

## Judicial Project Investment Justification

*A Statewide Standard Document for Information Technology Projects  
for the Arizona Judicial Branch*

***Project Title:***                    ***Scottsdale City Court: Electronic  
Document Management System***

**JPIJ# 0507002M**



Version 1.0

***Prepared by:***

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<b><i>Court</i></b>	<b><i>Scottsdale City Court</i></b>
<b><i>Date</i></b>	<b><i>December 22, 2004</i></b>

***Scottsdale City Court EDMS Project***

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## Section I. Business and Technology Assessment

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<i>Project Investment Name</i>	<i>Date</i>
Scottsdale City Court: Electronic Document Management System	December 22, 2004

### A. Management Summary

The Scottsdale City Court seeks to enhance document management by converting to an electronic processing environment instead of its current over-reliance on paper. Aside from the improved productivity that electronic document management will provide in internal operations, there are significant improvements in service delivery to the public and data transfer among the justice related agencies in the City of Scottsdale. Moreover, the Scottsdale City Court will be poised to improve data transfer with State of Arizona stakeholders if these agencies have the capacity to transfer documents electronically.

The State of Arizona and the Arizona Supreme Court Administrative Office have entered into a contract for the delivery of document management software, Hyland OnBase and services, from OSAM, and recommends these solutions for courts converting to electronic document processing. The City of Scottsdale has contracted with a vendor to purchase an enterprise networked document management system software package, Hummingbird DM and services, from 5280 Solutions, to be used at various City departments, including the justice related departments that interact with the Scottsdale City Court. In order to make a qualified judgment as to which software package best suits local needs, the Scottsdale City Court contracted with Justice Served ([www.justiceserved.com](http://www.justiceserved.com)) to conduct an analysis of court operations, recommend integration opportunities with justice related City departments, and compare the features of the two systems. To this end, the services of RS Computer Associates ([www.rcompass.com](http://www.rcompass.com)) were engaged as a subcontractor due to their expertise in document imaging, enterprise content management, and workflow automation. A report comparing the two software packages appears at the end of this form as Attachment 1.

The findings of this study show that, overall, the features of OnBase and Hummingbird are similar, except that Hummingbird has better integration programming tools. Significantly, since the City of Scottsdale has already procured and is using Hummingbird as an electronic document management solution in other City departments, several benefits occur:

- The cost to add the Scottsdale City Court as another user is substantially lower as compared to purchasing OnBase;
- The cost to maintain, administer and train users with Hummingbird is substantially lower; and
- The ability to integrate justice related City departments is easier due to the use of identical software packages.

The City of Scottsdale has been working to identify our needs as it relates to an integrated electronic document management system. The project team has spent the past 2 years identifying entry, retrieval and integration points within the city's criminal justice agency. This team has also utilized the services of a consultant, made site visits to other courts utilizing this type of software application and conducted other research. This request for waiver is based upon the findings of these activities.

This Project Investment Justification requests that the Scottsdale City Court proceed with an electronic document management project using Hummingbird software.

Is this project mandated by law, court case or rule?

Cite the requirement, ARS Reference or Court Case:

**Arizona Rules of Court, Rules of Criminal Procedure, Rule 28**  
**Arizona Rules of Court, Superior Court Administration, Rule 94**  
**Arizona Code of Judicial Administration, Section 1-504 (Electronic Reproduction and Imaging of Court Records)**  
**Arizona Code of Judicial Administration, Section 1-505 (Enterprise Architecture Standards)**  
**Arizona Code of Judicial Administration, Section 1-506 (Filing and Management of Electronic Court Documents)**

These rules specify that the Clerk of the Court shall maintain case records, specifically: "permanent preservation," "exact replica," "viewable by the public," and that we must "maintain a device for viewing."

Currently, the Scottsdale City Court is not able to fully meet these standards as most pre-adjudicated documentation we have is on paper which is subject to loss by disaster, is difficult to retrieve from archival storage for the public to access and view, and is vulnerable to being misplaced or permanently lost.

Review of all three Arizona Code of Judicial Administration orders have been reviewed for compliance and it is of our opinion, that this project meets the technical specifications and requirements of these orders.

(Do not include information here unless the law, court case or rule specifically identifies technology.)

## **B. Proposed Changes and Objectives, "To Be"**

The fundamental objective in implementing an EDM system is to replace paper documents with electronic documents as the official record of the City Court. In addition to the storing and access of these documents, it is the desire of all local criminal justice agency partners to implement certain work flow that will assist in routing and processing court documents as well as administrative, policy or procedural documents.

Some of the key business requirements are to improve access to court documents; ensure compliance with imposed time limits; eliminate non-value added tasks; reduce filing and storage requirements; increase front counter and courtroom efficiencies and speed of process and enhance security.

The EDMS must have a full-featured workflow system that manages the workload and serves the Court staff workstations, routing and processing electronic documents within the court. It must be extensible, allowing for adding new workstations. It must be able to link with workflow steps or systems of other agencies. It must permit document image replacement, revision, or deletion by the Court and must prevent document alteration by unauthorized persons. It must be linked with the City Court case management system (AZTEC) at the screen level. It must be capable of being linked with other state and county systems including any new case management system that the state may implement in the future. It is also fundamentally necessary that it be capable of being linked with the other criminal justice agencies within the city that will be utilizing the Hummingbird product.

The EDMS must comply with the provisions as stated in Arizona Code of Judicial Administration Section 1-505, Enterprise Architecture Standards.

The Scottsdale City Court desires to install Hummingbird document management software. There are significant advantages to selecting Hummingbird over OnBase, including:

- The infrastructure is already present, no additional or minor hardware purchases
- No installation costs will be required for the core system
- Support, backup and disaster recovery can be leveraged from existing installation
- Hummingbird expertise is already present at City IS Department
- No training is necessary for support and development staff
- Significantly lower costs apply for licensing, maintenance and support
- No integration is needed with Prosecutor's Hummingbird DM system
- The ability to use current City of Scottsdale Hummingbird DM for document storage
- This EDM system will not require installation on AOC hardware nor support from the AOC help desk
- Existing salaried staff members from the City Court and City Information Systems Department will be utilized for the operation and support of this system
- The City is committed to ongoing development and support of this system for the foreseeable future.

These outweigh the disadvantages, which include:

- Inability to share knowledge and best practices with other Arizona courts as it relates to the implementation and operation of the OnBase product
- Need for development of an interface with AZTEC

### **C. Existing Situation and Problem, "As Is"**

The City of Scottsdale has contracted with a vendor to purchase an enterprise networked document management system software package, Hummingbird DM and services, from 5280 Solutions, to be used at various City departments. The State of Arizona and the Arizona Supreme Court Administrative Office have also entered into a contract for the delivery of software, Hyland OnBase and services, from OSAM. The Scottsdale City Court must select whichever of these two packages best meets the City Court needs.

The Court currently images historical documents for all cases that have received a final adjudication. This imaging system utilizes Kofax Ascent v. 5.x and released via a release script to an MS SQL database. The Court desires to implement front end imaging of documents filed with the Court in order to apply more efficient processes to the movement of case files within the court. Any new system must ensure a full migration of all currently stored images.

The Court has implemented several integration points with the Police and Prosecutors Departments. It is the desire of these departments to expand that integration through the use of Electronic Document Management. A project team has created workflow documents and additional work will take place with the goal of identifying new or improved processes that will enhance the use of an EDM system. This project team consists of the following:

- (2) Members City Court Management
- (1) Court User
- (1) Assistant Prosecutor
- (3) Systems Integrators (Police, Prosecutor, Court)
- (1) Sworn Police Officer
- (1) Police Records staff
- (1) City IT staff

The Court must interface both with City departments (prosecutor, police) and with the AOC (case data, statistics). The challenge is to select the document management system that will be in the best interest of the Court and still meet the needs of all stakeholders.

**D. Proposed Technology**

<b>Enterprise Architecture (EA) Technology Domain Definitions</b>	<b>Project EAS Conformance (Yes/ No)</b>	<b>Non-Conformance Explanation</b>
<b>Network:</b> Defines policies and standards for the State's communications infrastructure, which includes the various topologies and protocols necessary to facilitate the interconnection of server platforms, mainframes, intra-building and office networks (LANs), and inter-building and mall/campus networks (WANs).	Yes	Not applicable
<b>Security:</b> Identifies security technologies, policies, and standards necessary to protect the information assets of the State and to ensure isolation and confidentiality of information, integrity of data, and the availability of IT resources to the State's workforce and citizens, as appropriate.	Yes	Not applicable
<b>Platform:</b> Defines policies and standards for IT devices and associated operating systems, which include mainframes, mid-size computers, servers, storage devices, client platforms (PCs, workstations, PDAs, telephony, etc.).	Yes	Not applicable
<b>Software/Application:</b> Defines policies and standards for software applications, application development tools, productivity software tools, etc.	No	JPIJ Request
<b>Data/Information:</b> Defines policies and standards for the organization of information related to citizens, locations, and objects the State must collect, store, maintain, and access.	Yes	Not applicable

### ***E. Major Deliverables and Outcomes***

The new electronic document management system will have the following core features:

- Check-in and check-out
- Version control
- Security and authentication
- Metadata/indexing
- Search/retrieval
- Windows integration (drag/drop, ODMA, WebDAV)
- Workflow
- Reporting capabilities
- Import and export utilities
- Open Application Programming Interfaces or APIs, which can be used for integration with other applications.
- Scan station integration/support

In addition, the Hummingbird EDMS will integrate with the City Prosecutor's office, Scottsdale Police Department and other City departments, allowing the electronic transfer of documents to and from the police, prosecutor and court.

### ***F. Roles and Responsibilities***

Project Sponsor: Hon B. Monte Morgan, Presiding Judge and Janet Cornell, Court Administrator

Project Owner: Cathy Nemecek, Deputy Court Administrator

Business Project Manager: Nancy Rodriguez, Court Services Supervisor

Technical Project Manager: Randy Kennedy, Systems Integrator

Consultants: 5280 Incorporated, Judy Silverthorn and City of Scottsdale IT Department

Users: Scottsdale City Court Staff

## **G. Other Alternatives Considered**

**Do Nothing:** This alternative is unacceptable because the City Court is unable to fully comply with standards and requirements for information access, information retrieval, disaster recovery, and archiving. Doing nothing would also incur substantial additional expenses to upgrade archival storage facilities to accommodate the Court's storage needs and to improve the safety and accessibility of the storage facilities. The other City departments are already moving forward with electronic document management using Hummingbird software, failing to do likewise would miss the opportunity to integrate processing between justice related City departments.

**Purchase of Hyland OnBase Document Management System:** Purchasing OnBase would cost considerably more than purchasing Hummingbird. As an example, the following table represents a price differences for 50 users:

	Initial Cost	Annual Maintenance Costs
Hummingbird	\$39,900	\$ 9,975
OnBase	\$83,000	\$12,450

See Page 21 for more details regarding the cost comparisons between the two applications.

Additionally, choosing OnBase would make integration with justice-related City departments significantly more costly and difficult to achieve.

## **H. Summary Project Management Schedule**

*Describe the high-level activities and events, such as project milestones and major project phases. Include any elapsed time for various stages of the project. Entries should include a description of the milestone, estimated time for completion in weeks or months, and total time required for project development. If the project is approved, COT monitoring staff will review the project plan and may ask for additional information or updates.*

### **Project Phases:**

- **REQUIREMENTS ANALYSIS**
  - Evaluate current case management system to determine interface needs with Hummingbird
  - Develop and review a formal Gap Analysis document which covers the Is/Is Not aspect of the EDMS system
  - Review the state technology standards documents
- **DESIGN**
  - Document the necessary software licenses and hardware recommended by Justice Served/RSCA to run the application and price out the pieces for a budget
  - Review the system requirements with City of Scottsdale technical resources
  - Review and revise the Scottsdale City Court docket codes used to index documents
  - Create a high level project plan
  - Design a conversion process to electronically enter initial case and party data from the case management system to the Hummingbird system
  - Design a conversion process to migrate existing document images to Hummingbird
- **IMPLEMENTATION**
  - Test and conduct the data conversion routine to enter case and party header data
  - Test and conduct the conversion routine to migrate existing document images
  - Install the scanning stations and servers

- Install the database and application images on the servers
- Train Court users
- TESTING
  - Test input to the application database
  - Test the scanning process
  - Test the document retrieval and viewing process

Major Project Milestones:

- Evaluate pros and cons of Hummingbird vs. OnBase – (COMPLETED ... see attached report)
- Acquire and install two scanning stations
- Install Hummingbird DM application on servers
- Electronically enter case and party data from existing CMS system
- Run QA Reports to ensure data integrity
- Train Court personnel on data entry through application interface
- Train Court personnel on scanning procedures
- Establish Court's operational workflow process to include scanning documents
- Begin processing new incoming case documents through EDM system
- Create interface with Scottsdale City Prosecutor's Office
- Give justice related stakeholders view access to electronic documents – IP address security to be granted and URL location communicated

## Section II. Public Value and Benefits

### A. Value to the Public

Score: 0=None, 1=Minor, 2=Moderate, 3=Considerable, 4=Substantial, 5=Extensive.

<i>Detail Description of Project Benefits: VALUE TO THE PUBLIC</i>	
<i>Description</i>	<i>Score</i>
<b>Client Satisfaction:</b> Rate how stakeholders may respond to anticipated improvements. This could apply to health and welfare services, quality of life or life safety functions. <b>(We considered justice related City departments in this rating, as well as the public.)</b>	<b>5</b>
<b>Customer Service:</b> Rate anticipated improvements to internal and external customer service delivery. Give consideration to faster response, greater access to information, elimination or reduction in client complaints.	<b>5</b>
<b>Life Safety Functions:</b> Applies to public protection, health, environment, and safety. Consider how this project will reduce risk in these functions. <b>(Police department having electronic real time access to court records all days/ hours)</b>	<b>5</b>
<b>Public Service Functions:</b> Applies to licensing, maintenance, payments, and tax. Consider how this project will enhance services in these functions. <b>(Provides ease of public access to court documents)</b>	<b>5</b>
<b>Legal Requirements:</b> Consideration should be given to projects mandated by federal or state law. Other consideration could be given if there are interfaces with other federal, state, or local entities. <b>(Court shall maintain the record")</b>	<b>5</b>
<b>Product Quality:</b> Applies to the information and services delivered to internal and external customers and the public.	<b>5</b>
<b>Other:</b> List any other applicable value or benefits. <b>(Integration with justice-related City departments)</b>	<b>5</b>
<b>Total</b>	<b>35</b>

**B. Benefits to the State and Local Judiciary**

Score: 0=None, 1=Minor, 2=Moderate, 3=Considerable, 4=Substantial, 5=Extensive.

<i>FINANCIAL AND INTANGIBLE BENEFITS DESCRIPTION</i>	
<i>Description</i>	<i>Score</i>
<b>Court Performance:</b> The extent to which duties and processes will improve or positively affect business functions. Consider reduced redundancy and improved consistency for the court.	5
<b>Productivity Increase:</b> The improvements in quantity or timeliness of services or deliverables. Consider improved turnaround time or expanded capacity of key processes.	5
<b>Operational Efficiency:</b> Rating may be based on improved use of resources, greater flexibility in court responses to stakeholder requests, reduction or elimination of paperwork, legacy systems, or manual tasks.	5
<b>Accomplishment Probability:</b> The extent to which this project is expected to have a high level of success in completing all requirements for the division or court.	5
<b>Functional Integration:</b> The impact the project will have in eliminating redundancy or improve consistency. Consider the impact of information sharing between departments or divisions, or between agencies in the State or County.	5
<b>Technology Sensitive:</b> The implementation of the right types of technology to meet clear and defined goals and to support key functions. Consider technologies and systems already proven within the court, division, or other similar organizations.	5
<b>Other:</b> List any other applicable benefit. <b>(Proven expertise with Hummingbird by City IS Staff)</b>	5
<b>Total</b>	<b>35</b>

## Section III. Financial Assessment

### A. Development Costs

<i>Fiscal Year</i>						
<i>Description</i>	<i>FY 2004/05</i>	<i>FY 2005/06</i>	<i>FY 2006/07</i>	<i>FY 2007/08</i>	<i>FY 2008/09</i>	<i>Total*</i>
<b><i>The number of FTE and third-party positions</i></b>						
1. IT FTE Positions	.5					<b>(Do not use)</b>
2. User FTE Positions	.5					
3. Professional and Outside Positions	.5					
4. Total Positions *	1.5					
<b><i>The development costs in thousands (\$000)</i></b>						
5. IT FTE COST (Include ERE)	43.7					43.7
6. User FTE COST (Include ERE)	21.9					21.9
7. IT Services (Professional and Outside Cost)	66					66
8. Hardware	17.7					17.7
9. Software	55.2					55.2
10. Communications	0					0
11. Facilities	0					0
12. Licensing and Maintenance Fees	2					2
13. Other-						
14. Total**	206.5					206.5

\* Items 1 through 3 are included in *Section I. F. Roles and Responsibilities*.

\*\* Items 7 through 13 are included in *Appendix A. Itemized List with Costs*.

**B. Operating Costs**

<b>Fiscal Year</b>						
<i>Description</i>	<i>FY 2004/05</i>	<i>FY 2005/06</i>	<i>FY 2006/07</i>	<i>FY 2007/08</i>	<i>FY 2008/09</i>	<i>Total**</i>
<i>The number of FTE and third-party positions</i>						
1. IT FTE		Negligible impact				(Do not use)
2. User FTE		1	1	1	1	
3. Professional & Outside Positions						
4. Total Positions *		1	1	1	1	
<b><i>The operating costs in thousands (\$000)</i></b>						
5. IT FTE COST (Include ERE)		City Absorbed				
6. User FTE COST (Include ERE)		45.9	48.2	50.6	51.7	196.4
7. IT Services (Professional and Outside Cost)						
8. Hardware- Replacement or upgrades				5		5
9. Software						
10. Communications						
11. Facilities						
12. Licensing and Maintenance Fees		13.2	13.2	13.2	13.2	52.8
13. Other- Additional Storage			20			20
14. Total**		59.1	81.4	68.8	64.9	274.2

\* Items 1 through 3 are described in *Section I.F. Roles and Responsibilities.*

\*\* Items 7 through 13 are described in *Appendix A. Itemized List with Costs.*

**C. Total Project Cost**

<i>Fiscal Year (\$000)</i>						
<i>Description</i>	<i>FY 2004/05</i>	<i>FY 2005/06</i>	<i>FY 2006/07</i>	<i>FY 2007/08</i>	<i>FY 2008/09</i>	<i>Total</i>
1. Development Costs	206.5					206.5
2. Operating Costs		59.1	81.4	68.8	64.9	274.2
3. Total Project Costs	206.5	59.1	81.4	68.8	64.9	480.7

**D. Funding**

**1. Funding Timeline**

<i>Five Year Total (\$000)</i>						
<i>Court</i>	<i>FY 2004/05</i>	<i>FY 2005/06</i>	<i>FY 2006/07</i>	<i>FY 2007/08</i>	<i>FY 2008/09</i>	<i>Total</i>
1. Available Base Funding	206.5					206.5
2. Additional Appropriations						
3. General Fund-Operating		13.2	13.2	13.2	13.2	52.8
4. Court Enhancement-Operating		45.9	68.2	55.6	51.7	221.4
5. Total Funding (*)	206.5	59.1	81.4	64.8	64.9	480.7

**2. Funding Source**

<i>Funding Source (\$000)</i>			
<i>Name of Funding Source</i>	<i>Available Base</i>	<i>New Appropriations Request</i>	<i>Total</i>
1. General Fund- Operating	52.8		52.8
2. Court Enhancement Fund- Capital <sup>1</sup>	206.5		206.5
3. Court Enhancement Fund- Operating	221.4		221.4
4.			
5.			
6.			
7. Federal Funding			
8. Funding Source Total (*)	480.7		480.7

(\*) Total equals *Section III. C. Total Project Costs.*

<sup>1</sup> The Court Enhancement Fund is directed by City Ordinance and allows expenditures for court related technology and security

## Section IV. Risk Assessment

### A. Risk Summary

Score your project risk on a scale of 1 to 5 with 1 being the lowest risk. Comment as appropriate to explain the assessments.

<i>Category</i>	<i>SCORE</i>	<i>Description</i>
1. Strategic	<b>2</b>	Aligns with Court and Statewide Enterprise Architecture, goals, objectives, policies, standards and IT strategic plan.
<u>Comment:</u> As a stand-alone project, this is completely in line with Court and Statewide goals. A lower rating of risk would be justified if lessons learned and interface with AZTEC could be shared with other courts.		
2. Management	<b>1</b>	Senior and intermediate management is involved in, and supports, the project. A steering committee/project team is in place.
<u>Comment:</u> The judiciary and court management are committed to the successful implementation of EDMS, a steering committee is in place, and key staff are conversant in project management discipline.		
3. Operational	<b>2</b>	Adverse effects on current operations are unlikely or contingency plans are in place. Supports Agency Performance Measures.
<u>Comment:</u> Any undertaking of this kind involves changes in procedure and a learning curve by staff, and is therefore a risk. However, staff has been involved in the feasibility study, have made recommendations for successful implementation, and share the overriding goal of reduced dependence upon paper processing.		
4. Scope and Requirements	<b>1</b>	Scope and requirements are, or will be, clearly defined and approved. Effect on business processes has been assessed.
<u>Comment:</u> The Scottsdale City Court, City IS Department and justice-related City departments have a clear understanding of the project scope and the requirements for successful implementation. The Court is studying process reengineering options before acquisition of the EDMS.		
5. Technologies Competency	<b>1</b>	Agency has available, or will secure appropriate skills to implement the project. Organizational readiness has been assessed.
<u>Comment:</u> Because the Scottsdale City IS Department has extensive experience with Hummingbird, the City Court will capitalize on lessons learned from previous implementation projects in the City.		
6. Infrastructure Dependencies	<b>1</b>	All key elements are included to fully implement the project. No additional costs are anticipated to deliver benefits.
<u>Comment:</u> Other than EDMS software acquisition, minor expansion of current scanning capacity and normal lifecycle replacement of existing technology, the infrastructure is sufficient to the needs of this project.		

General Comments: The reduced cost of acquiring Hummingbird as compared to OnBase, coupled with increased integration capabilities and existing expertise with the software by City IS staff, reduce the risk that would normally be associated with a project of this kind.

## Glossary

<b>Word or Abbreviation</b>	<b>Meaning</b>
5280 Solutions	EDMS vendor
EDMS	Electronic Document Management System (or Software)
Hummingbird	An electronic document management software package
OnBase	An electronic document management software package
OSAM	EDMS vendor

## Document Information

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Contact: Stephanie Nolan, 602-542-9346, email [snolan@supreme.sp.state.az.us](mailto:snolan@supreme.sp.state.az.us)

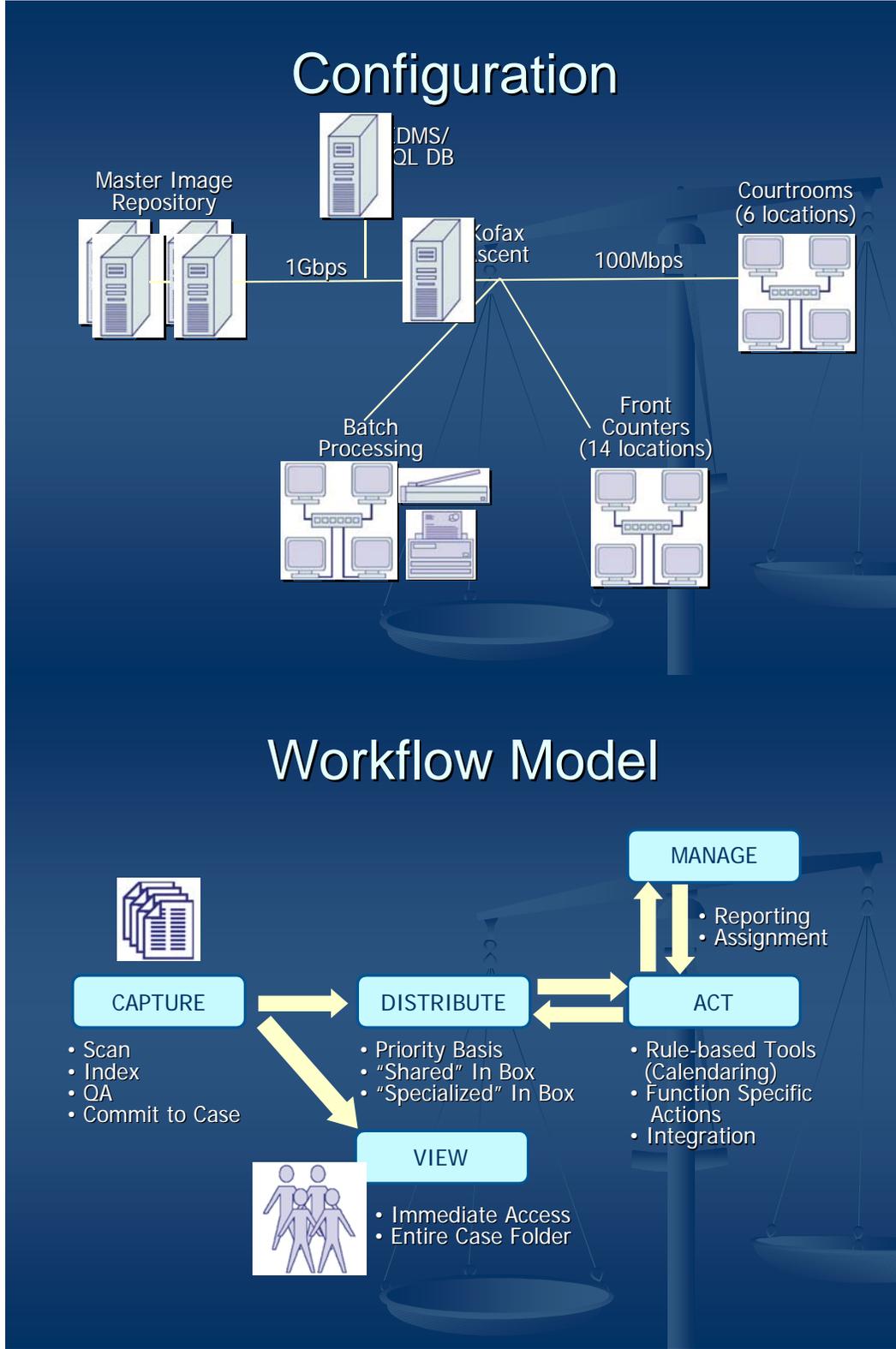
## Appendices

### A. Itemized List with Costs

Attach a detailed list of expenditures including unit costs and extensions. Ensure the total agrees with the TOTAL column on pages labeled "A. Development Costs" and "B. Operating Costs." This list should contain all items associated with the total project investment, including hardware purchase costs, software purchase costs, software licensing costs, FTE and ERE costs, professional and outside services costs, consulting costs, communication costs, facilities costs such as cabling or wiring, training costs, travel costs, and all other costs

<u>Outside Consultant Costs</u>	<u>Development</u>	<u>Operating</u>
5280 (Service Provider) 320 hours at \$175 hour	\$56,000	
5280 –Travel and Training	<u>\$10,000</u>	
	\$66,000	
 <u>Hardware Costs</u>		
2 High Speed Volume Scanners at \$7,500	\$15,000	
20 inch monitor	\$ 450	
5 Personal flatbed scanners at \$250	\$ 1,250	
10 Paper Port pass through scanners at \$100	<u>\$ 1,000</u>	
	\$17,700	
Scanner Replacement costs		\$5,000
 <u>Software Costs</u>		
17 license that include image client at \$947	\$16,100	
48 general license at \$798	\$38,300	
2 view only license at \$250	\$ 500	
1 Records Management at \$300	<u>\$ 300</u>	
	\$55,200	
 <u>Other License costs</u>		
Additional Kofax license	\$ 2,000	
 <u>Operating Costs</u>		
License and Maintenance (4 years)		
65 users at \$199.50 X 4		\$52,000
1 Records Management at \$74.75 X 4		\$ 300
2 Read only at \$62.50 X 4		<u>\$ 500</u>
		\$52,800
Additional Storage		<u>\$20,000</u>
		\$72,800
 <u>FTE Costs</u>		
IT FTE	\$43,700	
User FTE	<u>\$21,900</u>	\$196,400
	\$65,600	
<b>Total Development and Operating Costs</b>	<b>\$206,500</b>	<b>\$274,200</b>
<b>TOTAL PROJECT COSTS</b>		<b>\$480,700</b>

## B. Connectivity Diagram



**C. Gantt Chart, Project Management Timeline**

Include a computer-generated Gantt Chart or a textual list of major project phases and milestones. Include the estimated time of completion for each milestone, and the total elapsed time for the entire project. Do not include a detailed list. If a vendor is involved, insure the plan is consistent with the vendor’s proposed schedule. This Gantt Chart will be used as the basis for project oversight.

SCOTTSDALE E.D.M.S. WORKPLAN															
Task	Month														
	8/04	9/04	10/04	11/04	12/04	1/05	2/05	3/05	4/05	5/05	6/05	7/05	8/05	9/05	10/05
Planning & Design	█														
Development / Software							█								
Hardware Acquisition							█								
Training										█					
Implementation												█			
<i>Note that project schedule will be developed during the planning phase</i>															