period. For example: If the beginning debt balance for the County Collection Program in Column I, Row 25 is \$10,000,000 and the total value of cases referred is \$3,000,000 in Column C, Row 5 and the Gross Revenue Collected in Column E, Row 5 is \$2,000,000 and the value of adjustments is \$500,000 in Column G, Row 5, the ending balance reported in Column L, Row 25 should be \$10,500,000 because <math>\\$10,000,000 + \\$3,000,000 - \\$2,000,000 - \\$500,000 = \\$10,500,000</math>.</p>
	<p><b>Rows 31-37: Quality Checklist:</b> Review each quality criterion and check the box to note that the data supplied conforms to the specification. Do not check the box if the data supplied does not conform to a particular quality criterion. The Quality Checklist should be used to double-check that the Collections Reporting Template was filled out correctly.</p>
<b>2.9</b>	<p><b>Victim Restitution and Other Justice Related Reimbursements</b></p> <p><b>Rows 38-44: Victim Restitution and Other Justice Related Reimbursements:</b> Enter transactions or adjustments that occurred during the reporting period. This may include victim restitution, court appointed counsel fees, and other court-imposed fees that are due to entities other than the State, Counties, Cities or Local Governments and not reported in Rows 3-9.</p>
	<p><b>Rows 46-49: Quality Checklist:</b> Confirm that the data reported complies with the stated specification.</p>

# Collections Reporting Template

<b>2.10</b>	<b>Victim Restitution and Other Justice Related Reimbursements: Beginning and Ending Balances</b>
	<p><b>Rows 50-55:</b> Victim Restitution and Reimbursements: Beginning and Ending Balances: Enter other debt balances. This may include restitution, court appointed counsel fees, and other criminal justice related fees not reported in Rows 24-29.</p> <ul style="list-style-type: none"> <li>- Instructions are the same as Rows 24-29, except for the type of debt reported.</li> <li>- The ending balance in Column W should equal the beginning balance in Column U, plus the sum of transactions shown in Column S (<math>S = O + P - Q - R</math>).</li> </ul> <p><b>Column X:</b> Enter a brief description of the debt reported in this section.</p> <p><b>Row 57: Quality Checklist:</b> Confirm that the reported data complies with the stated specifications.</p>
<b>2.11</b>	<b>Collections Metrics for Fines, Fees, Forfeitures, Penalties and Assessments</b>
	<p><b>Rows 58-59:</b> These are calculated fields; no entry is required. The numbers provide a quantitative explanation of aggregate collections performance for delinquent debt.</p>
<b>2.12</b>	<b>Error/Warning Messages</b>
	<p><b>Rows 60-61:</b> Error/Warning Message: These rows are blank unless errors or potential errors are detected in the worksheet. If error messages are present, please correct the identified error.</p>
<b>2.13</b>	<b>Signature Block</b>
	Sign and date the Collections Reporting Template.
<b>2.14</b>	<b>Program Report</b>
	Provide a description of any changes to your collections program during the fiscal year in the Program worksheet. Also, describe the extent to which your program is meeting the Judicial Council approved Collections Best Practices and identify any obstacles or problems that prevent the collections program from meeting any of the Judicial Council approved Collections Best Practices.
<b>2.15</b>	<b>Performance Report</b>
	Please provide a summary of your collection program's performance during the reporting period.
<b>2.16</b>	<b>Submitting the Annual Financial Report</b>
	<p>After each worksheet is completed, please:</p> <ol style="list-style-type: none"> <li>1) Print the Collections Reporting Template</li> <li>2) Have the authorized court and county representative sign the Collections Reporting Template</li> <li>3) Fax or mail to the AOC Enhanced Collections Unit</li> <li>4) E-mail all worksheets listed in Section 2.3 to <a href="mailto:collections@jud.ca.gov">collections@jud.ca.gov</a></li> </ol> <p>Contact Information:          Administrative Office of the Courts (AOC)          2255 North Ontario Street, Suite 200          Burbank, California 91504          fax: (818) 558-3112          e-mail: <a href="mailto:collections@jud.ca.gov">collections@jud.ca.gov</a></p>
<b>3</b>	<b>MONTHLY SUPPLEMENTAL DATA GATHERING QUESTIONNAIRE</b>
<b>3.1</b>	<b>Due Dates:</b>
	<p>The Supplemental Data Gathering Questionnaire is due on the following dates:</p> <ol style="list-style-type: none"> <li>1. August 31, 2008</li> <li>2. September 30, 2008</li> <li>3. October 31, 2008</li> <li>4. November 30, 2008</li> <li>5. December 31, 2008</li> <li>6. January 31, 2009</li> <li>7. February 28, 2009</li> <li>8. March 31, 2009</li> <li>9. April 30, 2009</li> <li>10. May 31, 2009</li> <li>11. June 30, 2009</li> <li>12. July 31, 2009</li> </ol> <p>See Section 3.51 for more information on what cases should be selected in each month.</p>

3.2	<b>Purpose of Questionnaire</b>
	<p>The COLLECTIONS REPORTING TEMPLATE required as part of Penal Code 1463.010 looks at aggregate data across collection programs but does not allow the Judicial Council to assess the effectiveness of various processes, approaches and tools used in the collection of delinquent debt. The purpose of the Supplemental Data Gathering Questionnaire is to determine which components of the program have the most significant impact on collection effectiveness.</p> <p>It was determined that the collection of this data would be best accomplished by conducting randomized sampling since the configuration and development of formal reporting systems is not viable in the available time frame. Furthermore, investing in a large scale statewide data collection effort may not be an effective approach since some of the data required may not be needed in the future.</p>
3.3	<b>Which worksheets should be completed?</b>
	<p>The following worksheets should be completed for the Supplemental Data Gathering Questionnaire:</p> <ol style="list-style-type: none"> <li>1. Contact and Other Information</li> <li>2. Supplemental Questionnaire</li> </ol> <p>Note: The Random Numbers worksheet can also be used to assist in selecting random case (see next sections).</p>
3.4	<b>Contact and Other Information</b>
	<p>Provide the information requested in the <u>Contact and Other Information</u> worksheet. Much of this information may be the same from the prior month. Note: The Contact and Other Information worksheet is common to both the Annual Financial Report and the Supplemental Data Gathering Questionnaire.</p>
3.5	<b>Overview of Sampling Methodology</b>
3.51	<p>Each collection program is asked to pull a random sample of <u>20 traffic infraction cases each month</u>. The 20 random cases must meet the following criteria:</p> <ol style="list-style-type: none"> <li>1) The case type must be Traffic Infraction, Failure to Appear (FTA) or Traffic Failure to Pay (FTP).</li> <li>2) The cases must be 2 years old at the time of the report. This means:             <ol style="list-style-type: none"> <li>a. For the August 31, 2008 report, the cases selected must have been referred in July 2006.</li> <li>b. For the September 30, 2008 report, the cases selected must have been referred in August 2006.</li> <li>c. For the June 30, 2009 report, the cases selected must have been referred in May 2007.</li> </ol> </li> <li>3) THE CASES MUST BE RANDOMLY SELECTED from the total pool of cases for the month in question. See Section 3.52 or Section 3.59 for information on how to select the sample cases.</li> </ol> <p>The required sample is for 240 cases across each county/court collection program.</p>
3.52	<p>Determine the best way to view the total pool of potential cases (i.e., all cases that were referred in the month in question). This may be original entry records, file drawers, assigned account numbers or some other means. The specific method for doing this may be unique to the county or court in question. If the candidate cases are spread across multiple collection programs select cases from each program in proportion to the total number of cases outstanding as of the end of last year. If you need assistance determining how to do this, please contact the Enhanced Collections Unit staff (see contact information below).</p>
3.53	<p>Determine the number of pages, files or drawers that could potentially be pulled to obtain a sample. Use the random number generator tab to determine the specific page, file or drawer that will be pulled. This can be done by entering the number in "Col A". The result will be displayed in "Result A". This is the page, file or drawer that will be selected. Note: Check the box at the bottom of the page to calculate/recalculate the random numbers. This should be done after step 3.54 or step 3.55 if applicable.</p>
3.54	<p>Determine (or estimate) the number of items that exist within the selected page, file or drawer. Use the random number generator tab to determine the specific item to be pulled. Do this by entering the number of items in "Col B" and selecting the item specified in "Result B".</p>
3.55	<p>Use columns C and D as needed to continue to sub-divide the potential selections and determine the sample case that will be evaluated.</p>
3.56	<p>Confirm that sample case meets the following criteria: 1) it is a traffic infraction FTA or Traffic FTP; 2) the original data of the fine, fee or assessment is within the month in question, and; 3) the case was randomly selected.</p>
3.57	<p>If the sample case does not meet the proposed criteria, select another case.</p>
3.58	<p>If possible, repeat the procedure for each day until 20 cases have been collected.</p>

# Collections Reporting Template

<b>3.59</b>	<p><b>Alternate Procedure:</b> If it is easier to do so, it is acceptable to select the first case at random and then select additional cases at a fixed interval. The specific interval depends on the total number of cases in the month. For example:</p> <ol style="list-style-type: none"> <li>1. If there are 4,000 potential cases in the month, select one of the first 100 cases at random.</li> <li>2. Determine the interval by dividing the remainder by 19. In this case <math>4,000 - 100 = 3,900</math>. Since 19 cases are needed the interval should be <math>3,900/19 = 205</math>.</li> <li>3. Select every 205th case to fill out the sample.</li> <li>4. Confirm that the cases meet the criteria specified in Section 3.51. If necessary reduce the interval to permit enough valid cases to be selected.</li> </ol>
<b>3.6</b>	<p><b>Instructions for Filling out the Supplemental Questionnaire</b></p> <p>For each sample case drawn at random according to Section 3.51 or 3.59 , please fill out the information in the Supplemental Questionnaire worksheet. The information for all sample cases must be entered in the same sheet.</p> <p>The perspective of the questionnaire is to view the life of the cases in question within the two year period. This may require coordination between collection programs to provide a complete picture of a debt item that has been transferred between collection programs. Please coordinate with the other programs to the extent possible to capture the requested information.</p>
<b>3.7</b>	<p><b>Submitting the Monthly Supplemental Data Gathering Questionnaire</b></p> <p>After the Questionnaire is completed, please:</p> <ol style="list-style-type: none"> <li>1) E-mail the Questionnaire and Contact and Other Information worksheet to <a href="mailto:collections@jud.ca.gov">collections@jud.ca.gov</a></li> </ol>
<b>4</b>	<p><b>QUESTIONS</b></p>
<b>4.1</b>	<p><b>Who To Contact If You Have Questions</b></p> <p>If you have questions about the Collections Reporting Template, please contact staff of the Enhanced Collections Unit :</p> <p style="margin-left: 20px;">Administrative Office of the Courts (AOC)          phone: 818-558-3081 or 818-558-3080 or 818-558-3001          e-mail: <a href="mailto:collections@jud.ca.gov">collections@jud.ca.gov</a></p>

## Glossary

TERMS USED IN THE COLLECTIONS REPORTING TEMPLATE	
Term	Definition
Adjustments	Any cash or non-cash adjustment that increases or decreases the amount of debt outstanding subsequent to the initial assessment. Non-cash adjustments include suspensions, alternative payments, dismissals and discharge from accountability. Most frequently these reduce the amount of debt outstanding, but adjustments can also increase the amount of debt outstanding. Cash adjustments include transactions for a bad check or a correction to the initial assessment amount.
Alternative Sentence Payment	An alternative payment for resolving court-ordered debt designed for an individual who demonstrates an inability to pay. Examples include community service and work furlough.
Case	Set of official court documents filed in connection with an action.
Closed Cases	A case where no further collection action is necessary to enforce a court-ordered payment, including suspensions, alternative payments, dismissals, and discharged accounts.
Comprehensive Collection Program	A comprehensive collection program designed to collect delinquent court-ordered fines, fees, forfeitures, penalties, and assessments that satisfies 10 of the 17 criteria identified in Penal Code Section 1463.007.
Continuance	To postpone, stay, or withhold payment under certain conditions for a temporary period of time.
Contract/Hard to Collect	This includes all accounts referred to a private collection agency on cases ready or eligible to be discharged from accountability.
Cost of Collections (pursuant to Penal Code Section 1463.007)	Collection costs that are allowable to be offset by revenues pursuant to Penal Code Section 1463.007.
County Collections Program	A collections program administered by the county.
Court Collections Program	A collections program administered by the local court.
Delinquent Account	Accounts related to a defendant that has not complied with the court-ordered or agreed-upon terms and conditions of payment.
Discharged Accounts	Cases that were deemed uncollectible and received a discharge from accountability. The debt is still owed; however, collection efforts have been exhausted. The actual discharge is based on established criteria by an authorized body, pursuant to Government Code Section 25258.
Dismissals	To drop a criminal or civil action without settling the issues involved. The initial court-ordered debt no longer exists.
Forthwith Payments	<u>Full payment</u> of court-ordered fines, fees, forfeitures, penalties, and assessments on or before the due date. <b>Installment plans or accounts receivable plans are not forthwith payments.</b>
FTB Court-Ordered Debt	Franchise Tax Board Court-Ordered Debt collection program.
FTB Tax Intercept	Franchise Tax Board Tax Interagency Intercept collection program.
Gross Revenue Collected	Revenue collected in collection program, prior to consideration of any realized or implied reductions for cost offsets.
Hybrid	When referenced in connection with primary collections program, cases initially referred to multiple programs depending on case type. For instance, traffic cases are referred to a private agency, and criminal cases are referred to the county.
Net Revenue	Gross revenue collected less cost of collections (i.e., allowable cost offsets pursuant to Penal Code Section 1463.007).
Penal Code Section 1463.007	Legislation enacted in 1998 allowing, among other things, the county or court to deduct and deposit in the county treasury or trial court operations fund the cost of operating a "comprehensive program to identify and collect delinquent fines and forfeitures" from any revenues collected prior to making any distribution of revenues to other governmental entities. The statute defines the criteria for the comprehensive collection program, the establishment of a minimum base fine or forfeiture amount, and sets forth specific criteria for the calculation and deduction for this collection program.
Primary Collection Program	A collections program to which a debt is initially referred when it becomes delinquent.
Private Collection Agency	A private entity employed to collect court-ordered fines, fees, forfeitures, assessments, and penalties.
Referral	Court-ordered debts submitted to other collection entities for collections.
Revenue Collected	Monies received towards the satisfaction of a court-ordered debt.
Secondary Collection Program	A collections program to which a debt is referred when the primary collections program has been unable to resolve the debt.
Community Service	Credits applied to an assessment that reduce the outstanding balance.
Suspensions	An assessment that is reduced or eliminated as a result of a judicial order.
Value of Cases	Court-ordered debt still expected to be collectible for all court cases. For closed cases, sum of (gross) debt collected, dismissals, alternative payments, suspensions, and discharged accounts.
Victim Restitution	A victim of crime who incurs any economic loss as a result of the commission of a crime may receive restitution directly from any defendant convicted of that crime as a condition of probation.

Contact and Other Information

1	Court/County	Select court/county (see Contact Information worksheet)		
2	Court Contact:			
3	Telephone Number:			
4	E-mail Address:			
5	County Contact:			
6	Telephone Number:			
7	E-mail Address:			
8				
9	Private Collection Agencies Used:			
10				
11	Does your court/county have a comprehensive collections program pursuant to Penal Code 1463.007?	Select Y or N		
12	Which of the 17 comprehensive collection program components, pursuant to Penal Code 1463.007, does your court/county currently use? If you indicated YES to question #11, you must check at least 10 components.	Check the components the Court uses.	Check the components the County uses.	Check the components the private agency uses.
13	a - Monthly bill or account statements to all debtors.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14	b - Telephone contact with delinquent debtors to apprise them of their failure to meet payment obligations.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15	c - Issuance of warning letters to advise delinquent debtors of an outstanding obligation.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
16	d - Requests for credit reports to assist in locating delinquent debtors.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
17	e - Access to Employment Development Department employment and wage information.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
18	f - The generation of monthly delinquent reports.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
19	g - Participation in the Franchise Tax Board's tax intercept program.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
20	h - The use of Department of Motor Vehicle information to locate delinquent debtors.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
21	i - The use of wage and bank account garnishments.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
22	j - The imposition of liens on real property and proceeds from the sale of real property held by a title company.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
23	k - The filing of objections to the inclusion of outstanding fines and forfeitures in bankruptcy proceedings.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
24	l - Coordination with the probation department to locate debtors who may be on formal or informal probation.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
25	m - The initiation of drivers' license suspension actions where appropriate.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
26	n - The capability to accept credit card payments.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
27	o - Participation in the F.T.B.'s Court-Ordered Debt Collection Program	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
28	p - Contracting with one or more private debt collectors. (Please indicate above at 8, 9 and 10)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
29	q - The use of skip tracing or locator resources or services.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
30	Does the primary collection program to which the majority of delinquent debts are referred accept debit cards?	Select Y or N		
31	Does the primary collection program to which the majority of delinquent debts are referred allow internet payments?	Select Y or N		
32	Do you have an Enhanced Collections and Compliance Coordination Committee?	Select Y or N		
33	If a defendant fails to appear, does the court impose a civil assessment?	Select Y or N		
34	If a defendant fails to appear, does the court charge VC 40508(a) as an infraction?	Select Y or N		
35	If a defendant fails to appear, does the court charge VC 40508(a) as a misdemeanor?	Select Y or N		
36	Does the court have a Trial by Written Declaration (in Absentia) program under VC40903?	Select Y or N		
37	Does court/county have an MOU allowing the DMV to take payments on court-ordered debt?	Select Y or N		
38	Is a specialized data collection form used to capture debtor demographic, employment, and other personal information (including SSN) on non-forthwith payments?	Select Y or N		
39	Do collections program personnel capture information on debtors that cannot pay forthwith?	Select Y or N		
40	Which program recovers cost pursuant to PC 1463.007?	Select Programs That Apply		
41	Primary collection program to which the majority of delinquent debt is initially referred.	Select Primary Program		
42	Does the primary collection program to which the majority of delinquent debt is referred routinely make outbound calls on nights (after 6:00pm) and weekends?	Select Y or N		
43	Which computer system does the primary collection program to which the majority of delinquent debt is referred use?	Select System Used		
44	Does the primary collection program to which the majority of delinquent debt is referred use a predictive dialer?	Select Y or N		

Program Report

Select court/county (see Contact Information worksheet #1)

Use the space below to describe your collection program.

**Describe the extent to which your collection program is meeting the Judicial Council approved Collections Best Practices. In the description please identify which of the twenty-seven (27) Best Practices your collection program has implemented.**

Type here.

**Please identify any obstacles or problems that prevent the collection program from meeting any of the Judicial Council approved Collections Best Practices.**

Type here.

Performance Report

Select court/county (see Contact Information worksheet #1)  
Use the space below to discuss your collection program.

Please provide any comments on your Gross Recovery Rate or Success Rate.

Type here.

Additional comments on collection program for this Reporting Period.

Type here.

Annual Financial Report

Select court/county (see Contact Information worksheet #1)

REPORTING PERIOD			
Row	Program	Reporting Period	
		Col. A	
1	Beginning Date	01-Jul-08	First day of Reporting Period
2	Ending Date	30-Jun-09	Last day of Reporting Period

FINES, FEES, FORFEITURES, PENALTIES AND ASSESSMENTS							
Row	Program	Number of Cases Established/ Referred in Period	Value of Cases Established/ Referred in Period	Debt Transfers	Gross Revenue Collected During the Period	Cost of Collections (pursuant to Penal Code 1463.007)	Adjustments
		Col. B	Col. C	Col. D	Col. E	Col. F	Col. G
3	Non-Delinquent Collections						
4	Court Collection Program						
5	County Collection Program						
6	Private Agency						
7	FTB Court-Ordered Debt						
8	Contract/Hard to Collect						
9	Other						
10	Total						

Row	Quality Checklist	Quality Criteria
11	<input type="checkbox"/>	Rows 3-10 includes all fines, fees, forfeitures, penalties and assessments except victim restitution and other justice related reimbursements (see Row 46 for more information).
12	<input type="checkbox"/>	Rows 3-10 includes traffic, criminal, juvenile case types.
13	<input type="checkbox"/>	Rows 3-10 includes felonies, misdemeanors and infractions.
14	<input type="checkbox"/>	Row 3 includes all collections for cases that were paid in full on or before the due date.
15	<input type="checkbox"/>	Rows 4-9 includes all cases that were not paid in full on or before the due date.
16	<input type="checkbox"/>	Rows 3-10 includes only cases referred/established, transfers processed, revenue collected, or adjustments posted during the reporting period.
17	<input type="checkbox"/>	Row, 3, Column E, includes traffic bail forfeitures.
18	<input type="checkbox"/>	Rows 4-9, Columns B and C, represents new debt referrals to collection programs (returned cases should be reported in Column D).
19	<input type="checkbox"/>	Debts that were returned by or transferred between collections program are recorded as a negative value in Column D. Debt returned to a program are recorded as a positive value in Column D.
20	<input type="checkbox"/>	Column E includes all monies received towards the satisfaction of court-ordered debts.
21	<input type="checkbox"/>	Column F includes the cost of collections that, pursuant to PC 1463.007, is allowable to offset revenue prior to distribution to other governmental entities.
22	<input type="checkbox"/>	Cost of collections is entered in Column F as a negative number unless posting a reversal.
23	<input type="checkbox"/>	Value of adjustments reported in Column G includes all suspensions, alternative payments, dismissals, discharges or other non-cash adjustments that decrease or increase the amount outstanding for individual debt items.

FINES, FEES, FORFEITURES, PENALTIES AND ASSESSMENTS: BEGINNING AND ENDING BALANCES							
Row	Program	Number of Cases - Beginning Balance	Value of Cases - Beginning Balance	Change in Value (from above)	Number of Cases - Ending Balance	Value of Cases - Ending Balance	Error Messages
		Col. H	Col. I	Col. J	Col. K	Col. L	Col. M
24	Court Collection Program			-			
25	County Collection Program			-			
26	Private Agency			-			
27	FTB Court-Ordered Debt			-			
28	Contract/Hard to Collect			-			
29	Other			-			
30	Total			-			

Row	Quality Checklist	Quality Criteria
31	<input type="checkbox"/>	Rows 24-29 includes fines, fees, forfeitures, penalties and assessments except victim restitution and other justice related reimbursements.
32	<input type="checkbox"/>	Rows 24-29 includes cases that have been referred to a collection program.
33	<input type="checkbox"/>	Columns I and L includes traffic, criminal, and juvenile case types.
34	<input type="checkbox"/>	Number of cases and value reported in Columns I and L reconcile to figures reported from underlying systems and vendors.
35	<input type="checkbox"/>	Number of cases and value reported in columns H and I match ending value reported in prior year.
36	<input type="checkbox"/>	Value of cases at end of period (Column L) balances to value of cases at beginning of period (Column I), plus change in value reported in Column J (which is the sum of Columns C and D less the amounts shown in Columns E and G).
37	<input type="checkbox"/>	No error messages shown in Column M. Note: An error message in Column M indicates that the beginning balance in Column I, plus the value of transactions reported in Column J (J = C + D - E - G) does not equal the ending balance reported in Column L.

Annual Financial Report

VICTIM RESTITUTION AND OTHER JUSTICE RELATED REIMBURSEMENTS							
Row	Program	Number of Cases Established/ Referred in Period Col. N	Value of Cases Established/ Referred in Period Col. O	Debt Transfers Col. P	Gross Revenue Collected During the Period Col. Q	Adjustments Col. R	Change in Value Col. S
38	Non-Delinquent Collections						
39	Court Collection Program						
40	County Collection Program						
41	Private Agency						
42	FTB Court-Ordered Debt						
43	Contract/Hard to Collect						
44	Other						
45	Total						

Row	Quality Checklist	Quality Criteria
46	<input type="checkbox"/>	Rows 38-44 includes any victim restitution and reimbursements (to court appointed counsel and other parties) that were not included in rows 4-9.
47	<input type="checkbox"/>	Rows 38-44 includes only cases referred/established, transfers processed, revenue collected, or adjustments posted during the reporting period.
48	<input type="checkbox"/>	Gross revenue collected is entered in Column Q as a positive number unless posting reversal.
49	<input type="checkbox"/>	Adjustments in Column R are entered as a positive number if it causes the outstanding balance to decrease or as a negative number if it causes the outstanding balance to increase.

VICTIM RESTITUTION AND OTHER JUSTICE RELATED REIMBURSEMENTS: BEGINNING AND ENDING BALANCES							
Row	Program	Number of Cases - Beginning Balance Col. T	Value of Cases - Beginning Balance Col. U	Number of Cases - Ending Balance Col. V	Value of Cases - Ending Balance Col. W	Description of Items Included Col. X	Error Messages Col. Y
50	Court Collection Program						
51	County Collection Program						
52	Private Agency						
53	FTB Court-Ordered Debt						
54	Contract/Hard to Collect						
55	Other						
56	Total						

Row	Quality Checklist	Quality Criteria
57	<input type="checkbox"/>	Rows 50-55 include any victim restitution and other justice related reimbursements (to court appointed counsel and other parties) that were not included in rows 24-29.

COLLECTIONS METRICS FOR FINES, FEES, FORFEITURES, PENALTIES AND ASSESSMENTS				
Row	Metric Col. Z	Current Performance Col. AA	Formula Col. AB	Definition Col. AC
58	Gross Recovery Rate		$(\text{Collections} + \text{Adjustments}) / \text{Referrals}$	Measures a collection program's ability to resolve delinquent court-ordered debt, including alternative sentences, community service, and suspended sentences.
59	Success Rate		$\text{Collections} / (\text{Referrals} - \text{Adjustments})$	Measures the amount of revenue collected on delinquent court-ordered debt based on total delinquent accounts referred after adjustments, including NSF checks.

ERROR/WARNING MESSAGES	
60	
61	

Reviewed by Court

Printed Name \_\_\_\_\_

Signature \_\_\_\_\_

Date \_\_\_\_\_

Title (Court Executive or Presiding Judge) \_\_\_\_\_

Reviewed by County

Printed Name \_\_\_\_\_

Signature \_\_\_\_\_

Date \_\_\_\_\_

Title (County Auditor-Controller or other) \_\_\_\_\_

Supplemental Data Gathering Questionnaire

		Instructions	Sample Case # 1	Sample Case # 2	Sample Case # 3	Sample Case # 4	Sample Case # 5	Sample Case # 6
<b>Basic Case Information</b>								
1	Date when traffic ticket was issued	Enter date						
2	Date debt was originally due	Enter date						
3	Date of original referral to primary collections program	Enter date						
4	Ticket/case identifier (must be unique and will be used for reference purpose only)	Enter the number/identifier of the ticket or case that is being pulled as part of the sample.						
5	Traffic infraction case	FTP = Failure to Pay FTA = Failure to Appear						
6	Total dollar amount assessed on this case, including fees, fines, forfeitures, penalties and assessments	Include all assessments						
7	Total dollar amount suspended, dismissed, waived or other adjustments	Include all adjustments						
8	Total dollar amount paid to date on this case							
9	Total dollar amount referred to secondary collection program, if applicable	Enter balance, in dollars at time of referral to secondary collections program, if applicable.						
10	Payments attributable to secondary collections program	Enter payments made while case was with secondary collections program.						
11	Adjustments attributable to secondary collections program	Enter adjustments that occurred while case was with secondary collections program.						
12	Has the debtor agreed to pay the debt in installments?	Yes or No						
13	If there is an installment plan, what is the duration in months?	Enter installment plan duration in months, if applicable.						
14	Date debt was paid in full, if applicable	Enter date						
15	Number of payments to date	Enter a whole number.						
<b>People and Sourcing Approach</b>								
16	Collections program to which the delinquent debt was initially referred	A - County program B - Court program C - Private agency D - FTB COD E - None						
17	Collections program to which the debt was referred for secondary collection efforts, if applicable.	A- County B- Court C-Private agency D- FTB COD E - FTB TIP						
18	Date debt was referred to secondary collections program	Enter date						
<b>Process</b>								
19	Was driver's license revoked or suspended?	Yes or No						
20	Was a DMV hold placed?	Yes or No						
21	Was the VC40603 process used?	Yes or No						
<b>Collection of Debt</b>								
22	Was address on the citation valid?	Yes or No						
23	Where does the debtor currently reside?	California Resident Out of State Resident Out of Country Resident Unknown						
<b>Quantity of Effort</b>								
24	Number of attempted calls to date where contact was made by primary collections program	Enter number of attempted calls or messages left.						
25	Number of attempted calls in first 60 days after referral to primary collections program	Enter number of attempted calls or messages left.						
26	Number of completed calls to date where contact was made by primary collections program	Enter the number of "live" conversations with debtor.						
27	Number of completed calls in first 60 days of referral to primary collections program	Enter the number of "live" conversations with debtor.						
28	Number of letters mailed to date by primary collections program	Enter the number of letters mailed.						
29	Was a skip trace performed by the primary collections program?	Yes or No						
30	Is the SSN known?	Yes or No						
<b>Related Cases</b>								
31	Additional fines, fees and assessments, on other cases for this debtor, as of the initial referral date to the primary collections program.	Enter the total amount of fines, fees and assessments on other cases since the date this case was referred to the primary collections program.						
32	Collections on other cases, for this debtor, as of the initial referral date to the primary collections program.	Enter the total amount of collections received on other cases since the date this case was referred to the primary collections program.						
33	Total adjustments on other cases, for this debtor, as of the initial referral date to the primary collections program.	Enter the total amount of adjustments on other cases since the date this case was referred to the primary collections program.						
34	Total amount outstanding on other cases, for this debtor, at the end of the period.	The total amount outstanding on other cases at the end of the period.						

Supplemental Data Gathering Questionnaire

		Sample Case #						
		7	8	9	10	11	12	13
<b>Basic Case Information</b>								
1	Date when traffic ticket was issued							
2	Date debt was originally due							
3	Date of original referral to primary collections program							
4	Ticket/case identifier (must be unique and will be used for reference purpose only)							
5	Traffic infraction case							
6	Total dollar amount assessed on this case, including fees, fines, forfeitures, penalties and assessments							
7	Total dollar amount suspended, dismissed, waived or other adjustments							
8	Total dollar amount paid to date on this case							
9	Total dollar amount referred to secondary collection program, if applicable							
10	Payments attributable to secondary collections program							
11	Adjustments attributable to secondary collections program							
12	Has the debtor agreed to pay the debt in installments?							
13	If there is an installment plan, what is the duration in months?							
14	Date debt was paid in full, if applicable							
15	Number of payments to date							
<b>People and Sourcing Approach</b>								
16	Collections program to which the delinquent debt was initially referred							
17	Collections program to which the debt was referred for secondary collection efforts, if applicable							
18	Date debt was referred to secondary collections program							
<b>Process</b>								
19	Was driver's license revoked or suspended?							
20	Was a DMV hold placed?							
21	Was the VC40903 process used?							
<b>Collection of Debt</b>								
22	Was address on the citation valid?							
23	Where does the debtor currently reside?							
<b>Quantity of Effort</b>								
24	Number of attempted calls to date where contact was made by primary collections program							
25	Number of attempted calls in first 60 days after referral to primary collections program							
26	Number of completed calls to date where contact was made by primary collections program							
27	Number of completed calls in first 60 days of referral to primary collections program							
28	Number of letters mailed to date by primary collections program							
29	Was a skip trace performed by the primary collections program?							
30	Is the SSN known?							
<b>Related Cases</b>								
31	Additional fines, fees and assessments, on other cases for this debtor, as of the initial referral date to the primary collections program							
32	Collections on other cases, for this debtor, as of the initial referral date to the primary collections program							
33	Total adjustments on other cases, for this debtor, as of the initial referral date to the primary collections program							
34	Total amount outstanding on other cases, for this debtor, at the end of the period							

Supplemental Data Gathering Questionnaire

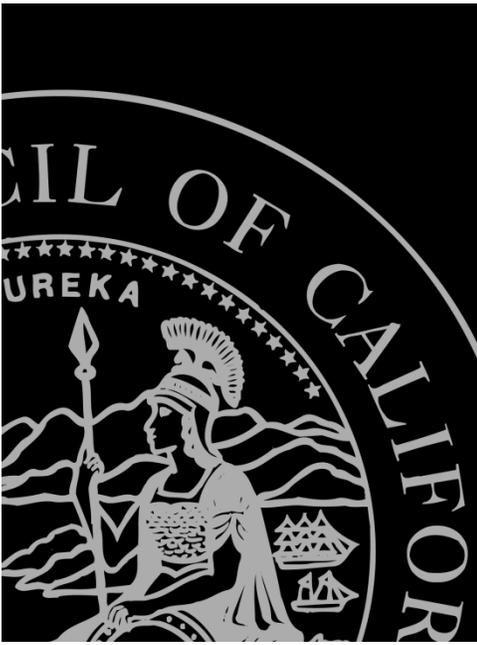
		Sample Case # 14	Sample Case # 15	Sample Case # 16	Sample Case # 17	Sample Case # 18	Sample Case # 19	Sample Case # 20
<b>Basic Case Information</b>								
1	Date when traffic ticket was issued							
2	Date debt was originally due							
3	Date of original referral to primary collections program							
4	Ticket/case identifier (must be unique and will be used for reference purpose only)							
5	Traffic infraction case							
6	Total dollar amount assessed on this case, including fees, fines, forfeitures, penalties and assessments							
7	Total dollar amount suspended, dismissed, waived or other adjustments							
8	Total dollar amount paid to date on this case							
9	Total dollar amount referred to secondary collection program, if applicable							
10	Payments attributable to secondary collections program							
11	Adjustments attributable to secondary collections program							
12	Has the debtor agreed to pay the debt in installments?							
13	If there is an installment plan, what is the duration in months?							
14	Date debt was paid in full, if applicable							
15	Number of payments to date							
<b>People and Sourcing Approach</b>								
16	Collections program to which the delinquent debt was initially referred							
17	Collections program to which the debt was referred for secondary collection efforts, if applicable							
18	Date debt was referred to secondary collections program							
<b>Process</b>								
19	Was driver's license revoked or suspended?							
20	Was a DMV hold placed?							
21	Was the VC40903 process used?							
<b>Collection of Debt</b>								
22	Was address on the citation valid?							
23	Where does the debtor currently reside?							
<b>Quantity of Effort</b>								
24	Number of attempted calls to date where contact was made by primary collections program							
25	Number of attempted calls in first 60 days after referral to primary collections program							
26	Number of completed calls to date where contact was made by primary collections program							
27	Number of completed calls in first 60 days of referral to primary collections program							
28	Number of letters mailed to date by primary collections program							
29	Was a skip trace performed by the primary collections program?							
30	Is the SSN known?							
<b>Related Cases</b>								
31	Additional fines, fees and assessments, on other cases for this debtor, as of the initial referral date to the primary collections program							
32	Collections on other cases, for this debtor, as of the initial referral date to the primary collections program							
33	Total adjustments on other cases, for this debtor, as of the initial referral date to the primary collections program							
34	Total amount outstanding on other cases, for this debtor, at the end of the period							

Collection Reporting Template  
Random Case Selection Tool

Attachment C

Item	Col A	Result A	Col B	Result B	Col C	Result C	Col D	Result D
1		0		0		0		0
2		0		0		0		0
3		0		0		0		0
4		0		0		0		0
5		0		0		0		0
6		0		0		0		0
7		0		0		0		0
8		0		0		0		0
9		0		0		0		0
10		0		0		0		0
11		0		0		0		0
12		0		0		0		0
13		0		0		0		0
14		0		0		0		0
15		0		0		0		0
16		0		0		0		0
17		0		0		0		0
18		0		0		0		0
19		0		0		0		0
20		0		0		0		0

Check box at right to calculate random numbers ----->



# Court and County Collection Program Reports

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ATTACHMENT D



JUDICIAL COUNCIL  
OF CALIFORNIA

County of Alameda and Superior Court of Alameda County  
Fiscal Year 2008–2009 Collections Program Report

**County Population: 1,556,657**

**Judges/Commissioners: 69/16**

**Program Overview**

As reported in the fiscal year 2008–2009 Judicial Council–approved Collections Reporting Template, the prompt, efficient, and effective collection of delinquent court-ordered debt is a cooperative effort between the County of Alameda and the Superior Court of Alameda County. The court and county have entered into a written memorandum of understanding (MOU) for the collection of delinquent court-ordered debt. The program includes contracts with the Franchise Tax Board’s Court-Ordered Debt (FTB-COD) and Interagency Intercept Collections (FTB-IIC) programs and a private debt collector for the collection of delinquent court-ordered debt. The program has implemented a successful, comprehensive collection program that includes 16 of the 17 collection activity components and provides accessibility to defendants by providing Internet and credit and debit card payment options.

**Performance**

Based on the financial data reported in FY 2008–2009, the collection program collected a total of \$15,072,879 from 370,060 delinquent cases, with a total collection cost of \$4,381,628. The county collected the largest amount of delinquent court-ordered debt: \$10,068,893. The ending balance of \$112,002,375 represents 329,710 delinquent cases, of which 163,148 were established in the current reporting period. The total amount collected represents a 37 percent Gross Recovery Rate, which exceeds the recommended 34 percent benchmark. The program’s Success Rate of 35 percent exceeds the recommended 31 percent benchmark.

**Collections Best Practices**

The collection program is meeting 23 of the 27 Collections Best Practices. Currently, 4 of the best practices are not being met.

The best practice of participating in any program that authorizes the Department of Motor Vehicles to suspend or refuse to renew driver’s licenses for licensees with unpaid fees, fines, or penalties is currently not being met.

The best practice of conducting trials by written declaration under Vehicle Code section 40903 is currently not being met.

County of Alameda and Superior Court of Alameda County  
Fiscal Year 2008–2009 Collections Program Report

The best practice of developing a process for the collection of unpaid attorney sanctions is currently not being met.

The best practice of evaluating the effectiveness and efficiency of external collection agencies or companies to which court-ordered debt is referred for collection is currently not being met because the agreement between the program and the agency was recently implemented. The program will begin conducting evaluations in the next fiscal year.

This report contains information reviewed by the authorized court and county designees and jointly reported in the FY 2008–2009 Judicial Council Collections Reporting Template, pursuant to Penal Code section 1463.010.

**Data Source**

Population data from State of California, Department of Finance, E-1 Population Estimates for Cities, Counties, and the State With Annual Percent Change—January 1, 2008 and 2009.

County of Alpine and Superior Court of Alpine County  
Fiscal Year 2008–2009 Collections Program Report

**County Population: 1,201**

**Judges/Commissioners: 2/0.3**

**Program Overview**

As reported in the fiscal year 2008–2009 Judicial Council–approved Collections Reporting Template, the prompt, efficient, and effective collection of delinquent court-ordered debt is a cooperative effort between the County of Alpine and the Superior Court of Alpine County. However, the court and county have not entered into a written memorandum of understanding (MOU) for the collection of delinquent court-ordered debt. The program includes a contract with a private debt collector for the collection of delinquent court-ordered debt. The program has implemented a successful, comprehensive collection program that includes 14 of the 17 collection activity components and provides accessibility to defendants by providing Internet and credit and debit card payment options.

**Performance**

Based on the financial data reported in FY 2008–2009, the private debt collector collected a total of \$24,759 from 132 delinquent cases, with a total collection cost of \$5,641. The ending balance of \$106,299 represents 82 delinquent cases, of which 58 were established in the current reporting period. The total amount collected represents a 46 percent Gross Recovery Rate, which exceeds the recommended 34 percent benchmark. The program’s Success Rate of 46 percent exceeds the recommended 31 percent benchmark.

**Collections Best Practices**

The collection program is meeting 23 of the 27 Collections Best Practices. Currently, 4 of the best practices are not being met.

The best practice of developing a plan and putting the plan in a written memorandum of understanding that implements or enhances a program in which the court and county collaborate to collect court-ordered debt and other monies owed to a court under a court order is currently not being met. However, the court and county are working on developing a memorandum of understanding.

The best practice of establishing and maintaining a cooperative superior court and county collection committee responsible for compliance, reporting, and internal enhancements of the joint collection program is currently not being met.

County of Alpine and Superior Court of Alpine County  
Fiscal Year 2008–2009 Collections Program Report

The best practice of participating in both the Franchise Tax Board’s Court-Ordered Debt and Interagency Intercept Collections programs is currently not being met.

The best practice of requesting mediation services from the Administrative Office of the Courts and the California State Association of Counties if the court and county are unable to agree on a cooperative collection program is currently not being met and a request has not been received, so there has not been a need for mediation.

This report contains information reviewed by the authorized court designee and as reported in the FY 2008–2009 Judicial Council Collections Reporting Template, pursuant to Penal Code section 1463.010.

**Data Source**

Population data from State of California, Department of Finance, E-1 Population Estimates for Cities, Counties, and the State With Annual Percent Change—January 1, 2008 and 2009.

County of Amador and Superior Court of Amador County  
Fiscal Year 2008–2009 Collections Program Report

**County Population: 38,080**

**Judges/Commissioners: 2/0.3**

**Program Overview**

As reported in the fiscal year 2008–2009 Judicial Council–approved Collections Reporting Template, the prompt, efficient, and effective collection of delinquent court-ordered debt is a cooperative effort between the County of Amador and the Superior Court of Amador County. However, the court and county have not entered into an updated, written memorandum of understanding (MOU) for the collection of delinquent court-ordered debt. The program includes contracts with the Franchise Tax Board’s Court-Ordered Debt (FTB-COD) and Interagency Intercept Collections (FTB-IIC) programs and a private debt collector for the collection of delinquent court-ordered debt. The program has implemented a successful, comprehensive collection program that includes 12 of the 17 collection activity components and provides accessibility to defendants by providing Internet and credit and debit card payment options.

**Performance**

Based on the financial data reported in FY 2008–2009, the collection program collected a total of \$208,958 from 8,637 delinquent cases, with a total collection cost of \$70,360. The Franchise Tax Board’s Court-Ordered Debt program collected the largest amount of delinquent court-ordered debt: \$175,285. The ending balance of \$4,312,572 represents 8,049 delinquent cases, of which 982 were established in the current reporting period. The total amount collected represents a 50 percent Gross Recovery Rate, which exceeds the recommended 34 percent benchmark. The program’s Success Rate of 50 percent exceeds the recommended 31 percent benchmark.

**Collections Best Practices**

The collection program is meeting 17 of the 27 Collections Best Practices. Currently, 10 of the best practices are not being met.

The best practice of developing a plan and putting the plan in a written memorandum of understanding that implements or enhances a program in which the court and county collaborate to collect court-ordered debt and other monies owed to a court under a court order is currently not being met. However, an updated memorandum of understanding has been drafted and is anticipated to be adopted in the next fiscal year.

The best practice of establishing a process for handling the discharge of accountability for uncollectible court-ordered debt is currently not being met.

County of Amador and Superior Court of Amador County  
Fiscal Year 2008–2009 Collections Program Report

The best practice of participating in any program that authorizes the Department of Motor Vehicles to suspend or refuse to renew driver's licenses for licensees with unpaid fees, fines, or penalties is currently not being met.

The best practice of developing a process for the collection of unpaid attorney sanctions is currently not being met.

The best practice of including financial screening to assess the ability to pay prior to processing installment payment plans and account receivables is currently not being met.

The best practice of charging fees as authorized by Penal Code section 1202.4(l) is currently not being met.

The best practice of using the restitution rebate, as appropriate, to further efforts for the collection of funds owed to the Restitution Fund as authorized by Government Code section 13963(f) is currently not being met.

The best practice of requesting mediation services from the Administrative Office of the Courts and the California State Association of Counties if the court and county are unable to agree on a cooperative collection program is currently not being met and a request has not been received, so there has not been a need for mediation.

The best practice of requiring private vendors to remit the gross amount collected to the court or county, as agreed, is currently not being met.

The best practice of requiring private vendors to complete the components of the Collections Reporting Template that correspond to its collection program is currently not being met.

**This report contains information reviewed by the authorized county designee and jointly reported in the FY 2008–2009 Judicial Council Collections Reporting Template, pursuant to Penal Code section 1463.010.**

**Data Source**

Population data from State of California, Department of Finance, E-1 Population Estimates for Cities, Counties, and the State With Annual Percent Change—January 1, 2008 and 2009.

County of Butte and Superior Court of Butte County  
Fiscal Year 2008–2009 Collections Program Report

**County Population: 220,748**

**Judges/Commissioners: 12/2**

**Program Overview**

As reported in the fiscal year 2008–2009 Judicial Council–approved Collections Reporting Template, the prompt, efficient, and effective collection of delinquent court-ordered debt is a cooperative effort between the County of Butte and the Superior Court of Butte County. The court and county have entered into a written memorandum of understanding (MOU) for the collection of delinquent court-ordered debt. The program includes a contract with the Franchise Tax Board’s Interagency Intercept Collections (FTB-IIC) program for the collection of court-ordered delinquent debt. The program has implemented a successful, comprehensive collection program that includes 13 of the 17 collection activity components and provides accessibility to defendants by providing Internet and credit and debit card payment options.

**Performance**

Based on the financial data reported in FY 2008–2009, the collection program collected a total of \$8,094,418 from 104,431 non-delinquent and delinquent cases, with a total collection cost of \$819,768. The court collected the largest amount of non-delinquent and delinquent court-ordered debt: \$5,856,603. The ending balance of \$65,163,815 represents 86,622 non-delinquent and delinquent cases, of which 22,307 were established in the current reporting period. The total amount collected represents a 68 percent Gross Recovery Rate, which exceeds the recommended 34 percent benchmark. The program’s Success Rate of 59 percent exceeds the recommended 31 percent benchmark. While the high Gross Recovery Rate and Success Rate may be due to the limitations in the program’s case management system which prevents the separation of delinquent and non-delinquent cases, the program’s procedures will be analyzed further for possible recommendation to the Judicial Council as additions to the Collections Best Practices.

**Collections Best Practices**

The collection program is meeting 21 of the 27 Collections Best Practices. Currently, 6 of the best practices are not being met.

The best practice of establishing a process for the discharge of accountability for uncollectible court-ordered debt is currently not being met. However, the program has identified eligible cases and plans to have a process developed in the next fiscal year.

County of Butte and Superior Court of Butte County  
Fiscal Year 2008–2009 Collections Program Report

The best practice of participating in the statewide master agreement for collection services or renegotiating existing contracts to ensure appropriate levels of services are provided at an economical cost, when feasible, is not being met. Therefore, the best practices of (1) evaluating the effectiveness and efficiency of external collection agencies or companies to which court-ordered debt is referred for collection, (2) requiring private vendors to remit the gross amount collected to the court or county as agreed, (3) requiring private vendors to submit invoices for commission fees to the court or county on a monthly basis, and (4) requiring private vendors to complete the components of the Collections Reporting Template that correspond to their collection programs are not being met. In Butte County, the court serves as the primary collection agency and the county serves as the secondary collection agency. However, the court and county collection program may review these best practices and may consider contracting with a third party vendor in the next fiscal year for additional collection assistance as needed.

This report contains information reviewed by the authorized court and county designees and as reported in the FY 2008–2009 Judicial Council Collections Reporting Template, pursuant to Penal Code section 1463.010.

**Data Source**

Population data from State of California, Department of Finance, E-1 Population Estimates for Cities, Counties, and the State With Annual Percent Change—January 1, 2008 and 2009.

County of Calaveras and Superior Court of Calaveras County  
Fiscal Year 2008–2009 Collections Program Report

**County Population: 45,987**

**Judges/Commissioners: 2/0.3**

**Program Overview**

As reported in the fiscal year 2008–2009 Judicial Council–approved Collections Reporting Template, the prompt, efficient, and effective collection of delinquent court-ordered debt is a cooperative effort between the County of Calaveras and the Superior Court of Calaveras County. The court and county have not entered into a written memorandum of understanding (MOU) for the collection of delinquent court-ordered debt; however, a verbal agreement has been established. The program includes a contract with a private debt collector for the collection of delinquent court-ordered debt. The program has implemented a successful, comprehensive collection program that includes 11 of the 17 collection activity components and provides accessibility to defendants by providing Internet and credit and debit card payment options.

**Performance**

Based on the financial data reported in FY 2008–2009, the collection program collected a total of \$539,868 in delinquent debt from 9,337 - 11,130 delinquent and nondelinquent cases with a total collection cost of \$132,458. The private agency collected the largest amount of delinquent court-ordered debt: \$443,522. The ending balance of \$9,060,308 represents 11,101 cases, of which 3,085 were established in the current reporting period. The total amount collected represents a 52 percent Gross Recovery Rate, which exceeds the recommended 34 percent benchmark. The program's Success Rate of 48 percent exceeds the recommended 31 percent benchmark. The program has indicated that the case management system was unable to distinguish between delinquent and non-delinquent cases, and that of the court's established cases, between 9,337 and 11,130 are delinquent.

**Collections Best Practices**

The collection program is meeting 22 of the 27 Collections Best Practices. Currently, 5 of the best practices are not being met.

The best practice of developing a plan and putting the plan in a written memorandum of understanding that implements or enhances a program in which the court and county collaborate to collect court-ordered debt and other monies owed to a court under a court order is currently not being met, but the court and county collaborate on collections matters as necessary.

County of Calaveras and Superior Court of Calaveras County  
Fiscal Year 2008–2009 Collections Program Report

The best practice of participating in both the Franchise Tax Board’s Court-Ordered Debt collection program and the Franchise Tax Board’s Interagency Intercept program is currently not being met.

The best practice of establishing a process for handling the discharge of accountability for uncollectible court-ordered debt is currently not being met.

The best practice of including financial screening to assess the ability to pay prior to processing installment payment plans and account receivables is currently not being met.

The best practice of requesting mediation services from the Administrative Office of the Courts and the California State Association of Counties if the court and county are unable to agree on a cooperative collection program is currently not being met and a request has not been received, so there has not been a need for mediation because the court has been the only provider of collection services since 2000.

**This report contains information reported by the court in the FY 2008–2009 Judicial Council Collections Reporting Template, pursuant to Penal Code section 1463.010.**

**Data Source**

Population data from State of California, Department of Finance, E-1 Population Estimates for Cities, Counties, and the State With Annual Percent Change—January 1, 2008 and 2009.

County of Colusa and Superior Court of Colusa County  
Fiscal Year 2008–2009 Collections Program Report

**County Population: 21,997**

**Judges/Commissioners: 2/0.3**

**Program Overview**

As reported in the fiscal year 2008–2009 Judicial Council–approved Collections Reporting Template, the prompt, efficient, and effective collection of delinquent court-ordered debt is currently being handled by the Superior Court of Colusa County. The court and county have not entered into a written memorandum of understanding (MOU) for the collection of delinquent court-ordered debt, because the county has opted out of collecting delinquent court-ordered debt. The program includes a contract with a private debt collector for the collection of delinquent court-ordered debt. The program has implemented a comprehensive collection program that includes 12 of the 17 collection activity components and provides accessibility to defendants by providing Internet and credit and debit card payment options.

**Performance**

Based on the financial data reported in FY 2008–2009, the private debt collector collected a total of \$146,632 from 952 delinquent cases, with a total collection cost of \$23,009. The ending balance of \$893,364 represents 778 delinquent cases. The total amount collected represents a 14 percent Gross Recovery Rate, which does not meet the recommended 34 percent benchmark. The program’s Success Rate of 14 percent does not meet the recommended 31 percent benchmark. On request, the Administrative Office of the Courts’ Enhanced Collections Unit will assist the program in developing or enhancing collection procedures to achieve the recommended standard of performance in the next fiscal year.

**Collections Best Practices**

The collection program is meeting 19 of the 27 Collections Best Practices. Currently, 8 of the best practices are not being met.

The best practice of developing a plan and putting the plan in a written memorandum of understanding that implements or enhances a program in which the court and county collaborate to collect court-ordered debt and other monies owed to a court under a court order is currently not applicable because the county has opted out of collecting delinquent court-ordered debt.

The best practice of establishing and maintaining a cooperative superior court and county collection committee responsible for compliance, reporting, and internal enhancements of

County of Colusa and Superior Court of Colusa County  
Fiscal Year 2008–2009 Collections Program Report

the joint collection program is currently not applicable because the county has opted out of collecting delinquent court-ordered debt.

The best practice of completing all data components in the Collections Reporting Template is currently not being met.

The best practice of participating in both the Franchise Tax Board’s Court-Ordered Debt and Interagency Intercept Collections programs is currently not being met.

The best practice of conducting trials by written declaration under Vehicle Code section 40903 is currently not being met.

The best practice of developing a process for the collection of unpaid attorney sanctions is currently not being met.

The best practice of using the restitution rebate, as appropriate, to further efforts for the collection of funds owed to the Restitution Fund as authorized by Government Code section 13963(f) is currently not being met.

The best practice of requesting mediation services from the Administrative Office of the Courts and the California State Association of Counties if the court and county are unable to agree on a cooperative collection program is not being met and a request has not been received, so there has not been a need for mediation.

**This report contains information reviewed by the authorized court designee and as reported by the court in the FY 2008–2009 Judicial Council Collections Reporting Template, pursuant to Penal Code section 1463.010.**

**Data Source**

Population data from State of California, Department of Finance, E-1 Population Estimates for Cities, Counties, and the State With Annual Percent Change—January 1, 2008 and 2009.

County of Contra Costa and Superior Court of Contra Costa County  
Fiscal Year 2008–2009 Collections Program Report

**County Population: 1,060,435**

**Judges/Commissioners: 38/9**

**Program Overview**

As reported in the fiscal year 2008–2009 Judicial Council–approved Collections Reporting Template, the prompt, efficient, and effective collection of delinquent court-ordered debt is a cooperative effort between the County of Contra Costa and the Superior Court of Contra Costa County. The court and county have entered into a written memorandum of understanding (MOU) for the collection of delinquent court-ordered debt. The program includes contracts with the Franchise Tax Board’s Court-Ordered Debt (FTB-COD) and Interagency Intercept Collections (FTB-IIC) programs and a private debt collector for the collection of delinquent court-ordered debt. The program has implemented a successful, comprehensive collection program that includes 17 of the 17 collection activity components and provides accessibility to defendants by providing Internet and credit and debit card payment options.

**Performance**

Based on the financial data reported in FY 2008–2009, the collection program collected a total of \$10,481,973 from 240,687 delinquent cases, with a total collection cost of \$1,493,422. The private debt collector collected the largest amount of delinquent court-ordered debt: \$4,770,143. The ending balance of \$160,980,688 represents 240,687 delinquent cases, of which 71,368 were established in the current reporting period. The total amount collected represents a 28 percent Gross Recovery Rate, which does not meet the recommended 34 percent benchmark. The program’s Success Rate of 30 percent does not meet the recommended 31 percent benchmark. The low Gross Recovery Rate and Success Rate may be due to limitations in the program’s accounts receivable and case management systems. The systems lack interface and case tracking capabilities, resulting in overstated accounts receivable numbers. On request, the Administrative Office of the Court’s Enhanced Collections Unit will assist the program in developing or enhancing collection procedures to achieve the recommended standard of performance in the next fiscal year.

**Collections Best Practices**

The collection program is meeting 24 of the 27 Collections Best Practices. Currently, 3 of the best practices are not being met.

County of Contra Costa and Superior Court of Contra Costa County  
Fiscal Year 2008–2009 Collections Program Report

The best practice of completing all components in the Collections Reporting Template is currently not being met due to limitations in the program's accounts receivable and case management systems, which lack interface and case tracking capabilities.

The best practice of establishing a process for handling the discharge of accountability for uncollectible court-ordered debt is currently not being met.

The best practice of conducting trials by written declaration under Vehicle Code section 40903 is currently not being met. However, the program is reviewing this practice for possible implementation in the next fiscal year.

**This report contains information reviewed by the authorized court designee and jointly reported in the FY 2008–2009 Judicial Council Collections Reporting Template, pursuant to Penal Code section 1463.010.**

**Data Source**

Population data from State of California, Department of Finance, E-1 Population Estimates for Cities, Counties, and the State With Annual Percent Change—January 1, 2008 and 2009.

County of Del Norte and Superior Court of Del Norte County  
Fiscal Year 2008–2009 Collections Program Report

**County Population: 29,547**

**Judges/Commissioners: 3/0.8**

**Program Overview**

As reported in the fiscal year 2008–2009 Judicial Council–approved Collections Reporting Template, the prompt, efficient, and effective collection of delinquent court-ordered debt is a cooperative effort between the County of Del Norte and the Superior Court of Del Norte County. The court and county have entered into a written memorandum of understanding (MOU) for the collection of delinquent court-ordered debt. The program includes a contract with a private debt collector for the collection of delinquent court-ordered debt. The program has implemented a comprehensive collections program that includes 10 of the 17 collection activity components and provides accessibility to defendants by providing Internet and credit card payment options.

**Performance**

Based on the financial data provided in FY 2008–2009, the collection program did not collect any revenue from delinquent court-ordered debt, as the program began referring delinquent court-ordered debt to a private debt collector in June 2009. The ending balance of \$2,213,782 represents 2,696 delinquent cases, of which 2,744 were established in the current reporting period; however, the program was unable to provide a beginning balance for the number and value of cases. The 2 percent Gross Recovery Rate does not meet the recommended 34 percent benchmark. The program’s Success Rate of less than 1 percent does not meet the recommended 31 percent benchmark. The Gross Recovery Rate and Success Rate are low because the program entered into a contract with a private vendor for the collection of delinquent court-ordered debt at the end of the current reporting period, therefore limiting the revenue collected for current reporting period. On request, the Administrative Office of the Courts’ Enhanced Collections Unit will assist the program in developing or enhancing collection procedures to achieve the recommended standard of performance in the next fiscal.

**Collections Best Practices**

The collection program is meeting 24 of the 27 Collections Best Practices. Currently, 3 of the best practices are not being met.

The best practice of completing all data components in the Collections Reporting Template is currently not being met, as the program began referring delinquent court-

County of Del Norte and Superior Court of Del Norte County  
Fiscal Year 2008–2009 Collections Program Report

ordered debt to a private debt collector in June 2009 and information is not available for FY 2008-2009.

The best practice of participating in both the Franchise Tax Board’s Court-Ordered Debt and Interagency Intercept Collections programs is currently not being met.

The best practice of developing a process for the collection of unpaid attorney sanctions is currently not being met.

**This report contains information reported in the FY 2008–2009 Judicial Council Collections Reporting Template, pursuant to Penal Code section 1463.010.**

**Data Source**

Population data from State of California, Department of Finance, E-1 Population Estimates for Cities, Counties, and the State With Annual Percent Change—January 1, 2008 and 2009.

County of El Dorado and Superior Court of El Dorado County  
Fiscal Year 2008–2009 Collections Program Report

**County Population: 180,185**

**Judges/Commissioners: 7/2**

**Program Overview**

As reported in the fiscal year 2008–2009 Judicial Council–approved Collections Reporting Template, the prompt, efficient, and effective collection of delinquent court-ordered debt is a cooperative effort between the County of El Dorado and the Superior Court of El Dorado County. The court and county have entered into a written memorandum of understanding (MOU) for the collection of delinquent court-ordered debt. The program includes contracts with the Franchise Tax Board’s Court-Ordered Debt (FTB-COD) and Interagency Intercept Collections (FTB-IIC) programs for the collection of delinquent court-ordered debt. The program has implemented a successful, comprehensive collection program that includes 15 of the 17 collection activity components and provides accessibility to defendants by providing Internet and credit and debit card payment options.

**Performance**

Based on the financial data reported in FY 2008–2009, the collection program collected a total of \$1,563,166 from 75,164 delinquent cases, with a total collection cost of \$479,459. The county collected the largest amount of delinquent court-ordered debt: \$1,433,614. The ending balance of \$4,295,269 represents 40,462 delinquent cases, of which 12,789 were established in the current reporting period. Because of limitations in the program’s case management system, the total gross revenue collected, and the beginning and ending balance of cases in the current reporting period are not available. The total amount collected represents a 19 percent Gross Recovery Rate, which does not meet the recommended 34 percent benchmark. The program’s Success Rate of 19 percent does not meet the recommended 31 percent benchmark. The low Gross Recovery Rate and Success Rate may be due to limitations in the case management system because it is unable to separate delinquent from nondelinquent accounts. Therefore, the program estimates that a separation of the nondelinquent from delinquent revenue would increase the Gross Recovery Rate by 5 to 10 percent. On request, the Administrative Office of the Courts’ Enhanced Collections Unit will assist the program in developing or enhancing collection procedures to achieve the recommended standard of performance in the next fiscal year.

**Collections Best Practices**

The collection program is meeting 20 of the 27 Collections Best Practices. Currently, 7 of the best practices are not being met.

County of El Dorado and Superior Court of El Dorado County  
Fiscal Year 2008–2009 Collections Program Report

The best practice of completing all data components in the Collections Reporting Template is currently not being met.

The best practice of using the restitution rebate, as appropriate, to further efforts for the collection of funds owed to the Restitution Fund as authorized by Government Code section 13963(f) is currently not being met.

The best practice of participating in the statewide master agreement for collection services or renegotiating existing contracts to ensure appropriate levels of services are provided at an economical cost, when feasible, is currently not being met. Therefore, the best practices of (1) evaluating the effectiveness and efficiency of external collection agencies or companies to which court-ordered debt is referred for collection, (2) requiring private vendors to remit the gross amount collected to the court or county as agreed, (3) requiring private vendors to submit invoices for commission fees to the court or county on a monthly basis, and (4) requiring private vendors to complete the components of the Collections Reporting Template that correspond to their collection programs are not currently being met. They may be met once the program contracts with a private vendor.

This report contains information reviewed by the authorized court and county designees and as jointly reported in the FY 2008–2009 Judicial Council Collections Reporting Template, pursuant to Penal Code section 1463.010.

**Data Source**

Population data from State of California, Department of Finance, E-1 Population Estimates for Cities, Counties, and the State With Annual Percent Change—January 1, 2008 and 2009.

County of Fresno and Superior Court of Fresno County  
Fiscal Year 2008–2009 Collections Program Report

**County Population: 942,298**

**Judges/Commissioners: 44/9**

**Program Overview**

As reported in the fiscal year 2008–2009 Judicial Council–approved Collections Reporting Template, the prompt, efficient, and effective collection of delinquent court-ordered debt is a cooperative effort between the County of Fresno and the Superior Court of Fresno County. However, the court and county have not entered into a written memorandum of understanding (MOU) for the collection of delinquent court-ordered debt. The program includes contracts with the Franchise Tax Board’s Court-Ordered Debt (FTB-COD) program and a private debt collector for the collection of delinquent court-ordered debt. The program has implemented a successful, comprehensive collection program that includes 17 of the 17 collection activity components and provides accessibility to defendants by providing Internet and credit card payment options.

**Performance**

Based on the financial data reported in FY 2008–2009, the collection program collected a total of \$11,017,810 from 447,528 delinquent cases, with a total collection cost of \$3,234,229 which does not include the total cost of the Franchise Tax Board’s Court-Ordered Debt program. The private debt collector collected the largest amount of delinquent court-ordered debt: \$9,401,689. The ending balance of \$269,134,976 represents 420,745 delinquent cases, of which 95,647 were established in the current reporting period. The total amount collected represents a 31 percent Gross Recovery Rate, which does not meet the recommended 34 percent benchmark. The program’s Success Rate of 16 percent does not meet the recommended 31 percent benchmark. The low Gross Recovery Rate and Success Rate may be due to the program’s ongoing conversion to a new case management system, which may have affected the referral of delinquent cases to collections. On request, the Administrative Office of the Court’s Enhanced Collections Unit will assist the program in developing or enhancing collection procedures to achieve the recommended standard of performance in the next fiscal year.

**Collections Best Practices**

The collection program is meeting 22 of the 27 Collections Best Practices. Currently, 5 of the best practices are not being met.

The best practice of developing a plan and putting the plan in a written memorandum of understanding that implements or enhances a program in which the court and county collaborate to collect court-ordered debt and other monies owed to a court under a court

County of Fresno and Superior Court of Fresno County  
Fiscal Year 2008–2009 Collections Program Report

order is currently not being met. However, the program is planning to pursue the creation of a memorandum of understanding.

The best practice of completing all data components of the Collections Reporting Template is currently not being met due to limitations in a module of the program's case management system. Therefore, the program can only report on delinquent cases and is unable to report all nondelinquent collections.

The best practice of establishing a process for handling the discharge of accountability for uncollectible court-ordered debt is currently not being met. Since the private debt collector has demonstrated moderate success in collecting on older cases and there is no cost to the program for the collector to carry the inventory, the program has decided not to discharge accounts at this time.

The best practice of conducting trials by written declaration under Vehicle Code section 40903 is currently not being met.

The best practice of requesting mediation services from the Administrative Office of the Courts and the California State Association of Counties if the court and county are unable to agree on a cooperative collection program is currently not being met and a request has not been received. The program has a verbal agreement for a cooperative collection program, so there has not been a need for mediation.

**This report contains information reviewed by the authorized court designee and jointly reported in the FY 2008–2009 Judicial Council Collections Reporting Template, pursuant to Penal Code section 1463.010.**

**Data Source**

Population data from State of California, Department of Finance, E-1 Population Estimates for Cities, Counties, and the State With Annual Percent Change—January 1, 2008 and 2009.

County of Glenn and Superior Court of Glenn County  
Fiscal Year 2008–2009 Collections Program Report

**County Population: 29,239**

**Judges/Commissioners: 2/0.3**

**Program Overview**

As reported in the fiscal year 2008–2009 Judicial Council–approved Collections Reporting Template, the prompt, efficient, and effective collection of delinquent court-ordered debt is a cooperative effort between the County of Glenn and the Superior Court of Glenn County. The court and county have entered into a written memorandum of understanding (MOU) for the collection of delinquent court-ordered debt. The program includes an MOU with the Superior Court of Shasta County and contracts with the Franchise Tax Board’s Court-Ordered Debt (FTB-COD) and Interagency Intercept (FTB-IIC) Collections programs for the collection of delinquent court-ordered debt. The program has implemented a successful, comprehensive collection program that includes 16 of the 17 collection activity components and provides accessibility to defendants by providing credit and debit card payment options.

**Performance**

Based on the financial data reported in FY 2008–2009, the collection program collected a total of \$834,486 from 11,176 delinquent cases, with a total collection cost of \$167,836. The Superior Court of Shasta County collected the largest amount of delinquent court-ordered debt: \$823,615. The ending balance of \$8,213,760 represents 11,176 delinquent cases, of which 543 were established in the current reporting period. The total amount collected represents a 45 percent Gross Recovery Rate, which exceeds the recommended 34 percent benchmark. The program’s Success Rate of 45 percent exceeds the recommended 31 percent benchmark.

**Collections Best Practices**

The collection program is meeting 20 of the 27 Collections Best Practices. Currently, 7 of the best practices are not being met.

The best practice of establishing and maintaining a cooperative superior court and county collection committee responsible for compliance, reporting, and internal enhancements of the joint collection program is currently not being met.

The best practice of completing all data components in the Collections Reporting Template is currently not being met because of limitations in the programs case management system.

County of Glenn and Superior Court of Glenn County  
Fiscal Year 2008–2009 Collections Program Report

The best practice of conducting trials by written declaration under Vehicle Code section 40903 is currently not being met.

The best practice of developing a process for the collection of unpaid attorney sanctions is currently not being met.

The best practice of accepting payments via the Internet is currently not being met.

The best practice of using the restitution rebate, as appropriate, to further efforts for the collection of funds owed to the Restitution Fund as authorized by Government Code section 13963(f) is currently not being met.

The best practice of charging fees as authorized by Penal Code section 1202.4(l) is currently not being met.

**This report contains information reviewed by the authorized court designee and reported in the FY 2008–2009 Judicial Council Collections Reporting Template, pursuant to Penal Code section 1463.010.**

**Data Source**

Population data from State of California, Department of Finance, E-1 Population Estimates for Cities, Counties, and the State With Annual Percent Change—January 1, 2008 and 2009.

County of Humboldt and Superior Court of Humboldt County  
Fiscal Year 2008–2009 Collections Program Report

**County Population: 132,755**

**Judges/Commissioners: 7/1**

**Program Overview**

As reported in the fiscal year 2008–2009 Judicial Council–approved Collections Reporting Template, the prompt, efficient, and effective collection of delinquent court-ordered debt is a cooperative effort between the County of Humboldt and the Superior Court of Humboldt County. However, the court and county have not entered into an updated, written memorandum of understanding (MOU) for the collection of delinquent court-ordered debt. The program includes contracts with the Franchise Tax Board’s Court-Ordered Debt (FTB-COD) and Interagency Intercept Collections (FTB-IIC) programs and a private debt collector for the collection of delinquent court-ordered debt. The program has implemented a successful, comprehensive collection program that includes 16 of the 17 collection activity components and provides accessibility to defendants by providing credit and debit card payment options.

**Performance**

Based on the financial data reported in FY 2008–2009, the collection program collected a total of \$3,957,587 from 118,881 delinquent cases, with a total collection cost of \$469,998, which does not include the cost for the private vendor or the FTB-COD. The county collected the largest amount of delinquent court-ordered debt: \$3,302,382. The corresponding number of delinquent cases to the ending balance of \$78,175,034 is unknown as the number of cases was not provided because of limitations in the program’s accounts receivable system. The total amount collected represents a 68 percent Gross Recovery Rate, which exceeds the recommended 34 percent benchmark. The program’s Success Rate of 68 percent exceeds the recommended 31 percent benchmark. The high Gross Recovery Rate and Success Rate may be due to limitations within the program’s accounts receivable and case management systems, which prevent the program from extracting accurate numbers. The program’s procedures will be analyzed further for possible recommendation to the Judicial Council as additions to the Collections Best Practices.

**Collections Best Practices**

The collection program is meeting 20 of the 27 Collections Best Practices. Currently, 7 of the best practices are not being met.

The best practice of developing a plan and putting the plan in a written memorandum of understanding that implements or enhances a program in which the court and county

County of Humboldt and Superior Court of Humboldt County  
Fiscal Year 2008–2009 Collections Program Report

collaborate to collect court-ordered debt and other monies owed to a court under a court order is currently not being met. However, an updated memorandum of understanding has been drafted and is anticipated to be adopted in the next fiscal year.

The best practice of establishing and maintaining a cooperative superior court and county collection committee responsible for compliance, reporting, and internal enhancements of the joint collection program is currently not being met.

The best practice of completing all data components in the Collections Reporting Template is currently not being met; however, the program plans to complete all components in the next fiscal year.

The best practice for conducting trials by written declaration under Vehicle Code section 40903 is currently not being met. However, the program is in the process of establishing a procedure.

The best practice of handling discharge of accountability for uncollectible court-ordered debt is currently not being met; however, the program plans to have a process developed in the next fiscal year.

The best practice of accepting payments via the Internet is currently not being met; however, the program is looking into the ability to accept online credit card payments.

The best practice of requesting mediation services from the Administrative Office of the Courts and the California State Association of Counties if the court and county are unable to agree on a cooperative collection program is currently not being met and a request has not been received, so there has not been a need for mediation.

**This report contains information reviewed by the authorized county designee and as jointly reported in the FY 2008–2009 Judicial Council Collections Reporting Template, pursuant to Penal Code section 1463.010.**

**Data Source**

Population data from State of California, Department of Finance, E-1 Population Estimates for Cities, Counties, and the State With Annual Percent Change—January 1, 2008 and 2009.

County of Imperial and Superior Court of Imperial County  
Fiscal Year 2008–2009 Collections Program Report

**County Population: 179,254**

**Judges/Commissioners: 9/2.4**

**Program Overview**

As reported in the fiscal year 2008–2009 Judicial Council–approved Collections Reporting Template, the prompt, efficient, and effective collection of delinquent court-ordered debt is a cooperative effort between the County of Imperial and the Superior Court of Imperial County. The court and county have entered into a written memorandum of understanding (MOU) for the collection of delinquent court-ordered debt. The program includes an MOU with the Superior Court of Ventura County and a contract with a private debt collector for the collection of delinquent court-ordered debt. The program has implemented a successful, comprehensive collection program that includes 16 of the 17 collection activity components and provides accessibility to defendants by providing Internet and credit card payment options.

**Performance**

Based on the financial data reported in FY 2008–2009, the collection program collected a total of \$3,511,503 from all delinquent cases, with a total collection cost of \$973,728. The Superior Court of Ventura County collected the largest amount of delinquent court-ordered debt: \$2,023,916. The corresponding number of delinquent cases to the ending balance of \$37,475,530 is unknown as the number of cases was not provided because of limitations in the program’s case management system. The total amount collected represents a 54 percent Gross Recovery Rate, which exceeds the recommended 34 percent benchmark. The program’s Success Rate of 45 percent exceeds the recommended 31 percent benchmark.

**Collections Best Practices**

The collection program is meeting 25 of the 27 Collections Best Practices. Currently, 2 of the best practices are not being met.

The best practice of completing all data components of the Collections Reporting Template is currently not being met because of limitations in the program’s case management system and the program is unable to provide the number of cases.

The best practice of participating in both the Franchise Tax Board’s Court-Ordered Debt and Interagency Intercept Collections programs is currently not being met. However, the program and the Franchise Tax Board’s Court-Ordered Debt program have an MOU agreement and cases will be submitted in the next fiscal year.

County of Imperial and Superior Court of Imperial County  
Fiscal Year 2008–2009 Collections Program Report

This report contains information reviewed by the authorized court designee and jointly reported in the FY 2008–2009 Judicial Council Collections Reporting Template, pursuant to Penal Code section 1463.010.

**Data Source**

Population data from State of California, Department of Finance, E-1 Population Estimates for Cities, Counties, and the State With Annual Percent Change—January 1, 2008 and 2009.

County of Inyo and Superior Court of Inyo County  
Fiscal Year 2008–2009 Collections Program Report

**County Population: 18,049**

**Judges/Commissioners: 2/0.3**

**Program Overview**

As reported in the fiscal year 2008–2009 Judicial Council–approved Collections Reporting Template, the prompt, efficient, and effective collection of delinquent court-ordered debt is a cooperative effort between the County of Inyo and the Superior Court of Inyo County. The court and county have entered into a written memorandum of understanding (MOU) for the collection of delinquent court-ordered debt. The program includes contracts with the Franchise Tax Board’s Court-Ordered Debt (FTB-COD) program and a private debt collector for the collection of delinquent court-ordered debt. The program has implemented a successful, comprehensive collection program that includes 12 of the 17 collection activity components and provides accessibility to defendants by providing Internet and credit and, debit card, and e-check payment options.

**Performance**

Based on the financial data reported in FY 2008–2009, the collection program collected a total of \$452,292 from 878 delinquent cases with a total collection cost of \$44,884. The court collected the largest amount of delinquent court-ordered debt: \$405,218. The ending balance of \$5,815,798 represents 6,203 delinquent cases, of which 789 were established in the current reporting. The total amount collected represents a less than 1 percent Gross Recovery Rate, which does not meet the recommended 34 percent benchmark. The program’s Success Rate of less than 1 percent does not meet the recommended 31 percent benchmark. The low Gross Recovery Rate and Success Rate are due to limitations in the program’s case management system. The program indicates 878 is only the number of delinquent cases that were transferred to date to outside collections. The program also indicates 789 is only the number of cases that were transferred to outside collections in FY 2008–2009. Many other delinquent cases remain as in-house collections; and cases with delinquent balances that are currently receiving time payments will continue to be collected in-house. The number of delinquent cases established within FY 2008–2009 cannot be accurately determined and, therefore, the program is currently attempting to write a program that will extract the necessary data. The program is also researching possible programming solutions that will provide this data for the current year. If an in-house program cannot be created, funding for vendor programming will be sought to meet the reporting requirements. On request, the Administrative Office of the Court’s Enhanced Collections Unit will assist the program in

County of Inyo and Superior Court of Inyo County  
Fiscal Year 2008–2009 Collections Program Report

developing or enhancing collection procedures to achieve the recommended standard of performance in the next fiscal year.

**Collections Best Practices**

The collection program is meeting 25 of the 27 Collections Best Practices. Currently, 2 of the best practices are not being met.

The best practice of completing all data components in the Collections Reporting Template is currently not being met because of limitations in the program's case management system.

The best practice of establishing a process for handling the discharge of accountability for uncollectible court-ordered debt is currently not being met; however, a procedure is pending approval in the next fiscal year.

**This report contains information as reported by the court in the FY 2008–2009 Judicial Council Collections Reporting Template, pursuant to Penal Code section 1463.010.**

**Data Source**

Population data from State of California, Department of Finance, E-1 Population Estimates for Cities, Counties, and the State With Annual Percent Change—January 1, 2008 and 2009.

County of Kern and Superior Court of Kern County  
Fiscal Year 2008–2009 Collections Program Report

**County Population: 827,173**

**Judges/Commissioners: 38/8**

**Program Overview**

As reported in the fiscal year 2008–2009 Judicial Council–approved Collections Reporting Template, the prompt, efficient, and effective collection of delinquent court-ordered debt is a cooperative effort between the County of Kern and the Superior Court of Kern County. However, the court and county have not entered into a written memorandum of understanding (MOU) for the collection of delinquent court-ordered debt. The program includes contracts with the Franchise Tax Board’s Court-Ordered Debt (FTB-COD) and Interagency Intercept Collections (FTB-IIC) programs for the collection of delinquent court-ordered debt. The program has implemented a successful, comprehensive collection program that includes 15 of the 17 collection activity components and provides accessibility to defendants by providing credit card payment options.

**Performance**

Based on the financial data reported in FY 2008–2009, the collection program collected a total of \$23,611,491 from 183,060 delinquent cases, with a total collection cost of \$3,857,955. The court collected the largest amount of delinquent court-ordered debt: \$17,209,426. The ending balance of \$74,556,015 represents 125,095 delinquent cases, of which 68,558 were established in the current reporting period. The total amount collected represents a 79 percent Gross Recovery Rate, which exceeds the recommended 34 percent benchmark. The program’s Success Rate of 78 percent exceeds the recommended 31 percent benchmark. As a result, the program’s procedures will be analyzed further for possible recommendation to the Judicial Council as additions to the Collections Best Practices.

**Collections Best Practices**

The collection program is meeting 15 of the 27 Collections Best Practices. Currently, 12 of the best practices are not being met.

The best practice of developing a plan and putting the plan in a written memorandum of understanding that implements or enhances a program in which the court and county collaborate to collect court-ordered debt and other monies owed to a court under a court order is currently not being met, although the court and county collaborate extensively.

County of Kern and Superior Court of Kern County  
Fiscal Year 2008–2009 Collections Program Report

The best practice of establishing and maintaining a cooperative superior court and county collection committee responsible for compliance, reporting, and internal enhancements of the joint collection program is currently not being met.

The best practice of establishing a process for handling the discharge of accountability for uncollectible court-ordered debt is currently not being met.

The best practice of conducting trials by written declaration under Vehicle Code section 40903 is currently not being met.

The best practice of accepting payments via the Internet is currently not being met.

The best practice of charging fees as authorized by Penal Code section 1202.4(l) is currently not being met.

The best practice of participating in the statewide master agreement for collection services or renegotiating existing contracts to ensure appropriate levels of services are provided at an economical cost, when feasible, is currently not being met. However, the program is in contract negotiations with a private vendor and implementation is anticipated in the next fiscal year.

Therefore, the best practices of (1) evaluating the effectiveness and efficiency of external collection agencies or companies to which court-ordered debt is referred for collection, (2) requiring private vendors to remit the gross amount collected to the court or county as agreed, (3) requiring private vendors to submit invoices for commission fees to the court or county on a monthly basis, and (4) requiring private vendors to complete the components of the Collections Reporting Template that corresponds to its collection program may be met once the program contracts with a private vendor.

The best practice of requesting mediation services from the Administrative Office of the Courts and California State Association of Counties if the court and county are unable to agree on a cooperative collection program is currently not being met and a request has not been received, so there has not been a need for mediation.

County of Kern and Superior Court of Kern County  
Fiscal Year 2008–2009 Collections Program Report

This report contains information reviewed by the authorized court and county designees and as jointly reported in the FY 2008–2009 Judicial Council Collections Reporting Template, pursuant to Penal Code section 1463.010.

**Data Source**

Population data from State of California, Department of Finance, E-1 Population Estimates for Cities, Counties, and the State With Annual Percent Change—January 1, 2008 and 2009.

County of Kings and Superior Court of Kings County  
Fiscal Year 2008–2009 Collections Program Report

**County Population: 154,743**

**Judges/Commissioners: 8/1.5**

**Program Overview**

As reported in the fiscal year 2008–2009 Judicial Council–approved Collections Reporting Template, the prompt, efficient, and effective collection of delinquent court-ordered debt is a cooperative effort between the County of Kings and the Superior Court of Kings County. However, the court and county have not entered into a written memorandum of understanding (MOU) for the collection of delinquent court-ordered debt. The program includes contracts with the Franchise Tax Board Court-Ordered Debt (FTB-COD) program and a private debt collector for the collection of delinquent court-ordered debt. The program has implemented a successful, comprehensive collection program that includes 11 of the 17 collection activity components and provides accessibility to defendants by providing Internet and credit card payment options.

**Performance**

Based on the financial data reported in FY 2008–2009, the private debt collector collected a total of \$1,480,907 from 44,009 delinquent cases, with a total collection cost of \$367,891. The ending balance of \$26,202,181 represents 42,480 delinquent cases, of which 9,008 were established in the current reporting period. The total amount collected represents a 41 percent Gross Recovery Rate, which exceeds the recommended 34 percent benchmark. The program’s Success Rate of 37 percent exceeds the recommended 31 percent benchmark.

**Collections Best Practices**

The collection program is meeting 19 of the 27 Collections Best Practices. Currently, 8 of the best practices are not being met.

The best practice of developing a plan and putting the plan in a written memorandum of understanding that implements or enhances a program in which the court and county collaborate to collect court-ordered debt and other monies owed to a court under a court order is currently not being met; however the program is currently working on establish a memorandum of understanding.

The best practice of establishing and maintaining a cooperative superior court and county collection committee responsible for compliance, reporting, and internal enhancements of the joint collection program is currently not being met.

County of Kings and Superior Court of Kings County  
Fiscal Year 2008–2009 Collections Program Report

The best practice of completing all data components in the Collections Reporting Template is currently not being met.

The best practice of establishing a process for handling the discharge of accountability for uncollectible court-ordered debt is currently not being met.

The best practice of developing a process for the collection of unpaid attorney sanctions is currently not being met.

The best practice of charging fees as authorized by Penal Code section 1202.4(1) is currently not being met.

The best practice of using the restitution rebate, as appropriate, to further efforts for the collection of funds owed to the Restitution Fund as authorized by Government Code section 13963(f) is currently not being met.

The best practice of requesting mediation services from the Administrative Office of the Courts and the California State Association of Counties if the court and county are unable to agree on a cooperative collection program is currently not being met and a request has not been received, so there has not been a need for mediation.

**This report contains information reviewed by the authorized court designee and reported in the FY 2008–2009 Judicial Council Collections Reporting Template, pursuant to Penal Code section 1463.010.**

**Data Source**

Population data from State of California, Department of Finance, E-1 Population Estimates for Cities, Counties, and the State With Annual Percent Change—January 1, 2008 and 2009.

County of Lake and Superior Court of Lake County  
Fiscal Year 2008–2009 Collections Program Report

**County Population: 64,025**

**Judges/Commissioners: 4/0.8**

**Program Overview**

As reported in the fiscal year 2008–2009 Judicial Council–approved Collections Reporting Template, the prompt, efficient, and effective collection of delinquent court-ordered debt is a cooperative effort between the County of Lake and the Superior Court of Lake County. However, the court and county have not entered into an updated, written memorandum of understanding (MOU) for the collection of delinquent court-ordered debt. The program includes a contract with the Franchise Tax Board’s Court-Ordered Debt (FTB-COD) program for the collection of delinquent court-ordered debt. The program has implemented a successful, comprehensive collection program that includes 12 of the 17 collection activity components and provides accessibility to defendants by providing Internet and credit card payment options.

**Performance**

Based on the financial data reported in FY 2008–2009, the collection program collected a total of \$1,936,969 from 39,815 delinquent cases, with a total collection cost of \$230,283. The county collected the largest amount of delinquent court-ordered debt: \$868,351. The ending balance of \$29,223,962 represents 30,914 delinquent cases, of which 8,008 were established in the current reporting period. The total amount collected represents a 52 percent Gross Recovery Rate, which exceeds the recommended 34 percent benchmark. The program’s Success Rate of 53 percent exceeds the recommended 31 percent benchmark. The high Gross Recovery Rate and Success Rate may be due to the recent conversion to a new accounts receivable software and the implementation of electronic case transfers between the program’s case management and accounts receivable systems.

**Collections Best Practices**

The collection program is meeting 15 of the 27 Collections Best Practices. Currently, 12 of the best practices are not being met.

The best practice of developing a plan and putting the plan in a written memorandum of understanding that implements or enhances a program in which the court and county collaborate to collect court-ordered debt and other monies owed to a court under a court order is currently not being met. However, an updated memorandum of understanding has been drafted and its adoption is anticipated in the next fiscal year.

County of Lake and Superior Court of Lake County  
Fiscal Year 2008–2009 Collections Program Report

The best practice of completing all data components in the Collections Reporting Template is currently not being met. However, as the system's reporting options are refined, the program expects requested data components to be readily available from a single source in the next fiscal year.

The best practice of reconciling amounts placed in collection to the supporting case management systems is currently not being met. A process between each collection program's system, which will address the recent software change and case transfer procedures, is in progress.

The best practice of establishing a process for handling the discharge of accountability for uncollectible court-ordered debt is currently not being met, primarily because of loss of data during the software conversion process. The deletion of case age data during the conversion resulted in aging reports not being available. The program plans to refer older and hard-to-collect cases to a private debt collector before proceeding with discharge.

The best practice of including in a collection program all court-ordered debt and monies owed to the court under a court order is currently not being met.

The best practice of using the restitution rebate, as appropriate, to further efforts for the collection of funds owed to the Restitution Fund as authorized by Government Code section 13963(f) is currently not being met.

The best practice of participating in the statewide master agreement for collection services or renegotiating existing contracts to ensure appropriate levels of services are provided at an economical cost, when feasible, is currently not being met. However, discussions with private vendors were initiated in FY 2009–2010 for the collection of aged and hard-to-collect cases and implementation is anticipated by the end of the current fiscal year. Therefore, the best practices of (1) evaluating the effectiveness and efficiency of external collection agencies or companies to which court-ordered debt is referred for collection; (2) requiring private vendors to remit the gross amount collected to the court or county as agreed; (3) requiring private vendors to submit invoices for commission fees to the court or county on a monthly basis; and (4) requiring private vendors to complete the components of the Collections Reporting Template that correspond to its collection program may be met once the program contracts with a private vendor.

County of Lake and Superior Court of Lake County  
Fiscal Year 2008–2009 Collections Program Report

The best practice of requesting mediation services from the Administrative Office of the Courts and the California State Association of Counties if the court and county are unable to agree on a cooperative collection program is currently not being met and a request has not been received, so there has not been a need for mediation.

This report contains information reviewed by the authorized court and county designees and jointly reported in the FY 2008–2009 Judicial Council Collections Reporting Template, pursuant to Penal Code section 1463.010.

**Data Source**

Population data from State of California, Department of Finance, E-1 Population Estimates for Cities, Counties, and the State With Annual Percent Change—January 1, 2008 and 2009.

County of Lassen and Superior Court of Lassen County  
Fiscal Year 2008–2009 Collections Program Report

**County Population: 35,550**

**Judges/Commissioners: 2/0.3**

**Program Overview**

As reported in the fiscal year 2008–2009 Judicial Council–approved Collections Reporting Template, the prompt, efficient, and effective collection of delinquent court-ordered debt is an effort between the County of Lassen and the Superior Court of Lassen County. The court and county have not entered into a written memorandum of understanding (MOU) for the collection of delinquent court-ordered debt; however, a verbal agreement has been established. The program includes a contract with a private debt collector for the collection of delinquent court-ordered debt. The program has implemented a successful, comprehensive collection program that includes 14 of the 17 collection activity components and provides accessibility to defendants by providing Internet and credit and debit card payment options.

**Performance**

Based on the financial data reported in FY 2008–2009, the collection program collected a total of \$869,788 from 5,939 delinquent cases, with a total collection cost of \$207,846. The court collected the largest amount of delinquent court-ordered debt: \$824,498. The ending balance of \$5,199,892 represents 4,522 delinquent cases, of which 1,737 were established in the current reporting period. The total amount collected represents a 65 percent Gross Recovery Rate, which exceeds the recommended 34 percent benchmark. The program’s Success Rate of 63 percent exceeds the recommended 31 percent benchmark. While the high gross recovery and success rates may be due to limitations within the program’s accounts receivable system, which prevent the separation of delinquent and nondelinquent cases, as well as other justice-related reimbursements, the program’s procedures will be analyzed further for possible recommendation to the Judicial Council as additions to the Collections Best Practices.

**Collections Best Practices**

The collection program is meeting 20 of the 27 Collections Best Practices. Currently, 7 of the best practices are not being met.

The best practice of developing a plan and putting the plan in a written memorandum of understanding that implements or enhances a program in which the court and county collaborate to collect court-ordered debt and other monies owed to a court under a court order is currently not being met. However, the court and the county are currently negotiating the terms of a collection memorandum of understanding.

County of Lassen and Superior Court of Lassen County  
Fiscal Year 2008–2009 Collections Program Report

The best practice of completing all data components in the Collections Reporting Template is currently not being met because of limitations in the program's accounts receivable system, which prevents the program from providing specific data.

The best practice of participating in both the Franchise Tax Board's Court-Ordered Debt and Interagency Intercept Collections programs is currently not being met; however, the program anticipates including the best practice by next fiscal year.

The best practice for conducting trials by written declaration under Vehicle Code section 40903 is currently not being met.

The best practice of developing a process for the collection of unpaid attorney sanctions is currently not being met. The program reported there are no cases for unpaid attorney sanctions.

The best practice of including financial screening to assess the ability to pay prior to processing installment payment plans and account receivables is currently not being met.

The best practice of requesting mediation services from the Administrative Office of the Courts and the California State Association of Counties if the court and county are unable to agree on a cooperative collection program is currently not being met and a request has not been received, so there has not been a need for mediation.

**This report contains information as jointly reported in the FY 2008–2009 Judicial Council Collections Reporting Template, pursuant to Penal Code section 1463.010.**

**Data Source**

Population data from State of California, Department of Finance, E-1 Population Estimates for Cities, Counties, and the State With Annual Percent Change—January 1, 2008 and 2009.

County of Los Angeles and Superior Court of Los Angeles County  
Fiscal Year 2008–2009 Collections Program Report

**County Population: 10,393,185**

**Judges/Commissioners: 430/120**

### **Program Overview**

As reported in the fiscal year 2008–2009 Judicial Council–approved Collections Reporting Template, the prompt, efficient, and effective collection of delinquent court-ordered debt is a cooperative effort between the County of Los Angeles and the Superior Court of Los Angeles County. The court and county have entered into a written memorandum of understanding (MOU) for the collection of delinquent court-ordered debt. The program includes contracts with the Franchise Tax Board’s Court-Ordered Debt (FTB-COD) and Interagency Intercept Collections (FTB-IIC) programs and two private debt collectors for the collection of delinquent court-ordered debt. The program has implemented a successful, comprehensive collection program that includes 17 of the 17 collection activity components and provides accessibility to defendants by providing Internet and credit and debit card payment options.

### **Performance**

Based on the financial data reported in FY 2008–2009, the collection program collected a total of \$116,290,595 from 2,380,327 delinquent cases, with a total collection cost of \$20,089,474. The private debt collectors collected the largest amount of delinquent court-ordered debt: \$92,063,643. The ending balance of \$1,401,162,859 represents 1,792,506 delinquent cases, of which 548,596 were established in the current reporting period. The total amount collected represents a 92 percent Gross Recovery Rate, which exceeds the recommended 34 percent benchmark. The program’s Success Rate of 74 percent exceeds the recommended 31 percent benchmark. While the high Gross Recovery Rate and Success Rate may be due to the inclusion of litigation types that are outside of the reporting criteria, the program’s procedures will be analyzed further for possible recommendation to the Judicial Council as additions to the Collections Best Practices.

Comments: Pursuant to the Summary of Findings dated October 26, 2009, the Gartner Study found the inherent collectability of debt for Los Angeles County measured difficult-to-collect, under Category 4.

### **Collections Best Practices**

The collection program is meeting 22 of the 27 Collections Best Practices. Currently, 5 of the best practices are not being met.

County of Los Angeles and Superior Court of Los Angeles County  
Fiscal Year 2008–2009 Collections Program Report

The best practice of establishing a process for handling the discharge of accountability for uncollectible court-ordered debt is currently not being met; however, the program has submitted policies and procedures to the county for approval in this regard.

The best practice of conducting trials by written declaration under Vehicle Code section 40903 is currently not being met.

The best practice of following the Criteria for a Successful Civil Assessment Program, if the court has implemented such a program, is currently not being met. The program will consider establishing a policy to determine good cause for waiving or reducing civil assessments.

The best practice of charging fees as authorized by Penal Code section 1202.4(l) is currently not being met; however, the program will consider instituting the fees.

The best practice of using the restitution rebate, as appropriate, to further efforts for the collection of funds owed to the Restitution Fund as authorized by Government Code section 13963(f) is currently not being met. However, the program will consider using the restitution rebate to further collection efforts of funds owed to the Restitution Fund.

**This report contains information reviewed by the authorized court designee and jointly reported in the FY 2008–2009 Judicial Council Collections Reporting Template, pursuant to Penal Code section 1463.010.**

**Data Source**

Population data from State of California, Department of Finance, E-1 Population Estimates for Cities, Counties, and the State With Annual Percent Change—January 1, 2008 and 2009.

County of Madera and Superior Court of Madera County  
Fiscal Year 2008–2009 Collections Program Report

**County Population: 152,331**

**Judges/Commissioners: 10/0.3**

**Program Overview**

As reported in the fiscal year 2008–2009 Judicial Council–approved Collections Reporting Template, the prompt, efficient, and effective collection of delinquent court-ordered debt is a cooperative effort between the County of Madera and the Superior Court of Madera County. However, the court and county have not entered into a written memorandum of understanding (MOU) for the collection of delinquent court-ordered debt. The program includes contracts with the Franchise Tax Board’s Court-Ordered Debt (FTB-COD) and Interagency Intercept Collections (FTB-IIC) programs and two private debt collectors for the collection of delinquent court-ordered debt. The program has implemented a successful, comprehensive collection program that includes 16 of the 17 collection activity components and provides accessibility to defendants by providing Internet and credit and debit card payment options.

**Performance**

Based on the financial data reported in FY 2008–2009, the collection program collected a total of \$3,221,543 from 124,332 delinquent cases, with a total collection cost of \$410,779. The court collected the largest amount of delinquent court-ordered debt: \$1,279,046. The ending balance of \$73,984,759 represents 109,944 delinquent cases, of which 14,874 were established in the current reporting period. The total amount collected represents a 44 percent Gross Recovery Rate, which exceeds the recommended 34 percent benchmark. The program’s Success Rate of 50 percent exceeds the recommended 31 percent benchmark.

**Collections Best Practices**

The collection program is meeting 24 of the 27 Collections Best Practices. Currently, 3 of the best practices are not being met.

The best practice of developing a plan and putting the plan in a written memorandum of understanding that implements or enhances a program in which the court and county collaborate to collect court-ordered debt and other monies owed to a court under a court order is currently not being met.

The best practice of developing a process for the collection of unpaid attorney sanctions is currently not being met.

County of Madera and Superior Court of Madera County  
Fiscal Year 2008–2009 Collections Program Report

The best practice of requesting mediation services from the Administrative Office of the Courts and California State Association of Counties if the court and county are unable to agree on a cooperative collection program is currently not being met and a request has not been received, so there has not been a need for mediation.

This report contains information reviewed by the authorized court and county designees and as jointly reported in the FY 2008–2009 Judicial Council Collections Reporting Template, pursuant to Penal Code section 1463.010.

**Data Source**

Population data from State of California, Department of Finance, E-1 Population Estimates for Cities, Counties, and the State With Annual Percent Change—January 1, 2008 and 2009.

County of Marin and Superior Court of Marin County  
Fiscal Year 2008–2009 Collections Program Report

**County Population: 258,618**

**Judges/Commissioners: 10/4.5**

**Program Overview**

As reported in the fiscal year 2008–2009 Judicial Council–approved Collections Reporting Template, the prompt, efficient, and effective collection of delinquent court-ordered debt is a cooperative effort between the County of Marin and the Superior Court of Marin County. The court and county have entered into a written memorandum of understanding (MOU) for the collection of delinquent court-ordered debt. The program includes contracts with the Franchise Tax Board’s Court-Ordered Debt (FTB-COD) and Interagency Intercept Collections (FTB-IIC) programs for the collection of delinquent court-ordered debt. The program has implemented a successful, comprehensive collection program that includes 14 of the 17 collection activity components and provides accessibility to defendants by providing Internet and credit and debit card payment options.

**Performance**

Based on the financial data reported in FY 2008–2009, the collection program collected a total of \$2,287,926 from 28,354 delinquent cases, with a total collection cost of \$800,620. The county collected the largest amount of delinquent court-ordered debt: \$2,255,576. The ending balance of \$11,705,906 represents 13,606 delinquent cases, of which 13,984 were established in the current reporting period. The total amount collected represents a 76 percent Gross Recovery Rate, which exceeds the recommended 34 percent benchmark. The program’s Success Rate of 61 percent exceeds the recommended 31 percent benchmark and the program’s procedures will be analyzed further for possible recommendation to the Judicial Council as additions to the Collections Best Practices.

**Collections Best Practices**

The collection program is meeting 16 of the 27 Collections Best Practices. Currently, 11 of the best practices are not being met.

The best practice of establishing a process for handling the discharge of accountability for uncollectible court-ordered debt is currently not being met, but the court and county are collaboratively working on a process which may be implemented in the next fiscal year.

County of Marin and Superior Court of Marin County  
Fiscal Year 2008–2009 Collections Program Report

The best practice of participating in the statewide master agreement for collection services or renegotiation of existing contracts to ensure appropriate levels of services are provided at an economical cost, when feasible, is currently not being met.

Therefore, the best practices of (1) evaluating the effectiveness and efficiency of external collection agencies or companies to which court-ordered debt is referred for collection, (2) requiring private vendors to remit the gross amount collected to the court or county as agreed, (3) requiring private vendors to submit invoices for commission fees to court or county on a monthly basis, and (4) requiring private vendors to complete the components of the Collections Reporting Template that corresponds to its collection program may be met once the program contracts with a private vendor.

The best practice of conducting trials by written declaration under Vehicle Code section 40903 and, as appropriate in the context of such trials, impose a civil assessment is currently not being met.

The best practice of following the Criteria for a Successful Civil Assessment Program, if the court has implemented such a program, is currently not being met.

The best practice of charging fees as authorized by Penal Code section 1205(d) is currently not being met.

The best practice of charging fees as authorized by Penal Code section 1202.4(l) is currently not being met.

The best practice of using the restitution rebate, as appropriate, to further efforts for the collection of funds owed to the Restitution Fund as authorized by Government Code 13963(f) is currently not being met.

**This report contains information reviewed by the authorized court and county designees and as jointly reported in the FY 2008–2009 Judicial Council Collections Reporting Template, pursuant to Penal Code section 1463.010.**

**Data Source**

Population data from State of California, Department of Finance, E-1 Population Estimates for Cities, Counties, and the State With Annual Percent Change—January 1, 2008 and 2009.

County of Mariposa and Superior Court of Mariposa County  
Fiscal Year 2008–2009 Collections Program Report

**County Population: 18,306**

**Judges/Commissioners: 2/0.3**

**Program Overview**

As reported in the fiscal year 2008–2009 Judicial Council–approved Collections Reporting Template, the prompt, efficient, and effective collection of delinquent court-ordered debt is a cooperative effort between the County of Mariposa and the Superior Court of Mariposa County. The court and county have not entered into a written memorandum of understanding (MOU) for the collection of delinquent court-ordered debt; however, a verbal agreement has been established. The program includes a contract with the Franchise Tax Board’s Interagency Intercept Collections (FTB-IIC) program for the collection of delinquent court-ordered debt. The program has implemented a successful, comprehensive collection program that provides 15 of the 17 collection activity components.

**Performance**

Based on the financial data reported in FY 2008–2009, the county collected \$237,453 from all delinquent cases, with a total collection cost of \$75,439. The ending balance of \$1,966,667 is a combination of nondelinquent and delinquent cases and the corresponding number of cases to the ending balance was not provided because of limitations in the program’s accounts receivable system. The total amount collected represents a 29 percent Gross Recovery Rate, which does not meet the recommended 34 percent benchmark. The program’s Success Rate of 29 percent does not meet the recommended 31 percent benchmark. The low Gross Recovery Rate and Success Rate may be due to the transfer of collection activities from a private vendor to the county and unforeseeable programming costs that prevented the planned referral of cases to the Franchise Tax Board’s Court-Ordered Debt (FTB-COD) program. On request, the Administrative Office of the Court’s Enhanced Collections Unit will assist the program in developing or enhancing collection procedures to achieve the recommended standard of performance in the next fiscal year.

**Collections Best Practices**

The collection program is meeting 17 of the 27 Collections Best Practices. Currently, 10 of the best practices are not being met.

The best practice of developing a plan and putting the plan in a written memorandum of understanding that implements or enhances a program in which the court and county collaborate to collect court-ordered debt and other monies owed to a court under a court

County of Mariposa and Superior Court of Mariposa County  
Fiscal Year 2008–2009 Collections Program Report

order is currently not being met. However, a memorandum of understanding has been drafted and is being reviewed by the program.

The best practice of completing all components in the Collections Reporting Template is currently not being met because of limitations in the program's accounts receivable system.

The best practice of establishing a process for handling the discharge of accountability for uncollectible court-ordered debt is currently not being met. However, the program will work to establish a process in the next fiscal year.

The best practice of accepting payments via the Internet is currently not being met. However, the program will discuss the merits of this type of payment option.

The best practice of participating in the statewide master agreement for collection services or renegotiating existing contracts to ensure appropriate levels of services are provided at an economical cost, when feasible, is currently not being met. Therefore, the best practices of (1) evaluating the effectiveness and efficiency of external collection agencies or companies to which court-ordered debt is referred for collection;(2) requiring private vendors to remit the gross amount collected to the court or county as agreed; (3) requiring private vendors to submit invoices for commission fees to a court or county on a monthly basis; and (4) requiring private vendors to complete the components of the Collections Reporting Template that corresponds to its collection program may be met once the program contracts with a private vendor.

The best practice of requesting mediation services from the Administrative Office of the Courts and the California State Association of Counties if the court and county are unable to agree on a cooperative collection program is currently not being met and a request has not been received. The program has a verbal agreement for a cooperative collection program so there has not been a need for mediation.

**This report contains information jointly reported in the FY 2008–2009 Judicial Council Collections Reporting Template, pursuant to Penal Code section 1463.010.**

**Data Source**

Population data from State of California, Department of Finance, E-1 Population Estimates for Cities, Counties, and the State With Annual Percent Change—January 1, 2008 and 2009.

County of Mendocino and Superior Court of Mendocino County  
Fiscal Year 2008–2009 Collections Program Report

**County Population: 90,206**

**Judges/Commissioners: 8/0.4**

**Program Overview**

As reported in the fiscal year 2008–2009 Judicial Council–approved Collections Reporting Template, the prompt, efficient, and effective collection of delinquent court-ordered debt is a cooperative effort between the County of Mendocino and the Superior Court of Mendocino County. However, the court and county have not entered into an updated, written memorandum of understanding (MOU) for the collection of delinquent court-ordered debt. The program includes contracts with the Franchise Tax Board’s Court-Ordered Debt (FTB-COD) and Interagency Intercept Collections (FTB-IIC) programs and two private debt collectors for the collection of delinquent court-ordered debt. The program has implemented a successful, comprehensive collection program that includes 16 of the 17 collection activity components and provides accessibility to defendants by providing Internet and credit and debit card payment options.

**Performance**

Based on the financial data reported in FY 2008–2009, the collection program collected a total of \$4,561,785 from 34,998 delinquent cases, with a total collection cost of \$701,598. The county collected the largest amount of delinquent court-ordered debt: \$4,561,785. The ending balance of \$28,950,176 represents 29,203 delinquent cases, of which 9,991 were established in the current reporting period. The total amount collected represents a 66 percent Gross Recovery Rate, which exceeds the recommended 34 percent benchmark. The program’s Success Rate of 57 percent exceeds the recommended 31 percent benchmark. While the high gross recovery and success rates may be due to the inclusion of litigation types that are outside of the reporting criteria and limitations within the program’s accounts receivable system, which may have resulted in overstated numbers, the program’s procedures will be analyzed further for possible recommendation to the Judicial Council as additions to the Collections Best Practices.

**Collections Best Practices**

The collection program is meeting 24 of the 27 Collections Best Practices. Currently, 3 of the best practices are not being met.

The best practice of developing a plan and putting the plan in a written memorandum of understanding that implements or enhances a program in which the court and county collaborate to collect court-ordered debt and other monies owed to a court under a court

County of Mendocino and Superior Court of Mendocino County  
Fiscal Year 2008–2009 Collections Program Report

order is currently not being met. However, the court and county are in the process of adopting a memorandum of understanding in the next fiscal year.

The best practice of conducting trials by written declaration under Vehicle Code section 40903 is currently not being met. However, the program is considering the practice for inclusion in its collection program in the next fiscal year.

The best practice of completing all data components in the Collections Reporting Template is currently not being met because of limitations in the program's accounts receivable and case management systems.

This report contains information reviewed by the authorized court designee and as jointly reported in the FY 2008–2009 Judicial Council Collections Reporting Template, pursuant to Penal Code section 1463.010.

**Data Source**

Population data from State of California, Department of Finance, E-1 Population Estimates for Cities, Counties, and the State With Annual Percent Change—January 1, 2008 and 2009.

County of Merced and Superior Court of Merced County  
Fiscal Year 2008–2009 Collections Program Report

**County Population: 256,450**

**Judges/Commissioners: 9 /3**

**Program Overview**

As reported in the fiscal year 2008–2009 Judicial Council–approved Collections Reporting Template, the prompt, efficient, and effective collection of delinquent court-ordered debt is a cooperative effort between the County of Merced and the Superior Court of Merced County. However, the court and county have not entered into an updated, written memorandum of understanding (MOU) for the collection of delinquent court-ordered debt. The program includes contracts with the Franchise Tax Board’s Court-Ordered Debt (FTB-COD) and Interagency Intercept Collections (FTB-IIC) programs and a private debt collector for the collection of delinquent court-ordered debt. The program has implemented a successful, comprehensive collection program that includes 17 of the 17 collection activity components and provides accessibility to defendants by providing Internet and credit and debit card payment options.

**Performance**

Based on the financial data reported in FY 2008–2009, the collection program collected a total of \$6,381,166 from 127,567 delinquent cases, with a total collection cost of \$2,331,320. The county collected the largest amount of delinquent court-ordered debt: \$3,384,329. The ending balance of \$70,326,002 represents 104,049 delinquent cases, of which 29,602 were established in the current reporting period. The total amount collected represents a 62 percent Gross Recovery Rate, which exceeds the recommended 34 percent benchmark. The program’s Success Rate of 54 percent exceeds the recommended 31 percent benchmark, and the program’s procedures will be analyzed further for possible recommendation to the Judicial Council as additions to the Collections Best Practices.

**Collections Best Practices**

The collections program is meeting 18 of the 27 Collections Best Practices. Currently, 9 of the best practices are not being met.

The best practice of developing a plan and putting the plan in a written memorandum of understanding that implements or enhances a program in which the court and county collaborate to collect court-ordered debt and other monies owed to a court under a court order is currently not being met. However, the Court and County anticipate approving a new MOU in the next fiscal year.

County of Merced and Superior Court of Merced County  
Fiscal Year 2008–2009 Collections Program Report

The best practice of establishing and maintaining a cooperative superior court and county collection committee responsible for compliance, reporting, and internal enhancements of the joint collection program is currently not being met.

The best practice of completing all data components in the Collections Reporting Template is currently not being met because of limitations in the program's case management system.

The best practice of establishing a process for handling the discharge of accountability for uncollectible court-ordered debt is currently not being met due to the program's belief that court-ordered debt cannot be discharged through the county pursuant to Government Code section 25257-25259, and that the code as currently written is questionable.

The best practice of conducting trials by written declaration under Vehicle Code section 40903 is currently not being met.

The best practice of developing a process for the collection of unpaid attorney sanctions is currently not being met because of limitations in the program's case management system.

The best practice of requiring private vendors to remit the gross amount collected to the court or county, as agreed, is currently not being met because the terms of the existing contract requires the vendor to remit net amounts. Therefore, the best practice of requiring private vendors to submit invoices for commission fees to the court or county on a monthly basis is currently not being met because the terms of the existing contract requires the private vendor to remit net collections.

The best practice of requesting mediation services from the Administrative Office of the Courts and the California State Association of Counties if the court and county are unable to agree on a cooperative collection program is currently not being met and a request has not been received, so there has not been a need for mediation.

County of Merced and Superior Court of Merced County  
Fiscal Year 2008–2009 Collections Program Report

This report contains information reviewed by the authorized court and county designees and as reported in the FY 2008–2009 Judicial Council Collections Reporting Template, pursuant to Penal Code section 1463.010.

**Data Source**

Population data from State of California, Department of Finance, E-1 Population Estimates for Cities, Counties, and the State With Annual Percent Change—January 1, 2008 and 2009.

County of Modoc and Superior Court of Modoc County  
Fiscal Year 2008–2009 Collections Program Report

**County Population: 9,698**

**Judges/Commissioners: 2/15**

**Program Overview**

As reported in the fiscal year 2008–2009 Judicial Council–approved Collections Reporting Template, the prompt, efficient, and effective collection of delinquent court-ordered debt is a cooperative effort between the County of Modoc and the Superior Court of Modoc County. The court and county have entered into a written memorandum of understanding (MOU) for the collection of delinquent court-ordered debt. The program includes contracts with the Franchise Tax Board’s Interagency Intercept Collections (FTB-IIC) program and a private debt collector for the collection of delinquent court-ordered debt. The program has implemented a successful, comprehensive collection program that includes 12 of the 17 collection activity components and provides accessibility to defendants by providing Internet and credit and debit card payment options. The program provides a toll-free number as an additional tool for collections.

**Performance**

Based on the financial data reported in FY 2008–2009, the collection program collected a total of \$160,209 from 1,385 delinquent cases, with a total collection cost of \$63,304. The court collected the largest amount of delinquent court-ordered debt: \$138,648. The ending balance of \$1,461,886 represents 1,307 delinquent cases, of which 667 were established with the private debt collector. Because of limitations within the program’s case management system, the total number and value of cases established in the current reporting period is not available. The total amount collected represents a 50 percent Gross Recovery Rate, which exceeds the recommended 34 percent benchmark. The program’s Success Rate of 41 percent exceeds the recommended 31 percent benchmark.

**Collections Best Practices**

The collection program is meeting 22 of the 27 Collections Best Practices. Currently, 5 of the best practices are not being met.

The best practice of establishing and maintaining a cooperative superior court and county collection committee responsible for compliance, reporting, and internal enhancements of the joint collection program is currently not being met.

The best practice of completing all data components in the Collections Reporting Template is currently not being met because of limitations in the program’s case management system.

County of Modoc and Superior Court of Modoc County  
Fiscal Year 2008–2009 Collections Program Report

The best practice of reconciling amounts placed in collection to the supporting case management systems is currently not being met because of limitations in the program's case management system that prevents the program from separating current from delinquent collection accounts.

The best practice of establishing a process for handling the discharge of accountability for uncollectible court-ordered debt is currently not being met.

The best practice of requiring private vendors to complete components of the Collections Reporting Template that corresponds to its collection program is currently not being met. However, the program plans to require the private vendor to complete all applicable components in the next fiscal year.

This report contains information reviewed by the authorized court designee and as jointly reported in the FY 2008–2009 Judicial Council Collections Reporting Template, pursuant to Penal Code section 1463.010.

**Data Source**

Population data from State of California, Department of Finance, E-1 Population Estimates for Cities, Counties, and the State With Annual Percent Change—January 1, 2008 and 2009.

County of Mono and Superior Court of Mono County  
Fiscal Year 2008–2009 Collections Program Report

**County Population: 13,504**

**Judges/Commissioners: 2/0.3**

**Program Overview**

As reported in the fiscal year 2008–2009 Judicial Council–approved Collections Reporting Template, the prompt, efficient, and effective collection of delinquent court-ordered debt is currently being handled by the Superior Court of Mono County. However, the court and county have not entered into a written memorandum of understanding (MOU) for the collection of delinquent court-ordered debt. The program has not implemented a comprehensive collections program. However, the program currently satisfies 5 of the 17 collection activity components.

**Performance**

Based on the financial data reported in FY 2008–2009, the court collected a total of \$22,430 from all delinquent cases. The ending balance of \$73,887 represents 184 delinquent cases, of which 269 were established in the current reporting period. The total amount collected represents a 26 percent Gross Recovery Rate, which does not meet the recommended 34 percent benchmark. The program’s Success Rate of 23 percent does not meet the recommended 31 percent benchmark. Because of limitations in the program’s case management system, the beginning balances for the number and value of cases established for the fiscal year were not reported. On request, the Administrative Office of the Court’s Enhanced Collections Unit will assist the program in developing or enhancing collection procedures to achieve the recommended standard of performance in the next fiscal year.

**Collections Best Practices**

The collections program is meeting 7 of the 27 Collections Best Practices. Currently, 20 of the best practices are not being met.

The best practice of developing a plan and putting the plan in a written memorandum of understanding that implements or enhances a program in which the court and county collaborate to collect court-ordered debt and other monies owed to a court under a court order is currently not being met.

The best practice of establishing and maintaining a cooperative superior court and county collection committee responsible for compliance, reporting, and internal enhancements of the joint collection program is currently not being met.

County of Mono and Superior Court of Mono County  
Fiscal Year 2008–2009 Collections Program Report

The best practice of meeting at least 10 of the 17 components of a comprehensive collection program in order that the costs of operating the program can be recovered under Penal Code section 1463.007 is currently not being met because the program is unable to allocate the funding and personnel resources necessary to meet the required 10 of 17 components to qualify as a comprehensive collection program.

The best practice of establishing a process for handling the discharge of accountability for uncollectible court-ordered debt is currently not being met.

The best practice of conducting trials by written declaration under Vehicle Code section 40903 is currently not being met.

The best practice of participating in both the Franchise Tax Board Court-Ordered Debt collection program and the Franchise Tax Board Interagency Intercept program is currently not being met.

The best practice of participating in the statewide master agreement for collection services or renegotiating existing contracts to ensure appropriate levels of services are provided at an economical cost, when feasible, is currently not being met. Therefore, the best practices of (1) evaluating the effectiveness and efficiency of external collection agencies or companies to which court-ordered debt is referred for collection, (2) requiring private vendors to remit the gross amount collected to the court or county as agreed, (3) requiring private vendors to submit invoices for commission fees to the court or county on a monthly basis, and (4) requiring private vendors to complete the components of the Collections Reporting Template that corresponds to its collection program may be met once the program contracts with a private vendor.

The best practice of following the Criteria for a Successful Civil Assessment Program if the court has implemented such a program is currently not being met.

The best practice of developing a process for the collection of unpaid attorney sanctions is currently not being met.

The best practice of accepting payments via credit and debit card is currently not being met.

The best practice of accepting payments via the Internet is currently not being met.

County of Mono and Superior Court of Mono County  
Fiscal Year 2008–2009 Collections Program Report

The best practice of including in a collection program all court-ordered debt and monies owed to the court under a court order is currently not being met.

The best practice of including financial screening to assess the ability to pay prior to processing installment payment plans and account receivables is currently not being met.

The best practice of charging fees as authorized by Penal Code section 1202.4(l) is currently not being met.

The best practice of using the restitution rebate, as appropriate, to further efforts for the collection of funds owed to the Restitution Fund as authorized by Government Code section 13963(f) is currently not being met.

The best practice of requesting mediation services from the Administrative Office of the Courts and California State Association of Counties if the court and county are unable to agree on a cooperative collection program is currently not being met and a request has not been received, so there has not been a need for mediation.

**This report contains information as reported by the court in the FY 2008–2009 Judicial Council Collections Reporting Template, pursuant to Penal Code section 1463.010.**

**Data Source**

Population data from State of California, Department of Finance, E-1 Population Estimates for Cities, Counties, and the State With Annual Percent Change—January 1, 2008 and 2009.

County of Monterey and Superior Court of Monterey County  
Fiscal Year 2008–2009 Collections Program Report

**County Population: 431,892**

**Judges/Commissioners: 20/2**

**Program Overview**

As reported in the fiscal year 2008–2009 Judicial Council–approved Collections Reporting Template, the prompt, efficient, and effective collection of delinquent court-ordered debt is a cooperative effort between the County of Monterey and the Superior Court of Monterey County. However, the court and county have not entered into a written memorandum of understanding (MOU) for the collection of delinquent court-ordered debt. The program includes contracts with the Franchise Tax Board’s Court-Ordered Debt (FTB-COD) and Interagency Intercept Collections (FTB-IIC) programs and a private debt collector for the collection of delinquent court-ordered debt. The program has implemented a successful, comprehensive collection program that includes 16 of the 17 collection activity components and provides accessibility to defendants by providing Internet and credit and debit card payment options.

**Performance**

Based on the financial data reported in FY 2008–2009, the collection program collected a total of \$8,599,414 from 270,429 delinquent cases, with a total collection cost of \$2,780,634. The county collected the largest amount of delinquent court-ordered debt: \$5,344,194. The ending balance of \$113,279,337 represents 250,498 delinquent cases, of which 45,325 were established in the current reporting period. The total amount collected represents a 46 percent Gross Recovery Rate, which exceeds the recommended 34 percent benchmark. The program’s Success Rate of 43 percent exceeds the recommended 31 percent benchmark.

**Collections Best Practices**

The collection program is meeting 20 of the 27 Collections Best Practices. Currently, 7 of the best practices are not being met.

The best practice of developing a plan and putting the plan in a written memorandum of understanding that implements or enhances a program in which the court and county collaborate to collect court-ordered debt and other monies owed to a court under a court order is currently not being met. However, a memorandum of understanding has been drafted and its adoption is anticipated in the next fiscal year.

County of Monterey and Superior Court of Monterey County  
Fiscal Year 2008–2009 Collections Program Report

The best practice of establishing and maintaining a cooperative superior court and county collection committee responsible for compliance, reporting, and internal enhancements of the joint collection program is currently not being met.

The best practice of establishing a process for handling the discharge of accountability for uncollectible court-ordered debt is currently not being met because the program has not requested guidance on establishing a process under Government Code sections 25257–25259.

The best practice of conducting trials by written declaration under Vehicle Code section 40903 is currently not being met.

The best practice of charging fees as authorized by Penal Code section 1202.4(l) is currently not being met.

The best practice of using the restitution rebate, as appropriate, to further efforts for the collection of funds owed to the Restitution Fund as authorized by Government Code section 13963(f) is currently not being met.

The best practice of requesting mediation services from the Administrative Office of the Courts and California State Association of Counties if the court and county are unable to agree on a cooperative collection program is currently not being met and a request has not been received, so there has not been a need for mediation.

**This report contains information reviewed by the authorized court and county designees and as jointly reported in the FY 2008–2009 Judicial Council Collections Reporting Template, pursuant to Penal Code section 1463.010.**

**Data Source**

Population data from State of California, Department of Finance, E-1 Population Estimates for Cities, Counties, and the State With Annual Percent Change—January 1, 2008 and 2009.

County of Napa and Superior Court of Napa County  
Fiscal Year 2008–2009 Collections Program Report

**County Population: 137, 571**

**Judges/Commissioners: 6/2**

**Program Overview**

As reported in the fiscal year 2008–2009 Judicial Council–approved Collections Reporting Template, the prompt, efficient, and effective collection of delinquent court-ordered debt is a cooperative effort between the County of Napa and the Superior Court of Napa County. The court and county have entered into a written memorandum of understanding (MOU) for the collection of delinquent court-ordered debt. The program includes contracts with the Franchise Tax Board’s Interagency Intercept Collections (FTB-IIC) program and a private debt collector for the collection of delinquent court-ordered debt. The program has implemented a successful, comprehensive collection program that includes 14 of the 17 collection activity components and provides accessibility to defendants by providing Internet and credit card payment options.

**Performance**

Based on the financial data reported in FY 2008–2009, the private debtor collector collected \$2,916,453 from 35,001 delinquent cases, with a total collection cost of \$381,553. The ending balance of \$35,568,947 represents 35,001 delinquent cases, of which 7,534 were established in the current reporting period. The total amount collected represents a 55 percent Gross Recovery Rate, which exceeds the recommended 34 percent benchmark. The program’s Success Rate of 51 percent exceeds the recommended 31 percent benchmark.

**Collections Best Practices**

The collection program is meeting 25 of the 27 Collections Best Practices. Currently, 2 of the best practices are not being met.

The best practice of developing a process for the collection of unpaid attorney sanctions is currently not being met.

The best practice of establishing a process for handling the discharge of accountability for uncollectible court-ordered debt is currently not being met; however, the program is developing such a process.

County of Napa and Superior Court of Napa County  
Fiscal Year 2008–2009 Collections Program Report

This report contains information reviewed by the authorized court and county designees and jointly reported in the FY 2008–2009 Judicial Council Collections Reporting Template, pursuant to Penal Code section 1463.010.

**Data Source**

Population data from State of California, Department of Finance, E-1 Population Estimates for Cities, Counties, and the State With Annual Percent Change—January 1, 2008 and 2009.

County of Nevada and Superior Court of Nevada County  
Fiscal Year 2008–2009 Collections Program Report

**County Population: 98,718**

**Judges/Commissioners: 6/1.6**

**Program Overview**

As reported in the fiscal year 2008–2009 Judicial Council–approved Collections Reporting Template, the prompt, efficient, and effective collection of delinquent court-ordered debt is a cooperative effort between the County of Nevada and the Superior Court of Nevada County. The court and county have entered into a written memorandum of understanding (MOU) for the collection of delinquent court-ordered debt. The program includes contracts with the Franchise Tax Board’s Court-Ordered Debt (FTB-COD) program and a private debt collector for the collection of delinquent court-ordered debt. The program has implemented a successful, comprehensive collection program that includes 15 of the 17 collection activity components and provides accessibility to defendants by providing Internet and credit card payment options.

**Performance**

Based on the financial data reported in FY 2008–2009, the collection program collected a total of \$1,259,084 from 31,000 delinquent cases, with a total collection cost of \$261,282. The private debt collector collected the largest amount of delinquent court-ordered debt: \$1,186,492. The ending balance of \$17,722,905 represents 26,496 delinquent cases, of which 5,669 were established in the current reporting period. The total amount collected represents a 56 percent Gross Recovery Rate, which exceeds the recommended 34 percent benchmark. The program’s Success Rate of 41 percent exceeds the recommended 31 percent benchmark.

**Collections Best Practices**

The collection program is meeting 26 of the 27 Collections Best Practices. Currently, 1 of the best practices is not being met.

The best practice for conducting trials by written declaration under Vehicle Code section 40903 is currently not being met.

**This report contains information reviewed by the authorized court designee and as reported in the FY 2008–2009 Judicial Council Collections Reporting Template, pursuant to Penal Code section 1463.010.**

**Data Source**

Population data from State of California, Department of Finance, E-1 Population Estimates for Cities, Counties, and the State With Annual Percent Change—January 1, 2008 and 2009.

County of Orange and Superior Court of Orange County  
Fiscal Year 2008–2009 Collections Program Report

**County Population: 3,139,017**

**Judges/Commissioners: 113/29**

**Program Overview**

As reported in the fiscal year 2008–2009 Judicial Council–approved Collections Reporting Template, the prompt, efficient, and effective collection of delinquent court-ordered debt is a cooperative effort between the County of Orange and the Superior Court of Orange County. The Court and County of Orange currently have a working relationship with respect to the referral of formal probation cases from the court to probation and the transferring of data and work cooperatively to ensure the effective collection of these cases. All other collection activities and the great majority of the delinquent case processing are performed solely by the court. The Court’s enhanced collections program includes contracts with the Franchise Tax Board’s Court-Ordered Debt (FTB-COD) program and three private debt collectors for the collection of delinquent court-ordered debt. The private firms have been hired from the statewide contracts established by the Administrative Office of the Courts.

The program has successfully implemented a comprehensive collection program that includes 14 of the 17 collection activity components defined in PC 1463.007, and provides accessibility to defendants by providing credit and debit card payment options. In Fiscal Year 2009-10, the program will implement the final three components.

The court is in the process of deploying several enhancements to the existing program including: an IVR system to automate phone payments, allowing for Web payments, a outbound predictive dialer to enhance communication with delinquent accounts, and the court and county are currently in the process of finalizing a joint written memorandum of understanding (MOU) between both entities. The joint MOU will establish an agreement for the collection of delinquent court-ordered debt for both entities and will be finalized in early 2010.

**Performance**

The instructions provided to complete the Collections Reporting Template by AOC staff resulted in logical errors in the template that make conclusions inaccurate.

**Collections Best Practices**

The collection program is meeting 18 of the 27 Collections Best Practices. Of the nine recommended best practices not being met as of June 30, 2009, six are currently being

County of Orange and Superior Court of Orange County  
Fiscal Year 2008–2009 Collections Program Report

implemented. The following lists current practices, practices being implemented and other practices that are presently not being met:

Current Best Practices performed by the Court:

1. Meet at least 10 of the 17 components of a comprehensive program in order that the cost of operating the program can be recovered under Penal Code sections 1463.007.
2. Reconcile amounts placed in collection to the supporting case management system.
3. Participate in both Franchise Tax Board Court-Ordered Debt collection program and the Franchise Tax Board Interagency program.
4. Take appropriate steps to collect court-ordered debt locally before referring it to the Franchise Tax Board for Collection.
5. Establish a process for handling the discharge of accountability for the uncollectible court-ordered debt.
6. Participate in a program that authorizes the Department of Motor Vehicles to suspend or refuse to renew driver's license with unpaid fees, fines, or penalties.
7. Follow the *Criteria for a Successful Civil Assessment Program* if the court has implemented such a program.
8. Evaluate the effectiveness and efficiency of the external collection agencies or companies to which court-ordered debt is referred for collection.
9. Accept payments via credit and debit card.
10. Include in a collection program all court-ordered debt and monies owed to the court under a court order.
11. Include financial screening to assess the ability to pay prior to processing installment payment plans and account receivable.
12. Charge fees as authorized by Penal Code section 1205(d).
13. Charge fees as authorized by Penal Code section 1202.4(I).
14. The best practice of using the restitution rebate, as appropriate, to further efforts for the collection of funds owed to the Restitution Fund as authorized by Government Code section 13963(f).
15. Participating in the statewide master agreement for the collection services or renegotiate existing contracts to ensure appropriate levels of service are provided at an economical cost, when feasible.
16. Require private vendors to remit gross amount collected to the court on a monthly basis.

County of Orange and Superior Court of Orange County  
Fiscal Year 2008–2009 Collections Program Report

17. Require private vendors to submit invoices for the commission fees to court on a monthly basis.
18. Use collections terminology (as defined in the glossary, instructions, or other documents approved for use by the courts) for the developments of enhancement of a collection program.

Best Practices in the process of implementation by the Court:

19. The best practice of developing a plan and putting the plan in a written memorandum of understanding that implements or enhances a program in which the court and county collaborate to collect court-ordered debt and other monies owed to a court under a court order. This joint is in the final phases and will be signed and in early 2010.
20. The best practice of establishing and maintaining a cooperative superior court and county collection committee responsible for compliance, reporting, and internal enhancements of the joint collection program is currently not being met. This committee will follow as we finalize the MOU with the county.
21. Complete all data components in the Collections Reporting Template. Some historical information is not identified but the court is currently looking at a more efficient way to store that information. This will be available for the next AB367 report due in the FY 09/10.
22. The best practice of retaining the joint court/county collection reports and supporting documents for at least three years is currently not being met. This requirement will also be implemented once the MOU has been signed and established.
23. The best practice of accepting payments via the Internet is currently in the works. Implementation for this is scheduled for December 2009.
24. Require private vendors to complete the components of the Collections Reporting Template that corresponds to its collection program. This will be implemented and working by next AB367 Report submittal for the end of this fiscal year.

Current Best Practices in the process not being implemented by the Court:

25. The best practice of conducting trials by written declaration under Vehicle Code section 40903 and, as appropriate in the context of such trials, imposing a civil assessment is currently not being met.

County of Orange and Superior Court of Orange County  
Fiscal Year 2008–2009 Collections Program Report

26. The best practice of developing a process for the collection of unpaid attorney sanctions is currently not being met.
27. The best practice of requesting mediation services from the Administrative Office of the Courts and the California State Association of Counties if the court and county are unable to agree on a cooperative collection program is not required.

This report contains information reviewed by the authorized court designee and as reported in the FY 2008–2009 Judicial Council Collections Reporting Template, pursuant to Penal Code section 1463.010.

**Data Source**

Population data from State of California, Department of Finance, E-1 Population Estimates for Cities, Counties, and the State With Annual Percent Change—January 1, 2008 and 2009.

County of Placer and Superior Court of Placer County  
Fiscal Year 2008–2009 Collections Program Report

**County Population: 339,577**

**Judges/Commissioners: 12/4.5**

**Program Overview**

As reported in the fiscal year 2008–2009 Judicial Council–approved Collections Reporting Template, the prompt, efficient, and effective collection of delinquent court-ordered debt is a cooperative effort between the County of Placer and the Superior Court of Placer County. The court and county have entered into a written memorandum of understanding (MOU) for the collection of delinquent court-ordered debt. The program includes contracts with the Franchise Tax Board’s Court-Ordered Debt (FTB-COD) and Interagency Intercept Collections (FTB-IIC) programs and a private debt collector for the collection of delinquent court-ordered debt. The program has implemented a successful, comprehensive collection program that includes 17 of the 17 collection activity components and provides accessibility to defendants by providing Internet and credit and debit card payment options.

**Performance**

Based on the financial data reported in FY 2008–2009, the collection program collected a total of \$8,065,710 from 119,489 delinquent cases, with a total collection cost of \$1,385,502. The county collected the largest amount of delinquent court-ordered debt: \$6,192,910. The ending balance of \$77,046,277 represents 96,275 delinquent cases, of which 36,230 were established in the current reporting period. The total amount collected represents a 30 percent Gross Recovery Rate, which does not meet the recommended 34 percent benchmark. The program’s Success Rate of 38 percent exceeds the recommended 31 percent benchmark. The Gross Recovery Rate may be underreported due to the large number of uncollectable cases in inventory that may be eligible for discharge of accountability.

**Collections Best Practices**

The collection program is meeting 26 of the 27 Collections Best Practices. Currently, 1 of the best practices is not being met.

The best practice of establishing a process for the discharge of accountability for uncollectible court-ordered debt is currently not being met. However, the program plans to have a process established in the next fiscal year.

County of Placer and Superior Court of Placer County  
Fiscal Year 2008–2009 Collections Program Report

This report contains information reviewed by the authorized county designee and as jointly reported in the FY 2008–2009 Judicial Council Collections Reporting Template, pursuant to Penal Code section 1463.010.

**Data Source**

Population data from State of California, Department of Finance, E-1 Population Estimates for Cities, Counties, and the State With Annual Percent Change—January 1, 2008 and 2009.

County of Plumas and Superior Court of Plumas County  
Fiscal Year 2008–2009 Collections Program Report

**County Population: 20,632**

**Judges/Commissioners: 2/0.3**

**Program Overview**

As reported in the fiscal year 2008–2009 Judicial Council–approved Collections Reporting Template, the prompt, efficient, and effective collection of delinquent court-ordered debt is a cooperative effort between the County of Plumas and the Superior Court of Plumas County. However, the court and county have not entered into a written memorandum of understanding (MOU) for the collection of delinquent court-ordered debt. The program includes contracts with the Franchise Tax Board’s Court-Ordered Debt (FTB-COD) and Interagency Intercept Collections (FTB-IIC) programs and a private debt collector for the collection of delinquent court-ordered debt. The program has implemented a successful, comprehensive collection program that includes 17 of the 17 collection activity components and provides accessibility to defendants by providing Internet and credit and debit card payment options.

**Performance**

Based on the financial data reported in FY 2008–2009, the collection program collected a total of \$175,613 from 8,045 delinquent cases, with a total collection cost of \$41,620. The Franchise Tax Board’s Court Ordered Debt program collected the largest amount of delinquent court-ordered debt: \$96,804. The ending balance of \$2,604,544 represents 4,590 delinquent cases, of which 3,168 were established in the current reporting period. The total amount collected represents a 24 percent Gross Recovery Rate, which does not meet the recommended 34 percent benchmark. The program’s Success Rate of 18 percent does not meet the recommended 31 percent benchmark. The low Success Rate may be due to an inability to remit civil assessment amounts to collections, staff shortages, and limitations in the program’s case management system. On request, the Administrative Office of the Court’s Enhanced Collections Unit will assist the program in developing or enhancing collection procedures to achieve the recommended standard of performance in the next fiscal year.

**Collections Best Practices**

The collection program is meeting 20 of the 27 Collections Best Practices. Currently, 7 of the best practices are not being met.

The best practice of developing a plan and putting the plan in a written memorandum of understanding that implements or enhances a program in which the court and county collaborate to collect court-ordered debt and other monies owed to a court under a court

County of Plumas and Superior Court of Plumas County  
Fiscal Year 2008–2009 Collections Program Report

order is currently not being met because of the implementation of a new case management system and the uncertainties of participant roles in collecting court-ordered debt. The program will be developing new procedures and roles, and responsibilities will be defined with a written memorandum of understanding expected in the next fiscal year.

The best practice of establishing and maintaining a cooperative superior court and county collection committee responsible for compliance, reporting, and internal enhancements of the joint collection program is currently not being met.

The best practice of completing all data components in the Collections Reporting Template is currently not being met due to the inability of the collection program to obtain collection data from outside collection entities.

The best practice of reconciling amounts placed in collection to the supporting case management systems is currently not being met.

The best practice of conducting trials by written declaration under Vehicle Code section 40903 is currently not being met.

The best practice of requesting mediation services from the Administrative Office of the Courts and the California State Association of Counties if the court and county are unable to agree on a cooperative collection program is currently not being met and a request has not been received, so there has not been a need for mediation.

The best practice of requiring private vendors to complete the components of the Collections Reporting Template that corresponds to its collection program is currently not being met.

**This report contains information reviewed by the authorized court and county designees and as jointly reported in the FY 2008–2009 Judicial Council Collections Reporting Template, pursuant to Penal Code section 1463.010.**

**Data Source**

Population data from State of California, Department of Finance, E-1 Population Estimates for Cities, Counties, and the State With Annual Percent Change—January 1, 2008 and 2009.

County of Riverside and Superior Court of Riverside County  
Fiscal Year 2008–2009 Collections Program Report

**County Population: 2,107,653**

**Judges/Commissioners: 58/18**

**Program Overview**

As reported in the fiscal year 2008–2009 Judicial Council–approved Collections Reporting Template, the prompt, efficient, and effective collection of delinquent court-ordered debt is a cooperative effort between the County of Riverside and the Superior Court of Riverside County. The court and county have entered into a written memorandum of understanding (MOU) for the collection of delinquent court-ordered debt. The program includes contracts with the Franchise Tax Board’s Court-Ordered Debt (FTB-COD) and Interagency Intercept Collections (FTB-IIC) programs and a private debt collector for the collection of delinquent court-ordered debt. The program has implemented a successful, comprehensive collection program that includes 17 of the 17 collection activity components and provides accessibility to defendants by providing Internet and credit and debit card payment options.

**Performance**

Based on the financial data reported in FY 2008–2009, the collection program collected a total of \$19,654,530 from 367,330 delinquent cases, with a total collection cost of \$6,056,820. The court collected the largest amount of delinquent court-ordered debt: \$16,793,576. The ending balance of \$240,962,430 represents 330,526 delinquent cases, of which 55,396 were established in the current reporting period. The total amount collected represents a 43 percent Gross Recovery Rate, which exceeds the recommended 34 percent benchmark. The program’s Success Rate of 28 percent does not meet the recommended 31 percent benchmark. The low Success Rate can be attributed in large part to the addition of \$77 million in traffic infraction and warrant cases to the comprehensive collections program portfolio in FY 2008–2009 late in the fiscal year, which skewed the Success Rate. In addition, old debt considered uncollectable has not yet been discharged; however, the County Board of Supervisors has on its November 24, 2009, agenda an item that will allow discharge of old debt pursuant to methods agreed upon by the court and the county. The revised Success Rate will more accurately reflect a true collection ratio once the uncollectable debt is not considered.

**Collections Best Practices**

The collection program is meeting 26 of the 27 Collections Best Practices. Currently, 1 of the best practices is not being met.

County of Riverside and Superior Court of Riverside County  
Fiscal Year 2008–2009 Collections Program Report

The best practice of completing all data components in the Collections Reporting Template is currently not being met because of limitations in the program's accounts receivable system that prevent the program from providing specific data, such as the breakdown of victim restitution and nondelinquent collection amounts. The collection program staff is working with programmers of the court's case management system, as well as the computer system vendor to rectify this.

The County Board of Supervisors is considering a discharge of accountability policy mutually agreed upon by the court and county at its November 24, 2009, meeting. It is anticipated that the Board will approve the policy and that old, uncollectable debt will be discharged.

**This report contains information reviewed by the authorized court designee and jointly reported in the FY 2008–2009 Judicial Council Collections Reporting Template, pursuant to Penal Code section 1463.010.**

**Data Source**

Population data from State of California, Department of Finance, E-1 Population Estimates for Cities, Counties, and the State With Annual Percent Change—January 1, 2008 and 2009.

County of Sacramento and Superior Court of Sacramento County  
Fiscal Year 2008–2009 Collections Program Report

**County Population: 1,433,187**

**Judges/Commissioners: 64/14.5**

**Program Overview**

As reported in the fiscal year 2008–2009 Judicial Council–approved Collections Reporting Template, the prompt, efficient, and effective collection of delinquent court-ordered debt is a cooperative effort between the County of Sacramento and the Superior Court of Sacramento County. The court and county have entered into a written memorandum of understanding (MOU) for the collection of delinquent court-ordered debt. The program includes contracts with the Franchise Tax Board’s Court-Ordered Debt (FTB-COD) program and a private debt collector for the collection of delinquent court-ordered debt. The program has implemented a successful, comprehensive collection program that includes 16 of the 17 collection activity components and provides accessibility to defendants by providing Internet and credit and debit card payment options.

**Performance**

Based on the financial data reported in FY 2008–2009, the collection program collected a total of \$28,345,618 from 708,234 delinquent cases, with a total collection cost of \$7,198,643. The county collected the largest amount of delinquent court-ordered debt: \$20,529,448. The ending balance of \$519,553,532 represents 688,142 delinquent cases, of which 123,794 were established in the current reporting period. The total amount collected represents a 37 percent Gross Recovery Rate, which exceeds the recommended 34 percent benchmark. The program’s Success Rate of 35 percent exceeds the recommended 31 percent benchmark.

**Collections Best Practices**

The collection program is meeting 25 of the 27 Collections Best Practices. Currently, 2 of the best practices are not being met.

The best practice of establishing a process for the discharge of accountability for uncollectible court-ordered debt is currently not being met. However, the program reports preliminary work has been done to set up a process. The program has not requested assistance on establishing a process under Government Code sections 25257–25259.

The best practice for developing a process for the collection of unpaid attorney sanctions is currently not being met.

County of Sacramento and Superior Court of Sacramento County  
Fiscal Year 2008–2009 Collections Program Report

This report contains information reviewed by the authorized court and county designees and as jointly reported in the FY 2008–2009 Judicial Council Collections Reporting Template, pursuant to Penal Code section 1463.010.

**Data Source**

Population data from State of California, Department of Finance, E-1 Population Estimates for Cities, Counties, and the State With Annual Percent Change—January 1, 2008 and 2009.

County of San Benito and Superior Court of San Benito County  
Fiscal Year 2008–2009 Collections Program Report

**County Population: 58,016**

**Judges/Commissioners: 2/0.5**

**Program Overview**

As reported in the fiscal year 2008–2009 Judicial Council–approved Collections Reporting Template, the prompt, efficient, and effective collection of delinquent court-ordered debt is a cooperative effort between the County of San Benito and the Superior Court of San Benito County. However, the court and county have not entered into a written memorandum of understanding (MOU) for the collection of delinquent court-ordered debt. The program includes contracts with the Franchise Tax Board’s Court-Ordered Debt (FTB-COD) program and a private debt collector for the collection of delinquent court-ordered debt. The program has implemented a successful, comprehensive collection program that includes 13 of the 17 collection activity components and provides accessibility to defendants by providing Internet and credit and debit card payment options.

**Performance**

Based on the financial data reported in FY 2008–2009, the collection program collected a total of \$418,201 from 14,174 delinquent cases, with a total collection cost of \$76,390. The private debt collector collected the largest amount of delinquent court-ordered debt: \$333,128. The ending balance of \$11,668,422 represents 13,497 delinquent cases, of which 1,097 were established in the current reporting period. The total amount collected represents a 52 percent Gross Recovery Rate, which exceeds the recommended 34 percent benchmark. The program’s Success Rate of 48 percent exceeds the recommended 31 percent benchmark.

**Collections Best Practices**

The collection program is meeting 16 of the 27 Collections Best Practices. Currently, 11 of the best practices are not being met.

The best practice of developing a plan and putting the plan in a written memorandum of understanding that implements or enhances a program in which the court and county collaborate to collect court-ordered debt and other monies owed to a court under a court order is currently not being met. However, the court is currently developing a draft memorandum of understanding for the county’s review and approval, with an estimated completion date of June 30, 2010, or earlier.

County of San Benito and Superior Court of San Benito County  
Fiscal Year 2008–2009 Collections Program Report

The best practice of establishing and maintaining a cooperative superior court and county collection committee responsible for compliance, reporting, and internal enhancements of the joint collection program is currently not being met; however, the program reports the relationship is cooperative and a formal committee will be established by January 1, 2010.

The best practice of completing all data components in the Collections Reporting Template is currently not being met because of limitations in the programs case management system that prevent the program from providing specific data, such as the breakdown of victim restitution. However the program states a solution will be implemented by June 30, 2010.

The best practice of reconciling amounts placed in collection to the supporting case management system is currently not met. The program states this is due to the lack of data from the Franchise Tax Board's Court-Ordered Debt (FTB-COD), which inhibited the reconciliation process. The program is planning to implement a reconciliation process by June 30, 2010.

The best practice of establishing a process for the discharge of accountability for uncollectible court-ordered debt is currently not being met; however, the program will work to establish a process for the discharge of accountability by June 30, 2010.

The best practice of conducting trials by written declaration under Vehicle Code section 40903 is currently not being met. However, the court is currently reviewing various procedures and estimates a procedure will be implemented by June 30, 2010.

The best practice of developing a process for the collection of unpaid attorney sanctions is currently not being met; however, the program reports there are no unpaid attorney sanctions on file. The program plans to develop a process by June 30, 2010.

The best practice of charging fees as authorized by Penal Code section 1205(d) is currently not currently being met. However, the court is looking into establishing a process by January 1, 2010, and will submit a request for authorization to the County Board of Supervisors by June 30, 2010.

The best practice of charging fees as authorized by Penal Code section 1202.4(l) is currently not being met. However, the county is in the process of evaluating a process for

County of San Benito and Superior Court of San Benito County  
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adoption by the Board of Supervisors to help offset the administrative costs of restitution collection. This process is expected to be completed by June 30, 2010.

The best practice of using the restitution rebate, as appropriate, to further efforts for the collection of funds owed to the Restitution Fund as authorized by Government Code section 13963(f) is currently not being met. However, the county is in the process of implementing this best practice by June 30, 2010.

The best practice of requesting mediation services from the Administrative Office of the Courts and the California State Association of Counties if the court and county are unable to agree on a cooperative collection program is currently not being met and a request has not been received, so there has not been a need for mediation. However, a memorandum of understanding is expected to be implemented by June 30, 2010, or earlier.

**This report contains information reviewed by the authorized court and county designees and jointly reported in the FY 2008–2009 Judicial Council Collections Reporting Template, pursuant to Penal Code section 1463.010.**

**Data Source**

Population data from State of California, Department of Finance, E-1 Population Estimates for Cities, Counties, and the State With Annual Percent Change—January 1, 2008 and 2009.

County of San Bernardino and Superior Court of San Bernardino County  
Fiscal Year 2008–2009 Collections Program Report

**County Population: 2,060,950**

**Judges/Commissioners: 78/13**

**Program Overview**

As reported in the fiscal year 2008–2009 Judicial Council–approved Collections Reporting Template, the prompt, efficient, and effective collection of delinquent court-ordered debt is a effort between the County of San Bernardino and the Superior Court of San Bernardino County. The court and county have entered into a written memorandum of understanding (MOU) for the collection of delinquent court-ordered debt. The program includes contracts with the Franchise Tax Board’s Court-Ordered Debt (FTB-COD) and Interagency Intercept Collections (FTB-IIC) programs for the collection of delinquent court-ordered debt. The program has implemented a successful, comprehensive collection program that includes 14 of the 17 collection activity components and provides accessibility to defendants by providing Internet and credit and debit card payment options.

**Performance**

Based on the financial data reported in FY 2008–2009, the collection program collected a total of \$37,250,568 from 455,212 delinquent cases, with a total collection cost of \$6,028,178. The county collected the largest amount of delinquent court-ordered debt: \$36,247,837. The ending balance of \$226,793,138 represents 382,137 delinquent cases, of which 212,513 were established in the current reporting period. The total amount collected represents a 36 percent Gross Recovery Rate, which exceeds the recommended 34 percent benchmark. The program’s Success Rate of 33 percent exceeds the recommended 31 percent benchmark.

**Collections Best Practices**

The collection program is meeting 20 of the 27 Collections Best Practices. Currently, 7 of the best practices are not being met.

The best practice of establishing a process for handling the discharge of accountability for uncollectible court-ordered debt is currently not being met. In the county’s opinion, discharged court-ordered debt cannot be processed through the county because legislation is needed to modernize Government Code sections 25257–25259 as it appears that the code is questionable.

The best practice of participating in the statewide master agreement for collection services or renegotiating existing contracts to ensure appropriate levels of services are

County of San Bernardino and Superior Court of San Bernardino County  
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provided at an economical cost, when feasible, is currently not being met. Therefore, the best practices of (1) evaluating the effectiveness and efficiency of external collection agencies or companies to which court-ordered debt is referred for collection, (2) requiring private vendors to remit the gross amount collected to the court or county as agreed, (3) requiring private vendors to submit invoices for commission fees to the court or county on a monthly basis, and (4) requiring private vendors to complete the components of the Collections Reporting Template that correspond to its collection program may be met once the program contracts with a private vendor.

The best practice of using the restitution rebate, as appropriate, to further efforts for the collection of funds owed to the Restitution Fund as authorized by Government Code section 13963(f) is currently not being met.

**This report contains information reviewed by the authorized court designee and as reported by the court and county in the FY 2008–2009 Judicial Council Collections Reporting Template, pursuant to Penal Code section 1463.010.**

**Data Source**

Population data from State of California, Department of Finance, E-1 Population Estimates for Cities, Counties, and the State With Annual Percent Change—January 1, 2008 and 2009.

County of San Diego and Superior Court of San Diego County  
Fiscal Year 2008–2009 Collections Program Report

**County Population: 3,173,407**

**Judges/Commissioners: 130/24**

**Program Overview**

As reported in the fiscal year 2008–2009 Judicial Council–approved Collections Reporting Template, the prompt, efficient, and effective collection of delinquent court-ordered debt is a cooperative effort between the County of San Diego and the Superior Court of San Diego County. The court and county have entered into a written memorandum of understanding (MOU) for the collection of delinquent court-ordered debt. The program includes contracts with the Franchise Tax Board’s Court-Ordered Debt (FTB-COD) and Interagency Intercept Collections (FTB-IIC) programs and a private debt collector for the collection of delinquent court-ordered debt. The program has implemented a successful, comprehensive collection program that includes 17 of the 17 collection activity components and provides accessibility to defendants by providing Internet and credit and debit card payment options.

**Performance**

Based on the financial data reported in FY 2008–2009, the collection program collected a total of \$61,206,102 from 1,276,319 delinquent cases, with a total collection cost of \$8,217,779. The private debt collector collected the largest amount of delinquent court-ordered debt: \$22,551,586. The ending balance of \$630,728,472 represents 1,002,780 delinquent cases, of which 324,188 were established in the current reporting period. The total amount collected represents a 58 percent Gross Recovery Rate, which exceeds the recommended 34 percent benchmark. The program’s Success Rate of 45 percent exceeds the recommended 31 percent benchmark.

**Collections Best Practices**

The collection program is meeting 25 of the 27 Collections Best Practices. Currently, 2 of the best practices are not being met.

The best practice of conducting trials by written declaration under Vehicle Code section 40903 is currently not being met.

The best practice of charging fees as authorized by Penal Code section 1202.4(l) is currently not being met.

County of San Diego and Superior Court of San Diego County  
Fiscal Year 2008–2009 Collections Program Report

This report contains information reviewed by the authorized court designee and jointly reported in the FY 2008–2009 Judicial Council Collections Reporting Template, pursuant to Penal Code section 1463.010.

**Data Source**

Population data from State of California, Department of Finance, E-1 Population Estimates for Cities, Counties, and the State With Annual Percent Change—January 1, 2008 and 2009.

County of San Francisco and Superior Court of San Francisco County  
Fiscal Year 2008–2009 Collections Program Report

**County Population: 845,559**

**Judges/Commissioners: 51/14**

**Program Overview**

As reported in the fiscal year 2008–2009 Judicial Council–approved Collections Reporting Template, the prompt, efficient, and effective collection of delinquent court-ordered debt is a cooperative effort between the County of San Francisco and the Superior Court of San Francisco County. The court and county have entered into a written memorandum of understanding (MOU) for the collection of delinquent court-ordered debt. The program has implemented a successful, comprehensive collection program that includes 16 of the 17 collection activity components and provides accessibility to defendants by providing Internet and credit and debit card payment options.

**Performance**

Based on the financial data reported in FY 2008–2009, the collection program collected a total of \$4,635,291 from 95,707 delinquent cases, with a total collection cost of \$2,021,913. The county collected the largest amount of delinquent court-ordered debt: \$2,916,116. The ending balance of \$76,069,517 represents 89,348 delinquent cases, of which 20,197 were established in the current reporting period. The total amount collected represents a 14 percent Gross Recovery Rate, which does not meet the recommended 34 percent benchmark. The program’s Success Rate of 18 percent does not meet the recommended 31 percent benchmark. The low Gross Recovery Rate and Success Rate may be due to limitations in the program’s case management and accounts receivable systems. Both systems lack an interface, reporting, and accounting capabilities, which prevent the extraction of accurate traffic infraction case activity and data. On request, the Administrative Office of the Court’s Enhanced Collections Unit will assist the program in developing or enhancing collection procedures to achieve the recommended standard of performance in the next fiscal year.

**Collections Best Practices**

The collection program is meeting 17 of the 27 Collections Best Practices. Currently, 10 of the best practices are not being met.

The best practice of reconciling amounts placed in collection to the supporting case management systems is currently not being met because of limitations in the program’s case management system.

County of San Francisco and Superior Court of San Francisco County  
Fiscal Year 2008–2009 Collections Program Report

The best practice of completing all data components in the Collections Reporting Template is currently not being met because of limitations within the program's case management and accounts receivable systems.

The best practice of participating in both the Franchise Tax Board's Court-Ordered Debt and Interagency Intercept Collections programs is currently not being met. However, the program has signed contracts with two private vendors who will serve as liaisons between the program and the Franchise Tax Board for the transfer of delinquent cases.

The best practice of establishing a process for handling the discharge of accountability for uncollectible court-ordered debt is currently not being met. However, the program will work to develop a policy.

The best practice of conducting trials by written declaration under Vehicle Code section 40903 is currently not being met.

The best practice of participating in the statewide master agreement for collection services or renegotiating existing contracts to ensure appropriate levels of services are provided at an economical cost, when feasible, is currently not being met. However, as of September 2009, the program entered into contracts with two private debt collectors for collection services. Therefore, the best practices of (1) evaluating the effectiveness and efficiency of external collection agencies or companies to which court-ordered debt is referred for collection; (2) requiring private vendors to remit the gross amount collected to the court or county as agreed; (3) requiring private vendors to submit invoices for commission fees to the court or county on a monthly basis; and (4) requiring private vendors to complete the components of the Collections Reporting Template that corresponds to its collection program will be met in the next fiscal year.

The best practice of requesting mediation services from the Administrative Office of the Courts and the California State Association of Counties if the court and county are unable to agree on a cooperative collection program is considered to be met because the court and county are in agreement and have a written memorandum of understanding for a cooperative collection program.

County of San Francisco and Superior Court of San Francisco County  
Fiscal Year 2008–2009 Collections Program Report

This report contains information jointly reported in the FY 2008–2009 Judicial Council Collections Reporting Template, pursuant to Penal Code section 1463.010.

**Data Source**

Population data from State of California, Department of Finance, E-1 Population Estimates for Cities, Counties, and the State With Annual Percent Change—January 1, 2008 and 2009.

County of San Joaquin and Superior Court of San Joaquin County  
Fiscal Year 2008–2009 Collections Program Report

**County Population: 689,480**

**Judges/Commissioners: 32/4.5**

**Program Overview**

As reported in the fiscal year 2008–2009 Judicial Council–approved Collections Reporting Template, the prompt, efficient, and effective collection of delinquent court-ordered debt is a cooperative effort between the County of San Joaquin and the Superior Court of San Joaquin County. The court and county have entered into a written memorandum of understanding (MOU) for the collection of delinquent court-ordered debt. The program includes contracts with the Franchise Tax Board’s Court-Ordered Debt (FTB-COD) program and a private debt collector for the collection of delinquent court-ordered debt. The program has implemented a successful, comprehensive collection program that includes 14 of the 17 collection activity components and provides accessibility to defendants by providing Internet and credit and debit card payment options.

**Performance**

Based on the financial data reported in FY 2008–2009, the collection program collected a total of \$8,348,079 from 331,189 delinquent cases, with a total collection cost of \$1,397,717. The county collected the largest amount of delinquent court-ordered debt: \$6,091,985. The ending balance of \$174,483,518 represents 285,222 delinquent cases, of which 111,074 were established in the current reporting period. The total amount collected represents a 70 percent Gross Recovery Rate, which exceeds the recommended 34 percent benchmark. The program’s Success Rate of 29 percent does not meet the recommended 31 percent benchmark. The Success Rate may be due to limitations in the program’s case management and accounts receivable systems, which cannot create reports necessary to conduct reconciliations between the program entities. On request, the Administrative Office of the Court’s Enhanced Collections Unit will assist the program in developing or enhancing collection procedures to achieve the recommended standard of performance in the next fiscal year.

**Collections Best Practices**

The collection program is meeting 18 of the 27 Collections Best Practices. Currently, 9 of the best practices are not being met.

The best practice of reconciling amounts placed in collection to the supporting case management systems is currently not being met because of limitations in the program’s case management and accounts receivable systems.

County of San Joaquin and Superior Court of San Joaquin County  
Fiscal Year 2008–2009 Collections Program Report

The best practice of completing all data components in the Collections Reporting Template is currently not being met.

The best practice of developing a process for the collection of unpaid attorney sanctions is currently not being met.

The best practice of establishing a process for handling the discharge of accountability for uncollectible court-ordered debt is currently not being met.

The best practice of conducting trials by written declaration under Vehicle Code section 40903 is currently not being met.

The best practice of charging fees as authorized by Penal Code section 1202.4(l) is currently not being met.

The best practice of using the restitution rebate, as appropriate, to further efforts for the collection of funds owed to the Restitution Fund as authorized by Government Code section 13963(f) is currently not being met.

The best practice of evaluating the effectiveness and efficiency of external collection agencies or companies to which court-ordered debt is referred for collection is currently not being met.

The best practice of including financial screening to assess the ability to pay prior to processing installment payment plans and accounts receivable is currently not being met.

**This report contains information reviewed by the authorized county designee and jointly reported in the FY 2008–2009 Judicial Council Collections Reporting Template, pursuant to Penal Code section 1463.010.**

**Data Source**

Population data from State of California, Department of Finance, E-1 Population Estimates for Cities, Counties, and the State With Annual Percent Change—January 1, 2008 and 2009.

County of San Luis Obispo and Superior Court of San Luis Obispo County  
Fiscal Year 2008–2009 Collections Program Report

**County Population: 270, 429**

**Judges/Commissioners: 12/3**

**Program Overview**

As reported in the fiscal year 2008–2009 Judicial Council–approved Collections Reporting Template, the prompt, efficient, and effective collection of delinquent court-ordered debt is a cooperative effort between the County of San Luis Obispo and the Superior Court of San Luis Obispo County. The court and county have entered into a written memorandum of understanding (MOU) for the collection of delinquent court-ordered debt. The program includes contracts with the Franchise Tax Board’s Court-Ordered Debt (FTB-COD) and Interagency Intercept Collections (FTB-IIC) programs for the collection of delinquent court-ordered debt. The program has implemented a successful, comprehensive collection program that includes 14 of the 17 collection activity components and provides accessibility to defendants by providing credit and debit card payment options.

**Performance**

Based on the financial data reported in FY 2008–2009, the collection program collected a total of \$7,618,264 from 69,265 delinquent cases, with a total collection cost of \$1,209,369. The county collected the largest amount of delinquent court-ordered debt: \$3,524,277. The ending balance of \$59,327,188 represents 53,653 delinquent cases, of which 22,192 were established in the current reporting period. The total amount collected represents a 56 percent Gross Recovery Rate, which exceeds the recommended 34 percent benchmark. The program’s Success Rate of 56 percent exceeds the recommended 31 percent benchmark. The high Gross Recovery Rate and Success Rate may be due to limitations within the program’s case management system. The system’s inability to separate specific data may have resulted in overstated accounts receivable numbers.

**Collections Best Practices**

The collection program is meeting 22 of the 27 Collections Best Practices. Currently, 5 of the best practices are not being met.

The best practice of participating in the statewide master agreement for collection services or renegotiating existing contracts to ensure appropriate levels of services are provided at an economical cost, when feasible, is currently not being met. Therefore, the best practices of (1) evaluating the effectiveness and efficiency of external collection agencies or companies to which court-ordered debt is referred for collection, (2) requiring private vendors to remit the gross amount collected to the court or county as agreed, (3)

County of San Luis Obispo and Superior Court of San Luis Obispo County  
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requiring private vendors to submit invoices for commission fees to the court or county on a monthly basis, and (4) requiring private vendors to complete the components of the Collections Reporting Template that corresponds to its collection program may be met once the program contracts with a private vendor.

This report contains information reviewed by the authorized court designee and jointly reported in the FY 2008–2009 Judicial Council Collections Reporting Template, pursuant to Penal Code section 1463.010.

**Data Source**

Population data from State of California, Department of Finance, E-1 Population Estimates for Cities, Counties, and the State With Annual Percent Change—January 1, 2008 and 2009.

County of San Mateo and Superior Court of San Mateo County  
Fiscal Year 2008–2009 Collections Program Report

**County Population: 745,858**

**Judges/Commissioners: 26/7**

**Program Overview**

As reported in the fiscal year 2008–2009 Judicial Council–approved Collections Reporting Template, the prompt, efficient, and effective collection of delinquent court-ordered debt is a cooperative effort between the County of San Mateo and the Superior Court of San Mateo County. The court and county have entered into a written memorandum of understanding (MOU) for the collection of delinquent court-ordered debt. The program includes contracts with the Franchise Tax Board’s Court-Ordered Debt (FTB-COD) and Interagency Intercept Collections (FTB-IIC) programs for collection of delinquent court-ordered debt. The program has implemented a successful, comprehensive collection program that includes 15 of the 17 collection activity components and provides accessibility to defendants by providing Internet and credit and debit card payment options.

**Performance**

Based on the financial data reported in FY 2008–2009, the collection program collected a total of \$8,361,971 from 114,947 delinquent cases, with a total collection cost of \$945,665. The county collected the largest amount of delinquent court-ordered debt: \$7,369,284. The ending balance of \$55,596,451 represents 100,174 delinquent cases, of which 16,757 were established in the current reporting period. The total amount collected represents a 74 percent Gross Recovery Rate, which exceeds the recommended 34 percent benchmark. The program’s Success Rate of 72 percent exceeds the recommended 31 percent benchmark, and the program’s procedures will be analyzed further for possible recommendation to the Judicial Council as additions to the Collections Best Practices.

**Collections Best Practices**

The collection program is meeting 22 of the 27 Collections Best Practices. Currently, 5 of the best practices are not being met.

The best practice of participating in the statewide master agreement for collection services or renegotiating existing contracts to ensure appropriate levels of services are provided at an economical cost, when feasible, is currently not being met. However, the program has received proposals from private collection vendors operating under the statewide master agreement, and one may be selected during the next fiscal year. Therefore, the best practices of (1) evaluating the effectiveness and efficiency of external

County of San Mateo and Superior Court of San Mateo County  
Fiscal Year 2008–2009 Collections Program Report

collection agencies or companies to which court-ordered debt is referred for collection, (2) requiring private vendors to remit the gross amount collected to the court or county as agreed, (3) requiring private vendors to submit invoices for commission fees to the court or county on a monthly basis, and (4) requiring private vendors to complete the components of the Collections Reporting Template that correspond to their collection programs may be met once the program contracts with a private vendor.

This report contains information reviewed by the authorized court and county designees and as jointly reported in the FY 2008–2009 Judicial Council Collections Reporting Template, pursuant to Penal Code section 1463.010.

**Data Source**

Population data from State of California, Department of Finance, E-1 Population Estimates for Cities, Counties, and the State With Annual Percent Change—January 1, 2008 and 2009.

County of Santa Barbara and Superior Court of Santa Barbara County  
Fiscal Year 2008–2009 Collections Program Report

**County Population: 431,312**

**Judges/Commissioners: 19/5**

**Program Overview**

As reported in the fiscal year 2008–2009 Judicial Council–approved Collections Reporting Template, the prompt, efficient, and effective collection of delinquent court-ordered debt is a cooperative effort between the County of Santa Barbara and the Superior Court of Santa Barbara County. However, the court and county have not entered into a written memorandum of understanding (MOU) for the collection of delinquent court-ordered debt. The program includes contracts with the Franchise Tax Board’s Court-Ordered Debt (FTB-COD) and Interagency Intercept Collections (FTB-IIC) programs and a private debt collector for the collection of delinquent court-ordered debt. The program has implemented a successful, comprehensive collection program that includes 17 of the 17 collection activity components and provides accessibility to defendants by providing Internet and credit and debit card payment options.

**Performance**

Based on the financial data reported in FY 2008–2009, the collection program collected a total of \$3,259,836 from 90,085 delinquent cases, with a total collection cost of \$976,786. The court collected the largest amount of delinquent court-ordered debt: \$1,910,518. The ending balance of \$54,621,746 represents 85,253 delinquent cases, of which 24,932 were established in the current reporting period. The total amount collected represents a 25 percent Gross Recovery Rate, which does not meet the recommended 34 percent benchmark. The program’s Success Rate of 20 percent does not meet the recommended 31 percent benchmark. The low Gross Recovery Rate and Success Rate may be due to changes to the original delinquent debt amounts. On request, the Administrative Office of the Court’s Enhanced Collections Unit will assist the program in developing or enhancing collection procedures to achieve the recommended standard of performance in the next fiscal year.

**Collections Best Practices**

The collection program is meeting 21 of the 27 Collections Best Practices. Currently, 6 of the best practices are not being met.

The best practice of developing a plan and putting the plan in a written memorandum of understanding that implements or enhances a program in which the court and county collaborate to collect court-ordered debt and other monies owed to a court under a court order is currently not being met.

County of Santa Barbara and Superior Court of Santa Barbara County  
Fiscal Year 2008–2009 Collections Program Report

The best practice of establishing and maintaining a cooperative superior court and county collection committee responsible for compliance, reporting, and internal enhancements of the joint collections program is currently not being met.

The best practice of developing a process for the collection of unpaid attorney sanctions is currently not being met.

The best practice of including in a collection program all court-ordered debt and monies owed to the court under a court order is currently not being met.

The best practice of establishing a process for the discharge of accountability for uncollectible court-ordered debt is currently not being met. However, the program will identify cases eligible for discharge and submit them to the county for approval in the next fiscal year.

The best practice of requesting mediation services from the Administrative Office of the Courts and the California State Association of Counties if the court and county are unable to agree on a cooperative collection program is currently not being met and a request has not been received, so there has not been a need for mediation.

**This report contains information as jointly reported in the FY 2008–2009 Judicial Council Collections Reporting Template, pursuant to Penal Code section 1463.010.**

**Data Source**

Population data from State of California, Department of Finance, E-1 Population Estimates for Cities, Counties, and the State With Annual Percent Change—January 1, 2008 and 2009.

County of Santa Clara and Superior Court of Santa Clara County  
Fiscal Year 2008–2009 Collections Program Report

**County Population: 1,857,621**

**Judges/Commissioners: 79/10**

**Program Overview**

As reported in the fiscal year 2008–2009 Judicial Council–approved Collections Reporting Template, the prompt, efficient, and effective collection of delinquent court-ordered debt is a cooperative effort between the County of Santa Clara and the Superior Court of Santa Clara County. However, the court and county have entered into a written memorandum of understanding (MOU) for the collection of delinquent court-ordered debt. The program includes contracts with the Franchise Tax Board’s Court-Ordered Debt (FTB-COD) and Interagency Intercept Collections (FTB-IIC) programs and a private debt collector for the collection of delinquent court-ordered debt. The program has implemented a successful, comprehensive collection program that includes 17 of the 17 collection activity components and provides accessibility to defendants by providing Internet and credit and debit card payment options.

**Performance**

Based on the financial data reported in FY 2008–2009, the collection program collected a total of \$37,405,966 from 616,851 delinquent cases, with a total collection cost of \$3,890,403. The county collected the largest amount of delinquent court-ordered debt: \$24,130,150. The ending balance of \$223,433,234 represents 593,868 delinquent cases, of which 212,156 were established in the current reporting period. The total amount collected represents a 53 percent Gross Recovery Rate, which exceeds the recommended 34 percent benchmark. The program’s Success Rate of 47 percent exceeds the recommended 31 percent benchmark.

**Collections Best Practices**

The collection program is meeting 23 of the 27 Collections Best Practices. Currently, 4 of the best practices are not being met.

The best practice of developing a process for the collection of unpaid attorney sanctions is currently not being met.

The best practice of requesting mediation services from the Administrative Office of the Courts and the California State Association of Counties if the court and county are unable to agree on a cooperative collection program is not being met and a request has not been received, so there has not been a need for mediation.

County of Santa Clara and Superior Court of Santa Clara County  
Fiscal Year 2008–2009 Collections Program Report

The best practice of requiring private vendors to remit the gross amount collected to the court or county, as agreed, is currently not being met as the terms of the existing contract require the vendor to remit net amounts. Therefore, the best practice of requiring private vendors to submit invoices for commission fees to the court or county on a monthly basis is currently not being met, as the terms of the existing contract require the private vendor to remit net collections.

This report contains information as reported in the FY 2008–2009 Judicial Council Collections Reporting Template, pursuant to Penal Code section 1463.010.

**Data Source**

Population data from State of California, Department of Finance, E-1 Population Estimates for Cities, Counties, and the State With Annual Percent Change—January 1, 2008 and 2009.

County of Santa Cruz and Superior Court of Santa Cruz County  
Fiscal Year 2008–2009 Collections Program Report

**County Population: 268,637**

**Judges/Commissioners: 10/3.5**

**Program Overview**

As reported in the fiscal year 2008–2009 Judicial Council–approved Collections Reporting Template, the prompt, efficient, and effective collection of delinquent court-ordered debt is a cooperative effort between the County of Santa Cruz and the Superior Court of Santa Cruz County. The court and county have entered into a written memorandum of understanding (MOU) for the collection of delinquent court-ordered debt. The program includes a contract with a private debt collector for the collection of delinquent court-ordered debt. The program has implemented a successful, comprehensive collection program that includes 16 of the 17 collection activity components and provides accessibility to defendants by providing Internet and credit and debit card payment options.

**Performance**

Based on the financial data reported in FY 2008–2009, the private debt collector collected a total of \$642,976 from 36,893 delinquent cases, with a total collection cost of \$350,615. The ending balance of \$26,999,422 represents 36,893 delinquent cases, of which 13,526 were established in the current reporting period. The total amount collected represents a 6 percent Gross Recovery Rate, which does not meet the recommended 34 percent benchmark. The program’s Success Rate of 5 percent does not meet the recommended 31 percent benchmark. Additional comments regarding the program’s Gross Recovery Rate or Success Rate were not provided. On request, the Administrative Office of the Court’s Enhanced Collections Unit will assist the program in developing or enhancing collection procedures to achieve the recommended standard of performance in the next fiscal year.

**Collections Best Practices**

The collection program is meeting 25 of the 27 Collections Best Practices. Currently, 2 of the best practices are not being met.

The best practice of establishing a process for handling the discharge of accountability for uncollectible court-ordered debt is currently not being met.

The best practice of conducting trials by written declaration under Vehicle Code section 40903 is currently not being met.

County of Santa Cruz and Superior Court of Santa Cruz County  
Fiscal Year 2008–2009 Collections Program Report

This report contains information reviewed by the authorized court authority and as jointly reported in the FY 2008–2009 Judicial Council Collections Reporting Template, pursuant to Penal Code section 1463.010.

**Data Source**

Population data from State of California, Department of Finance, E-1 Population Estimates for Cities, Counties, and the State With Annual Percent Change—January 1, 2008 and 2009.

County of Shasta and Superior Court of Shasta County  
Fiscal Year 2008–2009 Collections Program Report

**County Population: 183,023**

**Judges/Commissioners: 11/2**

**Program Overview**

As reported in the fiscal year 2008–2009 Judicial Council–approved Collections Reporting Template, the prompt, efficient, and effective collection of delinquent court-ordered debt is a cooperative effort between the County of Shasta and the Superior Court of Shasta County, with the collections program staffed and operated by the Superior Court. The court and county have entered into a written memorandum of understanding (MOU) for the collection of delinquent court-ordered debt. The program includes contracts with the Franchise Tax Board’s Court-Ordered Debt (FTB-COD) and Interagency Intercept Collections (FTB-IIC) programs and two private debt collectors for the collection of delinquent court-ordered debt. The program has implemented a successful, comprehensive collection program that includes 17 of the 17 collection activity components and provides accessibility to defendants by providing credit and debit card payment options.

**Performance**

Based on the financial data reported in FY 2008–2009, the collection program collected a total of \$6,369,490 from 153,523 delinquent cases, of which \$6,097,210 was collected by Court personnel and the remaining \$272,280 being recovered by agencies contracting with the court. Total collection costs were \$1,015,452. The ending balance of \$67,448,154 represents 153,523 delinquent cases, of which 43,690 were established in the current reporting period. The total amount collected represents a 52 percent Gross Recovery Rate, which exceeds the recommended 34 percent benchmark. It should be noted that victim restitution monies have not been segregated from fines, fees and forfeitures due to programming issues in the court’s case management system. This computer complication should in no way diminish the aggressive collections efforts put forth by the court and the county. The program’s Success Rate of 52 percent exceeds the recommended 31 percent benchmark. Again, this outstanding success rate can be attributed to Shasta’s model program and efforts to enforce court orders. The court’s case management system may overstate accounts receivable numbers by less than 10 percent due to victim restitution being included with fines, fees and forfeitures.

**Collections Best Practices**

The collection program is meeting 25 of the 27 Collections Best Practices. Currently, the 2 best practices described below are not yet implemented due to case management system limitations.

County of Shasta and Superior Court of Shasta County  
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1) Currently, not all data components in the Collections Reporting Template can be extracted from the case management system. The system, implemented in 1992, is somewhat outdated and extremely expensive to re-program. Due to the state economic crisis and the impending California Case Management System which will replace Shasta's computer system, no funds have been set aside to make this modification.

2) The best practice of accepting payments via the Internet is currently scheduled for deployment sometime in 2010. The interface with the case management system is nearly complete and this goal should be achieved in the next reporting period, barring any further computer complications.

The court, using its own resources, is attempting to extract victim restitution amounts from the fines, fees, and forfeiture figures. Future reports should reflect separate amounts for restitution and other justice related reimbursements. Once this is accomplished, Shasta's program will have achieved *every* best practice developed for California collection programs.

**This report contains information reviewed by the authorized court and county designees and as jointly reported in the FY 2008–2009 Judicial Council Collections Reporting Template, pursuant to Penal Code section 1463.010.**

**Data Source**

Population data from State of California, Department of Finance, E-1 Population Estimates for Cities, Counties, and the State With Annual Percent Change—January 1, 2008 and 2009.

County of Sierra and Superior Court of Sierra County  
Fiscal Year 2008–2009 Collections Program Report

**County Population: 3,358**

**Judges/Commissioners: 2/0.3**

**Program Overview**

As reported in the fiscal year 2008–2009 Judicial Council–approved Collections Reporting Template, the prompt, efficient, and effective collection of delinquent court-ordered debt is a cooperative effort between the County of Sierra and the Superior Court of Sierra County. The court and county have entered into a written memorandum of understanding (MOU) for the collection of delinquent court-ordered debt. The program includes contracts with the Franchise Tax Board’s Interagency Intercept Collections (FTB-IIC) program for the collection of delinquent court-ordered debt. The program has implemented a successful, comprehensive collection program that includes 11 of the 17 collection activity components and provides accessibility to defendants by providing Internet and credit and debit card payment options.

**Performance**

Based on the financial data reported in FY 2008–2009, the court collected a total of \$81,912 from 601 delinquent cases, with a total collection cost of \$24,101. The ending balance of \$306,376 represents 487 delinquent cases, of which 178 were established in the current reporting period. The total amount collected represents a 74 percent Gross Recovery Rate, which exceeds the recommended 34 percent benchmark. The program’s Success Rate of 71 percent exceeds the recommended 31 percent benchmark. The program’s procedures will be analyzed further for possible recommendation to the Judicial Council as additions to the Collections Best Practices.

**Collections Best Practices**

The collection program is meeting 18 of the 27 Collections Best Practices. Currently, 9 of the best practices are not being met.

The best practice of establishing and maintaining a cooperative superior court and county collection committee responsible for compliance, reporting, and internal enhancements of the joint collection program is currently not being met.

The best practice of establishing a process for handling the discharge of accountability for uncollectible court-ordered debt is currently not being met.

The best practice of developing a process for the collection of unpaid attorney sanctions is currently not being met, as there are no unpaid attorney sanctions in this Court.

County of Sierra and Superior Court of Sierra County  
Fiscal Year 2008–2009 Collections Program Report

The best practice of using the restitution rebate, as appropriate, to further efforts for the collection of funds owed to the Restitution Fund as authorized by Government Code section 13963(f) is currently not being met.

The best practice of participating in the statewide master agreement for collection services or renegotiating existing contracts to ensure appropriate levels of services are provided at an economical cost, when feasible, is currently not being met. Therefore, the best practices of (1) evaluating the effectiveness and efficiency of external collection agencies or companies to which court-ordered debt is referred for collection, (2) requiring private vendors to remit the gross amount collected to the court or county as agreed, (3) requiring private vendors to submit invoices for commission fees to the court or county on a monthly basis, and (4) requiring private vendors to complete the components of the Collections Reporting Template that corresponds to their collection programs are currently not being met. They may be met once the program contracts with a private vendor.

**This report contains information reviewed by the authorized court designee and as reported by the court in the FY 2008–2009 Judicial Council Collections Reporting Template, pursuant to Penal Code section 1463.010.**

**Data Source**

Population data from State of California, Department of Finance, E-1 Population Estimates for Cities, Counties, and the State With Annual Percent Change—January 1, 2008 and 2009.

County of Siskiyou and Superior Court of Siskiyou County  
Fiscal Year 2008–2009 Collections Program Report

**County Population: 45,973**

**Judges/Commissioners: 4/1**

**Program Overview**

As reported in the fiscal year 2008–2009 Judicial Council–approved Collections Reporting Template, the prompt, efficient, and effective collection of delinquent court-ordered debt is a cooperative effort between the County of Siskiyou and the Superior Court of Siskiyou County. The court and county have entered into a written memorandum of understanding (MOU) for the collection of delinquent court-ordered debt. The program includes contracts with the Franchise Tax Board’s Court-Ordered Debt (FTB-COD) and Interagency Intercept Collections (FTB-IIC) programs and a private debt collector for the collection of delinquent court-ordered debt. The program has implemented a successful, comprehensive collection program that includes 15 of the 17 collection activity components and provides accessibility to defendants by providing Internet and credit and debit card payment options.

**Performance**

Based on the financial data reported in FY 2008–2009, the collection program collected a total of \$1,975,528 from 32,817 delinquent cases, with a total collection cost of \$362,946. The court collected the largest amount of delinquent court-ordered debt: \$1,067,751. The ending balance of \$22,600,566 represents 31,185 delinquent cases, of which 5,211 were established in the current reporting period. The total amount collected represents a 44 percent Gross Recovery Rate, which exceeds the recommended 34 percent benchmark. The program’s Success Rate of 39 percent exceeds the recommended 31 percent benchmark.

**Collections Best Practices**

The collection program is meeting 23 of the 27 Collections Best Practices. Currently, 4 of the best practices are not being met.

The best practice of reconciling amounts placed in collection to the supporting case management system is currently not being met due to limitations in the program’s case management system.

The best practice of establishing a process for handling the discharge of accountability for uncollectible court-ordered debt is currently not being met.

County of Siskiyou and Superior Court of Siskiyou County  
Fiscal Year 2008–2009 Collections Program Report

The best practice of conducting trials by written declaration under Vehicle Code section 40903 is currently not being met.

The best practice of using the restitution rebate, as appropriate, to further efforts for the collection of funds owed to the Restitution Fund as authorized by Government Code section 13963(f) is currently not being met.

This report contains information as reported in the FY 2008–2009 Judicial Council Collections Reporting Template, pursuant to Penal Code section 1463.010.

**Data Source**

Population data from State of California, Department of Finance, E-1 Population Estimates for Cities, Counties, and the State With Annual Percent Change—January 1, 2008 and 2009.

County of Solano and Superior Court of Solano County  
Fiscal Year 2008–2009 Collections Program Report

**County Population: 426,729**

**Judges/Commissioners: 19/5**

**Program Overview**

As reported in the fiscal year 2008–2009 Judicial Council–approved Collections Reporting Template, the prompt, efficient, and effective collection of delinquent court-ordered debt is a cooperative effort between the County of Solano and the Superior Court of Solano County. However, the court and county have not entered into a written memorandum of understanding (MOU) for the collection of delinquent court-ordered debt. The program includes contracts with the Franchise Tax Board’s Interagency Intercept Collections (FTB-IIC) program and a private debt collector for the collection of delinquent court-ordered debt. The program has implemented a successful, comprehensive collection program that includes 14 of the 17 collection activity components and provides accessibility to defendants by providing Internet and credit and debit card payment options.

**Performance**

Based on the financial data reported in FY 2008–2009, the collection program collected a total of \$9,984,596 from 266,753 delinquent cases, with a total collection cost of \$948,807. The private debt collector collected the largest amount of delinquent court-ordered debt: \$6,239,854. The ending balance of \$137,280,892 represents 204,000 delinquent cases, of which 28,460 were established in the current reporting period. Because of limitations in the program’s case management system, the total value of the beginning and ending balance of cases in the current reporting period is not available. The total amount collected represents a 48 percent Gross Recovery Rate, which exceeds the recommended 34 percent benchmark. The program’s Success Rate of 48 percent exceeds the recommended 31 percent benchmark.

**Collections Best Practices**

The collection program is meeting 17 of the 27 Collections Best Practices. Currently, 10 of the best practices are not being met.

The best practice of developing a plan and putting the plan in a written memorandum of understanding that implements or enhances a program in which the court and county collaborate to collect court-ordered debt and other monies owed to a court under a court order is currently not being met.

County of Solano and Superior Court of Solano County  
Fiscal Year 2008–2009 Collections Program Report

The best practice of reconciling amounts placed in collection to the supporting case management system is currently not being met.

The best practice of establishing a process for handling the discharge of accountability for uncollectible court-ordered debt is currently not being met.

The best practice of conducting trials by written declaration under Vehicle Code section 40903 is currently not being met.

The best practice of developing a process for the collection of unpaid attorney sanctions is currently not being met.

The best practice of evaluating the effectiveness and efficiency of external collection agencies or companies to which court-ordered debt is referred for collection is currently not being met.

The best practice of including financial screening to assess the ability to pay prior to processing installment payment plans and accounts receivable is currently not being met.

The best practice of requesting mediation services from the Administrative Office of the Courts and California State Association of Counties if the court and county are unable to agree on a cooperative collection program is currently not being met and a request has not been received, so there has not been a need for mediation.

The best practice of requiring private vendors to remit the gross amount collected to the court or county, as agreed, is currently not being met.

The best practice of requiring private vendors to submit invoices for commission fees to the court or county on a monthly basis is currently not being met.

**This report contains information as reported in the FY 2008–2009 Judicial Council Collections Reporting Template, pursuant to Penal Code section 1463.010.**

**Data Source**

Population data from State of California, Department of Finance, E-1 Population Estimates for Cities, Counties, and the State With Annual Percent Change—January 1, 2008 and 2009.

County of Sonoma and Superior Court of Sonoma County  
Fiscal Year 2008–2009 Collections Program Report

**County Population: 486,630**

**Judges/Commissioners: 19/5**

**Program Overview**

As reported in the fiscal year 2008–2009 Judicial Council–approved Collections Reporting Template, the prompt, efficient, and effective collection of delinquent court-ordered debt is a cooperative effort between the County of Sonoma and the Superior Court of Sonoma County. The court and county have entered into a written memorandum of understanding (MOU) for the collection of delinquent court-ordered debt. The program includes contracts with the Franchise Tax Board’s Court-Ordered Debt (FTB-COD) and Interagency Intercept Collections (FTB-IIC) programs and a private debt collector for the collection of delinquent court-ordered debt. The program has implemented a successful, comprehensive collection program that includes 17 of the 17 collection activity components and provides accessibility to defendants by providing Internet and credit and debit card payment options.

**Performance**

Based on the financial data reported in FY 2008–2009, the collection program collected a total of \$5,894,340 from 113,435 delinquent cases, with a total collection cost of \$1,262,587. The court collected the largest amount of delinquent court-ordered debt: \$3,363,672. The ending balance of \$55,015,222 represents 77,226 delinquent cases, of which 42,817 were established in the current reporting period. The total amount collected represents a 53 percent Gross Recovery Rate, which exceeds the recommended 34 percent benchmark. The program’s Success Rate of 37 percent exceeds the recommended 31 percent benchmark.

**Collections Best Practices**

The collection program is meeting 24 of the 27 Collections Best Practices. Currently, 3 of the best practices are not being met.

The best practice of conducting trials by written declaration under Vehicle Code section 40903 is currently not being met.

The best practice of developing a process for the collection of unpaid attorney sanctions is currently not being met.

The best practice of requiring private vendors to remit the gross amount collected to the court or county, as agreed is currently not being met due to the program’s case

County of Sonoma and Superior Court of Sonoma County  
Fiscal Year 2008–2009 Collections Program Report

management system being programmed to receive net amounts and the inability of the program to fund the reprogramming necessary to allow the system to facilitate gross amounts.

This report contains information reviewed by the authorized court and county designees and as jointly reported in the FY 2008–2009 Judicial Council Collections Reporting Template, pursuant to Penal Code section 1463.010.

Data Source

Population data from State of California, Department of Finance, E-1 Population Estimates for Cities, Counties, and the State With Annual Percent Change—January 1, 2008 and 2009.

County of Stanislaus and Superior Court of Stanislaus County  
Fiscal Year 2008–2009 Collections Program Report

**County Population: 526,383**

**Judges/Commissioners: 22/4**

**Program Overview**

As reported in the fiscal year 2008–2009 Judicial Council–approved Collections Reporting Template, the prompt, efficient, and effective collection of delinquent court-ordered debt is a cooperative effort between the County of Stanislaus and the Superior Court of Stanislaus County. However, the court and county have not entered into a written memorandum of understanding (MOU) for the collection of delinquent court-ordered debt. The program includes contracts with the Franchise Tax Board’s Court-Ordered Debt (FTB-COD) and Interagency Intercept Collections (FTB-IIC) programs for the collection of delinquent court-ordered debt. The program has implemented a successful, comprehensive collection program that includes 14 of the 17 collection activity components and provides accessibility to defendants by providing Internet and credit and debit card payment options.

**Performance**

Based on the financial data reported in FY 2008–2009, the collection program collected a total of \$6,296,177 from 331,111 delinquent cases, with a total cost of \$1,072,653. The county collected the largest amount of delinquent court-ordered debt: \$4,773,026. The ending balance of \$69,731,245 represents 312,184 delinquent cases, of which 31,616 were established in the current reporting period. The total amount collected represents a 54 percent Gross Recovery Rate, which exceeds the recommended 34 percent benchmark. The program’s Success Rate of 54 percent exceeds the recommended 31 percent benchmark.

**Collections Best Practices**

The collection program is meeting 15 of the 27 Collections Best Practices. Currently, 12 of the best practices are not being met.

The best practice of developing a plan and putting the plan in a written memorandum of understanding that implements or enhances a program in which the court and county collaborate to collect court-ordered debt and other monies owed to a court under a court order is currently not being met.

The best practice of completing all data components in the Collections Reporting Template is currently not being met.

County of Stanislaus and Superior Court of Stanislaus County  
Fiscal Year 2008–2009 Collections Program Report

The best practice of establishing a process for handling the discharge of accountability for uncollectible court-ordered debt is currently not being met.

The best practice of including in a collection program all court-ordered debt and monies owed to the court under a court order is currently not being met.

The best practice of charging fees as authorized by Penal Code section 1202.4(l) is currently not being met.

The best practice of using the restitution rebate, as appropriate, to further efforts for the collection of funds owed to the Restitution Fund as authorized by Government Code section 13963(f) is currently not being met.

The best practice of participating in the statewide master agreement for collection services or renegotiating existing contracts to ensure appropriate levels of services are provided at an economical cost, when feasible, is currently not being met. Therefore, the best practices of (1) evaluating the effectiveness and efficiency of external collection agencies or companies to which court-ordered debt is referred for collection, (2) requiring private vendors to remit the gross amount collected to the court or county as agreed, (3) requiring private vendors to submit invoices for commission fees to the court or county on a monthly basis, and (4) requiring private vendors to complete the components of the Collections Reporting Template that correspond to their collection programs are currently not being met. They may be met once the program contracts with a private vendor.

The best practice of requesting mediation services from the Administrative Office of the Courts and the California State Association of Counties if the court and county are unable to agree on a cooperative collection program is currently not being met and a request has not been received, so there has not been a need for mediation.

**This report contains information reviewed by the authorized court and county designees and as reported in the FY 2008–2009 Judicial Council Collections Reporting Template, pursuant to Penal Code section 1463.010.**

**Data Source**

Population data from State of California, Department of Finance, E-1 Population Estimates for Cities, Counties, and the State With Annual Percent Change—January 1, 2008 and 2009.

County of Sutter and Superior Court of Sutter County  
Fiscal Year 2008–2009 Collections Program Report

**County Population: 96,554**

**Judges/Commissioners: 5/0.3**

**Program Overview**

As reported in the fiscal year 2008–2009 Judicial Council–approved Collections Reporting Template, the prompt, efficient, and effective collection of delinquent court-ordered debt is currently being handled by the Superior Court of Sutter County. The court and county have not entered into a written memorandum of understanding (MOU) for the collection of delinquent court-ordered debt. The program includes a contract with the Franchise Tax Board’s Court-Ordered Debt (FTB-COD) program for the collection of delinquent court-ordered debt. The program has implemented a successful, comprehensive collection program that includes 14 of the 17 recommended collection activity components and provides accessibility to defendants by including credit and debit card payment options.

**Performance**

Based on the financial data reported in FY 2008–2009, the collection program collected a total of \$3,833,165 from 22,361 delinquent cases, with a total collection cost of \$174,703. The court collected the largest amount of delinquent court-ordered debt: \$3,483,336. The ending balance of \$10,418,585 represents 12,237 delinquent cases. Due to limitations in the program’s case management system, the total number and value of cases established in the current reporting period is not available. The total amount collected represents a 54 percent Gross Recovery Rate, which exceeds the recommended 34 percent benchmark. The program’s Success Rate of 51 percent exceeds the recommended 31 percent benchmark.

**Collections Best Practices**

The collection program is meeting 17 of the 27 Collections Best Practices. Currently, 10 of the best practices are not being met.

The best practice of developing a plan and putting the plan in a written memorandum of understanding that implements or enhances a program in which the court and county collaborate to collect court-ordered debt and other monies owed to a court under a court order is currently not being met because the county is not involved in court collections.

The best practice of establishing and maintaining a cooperative superior court and county collection committee responsible for compliance, reporting, and internal enhancements of the joint collection program is currently not being met.

County of Sutter and Superior Court of Sutter County  
Fiscal Year 2008–2009 Collections Program Report

The best practice of completing all data components in the Collections Reporting Template is currently not being met.

The best practice of establishing a process for the discharge of accountability for uncollectible court-ordered debt is currently not being met because the court is uncertain of authority; however the court and county will address the practice soon.

The best practice of participating in the statewide master agreement for collection services or renegotiating existing contracts to ensure appropriate levels of services are provided at an economical cost, when feasible, is currently not being met. Therefore, the best practices of (1) evaluating the effectiveness and efficiency of external collection agencies or companies to which court-ordered debt is referred for collection, (2) requiring private vendors to remit the gross amount collected to the court or county as agreed, (3) requiring private vendors to submit invoices for commission fees to the court or county on a monthly basis, and (4) requiring private vendors to complete the components of the Collections Reporting Template that correspond to their collection programs are currently not being met because the court collects all court order debt and due to the high gross recovery rate an agreement may not be cost effective.

The best practice of requesting mediation services from the Administrative Office of the Courts and the California State Association of Counties if the court and county are unable to agree on a cooperative collection program is currently not being met and a request has not been received, so there has not been a need for mediation.

**This report contains information reported in the FY 2008–2009 Judicial Council Collections Reporting Template, pursuant to Penal Code section 1463.010.**

**Data Source**

Population data from State of California, Department of Finance, E-1 Population Estimates for Cities, Counties, and the State With Annual Percent Change—January 1, 2008 and 2009.

County of Tehama and Superior Court of Tehama County  
Fiscal Year 2008–2009 Collections Program Report

**County Population: 62,836**

**Judges/Commissioners: 4/0.3**

**Program Overview**

As reported in the fiscal year 2008–2009 Judicial Council–approved Collections Reporting Template, the prompt, efficient, and effective collection of delinquent court-ordered debt is a cooperative effort between the County of Tehama and the Superior Court of Tehama County. The court and county have entered into a written memorandum of understanding (MOU) for the collection of delinquent court-ordered debt. The program contracts with a private debt collector for the collection of delinquent court-ordered debt. The program has implemented a successful, comprehensive collection program that includes 10 of the 17 collection activity components and provides accessibility to defendants by providing Internet and credit and debit card payment options.

**Performance**

Based on the financial data reported in FY 2008–2009, the collection program collected a total of \$409,941 from 19,764 delinquent cases, with a total collection cost of \$79,896. The private debt collector collected the largest amount of delinquent court-ordered debt: \$397,610. The ending balance of \$14,675,724 represents 19,210 delinquent cases, of which 3,047 were established in the current reporting period. The total amount collected represents a 48 percent Gross Recovery Rate, which exceeds the recommended 34 percent benchmark. The program’s Success Rate of 41 percent exceeds the recommended 31 percent benchmark.

**Collections Best Practices**

The collection program is meeting 19 of the 27 Collections Best Practices. Currently, 8 of the best practices are not being met.

The best practice of establishing and maintaining a cooperative superior court and county collection committee responsible for compliance, reporting, and internal enhancements of the joint collection program is currently not being met.

The best practice of participating in both the Franchise Tax Board’s Court-Ordered Debt and Interagency Intercept Collections programs is currently not being met.

The best practiced of establishing a process for the discharge of accountability for uncollectible court-ordered debt is currently not being met.

County of Tehama and Superior Court of Tehama County  
Fiscal Year 2008–2009 Collections Program Report

The best practice of developing a process for the collection of unpaid attorney sanctions is currently not being met.

The best practice of evaluating the effectiveness and efficiency of external collection agencies or companies to which court-ordered debt is referred for collection is currently not being met.

The best practice of including financial screening to assess the ability to pay prior to processing installment payment plans and accounts receivable is currently not being met.

The best practice of charging fees as authorized by Penal Code section 1202.4(*I*) is currently not being met.

The best practice of using the restitution rebate, as appropriate, to further efforts for the collection of funds owed to the Restitution Fund as authorized by Government Code section 13963(f) is currently not being met.

**This report contains information as jointly reported in the FY 2008–2009 Judicial Council Collections Reporting Template, pursuant to Penal Code section 1463.010.**

**Data Source**

Population data from State of California, Department of Finance, E-1 Population Estimates for Cities, Counties, and the State With Annual Percent Change—January 1, 2008 and 2009.

County of Tulare and Superior Court of Tulare County  
Fiscal Year 2008–2009 Collections Program Report

**County Population: 441,481**

**Judges/Commissioners: 20/5**

**Program Overview**

As reported in the fiscal year 2008–2009 Judicial Council–approved Collections Reporting Template, the prompt, efficient, and effective collection of delinquent court-ordered debt is a cooperative effort between the County of Tulare and the Superior Court of Tulare County. The court and county have entered into a written memorandum of understanding (MOU) for the collection of delinquent court-ordered debt. The program includes contracts with the Franchise Tax Board’s Court-Ordered Debt (FTB-COD) and Interagency Intercept Collections (FTB-IIC) programs and a private debt collector for the collection of delinquent court-ordered debt. The program has implemented a successful, comprehensive collection program that includes 15 of the 17 collection activity components and provides accessibility to defendants by providing credit and debit card payment options.

**Performance**

Based on the financial data reported in FY 2008–2009, the collection program collected a total of \$8,133,503 from 156,221 delinquent cases, with a total collection cost of \$2,104,190. The private debt collector collected the largest amount of delinquent court-ordered debt: \$4,797,212. The ending balance of \$61,840,934 represents 155,463 delinquent cases, of which 51,310 were established in the current reporting period. The total amount collected represents a 44 percent Gross Recovery Rate, which exceeds the recommended 34 percent benchmark. The program’s Success Rate of 44 percent exceeds the recommended 31 percent benchmark.

**Collections Best Practices**

The collection program is meeting 26 of the 27 Collections Best Practices. Currently, 1 of the best practices is not being met.

The best practice of reconciling amounts placed in collection to the supporting case management system is currently not being met due to limitations in the program’s case management system.

County of Tulare and Superior Court of Tulare County  
Fiscal Year 2008–2009 Collections Program Report

This report contains information reviewed by the county designee and as jointly reported in the FY 2008–2009 Judicial Council Collections Reporting Template, pursuant to Penal Code section 1463.010.

**Data Source**

Population data from State of California, Department of Finance, E-1 Population Estimates for Cities, Counties, and the State With Annual Percent Change—January 1, 2008 and 2009.

County of Tuolumne and Superior Court of Tuolumne County  
Fiscal Year 2008–2009 Collections Program Report

**County Population: 56,335**

**Judges/Commissioners: 4/0.8**

**Program Overview**

As reported in the fiscal year 2008–2009 Judicial Council–approved Collections Reporting Template, the prompt, efficient, and effective collection of delinquent court-ordered debt is a cooperative effort between the County of Tuolumne and the Superior Court of Tuolumne County. The court and county have entered into a written memorandum of understanding (MOU) for the collection of delinquent court-ordered debt. The program includes contracts with the Franchise Tax Board’s Court-Ordered Debt and Interagency Intercept Collections programs and a private debt collector for the collection of delinquent court-ordered debt. The program has implemented a successful, comprehensive collection program that includes 17 of the 17 collection activity components and provides accessibility to defendants by providing Internet and credit card payment options.

**Performance**

Based on the financial data reported in FY 2008–2009, the collection program collected a total of \$1,372,407 from 27,449 delinquent cases, with a total collection cost of \$162,329. The county collected the largest amount of delinquent court-ordered debt: \$1,189,482. The ending balance of \$22,349,251 represents 27,138 delinquent cases, of which 4,575 were established in the current reporting period. The total amount collected represents a 54 percent Gross Recovery Rate, which exceeds the recommended 34 percent benchmark. The program’s Success Rate of 49 percent exceeds the recommended 31 percent benchmark.

**Collections Best Practices**

The collection program is meeting 27 of the 27 Collections Best Practices.

**This report contains information reviewed by the authorized court and county designees and as jointly reported in the FY 2008–2009 Judicial Council Collections Reporting Template, pursuant to Penal Code section 1463.010.**

**Data Source**

Population data from State of California, Department of Finance, E-1 Population Estimates for Cities, Counties, and the State With Annual Percent Change—January 1, 2008 and 2009.

County of Ventura and Superior Court of Ventura County  
Fiscal Year 2008–2009 Collections Program Report

**County Population: 836,080**

**Judges/Commissioners: 29/4**

**Program Overview**

As reported in the fiscal year 2008–2009 Judicial Council–approved Collections Reporting Template, the prompt, efficient, and effective collection of delinquent court-ordered debt is a cooperative effort between the County of Ventura and the Superior Court of Ventura County. The court and county have entered into a written memorandum of understanding (MOU) for the collection of delinquent court-ordered debt. The program includes contracts with the Franchise Tax Board’s Court-Ordered Debt (FTB-COD) and Interagency Intercept Collections (FTB-IIC) programs and a private debt collector for the collection of delinquent court-ordered debt. The program has implemented a successful, comprehensive collection program that includes 17 of the 17 collection activity components and provides accessibility to defendants by providing Internet and credit and debit card payment options.

**Performance**

Based on the financial data reported in FY 2008–2009, the collection program collected a total of \$22,213,066 from 404,649 delinquent cases, with a total collection cost of \$4,472,785. The internal court program collected the largest amount of delinquent debt: \$16,987,330. The ending balance of \$155,402,030 represents 286,944 delinquent cases, of which 149,446 were established in the current reporting period. The total amount collected represents a 51 percent Gross Recovery Rate, which exceeds the recommended 34 percent benchmark. The program’s Success Rate of 50 percent exceeds the recommended 31 percent benchmark.

**Collections Best Practices**

The collection program is meeting 26 of the 27 Collections Best Practices. Currently, 1 of the best practices is not being met.

The best practice of conducting trials by written declaration under Vehicle Code section 40903 is currently not being met. Based on the volume of infraction citations and the number of defendants that fail to appear the court has determined that implementing a VC 40903 program would not prove effective at this time.

County of Ventura and Superior Court of Ventura County  
Fiscal Year 2008–2009 Collections Program Report

This report contains information reviewed by the authorized court and county designees and as reported in the FY 2008–2009 Judicial Council Collections Reporting Template, pursuant to Penal Code section 1463.010.

**Data Source**

Population data from State of California, Department of Finance, E-1 Population Estimates for Cities, Counties, and the State With Annual Percent Change—January 1, 2008 and 2009.

County of Yolo and Superior Court of Yolo County  
Fiscal Year 2008–2009 Collections Program Report

**County Population: 200,709**

**Judges/Commissioners: 11/2.4**

**Program Overview**

As reported in the fiscal year 2008–2009 Judicial Council–approved Collections Reporting Template, the prompt, efficient, and effective collection of delinquent court-ordered debt is a cooperative effort between the County of Yolo and the Superior Court of Yolo County. The court and county have entered into a written memorandum of understanding (MOU) for the collection of delinquent court-ordered debt. The program includes contracts with the Franchise Tax Board’s Court-Ordered Debt (FTB-COD) and Interagency Intercept Collections (FTB-IIC) programs and a private debt collector for the collection of delinquent court-ordered debt. The program has implemented a successful, comprehensive collection program that includes 16 of the 17 collection activity components and provides accessibility to defendants by providing Internet and credit and debit card payment options.

**Performance**

Based on the financial data reported in FY 2008–2009, the collection program collected a total of \$6,618,797 from 73,873 delinquent cases, with a total collection cost of \$805,120. The court collected the largest amount of delinquent court-ordered debt: \$4,536,246. The ending balance of \$61,645,786 represents 32,130 delinquent cases, of which 15,718 were established in the current reporting period. The total amount collected represents a 62 percent Gross Recovery Rate, which exceeds the recommended 34 percent benchmark. The program’s Success Rate of 58 percent exceeds the recommended 31 percent benchmark. The program’s procedures will be analyzed further for possible recommendation to the Judicial Council as additions to the Collections Best Practices.

**Collections Best Practices**

The collection program is meeting 24 of the 27 Collections Best Practices. Currently, 3 of the best practices are not being met.

The best practice of establishing and maintaining a cooperative superior court and county collection committee responsible for compliance, reporting, and internal enhancements of the joint collection program is currently not being met.

The best practice of including in a collection program all court-ordered debt and monies owed to a court under a court order is currently not being met.

County of Yolo and Superior Court of Yolo County  
Fiscal Year 2008–2009 Collections Program Report

The best practice of using the restitution rebate, as appropriate, to further efforts to collect funds owed to the Restitution Fund as authorized by Government Code section 13963(f) is currently not being met. However, the court will look into the benefits of implementing this best practice.

This report contains information reviewed by the authorized court designee and as jointly reported in the FY 2008–2009 Judicial Council Collections Reporting Template, pursuant to Penal Code section 1463.010.

**Data Source**

Population data from State of California, Department of Finance, E-1 Population Estimates for Cities, Counties, and the State With Annual Percent Change—January 1, 2008 and 2009.

County of Yuba and Superior Court of Yuba County  
Fiscal Year 2008–2009 Collections Program Report

**County Population: 73,067**

**Judges/Commissioners: 5/0.3**

**Program Overview**

As reported in the fiscal year 2008–2009 Judicial Council–approved Collections Reporting Template, the prompt, efficient, and effective collection of delinquent court-ordered debt is a cooperative effort between the County of Yuba and the Superior Court of Yuba County. However, the court and county have not entered into a written memorandum of understanding (MOU) for the collection of delinquent court-ordered debt. The program includes an MOU with the Superior Court of Shasta County and contracts with the Franchise Tax Board’s Court-Ordered Debt (FTB-COD) and Interagency Intercept Collections (FTB-IIC) programs for the collection of delinquent court-ordered debt. The program has implemented a successful, comprehensive collection program that includes 17 of the 17 collection activity components and provides accessibility to defendants by providing credit and debit card payment options.

**Performance**

Based on the financial data reported in FY 2008–2009, the collection program collected a total of \$2,506,656 from 31,010 delinquent cases, with a total collection cost of \$271,100. The county collected the largest amount of delinquent court-ordered debt: \$1,350,994. The ending balance of \$18,588,162 represents 24,489 delinquent cases, of which 13,652 were established in the current reporting period. The total amount collected represents a 53 percent Gross Recovery Rate, which exceeds the recommended 34 percent benchmark. The program’s Success Rate of 34 percent exceeds the recommended 31 percent benchmark.

**Collections Best Practices**

The collection program is meeting 26 of the 27 Collections Best Practices. Currently, 1 of the best practices is not being met.

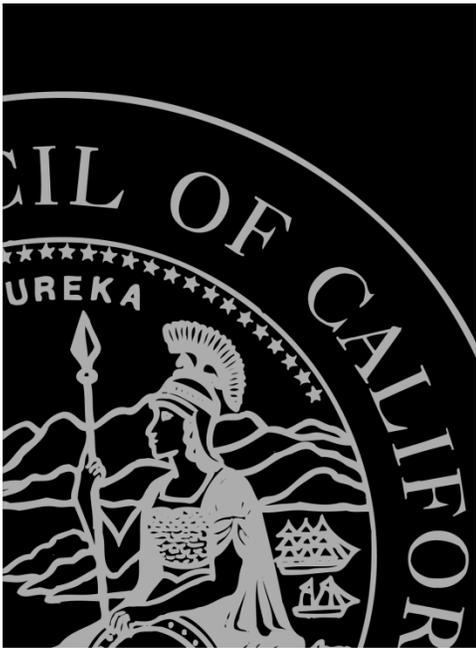
The best practice of accepting payments via the Internet is currently not being met. However, the program is in the process of implementing this best practice.

County of Yuba and Superior Court of Yuba County  
Fiscal Year 2008–2009 Collections Program Report

This report contains information reviewed by the authorized court designee and as jointly reported in the FY 2008–2009 Judicial Council Collections Reporting Template, pursuant to Penal Code section 1463.010.

**Data Source**

Population data from State of California, Department of Finance, E-1 Population Estimates for Cities, Counties, and the State With Annual Percent Change—January 1, 2008 and 2009.



# Gartner, Inc. Report to the Judicial Council

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ATTACHMENT E



JUDICIAL COUNCIL  
OF CALIFORNIA

■ ■ ■ ■ A Report for  
**Judicial Council of California  
Administrative Office of the Courts**



JUDICIAL COUNCIL  
OF CALIFORNIA

Assembly Bill 367 Report to Legislature

December 2009  
Engagement: 221951430

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## 1.0 Executive Summary

Gartner undertook a study to assist the Administrative Office of the Courts' (AOC) Enhanced Collections Unit in gaining compliance with Assembly Bill 367 (AB 367). The study evaluated the performance of collections programs for delinquent court-ordered debt and analyzed potential measures for improving collections performance. The effort included capturing information on sample cases and capturing aggregate collections information for fiscal year (FY) 2008–2009.

Gartner's overall findings were as follows:

- **Foundational capabilities.** Some programs exhibited difficulties tracking the debt under their management. Only 37 of 58 collections programs (64 percent) were able to provide aggregate collections information that was free of balance or edit errors<sup>1</sup>. Given the amount of debt under the programs' management statewide, it is vital that these foundational capabilities be put in place at all collections programs.
- **Inherent collectability of debt.** The sample data demonstrated that there are differences in the inherent collectability of debt. Gartner found that collections performance is influenced by (1) the size of the debt, (2) the accuracy of the initial address information, (3) whether or not debtor is a California resident, and (4) other factors. Stratifying the debt according to inherent collectability helped Gartner analyze the impact of various collections procedures and may provide a means of tailoring collection approaches in the future.
- **Procedural approaches.** The study found that most procedural approaches did not have a significant impact on collections performance. However, the Vehicle Code section 40903 procedure (Trial in Absentia) was helpful when used in conjunction with Department of Motor Vehicles (DMV) holds for debtors that reside outside of California<sup>2</sup>.
- **Effort.** The analysis demonstrated that collections performance improves significantly if the collections program attempts and completes telephone calls to the debtor. Gartner found that this is the single most important measure that can be adopted to improve collections performance.

Gartner's primary recommendation is for the State to establish specific service-level standards for collections programs. The service-level standards should encompass the following elements:

- A. All collection programs should have the ability to accurately track the amount of debt under their management, track the actions taken to collect individual debt items and provide annual reporting of collections performance. Any program that cannot meet these foundational requirements should source their debt to an internal or external collection entity that has these capabilities.
- B. All collections programs should exert a minimum level of effort toward collecting the debt under their management. Specifically, the collection program should ensure that

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<sup>1</sup> This information was captured using a Collections Reporting Template. A balance error indicates that the ending balance did not reconcile to the beginning balance, plus the sum of transactions that occurred during the year. An edit error indicates that one or more quality criteria were not confirmed by the program. Additional information is contained in Section 3.2.2.

<sup>2</sup> This refers to Implementing a Trial by Written Declaration (in Absentia) program under Vehicle Code 40903.

there are completed calls to 10% of cases that remain unpaid as of 360 days from the date of referral<sup>1</sup>.

- C. An ongoing program should be established to monitor and report collections performance and compliance with these service-level standards.

Gartner believes that establishing service-level standards will increase collections, ensure more uniform treatment of court-ordered debts, and provide ongoing information that will lead to further improvements in the future. A complete list of recommendations and the rationale for each recommendation is included in Section 4.0 of this report.

## 2.0 Background

### 2.1 Objectives and Scope of Study

The California State Legislature passed AB 367 (Stats. 2007, ch.132) which amended Penal Code section 1463.010. The Assembly Bill enacted the final recommendations of the 2004 Senate Bill 940 (SB 940) Collaborative Court-County Working Group on Enhanced Collections. An emphasis on uncollected fines, fees, penalties, and assessments in criminal and traffic cases became a priority for the California Judiciary in January 2003, when the Conference of Chief Justices adopted a resolution that called attention to the importance of collection efforts on delinquent court-ordered debt. In January 2006, the Judicial Council submitted a legislative report on Enhanced Collections which indicated significant accomplishments in the area of collections, including guidelines and standards for the development and/or enhancement of individual collection programs, the creation of a standard reporting template to monitor progress of collection programs, and the awarding of statewide enhanced collection contracts. Since the 2006 legislative report, education and training workshops have been conducted statewide, a database tool to help judicial officers in sentencing has been updated each year, and memorandum of understandings (MOUs) with seven private collection vendors has been established. Guidelines and standards have also been developed on cost recovery as well as additional recommendations to assist courts and counties with collections. Collection of delinquent court-ordered debt continues to be a priority of Chief Justice Ronald M. George.

The mandate for AB 367 was to report on (1) the extent to which each court or county is following best practices for its collection program; (2) the performance of each collection program; and (3) any changes necessary to improve the performance of collection programs statewide.

In order to meet the legislative requirements of Penal Code 1463.010, performance measures and benchmarks, best practices, and a revised Collections Reporting Template (CRT) were developed and approved by the Judicial Council. In January 2008 the AOC Enhanced Collections Unit retained Gartner, Inc., an independent and impartial expert, to assist with the development of performance measures and benchmarks and the revision of the existing reporting template as previously required under SB 940 (statutes of 2003) and approved by the Judicial Council in 2004.

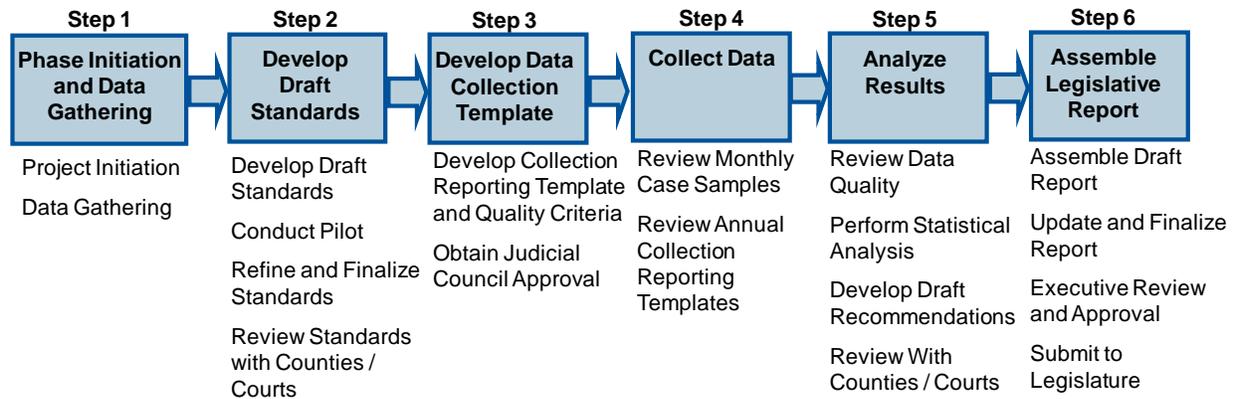
### 2.2 Approach and Methodology

Gartner's approach and methodology for determining the benchmarks and performance measures is shown in Figure 1.

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<sup>1</sup> See Section 3.1.6.3 for additional information.

After completing the initial data gathering, draft metrics and performance standards were developed, a revision of the previous CRT was created, and a pilot project was undertaken to test the new CRT with 16 statewide collection programs. The pilot participants represented a broad sampling of the collaborative collection programs statewide. They included differing program sizes, case volumes, case management systems, procedures, referral methods, and demographic and economic diversity. The purpose of the pilot was to gather initial data to calibrate subsequent data gathering (i.e., determine how much data would be needed) and confirm the ability of programs to support potential changes to the CRT.



**Figure 1. Approach and Methodology**

After the pilot was completed, Gartner conducted workshops, phone conferences, and webinars with the 58 statewide collections programs to review proposed changes to the CRT. The key focus for the proposed improvements to the CRT was to simplify it and include measures to improve the quality of the data that was reported. Changes to the CRT were minimized where possible to reduce change management problems. The resulting data collection encompassed two dimensions:

- To overcome reporting limitations and avoid the need to change computer systems, a sampling approach was used to evaluate the efficacy of potential improvement recommendations that couldn't be evaluated with aggregate reporting. Collections programs were asked to submit sample debt items using a Supplemental Data Gathering Questionnaire (SDGQ). The sample was limited to traffic infraction citations within specific timeframes to avoid distortions resulting from differences in seasonality or case types. Section 3.1 of this report documents the results of the analysis of the sample cases. While the sample was limited to traffic infraction citations, the findings regarding the efficacy of specific collections measures is intended to be equally applicable to criminal and other case types.
- Performance measures and benchmarks are key requirements of Penal Code 1463.010 and necessary for the Judicial Council to review the effectiveness of collection programs statewide. To benchmark the performance of collections programs Gartner recommended several different refinements to the aggregate annual financial reporting section of the CRT. The refinements included changes to allow collections programs to capture only delinquent court-ordered debt and reconcile the beginning and ending debt balances to the annual transactions data. These changes were made to improve the

completeness and integrity of the reported data. The refinements also included quality checklists to further improve data integrity. The performance benchmark analysis is included in Section 3.2 of this report.

After the data was collected for FY 2008–2009, Gartner analyzed the results and developed draft improvement recommendations. These were reviewed with the AOC Enhanced Collections Unit, the California State Association of Counties, and court and county collection programs prior to the development of this report.

## 2.3 Metrics Used to Assess Collections Performance

As a result of the initial data gathering and pilot, two metrics were identified for measuring collections performance. These metrics are shown in Figure 2.

- The Success Rate (SR) quantifies the ability of the collection program to convert debt into revenue. It represents the view of stakeholders that are interested in improving the amount of revenue derived from the collections effort.
- The Gross Recovery Rate (GRR) quantifies the ability of the collection programs to resolve court debts. This metric represents the view of stakeholders that are interested in ensuring that justice is administered.

Metric	Calculation
Success Rate	$\text{Collections} / (\text{Referrals} - \text{Adjustments})$
Gross Recovery Rate	$(\text{Collections} + \text{Adjustments}) / \text{Referrals}$

Figure 2. Collections Performance Metrics

## 3.0 Findings

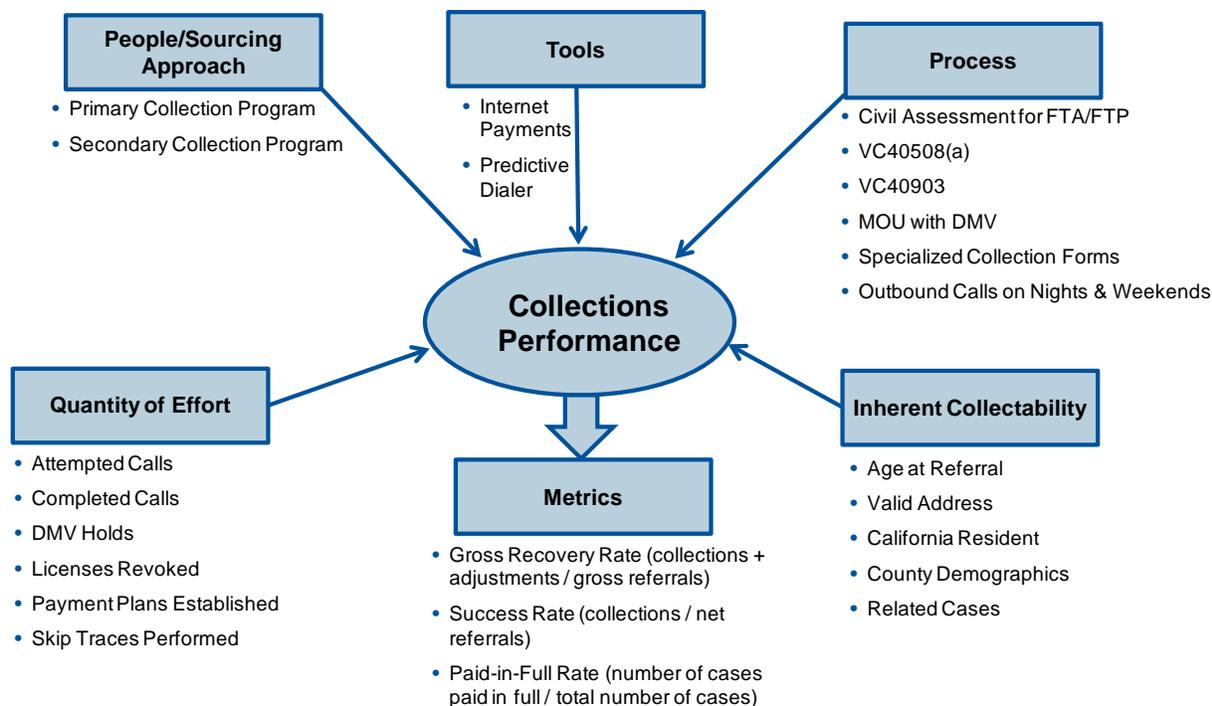
### 3.1 Collections Practices

To evaluate collections practices, programs were asked to submit samples of 20 traffic infraction citations each month for 12 months using the SDGQ. The citations were randomly selected and included failure-to-pay (FTP) and failure-to-appear (FTA) cases. The citations were selected so that each was exactly two years old (had been with the collections program for two years or were delinquent for two years). The sample data included elements depicting:

- The conditions of the debt item itself when it was received by the collections program.
- The entity responsible for primary and secondary collections and the dates when the debt was referred to each program.
- The procedural measures that were used to collect the debt.
- The numbers of calls that were made and letters that were issued to collect the debt.
- The status of the debt after two years.

#### 3.1.1 Overview of Potential Hypotheses

The study was designed to explore several different potential hypotheses related to the factors that influenced collections performance. These factors are shown in Figure 3.



**Figure 3. Potential Hypotheses and Metrics**

In general, collections performance was expected to be affected by:

- The type of entity collecting the debt. In most instances, this was a court, a county, or a private agency.
- The tools at their disposal. Tools included capabilities for (1) accepting Internet payments, (2) a predictive dialer, (3) the type of computer system used, and (4) other factors.
- The processes employed. Procedural measures included (1) imposing civil assessments, (2) charging VC 40508(a) as an infraction or a misdemeanor, (3) a trial by written declaration (in absentia) under VC 40903, (4) developing an MOU with the California DMV to take payments on court-ordered debt, (5) using a specialized collection form, (6) making outbound calls on nights or weekends, and (7) other procedural measures.
- The quantity of effort applied. This includes (1) making calls, (2) placing DMV holds, (3) revoking or suspending the debtor’s driver license, (4) establishing payment plans, and (5) performing skip traces.
- The inherent collectability of the debt itself. Several factors were thought to influence the inherent collectability of the debt including (1) case type, (2) validity of address information, (3) the size of the debt, (4) age at referral, and (5) other factors.

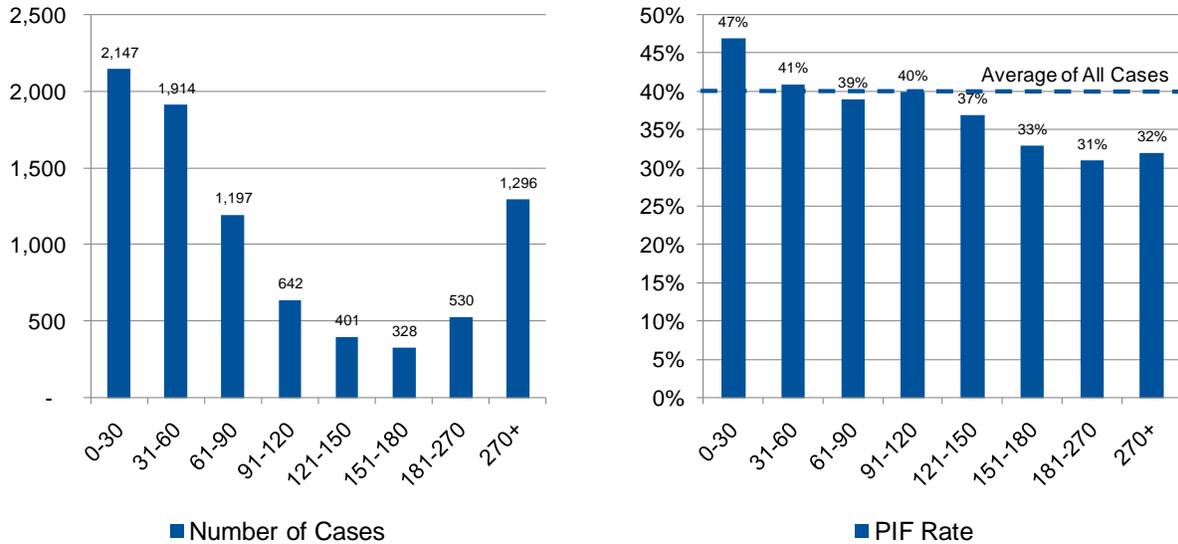
Collections performance, in turn, was then measured using the GRR and SR statistics as well as the Paid-in-Full (PIF) rate, which is the percent of cases PIF after 2 years<sup>1</sup>.

<sup>1</sup> As an example, if 100 cases were referred to a collection program and at the end of 2 years 40 of those cases were PIF, the PIF Rate would be 40 percent.

### 3.1.2 Inherent Collectability of Debt

To analyze the inherent collectability of debt, the PIF Rate for different subsets of debt was measured. This included different sizes of debt, debts with different ages at the time of referral, debts with and without valid address information, and debts where the debtor resided in or outside of California.

Table 1 shows the number of sample traffic cases by age and Table 2 shows the PIF Rate within each age category. Age was calculated as the difference between when the date was referred to the primary collections program and the original due date.



**Table 1. Number of Cases at Different Ages of Referral**

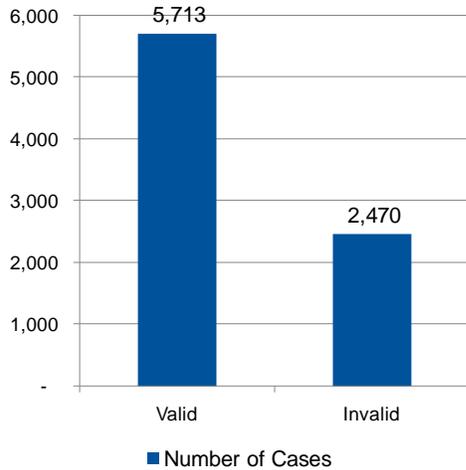
**Table 2. PIF Rate at Different Ages of Referral**

Most of the sample cases (61 percent) were found to have been referred within 90 days. As the age at referral increased the number of referrals in each age classification diminished until beyond 360 days where the number increased due to wider age classifications<sup>1</sup>.

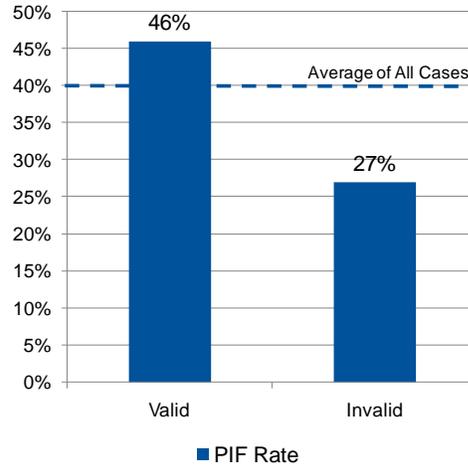
The average PIF Rate for all cases was 40 percent and is shown as a dashed line in Table 2. As expected, the PIF Rate was highest for cases that were referred within 30 days of the original due date. In this instance, the PIF Rate was 7 percentage points above average. Beyond 120 days, the PIF Rate drops below average and continues to diminish thereafter.

The programs were asked to indicate if the citation had a valid initial address. Table 3 shows the number of sample cases with and without a valid address on the initial citation. Table 4 shows the PIF Rate for these cases.

<sup>1</sup> The first 6 classifications in Table 1 include a range of only 30 days. The last two classifications include a range of 90 days or more.



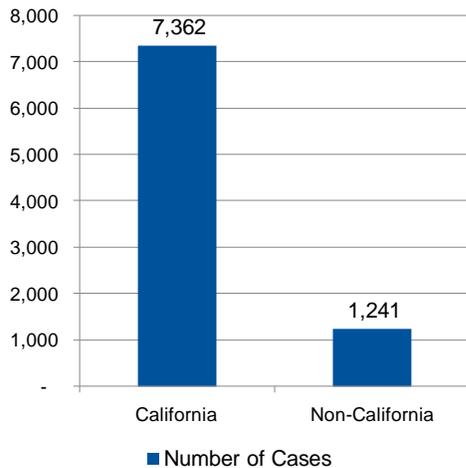
**Table 3. Number of Cases with Valid and Invalid Addresses**



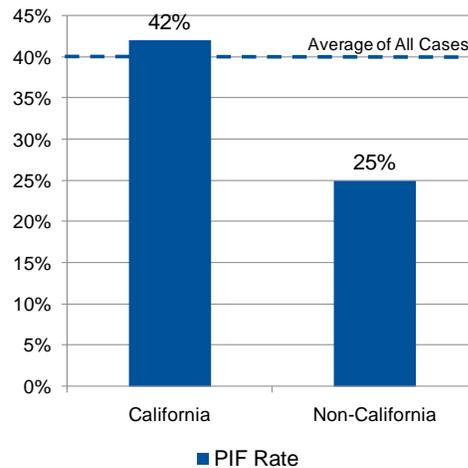
**Table 4. PIF Rate for Cases with Valid and Invalid Addresses**

Thirty percent of the traffic cases did not have a valid initial address on the citation<sup>1</sup>. The PIF Rate for cases without valid addresses was 13 percentage points below average and 19 percentage points lower than cases where there was a valid initial address.

The sample cases denoted whether or not the debtor was a California resident. The volume of those cases and the associated PIF Rate are shown in Table 5 and Table 6 respectively.



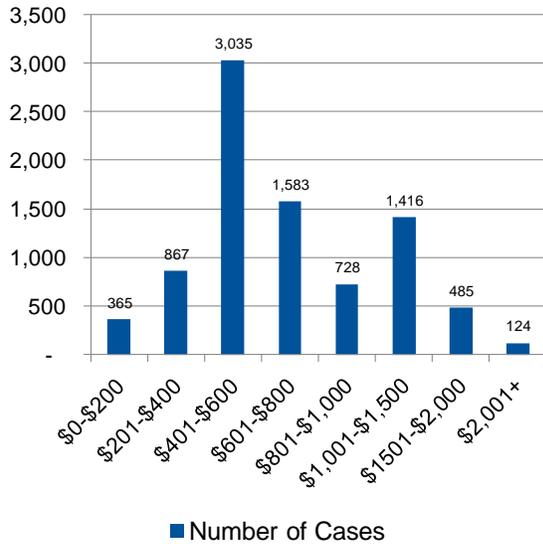
**Table 5. Number of Cases with California Residence**



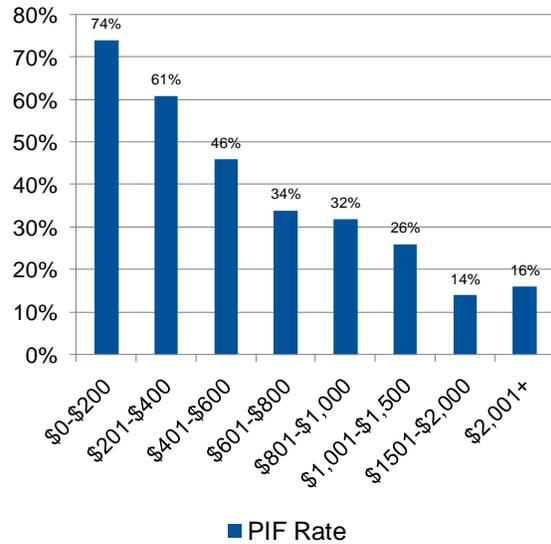
**Table 6. PIF Rate for Cases with California Residence**

The data included 1,241 cases (14 percent) where the debtor resided outside of California and 7,362 cases where the debtor was a California resident. The PIF Rate for California residents was slightly above average, but the difference was not significant. However, the PIF Rate for cases where the debtor was not a California resident was 15 percentage points below average and 17 percentage points below cases where the debtor was a California resident.

<sup>1</sup> The validity of the initial address was not denoted for 420 cases.



**Table 7. Number of Cases at Different Citation Amounts**



**Table 8. PIF Rate for Cases with Different Citation Amounts**

Table 7 shows sample traffic infraction cases classified according to the total fine, fee, penalty, and assessment imposed. The largest category was \$401-\$600 where there were 3,035 sample cases. The number of cases generally diminished as the amount assessed increased or decreased from the median amount, which was \$604. The average amount assessed was \$744. The PIF Rate for these cases is shown in Table 8. The PIF Rate was negatively correlated to the amount assessed. The highest PIF Rate was for cases where the amount assessed was less than or equal to \$200 where 74 percent were PIF. Cases with an amount assessed between \$1,501-\$2,000 were the hardest to collect and exhibited a PIF Rate of only 14 percent.

**3.1.2.1 Inherent Collectability Classification Framework**

Gartner developed a classification framework that categorized debt in terms of inherent collectability. The classification framework was used in subsequent analyses to minimize the distortions that resulted from inherent attributes of the debt rather than the specific factor being analyzed (sourcing approach, tools, procedures, level of effort, etc.) The classification framework shown in Figure 4 has two dimensions:

- Size of debt. The median amount assessed was \$604. Debts that were greater than the median amount were classified as “larger” (Category 3 or Category 4), while debts that were equal to or less than the median amount were classified as “smaller” (Category 1 or Category 2).
- Demographics. Cases where the initial address was invalid or where the debtor’s residence was outside of California were classified as “difficult to collect” (Category 2 or Category 4), while debts where the initial address was valid and the debtor was a California resident were classified as “easier to collect” (Category 1 or Category 3).

Size of Debt Smaller  Larger	<b>Category 1</b> 2,565 Cases PIF Rate = 61% GRR = 65% SR = 60%	<b>Category 2</b> 1,736 Cases PIF Rate = 37% GRR = 42% SR = 38%
	<b>Category 3</b> 2,361 Cases PIF Rate = 35% GRR = 42% SR = 36%	<b>Category 4</b> 1,941 Cases PIF Rate = 19% GRR = 26% SR = 22%
	Easier to Collect	Difficult to Collect

**Demographics**

**Figure 4. Classification Framework for Inherent Collectability of Debt**

The classification framework stratified the debt according to inherent collectability and also provided a sufficient number of cases in each category to permit meaningful conclusions to be drawn<sup>1</sup>.

- The influence of the size of the debt on collections performance can be seen by comparing Category 1 to Category 3 or Category 2 to Category 4 (comparing columns). The PIF Rate was 18-26 percentage points greater for smaller debts than larger debts, depending on the demographics. Likewise the GRR was 16-23 percentage points greater for smaller debts than larger debts, and the SR was 16-24 percentage points greater for smaller debts, depending on the demographics<sup>2</sup>.
- The influence of demographics on collections performance can be seen by comparing Category 1 to Category 2 or Category 3 to Category 4 (comparing rows). The PIF Rate was 16-24 percentage points higher, the GRR was 16-23 percentage points higher, and the SR was 14-22 percentage points higher, depending on the size of the debt.
- The difference between the least challenging debt items and the most challenging debt items can be seen by comparing Category 1 and Category 4. The PIF Rate for Category 1 was more than triple the figure for Category 4, and the GRR and SR for Category 1 were more than double the rates for Category 4.

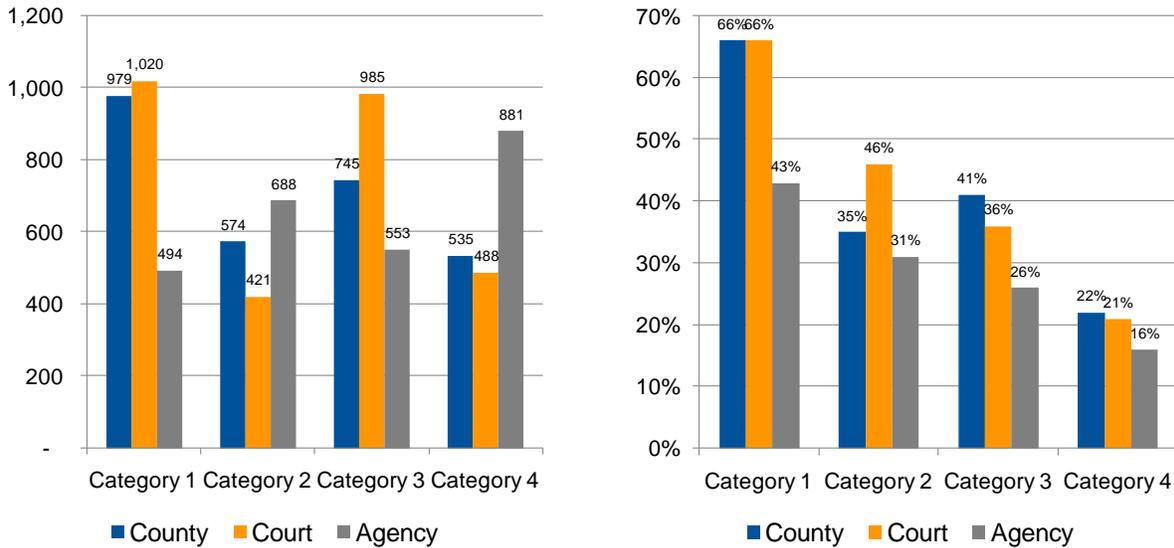
### 3.1.3 People / Sourcing Approach

One of the questions analyzed was whether the courts, the counties, or private agencies performed better as the primary collection program to which delinquent debt is initially referred.

<sup>1</sup> Age at referral was also found to influence the inherent collectability of debt, but this factor was not used in the debt classification framework because (a) creating an additional dimension would leave too few items in some categories to support all of the subsequent analyses, and (b) the difference in PIF Rate for differing ages of referrals was not as significant as differences based on size of debt and demographics.

<sup>2</sup> For the analysis of collections practices in Section 3, the GRR and the SR were calculated by applying payments and adjustments to the case in which the assessment occurred. This is different than the performance benchmark where the GRR and SR are calculated based on the activity within a particular fiscal year.

To evaluate this, Gartner compared the PIF Rate and the GRR of debt sourced to counties, courts and private agencies overall and within each debt category.



**Table 9. Number of Cases by Sourcing Type**      **Table 10. PIF Rate by Sourcing Type**

The number of cases referred to each type of program within each category is shown in Table 9. Courts and counties had the greatest share of Category 1 and Category 3 cases, indicating that they had the greatest share of smaller debts. Private agencies had the greatest share of Category 2 and Category 4 cases, indicating that they had the greatest share of larger debts. Courts and counties also had the greatest share of Category 1 cases, which have the highest inherent collectability, while private agencies had significantly more Category 4 cases, which have the lowest inherent collectability.

Gartner found that counties and courts had similar PIF Rates across all debt categories and private agencies had lower PIF Rates across all debt categories. The difference between the performance of individual sourcing alternatives was most pronounced in Category 1 and least pronounced in Category 4.

Gartner conducted additional analysis to confirm that the results were not within the margin of error of the sample and confirmed that the results were statistically significant. However, Gartner’s analysis identified other factors that may have influenced the result. Table 11 shows several different categories of cases, the PIF Rate, the GRR, and the percent of those cases that were referred to private agencies.

- Overall, 30 percent of the cases were referred to private agencies. The average PIF Rate for all sample cases (all sourcing types) was 40 percent, and the GRR for all sample cases was 41 percent.
- Private agencies were under-represented (less than 30 percent share) for cases with valid addresses, cases where there was a valid address and the debtor was a California resident, or cases that originated in counties where the high school graduation rate was greater than or equal to 80 percent<sup>1</sup>. All of these case classes had PIF Rates and GRRs greater than average.

<sup>1</sup> Source U.S. Census Bureau: State and County Quickfacts.

- Private agencies were over-represented (more than 30 percent share) for cases where the high school graduation rate was less than 80 percent, the age at referral was greater than 120 days, or the percent of households in the county where a language other than English was spoken at home was greater than 50 percent<sup>1</sup>. For all of these classifications, the PIF Rate and the GRR were below average.

Category	PIF Rate	GRR	Private %
Valid Address	46%	46%	23%
Valid Address + California Resident	49%	49%	21%
Valid Address + CA + Age at Referral < 180 Days	50%	50%	20%
HSGR >= 80%	42%	44%	26%
HSGR < 80%	37%	36%	37%
Age at Referral > 120 Days	33%	36%	37%
Non-English > 50%	3%	13%	100%
All Cases	40%	41%	30%

**Table 11. Private Agency Share of Specified Case Groups**

These figures indicate that the cases referred to private agencies may be more difficult to collect than the overall cases, or even the cases within the inherent collectability categories shown in Figure 4. The limited number of cases within the sample database prevented Gartner from developing more granular classifications that could have accounted for this discrepancy, and in some cases, private agencies are handling all the cases within the classification so there are no non-private programs from which to draw a comparison.

### 3.1.4 Process

Subsequent to the pilot, several collection procedures were targeted for further analysis. The procedures analyzed in this regard were as follows:

- Imposing a Civil Assessment if the defendant fails to appear.
- Charging VC 20508(a) as an infraction if the defendant fails to appear.
- Charging VC 20508(a) as a misdemeanor if the defendant fails to appear.
- Implementing a Trial by Written Declaration (in Absentia) program under VC 40903.
- Implementing an MOU with the DMV to take payments on court-ordered debt.
- Using specialized data collection forms to capture debtor demographic, employment, and other personal information on non-forthwith payments.
- Routinely making outbound calls on nights (after 6:00 p.m.) and weekends.
- Establishing installment plans.

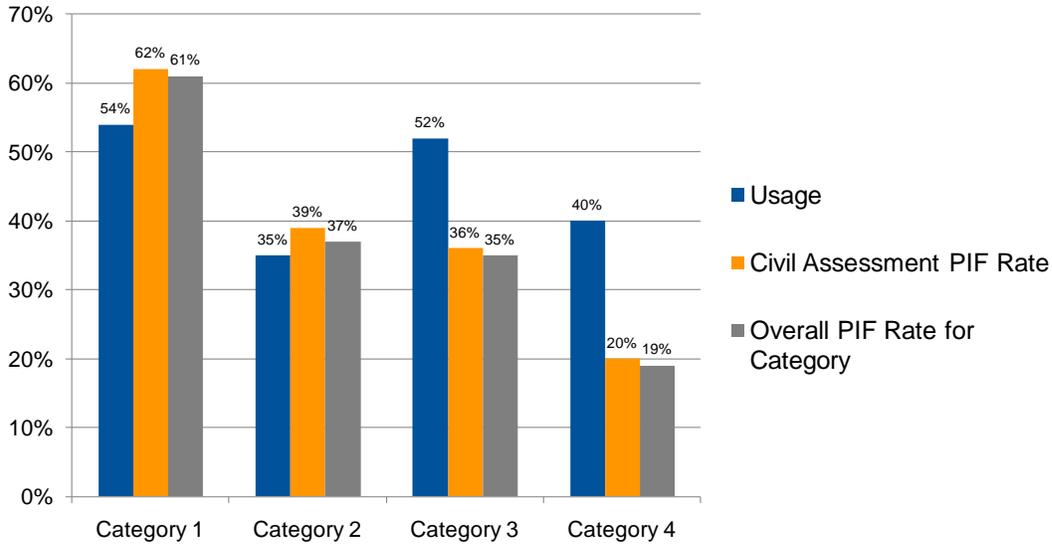
With the exception of specialized forms, procedural measures were assessed by comparing the PIF Rate for the cases where the procedure was applied to the overall PIF Rate. For specialized forms, the cases were limited to FTP, since the procedure isn't applicable to FTA cases. Therefore the comparison was between FTP cases where the procedure was applied to FTP cases where it was not applied.

<sup>1</sup> Source U.S. Census Bureau: State and County QuickFacts.

The following sections show the results of the analysis for each procedure.

### 3.1.4.1 Civil Assessment

Table 12 shows the results for the civil assessment procedure.



**Table 12. Analysis of Civil Assessment Procedure**

The civil assessment was used most frequently for Category 1 and Category 3 cases where courts were the most common primary collection program<sup>1</sup>. Counties were also frequent users of civil assessment and were responsible for 42 percent of the Category 1 cases where civil assessment was used and 33 percent of the Category 3 cases where civil assessment was used<sup>2</sup>.

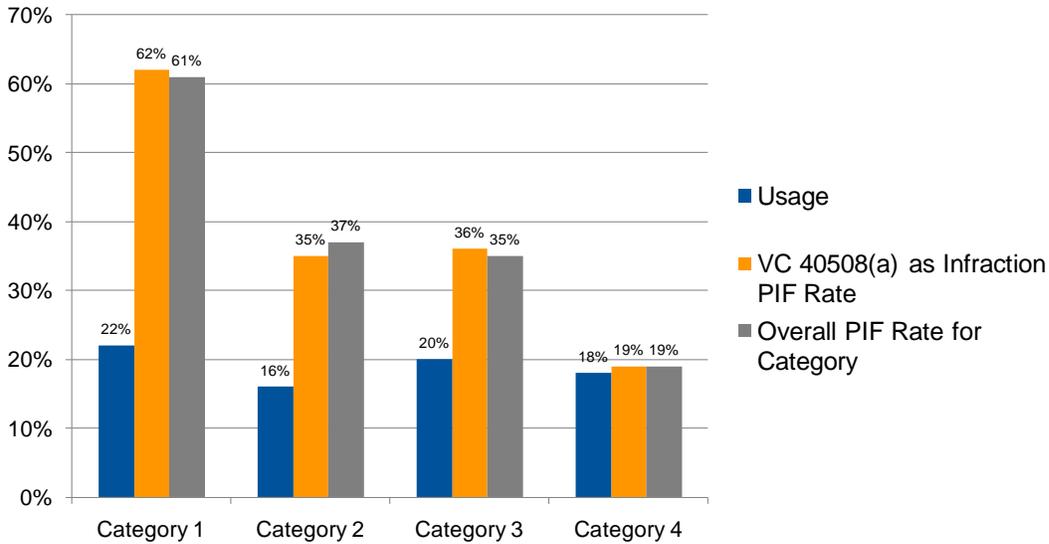
The PIF Rate for cases where civil assessment was applied was not significantly different in any category.

### 3.1.4.2 Charging VC 40508(a) as Infraction

Table 13 shows the results for the VC 40508(a) as Infraction procedure.

<sup>1</sup> Courts were the primary collection program for 40 percent of Category 1 cases and 42 percent of Category 3 cases. Counties were the primary collection program for 38 percent of Category 1 cases and 32 percent of Category 3 cases.

<sup>2</sup> Courts were responsible for 35 percent of Category 1 cases where civil assessment was used and 40 percent of Category 32 cases where civil assessment was used.

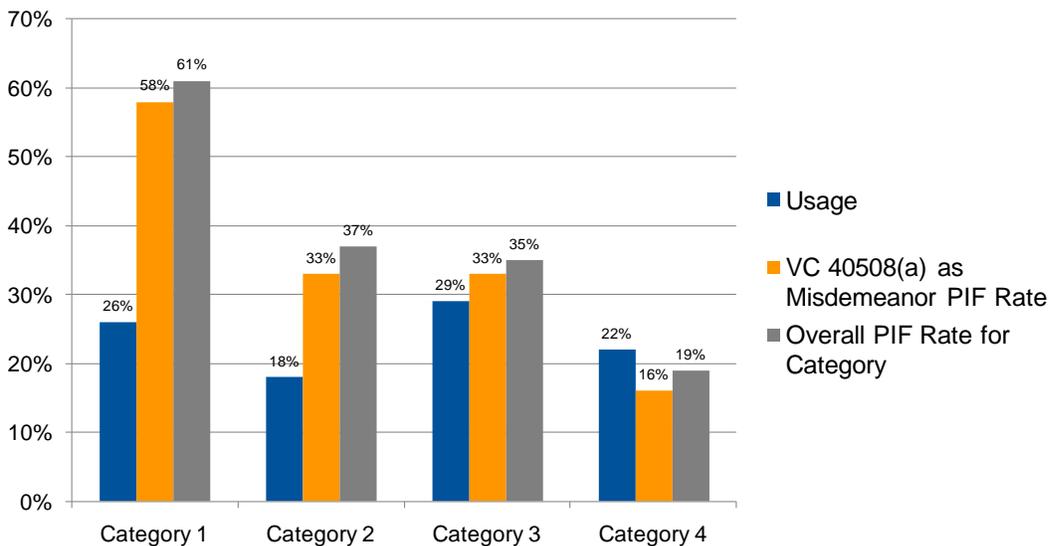


**Table 13. Analysis of VC 40508(a) as Infraction**

The VC 40508(a) as Infraction was used most frequently for Category 1 and Category 3 cases. Usage in Category 1 was driven by counties who were responsible for 44% of the Category 1 cases where VC 40508(a) as Infraction was used. Usage in Category 3 was driven by courts who responsible for 52 percent of the Category 3 cases where VC 40508(a) as Infraction was used. The PIF Rate was also not significantly different than the average in any category.

**3.1.4.3 Charging VC 40508(a) as Misdemeanor**

Table 14 shows the results for the VC 40508(a) as Misdemeanor procedure.



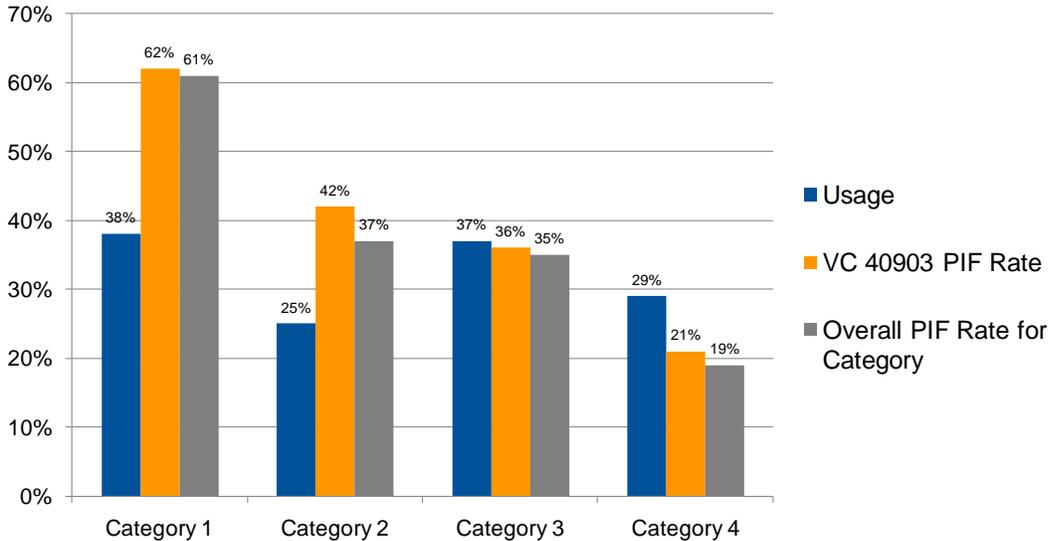
**Table 14. Analysis of VC 40508(a) as Misdemeanor**

The VC 40508(a) as Misdemeanor was used most frequently for Category 1 and Category 3 cases. Usage in Category 1 was driven by courts who were responsible for 41 percent of cases where VC 40508(a) as Misdemeanor was used. In Category 3, Private Agencies were responsible for 29 percent of cases where VC 40508(a) as Misdemeanor was used although

they were the primary collection program for only 23 percent of cases in the category. The PIF Rate was below average in all categories.

### 3.1.4.4 VC 40903 (Trial in Absentia)

Table 15 shows the results for the VC 40903 (Trial in Absentia) procedure.

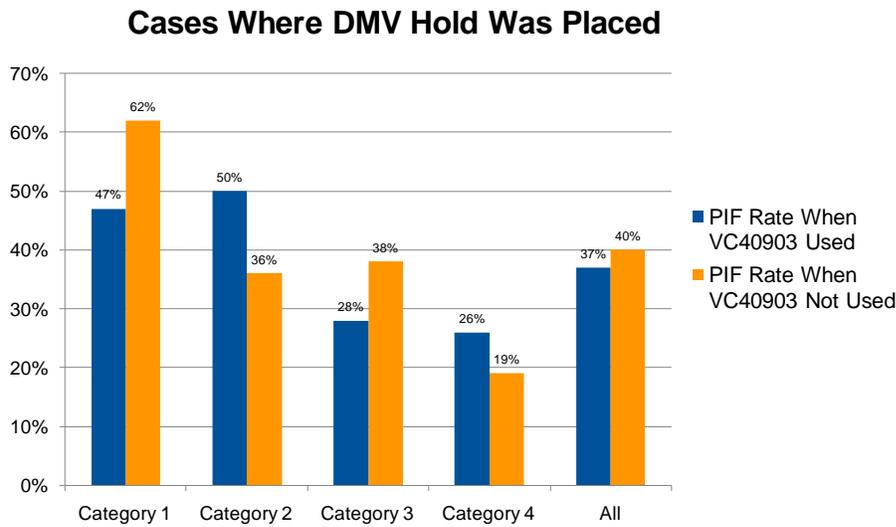


**Table 15. Analysis of VC 40903 (Trial in Absentia)**

The VC 40903 procedure was used most frequently for Category 1 and Category 3 cases. Usage in both categories was driven by counties who were identified as the primary collection program for 47 percent of the Category 1 cases where VC 40903 was used and 40 percent of the Category 3 cases where VC 40903 was used.

The PIF Rate was 5 percentage points higher than average for Category 2 cases and 2 percentage points higher than average for Category 4 cases (both categories include debts where the initial address was invalid or the debtor resides outside of California). The PIF Rate was not significantly different for Category 1 or Category 3 cases.

A more granular analysis is shown in Table 16, which compares the PIF Rate for cases where VC 40903 was used with and without a DMV hold.



**Table 16. Analysis of VC 40903 and DMV Hold**

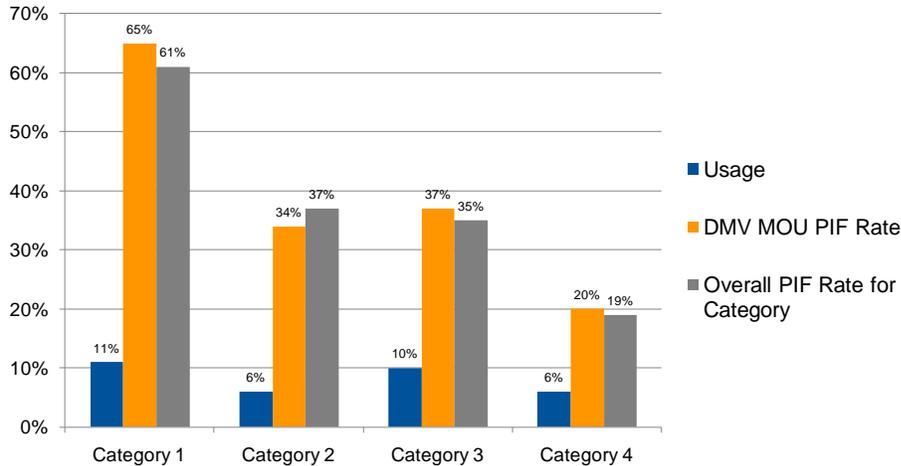
Overall VC 40903 was used for 20 percent of the cases where a DMV hold was placed<sup>1</sup>. The PIF Rate for cases where a DMV hold was placed and VC 40903 was used was 14 percentage points greater for Category 2, and 7 percentage points greater for Category 4 compared to when VC 40903 was not used. The use of the VC 40903 in conjunction with a DMV hold was most effective when there was a valid address and the debtor resided outside of California. In these instances, the PIF Rate was 68 percent, although the number of cases in this sub-classification was relatively small<sup>2</sup>.

#### 3.1.4.5 DMV MOU

Table 17 shows the results for implementing an MOU with the DMV to take payments on delinquent court-ordered debt.

<sup>1</sup> A DMV hold was placed on 6,072 of the sample cases. The VC 40903 was used for 1,226 of these cases. Additional information on DMV hold is contained in Section 3.1.6.1.

<sup>2</sup> There were 244 total cases where the initial address was valid and debtor resided outside of California, and a DMV hold was placed. The VC 40903 process was used for 34 of these cases and 23 were PIF.

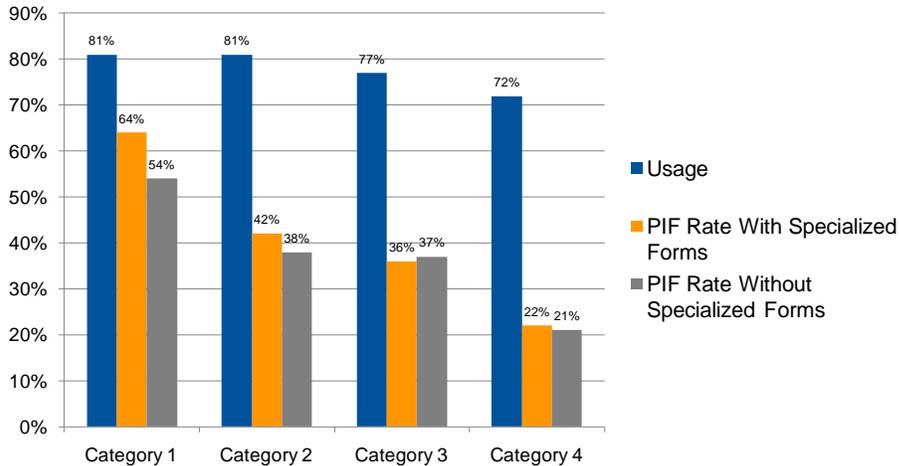


**Table 17. Analysis of DMV MOU**

The DMV MOU was not used frequently in any category. The PIF Rate was 4 percentage points above average in Category 1, was slightly less than average in Category 2, and not significantly different in Category 3 or Category 4.

### 3.1.4.6 Specialized Forms

Table 18 shows the results for using specialized data collection forms to capture debtor demographic, employment, and other personal information on non-forthwith payments. The analysis was restricted to FTP cases since the procedure cannot be applied to FTA cases.



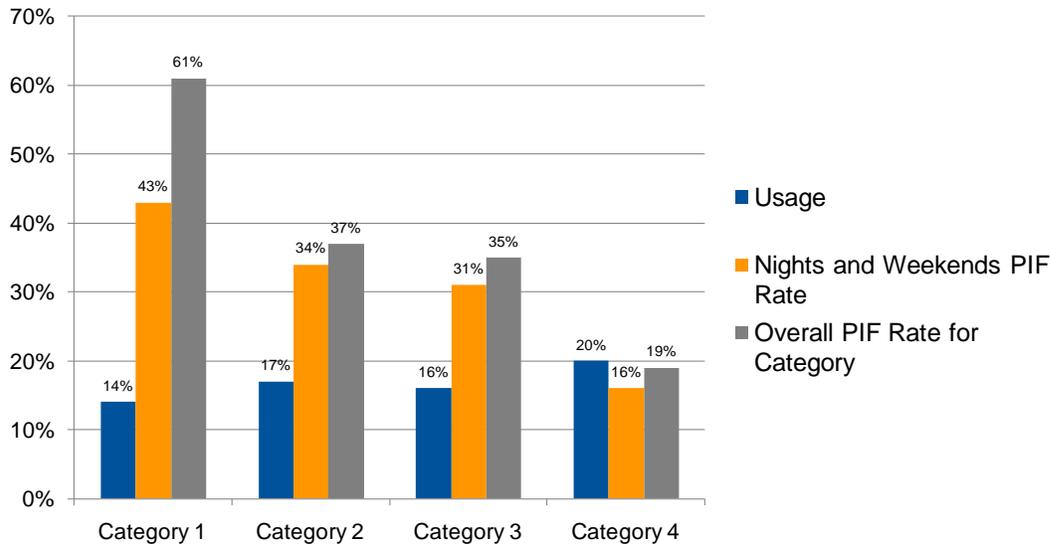
**Table 18. Analysis of Specialized Forms**

Specialized forms were found to be widely adopted across all debt categories<sup>1</sup>. The PIF Rate was 10 percentage points higher when used for Category 1 compared to when it was not used. For Category 2, the PIF Rate was 4 percentage points higher when it was used compared to when it was not used. The PIF Rate was not significantly different for Category 3 or Category 4.

<sup>1</sup> The figures indicate the programs where specialized forms were employed. The SDGQ data did not include an indicator regarding whether a specialized form was used for particular cases.

### 3.1.4.7 Nights and Weekends

Table 19 shows the results for routinely making outbound calls on nights (after 6:00 p.m.) and weekends.

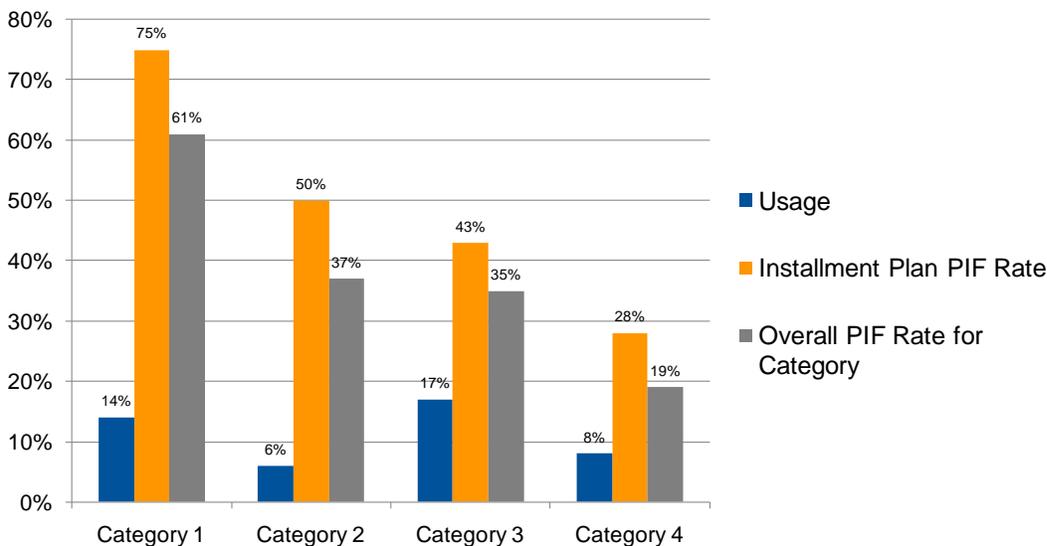


**Table 19. Analysis of Nights and Weekends**

Less than 20 percent of collections programs routinely made calls on nights and weekends. The data also failed to confirm that making outbound calls on nights and weekends improved the PIF Rate in any debt category.

### 3.1.4.8 Installment Plans

Table 20 shows the results for cases with Installment Plans.



**Table 20. Analysis of Installment Plans**

Installment plans were used for 6-17 percent of cases, depending on the category. In this instance, the rate of usage is not directly comparable to other procedures because installment

plans require cooperation from the debtor to implement. However, the PIF Rate for cases with installment plans was 8-14 percentage points greater than average, depending on the category.

### 3.1.5 Tools

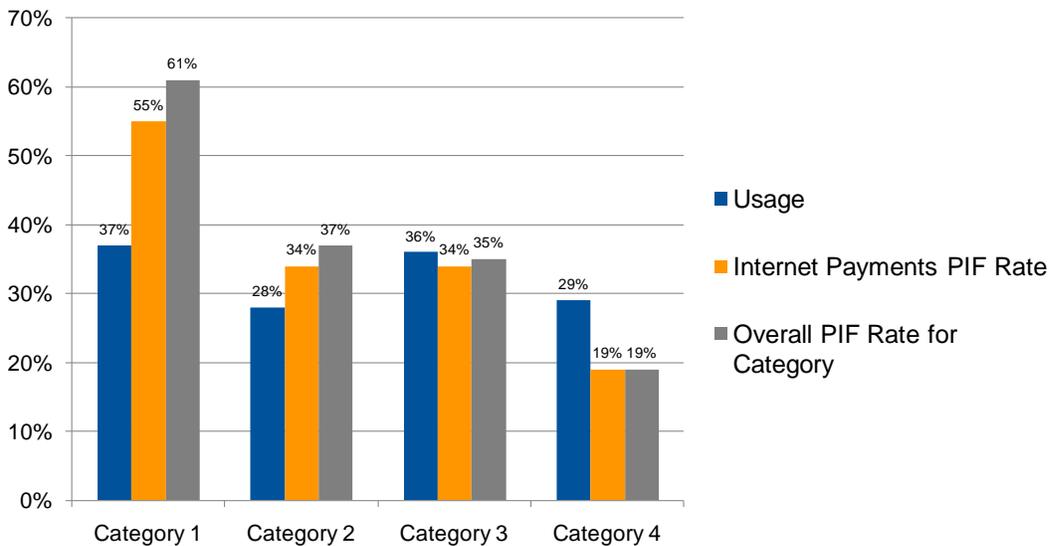
The study also looked at the impact of particular tools on collections performance. The specific tools that were analyzed are:

- Capability for collecting payments over the Internet.
- Predictive dialer for making outbound calls.

The tools were assessed by comparing the PIF Rate for the cases where the tools were available to the overall PIF Rate.

#### 3.1.5.1 Internet Payments

Table 21 shows the results for Internet payments.

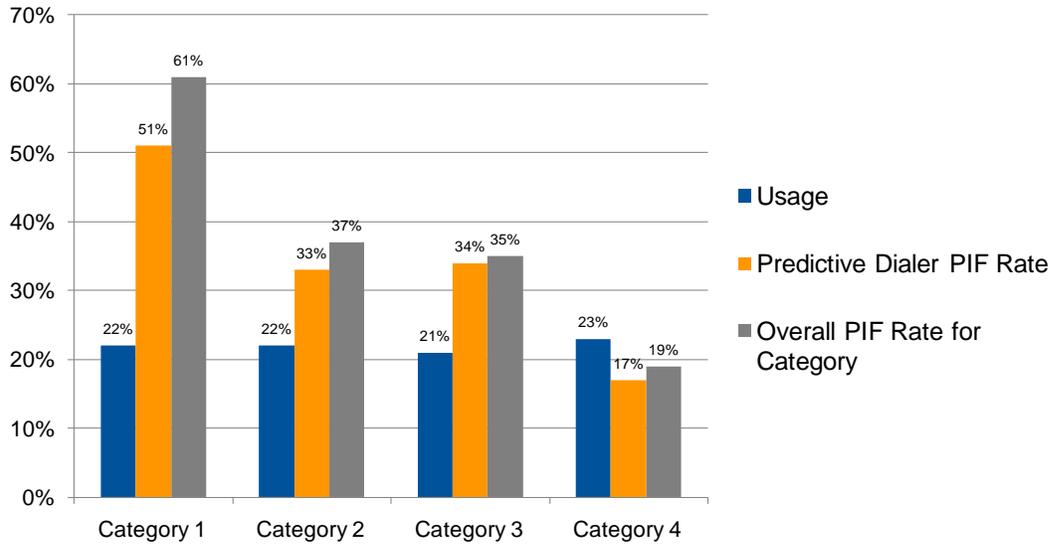


**Table 21. Analysis of Internet Payments**

Internet payments were available for approximately 33 percent of the sample cases. The data failed to demonstrate that the PIF Rate for cases where Internet payments were available was higher than the overall average for any category.

#### 3.1.5.2 Predictive Dialer

Table 22 shows the results for a predictive dialer capability.



**Table 22. Analysis of Predictive Dialer**

Predictive dialers were available for approximately 22 percent of the sample cases. The data failed to demonstrate that the PIF Rate for cases where a predictive dialer was available was higher than the overall average for any category.

### 3.1.6 Quantity of Effort

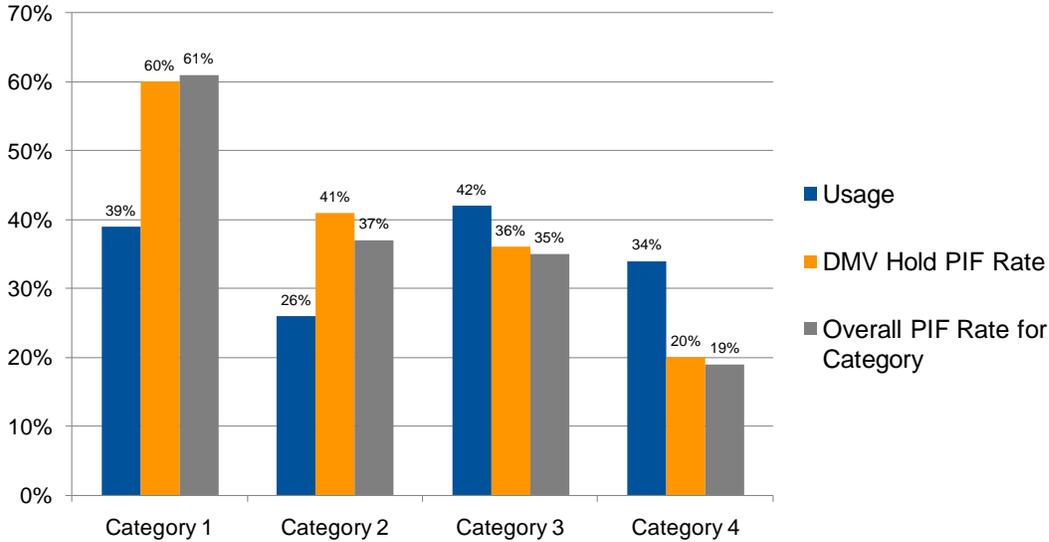
The study evaluated the impact of various collections actions on overall performance. The specific actions that were evaluated are:

- DMV hold
- Attempted calls
- Attempted calls in the first 60 days
- Completed calls
- Completed calls in the first 60 days
- Letters
- Revoking or suspending the driver’s license
- Performing a skip trace.

The efficacies of the specified actions were assessed by comparing the PIF Rate for the cases where the actions were taken to the overall PIF Rate.

#### 3.1.6.1 DMV Hold

Table 23 shows the results for traffic cases where a DMV hold was placed.



**Table 23. Analysis of DMV Hold**

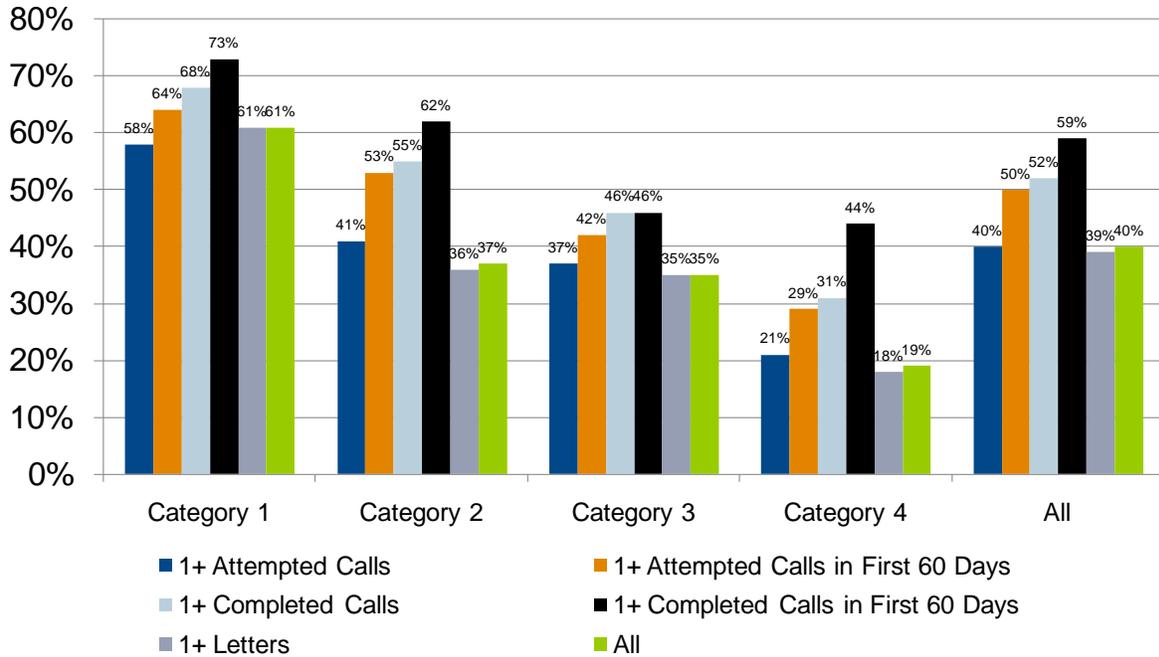
The DMV hold was used most frequently for Category 3 cases where it was used for 42 percent of cases. The usage in this category was driven by Courts and Private Agencies who accounted for 44 percent and 25 percent of the cases where DMV Holds were placed respectively<sup>1</sup>. The PIF Rate was 4 percentage points above average in Category 2, but was not significantly different from the average in any other category<sup>2</sup>.

**3.1.6.2 Calls and Letters**

Table 24 shows the results of the analysis of the impact of calls and letters on the PIF Rate. The first 5 bars in each category show the PIF Rate for cases that had received attempted calls, completed calls, or letters. The last (green) bar in each category shows the PIF Rate for the entire category (all cases within the category).

<sup>1</sup> For Category 3, Courts were the primary program for 42 percent of all cases and Private Agencies were the primary program for 23 percent of all cases.

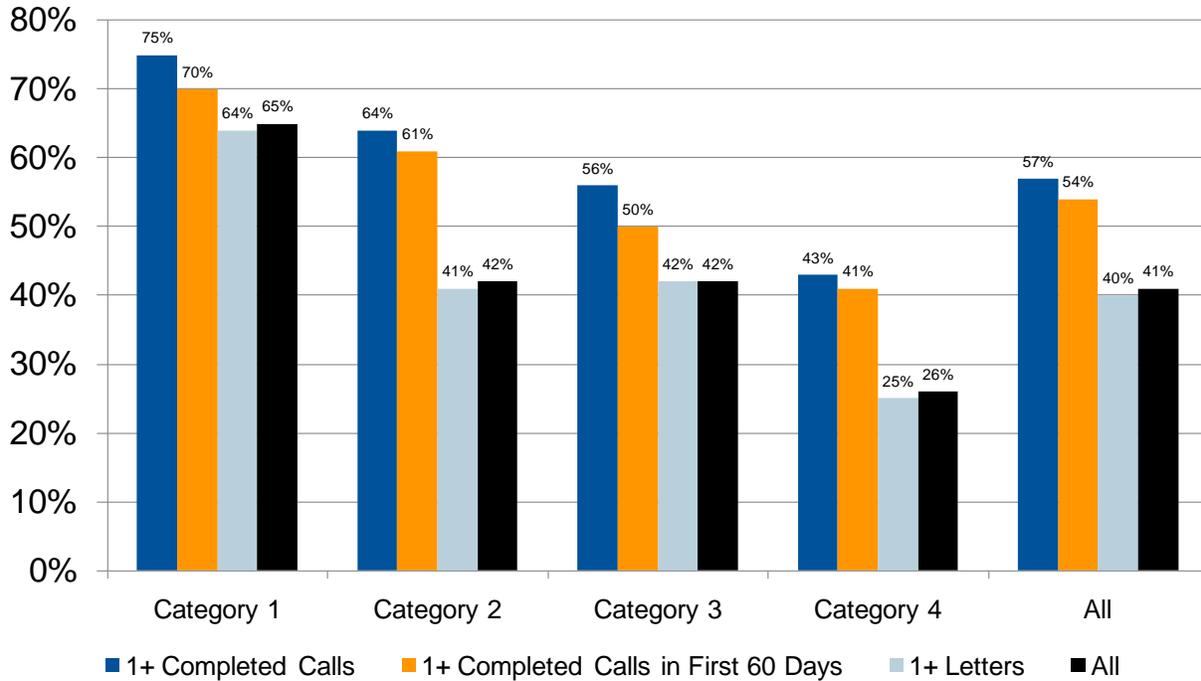
<sup>2</sup> Additional information on PIF Rates for DMV Hold and VC 40903 are contained in 3.1.4.4.



**Table 24. Impact of Calls and Letters on PIF Rate**

Overall completed calls within the first 60 days had the greatest impact of collections performance, but completed calls (unqualified) and attempted calls in the first 60 days also had higher PIF Rates than average.

- The PIF Rate for cases with completed calls in the first 60 days was 11-25 percentage points higher than average depending on the category. Completed calls in the first 60 days had the greatest impact in Category 2 and Category 4, but had significant impact overall and in all categories.
- The PIF Rate for cases with completed calls (unqualified) was 7-18 percentage points greater than average depending on the category. Completed calls (unqualified) had the greatest impact in Category 2, but also had significant impact overall and in all categories.
- Cases with attempted calls in the first 60 days exhibited a higher PIF Rate overall and in all categories, but the difference was not as great as completed calls.
- Unqualified attempted calls (over the life of the case) exhibited a PIF Rate that was slightly higher than the overall rate for Categories 2-4. For Category 1, the PIF Rate for cases with attempted calls was lower than average.
- As expected, nearly all the cases (93 percent) were identified as having received letters and the PIF Rate was very close to the average in each category.

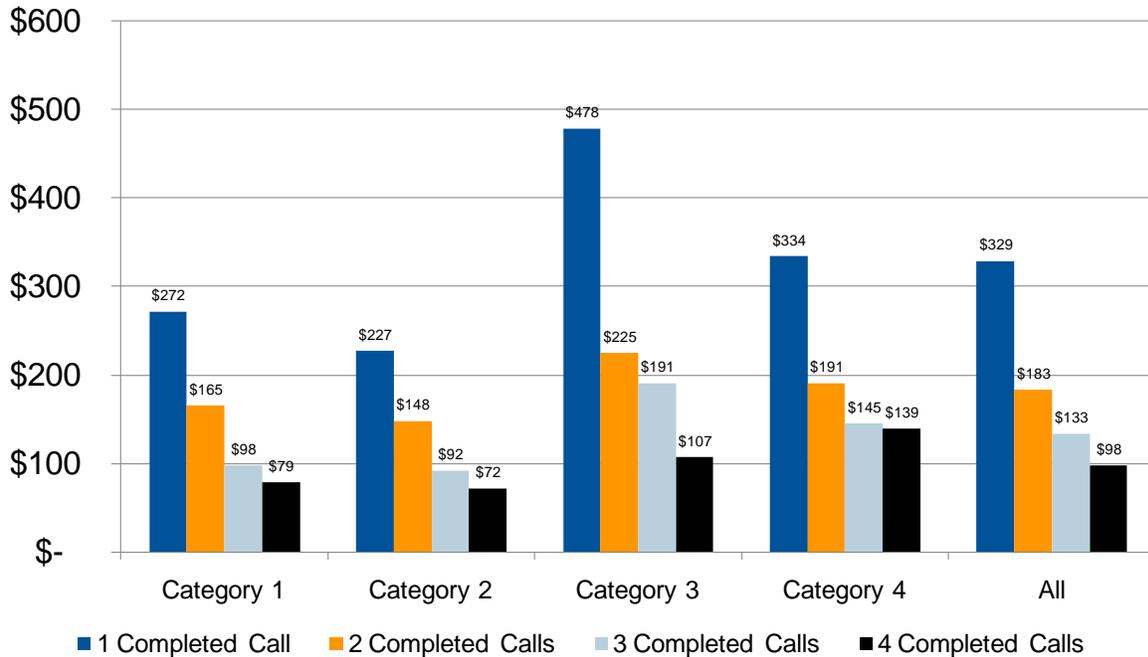


**Table 25. Impact of Calls and Letters on GRR**

The impact of calls and letters on the GRR is shown in Table 25. The analysis of GRR is consistent with the analysis of the PIF Rate in that completed calls and completed calls within the first 60 days both had a significant impact overall and in every individual debt category. However, the GRR for unqualified completed calls was greater than the GRR for cases that had received completed calls in the first 60 days. The GRR for debts with completed calls was 10-22 percentage points higher than average, depending on the debt category.

Gartner also evaluated the incremental collections resulting from a completed call in each category. This was calculated by quantifying the additional collections for cases with successive levels of completed calls and dividing the additional collections by the additional calls associated with those cases<sup>1</sup>. The result is shown in Table 26.

<sup>1</sup> The analysis ignores partial payments that may have been made on a particular case. For example, for a case with \$500 in total collections and 3 completed calls, the analysis would assume that the 3<sup>rd</sup> call produced an additional \$500 in collections.



**Table 26. Incremental Collections Per Completed Call**

The analysis shows that the 1<sup>st</sup> and 2<sup>nd</sup> completed call produced more than \$100 in collections overall and in every debt category. The 3<sup>rd</sup> completed call produced more than \$100 in collections overall and in Categories 3-4. For Category 4, completed calls produced more than \$100 in additional collections through the 4<sup>th</sup> call and for Category 3 completed calls produced more than \$100 in revenue through the 6<sup>th</sup> call (\$108 in additional collections).

The results are partly the product of the debt classification system, where the smaller cases are grouped into Categories 1-2 and the larger cases are grouped into Categories 3-4. However, the general observations are:

- The first completed call results in \$227-\$478 in additional collections, depending on the debt category.
- Completed calls experience diminishing returns in all categories with the 2<sup>nd</sup> completed call producing more than \$148-\$225 in additional collections, depending on the debt category; and the 3<sup>rd</sup> completed call resulted in \$92-\$191 in additional collections, depending on the debt category.
- The additional collections from a completed calls drops below \$100 on the 3<sup>rd</sup>-7<sup>th</sup> completed call, depending on the debt category; the result being influenced by the size of the debt.

**3.1.6.3 Determining A Potential Standard for Collections Effort**

If standards were established for calls, the standard would need to target attempted calls or completed calls and would need to target all cases or only unpaid cases, and a specific time frame would need to be identified. Table 27 shows the data distribution for the percent of unpaid cases with completed calls after 2 years. For the sample cases:

- 70 percent of programs had completed calls to at least 6 percent of cases that remained unpaid at the end of 2 years.

- 65 percent of programs had completed calls to at least 10 percent of cases that remained unpaid at the end of 2 years.
- 50 percent of programs had completed calls to at least 15 percent of cases that remained unpaid at the end of 2 years.

Percentile	Percent of Unpaid Cases With Completed Calls
25 <sup>th</sup>	0%
30 <sup>th</sup>	6%
35 <sup>th</sup>	10%
40 <sup>th</sup>	13%
45 <sup>th</sup>	14%
Median	15%

**Table 27. Percent of Unpaid Cases With Completed Calls After 2 Years**

Gartner believes that if a standard were to be established for calls, completed calls is a preferable metric to attempted calls because this condition is more widely tracked and has a greater correlation to collections performance. It is also preferable to target unpaid cases because the analysis demonstrates there are some differences in the inherent collectability of debt and some collections programs experience good payment rates without any calls today. Finally, Gartner believes that the time period should be set to one-year, as this would allow a reasonable amount of time for the collection program to achieve compliance and collections performance steadily erodes as the case gets older.

Based on SDGQ data, Gartner believes that a reasonable standard would be for collections programs have completed calls to at least 10 percent of cases that remain unpaid one year after referral to the collections program<sup>1</sup>.

## 3.2 Performance Benchmark

One of the objectives of the study was to develop performance measures and benchmarks to review the effectiveness of court and county collection programs and report on the actual performance of the programs. The approach and methodology is explained in Section 2.2. This section of the report documents the results of the performance benchmark analysis.

### 3.2.1 Performance Standards

To establish performance standards, Gartner estimated the performance of collections programs using data submitted in FY 2006–2007 and FY 2005–2006 when new data was not available<sup>2</sup>. Since the older templates did not include referrals or adjustments, these figures were estimated and the standard established at the 20<sup>th</sup> percentile<sup>3</sup>.

<sup>1</sup> For example: If 1,000 cases were referred to a primary collections program and at the end of one year 400 of those cases were PIF, the collections program would need to have completed calls to at least 60 of the 600 cases that remain unpaid to achieve compliance with this standard.

<sup>2</sup> FY 2006-2007 data was not available for some programs. In these instances FY 2005-2006 data was used instead, if it was available.

<sup>3</sup> Adjustments were estimated using the rate of adjustments on closed cases. Referrals were calculated based on the overall change in debt balance, reported collections and estimated adjustments. The figures

The resulting standards are shown in Figure 5. The standards were intentionally set at a conservative level in this first year to encourage adoption among the programs, none of which had significant lead time to gain compliance.

Metric	Performance Standard
Success Rate	31%
Gross Recovery Rate	34%

**Figure 5. Collections Performance Benchmark Standards**

### 3.2.2 CRT Submission Statistics

The CRT submission statistics are shown in Table 28. The revised CRT form incorporated refinements to improve data quality. This included adding transaction information to allow the beginning and ending debt balance to be reconciled to the transactions that occurred during the fiscal year and quality criteria to permit the programs to validate that all case types and data were included. The overall submission statistics were as follows:

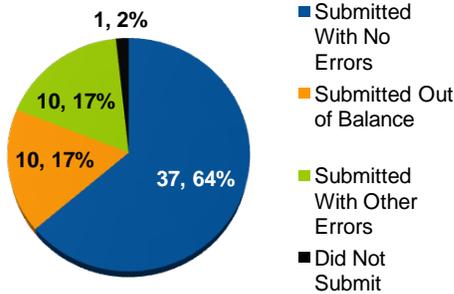
- 37 programs (64 percent) submitted CRTs that were error free. This means that the ending balance reconciled to the beginning balance, plus the transactions that occurred during the period and the program validated that all quality criteria were met.
- 10 programs (17 percent) submitted CRTs that were out of balance. In these instances, the ending balance could not be reconciled to the beginning debt balance, plus the transactions that occurred during the period<sup>1</sup>.
- 10 programs (17 percent) submitted CRTs that were in balance, but had left one or more quality criteria unchecked, indicating that the CRTs did not meet all data quality standards<sup>2</sup>.
- 1 program (2 percent) did not submit a CRT.

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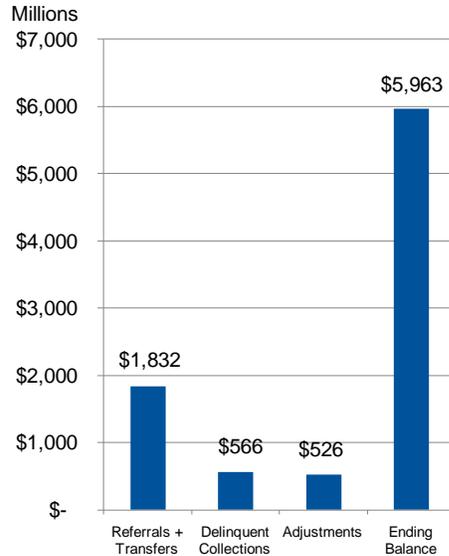
for certain counties/courts were adjusted where this approach led to unrealistic results (e.g., negative referrals).

<sup>1</sup> In the revised CRT, programs were asked to report the balance at the beginning of the year, the new referrals, debt transfers, collections, adjustments, and debt balance at the end of the year.

<sup>2</sup> The revised CRT included check boxes for the programs to affirm that all case types and data were included and other quality specifications were met. Failure to check one or more quality criteria also caused an error message to appear on the CRT. The error message was included to minimize the possibility of an accidental omission.



**Table 28. CRT Submission Statistics**



**Table 29. Aggregate Transaction Volumes and Total Delinquent Debt Outstanding**

Aggregate transaction volumes and total delinquent debt outstanding are shown in Table 29. The first column shows the sum of referrals and transfers. Debt transfers represent debt that was transferred from the primary collection program to a secondary collection program. These figures are added together to eliminate potential double-counting of referrals. Delinquent collections represent cash received toward the satisfaction of delinquent debt, excluding victim restitution<sup>1</sup>. Adjustments include any noncash transaction that increased or decreased the amount of debt outstanding, subsequent to the initial assessment. Noncash transactions included suspensions, alternative payments, dismissals, and discharges from accountability.

### 3.2.3 Program Benchmark Compliance Standards

The benchmark compliance statistics are shown in Table 30. The table shows the GRR and SR for each program and indicates if the report was in balance or contained other errors (see Section 3.2.2). The red GRR and SR figures show programs that did not meet the specified performance standard (see Section 3.2.1).

<sup>1</sup> Some programs collect victim restitution, but this was not the focus of this study and these figures are not included in any of the figures provided in this report.

#	County/Court	GRR	SR	In Balance	Other Errors
1	Los Angeles	0.92	0.74	Yes	No
2	Kern	0.79	0.78	Yes	No
3	Marin	0.76	0.61	Yes	Yes
4	San Mateo	0.74	0.72	Yes	No
5	Sierra	0.74	0.71	No	Yes
6	San Joaquin	0.70	0.29	Yes	No
7	Butte	0.68	0.59	Yes	No
8	Humboldt	0.68	0.68	Yes	No
9	Mendocino	0.66	0.57	Yes	Yes
10	Lassen	0.65	0.63	Yes	Yes
11	Yolo	0.62	0.58	Yes	No
12	Merced	0.62	0.54	Yes	No
13	San Diego	0.58	0.45	Yes	No
14	Orange	0.57	0.39	No	Yes
15	San Luis Obispo	0.56	0.56	Yes	No
16	Nevada	0.56	0.41	Yes	No
17	Napa	0.55	0.51	Yes	No
18	Sutter	0.54	0.51	No	Yes
19	Stanislaus	0.54	0.54	Yes	No
20	Imperial	0.54	0.45	Yes	No
21	Tuolumne	0.54	0.49	Yes	No
22	Santa Clara	0.53	0.47	Yes	No
23	Yuba	0.53	0.34	Yes	No
24	Sonoma	0.53	0.37	Yes	No
25	San Benito	0.52	0.48	Yes	No
26	Shasta	0.52	0.52	Yes	No
27	Lake	0.52	0.53	Yes	No
28	Calaveras	0.52	0.48	No	Yes
29	Ventura	0.51	0.50	Yes	No

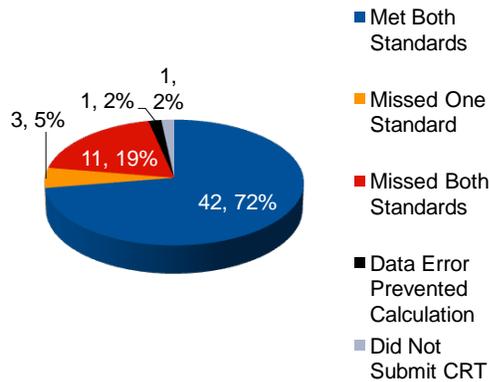
#	County/Court	GRR	SR	In Balance	Other Errors
30	Modoc	0.50	0.41	No	Yes
31	Amador	0.50	0.50	Yes	Yes
32	Solano	0.48	0.48	Yes	No
33	Tehama	0.48	0.41	Yes	No
34	Alpine	0.46	0.46	Yes	No
35	Monterey	0.46	0.43	Yes	No
36	Glenn	0.45	0.45	Yes	No
37	Tulare	0.44	0.44	Yes	No
38	Siskiyou	0.44	0.39	Yes	Yes
39	Madera	0.44	0.50	Yes	No
40	Riverside	0.43	0.28	Yes	No
41	Kings	0.41	0.37	Yes	Yes
42	Sacramento	0.37	0.35	Yes	No
43	Alameda	0.37	0.35	No	Yes
44	San Bernardino	0.36	0.33	Yes	Yes
45	Fresno	0.31	0.16	Yes	No
46	Placer	0.30	0.38	Yes	No
47	Mariposa	0.29	0.29	Yes	Yes
48	Contra Costa	0.28	0.30	Yes	Yes
49	Mono	0.26	0.23	Yes	No
50	Santa Barbara	0.25	0.20	Yes	No
51	Plumas	0.24	0.18	No	Yes
52	El Dorado	0.19	0.19	No	Yes
53	San Francisco	0.14	0.18	No	Yes
54	Colusa	0.14	0.14	Yes	No
55	Santa Cruz	0.06	0.05	Yes	No
56	Del Norte	0.02	-	Yes	Yes
57	Inyo	Data Error		No	Yes
58	Trinity			CRT Not Submitted	

**Table 30. Performance Benchmark Results by Program**

Aggregate benchmark performance compliance statistics are shown in Table 31. Overall 42 programs (72 percent) were in compliance with both standards; and another 3 programs (5 percent) were in compliance with at least one standard. A total of 11 programs (19 percent) missed both standards. For 1 program the GRR and SR could not be calculated due to a data error, and 1 program did not submit a CRT<sup>1</sup>.

The data distribution is shown in Table 32. The table shows the level of performance achieved by the highest and lowest performing programs. Overall the median GRR was 51 percent and the median SR was 45 percent. The 20 percent of programs performing at the highest level achieved a GRR of 62 percent or greater and an SR of 54 percent or greater.

<sup>1</sup> The GRR and SR for Inyo could not be calculated because the report did not include any referrals for the year. Trinity did not submit a CRT.



**Table 31. Aggregate Benchmark Compliance Statistics**

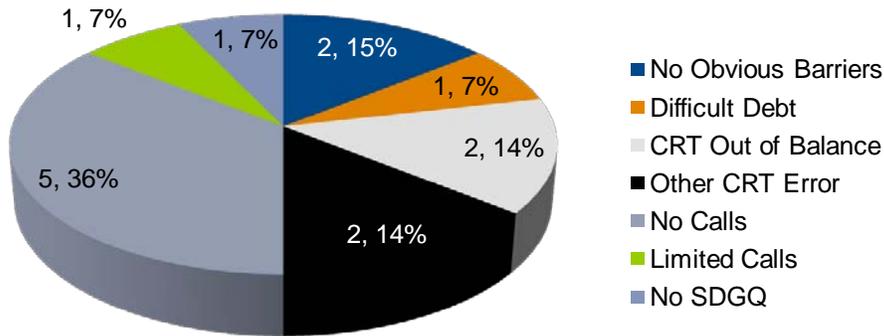
	GRR	SR
20 <sup>th</sup> Percentile	31%	29%
40 <sup>th</sup> Percentile	46%	41%
Median	51%	45%
60 <sup>th</sup> Percentile	53%	48%
80 <sup>th</sup> Percentile	62%	54%

**Table 32. Performance Benchmark Data Distribution**

### 3.2.4 Analysis of Non-Compliant Programs

Gartner examined the programs that missed one or both standards to determine if there were any common issues that may have been inhibiting compliance. The results are shown in Table 33.

- 6 of the programs that were not compliant (43%) did not report any outbound phone calls on their SDGQ (5 programs) or made only a limited number of outbound calls (1 program). Gartner’s analysis indicates that completed calls have a significant impact on collections performance (see Section 3.1.6.1).
- 5 of the noncompliant programs provided CRTs that were either out of balance (2 programs) or had other errors (2 programs) or were unable to submit any SDGQ cases (1 program). This could have affected the reporting itself (i.e., the figures supplied may have been inaccurate) or may be indicative of other foundational issues at the programs.
- 1 program had particularly difficult debt with 73 percent of the debt classified as Category 4, and an average assessment amount of more than \$1,000 in the SDGQ (the median for all cases was \$604). Both of these factors indicate that the debt was inherently difficult to collect (see Section 3.1.2).
- 2 programs had no obvious barriers.



**Table 33. Potential Performance Issues at Non-Compliant Programs**

Given the number of CRTs with balance or other errors, it is possible that some programs may have over-reported or under-reported referrals, collections, or other information. The collections effort is also impacted by victim restitution. In some instances, collections activities were successful in getting debtors to send a payment, but the resulting payments were applied to victim restitution rather than the debt that was the subject of the collections effort<sup>1</sup>.

### 3.2.5 Cost of Collections

Table 34 shows a comparison of the cost of collections to collections performance. The vertical axis is the cost per delinquent dollar collected (CPDDC) as reported on the CRT, and the horizontal axis is the corresponding GRR<sup>2</sup>. Each plot represents the figures for a particular program.

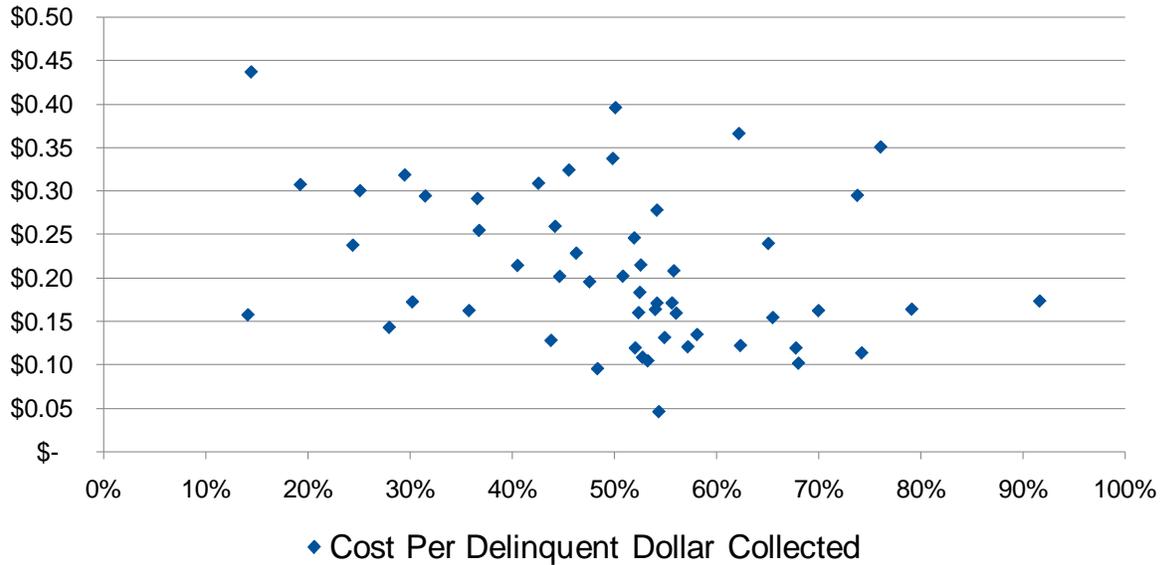
The calculated CPDDC ranged from \$.05 to \$.55. The chart depicts the slight negative correlation between CPDDC and GRR<sup>3</sup>. This is potentially attributable to the difficulties lower-performing programs may have in covering fixed costs.

<sup>1</sup> The “priority of payment” schedule requires that partial payments of court-ordered debt be applied toward victim restitution before fines, fees and other assessments.

<sup>2</sup> The CRT did not report this figure discretely, but captured information on the cost of collections (pursuant to Penal Code 1463.007) and the gross revenue collected from delinquent debt. These figures were used to calculate the cost per delinquent dollar collected.

<sup>3</sup> The linear correlation coefficient between the two was -.34.

### Comparison of Cost Per Delinquent Dollar Collected and Gross Recovery Rate



**Table 34. Comparison of Cost and Collections Performance**

The CPPD by program type is shown in Table 35. Overall, county programs were the most costly with a median CPDDC of \$.25 and an average CPDDC of \$.27. The California Franchise Tax Board (FTB) was the least costly, but the FTB doesn't provide the same scope of services as the other collections programs; and there are additional collections costs for the debts FTB recovered that were included in the costs attributable to the county, court, or private agency collection programs<sup>1</sup>.

	Counties	Courts	Private Agencies	FTB	Overall
20 <sup>th</sup> Percentile	\$ 0.14	\$ 0.10	\$ 0.16	\$ 0.15	\$ 0.12
40 <sup>th</sup> Percentile	\$ 0.18	\$ 0.17	\$ 0.18	\$ 0.15	\$ 0.16
50 <sup>th</sup> Percentile	\$ 0.25	\$ 0.20	\$ 0.19	\$ 0.15	\$ 0.18
60 <sup>th</sup> Percentile	\$ 0.26	\$ 0.24	\$ 0.20	\$ 0.15	\$ 0.21
80 <sup>th</sup> Percentile	\$ 0.35	\$ 0.38	\$ 0.23	\$ 0.15	\$ 0.29
Average	\$ 0.27	\$ 0.25	\$ 0.20	\$ 0.15	\$ 0.21

**Table 35. Cost Per Delinquent Dollar Collected by Program Type**

<sup>1</sup> The FTB does not make outbound calls, does not track the aggregate debt balance outstanding and does not meet several of 17 components that have been identified as best practices for a collections program. The FTB does offer a very effective service that collections programs have used to good effect, but the services offered by FTB are not comparable to county, court, or private agency collection programs.

## 4.0 Recommendations

Gartner's recommendations from the statistical and benchmark analysis are shown in Table 36 below.

Improvement Recommendation	Rationale for Recommendation
<p>1. Establish service-level standards for debt collection programs. The service-level standards should encompass the following:</p> <p>A. All collection programs should have the ability to accurately track the amount of debt under their management, track the actions taken to collect individual debt items, and provide annual reporting of collections performance. Any program that cannot meet these foundational requirements should source their debt to an internal or external collection entity that has these capabilities.</p> <p>B. All collections programs should exert a minimum level of effort toward collecting the debt under their management. Specifically, the collection program should ensure that there are completed calls to 10 percent of cases that remain unpaid as of 360 days from the date of referral.</p> <p>C. An ongoing program should be established to monitor and report collections performance and compliance with these service-level standards on an annual basis.</p>	<p>Establishing service-level standards will increase collections and ensure more uniform treatment of court-ordered debt.</p> <p>Court-ordered debt represents an asset of the state, counties, and other entities that is being managed on a third-party basis. Given the amount of debt under management, it is vital that the collections programs provide accurate reporting of the amount of debt under management and the actions that have been taken to resolve the debts.</p> <p>Increasing the number of completed calls will improve collections performance. The PIF Rate for cases with completed calls was 7-18 percentage points greater than average, and the GRR was 10-32 percentage points higher than average, depending on the debt category.</p> <p>An ongoing program should be established to monitor compliance to allow the courts, the State, the counties, and other entities that benefit from payments of court-ordered debt to verify that effective actions are being taken to resolve court-ordered debt.</p>
<p>2. The VC 40903 procedure should be used in conjunction with DMV hold for debtors that reside outside of California.</p>	<p>The PIF Rate for cases where the debtor resided outside of California was significantly greater if a DMV hold was placed and the VC 40903 process was used.</p>
<p>3. Collections programs should attempt to establish installment plans for debtors that cannot pay in full.</p>	<p>The PIF Rate for cases with installment plans was 8-14 percentage points greater than average, depending on the category.</p>
<p>4. Collections programs should attempt to implement specialized data collection forms to capture debtor demographic, employment, and other personal information on non-forthwith payments.</p>	<p>The PIF Rate was 10 percentage points higher when used for Category 1 cases, and 4 percentage points higher for Category 2 cases compared to when specialized forms were not used.</p>
<p>5. Uniform guidelines should be established for the discharge of unpaid debt. This should encompass:</p> <p>A. The debt that would be eligible for discharge.</p> <p>B. The specific collections actions that must be taken before a debt is discharged.</p>	<p>Some programs are tracking debt that is more than 10 years old with no reasonable prospect for payment or resolution. The presence of these very old debts diffuses collection efforts that would be more productively spent working debts where there is a greater possibility of payment.</p>

**Table 36. Recommendations From Statistical and Benchmark Analysis**

## 5.0 Conclusion

Gartner believes that implementing the proposed recommendations would improve collections performance and provide ongoing information that would lead to additional improvements in the future. The estimated impact of these improvements is shown in Table 37.

- If all programs could be brought into conformance with the current SR target, this would provide the state, counties, and other entities that receive a portion of collections from court-ordered debt an additional \$29 million per year in collections.
- Currently 65 percent of programs achieve an SR of 38 percent. If all programs could be brought to this level, it would provide an additional \$49 million per year in collections.
- If all programs below the median SR could be brought to the median, this would provide an additional \$69 million per year in collections.

The proposed recommendations would also lead to a faster resolution of cases and more uniform administration of justice with respect to collections of court-ordered debt.

Improvement Scenario	Success Rate Target	Impact on Collections <sup>1</sup>
Bring all programs to current benchmark standard	31%	+\$29 million per year
Bring all collections programs to 30 <sup>th</sup> percentile	36%	+\$43 million per year
Bring all collections programs to 35 <sup>th</sup> percentile	38%	+\$49 million per year
Bring all collections programs to 40 <sup>th</sup> percentile	41%	+\$58 million per year
Bring all collections programs to 50 <sup>th</sup> percentile	45%	+\$69 million per year

**Table 37. Estimated Impact of Improved Collections Performance**

Gartner believes that these improvements are readily achievable. The proposed monitoring program (Recommendation 1C) would also enable affected stakeholders to measure the improvement on a year-to-year basis and increase the benchmark standard as lower-performing programs bring their operations into better alignment with the higher-performing programs.

<sup>1</sup> Estimates calculated based on FY 2008–2009 CRT submissions with 57 of 58 programs reporting. Assumes programs that are currently performing at or above the target would remain unchanged.

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