

Agenda
Planning and Policy Committee
West Olive Administration Building – Board Room
12220 Fillmore Street, West Olive, Michigan 49460
Thursday, February 11, 2010
9:30 AM

Consent Items:

1. Approval of the Agenda
2. Approval of January 14, 2010 Planning and Policy Committee Minutes

Action Items:

3. 2009 Evaluation of Electronic Content Management System Report
Suggested Motion:
To approve and forward to the Board of Commissioners the 2009 Evaluation of Electronic Content Management System Report and accompanying recommendations.
4. Unfunded Mandates
Suggested Motion:
To approve and forward to the Board of Commissioners the proposed Resolution supporting the findings and recommendations of the Interim and Final Report of the Legislative Commission on Statutory Mandates.
5. Park 12 Retaining Walls and Walkway Repairs Project
Suggested Motion:
To receive bids for the Park 12 Retaining Walls and Walkway Repairs Project and accept the low bid from Civil Landscape Constructors in the amount of \$47,496.00 with funding from the Parks and Recreation Department budget.

Discussion Item:

6. Closed session to discuss property acquisition.
7. Review Approved Committee Per Diems

Adjournment

Comments on the day's business are to be limited to three (3) minutes.

PLANNING AND POLICY COMMITTEE

Proposed Minutes

DATE: January 14, 2010

TIME: 9:30 a.m.

PLACE: Fillmore Street Complex

PRESENT: Dennis Swartout, Jane Ruiter, Joyce Kortman, Gordon Schrottenboer,
Roger Rycenga

STAFF & GUESTS: Alan Vanderberg, Administrator; June Hagan, Fiscal Services
Director; Keith VanBeek, Assistant Administrator; Greg Rappleye,
Corporation Counsel; Lori Catalino, Deputy Clerk; Marci Cisneros, Grand
Haven Convention & Visitors Bureau; Sally Laukitis, Holland Area
Convention & Visitors Bureau

SUBJECT: CONSENT ITEMS

Approve by consent the agenda of today as presented and approve by
consent the minutes of the December 10, 2009, meeting as presented.

SUBJECT: ELECTION OF COMMITTEE VICE CHAIR

PP 10-001 Motion: To elect Dennis Swartout as Vice Chairperson of the Planning
and Policy Committee for 2010.

Moved by: Schrottenboer

UNANIMOUS

SUBJECT: US 31 / BLUE STAR HIGHWAY (WEST MICHIGAN PIKE) HERITAGE ROUTE RESOLUTION

PP 10-002 Motion: To approve and forward to the Board of Commissioners the
Resolution of Support for the nomination of US 31 / Blue Star Highway
(West Michigan Pike) as a heritage route.

Moved by: Swartout

UNANIMOUS

SUBJECT: "MISSION STATEMENT" AND "PRIORITIES AND POLICIES" OF THE OTTAWA COUNTY LAND BANK AUTHORITY

PP 10-003 Motion: To approve and forward to the Finance and Administration
Committee the Resolution of the proposed "Mission Statement" and

“Priorities and Policies for Property Acquisition and Disposition” of the Ottawa County Land Bank Authority.

Moved by: Schrottenboer

UNANIMOUS

**SUBJECT: ARTICLES OF INCORPORATION AND BY-LAWS
OF THE OTTAWA COUNTY LAND BANK
AUTHORITY**

PP 10-004 Motion: To approve and forward to the Finance and Administration Committee the Resolution to approve the proposed Articles of Incorporation and By-Laws of the Ottawa County Land Bank Authority.
Moved by: Ruiter

UNANIMOUS

**SUBJECT: INTERGOVERNMENTAL AGREEMENT TO
CREATE THE OTTAWA LAND BANK
AUTHORITY**

PP 10-005 Motion: To approve and forward to the Finance and Administration Committee the Resolution to approve the proposed Intergovernmental Agreement between the Michigan Land Bank Fest Tract Authority and the Treasurer of Ottawa County establishing Ottawa County Land Bank Authority.

Moved by: Schrottenboer

UNANIMOUS

**SUBJECT: LOAN OF \$50,000 FROM THE LAND SALE
PROCEEDS ACCOUNT TO THE OTTAWA
COUNTY LAND BANK AUTHORITY**

PP 10-006 Motion: To approve and forward to the Finance and Administration Committee the request of the Ottawa County Treasurer to loan \$50,000 (interest-free) from the Land Sale Proceeds Account to fund the start-up operations of the Ottawa County Land Bank Authority,

Moved by: Schrottenboer

UNANIMOUS

SUBJECT: ADJOURNMENT

The meeting adjourned at 9:52 a.m.

Action Request



Committee: Planning and Policy
Meeting Date: 2/11/2010
Requesting Department: Planning and Performance Improvement
Submitted By: Mark Knudsen
Agenda Item: ECMS Report

SUGGESTED MOTION:

To approve and forward to the Board of Commissioners the 2009 Evaluation of Electronic Content Management System Report and accompanying recommendations.

SUMMARY OF REQUEST:

In 2005, Ottawa County Board of Commissioners approved \$1.23 million in funding for the installation of a Justice Document Management and Imaging System, now referred to as the County Electronic Content Management (ECM) system. The ECM system was promoted as a time-saver for employees who process court documents and as a materials-saver for departments that process large volumes of hard-copy files.

A four-year Time-Study and Materials Analysis was conducted to verify the actual cost and/or cost savings that result from the ECM system.

FINANCIAL INFORMATION:

Total Cost: \$0	County Cost: \$0	Included in Budget:	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
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If not included in budget, recommended funding source:

ACTION IS RELATED TO AN ACTIVITY WHICH IS:

<input type="checkbox"/> Mandated	<input checked="" type="checkbox"/> Non-Mandated	<input type="checkbox"/> New Activity
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ACTION IS RELATED TO STRATEGIC PLAN:

Goal: #4

Objective: #1

ADMINISTRATION RECOMMENDATION:

<input checked="" type="checkbox"/> Recommended	<input type="checkbox"/> Not Recommended
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County Administrator:

Handwritten signature of Alan G. Vanderberg in black ink.

Digitally signed by Alan G. Vanderberg
DN: cn=Alan G. Vanderberg, c=US, o=County of Ottawa, ou=Administrator's Office,
email=avanderberg@miottawa.org
Date: 2010.02.04 11:24:03 -05'00'

Committee/Governing/Advisory Board Approval Date:



Ottawa County Electronic Content Management System



EVALUATION
February 2010

Prepared by: Ottawa County Planning and Performance Improvement



2010 County Board of Commissioners

Philip Kuyers, Chairperson
James Holtrop, Vice-Chairperson
Don Disselkoen
Matthew Hehl
Jim Holtvluwer
Robert Karsten
Joyce Kortman
Jane M. Ruiter
Roger Rycenga
Gordon Schrotenboer
Dennis Swartout

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I. EXECUTIVE SUMMARY

In 2005, the Ottawa County Board of Commissioners approved \$1.23 million in funding for the installation of a Justice Document Management and Imaging System, now referred to as the County Electronic Content Management (ECM) system. The ECM system is designed so that departments working with court files can image, manage, archive, and deliver documents in digital/electronic formats.

This ECM system is one of the most comprehensive ever developed in the nation. The primary purpose of this automated system is to lower operating cost (labor and materials) while providing better customer service. This *Time-Study and Materials Analysis* is one of the first to quantify, in detail, the impact of an ECM system on labor and material cost. Departments involved in the criminal justice system estimated that the system's cost savings from reductions in labor and material usage would be \$468,426 annually. No estimates were made, however, regarding ongoing maintenance cost.

The purpose of this evaluation is to quantify the cost of developing the system as well as to verify the annual cost savings that are realized from automation efficiencies. In addition, this evaluation is designed to obtain input regarding the intangible benefits that have resulted for employees and individuals involved in the County criminal justice system.

The actual cost of implementing the system, excluding system maintenance and employee labor, was \$1.06 million. This amount is \$174,610 less than the initial budget for the project. Through this evaluation, it was confirmed that there is an annual total cost savings of \$373,862 from the efficiencies gained in labor and material usage. Although the verified savings are close to the estimate, the actual labor savings was \$424,660, which was higher than anticipated; and, surprisingly, the material usage resulted in a cost increase of \$52,809, which was not anticipated. The efficiencies also provide \$2,011 in annual equipment savings (i.e. reduced computer hardware and software licenses). Additionally, the average annual cost to maintain the system over its 25-year useful life is \$582,251.

While the original projected cost savings are close to the verified cost-savings, the actual average annual maintenance cost, combined with the capital cost, results in an average annual cost increase of \$276,154. This translates into a total cost increase over the 25-year useful life of the system of \$6,903,850. If recommended staff reductions (through attrition) do not occur to reflect the time savings that were realized from the system, the average annual cost increase will become \$661,288. This translates into a total cost increase over the 25-year useful life of the system of \$16,532,200.

Although the present Return-on-Investment (ROI) is negative, there are two extenuating circumstances that, if changed, could provide significant additional system savings and a positive ROI after ten years. These circumstances have prevented the complete utilization of the ECM system by County departments and, thus, have prevented potential savings from being realized. The first factor is that state statutes and administrative rules promulgated by the State Court Administrator's Office (SCAO) currently restrict the use of electronic court seals and signatures. Also, digital documents are not recognized as an acceptable means in which to store court files. As a result, optimal utilization of the system is prevented, and significant efficiencies are not realized. The second factor is that the ECM system is not being utilized to its fullest extent by some of the departments, and not at all by others.

The ECM system does provide a number of intangible benefits that have improved work performance, job satisfaction, customer service, interpersonal relationships, quality control, and work backlogs. Although these benefits are important, it is imperative to achieve policy changes at the State level and complete utilization of the system at the County level to justify the system expense.

II. INTRODUCTION

The installation of a Justice Document Management and Imaging System was approved by the Ottawa County Board of Commissions in 2005 for departments that work with court files. Currently referred to as the Electronic Content Management (ECM) system, this system is designed to image, manage, archive, and deliver documents in digital/electronic formats and will, ultimately, be utilized by more than 450 law enforcement and court personnel encompassing sixteen departments (**Table 1**). The Board approved \$1.23 million¹ in funding to install one of the most extensive ECM systems ever developed in the nation.

Table 1

Departments Included in the Installation of Justice Imaging System	
Circuit Court - Juvenile Services	District Court (Grand Haven)
Circuit Court - Juvenile Treatment	District Court (Holland)
Circuit Court - Trial Court	District Court (Hudsonville)
County Clerk - Circuit Court Records	District Court Probation (Grand Haven)
County Clerk - Family Division Records	District Court Probation (Holland)
County Clerk - Vital Records	District Court Probation (Hudsonville)
Friend of the Court	Prosecutor's Office
Probate Court	Sheriff's Office

Source: IT Department

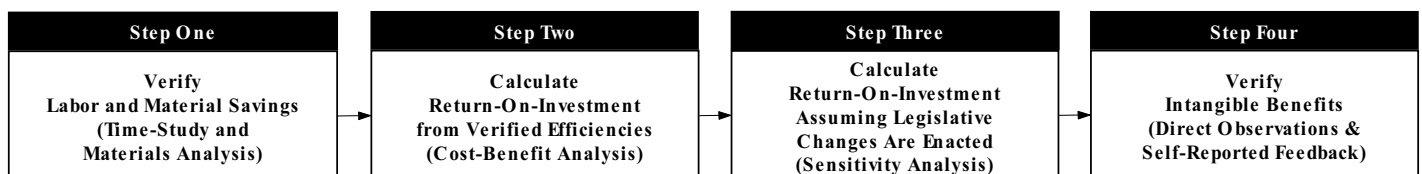
The County ECM system is promoted as a time-saver for employees who process court documents and as a materials-saver for departments that process large volumes of hard-copy files. As a matter of fact, it was estimated that the County would save \$468,426 annually by processing documents electronically (**Attachment A**). Of this projected savings, it was estimated that \$369,665 would be the result of a reduction in labor expenses and another \$98,761 would be from reductions in paper, postage, and storage needs.

This evaluation is designed to verify the actual cost savings that result from the ECM system and to calculate the County's Return-on-Investment (ROI). This data will also assist policy makers in determining if future expansion of the system is worthwhile.

III. EVALUATION PROCESS

To the best of our evaluators' knowledge, this is the first time that a full-scale, comprehensive, *Time-Study and Materials Analysis* has been utilized to evaluate the impact of an ECM system. This analysis was deemed necessary in order to verify the actual labor and material efficiencies resulting from the County ECM system. A four-step analysis process was used to verify the extent of savings and the types of ancillary benefits that have been realized as a result of implementing the ECM system (**Chart 1**).

Chart 1
Four-Step Analysis Process



An overview of the specific methodologies that were used in each of the analyses is as follows:

¹ This allocation did not include the salaries of IT Department staff or other department staff who assisted with the installation of the system.

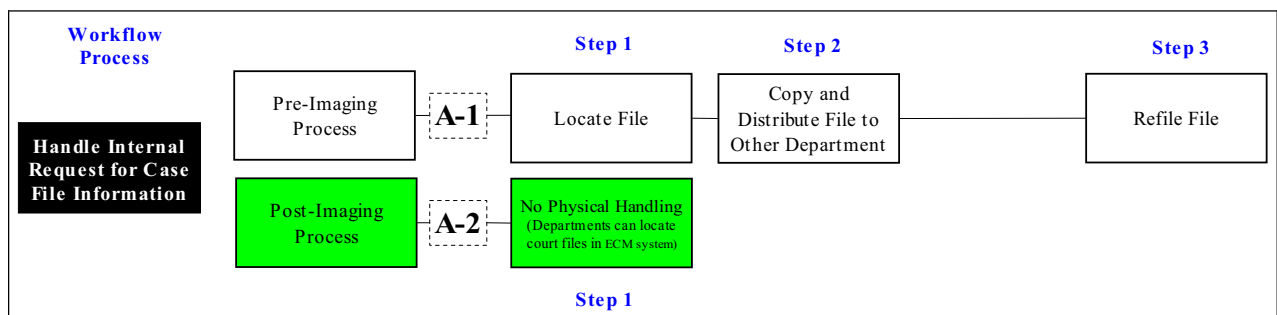
Step 1) Verify Labor and Material Savings (*Time-Study and Materials Analysis*)

The first step in the evaluation process was to review each department’s workflow processes in order to identify which of them would be directly impacted by the ECM system. The time processes included such tasks as: *updating a court case file with new documentation; distributing case file information to defendants, plaintiffs, and other departments; or locating a case file for use in court.* It was determined, based on discussions with the directors and supervisors in each of the departments expected to utilize the new system, that 45 unique work processes would be significantly impacted. Each work process is listed in the Appendix (**Attachment B**).

After the work processes were identified, a flowchart was developed to illustrate the steps that were required to complete each work process using the traditional hard-copy system and the steps required to complete the same processes using the ECM system (**Chart 2**). The flowcharts pinpointed the start and end of steps (i.e. sub-processes) which helped evaluators determine when to turn-on and turn-off their stopwatches during the time-study portion of the analysis. The flowcharts were also utilized to identify the amount of materials that were required to complete each process using the traditional, hard-copy document system and the amount of materials required to complete each process using the new electronic system.

The time and material usage from each study was then compared and a calculation was made to determine if any efficiency occurred. The flowcharts developed for each of the impacted work processes are provided in the Appendix (**Attachments C1-C9**).

Chart 2
Sample Workflow Process



During the time studies, several data collection techniques were utilized to ensure accuracy. The techniques were specifically designed to equalize any differences in productivity levels that existed among staff members and work volume levels that fluctuated on a daily basis. For instance, time data were collected for multiple staff members and then averaged to account for different productivity levels. Time data were also collected over a period of several days and then averaged to account for fluctuations in daily caseload. Finally, time data for the post-imaging study were collected, on average, 12 months after the ECM system was installed in each department. This was done to ensure that staff had been fully trained in the new system and time data would reflect normal productivity conditions.

The material data that were collected during the study process included, but were not limited to: *number of pages copied, number of documents faxed, number of case folders created, and number of file storage units used.* Material-usage data were also queried directly from the ECM system mainframe by the County’s Information Technology (IT) Department. These data included, but were not limited to: *total number of documents scanned into the system, total number of pages scanned, total number of documents viewed electronically, total number of documents emailed, and total number of documents printed from the system.*

The *Time-Study and Materials Analysis* was completed in eleven of the sixteen departments that were expected to use the ECM System (**Table 2**). Of the five departments which did not have a study completed, three did not have any processes that would be significantly impacted by the installation of the ECM system. Therefore, it was determined by department heads that there would be no value in including them in the evaluation process. These three departments were the County Clerk's Vital Records Division, the Circuit Court's Juvenile Services Office, and the Circuit Court's Juvenile Treatment Office.

In addition, time and materials studies were not conducted in the Hudsonville District Court or the Hudsonville Probation Office because the ECM system was not being utilized in these departments. These departments were awaiting the results of this *Time-Study and Materials Analysis* in order to determine if, in fact, the new electronic system would provide efficiencies in their locations.

Table 2

Departmental Time-Studies and Materials Analyses			
	Workflows Directly Impacted by ECM System	Fully-Utilizing ECM System	Time-Study and Materials Analysis Completed
Circuit Court - Juvenile Services ¹	No Impact	No Impact	No
Circuit Court - Juvenile Treatment ¹	No Impact	No Impact	No
Circuit Court - Trial Court Division	√	√	√
County Clerk - Circuit Court Records	√	√	√
County Clerk - Family Division Records	√	√	√
County Clerk - Vital Records ²	No Impact	No Impact	No
District Court (Grand Haven)	√	√	√
District Court (Holland)	√	√	√ ³
District Court (Hudsonville)	√	n/a ⁴	No
District Court Probation (Grand Haven)	√	√	√ ⁵
District Court Probation (Holland)	√	√	√ ⁵
District Court Probation (Hudsonville)	√	n/a ⁴	No
Friend of the Court	√	√	√
Probate Court	√	√	√
Prosecutor's Office	√	√	√
Sheriff's Office	√	√	√

Source: Planning and Performance Improvement and IT Department

1. The ECM system was not expected to significantly impact any workflows in the Juvenile Services and Juvenile Treatment departments since installation of the system was limited to document scanning software and because it was not expected that there would be any electronic document exchange with other departments.
2. The workflow processes in the Vital Records Office were not significantly impacted by the ECM system since the installation was strictly an upgrade to an existing electronic document system that had previously been used in that office for several years.
3. The Holland District Court building was under construction when the time study process commenced. Therefore, a pre-imaging time study could not be conducted in that location. As a result, court officials agreed that the pre-imaging time study data that was collected in the Hudsonville District Court could be used to replicate the pre-imaging time in Holland. A post-imaging time study analysis could not be conducted in the Holland District Court since this court location did not begin using the ECM system until August, 2009. The time studies are conducted an average of 12-months after system implementation to ensure the time data reflect normal productivity. As a result, the post-imaging time data that was collected in the Grand Haven District Court was used to calculate a best-estimate post-imaging time for the Holland District Court location.
4. The Hudsonville District Court and Hudsonville Probation Office were not currently using the ECM system.
5. A pre-imaging time study could not be completed in the Grand Haven Probation Office or the Holland Probation Office due to unforeseen circumstances (i.e. building construction and scheduling conflicts). However, court officials agreed that since the impacted processes are similar among court locations, the data collected during the pre-imaging time study in the Hudsonville Probation Office could be compared to the post-imaging time study data collected in the Holland Probation Office in order to calculate a time savings for both the Holland and Grand Haven Probation Office locations.

Step 2) Calculate Return-On-Investment from Verified Efficiencies (*Cost-Benefit Analysis*)

This analysis measures the County's Return-on-Investment (ROI) from the system. In simple terms, a *Cost-Benefit Analysis* calculates whether the cost-savings of a project outweigh the total project cost and is determined by simply dividing the project's cost-savings by its total cost. If the cost/benefit ratio is one (1) or greater, the project yields a positive ROI.

Step 3) Calculate Return-On-Investment Assuming Legislative Changes are Enacted to Increase Reductions in Labor, Materials, and Equipment (*Sensitivity Analysis*)

A *Sensitivity Analysis* calculates the additional savings that could be attained if certain hypothetical events take place. In this case, several factors have prevented the complete utilization of the ECM system by County departments, and, as a result, there are potential savings that are not being realized from its implementation. One factor impacting the utilization of the ECM system is that the District and Circuit Court Records Offices are still required by state statute and administrative rules to maintain hard-copy files.

In addition to the legislative factors impacting system efficiency, the Hudsonville District Court and Hudsonville Probation Office chose to continue using the traditional, hard-copy document system until the results of this evaluation were released and the expected efficiencies were verified. Furthermore, the Prosecutor's Office is continuing to use hard-copy paperwork because it was reported that the use of imaged documents by prosecuting attorneys can disrupt the decorum of the court, especially during cross-examinations of defendants.

The *Sensitivity Analysis* used in this evaluation hypothetically assumes that state statutes are amended to allow paperless workflow and all departments truly eliminate paper to the greatest extent possible in their work activities. It then calculates the additional time and material usage savings that would result from that assumed scenario. Finally, a Return-on-Investment is calculated using this hypothetical data.

It is worth noting that time-study data verified that the Hudsonville District Court processed hard-copy documents more efficiently than any other district court location prior to the implementation of the ECM system. However, based on the results of the *Sensitivity Analysis*, it was shown that other court locations now exceed the efficiency levels of Hudsonville.

Step 4) Verify Intangible Benefits (Direct Observations and Self-Reported Feedback)

In any new system there are always benefits which cannot be quantified monetarily. Some of the benefits of this system include, but are not limited to, the following: *reductions in employee stress; improvements in communication between departments; and improvement in customer service.* These benefits, by themselves, may not provide adequate justification to install an ECM system, but they can add merit to the overall impact of such a system.

In order to identify the intangible benefits of the ECM system, a survey was developed (**Attachment D**) and distributed to employees of the eleven departments that were involved in the time-study process in order to obtain self-reported feedback regarding system benefits. The survey probed into areas of employee satisfaction, the user-friendliness of the system, and overall system effectiveness.

In addition to the survey, an assortment of direct observations involving the day-to-day impact of the new electronic system were made and documented by evaluators from the Planning and Performance Improvement Department during the time studies. These observations, as well as feedback submitted voluntarily by users of the new electronic system, were also included in this report.

IV. Time-Study and Materials Analysis

The level of efficiencies (i.e. savings) that were actually achieved in terms of labor hours and material usage from the ECM system were verified through the *Time-Study and Materials Analysis*. Any labor efficiencies that were realized from the system were then used to determine whether the time savings equate to any full-time equivalent positions. The labor and material savings are as follows:

A. Number of Regular Hours Saved

The time-study revealed that 12,492 hours of regular staff time are saved annually (**Table 3**) as a result of the implementing the ECM system. The greatest time savings occurred in the Circuit Court Records Office where 3,132 regular staff hours are saved annually. The Sheriff's Office had the second highest time savings with 2,777 regular staff hours saved annually. Because of improvements that have been made to the system after completion of the time study, some departments may be experiencing additional efficiencies above and beyond what is verified in this report.

The total number of regular hours that are projected to be saved in the future (over twenty-five years) is 310,956. This projection was made by multiplying the annual number of regular hours saved in each department by twenty-five. This multiplier was used since twenty-five years is the projected useful life of an ECM system.

Tables detailing the time savings from each of the impacted workflow processes in each department are provided in the Appendix (**Attachments E1-E6**). The detailed computations that were used to verify these savings are provided in a supplement to this report titled, *Electronic Content Management System – Supplemental Computations*.

Table 3

Number of Regular Hours Saved		
	Regular Hours Saved Annually (Post Implementation)	Regular Hours Saved Over 25 Years (Useful Life of System)
Circuit Court - Juvenile Services	<i>No Workflow Processes Directly Impacted by System</i>	
Circuit Court - Juvenile Treatment		
County Clerk - Vital Records		
Circuit Court - Trial Court	(469)	(11,725)
County Clerk - Circuit Court Records	(3,132)	(78,300)
County Clerk - Family Division Records	+ 98 ¹	+ 2,450 ¹
District Court (Grand Haven)	(1,928)	(48,200)
District Court (Holland)	(1,344) ²	(32,256) ²
District Court (Hudsonville)	N/A ³	N/A
District Court Probation (Grand Haven)	(33)	(825)
District Court Probation (Holland)	(104)	(2,600)
District Court Probation (Hudsonville)	N/A ³	N/A
Friend of the Court	(1,918)	(47,950)
Probate Court	(466)	(11,650)
Prosecutor's Office	(419)	(10,475)
Sheriff's Office	(2,777)	(69,425)
Total Regular Hours Saved	(12,492)	(310,956)

Source: Planning and Performance Improvement

1. The increase is due to staff being required to update existing files in the electronic system as well as in the hard-copy system.
2. This is a best-estimate for the Holland District Court since a time study could not be completed in this location.
3. The Hudsonville District Court and Hudsonville Probation Office were not currently using the ECM system.

1) Potential Staff Reductions as a result of Regular Hours Saved

As a result of the regular hours saved, department heads have been able to reassign staff to complete other departmental functions. While the opportunity for staff to increase their departmental responsibilities in other areas is advantageous, the system was approved and installed because it was reported that it would provide a cost-savings as a result of reductions in employee labor and material usage.

Therefore, the number of regular staff hours saved are converted into fulltime equivalent (FTE) staff positions in order to ascertain the number of staff reductions that could occur. The total staff hours saved equate to 5.2 fulltime equivalents (FTE) (**Table 4**). This calculation was made by dividing the average annual number of work hours per FTE (2,080) by the annual regular hours saved. Any department that achieved a time savings of at least 1,040 hours annually (0.5 FTE) was determined to be in a position to reduce staff. It is important to note that the 1.5 FTE savings in the County Clerk – Circuit Court Records Office is not the result of a reduction in staff but is an avoidance of hiring new staff. In previous years, the County Clerk’s Office had requested additional employees to cover workload. The *Time-Study and Material Analysis* confirmed that the Office had a workload that justified an increase of 1.5 FTEs; however, the installation of the ECM system has negated the need for these additional 1.5 FTEs.

Table 4

Potential Staff Reductions as a Result of Regular Hours Saved	
	Potential Staff Reductions As a Result of Regular Hours Saved
Circuit Court - Juvenile Services	
Circuit Court - Juvenile Treatment	<i>No Workflow Processes Directly Impacted by System</i>
County Clerk - Vital Records	
Circuit Court - Trial Court	0
County Clerk - Circuit Court Records	1.5 FTE ¹
County Clerk - Family Division Records	0
District Court (Grand Haven)	1.0 FTE
District Court (Holland)	0.7 FTE
District Court (Hudsonville)	- ²
District Court Probation (Grand Haven)	0
District Court Probation (Holland)	0
District Court Probation (Hudsonville)	- ²
Friend of the Court	1.0 FTE
Probate Court	0
Prosecutor's Office	0
Sheriff's Office	1.0 FTE ³
Total Potential Staff Reductions	5.2 FTE

Source: Planning and Performance Improvement

1. As a result of the time savings, the Circuit Court Records Office is no longer requesting 1.5 FTEs to account for increased caseloads. Therefore, this is not an actual reduction in current staff.
2. The Hudsonville District Court and Hudsonville Probation Office are not currently using the ECM system.
3. As a result of the time savings, the Sheriff’s Office has eliminated two 0.5 FTE positions.

2) Potential Staff Postponements as a result of Regular Hours Saved

In addition to determining the level of reductions that could be made to current staff, the system’s productivity gains were utilized to forecast future savings that would result from the postponement of hiring additional FTEs as caseloads increase in the future.

The forecasts were based on several factors. First, the number of historic cases was analyzed in each department and a twenty-five year trend-analysis was developed. Second, based on the projected trends, a simple calculation was made to determine the point-in-time at which additional FTEs would have been needed to process the caseloads if they were working under

the traditional, hard-copy system versus the new ECM system. For each year that the County was able to postpone the need to hire an FTE, a one-time cost-savings would occur. It is important to note that these calculations are based on a twenty-five year projection which is subject to variability and should, therefore, be used with some caution.

Unless the future workload of departments deviates significantly from the projections made in this report, it is likely that the Circuit Court Records Office will be the only department able to justify hiring additional FTEs over the next twenty-five years. However, it is important to note that staff postponement calculations were based strictly on the workflow processes that are directly impacted by the ECM system. Therefore, it is plausible that departments may require additional staff to account for increases in other workflow processes that were not directly impacted by the system.

The projected year(s) in which the hiring of an FTE could be postponed as a result of the regular hours saved is provided in **Table 5**. Staff postponement calculations for each department are provided in the Appendix (**Attachments F1-F7**).

Table 5

Projected Years in which The Hiring of New Staff Could Potentially Be Postponed		
	Projected Year(s) in which the Hiring of an FTE Could be Postponed within 25 Years	Total Number of Times that the Hiring of an FTE Could be Postponed for one Year Over 25 Years (Useful Life of System)
Circuit Court - Juvenile Services	<i>No Workflow Processes Directly Impacted by System</i>	
Circuit Court - Juvenile Treatment		
County Clerk - Vital Records		
Circuit Court - Trial Court	-	-
County Clerk - Circuit Court Records	2016, 2023, 2024, 2029, 2030, 2031	6
County Clerk - Family Division Records	-	-
District Court (Grand Haven)	-	-
District Court (Holland)	-	-
District Court (Hudsonville)	N/A ¹	-
District Court Probation (Grand Haven)	-	-
District Court Probation (Holland)	-	-
District Court Probation (Hudsonville)	N/A ¹	-
Friend of the Court	-	-
Probate Court	-	-
Prosecutor's Office	-	-
Sheriff's Office	-	-

Source: Planning and Performance Improvement

1. This location is not current using the ECM system; therefore, a postponement in hiring additional staff could not be projected

B. Number of Overtime Hours Saved

In addition to the regular staff hours that were saved by utilizing the ECM system, it also reduced the need for overtime hours in some departments. This savings was determined by comparing the number of overtime hours worked by staff prior to the installation of the new electronic system to the number of overtime hours worked after the installation of the system.

The comparison showed a reduction in overtime hours for two departments (**Table 6, Page 9**). The Circuit Court Records Office achieved a savings of 413 overtime hours per year, and the Grand Haven District Court saved 39 hours in overtime annually. Together, the total overtime hours saved was 452 per year. This equates to 11,300 overtime hours saved over the twenty-five year useful life of the system. The staff positions that experienced an overtime savings in the two departments, and the number of hours saved per position, are provided in the Appendix (**Attachment G**).

Although some of the remaining departments experienced a reduction in overtime hours, the reduction could not be directly attributed to the efficiencies that resulted from the ECM system and, as a result, were not included in the analysis.

Table 6

Number of Overtime Hours Saved		
	Overtime Hours Saved Annually (Post Implementation)	Overtime Hours Saved Over 25 Years (Useful Life of System)
Circuit Court - Juvenile Services	<i>No Workflow Processes Directly Impacted by System</i>	
Circuit Court - Juvenile Treatment		
County Clerk - Vital Records		
Circuit Court - Trial Court	0	0
County Clerk - Circuit Court Records	(413)	(10,325)
County Clerk - Family Division Records	0	0
District Court (Grand Haven)	(39)	(975)
District Court (Holland)	0	0
District Court (Hudsonville)	N/A ¹	N/A
District Court Probation (Grand Haven)	0	0
District Court Probation (Holland)	0	0
District Court Probation (Hudsonville)	N/A ¹	N/A
Friend of the Court	0	0
Probate Court	0	0
Prosecutor's Office	0	0
Sheriff's Office	0	0
Total Overtime Hours Saved	(452)	(11,300)

Source: Planning and Performance Improvement

1. This location is not currently using the ECM system; therefore an overtime savings could not be calculated.

C. Amount of Materials Saved

As part of this evaluation, material savings (i.e. copies, postage, supplies, storage, and computer printing) were also quantified. The data used to determine the amount of material savings that resulted from using the ECM system were documented during the time-study analysis and were also obtained from internal computations that were taken directly from reports generated by the ECM system.

Copies

The material savings analysis shows that 549,067 fewer document pages are copied annually (Table 7, Page 11). Over a twenty-five year period, this equates to 13,700,293 fewer documents being copied. The Sheriff's Office accounts for the majority of copy reductions (536,503 fewer pages copied per year). This reduction occurred, primarily, because warrant requests and juvenile petitions are now distributed electronically to the Prosecutor's Office. Judges and prosecuting attorneys are also signing documents electronically which has reduced copier usage. In some departments, however, copier usage has increased. For example, the Circuit Court Records Office experienced an increase in copier usage since defense attorneys no longer submit duplicate versions of documents. This is due to the fact that only one version is required for scanning into the ECM system. As a result, Circuit Court Records Office staff must make multiple copies of the documents for distribution to plaintiffs and defendants as well as for storage in hard-copy case files in accordance with state statutes.

Postage

A total of 7,257 fewer court-related documents are distributed annually via regular mail. This equates to 178,511 less documents being mailed over twenty-five years. This decrease occurred, primarily, because many defense attorneys¹ now accept court-related documents electronically via email.

¹ It was reported by the Probate Court that approximately 20% of defense attorneys who interact with the court prefer to receive documents via fax as opposed to email.

Supplies

Additionally, 2,935 fewer file folders are required annually in District Court Probation (Grand Haven and Holland) and Friend of the Court. These offices have completely eliminated hard-copy files and the resulting need for storage space. This eliminates the need purchase 73,375 new file folders over twenty-five years. The Friend of the Court Office also reduced the need to purchase an additional 20 shelving units over the next twenty-five years since hard-copy files are no longer used.

Storage Space

The Circuit Court Records Office is the only office that uses off-site storage for records. Since state statutes require hard-copy storage of documents, a storage space savings is not currently being achieved.

Computer Printing

In contrast to the reductions observed in copier usage, postage, and supplies, there was actually an increase in computer printer usage. In fact, 801,613 more document pages were printed annually following the installation of the ECM system which equate to an increase of 19,818,245 printed-pages over twenty-five years.

This increase is primarily due to the fact that prior to installing the ECM system, documents were submitted and stored in a hard-copy format. Therefore, if someone requested a copy of a document, it would be made on a copier. Today, if someone requests a copy, it's made by printing it out from a computer. In the vast majority of cases, documents are printed for defendants or plaintiffs who cannot access a computer or the Internet. However, some staff still prefer to use hard-copy files over imaged documents. For example, the Prosecutor's Office reports it is necessary to use hard-copy files when cross-examining a defendant. This can help avoid searching through electronic files for paperwork and potentially disrupting the decorum of the court during the time it takes to locate documents on a computer.

Another reason for the increase is that state legislation and administrative rules require the District and Circuit Court Records Offices to maintain hard-copy case files. Therefore, it's necessary to print and store electronic documents in hard-copy files.

Detailed tables of the material saving calculations for each department are provided in the Appendix (**Attachments H1-H10**).

Table 7

Number of Materials Saved

	Copy Savings (Number of Pages)	Postage Savings (Number of Documents)	Supply Savings		Storage Space Savings ¹	Computer Printing Savings (Number of Pages)
			File Folders	Shelving Units		
Circuit Court - Juvenile Services	<i>No Workflow Processes Directly Impacted by System</i>					
Circuit Court - Juvenile Treatment						
County Clerk - Vital Records						
Circuit Court - Trial Court	(709)	0	0	0	0	+ 709
County Clerk - Circuit Court Records	+ 111,743	(2,253)	0	0	0	+ 154,027
County Clerk - Family Division Records	(9,527)	(156)	0	0	0	+ 17,086
District Court (Grand Haven)	(13,191)	(1,457)	0	0	0	+ 111,040
District Court (Holland) ²	(26,382) ³	(2,914) ³	0	0	0	+ 222,080 ³
District Court (Hudsonville)	N/A ⁴	N/A ⁴	N/A ⁴	N/A ⁴	N/A ⁴	N/A ⁴
District Court Probation (Grand Haven)	(1,789)	0	(518)	0	0	(1,032)
District Court Probation (Holland)	(5,412)	0	(1,323)	0	0	(1,856)
District Court Probation (Hudsonville)	N/A ⁴	N/A ⁴	N/A ⁴	N/A ⁴	N/A ⁴	N/A ⁴
Friend of the Court	(48,690)	0	(1,094)	(0.8) ⁵	0	+ 16,230
Probate Court	(13,475)	(477)	0	0	0	+ 13,316
Prosecutor's Office	(5,132)	0	0	0	0	+ 209,360
Sheriff's Office	(536,503)	0	0	0	0	+ 60,653
Materials Saved Annually (Post-Implementation)	(549,067)	(7,257)	(2,935)	(0.8)	0	+ 801,613
Materials Saved Over 25 Years (Useful Life of System)	(13,700,293)	(178,511)	(73,375)	(20)	0	+ 19,818,245

Source: Planning and Performance Improvement

1. The Circuit Court Records Office is the only office that currently uses off-site storage for records retention. Since state statutes require continued hard-copy storage of documents, a storage space savings is not being achieved.
2. District Court administrators indicated that the caseload in Holland is approximately twice as much as Grand Haven. Therefore, since Holland was not fully utilizing the system at the time these calculations were made, a material savings was projected for that department by doubling the material savings calculated for District Court (Grand Haven).
3. The Holland District Court will not achieve this savings until 2010 since that office just recently began fully utilizing the system.
4. This location is not currently using the ECM system; therefore a material savings could not be calculated.
5. From fiscal year 2009 through 2013, it was projected that Friend of the Court would have to purchase an additional 4 shelving units to store case files. However, since the implementation of the ECM system, Friend of the Court is no longer maintaining paper case files. As a result, these 4 shelving units will no longer be required, which translates into an annual savings of 0.8 shelving units.

D. Amount of Computer Equipment Saved

If staffing levels are reduced and postponements in hiring additional staff occur as a result of the number of regular hours saved, a reduction in staff computer equipment needs will be realized. This savings will be achieved since it will not be necessary to purchase/replace PC units, monitors, printers, and software licenses for staff positions that no longer exist or where the filling of staff positions is postponed.

1) Computer Equipment Saved as a result of Staff Reductions

As a result of the reduction of 5.2 staff positions, a total of 163 annual Lotus Notes licenses will be saved over twenty-five years (**Table 8**). Additionally, based on the IT Department’s five-year computer unit replacement schedule, the proposed staff reductions will result in a savings of 35 computer units over twenty-five years. A detailed table of the equipment saving calculations is provided in the Appendix (**Attachment I1-I3**).

Table 8

Number of Computer Equipment Saved as a result of Staff Reductions				
	Equipment Saved Annually		Equipment Saved Over 25 Years (Useful Life of System)	
	Lotus Notes Licenses (Number of Licenses Saved)	Computer Hardware Units (Number of Units Saved Every Five Years)¹	Lotus Notes Licenses (Number of Licenses Saved)	Computer Hardware Units (Number of Units Saved Every Five Years)¹
Circuit Court - Juvenile Services				
Circuit Court - Juvenile Treatment				
County Clerk - Vital Records				
<i>No Workflow Processes Directly Impacted by System</i>				
Circuit Court - Trial Court	0	0	0	0
County Clerk - Circuit Court Records	(2)	(2)	(48)	(10)
County Clerk - Family Division Records	0	0	0	0
District Court (Grand Haven)	(1)	(1)	(22)	(5)
District Court (Holland)	(1)	(1)	(22)	(5)
District Court (Hudsonville)	N/A ²	N/A ²	N/A ²	N/A ²
District Court Probation (Grand Haven)	0	0	0	0
District Court Probation (Holland)	0	0	0	0
District Court Probation (Hudsonville)	N/A ²	N/A ²	N/A ²	N/A ²
Friend of the Court	(1)	(1)	(23)	(5)
Probate Court	0	0	0	0
Prosecutor's Office	0	0	0	0
Sheriff's Office	(2)	(2)	(48)	(10)
Total Equipment Saved	(7)	--- ³	(163)	(35)

Source: Planning and Performance Improvement and IT Department

1. Computer hardware units are replaced on a five year schedule and are comprised of PC unit, monitor, desktop software suite, and printer.
2. This location is not currently using the ECM system; therefore an equipment savings could not be calculated.
3. The number of computer units saved is based on the proposed staff reductions. Since these reductions are staggered over several years a total number of units saved annually cannot be determined.

2) Computer Equipment Saved as a result of Staff Postponements

As a result of postponing six staff positions over twenty-five years, a total of six Lotus Notes licenses will be saved (**Table 9, Page 13**). The postponements will not result in a reduction in the number of computer units requiring replacement. This is due to the fact that computer hardware will eventually be needed once these positions are hired. A detailed table of the equipment saving calculations from postponements is provided in the Appendix (**Attachment J**).

Table 9

Number of Computer Equipment Saved as a result of Staff Postponements

	Equipment Saved Annually		Equipment Saved Over 25 Years (Useful Life of System)	
	Number of Years That Lotus Notes Licenses Will Be Saved	Number of Years That Computer Hardware Units Will Not Need To Be Replaced	Number of Lotus Notes Licenses That Will Be Saved	Number of Computer Hardware Units That Will Not Need To Be Replaced
Circuit Court - Juvenile Services	<i>No Workflow Processes Directly Impacted by System</i>			
Circuit Court - Juvenile Treatment	<i>No Workflow Processes Directly Impacted by System</i>			
County Clerk - Vital Records	<i>No Workflow Processes Directly Impacted by System</i>			
Circuit Court - Trial Court	0	0	0	0
County Clerk - Circuit Court Records	6 Years	0 ¹	(6)	0 ¹
County Clerk - Family Division Records	0	0	0	0
District Court (Grand Haven)	0	0	0	0
District Court (Holland)	0	0	0	0
District Court (Hudsonville)	N/A ²	N/A ²	N/A ²	N/A ²
District Court Probation (Grand Haven)	0	0	0	0
District Court Probation (Holland)	0	0	0	0
District Court Probation (Hudsonville)	N/A ²	N/A ²	N/A ²	N/A ²
Friend of the Court	0	0	0	0
Probate Court	0	0	0	0
Prosecutor's Office	0	0	0	0
Sheriff's Office	0	0	0	0
Total Equipment Saved	---	---	(6)	(0)

Source: Planning and Performance Improvement and IT Department

1. Although there are postponements in hiring staff in the County Clerk – Circuit Court Records Office as a result of the efficiencies gained from the ECM system, an equipment savings from the purchase of new computer hardware will not be realized. This is due to the fact that hardware will eventually be needed once these positions are hired.
2. This location is not currently using the ECM system; therefore an equipment savings could not be calculated.

V. Cost-Benefit Analysis

In order to conduct an accurate cost-benefit analysis, the level of efficiencies (i.e. savings) that were actually achieved in terms of labor hours, material usage, and computer equipment are converted to a dollar value. This allows a cost-savings to be calculated. The cost-savings are then utilized to calculate the County's Return-On-Investment (ROI). The cost-savings that result from the efficiencies, as well as the cost to install and maintain the ECM and subsequent ROI, are as follows:

A) Cost-Savings

The cost-savings result from reductions in staff, projected postponements in hiring additional staff, and reductions in overtime hours, materials, and computer equipment. The calculations are as follows:

1) Cost-Savings from Reductions in Staff

As previously detailed in the *Time-Study and Materials Analysis*, a total of 5.2 FTE positions can be reduced based on regular hours saved (Table 4, Page 7). The recommendation is that staff be reduced through attrition (i.e. retirement, resignations, etc.) since these staff assisted with the implementation of the computer system. It is projected that the attrition will occur incrementally over a five-year time period (FY 2010-2013). If this estimation is correct, the average annual cost-savings to the County will be \$332,748 per year (**Table 10**). If the attrition process requires additional time beyond the projected 5 years to complete, the cost-savings will be smaller than anticipated. A table identifying the staff positions that could be reduced based on the number of regular hours saved is provided in the Appendix (**Attachment K**).

Table 10

Cost-Savings from Potential Staff Reductions		
	Annual Average Cost-Savings¹	25-Year Total Cost-Savings¹
Circuit Court - Juvenile Services	<i>No Workflow Processes Directly Impacted by System</i>	
Circuit Court - Juvenile Treatment		
County Clerk - Vital Records		
Circuit Court - Trial Court	\$0	\$0
County Clerk - Circuit Court Records	(\$132,390)	(\$3,309,759)
County Clerk - Family Division Records	\$0	\$0
District Court (Grand Haven)	(\$83,501)	(\$2,087,527)
District Court (Holland)	(\$58,451)	(\$1,461,270)
District Court (Hudsonville)	-	-
District Court Probation (Grand Haven)	\$0	\$0
District Court Probation (Holland)	\$0	\$0
District Court Probation (Hudsonville)	-	-
Friend of the Court	(\$85,728) ²	(\$2,143,202) ²
Probate Court	\$0	\$0
Prosecutor's Office	\$0	\$0
Sheriff's Office	(\$23,060)	(\$576,504)
Total Cost-Savings	(\$383,130)	(\$9,578,262)
Cost-Savings (State) ²	(\$50,382) ²	(\$1,259,570) ²
Cost-Savings (County)	(\$332,748)	(\$8,318,692)

Source: Planning and Performance Improvement

1. For this analysis, staff reductions through attrition were projected to occur during fiscal years 2010 through 2013, with all reductions in place by fiscal year 2014.
2. Sixty-six percent of approved staff salaries from Friend of the Court Office are reimbursed with State grant dollars.

2) Cost-Savings from Potential Postponements in Hiring Additional Staff

The *Time-Study and Materials Analysis* also revealed that as a result of the number of regular hours saved, the Circuit Court Records Office could postpone the hiring of an additional FTE six times over the next twenty-five years (Table 5, Page 8).

The projected annual cost-savings resulting from these postponements is \$26,674 over twenty-five years (**Table 11**). The total amount saved over twenty five years is projected to be \$666,862.

Table 11

Cost-Savings from Potential Staff Postponements		
	Annual Average Cost-Savings	25-Year Total Cost-Savings
Circuit Court - Juvenile Services	<i>No Workflow Processes Directly Impacted by System</i>	
Circuit Court - Juvenile Treatment		
County Clerk - Vital Records		
Circuit Court - Trial Court	\$0	\$0
County Clerk - Circuit Court Records	(\$26,674)	(\$666,862)
County Clerk - Family Division Records	\$0	\$0
District Court (Grand Haven)	\$0	\$0
District Court (Holland)	\$0	\$0
District Court (Hudsonville)	-	-
District Court Probation (Grand Haven)	\$0	\$0
District Court Probation (Holland)	\$0	\$0
District Court Probation (Hudsonville)	-	-
Friend of the Court	\$0	\$0
Probate Court	\$0	\$0
Prosecutor's Office	\$0	\$0
Sheriff's Office	\$0	\$0
Total Cost-Savings	(\$26,674)	(\$666,862)
Cost-Savings (State)	\$0	\$0
Cost-Savings (County)	(\$26,674)	(\$666,862)

Source: Planning and Performance Improvement

3) Cost-Savings from Reductions in Overtime Hours

In additional to verifying the number of regular hours saved, the *Time-Study and Materials Analysis* verified that two departments achieved a reduction in overtime hours after the installation of the ECM system (Table 6, Page 9). These departments are the Circuit Court Records Office and the Grand Haven District Court.

This overtime reduction equates to a cost-savings to the County of \$14,856 annually or \$371,398 over twenty-five years (**Table 12**).

A table identifying the staff positions that achieved an overtime savings in each department and the actual number of overtime hours saved is provided in the Appendix (**Attachments L1-L2**).

Table 12

Cost-Savings from Reductions in Overtime		
	Annual Average Cost-Savings	25-Year Total Cost-Savings
Circuit Court - Juvenile Services	<i>No Workflow Processes Directly Impacted by System</i>	
Circuit Court - Juvenile Treatment		
County Clerk - Vital Records		
Circuit Court - Trial Court	\$0	\$0
County Clerk - Circuit Court Records	(\$13,659)	(\$341,485)
County Clerk - Family Division Records	\$0	\$0
District Court (Grand Haven)	(\$1,197)	(\$29,913)
District Court (Holland)	\$0	\$0
District Court (Hudsonville)	-	-
District Court Probation (Grand Haven)	\$0	\$0
District Court Probation (Holland)	\$0	\$0
District Court Probation (Hudsonville)	-	-
Friend of the Court	\$0	\$0
Probate Court	\$0	\$0
Prosecutor's Office	\$0	\$0
Sheriff's Office	\$0	\$0
Total Cost-Savings	(\$14,856)	(\$371,398)
Cost-Savings (State)	\$0	\$0
Cost-Savings (County)	(\$14,856)	(\$371,398)

Source: Planning and Performance Improvement

4) Cost-Savings from Reduction in Materials

The *Time-Study and Materials Analysis* revealed that there was a reduction in copier-usage, postage, supplies, and storage as a result of the ECM system (Table 7, Page 11). However, printer usage is projected to increase substantially. The net effect is that the installation of the new electronic system is not projected to provide a material cost-savings to the County.

Over the next twenty-five years, material expenditures will increase by \$55,824 per year (Table 13). This equates to \$1,395,582 in total increased materials over twenty-five years.

Detailed tables of the material cost-savings for each department are provided in the Appendix (Attachments M1-M10).

Table 13

Material Cost-Savings								
	Copy Cost-Savings (Paper and Toner)	Postage Cost-Savings (Postage and Envelopes)	Supply Cost-Savings		Storage Space Cost-Savings	Computer Printing Cost-Savings (Paper and Toner)	Annual Average Cost-Savings	25-Year Total Cost-Savings
			File Folders	Shelving Units				
Circuit Court - Juvenile Services	<i>No Workflow Processes</i>							
Circuit Court - Juvenile Treatment	<i>Directly Impacted by System</i>							
County Clerk - Vital Records								
Circuit Court - Trial Court	(\$39)	\$0	\$0	\$0	\$0	+ \$83	+ \$44	+ \$1,089
County Clerk - Circuit Court Records	+ \$6,193	(\$1,479)	\$0	\$0	\$0	+ \$17,970	+ \$22,684	+ \$567,106
County Clerk - Family Division Records	(\$528)	(\$102)	\$0	\$0	\$0	+ \$1,993	+ \$1,363	+ \$34,081
District Court (Grand Haven)	(\$731)	(\$956)	\$0	\$0	\$0	+ \$12,955	+ \$11,268	+ \$281,693
District Court (Holland)	(\$1,422)	(\$1,860)	\$0	\$0	\$0	+ \$25,199	+ \$21,917	+ \$547,934
District Court (Hudsonville)	-	-	-	-	-	-	-	-
District Court Probation (Grand Haven)	(\$99)	\$0	(\$302)	\$0	\$0	(\$120)	(\$521)	(\$13,042)
District Court Probation (Holland)	(\$300)	\$0	(\$772)	\$0	\$0	(\$217)	(\$1,289)	(\$32,204)
District Court Probation (Hudsonville)	-	-	-	-	-	-	-	-
Friend of the Court	(\$2,698)	\$0	(\$3,366)	(\$467)	\$0	+ \$1,894	(\$4,637)	(\$115,946)
Probate Court	(\$747)	(\$313)	\$0	\$0	\$0	+ \$1,554	+ \$494	+ \$12,344
Prosecutor's Office	(\$284)	\$0	\$0	\$0	\$0	+ \$24,426	+ \$24,142	+ \$603,538
Sheriff's Office	(\$29,732)	\$0	\$0	\$0	\$0	+ \$7,076	(\$22,656)	(\$566,388)
Total Cost-Savings	(\$30,387)	(\$4,710)	(\$4,440)	(\$467)	\$0	+ \$92,813	+ \$52,809	+ \$1,302,205
Cost-Savings (State) ¹	(\$1,754)	\$0	(\$2,189)	(\$303)	\$0	+ \$1,231	(\$3,015)	(\$75,377)
Cost-Savings (County)	(\$28,633)	(\$4,710)	(\$2,251)	(\$164)	\$0	+ \$91,582	+ \$55,824	+ \$1,395,582

Source: Planning and Performance Improvement

1. Sixty-six percent of approved materials expenses from Friend of the Court are reimbursed with State grant dollars.

5) Cost-Savings from Reduction in Computer Equipment

Lastly, an equipment cost-savings will be achieved as a result of the proposed reduction of staff and postponement in hiring additional staff over the next twenty-five years. These savings are as follows:

- a) The 163 Lotus Notes licenses that will be saved over twenty-five years, combined with the 35 computer units that will not need to be replaced (Table 8, Page 12), will provide \$1,818 per year in cost-savings (**Table 14**). This equates to \$45,453 in cost-savings over twenty-five years. Detailed tables of the equipment cost-savings from staff reductions for each department are provided in the Appendix (**Attachments N1-N3**).

Table 14

Equipment Cost-Savings from Staff Reductions		
	Annual Average Cost-Savings	25-Year Total Cost-Savings
Circuit Court - Juvenile Services	<i>No Workflow Processes</i>	
Circuit Court - Juvenile Treatment	<i>Directly Impacted by System</i>	
County Clerk - Vital Records		
Circuit Court - Trial Court	\$0	\$0
County Clerk - Circuit Court Records	(\$574)	(\$14,358)
County Clerk - Family Division Records	\$0	\$0
District Court (Grand Haven)	(\$285)	(\$7,117)
District Court (Holland)	(\$285)	(\$7,117)
District Court (Hudsonville)	-	-
District Court Probation (Grand Haven)	\$0	\$0
District Court Probation (Holland)	\$0	\$0
District Court Probation (Hudsonville)	-	-
Friend of the Court	(\$286) ¹	(\$7,148) ¹
Probate Court	\$0	\$0
Prosecutor's Office	\$0	\$0
Sheriff's Office	(\$574)	(\$14,358)
Total Cost-Savings	(\$2,004)	(\$50,098)
Cost-Savings (State) ¹	(\$186) ¹	(\$4,645) ¹
Cost-Savings (County)	(\$1,818)	(\$45,453)

Source: Planning and Performance Improvement

1. Sixty-six percent of approved equipment expenses from Friend of the Court Office are reimbursed with State grant dollars.

- b) The six Lotus Notes licenses that will be saved over the next twenty-five years (Table 9, Page 13) equates to \$186 in total savings (**Table 15**). As previously described, the postponements will not result in a reduction in computer units since this equipment will eventually be needed once these positions are filled.

Table 15

Equipment Cost-Savings from Staff Postponements		
	Annual Average Cost-Savings	25-Year Total Cost-Savings
Circuit Court - Juvenile Services	<i>No Workflow Processes Directly Impacted by System</i>	
Circuit Court - Juvenile Treatment		
County Clerk - Vital Records		
Circuit Court - Trial Court	\$0	\$0
County Clerk - Circuit Court Records	(\$7)	(\$186)
County Clerk - Family Division Records	\$0	\$0
District Court (Grand Haven)	\$0	\$0
District Court (Holland)	\$0	\$0
District Court (Hudsonville)	-	-
District Court Probation (Grand Haven)	\$0	\$0
District Court Probation (Holland)	\$0	\$0
District Court Probation (Hudsonville)	-	-
Friend of the Court	\$0	\$0
Probate Court	\$0	\$0
Prosecutor's Office	\$0	\$0
Sheriff's Office	\$0	\$0
Total Cost-Savings	(\$7)	(\$186)
Cost-Savings (State)	\$0	\$0
Cost-Savings (County)	(\$7)	(\$186)

Source: Planning and Performance Improvement

Total Cost Savings from Reductions in Labor, Materials, and Computer Equipment

The total, gross cost-savings to the County based on reductions in labor, materials, and computer equipment is \$8,007,009 over twenty-five years (**Table 16**). This savings does not take into consideration the cost of installing and maintaining the ECM system. These costs are detailed in a subsequent section of this report.

The average annual savings due to reductions in employee labor is \$374,278 (i.e. staff reductions, staff postponements, and reductions in overtime). This savings is \$4,601 more than the \$369,677 that was originally estimated as a result of installing the system.

The actual cost-savings as it relates to materials, however, is not as promising. It was originally estimated that the installation of the ECM system would provide \$98,761 in savings annually. In actuality, increased material usage will result in an added average cost of \$55,824 per year, or \$1,395,582 in increased materials over twenty-five years.

The net effect of the labor savings and computer equipment savings with the additional material cost is an average annual gross savings of \$320,280.

Table 16

Total Cost-Savings (25 Years)						
	Years 1-5 (FY 09-13)	Years 6-10 (FY 14-18)	Years 11-15 (FY 19-23)	Years 16-20 (FY 24-28)	Years 21-25 (FY 29-33)	Total (25 Years)
Staff Reductions	(\$635,236)	(\$1,228,593)	(\$1,561,883)	(\$2,063,099)	(\$2,829,881)	(\$8,318,692)
Staff Postponements	\$0	(\$61,619)	(\$89,709)	(\$95,186)	(\$420,348)	(\$666,862)
Overtime Reductions	(\$60,343)	(\$66,622)	(\$73,555)	(\$81,213)	(\$89,665)	(\$371,398)
Material Reductions	+ \$190,024	+ \$238,198	+ \$276,139	+ \$320,113	+ \$371,108	+ \$1,395,582
Equipment Reductions	(\$8,825)	(\$9,188)	(\$9,188)	(\$9,188)	(\$9,250)	(\$45,639)
Cost-Savings (County)	(\$514,380)	(\$1,127,824)	(\$1,458,196)	(\$1,928,573)	(\$2,978,036)	(\$8,007,009)
Cumulative Cost-Savings (County)	(\$514,380)	(\$1,642,204)	(\$3,100,400)	(\$5,028,973)	(\$8,007,009)	-

Source: Planning and Performance Improvement and Fiscal Services

Cost Savings Based on Alternate Projection Models

To calculate the twenty-five year cost savings, several assumptions were made. The first assumption was that material savings will increase 3% annually due to inflation. The second assumption was that salary rates will increase 2% annually, medical benefits will increase 10% annually, and dental and optical benefits will increase 5% annually¹.

These projected rate increases were based on nine years of actual County expenditures and provide the best-case scenario to achieving a maximum cost-savings as a result of installing the ECM system. Two other projection models were considered that provide potentially more realistic savings; however, any model that attempts to project future trends in salary rates and fringe benefits is subject to variability. Therefore, this evaluation used the model that provides the best possible ROI to the County.

One of the alternate projection models was based on a report prepared by The Commonwealth Fund². This report projected a 94% increase in health insurance premiums nationally by 2020. This equates to an average annual increase in medical, dental, and optical expenses for Ottawa County employees of \$1,096. The second model used actual County increases in medical, dental, and optical expenses over the last three years, which equates to an average annual increase of 3.1%. These two alternate models each result in less cost-savings to the County.

The twenty-five year cost-savings that result from these alternate projection models are provided in **Tables 17 and 18**. Detailed tables of the labor savings associated with each of the models are provided in the Appendix (**Attachments O1-O2**).

Table 17

Cost-Savings Based on Nationally Projected Increases in Health Insurance Premiums by 2020						
	Years 1-5 (FY 09-13)	Years 6-10 (FY 14-18)	Years 11-15 (FY 19-23)	Years 16-20 (FY 24-28)	Years 21-25 (FY 29-33)	Total (25 Years)
Staff Reductions	(\$626,377)	(\$1,151,168)	(\$1,317,996)	(\$1,491,887)	(\$1,673,573)	(\$6,261,001)
Staff Postponements	\$0	(\$57,574)	(\$70,685)	(\$72,621)	(\$253,834)	(\$454,714)
Overtime Reductions (no change)	(\$60,343)	(\$66,622)	(\$73,555)	(\$81,213)	(\$89,665)	(\$371,398)
Material Reductions (no change)	+ \$190,024	+ \$238,198	+ \$276,139	+ \$320,113	+ \$371,108	+ \$1,395,582
Equipment Reductions (no change)	(\$8,825)	(\$9,188)	(\$9,188)	(\$9,188)	(\$9,250)	(\$45,639)
Cost-Savings (County)	(\$505,521)	(\$1,046,354)	(\$1,195,285)	(\$1,334,796)	(\$1,655,214)	(\$5,737,170)
Cumulative Cost-Savings (County)	(\$505,521)	(\$1,551,875)	(\$2,747,160)	(\$4,081,956)	(\$5,737,170)	-

Source: Planning and Performance Improvement and Fiscal Services

Table 18

Cost-Savings Based on County Projected Increases in Health Insurance Premiums (Three-Year Average)						
	Years 1-5 (FY 09-13)	Years 6-10 (FY 14-18)	Years 11-15 (FY 19-23)	Years 16-20 (FY 24-28)	Years 21-25 (FY 29-33)	Total (25 Years)
Staff Reductions	(\$605,428)	(\$1,068,044)	(\$1,183,243)	(\$1,313,303)	(\$1,460,265)	(\$5,630,283)
Staff Postponements	\$0	(\$52,957)	(\$62,179)	(\$63,629)	(\$219,377)	(\$398,142)
Overtime Reductions (no change)	(\$60,343)	(\$66,622)	(\$73,555)	(\$81,213)	(\$89,665)	(\$371,398)
Material Reductions (no change)	+ \$190,024	+ \$238,198	+ \$276,139	+ \$320,113	+ \$371,108	+ \$1,395,582
Equipment Reductions (no change)	(\$8,825)	(\$9,188)	(\$9,188)	(\$9,188)	(\$9,250)	(\$45,639)
Cost-Savings (County)	(\$484,572)	(\$958,613)	(\$1,052,026)	(\$1,147,220)	(\$1,407,449)	(\$5,049,880)
Cumulative Cost-Savings (County)	(\$484,572)	(\$1,443,185)	(\$2,495,211)	(\$3,642,431)	(\$5,049,880)	-

Source: Planning and Performance Improvement and Fiscal Services

¹ The source of this data and projections is the Fiscal Services Department.

² C. Schoen, J. Nicholson, S. Rustgi, The Commonwealth Fund, *State Health Insurance Premium Trends and the Potential of National Reform*, Data Brief, Pub. 1313, Vol. 17, August 2009

B) Project Cost

The initial cost to install the ECM system was \$1,694,149 (**Table 19**). Of this total, \$1,055,903 was comprised of capital outlay that included consulting fees, backfiling expenses (i.e. converting old case files into the system), and hardware and software cost. The cost of hardware and software maintenance during the installation period was \$349,846. The remaining \$288,400 was for employee labor associated with installing the system and for system training.

The County's portion of the total investment was \$1,614,280 (95.3% of total). State grant dollars totaling \$79,869 were received for the Friend of the Court office because a portion of the cost for ECM system equipment that was installed in that office was reimbursable. In addition, a portion of Friend of the Court salaries spent on backfiling hard-copy documents into the system were also reimbursed by the State. Additional project cost data are provided in the Appendix (**Attachment P**).

Table 19

Initial Investment Cost (February 2006 – September 2008)				
	Total Cost	<i>Total Cost (State)¹</i>	Total Cost (County)	County Percent of Total
Capital Outlay				
Consultant (ImageSoft)	\$67,301	\$5,938 ²	\$61,363	91.2%
Backfiling (Data Conversion Services)	\$290,702	\$0	\$290,702	100.0%
Hardware	\$171,990	\$59,398	\$112,592	65.5%
Software	\$525,910	\$3,461	\$522,449	99.3%
Subtotal (Capital Outlay)	\$1,055,903	\$68,797	\$987,106	93.5%
Maintenance³				
Hardware Maintenance	\$13,910	\$0	\$13,910	100.0%
Software Maintenance	\$335,936	\$0	\$335,936	100.0%
Subtotal (Maintenance)	\$349,846	\$0	\$349,846	100.0%
Employee Labor				
IT Department Support Staff	\$179,236	\$0	\$179,236	100.0%
IT Department (Training/Conferences)	\$15,417	\$0	\$15,417	100.0%
Backfiling (County Staff)	\$93,747	\$11,072	\$82,675	88.2%
Subtotal (Employee Labor)	\$288,400	\$11,072	\$277,328	96.2%
Total Initial Investment Cost	\$1,694,149	\$79,869	\$1,614,280	95.3%

Source: IT Department and Fiscal Services

1. Sixty-six percent of approved staff salaries and hardware and software expenses from Friend of the Court are reimbursed with State grant dollars.
2. This cost is the result of time spent by FOC staff for consultant services and to attend trainings conducted by ImageSoft, which are reimbursed with State dollars.
3. Hardware and software maintenance have been separated from capital outlay since they were not part of the initial \$1.23 million that were approved for system installation.

The ongoing maintenance and upgrade costs to the ECM system were provided by the IT Department and Fiscal Services. These costs include projected hardware and software upgrades over the next five years as well as the salaries of IT staff that will be performing the maintenance and upgrade work. A simple linear model was used to calculate the twenty-five year cost to maintain the ECM system based on the five-year cost estimates.

Taking into account the initial investment in the system (\$1,694,149), the total project cost over twenty-five years is \$16,250,415 (**Table 20, Page 23**). The cost of ongoing maintenance and upgrades alone over this time period is estimated to be \$14,556,266. The cost to the County over twenty-five years is \$16,103,136 (99% of total).

Table 20

Project Cost (25 Years)						
	Years 1-5 (FY 09-13)	Years 6-10 (FY 14-18)	Years 11-15 (FY 19-23)	Years 16-20 (FY 24-28)	Years 21-25 (FY 29-33)	Total (25 Years)
Initial Investment Cost¹						
Capital Outlay	\$1,055,903	\$0	\$0	\$0	\$0	\$1,055,903
Maintenance	\$349,846	\$0	\$0	\$0	\$0	\$349,846
Employee Labor	\$288,400	\$0	\$0	\$0	\$0	\$288,400
Annual Recurring Cost						
Capital Outlay						
Hardware Upgrades	\$170,873	\$170,873	\$170,873	\$170,873	\$170,873	\$854,365
Maintenance						
Hardware Maintenance	\$20,049	\$0	\$0	\$0	\$0	\$20,049
Software Maintenance ²	\$784,706	\$1,126,546	\$1,617,303	\$2,321,847	\$3,333,312	\$9,183,714
Employee Labor						
IT Department Support Staff (Maintenance) ³	\$568,136	\$673,671	\$818,628	\$1,024,210	\$1,324,463	\$4,409,108
IT Department (Training/Conferences)	\$19,030	\$17,500	\$17,500	\$17,500	\$17,500	\$89,030
Total Project Cost	\$3,256,943	\$1,988,590	\$2,624,304	\$3,534,430	\$4,846,148	\$16,250,415
Project Cost (State) ⁴	\$93,351	\$13,482	\$13,482	\$13,482	\$13,482	\$147,279
Project Cost (County)	\$3,163,592	\$1,975,108	\$2,610,822	\$3,520,948	\$4,832,666	\$16,103,136
Cumulative Project Cost (County)	\$3,163,592	\$5,138,700	\$7,749,522	\$11,270,470	\$16,103,136	-

Source: IT Department and Fiscal Services

1. The initial investment cost includes all costs incurred through September 31, 2008; this cost has been reflected in Year 1.
2. Software maintenance costs for years 6-25 are based on a 7.5% annual increase as projected by the IT Department.
3. Based on staff hours for on-going maintenance that were estimated by IT and the projected salaries and fringe benefit rates that were provided by the Fiscal Services Department.
4. Sixty-six percent of approved staff salaries and hardware and software upgrades from Friend of the Court are reimbursed with State grant dollars.

Project Cost Based on Alternate Projection Models

Similar to the assumption that was made regarding the projected salary and fringe benefit rates when calculating the twenty-five year cost-savings, the same assumption was made in regards to the twenty-five year cost of system maintenance. As previously described, the projected rate increases were based on nine years of actual County expenditures. Two other projection models were considered that provide potentially more realistic salary and fringe benefit projections; however, this evaluation used the model that provides the best possible RIO to the County.

One of the alternate models assumes a 94% increase in health insurance premiums nationally by 2020. The second model assumes an average annual increase in medical, dental, and optical expenses of 3.1%. The twenty-five year cost that result from these alternate projection models are provided in **Tables 21 and 22** (Page 24).

Table 21

Project Cost Based on Nationally Projected Increases in Health Insurance Premiums by 2020

	Years 1-5 (FY 09-13)	Years 6-10 (FY 14-18)	Years 11-15 (FY 19-23)	Years 16-20 (FY 24-28)	Years 21-25 (FY 29-33)	Total (25 Years)
Initial Investment Cost¹						
Capital Outlay (no change)	\$1,055,903	\$0	\$0	\$0	\$0	\$1,055,903
Maintenance (no change)	\$349,846	\$0	\$0	\$0	\$0	\$349,846
Employee Labor (no change)	\$288,400	\$0	\$0	\$0	\$0	\$288,400
Annual Recurring Cost						
Capital Outlay						
Hardware Upgrades (no change)	\$170,873	\$170,873	\$170,873	\$170,873	\$170,873	\$854,365
Maintenance						
Hardware Maintenance (no change)	\$20,049	\$0	\$0	\$0	\$0	\$20,049
Software Maintenance ² (no change)	\$784,706	\$1,126,546	\$1,617,303	\$2,321,847	\$3,333,312	\$9,183,714
Employee Labor						
IT Department Support Staff (Maintenance) ³	\$564,753	\$647,263	\$734,892	\$828,122	\$927,510	\$3,702,540
IT Department (Training/Conferences) (no change)	\$19,030	\$17,500	\$17,500	\$17,500	\$17,500	\$89,030
Total Project Cost	\$3,253,560	\$1,962,182	\$2,540,568	\$3,338,342	\$4,449,195	\$15,543,847
Project Cost (State) ⁴ (no change)	\$93,351	\$13,482	\$13,482	\$13,482	\$13,482	\$147,279
Project Cost (County)	\$3,160,209	\$1,948,700	\$2,527,086	\$3,324,860	\$4,435,713	\$15,396,568
Cumulative Project Cost (County)	\$3,160,209	\$5,108,909	\$7,635,995	\$10,960,855	\$15,396,568	-

Source: IT Department and Fiscal Services

1. The initial investment cost includes all costs incurred through September 31, 2008; this cost has been reflected in Year 1.
2. Software maintenance costs for years 6-25 are based on a 7.5% annual increase as projected by the IT Department.
3. Based on staff hours for on-going maintenance that were estimated by IT and the projected salaries and fringe benefit rates that were provided by the Fiscal Services Department.
4. Sixty-six percent of approved staff salaries and hardware and software upgrades from Friend of the Court are reimbursed with State grant dollars.

Table 22

Project Cost Based on County Projected Increases in Health Insurance Premiums (Three-Year Average)

	Years 1-5 (FY 09-13)	Years 6-10 (FY 14-18)	Years 11-15 (FY 19-23)	Years 16-20 (FY 24-28)	Years 21-25 (FY 29-33)	Total (25 Years)
Initial Investment Cost¹						
Capital Outlay (no change)	\$1,055,903	\$0	\$0	\$0	\$0	\$1,055,903
Maintenance (no change)	\$349,846	\$0	\$0	\$0	\$0	\$349,846
Employee Labor (no change)	\$288,400	\$0	\$0	\$0	\$0	\$288,400
Annual Recurring Cost						
Capital Outlay						
Hardware Upgrades (no change)	\$170,873	\$170,873	\$170,873	\$170,873	\$170,873	\$854,365
Maintenance						
Hardware Maintenance (no change)	\$20,049	\$0	\$0	\$0	\$0	\$20,049
Software Maintenance ² (no change)	\$784,706	\$1,126,546	\$1,617,303	\$2,321,847	\$3,333,312	\$9,183,714
Employee Labor						
IT Department Support Staff (Maintenance) ³	\$556,244	\$618,723	\$688,640	\$766,817	\$854,276	\$3,484,700
IT Department (Training/Conferences) (no change)	\$19,030	\$17,500	\$17,500	\$17,500	\$17,500	\$89,030
Total Project Cost	\$3,245,051	\$1,933,642	\$2,494,316	\$3,277,037	\$4,375,961	\$15,326,007
Project Cost (State) ⁴ (no change)	\$93,351	\$13,482	\$13,482	\$13,482	\$13,482	\$147,279
Project Cost (County)	\$3,151,700	\$1,920,160	\$2,480,834	\$3,263,555	\$4,362,479	\$15,178,728
Cumulative Project Cost (County)	\$3,151,700	\$5,071,860	\$7,552,694	\$10,816,249	\$15,178,728	-

Source: IT Department and Fiscal Services

1. The initial investment cost includes all costs incurred through September 31, 2008; this cost has been reflected in Year 1.
2. Software maintenance costs for years 6-25 are based on a 7.5% annual increase as projected by the IT Department.
3. Based on staff hours for on-going maintenance that were estimated by IT and the projected salaries and fringe benefit rates that were provided by the Fiscal Services Department.
4. Sixty-six percent of approved staff salaries and hardware and software upgrades from Friend of the Court are reimbursed with State grant dollars.

C) Return-on-Investment (ROI) Based on Verified Reductions in Labor, Materials, and Equipment

As previously described, the County’s Return-on-Investment (ROI) from the ECM system was calculated using a *Cost-Benefit Analysis*. This analysis calculates whether the cost-savings of the project outweigh the total project cost. This is determined by simply dividing the project’s cost-savings by its total cost.

Before this type of analysis can be conducted, however, it is necessary to convert the cost/cost-savings that occur in the future into their Present Value (2009 dollars). This conversion is imperative when conducting a cost/benefit analysis for major projects, not unlike the ECM system, since a dollar today is worth more than a dollar one year from now because a dollar today can be invested to accrue interest. Thus, in order to accurately calculate ROI for a major project, where the majority of the cost is paid upfront and the majority of the cost-savings are accrued over several years, the present value calculation ensures a standard dollar value from which to compare cost and cost-savings. It is important to note, however, that the present values calculated in this report should not be used for any type of cost comparison. These present values are strictly for use in calculating the County’s ROI.

The present value cost of the ECM system to the County in twenty five years will be \$9,616,004 (Table 23). The present value of the cost-savings in twenty-five years will be \$6,795,387. Prior to the present value conversion, the cost-savings was \$8,007,009. Hence the reason for not using these present values for cost comparisons.

Using the cost-benefit analysis model, which divides the value of the benefits by the cost, the benefit/cost ratio of the ECM system is 0.71. As noted in the *Evaluation Process* section of this report, a project with a benefit/cost ratio of one (1) or more indicates a positive ROI.

Since the ratio of the ECM project is 0.71, the County will not achieve a ROI within the useful life of the system (i.e. twenty-five years). In addition, if staffing levels are not reduced through attrition, the County’s ROI will be 0.03 (Attachment Q).

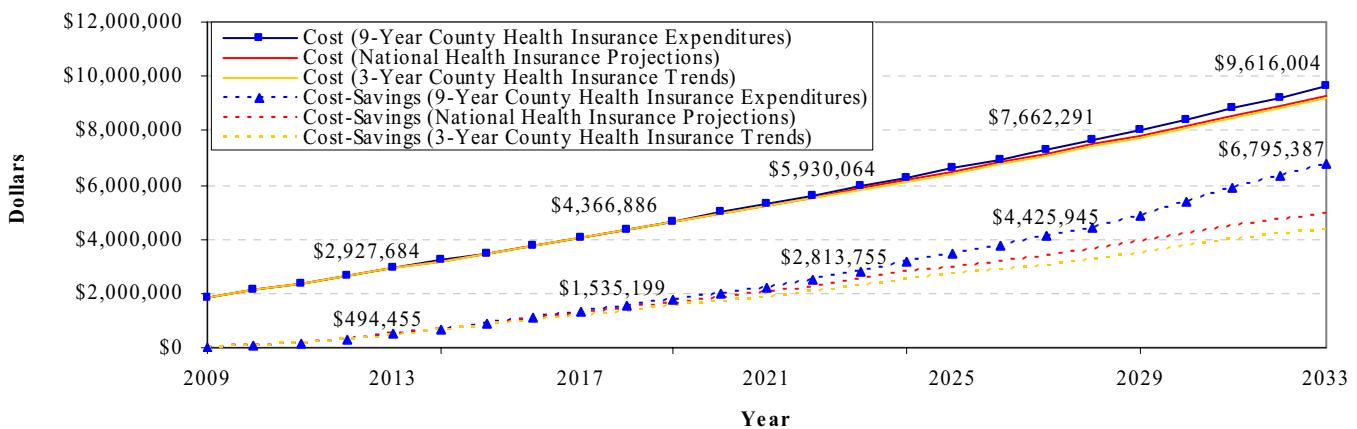
Table 23

Cost-Benefit Analysis						
	Years 1-5 (FY 09-13)	Years 6-10 (FY 14-18)	Years 11-15 (FY 19-23)	Years 16-20 (FY 24-28)	Years 21-25 (FY 29-33)	Total (25 Years)
Present Value² (County)						
Cost (County)	\$2,927,684	\$1,439,202	\$1,563,178	\$1,732,227	\$1,953,713	\$9,616,004
Cost-Savings (County)	(\$494,455)	(\$1,040,744)	(\$1,278,556)	(\$1,612,190)	(\$2,369,442)	(\$6,795,387)
Net Present Value (Cost to County)	\$2,433,229	\$398,458	\$284,622	\$120,037	(\$415,729)	\$2,820,617
Benefit/Cost Ratio (County)¹	-	-	-	-	-	0.71
Breakeven (County)	-	-	-	-	-	FY 2065

Source: IT Department, Fiscal Services, Planning and Performance Improvement

1. Present Value is calculated using the following statistical formula where A is the Total Project Cost or Benefits; B is the Discounted/Interest Rate (4% based on Fiscal Services historical precedent); and C is the Year: $A/(1+B)^C$

Cumulative Present Value Cost and Cost-Savings to County (Twenty-Five Years)



VI. Sensitivity Analysis

This *Sensitivity Analysis* identifies the additional labor and material savings that could potentially result if statutes are amended to allow paperless workflow and if all departments truly eliminate paper to the greatest extent possible in their work activities. The additional labor efficiencies that could be realized are converted to determine whether the additional savings equate to any full-time equivalent positions. These additional savings in labor and materials are then converted into dollars to calculate the County's ROI from the assumed scenario. The result of this analysis is as follows:

A) Additional Regular Hours that Could be Saved

It is projected that an additional 10,680 hours of staff time would be saved if state statutes were amended to allow a completely paperless workflow and all departments eliminated paper to the greatest extent possible in their work activities (**Table 24**). These additional hours were hypothesized by removing the time that was associated with handling hard-copy documents from the original time-savings computations.

These hypothetical computations also revealed that the Hudsonville District Court would save approximately 1,337 hours annually if the ECM system was utilized, and the Hudsonville Probation Office would save 111 hours annually.

Detailed tables of the additional regular hours that could be saved in each department are provided in the Appendix (**Attachments R1-R6**).

Table 24

Additional Number of Regular Hours that Could Be Saved		
	Regular Hours That Could Be Saved Annually (Post Implementation)	Regular Hours That Could Be Saved Over 25 Years (Useful Life of System)
Circuit Court - Juvenile Services	<i>No Workflow Processes Directly Impacted by System</i>	
Circuit Court - Juvenile Treatment		
County Clerk - Vital Records		
Circuit Court - Trial Court	(32)	(704)
County Clerk - Circuit Court Records	(4,801)	(105,622)
County Clerk - Family Division Records	(420)	(9,240)
District Court (Grand Haven)	(752)	(16,544)
District Court (Holland)	(1,650) ¹	(36,300) ¹
District Court (Hudsonville)	(1,337) ²	(29,414) ²
District Court Probation (Grand Haven)	(33)	(726)
District Court Probation (Holland)	(94)	(2,068)
District Court Probation (Hudsonville)	(111) ¹	(2,442) ¹
Friend of the Court	0	0
Probate Court	(426)	(9,372)
Prosecutor's Office	(717)	(15,774)
Sheriff's Office	(307)	(6,754)
Total Additional Time Savings (Regular Hours)	(10,680)	(234,960)

Source: Planning and Performance Improvement

1. This is a best-estimate for the Holland District Court since a time study could not be conducted in this location.

2. This is a best-estimate for the Hudsonville District Court since this location is not using the ECM system at this time.

1) Additional Reductions in Staff if Additional Regular Hours Are Saved

As a result of the additional time saving, it was calculated that an additional 4.6 FTEs could be reduced through attrition (**Table 25**). This calculation was made by dividing the average annual number of work hours per FTE (2,080) by the total number of regular hours that could be saved, which includes the additional regular hours saved and the number of regular hours that are currently being saved. Any department that achieved a total regular hour time savings of at least 1,040 hours annually, which is equivalent to a part time staff position, was considered for an additional reduction in staffing needs.

Table 25

Additional Staff Reductions That Could Potentially Occur	
	Additional Staff Reductions that Could Occur from Additional Regular Hours Saved
Circuit Court - Juvenile Services	<i>No Workflow</i>
Circuit Court - Juvenile Treatment	<i>Processes Directly</i>
County Clerk - Vital Records	<i>Impacted by System</i>
Circuit Court - Trial Court	0
County Clerk - Circuit Court Records	2.0 FTE
County Clerk - Family Division Records	0
District Court (Grand Haven)	0
District Court (Holland)	0.5 FTE
District Court (Hudsonville)	0.7 FTE
District Court Probation (Grand Haven)	0
District Court Probation (Holland)	0
District Court Probation (Hudsonville)	0
Friend of the Court	0
Probate Court	0.4 FTE
Prosecutor's Office	0.5 FTE
Sheriff's Office	0.5 FTE
Potential Additional Staff Reductions	4.6 FTE
<i>Source: Planning and Performance Improvement</i>	

- 2) Additional Postponements in Hiring New Staff if Additional Regular Hours Are Saved
 The additional regular hours saved may also be able to increase the number of years that the hiring of additional staff could be postponed. As calculated previously, the Circuit Court Records Office may be able to postpone hiring an additional FTE for six years based on the current number of regular hours saved (Table 5, Page 8). If state statutes were amended to allow a completely paperless workflow, staff postponements in the Circuit Court Records Office could occur for an additional 12 years (**Table 26**).

Detailed tables of the additional staff postponement calculations are provided in the Appendix (**Attachments S1-S9**).

Table 26

Number of Staff Postponements That Could Occur if Additional Regular Hours Are Saved		
	Additional Year(s) that the Hiring an FTE Could Potentially be Postponed within 25 Years	Number of Additional Times that the Hiring of an FTE Could be Postponed Over 25 Years (Useful Life of System)
Circuit Court - Juvenile Services	<i>No Workflow Processes Directly Impacted by System</i>	
Circuit Court - Juvenile Treatment		
County Clerk - Vital Records		
Circuit Court - Trial Court	-	-
County Clerk - Circuit Court Records	2017, 2018, 2019, 2020, 2021, 2022, 2025, 2026, 2027, 2028, 2032, 2033.	12
County Clerk - Family Division Records	-	-
District Court (Grand Haven)	-	-
District Court (Holland)	-	-
District Court (Hudsonville)	N/A ¹	-
District Court Probation (Grand Haven)	-	-
District Court Probation (Holland)	-	-
District Court Probation (Hudsonville)	N/A ¹	-
Friend of the Court	-	-
Probate Court	-	-
Prosecutor's Office	-	-
Sheriff's Office	-	-

Source: **Planning and Performance Improvement**

1. The projected additional postponements occur after the 25-year timeframe

B) Additional Overtime Hours That Could Be Saved

It was determined that there will not be any additional overtime hours saved. The current overtime savings has been reduced to a point where any further reduction in overtime that could be directly attributed to the system is not possible.

C) Additional Materials That Could Be Saved

It was calculated that printer-usage would decrease by an additional 721,841 pages annually (Table 27). This is a 90% reduction in the current printer usage (Table 7, Page 11). Copier usage, postage, supplies, and storage space would also be reduced even further if paperless workflow was permitted and all departments eliminate paper to the greatest extent possible.

Detailed tables of the additional material saving calculations for each department are provided in the Appendix (Attachments T1-T5).

Table 27

	Additional Copy Savings ¹ (Number of Pages)	Additional Postage Savings ² (Number of Documents)	Additional Supply Savings		Additional Storage Space Savings	Additional Computer Printing Savings ⁵ (Number of Pages)
			Additional File Folders ³	Additional Shelving Units ⁴		
Circuit Court - Juvenile Services	<i>No Workflow Processes</i>					
Circuit Court - Juvenile Treatment	<i>Directly Impacted by System</i>					
County Clerk - Vital Records	<i>Directly Impacted by System</i>					
Circuit Court - Trial Court	0	(709)	0	0	0	(709)
County Clerk - Circuit Court Records	(115,788)	(31,577)	(3,923)	0	N/A ⁶	(142,447)
County Clerk - Family Division Records	0	(1,285)	(1,714)	0	0	(16,045)
District Court (Grand Haven)	0	(17,010)	(5,531)	0	0	(95,049)
District Court (Holland) ⁷	0	(34,020)	(11,062)	0	0	(190,098)
District Court (Hudsonville) ⁷	(13,191)	(18,467)	(5,531)	0	0	+ 15,991
District Court Probation (Grand Haven)	0	0	0	0	0	(5,127)
District Court Probation (Holland)	0	0	0	0	0	(14,143)
District Court Probation (Hudsonville)	(2,823)	0	(934)	0	0	(11,605)
Friend of the Court	0	0	0	0	0	0
Probate Court	0	(1,694)	(842)	0	N/A ⁸	(3,970)
Prosecutor's Office	0	0	(9,820)	0	0	(209,360)
Sheriff's Office	0	(862)	(18,032)	0	0	(49,279)
Additional Materials Saved (Annual)	(131,802)	(105,624)	(57,389)	0	0	(721,841)
Additional Materials Saved Over 25 Years	(2,899,644)	(2,323,728)	(1,262,558)	0	0	(15,880,502)

Source: Planning and Performance Improvement

1. The number of pages copied has decreased because documents that require distribution to external case parties are printed from the imaging system or emailed.
2. The number of documents mailed has decreased as a result of emailing imaged documents to attorneys.
3. The number of file folders utilized will decrease as a result of no longer maintaining hard-copy case files.
4. The number of shelving units is not projected to decrease in this scenario since paper files are currently shredded when storage capacity was reached in lieu of purchasing additional shelving units.
5. The number of pages printed has increased as a result of printing imaged documents for distribution to external case parties. For this analysis, it was assumed that all documents distributed to attorneys were done so electronically.
6. The County Clerk - Circuit Court Records is the only department that pays to store hard-copy case files in off-site storage. Therefore, in this scenario, this department is projected to experience a savings as a result of no longer requiring off-site storage. The actual cost-savings is included in the analysis; however, the actual square foot reduction is not available.
7. District Court administrators indicated that the caseload in Holland is approximately twice as much as Grand Haven and the caseload in Hudsonville is approximately equivalent to Grand Haven. Therefore, since Holland and Hudsonville were not fully-utilizing the system at the time these calculations were made, a material savings was projected for Holland by doubling the material savings calculated for District Court (Grand Haven) and for Hudsonville by using the same material savings calculated for District Court (Grand Haven).
8. The Probate Court will achieve a savings related to storing microfilm. The actual cost-savings is included in the analysis; however, the actual microfilm reduction is not available.

D) Additional Computer Equipment That Could Be Saved

As a result of the additional time saving, it was calculated that an additional 4.6 FTEs could be reduced through attrition (Table 25, Page 27). It was also calculated that staff postponements in the Circuit Court Records Office could occur for an additional 12 years (Table 26, Page 28). These additional reductions in staff and postponements in hiring staff will result in additional computer equipment savings.

1) Potential Computer Equipment Saved as a result of Additional Staff Reductions

As a result of additional staff reductions, an additional 130 Lotus Notes licenses will be saved over twenty-five years (Table 28). An additional 28 computer units will also not need to be replaced. A detailed table of the additional equipment saving calculations is provided in the Appendix (Attachment U1-U3).

Table 28

Number of Computer Equipment Saved as a result of Additional Staff Reductions				
	Additional Equipment Saved Annually		Additional Equipment Saved Over 25 Years (Useful Life of System)	
	Additional Lotus Notes Licenses (Number of Licenses Saved)	Additional Computer Hardware Units (Number of Units Saved Every Five Years)¹	Additional Lotus Notes Licenses (Number of Licenses Saved)	Additional Computer Hardware Units (Number of Units Saved Every Five Years)¹
Circuit Court - Juvenile Services	<i>No Workflow Processes Directly Impacted by System</i>			
Circuit Court - Juvenile Treatment				
County Clerk - Vital Records				
Circuit Court - Trial Court	0	0	0	0
County Clerk - Circuit Court Records	(2)	(2)	(40)	(8)
County Clerk - Family Division Records	0	0	0	0
District Court (Grand Haven)	0	0	0	0
District Court (Holland)	(1)	(1)	(18)	(4)
District Court (Hudsonville)	(1)	(1)	(18)	(4)
District Court Probation (Grand Haven)	0	0	0	0
District Court Probation (Holland)	0	0	0	0
District Court Probation (Hudsonville)	0	0	0	0
Friend of the Court	0	0	0	0
Probate Court	(1)	(1)	(19)	(4)
Prosecutor's Office	(1)	(1)	(19)	(4)
Sheriff's Office	(1)	(1)	(16)	(4)
Total Equipment Saved	(7)	--- ²	(130)	(28)

Source: Planning and Performance Improvement and IT Department

3. Computer hardware, including PC, monitor, desktop software suite, and printer, are replaced on a five year schedule.

4. The number of computer units saved is based on the proposed staff reductions. Since these reductions are staggered over several years a total number of units saved annually cannot be determined.

2) Potential Computer Equipment Saved as a result of Additional Staff Postponements

The additional staff postponements will save an additional 28 Lotus Notes licenses over twenty-five years (Table 29, Page 31). These postponements will also result in an additional eight computer units that will not need to be replaced over the next twenty-five years. A detailed table of the additional equipment saving calculations as a result of staff postponements is provided in the Appendix (Attachment V).

Table 29

Number of Computer Equipment Saved as a result of Staff Postponements

	Additional Equipment Saved Annually		Additional Equipment Saved Over 25 Years (Useful Life of System)	
	Number of Years That Additional Lotus Notes Licenses Will Be Saved	Number of Years That Additional Computer Hardware Units Will Not Need To Be Replaced	Number of Years That Additional Lotus Notes Licenses Will Be Saved	Number of Years That Additional Computer Hardware Units Will Not Need To Be Replaced
Circuit Court - Juvenile Services	<i>No Workflow Processes Directly Impacted by System</i>			
Circuit Court - Juvenile Treatment				
County Clerk - Vital Records				
Circuit Court - Trial Court	0	0	0	0
County Clerk - Circuit Court Records	17 years	8 years ¹	(28)	(8) ¹
County Clerk - Family Division Records	0	0	0	0
District Court (Grand Haven)	0	0	0	0
District Court (Holland)	0	0	0	0
District Court (Hudsonville)	0	0	0	0
District Court Probation (Grand Haven)	0	0	0	0
District Court Probation (Holland)	0	0	0	0
District Court Probation (Hudsonville)	0	0	0	0
Friend of the Court	0	0	0	0
Probate Court	0	0	0	0
Prosecutor's Office	0	0	0	0
Sheriff's Office	0	0	0	0
Total Equipment Saved	---	---	(28)	(8)

Source: Planning and Performance Improvement and IT Department

1. An equipment savings from the purchase of new computer hardware will be realized if legislative changes are enacted. This is due to the fact that enough additional hours will be saved on an annual basis to negate the hiring of additional staff.

E) Potential Cost-Savings from Additional Reductions in Labor, Materials, and Equipment

The potential cost-savings as a result of additional reductions in labor and materials are as follows:

1) Potential Cost-Savings from Additional Reductions in Staff

The reduction of an additional 4.6 FTE (Table 25, Page 27) would provide a cost-savings of \$307,459 per year (Table 30). This equates to an additional \$7,686,492 in savings over twenty-five years.

It is important to note that these staff reductions are projected to occur starting fiscal year 2014, with all potential reductions in place by fiscal year 2018. Fiscal year 2014 was selected as the starting point to calculate these potential savings since it is assumed that it will take nearly two years for any legislative changes to be approved by the State and supported by the State Court Administrator’s Office that would allow paperless work flow.

A table that identifies the staff position(s) that could be reduced to achieve the additional cost-savings is provided in the Appendix (Attachment W).

Table 30

Potential Cost-Savings from Additional Staff Reductions		
	Additional Annual Average Cost-Savings¹	25-Year Total Additional Cost Savings¹
Circuit Court - Juvenile Services	<i>No Workflow Processes Directly Impacted by System</i>	
Circuit Court - Juvenile Treatment		
County Clerk - Vital Records		
Circuit Court - Trial Court	\$0	\$0
County Clerk - Circuit Court Records	(\$160,452)	(\$4,011,305)
County Clerk - Family Division Records	\$0	\$0
District Court (Grand Haven)	\$0	\$0
District Court (Holland)	(\$37,430)	(\$935,739)
District Court (Hudsonville)	(\$52,401)	(\$1,310,035)
District Court Probation (Grand Haven)	\$0	\$0
District Court Probation (Holland)	\$0	\$0
District Court Probation (Hudsonville)	\$0	\$0
Friend of the Court	\$0	\$0
Probate Court	(\$7,853)	(\$196,327)
Prosecutor's Office	(\$41,156)	(\$1,028,899)
Sheriff's Office	(\$8,167)	(\$204,187)
Total Cost-Savings	(\$307,459)	(\$7,686,492)
Cost-Savings (State)	\$0	\$0
Cost-Savings (County)	(\$307,459)	(\$7,686,492)

Source: Planning and Performance Improvement

1. For this analysis, additional staff reductions through attrition were projected to occur during fiscal years 2014 through 2017, with all reductions in place by fiscal year 2018.

- 2) Potential Cost-Savings from Additional Postponements in Hiring New Staff
 The additional twelve years of staff postponements (Table 26, Page 28) would provide \$134,472 in savings per year (**Table 31**). This equates to \$3,361,803 in additional cost-savings over twenty-five years.

Table 31

Potential Cost-Savings from Additional Staff Postponements		
	Additional Annual Average Cost-Savings¹	25-Year Total Additional Cost Savings¹
Circuit Court - Juvenile Services	<i>No Workflow Processes Directly Impacted by System</i>	
Circuit Court - Juvenile Treatment		
County Clerk - Vital Records		
Circuit Court - Trial Court	\$0	\$0
County Clerk - Circuit Court Records	(\$134,472)	(\$3,361,803)
County Clerk - Family Division Records	\$0	\$0
District Court (Grand Haven)	\$0	\$0
District Court (Holland)	\$0	\$0
District Court (Hudsonville)	-	-
District Court Probation (Grand Haven)	\$0	\$0
District Court Probation (Holland)	\$0	\$0
District Court Probation (Hudsonville)	-	-
Friend of the Court	\$0	\$0
Probate Court	\$0	\$0
Prosecutor's Office	\$0	\$0
Sheriff's Office	\$0	\$0
Total Cost-Savings	(\$134,472)	(\$3,361,803)
Cost-Savings (State)	\$0	\$0
Cost-Savings (County)	(\$134,472)	(\$3,361,803)

Source: Planning and Performance Improvement

- 3) Potential Cost-Savings from Additional Reductions in Overtime
 As previously described, additional reductions in overtime hours are not anticipated. As a result, the overtime savings to the County remains the same as calculated in the Cost-Benefit Analysis (\$14,856 per year).
- 4) Potential Cost-Savings from Additional Reductions in Materials
 The additional reduction in materials would provide \$304,350 annual savings (**Table 32, Page 34**). This equates to \$7,608,735 in additional cost-savings over twenty-five years.

Detailed tables of the additional material cost-savings for each department are provided in the Appendix (**Attachments X1-X10**).

Table 32

Potential Cost-Savings from Additional Reductions in Material

	Additional Copy Cost-Savings ¹ (Paper and Toner)	Additional Postage Cost-Savings (Postage and Envelopes)	Additional Supply Cost-Savings		Additional Storage Space Cost-Savings	Additional Computer Printing Cost-Savings (Paper and Toner)	25-Year Additional Annual Average Cost-Savings	25-Year Total Additional Cost-Savings
			Additional File Folders	Additional Shelving Units				
Circuit Court - Juvenile Services Circuit Court - Juvenile Treatment County Clerk - Vital Records	<i>No Workflow Processes Directly Impacted by System</i>							
Circuit Court - Trial Court	\$0	(\$426)	\$0	\$0	\$0	(\$76)	(\$502)	(\$12,540)
County Clerk - Circuit Court Records	(\$5,873)	(\$18,966)	(\$9,006)	\$0	(\$34,988) ¹	(\$15,210)	(\$84,043)	(\$2,101,089)
County Clerk - Family Division Records	\$0	(\$772)	(\$3,935)	\$0	\$0	(\$1,713)	(\$6,420)	(\$160,502)
District Court (Grand Haven)	\$0	(\$10,217)	(\$12,698)	\$0	\$0	(\$10,149)	(\$33,064)	(\$826,593)
District Court (Holland) ²	\$0	(\$20,433)	(\$25,396)	\$0	\$0	(\$20,298)	(\$66,127)	(\$1,653,186)
District Court (Hudsonville) ²	(\$669)	(\$11,092)	(\$12,698)	-	\$0	+ \$1,707	(\$22,752)	(\$568,781)
District Court Probation (Grand Haven)	\$0	\$0	\$0	\$0	\$0	(\$548)	(\$548)	(\$13,688)
District Court Probation (Holland)	\$0	\$0	\$0	\$0	\$0	(\$1,510)	(\$1,510)	(\$37,759)
District Court Probation (Hudsonville)	(\$143)	\$0	(\$499)	-	\$0	(\$1,239)	(\$1,881)	(\$47,025)
Friend of the Court	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Probate Court	\$0	(\$1,018)	(\$1,933)	\$0	(\$326) ³	(\$424)	(\$3,701)	(\$92,502)
Prosecutor's Office	\$0	\$0	(\$22,544)	\$0	\$0	(\$22,355)	(\$44,899)	(\$1,122,486)
Sheriff's Office	\$0	(\$909)	(\$32,732)	\$0	\$0	(\$5,262)	(\$38,903)	(\$972,584)
Total Additional Cost-Savings	(\$6,685)	(\$63,833)	(\$121,441)	\$0	(\$35,314)	(\$77,077)	(\$304,350)	(\$7,608,735)
Additional Cost-Savings (State) ⁴	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Additional Cost-Savings (County)	(\$6,685)	(\$63,833)	(\$121,441)	\$0	(\$35,314)	(\$77,077)	(\$304,350)	(\$7,608,735)

Source: Planning and Performance Improvement

1. The County Clerk - Circuit Court Records is the only department that pays to store hard-copy case files in off-site storage. Therefore, with a paperless system, this department is projected to experience a cost savings as a result of no longer requiring off-site storage.
2. The annual caseloads for these departments were projected utilizing the caseload data provided by the IT Department for District Court (Grand Haven) since District Court administrators indicated that the caseload in Holland is approximately twice as much as Grand Haven and the caseload in Hudsonville is approximately equivalent to Grand Haven. Therefore, a material savings was projected for Holland by doubling the material savings calculated for District Court (Grand Haven); Hudsonville's material savings was projected to be the same as District Court (Grand Haven).
3. With a paperless system, Probate Court is projected to experience a cost savings as a result of no longer storing microfilm.
4. Sixty-six percent of approved materials expenses from Friend of the Court are reimbursed with State grant dollars.

5) Potential Cost-Savings from Additional Reductions in Computer Equipment

The additional staff reductions and postponements in hiring new staff will result in additional computer equipment savings. These savings are as follows:

- a) The additional staff reductions will result in an additional 130 Lotus Notes licenses that will not be needed as well as an additional 28 computer units that will not need to be replaced over twenty-five years (Table 28, Page 30). This equates to \$40,097 in additional cost-savings over twenty-five years (**Table 33**). Detailed tables of the additional computer equipment cost-savings for each department are provided in the Appendix (**Attachments Y1-Y3**).

Table 33

Potential Equipment Cost-Savings from Additional Staff Reductions		
	25-Year Additional Annual Average Cost-Savings	25-Year Total Additional Cost-Savings
Circuit Court - Juvenile Services	<i>No Workflow Processes Directly Impacted by System</i>	
Circuit Court - Juvenile Treatment		
County Clerk - Vital Records		
Circuit Court - Trial Court	\$0	\$0
County Clerk - Circuit Court Records	(\$461)	(\$11,536)
County Clerk - Family Division Records	\$0	\$0
District Court (Grand Haven)	\$0	\$0
District Court (Holland)	(\$228)	(\$5,706)
District Court (Hudsonville)	(\$228)	(\$5,706)
District Court Probation (Grand Haven)	\$0	\$0
District Court Probation (Holland)	\$0	\$0
District Court Probation (Hudsonville)	\$0	\$0
Friend of the Court	\$0	\$0
Probate Court	(\$230)	(\$5,737)
Prosecutor's Office	(\$230)	(\$5,737)
Sheriff's Office	(\$227)	(\$5,675)
Total Cost-Savings	(\$1,604)	(\$40,097)
Cost-Savings (State)	\$0	\$0
Cost-Savings (County)	(\$1,604)	(\$40,097)

Source: Planning and Performance Improvement

- b) The additional staff postponements will result in an additional 28 Lotus Notes licenses that will not be needed as well as an additional 8 computer units that will not need to be replaced over twenty-five years (Table 29, Page 31). This equates to \$11,350 in additional savings over twenty-five years (**Table 34, Page 36**).

Table 34

Potential Equipment Cost-Savings from Additional Staff Postponements		
	25-Year Additional Annual Average Cost-Savings	25-Year Total Additional Cost-Savings
Circuit Court - Juvenile Services	<i>No Workflow Processes Directly Impacted by System</i>	
Circuit Court - Juvenile Treatment		
County Clerk - Vital Records		
Circuit Court - Trial Court	\$0	\$0
County Clerk - Circuit Court Records	(\$454)	(\$11,350)
County Clerk - Family Division Records	\$0	\$0
District Court (Grand Haven)	\$0	\$0
District Court (Holland)	\$0	\$0
District Court (Hudsonville)	-	-
District Court Probation (Grand Haven)	\$0	\$0
District Court Probation (Holland)	\$0	\$0
District Court Probation (Hudsonville)	-	-
Friend of the Court	\$0	\$0
Probate Court	\$0	\$0
Prosecutor's Office	\$0	\$0
Sheriff's Office	\$0	\$0
Total Cost-Savings	(\$454)	(\$11,350)
Cost-Savings (State)	\$0	\$0
Cost-Savings (County)	(\$454)	(\$11,350)

Source: Planning and Performance Improvement

- 6) Potential Total Cost-Savings from Additional Reductions in Labor, Materials, and Equipment
 The projected gross cost-savings to the County over twenty-five years as a result of the additional reductions in labor, materials, and computer equipment is \$26,715,486 (**Table 35**). This equates to an average savings of \$1,068,619 per year, which is 234% more than the annual savings provided by the current reduction in labor, materials, and computer equipment (\$320,280 per year).

Table 35

Total Potential Cost-Savings (25 Years)						
	Years 1-5 (FY 09-13)	Years 6-10 (FY 14-18)	Years 11-15 (FY 19-23)	Years 16-20 (FY 24-28)	Years 21-25 (FY 29-33)	Total (25 Years)
Staff Reductions	(\$635,236)	(\$1,228,593)	(\$1,561,883)	(\$2,063,099)	(\$2,829,881)	(\$8,318,692)
Staff Postponements	\$0	(\$61,619)	(\$89,709)	(\$95,186)	(\$420,348)	(\$666,862)
Overtime Reductions	(\$60,343)	(\$66,622)	(\$73,555)	(\$81,213)	(\$89,665)	(\$371,398)
Material Reductions	+ \$190,024	+ \$238,198	+ \$276,139	+ \$320,113	+ \$371,108	+ \$1,395,582
Equipment Reductions	(\$8,825)	(\$9,188)	(\$9,188)	(\$9,188)	(\$9,250)	(\$45,639)
Additional Staff Reductions	\$0	(\$1,050,268)	(\$1,606,101)	(\$2,121,336)	(\$2,908,787)	(\$7,686,492)
Additional Staff Postponements	\$0	(\$132,871)	(\$401,907)	(\$986,720)	(\$1,840,305)	(\$3,361,803)
Additional Material Reductions	(\$505,811)	(\$1,403,414)	(\$1,626,953)	(\$1,886,070)	(\$2,186,487)	(\$7,608,735)
Additional Equipment Reductions	\$0	(\$11,195)	(\$12,854)	(\$12,978)	(\$14,420)	(\$51,447)
Cost-Savings (County)	(\$1,020,191)	(\$3,725,572)	(\$5,106,011)	(\$6,935,677)	(\$9,928,035)	(\$26,715,486)
Cumulative Cost-Savings (County)	(\$1,020,191)	(\$4,745,763)	(\$9,851,774)	(\$16,787,451)	(\$26,715,486)	-

Source: Planning and Performance Improvement and Fiscal Services

Potential Cost Savings Based on Alternate Projection Models

As previously described, the twenty-five year cost-savings were based on actual expenditures and actuary trends. Although alternate models provide potentially, more realistic savings, the projection used in this report provides the best possible ROI to the County.

One of the alternate models assumes a 94% increase in health insurance premiums nationally by 2020. The second model assumes an average annual increase in medical, dental, and optical expenses of 3.1%. The potential twenty-five year cost-savings that result from these models are provided in **Tables 36 and 37** (Page 38). Detailed tables of the additional employee labor savings associated with the models are provided in the Appendix (**Attachments Z1-Z2**).

Table 36

Potential Cost-Savings Based on Nationally Projected Increases in Health Insurance Premiums by 2020						
	Years 1-5 (FY 09-13)	Years 6-10 (FY 14-18)	Years 11-15 (FY 19-23)	Years 16-20 (FY 24-28)	Years 21-25 (FY 29-33)	Total (25 Years)
Staff Reductions	(\$626,377)	(\$1,151,168)	(\$1,317,996)	(\$1,491,887)	(\$1,673,573)	(\$6,261,001)
Staff Postponements	\$0	(\$57,574)	(\$70,685)	(\$72,621)	(\$253,834)	(\$454,714)
Overtime Reductions	(\$60,343)	(\$66,622)	(\$73,555)	(\$81,213)	(\$89,665)	(\$371,398)
Material Reductions	+ \$190,024	+ \$238,198	+ \$276,139	+ \$320,113	+ \$371,108	+ \$1,395,582
Equipment Reductions	(\$8,825)	(\$9,188)	(\$9,188)	(\$9,188)	(\$9,250)	(\$45,639)
Additional Staff Reductions	\$0	(\$978,520)	(\$1,356,280)	(\$1,536,218)	(\$1,724,335)	(\$5,595,353)
Additional Staff Postponements	\$0	(\$120,645)	(\$334,385)	(\$693,003)	(\$1,046,451)	(\$2,194,484)
Additional Material Reductions	(\$505,811)	(\$1,403,414)	(\$1,626,953)	(\$1,886,070)	(\$2,186,487)	(\$7,608,735)
Additional Equipment Reductions	\$0	(\$11,195)	(\$12,854)	(\$12,978)	(\$14,420)	(\$51,447)
Cost-Savings (County)	(\$1,011,332)	(\$3,560,128)	(\$4,525,757)	(\$5,463,065)	(\$6,626,907)	(\$21,187,189)
Cumulative Cost-Savings (County)	(\$1,011,332)	(\$4,571,460)	(\$9,097,217)	(\$14,560,282)	(\$21,187,189)	-

Source: Planning and Performance Improvement and Fiscal Services

Table 37

Potential Cost-Savings Based on County Project Increases in Health Insurance Premiums (Three-Year Average)						
	Years 1-5 (FY 09-13)	Years 6-10 (FY 14-18)	Years 11-15 (FY 19-23)	Years 16-20 (FY 24-28)	Years 21-25 (FY 29-33)	Total (25 Years)
Staff Reductions	(\$605,428)	(\$1,068,044)	(\$1,183,243)	(\$1,313,303)	(\$1,460,265)	(\$5,630,283)
Staff Postponements	\$0	(\$52,957)	(\$62,179)	(\$63,629)	(\$219,377)	(\$398,142)
Overtime Reductions	(\$60,343)	(\$66,622)	(\$73,555)	(\$81,213)	(\$89,665)	(\$371,398)
Material Reductions	+ \$190,024	+ \$238,198	+ \$276,139	+ \$320,113	+ \$371,108	+ \$1,395,582
Equipment Reductions	(\$8,825)	(\$9,188)	(\$9,188)	(\$9,188)	(\$9,250)	(\$45,639)
Additional Staff Reductions	\$0	(\$903,897)	(\$1,218,243)	(\$1,353,289)	(\$1,505,828)	(\$4,981,257)
Additional Staff Postponements	\$0	(\$109,614)	(\$297,080)	(\$603,116)	(\$903,741)	(\$1,913,551)
Additional Material Reductions	(\$505,811)	(\$1,403,414)	(\$1,626,953)	(\$1,886,070)	(\$2,186,487)	(\$7,608,735)
Additional Equipment Reductions	\$0	(\$11,195)	(\$12,854)	(\$12,978)	(\$14,420)	(\$51,447)
Cost-Savings (County)	(\$990,383)	(\$3,386,733)	(\$4,207,156)	(\$5,002,673)	(\$6,017,925)	(\$19,604,870)
Cumulative Cost-Savings (County)	(\$990,383)	(\$4,377,116)	(\$8,584,272)	(\$13,586,945)	(\$19,604,870)	-

Source: Planning and Performance Improvement and Fiscal Services

- 7) Potential Return-on-Investment Based on Additional Reductions in Labor, Materials, and Equipment
 The additional cost savings that were calculated in this *Sensitivity Analysis* were recomputed to reflect their value in 2009 dollars. This computation allows an accurate projection of potential ROI to be calculated. As previously stated, the present values should not be used for cost comparisons. These values are strictly for calculating ROI.

The present value of the County’s total potential cost-savings in twenty-five years is \$22,574,498 (**Table 38**). The present value cost of the ECM system over the next five years remains \$9,616,004¹.

Using the cost-benefit model which divides the value of the benefits by the project cost, the benefit/cost ratio of a paperless workflow system is 2.35. This indicates that the County could achieve a ROI under this scenario within 10 years.

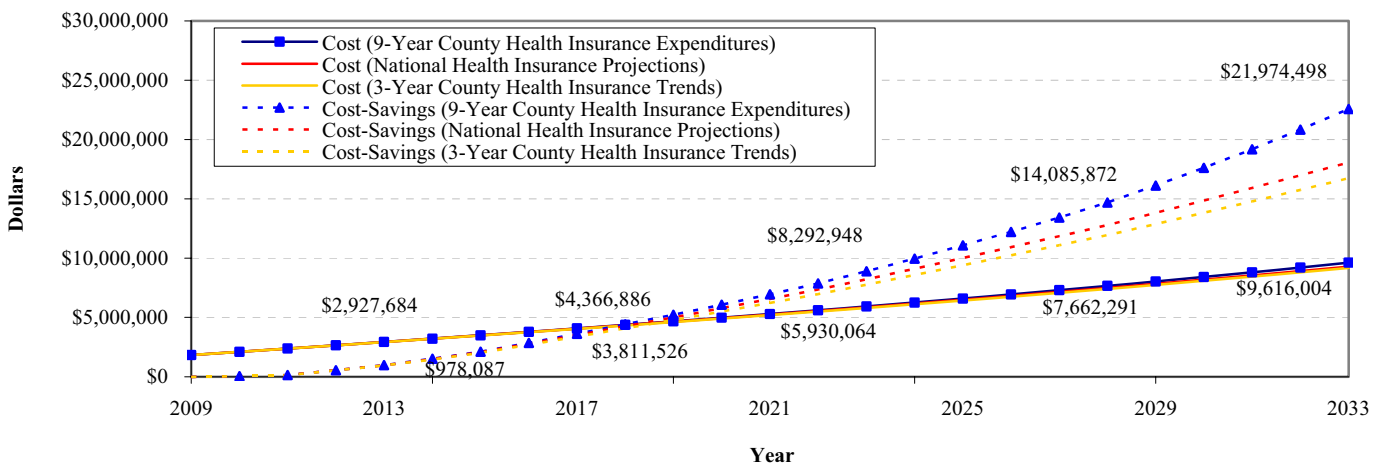
Table 38

Sensitivity Analysis						
	Years 1-5 (FY 09-13)	Years 6-10 ¹ (FY 14-18)	Years 11-15 ¹ (FY 19-23)	Years 16-20 ¹ (FY 24-28)	Years 21-25 ¹ (FY 29-33)	Total (25 Years)
Present Value² (County)						
Cost (County)	\$2,927,684	\$1,439,202	\$1,563,178	\$1,732,227	\$1,953,713	\$9,616,004
Cost-Savings (County)	(\$978,087)	(\$3,433,439)	(\$4,481,422)	(\$5,792,924)	(\$7,888,626)	(\$22,574,498)
Net Present Value (Cost to County)	\$1,949,597	(\$1,994,237)	(\$2,918,244)	(\$4,060,697)	(\$5,934,913)	(\$12,958,494)
Benefit/Cost Ratio (County)³	-	-	-	-	-	2.35
Breakeven (County)	-	-	-	-	-	FY 2018

Source: IT Department, Fiscal Services, Planning and Performance Improvement

- The twenty-five year projection was calculated using a linear projection model. That model was based on a detailed analysis of the five-year project cost. The five-year analysis was then used to project the twenty-five year project cost.
- Present Value is calculated using the following statistical formula where A is the Total Project Cost or Benefits; B is the Discounted/Interest Rate (4% based on Fiscal Services historical precedent); and C is the Year: $A/(1+B)^C$
- Ratio of 1 or greater indicates that the project benefits outweigh the cost (i.e. a return on investment is achieved)

Cumulative Present Value Cost and Projected Cost-Savings to County (Twenty-Five Years)



¹ The future project cost does not include the purchase of any additional hardware and/or software that may be required in a completely paperless system.

VII. Intangible Benefits and Direct Observations

The intangible benefits of the ECM system are those which cannot be quantified monetarily. These benefits were obtained by conducting a survey of system users and through feedback submitted voluntarily by department staff. Also included are direct observations recorded by Planning and Performance Improvement staff during the departmental time-study process.

A) Survey

A survey was distributed to 198 employees in the ten¹ County departments that were using the ECM system. Of the 120 employees who responded to the survey (60.6% response rate), 105 (87.5%) had used the new electronic system. The remaining 15 (12.5%) respondents had not used the system at the time the survey was distributed. No feedback was provided by these 15 individuals. These individuals included a Circuit Court Records employee, a Trial Court employee, a prosecuting attorney, and twelve Sheriff's Office staff.

Provided in the following pages are the survey results from the 105 employees who had used the ECM system. Open-ended survey responses are provided in the Appendix (**Attachment AA**).

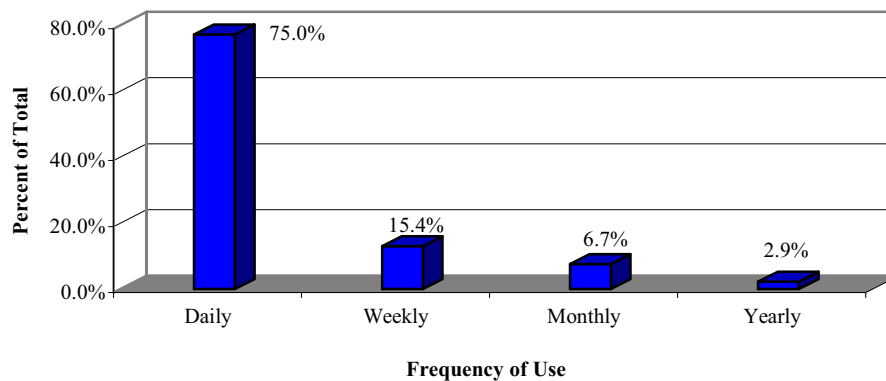
Survey Results:

How often do you use the ECM system?

Department	Daily	Weekly	Monthly	Yearly	Total
Circuit Court - Trial Court	85.7% (6)	0.0% (0)	14.3% (1)	0.0% (0)	7
County Clerk - Family/Circuit Court Records ¹	66.7% (6)	22.2% (2)	11.1% (1)	0.0% (0)	9
District Court (Grand Haven)	85.7% (6)	14.3% (1)	0.0% (0)	0.0% (0)	7
District Court Probation (Grand Haven)	50.0% (2)	50.0% (2)	0.0% (0)	0.0% (0)	4
District Court Probation (Holland)	62.5% (5)	25.0% (2)	0.0% (0)	12.5% (1)	8
Friend of the Court	95.0% (19)	0.0% (0)	5.0% (1)	0.0% (0)	20
Probate Court	100% (4)	0.0% (0)	0.0% (0)	0.0% (0)	4
Prosecutor's Office	100% (20)	0.0% (0)	0.0% (0)	0.0% (0)	20
Sheriff's Office	40.0% (10)	36.0% (9)	16.0% (4)	8.0% (2)	25
Total	75.0% (78)	15.4% (16)	6.7% (7)	2.9% (3)	104²

Source: Justice Imaging Employee Survey

- To maintain anonymity, responses from staff of County Clerk - Family Division Records were combined with County Clerk - Circuit Court Records.
- One survey respondent did not answer this question.



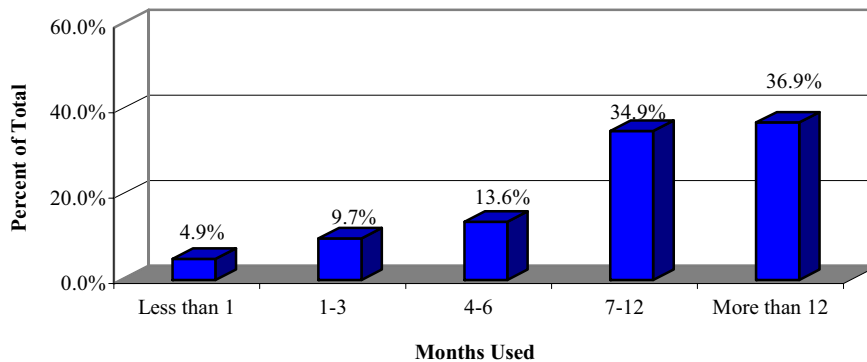
¹ The Holland District Court, Hudsonville District Court and Hudsonville Probation Office were not using the ECM system at the time of the survey.

How long have you been using the ECM system to perform your job responsibilities?

Department	Less Than One Month	One to Three Months	Four to Six Months	Seven to Twelve Months	More Than Twelve Months	Total
Circuit Court - Trial Court	0.0% (0)	14.3% (1)	14.3% (1)	42.9% (3)	28.6% (2)	7
County Clerk - Family/Circuit Court Records ¹	0.0% (0)	0.0% (0)	0.0% (0)	11.1% (1)	88.9% (8)	9
District Court (Grand Haven)	0.0% (0)	0.0% (0)	28.6% (2)	42.8% (3)	28.6% (2)	7
District Court Probation (Grand Haven)	50.0% (2)	25.0% (1)	0.0% (0)	25.0% (1)	0.0% (0)	4
District Court Probation (Holland)	12.5% (1)	25.0% (2)	25.0% (2)	25.0% (2)	12.5% (1)	8
Friend of the Court	0.0% (0)	10.0% (2)	10.0% (2)	30.0% (6)	50.0% (10)	20
Probate Court	0.0% (0)	50.0% (2)	0.0% (0)	25.0% (1)	25.0% (1)	4
Prosecutor's Office	0.0% (0)	0.0% (0)	10.0% (2)	60.0% (12)	30.0% (6)	20
Sheriff's Office	8.3% (2)	8.3% (2)	20.8% (5)	29.2% (7)	33.3% (8)	24
Total	4.9% (5)	9.7% (10)	13.6% (14)	34.9% (36)	36.9% (38)	103¹

Source: Justice Imaging Employee Survey

- To maintain anonymity, responses from staff of County Clerk - Family Division Records were combined with County Clerk - Circuit Court Records.
- Two survey respondents did not answer this question.

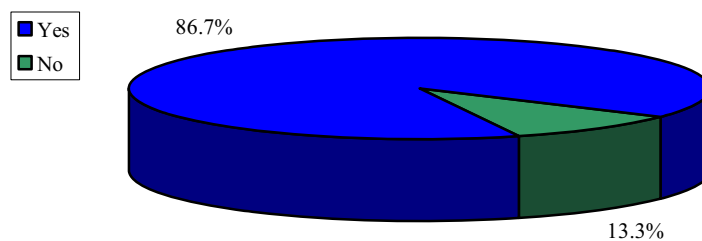


Do you feel that you are able to perform your job more efficiently (i.e. more quickly) as a result of the ECM system¹?

Department	Yes	No	Total
Circuit Court - Trial Court	85.7% (6)	14.3% (1)	7
County Clerk - Family/Circuit Court Records ²	100% (4)	0.0% (0)	4
District Court (Grand Haven)	40.0% (2)	60.0% (3)	5
District Court Probation (Grand Haven)	0.0% (0)	100% (3)	3 ²
District Court Probation (Holland)	87.5% (7)	12.5% (1)	8
Friend of the Court	94.4% (17)	5.6% (1)	18
Probate Court	100% (2)	0.0% (0)	2
Prosecutor's Office	89.5% (17)	10.5% (2)	19
Sheriff's Office	95.8% (23)	4.2% (1)	24
Total	86.7% (78)	13.3% (12)	90³

Source: Justice Imaging Employee Survey

- Only survey respondents who worked in the same position before and after implementation of the ECM system were asked to provide an answer this question.
- To maintain anonymity, responses from staff of County Clerk - Family Division Records were combined with County Clerk - Circuit Court Records.
- Two survey respondents did not answer to this question.

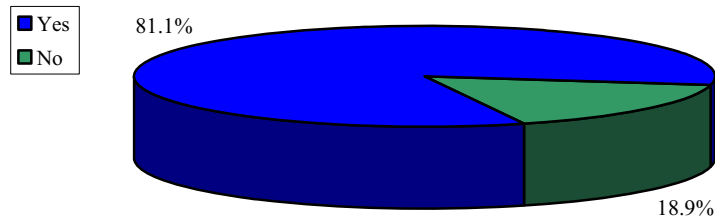


**Do you feel that you are able to perform your job more effectively
(i.e. more accurately) as a result of the ECM system¹?**

Department	Yes	No	Total
Circuit Court - Trial Court	85.7% (6)	14.3% (1)	7
County Clerk - Family/Circuit Court Records ²	100% (4)	0.0% (0)	4
District Court (Grand Haven)	50.0% (2)	50.0% (2)	4 ²
District Court Probation (Grand Haven)	25.0% (1)	75.0% (3)	4
District Court Probation (Holland)	87.5% (7)	12.5% (1)	8
Friend of the Court	94.4% (17)	5.6% (1)	18
Probate Court	50.0% (1)	50.0% (1)	2
Prosecutor's Office	68.4% (13)	31.6% (6)	19
Sheriff's Office	91.7% (22)	8.3% (2)	24
Total	81.1% (73)	18.9% (17)	90³

Source: Justice Imaging Employee Survey

1. Only survey respondents who worked in the same position before and after implementation of the ECM system were asked to answer this question.
2. To maintain anonymity, responses from staff of County Clerk - Family Division Records were combined with County Clerk - Circuit Court Records.
3. Two survey respondents did not answer this question.

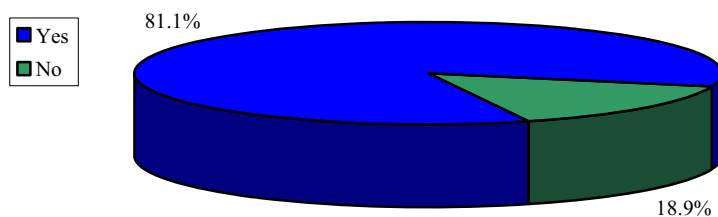


**Do you feel that the more familiar you become with using the ECM system
the less time it will take you to complete your job functions (i.e. learning curve)¹?**

Department	Yes	No	Total
Circuit Court - Trial Court	85.7% (6)	14.3% (1)	7
County Clerk - Family/Circuit Court Records ²	100% (3)	0.0% (0)	3 ²
District Court (Grand Haven)	40.0% (2)	60.0% (3)	5
District Court Probation (Grand Haven)	50.0% (2)	50.0% (2)	4
District Court Probation (Holland)	62.5% (5)	37.5% (3)	8
Friend of the Court	94.4% (17)	5.6% (1)	18
Probate Court	100% (2)	0.0% (0)	2
Prosecutor's Office	73.7% (14)	26.3% (5)	19
Sheriff's Office	91.7% (22)	8.3% (2)	24
Total	81.1% (73)	18.9% (17)	90³

Source: Justice Imaging Employee Survey

1. Only the survey respondents who worked in the same position before and after implementation of the ECM system were asked to answer this question.
2. To maintain anonymity, responses from staff of County Clerk - Family Division Records were combined with County Clerk - Circuit Court Records
3. Two survey respondents did not answer this question.

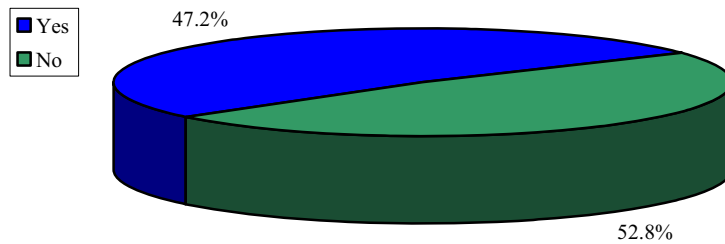


As a result of the ECM system, do you have additional time to perform other Department functions that you were not able to perform before imaging¹?

Department	Yes	No	Total
Circuit Court - Trial Court	57.1% (4)	42.9% (3)	7
County Clerk - Family/Circuit Court Records ²	25.0% (1)	75.0% (3)	4
District Court (Grand Haven)	20.0% (1)	80.0% (4)	5
District Court Probation (Grand Haven)	0.0% (0)	100% (4)	4
District Court Probation (Holland)	25.0% (2)	75.0% (6)	8
Friend of the Court	83.3% (15)	16.7% (3)	18
Probate Court	0.0% (0)	100% (2)	2
Prosecutor's Office	22.2% (4)	77.8% (14)	18
Sheriff's Office	65.2% (15)	34.8% (8)	23
Total	47.2% (42)	52.8% (47)	89³

Source: Justice Imaging Employee Survey

1. Only the survey respondents who worked in the same position before and after implementation of the ECM system were asked to answer this question.
2. To maintain anonymity, responses from staff of County Clerk - Family Division Records were combined with County Clerk - Circuit Court Records.
3. Three survey respondents did not answer this question.

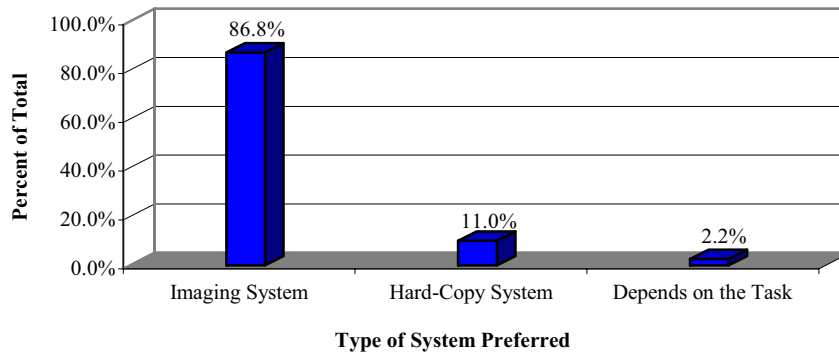


If you had a choice between using the ECM system to perform your job responsibilities or using the previous hard-copy document filing system, which would you choose¹?

Department	ECM System	Hard-Copy System	Depends on the Task	Total
Circuit Court - Trial Court	71.4% (5)	28.6% (2)	0.0% (0)	7
County Clerk - Family/Circuit Court Records ²	100% (4)	0.0% (0)	0.0% (0)	4
District Court (Grand Haven)	60.0% (3)	40.0% (2)	0.0% (0)	5
District Court Probation (Grand Haven)	50.0% (2)	50.0% (2)	0.0% (0)	4
District Court Probation (Holland)	100% (8)	0.0% (0)	0.0% (0)	8
Friend of the Court	94.4% (17)	5.6% (1)	0.0% (0)	18
Probate Court	100% (2)	0.0% (0)	0.0% (0)	2
Prosecutor's Office	84.2% (16)	5.3% (1)	10.5% (2)	19
Sheriff's Office	91.7% (22)	8.3% (2)	0.0% (0)	24
Total	86.8% (79)	11.0% (10)	2.2% (2)	91³

Source: Justice Imaging Employee Survey

1. Only the survey respondents who worked in the same position before and after implementation of the ECM system were asked to answer this question.
2. To maintain anonymity, responses from staff of County Clerk - Family Division Records were combined with County Clerk - Circuit Court Records.
3. One survey respondent did not answer this question.

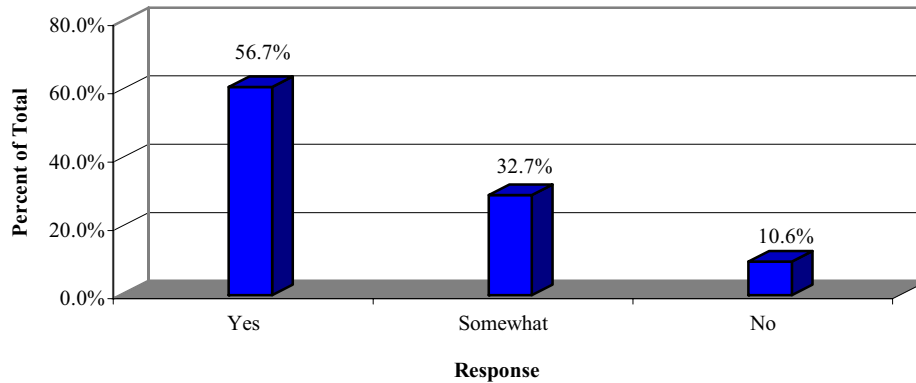


Are you satisfied with how the ECM system operates?

Department	Yes	Somewhat	No	Total
Circuit Court - Trial Court	42.9% (3)	14.3% (1)	42.9% (3)	7
County Clerk - Family/Circuit Court Records ¹	44.4% (4)	44.4% (4)	11.1% (1)	9
District Court (Grand Haven)	28.6% (2)	57.1% (4)	14.3% (1)	7
District Court Probation (Grand Haven)	25.0% (1)	50.0% (2)	25.0% (1)	4
District Court Probation (Holland)	25.0% (2)	62.5% (5)	12.5% (1)	8
Friend of the Court	55.0% (11)	35.0% (7)	10.0% (2)	20
Probate Court	75.0% (3)	25.0% (1)	0.0% (0)	4
Prosecutor's Office	65.0% (13)	30.0% (6)	5.0% (1)	20
Sheriff's Office	80.0% (20)	16.0% (4)	4.0% (1)	25
Total	56.7% (59)	32.7% (34)	10.6% (11)	104²

Source: Justice Imaging Employee Survey

1. To maintain anonymity, responses from staff of County Clerk - Family Division Records were combined with County Clerk - Circuit Court Records.
2. One survey respondent did not answer this question.



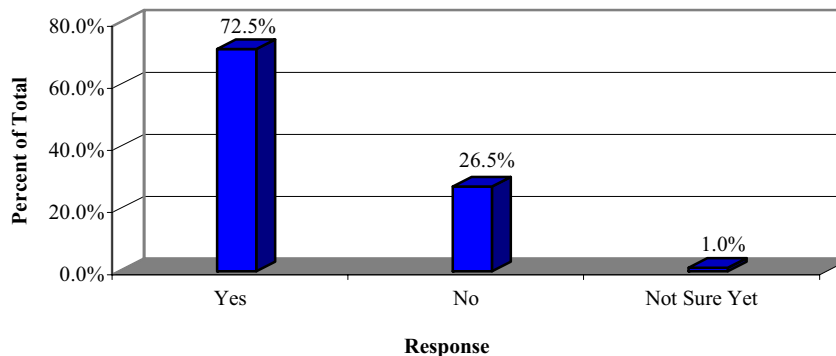
Do you feel the ECM system could be improved?

Refer to Attachment AA for suggestions that were recommended by system users

Department	Yes	No	Not Sure Yet	Total
Circuit Court - Trial Court	85.7% (6)	14.3% (1)	0.0% (0)	7
County Clerk - Family/Circuit Court Records ¹	88.9% (8)	11.1% (1)	0.0% (0)	9
District Court (Grand Haven)	85.7% (6)	14.3% (1)	0.0% (0)	7
District Court Probation (Grand Haven)	100% (2)	0.0% (0)	0.0% (0)	2 ²
District Court Probation (Holland)	75.0% (6)	25.0% (2)	0.0% (0)	8
Friend of the Court	75.0% (15)	25.0% (5)	0.0% (0)	20
Probate Court	75.0% (3)	25.0% (1)	0.0% (0)	4
Prosecutor's Office	84.2% (16)	15.8% (3)	0.0% (0)	19
Sheriff's Office	40.9% (9)	54.5% (12)	4.5% (1)	22
Total	72.5% (71)	26.5% (26)	1.0% (1)	98²

Source: Justice Imaging Employee Survey

1. To maintain anonymity, responses from staff of County Clerk - Family Division Records were combined with County Clerk - Circuit Court Records.
2. Five survey respondents did not answer this question.



B) Direct Observations and Voluntary Feedback from System Users

An assortment of direct observations involving the day-to-day impact of the ECM system were recorded by the Planning and Performance Improvement Department during the departmental time studies. Feedback regarding the system was also submitted voluntarily by users of the new electronic system which, in many instances, paralleled the observations. These observations and voluntary user feedback are as follows.

Circuit Court - Trial Court

- Staff can access court files without having to leave their desks. As a result, existing files can be updated more quickly and requests for information can be handled much more efficiently.
- Judges can sign all documents electronically, thereby saving staff time delivering paperwork between offices.

County Clerk - Circuit Court Records

- Staff can manage hard-copy case files through an electronic barcode system. This has resulted in an improved tracking system to locate hard-copy files.
- Tension between departments has decreased because court files are not lost as often.
- A one-year backlog was reduced in releasing bonds and restitution payments
- It was reported that there has been a reduction in customer complaints.
- The time to compile State reports was reduced from two months to two weeks.

County Clerk - Family Division Records

- Judges can sign all documents electronically, thereby saving staff time delivering hard-copy paperwork.
- Staff were reluctant to use the ECM system since an electronic workflow was not initially developed for this office. As a result, the system did not function properly for the Family Division. This issue was resolved.

District Court (Grand Haven)

- District Court staff can review electronic judgments entered by the court recorder and process defendants' fines and costs before they leave the courtroom. This, in turn, has improved customer service since court recorded comments are transferred in real-time.
- The Judge can review and sign documents electronically from his office rather than walking across the hall to District Court.
- A court bailiff can remain in the courtroom during court proceedings instead of physically delivering files from the courtroom to the District Court Office.
- District Court staff can email files to Mediation Services, located in Holland, thereby saving them several trips each month to the District Court (Grand Haven) Office.
- Grand Haven District Court is connected to Holland and Hudsonville District Courts through OnBase (i.e. ECM system). As a result, an employee from Grand Haven can help out with the Holland or Hudsonville District Court workload without leaving their office. This is helpful when employees are on vacation, sick, or if an office is understaffed.
- A drawback of the ECM system, as reported by several County employees, is a lack of licenses to cover all users. As a result, employees are 'kicked off' the system if they have not utilized it for 20 minutes.

District Court Probation (Holland)

- The Holland District Court Probation Office has become almost completely paperless; however, in order to maintain required district court hard-copy files, several Probation Office documents must continue to be printed.
- In the Holland District Court Probation Office, one staff member typically images files while a second staff member indexes the imaged files. This quality control procedure, which was developed with the introduction of the ECM system, has enhanced the accuracy with which documents are processed.

- Probation Office documents can be signed by probationers electronically through the use of an electronic signature pad.
- Probation Office staff can email files to treatment providers, such as OAR. These documents had to be faxed prior to the system.
- Most Holland Probation Office documents are imaged by using a copy machine which, according to staff, is much quicker than logging into a computer in order to image a document.

Friend of the Court

- The Friend of the Court Office has become almost completely paperless.
- The Friend of the Court and the Judge can sign orders electronically, thereby saving staff time delivering hard-copy paperwork.
- In addition to the benefits that have been realized as a result of the ECM system, staff have experienced a time savings from several administrative policy changes within the office. These policy changes include, but are not limited to, transferring most of the show cause adjournments and set asides to Friend of the Court Investigators, as well as shifting the distribution of hearing notices to the Lansing Office.
- The move of the Friend of the Court Office to the new county courthouse will be easier since that office has eliminated its hard-copy case files.

Probate Court

- Staff can create electronic documents that are distributed to and signed by the Judge electronically, thereby saving staff time delivering hard-copy paperwork.
- Staff are able to save time by emailing Proofs of Service and other case file updates to attorneys and case parties.
- Although staff have embraced the ECM system, a dependence on hard-copy files continues within this Office. For example, a hard-copy file is located prior to imaging a case update. Then the hard-copy file is physically dispersed throughout the office in order to assist staff in locating a case update within the ECM system to complete the appropriate updates within other computer programs.

Sheriff's Office

- Warrant requests can be completed and sent electronically to the Prosecutor's Office. As a result, this process has become much more efficient and effective.
- Department officials stated that there has been a reduction in the backlog of incident transcriptions from 500 to 100 per day as a result of the new system.
- Clerical staff are able to assist at the front desk and answering phone calls, as well as with transcriptions, data entry, and file maintenance, since less time is spent making copies of documents.

Prosecutor's Office

- The Judge can sign a warrant requests for persons lodged in the jail in under an hour.
- Turn-around time is faster for getting a warrant request or juvenile petition signed by a prosecuting attorney.
- Refer to the Appendix (**Attachment BB**) for a Memorandum that was submitted by the Prosecutor's Office which highlights the benefits of the system in their office.

VIII. CONCLUSIONS AND RECOMMENDATIONS

Ottawa County has implemented one of the most advanced Electronic Content Management (ECM) systems in the country. Tangible as well as intangible benefits resulting from its implementation have been documented. This system can improve efficiencies and reduce the amount of labor needed to process documents and has had a positive impact the system has had on the work environment and customer service. One unexpected finding was that material usage actually increased as a result of implementing the ECM system.

The in-depth *Time-Study and Materials Analysis* calculated the cost-benefit and Return-on-Investment (ROI). Although the system does provide a cost savings from labor efficiencies, the initial capital investment and annual maintenance cost exceeds this labor cost savings, resulting in a negative ROI. Even after reducing current staffing levels (5.2 FTE) to reflect the labor savings that were realized, there will still be an average annual cost increase of \$276,154 per year over the 25-year useful life of the system or \$6,903,850. If staffing levels are not reduced through attrition, the average annual cost will increase to \$661,288 annually and \$16,532,200 over twenty-five years.

It is important that staff reductions be accomplished through attrition in circumstances such as these where new technology is implemented that can improve efficiency but potentially result in lay-offs. If staff were simply laid-off, it would be viewed as a penalty for improving operations. It is, then, possible that future attempts to gain efficiencies through automation would be resisted by the staff who are responsible for implementing these changes.

As previously mentioned in this report, several factors have prevented the complete utilization of the ECM system by County departments and, thus, have prevented potential savings from being fully realized. State statutes and administrative rules currently restrict the use of electronic court seals and signatures. Also, digital documents are not recognized as an acceptable means in which to store court files. In addition, the ECM system is not being utilized to its fullest extent by some departments and is not being utilized at all by others.

If state statutes and administrative rules can be amended to embrace today's technology and complete system utilization occurs with all staff, a positive ROI could be achieved in ten years. In addition, full utilization by all departments would result in further reductions in staff through attrition. It is imperative to achieve policy changes at the State level and complete utilization of the system at the County level to justify the existing system expense and any future system expansions.

In accordance with the findings of this evaluation, the following recommendations are made:

Staffing:

- Recommendation 1:** Reduce staff in the Friend of the Court Office by one (1) Full-time Equivalent Judicial Clerk position through attrition (i.e. retirement, resignation, etc.).
- Recommendation 2:** Reduce staff in the District Court by two (2) Full-time Equivalent Deputy Court Clerk positions through attrition (i.e. retirement, resignation, etc.).
- Recommendation 3:** Postpone hiring additional staff who process criminal justice cases in any department that has access to the ECM system, unless there are extenuating circumstances that can be documented or verified to demonstrate that caseloads have increased beyond the projections included in this evaluation.

Administrative:

- Recommendation 4:** Continue working with state legislators, state officials, and lobbyists to amend legislation to permit the use of electronic

court seals and signatures and to recognize digital documents as an acceptable means in which to store court files.

Recommendation 5: Department heads should continue to promote innovative work methods that will encourage staff who are not currently using the ECM system to use it.

Recommendation 6: Ensure that the results of this evaluation demonstrating the labor efficiencies which have been realized through the ECM system are provided to Hudsonville District Court and Hudsonville Probation Office. This will permit the Court to make an informed decision regarding the system benefits. Since the ECM hardware and software are already available in these locations, no substantive costs will be incurred to implement the system.

Recommendation 7: Perform a *Time-Study and Materials Analysis* in the Holland District Court in six months (July 2010) to verify efficiencies in this court location.

Recommendation 8: Encourage all defense attorneys to accept electronic court-related documents to further reduce labor and material costs.

Recommendation 9: The ECM Team should review all user feedback to determine if any of the suggested system improvements are viable and able to be implemented in a cost-neutral manner.

System Expansion:

Recommendation 10: Refrain from expanding the ECM system into other departments or increasing the number of workflow processes that are handled by the system unless irrefutable and clearly documented evidence exists to demonstrate that the improvements will have a positive, short-term, ROI for the County. This evidence will be verified by IT, Planning and Performance Improvement, and the County Administrator. If independent verification cannot be accomplished, additional funding should not be approved.

Recommendation 11: Perform a subsequent *Time-Study and Materials Analysis* if the aforementioned legislative amendments are enacted and administrative rules are promulgated to improve system efficiencies.

Attachments



County of Ottawa

Management Information Systems

Justice Document Management and Imaging System Solution

Estimated Annual Cost Reduction

October 7, 2005

Annual cost reduction projections related to the Justice Document Management and Imaging System Solution summarized by department.

Department	Without Imaging	With Imaging	Cost Reduction	MATERIAL	LABOR
				SAVINGS	SAVINGS
				True Cost Reduction	Efficiency Cost Reduction
District Court	453,045	262,500	190,545	53,700	136,845
Friend of the Court	48,186	10,114	38,072	0	38,072
Juvenile Services	5,483	0	5,483	1,077	4,406
Prosecuting Attorney	125,470	39,867	85,603	0	85,603
County Clerk	100,880	27,858	73,022	17,486	55,536
Sheriff's Office	195,058	119,357	75,701	26,498	49,203
Totals	928,122	459,696	468,426	98,761	369,665



County of Ottawa

Management Information Systems

Justice Document Management and Imaging System Solution

Estimated Annual Cost Reduction

September 29, 2005

Annual estimations on projected return on investment figures related to the Justice Document Management and Imaging System Solution project by department follow both in summary below and in detail on the following pages.

Department	Cost Reduction
District Court	190,545
Friend of the Court	38,072
Juvenile Services	5,483
Prosecuting Attorney	85,603
County Clerk	73,022
Sheriff's Office	75,701
Total	468,426



County of Ottawa

Management Information Systems

Justice Document Management and Imaging System Solution

Estimated Annual Cost Reduction

District Court	Annual Cost Savings Detail	Without Imaging	With Imaging	Cost Reduction
	We created 21,000 files in 2004. We estimate that each file averages 30 pieces of paper. Each piece of paper takes approximately 2 minutes to punch, locate file, remove existing documents, and place new documents. I conservatively believe that we can eliminate on average 5 of those pieces of paper in each file by imaging.	\$ 315,000	\$ 262,500	\$ 52,500
	Locating Lost Files – We estimate that we spend one-half hour per day per clerk locating files. We have 35 clerks each using one-half hour per day looking for files. Saving is calculated based on a savings of 17.5 hours per day, an average wage of \$15 per hour and 260 work days in a year.	\$ 68,250	\$ 0	\$ 68,250
	Faxing Documents – We estimate that each clerk (35 clerks) spends 15 minutes each day faxing documents. This equals 8.75 hours per day and calculated based upon the same constants in the previous example.	\$ 34,125	\$ 0	\$ 34,125
	Purging files – for 3 weeks per year we spend 2 hours per person per day (35 clerks) purging files. In addition we spend an additional \$1,200 in document shredding during this time.	\$ 16,950	\$ 0	\$ 16,950
	Copying Police Reports - Once a week we have on average 3 clerks spending an equivalent of one day copying police reports for defense attorneys. We can eliminate this by faxing or emailing reports to the defense attorney from the imaging system.	\$ 18,720	\$ 0	\$ 18,720
TOTAL ANNUAL COST		\$ 453,045	\$ 262,500	\$ 190,545

District Court - Special Note:

Shelf Space Saving - Saving 5 pieces of paper per file and paper thickness .0039 inch this totals 105,000 pieces of paper per year. This equals 409.5 inches or 34 feet of shelf space per year. Divide 34 by 4 since we use shelving that is 4 rows high we save 8.5 linear feet of shelf space each year. Each linear foot of shelf space requires 5 square feet of floor space.	42.5 square feet of building space saved per year
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County of Ottawa
Management Information Systems

Justice Document Management and Imaging System Solution

Estimated Annual Cost Reduction

Friend of the Court Annual Cost Savings Detail	Without Imaging	With Imaging	Cost Reduction
<u>Accounting</u> Making files, getting mail, clerks office, and dispersing finished work	\$ 4,645	\$ 664	\$ 3,981
<u>J1</u> Filing files, papers, disbursing mail, clerks mail and alphabetizing	\$ 23,026	\$ 5,756	\$ 17,270
<u>J2</u> Pulling OTS files, searching files for orders, trips to Clerks Office	\$ 4,645	\$ 1,327	\$ 3,318
<u>Investigators</u> Pulling files, trips to clerks office and searching files	\$ 5,273	\$ 879	\$ 4,394
<u>Medical Specialist</u>	\$ 1,527	\$ 382	\$ 1,145
<u>Locate Specialist</u>	\$ 1,327	\$ 332	\$ 995
<u>Family Service Coordinator</u> Retrieving mail and delivering orders	\$ 4,649	\$ 465	\$ 4,184
<u>Data Processing</u> Pulling files and researching	\$ 3,094	\$ 309	\$ 2,785
TOTAL ANNUAL COST	\$ 48,186	\$ 10,114	\$38,072



County of Ottawa

Management Information Systems

Justice Document Management and Imaging System Solution

Estimated Annual Cost Reduction

Juvenile Services	Annual Cost Savings Detail	Without Imaging	With Imaging	Cost Reduction
	Approximately 2,000 Petitions/complaints a year with an average of 10 pages each needs one copy for the Caseworker (original in Clerk's file). $2,000 \times 10 = 20,000 \times \0.25 for copy machine charges = \$500.00 + 40 reams of paper x \$3.19 = \$127.60 + \$500 = <u>\$627.60</u>	\$ 628	\$ 0	\$ 628
	Approximately 720 pretrials a year are held. When a pretrial is set we need to make of copy of the petition/complaint for the Prosecutor and Attorney (an average of 10 pages); $720 \text{ pretrials} \times 10 \text{ pages} \times 2 \text{ copies} = 14,400 \text{ copies} \times \0.25 per copy machine charges = \$360.00 plus 28 reams of paper @ \$3.19 = \$89.32 + \$360 = <u>\$449.32</u>	\$ 449	\$ 0	\$ 449
	Total Cost Savings on paper/copying costs	\$ 1,077	\$ 0	\$ 1,077
	Staff time for Administrative Aide to copy the 2,000 petitions/complaints a year and making files for the Caseworkers which takes about 4 hours per week which is about 192 hours a year x \$14.90 = <u>\$2,860.80</u>	\$ 2,861	\$ 0	\$ 2,861
	Staff time for Asst. Juvenile Register to copy the petitions and complaints for the 720 pretrials is about 2 hours per week = 96 hours a year x \$16.09 = <u>\$1,544.64</u>	\$ 1,545	\$ 0	\$ 1,545
	Total Cost Savings on Staff Time	\$ 4,406	\$ 0	\$ 4,406
	TOTAL ANNUAL COST	\$ 5,483	\$ 0	\$ 5,483



County of Ottawa

Management Information Systems

Justice Document Management and Imaging System Solution

Estimated Annual Cost Reduction

Prosecuting Attorney	Annual Cost Savings Detail	Without Imaging	With Imaging	Cost Reduction
	<u>Coping police reports</u> 9529 cases x 5.5 minutes ea. = 52,410 min. 52,410 ÷ 60 = 874 hrs. x 23.40 = 20,452 With Imaging: 9529 x 2.5 minutes (estimate) = 23,823 23,823 ÷ 60 = 397 hrs x 23.40 = 9,290	\$ 20,452	\$ 9,290	\$ 11,162
	<u>Child Support Unit – coping documents</u> 747 cases yr. x 21 various documents =15,687 15,687 x 2 min. = 31,374 ÷ 60 = 523 hrs. 523 x 30.43 = 15,915 With Imaging: 15,687 x .25 = 3,922 ÷ 60 = 65 hrs. 65 hrs. x 30.43 = 1978	\$ 15,915	\$ 1,978	\$ 13,937
	<u>File Preparation for Circuit Court activities</u> (arraignment, plea, motion, pretrial, final pretrial) Retrieve file, document prep, copy 1,022 cases x 3 activities = 3,066 3,066 x 10 min. = 511 hrs. x 23.40 = 11,957 With imaging: 3,066 x 5 min. = 256 hrs. x 23.40= 5,991	\$ 11,958	\$ 5,991	\$ 5,967
	<u>Circuit Court Sentence File Prep.</u> 1,022 x 10 min. = 170 hr. x 23.40 With Imaging: 1,022 x 5 min. = 85 hrs. x 23.40	\$ 3,978	\$ 1,989	\$ 1,989
	<u>File Creation</u> Put together folder, make a label, prepare case progress sheet, affix back pocket for LEIN. 9529 cases yr. x 7.16 minutes ea.=68,278 68,278 converts to 1,138 hours 1,138 x \$23.40 = 26,629.20 Annual folder stock + <u>5,200.00</u> 31,829.20 With Imaging: Estimate of 3 minutes set up each file 9529 x 3 = 28,587 ÷60 = 476.45 476.45 x 23.40 = 11,149	\$ 31,829	\$ 11,149	\$ 20,680



County of Ottawa

Management Information Systems

Justice Document Management and Imaging System Solution

Estimated Annual Cost Reduction

Prosecuting Attorney	Annual Cost Savings Detail	Without Imaging	With Imaging	Cost Reduction
	Filing documents in case folders 1463 felony cases x 6 documents = 8778 doc. 8778 x 1.34 min. each to file = 11,762.52 or 196 hours filing x 23.40 = \$4,586 8066 misdemeanors x 4 documents = 32,264 32,264 x 1.34 min. = 43,234 or 720.6 hours 720.6 hrs. x 23.40 = 16,862 + 4,586 With Imaging: 8778 x .5 min. = 4389 min. or 73.15 hrs. 73.15 x 23.40 = 1,712 32,264 x .5 = 16,132 min. or 269 hrs. 269 x 23.40 = 6,295 + 1,712 = 8,007	\$ 21,448	\$ 8,007	\$ 13,441
	Pulling & Re-filing Cases (estimate) Pull files for court and re-file 1 hr day x 3 offices x 250 day x 23.40 With Imaging: (est. 25 files) 5 min. x 3 x 250 x 23.40 = 1,463	\$ 17,550	\$ 1,463	\$ 16,087
	Archiving closed files for off-site storage Criminal: 1000 yr. @ 6 minutes ea. = 6,000 6,000 min. = 100 hrs. x 23.40 = 2,340	\$ 2,340	\$ 0	\$ 2,340
TOTAL ANNUAL COST		\$ 125,470	\$ 39,867	\$ 85,603



County of Ottawa
Management Information Systems

Justice Document Management and Imaging System Solution

Estimated Annual Cost Reduction

County Clerk Annual Cost Savings Detail	Without Imaging	With Imaging	Cost Reduction
A. Cost of document filing and retrieval 3 staff full time @ 9.8662 per hour	\$ 61,568	\$ 15,392	\$ 46,176
B. Cost of misplaced document search and return to file cabinets Average of 2 hours per week at \$50 per hour	\$ 5,200	\$ 0	\$ 5,200
C. Cost of executives and managers to retrieve and return documents to file cabinets 1 staff member at \$30 an hour 1 hour per week	\$ 1,560	\$ 0	\$ 1,560
D. Cost of copying documents Approximately 200,000 copies per year at .025 Staff @ 9.8662 per hour to copy.	\$ 22,232	\$ 9,866	\$ 12,366
E. Cost of copying elections documents See attached	\$ 5,120	\$ 0	\$ 5,120
F. Cost of document review, and return to off-site storage cabinets	\$ 5,200	\$ 2,600	\$ 2,600
TOTAL ANNUAL COST	\$ 100,880	\$ 27,858	\$ 73,022

County Clerk – Special Note:

This cost reduction does not reflect any revenue the Clerks Office may obtain from monthly access fees charged to attorneys and employment agencies to access imaged documents.



County of Ottawa
Management Information Systems

Justice Document Management and Imaging System Solution

Estimated Annual Cost Reduction

Sheriff's Office	Annual Cost Savings Detail		Without Imaging	With Imaging	Cost Reduction
A. Cost of document review, indexing and return to file cabinets					
11 staff members, spend 90 minutes per day, at an average cost of .32 per minute (\$19.49 an hour), over an average year containing 239 workdays Without Imaging Formula: $11 \times 90 \times .32 \times 239$ With Imaging Formula: $11 \times 50 \times .32 \times 239$			75,715.20	42,064.00	33,651.20
B. Cost of misplaced document location and return to file cabinets					
2 staff members, spend .50 hours per day, at an average cost of \$19.49 an hour, over a given an average year containing 239 workdays. Without Imaging Formula: $(2 \times .50 \times 19.49 \times 239)$			4,658.11	.00	4,658.11
C. Cost of executives and managers to retrieve and return documents to file cabinets					
1 staff members, spend 30 minutes per day, at an average cost of .44 per minute (\$26.40 an hour), over an average year containing 239 workdays. Without Imaging Formula: $(1 \times 30 \times .44 \times 239)$ With Imaging Formula: $(1 \times 15 \times .44 \times 239)$			3,154.80	1,577.40	1,577.40
D. Cost of copying documents and returning them file cabinets					
11 staff members, spend 120 minutes per day, at an average cost of .32 per minute (\$19.49 an hour), over a given an average year containing 239 workdays. Without Imaging Formula: $(11 \times 120 \times .32 \times 239)$ With Imaging Formula: $(11 \times 90 \times .32 \times 239)$			100,953.60	75,715.20	25,238.40
E. Cost of copying documents for internal purposes and then thrown away					
28,800 documents are copied at a cost of .025 cents each $(28,800 \times .025)$			720.00	.00	720.00
F. Cost of purchasing banker boxes for document storage					
90 boxes are purchased at a cost of \$6.00 each (90×6.00)			540.00	.00	540.00
G. Cost of document review, indexing and return to off-site storage cabinets					
2 staff members, spend 60 minutes per day, at an average cost of .32 per minute (\$19.49 an hour), over an average year containing 239 workdays Without Imaging Formula: $(2 \times 19.49 \times 239)$			9,316.22	.00	9,316.22
TOTAL ANNUAL COST			195,057.93	119,356.60	75,701.33

Attachment B

Workflow Processes Significantly Impacted by ECM System (Per Department)

Workflow Process Description	Workflow Process Name ¹
<u>Circuit Court - Trial Court</u>	
Request a case file from County Clerk - Circuit Court Records for a court hearing	Handle Request for File (Court Hearing)
Request a case file from County Clerk - Circuit Court Records for any non-court hearing purpose	Handle Request for File (Other Tasks)
Update an existing case by obtaining a judge's signature on an unsigned order	Update to an Existing Case (Process Orders)
Update an existing case by preparing and distributing case preparation hearing notices	Update to an Existing Case (Case Preparation)
<u>County Clerk - Circuit Court Records</u>	
Create a file for a new court case	Create New Case
Update an existing case with new information	Update to an Existing Case (without distribution)
Update an existing case with new information and distribute copies of updated information	Update to an Existing Case (with distribution)
Locate and distribute copies of case information requested by a non-County employee	Handle External Request (with distribution)
Locate and verbally disseminate case information requested by a non-County employee	Handle External Request (without distribution)
Locate a case file requested by a County employee	Handle Internal Request
<u>County Clerk - Family Division Records</u>	
Create a file for a new court case	Create New Case
Update an existing case with new information and distribute copies of updated information	Update to an Existing Case (with distribution)
Update an existing case with new information	Update to an Existing Case (without distribution)
Locate and verbally disseminate case information requested by a non-County employee	Handle External Request for Information
Locate and distribute copies of case information requested by a County employee	Handle Internal Request for Information
<u>District Court (Grand Haven, Holland, Hudsonville)</u>	
Create a file for a new court case	Create New Case
Update an existing case with new information	Update to an Existing Case (without distribution)
Update an existing case with new information and distribute copies of updated information	Update to an Existing Case (with distribution)
Update an existing case with new information and distribute copies of case documents to County Clerk	Update to an Existing Case (felony bind over)
Locate a case file requested by a County employee	Handle Internal Request
<u>District Court Probation (Grand Haven, Holland, Hudsonville)</u>	
Create a file for a person who has been sentenced to probation	Create New Case (without no contact)
Create a file for a person who has been sentenced to probation with a "no contact" order	Create New Case (with no contact)
Update an existing case by amending a probation order	Update to an Existing Case (amend probation order)
Update an existing case with a new probation violation sentencing order	Update to an Existing Case (probation violation)
Update an existing case by discharging a person from probation	Update to an Existing Case (probation discharge)
Distribute a probation treatment order to a treatment agency	Handle External Request

¹ As identified in the Steps to Complete Impacted Workflow Processes attachments (Refer to Attachments C1-C9)

Attachment B

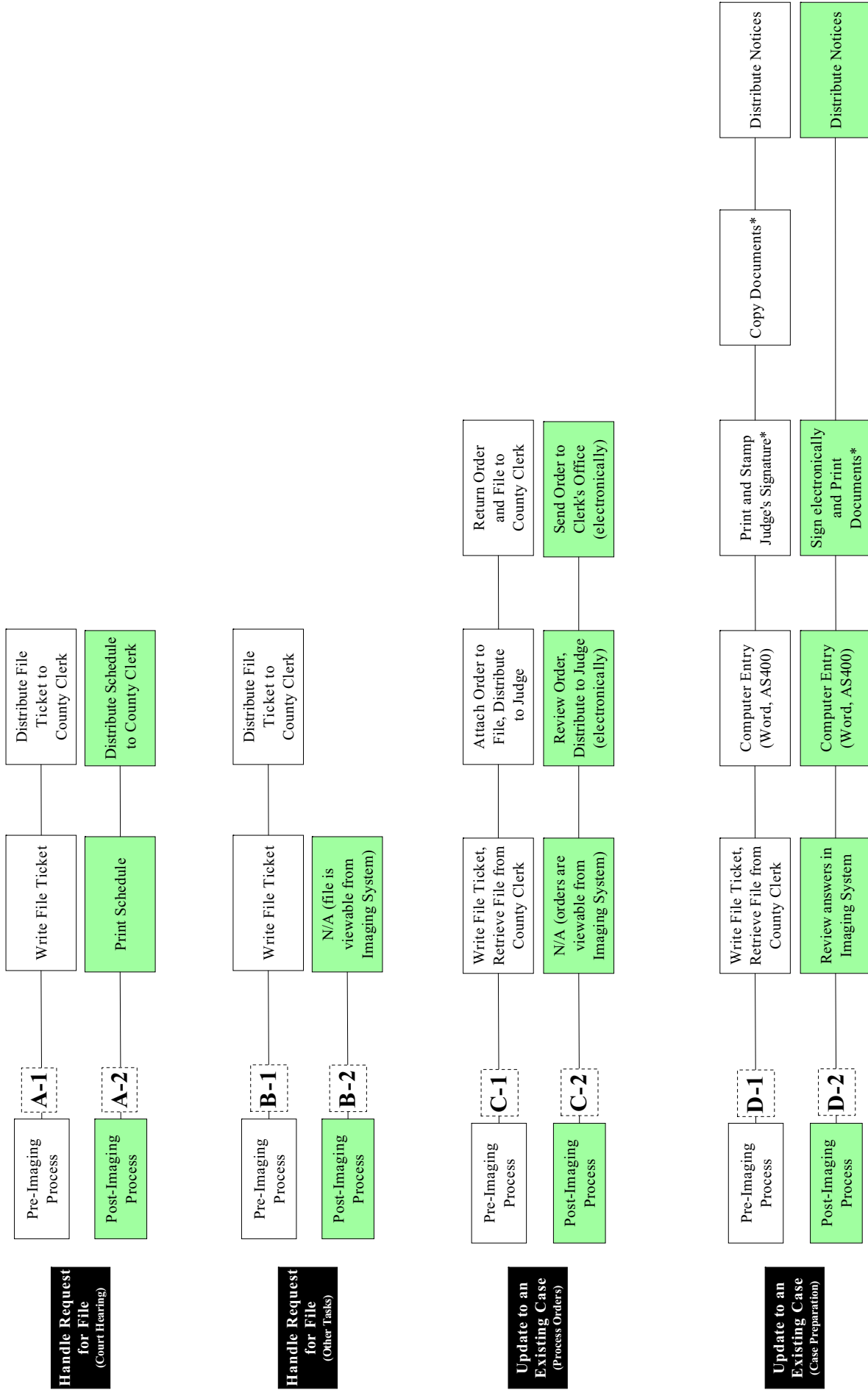
Workflow Processes Significantly Impacted by ECM System (Per Department)

Workflow Process Description	Workflow Process Name ¹
<u>Friend of the Court</u> Locate a Friend of the Court and County Clerk - Circuit Court Records file for a show cause hearing Locate a case file for other non-show cause hearing tasks such as a client meeting or for accounting Update an existing case by filing new documents Update an existing case by obtaining Friend of the Court and a judge's signature for a motion to show cause Update an existing case by preparing and distributing copies of a new order	Locate Case File (Show Cause Hearing) Locate Case File (Other Tasks: client meeting, accounting) Update to an Existing Case (File Documents) Update to an Existing Case (Motion to Show Cause) Update to an Existing Case (Order)
<u>Probate Court</u> Create a file for a new court case Update an existing case by preparing and distributing copies of a new order Update an existing case by preparing and distributing copies of a new non-order document Update an existing case with new information Locate and verbally disseminate case information requested by a non-County employee Locate and distribute copies of case information requested by a County employee	Create New Case Update to an Existing Case (Orders) Update to an Existing Case (Other Document) Update to an Existing Case (without distribution) Handle External Request Handle Internal Request
<u>Prosecutor's Office</u> Create a file for a new warrant request or juvenile petition filed by the Sheriff's Office Create a file for a new warrant request or juvenile petition filed by any other Police Agency Create a file for a new child support case	Create New Case (Warrant Requests and Juvenile Petitions from Sheriff's Office) Create New Case (Warrant Requests from Other Police Agency) Create New Case (Child Support Cases)
<u>Sheriff's Office</u> Create a file for a new incident report Create a file for a new incident report and distribute copies of case information to the Prosecutor's Office Update an existing case with supplemental report information and distribute copies of updated information Locate and distribute copies of requested case information Locate and verbally disseminate requested case information	Create New Case (No Warrant Request or Juvenile Petition) Create New Case (With Warrant Request or Juvenile Petition) Update to an Existing Case (Supplemental) Handle Request for Information (with distribution) Handle Request for Information (without distribution)

¹ As identified in the Steps to Complete Impacted Workflow Processes attachments (Refer to Attachments C1-C9)

Attachment C1

Steps to Complete Impacted Workflow Processes (Pre-Imaging and Post-Imaging) Circuit Court - Trial Court

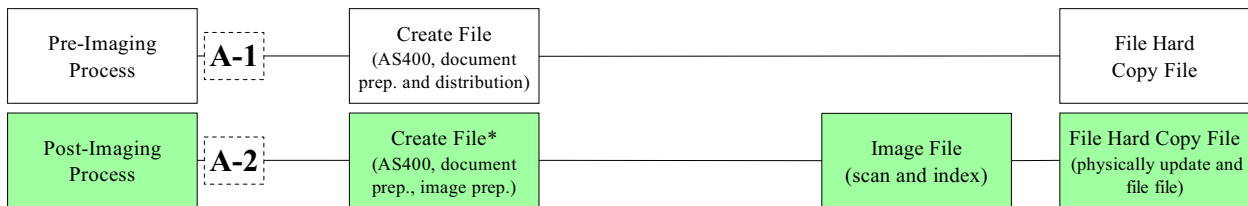


* The pre-imaging process included printing one case preparation order and making one copy of the signed order. The post-imaging process included printing two copies of the case preparation order.

Attachment C2

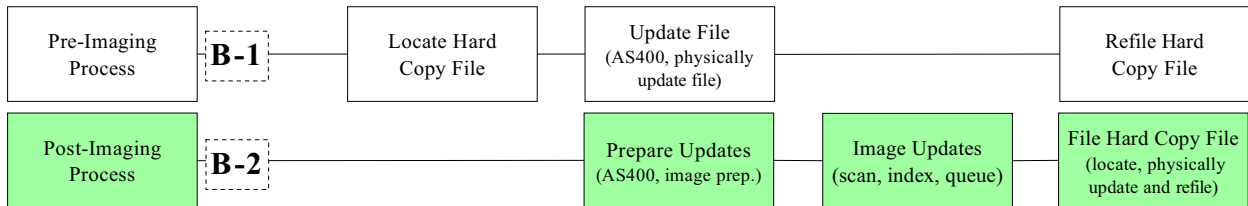
Steps to Complete Impacted Workflow Processes (Pre-Imaging and Post-Imaging) County Clerk - Circuit Court Records

**Create
New Case**

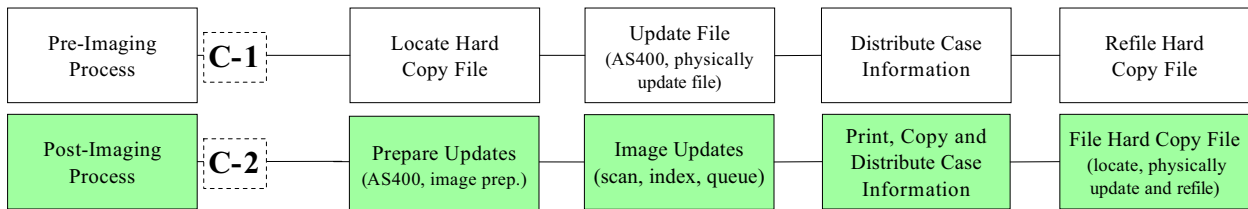


* For domestic files that originate from the Prosecutor's Office, as well as criminal files, the post-imaging process includes printing the files from the imaging system.

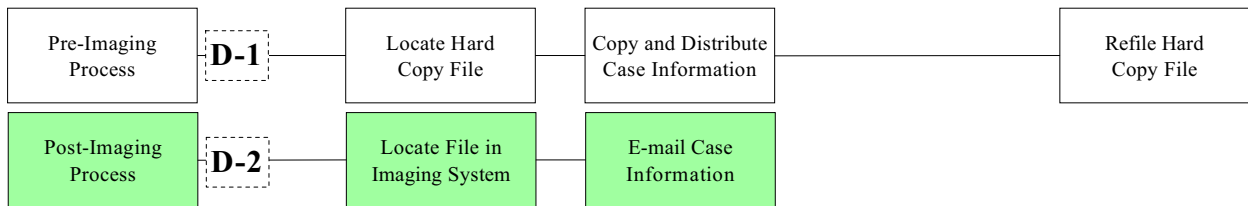
**Update to an
Existing Case
(without distribution)**



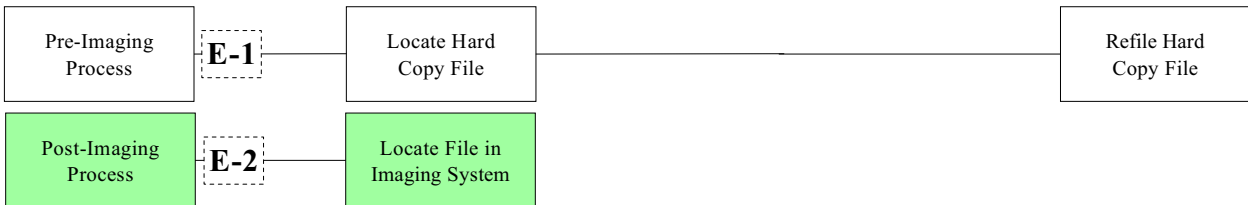
**Update to an
Existing Case
(with distribution)**



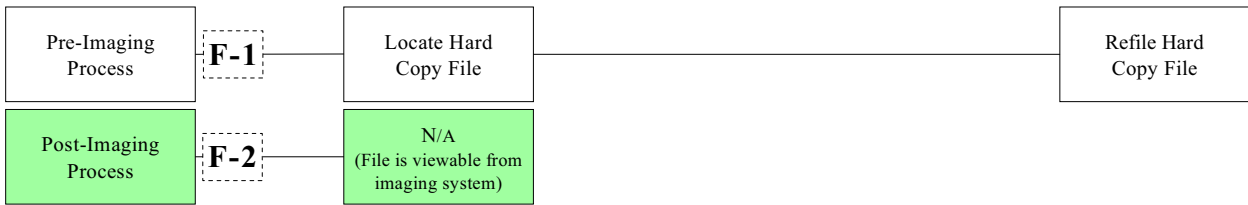
**Handle External
Request
(with distribution)**



**Handle External
Request
(without distribution)**

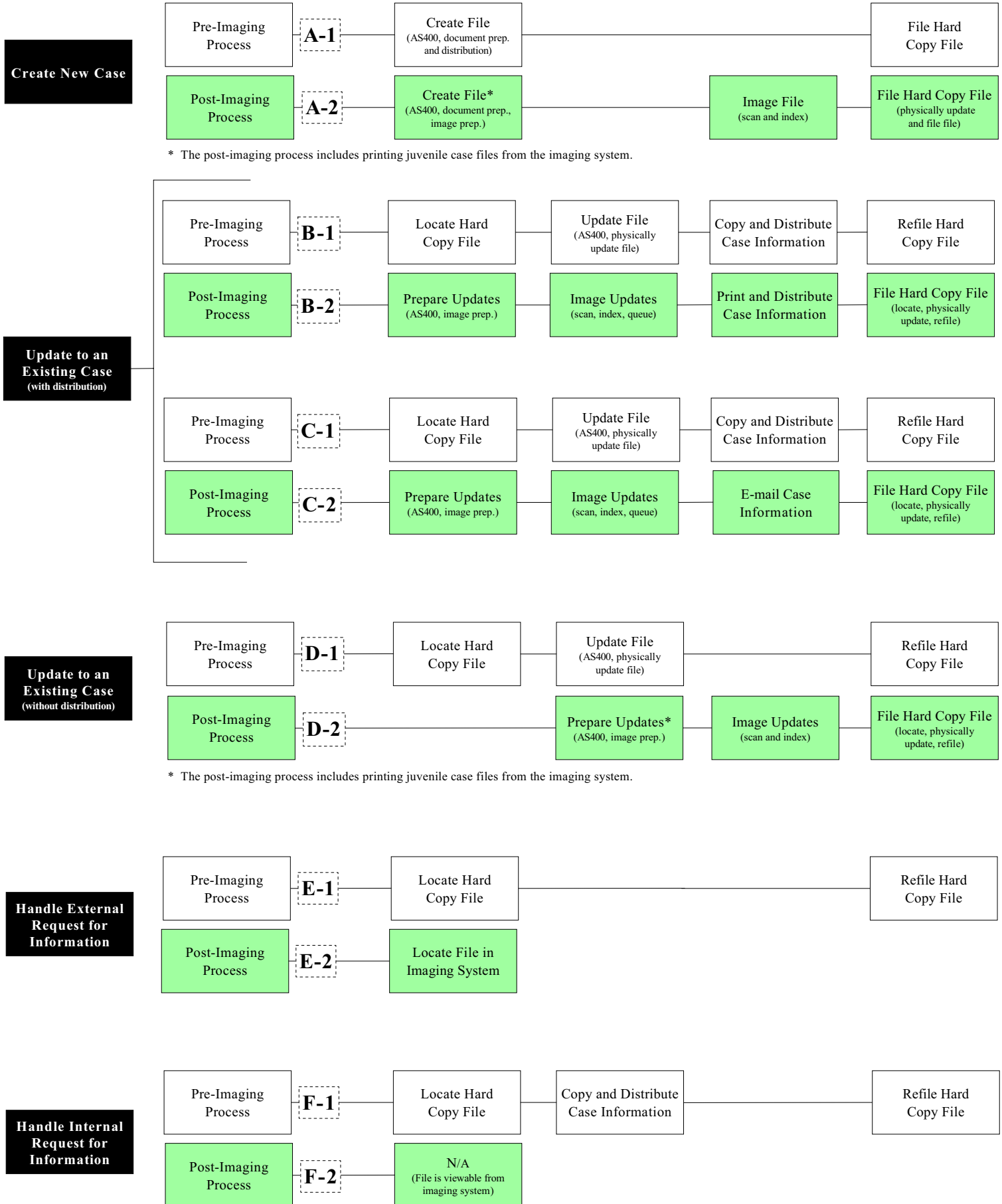


**Handle Internal
Request**



Attachment C3

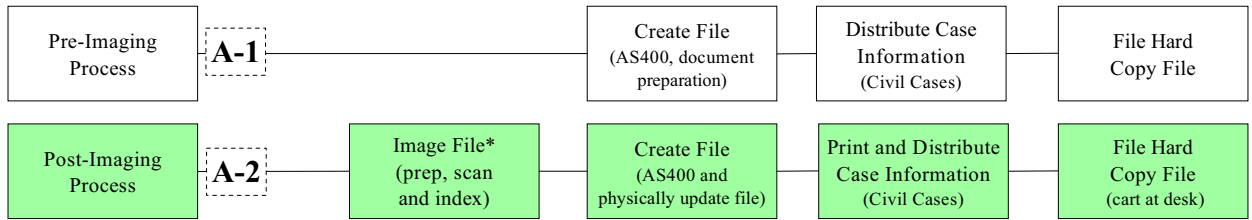
Steps to Complete Impacted Workflow Processes (Pre-Imaging and Post-Imaging) County Clerk - Family Division Records



Attachment C4

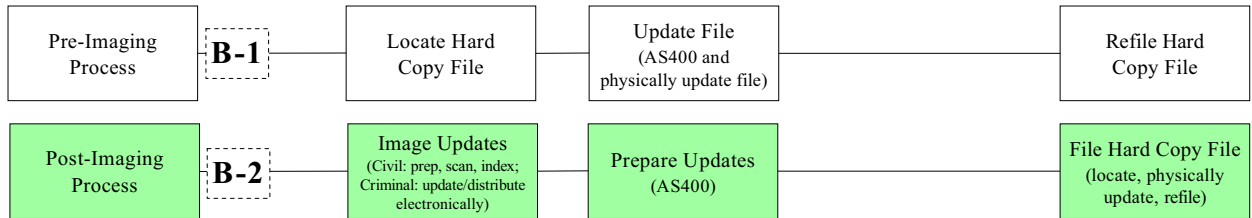
Steps to Complete Impacted Workflow Processes (Pre-Imaging and Post-Imaging) District Court (Grand Haven, Holland, Hudsonville)

Create New Case

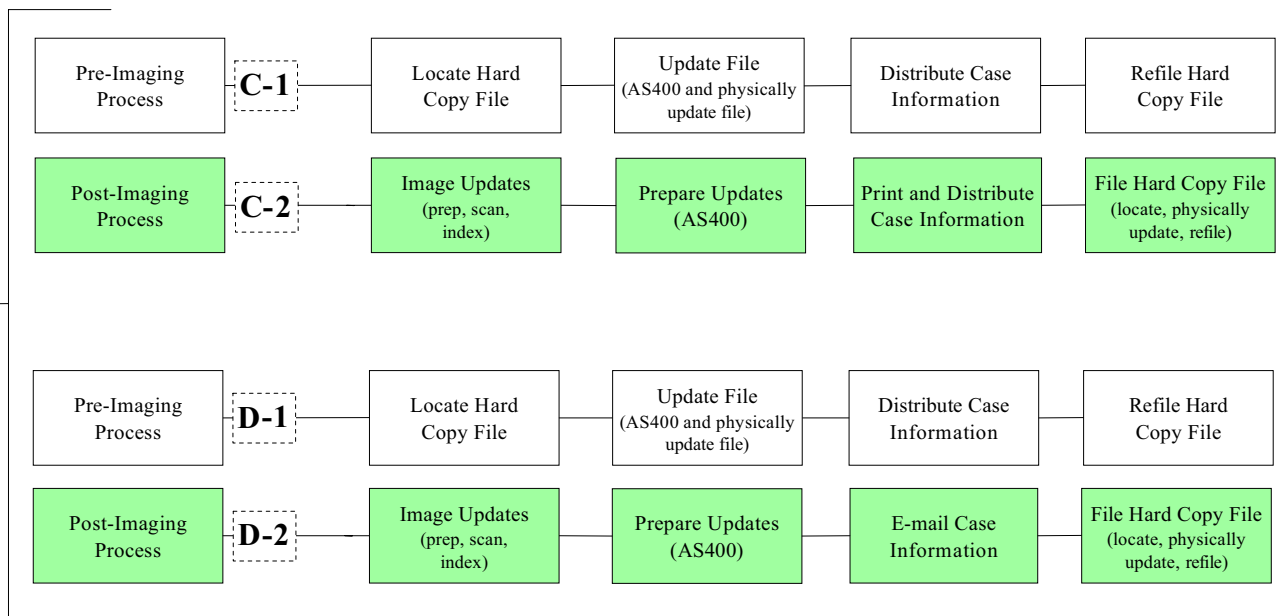


* The post-imaging process includes printing criminal files that originate from the Sheriff's Office from the imaging system.

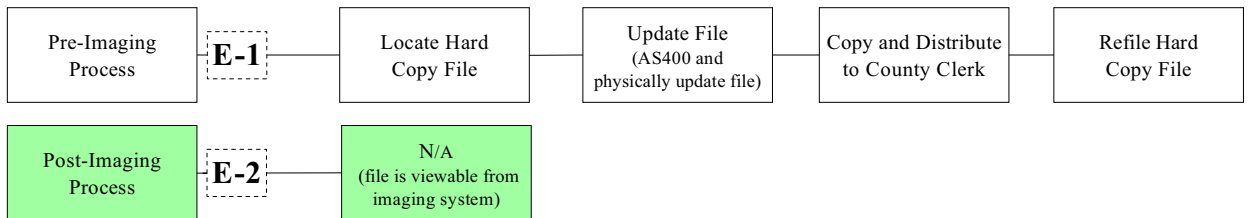
Update to an Existing Case (without distribution)



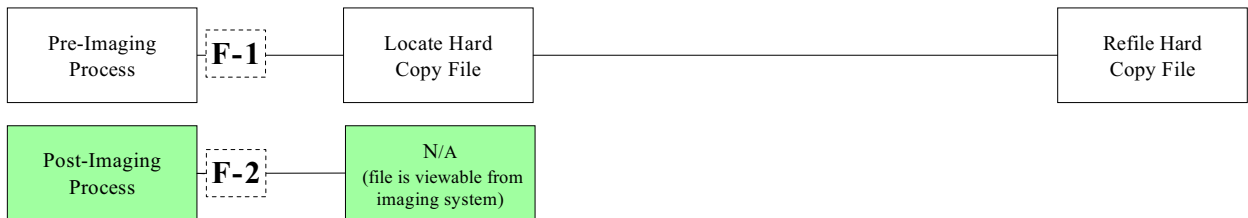
Update to an Existing Case (with distribution)



Update to an Existing Case (felony bind over)

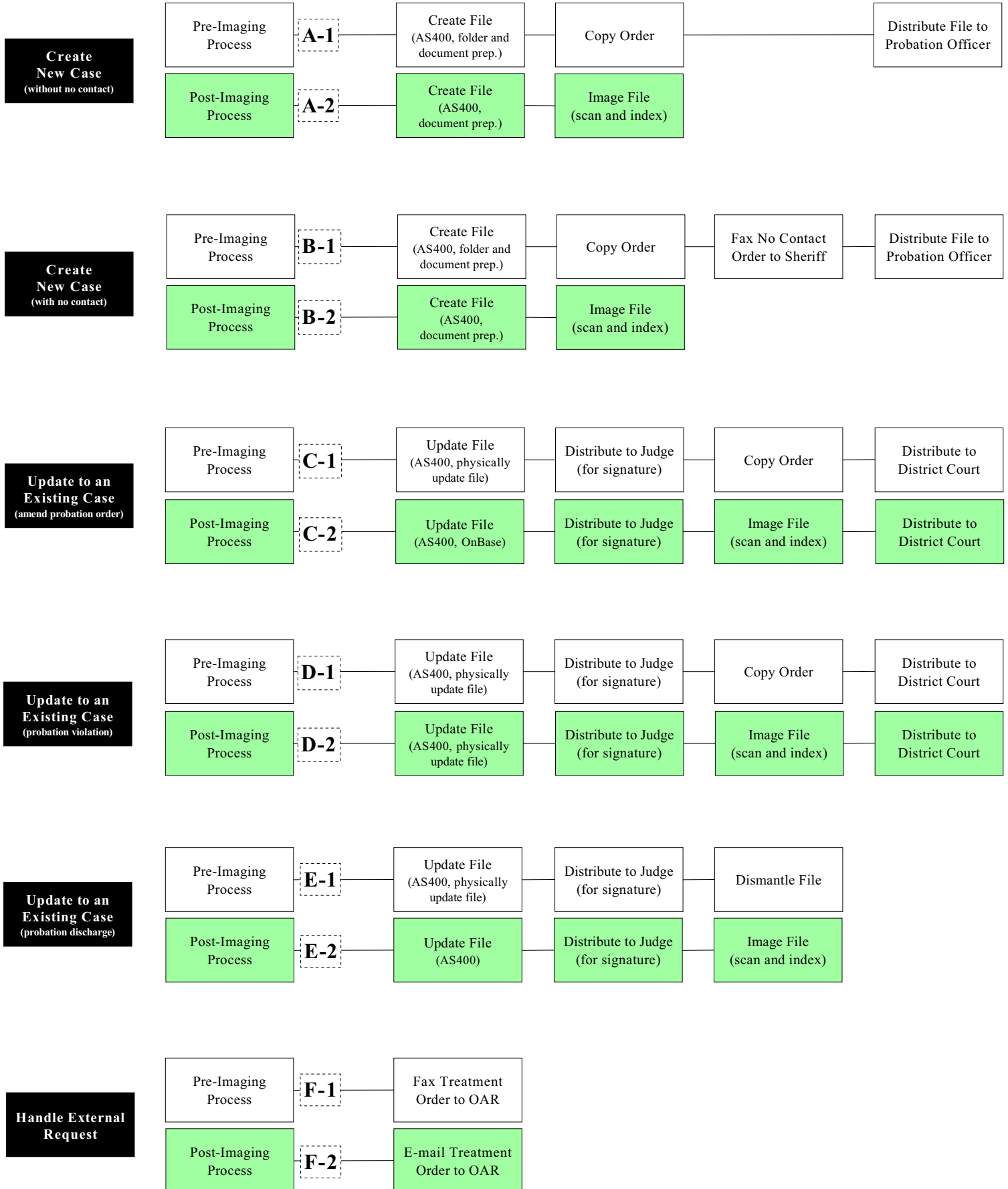


Handle Internal Request



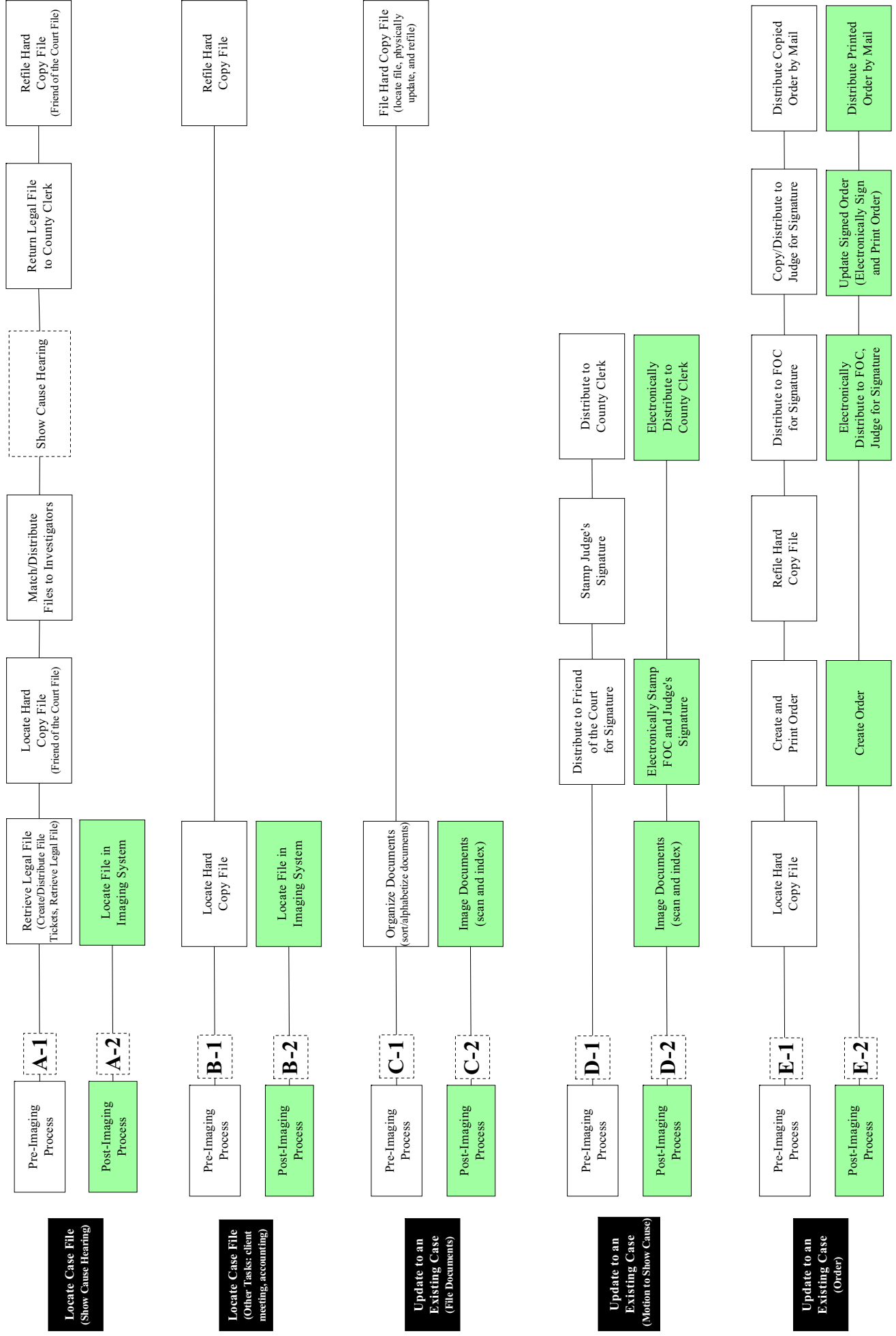
Attachment C5

Steps to Complete Impacted Workflow Processes (Pre-Imaging and Post-Imaging) District Court Probation (Grand Haven, Holland, Hudsonville)



Attachment C6

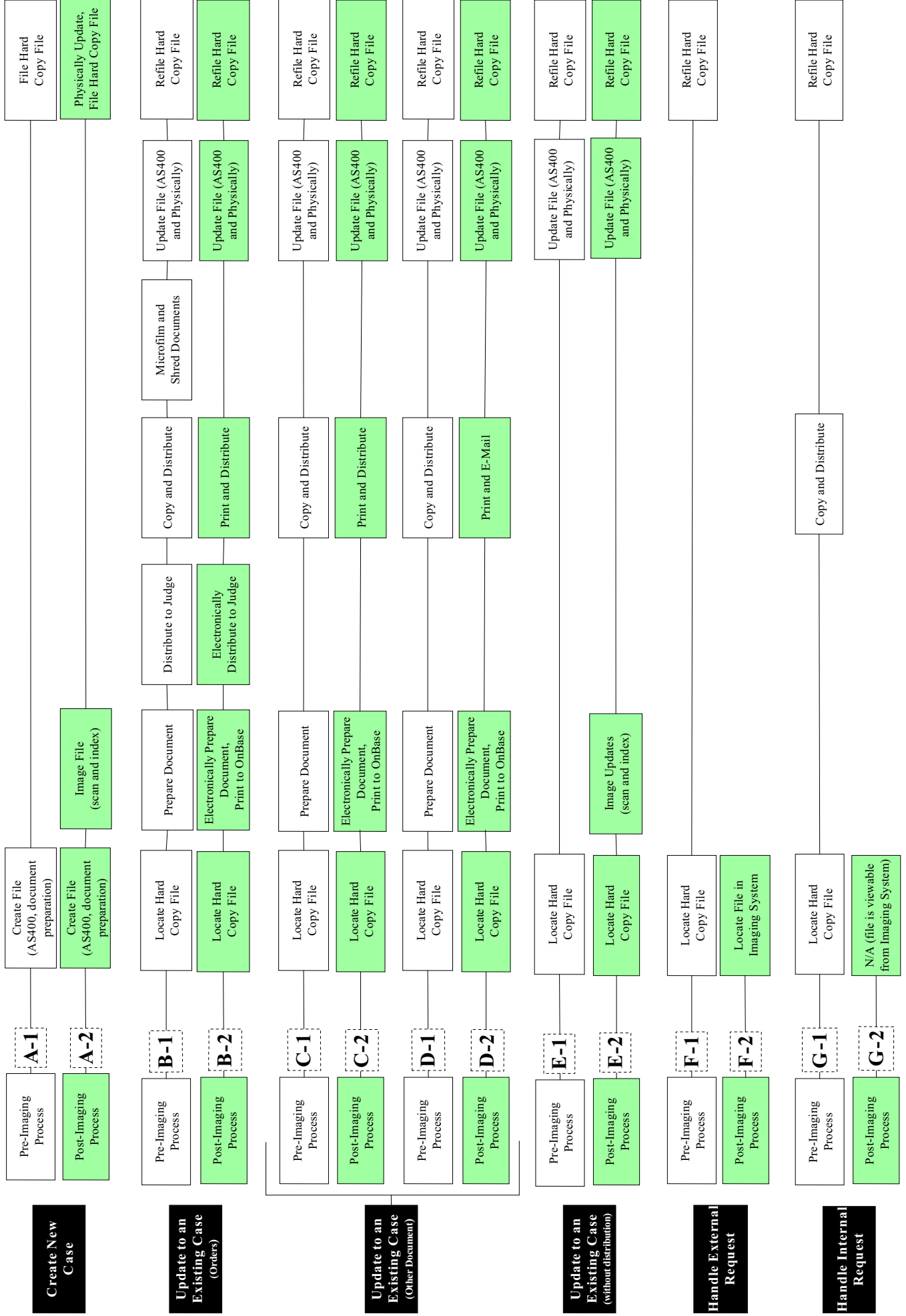
Steps to Complete Impacted Workflow Processes (Pre-Imaging and Post-Imaging) Friend of the Court



Attachment C7

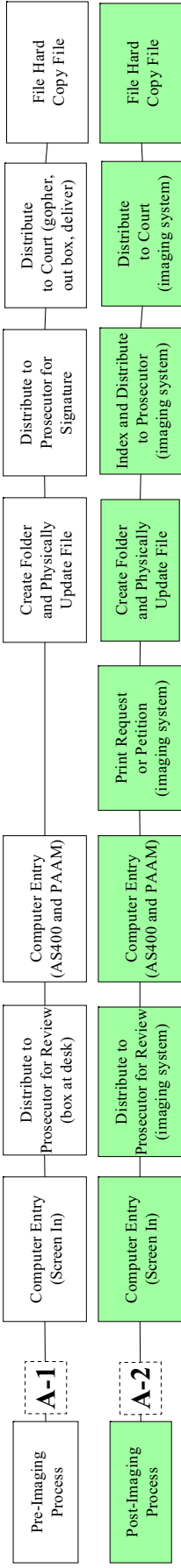
Steps to Complete Impacted Workflow Processes (Pre-Imaging and Post-Imaging)

Probate Court

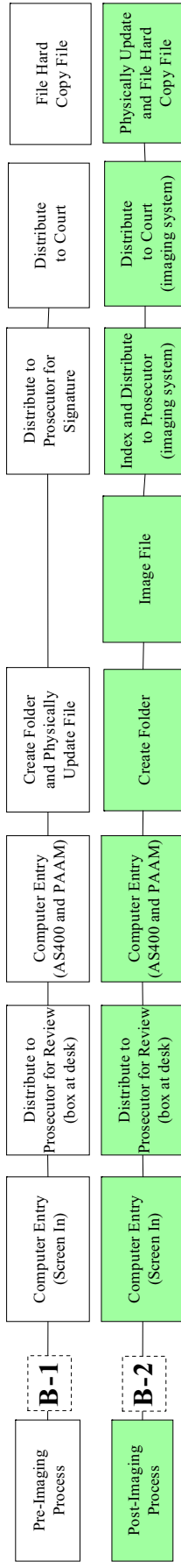


Attachment C8

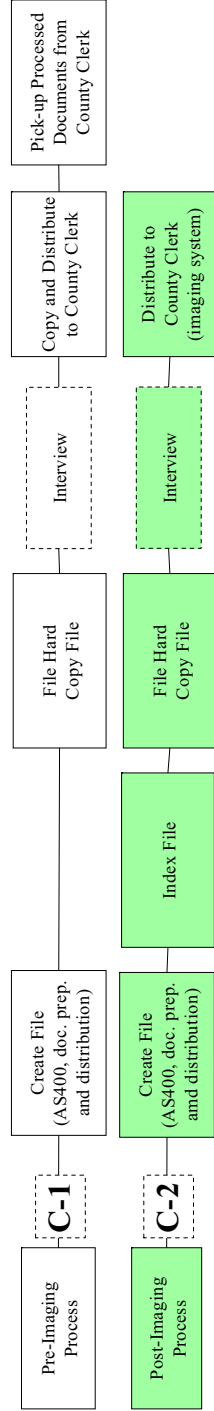
Steps to Complete Impacted Workflow Processes (Pre-Imaging and Post-Imaging) Prosecutor's Office



Create New Case
(Warrant Requests and Juvenile Petitions from Sheriff's Office)



Create New Case
(Warrant Requests from Other Police Agency)

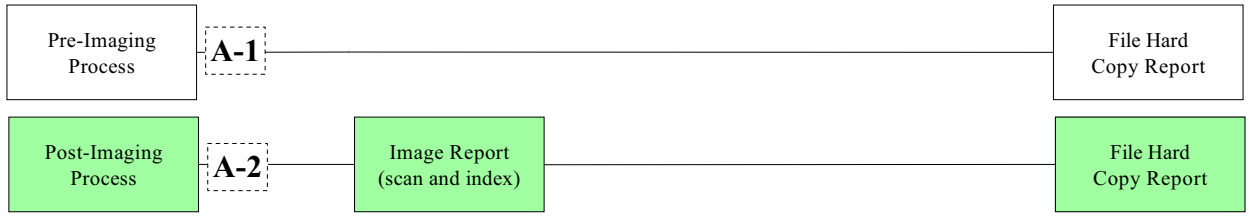


Create New Case
(Child Support Cases)

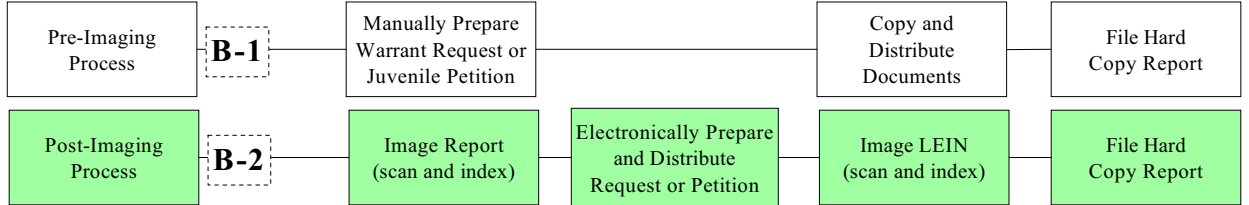
Attachment C9

Steps to Complete Impacted Workflow Processes (Pre-Imaging and Post-Imaging) Sheriff's Office

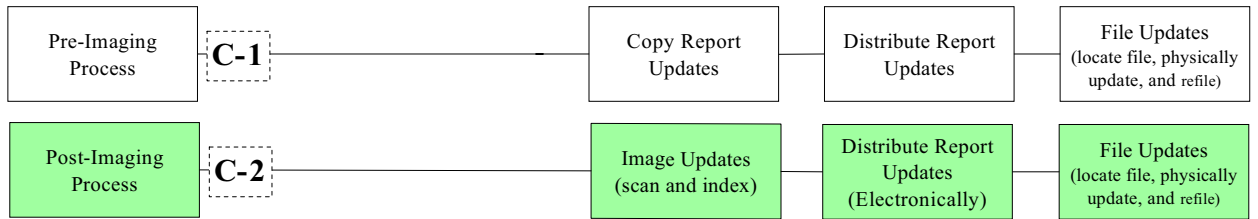
**Create New Case
(No Warrant Request or
Juvenile Petition)**



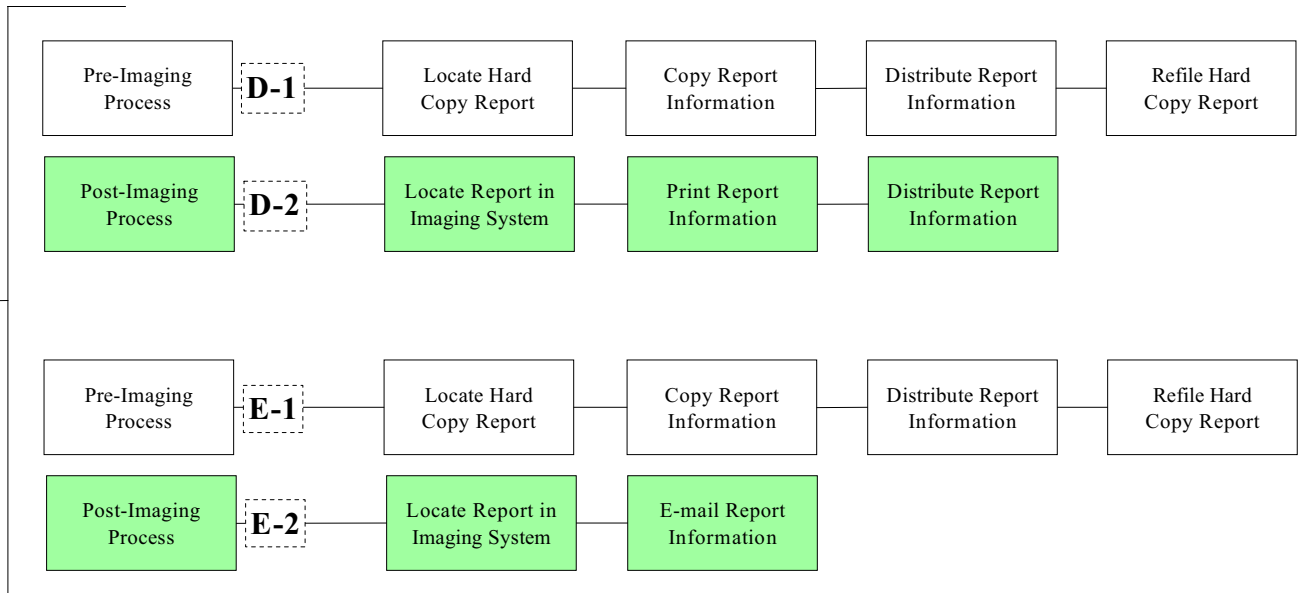
**Create New Case
(With Warrant Request or
Juvenile Petition)**



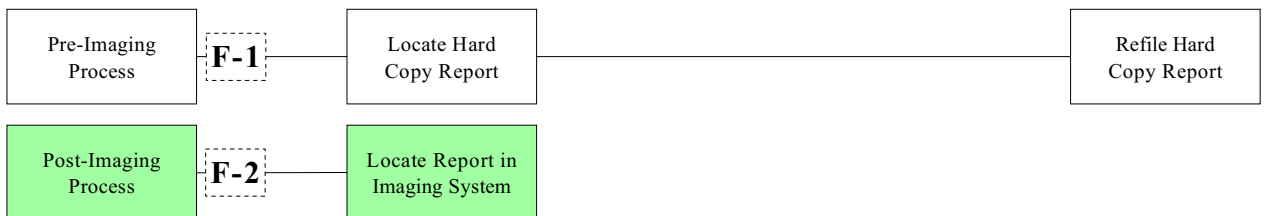
**Update to an
Existing Case
(Supplemental)**



**Handle Request
for Information
(with distribution)**



**Handle Request
for Information
(without distribution)**



Attachment D

**ELECTRONIC CONTENT MANAGEMENT INFORMATION SYSTEM
SELF-EVALUATION SURVEY**

1. Have you used the ECM System? Yes No *If no, please proceed to Question 13*

2. Please identify how often you use the ECM System:

Daily	At Least Once A Week	At Least Once A Month	At Least Once Every Six Months	At Least Once A Year
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

3. How long have you been using the ECM System to perform your job responsibilities?

Less than One Month	One to Three Months	Four to Six Months	Seven to Twelve Months	More than Twelve Months
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

4. Were you employed at your current position before the ECM System was implemented in your Department?

Yes No *If no, please proceed to Question 11*

5. As a result of the ECM System, do you feel that you are able to perform your job more efficiently?

Yes No

6. Do you feel that you are able to perform your job more effectively (i.e. more accurately) as a result of the ECM System?

Yes No

7. For the following primary job functions, please identify the extent of time savings, if any, that you've experienced as a direct result of the ECM System. For the job functions that you do not perform, please check the "N/A" box:

	Significant Time Savings	Minimal Time Savings	Same Amount of Time	Minimal Time Increase	Significant Time Increase	N/A
Locating a Document/File	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Delivering a Document/File to a County Department/Staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Distributing a Document/File to an Outside Agency/Person	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Updating a Document/File with New Information	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Filing a Document/File	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Copying a Document/File	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Creating a New Case File	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

If Other, please describe function: _____

8. Do you feel that the more familiar you become with using the ECM System the less time it will take you to complete your job functions?

Yes No

Attachment D

**ELECTRONIC CONTENT MANAGEMENT INFORMATION SYSTEM
SELF-EVALUATION SURVEY**

9. As a result of the ECM System, do you have additional time to perform other Department functions that you were not able to perform before imaging?

Yes No

If Yes, please briefly explain the other Department functions that you are now able to perform:

10. If you had a choice between using the ECM System to perform your job responsibilities or using the previous hard-copy document filing system, which would you choose?

ECM System Hard-Copy System

Please briefly explain your answer: _____

11. Please identify your level of agreement with each of the following statements:

	Agree	Somewhat Agree	Disagree
The ECM System is/was easy to learn	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The ECM System is easy to use	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I am satisfied with how the ECM System operates	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The ECM System is useful in performing my job	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

12. Do you feel the ECM System could be improved? Yes No

If Yes, please briefly describe how you think the ECM System could be improved:

13. If you would like to make any additional comments, please type them in the space below. Any information that may identify you as the source of the comments will remain confidential.

Thank You for Completing the Survey!

Attachment E1

Regular Hours Saved Circuit Court - Trial Court

	Regular Hours (Pre-Imaging)	Regular Hours (Post-Imaging)	Regular Hours Saved (Annual)
Handle Request for File (Court Hearing)	87.12	27.04	-60.08
Handle Request for File (Other Tasks)	147.52	0.00	-147.52
Update to an Existing Case (Process Orders)	306.56	95.80	-210.76
Update to an Existing Case (Case Preparation)	152.08	101.27	-50.81
Total	693.28	224.11	-469.17

Source: Circuit Court - Trial Court, IT Department

Regular Hours Saved County Clerk - Circuit Court Records

	Regular Hours (Pre-Imaging)	Regular Hours (Post-Imaging)	Regular Hours Saved (Annual)
Create New Case	1,469.38	1,146.76	-322.62
Update to an Existing Case (Without Distribution)	3,810.97	5,026.72	1,215.75
Update to an Existing Case (With Distribution)	4,772.46	4,991.14	218.68
Handle External Request (With Distribution)	319.81	55.57	-264.24
Handle External Request (Without Distribution)	3,699.19	2,102.03	-1,597.16
Handle Internal Request	2,382.52	0.00	-2,382.52
Total	16,454.33	13,322.22	-3,132.11

Source: County Clerk - Circuit Court Records, IT Department

Attachment E2

Regular Hours Saved County Clerk - Family Division Records

	Regular Hours (Pre-Imaging)	Regular Hours (Post-Imaging)	Regular Hours Saved (Annual)
Create New Case	179.94	214.23	34.29
Update to an Existing Case (With Distribution) ¹	184.57	218.41	33.84
Update to an Existing Case (Without Distribution)	389.03	504.68	115.65
Handle External Request for Information	54.16	16.64	-37.52
Handle Internal Request for Case Information	48.07	0.00	-48.07
Total	855.77	953.96	98.19

Source: County Clerk - Family Division Records, IT Department

¹ The Regular Hours (Post-Imaging) includes 201.85 hours to print and distribute updates by mail and 16.56 hours to distribute updates by e-mail.

Regular Hours Saved District Court (Grand Haven)

	Regular Hours (Pre-Imaging)	Regular Hours (Post-Imaging)	Regular Hours Saved (Annual)
Create New Case	772.38	668.73	-103.65
Update to an Existing Case (Without Distribution)	2,595.19	1,538.08	-1,057.11
Update to an Existing Case (With Distribution) ¹	2,245.41	1,537.00	-708.41
Update to an Existing Case (Felony Bind Over)	42.40	0.00	-42.40
Handle Internal Request for Information	16.15	0.00	-16.15
Total	5,671.53	3,743.81	-1,927.72

Source: District Court, IT Department

¹ The Regular Hours (Post-Imaging) includes 1,450.68 hours to print and distribute updates by mail and 86.32 hours to distribute updates by e-mail.

Attachment E3

Regular Hours Saved District Court (Holland)

	Projected Regular Hours (Pre-Imaging) ¹	Projected Regular Hours (Post-Imaging) ²	Projected Regular Hours Saved (Annual)
Create New Case	1,758.11	1,778.22	20.11
Update to an Existing Case (Without Distribution)	3,767.69	2,699.10	-1,068.59
Update to an Existing Case (With Distribution) ³	3,012.78	2,834.99	-177.79
Update to an Existing Case (Felony Bind Over)	83.50	0.00	-83.50
Handle Internal Request for Information	33.76	0.00	-33.76
Total	8,655.84	7,312.31	-1,343.53

Source: District Court, IT Department

¹ Time data based on results of time study analysis conducted in Hudsonville District Court. The annual caseload was projected by doubling the caseload data for District Court (Grand Haven) since District Court administrators indicated that the caseload in Holland is approximately twice as much as Grand Haven.

² Time data based on results of time study analysis conducted in Grand Haven and Hudsonville District Courts. The annual caseload was projected by doubling the caseload data for District Court (Grand Haven) since District Court administrators indicated that the caseload in Holland is approximately twice as much as Grand Haven.

³ The Projected Regular Hours (Post-Imaging) includes 2,677.48 hours to print and distribute updates by mail and 157.51 hours to distribute updates by e-mail.

Regular Hours Saved District Court Probation (Grand Haven)

	Regular Hours (Pre-Imaging) ¹	Regular Hours (Post-Imaging) ²	Regular Hours Saved (Annual)
Create New Case (Without No Contact)	34.23	31.09	-3.14
Create New Case (With No Contact)	4.28	3.10	-1.18
Update to an Existing Case (Amend Probation Order)	7.40	5.08	-2.32
Update to an Existing Case (Probation Violation)	31.57	21.68	-9.89
Update to an Existing Case (Probation Discharge)	52.66	36.35	-16.31
Handle External Request ³	0.83	0.24	-0.59
Total	130.97	97.54	-33.43

Source: District Court Probation, IT Department

¹ Time data based on results of time study analysis conducted in Hudsonville District Court Probation.

² Time data based on results of time study analysis conducted in Holland District Court Probation.

³ These hours only involve faxing or e-mailing treatment orders to OAR.

Attachment E4

Regular Hours Saved District Court Probation (Holland)

	Regular Hours (Pre-Imaging) ¹	Regular Hours (Post-Imaging)	Regular Hours Saved (Annual)
Create New Case (Without No Contact)	81.17	73.72	-7.45
Create New Case (With No Contact)	18.75	13.60	-5.15
Update to an Existing Case (Amend Probation Order)	51.70	35.51	-16.19
Update to an Existing Case (Probation Violation)	103.69	71.22	-32.47
Update to an Existing Case (Probation Discharge)	134.51	92.83	-41.68
Handle External Request ²	1.32	0.38	-0.94
Total	391.14	287.26	-103.88

Source: District Court Probation, IT Department

¹ Time data based on results of time study analysis conducted in Hudsonville District Court Probation.

² These hours only involve faxing or e-mailing treatment orders to OAR.

Regular Hours Saved Friend of the Court

	Regular Hours (Pre-Imaging)	Regular Hours (Post-Imaging)	Regular Hours Saved (Annual)
Locate Case File (Show Cause Hearing)	1,197.85	67.59	-1,130.26
Locate Case File (Other Tasks)	452.99	237.49	-215.50
Update to an Existing Case (File Documents)	402.59	337.06	-65.53
Update to an Existing Case (Motion to Show Cause)	554.49	138.94	-415.55
Update to an Existing Case (Order)	2,135.89	2,044.97	-90.92
Total	4,743.81	2,826.05	-1,917.76

Source: Friend of the Court, IT Department

Attachment E5

Regular Hours Saved Probate Court

	Regular Hours (Pre-Imaging)	Regular Hours (Post-Imaging)	Regular Hours Saved (Annual)
Create File	105.11	117.88	12.77
Update to an Existing Case (With Order)	701.54	504.69	-196.85
Update to an Existing Case (With Other Distributed Document) ¹	744.09	571.67	-172.42
Update to an Existing Case (Without Distribution)	275.06	200.98	-74.08
Handle External Request ²	41.32	10.60	-30.72
Handle Internal Request ³	4.98	0.00	-4.98
Total	1,872.10	1,405.82	-466.28

Source: Probate Court, IT Department

¹ The Regular Hours (Post-Imaging) includes 514.35 hours to print and distribute other updates and 57.32 hours to distribute other updates by e-mail.

² These hours only include the time to locate and file a court file; the time actually spent relaying the information to a customer is not included

³ These hours only involve mental health case files to the Prosecuting Attorney and petition cases

Regular Hours Saved Prosecutor's Office

	Regular Hours (Pre-Imaging)	Regular Hours (Post-Imaging)	Regular Hours Saved (Annual)
Create New Case (Warrant Requests and Juvenile Petitions from Sheriff's Office)	2,023.21	1,745.10	-278.11
Create New Case (Warrant Requests from Other Police Agency)	759.31	681.14	-78.17
Create New Case (Child Support Cases)	182.11	119.38	-62.73
Total	2,964.63	2,545.62	-419.01

Source: Prosecutor's Office, IT Department

Attachment E6

Regular Hours Saved Sheriff's Office

	Regular Hours (Pre-Imaging)	Regular Hours (Post-Imaging)	Regular Hours Saved (Annual)
Create New Case (No Warrant Request or Juvenile Petition)	66.41	210.60	144.19
Create New Case (With Warrant Request or Juvenile Petition)	969.50	395.56	-573.94
Update to an Existing Report (Supplemental)	367.40	120.21	-247.19
Handle Request for Report Information (With Distribution) ¹	1,023.81	291.78	-732.03
Handle Request for Report Information (Without Distribution)	1,496.09	128.42	-1,367.67
Total	3,923.21	1,146.57	-2,776.64

Source: Sheriff's Office, IT Department

¹ The Regular Hours (Post-Imaging) includes 236.18 hours to print and distribute requests by mail and 55.60 hours to distribute requests by e-mail.

Attachment F1

Staff Postponements (25 Years) County Clerk - Circuit Court Records

Year ¹	Pre-Imaging		Post-Imaging		One-Time FTE Savings that Result from a Postponement in Hiring ⁴
	Regular Hours ² to Complete Workflow Processes (Annual)	FTEs ³ Required to Complete Workflow Processes	Regular Hours ² to Complete Workflow Processes (Annual)	FTEs ³ Required to Complete Workflow Processes	
2008	16,454	7.9	13,322	6.4	—
2009	16,718	8.0	13,536	6.5	0.0
2010	16,987	8.2	13,754	6.6	0.0
2011	17,260	8.3	13,975	6.7	0.0
2012	17,537	8.4	14,199	6.8	0.0
2013	17,819	8.6	14,427	6.9	0.0
2014	18,104	8.7	14,658	7.0	0.0
2015	18,394	8.8	14,892	7.2	0.0
2016	18,688	9.0	15,131	7.3	(1.0)
2017	18,987	9.1	15,373	7.4	0.0
2018	19,291	9.3	15,619	7.5	0.0
2019	19,600	9.4	15,869	7.6	0.0
2020	19,913	9.6	16,122	7.8	0.0
2021	20,232	9.7	16,380	7.9	0.0
2022	20,555	9.9	16,642	8.0	0.0
2023	20,884	10.0	16,908	8.1	(1.0)
2024	21,218	10.2	17,179	8.3	(1.0)
2025	21,558	10.4	17,454	8.4	0.0
2026	21,903	10.5	17,733	8.5	0.0
2027	22,253	10.7	18,017	8.7	0.0
2028	22,609	10.9	18,305	8.8	0.0
2029	22,971	11.0	18,598	8.9	(1.0)
2030	23,339	11.2	18,895	9.1	(1.0)
2031	23,712	11.4	19,198	9.2	(1.0)
2032	24,091	11.6	19,505	9.4	0.0
2033	24,477	11.8	19,817	9.5	0.0
Source: County Clerk - Circuit Court Records, IT Department				Total One-Time Savings (25 Years)	(6.0)

Additional 1.0 FTE Required to Account for Increasing Caseload

¹ Staff postponements were calculated over a period of 25 years, which is estimated to be the useful life of the system.

² The Regular Hours to Complete Workflow Processes for 2008 were based on the departmental time study (Refer to Attachment E1). The Regular Hours for 2009-2033 were projected based on the average annual percent increase in caseload (1.6%) that occurred between 2004 and 2008. It is important to note that this percent increase in caseload is subject to variability.

³ Calculation based on the Regular Hours to Complete Workflow Processes divided by the annual number of work hours (2,080) per FTE.

⁴ Due to the efficiencies that have resulted from the implementation of the ECM System, there will be postponements in hiring staff to account for increasing caseloads. The staff postponements were based on the comparison of when an additional 1.0 FTE (refer to yellow cells) would have been required to complete workflow processes pre-imaging versus when an additional 1.0 FTE will be required to complete workflow processes post-imaging.

Attachment F2

Staff Postponements (25 Years) District Court (Grand Haven)

Year ¹	Pre-Imaging		Post-Imaging		One-Time FTE Savings that Result from a Postponement in Hiring ⁴
	Regular Hours ² to Complete Workflow Processes (Annual)	FTEs ³ Required to Complete Workflow Processes	Regular Hours ² to Complete Workflow Processes (Annual)	FTEs ³ Required to Complete Workflow Processes	
2008	5,672	2.7	3,744	1.8	—
2009	5,719	2.7	3,774	1.8	0.0
2010	5,767	2.8	3,804	1.8	0.0
2011	5,815	2.8	3,835	1.8	0.0
2012	5,863	2.8	3,865	1.9	0.0
2013	5,912	2.8	3,896	1.9	0.0
2014	5,959	2.9	3,927	1.9	0.0
2015	6,007	2.9	3,959	1.9	0.0
2016	6,055	2.9	3,990	1.9	0.0
2017	6,103	2.9	4,022	1.9	0.0
2018	6,152	3.0	4,055	1.9	0.0
2019	6,202	3.0	4,087	2.0	0.0
2020	6,251	3.0	4,120	2.0	0.0
2021	6,301	3.0	4,153	2.0	0.0
2022	6,352	3.1	4,186	2.0	0.0
2023	6,402	3.1	4,219	2.0	0.0
2024	6,454	3.1	4,253	2.0	0.0
2025	6,505	3.1	4,287	2.1	0.0
2026	6,557	3.2	4,321	2.1	0.0
2027	6,610	3.2	4,356	2.1	0.0
2028	6,663	3.2	4,391	2.1	0.0
2029	6,716	3.2	4,426	2.1	0.0
2030	6,770	3.3	4,461	2.1	0.0
2031	6,824	3.3	4,497	2.2	0.0
2032	6,878	3.3	4,533	2.2	0.0
2033	6,933	3.3	4,569	2.2	0.0
Source: District Court, IT Department				Total One-Time Savings (25 Years)	0.0

Additional 1.0 FTE Required to Account for Increasing Caseload

¹ Staff postponements were calculated over a period of 25 years, which is estimated to be the useful life of the system.

² The Regular Hours to Complete Workflow Processes for 2008 were based on the departmental time study (Refer to Attachment E2). The Regular Hours for 2009-2033 were projected based on the average annual percent increase in caseload (0.8%) that occurred between 2000 and 2007. It is important to note that this percent increase in caseload is subject to variability.

³ Calculation based on the Regular Hours to Complete Workflow Processes divided by the annual number of work hours (2,080) per FTE.

⁴ Due to the efficiencies that have resulted from the implementation of the ECM System, there will be postponements in hiring staff to account for increasing caseloads. The staff postponements were based on the comparison of when an additional 1.0 FTE (refer to yellow cells) would have been required to complete workflow processes pre-imaging versus when an additional 1.0 FTE will be required to complete workflow processes post-imaging.

Attachment F3

Staff Postponements (25 Years) District Court (Holland)

Year ¹	Pre-Imaging		Post-Imaging		One-Time FTE Savings that Result from a Postponement in Hiring ⁴
	Regular Hours ² to Complete Workflow Processes (Annual)	FTEs ³ Required to Complete Workflow Processes	Regular Hours ² to Complete Workflow Processes (Annual)	FTEs ³ Required to Complete Workflow Processes	
2008	—	—	—	—	—
2009	8,656	4.2	7,312	3.5	—
2010	8,725	4.2	7,370	3.5	0.0
2011	8,795	4.2	7,429	3.6	0.0
2012	8,865	4.3	7,489	3.6	0.0
2013	8,936	4.3	7,549	3.6	0.0
2014	9,008	4.3	7,609	3.7	0.0
2015	9,080	4.4	7,670	3.7	0.0
2016	9,153	4.4	7,731	3.7	0.0
2017	9,226	4.4	7,793	3.7	0.0
2018	9,300	4.5	7,856	3.8	0.0
2019	9,374	4.5	7,918	3.8	0.0
2020	9,449	4.5	7,982	3.8	0.0
2021	9,525	4.6	8,046	3.9	0.0
2022	9,601	4.6	8,110	3.9	0.0
2023	9,678	4.7	8,175	3.9	0.0
2024	9,755	4.7	8,240	4.0	0.0
2025	9,833	4.7	8,306	4.0	0.0
2026	9,912	4.8	8,373	4.0	0.0
2027	9,991	4.8	8,440	4.1	0.0
2028	10,071	4.8	8,507	4.1	0.0
2029	10,151	4.9	8,575	4.1	0.0
2030	10,233	4.9	8,644	4.2	0.0
2031	10,315	5.0	8,713	4.2	0.0
2032	10,397	5.0	8,783	4.2	0.0
2033	10,481	5.0	8,853	4.3	0.0
Source: District Court, IT Department				Total One-Time Savings (25 Years)	0.0

Additional 1.0 FTE Required to Account for Increasing Caseload

¹ Staff postponements were calculated over a period of 25 years, which is estimated to be the useful life of the system. However, since Holland District Court is not projected to reap the benefits of the ECM System until 2010, 2009 was utilized as the baseline year.

² The Regular Hours to Complete Workflow Processes for 2009 were based on the departmental time study that was conducted in Hudsonville District Court (pre-imaging) and Grand Haven District Court (post-imaging) (Refer to Attachment E3). The Regular Hours for 2010-2033 were projected based on the average annual percent increase in caseload (0.8%) that occurred between 2000 and 2007. It is important to note that this percent increase in caseload is subject to variability.

³ Calculation based on the Regular Hours to Complete Workflow Processes divided by the annual number of work hours (2,080) per FTE.

⁴ Due to the efficiencies that have resulted from the implementation of the ECM System, there will be postponements in hiring staff to account for increasing caseloads. The staff postponements were based on the comparison of when an additional 1.0 FTE (refer to yellow cells) would have been required to complete workflow processes pre-imaging versus when an additional 1.0 FTE will be required to complete workflow processes post-imaging.

Attachment F4

Staff Postponements (25 Years) District Court Probation (Grand Haven)

Year ¹	Pre-Imaging		Post-Imaging		One-Time FTE Savings that Result from a Postponement in Hiring ⁴
	Regular Hours ² to Complete Workflow Processes (Annual)	FTEs ³ Required to Complete Workflow Processes	Regular Hours ² to Complete Workflow Processes (Annual)	FTEs ³ Required to Complete Workflow Processes	
2008	131	0.1	98	0.0	—
2009	134	0.1	100	0.0	0.0
2010	137	0.1	102	0.0	0.0
2011	140	0.1	105	0.1	0.0
2012	143	0.1	107	0.1	0.0
2013	146	0.1	110	0.1	0.0
2014	149	0.1	112	0.1	0.0
2015	153	0.1	115	0.1	0.0
2016	156	0.1	117	0.1	0.0
2017	160	0.1	120	0.1	0.0
2018	163	0.1	122	0.1	0.0
2019	167	0.1	125	0.1	0.0
2020	170	0.1	128	0.1	0.0
2021	174	0.1	131	0.1	0.0
2022	178	0.1	133	0.1	0.0
2023	182	0.1	136	0.1	0.0
2024	186	0.1	139	0.1	0.0
2025	190	0.1	142	0.1	0.0
2026	194	0.1	146	0.1	0.0
2027	198	0.1	149	0.1	0.0
2028	203	0.1	152	0.1	0.0
2029	207	0.1	155	0.1	0.0
2030	212	0.1	159	0.1	0.0
2031	216	0.1	162	0.1	0.0
2032	221	0.1	166	0.1	0.0
2033	226	0.1	169	0.1	0.0
Source: District Court Probation, IT Department				Total One-Time Savings (25 Years)	0.0

Additional 1.0 FTE Required to Account for Increasing Caseload

¹ Staff postponements were calculated over a period of 25 years, which is estimated to be the useful life of the system.

² The Regular Hours to Complete Workflow Processes for 2008 were based on the departmental time studies that were conducted in Holland and Hudsonville District Court Probation Offices (Refer to Attachment E3). The Regular Hours for 2009-2033 were projected based on the average annual percent increase in caseload (2.2%) that occurred between 2001 and 2008. It is important to note that this percent increase in caseload is subject to variability.

³ Calculation based on the Regular Hours to Complete Workflow Processes divided by the annual number of work hours (2,080) per FTE.

⁴ Due to the efficiencies that have resulted from the implementation of the ECM System, there will be postponements in hiring staff to account for increasing caseloads. The staff postponements were based on the comparison of when an additional 1.0 FTE (refer to yellow cells) would have been required to complete workflow processes pre-imaging versus when an additional 1.0 FTE will be required to complete workflow processes post-imaging.

Attachment F5

Staff Postponements (25 Years) District Court Probation (Holland)

Year ¹	Pre-Imaging		Post-Imaging		One-Time FTE Savings that Result from a Postponement in Hiring ⁴
	Regular Hours ² to Complete Workflow Processes (Annual)	FTEs ³ Required to Complete Workflow Processes	Regular Hours ² to Complete Workflow Processes (Annual)	FTEs ³ Required to Complete Workflow Processes	
2008	391	0.2	287	0.1	—
2009	400	0.2	293	0.1	0.0
2010	408	0.2	300	0.1	0.0
2011	417	0.2	306	0.1	0.0
2012	427	0.2	313	0.2	0.0
2013	436	0.2	320	0.2	0.0
2014	446	0.2	327	0.2	0.0
2015	456	0.2	334	0.2	0.0
2016	466	0.2	341	0.2	0.0
2017	476	0.2	349	0.2	0.0
2018	487	0.2	357	0.2	0.0
2019	497	0.2	365	0.2	0.0
2020	508	0.2	373	0.2	0.0
2021	519	0.2	381	0.2	0.0
2022	531	0.3	389	0.2	0.0
2023	542	0.3	398	0.2	0.0
2024	554	0.3	406	0.2	0.0
2025	567	0.3	415	0.2	0.0
2026	579	0.3	424	0.2	0.0
2027	592	0.3	434	0.2	0.0
2028	605	0.3	443	0.2	0.0
2029	618	0.3	453	0.2	0.0
2030	632	0.3	463	0.2	0.0
2031	646	0.3	473	0.2	0.0
2032	660	0.3	484	0.2	0.0
2033	674	0.3	494	0.2	0.0
Source: District Court Probation, IT Department				Total One-Time Savings (25 Years)	0.0

Additional 1.0 FTE Required to Account for Increasing Caseload

¹ Staff postponements were calculated over a period of 25 years, which is estimated to be the useful life of the system.

² The Regular Hours to Complete Workflow Processes for 2008 were based on the departmental time studies that were conducted in Holland and Hudsonville District Court Probation Offices (Refer to Attachment E4). The Regular Hours for 2009-2033 were projected based on the average annual percent increase in caseload (2.2%) that occurred between 2001 and 2008. It is important to note that this percent in caseload is subject to variability.

³ Calculation based on the Regular Hours to Complete Workflow Processes divided by the annual number of work hours (2,080) per FTE.

⁴ Due to the efficiencies that have resulted from the implementation of the ECM System, there will be postponements in hiring staff to account for increasing caseloads. The staff postponements were based on the comparison of when an additional 1.0 FTE (refer to yellow cells) would have been required to complete workflow processes pre-imaging versus when an additional 1.0 FTE will be required to complete workflow processes post-imaging.

Attachment F6

Staff Postponements (25 Years) Friend of the Court

Year ¹	Pre-Imaging		Post-Imaging		One-Time FTE Savings that Result from a Postponement in Hiring ⁴
	Regular Hours ² to Complete Workflow Processes (Annual)	FTEs ³ Required to Complete Workflow Processes	Regular Hours ² to Complete Workflow Processes (Annual)	FTEs ³ Required to Complete Workflow Processes	
2008	4,744	2.3	2,826	1.4	—
2009	4,797	2.3	2,857	1.4	0.0
2010	4,850	2.3	2,889	1.4	0.0
2011	4,904	2.4	2,920	1.4	0.0
2012	4,959	2.4	2,952	1.4	0.0
2013	5,014	2.4	2,985	1.4	0.0
2014	5,069	2.4	3,018	1.5	0.0
2015	5,125	2.5	3,051	1.5	0.0
2016	5,181	2.5	3,084	1.5	0.0
2017	5,238	2.5	3,118	1.5	0.0
2018	5,296	2.5	3,153	1.5	0.0
2019	5,354	2.6	3,187	1.5	0.0
2020	5,413	2.6	3,222	1.5	0.0
2021	5,473	2.6	3,258	1.6	0.0
2022	5,533	2.7	3,294	1.6	0.0
2023	5,594	2.7	3,330	1.6	0.0
2024	5,655	2.7	3,367	1.6	0.0
2025	5,717	2.7	3,404	1.6	0.0
2026	5,780	2.8	3,441	1.7	0.0
2027	5,844	2.8	3,479	1.7	0.0
2028	5,908	2.8	3,517	1.7	0.0
2029	5,973	2.9	3,556	1.7	0.0
2030	6,039	2.9	3,595	1.7	0.0
2031	6,105	2.9	3,635	1.7	0.0
2032	6,172	3.0	3,675	1.8	0.0
2033	6,240	3.0	3,715	1.8	0.0
Source: Friend of the Court, IT Department				Total One-Time Savings (25 Years)	0.0

Additional 1.0 FTE Required to Account for Increasing Caseload

¹ Staff postponements were calculated over a period of 25 years, which is estimated to be the useful life of the system.

² The Regular Hours to Complete Workflow Processes for 2008 were based on the departmental time study (Refer to Attachment E4). The Regular Hours for 2009-2033 were projected based on the average annual percent increase in caseload (1.1%) that occurred between 2004 and 2008. It is important to note that this percent increase in caseload is subject to variability.

³ Calculation based on the Regular Hours to Complete Workflow Processes divided by the annual number of work hours (2,080) per FTE.

⁴ Due to the efficiencies that have resulted from the implementation of the ECM System, there will be postponements in hiring staff to account for increasing caseloads. The staff postponements were based on the comparison of when an additional 1.0 FTE (refer to yellow cells) would have been required to complete workflow processes pre-imaging versus when an additional 1.0 FTE will be required to complete workflow processes post-imaging.

Attachment F7

Staff Postponements (25 Years) Probate Court

Year ¹	Pre-Imaging		Post-Imaging		One-Time FTE Savings that Result from a Postponement in Hiring ⁴
	Regular Hours ² to Complete Workflow Processes (Annual)	FTEs ³ Required to Complete Workflow Processes	Regular Hours ² to Complete Workflow Processes (Annual)	FTEs ³ Required to Complete Workflow Processes	
2008	1,872	0.9	1,406	0.7	—
2009	1,889	0.9	1,419	0.7	0.0
2010	1,906	0.9	1,431	0.7	0.0
2011	1,923	0.9	1,444	0.7	0.0
2012	1,941	0.9	1,457	0.7	0.0
2013	1,958	0.9	1,470	0.7	0.0
2014	1,976	0.9	1,484	0.7	0.0
2015	1,993	1.0	1,497	0.7	0.0
2016	2,011	1.0	1,510	0.7	0.0
2017	2,029	1.0	1,524	0.7	0.0
2018	2,048	1.0	1,538	0.7	0.0
2019	2,066	1.0	1,552	0.7	0.0
2020	2,085	1.0	1,566	0.8	0.0
2021	2,103	1.0	1,580	0.8	0.0
2022	2,122	1.0	1,594	0.8	0.0
2023	2,142	1.0	1,608	0.8	0.0
2024	2,161	1.0	1,623	0.8	0.0
2025	2,180	1.0	1,637	0.8	0.0
2026	2,200	1.1	1,652	0.8	0.0
2027	2,220	1.1	1,667	0.8	0.0
2028	2,240	1.1	1,682	0.8	0.0
2029	2,260	1.1	1,697	0.8	0.0
2030	2,280	1.1	1,712	0.8	0.0
2031	2,301	1.1	1,728	0.8	0.0
2032	2,321	1.1	1,743	0.8	0.0
2033	2,342	1.1	1,759	0.8	0.0
Source: Probate Court, IT Department				Total One-Time Savings (25 Years)	0.0

Additional 1.0 FTE Required to Account for Increasing Caseload

¹ Staff postponements were calculated over a period of 25 years, which is estimated to be the useful life of the system.

² The Regular Hours to Complete Workflow Processes for 2008 were based on the departmental time study (Refer to Attachment E5). The Regular Hours for 2009-2033 were projected based on the average annual percent increase in caseload (0.9%) that occurred between 2000 and 2008. It is important to note that this percent increase in caseload is subject to variability.

³ Calculation based on the Regular Hours to Complete Workflow Processes divided by the annual number of work hours (2,080) per FTE.

⁴ Due to the efficiencies that have resulted from the implementation of the ECM System, there will be postponements in hiring staff to account for increasing caseloads. The staff postponements were based on the comparison of when an additional 1.0 FTE (refer to yellow cells) would have been required to complete workflow processes pre-imaging versus when an additional 1.0 FTE will be required to complete workflow processes post-imaging.

Attachment G

Overtime Hours Saved County Clerk - Circuit Court Records

	Overtime Hours (Pre-Imaging) ¹	Overtime Hours (Post-Imaging) ²	Overtime Hours Saved (Annual)
Job Classification			
Records Processing Clerk I	19.00	3.50	-15.50
Case Records Processor I	155.75	46.50	-109.25
Account Clerk I	63.50	11.00	-52.50
Case Records Processor II	16.00	40.25	24.25
Case Records Specialist	274.00	14.50	-259.50
Total	528.25	115.75	-412.50

Source: Fiscal Services Department

¹ This represents the actual number of overtime hours worked by job classification in 2005.

² This represents the actual number of overtime hours worked by job classification in 2008.

Overtime Hours Saved District Court (Grand Haven)

	Overtime Hours (Pre-Imaging) ¹	Overtime Hours (Post-Imaging) ²	Overtime Hours Saved (Annual)
Job Classification			
Deputy Court Clerk I	42.75	23.50	-19.25
Deputy Court Clerk II / Assignment Clerk	27.75	8.00	-19.75
Total	70.50	31.50	-39.00

Source: Fiscal Services Department

¹ This represents the actual number of overtime hours worked by job classification in 2005.

² This represents the actual number of overtime hours worked by job classification in 2008.

Attachment H1

Amount of Material Saved Circuit Court - Trial Court

	Material Usage (Pre-Imaging)	Material Usage (Post-Imaging)	Amount of Material Saved (Annual)
Type of Material			
Copier (Number of Pages) ¹	709	0	-709
Mail (Number of Documents) ²	1,418	1,418	0
File Folders ³	0	0	0
Storage (Number of Shelving Units) ⁴	0	0	0
Printer (Number of Pages) ⁵	709	1,418	709

Source: Circuit Court - Trial Court, IT Department

¹ Based on a total of 709 annual cases that were copied pre-imaging. These data were obtained by referencing the Steps to Complete Impacted Workflow Processes attachment (Refer to Attachment C1) to determine the workflow processes in which a "copy" step occurred; then the IT Department provided the annual number of times that each workflow process occurred, as well as the average number of pages per case.

² Based on a total of 709 annual cases that were distributed by mail pre- and post-imaging. These data were obtained by referencing the Steps to Complete Impacted Workflow Processes attachment (Refer to Attachment C1) to determine the workflow processes in which a "distribute" step occurred; then the IT Department provided the annual number of times that each workflow process occurred.

³ Circuit Court - Trial Court files are maintained by the County Clerk - Circuit Court Records. As a result, file folders and storage units are not utilized.

⁴ Based on a total of 709 annual cases that were printed pre- and post-imaging. These data were obtained by referencing the Steps to Complete Impacted Workflow Processes attachment (Refer to Attachment C1) to determine the workflow processes in which a "print" step occurred; then the IT Department provided the annual number of times that each workflow process occurred, as well as the average number of pages printed per case.

Attachment H2

Amount of Material Saved County Clerk - Circuit Court Records

	Material Usage (Pre-Imaging)	Material Usage (Post-Imaging)	Amount of Material Saved (Annual)
Type of Material			
Copier (Number of Pages) ¹	4,045	115,788	111,743
Mail (Number of Documents) ²	37,339	35,086	-2,253
File Folders ³	3,923	3,923	0
Storage (Number of Shelving Units)	0	0	0 ⁴
Printer (Number of Pages) ⁵	0	154,027	154,027

Source: County Clerk - Circuit Court Records, IT Department

¹ The number of pages copied pre-imaging were to process 2,253 external requests for case information. The number of pages copied post-imaging were to distribute 35,086 updates that required distribution to an external case party; prior to imaging, attorneys submitted multiple copies of documents for the court to process. These data were obtained by referencing the Steps to Complete Impacted Workflow Processes attachment (Refer to Attachment C2) to determine the workflow processes in which a "copy" step occurred; then the IT Department provided the annual number of times that each workflow process occurred, as well as the average number of pages per case.

² Based on a total of 37,339 annual cases that were distributed by mail pre-imaging and 35,086 annual cases that were distributed by mail post-imaging. These data were obtained by referencing the Steps to Complete Impacted Workflow Processes attachment (Refer to Attachment C2) to determine the workflow processes in which a "distribute" step occurred; then the IT Department provided the annual number of times that each workflow process occurred.

³ Based on a total of 3,923 annual cases that were created pre- and post-imaging. These data were obtained by referencing the Steps to Complete Impacted Workflow Processes attachment (Refer to Attachment C2) to determine the workflow processes in which a "create file" step occurred; then the County Clerk provided the annual number of files created.

⁴ The annual savings for storage units was not calculated since the County Clerk - Circuit Court Records is required to maintain paper case files and, as a result, continues to utilize these materials.

⁵ The number of pages printed post-imaging were to process 36,675 annual cases. These data were obtained by referencing the Steps to Complete Impacted Workflow Processes attachment (Refer to Attachment C2) to determine the workflow processes in which a "print" step occurred; then the IT Department provided the annual number of times that each workflow process occurred, as well as the average number of pages printed per case.

Attachment H3

Amount of Materials Saved County Clerk - Family Division Records

	Material Usage (Pre-Imaging)	Material Usage (Post-Imaging)	Amount of Material Saved (Annual)
Type of Material			
Copier (Number of Pages) ¹	9,527	0	-9,527
Mail (Number of Documents) ²	1,668	1,512	-156
File Folders ³	1,714	1,714	0
Storage (Number of Shelving Units)	0	0	0 ⁴
Printer (Number of Pages) ⁵	0	17,086	17,086

Source: County Clerk - Family Division Records, IT Department

¹ Based on a total of 2,357 annual cases that were copied pre-imaging. These data were obtained by referencing the Steps to Complete Impacted Workflow Processes attachment (Refer to Attachment C3) to determine the workflow processes in which a "copy" step occurred; then the IT Department provided the annual number of times that each workflow process occurred, as well as the average number of pages per case.

² Based on a total of 1,668 annual cases that were distributed by mail pre-imaging and 1,512 annual cases that were distributed by mail post-imaging. These data were obtained by referencing the Steps to Complete Impacted Workflow Processes (Refer to Attachment C3) to determine the workflow processes in which a "distribute" step occurred; then the IT Department provided the annual number of times that each workflow process occurred.

³ Based on a total of 1,714 annual cases that were created pre- and post-imaging. These data were obtained by referencing the Steps to Complete Impacted Workflow Processes attachment (Refer to Attachment C3) to determine the workflow processes in which a "create file" step occurred; then the County Clerk provided the annual number of files created.

⁴ The annual savings for storage units was not calculated since the County Clerk - Family Division Records is required to maintain paper case files and, as a result, continues to utilize these materials.

⁵ Based on a total of 6,612 annual cases that were printed post-imaging. These data were obtained by referencing the Steps to Complete Impacted Workflow Processes attachment (Refer to Attachment C3) to determine the workflow processes in which a "print" step occurred; then the IT Department provided the annual number of times that each workflow process occurred, as well as the average number of pages printed per case.

Attachment H4

Amount of Material Saved District Court (Grand Haven)

	Material Usage (Pre-Imaging)	Material Usage (Post-Imaging)	Amount of Material Saved ¹ (Annual)
Type of Material			
Copier (Number of Pages) ²	13,191	0	-13,191
Mail (Number of Documents) ³	24,388	22,931	-1,457
File Folders ⁴	5,531	5,531	0
Storage (Number of Shelving Units)	0	0	0 ⁵
Printer (Number of Pages) ⁶	0	111,040	111,040

Source: District Court, IT Department

¹ The Amount of Material Saved that was calculated for District Court (Grand Haven) was doubled in order to project the material savings for District Court (Holland) since District Court administrators indicated that the caseload in Holland is approximately twice as much as Grand Haven.

² Based on a total of 392 annual cases that were copied pre-imaging. These data were obtained by referencing the Steps to Complete Impacted Workflow Processes attachment (Refer to Attachment C4) to determine the workflow processes in which a "copy" step occurred; then the IT Department provided the annual number of times that each workflow process occurred, as well as the average number of pages per case.

³ Based on a total of 24,388 annual cases that were distributed by mail pre-imaging and 22,931 annual cases that were distributed by mail post-imaging. These data were obtained by referencing the Steps to Complete Impacted Workflow Processes attachment (Refer to Attachment C4) to determine the workflow processes in which a "distribute" step occurred; then the IT Department provided the annual number of times that each workflow process occurred.

⁴ Based on a total of 5,531 annual cases that were created pre- and post-imaging. These data were obtained by referencing the Steps to Complete Impacted Workflow Processes attachment (Refer to Attachment C4) to determine the workflow processes in which a "create file" step occurred; then the IT Department provided the annual number of files created.

⁵ The annual savings for storage units was not calculated since District Court is required to maintain paper case files and, as a result, continues to utilize these materials.

⁶ Based on a total of 24,368 annual cases that were printed post-imaging. These data were obtained by referencing the Steps to Complete Impacted Workflow Processes attachment (Refer to Attachment C4) to determine the workflow processes in which a "print" step occurred; then the IT Department provided the annual number of times that each workflow process occurred, as well as the average number of pages printed per case.

Attachment H5

Amount of Material Saved District Court Probation (Grand Haven)

	Material Usage (Pre-Imaging)	Material Usage (Post-Imaging)	Amount of Material Saved (Annual)
Type of Material			
Copier (Number of Pages) ¹	1,789	0	-1,789
Mail (Number of Documents)	0	0	0 ²
File Folders ³	518	0	-518
Storage (Number of Shelving Units)	0	0	0 ⁴
Printer (Number of Pages) ⁵	6,159	5,127	-1,032

Source: District Court Probation, IT Department

¹ Based on a total of 934 annual cases that were copied pre-imaging. These data were obtained by referencing the Steps to Complete Impacted Workflow Processes attachment (Refer to Attachment C5) to determine the workflow processes in which a "copy" step occurred; then the IT Department provided the annual number of times that each workflow process occurred, as well as the average number of pages per case.

² The annual savings for mailing documents was not calculated since District Court Probation continues to mail the same number of documents.

³ Based on a total of 518 annual cases that were created pre-imaging.

⁴ The annual savings for storage units was not calculated since, pre-imaging, District Court Probation shredded paper case files when storage capacity was reached in lieu of purchasing additional shelving units or paying to store files off-site.

⁵ Based on a total of 1,115 annual cases that were printed pre- and post-imaging. Of these annual cases, 258 required a substance abuse assessment (i.e. SALCE) to be printed pre-imaging in order to maintain a hard-copy probation file. However, since hard-copy files are no longer maintained, these assessments are not printed post-imaging.

Attachment H6

Amount of Material Saved District Court Probation (Holland)

	Material Usage (Pre-Imaging)	Material Usage (Post-Imaging)	Amount of Material Saved (Annual)
Type of Material			
Copier (Number of Pages) ¹	5,412	0	-5,412
Mail (Number of Documents)	0	0	0 ²
File Folders ³	1,323	0	-1,323
Storage (Number of Shelving Units)	0	0	0 ⁴
Printer (Number of Pages) ⁵	15,999	14,143	-1,856

Source: District Court Probation, IT Department

¹ Based on a total of 2,982 annual cases that were copied pre-imaging. These data were obtained by referencing the Steps to Complete Impacted Workflow Processes attachment (Refer to Attachment C5) to determine the workflow processes in which a "copy" step occurred; then the IT Department provided the annual number of times that each workflow process occurred, as well as the average number of pages per case.

² The annual savings for mailing documents was not calculated since District Court Probation continues to mail the same number of documents.

³ Based on a total of 1,323 annual cases that were created pre-imaging.

⁴ The annual savings for storage units was not calculated since, pre-imaging, District Court Probation shredded paper case files when storage capacity was reached in lieu of purchasing additional shelving units or paying to store files off-site.

⁵ Based on a total of 3,198 annual cases that were printed pre- and post-imaging. Of these annual cases, 464 required a substance abuse assessment (i.e. SALCE) to be printed pre-imaging in order to maintain a hard-copy probation file. However, since hard-copy files are no longer maintained, these assessments are not printed post-imaging.

Attachment H7

Amount of Material Saved Friend of the Court

Type of Material	Material Usage (Pre-Imaging)	Material Usage (Post-Imaging)	Amount of Material Saved (Annual)
Copier (Number of Pages) ¹	48,690	0	-48,690
Mail (Number of Documents)	0	0	0 ²
File Folders ³	1,094	0	-1,094
Storage (Number of Shelving Units) ⁴	0.8	0	-0.8
Printer (Number of Pages) ⁵	16,230	32,460	16,230

Source: Friend of the Court, IT Department

¹ Based on a total of 8,659 annual cases that were copied pre-imaging. These data were obtained by referencing the Steps to Complete Impacted Workflow Processes attachment (Refer to Attachment C6) to determine the workflow processes in which a "copy" step occurred; then the IT Department provided the annual number of times that each workflow process occurred, as well as the average number of pages per case.

² The annual savings for mailing documents was not calculated since Friend of the Court continues to mail the same number of documents.

³ Based on a total of 1,094 annual cases that were created pre-imaging.

⁴ Refer to Inset Table for calculation.

⁵ Based on a total of 8,659 annual cases that were printed pre- and post-imaging. These data were obtained by referencing the Steps to Complete Impacted Workflow Processes attachment (Refer to Attachment C6) to determine the workflow processes in which a "print" step occurred; then the IT Department provided the annual number of times that each workflow process occurred, as well as the average number of pages per case.

Inset Table

Year	Storage Unit Capacity (Number of Files) at Start of Year ⁶	Actual/Projected Number of Active Cases (Start of Year) ⁷	Additional Cases (Year End) ⁸	Available Year End Storage Unit Capacity (Number of Files) ⁹	Additional Storage Units Required (Number of Units) ¹⁰
2004	-	-	1,003	-	-
2005	-	-	416	-	-
2006	-	-	134	-	-
2007	-	-	580	-	-
2008	-	-	595	-	-
2009	12,000	10,631	545	824	0
2010	12,000	11,176	545	279	0
2011	12,000	11,721	545	-266	1
2012	12,400	12,266	545	-411	2
2013	13,200	12,811	545	-156	1
Additional Shelving Units Required (through 2013)					4
Annual Average					0.8

⁶ At the start of 2009, the shelving units in the Friend of the Court Office could hold approximately 12,000 files.

⁷ The number of active cases (10,631) at the start of 2009 is actual; the number of active cases at the start of 2010-2013 is projected based on the average number (545) of Additional Cases (Year End) from 2004-2008.

⁸ The number of Additional Cases (Year End) from 2004-2008 are actual; the number of Additional Cases (Year End) from 2009-2013 are projected based on the average number of Additional Cases (Year End) from 2004-2008.

⁹ Calculation based on the Storage Unit Capacity (Number of Files) at Start of Year less Actual/Projected Number of Active Cases (Start of Year) less the number of Additional Cases (Year End).

¹⁰ Each additional storage unit holds approximately 400 files.

Attachment H8

Amount of Material Saved Probate Court

	Material Usage (Pre-Imaging)	Material Usage (Post-Imaging)	Amount of Material Saved (Annual)
Type of Material			
Copier (Number of Pages) ¹	13,475	0	-13,475
Mail (Number of Documents) ²	7,252	6,775	-477
File Folders ³	842	842	0
Storage (Number of Shelving Units)	0	0	0 ⁴
Printer (Number of Pages) ⁵	0	13,316	13,316

Source: Probate Court, IT Department

¹ Based on a total of 7,333 annual cases that were copied pre-imaging. These data were obtained by referencing the Steps to Complete Impacted Workflow Processes attachment (Refer to Attachment C7) to determine the workflow processes in which a "copy" step occurred; then the IT Department provided the annual number of times that each workflow process occurred, as well as the average number of pages per case.

² Based on a total of 7,252 annual cases that were distributed by mail pre-imaging and 6,775 annual cases that were distributed by mail post-imaging. These data were obtained by referencing the Steps to Complete Impacted Workflow Processes attachment (Refer to Attachment C7) to determine the workflow processes in which a "distribute" step occurred; then the IT Department provided the annual number of times that each workflow process occurred.

³ Based on a total of 842 annual cases that were created pre- and post-imaging. These data were obtained by referencing the Steps to Complete Impacted Workflow Processes attachment (Refer to Attachment C7) to determine the workflow processes in which a "create file" step occurred; then Probate Court provided the annual number of files created.

⁴ The annual savings for storage units was not calculated since Probate Court is required to maintain paper case files and, as a result, continues to utilize these materials.

⁵ Based on a total of 7,252 annual cases that were printed post-imaging. These data were obtained by referencing the Steps to Complete Impacted Workflow Processes attachment (Refer to Attachment C7) to determine the workflow processes in which a "print" step occurred; then the IT Department provided the annual number of times that each workflow process occurred, as well as the average number of pages printed per case.

Attachment H9

Amount of Material Saved Prosecutor's Office

	Material Usage (Pre-Imaging)	Material Usage (Post-Imaging)	Amount of Material Saved (Annual)
Type of Material			
Copier (Number of Pages) ¹	5,132	0	-5,132
Mail (Number of Documents)	0	0	0 ²
File Folders ³	9,820	9,820	0
Storage (Number of Shelving Units)	0	0	0 ⁴
Printer (Number of Pages) ⁵	0	209,360	209,360

Source: Prosecutor's Office, IT Department

¹ Based on a total of 677 annual cases that were copied pre-imaging. These data were obtained by referencing the Steps to Complete Impacted Workflow Processes attachment (Refer to Attachment C8) to determine the workflow processes in which a "copy" step occurred; then the IT Department provided the annual number of times that each workflow process occurred, as well as the average number of pages per case.

² The annual savings for mailing documents was not calculated since the Prosecutor's Office continues to mail the same number of documents.

³ Based on a total of 9,820 annual cases that were created pre- and post-imaging. These data were obtained by referencing the Steps to Complete Impacted Workflow Processes attachment (Refer to Attachment C8) to determine the workflow processes in which a "create folder" step occurred; then the IT Department provided the annual number of times that each workflow process occurred.

⁴ The annual savings for storage units was not calculated since the Prosecutor's Office continues to maintain paper case files and, as a result, continues to utilize these materials.

⁵ Based on a total of 6,648 annual cases that were printed post-imaging. These data were obtained by referencing the Steps to Complete Impacted Workflow Processes attachment (Attachment C8) to determine the workflow processes in which a "print" step occurred; then the IT Department provided the annual number of times that each workflow process occurred, as well as the average number of pages printed per case.

Attachment H10

Amount of Material Saved Sheriff's Office

	Material Usage (Pre-Imaging)	Material Usage (Post-Imaging)	Amount of Material Saved (Annual)
Type of Material			
Copier (Number of Pages) ¹	536,503	0	-536,503
Mail (Number of Documents) ²	1,725	1,725	0
File Folders ³	18,032	18,032	0
Storage (Number of Shelving Units)	0	0	0 ⁴
Printer (Number of Pages) ⁵	0	60,653	60,653

Source: Sheriff's Office, IT Department

¹ Based on a total of 16,084 annual cases that were copied pre-imaging. These data were obtained by referencing the Steps to Complete Impacted Workflow Processes attachment (Refer to Attachment C9) to determine the workflow processes in which a "copy" step occurred; then the IT Department provided the annual number of times that each workflow process occurred, as well as the average number of pages per case.

² Based on a total of 1,725 annual cases that were distributed by mail pre- and post-imaging. These data were obtained by referencing the Steps to Complete Impacted Workflow Processes attachment (Refer to Attachment C9) to determine the workflow processes in which a "distribute" step occurred; then the IT Department provided the annual number of times that each workflow process occurred. Sheriff's Office administration staff determined the percent of annual cases that were distributed by fax, mail, or in-person delivery/pick-up.

³ Based on a total of 18,032 annual cases that were created pre- and post-imaging. These data were obtained by referencing the Steps to Complete Impacted Workflow Processes attachment (Refer to Attachment C9) to determine the workflow processes in which a "create new case" step occurred; then the Sheriff's Office provided the annual number of files created.

⁴ The annual savings for storage units was not calculated since the Sheriff's Office is required to maintain paper case files and, as a result, continues to utilize these materials.

⁵ Based on a total of 4,601 annual cases that were printed post-imaging. These data were obtained by referencing the Steps to Complete Impacted Workflow Processes attachment (Refer to Attachment C9) to determine the workflow processes in which a "print" step occurred; then the IT Department provided the annual number of times that each workflow process occurred, as well as the average number of pages printed per case.

Attachment II

Computer Equipment Savings from Staff Reductions
County Clerk - Circuit Court Records

	Year 2 (FY 2010)	Year 3 (FY 2011)	Year 4 (FY 2012)	Year 5 (FY 2013)	Year 6 (FY 2014)
Annual Savings from Staff Reductions (FTE)¹	(1.5)	(1.5)	(1.5)	(1.5)	(1.5)
Lotus Notes License²					
Number of Licenses Saved ³	(2)	(2)	(2)	(2)	(2)
Computer Hardware²					
Number of Computer Hardware Saved ⁴	(2)	0	0	0	0

Source: Planning and Performance Improvement and IT Department

¹ Staff reductions of 1.5 FTE are projected to occur in the County Clerk - Circuit Court Records Office in 2010. As a result, an annual savings of 1.5 FTE will be realized each subsequent year.

² The 5-year equipment savings that are reflected in this table will be replicated every five years going forward.

³ Staff reductions equate to 1.5 FTE; however, it is assumed that the 0.5 FTE, as well as the 1.0 FTE would require a Lotus Notes License each year.

⁴ Computer hardware is replaced on a five year schedule.

Computer Equipment Savings from Staff Reductions
District Court (Grand Haven)

	Year 4 (FY 2012)	Year 5 (FY 2013)	Year 6 (FY 2014)	Year 7 (FY 2015)	Year 8 (FY 2016)
Annual Savings from Staff Reductions (FTE)¹	(1.0)	(1.0)	(1.0)	(1.0)	(1.0)
Lotus Notes License²					
Number of Licenses Saved	(1)	(1)	(1)	(1)	(1)
Computer Hardware²					
Number of Computer Hardware Saved ³	(1)	0	0	0	0

Source: Planning and Performance Improvement and IT Department

¹ Staff reductions of 1.0 FTE are projected to occur in Grand Haven District Court in 2012. As a result, an annual savings of 1.0 FTE will be realized each subsequent year.

² The 5-year equipment savings that are reflected in this table will be replicated every five years going forward.

³ Computer hardware is replaced on a five year schedule.

Attachment I2

Computer Equipment Savings from Staff Reductions
District Court (Holland)

	Year 4 (FY 2012)	Year 5 (FY 2013)	Year 6 (FY 2014)	Year 7 (FY 2015)	Year 8 (FY 2016)
Annual Savings from Staff Reductions (FTE)¹	(0.7)	(0.7)	(0.7)	(0.7)	(0.7)
Lotus Notes License²					
Number of Licenses Saved ³	(1)	(1)	(1)	(1)	(1)
Computer Hardware²					
Number of Computer Hardware Saved ⁴	(1)	0	0	0	0

Source: Planning and Performance Improvement and IT Department

¹ Staff reductions of 0.7 FTE are projected to occur in Holland District Court in 2012. As a result, an annual savings of 0.7 FTE will be realized each subsequent year.

² The 5-year equipment savings that are reflected in this table will be replicated every five years going forward.

³ Staff reductions equate to 0.7 FTE; however, it is assumed that the 0.7 FTE would require a Lotus Notes License each year.

⁴ Computer hardware is replaced on a five year schedule.

Computer Equipment Savings from Staff Reductions
Friend of the Court

	Year 3 (FY 2011)	Year 4 (FY 2012)	Year 5 (FY 2013)	Year 6 (FY 2014)	Year 7 (FY 2015)
Annual Savings from Staff Reductions (FTE)¹	(1.0)	(1.0)	(1.0)	(1.0)	(1.0)
Lotus Notes License²					
Number of Licenses Saved	(1)	(1)	(1)	(1)	(1)
Computer Hardware²					
Number of Computer Hardware Saved ³	(1)	0	0	0	0

Source: Planning and Performance Improvement and IT Department

¹ Staff reductions of 1.0 FTE are projected to occur in Friend of the Court in 2011. As a result, an annual savings of 1.0 FTE will be realized each subsequent year.

² The 5-year equipment savings that are reflected in this table will be replicated every five years going forward.

³ Computer hardware is replaced on a five year schedule.

Attachment I3

Computer Equipment Savings from Staff Reductions
Sheriff's Office

	Year 2 (FY 2010)	Year 3 (FY 2011)	Year 4 (FY 2012)	Year 5 (FY 2013)	Year 6 (FY 2014)
Annual Savings from Staff Reductions (FTE)¹	(1.0)	(1.0)	(1.0)	(1.0)	(1.0)
Lotus Notes License²					
Number of Licenses Saved ³	(2)	(2)	(2)	(2)	(2)
Computer Hardware²					
Number of Computer Hardware Saved ⁴	(2)	0	0	0	0

Source: Planning and Performance Improvement and IT Department

¹ Staff reductions of two 0.5 FTE occurred in the Sheriff's Office in 2010. As a result, an annual savings of two 0.5 FTE will be realized each subsequent year.

² The 5-year equipment savings that are reflected in this table will be replicated every five years going forward.

³ Staff reductions include two 0.5 FTE positions; however, it is assumed that each 0.5 FTE would require a Lotus Notes License each year.

⁴ Computer hardware is replaced on a five year schedule.

Attachment J

Computer Equipment Savings from Staff Postponements County Clerk - Circuit Court Records

Year	One-Time FTE Savings that Result from a Postponement in Hiring ¹	Number of Lotus Notes Licenses Saved	Number of Computer Hardware Saved ²
2008	—	—	—
2009	0.0	0.0	0.0
2010	0.0	0.0	0.0
2011	0.0	0.0	0.0
2012	0.0	0.0	0.0
2013	0.0	0.0	0.0
2014	0.0	0.0	0.0
2015	0.0	0.0	0.0
2016	(1.0)	(1.0)	0.0
2017	0.0	0.0	0.0
2018	0.0	0.0	0.0
2019	0.0	0.0	0.0
2020	0.0	0.0	0.0
2021	0.0	0.0	0.0
2022	0.0	0.0	0.0
2023	(1.0)	(1.0)	0.0
2024	(1.0)	(1.0)	0.0
2025	0.0	0.0	0.0
2026	0.0	0.0	0.0
2027	0.0	0.0	0.0
2028	0.0	0.0	0.0
2029	(1.0)	(1.0)	0.0
2030	(1.0)	(1.0)	0.0
2031	(1.0)	(1.0)	0.0
2032	0.0	0.0	0.0
2033	0.0	0.0	0.0

Source: Planning and Performance Improvement and IT Department

¹ These one-time FTE savings were calculated in Attachment F1.

² An equipment savings from the purchase of new hardware will not be realized as a result of staff postponements. This is due to the fact that these are merely staff postponements (i.e. the equipment will still need to be purchased, just at a later date).

Attachment K

Staff Reductions

	Potential Reduction in FTEs	Recommended Position Reduction
Circuit Court - Trial Court	—	—
County Clerk - Circuit Court Records	1.5 FTE ¹	Case Records Processor I
County Clerk - Family Division Records	—	—
District Court (Grand Haven)	1.0 FTE	Deputy Court Clerk I
District Court (Holland)	0.7 FTE	Deputy Court Clerk I
District Court (Hudsonville)	—	—
District Court Probation (Grand Haven)	—	—
District Court Probation (Holland)	—	—
District Court Probation (Hudsonville)	—	—
Friend of the Court	1.0 FTE	Judicial Clerk I
Probate Court	—	—
Prosecutor's Office	—	—
Sheriff's Office	1.0 FTE ²	Records Processing Clerk I

Source: IT Department, Fiscal Services Department

¹ This is not an actual reduction in current staff. This savings is the result of that office no longer requiring additional staff.

² The Sheriff's Office has eliminated two 0.5 FTE positions as a result of the time savings from the ECM system.

Attachment L1

Overtime Cost-Savings (2009) County Clerk - Circuit Court Records

	Overtime Cost (Pre-Imaging)	Overtime Cost (Post-Imaging)	Overtime Cost-Savings
Records Processing Clerk I			
Number of Overtime Hours (Annually) ¹	19.00	3.50	-
Overtime Cost (\$19.6792/hr) ²	\$373.91	\$68.88	(\$305.03)
Case Records Processor I			
Number of Overtime Hours (Annually) ¹	155.75	46.50	-
Overtime Cost (\$22.9609/hr) ²	\$3,576.16	\$1,067.68	(\$2,508.48)
Account Clerk I			
Number of Overtime Hours (Annually) ¹	63.50	11.00	-
Overtime Cost (\$23.5129/hr) ²	\$1,493.07	\$258.64	(\$1,234.43)
Case Records Processor II			
Number of Overtime Hours (Annually) ¹	16.00	40.25	-
Overtime Cost (\$25.9825/hr) ²	\$415.72	\$1,045.80	\$630.08
Case Records Specialist			
Number of Overtime Hours (Annually) ¹	274.00	14.50	-
Overtime Cost (\$27.9133/hr) ²	\$7,648.25	\$404.74	(\$7,243.51)
Total	\$13,507.11	\$2,845.74	(\$10,661.37)

Source: Fiscal Services Department

¹ This represents the actual number of overtime hours worked by job classification in 2005 (pre-imaging) and 2008 (post-imaging).

² Calculation based on the Number of Overtime Hours (Annually) multiplied by the hourly overtime 2009 Step C salary and fringe benefit rate for each job classification. For each subsequent year, the hourly overtime rate was adjusted to reflect an annual 2% increase in salaries, 10% increase in medical benefits, and 5% increase in dental and vision benefits.

Attachment L2

**Overtime Cost-Savings (2009)
District Court (Grand Haven)**

	Overtime Cost (Pre-Imaging)	Overtime Cost (Post-Imaging)	Overtime Cost-Savings
Deputy Court Clerk I			
Number of Overtime Hours (Annually) ¹	42.75	23.50	-
Overtime Cost (\$22.3931/hr) ²	\$957.31	\$526.24	(\$431.07)
Deputy Court Clerk II / Assignment Clerk			
Number of Overtime Hours (Annually) ¹	27.75	8.00	-
Overtime Cost (\$25.4571/hr) ²	\$706.44	\$203.66	(\$502.78)
Total	\$1,663.75	\$729.90	(\$933.85)

Source: Fiscal Services Department

¹ This represents the actual number of overtime hours worked by job classification in 2005 (pre-imaging) and 2008 (post-imaging).

² Calculation based on the Number of Overtime Hours (Annually) multiplied by the hourly overtime 2009 Step C salary and fringe benefit rate for each job classification. For each subsequent year, the hourly overtime rate was adjusted to reflect an annual 2% increase in salaries, 10% increase in medical benefits, and 5% increase in dental and vision benefits.

Attachment M1

Material Cost-Savings (2009) Circuit Court - Trial Court

	Material Cost (Pre-Imaging)	Material Cost (Post-Imaging)	Material Cost-Savings
Copying Cost (Paper and Toner)¹			
Number of Pages Copied (Annually) ²	709	0	-
Annual Cost to Copy Documents	\$26.94	\$0.00	(\$26.94)
Mailing Cost (Envelope and Postage)³			
Number of Documents Mailed (Annually) ⁴	1,418	1,418	-
Annual Cost to Mail Documents	\$638.10	\$638.10	\$0.00
File Folder Cost (Folder and Case Number Label)			
Number of File Folders Utilized (Annually)	0	0	-
Annual Cost of File Folders	\$0.00	\$0.00	\$0.00⁵
On-Site Storage Cost			
Annual Cost of On-Site Storage	\$0.00	\$0.00	\$0.00⁵
Off-Site Storage Cost			
Annual Cost of Off-Site Storage	\$0.00	\$0.00	\$0.00⁵
Printing Cost (Paper and Toner)⁶			
Number of Pages Printed (Annually) ⁷	709	1,418	-
Annual Cost to Print Documents	\$56.72	\$113.44	\$56.72
Total	\$721.76	\$751.54	\$29.78

Source: Circuit Court - Trial Court, IT Department, Fiscal Services Department

¹ The average cost to copy a one page document is \$0.038; this cost includes paper and copy machine toner.

² Based on a total of 709 annual cases that were copied pre-imaging. These data were obtained by referencing the Steps to Complete Impacted Workflow Processes attachment (Refer to Attachment C1) to determine the workflow processes in which a "copy" step occurred; then the IT Department provided the annual number of times that each workflow process occurred, as well as the average number of pages per case.

³ The average cost to mail a document is \$0.45; this cost includes an envelope (\$0.03) and postage for a 1 ounce piece of mail (\$0.42).

⁴ Based on a total of 709 annual cases that were distributed by mail pre- and post-imaging. These data were obtained by referencing the Steps to Complete Impacted Workflow Processes attachment (Refer to Attachment C1) to determine the workflow processes in which a "distribute" step occurred; then the IT Department provided the annual number of times that each workflow process occurred.

⁵ Circuit Court - Trial Court files are maintained by the County Clerk - Circuit Court Records. As a result, the annual savings for file folders, on-site storage, and off-site storage was not calculated.

⁶ The average cost to print a one page document is \$0.08; this cost includes paper and printer toner.

⁷ Based on a total of 709 annual cases that were printed pre- and post-imaging. These data were obtained by referencing the Steps to Complete Impacted Workflow Processes attachment (Refer to Attachment C1) to determine the workflow processes in which a "print" step occurred; then the IT Department provided the annual number of times that each workflow process occurred, as well as the average number of pages printed per case.

Attachment M2

Material Cost-Savings (2009) County Clerk - Circuit Court Records

	Material Cost (Pre-Imaging)	Material Cost (Post-Imaging)	Material Cost-Savings
Copying Cost (Paper and Toner)¹			
Number of Pages Copied (Annually) ²	4,045	115,788	-
Annual Cost to Copy Documents	\$153.71	\$4,399.94	\$4,246.23
Mailing Cost (Envelope and Postage)³			
Number of Documents Mailed (Annually) ⁴	37,339	35,086	-
Annual Cost to Mail Documents	\$16,802.55	\$15,788.70	(\$1,013.85)
File Folder Cost (Folder and Case Number Label)⁵			
Number of File Folders Utilized (Annually) ⁶	3,923	3,923	-
Annual Cost of File Folders	\$6,747.56	\$6,747.56	\$0.00
On-Site Storage Cost			
Annual Cost of On-Site Storage	\$0.00	\$0.00	\$0.00⁷
Off-Site Storage Cost			
Annual Cost of Off-Site Storage	\$0.00	\$0.00	\$0.00⁸
Printing Cost (Paper and Toner)⁹			
Number of Pages Printed (Annually) ¹⁰	0	154,027	-
Annual Cost to Print Documents	\$0.00	\$12,322.16	\$12,322.16
Total	\$23,703.82	\$39,258.36	\$15,554.54

Source: County Clerk - Circuit Court Records, IT Department, Fiscal Services Department

¹ The average cost to copy a one page document is \$0.038; this cost includes paper and copy machine toner.

² The number of pages copied pre-imaging were to process 2,253 external requests for case information. The number of pages copied post-imaging were to distribute 35,086 updates that required distribution to an external case party; prior to imaging, attorneys submitted multiple copies of documents for the court to process. These data were obtained by referencing the Steps to Complete Impacted Workflow Processes attachment (Refer to Attachment C2) to determine the workflow processes in which a "copy" step occurred; then the IT Department provided the annual number of times that each workflow process occurred, as well as the average number of pages per case.

³ The average cost to mail a document is \$0.45; this cost includes an envelope (\$0.03) and postage for a 1 ounce piece of mail (\$0.42).

⁴ Based on a total of 37,339 annual cases that were distributed by mail pre-imaging and 35,086 annual cases that were distributed by mail post-imaging. These data were obtained by referencing the Steps to Complete Impacted Workflow Processes attachment (Refer to Attachment C2) to determine the workflow processes in which a "distribute" step occurred; then the IT Department provided the annual number of times that each workflow process occurred.

⁵ The average cost of a County Clerk - Circuit Court Records file folder is \$1.72; this cost includes the file folder (\$1.36) and the case number label (\$0.36).

⁶ Based on a total of 3,923 annual cases that were created pre- and post-imaging. These data were obtained by referencing the Steps to Complete Impacted Workflow Processes attachment (Refer to Attachment C2) to determine the workflow processes in which a "create file" step occurred; then the County Clerk provided the annual number of files created.

⁷ The annual savings for on-site storage was not calculated since the County Clerk - Circuit Court Records is required to maintain paper case files and, as a result, continues to utilize on-site storage.

⁸ The annual savings for off-site storage was not calculated since the County Clerk - Circuit Court Records is required to maintain paper case files and, as a result, continues to utilize off-site storage. It is important to note that the annual cost of off-site storage is expected to increase with the move to the new courthouse since it will have less storage capacity than the current building. However, since this cost increase is not the result of the ECM System, it has not been included in this analysis.

⁹ The average cost to print a one page document is \$0.08; this cost includes paper and printer toner.

¹⁰ The number of pages printed post-imaging were to process 36,675 annual cases. These data were obtained by referencing the Steps to Complete Impacted Workflow Processes attachment (Refer to Attachment C2) to determine the workflow processes in which a "print" step occurred; then the IT Department provided the annual number of times that each workflow process occurred, as well as the average number of pages printed per case.

Attachment M3

Material Cost-Savings (2009) County Clerk - Family Division Records

	Material Cost (Pre-Imaging)	Material Cost (Post-Imaging)	Material Cost-Savings
Copying Cost (Paper and Toner)¹			
Number of Pages Copied (Annually) ²	9,527	0	-
Annual Cost to Copy Documents	\$362.03	\$0.00	(\$362.03)
Mailing Cost (Envelope and Postage)³			
Number of Documents Mailed (Annually) ⁴	1,668	1,512	-
Annual Cost to Mail Documents	\$750.60	\$680.40	(\$70.20)
File Folder Cost (Folder and Case Number Label)⁵			
Number of File Folders Utilized (Annually) ⁶	1,714	1,714	-
Annual Cost of File Folders	\$2,948.08	\$2,948.08	\$0.00
On-Site Storage Cost			
Annual Cost of On-Site Storage	\$0.00	\$0.00	\$0.00⁷
Off-Site Storage Cost			
Annual Cost of Off-Site Storage	\$0.00	\$0.00	\$0.00⁸
Printing Cost (Paper and Toner)⁹			
Number of Pages Printed (Annually) ¹⁰	0	17,086	-
Annual Cost to Print Documents	\$0.00	\$1,366.88	\$1,366.88
Total	\$4,060.71	\$4,995.36	\$934.65

Source: County Clerk - Family Division Records, IT Department, Fiscal Services Department

¹ The average cost to copy a one page document is \$0.038; this cost includes paper and copy machine toner.

² Based on a total of 2,357 annual cases that were copied pre-imaging. These data were obtained by referencing the Steps to Complete Impacted Workflow Processes attachment (Refer to Attachment C3) to determine the workflow processes in which a "copy" step occurred; then the IT Department provided the annual number of times that each workflow process occurred, as well as the average number of pages per case.

³ The average cost to mail a document is \$0.45; this cost includes an envelope (\$0.03) and postage for a 1 ounce piece of mail (\$0.42).

⁴ Based on a total of 1,668 annual cases that were distributed by mail pre-imaging and 1,512 annual cases that were distributed by mail post-imaging. These data were obtained by referencing the Steps to Complete Impacted Workflow Processes attachment (Refer to Attachment C3) to determine the workflow processes in which a "distribute" step occurred; then the IT Department provided the annual number of times that each workflow process occurred.

⁵ The average cost of a County Clerk - Family Division Records file folder is \$1.72; this cost includes the file folder (\$1.36) and the case number label (\$0.36).

⁶ Based on a total of 1,714 annual cases that were created pre- and post-imaging. These data were obtained by referencing the Steps to Complete Impacted Workflow Processes attachment (Refer to Attachment C3) to determine the workflow processes in which a "create file" step occurred; then the County Clerk provided the annual number of files created.

⁷ The annual savings for on-site storage was not calculated since the County Clerk - Family Division Records is required to maintain paper case files and, as a result, continues to utilize on-site storage.

⁸ The annual savings for off-site storage was not calculated since the County Clerk - Family Division Records is required to maintain paper case files and, as a result, continues to utilize off-site storage.

⁹ The average cost to print a one page document is \$0.08; this cost includes paper and printer toner.

¹⁰ Based on a total of 6,612 annual cases that were printed post-imaging. These data were obtained by referencing the Steps to Complete Impacted Workflow Processes attachment (Refer to Attachment C3) to determine the workflow processes in which a "print" step occurred; then the IT Department provided the annual number of times that each workflow process occurred, as well as the average number of pages printed per case.

Attachment M4

Material Cost-Savings (2009) District Court (Grand Haven)

	Material Cost (Pre-Imaging)	Material Cost (Post-Imaging)	Material Cost-Savings ¹
Copying Cost (Paper and Toner)²			
Number of Pages Copied (Annually) ³	13,191	0	-
Annual Cost to Copy Documents	\$501.26	\$0.00	(\$501.26)
Mailing Cost (Envelope and Postage)⁴			
Number of Documents Mailed (Annually) ⁵	24,388	22,931	-
Annual Cost to Mail Documents	\$10,974.60	\$10,318.95	(\$655.65)
File Folder Cost (Folder and Case Number Label)⁶			
Number of File Folders Utilized (Annually) ⁷	5,531	5,531	-
Annual Cost of File Folders	\$9,513.32	\$9,513.32	\$0.00
On-Site Storage Cost			
Annual Cost of On-Site Storage	\$0.00	\$0.00	\$0.00 ⁸
Off-Site Storage Cost			
Annual Cost of Off-Site Storage	\$0.00	\$0.00	\$0.00 ⁹
Printing Cost (Paper and Toner)¹⁰			
Number of Pages Printed (Annually) ¹¹	0	111,040	-
Annual Cost to Print Documents	\$0.00	\$8,883.20	\$8,883.20
Total	\$20,989.18	\$28,715.47	\$7,726.29

Source: District Court, IT Department, Fiscal Services Department

¹ The Material Cost-Savings calculated for District Court (Grand Haven) was doubled to project the annual material savings for Holland District Court since District Court administrators indicated that the caseload in Holland is approximately twice as much as Grand Haven.

² The average cost to copy a one page document is \$0.038; this cost includes paper and copy machine toner.

³ Based on a total of 392 annual cases that were copied pre-imaging. These data were obtained by referencing the Steps to Complete Impacted Workflow Processes attachment (Refer to Attachment C4) to determine the workflow processes in which a "copy" step occurred; then the IT Department provided the annual number of times that each workflow process occurred, as well as the average number of pages per case.

⁴ The average cost to mail a document is \$0.45; this cost includes an envelope (\$0.03) and postage for a 1 ounce piece of mail (\$0.42).

⁵ Based on a total of 24,388 annual cases that were distributed by mail pre-imaging and 22,931 annual cases that were distributed by mail post-imaging. These data were obtained by referencing the Steps to Complete Impacted Workflow Processes attachment (Refer to Attachment C4) to determine the workflow processes in which a "distribute" step occurred; then the IT Department provided the annual number of times that each workflow process occurred.

⁶ The average cost of a District Court file folder is \$1.72; this cost includes the file folder (\$1.36) and the case number label (\$0.36).

⁷ Based on a total of 5,531 annual cases that were created pre- and post-imaging. These data were obtained by referencing the Steps to Complete Impacted Workflow Processes attachment (Refer to Attachment C4) to determine the workflow processes in which a "create file" step occurred; then the IT Department provided the annual number of files created.

⁸ The annual savings for on-site storage was not calculated since District Court (Grand Haven) is required to maintain paper case files and, as a result, continues to utilize on-site storage.

⁹ The annual savings for off-site storage was not calculated since District Court (Grand Haven) does not utilize off-site storage for closed case files.

¹⁰ The average cost to print a one page document is \$0.08; this cost includes paper and printer toner.

¹¹ Based on a total of 24,368 annual cases that were printed post-imaging. These data were obtained by referencing the Steps to Complete Impacted Workflow Processes attachment (Refer to Attachment C4) to determine the workflow processes in which a "print" step occurred; then the IT Department provided the annual number of times that each workflow process occurred, as well as the average number of pages printed per case.

Attachment M5

Material Cost-Savings (2009) District Court Probation (Grand Haven)

	Material Cost (Pre-Imaging)	Material Cost (Post-Imaging)	Material Cost-Savings
Copying Cost (Paper and Toner)¹			
Number of Pages Copied (Annually) ²	1,789	0	-
Annual Cost to Copy Documents	\$67.98	\$0.00	(\$67.98)
Mailing Cost (Envelope and Postage)			
Number of Documents Mailed (Annually)	0	0	-
Annual Cost to Mail Documents	\$0.00	\$0.00	\$0.00³
File Folder Cost (Folder and Case Number Label)⁴			
Number of File Folders Utilized (Annually) ⁵	518	0	-
Annual Cost of File Folders	\$207.20	\$0.00	(\$207.20)
On-Site Storage Cost			
Annual Cost of On-Site Storage	\$0.00	\$0.00	\$0.00⁶
Off-Site Storage Cost			
Annual Cost of Off-Site Storage	\$0.00	\$0.00	\$0.00⁷
Printing Cost (Paper and Toner)⁸			
Number of Pages Printed (Annually) ⁹	6,159	5,127	-
Annual Cost to Print Documents	\$492.72	\$410.16	(\$82.56)
Total	\$767.90	\$410.16	(\$357.74)

Source: District Court Probation, IT Department, Fiscal Services Department

¹ The average cost to copy a one page document is \$0.038; this cost includes paper and copy machine toner.

² Based on a total of 934 annual cases that were copied pre-imaging. These data were obtained by referencing the Steps to Complete Impacted Workflow Processes attachment (Refer to Attachment C5) to determine the workflow processes in which a "copy" step occurred; then the IT Department provided the annual number of times that each workflow process occurred, as well as the average number of pages per case.

³ The annual savings for mailing documents was not calculated since District Court Probation (Grand Haven) continues to mail the same number of documents.

⁴ The average cost of a District Court Probation file folder is \$0.40.

⁵ Based on a total of 518 annual cases that were created pre-imaging.

⁶ The annual savings for on-site storage was not calculated since, pre-imaging, District Court Probation (Grand Haven) shredded paper case files when the on-site storage capacity was reached in lieu of purchasing additional shelving units.

⁷ The annual savings for off-site storage was not calculated since District Court Probation (Grand Haven) does not utilize off-site storage for closed case files.

⁸ The average cost to print a one page document is \$0.08; this cost includes paper and printer toner.

⁹ Based on a total of 1,115 annual cases that were printed pre- and post-imaging. Of these annual cases, 258 required a substance abuse assessment (i.e. SALCE) to be printed pre-imaging in order to maintain a hard-copy probation file. However, since hard-copy files are no longer maintained, these assessments are not printed post-imaging.

Attachment M6

Material Cost-Savings (2009) District Court Probation (Holland)

	Material Cost (Pre-Imaging)	Material Cost (Post-Imaging)	Material Cost-Savings
Copying Cost (Paper and Toner)¹			
Number of Pages Copied (Annually) ²	5,412	0	–
Annual Cost to Copy Documents	\$205.66	\$0.00	(\$205.66)
Mailing Cost (Envelope and Postage)			
Number of Documents Mailed (Annually)	0	0	–
Annual Cost to Mail Documents	\$0.00	\$0.00	\$0.00 ³
File Folder Cost (Folder and Case Number Label)⁴			
Number of File Folders Utilized (Annually) ⁵	1,323	0	–
Annual Cost of File Folders	\$529.20	\$0.00	(\$529.20)
On-Site Storage Cost			
Annual Cost of On-Site Storage	\$0.00	\$0.00	\$0.00 ⁶
Off-Site Storage Cost			
Annual Cost of Off-Site Storage	\$0.00	\$0.00	\$0.00 ⁷
Printing Cost (Paper and Toner)⁸			
Number of Pages Printed (Annually) ⁹	15,999	14,143	–
Annual Cost to Print Documents	\$1,279.92	\$1,131.44	(\$148.48)
Total	\$2,014.78	\$1,131.44	(\$883.34)

Source: District Court Probation, IT Department, Fiscal Services Department

¹ The average cost to copy a one page document is \$0.038; this cost includes paper and copy machine toner.

² Based on a total of 2,982 annual cases that were copied pre-imaging. These data were obtained by referencing the Steps to Complete Impacted Workflow Processes attachment (Refer to Attachment C5) to determine the workflow processes in which a "copy" step occurred; then the IT Department provided the annual number of times that each workflow process occurred, as well as the average number of pages per case.

³ The annual savings for mailing documents was not calculated since District Court Probation (Holland) continues to mail the same number of documents.

⁴ The average cost of a District Court Probation file folder is \$0.40.

⁵ Based on a total of 1,323 annual cases that were created pre-imaging.

⁶ The annual savings for on-site storage was not calculated since, pre-imaging, District Court Probation (Holland) shredded paper case files when the on-site storage capacity was reached in lieu of purchasing additional shelving units.

⁷ The annual savings for off-site storage was not calculated since District Court Probation (Holland) does not utilize off-site storage for closed case files.

⁸ The average cost to print a one page document is \$0.08; this cost includes paper and printer toner.

⁹ Based on a total of 3,198 annual cases that were printed pre- and post-imaging. Of these annual cases, 464 required a substance abuse assessment (i.e. SALCE) to be printed pre-imaging in order to maintain a hard-copy probation file. However, since hard-copy files are no longer maintained, these assessments are not printed post-imaging.

Attachment M7

Material Cost-Savings (2009)

Friend of the Court

	Material Cost (Pre-Imaging)	Material Cost (Post-Imaging)	Material Cost-Savings
Copying Cost (Paper and Toner)¹			
Number of Pages Copied (Annually) ²	48,690	0	-
Annual Cost to Copy Documents	\$1,850.22	\$0.00	(1,850.22)
Mailing Cost (Envelope and Postage)			
Number of Documents Mailed (Annually)	0	0	-
Annual Cost to Mail Documents	\$0.00	\$0.00	\$0.00³
File Folder Cost (Folder and Case Number Label)⁴			
Number of File Folders Utilized (Annually) ⁵	1,094	0	-
Annual Cost of File Folders	\$2,308.34	\$0.00	(2,308.34)
On-Site Storage Cost			
Additional Shelving Units Required (through 2013) ⁶	4	0	-
Total Cost of Additional Shelving Units (through 2013) ⁷	\$1,600.00	\$0.00	-
Annual Cost of Additional Shelving Units ⁸	\$320.00	\$0.00	(\$320.00)
Off-Site Storage Cost			
Annual Cost of Off-Site Storage	\$0.00	\$0.00	\$0.00⁹
Printing Cost (Paper and Toner)¹⁰			
Number of Pages Printed (Annually) ¹¹	16,230	32,460	-
Annual Cost to Print Documents	\$1,298.40	\$2,596.80	\$1,298.40
Total	\$5,776.96	\$2,596.80	(\$3,180.16)
Total (State Dollars)¹²	\$3,755.60	\$1,688.18	(\$2,067.42)
Total (County Dollars)	\$2,021.36	\$908.62	(\$1,112.74)

Source: Friend of the Court, IT Department, Fiscal Services Department

¹ The average cost to copy a one page document is \$0.038; this cost includes paper and copy machine toner.

² Based on a total of 8,659 annual cases that were copied pre-imaging. These data were obtained by referencing the Steps to Complete Impacted Workflow Processes attachment (Refer to Attachment C6) to determine the workflow processes in which a "copy" step occurred; then the IT Department provided the annual number of times that each workflow process occurred, as well as the average number of pages per case.

³ The annual savings for mailing documents was not calculated since Friend of the Court continues to mail the same number of documents.

⁴ The average cost of a Friend of the Court File Folder is \$2.11; this cost includes the file folder (\$1.75) and the case number label (\$0.36).

⁵ Based on a total of 1,094 annual cases that were created pre-imaging.

⁶ Refer to Inset Table for calculation.

⁷ The average cost of a shelving unit is \$400, with each shelving unit holding approximately 400 files.

⁸ Calculation based on the annualized rate of Total Cost of Additional Shelving Units (through 2013).

⁹ The annual savings for off-site storage was not calculated since Friend of the Court does not utilize off-site storage for closed case files.

¹⁰ The average cost to print a one page document is \$0.08; this cost includes paper and printer toner.

¹¹ Based on a total of 8,659 annual cases that were printed pre- and post-imaging. These data were obtained by referencing the Steps to Complete Impacted Workflow Processes attachment (Refer to Attachment C6) to determine the workflow processes in which a "print" step occurred; then the IT Department provided the annual number of times that each workflow process occurred, as well as the average number of pages printed per case.

¹² Sixty-six percent of approved material expenses are reimbursed with State grant dollars.

Inset Table

Year	Storage Unit Capacity (Number of Files) at Start of Year ¹³	Actual/Projected Number of Active Cases (Start of Year) ¹⁴	Additional Cases (Year End) ¹⁵	Available Year End Storage Unit Capacity (Number of Files) ¹⁶	Additional Storage Units Required (Number of Units) ¹⁷
2004	-	-	1,003	-	-
2005	-	-	416	-	-
2006	-	-	134	-	-
2007	-	-	580	-	-
2008	-	-	595	-	-
2009	12,000	10,631	545	824	0
2010	12,000	11,176	545	279	0
2011	12,000	11,721	545	-266	1
2012	12,400	12,266	545	-411	2
2013	13,200	12,811	545	-156	1
Additional Shelving Units Required (through 2013)					4

¹³ At the start of 2009, the shelving units in the Friend of the Court Office could hold approximately 12,000 files.

¹⁴ The number of active cases (10,631) at the start of 2009 is actual; the number of active cases at the start of 2010-2013 is projected based on the average number (545) of Additional Cases (Year End) from 2004-2008.

¹⁵ The number of Additional Cases (Year End) from 2004-2008 are actual; the number of Additional Cases (Year End) from 2009-2013 are projected based on the average number of Additional Cases (Year End) from 2004-2008.

¹⁶ Calculation based on the Storage Unit Capacity (Number of Files) at Start of Year less Actual/Projected Number of Active Cases (Start of Year) less the number of Additional Cases (Year End).

¹⁷ Each additional storage unit holds approximately 400 files.

Attachment M8

Material Cost-Savings (2009) Probate Court

	Material Cost (Pre-Imaging)	Material Cost (Post-Imaging)	Material Cost-Savings
Copying Cost (Paper and Toner)¹			
Number of Pages Copied (Annually) ²	13,475	0	-
Annual Cost to Copy Documents	\$512.05	\$0.00	(\$512.05)
Mailing Cost (Envelope and Postage)³			
Number of Documents Mailed (Annually) ⁴	7,252	6,775	-
Annual Cost to Mail Documents	\$3,263.40	\$3,048.75	(\$214.65)
File Folder Cost (Folder and Case Number Label)⁵			
Number of File Folders Utilized (Annually) ⁶	842	842	-
Annual Cost of File Folders	\$1,448.24	\$1,448.24	\$0.00
On-Site Storage Cost			
Annual Cost of On-Site Storage	\$0.00	\$0.00	\$0.00⁷
Off-Site Storage Cost			
Annual Cost of Off-Site Storage	\$0.00	\$0.00	\$0.00⁸
Printing Cost (Paper and Toner)⁹			
Number of Pages Printed (Annually) ¹⁰	0	13,316	-
Annual Cost to Print Documents	\$0.00	\$1,065.28	\$1,065.28
Total	\$5,223.69	\$5,562.27	\$338.58

Source: Probate Court, IT Department, Fiscal Services Department

¹ The average cost to copy a one page document is \$0.038; this cost includes paper and copy machine toner.

² Based on a total of 7,333 annual cases that were copied pre-imaging. These data were obtained by referencing the Steps to Complete Impacted Workflow Processes attachment (Refer to Attachment C7) to determine the workflow processes in which a "copy" step occurred; then the IT Department provided the annual number of times that each workflow process occurred, as well as the average number of pages per case.

³ The average cost to mail a document is \$0.45; this cost includes an envelope (\$0.03) and postage for a 1 ounce piece of mail (\$0.42).

⁴ Based on a total of 7,252 annual cases that were distributed by mail pre-imaging and 6,775 annual cases that were distributed by mail post-imaging. These data were obtained by referencing the Steps to Complete Impacted Workflow Processes attachment (Refer to Attachment C7) to determine the workflow processes in which a "distribute" step occurred; then the IT Department provided the annual number of times that each workflow process occurred.

⁵ The average cost of a Probate Court file folder is \$1.72; this cost includes the file folder (\$1.36) and the case number label (\$0.36).

⁶ Based on a total of 842 annual cases that were created pre- and post-imaging. These data were obtained by referencing the Steps to Complete Impacted Workflow Processes attachment (Refer to Attachment C7) to determine the workflow processes in which a "create file" step occurred; then Probate Court provided the annual number of files created.

⁷ The annual savings for on-site storage was not calculated since Probate Court is required to maintain paper case files and, as a result, continues to utilize on-site storage.

⁸ The annual savings for off-site storage was not calculated since Probate Court does not utilize off-site storage for closed case files.

⁹ The average cost to print a one page document is \$0.08; this cost includes paper and printer toner.

¹⁰ Based on a total of 7,252 annual cases that were printed post-imaging. These data were obtained by referencing the Steps to Complete Impacted Workflow Processes attachment (Refer to Attachment C7) to determine the workflow processes in which a "print" step occurred; then the IT Department provided the annual number of times that each workflow process occurred, as well as the average number of pages printed per case.

Attachment M9

Material Cost-Savings (2009) Prosecutor's Office

	Material Cost (Pre-Imaging)	Material Cost (Post-Imaging)	Material Cost-Savings
Copying Cost (Paper and Toner)¹			
Number of Pages Copied (Annually) ²	5,132	0	–
Annual Cost to Copy Documents	\$195.02	\$0.00	(\$195.02)
Mailing Cost (Envelope and Postage)			
Number of Documents Mailed (Annually)	0	0	–
Annual Cost to Mail Documents	\$0.00	\$0.00	\$0.00³
File Folder Cost (Folder and Case Number Label)⁴			
Number of File Folders Utilized (Annually) ⁵	9,820	9,820	–
Annual Cost of File Folders	\$16,890.40	\$16,890.40	\$0.00
On-Site Storage Cost			
Annual Cost of On-Site Storage	\$0.00	\$0.00	\$0.00⁶
Off-Site Storage Cost			
Annual Cost of Off-Site Storage	\$0.00	\$0.00	\$0.00⁷
Printing Cost (Paper and Toner)⁸			
Number of Pages Printed (Annually) ⁹	0	209,360	–
Annual Cost to Print Documents	\$0.00	\$16,748.80	\$16,748.80
Total	\$17,085.42	\$33,639.20	\$16,553.78

Source: Prosecutor's Office, IT Department, Fiscal Services Department

¹ The average cost to copy a one page document is \$0.038; this cost includes paper and copy machine toner.

² Based on a total of 677 annual cases that were copied pre-imaging. These data were obtained by referencing the Steps to Complete Impacted Workflow Processes attachment (Refer to Attachment C8) to determine the workflow processes in which a "copy" step occurred; then the IT Department provided the annual number of times that each workflow process occurred, as well as the average number of pages per case.

³ The annual savings for mailing documents was not calculated since the Prosecutor's Office continues to mail the same number of documents.

⁴ The average cost of a Prosecutor's Office file folder is \$1.72; this cost includes the file folder (\$1.36) and the case number label (\$0.36).

⁵ Based on a total of 9,820 annual cases that were created pre- and post-imaging. These data were obtained by referencing the Steps to Complete Impacted Workflow Processes attachment (Refer to Attachment C8) to determine the workflow processes in which a "create folder" step occurred; then the IT Department provided the annual number of times that each workflow process occurred.

⁶ The annual savings for on-site storage was not calculated since the Prosecutor's Office continues to maintain paper case files and, as a result, continues to utilize on-site storage.

⁷ The annual savings for off-site storage was not calculated since the Prosecutor's Office does not utilize off-site storage for closed case files.

⁸ The average cost to print a one page document is \$0.08; this cost includes paper and printer toner.

⁹ Based on a total of 6,648 annual cases that were printed post-imaging. These data were obtained by referencing the Steps to Complete Impacted Workflow Processes attachment (Refer to Attachment C8) to determine the workflow processes in which a "print" step occurred; then the IT Department provided the annual number of times that each workflow process occurred, as well as the average number of pages printed per case.

Attachment M10

Material Cost-Savings (2009) Sheriff's Office

	Material Cost (Pre-Imaging)	Material Cost (Post-Imaging)	Material Cost-Savings
Copying Cost (Paper and Toner)¹			
Number of Pages Copied (Annually) ²	536,503	0	-
Annual Cost to Copy Documents	\$20,387.11	\$0.00	(\$20,387.11)
Mailing Cost (Envelope and Postage)³			
Number of Documents Mailed (Annually) ⁴	1,725	1,725	-
Annual Cost to Mail Documents	\$1,362.75	\$1,362.75	\$0.00
File Folder Cost (Folder and Case Number Label)⁵			
Number of File Folders Utilized (Annually) ⁶	18,032	18,032	-
Annual Cost of File Folders	\$24,523.52	\$24,523.52	\$0.00
On-Site Storage Cost			
Annual Cost of On-Site Storage	\$0.00	\$0.00	\$0.00⁷
Off-Site Storage Cost			
Annual Cost of Off-Site Storage	\$0.00	\$0.00	\$0.00⁸
Printing Cost (Paper and Toner)⁹			
Number of Pages Printed (Annually) ¹⁰	0	60,653	-
Annual Cost to Print Documents	\$0.00	\$4,852.24	\$4,852.24
Total	\$46,273.38	\$30,738.51	(\$15,534.87)

Source: Sheriff's Office, IT Department, Fiscal Services Department

¹ The average cost to copy a one page document is \$0.038; this cost includes paper and copy machine toner.

² Based on a total of 16,084 annual cases that were copied pre-imaging. These data were obtained by referencing the Steps to Complete Impacted Workflow Processes attachment (Refer to Attachment C9) to determine the workflow processes in which a "copy" step occurred; then the IT Department provided the annual number of times that each workflow process occurred, as well as the average number of pages per case.

³ The average cost to mail a document is \$0.45; this cost includes an envelope (\$0.03) and postage for a 1 ounce piece of mail (\$0.42).

⁴ Based on a total of 1,725 annual cases that were distributed by mail pre- and post-imaging. These data were obtained by referencing the Steps to Complete Impacted Workflow Processes attachment (Refer to Attachment C9) to determine the workflow processes in which a "distribute" step occurred; then the IT Department provided the annual number of times that each workflow process occurred. Sheriff's Office administration staff determined the percent of annual cases that were distributed by fax, mail, or in-person delivery/pick-up.

⁵ The average cost of a Sheriff's Office file folder is \$1.36.

⁶ Based on a total of 18,032 annual cases that were created pre- and post-imaging. These data were obtained by referencing the Steps to Complete Impacted Workflow Processes attachment (Refer to Attachment C9) to determine the workflow processes in which a "create new case" step occurred; then the Sheriff's Office provided the annual number of files created.

⁷ The annual savings for on-site storage was not calculated since the Sheriff's Office is required to maintain paper case files and, as a result, continues to utilize on-site storage.

⁸ The annual savings for off-site storage was not calculated since the Sheriff's Office does not utilize off-site storage for closed case files.

⁹ The average cost to print a one page document is \$0.08; this cost includes paper and printer toner.

¹⁰ Based on a total of 4,601 annual cases that were printed post-imaging. These data were obtained by referencing the Steps to Complete Impacted Workflow Processes attachment (Refer to Attachment C9) to determine the workflow processes in which a "print" step occurred; then the IT Department provided the annual number of times that each workflow process occurred, as well as the average number of pages printed per case.

Attachment N1

**Computer Equipment Cost-Savings from Staff Reductions
County Clerk - Circuit Court Records**

	Year 2 (FY 2010)	Year 3 (FY 2011)	Year 4 (FY 2012)	Year 5 (FY 2013)	Year 6 (FY 2014)
Annual Savings from Staff Reductions (FTE)¹	(1.5)	(1.5)	(1.5)	(1.5)	(1.5)
Lotus Notes License					
Number of Licenses Saved ²	(2)	(2)	(2)	(2)	(2)
Cost-Savings from Reduction in Licenses ³	(\$62)	(\$62)	(\$62)	(\$62)	(\$62)
Computer Hardware					
Number of Computer Hardware Saved ⁴	(2)	0	0	0	0
Cost-Savings from Reduction in Computer Hardware ⁵	(\$2,574)	\$0	\$0	\$0	\$0
Total Cost-Savings⁶	(\$2,636)	(\$62)	(\$62)	(\$62)	(\$62)

Source: Planning and Performance Improvement and IT Department

¹ Staff reductions of 1.5 FTE are projected to occur in the County Clerk - Circuit Court Records Office in 2010. As a result, an annual savings of 1.5 FTE will be realized each subsequent year.

² Staff reductions equate to 1.5 FTE; however, it is assumed that the 0.5 FTE, as well as the 1.0 FTE would require a Lotus Notes License each year.

³ The annual cost of a Lotus Notes License is \$31 per person.

⁴ Computer hardware is replaced on a five year schedule.

⁵ The average cost of computer hardware is \$1,287; this cost includes a PC, monitor, desktop software suite, and printer.

⁶ The 5-year equipment cost-savings that are reflected in this table will be replicated every five years going forward.

**Computer Equipment Cost-Savings from Staff Reductions
District Court (Grand Haven)**

	Year 4 (FY 2012)	Year 5 (FY 2013)	Year 6 (FY 2014)	Year 7 (FY 2015)	Year 8 (FY 2016)
Annual Savings from Staff Reductions (FTE)¹	(1.0)	(1.0)	(1.0)	(1.0)	(1.0)
Lotus Notes License					
Number of Licenses Saved	(1)	(1)	(1)	(1)	(1)
Cost-Savings from Reduction in Licenses ²	(\$31)	(\$31)	(\$31)	(\$31)	(\$31)
Computer Hardware					
Number of Computer Hardware Saved ³	(1)	0	0	0	0
Cost-Savings from Reduction in Computer Hardware ⁴	(\$1,287)	\$0	\$0	\$0	\$0
Total Cost-Savings⁵	(\$1,318)	(\$31)	(\$31)	(\$31)	(\$31)

Source: Planning and Performance Improvement and IT Department

¹ Staff reductions of 1.0 FTE are projected to occur in Grand Haven District Court in 2012. As a result, an annual savings of 1.0 FTE will be realized each subsequent year.

² The annual cost of a Lotus Notes License is \$31 per person.

³ Computer hardware is replaced on a five year schedule.

⁴ The average cost of computer hardware is \$1,287; this cost includes a PC, monitor, desktop software suite, and printer.

⁵ The 5-year equipment cost-savings that are reflected in this table will be replicated every five years going forward.

Attachment N2

**Computer Equipment Cost-Savings from Staff Reductions
District Court (Holland)**

	Year 4 (FY 2012)	Year 5 (FY 2013)	Year 6 (FY 2014)	Year 7 (FY 2015)	Year 8 (FY 2016)
Annual Savings from Staff Reductions (FTE)¹	(0.7)	(0.7)	(0.7)	(0.7)	(0.7)
Lotus Notes License					
Number of Licenses Saved ²	(1)	(1)	(1)	(1)	(1)
Cost-Savings from Reduction in Licenses ³	(\$31)	(\$31)	(\$31)	(\$31)	(\$31)
Computer Hardware					
Number of Computer Hardware Saved ⁴	(1)	0	0	0	0
Cost-Savings from Reduction in Computer Hardware ⁵	(\$1,287)	\$0	\$0	\$0	\$0
Total Cost-Savings⁶	(\$1,318)	(\$31)	(\$31)	(\$31)	(\$31)

Source: Planning and Performance Improvement and IT Department

¹ Staff reductions of 0.7 FTE are projected to occur in Holland District Court in 2012. As a result, an annual savings of 0.7 FTE will be realized each subsequent year.

² Staff reductions equate to 0.7 FTE; however, it is assumed that the 0.7 FTE would require a Lotus Notes License each year.

³ The annual cost of a Lotus Notes License is \$31 per person.

⁴ Computer hardware is replaced on a five year schedule.

⁵ The average cost of computer hardware is \$1,287; this cost includes a PC, monitor, desktop software suite, and printer.

⁶ The 5-year equipment cost-savings that are reflected in this table will be replicated every five years going forward.

**Computer Equipment Cost-Savings from Staff Reductions
Friend of the Court**

	Year 3 (FY 2011)	Year 4 (FY 2012)	Year 5 (FY 2013)	Year 6 (FY 2014)	Year 7 (FY 2015)
Annual Savings from Staff Reductions (FTE)¹	(1.0)	(1.0)	(1.0)	(1.0)	(1.0)
Lotus Notes License					
Number of Licenses Saved	(1)	(1)	(1)	(1)	(1)
Cost-Savings from Reduction in Licenses ²	(\$31)	(\$31)	(\$31)	(\$31)	(\$31)
Computer Hardware					
Number of Computer Hardware Saved ³	(1)	0	0	0	0
Cost-Savings from Reduction in Computer Hardware ⁴	(\$1,287)	\$0	\$0	\$0	\$0
Total Cost-Savings⁵	(\$1,318)	(\$31)	(\$31)	(\$31)	(\$31)
Total Cost-Savings (State)⁶	(\$857)	(\$20)	(\$20)	(\$20)	(\$20)
Total Cost-Savings (County)	(\$461)	(\$11)	(\$11)	(\$11)	(\$11)

Source: Planning and Performance Improvement and IT Department

¹ Staff reductions of 1.0 FTE are projected to occur in Friend of the Court in 2011. As a result, an annual savings of 1.0 FTE will be realized each subsequent year.

² The annual cost of a Lotus Notes License is \$31 per person.

³ Computer hardware is replaced on a five year schedule.

⁴ The average cost of computer hardware is \$1,287; this cost includes a PC, monitor, desktop software suite, and printer.

⁵ The 5-year equipment cost-savings that are reflected in this table will be replicated every five years going forward.

⁶ Sixty-six percent of approved equipment expenditures from Friend of the Court are reimbursed with State grant dollars.

Attachment N3

**Computer Equipment Cost-Savings from Staff Reductions
Sheriff's Office**

	Year 2 (FY 2010)	Year 3 (FY 2011)	Year 4 (FY 2012)	Year 5 (FY 2013)	Year 6 (FY 2014)
Annual Savings from Staff Reductions (FTE)¹	(1.0)	(1.0)	(1.0)	(1.0)	(1.0)
Lotus Notes License					
Number of Licenses Saved ²	(2)	(2)	(2)	(2)	(2)
Cost-Savings from Reduction in Licenses ³	(\$62)	(\$62)	(\$62)	(\$62)	(\$62)
Computer Hardware					
Number of Computer Hardware Saved ⁴	(2)	0	0	0	0
Cost-Savings from Reduction in Computer Hardware ⁵	(\$2,574)	\$0	\$0	\$0	\$0
Total Cost-Savings⁶	(\$2,636)	(\$62)	(\$62)	(\$62)	(\$62)

Source: Planning and Performance Improvement and IT Department

¹ Staff reductions of two 0.5 FTE occurred in the Sheriff's Office in 2010. As a result, an annual savings of two 0.5 FTE will be realized each subsequent year.

² Staff reductions include two 0.5 FTE positions; however, it is assumed that each 0.5 FTE would require a Lotus Notes License each year.

³ The annual cost of a Lotus Notes License is \$31 per person.

⁴ Computer hardware is replaced on a five year schedule.

⁵ The average cost of computer hardware is \$1,287; this cost includes a PC, monitor, desktop software suite, and printer.

⁶ The 5-year equipment cost-savings that are reflected in this table will be replicated every five years going forward.

Attachment O1

Labor Savings Based on Nationally Projected Increases in Health Insurance Premiums by 2020

Table 1

Cost-Savings from Potential Staff Reductions		
	Annual Average Cost-Savings ¹	25-Year Total Cost-Savings ¹
Circuit Court - Juvenile Services Circuit Court - Juvenile Treatment County Clerk - Vital Records	<i>No Workflow Processes Directly Impacted by System</i>	
Circuit Court - Trial Court	\$0	\$0
County Clerk - Circuit Court Records	(\$98,201)	(\$2,455,034)
County Clerk - Family Division Records	\$0	\$0
District Court (Grand Haven)	(\$60,731)	(\$1,518,268)
District Court (Holland)	(\$42,511)	(\$1,062,787)
District Court (Hudsonville)	-	-
District Court Probation (Grand Haven)	\$0	\$0
District Court Probation (Holland)	\$0	\$0
District Court Probation (Hudsonville)	-	-
Friend of the Court	(\$62,941) ²	(\$1,573,529) ²
Probate Court	\$0	\$0
Prosecutor's Office	\$0	\$0
Sheriff's Office	(\$23,060)	(\$576,504)
Total Cost-Savings	(\$287,444)	(\$7,186,122)
Cost-Savings (State) ²	(\$37,005) ²	(\$925,121) ²
Cost-Savings (County)	(\$250,439)	(\$6,261,001)

Source: Planning and Performance Improvement

1. For this analysis, staff reductions through attrition were projected to occur during fiscal years 2010 through 2013, with all reductions in place by fiscal year 2014.
2. Sixty-six percent of approved staff salaries from Friend of the Court Office are reimbursed with State grant dollars.

Table 2

Cost-Savings from Potential Staff Postponements		
	Annual Average Cost-Savings	25-Year Total Cost-Savings
Circuit Court - Juvenile Services Circuit Court - Juvenile Treatment County Clerk - Vital Records	<i>No Workflow Processes Directly Impacted by System</i>	
Circuit Court - Trial Court	\$0	\$0
County Clerk - Circuit Court Records	(\$18,189)	(\$454,714)
County Clerk - Family Division Records	\$0	\$0
District Court (Grand Haven)	\$0	\$0
District Court (Holland)	\$0	\$0
District Court (Hudsonville)	-	-
District Court Probation (Grand Haven)	\$0	\$0
District Court Probation (Holland)	\$0	\$0
District Court Probation (Hudsonville)	-	-
Friend of the Court	\$0	\$0
Probate Court	\$0	\$0
Prosecutor's Office	\$0	\$0
Sheriff's Office	\$0	\$0
Total Cost-Savings	(\$18,189)	(\$454,714)
Cost-Savings (State)	\$0	\$0
Cost-Savings (County)	(\$18,189)	(\$454,714)

Source: Planning and Performance Improvement

Attachment O2

Labor Savings Based on County Projected Increase in Health Insurance Premiums (3-Year Average)

Table 1

Cost-Savings from Potential Staff Reductions		
	Annual Average Cost-Savings ¹	25-Year Total Cost-Savings ¹
Circuit Court - Juvenile Services Circuit Court - Juvenile Treatment County Clerk - Vital Records	<i>No Workflow Processes Directly Impacted by System</i>	
Circuit Court - Trial Court	\$0	\$0
County Clerk - Circuit Court Records	(\$87,661)	(\$2,191,524)
County Clerk - Family Division Records	\$0	\$0
District Court (Grand Haven)	(\$53,787)	(\$1,344,677)
District Court (Holland)	(\$37,651)	(\$941,273)
District Court (Hudsonville)	-	-
District Court Probation (Grand Haven)	\$0	\$0
District Court Probation (Holland)	\$0	\$0
District Court Probation (Hudsonville)	-	-
Friend of the Court	(\$55,942) ²	(\$1,398,553) ²
Probate Court	\$0	\$0
Prosecutor's Office	\$0	\$0
Sheriff's Office	(\$23,060)	(\$576,504)
Total Cost-Savings	(\$258,101)	(\$6,452,531)
Cost-Savings (State) ²	(\$32,890) ²	(\$822,248) ²
Cost-Savings (County)	(\$225,211)	(\$5,630,283)

Source: Planning and Performance Improvement

1. For this analysis, staff reductions through attrition were projected to occur during fiscal years 2010 through 2013, with all reductions in place by fiscal year 2014.
2. Sixty-six percent of approved staff salaries from Friend of the Court Office are reimbursed with State grant dollars.

Table 2

Cost-Savings from Potential Staff Postponements		
	Annual Average Cost-Savings	25-Year Total Cost-Savings
Circuit Court - Juvenile Services Circuit Court - Juvenile Treatment County Clerk - Vital Records	<i>No Workflow Processes Directly Impacted by System</i>	
Circuit Court - Trial Court	\$0	\$0
County Clerk - Circuit Court Records	(\$15,926)	(\$398,142)
County Clerk - Family Division Records	\$0	\$0
District Court (Grand Haven)	\$0	\$0
District Court (Holland)	\$0	\$0
District Court (Hudsonville)	-	-
District Court Probation (Grand Haven)	\$0	\$0
District Court Probation (Holland)	\$0	\$0
District Court Probation (Hudsonville)	-	-
Friend of the Court	\$0	\$0
Probate Court	\$0	\$0
Prosecutor's Office	\$0	\$0
Sheriff's Office	\$0	\$0
Total Cost-Savings	(\$15,926)	(\$398,142)
Cost-Savings (State)	\$0	\$0
Cost-Savings (County)	(\$15,926)	(\$398,142)

Source: Planning and Performance Improvement

Attachment P

Project Cost

(Installation, On-going Maintenance and System Upgrades)

Description	Actual Cost (through FY 2008)	Projected Cost - Year 1 (FY 2009)	Projected Cost - Year 2 (FY 2010)	Projected Cost - Year 3 (FY 2011)	Projected Cost - Year 4 (FY 2012)	Projected Cost - Year 5 (FY 2013)
Consultant (ImageSoft)						
Services/Trainings ¹	\$67,301.00	-	-	-	-	-
Total Consultant (ImageSoft) Cost	\$67,301.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
IT Department						
Salary and Fringe Benefits ²	\$179,235.84	\$106,622.00	\$109,889.00	\$113,412.00	\$117,134.00	\$121,079.00
Training/Conferences ³	\$15,417.00	\$2,250.00	\$6,280.00	\$3,500.00	\$3,500.00	\$3,500.00
Total IT Department Cost	\$194,652.84	\$108,872.00	\$116,169.00	\$116,912.00	\$120,634.00	\$124,579.00
Backfiling						
Data Conversion Services	\$290,701.72	-	-	-	-	-
Circuit Court Records ⁴	\$14,274.57	-	-	-	-	-
District Court ⁴	\$28,664.18	-	-	-	-	-
Friend of the Court ⁴	\$18,833.73	-	-	-	-	-
Probate Court ⁴	\$2,930.60	-	-	-	-	-
Prosecutor's Office ⁴	\$29,000.00	-	-	-	-	-
Sheriff's Office ⁴	\$44.15	-	-	-	-	-
Total Backfiling Cost	\$384,448.95	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Hardware						
Servers ⁵	\$37,514.00	-	-	-	-	-
Scanners	\$91,203.25	\$30,440.00	\$31,594.00	\$35,582.00	\$42,817.00	\$30,440.00
Monitors ⁶	\$28,641.00	-	-	-	-	-
Label Printers	\$6,314.00	-	-	-	-	-
Barcode Readers	\$928.56	-	-	-	-	-
Other Miscellaneous Hardware ⁷	\$7,388.52	-	-	-	-	-
Hardware Maintenance ⁸	\$13,910.50	\$20,049.00	-	-	-	-
Total Hardware Cost	\$185,899.83	\$50,489.00	\$31,594.00	\$35,582.00	\$42,817.00	\$30,440.00
Software						
Server Software	\$30,487.00	-	-	-	-	-
Scanner Software	\$83,627.00	-	-	-	-	-
Imaging Software and Licenses	\$395,766.00	-	-	-	-	-
Other Miscellaneous Software ⁹	\$16,030.00	-	-	-	-	-
Software Maintenance ¹⁰	\$335,936.00	\$135,098.60	\$145,231.00	\$156,123.32	\$167,832.57	\$180,420.01
Total Software Cost	\$861,846.00	\$135,098.60	\$145,231.00	\$156,123.32	\$167,832.57	\$180,420.01
Total Project Cost	\$1,694,148.62	\$294,459.60	\$292,994.00	\$308,617.32	\$331,283.57	\$335,439.01
Reimbursements¹¹						
Services/Training	(\$5,938.42)	-	-	-	-	-
Backfiling	(\$11,072.88)	-	-	-	-	-
Hardware	(\$59,397.03)	(\$3,468.29)	\$0.00	\$0.00	(\$6,545.86)	(\$3,468.29)
Software	(\$3,460.63)	-	-	-	-	-
Total Reimbursements	(\$79,868.96)	(\$3,468.29)	\$0.00	\$0.00	(\$6,545.86)	(\$3,468.29)
Total Project Cost (County)	\$1,614,279.66	\$290,991.31	\$292,994.00	\$308,617.32	\$324,737.71	\$331,970.72

Source: IT Department, Fiscal Services Department

¹ Includes \$140,225 for project services/trainings, \$9,840 in services for approved project scope changes, as well as \$82,764 in discounts provided to Ottawa County by ImageSoft.² Actual cost based on total IT Department staff hours invested between February 2006 and September 2008. Projected cost based on estimated IT Department staff hours for on-going maintenance.³ Includes training/conference registration fees, as well as travel and lodging expenses.⁴ Actual cost based on total County/temporary staff hours invested to backfile documents.⁵ According to the IT Department, future replacement of servers would impact the County's total infrastructure. As a result, server replacement cost are not included in the cost of the ECM System.⁶ Several departments requested larger screen monitors as part of the ECM System. This cost reflects the added cost to purchase a larger screen monitor instead of a standard size monitor. The total cost of the larger screen monitors was not included since all monitors purchased have been counted as part of the normal equipment replacement cycle.⁷ Includes \$6,490.32 in hardware for approved project scope changes, as well as \$898.20 for other miscellaneous hardware expenses such as cables.⁸ After 2009, the IT Department does not anticipate any hardware maintenance cost; this is the result of retaining spare hardware, as well as repairing hardware on a time and materials basis.⁹ Includes \$16,030 in software for approved project scope changes.¹⁰ The projected cost for 2009 was calculated by the IT Department; the projected cost for 2010-2013 was based on a 7.5% annual increase over the previous year's cost.¹¹ Sixty-six percent of approved staff salaries and hardware and software expenses from Friend of the Court are reimbursed with State grant dollars.

Attachment Q

Return-on-Investment (Without Reductions In Staff)

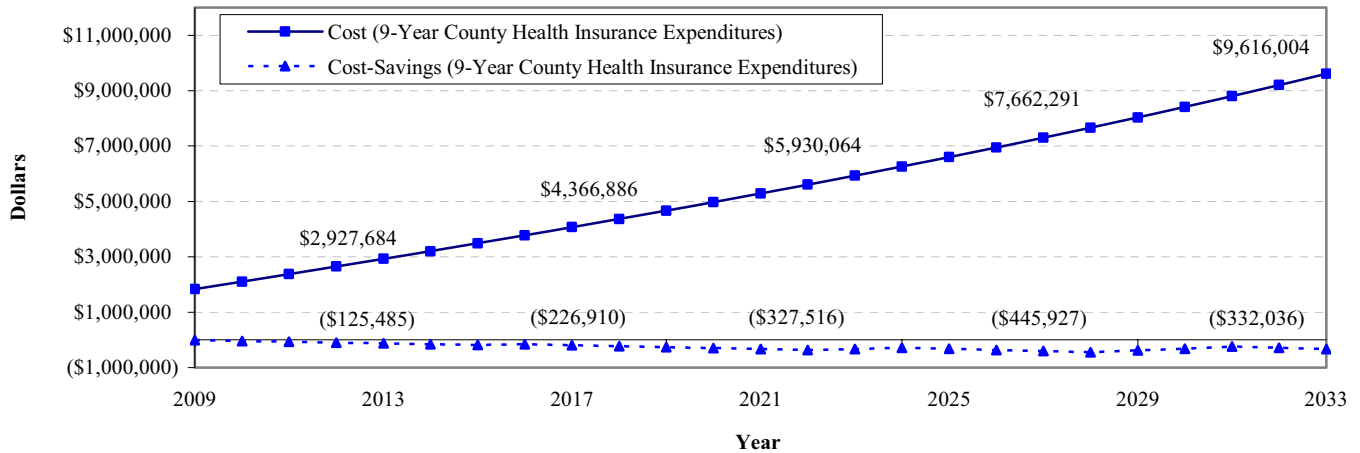
Table 1

Cost/Benefit Analysis (Without Reductions in Staff)						
	Years 1-5 (FY 09-13)	Years 6-10 ¹ (FY 14-18)	Years 11-15 ¹ (FY 19-23)	Years 16-20 ¹ (FY 24-28)	Years 21-25 ¹ (FY 29-33)	Total (25 Years)
Present Value² (County)						
Cost (County)	\$2,927,684	\$1,439,202	\$1,563,178	\$1,732,227	\$1,953,713	\$9,616,004
Cost-Savings (County)	+\$125,485	+\$101,425	+\$100,606	+\$118,411	(\$113,891)	+\$332,036
Net Present Value (Cost to County)	\$3,053,169	\$1,540,627	\$1,663,784	\$1,850,638	\$1,839,822	\$9,948,040
Benefit/Cost Ratio (County)³	-	-	-	-	-	0.03
Breakeven (County)	-	-	-	-	-	n/a

Source: IT Department, Fiscal Services, Planning and Performance Improvement

1. The twenty-five year projection was calculated using a linear projection model. That model was based on a detailed analysis of the five-year project cost. The five-year analysis was then used to project the twenty-five year project cost.
2. Present Value is calculated using the following statistical formula where A is the Total Project Cost or Benefits; B is the Discounted/Interest Rate (4% based on Fiscal Services historical precedent); and C is the Year: $A/(1+B)^C$
3. Ratio of 1 or greater indicates that the project benefits outweigh the cost (i.e. a return on investment is achieved)

Cumulative Project Cost and Cost-Savings (Twenty-Five Years)



Attachment R1

Additional Regular Hours Saved Circuit Court - Trial Court

	Regular Hours (Post-Imaging)	Regular Hours (If Legislative Changes Enacted)	Additional Regular Hours Saved (Annual)
Handle Request for File (Court Hearing)	27.04	0.00	-27.04
Handle Request for File (Other Tasks)	0.00	0.00	0.00
Update to an Existing Case (Process Orders)	95.80	95.80	0.00
Update to an Existing Case (Case Preparation)	101.27	96.54	-4.73
Total	224.11	192.34	-31.77

Source: Circuit Court - Trial Court, IT Department

Additional Regular Hours Saved County Clerk - Circuit Court Records

	Regular Hours (Post-Imaging)	Regular Hours (If Legislative Changes Enacted)	Additional Regular Hours Saved (Annual)
Create New Case	1,146.76	914.16	-232.60
Update to an Existing Case (Without Distribution)	5,026.72	2,888.72	-2,138.00
Update to an Existing Case (With Distribution) ¹	4,991.14	2,561.01	-2,430.13
Handle External Request (With Distribution)	55.57	55.57	0.00
Handle External Request (Without Distribution)	2,102.03	2,102.03	0.00
Handle Internal Request	0.00	0.00	0.00
Total	13,322.22	8,521.49	-4,800.73

Source: County Clerk - Circuit Court Records, IT Department

¹ The Regular Hours (If Legislative Changes Enacted) includes 322.48 hours to print and distribute updates by mail and 2,238.53 hours to distribute updates by e-mail.

Attachment R2

Additional Regular Hours Saved County Clerk - Family Division Records

	Regular Hours (Post-Imaging)	Regular Hours (If Legislative Changes Enacted)	Additional Regular Hours Saved (Annual)
Create New File	214.23	98.52	-115.71
Update to an Existing Case (With Distribution) ¹	218.41	137.42	-80.99
Update to an Existing Case (Without Distribution)	504.68	280.86	-223.82
Handle External Request for Information	16.64	16.64	0.00
Handle Internal Request for Case Information	0.00	0.00	0.00
Total	953.96	533.44	-420.52

Source: County Clerk - Family Division Records, IT Department

¹ The Regular Hours (If Legislative Changes Enacted) includes 24.06 hours to print and distribute updates by mail and 113.36 hours to distribute updates by e-mail.

Additional Regular Hours Saved District Court (Grand Haven)

	Regular Hours (Post-Imaging)	Regular Hours (If Legislative Changes Enacted)	Additional Regular Hours Saved (Annual)
Create New Case	668.73	428.80	-239.93
Update to an Existing Case (Without Distribution)	1,538.08	1,369.52	-168.56
Update to an Existing Case (With Distribution) ¹	1,537.00	1,193.17	-343.83
Update to an Existing Case (Felony Bind Over)	0.00	0.00	0.00
Handle Internal Request for Information	0.00	0.00	0.00
Total	3,743.81	2,991.49	-752.32

Source: District Court, IT Department

¹ The Regular Hours (Post-Imaging) includes 1,450.68 hours to print and distribute updates by mail and 86.32 hours to distribute updates by e-mail. The Regular Hours (If Legislative Changes Enacted) includes 346.27 hours to print and distribute updates by mail and 846.90 hours to distribute updates by e-mail.

Attachment R3

Additional Regular Hours Saved District Court (Holland)

	Projected Regular Hours (Post-Imaging) ¹	Regular Hours (If Legislative Changes Enacted) ¹	Additional Regular Hours Saved (Annual)
Create New Case	1,778.22	1,081.82	-696.40
Update to an Existing Case (Without Distribution)	2,699.10	2,404.12	-294.98
Update to an Existing Case (With Distribution) ²	2,834.99	2,175.72	-659.27
Update to an Existing Case (Felony Bind Over)	0.00	0.00	0.00
Handle Internal Request for Information	0.00	0.00	0.00
Total	7,312.31	5,661.66	-1,650.65

Source: District Court, IT Department

¹ Time data based on results of time study analysis conducted in Grand Haven and Hudsonville District Courts. The annual caseload was projected by doubling the caseload data for District Court (Grand Haven) since District Court administrators indicated that the caseload in Holland is approximately twice as much as Grand Haven.

² The Projected Regular Hours (Post-Imaging) includes 2,677.48 hours to print and distribute updates by mail and 157.51 hours to distribute updates by e-mail. The Regular Hours (If Legislative Changes Enacted) includes 640.54 hours to print and distribute updates by mail and 1,535.18 hours to distribute updates by e-mail.

Additional Regular Hours Saved District Court (Hudsonville)

	Projected Regular Hours (Pre-Imaging) ¹	Regular Hours (If Legislative Changes Enacted) ²	Additional Regular Hours Saved (Annual)
Create New Case	879.06	428.42	-450.64
Update to an Existing Case (Without Distribution)	1,883.85	1,369.52	-514.33
Update to an Existing Case (With Distribution) ³	1,506.39	1,193.17	-313.22
Update to an Existing Case (Felony Bind Over)	41.75	0.00	-41.75
Handle Internal Request for Information	16.88	0.00	-16.88
Total	4,327.93	2,991.11	-1,336.82

Source: District Court, IT Department

¹ Time data based on results of time study analysis conducted in Hudsonville District Court. The annual caseload was projected utilizing the caseload data for District Court (Grand Haven) since District Court administrators indicated that the caseload in Hudsonville is approximately the same as Grand Haven.

² Time data based on results of time study analysis conducted in Grand Haven District Court. The annual caseload was projected utilizing the caseload data for District Court (Grand Haven) since District Court administrators indicated that the caseload in Hudsonville is approximately the same as Grand Haven.

³ The Regular Hours (If Legislative Changes Enacted) includes 346.27 hours to print and distribute updates by mail and 846.90 hours to distribute updates by e-mail.

Attachment R4

Additional Regular Hours Saved District Court Probation (Grand Haven)

	Regular Hours (Post-Imaging) ¹	Regular Hours (If Legislative Changes Enacted) ¹	Additional Regular Hours Saved (Annual)
Create New Case (Without No Contact)	31.09	20.17	-10.92
Create New Case (With No Contact)	3.10	2.01	-1.09
Update to an Existing Case (Amend Probation Order)	5.08	3.67	-1.41
Update to an Existing Case (Probation Violation)	21.68	15.67	-6.01
Update to an Existing Case (Probation Discharge)	36.35	23.14	-13.21
Handle External Request	0.24	0.24	0.00
Total	97.54	64.90	-32.64

Source: District Court Probation, IT Department

¹ Time data based on results of time study analysis conducted in Holland District Court Probation.

Additional Regular Hours Saved District Court Probation (Holland)

	Regular Hours (Post-Imaging)	Regular Hours (If Legislative Changes Enacted)	Additional Regular Hours Saved (Annual)
Create New Case (Without No Contact)	73.72	47.84	-25.88
Create New Case (With No Contact)	13.60	8.82	-4.78
Update to an Existing Case (Amend Probation Order)	35.51	25.67	-9.84
Update to an Existing Case (Probation Violation)	71.22	51.48	-19.74
Update to an Existing Case (Probation Discharge)	92.83	59.09	-33.74
Handle External Request	0.38	0.38	0.00
Total	287.26	193.28	-93.98

Source: District Court Probation, IT Department

Attachment R5

Additional Regular Hours Saved District Court Probation (Hudsonville)

	Regular Hours (Pre-Imaging) ¹	Regular Hours (If Legislative Changes Enacted) ²	Additional Regular Hours Saved (Annual)
Create New Case (Without No Contact)	64.46	37.99	-26.47
Create New Case (With No Contact)	4.28	2.01	-2.27
Update to an Existing Case (Amend Probation Order)	15.27	7.58	-7.69
Update to an Existing Case (Probation Violation)	37.09	18.41	-18.68
Update to an Existing Case (Probation Discharge)	94.96	41.72	-53.24
Handle External Request	3.28	0.95	-2.33
Total	219.34	108.66	-110.68

Source: District Court Probation, IT Department

¹ Time data based on results of time study analysis conducted in Hudsonville District Court Probation.

² Time data based on results of time study analysis conducted in Holland District Court Probation.

Additional Regular Hours Saved Probate Court

	Regular Hours (Post-Imaging)	Regular Hours (If Legislative Changes Enacted)	Additional Regular Hours Saved (Annual)
Create File	117.88	77.74	-40.14
Update File (Orders) ¹	504.69	369.43	-135.26
Update File (Other Distributed Document) ²	571.67	411.94	-159.73
Update File (Without Distribution)	200.98	110.33	-90.65
Handle External Request ³	10.60	10.60	0.00
Handle Internal Request	0.00	0.00	0.00
Total	1,405.82	980.04	-425.78

Source: Probate Court, IT Department

¹ The Regular Hours (If Legislative Changes Enacted) includes 305.26 hours to print order updates and 64.17 hours to distribute order updates by e-mail.

² The Regular Hours (Post-Imaging) includes 514.35 hours to print and distribute other updates and 57.32 hours to distribute other updates by e-mail. The Regular Hours (If Legislative Changes Enacted) includes 310.78 hours to print other updates and 101.16 hours to distribute other updates by e-mail.

³ These hours only include the time to locate and file a court file; the time actually spent relaying the information to a customer is not included

Attachment R6

Additional Regular Hours Saved Prosecutor's Office

	Regular Hours (Post-Imaging)	Regular Hours (If Legislative Changes Enacted)	Additional Regular Hours Saved (Annual)
Create New Case (Warrant Requests and Juvenile Petitions from Sheriff's Office)	1,745.10	1,212.15	-532.95
Create New Case (Warrant Requests from Other Police Agency)	681.14	536.43	-144.71
Create New Case (Child Support Cases)	119.38	80.11	-39.27
Total	2,545.62	1,828.69	-716.93

Source: Prosecutor's Office, IT Department

Additional Regular Hours Saved Sheriff's Office

	Regular Hours (Post-Imaging)	Regular Hours (If Legislative Changes Enacted)	Additional Regular Hours Saved (Annual)
Create New Case (No Warrant Request or Juvenile Petition)	210.60	144.20	-66.40
Create New Case (With Warrant Request or Juvenile Petition)	395.56	356.78	-38.78
Update to an Existing Report (Supplemental)	120.21	66.87	-53.34
Handle Request for Report Information (With Distribution) ¹	291.78	142.89	-148.89
Handle Request for Report Information (Without Distribution)	128.42	128.42	0.00
Total	1,146.57	839.16	-307.41

Source: Sheriff's Office, IT Department

¹ The Regular Hours (Post-Imaging) includes 236.18 hours to print and distribute requests by mail and 55.60 hours to distribute requests by e-mail. The Regular Hours (If Legislative Changes Enacted) includes 44.30 hours to print and distribute requests by mail and 98.59 hours to distribute requests by e-mail.

Attachment S1

Additional Staff Postponements (25 Years) County Clerk - Circuit Court Records

Year ¹	Pre-Imaging		Post-Imaging (If Legislative Changes Enacted)		One-Time FTE Savings that Result from a Postponement in Hiring ⁴
	Regular Hours ² to Complete Workflow Processes (Annual)	FTEs ³ Required to Complete Workflow Processes	Regular Hours ² to Complete Workflow Processes (Annual)	FTEs ³ Required to Complete Workflow Processes	
2008	16,454	7.9	13,322	6.4	—
2009	16,718	8.0	13,536	6.5	0.0
2010	16,987	8.2	13,754	6.6	0.0
2011	17,260	8.3	13,975	6.7	0.0
2012	17,537	8.4	8,521	4.1	0.0
2013	17,819	8.6	8,657	4.2	0.0
2014	18,104	8.7	8,796	4.2	0.0
2015	18,394	8.8	8,937	4.3	0.0
2016	18,688	9.0	9,080	4.4	0.0 ⁵
2017	18,987	9.1	9,225	4.4	(1.0)
2018	19,291	9.3	9,373	4.5	(1.0)
2019	19,600	9.4	9,523	4.6	(1.0)
2020	19,913	9.6	9,675	4.7	(1.0)
2021	20,232	9.7	9,830	4.7	(1.0)
2022	20,555	9.9	9,987	4.8	(1.0)
2023	20,884	10.0	10,147	4.9	(1.0) ⁵
2024	21,218	10.2	10,309	5.0	(1.0) ⁵
2025	21,558	10.4	10,474	5.0	(2.0)
2026	21,903	10.5	10,642	5.1	(2.0)
2027	22,253	10.7	10,812	5.2	(2.0)
2028	22,609	10.9	10,985	5.3	(2.0)
2029	22,971	11.0	11,161	5.4	(2.0) ⁵
2030	23,339	11.2	11,339	5.5	(2.0) ⁵
2031	23,712	11.4	11,521	5.5	(2.0) ⁵
2032	24,091	11.6	11,705	5.6	(3.0)
2033	24,477	11.8	11,892	5.7	(3.0)

Source: County Clerk - Circuit Court Records, IT Department

Additional One-Time Savings (25 Years) (28.0)

Additional 1.0 FTE Required to Account for Increasing Caseload

¹ Staff postponements were calculated over a period of 25 years, which is estimated to be the useful life of the system.

² The Regular Hours to Complete Workflow Processes for 2008 were based on the departmental time study (Refer to Attachments E1 and R1). The Regular Hours for 2009-2033 were projected based on the average annual percent increase in caseload (1.6%) that occurred between 2004 and 2008. It is important to note that this percent increase in caseload is subject to variability.

³ Calculation based on the Regular Hours to Complete Workflow Processes divided by the annual number of work hours (2,080) per FTE.

⁴ Due to the efficiencies that have resulted from the implementation of the ECM System, there will be postponements in hiring staff to account for increasing caseloads. The staff postponements were based on the comparison of when an additional 1.0 FTE (refer to yellow cells) would have been required to complete workflow processes pre-imaging versus when an additional 1.0 FTE will be required to complete workflow processes post-imaging (if legislative changes enacted).

⁵ A postponement of 1.0 FTE has already been accounted for during these years (Refer to Attachment F1).

Attachment S2

Additional Staff Postponements (25 Years) District Court (Grand Haven)

Year ¹	Pre-Imaging		Post-Imaging (If Legislative Changes Enacted)		One-Time FTE Savings that Result from a Postponement in Hiring ⁴
	Regular Hours ² to Complete Workflow Processes (Annual)	FTEs ³ Required to Complete Workflow Processes	Regular Hours ² to Complete Workflow Processes (Annual)	FTEs ³ Required to Complete Workflow Processes	
2008	5,672	2.7	3,744	1.8	—
2009	5,719	2.7	3,774	1.8	0.0
2010	5,767	2.8	3,804	1.8	0.0
2011	5,815	2.8	3,835	1.8	0.0
2012	5,863	2.8	2,991	1.4	0.0
2013	5,912	2.8	3,015	1.4	0.0
2014	5,959	2.9	3,039	1.5	0.0
2015	6,007	2.9	3,063	1.5	0.0
2016	6,055	2.9	3,088	1.5	0.0
2017	6,103	2.9	3,113	1.5	0.0
2018	6,152	3.0	3,137	1.5	0.0
2019	6,202	3.0	3,163	1.5	0.0
2020	6,251	3.0	3,188	1.5	0.0
2021	6,301	3.0	3,213	1.5	0.0
2022	6,352	3.1	3,239	1.6	0.0
2023	6,402	3.1	3,265	1.6	0.0
2024	6,454	3.1	3,291	1.6	0.0
2025	6,505	3.1	3,317	1.6	0.0
2026	6,557	3.2	3,344	1.6	0.0
2027	6,610	3.2	3,371	1.6	0.0
2028	6,663	3.2	3,398	1.6	0.0
2029	6,716	3.2	3,425	1.6	0.0
2030	6,770	3.3	3,452	1.7	0.0
2031	6,824	3.3	3,480	1.7	0.0
2032	6,878	3.3	3,508	1.7	0.0
2033	6,933	3.3	3,536	1.7	0.0
Source: District Court, IT Department				Additional One-Time Savings (25 Years)	0.0

Additional 1.0 FTE Required to Account for Increasing Caseload

¹ Staff postponements were calculated over a period of 25 years, which is estimated to be the useful life of the system.

² The Regular Hours to Complete Workflow Processes for 2008 were based on the departmental time study (Refer to Attachments E2 and R2). The Regular Hours for 2009-2033 were projected based on the average annual percent increase in caseload (0.8%) that occurred between 2000 and 2007. It is important to note that this percent increase in caseload is subject to variability.

³ Calculation based on the Regular Hours to Complete Workflow Processes divided by the annual number of work hours (2,080) per FTE.

⁴ Due to the efficiencies that have resulted from the implementation of the ECM System, there will be postponements in hiring staff to account for increasing caseloads. The staff postponements were based on the comparison of when an additional 1.0 FTE (refer to yellow cells) would have been required to complete workflow processes pre-imaging versus when an additional 1.0 FTE will be required to complete workflow processes post-imaging (if legislative changes enacted).

Attachment S3

Additional Staff Postponements (25 Years) District Court (Holland)

Year ¹	Pre-Imaging		Post-Imaging (If Legislative Changes Enacted)		One-Time FTE Savings that Result from a Postponement in Hiring ⁴
	Regular Hours ² to Complete Workflow Processes (Annual)	FTEs ³ Required to Complete Workflow Processes	Regular Hours ² to Complete Workflow Processes (Annual)	FTEs ³ Required to Complete Workflow Processes	
2008	—	—	—	—	—
2009	8,656	4.2	7,312	3.5	—
2010	8,725	4.2	7,370	3.5	0.0
2011	8,795	4.2	7,429	3.6	0.0
2012	8,865	4.3	5,662	2.7	0.0
2013	8,936	4.3	5,707	2.7	0.0
2014	9,008	4.3	5,753	2.8	0.0
2015	9,080	4.4	5,799	2.8	0.0
2016	9,153	4.4	5,845	2.8	0.0
2017	9,226	4.4	5,892	2.8	0.0
2018	9,300	4.5	5,939	2.9	0.0
2019	9,374	4.5	5,987	2.9	0.0
2020	9,449	4.5	6,035	2.9	0.0
2021	9,525	4.6	6,083	2.9	0.0
2022	9,601	4.6	6,132	2.9	0.0
2023	9,678	4.7	6,181	3.0	0.0
2024	9,755	4.7	6,230	3.0	0.0
2025	9,833	4.7	6,280	3.0	0.0
2026	9,912	4.8	6,330	3.0	0.0
2027	9,991	4.8	6,381	3.1	0.0
2028	10,071	4.8	6,432	3.1	0.0
2029	10,151	4.9	6,483	3.1	0.0
2030	10,233	4.9	6,535	3.1	0.0
2031	10,315	5.0	6,587	3.2	0.0
2032	10,397	5.0	6,640	3.2	0.0
2033	10,480	5.0	6,693	3.2	0.0

Source: District Court, IT Department

Additional One-Time Savings (25 Years) 0.0

Additional 1.0 FTE Required to Account for Increasing Caseload

¹ Staff postponements were calculated over a period of 25 years, which is estimated to be the useful life of the system. However, since Holland District Court is not projected to reap the benefits of the ECM System until 2010, 2009 was utilized as the baseline year.

² The Regular Hours to Complete Workflow Processes for 2009 were based on the departmental time study that was conducted in Hudsonville District Court (pre-imaging) and Grand Haven District Court (post-imaging) (Refer to Attachments E3 and R3). The Regular Hours for 2010-2033 were projected based on the average annual percent increase in caseload (0.8%) that occurred between 2000 and 2007. It is important to note that this percent increase in caseload is subject to variability.

³ Calculation based on the Regular Hours to Complete Workflow Processes divided by the annual number of work hours (2,080) per FTE.

⁴ Due to the efficiencies that have resulted from the implementation of the ECM System, there will be postponements in hiring staff to account for increasing caseloads. The staff postponements were based on the comparison of when an additional 1.0 FTE (refer to yellow cells) would have been required to complete workflow processes pre-imaging versus when an additional 1.0 FTE will be required to complete workflow processes post-imaging (if legislative changes enacted).

Attachment S4

Additional Staff Postponements (25 Years) District Court (Hudsonville)

Year ¹	Pre-Imaging		Post-Imaging (If Legislative Changes Enacted)		One-Time FTE Savings that Result from a Postponement in Hiring ⁴
	Regular Hours ² to Complete Workflow Processes (Annual)	FTEs ³ Required to Complete Workflow Processes	Regular Hours ² to Complete Workflow Processes (Annual)	FTEs ³ Required to Complete Workflow Processes	
2008	—	—	—	—	—
2009	—	—	—	—	—
2010	—	—	—	—	—
2011	—	—	—	—	—
2012	4,328	2.1	2,991	1.4	—
2013	4,363	2.1	3,015	1.4	0.0
2014	4,398	2.1	3,039	1.5	0.0
2015	4,433	2.1	3,063	1.5	0.0
2016	4,468	2.1	3,088	1.5	0.0
2017	4,504	2.2	3,113	1.5	0.0
2018	4,540	2.2	3,137	1.5	0.0
2019	4,576	2.2	3,163	1.5	0.0
2020	4,613	2.2	3,188	1.5	0.0
2021	4,650	2.2	3,213	1.5	0.0
2022	4,687	2.3	3,239	1.6	0.0
2023	4,724	2.3	3,265	1.6	0.0
2024	4,762	2.3	3,291	1.6	0.0
2025	4,800	2.3	3,317	1.6	0.0
2026	4,839	2.3	3,344	1.6	0.0
2027	4,877	2.3	3,371	1.6	0.0
2028	4,916	2.4	3,398	1.6	0.0
2029	4,956	2.4	3,425	1.6	0.0
2030	4,995	2.4	3,452	1.7	0.0
2031	5,035	2.4	3,480	1.7	0.0
2032	5,076	2.4	3,508	1.7	0.0
2033	5,116	2.5	3,536	1.7	0.0
Additional One-Time Savings (25 Years)					0.0

Source: District Court, IT Department

Additional 1.0 FTE Required to Account for Increasing Caseload

¹ Staff postponements were calculated over a period of 25 years, which is estimated to be the useful life of the system. However, since Hudsonville District Court is not projected to reap the benefits of the ECM System until 2013, 2012 was utilized as the baseline year.

² The Regular Hours to Complete Workflow Processes for 2012 were based on the departmental time study that was conducted in Hudsonville District Court (pre-imaging) and Grand Haven District Court (post-imaging) (Refer to Attachment R3). The Regular Hours for 2013-2033 were projected based on the average annual percent increase in caseload (0.8%) that occurred between 2000 and 2007. It is important to note that this percent increase in caseload is subject to variability.

³ Calculation based on the Regular Hours to Complete Workflow Processes divided by the annual number of work hours (2,080) per FTE.

⁴ Due to the efficiencies that have resulted from the implementation of the ECM System, there will be postponements in hiring staff to account for increasing caseloads. The staff postponements were based on the comparison of when an additional 1.0 FTE (refer to yellow cells) would have been required to complete workflow processes pre-imaging versus when an additional 1.0 FTE will be required to complete workflow processes post-imaging (if legislative changes enacted).

Attachment S5

Additional Staff Postponements (25 Years) District Court Probation (Grand Haven)

Year ¹	Pre-Imaging		Post-Imaging (If Legislative Changes Enacted)		One-Time FTE Savings that Result from a Postponement in Hiring ⁴
	Regular Hours ² to Complete Workflow Processes (Annual)	FTEs ³ Required to Complete Workflow Processes	Regular Hours ² to Complete Workflow Processes (Annual)	FTEs ³ Required to Complete Workflow Processes	
2008	131	0.1	98	0.0	—
2009	134	0.1	100	0.0	0.0
2010	137	0.1	102	0.0	0.0
2011	140	0.1	105	0.1	0.0
2012	143	0.1	65	0.0	0.0
2013	146	0.1	66	0.0	0.0
2014	149	0.1	68	0.0	0.0
2015	153	0.1	69	0.0	0.0
2016	156	0.1	71	0.0	0.0
2017	159	0.1	72	0.0	0.0
2018	163	0.1	74	0.0	0.0
2019	166	0.1	76	0.0	0.0
2020	170	0.1	77	0.0	0.0
2021	174	0.1	79	0.0	0.0
2022	178	0.1	81	0.0	0.0
2023	182	0.1	83	0.0	0.0
2024	186	0.1	84	0.0	0.0
2025	190	0.1	86	0.0	0.0
2026	194	0.1	88	0.0	0.0
2027	198	0.1	90	0.0	0.0
2028	202	0.1	92	0.0	0.0
2029	207	0.1	94	0.0	0.0
2030	211	0.1	96	0.0	0.0
2031	216	0.1	98	0.0	0.0
2032	221	0.1	100	0.0	0.0
2033	226	0.1	103	0.0	0.0
Source: District Court Probation, IT Department				Additional One-Time Savings (25 Years)	0.0

Additional 1.0 FTE Required to Account for Increasing Caseload

¹ Staff postponements were calculated over a period of 25 years, which is estimated to be the useful life of the system.

² The Regular Hours to Complete Workflow Processes for 2008 were based on the departmental time studies that were conducted in Holland and Hudsonville District Court Probation Offices (Refer to Attachments E3 and R4). The Regular Hours for 2009-2033 were projected based on the average annual percent increase in caseload (2.2%) that occurred between 2001 and 2008. It is important to note that this percent increase in caseload is subject to variability.

³ Calculation based on the Regular Hours to Complete Workflow Processes divided by the annual number of work hours (2,080) per FTE.

⁴ Due to the efficiencies that have resulted from the implementation of the ECM System, there will be postponements in hiring staff to account for increasing caseloads. The staff postponements were based on the comparison of when an additional 1.0 FTE (refer to yellow cells) would have been required to complete workflow processes pre-imaging versus when an additional 1.0 FTE will be required to complete workflow processes post-imaging (if legislative changes enacted).

Attachment S6

Additional Staff Postponements (25 Years) District Court Probation (Holland)

Year ¹	Pre-Imaging		Post-Imaging (If Legislative Changes Enacted)		One-Time FTE Savings that Result from a Postponement in Hiring ⁴
	Regular Hours ² to Complete Workflow Processes (Annual)	FTEs ³ Required to Complete Workflow Processes	Regular Hours ² to Complete Workflow Processes (Annual)	FTEs ³ Required to Complete Workflow Processes	
2008	391	0.2	287	0.1	—
2009	400	0.2	293	0.1	0.0
2010	408	0.2	300	0.1	0.0
2011	417	0.2	306	0.1	0.0
2012	427	0.2	193	0.1	0.0
2013	436	0.2	197	0.1	0.0
2014	446	0.2	202	0.1	0.0
2015	455	0.2	206	0.1	0.0
2016	465	0.2	211	0.1	0.0
2017	476	0.2	215	0.1	0.0
2018	486	0.2	220	0.1	0.0
2019	497	0.2	225	0.1	0.0
2020	508	0.2	230	0.1	0.0
2021	519	0.2	235	0.1	0.0
2022	530	0.3	240	0.1	0.0
2023	542	0.3	245	0.1	0.0
2024	554	0.3	251	0.1	0.0
2025	566	0.3	256	0.1	0.0
2026	578	0.3	262	0.1	0.0
2027	591	0.3	267	0.1	0.0
2028	604	0.3	273	0.1	0.0
2029	618	0.3	279	0.1	0.0
2030	631	0.3	286	0.1	0.0
2031	645	0.3	292	0.1	0.0
2032	659	0.3	298	0.1	0.0
2033	674	0.3	305	0.1	0.0
Source: District Court Probation, IT Department				Additional One-Time Savings (25 Years)	0.0

Additional 1.0 FTE Required to Account for Increasing Caseload

¹ Staff postponements were calculated over a period of 25 years, which is estimated to be the useful life of the system.

² The Regular Hours to Complete Workflow Processes for 2008 were based on the departmental time studies that were conducted in Holland and Hudsonville District Court Probation Offices (Refer to Attachments E4 and R4). The Regular Hours for 2009-2033 were projected based on the average annual percent increase in caseload (2.2%) that occurred between 2001 and 2008. It is important to note that this percent increase in caseload is subject to variability.

³ Calculation based on the Regular Hours to Complete Workflow Processes divided by the annual number of work hours (2,080) per FTE.

⁴ Due to the efficiencies that have resulted from the implementation of the ECM System, there will be postponements in hiring staff to account for increasing caseloads. The staff postponements were based on the comparison of when an additional 1.0 FTE (refer to yellow cells) would have been required to complete workflow processes pre-imaging versus when an additional 1.0 FTE will be required to complete workflow processes post-imaging (if legislative changes enacted).

Attachment S7

Additional Staff Postponements (25 Years) District Court Probation (Hudsonville)

Year ¹	Pre-Imaging		Post-Imaging (If Legislative Changes Enacted)		One-Time FTE Savings that Result from a Postponement in Hiring ⁴
	Regular Hours ² to Complete Workflow Processes (Annual)	FTEs ³ Required to Complete Workflow Processes	Regular Hours ² to Complete Workflow Processes (Annual)	FTEs ³ Required to Complete Workflow Processes	
2008	—	—	—	—	—
2009	—	—	—	—	—
2010	—	—	—	—	—
2011	—	—	—	—	—
2012	219	0.1	109	0.1	—
2013	224	0.1	111	0.1	0.0
2014	229	0.1	114	0.1	0.0
2015	234	0.1	116	0.1	0.0
2016	239	0.1	119	0.1	0.0
2017	244	0.1	122	0.1	0.0
2018	250	0.1	124	0.1	0.0
2019	255	0.1	127	0.1	0.0
2020	261	0.1	130	0.1	0.0
2021	266	0.1	133	0.1	0.0
2022	272	0.1	135	0.1	0.0
2023	278	0.1	138	0.1	0.0
2024	284	0.1	142	0.1	0.0
2025	291	0.1	145	0.1	0.0
2026	297	0.1	148	0.1	0.0
2027	304	0.1	151	0.1	0.0
2028	310	0.1	154	0.1	0.0
2029	317	0.2	158	0.1	0.0
2030	324	0.2	161	0.1	0.0
2031	331	0.2	165	0.1	0.0
2032	338	0.2	168	0.1	0.0
2033	346	0.2	172	0.1	0.0

Source: District Court Probation, IT Department

Additional One-Time Savings (25 Years) 0.0

Additional 1.0 FTE Required to Account for Increasing Caseload

- ¹ Staff postponements were calculated over a period of 25 years, which is estimated to be the useful life of the system. However, since Hudsonville District Court Probation is not projected to reap the benefits of the ECM System until 2013, 2012 was utilized as the baseline year.
- ² The Regular Hours to Complete Workflow Processes for 2012 were based on the departmental time study that was conducted in Holland and Hudsonville District Court Probation Offices (Refer to Attachment R5). The Regular Hours for 2013-2033 were projected based on the average annual percent increase in caseload (2.2%) that occurred between 2001 and 2008. It is important to note that this percent increase in caseload is subject to variability.
- ³ Calculation based on the Regular Hours to Complete Workflow Processes divided by the annual number of work hours (2,080) per FTE.
- ⁴ Due to the efficiencies that have resulted from the implementation of the ECM System, there will be postponements in hiring staff to account for increasing caseloads. The staff postponements were based on the comparison of when an additional 1.0 FTE (refer to yellow cells) would have been required to complete workflow processes pre-imaging versus when an additional 1.0 FTE will be required to complete workflow processes post-imaging (if legislative changes enacted).

Attachment S8

Additional Staff Postponements (25 Years) Friend of the Court

Year ¹	Pre-Imaging		Post-Imaging (If Legislative Changes Enacted)		One-Time FTE Savings that Result from a Postponement in Hiring ⁴
	Regular Hours ² to Complete Workflow Processes (Annual)	FTEs ³ Required to Complete Workflow Processes	Regular Hours ² to Complete Workflow Processes (Annual)	FTEs ³ Required to Complete Workflow Processes	
2008	4,744	2.3	2,826	1.4	—
2009	4,797	2.3	2,857	1.4	0.0
2010	4,850	2.3	2,889	1.4	0.0
2011	4,904	2.4	2,920	1.4	0.0
2012	4,959	2.4	2,952	1.4	0.0
2013	5,014	2.4	2,985	1.4	0.0
2014	5,069	2.4	3,018	1.5	0.0
2015	5,125	2.5	3,051	1.5	0.0
2016	5,181	2.5	3,084	1.5	0.0
2017	5,238	2.5	3,118	1.5	0.0
2018	5,296	2.5	3,153	1.5	0.0
2019	5,354	2.6	3,187	1.5	0.0
2020	5,413	2.6	3,222	1.5	0.0
2021	5,473	2.6	3,258	1.6	0.0
2022	5,533	2.7	3,294	1.6	0.0
2023	5,594	2.7	3,330	1.6	0.0
2024	5,655	2.7	3,367	1.6	0.0
2025	5,717	2.7	3,404	1.6	0.0
2026	5,780	2.8	3,441	1.7	0.0
2027	5,844	2.8	3,479	1.7	0.0
2028	5,908	2.8	3,517	1.7	0.0
2029	5,973	2.9	3,556	1.7	0.0
2030	6,039	2.9	3,595	1.7	0.0
2031	6,105	2.9	3,635	1.7	0.0
2032	6,172	3.0	3,675	1.8	0.0
2033	6,240	3.0	3,715	1.8	0.0

Source: Friend of the Court, IT Department

Additional One-Time Savings (25 Years) 0.0

Additional 1.0 FTE Required to Account for Increasing Caseload

¹ Staff postponements were calculated over a period of 25 years, which is estimated to be the useful life of the system.

² The Regular Hours to Complete Workflow Processes for 2008 were based on the departmental time study (Refer to Attachments E4). The Regular Hours for 2009-2033 were projected based on the average annual percent increase in caseload (1.1%) that occurred between 2004 and 2008. It is important to note that this percent increase in caseload is subject to variability.

³ Calculation based on the Regular Hours to Complete Workflow Processes divided by the annual number of work hours (2,080) per FTE.

⁴ Due to the efficiencies that have resulted from the implementation of the ECM System, there will be postponements in hiring staff to account for increasing caseloads. The staff postponements were based on the comparison of when an additional 1.0 FTE (refer to yellow cells) would have been required to complete workflow processes pre-imaging versus when an additional 1.0 FTE will be required to complete workflow processes post-imaging (if legislative changes enacted).

Attachment S9

Additional Staff Postponements (25 Years) Probate Court

Year ¹	Pre-Imaging		Post-Imaging (If Legislative Changes Enacted)		One-Time FTE Savings that Result from a Postponement in Hiring ⁴
	Regular Hours ² to Complete Workflow Processes (Annual)	FTEs ³ Required to Complete Workflow Processes	Regular Hours ² to Complete Workflow Processes (Annual)	FTEs ³ Required to Complete Workflow Processes	
2008	1,872	0.9	1,406	0.7	—
2009	1,889	0.9	1,419	0.7	0.0
2010	1,906	0.9	1,431	0.7	0.0
2011	1,923	0.9	1,444	0.7	0.0
2012	1,941	0.9	980	0.5	0.0
2013	1,958	0.9	989	0.5	0.0
2014	1,976	0.9	998	0.5	0.0
2015	1,993	1.0	1,007	0.5	0.0
2016	2,011	1.0	1,016	0.5	0.0
2017	2,029	1.0	1,025	0.5	0.0
2018	2,048	1.0	1,034	0.5	0.0
2019	2,066	1.0	1,043	0.5	0.0
2020	2,085	1.0	1,053	0.5	0.0
2021	2,103	1.0	1,062	0.5	0.0
2022	2,122	1.0	1,072	0.5	0.0
2023	2,142	1.0	1,082	0.5	0.0
2024	2,161	1.0	1,091	0.5	0.0
2025	2,180	1.0	1,101	0.5	0.0
2026	2,200	1.1	1,111	0.5	0.0
2027	2,220	1.1	1,121	0.5	0.0
2028	2,240	1.1	1,131	0.5	0.0
2029	2,260	1.1	1,141	0.5	0.0
2030	2,280	1.1	1,152	0.6	0.0
2031	2,301	1.1	1,162	0.6	0.0
2032	2,321	1.1	1,172	0.6	0.0
2033	2,342	1.1	1,183	0.6	0.0
Source: Probate Court, IT Department				Additional One-Time Savings (25 Years)	0.0

Additional 1.0 FTE Required to Account for Increasing Caseload

¹ Staff postponements were calculated over a period of 25 years, which is estimated to be the useful life of the system.

² The Regular Hours to Complete Workflow Processes for 2008 were based on the departmental time study (Refer to Attachments E5 and R5). The Regular Hours for 2009-2033 were projected based on the average annual percent increase in caseload (0.9%) that occurred between 2000 and 2008. It is important to note that this percent increase in caseload is subject to variability.

³ Calculation based on the Regular Hours to Complete Workflow Processes divided by the annual number of work hours (2,080) per FTE.

⁴ Due to the efficiencies that have resulted from the implementation of the ECM System, there will be postponements in hiring staff to account for increasing caseloads. The staff postponements were based on the comparison of when an additional 1.0 FTE (refer to yellow cells) would have been required to complete workflow processes pre-imaging versus when an additional 1.0 FTE will be required to complete workflow processes post-imaging (if legislative changes enacted).

Attachment T1

Additional Amount of Material Saved Circuit Court - Trial Court

	Material Usage (Post-Imaging)	Material Usage (If Legislative Changes Enacted) ¹	Additional Amount of Material Saved (Annual)
Type of Material			
Copier (Number of Pages)	0	0	0
Mail (Number of Documents)	1,418	709	-709
File Folders	0	0	0
Storage (Number of Shelving Units)	0	0	0
Printer (Number of Pages)	1,418	709	-709

Source: Circuit Court - Trial Court, IT Department

¹ The Material Usage (If Legislative Changes Enacted) calculation based on the assumption that all case documents that are distributed to attorneys will be done so electronically.

Additional Amount of Material Saved County Clerk - Circuit Court Records

	Material Usage (Post-Imaging)	Material Usage (If Legislative Changes Enacted) ¹	Additional Amount of Material Saved (Annual)
Type of Material			
Copier (Number of Pages)	115,788	0	-115,788
Mail (Number of Documents)	35,086	3,509	-31,577
File Folders	3,923	0	-3,923
Storage (Number of Shelving Units)	0	0	0 ²
Printer (Number of Pages)	154,027	11,580	-142,447

Source: County Clerk - Circuit Court Records, IT Department

¹ The Material Usage (If Legislative Changes Enacted) calculation based on the assumption that all case documents that are distributed to attorneys will be done so electronically and paper case files will no longer be maintained.

² The County Clerk - Circuit Court Records will experience a cost-savings as a result of no longer requiring off-site storage for paper case files.

Attachment T2

Additional Amount of Material Saved County Clerk - Family Division Records

Type of Material	Material Usage (Post-Imaging)	Material Usage (If Legislative Changes Enacted) ¹	Additional Amount of Material Saved (Annual)
Copier (Number of Pages)	0	0	0
Mail (Number of Documents)	1,512	227	-1,285
File Folders	1,714	0	-1,714
Storage (Number of Shelving Units)	0	0	0 ²
Printer (Number of Pages)	17,086	1,041	-16,045

Source: County Clerk - Family Division Records, IT Department

¹ The Material Usage (If Legislative Changes Enacted) calculation based on the assumption that all case documents that are distributed to attorneys will be done so electronically and paper case files will no longer be maintained.

² The County Clerk - Family Division Records will experience a cost-savings as a result of no longer requiring off-site storage for paper case files.

Additional Amount of Material Saved District Court (Grand Haven)

Type of Material	Material Usage (Post-Imaging)	Material Usage (If Legislative Changes Enacted) ¹	Additional Amount of Material Saved ² (Annual)
Copier (Number of Pages)	0	0	0
Mail (Number of Documents)	22,931	5,921	-17,010
File Folders	5,531	0	-5,531
Storage (Number of Shelving Units)	0	0	0 ³
Printer (Number of Pages)	111,040	15,991	-95,049

Source: District Court, IT Department

¹ The Material Usage (If Legislative Changes Enacted) calculation based on the assumption that all case documents that are distributed to attorneys will be done so electronically and paper case files will no longer be maintained.

² The Additional Amount of Material Saved for District Court (Grand Haven) was used to project the additional amount of material saved for District Court (Holland) and District Court (Hudsonville) since District Court administrators indicated that the caseload in Holland is approximately twice as much as Grand Haven and the caseload in Hudsonville is approximately the same as Grand Haven.

³ The annual savings for storage units was not calculated since, pre-imaging, District Court shredded paper case files when storage capacity was reached in lieu of purchasing additional shelving units or paying to store files off-site.

Attachment T3

Additional Amount of Material Saved District Court Probation (Grand Haven)

	Material Usage (Post-Imaging)	Material Usage (If Legislative Changes Enacted) ¹	Additional Amount of Material Saved (Annual)
Type of Material			
Copier (Number of Pages)	0	0	0
Mail (Number of Documents)	0	0	0
File Folders	0	0	0
Storage (Number of Shelving Units)	0	0	0
Printer (Number of Pages)	5,127	0	-5,127

Source: District Court Probation, IT Department

¹ The Material Usage (If Legislative Changes Enacted) calculation based on the assumption that all case documents that require a judge's signature will be electronically distributed and signed by a judge.

Additional Amount of Material Saved District Court Probation (Holland)

	Material Usage (Post-Imaging)	Material Usage (If Legislative Changes Enacted) ¹	Additional Amount of Material Saved (Annual)
Type of Material			
Copier (Number of Pages)	0	0	0
Mail (Number of Documents)	0	0	0
File Folders	0	0	0
Storage (Number of Shelving Units)	0	0	0
Printer (Number of Pages)	14,143	0	-14,143

Source: District Court Probation, IT Department

¹ The Material Usage (If Legislative Changes Enacted) calculation based on the assumption that all case documents that require a judge's signature will be electronically distributed and signed by a judge.

Attachment T4

Additional Amount of Material Saved District Court Probation (Hudsonville)

Type of Material	Material Usage (Pre-Imaging)	Material Usage (If Legislative Changes Enacted) ¹	Additional Amount of Material Saved (Annual)
Copier (Number of Pages) ²	2,823	0	-2,823
Mail (Number of Documents)	0	0	0 ³
File Folders ⁴	934	0	-934
Storage (Number of Shelving Units)	0	0	0 ⁵
Printer (Number of Pages) ⁶	11,605	0	-11,605

Source: District Court Probation, IT Department

¹ The Material Usage (If Legislative Changes Enacted) calculation based on the assumption that all case documents that require a judge's signature will be electronically distributed and signed by a judge.

² Based on a total of 1,493 annual cases that were copied pre-imaging. These data were obtained by referencing the Steps to Complete Impacted Workflow Processes attachment (Refer to Attachment C5) to determine the workflow processes in which a "copy" step occurred; then the IT Department provided the annual number of times that each workflow process occurred, as well as the average number of pages per case.

³ The annual savings for mailing documents was not calculated since District Court Probation continues to mail the same number of documents.

⁴ Based on a total of 934 annual cases that were created pre-imaging.

⁵ The annual savings for storage units was not calculated since, pre-imaging, District Court Probation shredded paper case files when storage capacity was reached in lieu of purchasing additional shelving units or paying to store files off-site.

⁶ Based on a total of 3,735 annual cases that would no longer be printed if legislative changes are enacted.

Additional Amount of Material Saved Probate Court

Type of Material	Material Usage (Post-Imaging)	Material Usage (If Legislative Changes Enacted) ¹	Additional Amount of Material Saved (Annual)
Copier (Number of Pages)	0	0	0
Mail (Number of Documents)	6,775	5,081	-1,694
File Folders	842	0	-842
Storage (Number of Shelving Units)	0	0	0 ²
Printer (Number of Pages)	13,316	9,346	-3,970

Source: Probate Court, IT Department

¹ The Material Usage (If Legislative Changes Enacted) calculation based on the assumption that all case documents that are distributed to attorneys will be done so electronically and paper case files will no longer be maintained.

² Probate Court will experience a cost-savings as a result of no longer microfilming paper case files.

Attachment T5

Additional Amount of Material Saved Prosecutor's Office

Type of Material	Material Usage (Post-Imaging)	Material Usage (If Legislative Changes Enacted) ¹	Additional Amount of Material Saved (Annual)
Copier (Number of Pages)	0	0	0
Mail (Number of Documents)	0	0	0
File Folders	9,820	0	-9,820
Storage (Number of Shelving Units)	0	0	0
Printer (Number of Pages)	209,360	0	-209,360

Source: Prosecutor's Office, IT Department

¹ The Material Usage (If Legislative Changes Enacted) calculation based on the assumption that paper case files will no longer be maintained.

Additional Amount of Material Saved Sheriff's Office

Type of Material	Material Usage (Post-Imaging)	Material Usage (If Legislative Changes Enacted) ¹	Additional Amount of Material Saved (Annual)
Copier (Number of Pages)	0	0	0
Mail (Number of Documents)	1,725	863	-862
File Folders	18,032	0	-18,032
Storage (Number of Shelving Units)	0	0	0
Printer (Number of Pages)	60,653	11,374	-49,279

Source: Sheriff's Office, IT Department

¹ The Material Usage (If Legislative Changes Enacted) calculation based on the assumption that all case documents that are distributed to attorneys will be done so electronically and paper case files will no longer be maintained.

Attachment U1

Computer Equipment Savings from Additional Staff Reductions
County Clerk - Circuit Court Records

	Year 6 (FY 2014)	Year 7 (FY 2015)	Year 8 (FY 2016)	Year 9 (FY 2017)	Year 10 (FY 2018)
Annual Savings from Staff Reductions (FTE)¹	(2.0)	(2.0)	(2.0)	(2.0)	(2.0)
Lotus Notes License²					
Number of Licenses Saved	(2)	(2)	(2)	(2)	(2)
Computer Hardware²					
Number of Computer Hardware Saved ³	(2)	0	0	0	0

Source: Planning and Performance Improvement and IT Department

¹ Additional staff reductions of 2.0 FTE are projected to occur in the County Clerk - Circuit Court Records Office in 2014. As a result, an annual savings of 2.0 FTE will be realized each subsequent year.

² The 5-year equipment savings that are reflected in this table will be replicated every five years going forward.

³ Computer hardware is replaced on a five year schedule.

Computer Equipment Savings from Additional Staff Reductions
District Court (Holland)

	Year 8 (FY 2016)	Year 9 (FY 2017)	Year 10 (FY 2018)	Year 11 (FY 2019)	Year 12 (FY 2020)
Annual Savings from Staff Reductions (FTE)¹	(0.5)	(0.5)	(0.5)	(0.5)	(0.5)
Lotus Notes License²					
Number of Licenses Saved ³	(1)	(1)	(1)	(1)	(1)
Computer Hardware²					
Number of Computer Hardware Saved ⁴	(1)	0	0	0	0

Source: Planning and Performance Improvement and IT Department

¹ Additional staff reductions of 0.5 FTE are projected to occur in Holland District Court in 2016. As a result, an annual savings of 0.5 FTE will be realized each subsequent year.

² The 5-year equipment savings that are reflected in this table will be replicated every five years going forward.

³ Staff reductions equate to 0.5 FTE; however it is assumed that the 0.5 FTE would require a Lotus Notes License each year.

⁴ Computer hardware is replaced on a five year schedule.

Attachment U2

Computer Equipment Savings from Additional Staff Reductions
District Court (Hudsonville)

	Year 8 (FY 2016)	Year 9 (FY 2017)	Year 10 (FY 2018)	Year 11 (FY 2019)	Year 12 (FY 2020)
Annual Savings from Staff Reductions (FTE)¹	(0.7)	(0.7)	(0.7)	(0.7)	(0.7)
Lotus Notes License²					
Number of Licenses Saved ³	(1)	(1)	(1)	(1)	(1)
Computer Hardware²					
Number of Computer Hardware Saved ⁴	(1)	0	0	0	0

Source: Planning and Performance Improvement and IT Department

¹ Additional staff reductions of 0.7 FTE are projected to occur in Hudsonville District Court in 2016. As a result, an annual savings of 0.7 FTE will be realized each subsequent year.

² The 5-year equipment savings that are reflected in this table will be replicated every five years going forward.

³ Staff reductions equate to 0.7 FTE; however it is assumed that the 0.7 FTE would require a Lotus Notes License each year.

⁴ Computer hardware is replaced on a five year schedule.

Computer Equipment Savings from Additional Staff Reductions
Probate Court

	Year 7 (FY 2015)	Year 8 (FY 2016)	Year 9 (FY 2017)	Year 10 (FY 2018)	Year 11 (FY 2019)
Annual Savings from Staff Reductions (FTE)¹	(0.4)	(0.4)	(0.4)	(0.4)	(0.4)
Lotus Notes License²					
Number of Licenses Saved ³	(1)	(1)	(1)	(1)	(1)
Computer Hardware²					
Number of Computer Hardware Saved ⁴	(1)	0	0	0	0

Source: Planning and Performance Improvement and IT Department

¹ Additional staff reductions of 0.4 FTE are projected to occur in Probate Court in 2015. As a result, an annual savings of 0.4 FTE will be realized each subsequent year.

² The 5-year equipment savings that are reflected in this table will be replicated every five years going forward.

³ Staff reductions equate to 0.4 FTE; however it is assumed that the 0.4 FTE would require a Lotus Notes License each year.

⁴ Computer hardware is replaced on a five year schedule.

Attachment U3

Computer Equipment Savings from Additional Staff Reductions
Prosecutor's Office

	Year 7 (FY 2015)	Year 8 (FY 2016)	Year 9 (FY 2017)	Year 10 (FY 2018)	Year 11 (FY 2019)
Annual Savings from Staff Reductions (FTE)¹	(0.5)	(0.5)	(0.5)	(0.5)	(0.5)
Lotus Notes License²					
Number of Licenses Saved ³	(1)	(1)	(1)	(1)	(1)
Computer Hardware²					
Number of Computer Hardware Saved ⁴	(1)	0	0	0	0

Source: Planning and Performance Improvement and IT Department

¹ Additional staff reductions of 0.5 FTE are projected to occur in the Prosecutor's Office in 2015. As a result, an annual savings of 0.5 FTE will be realized each subsequent year.

² The 5-year equipment savings that are reflected in this table will be replicated every five years going forward.

³ Staff reductions equate to 0.5 FTE; however it is assumed that the 0.5 FTE would require a Lotus Notes License each year.

⁴ Computer hardware is replaced on a five year schedule.

Computer Equipment Savings from Additional Staff Reductions
Sheriff's Office

	Year 9 (FY 2017)	Year 10 (FY 2018)	Year 11 (FY 2019)	Year 12 (FY 2020)	Year 13 (FY 2021)
Annual Savings from Staff Reductions (FTE)¹	(0.5)	(0.5)	(0.5)	(0.5)	(0.5)
Lotus Notes License²					
Number of Licenses Saved ³	(1)	(1)	(1)	(1)	(1)
Computer Hardware²					
Number of Computer Hardware Saved ⁴	(1)	0	0	0	0

Source: Planning and Performance Improvement and IT Department

¹ Additional staff reductions of 0.5 FTE are projected to occur in the Sheriff's Office in 2017. As a result, an annual savings of 0.5 FTE will be realized each subsequent year.

² The 5-year equipment savings that are reflected in this table will be replicated every five years going forward.

³ Staff reductions equate to 0.5 FTE; however it is assumed that the 0.5 FTE would require a Lotus Notes License each year.

⁴ Computer hardware is replaced on a five year schedule.

Attachment V

Computer Equipment Savings from Additional Staff Postponements County Clerk - Circuit Court Records

Year	One-Time FTE Savings that Result from a Postponement in Hiring ¹	Number of Lotus Notes Licenses Saved	Number of Computer Hardware Saved ³
2008	—	—	—
2009	0.0	0.0	0.0
2010	0.0	0.0	0.0
2011	0.0	0.0	0.0
2012	0.0	0.0	0.0
2013	0.0	0.0	0.0
2014	0.0	0.0	0.0
2015	0.0	0.0	0.0
2016	0.0 ²	0.0	(1.0)
2017	(1.0)	(1.0)	0.0
2018	(1.0)	(1.0)	0.0
2019	(1.0)	(1.0)	0.0
2020	(1.0)	(1.0)	0.0
2021	(1.0)	(1.0)	(1.0)
2022	(1.0)	(1.0)	0.0
2023	(1.0) ²	(1.0)	(1.0)
2024	(1.0) ²	(1.0)	0.0
2025	(2.0)	(2.0)	0.0
2026	(2.0)	(2.0)	(1.0)
2027	(2.0)	(2.0)	0.0
2028	(2.0)	(2.0)	(1.0)
2029	(2.0) ²	(2.0)	(1.0)
2030	(2.0) ²	(2.0)	0.0
2031	(2.0) ²	(2.0)	(1.0)
2032	(3.0)	(3.0)	0.0
2033	(3.0)	(3.0)	(1.0)

Source: Planning and Performance Improvement and IT Department

¹ These one-time FTE savings were calculated in Attachment S1.

² A postponement of 1.0 FTE has already been accounted for during these years.

³ An equipment savings from the purchase of new hardware will be realized if legislative changes are enacted. This is due to the fact that enough additional hours will be saved on an annual basis to negate the hiring of additional staff. Computer hardware is replaced on a five year schedule.

Attachment W

Additional Staff Reductions

	Additional Potential Reduction in FTEs¹	Recommended Position Reduction
Circuit Court - Trial Court	—	—
County Clerk - Circuit Court Records	2.0 FTE	Case Records Processor I
County Clerk - Family Division Records	—	—
District Court (Grand Haven)	—	—
District Court (Holland)	0.5 FTE	Deputy Court Clerk I
District Court (Hudsonville)	0.7 FTE	Deputy Court Clerk I
District Court Probation (Grand Haven)	—	—
District Court Probation (Holland)	—	—
District Court Probation (Hudsonville)	—	—
Friend of the Court	—	—
Probate Court	0.4 FTE	Microfilmer/Imager
Prosecutor's Office	0.5 FTE	Legal Assistant II
Sheriff's Office	0.5 FTE	Records Processing Clerk I

Source: IT Department, Fiscal Services Department

¹ This potential reduction in staffing needs is in addition to the current reduction in staffing needs (Refer to Attachment K).

Attachment X1

Additional Material Cost-Savings (2012) Circuit Court - Trial Court

	Material Cost (Post-Imaging)	Material Cost (If Legislative Changes Enacted)	Additional Material Cost-Savings
Copying Cost (Paper and Toner)			
Number of Pages Copied (Annually)	0	0	-
Annual Cost to Copy Documents	\$0.00	\$0.00	\$0.00
Mailing Cost (Envelope and Postage)¹			
Number of Documents Mailed (Annually) ²	1,418	709	-
Annual Cost to Mail Documents	\$697.27	\$348.63	(\$348.63)
File Folder Cost (Folder and Case Number Label)			
Number of File Folders Utilized (Annually)	0	0	-
Annual Cost of File Folders	\$0.00	\$0.00	\$0.00³
On-Site Storage Cost			
Annual Cost of On-Site Storage	\$0.00	\$0.00	\$0.00³
Off-Site Storage Cost			
Annual Cost of Off-Site Storage	\$0.00	\$0.00	\$0.00³
Printing Cost (Paper and Toner)⁴			
Number of Pages Printed (Annually) ⁵	1,418	709	-
Annual Cost to Print Documents	\$123.96	\$61.98	(\$61.98)
Total	\$821.23	\$410.61	(\$410.61)

Source: Circuit Court - Trial Court, IT Department, Fiscal Services Department

¹ After inflation, the average cost to mail a document in 2012 is \$0.491727; this cost includes an envelope (\$0.032782) and postage for a 1 ounce piece of mail (\$0.458945).

² Based on a total of 709 annual cases that were distributed by mail. If legislative changes are enacted, it is assumed that all case documents that are distributed to attorneys will be done so electronically.

³ Circuit Court - Trial Court files are maintained by the County Clerk - Circuit Court Records. As a result, the annual savings for file folders, on-site storage, and off-site storage were not calculated.

⁴ After inflation, the average cost to print a one page document in 2012 is \$0.087418; this cost includes paper and printer toner.

⁵ Based on a total of 709 annual cases that were printed. If legislative changes are enacted, it is assumed that all case documents that are distributed to attorneys will be done so electronically.

Attachment X2

Additional Material Cost-Savings (2012) County Clerk - Circuit Court Records

	Material Cost (Post-Imaging)	Material Cost (If Legislative Changes Enacted)	Additional Material Cost-Savings
Copying Cost (Paper and Toner)¹			
Number of Pages Copied (Annually) ²	115,788	0	-
Annual Cost to Copy Documents	\$4,807.98	\$0.00	(\$4,807.98)
Mailing Cost (Envelope and Postage)³			
Number of Documents Mailed (Annually) ⁴	35,086	3,509	-
Annual Cost to Mail Documents	\$17,252.73	\$1,725.47	(\$15,527.26)
File Folder Cost (Folder and Case Number Label)⁵			
Number of File Folders Utilized (Annually) ⁶	3,923	0	-
Annual Cost of File Folders	\$7,373.24	\$0.00	(\$7,373.24)
On-Site Storage Cost			
Annual Cost of On-Site Storage	\$0.00	\$0.00	\$0.00⁷
Off-Site Storage Cost			
Annual Cost of Off-Site Storage ⁸	\$28,644.00	\$0.00	(\$28,644.00)
Printing Cost (Paper and Toner)⁹			
Number of Pages Printed (Annually) ¹⁰	154,027	11,580	-
Annual Cost to Print Documents	\$13,464.73	\$1,012.30	(\$12,452.43)
Total	\$71,542.69	\$2,737.77	(\$68,804.92)

Source: County Clerk - Circuit Court Records, IT Department, Fiscal Services Department

¹ After inflation, the average cost to copy a one page document in 2012 is \$0.041524; this cost includes paper and copy machine toner.

² Based on a total of 35,086 annual cases that were copied post-imaging. If legislative changes are enacted, it is assumed that all case documents that are distributed to attorneys will be done so electronically and paper case files will no longer be maintained.

³ After inflation, the average cost to mail a document in 2012 is \$0.491727; this cost includes an envelope (\$0.032782) and postage for a 1 ounce piece of mail (\$0.458945).

⁴ Based on a total of 35,086 annual cases that were distributed by mail post-imaging and 3,509 annual cases that would be distributed by mail if legislative changes are enacted. It is assumed that, if legislative changes are enacted, all case documents that are distributed to attorneys will be done so electronically.

⁵ After inflation, the average cost of a County Clerk - Circuit Court Records file folder in 2012 is \$1.879490; this cost includes the file folder (\$1.486109) and the case number label (\$0.393381).

⁶ Based on a total of 3,923 annual cases that were created in 2008. If legislative changes are enacted, it is assumed that paper case files will no longer be maintained.

⁷ The annual savings for on-site storage is reflected in the off-site storage savings since, pre-imaging, the County Clerk - Circuit Court Records sent paper case files to off-site storage when the on-site storage capacity was reached in lieu of purchasing additional shelving units.

⁸ Since the new courthouse has less storage capacity than the previous building, the annual off-site storage cost is expected to increase to \$27,000 in 2010 (\$28,644 in 2012 after inflation). The increased cost is reflected in this analysis because legislative changes are not projected to occur until 2012 (i.e. after the move to the new courthouse).

⁹ After inflation, the average cost to print a one page document in 2012 is \$0.087418; this cost includes paper and printer toner.

¹⁰ Based on a total of 36,675 annual cases that were printed post-imaging and 3,509 annual cases that would be printed if legislative changes are enacted. It is assumed that, if legislative changes are enacted, all case documents that are distributed to attorneys will be done so electronically and paper case files will no longer be maintained.

Attachment X3

Additional Material Cost-Savings (2012) County Clerk - Family Division Records

	Material Cost (Post-Imaging)	Material Cost (If Legislative Changes Enacted)	Additional Material Cost-Savings
Copying Cost (Paper and Toner)			
Number of Pages Copied (Annually)	0	0	-
Annual Cost to Copy Documents	\$0.00	\$0.00	\$0.00
Mailing Cost (Envelope and Postage)¹			
Number of Documents Mailed (Annually) ²	1,512	227	-
Annual Cost to Mail Documents	\$743.49	\$111.62	(\$631.87)
File Folder Cost (Folder and Case Number Label)³			
Number of File Folders Utilized (Annually) ⁴	1,714	0	-
Annual Cost of File Folders	\$3,221.45	\$0.00	(\$3,221.45)
On-Site Storage Cost			
Annual Cost of On-Site Storage	\$0.00	\$0.00	\$0.00⁵
Off-Site Storage Cost			
Annual Cost of Off-Site Storage	\$0.00	\$0.00	\$0.00⁶
Printing Cost (Paper and Toner)⁷			
Number of Pages Printed (Annually) ⁸	17,086	1,041	-
Annual Cost to Print Documents	\$1,493.62	\$91.00	(\$1,402.62)
Total	\$5,458.56	\$202.62	(\$5,255.94)

Source: County Clerk - Family Division Records, IT Department, Fiscal Services Department

¹ After inflation, the average cost to mail a document in 2012 is \$0.491727; this cost includes an envelope (\$0.032782) and postage for a 1 ounce piece of mail (\$0.458945).

² Based on a total of 1,512 annual cases that were distributed by mail post-imaging and 227 annual cases that would be distributed by mail if legislative changes are enacted. It is assumed that, if legislative changes are enacted, all case documents that are distributed to attorneys will be done so electronically.

³ After inflation, the average cost of a County Clerk - Family Division Records file folder in 2012 is \$1.879490; this cost includes the file folder (\$1.486109) and the case number label (\$0.393381).

⁴ Based on a total of 1,714 annual cases that were created in 2008. If legislative changes are enacted, it is assumed that paper case files will no longer be maintained.

⁵ The annual savings for on-site storage is reflected in the off-site storage savings since, pre-imaging, the County Clerk - Family Division Records sent paper case files to off-site storage when the on-site storage capacity was reached in lieu of purchasing additional shelving units.

⁶ The County Clerk records the off-site storage cost for Circuit Court Records and Family Division Records jointly; as a result, the savings has not been separated for this report. Instead, the savings is reflected in the County Clerk - Circuit Court Records table (Attachment X2).

⁷ After inflation, the average cost to print a one page document in 2012 is \$0.087418; this cost includes paper and printer toner.

⁸ Based on a total of 6,612 annual cases that were printed post-imaging and 227 annual cases that would be printed if legislative changes are enacted. It is assumed that, if legislative changes are enacted, all case documents that are distributed to attorneys will be done so electronically and paper case files will no longer be maintained.

Attachment X4

Additional Material Cost-Savings (2012) District Court (Grand Haven)

	Material Cost (Post-Imaging)	Material Cost (If Legislative Changes Enacted)	Additional Material Cost-Savings ¹
Copying Cost (Paper and Toner)			
Number of Pages Copied (Annually)	0	0	-
Annual Cost to Copy Documents	\$0.00	\$0.00	\$0.00
Mailing Cost (Envelope and Postage)²			
Number of Documents Mailed (Annually) ³	22,931	5,921	-
Annual Cost to Mail Documents	\$11,275.79	\$2,911.52	(\$8,364.28)
File Folder Cost (Folder and Case Number Label)⁴			
Number of File Folders Utilized (Annually) ⁵	5,531	0	-
Annual Cost of File Folders	\$10,395.46	\$0.00	(\$10,395.46)
On-Site Storage Cost			
Annual Cost of On-Site Storage	\$0.00	\$0.00	\$0.00⁶
Off-Site Storage Cost			
Annual Cost of Off-Site Storage	\$0.00	\$0.00	\$0.00⁷
Printing Cost (Paper and Toner)⁸			
Number of Pages Printed (Annually) ⁹	111,040	15,991	-
Annual Cost to Print Documents	\$9,706.89	\$1,397.90	(\$8,308.99)
Total	\$31,378.15	\$4,309.42	(\$27,068.73)

Source: District Court, IT Department, Fiscal Services Department

¹ The Additional Material Cost-Savings calculated for District Court (Grand Haven) was utilized to project the additional material cost-savings for Holland and Hudsonville District Courts since District Court administrators indicated that the caseload in Holland is approximately twice as much as Grand Haven and the caseload in Hudsonville is approximately the same as Grand Haven.

² After inflation, the average cost to mail a document in 2012 is \$0.491727; this cost includes an envelope (\$0.032782) and postage for a 1 ounce piece of mail (\$0.458945).

³ Based on a total of 22,931 annual cases that were distributed by mail post-imaging and 5,921 annual cases that would be distributed by mail if legislative changes are enacted. It is assumed that, if legislative changes are enacted, all case documents that are distributed to attorneys will be done so electronically.

⁴ After inflation, the average cost of a District Court file folder in 2012 is \$1.879490; this cost includes the file folder (\$1.486109) and the case number label (\$0.393381).

⁵ Based on a total of 5,531 annual cases that were created post-imaging. If legislative changes are enacted, it is assumed that paper case files will no longer be maintained.

⁶ The annual savings for on-site storage was not calculated since, pre-imaging, District Court (Grand Haven) shredded paper case files when the on-site storage capacity was reached in lieu of purchasing additional shelving units.

⁷ The annual savings for off-site storage was not calculated since District Court (Grand Haven) does not utilize off-site storage for closed case files.

⁸ After inflation, the average cost to print a one page document in 2012 is \$0.087418; this cost includes paper and printer toner.

⁹ Based on a total of 24,368 annual cases that were printed post-imaging and 5,921 annual cases that would be printed if legislative changes are enacted. It is assumed that, if legislative changes are enacted, all case documents that are distributed to attorneys will be done so electronically and paper case files will no longer be maintained.

Attachment X5

Additional Material Cost-Savings (2012) District Court Probation (Grand Haven)

	Material Cost (Post-Imaging)	Material Cost (If Legislative Changes Enacted)	Additional Material Cost-Savings
Copying Cost (Paper and Toner)			
Number of Pages Copied (Annually)	0	0	–
Annual Cost to Copy Documents	\$0.00	\$0.00	\$0.00
Mailing Cost (Envelope and Postage)			
Number of Documents Mailed (Annually)	0	0	–
Annual Cost to Mail Documents	\$0.00	\$0.00	\$0.00 ¹
File Folder Cost (Folder and Case Number Label)			
Number of File Folders Utilized (Annually)	0	0	–
Annual Cost of File Folders	\$0.00	\$0.00	\$0.00
On-Site Storage Cost			
Annual Cost of On-Site Storage	\$0.00	\$0.00	\$0.00 ²
Off-Site Storage Cost			
Annual Cost of Off-Site Storage	\$0.00	\$0.00	\$0.00 ³
Printing Cost (Paper and Toner)⁴			
Number of Pages Printed (Annually) ⁵	5,127	0	–
Annual Cost to Print Documents	\$448.19	\$0.00	(\$448.19)
Total	\$448.19	\$0.00	(\$448.19)

Source: District Court Probation, IT Department, Fiscal Services Department

¹ The annual savings for mailing documents was not calculated since District Court Probation (Grand Haven) would continue to mail the same number of documents if legislative changes are enacted.

² The annual savings for on-site storage was not calculated since, pre-imaging, District Court Probation (Grand Haven) shredded paper case files when the on-site storage capacity was reached in lieu of purchasing additional shelving units.

³ The annual savings for off-site storage was not calculated since District Court Probation (Grand Haven) does not utilize off-site storage for closed case files.

⁴ After inflation, the average cost to print a one page document in 2012 is \$0.087418; this cost includes paper and printer toner.

⁵ Based on a total of 1,115 annual cases that were printed post-imaging. If legislative changes are enacted, it is assumed that all case documents that require a judge's signature will be electronically distributed and signed by the judge.

Attachment X6

Additional Material Cost-Savings (2012) District Court Probation (Holland)

	Material Cost (Post-Imaging)	Material Cost (If Legislative Changes Enacted)	Additional Material Cost-Savings
Copying Cost (Paper and Toner)			
Number of Pages Copied (Annually)	0	0	-
Annual Cost to Copy Documents	\$0.00	\$0.00	\$0.00
Mailing Cost (Envelope and Postage)			
Number of Documents Mailed (Annually)	0	0	-
Annual Cost to Mail Documents	\$0.00	\$0.00	\$0.00 ¹
File Folder Cost (Folder and Case Number Label)			
Number of File Folders Utilized (Annually)	0	0	-
Annual Cost of File Folders	\$0.00	\$0.00	\$0.00
On-Site Storage Cost			
Annual Cost of On-Site Storage	\$0.00	\$0.00	\$0.00 ²
Off-Site Storage Cost			
Annual Cost of Off-Site Storage	\$0.00	\$0.00	\$0.00 ³
Printing Cost (Paper and Toner)⁴			
Number of Pages Printed (Annually) ⁵	14,143	0	-
Annual Cost to Print Documents	\$1,236.35	\$0.00	(\$1,236.35)
Total	\$1,236.35	\$0.00	(\$1,236.35)

Source: District Court Probation, IT Department, Fiscal Services Department

¹ The annual savings for mailing documents was not calculated since District Court Probation (Holland) would continue to mail the same number of documents if legislative changes are enacted.

² The annual savings for on-site storage was not calculated since, pre-imaging, District Court Probation (Holland) shredded paper case files when the on-site storage capacity was reached in lieu of purchasing additional shelving units.

³ The annual savings for off-site storage was not calculated since District Court Probation (Holland) does not utilize off-site storage for closed case files.

⁴ After inflation, the average cost to print a one page document in 2012 is \$0.087418; this cost includes paper and printer toner.

⁵ Based on a total of 3,189 annual cases that were printed post-imaging. If legislative changes are enacted, it is assumed that all case documents that require a judge's signature will be electronically distributed and signed by the judge.

Attachment X7

Additional Material Cost-Savings (2012) District Court Probation (Hudsonville)

	Material Cost (Pre-Imaging)	Material Cost (If Legislative Changes Enacted)	Additional Material Cost-Savings
Copying Cost (Paper and Toner)¹			
Number of Pages Copied (Annually) ²	2,823	0	-
Annual Cost to Copy Documents	\$117.22	\$0.00	(\$117.22)
Mailing Cost (Envelope and Postage)			
Number of Documents Mailed (Annually)	0	0	-
Annual Cost to Mail Documents	\$0.00	\$0.00	\$0.00 ³
File Folder Cost (Folder and Case Number Label)⁴			
Number of File Folders Utilized (Annually) ⁵	934	0	-
Annual Cost of File Folders	\$408.24	\$0.00	(\$408.24)
On-Site Storage Cost			
Annual Cost of On-Site Storage	\$0.00	\$0.00	\$0.00 ⁶
Off-Site Storage Cost			
Annual Cost of Off-Site Storage	\$0.00	\$0.00	\$0.00 ⁷
Printing Cost (Paper and Toner)⁸			
Number of Pages Printed (Annually) ⁹	11,605	0	-
Annual Cost to Print Documents	\$1,014.49	\$0.00	(\$1,014.49)
Total	\$1,539.95	\$0.00	(\$1,539.95)

Source: District Court Probation, IT Department, Fiscal Services Department

¹ After inflation, the average cost to copy a one page document in 2012 is \$0.041524; this cost includes paper and copy machine toner.

² Based on a total of 1,493 annual cases that were copied pre-imaging.

³ The annual savings for mailing documents was not calculated since District Court Probation (Hudsonville) would continue to mail the same number of documents if legislative changes are enacted.

⁴ After inflation, the average cost of a District Court Probation file folder in 2012 is \$0.437091.

⁵ Based on a total of 934 annual cases that were created pre-imaging.

⁶ The annual savings for on-site storage was not calculated since, pre-imaging, District Court Probation (Hudsonville) shredded paper case files when the on-site storage capacity was reached in lieu of purchasing additional shelving units.

⁷ The annual savings for off-site storage was not calculated since District Court Probation (Hudsonville) does not utilize off-site storage for closed case files.

⁸ After inflation, the average cost to print a one page document in 2012 is \$0.087418; this cost includes paper and printer toner.

⁹ Based on a total of 2,031 annual cases that were printed pre-imaging. If legislative changes are enacted, it is assumed that all case documents that require a judge's signature will be electronically distributed and signed by the judge.

Attachment X8

Additional Material Cost-Savings (2012)

Probate Court

	Material Cost (Post-Imaging)	Material Cost (If Legislative Changes Enacted)	Additional Material Cost-Savings
Copying Cost (Paper and Toner)			
Number of Pages Copied (Annually)	0	0	-
Annual Cost to Copy Documents	\$0.00	\$0.00	\$0.00
Mailing Cost (Envelope and Postage)¹			
Number of Documents Mailed (Annually) ²	6,775	5,081	-
Annual Cost to Mail Documents	\$3,331.45	\$2,498.46	(\$832.99)
File Folder Cost (Folder and Case Number Label)³			
Number of File Folders Utilized (Annually) ⁴	842	0	-
Annual Cost of File Folders	\$1,582.53	\$0.00	(\$1,582.53)
On-Site Storage Cost			
Annual Cost of On-Site Storage	\$0.00	\$0.00	\$0.00⁵
Off-Site Storage Cost			
Annual Cost of Off-Site Storage	\$0.00	\$0.00	\$0.00⁶
Microfilm Cost			
Annual Cost of Processing Microfilm ⁷	\$267.00	\$0.00	(\$267.00)
Printing Cost (Paper and Toner)⁸			
Number of Pages Printed (Annually) ⁹	13,316	9,346	-
Annual Cost to Print Documents	\$1,164.06	\$817.01	(\$347.05)
Total	\$6,345.04	\$3,315.47	(\$3,029.57)

Source: Probate Court, IT Department, Fiscal Services Department

¹ After inflation, the average cost to mail a document in 2012 is \$0.491727; this cost includes an envelope (\$0.032782) and postage for a 1 ounce piece of mail (\$0.458945).

² Based on a total of 6,775 annual cases that were distributed by mail post-imaging and 5,081 annual cases that would be distributed by mail if legislative changes are enacted. It is assumed that, if legislative changes enacted, all case documents that are distributed to attorneys will be done so electronically.

³ After inflation, the average cost of a Probate Court file folder in 2012 is \$1.879490; this cost includes the file folder (\$1.486409) and the case number label (\$0.393381).

⁴ Based on a total of 842 annual cases that were created post-imaging. If legislative changes are enacted, it is assumed that paper case files will no longer be maintained.

⁵ The annual savings for on-site storage was not calculated since, pre-imaging, Probate Court microfilmed and shredded paper case files when the on-site storage capacity was reached in lieu of purchasing additional shelving units.

⁶ The annual savings for off-site storage was not calculated since Probate Court does not utilize off-site storage for closed case files.

⁷ Based on the projected cost to microfilm files during 2009; the cost was calculated by annualizing the actual cost (\$61) from January-March 2009. After adjusting for inflation, the annual cost in 2012 is projected to be \$267.

⁸ After inflation, the average cost to print a one page document in 2012 is \$0.087418; this cost includes paper and printer toner.

⁹ Based on a total of 7,252 annual cases that were printed post-imaging and 5,081 annual cases that would be printed if legislative changes are enacted. It is assumed that, if legislative changes are enacted, all case documents that are distributed to attorneys will be done so electronically and paper case files will no longer be maintained.

Attachment X9

Additional Material Cost-Savings (2012) Prosecutor's Office

	Material Cost (Post-Imaging)	Material Cost (If Legislative Changes Enacted)	Additional Material Cost-Savings
Copying Cost (Paper and Toner)			
Number of Pages Copied (Annually)	0	0	-
Annual Cost to Copy Documents	\$0.00	\$0.00	\$0.00
Mailing Cost (Envelope and Postage)			
Number of Documents Mailed (Annually)	0	0	-
Annual Cost to Mail Documents	\$0.00	\$0.00	\$0.00 ¹
File Folder Cost (Folder and Case Number Label)²			
Number of File Folders Utilized (Annually) ³	9,820	0	-
Annual Cost of File Folders	\$18,456.59	\$0.00	(\$18,456.59)
On-Site Storage Cost			
Annual Cost of On-Site Storage	\$0.00	\$0.00	\$0.00 ⁴
Off-Site Storage Cost			
Annual Cost of Off-Site Storage	\$0.00	\$0.00	\$0.00 ⁵
Printing Cost (Paper and Toner)⁶			
Number of Pages Printed (Annually) ⁷	209,360	0	-
Annual Cost to Print Documents	\$18,301.83	\$0.00	(\$18,301.83)
Total	\$36,758.42	\$0.00	(\$36,758.42)

Source: Prosecutor's Office, IT Department, Fiscal Services Department

¹ The annual savings for mailing documents was not calculated since the Prosecutor's Office would continue to mail the same number of documents if legislative changes are enacted.

² After inflation, the average cost of a Prosecutor's Office file folder in 2012 is \$1.879490; this cost includes the file folder (\$1.486109) and the case number label (\$0.393381).

³ Based on a total of 9,820 annual cases that were created post-imaging. If legislative changes are enacted, it is assumed that paper case files will no longer be maintained.

⁴ The annual savings for on-site storage was not calculated since, pre-imaging, the Prosecutor's Office shredded paper case files when the on-site storage capacity was reached in lieu of purchasing additional shelving units.

⁵ The annual savings for off-site storage was not calculated since the Prosecutor's Office does not utilize off-site storage for closed case files.

⁶ After inflation, the average cost to print a one page document in 2012 is \$0.087418; this cost includes paper and printer toner.

⁷ Based on a total of 6,648 annual cases that were printed post-imaging. If legislative changes are enacted, it is assumed that paper case files will no longer be maintained.

Attachment X10

Additional Material Cost-Savings (2012) Sheriff's Office

	Material Cost (Post-Imaging)	Material Cost (If Legislative Changes Enacted)	Additional Material Cost-Savings
Copying Cost (Paper and Toner)			
Number of Pages Copied (Annually)	0	0	-
Annual Cost to Copy Documents	\$0.00	\$0.00	\$0.00
Mailing Cost (Envelope and Postage)¹			
Number of Documents Mailed (Annually) ²	1,725	863	-
Annual Cost to Mail Documents	\$1,489.11	\$744.99	(\$744.12)
File Folder Cost (Folder and Case Number Label)³			
Number of File Folders Utilized (Annually) ⁴	18,032	0	-
Annual Cost of File Folders	\$26,797.52	\$0.00	(\$26,797.52)
On-Site Storage Cost			
Annual Cost of On-Site Storage	\$0.00	\$0.00	\$0.00⁵
Off-Site Storage Cost			
Annual Cost of Off-Site Storage	\$0.00	\$0.00	\$0.00⁶
Printing Cost (Paper and Toner)⁷			
Number of Pages Printed (Annually) ⁸	60,653	11,374	-
Annual Cost to Print Documents	\$5,302.16	\$994.29	(\$4,307.87)
Total	\$33,588.79	\$1,739.28	(\$31,849.51)

Source: Sheriff's Office, IT Department, Fiscal Services Department

¹ After inflation, the average cost to mail a 12 page document in 2012 is \$0.863254; this cost includes an envelope (\$0.032782) and postage for a 3 ounce piece of mail (\$0.830472).

² Based on a total of 1,725 annual cases that were distributed by mail post-imaging and 863 annual cases that would be distributed by mail if legislative changes are enacted. It is assumed that, if legislative changes are enacted, all case documents that are distributed to attorneys will be done so electronically.

³ After inflation, the average cost of a Sheriff's Office file folder in 2012 is \$1.486109.

⁴ Based on a total of 18,032 annual cases that were created post-imaging. If legislative changes are enacted, it is assumed that paper case files will no longer be maintained.

⁵ The annual savings for on-site storage was not calculated since, pre-imaging, the Sheriff's Office shredded paper case files when the on-site storage capacity was reached in lieu of purchasing additional shelving units.

⁶ The annual savings for off-site storage was not calculated since the Sheriff's Office does not utilize off-site storage for closed case files.

⁷ After inflation, the average cost to print a one page document in 2012 is \$0.087418; this cost includes paper and printer toner.

⁸ Based on a total of 4,601 annual cases that were printed post-imaging and 863 annual cases that would be printed if legislative changes are enacted. It is assumed that, if legislative changes are enacted, all case documents that are distributed to attorneys will be done so electronically and paper case files will no longer be maintained.

Attachment Y1

Computer Equipment Cost-Savings from Additional Staff Reductions
County Clerk - Circuit Court Records

	Year 6 (FY 2014)	Year 7 (FY 2015)	Year 8 (FY 2016)	Year 9 (FY 2017)	Year 10 (FY 2018)
Annual Savings from Staff Reductions (FTE)¹	(2.0)	(2.0)	(2.0)	(2.0)	(2.0)
Lotus Notes License					
Number of Licenses Saved	(2)	(2)	(2)	(2)	(2)
Cost-Savings from Reduction in Licenses ²	(\$62)	(\$62)	(\$62)	(\$62)	(\$62)
Computer Hardware					
Number of Computer Hardware Saved ³	(2)	0	0	0	0
Cost-Savings from Reduction in Computer Hardware ⁴	(\$2,574)	\$0	\$0	\$0	\$0
Total Cost-Savings⁵	(\$2,636)	(\$62)	(\$62)	(\$62)	(\$62)

Source: Planning and Performance Improvement and IT Department

¹ Additional staff reductions of 2.0 FTE are projected to occur in the County Clerk - Circuit Court Records Office in 2014. As a result, an annual savings of 2.0 FTE will be realized each subsequent year.

² The annual cost of a Lotus Notes License is \$31 per person.

³ Computer hardware is replaced on a five year schedule.

⁴ The average cost of computer hardware is \$1,287; this cost includes a PC, monitor, desktop software suite, and printer.

⁵ The 5-year equipment cost-savings that are reflected in this table will be replicated every five years going forward.

Computer Equipment Cost-Savings from Additional Staff Reductions
District Court (Holland)

	Year 8 (FY 2016)	Year 9 (FY 2017)	Year 10 (FY 2018)	Year 11 (FY 2019)	Year 12 (FY 2020)
Annual Savings from Staff Reductions (FTE)¹	(0.5)	(0.5)	(0.5)	(0.5)	(0.5)
Lotus Notes License					
Number of Licenses Saved ²	(1)	(1)	(1)	(1)	(1)
Cost-Savings from Reduction in Licenses ³	(\$31)	(\$31)	(\$31)	(\$31)	(\$31)
Computer Hardware					
Number of Computer Hardware Saved ⁴	(1)	0	0	0	0
Cost-Savings from Reduction in Computer Hardware ⁵	(\$1,287)	\$0	\$0	\$0	\$0
Total Cost-Savings⁶	(\$1,318)	(\$31)	(\$31)	(\$31)	(\$31)

Source: Planning and Performance Improvement and IT Department

¹ Additional staff reductions of 0.5 FTE are projected to occur in Holland District Court in 2016. As a result, an annual savings of 0.5 FTE will be realized each subsequent year.

² Staff reductions equate to 0.5 FTE; however it is assumed that the 0.5 FTE would require a Lotus Notes License each year.

³ The annual cost of a Lotus Notes License is \$31 per person.

⁴ Computer hardware is replaced on a five year schedule.

⁵ The average cost of computer hardware is \$1,287; this cost includes a PC, monitor, desktop software suite, and printer.

⁶ The 5-year equipment cost-savings that are reflected in this table will be replicated every five years going forward.

Attachment Y2

**Computer Equipment Cost-Savings from Additional Staff Reductions
District Court (Hudsonville)**

	Year 8 (FY 2016)	Year 9 (FY 2017)	Year 10 (FY 2018)	Year 11 (FY 2019)	Year 12 (FY 2020)
Annual Savings from Staff Reductions (FTE)¹	(0.7)	(0.7)	(0.7)	(0.7)	(0.7)
Lotus Notes License					
Number of Licenses Saved ²	(1)	(1)	(1)	(1)	(1)
Cost-Savings from Reduction in Licenses ³	(\$31)	(\$31)	(\$31)	(\$31)	(\$31)
Computer Hardware					
Number of Computer Hardware Saved ⁴	(1)	0	0	0	0
Cost-Savings from Reduction in Computer Hardware ⁵	(\$1,287)	\$0	\$0	\$0	\$0
Total Cost-Savings⁶	(\$1,318)	(\$31)	(\$31)	(\$31)	(\$31)

Source: Planning and Performance Improvement and IT Department

¹ Additional staff reductions of 0.7 FTE are projected to occur in Hudsonville District Court in 2016. As a result, an annual savings of 0.7 FTE will be realized each subsequent year.

² Staff reductions equate to 0.7 FTE; however it is assumed that the 0.7 FTE would require a Lotus Notes License each year.

³ The annual cost of a Lotus Notes License is \$31 per person.

⁴ Computer hardware is replaced on a five year schedule.

⁵ The average cost of computer hardware is \$1,287; this cost includes a PC, monitor, desktop software suite, and printer.

⁶ The 5-year equipment cost-savings that are reflected in this table will be replicated every five years going forward.

**Computer Equipment Cost-Savings from Additional Staff Reductions
Probate Court**

	Year 7 (FY 2015)	Year 8 (FY 2016)	Year 9 (FY 2017)	Year 10 (FY 2018)	Year 11 (FY 2019)
Annual Savings from Staff Reductions (FTE)¹	(0.4)	(0.4)	(0.4)	(0.4)	(0.4)
Lotus Notes License					
Number of Licenses Saved ²	(1)	(1)	(1)	(1)	(1)
Cost-Savings from Reduction in Licenses ³	(\$31)	(\$31)	(\$31)	(\$31)	(\$31)
Computer Hardware					
Number of Computer Hardware Saved ⁴	(1)	0	0	0	0
Cost-Savings from Reduction in Computer Hardware ⁵	(\$1,287)	\$0	\$0	\$0	\$0
Total Cost-Savings⁶	(\$1,318)	(\$31)	(\$31)	(\$31)	(\$31)

Source: Planning and Performance Improvement and IT Department

¹ Additional staff reductions of 0.4 FTE are projected to occur in Probate Court in 2015. As a result, an annual savings of 0.4 FTE will be realized each subsequent year.

² Staff reductions equate to 0.4 FTE; however it is assumed that the 0.4 FTE would require a Lotus Notes License each year.

³ The annual cost of a Lotus Notes License is \$31 per person.

⁴ Computer hardware is replaced on a five year schedule.

⁵ The average cost of computer hardware is \$1,287; this cost includes a PC, monitor, desktop software suite, and printer.

⁶ The 5-year equipment cost-savings that are reflected in this table will be replicated every five years going forward.

Attachment Y3

Computer Equipment Cost-Savings from Additional Staff Reductions
Prosecutor's Office

	Year 7 (FY 2015)	Year 8 (FY 2016)	Year 9 (FY 2017)	Year 10 (FY 2018)	Year 11 (FY 2019)
Annual Savings from Staff Reductions (FTE)¹	(0.5)	(0.5)	(0.5)	(0.5)	(0.5)
Lotus Notes License					
Number of Licenses Saved ²	(1)	(1)	(1)	(1)	(1)
Cost-Savings from Reduction in Licenses ³	(\$31)	(\$31)	(\$31)	(\$31)	(\$31)
Computer Hardware					
Number of Computer Hardware Saved ⁴	(1)	0	0	0	0
Cost-Savings from Reduction in Computer Hardware ⁵	(\$1,287)	\$0	\$0	\$0	\$0
Total Cost-Savings⁶	(\$1,318)	(\$31)	(\$31)	(\$31)	(\$31)

Source: Planning and Performance Improvement and IT Department

¹ Additional staff reductions of 0.5 FTE are projected to occur in the Prosecutor's Office in 2015. As a result, an annual savings of 0.5 FTE will be realized each subsequent year.

² Staff reductions equate to 0.5 FTE; however it is assumed that the 0.5 FTE would require a Lotus Notes License each year.

³ The annual cost of a Lotus Notes License is \$31 per person.

⁴ Computer hardware is replaced on a five year schedule.

⁵ The average cost of computer hardware is \$1,287; this cost includes a PC, monitor, desktop software suite, and printer.

⁶ The 5-year equipment cost-savings that are reflected in this table will be replicated every five years going forward.

Computer Equipment Cost-Savings from Additional Staff Reductions
Sheriff's Office

	Year 9 (FY 2017)	Year 10 (FY 2018)	Year 11 (FY 2019)	Year 12 (FY 2020)	Year 13 (FY 2021)
Annual Savings from Staff Reductions (FTE)¹	(0.5)	(0.5)	(0.5)	(0.5)	(0.5)
Lotus Notes License					
Number of Licenses Saved ²	(1)	(1)	(1)	(1)	(1)
Cost-Savings from Reduction in Licenses ³	(\$31)	(\$31)	(\$31)	(\$31)	(\$31)
Computer Hardware					
Number of Computer Hardware Saved ⁴	(1)	0	0	0	0
Cost-Savings from Reduction in Computer Hardware ⁵	(\$1,287)	\$0	\$0	\$0	\$0
Total Cost-Savings⁶	(\$1,318)	(\$31)	(\$31)	(\$31)	(\$31)

Source: Planning and Performance Improvement and IT Department

¹ Additional staff reductions of 0.5 FTE are projected to occur in the Sheriff's Office in 2017. As a result, an annual savings of 0.5 FTE will be realized each subsequent year.

² Staff reductions equate to 0.5 FTE; however it is assumed that the 0.5 FTE would require a Lotus Notes License each year.

³ The annual cost of a Lotus Notes License is \$31 per person.

⁴ Computer hardware is replaced on a five year schedule.

⁵ The average cost of computer hardware is \$1,287; this cost includes a PC, monitor, desktop software suite, and printer.

⁶ The 5-year equipment cost-savings that are reflected in this table will be replicated every five years going forward.

Attachment Z1

Labor Savings Based on Nationally Projected Increases in Health Insurance Premiums by 2020

Table 1

Cost-Savings from Additional Staff Reductions		
	Additional Annual Average Cost-Savings ¹	25-Year Total Additional Cost-Savings ¹
Circuit Court - Juvenile Services	<i>No Workflow Processes Directly Impacted by System</i>	
Circuit Court - Juvenile Treatment		
County Clerk - Vital Records		
Circuit Court - Trial Court	\$0	\$0
County Clerk - Circuit Court Records	(\$115,085)	(\$2,877,134)
County Clerk - Family Division Records	\$0	\$0
District Court (Grand Haven)	\$0	\$0
District Court (Holland)	(\$26,189)	(\$654,713)
District Court (Hudsonville)	(\$36,664)	(\$916,598)
District Court Probation (Grand Haven)	\$0	\$0
District Court Probation (Holland)	\$0	\$0
District Court Probation (Hudsonville)	\$0	\$0
Friend of the Court	\$0	\$0
Probate Court	(\$7,853)	(\$196,327)
Prosecutor's Office	(\$29,856)	(\$746,394)
Sheriff's Office	(\$8,167)	(\$204,187)
Total Cost-Savings	(\$223,814)	(\$5,595,353)
Cost-Savings (State)	\$0	\$0
Cost-Savings (County)	(\$223,814)	(\$5,595,353)

Source: Planning and Performance Improvement

1. For this analysis, staff reductions through attrition were projected to occur during fiscal years 2014 through 2017, with all reductions in place by fiscal year 2018.

Table 2

Potential Cost-Savings from Additional Staff Postponements		
	Additional Annual Average Cost-Savings	25-Year Total Additional Cost-Savings
Circuit Court - Juvenile Services	<i>No Workflow Processes Directly Impacted by System</i>	
Circuit Court - Juvenile Treatment		
County Clerk - Vital Records		
Circuit Court - Trial Court	\$0	\$0
County Clerk - Circuit Court Records	(\$87,779)	(\$2,194,484)
County Clerk - Family Division Records	\$0	\$0
District Court (Grand Haven)	\$0	\$0
District Court (Holland)	\$0	\$0
District Court (Hudsonville)	-	-
District Court Probation (Grand Haven)	\$0	\$0
District Court Probation (Holland)	\$0	\$0
District Court Probation (Hudsonville)	-	-
Friend of the Court	\$0	\$0
Probate Court	\$0	\$0
Prosecutor's Office	\$0	\$0
Sheriff's Office	\$0	\$0
Total Cost-Savings	(\$87,779)	(\$2,194,484)
Cost-Savings (State)	\$0	\$0
Cost-Savings (County)	(\$87,779)	(\$2,194,484)

Source: Planning and Performance Improvement

Attachment Z2

Labor Savings Based on County Projected Increases in Health Insurance Premiums (3-Year Average)

Table 1

Cost-Savings from Additional Staff Reductions		
	Additional Annual Average Cost-Savings ¹	25-Year Total Additional Cost-Savings ¹
Circuit Court - Juvenile Services	<i>No Workflow Processes</i>	
Circuit Court - Juvenile Treatment	<i>Directly Impacted by System</i>	
County Clerk - Vital Records		
Circuit Court - Trial Court	\$0	\$0
County Clerk - Circuit Court Records	(\$101,580)	(\$2,539,504)
County Clerk - Family Division Records	\$0	\$0
District Court (Grand Haven)	\$0	\$0
District Court (Holland)	(\$22,959)	(\$573,987)
District Court (Hudsonville)	(\$32,143)	(\$803,581)
District Court Probation (Grand Haven)	\$0	\$0
District Court Probation (Holland)	\$0	\$0
District Court Probation (Hudsonville)	\$0	\$0
Friend of the Court	\$0	\$0
Probate Court	(\$7,853)	(\$196,327)
Prosecutor's Office	(\$26,547)	(\$663,671)
Sheriff's Office	(\$8,167)	(\$204,187)
Total Cost-Savings	(\$199,249)	(\$4,981,257)
Cost-Savings (State)	\$0	\$0
Cost-Savings (County)	(\$199,249)	(\$4,981,257)

Source: Planning and Performance Improvement

1. For this analysis, staff reductions through attrition were projected to occur during fiscal years 2014 through 2017, with all reductions in place by fiscal year 2018.

Table 2

Potential Cost-Savings from Additional Staff Postponements		
	Additional Annual Average Cost-Savings	25-Year Total Additional Cost-Savings
Circuit Court - Juvenile Services	<i>No Workflow Processes Directly</i>	
Circuit Court - Juvenile Treatment	<i>Impacted by System</i>	
County Clerk - Vital Records		
Circuit Court - Trial Court	\$0	\$0
County Clerk - Circuit Court Records	(\$76,542)	(\$1,913,551)
County Clerk - Family Division Records	\$0	\$0
District Court (Grand Haven)	\$0	\$0
District Court (Holland)	\$0	\$0
District Court (Hudsonville)	-	-
District Court Probation (Grand Haven)	\$0	\$0
District Court Probation (Holland)	\$0	\$0
District Court Probation (Hudsonville)	-	-
Friend of the Court	\$0	\$0
Probate Court	\$0	\$0
Prosecutor's Office	\$0	\$0
Sheriff's Office	\$0	\$0
Total Cost-Savings	(\$76,542)	(\$1,913,551)
Cost-Savings (State)	\$0	\$0
Cost-Savings (County)	(\$76,542)	(\$1,913,551)

Source: Planning and Performance Improvement

Attachment AA

Open-Ended Survey Responses

Survey Question: As a result of the ECM System, do you have additional time to perform other Department functions that you were not able to perform before imaging?

Answer: Yes

Circuit Court - Trial Court

- I can be better informed as to the status of a case file at the time orders are presented to me for signature
- I spend less time searching for information for attorneys/public
- It is no longer necessary (on 2006 files forward, anyway) to go to Circuit Court Records to obtain the hard-copy file

District Court (Grand Haven)

- I am able to assist more at the counter on a daily basis and help with filing

Friend of the Court

- Answering client's written correspondence and returning phone calls
- Answer voice mail messages, complete other paperwork, etc.
- Able to answer more letters, phone calls, etc. because of the immediate access to files imaged
- Without leaving my desk, I can assist other staff in their work and check the specifics of an order
- I am able to stay at my desk more and, as a result, am more available to phone calls etc.
- I have more time to do custody and parenting time investigations and more time to focus on mediation
- I haven't taken on any additional job functions, but am able to take a little more time doing my current functions more accurately and efficiently due to the ECM system
- I spend less time signing documents, which leaves me more time for other responsibilities

Prosecutor's Office

- The staff who use imaging to perform general department functions have significantly decreased processing time and improved communication and tracking of case progress and activities
- I am able to spend a little more time on trial preparation
- There has been a savings of time in file location and reviewing releases; more time for all other prosecutor functions. The "wait time" for file delivery from a remote office is significantly reduced

Sheriff's Office

- I am able to assist my co-workers in other areas of the department
- Have more time to complete daily tasks
- By being able to email reports to requesting agencies outside our own rather than copying, and faxing or mailing, it allows me more time to do my other jobs. It's just much more efficient! The recipients of the emailed forms really like getting them this way
- Allows more time for other job responsibilities that I have
- Prosecutor Memos
- I have more time to accurately perform my current job duties, and assist in other areas
- It allows me more time to work on other things because of the efficiency in sending reports by email
- I think that it just frees up time to work on other issues and tasks
- I have more time to transcribe, assist with imaging/scanning, assist at the front window and assist other co-workers as needed (before I had ZERO time)
- I have more time to be at the front desk, instead of in the back looking through the files to fax or send through the transfers to the deputies

Attachment AA

Open-Ended Survey Responses

Answer: No

Circuit Court - Trial Court

- The ECM system is only as good as the system "inputers." I find that the staff who image the documents into the system do not have adequate training to properly label and organize the information

District Court Probation (Holland)

- As I am involved in the development of our department's ECM system, I won't realize an overall time savings until imaging is more fully implemented
- In helping develop the ECM system for our department, co-workers come to me with questions

Prosecutor's Office

- I think once all the departments are on board it will be more time efficient. Also, once we get rid of paper files I think there will definitely be time for other things
- It has saved me time in some areas but now I have to spend time scanning and indexing. I'm doing duplicate work
- As of now, because the system is so new, we are still creating paper files. I think once the system is utilized as it should (paperless), it will help us save substantial time
- Possibly will in the future, but we are doing both imaging AND paper file maintenance
- Our system is not fully functional so only part of our work is done in the ECM System and the other part is done the old way

Sheriff's Office

- I still assist at the front desk the same amount of time as before

Survey Question: If you had a choice between using the ECM System to perform your job responsibilities or using the previous hard-copy document filing system, which would you choose? Why?

Answer: ECM System

Circuit Court - Trial Court

- It is no longer necessary (on 2006 files forward, anyway) to go to Circuit Court Records and sign out the hard-copy file -- if, in fact, the document I'm interested in has been imaged
- It is much easier to find the case file by going to the computer as opposed to "bothering" staff to physically find the file. But, once the file is located, our current ECM system is no better than the hard-copy system
- It took a few months to get used to doing the referee orders through on-base [ECM system], but now that most of the bugs are worked out it seems to be going well

County Clerk - Circuit Court Records

- Using the ECM system has great benefits, and when we go all electronic this is the way to go, but naturally we are in a stage where we are utilizing both systems and sometimes it feels like duplicate amount of work

District Court (Grand Haven)

- It is much easier and eliminates the need for all the paperwork and files cluttering your desk. Also, there is less physical filing
- Even though I do not save time using the ECM system, I realize it does save the court time overall

Attachment AA

Open-Ended Survey Responses

District Court Probation (Grand Haven)

- The ECM system will be beneficial in the long-run as we become more familiar with it and the bugs are worked out. Also, with the ECM system, it is easier to locate older documents without searching through files

District Court Probation (Holland)

- Imaging provides easy access to information/documents without looking for the actual Court file. Also, the ECM system allows multiple users to access a file at the same time to perform different functions
- Imaging provides much easier access to documents than looking for a file, plus increased access of the file for multiple users of a file
- Working with probationers and people on bond, it has been a big help in finding documents. It is great
- Although I am not opposed to imaging, it currently seems like double work as not everyone is online

Friend of the Court

- Easier to locate files/documents
- Document delivery from one department to another is fantastic. We are no longer filing paper, we are imaging all case file documents even for files that were not back-filed
- I am much more productive and efficient using the ECM system
- The amount of time wasted looking for a paper file in our office was ridiculous. And then if you didn't find what you needed in the paper file you had to then go to the County Clerk and spend more time looking for document
- Much more efficient on imaging, everything at your fingertips

Probate Court

- The age of the internet and email is upon us and in order to be efficient we must be able to make all information accessible, easy to reach and fast

Prosecutor's Office

- It is much easier to locate information in on-base [ECM system] rather than pulling the file. It is very valuable to have the cases available in on-base to review if we should receive any questions when the hard-copy file is not available
- It is very nice to be able to file electronically with the court and have them return documents electronically. It is easier and faster
- Imaging, when fully implemented will be great for the vast majority of the files in the Justice system. However, for some larger, more significant files a hard copy file might be preferable
- It will take a considerable amount of time to prepare for a "paperless" courtroom, so until that happens we must also maintain our paper files
- I like the ECM system, but aspects of my job still require use of hard-copy documents
- I am in-between answers on this. Not all police agencies are participating, so this makes the system more complicated. Once everyone is on board, it will be a lot easier using the ECM system. Right now, we also have to make paper files, so we are duplicating efforts

Sheriff's Office

- Are you kidding? Who wouldn't want to use the new system? Everything is right there in front of you
- Imaging has made the Sheriff's office so much more efficient
- Much quicker

Attachment AA

Open-Ended Survey Responses

- It is so much more efficient in every way possible. No more going to the records room to locate a file, then going back to your desk to get information from it, then going back to file it. Now, you have a few clicks and everything is right there
- It helps that once a document is in the system, everyone has access to it at the same time
- It does work more efficiently, however you lose that personal contact between departments when an issue or item needs further explanation....
- I appreciate the efficiency of the ECM System in sending out reports and information as well as viewing all documents received on a report while at my desk. This is especially efficient when there is a time-sensitive matter with a case currently in court

Answer: Hard-Copy System

Circuit Court - Trial Court

- In the courtroom, I still require the hard-copy file, as the computer response time is not fast enough, and my ability to click or type between documents is not fast enough to keep pace with activity in the courtroom
- The ECM system is extremely user un-friendly. There is no manual and no help function. The software is very difficult to decipher. It is next to impossible to find documents. If found, the documents are extremely difficult to read

District Court (Grand Haven)

- For me the ECM system has increased the amount of time to review files, determining if a document is in a file and signing documents or orders

Friend of the Court

- It is much easier to access a file and its contents but as far as my daily job goes regarding client's address changes it takes a lot longer as I have to continuously flip back and forth from on-base [ECM system] to MICSES to update the information

Sheriff's Office

- Imaged warrant requests are transmitted to the prosecutor's office electronically, eliminating the personal contact with the reviewing Assistant Prosecutor

Answer: Depends on the Task

Prosecutor's Office

- I think that it is beneficial to use both systems together. I would not want to choose
- Great for the simpler files. However, a major charge felony headed to trial still requires a hard copy system

Survey Question: Do you feel the ECM System could be improved? How?

Answer: Yes

Circuit Court - Trial Court

- Two things: 1. Faster computers, and faster response time between workstations and the server.
2. Training, and "cheat sheets" (how-to reminders)
- From the AS/400 Events section, launching the list of documents for review and printing is sometimes very slow, necessitating several double-clicks to get the program to launch. Otherwise, it seems to be working nicely after launch
- Able to search by case number more easily

Attachment AA

Open-Ended Survey Responses

- 1. Write and distribute a printed users' manual containing step-by-step "how to" instructions
- 2. Incorporate a Windows-style "Help" function into the software

County Clerk - Circuit Court Records

- To say No means there wouldn't need to be improvements. The system is good, but general improvements can always be made. As far as specific ones at this time, none come to mind
- The files and the ECM system need to match and for the most part they do, however, some files are not being updated with current documents when hearings are done. They may be imaged, but they are not in the file
- Needs more streamlining, we have to handle the same documents too many times. I'm not sure that we will ever be a "paperless" operation. It is very handy to find documents quickly though
- It could be faster
- I'm not exactly sure how to answer this at this time, but I am person who always says "things can be improved"
- For [the Vital Records Office] it could play a significant role, for example the transferring of Electronic birth records from the hospital's to On-base [ECM system]

District Court (Grand Haven)

- There are a lot of things that could be done to save time. We could have our bonds and commitments routed to the jail instead of printing and faxing them. Also, our plea by mails could be routed to a Judge to sign through the system
- Make sure that everything imaged populates the AS400. We are getting there a little at a time
- It takes too much time from the time I change the document until it is ready to sign. Parties have to wait for their copy
- Better in house training is needed
- Better (more detailed) indexing is needed so documents can be identified easier
- Appropriate equipment before implementation

District Court Probation (Grand Haven)

- It would help to fix the little things, such as the system working fine one day and then not working the next. Also, electronic document changes do not always save, causing duplicate work on my part

District Court Probation (Holland)

- Occasional odd, quirky things happen. The system would be greatly improved if all criminal justice personnel were using it
- Occasional quirks
- Add spell check

Friend of the Court

- There are many things that could be changed to improve the system, however management seems to take a "that's the way it is approach"
- There are just small routing issues on occasion
- The implementation of Document Knowledge Transfer and other modules that we purchased could benefit. Also adding Fiscal Services would be a huge effort, but would improve morale between departments. Having to keep paper copies of bills is outdated
- Must have ALL documents imaged, and imaged within a short time (departments often tell me that they have documents in their possession that aren't yet imaged - or probably more accurately, not indexed)
- It will improve over time - need to get the kinks out

Attachment AA

Open-Ended Survey Responses

- It is inconvenient that there is limited access and we are booted from the system if we don't use it within a certain number of minutes. This makes it very inconvenient to have to continually log back in and find the documents that you were last working with
- It is frustrating to be "kicked out" when you do not access the system for 20 minutes. Also, the time it takes for records to get things imaged can be frustrating. The ECM system itself works well, but when documents do not get imaged, it is frustrating
- It's not so much that it could be improved, but some modules that were purchased haven't been implemented yet such as Document Knowledge Transfer. This module would be very helpful in our office
- Faster response time
- Could be easier to email copies of orders and/or documents in a format that the public can easily open (jpeg)? Would be nice to have a "search" field for finding documents with specific catch words
- [Takes more time with ECM to] Change a client's name, address...etc. from incoming mail
- Some difficulty allowing the public access to imaged files

Probate Court

- When orders and petitions are sent to me for signature, I have to sign them as is or send them back. I am not allowed to make a small modification and then sign it. It is a time waster to keep sending documents back for correction rather than make the corrections myself
- Everything can always be improved upon
- Any job process that we do can be improved upon, it must be continually assessed for effectiveness. We are the pioneers of this program and in years when the hard files are gone and the glitches are worked out individuals will be overjoyed by the efficiency

Prosecutor's Office

- We need more programmers so that the system can properly work for our department. We are still waiting for the last part of our program to be written, implemented, tested and finally in production
- There have been a lot of glitches - I know that is to be expected with any new system. There are many different ways that a person's name can be indexed - that causes a problem as far as the documents going into our Justice Computer System
- There are still areas of our program that need to be addressed. Also, getting all the courts on board would be greatly beneficial
- The effectiveness of the system is substantially reduced when some courts in the County do NOT scan and index file documents. Also our office is presently doing the double work or running hard copy system and ECM system in parallel
- The ability to index documents in more than one way and add more categories of documents. Also, better coordination between agencies regarding the naming of documents
- Regarding the victim notes. I should be able to go back and change or fix my notes
- Our work process has never been completed. We can only use it to get to a certain stage of our process and then we have to finish it the old way. And, I'd like more options to use my personal scan printer for virtual print drive
- More departments on board for improved flow of communication/use. Difficult when certain departments refuse to utilize the technology available
- Limit the core functions to the respective individual users. Several icons are useless to a prosecutor, as opposed to an office assistant. Other icons are missing from sections. For example, the review of subsequently filed documents does not have a denial
- I think that as use expands, it will improve. Right now its usefulness is limited due to the reluctance of some departments to use the system
- I just think we need to get moving with the other departments. Most of the bugs are worked out. But as in anything I think there is always room for improvement. The sooner we go paperless the better

Attachment AA

Open-Ended Survey Responses

- I believe we could achieve greater benefits from the ECM System, and be more secure in our system support if IT had at least two full time staff dedicated to OnBase [ECM system]. One could work on development and the other could focus on maintenance and problems

Sheriff's Office

- Not sure how but with anything....there is always room for improvement
- Not entirely sure how, but there is always room for improvement
- Just fine tuning things
- If we could merge all the documents together when they are scanned in at different times, so that you do not have to look at each separate document
- If we could get it into the jail to handle all inmate files it would make the jail a lot more efficient!!! It would also speed up looking for an inmate file
- As with anything electronic - newer, quicker, and more efficient ways to operate this system are going to be coming in the future. I love it the way it is now - but know that it will only get better as time goes on
- Always room for improvement, give me some time to work with it and see what improvements need to be done
- The personal contact between departments has been lost and now it is more like just shuffling paper from one department (Sheriff's Office) to another (Prosecutor's Office), and the communication between them has been lost

Answer: No

District Court Probation (Holland)

- Right now it is a big help. However, I am sure that other things could be done in the future as more people begin to use the system

Prosecutor's Office

- Any improvements needed, Syl has been able to make. I am very happy with his ability to tweak the system

Sheriff's Office

- Our system works extremely well because the staff that use it everyday had a major role in the development of the system. Other departments aren't so lucky, and I wish their systems worked better to assist ours

Answer: Not Sure Yet

Sheriff's Office

- I am not familiar with all the functions yet of the ECM System and cannot fairly answer that question

Survey Question: If you would like to make any additional comments, please type them in the space below.

Circuit Court - Trial Court

- It seems to me that the system is designed to "get the info into the system" with only secondary thoughts on how the information should be categorized and retrieved by the ultimate user. As an ultimate user of the system, I find this somewhat frustrating
- Is this the ECM system that Circuit Court Records uses to image files? If so, how are any corrections made to documents once they have been imaged? I am as careful as I can possibly be. However, being human beings once in awhile "typos", for example, will occur

Attachment AA

Open-Ended Survey Responses

- I am appalled at the cost of the ECM system, particularly in these times of tight budgets, hiring freezes, and other cut-backs. \$50,000 or perhaps \$100,000 would have been reasonable

County Clerk - Circuit Court Records

- The process needs to be streamlined a little to better serve the public
- The ECM system allows documents to show up in the file in a short time. This makes the document accessible to other people more quickly

District Court (Grand Haven)

- The ECM system has been by far, the most stress producing and divisive program our department has ever experienced. Whether it is beneficial in the long run is still very questionable in the minds of many staff members
- I believe that imaging will become better as time goes on
- Double/triple work load for imaging

District Court Probation (Holland)

- I would suggest that departments that do not get on board 100% with imaging have every request for additional resources denied

Friend of the Court

- The system was a little hard to learn at first, but once you figure out how things work, where documents go, how the workflow works, etc., it's so convenient. It's also great to have legal files there to just look up documents instead of having to pull a file in records
- I wish such County departments as Fiscal Services were on imaging. I would be able to scan in documents for payment, payroll and much more. It would be more cost effective since we are located in Grand Haven and must courier everything to Fillmore
- I think it is pretty scary the amount of stuff that gets "lost" out there in the middle of nowhere. Especially when it comes to court orders. About every week or two we get an email saying "We've found 30-60 orders that never got routed properly"
- Our office is located in five different suites in the current Grand Haven Building. The amount of time saved by no longer having to walk through the building to locate the file (if it were there), copy the document(s) and mail it to another entity is huge

Probate Court

- The imaging is a great thing, we are heading in the right direction, we need to think 'big picture'. We are saving time, resources and making the courts more accessible to the public
- Since we still have to keep hard files, some steps actually take longer due to the double work. The big picture however is clear and will save an enormous amount of time
- Real time savings will come in the future when we can reduce/eliminate the paper system we also have to maintain

Prosecutor's Office

- Because we have a split system (real files and electronic files), evidence and reports appear in one file but are not placed in the other file
- I think that eventually when all of the small but important changes are addressed and we can eliminate the work of maintaining a paper file, it will be a good system
- In addition to the need for a second dedicated OnBase IT staff member, I also believe the justice departments that agreed to take part in this project should not be allowed by the County to withdraw or limit their involvement at this point

Attachment AA

Open-Ended Survey Responses

- I think the system is a great idea. However, it would be great if everyone was required to use it (i.e. all of the district courts, etc.). The only way we will see the true value of it is if everyone uses it (and appropriately). Thank you
- I love the system. It is helpful. I do not feel confident enough in it, though, to eliminate our hard-copy files. I don't know if I ever will
- Additional clerical time is still required to scan and index incoming documents
- The savings I've noted are for the support staff I supervise. As an administrator I can see the efficiencies and benefits in workloads, but my administration workload is not part of the ECM system

Sheriff's Office

- The ECM system has been amazing. It has saved tons of time in our department. If you have the right mental attitude to change the processes that you are used to, then you will be highly rewarded. If you don't have a positive attitude, or do not like change, then you will not like the system
- My answers are based on how our department is using imaging and not necessarily on my use of the program. I have heard and been told of its positive uses
- Most of the problems that I have seen have come from employees who may not have put the scanned documents in the proper places in the information files. This resulted in incomplete reports being sent to prosecutor's. Often times, the information was there, just not labeled right
- If we have access to reports just by asking for a copy, and receive the exact copy that we would get if we had access to the imaged reports, why can't we have direct access to the imaged reports?
- I believe that the OnBase ECM system has helped the Sheriff's Office to be a lot more efficient along with getting Incidents to deputies, courts, probation officers in a timely fashion
- I am not responsible at our department for the imaging, however those that are talk highly of it
- For anyone having to run back and forth repeatedly pulling files, this will be a tremendous timesaver. You have all information at your fingertips
- It's very convenient when I am looking for a particular form that is filed with a report but is not recorded as a received document in the OCCDA system

Attachment BB

MEMORANDUM

To: Shannon Virtue, Planning & Performance Improvement Dept.

From: Deanna Sears, Office Administration – Prosecuting Attorney’s Office

Date: March 30, 2009

Re: OnBase follow-up time study

Attached are the time sheets from staff with their best time estimates following OnBase implementation. I did not have Stephanie Stoddard complete one, as she has moved to the Victim Assistance Unit. There are also components of the original cost savings estimate which are not yet in place, but are on the Phase II agenda.

Much of our work is done on OnBase, as well as printed on paper with the maintenance of a physical file. This is due to court rule requirements and state statutes which have yet to be changed to reflect electronic processes available today. Steps have been taken to begin this process with the State and State Court Administrator’s Office.

We have made great strides in improved time efficiency and have countless conveniences with data and documents being at our fingertips rather than in a file. We can not only see our documents from any of our locations, we can also see Court documents, which is immensely helpful. This is just a one example of something which cannot be measured but is made possible with imaging and workflow”. I asked staff send me some input on improvements they have noticed with OnBase, which is attached as well.

In addition, we are now able to track the time it takes to process a warrant through the office. Although no formal measure was in place before we know a considerable improvement in processing time has been made possible with OnBase. Juvenile petitions used to come to us in stacks. They would also move through our office “in stacks”, and on to the Court “in stacks”, which was difficult for them to process in such large batches. It was also not uncommon for us to have a three to four week backlog of petitions to be typed. Now petitions move through our office in a continuous flow and are sent directly (electronically) to the Court within hours or up to one to two from arrival. In addition, we are able to track individual and process productivity electronically; a measure previously not available prior to OnBase.

There are many improvements to be added to OnBase in Phase II which will continue to improve communication and productivity between police agencies, prosecutors and the courts. Please feel free to contact me if you need more information regarding OnBase or the time study.

Attachment BB

Advantages to OnBase Prosecuting Attorney's Office

2/24/09 Holland front desk clerk was on vacation and the other two staff members were very busy. Jane was able to access warrants to be typed and help get them processed from the West Olive office.

The biggest advantage and process improvement for me is accessing files for the Hudsonville and Grand Haven courts which are not located in my office. It also allows for me to enter notes and have them available instantaneously to the APA file which may be accessed by a laptop upstairs in court. I might think of more but this is what I can think of off the top of my head.

Jennifer Bouwens
Violence Intervention Officer

Craig Bunce:

I am able to attend drug court sessions and other court appearances and review warrants at the same time (while I could do it before with paper submissions, it is easier with them being digital because I can navigate the laptop much more quietly and get to many other resources to complete the authorization.

The felony files used to go on courier from GH to the outlying offices when a file was needed. Now, the assistant prosecutor can just access it instantly on New Jerusalem while speaking with the defense attorney on the phone. This removes staff directly from the seek and find and ship and receive that particular file and the assistant from doing the same (along with having to chase after missing files lost in transit). So far THAT is a major time, efficiency and use of resources savings.

Eduardo

Soonja Hixon:

Other than the huge time saving benefits and how quickly warrant are authorized by APA's vs. paper warrants, the most notable improvement is the ability to retrieve any file quickly to access information witnesses, victims, defense and APA's request vs. having to pull the file physically and looking through it. In addition, we now have the ability to print these reports/documents from on-base directly to our copier without having to physically stand there copying each and every file (pulling the paper, sending through copier, and waiting for the copy prints). Hope this is helpful? If I think of more, I will let you know, but the above is a huge advantage in saving time and improving the efficiency of our department.

I am sure you have heard the same thing already but I find that reviewing files is great. I don't have to hunt for a file and can review it OnBase. At the moment there are drawbacks also such as scanning all documents and then filing them. I am spending a lot of time scanning documents as everything we receive and send must be scanned.

Cathy J. Eidson

Attachment BB

The warrant turn around time has improved dramatically. Now we can access the warrant requests from juvenile court or Hudsonville. Previously the paper stack would wait at Fillmore until someone had office time to review it. Sometimes there would be a 2-3 week backlog. Now there is rarely a request that remains in the queue for even 2 days.

Kent D. Engle, JD



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Response to County Clerk's Office Review of ECM System Evaluation

Staffing:

Recommendations 1-4: Reduce staff...through attrition (i.e. retirement, resignation, etc.).

Clerk's Response: From the Clerk's Office perspective, reducing staffing levels in any office as a result of the implementation of imaging would significantly negatively impact all future advancement projects in any County office. Each department will see a significant reduction in customer service, morale and dedication to continual office improvement if the response to the implementation of imaging is to eliminate staff positions whether through attrition or out right staff reductions.

The purpose and intent of implementing the imaging system was to make each office more effective and efficient so that the increases in caseload each office was experiencing could be handled with the staffing levels that existed at the time the imaging project began and alleviate the need to fill positions that were being sought by various departments each annual budget cycle.

Response: It is agreed that the purpose and intent of the County's ECM system is to improve effectiveness and efficiency. The system has been promoted as a time-saver for employees who process court documents and as a materials-saver for departments that process large volumes of hard-copy files.

The evaluation verified that 12,492 hours of employee labor are saved among all departments annually as a result of implementing the ECM system. The recommended staff reductions are intended to offset this labor savings.

The evaluation also revealed that annual workload is decreasing in several offices. Taking into account this reduced workload and the improved efficiencies since installing the ECM system, it is only appropriate to recommend a reduction in staffing levels.

Most importantly, to maintain customer service and staff morale, employees should be fully informed by their supervisors that no one, in any department, will lose their job as a result of this evaluation. It is recommended that staffing levels be reduced through attrition (i.e. employee retirement, resignation, or departure for any other reason).

There is also no recommendation to reduce staffing levels in the County Clerk's Circuit Court Records Office. It was revealed during the evaluation process that prior to installing the ECM system the workload in this office had been greater than the available staff resources. However, as a result of the efficiencies gained through automation, staffing levels are now sustainable with current workloads. This finding was agreed upon in our earlier meetings where the report was discussed with the County Clerk.

Currently, the ECM system provides a negative return-on-investment (ROI) whether or not staff is reduced through attrition. However, the ROI is far more negative if staff are not reduced. If staff are not reduced through attrition, the total cost increase will be \$16,532,200 over the 25-year useful life of the ECM system compared to \$6,903,850 if the reductions do occur.

Recommendation 5: Postpone hiring additional staff who process criminal justice cases in any department that has access to the ECM system, unless there are extenuating circumstances that can be documented or verified to demonstrate that caseloads have increased beyond the projections included in this evaluation.

Clerk's Response: The postponement of hiring additional "criminal justice" staff could only be a reasonable and feasible solution if the County is fully dedicated to continuous improvement of existing system capabilities and agrees to the development of additional workflows that will help streamline and automate the justice system.

Response: The County is dedicated to the continuous improvement of the ECM system. It is also committed to being fiscally responsible. Since a positive ROI is not being achieved based on the ECM system, verifiable data should be provided to demonstrate that expansion of system capabilities or the creation of additional workflows will result in a positive ROI.

Administrative:

Recommendation 6: Continue working with state legislators, state officials, and lobbyists to amend legislation to permit the use of electronic court seals and signatures and to recognize digital documents as an acceptable means in which to store court files

Clerk's Response: The County Clerk's Office agrees that these pursuits are important and will result in additional savings for the County when implemented.

Response: No response necessary.

Recommendation 7: Department heads should continue to promote innovative work methods that will encourage staff who are not currently using the ECM system to use it.

Clerk's Response: This will only be feasible if the County is fully dedicated to continuous improvement of existing ECM system capabilities and further agrees that the development of additional workflows will help streamline and automate the justice system.

Moreover, the Clerk's Office agrees to continually encourage staff to get the maximum usage out of the existing system but further notes that it will be difficult to encourage such innovative usage or any advancement if the County's response to the implementation of imaging is to eliminate staff positions.

A further note should be mentioned that this follow up evaluation was completed in Circuit Court Records over a year and half ago and since that time, significant strides have been made in fine-tuning and creating additional workflows that have resulted in additional savings and improved employee morale.

Response: The County is dedicated to the continuous improvement of the ECM system. It is also committed to being fiscally responsible. Since a positive ROI is not being achieved based on the ECM system, verifiable data should be provided to demonstrate that expansion of system capabilities or the creation of additional workflows will result in a positive ROI.

It will also be noted in the final evaluation report that some departments may be experiencing additional savings above and beyond what is verified in the report as a result of continued improvements that have been made to the system.

Recommendation 8: Ensure that the results of this evaluation demonstrating the labor efficiencies which have been realized through the ECM system are provided to Hudsonville District Court and Hudsonville Probation Office. This will permit the Court to make an informed decision regarding the system benefits. Since the ECM hardware and software are already available in these locations, no substantive costs will be incurred to implement the system.

Clerk's Response: The County Clerk agrees that significant labor efficiencies and improved customer service have been realized from the implementation of ECM in our office that should be reviewed by the Hudsonville District Court. Furthermore, since the implementation of the imaging project, fluctuations in volume of work and short term leaves of absences by current staff are accommodated more easily without having to hire temporary staff both in Circuit Court Records and other departments that implemented the ECM system.

Response: Short term leaves of absences and fluctuations in workload are a common management issue in every County department. Retaining full-time employees to accommodate these absences and workload fluctuations may not be the most cost-effective solution, especially during the challenging economic times the County is facing today.

Recommendation 9: Require all defense attorneys to accept electronic court-related documents to further reduce labor and material costs.

Clerk's Response: Pursuant to current Michigan Court rules, attorneys can only voluntarily accept electronic service of documents by stipulated agreement.

Response: This recommendation has been updated. The word "require" has been replaced with "encourage."

Recommendation 10: The ECM Team should review all user feedback to determine if any of the suggested system improvements are viable and able to be implemented in a cost-neutral manner.

Clerk's Response: Currently, each department involved in the implementation of the ECM system participates in regularly scheduled Justice Users/Imaging Issues Meeting to discuss issues and identify possible advancements that need to be done to improve the system and address feedback from the various departments involved. In addition, several departments, including the Clerk's Office, has employees within their departments who are certified workflow and/or system administrators who regularly review workflows and feedback to improve many aspects of the ECM.

Response: It is possible that some user feedback which our Department received may not have been discussed during the Justice Users/Imaging Issues Meetings. To ensure these items are not overlooked, this recommendation encourages the ECM Team to review all available feedback that was received during the evaluation process.

System Expansion:

Recommendation 11: Refrain from expanding the ECM system into other departments or increasing the number of workflow processes that are handled by the system unless irrefutable and clearly documented evidence exists to demonstrate that the improvements will have a positive, short-term, ROI for the County. This evidence will be verified by IT, Planning and Performance Improvement, and the County Administrator. If independent verification cannot be accomplished, additional funding should not be approved.

Clerk's Response: Significant expansion has taken place since this follow up evaluation was completed in Circuit Court Records over a year and half ago through the fine-tuning and creation of additional workflows. Furthermore, not all portions of all of the Departments involved in the ECM system are fully functioning with workflows but rather there are several Departments that still need to complete vital and necessary connections between their respective workflows. Therefore, more efficiencies will be observed by the consistent and continual review and improvement of existing workflows and such improvements should not be subject to rigorous or cumbersome approval processes as such verification would be more costly than the developments/improvements themselves.

Response: It is agreed that more efficiencies will likely be observed if a subsequent *Time-Study and Materials Analysis* is conducted. However, based on current verifiable efficiencies, the ECM system does not provide a positive ROI for the County. As a result, expending additional resources to expand system capabilities without first evaluating whether or not they will provide a positive ROI could be fiscally irresponsible.

It is also fully recognized that the IT Department has a procedure in place to evaluate the technical benefits of proposed improvements to the system and the initial cost of each. However, the IT Department does not have the resources to evaluate ROI. Therefore, the recommendation to involve the Planning and Performance Improvement Department, and County Administrator, in the evaluation process will ensure a thorough and accurate review of the potential cost-effectiveness of each project request.

Recommendation 12: Perform a subsequent *Time-Study and Materials Analysis* if the aforementioned legislative amendments are enacted and administrative rules are promulgated to improve system efficiencies.

Clerk's Response: The Clerk's Office has no objection and would in fact encourage a follow up study having been performed following the implementation of the aforementioned proposed legislative amendments.

Response: No response necessary.

Response to Prosecutor's Office Review of ECM System Evaluation

The Prosecutor's Office staff recognizes the considerable effort which took place to analyze the complex justice processes involved in evaluation the ECM system for Ottawa County. The OnBase ECM solution has provided many measurable improvements, some cost shifting due to process changes in printing responsibilities from one department to another, as well as countless immeasurable efficiency improvements.

Following the initial meeting between the Planning and Performance Improvement staff and Prosecutor's support and attorney management staff the group agreed there is little systematic casework which could be measured by the stop watch method used for the time study. The very basic functions of opening a case on various computer systems, generating legal documents and building files were the only measurable functions. There have been many benefits and efficiencies for support and attorney staff, as well as other criminal justice agencies and the public served by this department, which are not associated with a cost factor in this study, but which deserve consideration when evaluating the ROI for this ECM system.

There are process improvements we have experienced and are confident are a direct result of OnBase. One example of this is the processing time for juvenile petition review and document preparation. Prior to implementation of the OnBase juvenile petition workflow it was not uncommon to have a foot high stack of petition requests awaiting review and/or petition preparation. Following workflow implementation the petition backlog disappeared and new requests are processed within one to three days, depending on staff availability. Our office staff has noticed warrant and petition processing time improvements due in part to the accessibility of OnBase workflows for attorney staff from their laptop or other computers when out of the office at court locations. When assistant prosecutor's (APAs) have down time between hearings they now have the ability to access waiting charge requests, thus increasing office productivity. Additionally, these authorized charges are instantly available to support staff for document preparation and can be sent back to the APA for signature and forwarded to the court, all while the APA is working off site. This is just one example of a valuable improvement in work output which was not subject to analysis by this evaluation, yet has great value in the overall criminal justice process.

There are countless other examples of time saved as a result of workflow and imaged document retrieval, which are not adequately addressed due to the difficulty in obtaining an accurate measure of an average time per function. The best example is file retrieval. Although files are still pulled for many court hearings, access to files is not necessary to answer questions regarding case status. This saves time for many criminal justice departments in responding to attorney, court, victim/witness, and public inquiry. Due to the Prosecutor's multiple office locations and the housing of felony files in Grand Haven, the APA's have found great benefit in being able to access a case file electronically in order to resolve cases in a more timely manner, as they no longer have to wait for the file to be transferred or need to have support staff fax portions of the file.

Response: It is agreed that there are many intangible benefits to the ECM system. Many of these benefits are listed in the *Intangible Benefits and Direct Observations* section of the report and provided in the Appendix (Attachment BB).

Additionally, the above mentioned juvenile petition and warrant processing workflows were analyzed as part of this evaluation and are included in the *Time-Study and Materials Analysis* and *Return-on-Investment* sections of the report.

If there are additional efficiencies that the Prosecutor's Office believes are not represented in the report but would result in the ability to reduce staff in order to improve return-on-investment (ROI), our Department is willing to review these work tasks.

In regard to the staff reduction recommendations in this ECMS evaluation consideration was not given to cost savings departments experience due to the ability to shift workloads when there is an extended employee absence. The Prosecutor's Office and District Courts operate from multiple locations and can have staff cover for each other without leaving their assigned work location. In the summer of 2009 we experienced a twelve week staff shortage due to various leaves. In the past we have paid over \$7,000 for temporary help during extended employee absences. OnBase workflows allowed our staff to assist other PA locations with time sensitive matters without leaving their assigned work location, a savings not considered in the ECMS evaluation, but which deserves consideration in the overall value attributed to the OnBase solution.

Response: It is not disputed that the efficiencies have allowed some departments to shift workloads during extended employee absences. This is noted in the *Intangible Benefits and Direct Observations* section of the report.

A cost-savings is not attributed to a reduction in temporary staff hours since every County department is responsible for managing available resources in order to accommodate leaves of absence, regardless of whether efficiencies are gained through automation.

Additionally, for some departments, it may be more cost-effective to reduce staffing levels as a result of the efficiencies and hire temporary staff on an as-needed basis rather than retaining full-time staff to accommodate employee absences or fluctuations in workload, especially in the challenging economic times the County is facing today.

A final factor to consider in regard to the staff size recommendations in this report is the lack of recognition that a reduced staff growth rate may be realized due to OnBase efficiencies. When our department looked at the historic growth rate during recent building projects we found our staff size had doubled over twenty years. The significance of cost savings due to slowing this growth rate has been missed in the study.

Response: The report takes into account reduced staff growth rate as a result of the efficiencies gained from the ECM system. These results are provided in the *Potential Staff Postponements as a result of Regular Hours Saved* sections of the report.

Again, we appreciate the time and effort that went into this study. However, taking into consideration that not all criminal justice departments utilizing OnBase were studied, difficult to measure process and productivity improvements were not taken into consideration in the final recommendations, and the study looked at only a glimpse of functionality potential (which is now out dated, as further improvements have been made to the ECMS) we hope that those reviewing the final ROI for this project will look at the total picture and continue to support the ECMS under the supervision of the Information and Technologies Department.

Response: The Planning and Performance Improvement Department is not aware of any other departments that have workflow processes which are significantly impacted by the system but were not included in the study.

Additionally, this study recognized the intangible benefits that resulted from the implementation of the ECM system. However, the primary purpose of the evaluation was to quantify the cost of developing the ECM system and to verify the annual cost savings that are realized from automation efficiencies. This was accomplished by measuring those tasks which the Prosecutor's Office had identified as most significantly impacted by the ECM system.

Staffing Levels – Recommendations 1 through 5:

- It was not the intent of the Criminal Justice Departments to reduce existing staff by implementing an ECM system. The assumption was that the need for additional staff in the future would be significantly reduced due to staff efficiencies created by OnBase.

Response: The County's ECM system was promoted as a time-saver for employees who process court documents and as a materials-saver for departments that process large volumes of hard-copy files. Furthermore, each department provided estimated savings that would result from processing documents electronically. It was assumed that these savings would be used to offset the substantial investment that was made in the ECM system by the County.

Currently, the ECM system provides a negative ROI whether staff is reduced through attrition or not. However, the ROI is far more negative if staff are not reduced. If staff are not reduced through attrition, the total cost increase will be \$16,532,200 over the 25-year useful life of the ECM system compared to \$6,903,850 if the reductions do occur.

- Although the report is very thorough in assessing time and cost savings due to workflow implementation which has been converted into personnel cost savings, the report does not take into consideration savings due to the elimination or reduced need for additional staff overall in a department as a result of efficiencies created by OnBase workflows. For example, our department saved over \$7,000 during the summer of 2009 due to the ability to share work between office sites with OnBase workflows. We had a 12 week period with a shortage of one of three staff members due to vacations, maternity leave, surgery and military training. We were able to help staff stay current with critical elements of the workload because of OnBase workflows. In the past we have had to hire temporary help during extended absences. In 2007 it cost \$7,007 to fund temporary help during an extended absence.

Response: The report takes into account the elimination or reduced need for additional staff. These results are provided in the *Potential Staff Postponements as a result of Regular Hours Saved* sections of the report.

Additionally, a cost-savings is not attributed to a reduction temporary staff hours since every County department is responsible for managing available resources in order to accommodate leaves of absence, regardless of whether efficiencies are gained through automation.

- Historically our department doubled in staff size over a twenty year period. More time will be needed to fully evaluate the cost savings associated with reduced staff needs, but we believe continued improvement in OnBase workflows will result in increased efficiencies which will lead to a slower staff growth rate.

Response: It is agreed that continued improvements to the ECM system may help to increase efficiencies. A review of all proposed improvements by the IT Department, Planning and Performance Improvement Department, and County Administrator, will ensure that a positive ROI is realized whether through a slower staff growth rate or other outcomes.

Recommendation 6:

- Agree. Significant efforts have been made to address the legislative and court rule updates that would allow for use of digital data storage and electronic processes which would ultimately increase our ECM system future ROI and the overall efficiency level and cost effectiveness of the criminal justice system.

Response: No response necessary.

Recommendation 7:

- Agree. All Prosecution staff is currently using the OnBase system in some capacity. Further connections to outside police agencies and the state probation department will increase work efficiency and cut down on scanning and indexing time. Additional workflows connecting PA to other internal criminal justice and family court departments will also increase our efficiency level and system response time. These improvements were put in Phase II of the project and are underway or awaiting programmer and department time for complete design and implementation.

Response: No response necessary.

Recommendation 8:

- Agree. It would benefit the Prosecutor's office to be able to use the same workflows to connect with any of the three District Courts and interact with the Courts in a consistent manner.

Response: No response necessary.

Recommendation 9:

- Disagree. It is unlikely that a requirement forcing electronic receipt of court documents would be allowed due to a conflict with current court rules and limited technology in some law offices.

Response: This recommendation has been updated. The word "require" has been replaced with "encourage."

- The Prosecutor is waiting on a project in the Phase II list which would develop a Discovery Tracking workflow for documents provided to defense attorneys electronically (for those who choose to receive discovery materials electronically).

Response: No response necessary.

- Once the free electronic delivery process is developed a charge could be implemented for those who elect to receive hard copies of the material.

Response: No response necessary.

Recommendation 10:

- The IT Department, in conjunction with the individual departments is in the best position to evaluate the impact of further ECM system improvements. Consideration should be given to cost, but value also needs to be placed on increased customer service and improved system efficiencies which may or may not be numerically measurable.

Response: It is agreed that intangible benefits realized from improved system efficiencies are important. However, current efficiencies result in a negative ROI. Therefore, the involvement of the Planning and Performance Improvement Department and County Administrator in the IT Department's current review process will ensure a thorough and accurate review of the potential cost-effectiveness of each project request.

Recommendation 11:

- Disagree. A number of workflows and system expansions have been placed in the Phase II section of OnBase implementation. We have been working hard over the past year to make a safe and efficient method of connection with outside police agencies. We have also had to delay the design and development of the Discovery workflow and some other workflow connections to the Courts, as they are projects to be addressed after the police department connection project. Each workflow connection to other agencies and internal departments increases efficiency levels and system response time. To require detailed cost analysis and an approval level all the way to the County Administrator would additional delay and cost (study, documentation, analysis and the approval process), which would ultimately result in increasing the cost of implementation and slow technological advancement unnecessarily. We believe the IT Department and OnBase Oversight Team, as well as individual departments can effectively evaluate process improvements and associated costs. Additional costs for software and system hardware is already part of the budget process and subject to Administrative review.

Response: Based on estimated efficiencies provided by departments, it was anticipated that processing documents electronically would provide an annual cost-savings of \$468,426. However, current efficiencies result in a negative ROI. This translates into an average annual cost increase of \$276,154. Therefore, it is prudent that a thorough review of all project requests related to the ECM system, regardless of simplicity or cost, is conducted to ensure a positive ROI.

Response to District Court's Review of ECM System Evaluation

The judges and administration of the 58th District Court recognize the effort and time invested in the Electronic Content Management System (ECMS) evaluation. We appreciate the Planning and Performance Improvement department's staff for their effort and dedication.

The ECMS evaluation is a brief snapshot in time of a small part of the court's processes. The evaluation was conducted by staff from the Planning and Performance Improvement department using stop watches to time the basic operations of creating, distributing and closing a file. The timing of these basic operations took place for not more than one day in two of our court locations. The tasks measured are low value tasks and do not account for the high value tasks associated with a court case. The evaluation may leave a reader, who is unfamiliar with court operations, the impression that our clerks perform simple clerical functions.

Response: The ECM evaluation report is one of the most comprehensive studies of an ECM system available. The evaluation consisted of a time study analysis that was conducted in thirteen departments over a period of four years. In the District Court alone, seventy hours of time study data were collected over ten days – not one day as noted above. In total, more than 480 hours of time study data were collected to complete the evaluation.

Further, the work processes measured in the time study may be “basic” as asserted; however, they are not “low value.” Furthermore, these are the work processes which the Court itself had agreed are most significantly impacted by the ECM system.

The high value tasks not measured in the ECM evaluation are assisting the public in person or on the telephone. Determining actions in a case by evaluating various events in the courtroom or filed in a document. The evaluation of events in the courtroom or in filed documents requires our clerks to have in depth knowledge of court procedures, court rules and statutes. In addition our staff is responsible for maintaining financial control for the receipt of nearly three million dollars of revenue each year.

The Mission of the 58th District Court is, “to administer justice, interpret and apply the law with fairness, equality and integrity. We will resolve matters before the court in a timely and courteous manner and conduct ourselves in a way that inspires public trust and confidence.” The clerical task of opening and closing a file is a minor part of our overall mission.

Response: It is not disputed that the 58th District Court is an important and integral institution that provides an invaluable service to the community. This study also recognized the intangible benefits that resulted from the implementation of the system. However, the primary purpose of this evaluation was to quantify the cost of developing the ECM system and to verify the annual cost savings that are realized from automation efficiencies.

This was accomplished by measuring those tasks which the Court agreed are most significantly impacted by the ECM system. Even though these tasks are basic, significant efficiencies are still realized.

In the Grand Haven District Court it was determined that 1,928 hours of employee labor are saved annually and an estimated 1,344 hours will be saved annually in the Holland District Court.

Most of our staff were, and are motivated to move from a paper environment to an ECM environment. However, the change from working with paper and manual processes to electronic documents and workflow was a significant disruption for our staff.

The change is comparable to a stranger adding appliances and rearranging all the utensils, pots and pans and dishes in your kitchen. And yet, you are required to keep the same quality and schedule of meals as was present before the kitchen was rearranged.

This motivation will diminish among judges, administration and staff if it is perceived that employees are losing their jobs because of the efficiencies gained from the ECMS. We emphasize what is stated on page 49 of the ECMS evaluation, “[i]t is important that staff reductions be accomplished through attrition in circumstances such as these where new technology is implemented that can improve efficiency but potentially result in lay-offs.”

Response: It is agreed that transitioning from a paper environment to an ECM environment can be a significant disruption for staff. For that reason, the post-imaging time study was conducted, on average, twelve months after the ECM system was installed in each department. This was to ensure that staff had been fully trained in the new system and time data would reflect normal productivity conditions.

To maintain staff motivation, employees should be fully informed by their supervisors that no one, in any department, will lose their job as a result of this evaluation. It is recommended that staffing levels be reduced through attrition (i.e. employee retirement, resignation, or departure for any other reason).

It is important to stress that each organization within the criminal justice system is driven by a complex set of processes and rules. The interaction between criminal justice agencies is also complex and governed by statutes, court rules and administrative regulation. The flow of information and the sharing of information are essential to an effective criminal justice system. The more efficiently the information flows and is shared, the more effective the criminal justice system and that translates into a safer community.

The ECMS was placed on top of our complex criminal justice system. We should have realistic short term expectations of the ECMS. We cannot expect all of our documents to become electronic content overnight. It will take time to program the ECMS with our business rules. We cannot expect the programming of all the routing of electronic documents to happen overnight. We cannot expect our staff to immediately see how the ECMS may create efficiencies among all the relationships between documents, business rules and the flow of information.

Response: The expectations of the ECM system were established by the District Court itself. In 2005, District Court had estimated that the efficiencies gained in their offices as a result of installing the ECM system would result in \$190,545 in annual savings.

Document Printing

Before the ECMS was implemented, the Sheriff's Department and Prosecutor's office delivered police reports, warrants, criminal histories and tickets to the District Court on paper. These same documents are now delivered electronically by the ECMS and must be printed at the District Court. The burden of printing these documents has shifted to the District Court.

The ECMS evaluation says our post imaging printing during file creation in criminal cases takes 47 seconds. The time study that determined we spend 47 seconds was conducted prior to the Sheriff's Department delivering their police reports via the ECMS.

Many of the police reports are more than 10 pages per defendant. Some of the police reports are 50 pages or more. It is impossible to locate the police report in the ECMS queue, print the report, walk to the network printer, walk back to your desk, punch holes in the paper and file the report in 47 seconds.

This printing process is a reduction in the efficiency of the system that was not totally accounted for in the ECMS evaluation.

Response: It is agreed that the burden of printing police reports, warrants, criminal histories, and tickets has shifted to the District Court after the installation of the ECM system. This reduction in efficiency is accounted for in the evaluation.

However, the post-imaging time study was not conducted prior to the Sheriff's Office delivering their police reports via the ECM system as noted above. The Sheriff's Office began distributing electronic documents to the District Court in November 2007. The post-imaging time study was conducted in the Grand Haven District Court in January 2009.

Further, it takes 47 seconds to print civil case files - not Sheriff's Office reports. It takes District Court staff, on average, 1 minute and 45.6 seconds to locate a police report in the ECM system, open the file, and print the document. This is identified as Step 1 in Attachment D1 of the Supplemental Computations Report. It takes an additional 6 minutes and 38.4 seconds to create a new physical file for each report (Step 2), and another 15 seconds, on average, to physically file the report (Step 4). Step 3, which includes 47 seconds for printing, only applies to civil cases.

Foot Note 3, Page 4

Foot note number 3 on Page 4 of the evaluation states, "[t]he Holland District Court building was under construction at the time the pre-imaging time study process commenced. Therefore, the study could not be conducted in that department. However, because of similarities between the Grand Haven and Holland court locations, court officials agreed that the data collected during the pre-imaging time study in the Hudsonville District Court could be compared to the post-imaging time study data collected in the Grand Haven District Court in order to calculate a time savings for the Holland Court location."

What “court officials” agreed to as stated in this comment was misunderstood. We agreed that the pre-imaging time study at the Hudsonville District Court could be compared to the Holland District Court. However, the post imaging time study data could not be compared after the Holland District Court moved into the new building.

The time it takes to move paper files in the new Holland building will take much longer. The new Holland building significantly increased the size of the area where files are moved. Plus the new building places our operation on two floors where we were operating on one floor in the old building. We are now moving files around in a much larger space and we are moving files between two floors.

Response: It is not disputed that the size of the new Holland court building may have some impact on efficiency. However, a time study could not be completed at this location for several reasons. First, the building was under construction at the time of the pre-imaging study. As a result, court officials agreed that the time data collected in the Hudsonville District Court could be used to replicate the pre-imaging time for Holland. Second, a post-imaging time study could not be conducted in Holland because this court location did not begin using the ECM system until August, 2009. The post-imaging time studies are conducted, on average, 12-months after system implementation in order to ensure the data reflect normal productivity conditions. As a result, the post-imaging time data collected in Grand Haven was used as a best-estimate to replicate the time in the Holland District Court.

It will be recommended that a post-imaging time study be conducted in the Holland District Court in six months (July 2010) in order to verify the efficiencies included in the report.

Further, footnote 3 of Table 2 as noted above will be clarified.

Recommendation 7 and 11

Recommendation number 7 of the ECMS evaluation encourages department heads to promote innovative work methods. However recommendation number 11 advises to refrain from expanding into other departments or increasing workflow processes. The two recommendations are inconsistent with each other and inconsistent with achieving greater economic efficiencies.

Recommendation 11 advocates that courts and departments create a system of cost accounting to demonstrate a positive return on investment resulting from requested additions to ECMS workflows. This cost accounting justification will require the preparation of a document. The document is then presented to the IT Department, the Planning and Performance Improvement Department and the County Administrator for verification and approval.

This new layer of bureaucracy is an added expense and will create delays in implementing what may be simple and cost saving workflows. The delays and work involved in creating the cost accounting documentation will have a chilling effect on making improvements to the ECMS. The IT Department currently evaluates all their project requests. The county administration should continue to trust the IT Department’s evaluation of project requests without adding a new bureaucracy.

Response: Based on estimated efficiencies provided by departments, it was anticipated that processing documents electronically would provide an annual cost-savings of \$468,426. However, current efficiencies result in a negative ROI. This translates into an average annual cost increase of \$276,154. Therefore, it is prudent that a thorough review of all project requests related to the ECM system, regardless of simplicity or cost, is conducted to ensure a positive ROI.

Recommendation 9

Currently there are no court rules or statutes allowing courts to require attorneys to accept documents by email.

Response: This recommendation has been updated. The word ‘require’ has been replaced with ‘encourage.’

Recommendation 2 and 3

The State Court Administrative Office (SCAO) was asked by the judges and court administration to conduct an analysis of the court’s operations. This analysis, called the Management Assistance Report, was released in March of 2008. The Management Assistance Report used a weighted caseload analysis to compare the number of case processing staff in the 58th District Court with other four judge district courts. The results of this analysis showed that the 58th District Court had 8.42 F.T.E. fewer case processors than the comparison courts.

We presented this information to the county administration in late 2008 with a request to add 2.75 F.T.E. case processors. The county administration agreed to this request and the 2.75 F.T.E. were added on January 5, 2009. The 58th District Court remains under staffed by 5.67 positions when compared to similar four judge district courts.

In January of 2009, the Holland division of the 58th District Court began entering arrest warrants into the Law Enforcement Information Network (LEIN). The Grand Haven and Hudsonville court locations have been entering warrants since 2006. This task was taken over from the Sheriff’s Department. For the Holland District Court this is a big task. The warrants issued in Holland represent half or more of all arrest warrants issued in Ottawa County. We estimate this task alone absorbed at least 1 F.T.E. in the Holland District Court of the 2.75 F.T.E. added to the case processing staff.

The recommendations of the ECMS evaluation should be changed to show that the 58th District Court is under staffed by almost 6.67 F.T.E. case processors. The 58th District Court will direct efficiencies gained by using the ECMS to avoid adding case processing staff.

Response: The ECM system evaluation revealed that, prior to installing the new electronic system in the Holland District Court, the time required to complete the basic tasks that were significantly impacted by the system equate to 4.2 full-time equivalent (FTE) positions.

Once efficiencies were gained from automation, it was calculated that 3.5 FTE could complete those same tasks. This is the reason for recommending a 0.7 FTE reduction in the Holland District Court.

In the Grand Haven District Court, the time required to complete the basic tasks that were significantly impacted by the system equate to 2.7 FTE. After implementation of the system, it was calculated that 1.8 FTE could complete the same tasks. This is the reason for recommending a 1.0 FTE reduction in the Grand Haven District Court.

Any recommendations resulting from the 2008 SCAO Management Assistance Report will need to be discussed and/or negotiated in a separate venue between the District Court, County Administrator, and County Board.

Conclusion

Not all aspects of the tasks performed by court personnel are easily quantifiable. The court relies on the SCAO for guidance in establishing appropriate levels of staffing. It is a credit to our court employees that we have delivered these services at levels well below the SCAO's recommendations.

Response: No response necessary.

To suggest that the partial implementation of the ECMS in the district court would make staff expendable could be both unfair and inaccurate, when based solely on the data accumulated by the Planning and Performance Improvement Department study. We would urge that the totality of circumstances relating to court operations be considered rather than this limited study.

Response: To infer that the ECM System Evaluation suggests that staff are expendable is inflammatory.

The report does not recommend that any employee in any department lose their job as a result of efficiencies that were realized. It actually recommends that staffing levels be reduced through attrition (i.e. employee retirement, resignation, or departure for any other reason).

When the study was initiated department heads were requested to provide the totality of work tasks that would be impacted by the ECM system. This study was comprehensive and thorough, and the parameters were established in conjunction with those department heads.

Action Request



Committee: Planning and Policy
Meeting Date: 02/11/2010
Requesting Department: Planning and Performance Improvement
Submitted By: Mark Knudsen
Agenda Item: Unfunded Mandate Resolution

SUGGESTED MOTION:

To approve and forward to the Board of Commissioners the proposed Resolution supporting the findings and recommendations of the Interim and Final Report of the Legislative Commission on Statutory Mandates

SUMMARY OF REQUEST:

The State Legislature established the Legislative Commission on Statutory Mandates to identify mandates and the related cost of the mandates to local units of government and to recommend resolutions for the unfunded mandates.

An interim report was issued in June, 2009 and the final report was completed in December, 2009

FINANCIAL INFORMATION:

Total Cost: \$0	County Cost: \$0	Included in Budget:	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
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If not included in budget, recommended funding source:

ACTION IS RELATED TO AN ACTIVITY WHICH IS:

<input checked="" type="checkbox"/> Mandated	<input type="checkbox"/> Non-Mandated	<input type="checkbox"/> New Activity
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ACTION IS RELATED TO STRATEGIC PLAN:

Goal: #1

Objective: #1

ADMINISTRATION RECOMMENDATION:

<input checked="" type="checkbox"/> Recommended	<input type="checkbox"/> Not Recommended
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County Administrator:

Digitally signed by Alan G. Vanderberg
DN: cn=Alan G. Vanderberg, c=US, o=County of Ottawa, ou=Administrator's Office, email=avanderberg@miottawa.org
Reason: I am approving this document
Date: 2010.02.04 11:13:49 -0500

Committee/Governing/Advisory Board Approval Date:

COUNTY OF OTTAWA

RESOLUTION

At a regular meeting of the Board of Commissioners of the County of Ottawa, Michigan, held at the Fillmore Street Complex in the Township of Olive, Michigan on the ____ day of _____, 2010 at _____ o'clock p.m. local time.

PRESENT: Commissioners: _____

ABSENT: Commissioners: _____

It was moved by Commissioner _____ and supported by
Commissioner _____ that the following Resolution be adopted:

WHEREAS, the electorate of the State of Michigan passed an amendment in November 1978 to the State's Constitution that required the State to fund mandates imposed on local units of government (often referred to as the "Headlee Amendment"); and

WHEREAS, the Headlee Amendment (Article IX, Section 29) states:
"The state is hereby prohibited from reducing the state financed proportion of the necessary costs of any existing activity or service required of units of Local Government by state law. A new activity or service or an increase in the level of any activity or service beyond that required by existing law shall not be required by the Legislature or any state agency of units of Local Government, unless a state appropriation is made and disbursed to pay the unit of Local Government for any necessary increased costs. The provision of this section shall not apply to costs incurred pursuant to Article VI, Section 18." and;

WHEREAS, the Headlee Amendment became effective on December 23, 1978; and

WHEREAS, the State Legislature established the Legislative Commission on Statutory Mandates (LCSM) through P.A. 98 of 2007, as amended by P.A. 356 of 2008 and assigned the LCSM to identify mandates (including those involving reports) and the related cost of the mandates to local units of government, along with recommendations to resolve the unfunded mandates; and

WHEREAS, the LCSM worked with the Citizens Research Council (issued an analysis of other state's statutes and constitutional requirements similar to the Headlee Amendment) and local units of government associations, including: Michigan Association of Counties, Michigan Municipal League, Michigan Township Association, Michigan School Business Officials, Michigan Association of School Administrators, Michigan Community College Association, and County Road Association of Michigan.

WHEREAS, the LCSM issued a report in June 2009 entitled "Interim Report of the Legislative Commission on Statutory Mandates" that indicated, among other matters, that the State had failed to enact legislation enabling the Headlee Amendment and has not complied with the Headlee Amendment since its adoption in 1978; and

WHEREAS, the LCSM has completed its report in December 2009 entitled "Final Report of the Legislative Commission on Statutory Mandates" that reaffirms the Interim Report results and provides recommendations, including but not limited to:

- Drafted legislation and court rules that would mitigate unfunded mandates imposed on local units of government in the future.
- Proposed procedures that will prevent new unfunded mandates from being imposed on local units of government.
- Proposed procedures that would be corrective should unfunded mandates be imposed that include, among other requirements:
 - A submission of an action before the Court of Appeals to be heard by a special master in order to rule on whether the matter is a mandate and if the mandate is underfunded.
 - Require the Court of Appeals to rule on the above within six months of the filing.
 - Should the Court of Appeals not rule on the above within six months, the local unit of government would have no obligation to continue to provide the services until such time as the State complies with the Headlee Amendment.

WHEREAS, the Michigan Association of Counties adopted a resolution of support for the recommendations contained in the final LCSM report in December 2009.

NOW THEREFORE BE IT RESOLVED, that the Ottawa County Board of Commissioners supports the findings and recommendations in the interim and final reports of the Legislative Commission on Statutory Mandates and encourages the Governor, Legislature and Supreme Court to adopt and enact the recommendations cited in the final report.

BE IT FURTHER RESOLVED, that the Ottawa County Board of Commissioners approves the release of this resolution to be distributed to the Governor, Legislators, Supreme Court and local units of government legislative boards and executives located within Ottawa County.

YEAS: Commissioners: _____

NAYS: Commissioners: _____

ABSTENTIONS: Commissioners: _____

RESOLUTION ADOPTED.

Chairperson, Ottawa County
Board of Commissioners

Ottawa County Clerk

Action Request



Committee: Planning and Policy
Meeting Date: 2/11/2010
Requesting Department: Parks and Recreation
Submitted By: John Scholtz
Agenda Item: Park 12 Retaining Walls and Walkway Repairs Project

SUGGESTED MOTION:

To receive bids for the Park 12 Retaining Walls and Walkway Repairs Project and accept the low bid from Civil Landscape Constructors in the amount of \$47,496.00 with funding from the Parks and Recreation Department budget.

SUMMARY OF REQUEST:

The Parks and Recreation Commission recommends approval of the low bid for the Park 12 Retaining Walls and Walkway project. The project includes:

- Replacing two critical sections of walkway leading to cottages.
- Stabilization of the historic retaining wall between the Auburn parking lot and the Upper Boardwalk.
- Replacement of the retaining walls and walkway for the "switchback" from the Upper Boardwalk to the beach.

These walkways are used by the general public and the cottage owners.

FINANCIAL INFORMATION:

Total Cost: \$47,496	County Cost: \$47,496	Included in Budget:	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
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If not included in budget, recommended funding source:

ACTION IS RELATED TO AN ACTIVITY WHICH IS:

<input type="checkbox"/> Mandated	<input checked="" type="checkbox"/> Non-Mandated	<input checked="" type="checkbox"/> New Activity
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ACTION IS RELATED TO STRATEGIC PLAN:

Goal: #3

Objective: #5

ADMINISTRATION RECOMMENDATION:

<input checked="" type="checkbox"/> Recommended	<input type="checkbox"/> Not Recommended
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County Administrator:

Digitally signed by Alan G. Vanderberg
DN: cn=Alan G. Vanderberg, c=US, o=County of Ottawa, ou=Administrator's Office, email=avanderberg@miottawa.org
Reason: I am approving this document
Date: 2010.02.04 11:17:33 -0500

Committee/Governing/Advisory Board Approval Date:



MEMORANDUM

Date: February 2, 2010
To: Ottawa County Board of Commissioners
From: John Scholtz, Parks and Recreation Director
RE: Park 12 Retaining Walls and Walkway Repairs Project

The Ottawa County Parks and Recreation Commission recommends approval of the low bid from Civil Landscape Constructors in the amount of \$47,496.00 for the Park 12 Retaining Walls and Walkway Repairs Project at Park 12. A complete list of bids is attached.

Proposed motion:

To receive bids for the Park 12 Retaining Walls and Walkway Repairs Project and accept the low bid from Civil Landscape Constructors in the amount of \$47,496.00 with funding from the Parks and Recreation Department budget.

This project will replace two critical sections of walkways leading to cottages at Park 12 including the stabilization of historic retaining wall on the walk leading from the Auburn parking lot to the Upper Boardwalk and replacement of retaining walls and walkway for the “switch-back” leading down from the Upper Boardwalk to the beach. Both sections have deteriorated to the point where safety is a major consideration in recommending timely replacement.

This request relates to a non-mandated activity and supports Goal #3 “To contribute to a healthy physical, economic and community environment.” The walkways are used by the general public in addition to resident cottage owners.

**Board of Commissioners
Approved Committees and Rates**

Effective date: **01/01/2010**
Reviewer: **June Hagan/County of Ottawa**
Full day rate: **\$70.00**
Half day rate: **\$40.00**
Mileage rate: **\$0.500**

Approved Committees

Administrator's Evaluation Committee
Board of Commissioners Meeting
Board of Commissioners Work Session
Community Corrections Advisory Board
Community Mental Health Board
CMH Annual State Conference
CMH Board Administrative & Finance Committee
CMH Board QI/Planning/Program Committee
CMH Board Executive Committee
CMH Board Community Relations Committee
Comprehensive Economic Development Strategy Committee (CEDS)
Drain Board PA 20
Finance & Administration Committee
Food Services Advisory Committee
Food Services Appeals Board
Grand Valley Metro Council
GVMC Policy Committee
GVMC Technical Committee
Health & Human Services Committee
Human Resources Committee
Lakeshore Coordinating Council
Legislative Work Session
Lloyd's Bayou Lake Board
Local Emergency Planning Commission (LEPC)
Macatawa Area Coordinating Council Policy Board
MDOT Asset Management Council
Michigan Association for Local Public Health (MALPH)
Michigan Association for CMH Board Committees (MACMHB)
Michigan Association of Counties - Conference
Michigan Association of Counties - Steering
MSU Cooperative Extension Board
National Association of Counties - Conference
National Association of Counties - Steering
OCCDA Policy Board
Ottawa County Economic Development Office Board (Qtrly)
Ottawa County Insurance Authority
Ottawa County Jail Diversion Task Force
Ottawa County Negotiation Team
Ottawa County Planning Commission
Overall Economic Development & Planning
Parks & Recreation Commission
Parks & Rec Finance & Personnel Committee
Parks & Rec Planning Committee
Parks & Rec Public Relations Committee
Personnel Interview Committee
Planning and Policy Committee
Purchase of Development Rights Study Committee
Region 8 Planning Commission
Rezonementation Plan Committee
Rye Study Oversight and Appeal Committee
Solid Waste Planning Committee
Southwest Michigan Alliance of Region Three (SMART)
Spring Lake Lake Board

Tax Allocation Board
Technology Committee
Timberland Resource Conservation and Development Area Council
Veterans' Affairs Committee
West Michigan Airport Authority (Tulip City Airport)
West Michigan Regional Planning Committee