

# FY 14 – 16

## Strategic Plan



**Our  
Strategic  
Priorities**

**Clerk of the Superior Court**

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The **Vision** of the Clerk of the Superior Court is to be the most **technologically advanced** organization focused on delivering outstanding **customer and employee satisfaction** in every aspect of our operations.

The **Mission** of the Clerk of the Superior Court is to provide **progressive** and **efficient** court related **records management** and **financial services** for the justice system, legal community, and public so they have fair and timely access to accurate court records and services.

# Message from Michael K. Jeanes, Clerk of the Superior Court



Dear customers, stakeholders,  
and employees,

As Clerk for the past 16 years, I am proud to have been a part of what I consider a modernization of the Clerk's Office. Thanks to the incredible dedication and efforts of our employees, the Office has become a national leader in many areas, including the adoption of the Electronic Court Record (ECR) and the implementation of eFiling.

I recently had the honor of accepting three National Association of Counties (NACO) Awards that underscore these great accomplishments. The three awards were for:

- Mandatory eFiling for attorneys in Civil cases (subsequent filings)
- Court-to-Court (electronic transmission of the record on appeal)
- ECR Online web site providing secure access to case records

These accomplishments were made possible through the effective development of technology and the ambition of our team to implement solutions

that improve our ability to deliver outstanding service to our customers including attorneys, self-represented parties, other government agencies and judicial branch partners.



We have come so far and yet we still have far to go. I'm often heard saying "the biggest room in the world is room for improvement". I still believe we can accomplish great things in the years ahead and this plan is meant to provide a prioritized blueprint for growth and future development of the Office.

### Current Environment

Like most organizations, the Clerk's Office has overcome numerous obstacles with the recent financial challenges statewide and nationally. Since Fiscal Year 2007-2008, we have permanently cut

\$3,992,331 from our budget and further reduced spending by an additional \$4 million.

During this same timeframe, we eliminated over 100 positions.

Simultaneously we streamlined operations and challenged employees to maintain service expectations for our customers.

Due in large part to necessary salary freezes over the past several years, we experienced unprecedented turnover which, at already marginal staffing levels, created many challenges in delivering timely service and maintaining employee morale.

We are doing more with less but we will have to dig even deeper

# Message from Michael K. Jeanes, Clerk of the Superior Court, cont'd



to create efficiencies and streamline our operations. I am confident our Office is up to the challenge.

## Looking Forward

Through these difficult times, I am proud to communicate that we have still advanced and continued to modernize our operations. And there are big plans for the future, as you will see in this Plan.

Customer satisfaction is the driving focus of our organization. With the advent of smart phones and tablets, the real-time nature of our customers must translate to the real-time service they demand.

Technology will continue to be a cornerstone of our modernization efforts in meeting and exceeding customer expectations.

Our focus will be defined by our customers and the “Voice of the Customer” will resonate through our operations at every level. Validation of this focus will be achieved through continued refinement of our performance management system, Managing for Results, which identifies

customer driven performance metrics for the services we provide.

High performing organizations are the result of outstanding employees. Our employees are the key to our success and we will focus on providing opportunities for growth, advancement, and rewards for outstanding performance.

I recognize the tremendous dedication and loyalty many of our employees exhibited during these difficult times. The Office will commit to a proactive effort to support their development through several initiatives outlined in more detail within this Plan.

As fiduciary for the Court, a priority for the Office is to complete efforts to implement a fully integrated financial information system that will provide greater efficiency and improved reliability of operations.

In the past three years, we have implemented a new Cash Receipting System (2009), improved our billing system (2012),

and begun efforts to secure a replacement for our Restitution, Fines, and Reimbursement system.

Once complete, all financial systems will be on modern platforms and fully integrated to provide seamless continuity of operations and greatly enhanced functionality.

I invite you to read further through this Plan to see more details on the priorities, goals, and objectives we have set for the next three years.

Sincerely,

*Michael K. Jeanes*

Michael K. Jeanes

Clerk of the Superior Court

# Executive Management Team



**Chris Kelly**

Chief Deputy

Chris has served in the Office for the past eight years. As Chief, she oversees the office's daily operations, including its staff of over 600 and an annual budget of more than \$40 million. Prior to joining the Office, Chris was the associate director of Valley Partnership. In addition, she has served in Arizona's Department of Agriculture and worked in various media outlets throughout the Valley. Chris has her Master's and Bachelor's degrees from Arizona State University.



**Rebecca Magana**

Deputy Director | Budget, Business Analysis, Cash Management and Special Projects

Becky joined the Office in January 2010. Prior to the Clerk's Office, Becky held executive positions in the private sector as Director of Operations for a Fortune 500 financial operations service provider and in the Finance Division of the nation's 3rd largest telecommunications company, as well as various manufacturing, financial institution, and retail entities. Becky holds a Bachelor's degree in Business Administration from Ottawa University and an MBA from Webster University.



**Cathy Clarich**

Deputy Director | Adult Courtroom Services, Juvenile, Exhibits and EDM QC

Cathy joined the Office in 2013 and oversees Courtroom Services, Exhibits, EDM QC and Juvenile operations. Prior to coming to the Clerk's Office, Cathy held the positions of Court Administrator for the Glendale City Court and Deputy Court Administrator for the Scottsdale City Court. Cathy serves on several state-wide committees, and brings over 30 years of court experience to the Clerk's Office.



**Nancy Rodriguez**

Deputy Director | Document and Records Management Services

Nancy began working for the Clerk's Office in 2013. Before joining the Office, she served as Deputy Court Administrator for the Tempe Municipal Court. She has over 26 years of court administration experience, in both general and limited jurisdictions. She is a Fellow of the Institute for Court Management and has a Master's Degree from Northern Arizona University.

# Services offered at several facilities throughout Maricopa County

The Clerk's Office was established by the State Constitution to serve the citizens, legal community, and the Superior Court. The Office was created to be responsive to the public, mindful of the taxpayer, and independent of the court itself. The specific and special duties of the Office are assigned by statute, the Arizona Supreme Court, and local and statewide court rules.

The functions of the Clerk satisfy more than 500 state statutes and court rules. Primary among the Office's responsibilities are:

- Provide public access to the records of the actions of Superior Court, Maricopa County
- Keep a docket
- Attend each Superior Court session to record the actions of the court
- Receive filings for Superior Court actions in civil, criminal, mental health, probate, tax, family court matters, and juvenile
- Provide various support services to the public
- Receive and disburse court-ordered fees, fines, and victim restitution
- Receive, distribute, and preserve official court documents
- Store exhibits for all court cases
- Process passport applications
- Issue and record marriage licenses

## Daily Averages

33,668 pieces of paper filed each day

10,021 daily financial transactions

13,539 documents processed daily

\$566,061 in monies processed daily

## FY12 Statistics



Passports

29,501 applications



Marriage Licenses

19,529 ML's issued



Filings

159,529 New Cases



## Strategic Priorities

As a new landscape emerges, we are guided by our three strategic priorities: **customer satisfaction, employee development, and financial management.**

On the following pages are some examples of our strategic priorities in action across the Office and the goals supporting each priority.

# 1

## Customer Satisfaction



Our driving principle is to meet and exceed the expectations of our customers.

We recognize our customers demand more advanced services, including web-based and mobile applications that provide the convenience of accessing service wherever and whenever it is important to them.

Through the establishment of the Clerk's Electronic Court Record (ECR), the Office is able to offer greater access to records and related services for our customers with technology they use daily, including the internet, smart phones and tablets.

### Priority

Our priority is to expand services across the Office, leveraging our ECR to supply our customers with timely service utilizing technology that meets their desired needs for accessing those services.

### Goals

Several goals have been identified

to enhance services, including:

#### eFiling Expansion

Expanded access to eFiling service is essential to providing modern filing services for all of our customers – attorneys, self-represented parties, government agencies, and partners within the Judicial Branch.

#### eCertification of Records

Currently, customers must visit a Clerk's Office facility to pay for certified copies of certain court records. Through the development of enhanced capabilities of the Clerk's Electronic Document Management System (EDMS), customers will now have the ability to request, pay for and receive certification of records electronically.

#### eAccess to ECR

To further expand access to the

ECR, the Clerk is collaborating with the Administrative Office of the Courts (AOC) to allow access to most court records remotely, for a fee.

This advancement will offer the public electronic access to the same documents currently provided at public terminals at Clerk's Office locations throughout the Valley.

#### One Number Interactive Voice Response (IVR) System

Currently, callers access Clerk assistance through numerous published telephone numbers that result in calls being misdirected or transferred. Through the use of one main number, customers will be clearly directed to the appropriate area for support. Future phases will allow customers to interact with the system directly to service their own inquiries.

# eFiling Expansion



Our goal is to improve access to eFiling services, resulting in growth from 18% to 60% by June 2015.

### Situation

Although eFiling volume has more than doubled since the implementation of mandatory eFiling in early 2011, many documents are still filed in paper at the Clerk’s filing counters, and within and between other public agencies that provide input into the judicial process.

Today, more than 188,282 paper documents filed each month with the Office are scanned, converted to electronic format, and stored in our EDMS.

This creates an unnecessary cost for our customers to travel to a Clerk facility where they must file those documents at the filing counter or secure depository.

Our Office understands that our customers need access to filing their documents electronically and at any hour of the day, including holidays.



In 2013, the Office received 417,698 eFilings, primarily in the Civil and Criminal case types.

### Strategy

Access to electronic filing services will be expanded to create greater opportunity for all filers to eFile their documents in all case types. A key area targeted for implementation is the Juvenile case type.

### Objective

- Expand eFiling to all Family Court divisions for attorneys and self-represented parties by December of 2014.
- Pilot expansion of eFiling to interagency generated documents by December of 2014.
- Initiate eFiling for the Juvenile case type by January of 2015.
- Expand Civil eFiling to all Civil filings, including case initiating filings, by June of 2015.

There is tremendous opportunity to offer eFiling services to all our customers, creating greater and more convenient access to the Court while gaining greater efficiencies for the Clerk’s Office and improving timeliness of processing documents.

With a sharp focus on delivering these objectives, we will achieve the eFiling growth necessary to ensure timely service and high value for our customers.

# eFiling Expansion, cont'd



## Situation

The primary factor limiting the growth of Civil eFiling for case initiating documents relates to the collection of fees. Specifically, the collection of fees requires the development of an automated solution within the Statewide eFiling portal, AZTurboCourt. Ideally, customers would assess the appropriate fee, authorize payments for the filer's credit card, and transmit those fees to the Clerk's Office.

Although complex in some respects, we are confident this mainstream solution has been successful for numerous eGovernment initiatives throughout the country, and will be effective for the Clerk's Office.

Additionally, numerous other documents are generated by case initiating, or activity based upstream and downstream public agencies within the judicial system. Many of these documents can be moved to eFiling, thereby eliminating costly paper based processes.

It is estimated that 35,000 Civil case initiating documents are received in paper annually. The volume of the identified agency related documents are estimated to be 240,000 annually.

## Strategy

Development of an eFile solution for Civil case initiation will require the development of business and technical requirements in concert with the statewide eFiling team and the current vendor, Intresys.

For interagency documents, work has already begun relative to Initial Appearance, Petitions to Revoke and DUI Search Warrants, with successful implementation in the two former document types. Each of the agencies may have unique needs and systems that will require varying degrees of customization to effectively institutionalize eFiling as a preferred filing platform.

## Objective

In January 2014, work began in partnership with the Administrative Office of the Courts, and the AzTurboCourt vendor to define business requirements for movement of Civil case initiation to the statewide platform.

DUI Search Warrant business requirements are under development, as well as other interagency document types for transition to the eFile platform in 2014.

Relative to other interagency documents, beginning in early 2014, the Clerk's Office will partner with impacted agencies to begin development of business requirements to transition interagency documents to the eFiling platform by early 2015.

“Innovation comes from the producer, not from the customer.”

- W. Edwards Deming

# eFiling Pilot , cont'd

## Juvenile



### Situation

In the Fall of 2013, the Clerk's Office completed a project in the Juvenile division to implement the ECR within the division. A monthly average of 21,000 initiating and subsequent paper documents come into the Juvenile process. 90% come from public agencies, and 10% from self-represented parties. While implementation of ECR eliminates paper record keeping, the incoming paper must still be scanned and converted to electronic format for storage within the Clerk's EDMS.

Many customers visit the Clerk's Juvenile facilities to file documents; public agencies filing Dependency and Delinquency documents dispatch runner services to bring the paper to the facility, and self-represented parties travel to the Clerk's facility for initiation of emancipation and adoption cases. Turnaround requirements for Dependency filings is four hours.

Currently, the Maricopa County Attorney's Office can eFile selected Adult case documents with the Clerk's Office. This platform could be modified to allow similar functionality for Juvenile case type documents to flow to the Office for handling.

### Strategy

Completion of the ECR project provides the infrastructure necessary to facilitate eFiling of these documents, thus eliminating the need to scan the incoming paper, and for customers to travel to the Clerk's Office to file the documents in person.

eFiling access for the Juvenile case documents also allows our customers access to filing any hour of the day, including holidays. Along with the convenience of 24/7 filing ability, customers will benefit from cost avoidance that is inherent in the process of presenting in person to the Clerk's Office for filing.

### Objective

Successful implementation of this solution will require the development of business and technical requirements in concert with the customer agencies whose processes and systems provide the input to the eFiling system.

Each agency will have unique needs and systems that will require varying degrees of customization to effectively institutionalize eFiling as a preferred filing platform. Beginning in early 2014, the Clerk's Office will partner with upstream agencies to identify a viable pilot agency for a January 2015 roll-out of eFile functionality in Juvenile.

Clerk's Office will partner with upstream agencies to identify a viable pilot agency for a January 2015 roll-out of eFile functionality in Juvenile.

# eCertification of Records



## Situation

Many of our public agency and self-represented customers request certified copies of the official court record. Certified copies must still be printed to paper and certified in the traditional fashion with the application of a certification stamp, handwritten signature, and raised seal.

Although the Clerk's Office has been successful in providing direct access to the ECR via remote electronic means to many of its customers, we still receive a large number of requests daily for certified copies of the court record. Over the past four years, staff at the Customer Service Center have printed and certified an average of more than 60,000 documents annually.

## Strategy

With the proof of concept pilot with the AG proven successful, the Clerk's Office is certifying 187 documents monthly for the agency. The Clerk's Office has also partnered with the Maricopa County Attorney's Office to pilot the application for their needs, and is certifying 12,450 criminal sentencing minute entries annually for that agency. Meetings will continue with MCAO and the Judiciary relative to requirements necessary to expand ECR Online functionality to other documents for those, and other, agencies.

## Objective

Secure and implement a suitable markup tool or application which may be utilized by staff to permanently affix requisite certification language and representation of the Clerk's seal attesting to the document's authenticity.

Plans have already begun, as we initiated a pilot project in June of 2013 with the Attorney General's Office within the State of Arizona. The pilot project will validate proof of concept for both the business and technical model.

Upon successful completion of the pilot, we will expand eCertification to other qualifying agencies and the public by December of 2014.

By December of 2014, the Clerk's Office will develop and implement a process to electronically certify and transmit copies of documents in the ECR, while ensuring any certified copy generated by the process is capable of being verified as to its authenticity.

# eAccess to ECR



The Clerk's EDMS has expanded significantly over the past five years and now contains over 31 million documents.

## Situation

The Clerk's ECR Online application was developed to provide a secure, cost-effective, and convenient method for attorneys and self-represented parties to use the internet to register and view the documents of their case(s) on their computer rather than come to the Office to view the hard copy file.

Along with convenience and faster access to the ECR, the program improves cost of services as it reduces the demand on staff to manually pull files for viewing.

Today, there are 5,478 attorneys and 10,090 self-represented litigants registered for ECR Online access and over 45 government agencies have been granted electronic access to the repository.

Many customers still visit Clerk's Office facilities to view court records and request copies. In FY2012, customers requested over 1.2 million copies.

The Administrative Office of the Courts (AOC) is developing a fee based records access program intended to cast a wider net for customers needing access to records available for public viewing.

## Strategy

In partnership with the AOC, the Clerk's Office will expand electronic services for fee based access to the ECR through the utilization of technology designed to meet the needs of our customers.

Access will be defined by Rule 123, which governs the types of documents available to the public, and any other parameters established through the AOC. Customers will have the ability to search the ECR and pay online for any records they want to purchase.

## Objective

### Fee Based Access

Demand for access to electronic court records has grown well beyond just attorneys and parties to a case. In response to this demand, the Clerk's Office will partner with the AOC to implement fee-based access to the ECR.

By December 2014, we will reduce the number of document copies requested through partnership with Administrative Office of the Courts.

# One Number IVR System



## Situation

The Clerk’s Office receives tens of thousands of calls each month from the public; these calls are related to a variety of needs and issues ranging from inquiries to payments. These calls are handled by Clerk staff. Over time the Office has published numerous subject matter specific telephone numbers designed to aid callers to assist with their needs.

The current platform precludes the gathering of data vital to measure customer satisfaction, accept payments, and enable business process improvement. This results in customers having to mail in, or travel to our facilities to make payments. Additionally, the Office cannot effectively gauge the volume of telephone calls received, nor the frequency of calls transferred due to a caller initially selecting the incorrect dedicated number. Without data to measure customer specific needs, our ability to make process improvements aimed at increasing customer satisfaction and gaining efficiencies is limited.

## Strategy

Many of the issues stated can be managed effectively and efficiently with a caller management system:

1. Allows for a “one number” approach that eliminates caller confusion, as well as the expense of numerous individual telephone numbers.
2. Offers call routing within a three button selection to quickly direct callers to the specific subject matter expert.
3. Eliminates multi-transfer calls.
4. Allows secure access to customer-specific information all at the convenience of a phone call.
5. Provides “over the phone” payment options that will eliminate the need for customers to present in person or mail payments.
6. Allows for supervisor review of live call interaction in support of staff training and consistency of information.
7. Provides data to enable assessment of call traffic to drive process improvement.

## Objective

By June of 2014, current IVR services will be expanded to provide deferred fee payment acceptance.

By June of 2015, IVR services will be expanded to provide customers with self-service account balance inquiries for deferred billing accounts. Future phases will offer the same access for customers relative to restitution, fines and fees.

Increased utilization of expanded IVR services will provide clearer direction and timely access to Clerk’s Office services and support, as well as vital data necessary to facilitate targeted process improvements.

By June 2015, the Office will provide streamlined phone service for inquiries.

# 2

## Employee Satisfaction



To deliver on customer service, we must employ the most talented and dedicated employees.

Employees desire more in terms of flexibility to balance their work commitments with their personal lives.

As the economy improves, our Office is at risk of losing talented employees to other organizations, both public and private.

During calendar year 2013, we experienced a turnover rate of over 21%. Additionally, over 14% of our workforce is eligible to retire in 2014, many of whom are in management positions

Compounding this concern is the necessary freeze on raises put in place five years ago for all County employees. In 2013, raises were given to many employees, and while valued and appreciated, the pay rates remain years behind other entities. Other public organizations are now providing raises or a cost of living adjustment, which has led to employees seeking opportunities to work in those organizations for more pay.

Our Office recognizes the need to provide our employees with opportunities for advancement through leadership development and a work environment that promotes the recognition and rewarding of high performance.

“People are judged by the company they keep. Companies are judged by the people they keep.”

- Unknown

# Work Environment



## Situation

High turnover in 2012 created challenges for meeting the service expectations of our customers, as well as additional cost incurred to recruit and train new employees. Training new employees takes a minimum of six months, making training a significant cost factor in the employee compensation equation. It is estimated the Clerk spends a minimum of \$7,000 for each position that turns over. Since the beginning of the financial crisis, the Clerk's Office has eliminated over 100 positions, in support of becoming a 'lean' entity.

## Strategy

The Office will become an employer of choice by providing a work environment based on the principles of rewarding performance, employee satisfaction and development and advancement opportunities.

## Objective

### Flexible Work Schedules

Many studies have shown employees value work-life balance in addition to equitable compensation.

The Office has established opportunities, wherever feasible, to provide employees with schedules that meet the needs of the business while being sensitive to the demands of employees' personal lives.

### QP3

With the advent of the Clerk's ECR, many positions have changed from 'paper-based' to electronic. As such, those positions utilize automated systems to complete their work, including the review of eFiled documents and the docketing of scanned documents.

In this plan period, the Office will explore the feasibility of implementing a QP<sup>3</sup> Program – Quality Pay for Productive Performance – that provides for a non-traditional compensation for qualifying employees based on defined production metrics.

Employees may opt in to QP<sup>3</sup> based on defined eligibility criteria. These employees will then be able to work whenever and wherever they choose as long as they meet the minimum daily work defined by the program.

Reduce employee turnover from 22% to 12%  
by May of 2014.

# Leadership Development



## Situation

Each new employee attends New Employee Orientation (NEO) to assist them in transitioning to their new position. This highly successful program has improved the six month retention rate of new employees, however, the Office elects to do more to ensure employees experience satisfaction in their new position and see opportunity for advancement in the future.

## Strategy

Mentoring can be a powerful tool in introducing employees to an organization’s climate and help them progress in their jobs. **During this plan period the Office will develop a mentoring program for new and current employees that offer opportunities to work with a mentor through a formal mentoring program.**

While many managers demonstrate mentoring behavior on an informal basis, a formal mentoring program will offer a more structured approach to employee development.

Managers focus on achieving the objectives of the work unit and the Office. They assign tasks, evaluate outcomes, and conduct performance reviews, recommending possible salary increases and promotions. Because managers hold significant power over employees’ work lives, most employees demonstrate only their strengths and hide their weaknesses.

A mentor focuses on developing the mentoree professionally and personally. As such, the mentor does not evaluate the mentoree with respect to his or her current job, does not conduct performance reviews of the mentoree, and does not provide input about salary increases and promotions.

This creates a safe learning environment where the mentoree feels free to discuss issues openly.

Exit interviews indicate **employees are seeking opportunities** for “greater responsibility” or “promotion”. In a recent Employee Satisfaction Survey (ESS) performed by the County, 56% of employees feel they have opportunities for advancement and 43% feel their pay is fair in relation to their job requirements.

With **14% of our employees eligible to retire in 2014**, many of whom are in management positions, priority must be placed on the continued development of leadership in our organization.

We must take a proactive approach to identify our next generation of leaders and outline a path for their development and advancement.

## Objectives

In this plan period, the **Clerk’s Office will sponsor leadership development training and a mentoring program for employees identified through the performance evaluation process as having exhibited leadership potential.** This goal will be accomplished through a variety of venues, inclusive of mentor coaching programs, as well as university, County and Clerk training programs.

“Before you are a leader, success is all about growing yourself. When you become a leader, success is all about growing others.”

- Jack Welch

# Rewarding Performance



## Situation

Three years ago, the Clerk's Office implemented an evaluation program that put the voice of the employee into the evaluation process. This is accomplished through employee self-evaluation and self-rating to the expectations of the position; the supervisor utilizes this for feedback to, and ultimate agreement with, the employee's performance. As a result of this program, when increases were offered in July 2013, employees were compensated based on their performance to the expectations of their job duties.

As with any change, communication and training are vital to the success of the program. Employees desire additional education to aid in preparation of self-evaluations and understand where their achievements fit within the parameters of the rating scale, as well as the alignment of their evaluation to the supervisory evaluation.

## Strategy

Continuing education for all staff will ensure fair and fact based evaluation results by employees and supervisory staff.

The Clerk's Office will continue to reward performance through the self-evaluation process, and enhance the platform as needed to promote comprehensive performance expectations.

## Objective

In early 2014, mandatory evaluation training for supervisors will be delivered. Supervisors will learn how to produce quality staff evaluations.

Additionally, all employees will be offered classes in early 2014 that will prepare them for writing a self-evaluation. The training will focus on teaching employees how to utilize fact based examples that best represent the employee's consistent performance against the Office expectation.

”In the arena of human life the honors and rewards fall to those who show their good qualities in action.”

-Aristotle

# 3 Financial Management



Financial Management includes the Clerk's statutory role as the fiduciary for the Court, as well as sound stewardship for the taxpayers as a department within the County.

## Fiduciary of the Court

In this capacity, the Clerk receives, manages, and disburses all fees, fines, bonds and restitution for the Court. The Clerk also receives monies to be held in trust in a fiduciary capacity for the Court. Proper and accurate accounting of these monies is paramount to preserving the trust of those whom we serve.

As statutory fiduciary for the Superior Court, on a daily average, the Clerk receives 9,000 cash transactions, valued at \$500,000.

These monies are receipted into the Cash Receipting system developed and implemented by the Clerk's Office in 2010. The receipting system is integrated with other Clerk of Court systems that manage a variety of monetary obligations driven by statute or Court order.

Our Cash Receipting system is also widely used by other County public agencies to transact and track their daily cash transactions.

## Servant of the Public

The Clerk is committed to ensuring the public's money is spent as efficiently as possible, with transparency and without waste of money or resources.

Over the previous five years, the Clerk has returned over \$10 million back to the County through budget reductions and responsible spending. Cost effectiveness brought about by sweeping automation, investment in Six Sigma process improvements, and prudent budgetary management have all contributed to make this possible.

**“When a man assumes a public trust he should consider himself a public property.”**

# Integrated Financial Systems



## Situation

The Clerk’s Office identified a long-term strategy to develop an integrated financial system to ensure the effective management of all financial transactions. This strategy included the replacement of several legacy systems including Cash Receipting, General Ledger, Billing, and RFR (Restitution, Fines, and Reimbursement).

In September, 2010, the Clerk’s Office implemented a new Cash Receipting System developed by the Clerk’s Information Technology Group (ITG) utilizing the latest technologies. Since implementation of this system, the Office has benefitted from the efficiency users experience through improved functionality and enhanced integration with other systems.

In 2012, the Office upgraded the Revenue Results system that manages filing fee deferral payments.

The Trust system for managing bonds, the Restitution/Fines/Reimbursements system which manages court ordered victim restitution receipt and disbursement, and the General Ledger and check printing systems are all over 20 years old and require upgrades to ensure business continuity and effective management of the average \$140 million that flows through the Clerk’s Office annually.

## Strategy

The Office will complete the development or acquisition of systems to replace remaining legacy financial systems to ensure a fully integrated financial system by fiscal year end 2016.

To achieve the long-term objective of a fully integrated financial system, the Clerk’s Office must replace its current RFR, General Ledger and Trust systems, with Clerk or vendor developed integrated systems.

## Objective

### RFR/GL/Trust Replacement

The Clerk’s Office will begin with replacement of the RFR system by December, 2015. An RFP solicitation will be complete in early 2014 to secure a vendor who can complete business requirements for the RFR system by July 2014.

Business requirements will also include requirements for the Trust and General Ledger systems, as the strategy will be focused on obtaining one system that will meet all the needs of the three remaining legacy systems. This approach will ensure compatibility within these systems, and more readily facilitate integration of the Billing and Cash Receipting systems.

“The advance of technology is based on making it fit in so you don’t really even notice it, so it’s part of everyday life.”

- Bill Gates