

# City Council Announcements

## April 18, 2006

### A. Information Needed by Council Staff

1. Professor Ray Mundy, who performed the study of Salt Lake City's ground transportation industry last year, has informally agreed to proceed with helping implement the City Council's decision to regulate taxicabs by contract instead of by certificates of public convenience and necessity. Dr. Mundy indicated that the work could cover developing a request for proposals that companies interested in operating taxicabs in Salt Lake City could respond to and developing a sample contract. The work also could cover the award of contracts and the start up of contract taxi services plus helping orient the City's ground transportation administrator to administering the contract. This would all be done in collaboration with the City Administration, in particular the City employee position recently funded by the Council.

Professor Mundy estimated that the work would take six months to nine months. He also has suggested a ceiling price of \$40,000. If the City Council finds less work and time is needed, it could pay Professor Mundy less than the \$40,000 estimate.

**Is the City Council interested in having staff contact Professor Mundy to proceed, or would it like more detail in what the work would entail?**

It should be noted that the Administration has indicated some interest in Professor Mundy's services. The closing date for applications for the ground transportation position was April 14.

2. Justice Court Weighted Caseload Study: The Council previously agreed to expand the justice court audit to include an independent weighted-caseload study to provide an objective and realistic methodology for determining resource needs. Attached is a letter from the Matrix Consulting Group and a letter from the National Center for State Courts outlining the scope of the study. The Matrix Consulting Group will continue to provide project support, and the National Center for State Courts will do the study. The total cost of the weighted caseload study is \$105,000. The project will take six months. Also attached is a draft letter from the City Council chair to authorize the study. **Does the Council wish to confirm expanding the court audit to include the weighted caseload study?**

April 18, 2006

Mr. Richard P. Brady, President  
Matrix Consulting Group  
2470 El Camino Real, Suite 210  
Palo Alto, California 94306

Dear Mr. Brady,

The Salt Lake City Council wishes to engage Matrix Consulting Group to conduct an independent weighted caseload study of Salt Lake City's Justice Court. At one time the Council discussed the options of a local study or a national study. The Council desires the more comprehensive "national" approach. Our understanding is that you will subcontract with the National Center for State Courts, which has extensive experience in weighted caseload analysis. The workload assessment is to provide the City Council with an objective and realistic methodology for determining staffing and /or judge need. We understand that the end result will be a model consisting of case weights and can be utilized to determine resource need and can be adjusted based on changes in variable such as new legislation or process changes. The tasks of the study are outlined in the attached letters.

The hourly rates are to be no higher than the rates contained in the Council contract with you. The maximum fee amount for the audit as authorized by the City Council is \$105,000. The completion date of the study is to be within six months.

Sincerely,

David L. Buhler  
Chair, Salt Lake City Council

DLB/sj  
Attachment

cc: City Council Members  
Mayor Ross C. "Rocky" Anderson  
Rocky Fluhart  
Steve Fawcett  
Mary Johnston



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Palo Alto, CA 94306  
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April 7 2006

**To: Gary Mumford and Sylvia Jones**  
**From: Richard Brady**

**SUBJECT: JUSTICE COURT WEIGHTED CASELOAD STUDY**

The attached letter provides a joint Matrix CG / National Center for State Courts proposal to conduct the Salt Lake City Justice Court Weighted Caseload Study. I would continue to be involved in this project as a project coordinator with oversight into process and products as well as attendance at all review meetings. We can do this under our contract or, if you choose, under a new contract with National Center for State Courts. They tell me that they can get started shortly after a notice to proceed.

If I need to provide any additional information or answer any questions about this proposal, please do not hesitate to ask.

Thank you.

**Matrix Consulting Group**

Richard P. Brady  
President

Mary Campbell McQueen  
*President*

**Daniel J. Hall**  
*Vice President*  
Court Consulting Services  
Denver Office

April 7, 2006

Salt Lake City Council  
City and County Building  
451 South State Street, Room 315  
Salt Lake City Utah

RE: WEIGHTED CASELOAD ANALYSIS FOR COURT STAFF AT THE SALT LAKE CITY JUSTICE COURT

The following is the project plan, cost, and timeline for conducting a weighted caseload analysis for court staff and judges at the Salt Lake City Justice Court. The workload assessment model will provide the court and city leaders in Salt Lake City with an objective, uniform, and realistic methodology for determining staffing and/or judge need. The end result of a workload assessment study is a model consisting of case weights that can be utilized to determine resource need and can be adjusted based on changes in variables such as new legislation or process changes.

The budget for this project includes all consultants, administrative, and travel costs.

**Total cost for judges and staff: \$105,000**

The Matrix Consulting Group will continue to provide project support in transitioning from the Justice Court Management and Operational Audit into the weighted caseload staffing analysis.

The tasks are outlined below.

#### **Task Plan**

#### **Task 1: On-Site Meeting with the Advisory Committee**

The Advisory Committee is made up of staff representing various positions throughout the court. During the meeting the project team and advisory committee members will review case types, the events and activities to be studied, and the administrative overhead activities and will develop the data collection instruments.

**Task 2:       Generate Data Collection Tool**

The project team will generate an online data collection instrument reflecting the case types, activities, and events developed in the advisory committee meeting.

**Task 3:       Training on Data Collection Tool**

The project team will conduct a one day on site training(s) to all staff on how to fill out the survey instrument.

**Task 4:       Data Collection**

Data collection will be accomplished through an NCSC website accessed by staff using the internet for a period of four weeks depending upon participation and data generated. All staff will be asked to participate in the time study process.

**Task 5:       Data Cleaning and Analysis**

The NCSC project team will monitor and clean the data to maintain data integrity and analyze the data to develop case weights.

**Task 6:       Development of Quality Survey**

The project team will be working with the advisory committee throughout the process to develop a comprehensive list of tasks and activities for comment regarding quality of service.

**Task 7:       Data Collection - Quality Survey**

The purpose of conducting a quality survey is to establish a credible objective rationale to modify the workload standards to take into account “quality of justice.” Staff’s general satisfaction with the job they are doing and what areas need more time allocated in order to do a good job will be captured through this survey instrument approved by the advisory committee.

**Task 8:       Data Analysis Quality Survey**

The NCSC project team will analyze the survey data to determine perceived areas of concern regarding the quality of the current service the court provides.

**Task 9:       Advisory Committee Meeting #2**

The NCSC project team will meet with the advisory committee to review the outcomes of the study with regard to case weights, hours available per year, administrative overhead, quality adjustment implications, and the resulting need for staff from the application of the model.

**Task 10: Generate Draft Report for Review**

NCSC will produce a draft report. The draft report will be submitted to the Salt Lake City Justice Court Director for comment and review.

**Task 11: Development and Submission of the Final Report**

The project team will incorporate all final changes and modifications to the weighted caseload model into a final report for submission.

**Tasks & Timeline**

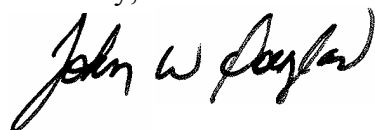
<b>Task</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>
Task 1: Advisory committee meeting #1	X					
Task 2: Generate data collection tools		X				
Task 3: Training on data collection		X				
Task 4: Data collection		X	X			
Task 5: Data cleaning and analysis				X		
Task 6: Development of quality survey	X	X	X			
Task :7: Quality Survey						
Task 8: Data analysis (Quality Survey)				X		
Task 9: Advisory committee meeting #2					X	
Task 10: Generate draft report for review						X
Task 11: Generate final report						X

**Tasks and Time 24 weeks.**

A six month timeline for completion of this workload assessment project is proposed. The time variation is dependent upon the amount and quality of data collected during the data collection period. Successful on time completion will depend on the timely support of the court during all phases of the project.

I look forward to working with the court on this important undertaking. If you have any questions or concerns, please contact me at 800 466-3063 or email [jdouglas@ncsc.dni.us](mailto:jdouglas@ncsc.dni.us).

Sincerely,



John W. Douglas  
Senior Court Management Consultant.