

STATE OF CALIFORNIA
Budget Change Proposal - Cover Sheet
 DF-46 (REV 08/15)

Fiscal Year 2016-17	Business Unit 0250	Department JUDICIAL BRANCH	Priority No. 007
Budget Request Name 0250-007-BCP-BR-2016-MR		Program 0150-STATE TRIAL COURTS	Subprogram 010-SUPPORT FOR OPERATION OF TRIAL COURTS

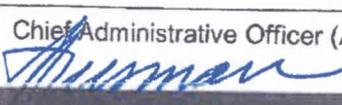
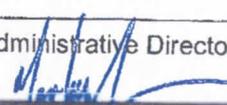
Budget Request Description
 Trial Courts – Civil Case Management System (V3) Replacement

Budget Request Summary

The Judicial Council requests \$12.4 million General Fund in 2016-2017; \$9.2 million General Fund in 2017-2018; and \$3.2 million General Fund in 2018-2019 to replace V3 Court Case Management Systems in the Superior Courts of California – Orange, Sacramento, San Diego and Ventura counties. This request supports the transition to modern commercial off-the-shelf case management systems.

Requires Legislation <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	Code Section(s) to be Added/Amended/Repealed	
Does this BCP contain information technology (IT) components? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <i>If yes, departmental Chief Information Officer must sign.</i>	Director, Information Technology Mark Dusman	Date
For IT requests, specify the date a Special Project Report (SPR) or Feasibility Study Report (FSR) was approved by the Department of Technology, or previously by the Department of Finance. Not Applicable. <input type="checkbox"/> FSR <input type="checkbox"/> SPR Project No. Date:		

If proposal affects another department, does other department concur with proposal? Yes No
 Attach comments of affected department, signed and dated by the department director or designee.

Prepared By Kathleen Fink	Date	Reviewed By	Date
Chief Administrative Officer (Acting) 	Date 2/3/16	Administrative Director 	Date 2/8/16

Department of Finance Use Only

Additional Review: Capital Outlay ITCU FSCU OSAE CALSTARS Dept. of Technology

BCP Type: Policy Workload Budget per Government Code 13308.05

PPBA 	Date submitted to the Legislature May 13, 2016
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Budget Change Proposal (BCP) Request

FOR

CIVIL CASE MANAGEMENT
SYSTEM REPLACEMENT

VERSION 2.3

NOVEMBER 20, 2015

*Judicial Council of California
Information Technology Office
455 Golden Gate Avenue, San Francisco, CA 94102-3688*

DOCUMENT REVISIONS

<Once the document is finalized, any subsequent changes must be noted in the table below.>

Version	Date	Name	Change Description	Sections
<1.0>		<i>Kathleen Fink</i>	<i>Initial draft</i>	<i>Entire document.</i>
2.0	<i>August 24, 2015</i>	<i>Denise Friday</i>	<i>Updates to draft</i>	<i>Proposal Summary; Background sections</i>
2.1	<i>October 15, 2015</i>	<i>Kathleen Fink</i>	<i>Incorporating court drafts, accepting changes, and formatting</i>	<i>All sections</i>
2.2	<i>October 30, 2015</i>	<i>Kathleen Fink</i>	<i>Incorporating JCC EGG edits and correcting number of Tyler/Thomson-Reuters courts</i>	<i>All sections</i>
2.3	<i>November 20, 2015</i>	<i>Kathleen Fink</i>	<i>Updates per JCC Finance</i>	<i>Sections 1, 2.1</i>

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1 PROPOSAL SUMMARY

The judicial branch spends approximately \$6.5 million annually to maintain the V3 case management system (CMS) that is used by four courts—the Superior Courts of Orange, Sacramento, San Diego, and Ventura Counties—to manage approximately 25% of civil, small claims, probate, and mental health cases statewide. These courts made substantial contributions to the development of a case management system intended for use by all courts. The project to deploy the statewide system was terminated in March 2012, leaving these four courts with an aging case management system that cannot be improved without legislative approval.

The Judicial Council proposes a one-time General Fund augmentation of \$24.8 million. The request is for \$12.4 million in fiscal year (FY) 2016–2017; \$9.2 million in FY 2017–2018; and \$3.2 million in FY 2018–2019. It would support transition for four courts from the V3 case management system to modern, commercial off-the-shelf case management systems:

- Odyssey from Tyler Technologies, in the Superior Courts of Orange, San Diego, and Ventura Counties; and
- C-Track from Thomson-Reuters, in the Superior Court of Sacramento County.

Both case management systems were selected by the courts following a Request for Proposal vetting and evaluation by the branch that resulted in Master Services Agreements for three vendors. Each court further evaluated the three vendors, selected the case management system that best fits the court needs, and plans to convert all cases to a single vendor, as resources and funding are available.

The requested funding will be used to purchase case management system software, related software licenses and hardware, and changes to the new case management system to provide levels of functionality and performance that are similar to existing levels. It will also be used to configure the systems for each court, convert existing case data and electronic documents to the new system, and fund implementation costs, including limited-term staff, in each court.

See attached individual court proposals for additional detail.

1.1 BACKGROUND

Effective case management is fundamental to access to justice and prompt, efficient resolution of cases. From FY 2010–2011 through 2013–2014, California’s superior courts have processed an average of 8.3 million cases per year, of which 12 percent, an average of one million per year, were civil, small claims, probate, and mental health cases. From 2002 to 2012, the technology strategy for the judicial branch was to deploy a single statewide case management system to serve all superior courts, improve public access, and improve integration with justice partners. The strategy for this statewide solution was incremental development of a common case management system.

One phase of the strategy was development of the V3 case management system, to automate management and processing of civil, small claims, probate, and mental health cases. V3 was developed and originally deployed in six superior courts.¹ As of November 2015, four courts continue to use the V3 application.²

In the expectation of the benefits of a statewide case management system (called CCMS V4), the development, maintenance, support, and hosting costs for the earlier system, V3, were funded by the judicial branch from the State Trial Court Improvement and Modernization Fund (STCIMF) and the Trial Court Trust Fund (TCTF).

In addition, the courts that initially deployed earlier elements of the V4 statewide case management system invested significant local resources in the design, development, and deployment of these case management systems and in subsequent design and development of the statewide CMS. These earlier systems include V2, which was deployed in the Superior Court of Fresno County and sunset in 2015, and V3. In particular, the V3 courts invested substantial resources, including funds from their base allocations and staff resources, for development, testing, deployment, and maintenance of V3, as reported by the state audit of the statewide CCMS project.³ In addition, the courts deferred internal efforts to replace old case management systems in anticipation of deploying a new statewide system.

At the March 27, 2012, business meeting the Judicial Council voted to cancel the statewide project, due to the lack of available funding to begin deploying the statewide case management system in superior courts across the state. This redirected \$30 million annually from the Trial Court Trust Fund to critically underfunded trial court operations. In June 2012, Senate Bill 1021 (Stats. 2012, ch. 41) was passed, prohibiting the Judicial Council from expending any funds on the statewide CMS without the Legislature's consent, except for maintenance and operation of the V2 and V3 case management systems (Gov. Code, § 68085(o)).⁴ This effectively prohibited the Judicial Council from making significant improvements to V3, to enable the courts to manage and process cases more effectively and efficiently.

Although deployment of the statewide CMS initiative was canceled, the case management-related technology needs of the courts remain. In October 2012, the Judicial Council Technology Committee (JCTC), in partnership with the Court Technology Advisory Committee (CTAC) and other branch stakeholders, held a technology summit. At this summit and during subsequent meetings, representatives from the California

¹ Superior Courts of Orange, Los Angeles, Sacramento, San Diego, San Joaquin, and Ventura Counties.

² Los Angeles only deployed CMS V3 for small claims cases in a single courtroom, and stopped using it in 2012. San Joaquin migrated to Justice Systems, Inc.'s FullCourt Enterprise for all case types in October 2015.

³ "... the seven superior courts that have implemented the criminal [Superior Court, Fresno County, CMS V2] and civil [CMS V3] systems reported to us that they spent nearly \$44 million in staffing, equipment, and consulting costs to test, deploy and support the interim systems beyond the roughly \$49 million that they paid directly to the development vendor. Even this \$44 million is likely understated because one superior court—the Superior Court of San Diego County (San Diego)—also reported that in fiscal years 2005–06 and 2006–07 between 120 and 130 of its staff worked part-time to full-time on implementation of the civil system but it was unable to quantify the cost related to their efforts." (Cal. State Auditor Report, Feb. 2011 Report 2010-102, pp. 45–46.)

⁴ On May 29, 2015, Judicial Council Legal Services provided a legal opinion on the meaning of maintenance and operations, which stated that, "when improvements are of greater scale and seek to not simply preserve the status quo but increase the designed level of service, such as by adding completely new functions, legislative approval likely would be needed before spending money for such purposes."

Department of Technology made it clear that additional funding for technology initiatives would depend on the ability of the branch to establish a sound, long-term strategy for technology. Key to this strategy is the ability of the branch to address technology planning and governance, with buy-in from the courts.

Following the summit, the Chief Justice authorized the creation of a Technology Planning Task Force focused on judicial branch technology governance, strategic planning, and funding. The task force adopted this vision statement: “Through collaboration, initiative, and innovation on a statewide and local level, the judicial branch adopts and uses technology to improve access to justice and provide a more broad range, and higher quality of services to the courts, litigants, lawyers, justice partners, and the public.” This vision sets the direction for future technology initiatives.

In August 2014, the Judicial Council approved the task force’s Court Technology Governance and Strategic Plan⁵. It includes the Technology Governance and Funding Model, a four-year Strategic Plan for Technology (2014–2018), and a two-year Tactical Plan for Technology (2014–2016). The development of the strategy and plans has been a collaborative process, led by court judicial officers and court executives. These plans are in alignment with the overall California Judicial Branch strategic goals (Goals I, III, IV, and VI). The plans will establish a common, shared roadmap and common goals identified by judicial officers, court executive officers, and court information technology officers, and provide the opportunity for individual courts to innovate and leverage solutions as a branch, or in a multicourt consortium.

In recent years, the trial courts have sustained significant reductions in funding, while also facing constraints on their ability to make capital investments in replacement of court technology. Since FY 2008–2009, the amount provided from the state General Fund to support state trial court funding has seen a reduction of \$518.2 million, with trial courts’ base allocations reduced \$260.9 million.

In February 2013, the Chief Justice highlighted the reductions to the entire judicial branch: “All the while our caseload remains the same, we continue to provide a forum for justice. . . . it means disparate justice, and for some it means no access to justice.”

The recent, continuing budget reductions have required the courts to do more with fewer resources. Over the last several years, the courts reduced operational costs in numerous areas, implemented furloughs, did not fill vacant positions, and limited promotions to reduce costs. Economic challenges have resulted in reductions to court staff, a reduction in business hours at all court branches, and temporary closure of courthouses. Business hour reductions and courthouse closures have limited access to court services for the public. Public access to documents in some courts is limited in hours per week. Lines during these time periods are frustrating for the public and overwhelming for court staff. It is imperative that the courts implement innovative and cost-effective ways to resume and enhance public access to necessary court services.

The Judicial Council has determined there is a critical need to reduce costs at the branch level. The Trial Court Budget Advisory Committee (TCBAC) executed a court survey and analysis in preparation for FY 2015–2016 budget. Due to the projected deficit in the State Trial Court Improvement and Modernization Fund (STCIMF),

⁵ Court Technology Governance and Strategic Plan: <http://www.courts.ca.gov/documents/jc-20141028-item4.pdf>

this resulted in a recommendation by TCBAC, and subsequent decision by the Judicial Council, to eliminate funding from the STCIMF for the V3 case management system used by the four Superior Courts of Orange, Sacramento, San Diego, and Ventura Counties. By July 2019, the courts must self-fund their case management systems.

V3 Resource History

(Dollars in thousands)

Program Budget	FY 04/05	FY 05/06	FY 06/07	FY 07/08	FY 08/09	FY 09/10
Authorized Expenditures	\$17,561	\$44,196	\$76,814	\$50,722	\$31,896	\$19,604
Actual Expenditures	\$17,561	\$44,196	\$76,814	\$50,722	\$22,910	\$14,846
 						
	FY 10/11	FY 11/12	FY 12/13	FY 13/14	FY 14/15	Total
Authorized Expenditures	\$24,536	\$17,240	\$11,646	\$9,001	\$8,862	\$312,078
Actual Expenditures	\$23,075	\$11,516	\$9,624	\$8,160	\$6,245	\$285,668
Revenues	\$0	\$0	\$0	\$0	\$0	\$0

JCC Staffing	FY 10/11	FY 11/12	FY 12/13	FY 13/14	FY 14/15	FY 15/16
JCC Authorized Positions	25	22	21	21	21	21
JCC Filled Positions	25	22	21	20	21	19
JCC Vacancies	0	0	0	1	0	2

V3 Workload History

The number of cases fluctuates from year to year and has decreased slightly over the last five years. This is attributable to two factors. One is the decrease in the availability of the courts, due to the reductions in courtrooms, staff, and hours, noted in this proposal. The second is that customers lack resources to file due to the continued effects of the recession. As the economy improves, filings are expected to increase.

Workload Measure	FY 10/11	FY 11/12	FY 12/13	FY 13/14	FY 14/15
V3 Cases Initiated	282,769	270,397	249,952	218,511	177,702
V3 Documents Filed	2,681,617	2,608,894	2,418,440	2,406,891	2,161,982
V3 Events Heard	282,335	280,671	262,811	226,472	217,893

1.2 STATE LEVEL CONSIDERATIONS

This request meets the vision and direction entailed in the Judicial Branch Strategic Plan and the following specific goals:

- Goal I—Access, Fairness, and Diversity
- Goal III—Modernization of Management and Administration
- Goal IV—Quality of Justice and Service to the Public

Chief Justice's 3D Vision

The request is aligned with the vision conveyed by Chief Justice Tani G. Cantil-Sakauye for restoring access to justice for Californians through an effort called "Access 3D."⁶ The vision for Access 3D is better service and benefits to the public through physical access to court facilities, remote access to court services, and equal access to court resources.

Judicial Branch Strategic Plan for Technology

This request is also in alignment with the top two goals of the Judicial Branch Strategic Plan for Technology (2014–2108): to promote the digital court and optimize branch resources.

The highest priority and first goal in the Strategic Plan for Technology is establishing the foundation for digital courts throughout California, with the goals of increasing access to the courts, administering timely and efficient justice, gaining case processing efficiencies, and improving public safety. Digital courts provide the services and technology to facilitate public and government agency access to court information. The foundation

⁶ Video update posted August 14, 2013, at <http://www.courts.ca.gov/13805.htm>.

for digital courts, and primary areas of focus, include case management systems, document management systems, and electronic filing systems that provide common interfaces to ensure interoperability and efficient data exchange.

Stable, dependable, and current technology is required for the case management systems that provide core services for the courts.

The second goal in the Strategic Plan for Technology is to optimize branch resources. The judicial branch will maximize the potential and efficiency of its technology resources by fully supporting existing and future required infrastructure and assets, and leveraging branchwide information technology resources through procurement, collaboration, communication, and education. Eliminating the allocation for V3 from the STCIMF would allow those funds to be used for initiatives with a truly statewide impact.

Case Management System Master Services Agreements

In 2013, the courts participated in a statewide effort to evaluate and develop master services agreements with Judicial Case Management Systems vendors. Three vendors were selected: Thomson-Reuters, Tyler Technologies, and Justice Systems Incorporated. Each court on the V3 case management system has selected a single system vendor from among those three that best fits their needs for all of their case types. The Orange, San Diego, and Ventura County courts have selected the Odyssey from Tyler. Sacramento County court has selected C-Track from Thomson-Reuters.

State of California EDD Filings in Superior Court of Sacramento County

The Superior Court of Sacramento County is the principal filing jurisdiction for the State of California's Employment Development Department (EDD). EDD files an average of 46,000 civil cases annually in Sacramento as part of collecting overpayment of unemployment benefits. To avoid the huge increase in workload associated with manually processing these cases and to ensure there are no delays in cost recovery for the State of California, the recommended solution includes automating the process in the new case management system.

Alignment with Key Goals

Through alignment with the goals listed above, the programs supported by this request will enable the courts to implement technology solutions that:

- Enable the timely exchange of data between the courts, law enforcement agencies, and justice partners;
- Increase access to the judicial system through available online services;
- Provide online access to case information;
- Allow parties to e-file documents;
- Support workflow for more efficient case processing;
- Provide more efficient analysis and reporting tools; and
- Provide a security framework to protect branch and justice partner information.

There are no known or anticipated adverse impacts.

1.3 JUSTIFICATION

Four courts remain on the V3 system, since the Judicial Council decision in March 2012 to terminate the project to deploy a common statewide case management system.

A June 2012, SB 1021 action by the Legislature further prevents the branch from using funds to improve V3, restricting funding to "maintenance and operations" unless approved by the Legislature.

For example, according to the legislation:

- V3 cannot be deployed to additional courts to achieve economies of scale;
- V3 cannot be enhanced to add case types;
- V3 cannot be enhanced to achieve additional operational efficiencies or generate revenue opportunities; and
- V3 cannot be architected to run on a less expensive operating system and equipment, such as Linux.

This effectively makes V3 a legacy system. An exit strategy for CCMS needs to be completed.

Case Management System Vendors

Each V3 court has selected a new vendor CMS, and plans to deploy that system for all case types, replacing old, ineffective, or failing systems. Moving to a single case management system will provide multiple benefits:

- Improved staff productivity by employing a common interface and workflow for all case types;
- More efficient maintenance of the CMS technology (patches, software changes, and forms updates developed and deployed for a single system); and
- Reduced IT costs to maintain peripheral applications, as they will be written to interface with one CMS as opposed to multiple ones.

Gap Analysis

The V3 courts worked with Tyler Technologies (Orange County court) and Thomson-Reuters (Sacramento County court) to perform comparisons of the functionality of the Odyssey and C-Track case management systems against V3. Gaps were identified in the vendor case management systems that should be remediated to ensure that the courts retain their current efficiency. Additionally, these changes would benefit all courts implementing these case management systems (a total of 29 courts to date), as the improvements would be available at no additional licensing cost from the vendors.

V3 Case Management System Funding Challenges

V3 is a robust application, designed by the courts, that automates processing for the civil, small claims, probate, and mental health case types, for approximately 25% of these cases statewide. However, the cost to maintain and support V3 is high, when distributed across just four courts. The courts have determined that it will be more cost-effective in the long term to replace V3 with a vendor-supplied case management system.

Ongoing support costs for a vendor CMS would be lower.⁷ However, the one-time deployment costs for a new CMS are a hurdle. There are multiple factors contributing to the challenge. Key among them is the lack of a funding source for the transition at either the judicial branch or the V3 court level.

⁷ As demonstrated in fiscal years 2019–2020 and 2020–2021, total ongoing costs for V3 are \$8.5 million annually, whereas the total ongoing costs for the new CMSs are \$3.0 million annually. See Costs table.

Workload-based Allocation and Funding Methodology

In April 2013, the Judicial Council approved the Workload-based Allocation and Funding Methodology (WAFM), an approach intended to move the branch incrementally toward a model based more on workload and less on historical funding levels.⁸ Changes in the methodology for allocating branch funds to each court ensure a more equitable allocation of funds. But for three of the courts, funding is further reduced. Because overall funding of the judicial branch has been reduced, none of the V3 courts is funded at more than 79% of the need required by their workload. Moreover, three of the four courts⁹ are losing base allocation funding each year as a result of the transition to equitable funding, according to WAFM.

The last two columns of the WAFM Impact table demonstrate that the same three courts will lose more funding each year in total than the amount of the request in this BCP. While the fourth court will likely receive additional funding in the next two years, it is the court currently funded at the lowest percentage of demonstrated need and is below the state average in funding. This demonstrates that lack of funding to move to a new civil CMS is a serious concern that cannot be resolved without state funding augmentation.

WAFM Impact

Court	Base Allocation as percentage of WAFM Need for FY 2015–16	Loss of base in FY 2016–17 from WAFM Conversion to 40%*	Loss of base in FY 2017–18 from WAFM Conversion to 40%*
Orange County court	78.5%	(15,095,017)	(17,168,033)
Sacramento County court	70.9%	(1,256,666)	(1,426,245)
San Diego County court	77.7%	(16,205,815)	(8,431,379)
Ventura County court	67.3%	2,553,828	2,904,548
Statewide	71.6%	0	0

* Assumes no new money and constant WAFM percentage share for each court.

⁸ The Workload-based Allocation and Funding Methodology is based primarily on two sources. One is research performed for the Resource Assessment Study model, updated every five years, which estimates the number of staff required to process filings. The second is the Judicial Branch Statistical Information System, which gathers annual workload reports from every court. The WAFM model allocates funding based on the estimated workload of the court, using the number of full-time equivalent employees required to process the number and complexity of filings that each court receives.

⁹ Orange, Sacramento, and San Diego County courts.

Changes in Trial Court Funding Balances

Another statutory restriction has exacerbated this problem. Under the original trial court funding legislation, superior courts could carry over funds from one fiscal year to the next and, over several years, accumulate an amount adequate to fund a large-scale, one-time project like this transition. However, legislation approved in 2012¹⁰ places a cap on trial court fund balances and limits the amount that can be carried forward to 1% of prior year operating budget, eliminating the courts' ability to save to fund this transition. Orange, San Diego, and Sacramento County courts have used their carry forward funds to fund critical transitions to a new case management system from failing case management systems in family law (all three courts), juvenile (Orange), and criminal and traffic (Sacramento).

1.4 OUTCOMES AND ACCOUNTABILITY

The outcomes resulting from this project vary by court, as each court currently employs different levels of automation in the V3 system. See attached individual court proposals, Outcomes and Accountability sections for details.

E-filing

San Diego, Sacramento, and Ventura County courts will deploy e-filing in additional case types. This will improve the new case filing and document intake processes, yield faster processing times, and improve access to justice, as has been demonstrated in the Orange County court with the mandatory e-filing pilot.

Reduction of Case Backlogs

San Diego, Sacramento, and Ventura County courts project efficiencies and reduction in the backlog of cases. Especially with staffing reductions in recent years, staff in these courts frequently cover cases across multiple case types, which is also the practice in the Orange County court. They will have a single case management system to learn, as opposed to the multiple CMSs in today's courts.

Future Statewide Initiatives and Enhancements

Once the four remaining courts have moved from V3, the judicial branch will have funds currently earmarked for V3 available to potentially fund truly statewide initiatives, such as:

- A self-represented litigants portal, enabling customers to complete and electronically submit the correct documents to initiate a case; and
- Language access, enabling court interpreters to serve customers remotely.

¹⁰ Gov. Code, § 77203(b) amended by Sen. Bill 1021 (Stats. 2012, ch. 41, § 57).

Modifications to New Case Management Systems

In addition, the changes made to Tyler Odyssey and Thomson-Reuters C-Track, as proposed in the request, will be available to other California superior courts using these case management systems. This is expected to improve efficiency in processing cases, reduce backlogs, and improve access to justice in the 29 California superior courts on these systems.

Accountability

For the four courts deploying a new CMS, each court will be responsible for monitoring day-to-day project activities and will make periodic reports regarding program performance and financial status. Courts with project costs greater than or equal to five million will submit project documentation to the California Department of Technology, with copies to Judicial Council of California staff.¹¹ The areas to be covered include, at a minimum, a concept/initiation statement, a project charter, and a business case analysis. Courts will also coordinate with the council to account for and monitor the funds on a periodic basis. Accounting records will be supported by appropriate documentation. The courts will provide information regarding all fund expenditures to the council. The information requested may include, but is not limited to, performance and financial reports. Performance reports will contain a comparison of actual accomplishments to the objectives, for the reporting period. Results will be quantified wherever possible.

¹¹ Gov. Code, § 68511.9.

2 ANALYSIS OF ALL FEASIBLE ALTERNATIVES

2.1 ALTERNATIVE ONE (RECOMMENDED SOLUTION): DEPLOY VENDOR CMS TO REPLACE V3; REMEDIATE GAPS IN VENDOR CMS FUNCTIONALITY AS COMPARED TO V3

2.1.1 DESCRIPTION

The recommended solution is for the four superior courts included in this BCP to migrate all cases currently maintained using V3, and associated electronic documents, to a new case management system and document management system. The Orange, San Diego, and Ventura County courts have selected Odyssey CMS from Tyler Technologies. The Sacramento County court has selected C-Track from Thomson-Reuters. Functional and efficiency gaps in Tyler Odyssey and Thomson-Reuters as compared to V3 will also be remediated. Listed below is a table identifying the amount of funding requested by fiscal year for each court (in thousands):

Summary Costs	FY 16/17	FY 17/18	FY18/19	Total Requested
Orange County court	\$4,152	\$3,183	\$3,249	\$10,584
Sacramento County court	\$1,778	\$1,379	\$0	\$3,157
San Diego County court	\$4,569	\$3,419	\$0	\$7,988
Ventura County court	\$1,893	\$1,192	\$0	\$3,085
Total Funding Requested	\$12,393	\$9,173	\$3,248	\$24,815

2.1.2 ADVANTAGES/DISADVANTAGES

ADVANTAGES

The benefits to the judicial branch and these four courts include:

- Courts will deploy a single case management system for all case processing, enabling greater productivity as clerks process different case types using a common interface, as well as increasing efficiency in maintaining systems by decreasing the number of systems and interfaces to be maintained.
- All Tyler Odyssey courts and Thomson-Reuters courts, a total of 29 courts, will benefit from the added functionality that represents the gap between V3 and Odyssey or C-Track. This will improve efficiency

in processing cases, reduce backlogs, and improve access to justice across more than half the counties in the state.

- Both Tyler Technologies and Thomson-Reuters engage in proven and supportable changes to a commercial product and have invested research and development monies allocated for the benefit of the system. The install base for their products is in multiple states in the U.S. and they have a predictable upgrade support cycle.
- The recommended solution completes the exit strategy for CCMS by transitioning the final four superior courts away from V3, moving the courts off a system that is severely restricted in implementing changes to increase efficiency, improve access to the courts, or reduce costs.
- It offers an improved capability to mine data in the case management system for reporting and analysis purposes.
- Ongoing costs for the courts' CMS will be lower (optimizes costs for the future).
- It eliminates the risk to the courts and court users of unreliable funding and support for the current case management system, V3.

DISADVANTAGES

- The primary challenge to overcome is funding and resources to deploy a new vendor case management system in each of the courts.

2.1.3 COSTS

2.1.3.1 ASSUMPTIONS

- Costs include all project costs, including internal costs for resources needed to complete the project.
- Costs are identified and totaled separately, according to whether funds are being requested in this BCP or funded by the courts.
- Staff includes technical and operations staff required to deploy the CMS and convert existing case data from V3 to the new CMS.
- Hardware Purchase includes any incremental equipment needed to deploy and support the new CMS, for both production and nonproduction environments.
- Software Purchase/Licenses includes vendor CMS software and ancillary software needed to deploy the CMS.
- Contract Services includes remediation of functional gaps between the new CMS and V3, as well as costs to convert current case data from V3 to the new CMS.
- Data Center Services includes the cost to deploy and support incremental server and network equipment.

2.1.3.2 COST TABLES

Alternative 1 - Recommended: Deploy vendor CMS to replace V3. Remediate gaps in vendor CMS functionality as compared to V3. Estimated Costs

One-Time Costs	FY 16/17	FY 17/18	FY18/19	FY 19/20	FY 20/21	Total Recommended
Staff (Salaries & Benefits)	13,275,738	15,738,478	2,963,995	0	0	31,978,210
Staff (Salaries & Benefits) - Court Contribution	(9,711,975)	(11,713,512)	(1,354,989)	0	0	(22,780,476)
Hardware Purchase	539,987	0	0	0	0	539,987
Hardware Purchase - Court Contribution	(139,987)	0	0	0	0	(139,987)
Software Purchase/Licenses	3,295,103	0	0	0	0	3,295,103
Software Purchase/Licenses - Court Contribution	(14,169)	0	0	0	0	(14,169)
Telecommunications	0	0	0	0	0	0
Contract Services	0	0	0	0	0	0
Software Customization	1,384,537	1,384,537	1,090,537	0	0	3,859,610
Project Management	586,000	586,000	220,000	0	0	1,392,000
Project Oversight	0	0	0	0	0	0
IV&V Services	10,000	7,500	7,500	0	0	25,000
Other Contract Services	1,798,000	1,798,000	100,000	0	0	3,696,000
Total Contract Services	4,816,637	4,814,137	1,418,037	0	0	11,048,810
Total Contract Services - Court Contribution	(410,000)	(407,500)	(7,500)	0	0	(825,000)
Data Center Services	0	0	0	0	0	0
Agency Facilities	0	0	0	0	0	0
Justice Partner Costs	0	0	0	0	0	0
JCC IT V3 Support Costs	564,048	564,048	0	0	0	1,128,096
JCC IT V3 Support Costs - Court Contribution	(564,048)	(564,048)	0	0	0	(1,128,096)
Other	195,050	195,050	229,050	0	0	619,150
Total One-time Costs	22,686,563	21,311,713	4,611,081	0	0	48,609,356
Total One-time Court Contribution	(10,840,179)	(12,685,060)	(1,362,489)	0	0	(24,887,729)
Requested Funding for One-time Costs	11,846,384	8,626,653	3,248,592	0	0	23,721,629
Continuing Project Costs	FY 16/17	FY 17/18	FY18/19	FY 19/20	FY 20/21	Total Recommended
Staff (Salaries & Benefits)	1,170,730	1,188,857	1,363,469	2,438,035	2,491,624	8,652,715
Staff (Salaries & Benefits) - Court Contribution	(941,360)	(959,487)	(1,363,469)	(2,438,035)	(2,491,624)	(8,193,975)
Hardware Lease/Maintenance	0	0	6,090	0	0	6,090
Hardware Lease/Maintenance - Court Contribution	0	0	(6,090)	0	0	(6,090)
Software Maintenance/Licenses	501,830	501,830	574,794	599,244	599,244	2,776,942
Software Maintenance/Licenses - Court Contribution	(184,550)	(184,550)	(574,794)	(599,244)	(599,244)	(2,142,382)
Telecommunications	0	0	0	0	0	0
Contract Services	0	0	0	0	0	0
Data Center Services	0	0	0	0	0	0
Agency Facilities	0	0	0	0	0	0
Justice Partner Costs	0	0	0	0	0	0
JCC IT V3 Support Costs	0	0	0	0	0	0
Total Continuing Costs	1,672,560	1,690,687	1,944,353	3,037,279	3,090,868	11,435,747
Total Continuing Court Contribution	(1,125,910)	(1,144,037)	(1,944,353)	(3,037,279)	(3,090,868)	(10,342,447)
Requested Funding for Continuing Costs	546,650	546,650	0	0	0	1,093,300
Summary Costs	FY 16/17	FY 17/18	FY18/19	FY 19/20	FY 20/21	Total Recommended
Total One-Time Project Costs	22,686,563	21,311,713	4,611,081	0	0	48,609,356
Total Continuing Project Costs	1,672,560	1,690,687	1,944,353	3,037,279	3,090,868	11,435,747
Total Project Cost	24,359,123	23,002,399	6,555,435	3,037,279	3,090,868	60,045,103
Total Court Contribution	(11,866,089)	(13,829,096)	(3,306,842)	(3,037,279)	(3,090,868)	(35,230,174)
Total Funding Requested	12,393,034	9,173,303	3,248,592	0	0	24,814,929

See Costs workbook in Appendix A.

2.1.4 ESTIMATED BENEFITS

The quantifiable benefits of this alternative have been identified as the savings achieved by retiring the V3 case management system.

Alternative 1 - Recommended: Deploy vendor CMS to replace V3. Remediate gaps in vendor CMS functionality as compared to V3.

	FY 16/17	FY 17/18	FY18/19	FY 19/20	FY 20/21	5 Year Estimate
IT Cost Savings/Avoidance						
Staff (Salaries & Benefits)	110,862	110,862	110,862	110,862	110,862	554,310
Software Maintenance/Licenses	18,715	18,715	76,795	727,069	733,458	1,574,752
Hardware Lease/Maintenance	0	0	0	1,923	1,923	3,846
Telecommunications	0	0	0	0	0	0
Contract Services	0	0	0	141,057	141,057	282,114
Telecommunications	0	0	0	0	0	0
Data Center Services	0	0	0	0	0	0
Justice Partner costs	0	0	0	0	0	0
Facilities	0	0	0	0	0	0
JCC IT V3 Support Costs	0	0	564,048	6,374,515	6,374,515	13,313,078
Total Savings	129,577	129,577	751,705	7,355,426	7,361,815	15,728,100
Revenue Opportunities						
E-filing fees	0	0	0	0	0	0
Other fees	0	0	0	0	0	0
Total Revenue	0	0	0	0	0	0
Total Estimated Benefits	129,577	129,577	751,705	7,355,426	7,361,815	15,728,100

See Benefits workbook in Appendix A.

2.1.5 RETURN ON INVESTMENT

The cost to deploy a new CMS is a hurdle. However, ongoing costs to support the new case management systems are lower than the support and maintenance costs for V3. The payback period is expected to be eight years.

Key benefits are in the ability to improve access to justice through technology. The ability to make improvements, which is prohibited for V3 without legislative action, will allow the courts to increase productivity in their operations.

Results Over Nine Years	
Total project cost savings/income	44,217,834
Total project expenditures	(33,280,830)
Net project savings / income	10,937,004
ROI (return on investment - after 9 years)	32.9%
Payback year	Year 8

See detailed ROI workbook in Appendix A.

2.1.6 IMPLEMENTATION PLAN FOR RECOMMENDED SOLUTION

For the four courts replacing their case management system, each court will have a phased implementation plan which ranges from two to three years for deployment of the new case management system, and adheres to standard systems development life cycle (SDLC) project management phases.

See attached individual court proposals, Implementation Plans sections for details.

- Phase 1: Project Initiation
- Phase 2: Project Planning and Design
- Phase 3: Project Execution and Implementation
- Phase 4: Project Closing

2.2 ALTERNATIVE TWO (STATUS QUO): COURTS CONTINUE TO USE V3

2.2.1 DESCRIPTION

As an alternative, the four superior courts continue to use V3 for civil, small claims, probate, and mental health case types. Orange and San Diego County courts host V3 locally. Sacramento and Ventura County courts continue to use V3 hosted at the California Court Technology Center (CCTC). V3 is supported by Judicial Council staff and funded by the STCIMF and/or TCTF until June 30, 2019. After that time, V3 will be funded by the V3 courts.

2.2.2 ADVANTAGES/DISADVANTAGES

Advantages:

- Courts will not need to change current staffing or business practices.
- V3 is a robust application, designed by the courts, that has automated the processing of many aspects of civil, small claims, probate, and mental health case types in the V3 courts, although not all functionality is used in all V3 courts.
- Since the software is maintained by dedicated Judicial Council staff, changes to accommodate new laws or rules of court can be implemented relatively quickly.
- Costs and project resources needed for the deployment of a new CMS would be avoided.

Disadvantages:

- V3 first went live in FY 2006–2007, and the code base is almost 10 years old. There are areas of V3 that clearly need to be re-architected, as they are difficult to modify. However, re-architecting requires

legislative action. In addition, it is maintained by a small group, largely composed of contract resources, and requires specialized knowledge and skills.

- Legislation that prohibits using funds in the TCTF to enhance V3 would have to be changed in order to ensure the viability of V3. However, even if this were accomplished, V3, as a custom-built application, is cost-prohibitive for only four courts. Unlike a vendor CMS, with a large base of customers, there are insufficient economies of scale for V3. Other courts are unlikely to deploy V3, as it doesn't support all case types.
- Ongoing costs are comparatively high. Ongoing costs for V3 are \$8.5 million annually, whereas the total ongoing costs for the new CMSs are \$3.0 million annually.
- The technology stack on which V3 is built is complex, and it is a difficult and lengthy process to upgrade and maintain at supported levels. Some software products used in V3 are on extended support and at least one would require an expensive and resource-intensive effort to upgrade.
- Because the courts must devote funding to replace failing case management systems first, V3 replacement will be delayed beyond the termination of approved funding from the STCIMF. The courts will have to fund replacement concurrently with funding the existing V3, increasing the difficulty of making the transition.
- If funding cannot be found by the courts or judicial branch, the risk is that V3 cannot be supported. This will result in a potentially unstable system, impacting 25% of these cases in California, as well as an increasing need for workarounds and manual processing, as changes required by legislation cannot be implemented.

2.2.3 COSTS

2.2.3.1 ASSUMPTIONS

The ongoing cost to maintain and support a custom application, such as V3, is comparatively high. See the JCC V3 Cost spreadsheet for the FY 2015–2016 projected 5 Year Budget.

2.2.3.2 COST TABLES

Alternative 2 - Status Quo: Courts continue to use V3. Estimated Costs

One-Time Costs	FY 16/17	FY 17/18	FY18/19	FY 19/20	FY 20/21	Total Recommended
Staff (Salaries & Benefits)	0	0	0	0	0	0
Staff (Salaries & Benefits) - Court Contribution	0	0	0	0	0	0
Hardware Purchase	0	0	0	0	0	0
Hardware Purchase - Court Contribution	0	0	0	0	0	0
Software Purchase/Licenses	0	0	0	0	0	0
Software Purchase/Licenses - Court Contribution	0	0	0	0	0	0
Telecommunications	0	0	0	0	0	0
Contract Services	0	0	0	0	0	0
Software Customization	0	0	0	0	0	0
Project Management	0	0	0	0	0	0
Project Oversight	0	0	0	0	0	0
IV&V Services	0	0	0	0	0	0
Other Contract Services	0	0	0	0	0	0
Total Contract Services	0	0	0	0	0	0
Total Contract Services - Court Contribution	0	0	0	0	0	0
Data Center Services	0	0	0	0	0	0
Agency Facilities	0	0	0	0	0	0
Justice Partner Costs	0	0	0	0	0	0
JCC IT V3 Support Costs	0	0	0	0	0	0
JCC IT V3 Support Costs - Court Contribution	0	0	0	0	0	0
Other	0	0	0	0	0	0
Total One-time Costs	0	0	0	0	0	0
Total One-time Court Contribution	0	0	0	0	0	0
Requested Funding for One-time Costs	0	0	0	0	0	0

Continuing Project Costs	FY 16/17	FY 17/18	FY18/19	FY 19/20	FY 20/21	Total Recommended
Staff (Salaries & Benefits)	2,671,945	2,728,216	2,776,504	1,241,277	1,274,002	10,691,944
Staff (Salaries & Benefits) - Court Contribution	(1,151,040)	(1,179,875)	(1,209,928)	(1,241,277)	(1,274,002)	(6,056,123)
Hardware Lease/Maintenance	49,923	54,723	60,003	65,811	72,200	302,660
Hardware Lease/Maintenance - Court Contribution	(49,923)	(54,723)	(60,003)	(65,811)	(72,200)	(302,660)
Software Maintenance/Licenses	834,503	851,450	870,083	663,181	663,181	3,882,399
Software Maintenance/Licenses - Court Contribution	(663,181)	(663,181)	(663,181)	(663,181)	(663,181)	(3,315,905)
Telecommunications	2,700	2,700	2,700	0	0	8,100
Contract Services	2,681,817	2,681,817	2,681,817	141,057	141,057	8,327,565
Contract Services - Court Contribution	(141,057)	(141,057)	(141,057)	(141,057)	(141,057)	(705,285)
Data Center Services	2,153,012	2,176,778	2,139,101	0	0	6,468,891
Agency Facilities	0	0	0	0	0	0
Justice Partner Costs	0	0	0	0	0	0
JCC IT V3 Support Costs	564,048	564,048	564,048	6,374,515	6,374,515	14,441,174
JCC IT V3 Support Costs - Court Contribution	(564,048)	(564,048)	(564,048)	(6,374,515)	(6,374,515)	(14,441,174)
JCC IT V3 Support Costs - from TCTF/STC/MF	(6,388,699)	(6,456,849)	(6,456,038)	0	0	(19,301,586)
Total Continuing Costs	8,957,948	9,059,733	9,094,256	8,485,841	8,524,955	44,122,733
Total Continuing Branch Contribution	(8,957,948)	(9,059,733)	(9,094,256)	(8,485,841)	(8,524,955)	(44,122,732)
Requested Funding for Continuing Costs	0	0	0	0	0	0

Summary Costs	FY 16/17	FY 17/18	FY18/19	FY 19/20	FY 20/21	Total Recommended
Total One-Time Project Costs	0	0	0	0	0	0
Total Continuing Project Costs	8,957,948	9,059,733	9,094,256	8,485,841	8,524,955	44,122,733
Total Project Cost	8,957,948	9,059,733	9,094,256	8,485,841	8,524,955	44,122,733
Total Branch Contribution	(8,957,948)	(9,059,733)	(9,094,256)	(8,485,841)	(8,524,955)	(44,122,732)
Total Funding Requested	0	0	0	0	0	0

See Costs workbook in Appendix A.

2.2.4 ESTIMATED BENEFITS

With respect to the long-term vision of the courts, maintaining the status quo will result in no new benefits to the public, the courts, the judicial branch, or the Chief Justice's vision of 3D access. The initial investment in transitioning to a new CMS will be avoided. However, over the long term, this will be outweighed by the ongoing V3 costs, with the prohibition against enhancements without legislative approval.

2.2.5 RETURN ON INVESTMENT

There is no return on investment under this scenario. The courts face a significant increase in costs for support and maintenance of V3.

2.3 ALTERNATIVE THREE: DEPLOY VENDOR CMS, BASE PRODUCT; FUNCTIONAL GAPS NOT REMEDIATED

2.3.1 DESCRIPTION

The four superior courts included in this BCP would migrate all cases currently maintained using V3, and associated electronic documents, to a new case management system and document management system. The Orange, San Diego, and Ventura County courts have selected Odyssey CMS from Tyler Technologies. The Sacramento County court has selected C-Track from Thomson-Reuters. Functional and efficiency gaps in Tyler Odyssey and Thomson-Reuters as compared to V3 will not be remediated.

2.3.2 ADVANTAGES/DISADVANTAGES

This alternative has almost all of the advantages and disadvantages of the preferred alternative. The exception is that these courts, and the other 25 courts that are deploying either Tyler Odyssey or Thomson-Reuters C-Track, will not benefit from improvements made by remediating gaps in their CMS compared to V3. In fact, the four superior courts in this request will see declines in efficiency and operational productivity that would either necessitate hiring additional operations staff or mean acceptance of the inevitable increase in backlogs.

2.3.3 COSTS

2.3.3.1 ASSUMPTIONS

The assumptions are the same as the assumptions in the preferred alternative.

2.3.3.2 COST TABLES

Alternative 3 - Deploy vendor CMS, base product. Functional gaps not remediated. Estimated Costs

One-Time Costs	FY 16/17	FY 17/18	FY18/19	FY 19/20	FY 20/21	Total Recommended
Staff (Salaries & Benefits)	5,806,495	7,748,432	0	0	0	13,554,927
Staff (Salaries & Benefits) - Court Contribution	(3,039,192)	(5,040,728)	0	0	0	(8,079,920)
Hardware Purchase	539,987	0	0	0	0	539,987
Hardware Purchase - Court Contribution	(139,987)	0	0	0	0	(139,987)
Software Purchase/Licenses	3,295,103	0	0	0	0	3,295,103
Software Purchase/Licenses - Court Contribution	(14,169)	0	0	0	0	(14,169)
Telecommunications	0	0	0	0	0	0
Contract Services	0	0	0	0	0	0
Software Customization	693,805	693,805	0	0	0	1,387,610
Project Management	586,000	586,000	0	0	0	1,172,000
Project Oversight	0	0	0	0	0	0
IV&V Services	10,000	10,000	0	0	0	20,000
Other Contract Services	1,798,000	1,798,000	0	0	0	3,596,000
Total Contract Services	3,565,905	3,565,905	0	0	0	7,131,810
Total Contract Services - Court Contribution	(410,000)	(410,000)	0	0	0	(820,000)
Data Center Services	0	0	0	0	0	0
Agency Facilities	0	0	0	0	0	0
Justice Partner Costs	0	0	0	0	0	0
JCC IT V3 Support Costs	564,048	564,048	0	0	0	1,128,096
JCC IT V3 Support Costs - Court Contribution	(564,048)	(564,048)	0	0	0	(1,128,096)
Other	195,050	229,050	0	0	0	424,100
Total One-time Costs	13,966,588	12,107,435	0	0	0	26,074,023
Total One-time Court Contribution	(4,167,296)	(8,014,776)	0	0	0	(12,182,072)
Requested Funding for One-time Costs	9,799,192	6,092,659	0	0	0	15,891,851
Continuing Project Costs	FY 16/17	FY 17/18	FY18/19	FY 19/20	FY 20/21	Total Recommended
Staff (Salaries & Benefits)	1,316,989	1,481,376	7,491,928	7,622,518	7,756,470	25,669,280
Staff (Salaries & Benefits) - Court Contribution	(941,360)	(959,487)	(2,425,545)	(2,478,135)	(2,532,527)	(9,337,053)
Hardware Lease/Maintenance	0	0	6,090	0	0	6,090
Hardware Lease/Maintenance - Court Contribution	0	0	(6,090)	0	0	(6,090)
Software Maintenance/Licenses	501,830	501,830	600,244	599,244	599,244	2,802,392
Software Maintenance/Licenses - Court Contribution	(184,550)	(184,550)	(600,244)	(599,244)	(599,244)	(2,167,832)
Telecommunications	0	0	0	0	0	0
Contract Services	0	0	0	0	0	0
Data Center Services	0	0	0	0	0	0
Agency Facilities	0	0	0	0	0	0
Justice Partner Costs	0	0	0	0	0	0
JCC IT V3 Support Costs	0	0	0	0	0	0
Total Continuing Costs	1,818,819	1,983,206	8,098,262	8,221,762	8,355,714	28,477,762
Total Continuing Court Contribution	(1,125,910)	(1,144,027)	(3,031,878)	(3,077,379)	(3,131,771)	(11,510,975)
Requested Funding for Continuing Costs	692,909	839,169	5,066,383	5,144,383	5,223,943	16,966,787
Summary Costs	FY 16/17	FY 17/18	FY18/19	FY 19/20	FY 20/21	Total Recommended
Total One-Time Project Costs	13,966,588	12,107,435	0	0	0	26,074,023
Total Continuing Project Costs	1,818,819	1,983,206	8,098,262	8,221,762	8,355,714	28,477,762
Total Project Cost	15,785,407	14,090,641	8,098,262	8,221,762	8,355,714	54,551,785
Total Court Contribution	(5,293,306)	(7,158,813)	(3,031,878)	(3,077,379)	(3,131,771)	(21,693,147)
Total Funding Requested	10,492,101	6,931,828	5,066,383	5,144,383	5,223,943	32,858,638

See Costs workbook in Appendix A.

2.3.4 ESTIMATED BENEFITS

The benefits of this alternative have been identified as the savings achieved by retiring the V3 case management system.

Alternative 3 - Deploy vendor CMS, base product. Functional gaps not remediated.

IT Cost Savings/Avoidance						5 Year
	FY 16/17	FY 17/18	FY18/19	FY 19/20	FY 20/21	Estimate
Staff (Salaries & Benefits)	110,862	110,862	110,862	110,862	110,862	554,310
Software Maintenance/Licenses	18,715	18,715	261,345	727,069	733,458	1,759,302
Hardware Lease/Maintenance	0	0	0	1,923	1,923	3,846
Telecommunications	0	0	0	0	0	0
Contract Services	0	0	0	141,057	141,057	282,114
Telecommunications	0	0	0	0	0	0
Data Center Services	0	0	0	0	0	0
Justice Partner costs	0	0	0	0	0	0
Facilities	0	0	0	0	0	0
JCC IT V3 Support Costs	0	0	564,048	6,374,515	6,374,515	13,313,078
Total Savings	129,577	129,577	936,255	7,355,426	7,361,815	15,912,650
Revenue Opportunities						
E-filing fees	0	0	0	0	0	0
Other fees	0	0	0	0	0	0
Total Revenue	0	0	0	0	0	0
Total Estimated Benefits	129,577	129,577	936,255	7,355,426	7,361,815	15,912,650

See Benefits workbook in Appendix A.

2.3.5 RETURN ON INVESTMENT

The projected Return on Investment goes beyond nine years.

Results Over Nine Years	
Total project cost savings/income	44,402,384
Total project expenditures	(58,656,181)
Net project savings / income	(14,253,797)
ROI (return on investment - after 9 years)	-24.3%
Payback year	n/a

See detailed ROI workbook in Appendix A.

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	PY	CY	BY	BY+1	BY+2	BY+3	BY+4
Positions							
Permanent	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Temporary	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Exempt	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Board	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total Positions	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Salaries and Wages							
Earnings - Permanent	0	0	0	0	0	0	0
Earnings - Temporary	0	0	0	0	0	0	0
Earnings - Statutory/Exempt	0	0	0	0	0	0	0
Overtime, Holiday, Other	0	0	0	0	0	0	0
Total Salaries and Wages	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Staff Benefits							
Dental Insurance	0	0	0	0	0	0	0
Disability Leave	0	0	0	0	0	0	0
Health and Welfare Insurance	0	0	0	0	0	0	0
Life Insurance	0	0	0	0	0	0	0
Medicare Taxation	0	0	0	0	0	0	0
OASDI	0	0	0	0	0	0	0
Retirement	0	0	0	0	0	0	0
Unemployment Insurance	0	0	0	0	0	0	0
Vision Care	0	0	0	0	0	0	0
Workers Compensation	0	0	0	0	0	0	0
Staff Benefits - Other	0	0	0	0	0	0	0
Total Staff Benefits	0	0	0	0	0	0	0
Total Personal Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Operating Expenses and Equipment							
General Expense	0	0	0	0	0	0	0
Printing	0	0	0	0	0	0	0
Communications	0	0	0	0	0	0	0
Postage	0	0	0	0	0	0	0
Insurance	0	0	0	0	0	0	0
Travel	0	0	0	0	0	0	0
Training	0	0	0	0	0	0	0
Facilities Operations	0	0	0	0	0	0	0
Utilities	0	0	0	0	0	0	0
Consulting and Professional Services	0	0	0	0	0	0	0
Departmental Services	0	0	0	0	0	0	0
Consolidated Data Centers	0	0	0	0	0	0	0
Information Technology	0	0	0	0	0	0	0
Central Administrative Services	0	0	0	0	0	0	0
Office Equipment	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0
Unclassified/Special Adjustment	0	0	12,400,000	9,200,000	3,200,000	0	0
Total Operating Expenses and Equipment	\$0	\$0	\$12,400,000	\$9,200,000	\$3,200,000	\$0	\$0
Total Budget Request	\$0	\$0	\$12,400,000	\$9,200,000	\$3,200,000	\$0	\$0
Fund Source - State Operations							
General Fund	0	0	0	0	0	0	0
Federal Funds	0	0	0	0	0	0	0
Other/Special Funds	0	0	0	0	0	0	0
Total State Operations Expenditures	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Fund Source - Local Assistance							
General Fund	0	0	12,400,000	9,200,000	3,200,000	0	0
Federal Funds	0	0	0	0	0	0	0
Other/Special Funds	0	0	12,400,000	9,200,000	3,200,000	0	0
Total Local Assistance Expenditures	\$0	\$0	\$24,800,000	\$18,400,000	\$6,400,000	\$0	\$0