

# SPECIAL REPORTS

## *Business & Fiscal Services Division, Annual Report (2011)*

OREGON  
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DEPARTMENT

## Business & Fiscal Services Division, Annual Report 2011

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### **BFSD Annual Report 2011**

#### **A MESSAGE FROM THE DIRECTOR...**

BFSD has had both a successful and a challenging year. We have experienced ups and downs, a multitude of changes, unexpected opportunities, some errors, some moments of genius, and even moments of failure. Through all of these I am excited by our successes and also appreciative of the lessons we've learned in our disappointments. We recently read that serving in the public sector requires a passion for bettering the lives of fellow citizens. I believe this statement. I also believe that our accomplishments (those included in this report and those that go unmentioned) reflect that each person in BFSD has a passion for bettering the lives of our internal OJD customers, and ultimately our fellow citizens of Oregon.

This coming year will be our most challenging yet. It will require passion within each of us to press forward in search of ways to work both smarter and more efficiently. The economic outlook in the state continues to fall short of the hoped-for improvements. This will require each of us to do more with less and to take on more personal responsibility for

the work that we do. I am not disheartened by this reality because I have every confidence in the talents and abilities of everyone in BFSD. I can honestly say that I'm excited to work here and I am glad to be working with each of you as we face this upcoming challenge. I look forward to our shared accomplishments in 2012.

Thank you,  
David T. Moon, CPA  
Division Director



Lead Chef, David Moon  
2011 BFSD Pancake Breakfast

#### **BFSD MISSION STATEMENT**

The Business and Fiscal Services Division promotes accountability and efficient use of public funds and provides financial services to the courts, divisions, and employees of the Oregon Judicial Department as well as the public, vendors, the legislature and other governmental entities.

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## Business Solutions: Improving Efficiency

Fiscal year 2011 was a continuation of the economic turmoil faced in the entire state of Oregon in 2010. In response, BFSD continued to evaluate business processes in order to create further efficiencies. This report includes some of the improvements that were implemented in 2011.



### Other Efficiencies Implemented:

- Started using ACH Payments for S.P.O.T.S. which ensure our eligibility for an annual rebate.
- New contract negotiated with Accurant which resulted in a 90% cost savings, reducing our average monthly bill from \$1600/mo to less than \$145/mo.
- FIAS reports for several courts are now saved as PDF files on a shared drive which saves dollars and trees!

### Automated 896 Tax Offset Program

BFSD and ETSD worked with the Department of Revenue to create an automated system to refer cases for DOR tax offset, provide daily balance updates to DOR, and to receipt tax offset payments. This has made this very effective collections program more manageable and less labor intensive. Since its implementation last year, the system has referred over 430,000 cases for tax offset and received more than 18,000 tax offset payments saving over 100 hours in staff time each year in receipting time alone.

### Publications—Business Operations Moved to BFSD

The business operations of the Publications Department which includes order, payments, and the tracking and shipping of those orders is now handled by BFSD staff. BFSD evaluated these business processes and implemented further efficiencies. This has resulted in a cost savings in staff time, reducing the staff time used from 1 FTE to .2 FTE, and saving \$46,809 per year. BFSD also worked with the Publications Department to adjust pricing and product offering to account for reduce demand, enabling OJD to continue offering bound publications of case decisions despite increase costs and reduced demand.

### OJIN OnLine Increased Efficiency

Business Projects was able to implement work flow efficiencies which reduced the need for the OJIN Online support position from 1 JSS3 FTE to .5 FTE of a JSS2. This saved \$52,108 per year while maintaining previous service levels.

### Increased Debt Referral

BFSD implemented an automated system to refer debt to outside collections which allows us to track statewide volume and refer cases to collection agencies based on criteria that can be easily adjusted as needed. Since its implementation, we have been referring an average of 1000 cases a day to collections through this automated system. Statewide action tables cycle this delinquent debt through each collection agency until the debt is paid off or the judgment remedies expire. This process ensures that delinquent court debt does not sit inactive, it improves collection performance and it allows OJD to track collection agencies' costs versus performance. In the past year, BFSD has sent 366,768 stale debt cases to collections, totaling almost \$204 million in delinquent debt or %15 of OJD's total amount of outstanding debt.



### Central Procurement Accomplishments

Central Procurement conducts all procurements in a fair, open, competitive and accountable manner, ensuring 1) OJD received best overall value for each dollar spent, and 2) each customer receives the highest level of customer services possible. For calendar year 2011 we accomplished:

<u>Contract Type</u>	<u>Quantity Processed</u>	<u>Aggregate Value</u>
Purchase Orders	600	\$5.5 million
All others (PSK, IGA, IAA, etc.)	54	\$34.8 million

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## Central Services: Partnership With the Courts

BFSD's Central Services Program is a strategic effort to partner with local courts to improve and streamline accounting processes. This partnership also focuses on preparing both BFSD and the Courts for the new Financial Management System to be implemented through eCourt.

### 17 Courts Participating in Central Accounting

As of December 2011, BFSD was providing centralized accounting services for 17 courts while also assisting three others with their return check processing. Currently, BFSD is providing courts with several accounting functions that include the following:

- Disbursements
- Fund Transfers
- Adjustments

- Returned Check Processing
- Daily Journal Verification
- Daily Balancing
- Trust Checks
- Landboard
- ePayment balancing
- End of month close

With current staffing levels performing the functions listed above

as well as processing returned checks, BFSD was able to provide a 65% overall savings in staff time to the courts.

Centralizing these accounting functions alleviates some of the workload pressures on the local courts, while achieving greater efficiencies and accuracies in accounting duties.

#### Other services provided to the participating courts:

- Provided assistance with complex balancing issues and resolved these.
- Centralized the annual Landboard process.

### Statewide Check Printing



In 2011 BFSD evaluated the feasibility and resulting efficiencies from printing and mailing trust and revenue checks using the Department of Administrative Service's (DAS) Publishing and Distributions (P&D) service. BFSD completed an analysis of statewide printing and concluded that by processing checks centrally and printing through DAS P&D, there is an annual savings to OJD of \$46,440. This process was piloted in Josephine County initially and had been successfully implemented in 19 other court locations by the

end of 2011. Due to the cost savings and added efficiencies realized in these pilot courts, it was determined that it would be beneficial for all courts to transition to this method of check printing. This change in printing will not only result in a cost savings, but also a savings of valuable staff time.

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## Technology: Embracing Innovation

Technology continues to play a vital role in re-engineering the business operations of the courts. It allows us to increase our efficiency and enhances our ability to provide important services to our internal customers and to the public.

### 2011 Technology Milestones

**BFSD was instrumental in the following eCourt accomplishments:**

- Negotiated and executed the Oregon eCourt Implementation Services contract with Tyler Technologies, Inc.
- Negotiated and executed the Odyssey End User License Agreement with Tyler Technologies, Inc.
- Negotiated and executed the Maintenance and Support Services Agreement for the Oregon eCourt solution with Tyler Technologies, Inc.
- Hardware and software procurement
- ePayment study, design and maintenance
- New financial system configuration
- Data integration as it relates to business processes
- Custom process design for landboard, collections and check



"It's not faith in technology, it's faith in people."

—Steve Jobs

### OJIN Online Update

BFSD is currently working on transitioning OJIN Online to a public access model in Odyssey. This project will include an interim solution that will be in place until all courts have transitioned completely to Odyssey.



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## BFSD: Staff Connections

### New Faces/New Places

#### Retirements:

Sheila Weaver \* Marlene Doll \* Gail Bouldrey \* Linda Weigel

#### New Hires:

John Fagan, Budget Manager \* Jill Bell, Management Assistant \* Noelle Leopold, Court Accounting Specialist \* Kristen Baugher, OJIN On-Line, Publications \* Denise Pracht, Business Project Support Specialist

#### Promotions:

Noelle Leopold, JSS2 to JSS3 \* Nancy Johnson, Court Operations Supervisor 2 to OJD Analyst 3

#### Budget Reductions:

BFSD lost 8.2 FTE in 2011

### Looking Ahead...

Taking the time to look ahead is especially important during these challenging economic times. Strategic planning helps us work together toward a common focus and assists us in defining priorities.

#### PLANS FOR THE NEW YEAR:

Update written policies \* 2012 Special Legislative Session \* Continue to participate in eCourt implementation \* Roll-Out Central Check Printing Statewide \* Increase Central Accounting Courts



those less fortunate. BFSD staff contributed close to \$750 to the Oregon Food Bank in 2011.

Even though BFSD staff, along with all other staff in the OJD, had to take furloughs and learn to make ends meet with less, they did not let this stop them from coming together to help

### Leadership Oregon Graduate

Nancy Johnson, Fiscal Analyst with the Business Projects Team, graduated this year from the Leadership Oregon Program. This program's mission is to support and enhance the professional and personal development of State of Oregon managers through a year long program that includes an interactive and practical curriculum that expands an awareness of self, state government and local communities while promoting pride in public