

# Memorandum

To: Chief Justice De Muniz

From: David Moon, CPA

November 5, 2010

Subject: OSCA Efficiencies

We have compiled a list of actions taken by OSCA divisions to improve efficiency and reduce cost, based on items reported in a recent survey.

In order to facilitate review of the numerous items reported, the data has been sorted into three categories, each with several sub-categories.

- Efficiencies resulting in direct FTE and/or budget savings
  - Savings of personnel resources/FTE and money
  - Money savings
  - Increased production at no cost
  - Other
- Efficiencies resulting in indirect FTE and/or budget savings (difficult to quantify)
  - Savings of personnel resources/FTE and money
  - Money savings
  - Increased production at no cost
  - Other

Where possible, the amount of money or FTE savings has been noted, along with any explanation of other impacts.

Because some Divisions were able to articulate savings with greater details than others, the amount of information included with each item does vary. Additional information may be available from the reporting Division if requested. Some highlights from the report are included on the following page.



## Efficiencies Report Highlights

- iSeries Server Consolidation. Saved \$1,262,388 over 5 years. (Page 6)
- Installed secure FTP Server for use by OJIN Online, saving \$1,000 per year. (Page 9) Once in place, this service was shared by the CRB, where it saved \$250,000 by eliminating printing and postage costs. (Page 7)
- Court Interpreter Services' use of telephone interpreting, as well as Video Relay services for ASL interpreting. Saved \$32,000 in 2009-2010. (Page 5)
- Regionalization of Eastern Oregon Courts technical support – savings of 1.0 FTE. (Page 3)
- Offering debtors the ability to set up automatic recurring payments from credit cards, currently saving 6 hours of staff time per month. (Page 4)
- Centralized high level court accounting, saving 2 FTE so far, and more a program expands. (Page 4)
- Change to new spam/virus filter. Saved \$8,000 per year. (Page 6)
- Implementation of online time reporting. \$4,200 savings. (Page 9)
- Reduced warehouse space by recycling remaindered books. Continues to save approximately \$22,000 annually. (Page 11)
- Change in Blackberry Service provider. Saved approximately \$140,000, and increased coverage. (Page 7)

**Efficiencies resulting in direct FTE and/or budget savings**

Savings of personnel resources/FTE and money

Action Title:	Description:	\$ Savings:	FTE impact	Other Impacts (Anecdotal)
Court Interpreter Services used continued vigilance and cost savings development strategies employed beginning 2007-09 biennium	<p>In 2005-07 CIS was over budget by \$1.7 million and sought Legislative Emergency Board relief</p> <p>In 2007-09 CIS ended \$200,000 below budget</p> <p>In 2009-11 CIS continues to implement efficiencies and remain within budget parameters</p>	\$200,000 below budget for '07-'09	Reduced staff in 2009-11 biennium by 1.5 FTE	Increased productivity
EOC (8 Eastern Oregon Courts, 9 court locations) Technical Support Regionalization	3 techs and 1 coordinator support Eastern Oregon staff. Majority of Incident tickets are resolved remotely.		1.0	"leveling" of technology in all 8 districts allowing efficient use of staff resources to resolve issues in environments that are the same in every court location.
Developed equal employment opportunity plan (EEOP) database	EEOP database imports data from the position personnel database (PPDB) system and generates reports.	This generates estimated time savings of 60 to 80 hours at executive analyst level per biennium for compilation of the reports, or approximately \$2,000 to \$3,000 per biennium.		

Efficiencies resulting in direct FTE and/or budget savings				
Savings of personnel resources/FTE and money				
Action Title:	Description:	\$ Savings:	FTE impact	Other Impacts (Anecdotal)
Created electronic service credit calculator	Developed an electronic service credit calculation database	This generates savings of approximately \$20,500 per calculation of service credits for the entire OJD.  Assuming we will do this once per year, the biennial savings are approximately \$41,000.		Eliminates the need to manually calculate service credits in advance of a layoff.  Calculating all OJD employees' service credit scores by hand takes approximately four weeks of full time labor for the entire HRSD support staff, using the database it takes one staff member one day or less.
BSFD vacancy Savings	Able to re-distribute workflows to gain efficiencies	More than \$100,000 savings	1.0	
Recurring Payments	Began setting payment plans on credit cards with automatic monthly payments	More than \$1100.		So far, about 25 debtors have made approximately 150 payments, saving more than 37 hours of staff time.
Streamlined Delinquent Debt reporting		Over \$7500 savings		Report preparation time reduced from 176 hours to 4 hours
Centralized efficiency project	Centralization of high level accounting functions in a Circuit Court to gain efficiency and to reduce error.	1 JSS 2	2 fte	Decreased error rate, better internal controls, and increased compliance with accounting policy

**Efficiencies resulting in direct FTE and/or budget savings**

Money savings

Action Title:	Description:	\$ Savings:	FTE impact	Other Impacts (Anecdotal)
Court Interpreter Services increased use of Video Relay for ASL interpretation	Developed and implemented scheduling guidelines and protocols for working on short, non-evidentiary hearings	Saved \$16,000 in 2009-10 (actual); Average cost savings per ASL assignment: \$477	N/A	Scheduler resources saved (time not spent making time consuming travel arrangements); courts receive high quality interpreters for less cost
Court Interpreter Services increased use of telephonic interpretation for spoken languages	Developed and implemented scheduling guidelines and protocols for working on short, non-evidentiary hearings; installed telephonic interpreting equipment in Central Oregon	Saved \$16,000 in 2010 (est); Average cost savings per assignment: \$200	N/A	Scheduler resources saved (time not spent making time consuming travel arrangements); courts receive high quality interpreters for less cost
Court Interpreter Services Staff Interpreters	<p>Working supervisors interpreting as needed</p> <p>ASL Staff interpreter covering 57% of all hearings, vs. 37% 2 years ago</p> <p>Adjusted duty court and rotation assignments, to be covered by staff interpreters in Multnomah County, to peak hours</p> <p>Providing more telephonic interpreting statewide</p>	Saved \$40,000 in 2010 (est)	N/A	<p>Decreased the need for freelancer interpreters to be hired</p> <p>Improved communication and rapport with courts</p>

Efficiencies resulting in direct FTE and/or budget savings				
Money savings				
Action Title:	Description:	\$ Savings:	FTE impact	Other Impacts (Anecdotal)
Court Interpreter Services duty court and scheduling adjustments in Washington County	Special study in 2 <sup>nd</sup> busiest courthouse (for court interpreter services) in state; Collaboration with TCA, judges, court staff, schedulers	11/08 - 11/09 saved \$69,433 in freelance expenses; same rate of savings continues since then	N/A	Continue to target and work with individual counties on scheduling efficiencies
Court Interpreter Services duty court and scheduling adjustments Benton County	Adjusted duty court and rotation assignments in Benton County, reduced by 7 hours per week	Approximate savings per week: \$227.50	N/A	Continue to target and work with individual counties on scheduling efficiencies
iSeries Server Consolidation	Consolidated 20 iSeries servers into 2 systems	\$1,262,388 over 5 years		Cost and time savings in server support of 2 rather than 20 servers
EOC Scrolling dockets	Installed thin clients in all courts (except MOR and WAL) for scrolling standard dockets replacing standard PCs (7)	Approximately \$600.00 per workstation		Uniformity across the docket displays in 7 districts. The public views the same "look and feel"
Domino Server Consolidation	We reconfigured the Domino network to increase performance and reduce the number of servers required	Saved \$5,000/year		This change required that we migrate from the iSeries platform to the Windows platform, which gives us faster-responding Domino servers. Also, we now have a fully-redundant Domino network, which we could not have had under our old model.
Spam/Virus Filter Migration	We changed our spam/virus filter from SpamJam/ScanMail to Barracuda.	Saved \$8,000/year		This resulted in lower costs as well as more robust spam/virus filtering. We also now have redundant filtering, which we did not have before.

**Efficiencies resulting in direct FTE and/or budget savings**

Money savings

Action Title:	Description:	\$ Savings:	FTE impact	Other Impacts (Anecdotal)
Blackberry Services Change	Switch from partial coverage provider to large area coverage provider. Lower per device service cost savings of \$10 per month.  Service fees  BES upgrade  New device costs	\$50,000/year  \$1,000  \$93,000		Got more complete coverage throughout all OJD geographic areas. Verizon provided all Blackberry devices for free, as well as a free upgrade to the new version of the Blackberry Enterprise Server (BES).
SFTP Server	Allows secure file transfer with internal and external customers without manual intervention. Addressed major requirement by CRB	\$250,000 per biennium		Increases efficiency by allowing self service on protected file transfers with little intervention by technical staff.
DC consolidation	Went across the state and reduced the total Domain Controllers from 20 to 13 physical servers. Average cost per server, \$7,000	\$49,000 in onetime cost savings	N/A	less hardware to manage which equates to saving in human resource time. Also it simplifies the OJD Active Directory environment
Recycle of obsolete Blackberry devices	Sold back 200 obsolete BB devices	\$6,500 return to the general fund	N/A	We now have an established process for gaining some benefit for the taxpayers by getting back money on obsolete BB devices

Efficiencies resulting in direct FTE and/or budget savings				
Money savings				
Action Title:	Description:	\$ Savings:	FTE impact	Other Impacts (Anecdotal)
Monitor Sleep Mode	Implemented monitor "sleep" mode that puts computer monitors in standby, low power mode when not in use	\$8,000 in savings per year (400 x \$20)		Less heat, longer monitor life
Position downgrades	Downgraded 2 new positions from ITS3 to ITS2  In Applications Group	Approx.  \$1,700 per month		
Placed benefits packets online	New Judge and New Employee Packets were made available online.	Estimated savings of approximately \$3,000 per biennium.		Save cost of printing and sending packets, and the staff time of "building" them; easier to update.
Developed "Hay" on-line training for new Classification Advisory Committee (CAC) members	Replaced need for in-person Hay job evaluation training for new CAC members (and as refresher for current members) with online training modules.	Travel and meeting related expense savings of approximately \$6,000 per biennium		Not only saved expense related to meetings for the latest Hay evaluation, but will generate the same savings each time a new member joins the CAC or a refresher course is needed on Hay evaluation.  Another positive impact is convenience for CAC members, with the ability to navigate through the training at any time or location.

**Efficiencies resulting in direct FTE and/or budget savings**

Money savings

Action Title:	Description:	\$ Savings:	FTE impact	Other Impacts (Anecdotal)
Created scanning protocol for classification study documentation	Developed a protocol for scanning documents for the analyst class study, which may also be used for future class studies.	This will generate a savings of approximately \$500 per biennium.		By scanning in the documents related to the classification study we save the expense and floor space of one large filing cabinet per study.
Implemented on-line time reporting	Established electronic time sheet for all OJD employees.	This generates a savings of approximately \$4,200 per biennium for HRSD.		<p>Eliminates approximately three hours time stamping and paper filing per month in HRSD.</p> <p>Benefits to employees are time savings due to the computer performing calculations instead of having to manually add multiple columns and rows on a paper time sheet, the ability to view leave balances in "real time" (i.e., leave balance shown is reduced as the leave is noted during the month), and decreased lead time from turning in a paper time sheet (instantaneous delivery).</p> <p>Benefits to the courts and OSCA are the time and postage saved by OSCA not mailing blank time sheets to the courts, and the courts not mailing filled time sheets to OSCA.</p>

**Efficiencies resulting in direct FTE and/or budget savings**

Money savings

Action Title:	Description:	\$ Savings:	FTE impact	Other Impacts (Anecdotal)
<p>Implemented SAIF's Employer-at-Injury Program (EAIP)</p>	<p>Began participating in a SAIF program offering financial assistance to employers for returning injured workers to transitional work within their restrictions prior to claim closure.</p>	<p>Since July 2009 OJD has collected \$35,095.38 in reimbursement from SAIF through this program.</p> <p>Assuming a constant rate of workers returning to work from injury, biennial reimbursements would be approximately \$70,000.</p>		<p>This money goes into the OJD general fund and has been accessed by several courts and divisions for purchase of safety, ergonomic, and ADA related equipment for staff.</p>
<p>Implemented electronic personnel action request (PAR) submission</p>	<p>PARs transmitted via a secured Lotus Notes database</p>	<p>At approximately 100 PARS per month, this generates a savings of approximately \$1,050 per biennium in postage alone.</p>		<p>Eliminates the need to mail hard copies, and the time it takes for mail delivery.</p>

**Efficiencies resulting in direct FTE and/or budget savings**

Money savings

Action Title:	Description:	\$ Savings:	FTE impact	Other Impacts (Anecdotal)
BFSD Shared Drives	<p>Transitioned from printing to electronic sharing of RSTARS reports using the shared drive</p> <p>Also, now in pilot to transition to electronic copies of month-end reports from courts.</p>	Postage and paper cost savings: Approx \$2000 per year		Saved approximately 7.2 trees, and 1,440 lbs. of carbon dioxide
Reduced warehouse usage from 3 floors to 2 floors	We sent unusable systems furniture to the metal scrap.	Recovered \$816 and Saved \$672 by not Sending to landfill.		This resulted in 16.3 tons of recycling. Equivalent to more than 11 Toyota Prius cars.
Reduced warehouse usage from 3 floors to 2 floors	Recycled books that were no longer being used and no longer selling.	Saved \$4,158 by not sending to landfill.		This resulted in 99 tons of recycling. Equivalent to 4 semi truck loads.
Reduced warehouse usage from 3 floors to 2 floors	Discontinued rent to one warehouse floor	Saved \$19,000 per year	Equivalent of .10 FTE	Saved the equivalent of over 7 football fields of storage space over the course of one year
Turned off heat to warehouse		Saved \$3,343 per year		This avoided over 30,000 kwh of energy use, avoiding more than 7 tons of carbon usage.
OJIN Online FTP data distribution	Changed data delivery method from mailed DVDs to customer managed downloads, saving 8 hours of staff time per month. Made service available to other OJD divisions.	Over \$1000 per year in postage and production costs.		Eliminated the production of more than 330 DVDs per year.
Elimination of paid water service	Eliminate the state-paid water service for Records and Library employees, after testing water quality in SC building and determining no problems.	\$840 per year		

**Efficiencies resulting in direct FTE and/or budget savings**

Increased production at no cost

Action Title:	Description:	\$ Savings:	FTE impact	Other Impacts (Anecdotal)
Court Interpreter Services staff workstation re-assignment	Permanent change, staff interpreter moved from Linn-Benton to Marion County and support staff moved from Salem to Portland (Summer 2009)	Saved \$48,000/year	N/A	Staff interpreter is now located in a busier courthouse and is able to cover more assignments (less need for freelance interpreters to be hired)

**Efficiencies resulting in direct FTE and/or budget savings**

Other

Action Title:	Description:	\$ Savings:	FTE impact	Other Impacts (Anecdotal)
REAP collectors	Used active collection techniques			Debtors who had not made payments in years began to comply with regular payment plans. The concept of central collections was demonstrated. Restitution focused collectors were repurposed to focus on all collections.
Automated Kicker intercept	Allowed recovery of kicker refunds from debtors, with reduced fe	\$2.3 million in revenues		\$406,600 of the funds collected paid restitution.

Efficiencies resulting in indirect FTE and/or budget savings (difficult to quantify)				
Savings of personnel resources/FTE and money				
Action Title:	Description:	\$ Savings:	FTE impact	Other Impacts (Anecdotal)
Court Interpreter Services interpreter pre-auditing process updated	Streamlined internal auditing of interpreter billing for statewide receipt of interpreter invoices		N/A	Less duplicate handling of invoices in 6 offices statewide, less paper used due to electronic communications
Court Interpreter Services 50% of Continuing Education events presented via Webinars	Staff travel, flex time, and prep time reduced		N/A	Worked with ETSD to gain appropriate technology from warehoused equipment
Appellate statistical reports	Ability to generate over 50 statistical reports on demand, including performance measures reports developed in conjunction with the National Center for State Courts.			Increased efficiency and quality.  These reports used to be done by hand counting files or by querying free form text fields, verifying counts by hand, requiring numerous of hours of analyst time to prepare.
Electronic versions – calendar/agendas	All Appellate court dockets and conference agendas are created electronically and visible through screen display. Oral Argument calendars are posted on the Internet website.			Increased usability, efficiency, and time savings.  Agendas and dockets used to be created manually and required manual revisions to the documents; spreadsheets kept track of matter assignments.

Efficiencies resulting in indirect FTE and/or budget savings (difficult to quantify)				
Savings of personnel resources/FTE and money				
Action Title:	Description:	\$ Savings:	FTE impact	Other Impacts (Anecdotal)
Leave Request Application Deployment	Implementation of electronic leave request form to process time off requests. By leveraging our existing Notes/Domino network, this effort incurred no additional costs to OJD.			Increased efficiency, usability, and time savings – easy reference tool; eliminated manual people work. To date, with 25% of OJD participating, we have saved 28 reams of paper over 6 months. Scaled up, the savings would be in excess of 200 reams of paper/year. End to end, this would be 17 miles of paper.
Electronic Timesheet	Implementation of electronic timesheet			Increased accuracy of calculations, increased efficiency for staff and managers; eliminated manual people work
Increased use of teleconference/webinars	Projects have taken advantage of teleconferences /webinars			Increased time and cost savings; reduced travel

Efficiencies resulting in indirect FTE and/or budget savings (difficult to quantify)				
Savings of personnel resources/FTE and money				
Action Title:	Description:	\$ Savings:	FTE impact	Other Impacts (Anecdotal)
Implemented on-line recruitment	Adopted the NeoGov eRecruit system along with the executive and legislative branches.			<p>Replaced the outmoded, paper system with an applicant-friendly "front door" to OJD.</p> <p>Per NeoGov data, estimated 33% time savings for each recruitment.</p> <p>This system reduces the cost of paper, ink, postage, and time spent on recruitments.</p> <p>Courts and divisions will also no longer have to set aside as much physical space for recruitment documentation, as files may be retained electronically in the system indefinitely.</p>
Developed Fee Calculators	Saved staff time, and improved accuracy	Though difficult to quantify, staff time and errors in the court have been greatly reduced.		Receipting time without the calculator would take approximately 75% longer with the 2287 fees. After initial questions were answered, help tickets regarding fee calculations have greatly reduced.

Efficiencies resulting in indirect FTE and/or budget savings (difficult to quantify)				
Savings of personnel resources/FTE and money				
Action Title:	Description:	\$ Savings:	FTE impact	Other Impacts (Anecdotal)
Appellate Court Services Vacancy Savings	Left 3 vacant positions unfilled (1 AA2, 1 JSS2, 1 JSS1); absorbed work among remaining staff and other OJD employees from other areas of the department;		3 fte	
Shifted work to OSB	Transferred to Oregon State Bar (OSB) the cost of mailing certificates for bar admission; letters to notify of pass/fail of exam. Eliminated OJD staff time that was formerly investment in "quality assurance" work--in fact, this was not aiding results accuracy, and so OJD involvement was discontinued and left to OSB to address)			

Efficiencies resulting in indirect FTE and/or budget savings (difficult to quantify)				
Money savings				
Action Title:	Description:	\$ Savings:	FTE impact	Other Impacts (Anecdotal)
Court Interpreter Services provided guidelines for scheduling efficiencies and alternatives	Revised interpreter scheduling matrices (priority of hearing types to interpreter level) to maximize interpreter resource management	Increased productivity and efficiencies; less use of resources	N/A	Courts get high quality interpretation at a lower cost
Court Interpreter Services provided centralized scheduling for Lane County	At TCA's request, began scheduling and pre-auditing invoices for all Lane County interpreting requests	Increased efficiencies, less use of resources	N/A	More conservative block scheduling and pre-auditing of local interpreters' billings
Court Interpreter Services increased usage of motor pool and DAS rental car agreements; other administrative restrictions	Analysis for most efficient use of vehicles for each trip by each staff person. Increased use of reduced rate mileage reimbursement; Vigilance regarding supplies and travel overall; More staff meetings conducted via technology (webinars, GoToMeeting, Conference Calls); changed locale of in-person meetings so less staff travelling		N/A	Less travel and supply expenses
Court Interpreter Services re-negotiated contract for commercial telephonic interpreting	Joined statewide DAS contract	Per minute expense reduced from \$1.95/min to .98/min	N/A	

Efficiencies resulting in indirect FTE and/or budget savings (difficult to quantify)				
Money savings				
Action Title:	Description:	\$ Savings:	FTE impact	Other Impacts (Anecdotal)
Continue to target and work with individual counties on scheduling efficiencies	Work towards centralized scheduling and consistent practices for most efficient use of interpreters statewide		N/A	Full centralized scheduling for Klamath, Coos/Curry, and Lincoln Counties; decreases local court staff work load (moves to CIS staff)
Improved VPN – work from home and vendor access	Improved ability for staff and vendors to access the network via VPN.			Increased efficiency, productivity, and time and cost savings; decrease in contract costs due to less travel
Created process to scan and post payroll reports to a secure shared directory	Payroll reports are scanned monthly and are posted to a secure shared directory where they can be viewed by those with access at any time.			Eliminates the need to mail hard copies. Administrative authorities (AAs) can authorize access to shared directory to multiple users.
Legal Counsel Reduced published ORS set needs		Savings of 25%		
Legal Counsel Reduced Internet service costs		Savings of 32%		
Legal Counsel Transition from paper to electronic transmissions	Transition from paper to electronic transmissions to Risk Management, Department of Justice and others			Should be a significant savings in paper and print costs. Still accumulating savings details.

Efficiencies resulting in indirect FTE and/or budget savings (difficult to quantify)

Money savings

Action Title:	Description:	\$ Savings:	FTE impact	Other Impacts (Anecdotal)
Appellate Court Services Desktop printer reduction	Increased number of less-costly-to-operate networked printers and strategically located them in office for less staff movement; reduced number of more-expensive-to-operate desktop printers (that are no longer supported by ETSD)			
Building management	Less expensive lighting; staged the HVAC to come on in stages to avoid cost of peak load times; carefully monitoring building temperature to balance comfort/cost;			
Reduced the subscriptions in the State of Oregon Law Library				

Efficiencies resulting in indirect FTE and/or budget savings (difficult to quantify)

Increased production at no cost

Action Title:	Description:	\$ Savings:	FTE impact	Other Impacts (Anecdotal)
<p>Court Interpreter Services scheduler staff development</p> <p>Implemented Schedulers' Desk Manual</p>	<p>Schedulers provided with clear decision-making parameters</p> <p>Schedulers actively estimating fiscal impact and suggesting less expensive alternatives</p> <p>Increased vigilance and checking with attorneys and courts on probable outcomes (i.e. trials requiring 2 interpreters for 8 hours become plea with one interpreter for 2 hours)</p>	<p>Increased productivity</p> <p>Example – 1 trial (likely to plea) with only 1 interpreter (instead of standard 2) saved \$800 (and ended up pleading out)</p>	<p>N/A</p>	<p>Weekly statistics reporting added to daily duties</p> <p>Increased conservative scheduling (tighter blocks)</p> <p>Streamlining of statewide scheduling system and broader use of interpreter resources</p>
<p>Mail efficiencies</p>	<p>Reduced # of mail deliveries around OSCA and Appellate Courts. Redirected available staff (JSS1) to performing indexing function 3 hours a day. This helped preserve vacancy savings</p>			

Efficiencies resulting in indirect FTE and/or budget savings (difficult to quantify)

Other

Action Title:	Description:	\$ Savings:	FTE impact	Other Impacts (Anecdotal)
Implementation of Appellate efilng	Provided ability for attorneys registered with the system to file all documents and pay the filing fees online 24/7; ability of automatically serving the efiled documents on the other parties if registered with the system.	TBD		Increased usability, efficiency, and time savings.  Ability to file after business hours; reduced need for storage space; improved accessibility.
Electronic generation of documents	Ability for Appellate Courts to generate over 350 different documents using data from the system; ability to email those documents to parties that have email addresses on file with the courts.			Increased usability, efficiency, and time savings.  Use of templates lead to standardization and consistency in format and approach to documents.
Business process re-engineering – Appellate Projects	Ability to use full descriptions of documents and activities rather than codes. ACMS contains data fields that reflect information previously kept in comment lines that were difficult to query and understand.			Increased usability and efficiency and no longer need to look up and/or remember codes.
Automated updating of attorney information	Ability to download nightly from the Oregon State Bar, adding and updating attorney information in the			Increased usability, accuracy, efficiency, and time savings.

system.

Efficiencies resulting in indirect FTE and/or budget savings (difficult to quantify)

Other

Action Title:	Description:	\$ Savings:	FTE impact	Other Impacts (Anecdotal)
Created OJD Wellness Challenge	Acquired a \$10,000 PEBB wellness grant with the goal of creating a healthier workforce.			<p>Between 40% and 50% of OJD employees participating indicated reduced BMI, improvement in at least one health condition, and better sleep than before participating.</p> <p>A University of Michigan study of 2 million individuals from 1979 to 2004 found average wellness program returns of \$5.93 per \$1 invested due to cost reductions related to disability, worker's compensation, health plan expenditures, and absenteeism.</p> <p>Average of 36% reduction in disability and worker's compensation costs per "Art of Health Promotion", Larry S. Chapman, 2005, related to wellness programs.</p>
Developed Legal Counsel Division retention schedule				Created space and file management efficiencies
Contracted with additional Collection agencies	Improved collections quality, contracted court collections specialists.			