



STATE OF CONNECTICUT

OFFICE OF THE
PROBATE COURT ADMINISTRATOR

PAUL J. KNIERIM, JUDGE
Probate Court Administrator

THOMAS E. GAFFEY
Chief Counsel

HELEN B. BENNET
Attorney

DEBRA COHEN
Attorney

186 NEWINGTON ROAD
WEST HARTFORD, CT 06110

TEL (860) 231-2442
FAX (860) 231-1055

June 30, 2010

Governor M. Jodi Rell
Executive Chambers
State Capitol
Hartford, CT 06106

Office of the Senate Clerk
Room 305
State Capitol
Hartford, CT 06106

Office of the House Clerk
Room 109
State Capitol
Hartford, CT 06106

To Her Excellency the Governor and the Honorable General Assembly:

Pursuant to Public Act 09-114, Connecticut's probate system is now fully engaged in the implementation of comprehensive restructuring to reduce costs and improve services to court users. The Probate Court Budget Committee makes this first annual report pursuant to C.G.S. § 45-85 to document the progress of the system towards the goals of the legislation.

Although most provisions of Public Act 09-114 will not take effect until January 5, 2011, we are pleased to report that the restructuring process is proceeding well. In fiscal year 2010-11, during which the new structure will be in place for six months, we project savings of approximately \$1.2 million. We project an additional \$2.8 million in annual savings beginning in fiscal year 2011-12. We anticipate further opportunities for savings for both the state and municipalities in future years once the consolidation process has been completed.

This report will focus on the various areas in which the system has already achieved or expects to generate expense reductions. Following a brief summary of the provisions of Public Act 09-114 and the role of the budget committee, the report is divided into the following five sections:

- Fiscal Year 2009-10 savings
- Centralized financial structure
- Financial impact of restructuring
- Anticipated future state savings
- Anticipated future municipal savings

Public Act 09-114

The financial condition of the probate system at the commencement of the legislative session in January 2009 was dire. The system had been operating at a deficit since 2005 and the balance available in the probate court administration fund to cover the loss was dwindling. Financial projections indicated that the system would be insolvent and unable to meet its obligations during fiscal year 2009-10.

Public Act 09-114 was adopted to address this fiscal crisis. The act is the product of a collaborative effort among all three branches of government, including the probate judges, to implement long-term solutions that preserve the best features of the probate courts while modernizing the system and making it more cost-effective. The act will:

- Consolidate courts
- Require newly elected judges to be attorneys
- Centralize financial operations
- Set judges' salaries on the basis of population and workload
- Establish a uniform compensation and benefits plan for court staff
- Conform health insurance and pension eligibility with state policies
- Require that all courts be open 40 hours per week
- Create the roles of probate magistrate and attorney probate referee

The legislation established a three step redistricting process for court consolidation. In the first step, the judges of the Connecticut Probate Assembly worked with their communities to develop a consolidation plan. A twelve member Probate Court Redistricting Commission then sought further public input, conducted a public hearing, and prepared a report for the General Assembly based largely on the work of the Probate Assembly. The final product, which will reduce the number of probate districts from 117 to 54 as of January 5, 2011, was adopted as Public Act 09-01 of the September 2009 special session.

The Probate Court Budget Committee

Another provision of Public Act 09-114 established the Probate Court Budget Committee, which is authorized to perform the following three functions:

- Establish a compensation and benefits plan for court staff
- Determine staffing levels for each probate court
- Establish an office budget for each court

The legislation also requires the budget committee to report annually to the Governor and General Assembly on cost savings initiatives associated with the probate system restructuring.

General Statutes § 45a-85 establishes the composition of the budget committee. The Probate Court Administrator, Judge Paul J. Knierim, serves as the chair. Judge Dianne E. Yamin and Judge Joseph D. Marino serve as the members elected by the Connecticut Probate Assembly.

The budget committee was first convened in November 2009 and adopted a rigorous schedule to collect and analyze relevant data before making its decisions for fiscal year 2010-11. During the course of its work, the committee solicited input from judges and court staff and conferred with Chief Court Administrator Judge Barbara Quinn and Office of Policy and Management Secretary Robert Genuario.

Fiscal Year 2009-10 Savings

While court consolidation will not take effect until January 2011, the Office of the Probate Court Administrator (PCA) and the probate courts successfully implemented numerous cost savings during fiscal year 2009-10. We project that PCA will end the current fiscal year 4% under budget, for a total savings of \$703,000. In addition, probate fee revenue has been stronger than originally projected, falling only 1% compared to fiscal year 2008-09. These favorable results, coupled with a \$3.0 million operating subsidy from the general fund, have stabilized the financial condition of the system. We anticipate an operating deficit for fiscal year 2009-10 of \$820,000. The deficit was originally projected at \$3.6 million.

The principal areas of cost savings are as follows:

Staffing

Both the courts and PCA have operated under a salary freeze throughout the fiscal year. In addition, all members of PCA staff, as employees of the Judicial Branch, have taken three mandatory unpaid furlough days during the period. Additional savings have been achieved at PCA with a reduction in staff. Despite enormous increases in responsibility arising from Public Act 09-114, one full-time position has been left unfilled, a part-time position has been eliminated, and an independent contractor position has also been eliminated. We have also cut expenditures on outside professional services. These actions have resulted in combined savings of \$321,000 in the current fiscal year.

PCA has sought out other resources to ensure that the office can perform its duties despite these staff reductions. PCA now benefits from arrangements with the Judicial Branch and the State Comptroller under which the services of an attorney and an accountant, respectively, are available at no cost to the probate system. In addition, PCA has arranged for an unpaid graduate student intern to assist courts with the transfer of historical probate records to the State Library in preparation for consolidation.

IT improvements

PCA implemented system-wide email for the courts this year and significantly increased the availability of documents, forms, and other information on the probate web site. These technological improvements, while concededly overdue, are expected to generate savings of \$30,000 on stationery and postage costs alone, in addition to enhancing the speed, convenience, and efficiency of communications. The web site enhancements also serve to improve public access to information about the probate courts.

Other

Cost control initiatives have reduced expenses for mileage reimbursements, meeting and seminar expenses, building maintenance, and computer equipment by a combined \$244,000. Management of expenditures for attorneys and conservators serving indigent individuals in probate proceedings has produced savings of \$108,000.

Centralized Financial Structure

The probate system will begin to realize the savings from Public Act 09-114 during the second half of fiscal year 2010-11, when the implementation of court consolidation will be completed. Planning for the upcoming fiscal year is groundbreaking for another reason as well: for the first time, the finances of the courts and PCA are incorporated together into a single document. The combined budget will make the financial operations of the probate system easier to understand and will greatly improve cost controls.

Historically, each probate court conducted its own financial operations. Courts collected statutorily-established fees and deposited the revenue into individual court bank accounts. Judges applied that revenue to court expenses, the largest of which was compensation of court staff, and paid an assessment to the probate court administration fund based upon the court's net income after expenses. In most cases, the compensation of the judge represented the balance remaining after paying the assessment. Probate court expenses were not governed by a budget, although PCA would issue guidance on certain categories of expenditure and could disallow improper or unreasonable expenditures in the course of audits performed after the close of the year.

Public Act 09-114 centralizes the finances of the probate system. Beginning in 2011, all probate fee revenue will be collected directly into the probate court administration fund and all disbursements from the fund will be controlled by a budget that governs both PCA and the courts. General Statutes § 45a-84 assigns the responsibility of preparing the budget to the Probate Court Administrator. The administrator must present the proposal to the Executive Committee of the Probate Assembly and consider any comments from that

committee before submitting a final proposal to the Chief Court Administrator for her approval.

Although the Probate Court Administrator prepares the budget, it is the budget committee that determines the key elements of the individual court budgets. Specifically, the budget committee is responsible for establishing the compensation and benefits plan for court staff and the staffing levels and office budgets for each court. The decisions of the budget committee are then incorporated into the overall system budget.

A summary of the fiscal year 2010-11 budget, which Judge Barbara Quinn approved by letter dated May 26, 2010, is attached.

Financial Impact of Restructuring

During fiscal year 2010-11, the probate system will operate under the existing financial structure for the first six months and under the new financial structure for the second half of the year. The cost savings from restructuring will therefore be limited to the period from January 5, 2011 to June 30, 2011. We project savings of \$1.2 million during this period, which will increase to an annual savings of \$2.8 million in fiscal year 2011-12. We have budgeted for two principal categories of increased expenses during the coming fiscal year. First, the budget includes \$737,000 in one-time expenses associated with restructuring. Second, we estimate a cost of \$725,000 to implement the uniform compensation and benefits plan for court staff.

The main areas of cost savings are as follows:

Administrative, accounting, and payroll expenses

The transition to a centralized financial structure will yield savings in several categories. First and foremost, the change will strengthen the system's internal controls, improve cash management, streamline processes, and eliminate numerous administrative tasks currently assigned to court staff. While it is premature to quantify the savings from these improvements, the efficiency gains should be considerable and will enable courts to place even more emphasis on service to court users.

Significant savings will be realized in accounting and payroll expenses. The probate courts now spend an estimated \$400,000 annually on accountants, payroll services, and staff for various bookkeeping, reporting and payroll functions. PCA spends an additional \$95,000 to audit the financial operations of the courts. Beginning in January 2011, PCA will administer all payroll functions with the assistance of an outside vendor at a cost of less than \$40,000 per year. The need for individual court accountants and payroll services will be eliminated altogether, and the scope of court audits will be significantly reduced. The

expected annual savings from these changes in fiscal year 2010-11 are estimated at \$121,350. Once certain transition expenses are eliminated, the total annual savings are estimated at \$413,700.

Office budgets

The centralized financial structure will move the probate courts from an after-the-fact review process for court expenses to a system in which the courts will operate under pre-approved budgets. The budget committee undertook a thorough review of current court expenditures to determine what types of expenses might be reduced and to adopt uniform spending policies for all courts. Court consolidation will enable the system to eliminate duplicative expenses in several categories. The budgets for both subscriptions for legal publications and in-state travel expenses, for example, are cut by 29%.

Judicial compensation

Court consolidation will eliminate the positions of 63 judges and generate savings of more than \$2.3 million annually in judicial compensation and payroll taxes. Additional savings will result from reduced benefits costs for judges. These savings will not be known until after the election process is complete, at which time the eligibility for retiree health insurance benefits for those who are leaving the system can be determined.

We expect increased expense in fiscal year 2010-11 in the following categories:

One-time restructuring costs

The budget for fiscal year 2010-11 includes certain anticipated one-time expenditures associated with restructuring and a separate contingency budget to cover unforeseen costs that may arise during the consolidation process. A budget of \$140,000 will fund a project to digitize the records of merging courts. The records project will reduce costs to municipalities by eliminating the need to construct additional vault space. The project will also improve public access to records and will establish a central repository at the State Library for older records that cannot be effectively computerized. Another project will survey individuals, attorneys, and public and private agencies that use the probate courts to determine ways to improve services.

Nearly 75% of the budget for one-time consolidation expenses is a contingency line in the amount of \$550,000. The contingency line reflects our recognition that the consolidation of courts and financial restructuring involve a number of uncertainties. The amount represents 2% of the total budgeted expenditures.

Staff compensation and benefits

Public Act 09-114 breaks new ground by requiring the establishment of a uniform compensation and benefits plan for court staff, a task that the legislation assigns to the budget committee. While the transition from the varied policies of 117 courts to a single statewide policy is challenging, the budget committee is making strides in establishing a compensation system that is both fair for the talented staff of the courts and prudent in the management of our finances.

The budget committee engaged professional assistance to establish the compensation plan. As a first step, the committee worked with the human resource management unit of the Judicial Branch to update the job descriptions for all positions in the system. Next, the budget committee engaged a compensation consultant who had previously prepared a compensation plan for the courts in 2008. The consultant revised the plan to reflect updated salary market data and recommended upward adjustments to the pay ranges for several positions because the responsibilities associated with those positions have likewise increased. After receiving considerable input from court staff, the committee adopted the consultant's recommendations as the compensation plan. The committee also adopted a transitional provision to grandfather employees whose current rates of pay exceed the new compensation ranges.

Employee benefits policies, like compensation, vary considerably among the courts in the current system. After analyzing the existing policies currently in place, the budget committee adopted time off policies for vacation, sick leave, personal days, and holidays that are modeled on the policies applicable to state employees.

Staffing levels

The budget committee began its analysis of staffing levels by examining the relationship between the number of court staff and court workload. The system as a whole has historically operated at a ratio of one clerk per 1,050 units of a statistical measure known as weighted workload. While recognizing that some courts may presently be overstaffed and others are understaffed, the committee placed great emphasis on the fact that the workload of the system is not decreasing, even if the number of courts is, and further that the courts are presently faced with additional work to implement restructuring. For these reasons, the committee determined at the outset that it would not mandate layoffs but would instead seek to transition to optimal staffing levels at each court through a process of voluntary attrition.

The budget committee conducted a thorough review of statistics on the number and types of cases handled, population served, and current number of staff to establish a *benchmark staffing level* for each court. The benchmark represents

the optimal level of staff for that court and also indicates the appropriate distribution of staff among the various positions.

The budget committee then determined a *transitional staffing authorization* for each court. The transitional staffing level represents the current staffing level of the court, and it may differ from the benchmark in both the total number of employees and the distribution of staff among positions. Courts will progress from their transitional authorizations to the benchmark level as employees retire or pursue other work opportunities. In the event that an employee leaves, the court will not be authorized to refill the position until the court reaches its benchmark staffing level.

The budget committee also established a standard definition of work week to ensure consistency in the implementation of authorized staffing levels. The prior practice at some courts of crediting lunch breaks towards hours worked is eliminated as part of this policy.

A summary of each court's authorized staffing level is attached.

Anticipated Future State Savings

The restructuring process has required that PCA and the budget committee make numerous budget decisions during a short time frame. Of necessity, we have made some policy determinations even when complete data was not available. Our projections for savings are conservative, and it is our expectation that actual results will be even more favorable than the projected \$2.8 million in annual savings for fiscal year 2011-12 and beyond. In addition, we will pursue additional cost saving measures in the coming years once the major task of consolidation has been completed.

The following is a brief summary of anticipated future savings:

Staffing levels

Staffing levels will decline gradually as incumbent staff members retire and leave to pursue other work because courts are not authorized to refill vacant positions until staffing has been reduced to benchmark levels. In addition, the budget committee will review benchmark staffing levels each year and will consider, in particular, whether downward adjustments are appropriate as the restructuring reduces administrative functions at the court level.

Part-time work schedules

Many of the employees in the probate system work part-time schedules, owing largely to the fact that smaller courts have traditionally been open for limited hours. Public Act 09-114 requires that all courts be open full-time beginning in

January 2011, and court consolidation will ensure that there is sufficient business to justify the hours.

Recognizing the tremendous value of experienced court staff, we have authorized courts to maintain current work schedules for staff who require flexible hours. We expect, however, that courts will gradually transition toward full-time schedules, which should result in reduced health care and pension costs and improved efficiency.

Workers' compensation insurance

Courts currently carry individual workers' compensation insurance policies for their employees. In the coming year, we will explore whether the purchase of a single policy for all courts will reduce premium expense and save additional resources by eliminating another administrative burden on the courts.

Probate records project

The project to digitize court records and transfer historical materials to the State Library will greatly reduce the volume of records. Since we currently house a large amount of records at a private storage facility, this strategy will not only reduce rent from current levels but will also cut the rate of accumulation of additional materials.

Work-in-process payments

Public Act 10-41 will sunset the requirement that the probate court administration fund make work-in-process payments to judges after separation from service. These payments were made because some of the revenue received after a judge's retirement reflected work performed before separation. The work-in-process system becomes obsolete in 2011 because judges will be paid statutorily determined salaries, which will represent full payment for service at the time that it is performed.

Fee collection

Another bill adopted during the 2010 session, Public Act 10-184, implements two provisions intended to enhance revenue collection. First, the legislation authorizes probate courts to accept credit cards, thus affording the public a new and convenient method of payment. Second, the act requires courts to charge 6% interest per year on overdue fees on decedents' estates beginning in 2011. Since there is presently no consequence for failure to pay the fee on time, we expect that this provision will improve compliance and enhance cash flow considerably. This change should have a positive impact on the financial health of the system inasmuch as the fees on decedents' estates account for over 70% of the system's total fee revenue.

Anticipated Future Municipal Savings

The probate system benefits enormously from its partnership with cities and towns. Municipalities provide courts with office facilities, furnishings, equipment, telephone service, internet connections, document recording systems, and office supplies. Most courts are located in town and city halls and share resources with other town offices. The arrangement is beneficial because it facilitates public access to the courts and helps promote the close connection between probate courts and the communities that we serve.

We are grateful that municipalities throughout the state have assisted the probate system during this transition. Cities and towns have helped in the redistricting process and have worked with PCA and judges to satisfy the space needs of the new regional courts. In many cases, municipalities have been called upon to expend additional funds to modify facilities.

We expect that court consolidation will produce modest savings for municipalities in future years by eliminating duplicative expenses. A consolidation of five courts into a new regional court should enable the municipalities, for example, to share the expense of one photocopier rather than paying for five separate machines. In addition, we will install a digital document recording system at all courts beginning in January 2011. This technology is a much less expensive method of storing court records than the traditional system of creating record books, and it eliminates the need for additional vault space. The project to digitize older court records has the additional benefit of making existing vault space available for other town uses.

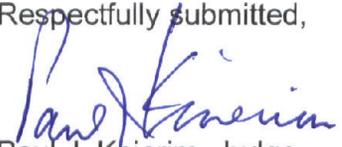
The regionalization of courts will also free up space in the towns that will not be hosting the court after consolidation. The financial impact will be greater in those communities in which towns are currently paying rent for privately owned space to house the probate court.

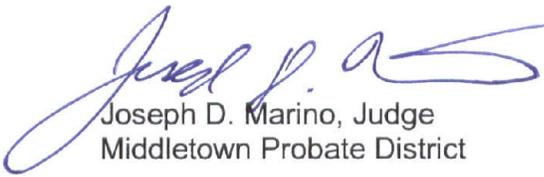
Conclusion

Connecticut's probate courts have provided vital services to the citizens of our state for more than 300 years. The restructuring currently underway will ensure the probate system is able to continue that tradition of service. Court consolidation will immediately reduce expenses. The centralized financial structure similarly produces tangible savings in the coming fiscal year, while also greatly improving the system's budgeting and financial oversight processes. Taken together, these changes will yield a cost-effective probate system that can refocus on its core mission of providing an accessible and consumer-oriented forum to assist Connecticut's families during some of the most difficult times in their lives. All of us who work in the probate system are strongly committed to

the success of this restructuring process and to the continual improvement of the system.

Respectfully submitted,


Paul J. Khierim, Judge
Probate Court Administrator
Chair, Probate Court Budget Committee


Joseph D. Marino, Judge
Middletown Probate District


Dianne E. Yamin, Judge
Danbury Probate District

Attachments

Connecticut Probate Courts

Summary of FY 2010/2011 Budget

	FY 2009	FY 2010		FY 2011
	Actual	Budget	Forecast	Budget
SOURCES:				
Probate court fees	-	-	-	15,800,000
Assessments	11,708,049	8,369,618	10,384,781	5,192,390
Pass-through funding	1,202,938	1,201,396	1,156,929	1,201,396
Indigency	25,000	25,000	25,000	25,000
Other	97,592	233,375	12,672	10,622
Subtotal Sources	13,033,578	9,829,389	11,579,381	22,229,408
USES:				
Court expenses	15,016,236	15,866,329	15,116,640	27,432,343
PCA expenses	2,868,284	3,020,668	2,782,743	3,007,172
Subtotal Uses	17,884,521	18,886,997	17,899,383	30,439,515
INCOME (LOSS) BEFORE GENERAL FUND APPROPRIATION	(4,850,942)	(9,057,609)	(6,320,002)	(8,210,107)
General Fund Appropriation:				
Probate courts	-	3,000,000	3,000,000	8,750,000
Regional children's courts	2,500,000	2,500,000	2,500,000	2,500,000
Subtotal General Fund Approp.	2,500,000	5,500,000	5,500,000	11,250,000
NET INCOME (LOSS)	(2,350,942)	(3,557,609)	(820,002)	3,039,893



STATE OF CONNECTICUT
JUDICIAL BRANCH

COPY

CHAMBERS OF
BARBARA M. QUINN
CHIEF COURT ADMINISTRATOR

231 CAPITOL AVENUE
HARTFORD, CT 06106

May 26, 2010

Hon. Paul J. Knierim
Probate Court Administrator
186 Newington Road
West Hartford, CT 06110

Dear Judge Knierim:

We are in receipt of your proposed Fiscal Year 2010-2011 budget for expenditures from the Probate Court Administration Fund. The proposed budget represents a sea change for Connecticut's historic probate courts, as it incorporates both a consolidation in the number of probate courts as well as a modernization and centralizing of probate budgets. This should dramatically improve accountability, transparency and efficiency in the courts, and most importantly, create a probate system that is sustainable for the future. You and your staff, as well as Judge Joseph Merino and Judge Diane Yamin, who served as members of the Probate Budget Committee, are to be commended for your collective efforts in crafting this landmark proposal.

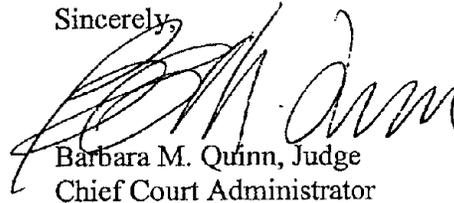
We have completed our review of your proposed budget, and I am pleased to inform you that it is approved as submitted. I will, however, note for the record the following cautions and concerns.

- The consolidation of the probate system from 117 to 54 courts that will occur in January 2011 is obviously an enormous and unprecedented undertaking. That being said, the costs associated with operating the new courts, and putting in place the systems necessary to provide centralized budgeting and oversight, are estimates and will have to be closely monitored. This dictates that the courts operate in financially circumspect and cautious manner to make certain that existing revenues are sufficient to address unforeseen expenses.
- The decision to consolidate the courts without invoking involuntary staff reductions is admirable and understandable. However, it is critical that subsequent staff attrition be closely monitored to ensure that staffing levels in the courts are reduced to planned levels as quickly as possible.

- The State General Fund share of probate system resources will grow to almost \$12.5 million in FY 2011, representing 37 percent of all available funds. Given the State's looming fiscal deficits for FY 2012 and beyond, it is certainly possible that a portion of this funding could be in jeopardy in the future.

Thank you again for your extraordinary efforts on behalf of the probate system.

Sincerely,

A handwritten signature in black ink, appearing to read 'Barbara M. Quinn', is written over the typed name and title.

Barbara M. Quinn, Judge
Chief Court Administrator

BMQ:sw

c: Chief Justice Chase T. Rogers
Thomas A Siconolfi, Executive Director of Administrative Services

2009/2010 Budget

Cost Savings

	Forecasted Savings
PCA:	
Professional services	107,000
Salary expense / furlough	75,000
Office overhead (postage, supplies, etc.)	30,000
Building maintenance	20,000
Computer equipment and services	18,000
Mileage, tolls, parking	15,000
Subtotal PCA	265,000
Courts:	
RCPC salaries and office expense	121,000
RCPC facility costs	100,000
Indigency expenses	108,000
Computer equipment	91,000
Special assignment judges	18,000
Subtotal Courts	438,000
Total	703,000

2010/2011 Budget

Cost Savings

	Six Month Savings 2H 2011	Full Year Savings FY 2012
Judges' Compensation:		
- Salaries	968,904	2,100,000
- Payroll taxes	106,579	231,000
External accountants	63,500	285,000
Payroll services - external costs	7,000	14,000
Payroll services - internal costs	50,850	101,700
Subscriptions	11,500	23,000
Travel Reimbursement	8,000	16,000
Bank fees	-	13,000
PCA Overhead (postage, paper)	4,000	8,000
	<u>1,220,333</u>	<u>2,791,700</u>

**Probate Courts
2011 Staffing Levels**

Budget Committee Final Action
Adopted June 16, 2010

Dist. No.	Probate District	Benchmark for 2011 Staff Levels	Transitional Authorization
1	Hartford	13.0	13.0
2	West Hartford	6.4	6.4
3	Region #3 Bloomfield Granby Area	3.6	3.8
4	Region #4 Windsor Area	3.6	3.8
5	East Hartford	3.2	4.1
6	Glastonbury-Hebron	1.9	1.9
7	Newington	5.7	5.7
8	Berlin	5.2	5.2
9	Farmington Valley	3.5	3.5
10	Farmington-Burlington	2.5	3.0
11	Northern Central CT (Enfield Area)	3.7	3.7
12	Ellington	3.1	3.5
13	Greater Manchester	4.6	4.9
14	Region #14 (Portland Area)	2.2	2.2
15	Middletown	4.2	4.3
16	Meriden	1.9	1.9
17	Wallingford	3.6	3.6
18	Cheshire-Southington	4.5	4.5
19	Region 19 (Bristol Area)	6.8	7.3
20	Waterbury	8.0	8.0
21	Naugatuck	3.8	3.8
22	District No. 22 (Southbury/Woodbury)	5.7	6.6
23	Torrington Area	4.4	4.9
24	Litchfield Hills	4.0	4.4
25	Mansfield-Tolland	2.3	2.3
26	Northeast	3.1	3.1
27	Plainfield-Killingly	2.3	2.3

Dist. No.	Probate District	Benchmark for 2011 Staff Levels	Transitional Authorization
28	Windham-Colchester	2.6	2.6
29	Norwich	4.1	4.1
30	Southeast Corner (Groton Area)	5.0	5.0
31	New London	3.9	3.9
32	East Lyme Area	3.0	3.0
33	Saybrook	5.0	5.0
34	Madison-Guilford	2.4	2.5
35	Branford-North Branford	2.7	2.7
36	East Haven-North Haven	3.0	3.3
37	Hamden-Bethany	3.2	3.2
38	New Haven	9.7	9.7
39	West Haven	5.0	5.0
40	Milford-Orange	4.7	4.9
41	Derby	3.5	3.5
42	Shelton	2.8	3.0
43	Danbury	4.0	4.0
44	Housatonic (New Milford Area)	3.4	4.1
45	Northern Fairfield	3.7	3.7
46	Trumbull	2.4	2.7
47	Stratford	3.8	3.8
48	Bridgeport	10.8	10.8
49	Fairfield	4.3	4.6
50	Westport	1.9	1.9
51	Norwalk	6.7	7.3
52	Darien - New Canaan	2.7	4.9
53	Stamford	6.2	6.2
54	Greenwich	4.4	4.4
TOTAL		231.7	241.5

Regional Children's Probate Courts

2011 Staffing Levels

Budget Committee Final Action - Adopted June 16, 2010

Regional Children's Probate Court	Benchmark for 2011 Staff Levels	Transitional Authorization
-----------------------------------	---------------------------------	----------------------------

COURT STAFF (Excluding PCO's):

Central CT	1.8	1.8
Northeast	2.2	2.2
New Haven	6.4	6.4
New London	2.7	2.7
Waterbury	4.0	4.0
Total	17.1	17.1

PCO STAFF:

Central CT	2.0	2.0
Northeast	0.8	0.8
New Haven	4.9	4.9
New London	1.8	1.8
Waterbury	2.0	3.0
Total	11.5	12.5

TOTAL

Central CT	3.8	3.8
Northeast	3.0	3.0
New Haven	11.3	11.3
New London	4.5	4.5
Waterbury	6.0	7.0
Total	28.6	29.6