

**31<sup>st</sup> Judicial: Efficiency Efforts**

- 1) A Family Court Commissioner and Associate Circuit Judge have been added since 2009. A 2015 assessment reported that Greene County still needed 4 more judges. An additional Associate Circuit Judge position is authorized and funded in FY2016. The addition of these judicial positions has improved the Court's ability to handle caseload, providing better service to citizens. In the 2015 Legislative Session HB799 was vetoed by the Governor. Greene County would have received a Circuit Judge position. The same Bill has been filed for consideration in the 2016 Legislative Session.
- 2) Division 25, established in 2009, is staffed by Judges from other courts in Missouri who come to Greene County and are assigned to hear Associate Civil and Small Claims cases. These judges assist Greene County with managing its caseload. Since its inception, Division 25 has disposed of over 60,000 cases and has been recognized for its efficiency and effectiveness. This program allowed the Greene County Circuit Court to assign an additional Circuit Judge to hear Circuit Felony Criminal cases.
- 3) In response to Jail overpopulation, the Court has monitored the population when the information was made available to the Court. The Court has been engaged and involved in responding to the situation and has taken action to reduce the population.
- 4) In the time period of 2009 to 2015, the number of pending cases of the court has been reduced by about 10% which is indicative of good case management. Greene County Circuit Court participated in the Project One/Clearance Rate pilot project in 2014 and 2015. The project compared the number of cases filed to the number of cases disposed. During 2014 Greene County achieved a clearance rate of 108% and during 2015 Greene County achieved a clearance rate of 107% by disposing of more cases than were filed.
- 5) Greene County was the 9<sup>th</sup> Court in the State (114 counties) to implement Electronic Filing of cases. Greene County began e-Filing in April 2013. The court began scanning court files in 2011 and since then the number of paper files has been significantly reduced and much needed space has been reclaimed from record storage in Circuit Clerk and in Probate Division offices.
- 6) The County Ordinance court started in 2013 and in the first 6 months of the program \$30,000 in fines were collected by the Court and turned over to the County General Revenue Fund. In 2014 the court processed over 2800 cases, and collected \$163,000 in fines, all of these cases was an increase to the existing caseload of the court. The Court has not asked for additional personnel to process these cases.
- 7) The Court implemented a process to increase the number of cases that are tried or are brought to resolution within a shorter time and increased the certainty that when a case is scheduled for trial, that case will go to trial. Judges schedule several cases for Jury Trial for specific days. If in the event that those cases are resolved prior to the scheduled date, then that Judge is available to assist other Judges by handling their cases scheduled for Jury Trial on the same day.
- 8) In 2009 the Circuit Clerk developed the first website for the Circuit Clerk's office and the Circuit Court. A new redesigned website will be accessible to the public in January 2016. The website will have more information, court forms and help for the public. Case.net has been improved and provides more information about cases.

## **Financial Advisory Task Force: Department and Office Efficiency Efforts 2009-2016**

### **31<sup>st</sup> Judicial: The future – 2020 through 2024**

Estimated expenditures for years 2020 through 2024 total \$1,432,150. It is anticipated that year 2022 will present the highest cost (\$520,830) stemming from needs that include moving the circuit clerk office to the first floor of the JCF (\$100,000), replacing work stations in light of this move (\$50,000), and the expansion of the Jury Assembly Room (\$100,000). Ongoing expenses include maintenance (\$83,530) and sequestered jurors (\$115,000). Other capital needs for 2020-2024 include replacement of several large machines (\$121,500), as well as a 5-man pod for the circuit clerk (\$15,000) and computer needs through Court IT (\$48,000).

### **Assessor: Efficiency Efforts**

- 1) Acquisition of appraiser field tablets from current computer assisted mass appraisal system vendor, Tyler Technologies, to improve job assignment, data collection and appraisal tasks. The units permit a more efficient work flow, particularly during the reassessment review process.
- 2) Digital program of archived property record data for appraiser and public use. This has resulted in the elimination of expenses associated with the maintenance of the micro phish unit and cartridges and trips to the Archives department.
- 3) Departmental cross-training which allows for temporary reassignment of office duties as warranted.
- 4) Elimination of the Mapping Coordinator position in favor of an additional Mapping Technician with the coordinator duties reassigned and added to supervisory personnel in other departments.
- 5) In-house development of the current personal property program in coordination with Information Systems, permitting on line taxpayer filing of personal property lists. This has resulted in decreased postage expense for the assessor and public, plus less reliance, time and resources spent on temporary staffing during personal property account data entry.
- 6) Enhancements made to the assessor website that helped the public access forms and view property data preventing unnecessary visits by the public to the office. This has allowed the assessor to maintain clerical staffing at existing levels.
- 7) Aerial photography of county parcels every two years to assist with the discovery of new construction erected without the acquisition of a building permit.

### **Assessor: The future – 2020 through 2024**

- 1) Ongoing effort to lobby the Greater Springfield Area Board of Realtors to convince them of the overall benefit to all citizens of Greene County regarding the disclosure of sales data for entry in the mass appraisal market model to improve and enable better consistency in overall estimates of property value. Another option being explored is the creation of legislation requiring disclosure of this data to assessor offices while maintaining public privacy issues by keeping the data restricted to assessor examination and implementation.
- 2) A thorough review and revision of departmental policy and procedures. This project has already been initiated but will require updates as the new plans listed above are implemented.
- 3) Continue efforts for enhanced aerial photography through the joint cooperation of city and county GIS departments to obtain improved pixilation and future enhancements to the current Pictometry mapping program.

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- 4) Another item of note is the recent fiscal cooperative between the Assessor and Resource Management regarding the acquisition of a building permit program. This program, initiated by Resource Management, will provide the assurance that all permits issued will be received by our office. We also want to be sure that the creation of the personal property reviewer position is included in this plan. This new position will provide numerous benefits, most notably the additional revenues that will be derived from the position that will exceed the position expense.
- 5) The Assessor plans to acquire a new website program through Tyler Technologies that we believe will be of benefit for both ourselves and the public. The ongoing annual maintenance costs will also be less than our current program, Beacon.

### **Auditor: Efficiency Efforts**

- 1) The Auditor's Office has implemented a comprehensive Enterprise Resource Planning software system that integrates the following functions: Accounts Payable, Advanced Budgeting, Bid & Quote, Contract Management, Fixed Assets, General Ledger, Human Resources, Inventory Control, Payroll, Project Accounting and Purchasing. This eliminated duplicate data entry and greatly improved efficiencies not only in the Auditor's office, but all offices and departments County-wide. The software also allows for the real time sharing of information, which becomes a catalyst for adopting Open Book Management.
- 2) The next step in the ERP process is to add: Applicant Tracking, Automated Timekeeping, Centralized Grant Management, Code Enforcement, Permits & Inspections and Web User Extensions. Like many offices, we continue to strive to utilize technology to gain efficiencies.

### **Auditor: The future – 2020 through 2024**

Operationally over the next 5 – 10 years, I expect that we can sustain, with existing personnel. I am hopeful that we can increase training and office supplies back to 2008 levels. The critical component for our office, like others, is to continue to invest in our existing personnel and technology. If we fail in either endeavor, we will find ourselves stepping back.

### **Building Operations: Efficiency Efforts**

- 1) As employees retired, quit, or were terminated, several positions were not refilled. We have been doing more with less people. Please note: We tried to maintain high standards of work, but could not accomplish as much. Still resulted in saving county monies on their salaries.
- 2) Janitorial area we were able to purchase bathroom and floor cleaning machines to accomplish more and better cleaning in less time.
- 3) We have been very actively involved in open book management, and teaching each other how to better understand our financial numbers. By doing our projections it helps us to do better planning and spending.
- 4) We often save money on projects by doing the work in-house instead of contracting work out.
- 5) We are always looking for better ways of doing things by seeking advice from others.

**Collector: Efficiency Efforts**

- 1) Postage and paper will keep increasing. We are working hard to reduce labor during the tax season and increase web payments (which reduces postage and paper and ink). Increased web payments from 18, 232 payments for the 2009 tax year to 44,543 for the 2014 tax year.
- 2) Stuffing multiple statements in envelopes, instead of one statement per envelope, this year. The savings is not clear yet, but next year we will have a better understanding and be able to match more statements (increasing the savings some). In doing this, we also reduce the number of envelopes we need to purchase by a little. Of course, the biggest savings is postage.
- 3) Accepting debit and credit cards in person, and plan on implementing that online next year. This may reduce some walk-in traffic which may reduce labor a little. It sure makes taxpayers happy.
- 4) Implemented the Jaguar payment processing system which is costly up front, but should help process mail faster with less temp workers. Jaguar also reduces the workload in our deposit routine as well as our trouble mail department. We anticipate reducing the temp workers from 8 or 9 people to 4 or 5 people. This is for 6-8 week period. Also, the faster we process mail the sooner tax payers get their receipts.
- 5) Shifting some contract labor to two full-time positions through tax maintenance fund. This will hopefully reduce turnover which will reduce the cost of hiring and training people, and it will reduce mistakes which then benefits the taxpayers.

**County Clerk: Efficiency Efforts**

- 1) Sequoia Voting Systems optical scan and Direct Recording Electronic (DRE) voting machines were purchased prior to the 2009 timeline but have continued to benefit Greene County voters. Results are tabulated more efficiently and available for viewing directly upon upload to the system.
- 2) Electronic Voter Check-in (EVC) – EVC reduces check-in time, decreases a significant amount of paper use, decreases number of Election Judges needed, and takes less time because voter history is uploaded immediately. Duplicates and errors are found with efficiency and quickness previously not possible. Also, paper precinct rosters were expensive to print.
- 3) It is required every two years during even year cycle for the Election Authority to update all registered voters in their county of jurisdiction to determine if their registration status is accurate. The Greene County canvass is performed with the help of local business, Edward J. Rice Company. The old process was less than efficient both in the time and resources spent. Now a letter is sent out that saves taxpayer dollars in the savings of the card not being printed and the time invested by the office no longer tracking down their new address.
- 4) The Office of County Clerk has implemented taking the Board of Equalization minutes via electronic entry on a laptop computer. This has allowed for less time after the meeting transcribing the written notes and has increased the accuracy in motions as stated being recorded and the roll call taken when votes are called.
- 5) The Office of County Clerk is statutorily placed between the Office of the Assessor and the Office of the Collector for both administration and accountability purposes. As an office, we now coordinate with the Office of the Assessor in using their program to schedule appeals and the printing of notice of hearings and decision notices for the Board of Equalization.

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- 6) The office has implemented digital imaging that has been a very useful tool for efficiently providing service to the public. Permanent records are digitized through the creation of an index. This gives the public we serve a time-efficient method for obtaining the important documents they need. Images can be accessed quickly and copies can be printed as needed.
- 7) All images are written (copied) onto microfilm, which then creates a roll called “the security copy.” This copy is used only for making duplicate copies. The duplicate can be used for day-to-day requests when the electronic technology cannot be accessed as it occasionally occurs.
- 8) Existing indices/finding aids are being published on the county website. To help aid in convenience, an online request form is available via the Archives’ page. Records are currently going through a reorganization process to streamline the filing system to be under one method of organization. A digital inventory is being created to aid in more efficient querying. This is being coupled with producing new indices/finding aids.
- 9) There is an ongoing project with the Missouri Secretary of State’s office to catalog and microfilm historic court records that will help ensure the preservation of these documents for future researchers.

### **County Clerk: The future – 2020 through 2024**

The current H.I.P. request for election equipment for **\$650,000 over a period of 3 years starting in 2017 by the Office of County Clerk will go beyond the 2024 timetable** in terms of the equipment will be expected to have a minimum shelf life of ten years. There are no other H.I.P. requests anticipated at this time. Election equipment is the major H.I.P. request that will occur from time to time from this office due to their starting price point. All other duties from this office do not involve the need for a H.I.P. request that we can currently identify.

## **Emergency Management: Efficiency Efforts**

- 1) Grew staff using grant funds.
- 2) Field assets such as the Skylab and trailers have been 100% grant funded.
- 3) Purchased a vehicle with 50/50 grant funds.
- 4) OEM vehicle replacements were made by using surplus county vehicles.
- 5) Fifty percent of OEM operations have been supported by grant.
- 6) Funded several county plan developments with 100% grants.
- 7) Created a 100% funded contractor position by municipalities (no GR).
- 8) Developed contracts for office equipment, which saves the expense of maintenance, ink, replacement, etc.
- 9) Cost share budget with City of Springfield (1997 agreement), comprised of 50% grant, 35% Springfield and 15% Greene County.
- 10) Utilizing intern/volunteer/reservist program to support work product (\$270,000) in savings.
- 11) Utilizing partnerships to leverage community needs at no cost to county.
- 12) Captured 100% recycling grant for the county and county buildings – ongoing.
- 13) Secured 25% of cost of building PSC with grant funds.

### **Emergency Management: The future – 2020 through 2024**

Looking ahead, OEM anticipates radios for a trunked radio system, engaging in a vehicle lease-purchase program, ongoing computer replacement for 75 workstations, purchasing a PRIME Mover 2-ton vehicle,

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replacement of audio-visual equipment, and program development (W.O.P. (Watch Officer Program), training, exercises, etc.). New positions planned would include an IS position for the PSC (\$40,000), an Exercise/CERT coordinator (\$37,000), an OEM GIS (\$40,000), and possibly a FTE grant writer. OEM acquires accreditation every five years at \$20,000. Also planned is the replacement of Skylab, with the pursuit of supporting grants (\$400,000).

There a 2% growth per year in the budget request. Growth in staff will increase the global impact to the budget. Anticipated is a decrease in grant monies and grant availability. Budget impacts would also include cost of PSC maintenance and equipment replacement, and fleet management.

### **General Services: Efficiency Efforts**

- 1) Three out of eight staff positions were eliminated. We were already cross-trained within our department, but increased the level of cross-training in order to be able to cover one another during absences.
- 2) The implementation of Eden to manage central supply, print shop and microfilm supplies at the beginning of 2009 has made the ordering and issuing of supplies more efficient.
- 3) With every office in the county cutting back on spending, less purchase orders were processed, less print orders received and less central supplies issued. This helped our department manage with a smaller staff.
- 4) The on-line availability of forms and use for payment of taxes, along with digital filing of court documents has led to decreases in both mail and printing volume.
- 5) A recently purchased collator will help the print shop run more efficiently. This was purchased with 2015 mid-year adjustment capital funds.
- 6) The elimination of the Information Booth allowed us to decrease staff by one position. This also eliminated a need for back-up staff to cover the booth should the regular operator be absent.

### **General Services: The future – 2020 through 2024**

The county is on the mend financially. As staffing levels increase county-wide, and spending by offices becomes more proliferate, this will affect the General Services department in every area. We are the receiving and distribution center for purchase orders. The more that come in, the more there are to be delivered. Printing and central supply needs will also increase with more staff to service. In response to those increases, **we may need to reinstate one of the positions that were eliminated in our department over the last several years.**

**Should the Information Booth be re-opened to better serve our taxpayers, we will need a position reinstated to fill that need.**

Some of our print shop equipment is dated and inefficient. Our digital capability in a digitally driven world is practically non-existent. **Purchases including equipment and software may be required to keep up with the needs of the offices of Greene County.**

Several General Services employees will be retiring over the next several years. **Competitive salaries will be a must to hire quality people to replace our existing staff.**

**Scanning equipment may need to take the place of our microfilming equipment.** We still have two offices that we do work for that prefer microfilming over scanning, but that may change in the future.

**Human Resources: Efficiency Efforts**

- 1) Allow employees to “waive” off our medical plan if they had other medical coverage. Previously, when employees didn’t utilize the county-provided medical coverage, it would cost Greene County approx. \$500.00 per month for an annual expense of \$6,000 per employee.
- 2) Conducting a compressive Salary Study in 2011 and 2015 with a 3<sup>rd</sup> party administer DB Squared.
- 3) Terminating employee benefits on their last day of work. The county was terminating all employees’ benefits on the last day of the month the termed employees work. This opened the county up to potential higher renewal rates. It allowed exiting employees to take advantage of time after their last day of work to undergo costly medical procedures while still under county coverage, as well as stock up on prescriptions before coverage ended. Having this utilization from termed employees raised the rates at renewal time. Changing to the termination of benefits on the last day of work has helped keep Greene County’s renewal rates as cost effective as possible. 4)
- 4) Control on commissions paid on benefits. In 2008 the county’s insurance broker was charging the county a high commission rate for their benefit plans (in the arena of 7-8% when an average broker is around 2-4%). HR switched brokers -since 2008 our current broker has charged the county a 1.5% or less commission rate. This is another way HR has kept the cost of our benefit premiums down, in hopes to offer the employees the best plans at the best rates.
- 5) Greene County utilized being in a pool called Missouri Association of Counties. After doing some research, HR recommended a change. This move saved Greene County hundreds of thousands of dollars on premiums. Not to mention the time the HR staff puts into promoting a safe work place with training, restructuring our physicals, job descriptions, loss control program and reporting.
- 6) In 2007, the county wasn’t conducting comprehensive physicals. Employees from the Sheriff’s Office were sent to the health department months after they were hired; opening up Greene County to offering jobs to people who couldn’t physically perform the essential duties. The doctor at the health department conveyed to HR these “so called” physicals were not what Greene County needed to do. Since 2007, we now schedule pre-employment physicals *before* an employee is hired. By taking these extra steps we are building a better workforce for our citizens.
- 7) Pre-Employment drug screens: The County would have every new hire under DOT or classified “able” to drive a county vehicle have a 5 panel drug screen. After some research and keeping up with the times, HR decided to conduct 10 panel drug screens in addition to the DOT required 5 panel. Providing a better foundation in our hiring process to screen for drugs.
- 8) Random drug screens for County employees: The County used to pay someone in Ozark to randomly send HR a list of employees to drug screen. Due to the many complaints from department heads and office holders on the unreliable selections, HR decided to take on this obstacle. HR now manually draws names using Eden software. This is an added duty for HR. The county is currently testing for more drugs than it did back in 2005 and more frequently (a request from the Sheriff and the Highway). This is causing HR more administration time in overseeing and conducting these each month. HR also has to organize on-site drug testing out at the highway which can be time consuming and was not done in years past. This is a huge benefit to the highway department, as they were wasting gas and time to drive in.
- 9) HR offers three different medical plans to help employees select the best plan to suit their needs. The addition of our High Deductible Health Savings plan with an HSA has helped to maintain premiums with an average annual increase of less than 2% each year. HR annually conducts a trend analysis.

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- 10) Addition of our Wellness Plan to conduct annual Biometric Health Risk Assessments (blood drawn) has also helped Greene County maintain a 2% discount on our medical renewal rates. Greene County has over 98% participation in this wellness HRA event.
- 11) Streamlining our employment application process to have website access and submittal. Instead of the older process of mailing or dropping them off. HR is working on electronic communication to help reduce paper waste.
- 12) Partnering up with OTC to conduct hearing screening for our employees at no cost.
- 13) Focus on Diversity and Inclusion planning and programs.
- 14) Making sure Greene County has multiple options for employees to utilize for employee assistance and counseling tools to help them plan, manage and cope with their personal and profession lives.
- 15) Keeping up with the ever changing laws and regulations to limit liability exposure to Greene County through training and development.
- 16) The HR Office moved in 2012 with no budget to purchase office supplies. They personally purchased 2 office desks, 8-10 office chairs, clocks, trash cans, computer key boards, adding machine, conference chairs, microwave, coffee pot, storage cabinet and many other supplies. The HR Director personally spent over \$4,500 on vital office equipment and supplies that weren't reimbursed due to zero budget.

### **Juvenile: Efficiency Efforts**

- 1) E-filing and scanning has significantly increased the efficiency of the office and significantly reduced paper usage. One thing necessary to totally take advantage of the paperless office/courtroom would be to provide juvenile officers with iPad/Surface tablets to use in connection with the paperless environment to access records and documents.
- 2) Adding the Community-Based Mental Health Professional Position has allowed us to expedite the mental health services and referrals provided by the office.
- 3) Creation of the Director to Community-Services position has allowed us to consolidate initiatives such as GEMS, SPARTANS, RADAR, DAP, TNT, etc. under one position for overall direction, freeing up juvenile officers and probation officers to more effectively engage in case management services.

### **Juvenile: The future – 2020 through 2024**

- 1) Potential of increasing the age of juvenile court jurisdiction to include seventeen year olds could significantly increase staffing needs including support staff, detention personnel, juvenile officers, and legal counsel.
- 2) Potential of statutes changing to require certified juveniles (who are now held in jail) to be held in juvenile detention until trial or attaining the age of 17 whichever comes first, could significantly increase staffing needs of detention.
- 3) Potential need for upgrade/replacement of juvenile detention equipment including the control panel, video monitoring, and intercoms.
- 4) Potential need for permanent housing of satellite programs such as GCYA and ERC should 911 and 921 Boonville locations no longer be available.
- 5) Purchase of tablets/laptops for juvenile officers to allow remote access of e-files and case notes.

**Prosecuting Attorney: Efficiency Efforts**

- 1) Implemented a “paperless” case management system using existing case management system to leverage technology. Primarily funded by grants and funds paid by or recovered from criminal defendants. Resulted in: quicker consolidation of case dispositions, facilitation of assignment of defendants with multiple cases to a single judge, increased effectiveness in the courtroom by providing APAs with greater information at their fingertips, decreased down time while waiting in court, and increased efficiency by eliminating internal double entries and also offset the loss of support staff due to the elimination of work associated with maintaining paper files.
- 2) Implemented a Warrant Unit (“charging unit”) and have experimented in recent years with different staffing alternatives. Transitioned to a model in which each unit took ownership of reviewing and making charging decisions on law enforcement referrals assigned to the unit. Resulted in more timely review of incoming law enforcement referrals with existing staff.
- 3) The General Crimes Unit, Persons Unit and Major Crimes Unit have each implemented liaison programs with the similarly tasked units within our primary referring law enforcement agencies.
- 4) Domestic Violence: Implemented a system whereby a rotating APA and a dedicated paralegal review and prepare misdemeanor domestic violence charges within the week they are received from law enforcement.
- 5) Differentiated Case Management System. In 2008, implemented a differentiated docket management system, in accordance with best practices, to identify cases that can be disposed of quickly and to more proactively manage the Circuit Court criminal dockets. While this initially led to increased case dispositions, the addition of a third circuit criminal court and the lack of uniform and consistent implementation have degraded those gains.
- 6) In 2012, participated with two of the Circuit Court judges and with representatives of the Public Defender’s Office in a Bureau of Justice Assistance grant funded system review and training sponsored by the Office of State Courts Administrator for the purpose of enhancing the differentiated docket management system.
- 7) In September 2013, we, along with the District Defender, sought to collaborate with the Circuit Court to review and refine the implementation of the docket management system and to address the creation of the new Associate Division (Division 26) and the opportunities created thereby to improve our criminal justice system and make the best use of limited prosecution and public defender resources.
- 8) In 2014, working through the Criminal Justice Coordinating Committee, proposed that we engage in a comprehensive criminal justice system strategic planning process to examine and improve the criminal justice system including: case submission, case assignment, case flow from one court to the next, prosecution and public defender personnel assignment, and court physical plant to make the best use of limited judicial, prosecution and public defender resources.
- 9) In 2014, as the Court received additional judicial personnel, we suggested, as an interim solution, that the County Commission work with Circuit Court to study courtroom sharing, as is done in other circuits, to accommodate additional judges and to match dockets with the design and security features of the existing physical plant.
- 10) In 2014 and 2015, joined by the District Public Defender, we presented to the Circuit Court a possible change to case flow through the Courts to maximize the effectiveness of limited public defender and prosecution personnel resources and have offered to meet and confer with regard to that proposal or other alternatives.
- 11) In 2015, we collaborated with the Greene County Sheriff and County Commission and doubled the number of hours for client visitation at the jail available for defense attorneys, including public

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defenders.

- 12) Initial Arrest Warrant Reduction. Though the Rules of Criminal Procedure normally contemplate an arrest warrant being issued upon the filing of a felony charge, because we want to conserve our limited jail space, in 2014 we greatly expanded the practice of requesting a summons upon the filing of felony charges involving nonviolent property or drug offenders. Approximately one third of all felony cases filed between October 1, 2014 and September 30, 2015, involved a request for a summons rather than an arrest warrant.
- 13) Electronic Search Warrant and Arrest Warrant Review. In 2013, in collaboration with the Circuit Court, and with equipment provided by the Springfield Police Department, we implemented a system that allowed for law enforcement officers in the field to submit search warrant and arrest warrant applications electronically through the prosecutor's office to the duty judge. This reduced the time necessary to process these applications and eliminated the need for APA's and or law enforcement travel to a judge and the jail after normal business hours.
- 14) The provision of early discovery is essential to aid the timely disposition of criminal cases and, as such, continues to be a priority for this office undergoing continual refinement. A third discovery clerk and paralegal have been added. The implementation of electronic discovery also freed up Public Defender resources. Prior to the 2010 move to electronic discovery, the public defender had to send staff to the prosecutor's office to copy paper files – a time consuming task that was eliminated by the prosecutor's office investment in electronic discovery. Currently exploring the movement to a cloud based discovery delivery system as another incremental efficiency increase in this area.
- 15) Plea Offers. If not requested by a defense attorney prior to preliminary hearing, as a general rule, written case and defendant specific plea offers are provided to defense counsel at the preliminary hearing. In the vast majority of cases, defendants waive their preliminary hearings to preserve those plea offers.
- 16) Diversion Programs and Alternative Disposition Programs: We have implemented both a felony and misdemeanor restorative justice program. In the misdemeanor program, an attempt is made to divert first time nonviolent property offenders entirely from the criminal justice system, utilizing the Alternative Dispute Resolution Center at Missouri State University and community assets to hold offenders accountable and to restore victims. In the felony program, certain first time non-violent property offenders are offered a fast-track to disposition of the case that utilizes community resources to provide accountability, to restore victims and, upon successful completion, to allow the offender to avoid the stigma of a felony conviction. We have also implemented diversion programs in cases of misdemeanor minors in possession of alcohol and misdemeanor possession of marijuana that focus on assessment for treatment needs and education.
- 17) Treatment Courts: We support and seek to fully utilize our Driving While Intoxicated and Drug Courts, both of which serve as a national model for such courts. We collaborate in specialty courts involving defendants with mental health issues and defendants who are at-risk parents. Currently collaborating with the Drug Court Commissioner, Peggy Davis, to refine the implementation of the Drug Court's Risk and Needs Assessment Tool to allow it to be administered earlier in the process to facilitate quicker evidence based case dispositions. We are currently studying a private diversion program that would potentially allow us to divert certain lower level felony drug cases entirely from the court system for certain offenders in cases where the need for traditional drug court is not indicated.
- 18) In our Child Support Unit, we have not only effectively absorbed a continuing 10% cut to our state reimbursed budget that was first imposed in 2009, but, at the same time, we have continued our expanded service to become an outstanding Regional Child Support Office serving three counties: Greene, Taney and Christian

## **Public Administrator: Efficiency Efforts**

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- 1) Reduced number of client face-to-face visits from two visits per year to the statutorily obligated one visit per year for most clients. The caseload in 2009 was approximately 450 open files. Today the number of open files is 546. Our association is working on a bill for the State legislature which would require one full time staff member for each 50 cases. Based on this scenario we would be allowed 11 full-time staff. Our present full-time staff is 8. We have requested 1 additional full-time staff as we are barely meeting our statutory obligations requiring face to face visits. Most counties schedule to visit their clients 4 times each year. Our staff is stretched extremely thin and I believe that we are doing a disservice to our clients by only being able to visit face to face only once per year.
- 2) Travel for client visits is planned in such a way that the itinerary is most efficient.
- 3) Our office operates as a somewhat private business. We charge our clients for the time we spend on their behalf (much like an attorney or accountant). We bill our clients once per year as our fees are submitted to the Probate Court for approval. Most of our clients are indigent and are unable to pay us except for sporadic payments. In spite of this, we have brought in enough fees to cover our overhead, including my salary, 3 out of the past 4 years. During the past 4 years, we have returned \$65,430 to the county Treasury over and above our expenses.
- 4) Regarding cost savings: Except for 2 individuals, 6 of the staff are severely underpaid according to the DB Square survey that was recently received by the Human Resources department. Our social services deputies are paid about 35% below market. We are one of few departments that generate money for the county.

## **Purchasing: Efficiency Efforts**

- 1) Over the past several years the Purchasing department has gone from six staff down to three. There used to be a Purchasing Coordinator (who is now with the Highway Department handling their purchasing), an additional Buyer, and an Administrative Assistant; all of which no longer work in this department. This isn't as a result of decreased workload, but rather decreased funds to assist with the workload.
- 2) We've been able to make due thanks to the help of various other departments' staff and some innovations. Other departments assist with invoicing needs and credit card transactions. This outside help is critical to our success. Without it there is no way the County's procurement needs would be met.
- 3) More recently, our efforts to utilize cooperative contracts, when possible, with agencies such as U.S. Communities (Who presented us with an award this summer for our savings realized through their program) have decreased the administrative burden from contracts that would otherwise have required the taxation of bid creation. These cooperative contracts reduce the number of hours required to administer a contract down to practically zero, freeing us up to assist with the County's other procurement needs.
- 4) Another recent advancement is in contract administration, where we've seen a multifold improvement in our renewal process through better contract management. A better organized approach to ensuring that our contracts are up-to-date serves not only internal purposes, but external ones as well, making extensions seamless for our vendors.
- 5) We recently changed how our orders are processed. No longer do we have a mix of responsibilities by buyer that is based on both commodities and departments. Now we rely solely

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on who the requisitioner (department) is to determine which purchasing agent handles an order. The exception is an order that requires a bid of over \$25K. All of those are all handled by me.

### **Recorder: Efficiency Efforts**

- 1) In the middle of 2007, we started charging for postage for the mail back of documents. This amounts to \$32,230 collected from 2007-2014, which was previously paid in-house. A lot of companies are now providing us with postage paid envelopes.
- 2) We electronically record documents for those who wish to submit this way. We currently record about 60% of our documents this way. It hasn't cut back on our work, as we still process these the same, but we have less traffic in office and no paper copy to be mailed.
- 3) Currently working on redacting social security numbers from the public records to protect constituents and eventually allow viewing & purchasing of copies on line.

### **Resource Management: Efficiency Efforts**

- 1) Combined service desk – the public can now obtain building permits, zoning applications, grading permits, floodplain development permits, etc. in one location rather than three separate locations.
- 2) Cross-training of inspectors between divisions allows for more efficiency. Also enables staff to be more knowledgeable and provide a broader range of information to public. Inspectors who normally perform wastewater and storm water inspections routinely inspect footings.
- 3) New permitting software provides a more efficient transfer of assessor's data for obtaining building and right of way permits and returns building information to the Assessor's Office for appropriate assessment in a timely manner.
- 4) Accepting credit cards provides builders, contractors and property owners another and potentially more convenient method of payment.
- 5) Sharing vehicles for uses other than everyday inspections, such as monthly postings for Planning Board hearings, allows for a smaller fleet and extends vehicle life.
- 6) Requiring inspections to be requested a day ahead of time allows inspectors to plan their routes in a more efficient manner – they can perform more inspections each day and save on vehicle mileage and fuel.
- 7) Weekly Administrative Review Team (ART) meetings allow developers access to several agencies at the same time rather than scheduling separate meetings. Staff from Resource Management Department, Greene County Highway Department, MoDOT and Springfield-Greene County Health Department regularly attend these meetings. ART meetings also provide a venue for the public to discuss with staff any proposed activities that would require public hearings.
- 8) New permitting software reduces time required for preparation of regular reports and provides the ability to produce detailed special reports as needed. Software eliminates need to combine information and data from separate sources to create these reports while reducing potential for error.
- 9) New software provides major advancements in department's ability to monitor and resolve code compliance service requests.
- 10) New software provides detailed information on all parcels from a one-source database for code compliance issues for building regulations, planning and zoning and environmental applications.

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- 11) Information has been added to the website so that answers to frequently asked questions are more readily available to the public. This allows additional time for staff to answer more specific questions that may require complex answers.

### **Road & Bridge: Efficiency Efforts**

- 1) Streamlined the right of way and utility permit process by creating & utilizing checklists, make sure every step of the process is timely, following up on expired permits to ensure completion. & enhanced communication.
- 2) Started meeting weekly with the Admin team to share ideas on streamlining processes, share knowledge, and offer assistance where needed in order to gain efficiency and manage time, & increase morale.
- 3) The previous Administrative Services Manager acted as the Safety Officer as well. The position was split into two separate positions in 2014, allowing more focus on safety in the field for approximately 100 crew members, as well as additional focus on administrative functions in the front office.
- 4) Increased safety and health training for employees to help reduce/eliminate employee/citizen accidents (lowered injuries 45% over last 5 years).
- 5) Hired accounts payable coordinator. The processing of invoices was previously being done by both the Clerk in the front office, as well as the HR/Payroll coordinator, which resulted in numerous errors and untimely processing of invoices. We've since brought on an Accounts Payable Coordinator whose entire focus is to process invoices timely & accurately.
- 6) CHIPs (County Highway Innovations Program) is an annual competition amongst the Highway employees to come up with innovations to save time, money or increase safety in our work environment. Numerous ideas are submitted and implemented each year. These ideas come from the employees themselves who do the work first hand and know best where efficiencies are needed.
- 7) The Warehouse Manager has been issued a credit card (with a limit) to utilize for emergency purposes only. This will save time (from not having to find someone to issue a purchase order) when it's crucial to get a piece of equipment fixed when time is of the essence (Example: If a Sheriff's vehicle breaks down out of town when transporting an inmate).
- 8) Began utilizing GovDeals.com to sell used vehicles & equipment online. The switch from holding live auctions to now using GovDeals.com has increased efficiency and cost savings for the County.
- 9) When applicable, we try to establish contracts with our vendors in order to increase efficiency and lock in a cost for those items that we purchase regularly.
- 10) The addition of a new Leak Monitoring system for our fuel tanks was a big step toward providing safety for our employees should a fuel leak occur, and will also improve response time and a cost savings if a leak is discovered quickly.
- 11) Installed automatic gate on north side of facility, which allows employees & deputies secured and immediate access to the facility after hours, and prevents disruption of work activities for the night crew (having to stop and open/shut the gate when access is needed).
- 12) Allowing the HWY department to have our own purchasing agent on site has increased efficiency when purchasing items. It's faster, communication is streamlined, and gives the purchasing agent knowledge from working directly with the employees on the items they purchase.
- 13) Began utilizing the Eden tracking module to proactively manage existing contracts and their expiration dates.

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- 14) Focusing on reducing utility damage claims increased awareness for potential utility damage & claims.
- 15) Recycling printer cartridges and being conscious of recycling items where applicable to save money.
- 16) Practice open-book management by holding supervisors responsible for budgeting and projecting on expenses incurred in their department.
- 17) Increased safety and training supplies; making safety a priority for the highway department, by providing additional safety supplies and consistent & timely training.
- 18) Fred Pryor offers a training program for \$199 per person, which allows an employee to attend unlimited training programs (Leadership, Communication, Time Management, etc.) for one low price. We have several employees that actively participate in this program.
- 19) Created a monthly Highway department newsletter to share work-related information, as well as safety updates & tips, and kudos to employees in order to keep all employees in the loop of important information.
- 20) Increased our focus on employee recognition and morale: focusing on rewarding those who go above and beyond.
- 21) In order to reduce liability, we no longer accept cash payments from citizens and establishments for permits or recycled items, respectively.
- 22) Micro seals: Extends life of pavement, saving about half the cost of a new hot mix overlay.
- 23) Crack sealing: Prolongs pavement life and protects against moisture intrusion.
- 24) "Wet" cutters: Retards "grow back" of brush from existing limbs/trunks.
- 25) Routine maintenance on exiting equipment extends life of equipment.
- 26) Continuing to replace old equipment with more fuel efficient equipment provides for more fuel efficient and cleaner burning engines. We participate in a 5-year Buyback program with equipment vendors which keeps the equipment operating well & under warranty, and reduces the number of major breakdowns and down time on equipment.
- 27) Acquired four CNG/gasoline trucks and one CNG Honda Civic to help with fuel economy. For increased efficiency & cost savings, we also partnered with the City of Springfield on CNG quick fueling stations.
- 28) Purchased a paving machine to reduce costs on contracting the paving out to a vendor.
- 29) Fleet standardization: reduces the size and cost of our parts inventory.
- 30) No idle policy for vehicles reduces the fuel cost.
- 31) Utilize seasonal employees during peak periods of field operations (mowing, striping, etc.). These seasonal employees work a maximum of 1,000 hour per year. Some seasonals return year after year, and often times accept full time positions if available.
- 32) Inmate Work Release Program to save labor cost and utilize available inmate labor.
- 33) We recycle oil & antifreeze, and sell scrap materials (including pipe & metal).
- 34) Perform small projects utilizing in-house maintenance crews including County roads, box culverts & facility maintenance (Example: trimming trees to allow for maximum sun on roads to lessen the amount of salt used on the roads during the winter).
- 35) Establish maintenance schedules for county bridges. These proactive measures prolong and/or eliminate the need for maintenance work on bridges.
- 36) Partner (cost-share) with city and state on several projects. Leveraging funds when applicable, to deliver projects efficiently, on time and as cost efficient as possible.
- 37) Campus facility efficiency improvements: Added additional insulation in Building A, and upgraded overhead heaters in Striping Building to reduce heating costs. Also upgraded the water heater in the Wash Bay to provide a more efficient heat exchanger and reduce energy cost.
- 38) Implemented Asset Management computer program to use for asset management.
- 39) Supplied supervisors with laptops to increase efficiency of inputting and retrieving field data.
- 40) Improved Project Pavement System: Created a new Excel spreadsheet to more uniformly manage contractor payments on Road & Bridge projects.

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- 41) Utilizing Electronic Plan Distribution for Bids: Eliminates printing costs and hard copy distribution.
- 42) Increased emphasis on utilizing federal funds: Maximizing utilization of available federal funds to minimize the County's out of pocket costs on Road & Bridge projects.
- 43) Implementing permit software: Currently signing up with a new permit software company that will establish a more user friendly & cost efficient permit process. This software will also allow the HWY department, Building Regulations, & Assessor's departments information to sync together.

## **Sheriff's Office: Efficiency Efforts**

### Jail

- 1) Stop taking municipal inmates.
- 2) Stop running municipal video court.
- 3) JMS system upgrade.
- 4) Simplex system upgrade to replace obsolete system.
- 5) Medical and T5 remodel/ move and addition of 68 beds.
- 6) Addition of bunks to T1 and D pod/ addition of 36 beds.
- 7) Addition of more staffing to provide coverage for additional post and workload.
- 8) Kiosk system in lobby and booking reducing cash liability and handling.
- 9) Inmate tablet system.
- 10) Addition of second mental health psychologist to help with mental health issues.
- 11) NCCHC accreditation process helping update medical practices and protocols.
- 12) Upgrade of jail transportation vehicles (new bus and jail vehicles).
- 13) Addition of better egress in and out of large housing units.
- 14) Addition of new officer desk for better observation.
- 15) Moving classification to the shifts for immediate classification if going to housing.

### Patrol

There are several items implemented that both increased the efficiency but some also had some unanticipated negative effects on the patrol division.

- 1) Increase in staff from the 2012 LEST II.
  - i. We were able to re-map our patrol district system going from a 4 district patrol area to a 5 district patrol area. We were able to take the densest populated area in the county (D4 – S.W. Greene County) and decrease its size. We also were able to again break down districts 1, 2 and 3 into A and B districts to further shrink the sizes of those districts as staffing allows. This resulted in faster response times to calls for service and created smaller areas for better proactive patrolling.
  - ii. With the increased staffing there were no provisions for additional supervisory staff. This year we were able to increase our supervisory staff by one that helped filled some of the gaps but not all.
  - iii. We have reduced the amount of comp time build up by most of our deputies. Deputies still accrue comp time but the numbers of deputies carrying high amounts has significantly decreased.
  - iv. We have added a full time administrative assistant who has taken on responsibilities of handling much of the paper work and case submissions that was being done by our records division. This has increased the accuracy of our

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paper work handling to the Prosecuting Attorney's office and the Circuit Clerks office. It has allowed us to maintain better statistical data to help the patrol division work more efficiently.

- v. We have run out of space in our offices to house deputies and have no storage.
- 2) We have been awarded grants from MODOT that allowed us to hire 2 full time DWI officers and 1 full time Traffic Enforcement officer.
- 3) Received new Records Management System – With the new records management system we are able to access data more efficiently however we have found that inputting the information into the system takes longer than anticipated. This has both increased and decreased our efficiency.
- 4) Received new Computer Aided Dispatch software. This has caused issues with efficiency but it has been getting better with software updates.

### **Administrative, Quartermaster, Professional Standards, Civil, Training, Court Security Services**

- 1) Paralegal added.
- 2) Financial coordinator added.
- 3) Personnel service coordinator added.
- 4) Public relations coordinator added.
- 5) Acquired 10-33 vehicles-MRAP, Deuce, Hum-Vee.
- 6) Initiation of COP Program.
- 7) Expanded neighborhood watch.
- 8) Social media expansion.
- 9) Initiation of mounted posse.
- 10) Parks deputy added.
- 11) Multiple grants awarded for highway safety.
- 12) LEST II passed.
- 13) Records management software acquired (NICHE).
- 14) Added one deputy.
- 15) New X-ray machine.
- 16) Implemented campus patrols (UTV- As weather allows).
- 17) New security camera system.
- 18) Explorer Program initiated.
- 19) Combined Operations and Detention Quartermasters into one unit.
- 20) Software for tracking inventory implemented.
- 21) Created, implemented, and started the Unit-Includes office space.
- 22) Two civil deputies.
- 23) Clerk added.
- 24) Combined Operations and Detention Trainers.
- 25) New office space.
- 26) Implemented temporary range.
- 27) Training tracking software.

## **Treasurer: Efficiency Efforts**

- 1) Reduced work force/hours on the clock by 25%.
- 2) Migrated Treasury operations to financial software used by rest of county.
- 3) Consolidated Armored car services with other offices to reduce costs (credit goes to Collector for this).

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- 4) Eliminated separate bank account for County Clerk. Consolidated activity as they now make their deposits with us.
- 5) Eliminated check cashing and other services to employees, drastically reducing cash on hand (by 75-80%), reducing transactions, and time spent counting.
- 6) Conducted research to determine that 25% of bond forfeitures belonged to the county, increasing revenue for the general fund.
- 7) Followed up on outstanding extradition reimbursements and other outstanding fees from State that were several years old, resulting in thousands of dollars in increased revenue.
- 8) Consolidated/streamlined banking procedures eliminating 8 unneeded accounts to reduce banking fees and improve efficiency & cash flow (which increases interest revenue). It also causes banks to view us as a more attractive customer – improving competition for services.
- 9) Drastically reduced paper usage and filing time by eliminating duplicate copy filings, copying on both sides, and creating electronic files.
- 10) Migrated miscellaneous operating check writing procedure to EDEN to both streamline and make more secure.
- 11) Eliminated separate check writing procedure for Juror checks consolidating them with accounts payable (eliminating bank account, check stock, software, etc).
- 12) Eliminated option for citizens to claim fees in cash at our office. Half of what was embezzled (prior administration) was an employee forging signatures and claiming dormant cash fees belonging to citizens. Now we only mail checks. This greatly reduces the miscellaneous disruption of walk-in transactions, and is more secure and efficient. Unclaimed fees are now being turned over to the State Treasurer as law requires.
- 13) Increased petty cash amount held by Building Maintenance to cut down on number of times they came in to cash out receipts. Also saves them from pulling money out of their pocket to subsidize and co-mingling funds.
- 14) Discontinued daily posting of interest entries from daily statements. Now they are posted from monthly statements.
- 15) Discontinued clearing checks manually on a daily basis. Programmed method of automatically clearing them once per month.
- 16) Fixed scanning procedures and improved filing system.
- 17) Drastically increased efficiency and effectiveness of all bank reconciliations.