



California
Court Case Management System
Cost Benefit Analysis

February 22, 2011

Executive Summary

In an effort to consolidate case management systems among and within the courts and to increase the ability to share data state-wide among the Administrative Office of the Courts (AOC), local superior courts, and state and local justice partners, the California Court Case Management System (CCMS) project was initiated in early 2002. CCMS V4 is currently in the integration testing phase. The AOC decided to conduct a Cost Benefit Analysis (CBA) of the CCMS to understand:

- The anticipated full lifecycle cost of ownership of the CCMS;
- The expected quantitative and qualitative benefits to be realized through the CCMS once fully deployed; and
- The Return on Investment (ROI) to be delivered by the CCMS.

The AOC engaged Grant Thornton LLP to conduct the CCMS CBA. This document presents the results of this analysis, which was performed from October 2010 to February 2011. In completing the CBA, Grant Thornton received electronic survey information from 48 courts, conducted telephone interviews with 28 courts to understand current IT costs, made in-person visits to seven courts, conducted telephone interviews with representatives of the Sustain Justice Edition (SJE) User Group and Small Court Consortium, and held numerous meetings with AOC management and staff. Of the courts surveyed, the Kern and Sacramento courts declined to participate in the electronic and telephone surveys, and the Sacramento court declined to host an in-person site visit.

The information collected was synthesized to develop an objective analysis of the likely costs and benefits of CCMS, and to provide a tool to support future Judicial Branch decision-making. Grant Thornton reviewed all data received for consistency and reasonableness, but did not conduct a detailed audit of cost estimate data provided by AOC or by the courts.

This analysis does not provide specific recommendations or present to the Judicial Branch a preferred alternative for CCMS. Instead, the analysis comprises an objective assessment of the following four alternative scenarios, so that Branch leaders may make informed decisions about the project's future:

- **Scenario 1: Cancel CCMS Deployment.** The CCMS V4 project would be cancelled at the end of FY 2010/11, and no further investment would be made in the CCMS project. CCMS V2 and V3 - interim versions of CCMS - would continue to exist as operational systems within the courts at which they have been implemented. With no further investment in a statewide case management solution, each of the state's 58 courts would individually maintain, upgrade or replace their current case management systems (CMS). This scenario is used as the "baseline" scenario against which all other scenarios are compared.
- **Scenario 2: 58 court deployment of CCMS.** CCMS V4 would be deployed state-wide to all 58 superior courts. All courts would operate on a standard CCMS platform that would be maintained at the California Court Technology Center (CCTC). The CCMS V4 implementation would include the

deployment and integration of a Document Management System (DMS) for those courts lacking such a solution, and would implement electronic interfaces with those State and local Justice Partners (JPs) that are prepared to electronically exchange case management data.

- Scenario 3: Southern Region plus V2/V3.** Within this scenario, after deployment of the three CCMS early adopter courts, the CCMS V4 deployment would be limited to courts in the Southern Region, not including Los Angeles, plus V2/V3 courts. In order to achieve cost savings through the retirement of the V3 interim system the CCMS V3 implementation at the LA Alhambra court would be included. The CCMS implementation would include the deployment and integration of a DMS for those courts lacking one, and would implement electronic interfaces with those State and local JPs that are prepared to electronically exchange case management data.
- Scenario 4: Interim CMS plus extra-small courts.** Within this scenario, after the deployment of the V4 solution to the three CCMS early adopter courts, CCMS deployment will be limited to all courts currently using CCMS V2, V3 or SJE, and to any other courts defined as “extra small”. This CCMS implementation scenario would also include the deployment and integration of a DMS for those courts lacking one, and will implement electronic interfaces with those State and local JPs that are prepared to electronically exchange case management data.

Grant Thornton presents the results of the CBA in the Economic Analysis Workbook (EAW) format prescribed by the State of California for use in State Feasibility Study Reports (FSRs). FSRs are the business case documents that are required by the State of California for all major Information Technology (IT) investments undertaken by the State Executive Branch. Figure 1 below presents the major cost and benefits components analyzed for each CBA scenario.

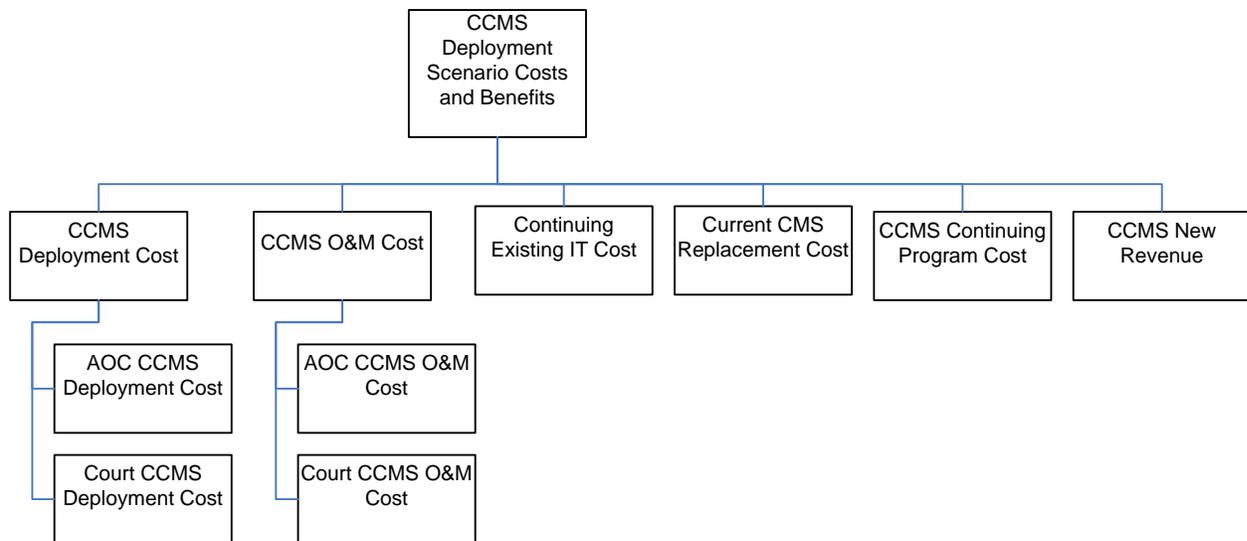


Figure 1: CCMS CBA components

The primary components of each scenario that contribute to the CBA are:

- CCMS deployment costs.** CCMS deployment costs to be paid through state-level funding are based on deployment budget estimates received directly from AOC CCMS project leadership. Court deployment costs are based on estimates received from V4 early adopter courts of the staffing expense that would be required for courts to effectively support the CCMS deployment at their court. In

addition, where a DMS implementation is assumed to occur at a court prior to CCMS deployment, those costs are included as court CCMS deployment costs.

- **CCMS operations and maintenance costs.** CCMS operations and maintenance costs are based on figures received directly from AOC CCMS project leadership. Court CCMS operations and maintenance costs primarily reflect assumed out-of-pocket expenses for courts during ongoing CCMS operations.
- **Continuing IT costs.** Courts are assumed to continue to expend resources on operating and maintaining their current CMS¹ at the current rate until CCMS is implemented at their court. Current CMS IT costs are based on our data collection and interviews with courts to understand their current IT expenditures.
- **Current CMS replacement costs.** For courts that are assumed not to implement CCMS, each court will need to maintain, upgrade or replace their current CMS independently for the duration of the CBA time period (FY 2011/12 to FY 2020/21). We have assumed a minimalist replacement strategy – courts that could reasonably maintain their current systems indefinitely are assumed to do so; courts that could upgrade to a more modern version of their current system are assumed to do so; and courts that will require a full system replacement are assumed to replace their systems with the minimum functionality to support their current business practices. No significant business process reengineering, additional automation, or DMS implementation is assumed.
- **Continuing program costs.** The increased automation and more efficient business practices to be delivered by CCMS are assumed to impact each court’s operations after that court has deployed CCMS. The business process efficiencies delivered by CCMS have the effect of reducing state-wide continuing program costs as courts deploy CCMS.
- **CCMS new revenue.** Three new system usage fees are assumed to be imposed after CCMS is deployed at each court. These fees help to offset CCMS deployment and operations costs.

Table 1 below¹ presents a summary of the total estimated ROI of the four alternative CCMS scenarios based on the total development and deployment costs of CCMS V4. Results are presented both for total project lifecycle costs (FY 2002/03 to FY 2020/21), and for future costs only (FY 2011/12 to FY 2020/21). Table 1 shows that:

- Since the Cancel CCMS Deployment scenario is the baseline scenario, by definition it produces an ROI of \$0. Grant Thornton chose the FY 2011/12 to FY 2020/21 time period as the baseline time period for which a \$0 ROI is returned. For the period FY 2002/03 to FY 2020/21 this scenario produces a negative ROI of (\$270,527,500) which reflects the sunk costs that have already been spent on CCMS V4 prior to FY 2011/12 and that cannot be recovered. This scenario includes an estimated cost of approximately \$342 Million for all 58 courts to maintain, upgrade or replace their existing CMS through FY 2020/21. This estimate is close to the “Low End Range Total” of \$363 Million that has been independently estimated by a recent analysis conducted for the California Trial Court Consortium (CTCC).
- When considering future costs only, deploying CCMS to all 58 courts produces a positive ROI of \$836,657,808 compared to the Cancel CCMS Deployment scenario. When all historical CCMS V4 costs are also considered the ROI is reduced to \$566,130,307. Once CCMS is fully operational in all 58 courts the system is estimated to produce a positive ROI of approximately \$300 Million each year.
- Deploying CCMS to only the early adopter, Southern Region and remaining V2/V3 courts (minus LA) produces an ROI of \$628,604,663 when considering future costs only, and an ROI of \$358,077,163

¹ Table 4-49 on page 77 of this document presents the ROI of the four alternative CCMS scenarios with V2 and V3 costs included in addition to V4 costs.

when total project lifecycle costs are taken into consideration. The CCMS deployment costs for this scenario are less, but business process efficiencies are also less and the current system replacement costs for those courts that do not deploy CCMS significantly reduce the ROI.

- Deploying CCMS to only the V2, V3, SJE and any remaining extra small courts results in an ROI of \$665,289,399 when only future costs are taken into consideration, and an ROI of \$394,761,898 when total project lifecycle costs are taken into consideration. As with the Southern Region scenario, CCMS deployment costs are less but business process savings as also less and current system replacement costs for non-CCMS courts reduce the ROI.

Return on Investment Value of Alternative Scenarios (V4 costs)		
	FY 2002/03 to FY 2020/21	FY 2011/12 to FY 2020/21
Cancel CCMS Deployment	(\$270,527,500)	\$0
58 Court Deployment of CCMS	\$566,130,307	\$836,657,808
Southern Region plus V2/V3	\$358,077,163	\$628,604,663
Interim CMS + extra small courts	\$394,761,898	\$665,289,399

Table 1: Summary of ROI based on V4 costs

Although Grant Thornton’s estimate of current system replacement costs for non-CCMS courts is similar to the result of an independent analysis conducted for the CTCC, there are significant uncertainties in estimating how much courts would expend in maintaining, upgrading or replacement their current CMS’ over the next ten years if CCMS were not deployed. Table 2 below therefore presents the ROI estimates for each scenario excluding any estimate of current CMS replacement costs (i.e. assuming courts spent zero dollars in CMS replacement outside normal maintenance and operations). Ignoring current CMS replacement costs, all three CCMS deployment scenarios still provide a positive ROI, although the ROI in each case is smaller.

Return on Investment Value of Alternative Scenarios (V4 costs)		
	FY 2002/03 to FY 2020/21	FY 2011/12 to FY 2020/21
Cancel CCMS Deployment	(\$270,527,500)	\$0
58 Court Deployment of CCMS	\$223,215,691	\$493,743,191
Southern Region plus V2/V3	\$269,497,105	\$540,024,606
Interim CMS + extra small courts	\$267,465,443	\$537,992,943

Table 2: Summary of ROI based on V4 costs and excluding current CMS replacement costs

For each alternative scenario within the CBA, in addition to the ‘baseline’ estimate of costs and benefits we also present ‘optimistic’ and ‘pessimistic’ versions of the scenario. The optimistic and pessimistic versions of the scenarios serve two purposes, in that they:

1. Illustrate the sensitivity of the ROI calculation to changes in major CBA assumptions; and
2. Identify the most critical aspects of the CCMS deployment that will most influence the success of the project.

The optimistic and pessimistic versions of the scenarios show that the following elements of the CBA are critical success factors for the CCMS deployment:

- **Deployment Wave duration.** The duration of each CCMS deployment Wave has a direct impact on the speed with which CCMS benefits will begin to be realized. Any delays in project schedule will have a significant negative impact on CCMS ROI.
- **Timeline to gain benefits after deployment.** The speed with which courts can begin to realize benefits from CCMS is a major contributing factor to CCMS ROI. Any issues or constraints that limit a court's ability to execute a smooth, seamless deployment and to begin operating with new more efficient business processes will have a direct negative impact on CCMS ROI.
- **State-level deployment costs.** Any budget overruns by the project will increase state-level deployment costs and directly reduce CCMS ROI.
- **Court deployment costs.** Any increases in court deployment costs will also directly reduce CCMS ROI.
- **Percentage of electronic case file delivery.** One of the major contributors to CCMS ROI is the elimination of manual data entry of case files with JPs that have electronic integration with CCMS. The higher the percentage of case files delivered electronically, the higher the ROI for CCMS.

If the AOC were to conduct an updated CBA in the future, the above factors would also be areas for further analysis as more accurate data becomes available. More accurate estimates for the above factors will produce a more accurate estimation of CCMS ROI.

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1. Introduction

This section presents a summary of the contents of this Court Case Management System (CCMS) Cost Benefit Analysis (CBA), including a summary of what will be discussed within each section of the analysis.

1.1. Background

In an effort to consolidate case management systems within and among the courts and to increase the ability to share data statewide among the Administrative Office of the Courts (AOC), local superior courts, and state and local partners (e.g., the Department of Justice [DOJ], the California Department of Social Services [CDSS], the civil bar, and local law enforcement agencies etc.) the CCMS project was initiated in early 2002. The CCMS is a custom software development project that has been developed in iterative phases (i.e., V2 and V3, then V4), with the intent that lessons learned from each phase would assist in the planning of the next phase. CCMS V4 is currently in the integration testing phase.

The AOC decided to conduct a CBA of the CCMS to understand:

- The anticipated full lifecycle cost of ownership of the CCMS;
- The expected quantitative and qualitative benefits to be realized through the CCMS once fully deployed; and
- The Return on Investment (ROI) to be delivered by the CCMS.

The AOC engaged Grant Thornton LLP to conduct the CCMS CBA. This document presents the results of this analysis, which was performed from October 2010 to February 2011. In completing the CBA, Grant Thornton received electronic survey information from 48 courts, conducted telephone interviews with 28 courts to understand current IT costs, made in-person visits to seven courts, conducted telephone interviews with representatives of the Sustain Justice Edition (SJE) User Group and Small Court Consortium, and held numerous meetings with AOC management and staff. Of the courts surveyed, the Kern and Sacramento courts declined to participate in the electronic and telephone surveys, and the Sacramento court declined to host an in-person site visit.

This information was synthesized to develop an objective analysis of the likely costs and benefits of the CCMS, and to provide a tool to support future Branch decision-making.

1.2. Purpose and Scope

This CBA provides information to Judicial Branch stakeholders on the qualitative and quantitative costs and benefits of the CCMS, and will assist the Judicial Branch in making strategic decisions on the course of the project. This analysis does not provide specific recommendations or present to the Judicial Branch a

preferred alternative for the CCMS. Instead, the analysis comprises an objective assessment of the following four alternative scenarios, so that Branch leaders may make informed decisions about the project's future:

- **Cancel CCMS Deployment.** Within this scenario, the CCMS V4 project would be cancelled at the end of FY 10/11, and no further investment would be made in the CCMS project. CCMS V2 and V3 - previous iterations of the CCMS - would continue to exist as operational systems within the courts in which they have been implemented. With no further investment in a statewide case management solution, each of the state's 58 courts, based upon their own resources and the state of their business systems, would individually analyze and determine the best way to maintain, upgrade or replace their current case management systems.
- **58 court deployment of CCMS.** Within the 58 court deployment scenario, CCMS V4 would be deployed state-wide to all 58 superior courts. All courts would operate on a standard CCMS platform that would be maintained at the California Court Technology Center (CCTC). The CCMS V4 implementation would include the deployment and integration of a Document Management System (DMS) for those courts lacking such a solution, and would implement electronic interfaces with those State and local Justice Partners (JPs) that are prepared to electronically exchange case management data.
- **Southern Region plus V2/V3.** Within this scenario, after deployment of the V4 solution to the three CCMS early adopter courts, the CCMS deployment would be limited to the Southern Region courts, not including Los Angeles (LA). In order to achieve cost savings through the retirement of the V3 interim system the CCMS V3 implementation at the LA Alhambra court would be included. The CCMS implementation would include the deployment and integration of a DMS for those courts lacking one, and would implement electronic interfaces with those State and local JPs that are prepared to electronically exchange case management data.
- **Interim CMS plus extra-small courts.** Within this scenario, after the deployment of the V4 solution to the three CCMS early adopter courts, CCMS deployment will be limited to all courts currently using V2, V3 or Sustain Justice Edition (SJE), and to any other courts defined as "extra small". This implementation approach would retire the use of V2, V3, and SJE systems throughout the state, and would migrate all extra small courts onto a single CCMS platform that would be managed at the CCTC. This CCMS implementation scenario would also include the deployment and integration of a DMS for those courts lacking one, and will implement electronic interfaces with those State and local JPs that are prepared to electronically exchange case management data.

For each scenario, Grant Thornton estimated the total one-time deployment and continuing operations costs that would be incurred by the State and by the courts. We have also estimated the quantitative and qualitative benefits that would result from each scenario. We then provide a ROI estimate for each scenario, which is calculated as the total net dollar cost or savings of that scenario when compared against the status quo environment.

Grant Thornton presents the results of the CBA in the Economic Analysis Workbook (EAW) format prescribed by the State of California for use in State Feasibility Study Reports (FSRs). FSRs are the business case documents that are required by the State of California for all major Information Technology (IT) investments undertaken by the State Executive Branch.

1.3. Assumptions and Constraints

This subsection presents the CBA-level assumptions that have been made in the development of our analysis, and identifies any constraints that have impacted our analysis efforts.

- The CBA results are presented using the State of California FSR format (amended as appropriate to reflect the nature of the CBA). Quantitative results are presented in EAW tables consistent with the State of California Statewide Information Management Manual (SIMM) guidelines.
- The scope of the CBA includes only a cost benefit analysis. The CBA presents no recommendations or preference for any of the identified scenarios.
- The scope of the CBA does not include an evaluation of current or prior CCMS work, nor does it include an assessment of the AOC's ability to successfully deliver the system.
- Grant Thornton reviewed all data received for consistency and reasonableness, but did not conduct a detailed audit of cost estimate data provided by AOC or by the courts.
- CCMS project costs are assumed to begin in Fiscal Year (FY) 2002/03. The timeline of the CBA extends through FY 2020/21.

1.4 Document Organization

The remainder of this document comprises the following sections:

- **Section 2: Business case.** This section presents the AOC's basis for conducting the CCMS project.
- **Section 3: Baseline analysis.** This section provides a summary of the courts' legacy technical environment, and highlights the challenges of this environment.
- **Section 4: Alternative analysis.** This section presents a cost benefit analysis for each of the four alternative CCMS deployment scenarios.
- **Section 5: Economic Analysis Worksheets.** This section presents the EAWs for each of the alternatives described in Section 4.
- **Appendix A: Acronyms and definitions.** This appendix defines the terms and acronyms used throughout the document.
- **Appendix B: References.** This appendix presents a summary of the documentation that Grant Thornton referenced during the development of the CBA.
- **Appendix C: Justice partner integration costs.** This appendix documents the results of a limited analysis of the likely costs to selected court justice partners of integrating with the CCMS.
- **Appendix D: Methodology.** This appendix presents a summary of the methodology used by Grant Thornton to construct the CCMS CBA.

2. Business case

This section presents the AOC's basis for conducting the CCMS project. The information presented below is derived from previously-published AOC documents.

2.1 Business program background

The AOC is the administrative entity of the Judicial Council, which has policymaking authority for the Judicial Branch. Under the direction of the Judicial Council, the AOC serves the courts for the benefit of all Californians by advancing excellence, leadership and service in the administration of justice. The AOC also serves as a major source of input for the Judicial Council's strategic planning efforts.

The California court system—the largest court system in the nation, with over 2,100 judicial officers, 21,000 court employees, and nine million filings per year—serves more than 36 million people. The State Constitution vests the judicial power of California in the Supreme Court, the Courts of Appeal, and the State's Superior Courts. The Constitution also provides for the formation and functions of the Judicial Council, the policymaking body for the State courts and other agencies.

Before June 1998, California's trial courts consisted of Superior and Municipal courts, each with its own jurisdiction and number of judges fixed by the Legislature. In June 1998, California voters approved Proposition 220, a constitutional amendment that permitted the judges in each court to merge their Superior and Municipal courts into a "unified," or single, Superior court. As of February 2001, all of California's 58 courts voted to unify their trial courts.

All cases in the California judicial system begin in one of the 58 trial courts, which reside in each of the State's 58 counties. With facilities in more than 450 locations, these courts hear both civil and criminal cases, as well as traffic, family, probate and juvenile cases. The equivalent of more than 2,100 judicial positions are employed to address the full range of cases heard each year by the superior courts, as reflected in the number of case filings and dispositions reported.

The Lockyer-Isenberg Trial Court Funding Act of 1997, and subsequent legislation, required uniformity and accountability among all the trial courts in the Judicial Branch. When the State assumed responsibility for the trial courts, the State's 58 counties were operating over 200 varieties of case management systems. Many trial courts were unable to fully address their case management business needs. Former Governor Pete Wilson, as well as his successors, indicated that they would not support the continued funding of 58 separate court case management systems and their associated infrastructures.

In 2001, a court-by-court assessment was performed by the AOC to understand the viability of the case management systems used by the courts. Through this assessment, the AOC identified that a number of courts were facing critical needs because of outdated systems, deficient technical support, an inability to meet legislative and reporting requirements, and significant maintenance costs. The analysis from this study also

concluded that most of the existing case management applications in use by the Courts were severely deficient, and many did not provide even the basic functionality that would be required to meet the business needs of the Courts going forward.

To address the immediate needs, the AOC embarked on a program to certify existing case management systems and subsequently selected viable interim case management systems that would be supported by the Branch until a longer term solution could be identified. During this same period, administrative leaders at the San Diego, Los Angeles, Ventura and Orange County Superior Courts indicated that they were considering the replacement of their existing case management systems, and confirmed that available vendor case management solutions did not meet their requirements. In early 2002, the Judicial Council decided to proceed with a common case management solution. It was at this time that the CCMS project was initiated.

The CCMS is a custom software development project that was developed in iterative phases, with the intent that lessons learned from each phase would assist in the planning of the next phase. The three CCMS phases were:

- **CCMS V2** - The first phase product was scoped to include case management activities for court traffic and criminal functions. The V2 product was ultimately only implemented in Fresno in July of 2006.
- **CCMS V3** - The second phase product was scoped to include case management activities for civil, probate, small claims, and mental health functions within the courts. The V3 product is currently deployed in six counties: Orange, Sacramento, San Diego, San Joaquin, Ventura, and the Alhambra court house in Los Angeles. These installations represent approximately 25 percent of the state's court caseload. Three of the installations (Los Angeles, Orange, and San Diego) host their own instances of both the application and the database. The rest of the counties use a shared system hosted at the CCTC, the AOC's data center.
- **CCMS V4** - The scope of the third phase product includes:
 - All of the functionality of V2 and V3;
 - Family law and juvenile justice case management;
 - A public/partner portal;
 - A set of standard justice partner data exchanges;
 - Integration with document management systems;
 - Court interpreter scheduling;
 - Court reporter scheduling, and;
 - Support for E-Filing

The AOC contracted with Deloitte Consulting for the development of V3 and most V3 deployment activities, as well as for the development of V4. The V4 product is currently in the integration testing phase, with software product acceptance for the core CCMS product planned for completion in April 2011.

2.2 Business problem or opportunity

CCMS will improve public safety and the administration of justice in a number of ways, with benefits to each of the major CCMS stakeholders:

- **Justice partners:** CCMS will improve public safety by connecting the courts with probation and parole departments, correctional institutions, and law enforcement agencies to provide officers in those entities with up-to-the-minute data about court orders, calendars, convictions, probation terms, and sentencing. The exchange of data will provide real-time updates of all court orders to the state DOJ's domestic violence and protective order registry. CCMS will provide law enforcement officers with current information in their jurisdiction regardless of where the court orders were imposed. Officers will be able to make direct inquiries of CCMS to receive up-to-the-minute information about an individual contacted during a routine traffic stop, thereby protecting officers and allowing them to detain wanted individuals. Specifically, CCMS will:
 - Provide real-time data to law enforcement officers on the street about dangerous criminals, including:
 - Outstanding warrants
 - Firearms violations
 - Domestic violence and restraining orders
 - Terms of probation
 - Make critical improvements to public safety by:
 - Providing justice partners with online access to criminal court case information
 - Providing police officers with up-to-date court calendar information to attend hearings as scheduled or remain on duty when cases are continued
 - Allowing electronic transfer of prison abstracts and rehabilitations orders to the California Department of Corrections and Rehabilitation (CDCR)
 - Providing information to facilitate justice partner background checks for those seeking jobs at schools and in law enforcement agencies
 - Providing timely updates to the Department of Justice (DOJ) criminal history records database
 - Greatly improve the exchange of criminal history information with the U.S. Department of Justice and the departments of justice in all 50 states by:
 - Expediting the transfer of criminal convictions between the California Criminal Justice Information System and the Federal Bureau of Investigation's (FBI) National Criminal Information Center
 - Enhancing information sharing with other state departments of justice about outstanding warrants and court convictions.
 - Provide real-time updates to domestic violence and restraining order databases
 - Share elder abuse and fraud information with law enforcement and social service agencies

- Provide necessary information about guardianships and conservatorships to public guardians and social service agencies, ensuring the protection of minors and disabled and elderly populations
- Provide courts with court orders from across the state, enabling courts to resolve conflicting court orders across court jurisdictions and make orders with more accurate information
- Transmit child protective orders to social services agencies and foster care placements
- **Courts and the public:** The implementation of CCMS will level the playing field and help promote equal access to justice. CCMS was designed to allow the viewing and exchange of trial court case information and associated documentation across local jurisdictional boundaries and the exchange of information at the court-to-county, court-to-state partner, state-to-state, and state-to-federal levels. The statewide data reporting warehouse will enable information to be reported in a consistent manner, allowing for analysis of court performance not currently possible and making the judiciary more accountable to the public. Use of the internet will allow the public and case participants remote access to case information, as permitted by law. Specifically, CCMS will:
 - Allow electronic filing of cases by all litigants, represented or not
 - Permit electronic transmission of traffic citations from law enforcement agencies to the courts, minimizing the opportunity for data entry error and maximizing the ability of the courts to process this information accurately and quickly
 - Provide public access to court records across the state and within each jurisdiction
 - Provide the ability to pay fines and fees online
 - Include uniform statewide statistical reporting
 - Create uniformity in the courts' collection of fines and fees
 - Give judicial officers critical information when they are hearing cases and making decisions about releasing criminal defendants, placing children in foster care or reunifying them with their parents, ordering custody or visitation of children, and issuing protective or restraining orders
 - Save time and money by allowing information to be viewed online, eliminating the need for copying and mailing
 - Provide information about cases in different jurisdictions; if there are cases pending in other counties, judicial officers currently have no access to that data when making orders affecting the life and safety of the public and the parties in a case

2.3 Business objectives

The following business objectives that will be realized upon the full implementation of CCMS:

1. Accelerate case disposition, reduce errors and cost by creating ability to receive 95% of initial case filings and amendments electronically (system-to-system), via the Internet or via self-service kiosks.

2. Improve service quality and reduce cost by implementing self-service payment capability that enables courts to receive 75% of payments via the self-service channels such as the internet or kiosks.
3. Reduce cost and improve quality of calendaring and scheduling process by implementing online calendars.
4. Reduce cost and improve quality of service counter/research window by making case information available online that enable the courts to service 70% of case inquiries via self-service channel.
5. Reduce cost and improve quality of background check process by providing self-service capability for DOJ and the Department of Homeland Security that enables courts to service 90% of these requests via the self-service channel.
6. Improve timeliness, reduce cost and improve justice coordination by establishing electronic interfaces to State agencies and justice partners.
7. Increase timeliness and reduce cost by implementing capability to send standard notices to frequent court users, which enables courts to transmit 30% of notices electronically.
8. Improve quality of court process by serving minute orders immediately.
9. Reduce number of hearings by unifying family cases.
10. Improve quality of court experience for family court users by coordinating trips to court.
11. Reduce average case duration for self-represented family cases by providing information on recent case activity.
12. Reduce case backlogs by improving the efficiency of assigned judges through the use of a common application across all jurisdictions and case types.
13. Reduce the cost of system development, integration, deployment and maintenance by deploying a single case management application for all courts.
14. Reduce disaster recovery risks by providing electronic case files and a single, verifiable recovery capability.
15. Reduce cost and improve service levels by providing enhanced information to support operational and policy decisions.
16. Improve funding for cities, counties and the State by decreasing the amount of collections outstanding.
17. Provide opportunity to implement shared services in the future by providing a single system capability that can be used at all courts.
18. Streamline case preparation and reduce the number of conflicting orders by providing a State-wide repository of case information.
19. Reduce cost and improve the quality of internal court processes by eliminating paper and automating the work process.
20. Reduce cost and improve service quality and improve public safety by deploying a streamlined warrant issuance and recall capability.
21. Achieve full compliance with criminal protective order reporting requirements.
22. Improve compliance with deadlines for out of home placement cases by automating communications between the courts and California Department of Social Services (CDSS).

23. Reduce cost and non-compliance risk by implementing federally mandated interfaces with the Department of Child Support Services (DCSS).
24. Improve financial controls for trust funds by implementing the capability to accurately track trust fund balances at the case level and to reconcile these balances to the financial statements.
25. Reduce cost by eliminating manual case files in lieu of electronic files.
26. Reduce storage space for exhibits by implementing the ability to track when exhibits can be dispositioned.
27. Improve accuracy of revenue distribution by implementing a flexible system that can be rapidly adapted to changing revenue distribution rules.
28. Improve ability to respond to external requests for statistical information by providing State-wide repository of case information.

3. Baseline analysis

This section provides a summary of the courts' legacy technical environment, particularly highlighting the challenges of this environment. The information presented below is derived from previously-published AOC documents.

3.1. Current method

At the beginning of the 1990s, the trial courts comprised over 250 municipal and superior courts located within each of the 58 counties. Each superior and municipal court was essentially autonomous. The funding for each of these courts was bifurcated with the bulk of funding provided by the 58 local counties and a small portion of state funding. The two-tier (autonomous municipal and superior branches) structure and the bifurcated funding structure left the trial courts with fragmented and highly variable levels of administrative and technological capabilities. A series of studies and judicial branch committees assessed and reported on the state of technology capabilities in the judicial branch. Recommendations were offered to begin to address the weaknesses in the branch's technology strategy.

The fragmented structure and funding of the California trial courts had over the years created several challenges for the judicial branch in the area of information technology capabilities and planning, including:

- Inconsistent capabilities, such as interfacing with local justice partners, from one trial court to another. Technical capabilities within a trial court were heavily dependent on the funding and technical abilities of each trial court.
- Fragmented technology solutions implemented throughout the trial court system. Each technology decision was subject to the discretion of the county management process. In most cases, municipal and superior courts within the same county implemented different technology solutions for a similar business need.
- Diverse systems with little or no interoperability made it difficult for the judicial branch to assemble, maintain, and disseminate the most basic information about court financial conditions, human resources, and court case statistics branch-wide.
- Disparate local technology strategies and solutions within the trial courts made it impossible for the branch to develop a cohesive statewide strategy for modernizing business processes to take advantage of the tremendous advances in technology.

Although severely hampered by the two-tier municipal and superior court structure and bifurcated court funding, the Judicial Council took several steps in the 1990s to assess the state of technology within the branch. By the time the Trial Court Funding Act of 1997 was passed, it was clear that the existing

hodgepodge case management infrastructure was inadequate. A statewide approach would be required to resolve the systemic issues and support the future needs of the branch.

The Trial Court Funding Act of 1997 eliminated the bifurcated state and county funding process for trial courts by transferring trial court funding responsibility to the state. In 1998, California voters approved Proposition 220, which enabled the consolidation of superior and municipal trial courts into a single superior court entity within each of the 58 counties. Trial court unification provided an opportunity to consolidate court administrative and information technology functions at the local, regional, and statewide level by reducing inefficiencies that existed as a result of autonomous administrative structures of the municipal and superior courts.

While these events removed many obstacles hindering a branch-wide strategic technology plan, they could not in themselves eradicate the culture and outcomes of years of decisions driven by local needs and priorities.

3.2. Technical environment

Today, the California courts are operating more than 70 different case management systems with approximately 130 variations. Many of these systems do not connect with one another and do not provide information across court jurisdictions. Many trial courts are operating outdated case management systems, and some are operating on platforms designed in the late 1970s and early 1980s. As a result, the trial courts experience technical issues including frequent and prolonged system outages. Operating costs for these outdated applications will only continue to escalate as hardware platforms continue to age. Other related challenges include finding qualified technicians to repair the systems, which are built on application code that is less reliable due to the compound effect of layered software patches over the years. Court-maintained systems continuously struggle to receive the upgrades and changes needed to continue functioning. Table 3-1 below presents a summary of the Case Management Systems (CMS) currently in use across the California trial courts.

CMS Used	Number of Courts
ACS	2
ACS and AGS	1
ACS and V2	1
AGS	4
HTE/Sungard	9
In-house	3
In-house and DOMAIN	1
In-house and ISDciv	1
In-house and JDTS	1
In-house and Sustain	1
ISD	3
ISD and JNET	1
Maximus	1
Mix (3 or more systems)	13
PSI	1
SJE	15
Total	58

Table 3-1: Current CMS' in use at California trial courts

4. Alternative analysis

Based upon our review of the current and projected costs and benefits of the CCMS project, this section presents an analysis of four alternative scenarios that the CCMS project could adopt. Subsections 4.1 – 4.4 present the four scenarios, identifying the assumptions, costs, benefits and ROI of each scenario. Finally, subsection 4.5 presents a summary of the various alternatives, along with considerations for the AOC to review.

4.1 Cancel CCMS Deployment/Baseline Scenario

This subsection presents our analysis of the costs and benefits of cancelling the CCMS project at the completion of CCMS V4 development but prior to deployment of CCMS at the three early adopter courts. The scenario constitutes the baseline scenario against which all other CCMS scenarios will be compared. Subsection 4.1.1 presents a summary of the alternative, subsection 4.1.2 presents the costs associated with this alternative, subsection 4.1.3 presents the benefits of this alternative, and subsection 4.1.4 presents the ROI associated with this alternative.

4.1.1 Summary of alternative

This scenario assumes that the CCMS project is cancelled at the end of FY 2010/11 and that no further investment is made in CCMS V4. CCMS V2 and V3 would continue to exist as operational systems within those courts where they have been implemented, and each court would make independent decisions on the best way to keep maintain, upgrade or replace their current CMS'.

Figure 4-1 below presents the components of the Cancel CCMS Deployment scenario that are presented in the following subsections.

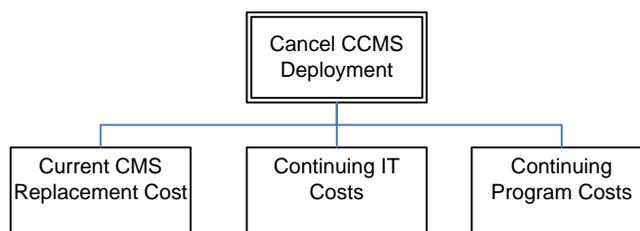


Figure 4-1: Cancel CCMS Deployment scenario cost benefit analysis components.

The primary components of this scenario that contribute to the CBA are:

- **Current CMS replacement costs.** Each court will need to maintain, upgrade or replace their current CMS independently for the duration of the CBA time period (FY 2011/12 to FY 2020/21). We have assumed a minimalist replacement strategy – courts that could reasonably maintain their current systems indefinitely are assumed to do so; courts that could upgrade to a more modern version of their current system are assumed to do so; and courts that will require a full system replacement are assumed to replace their systems with the minimum functionality to support their current business practices. No significant business process reengineering, additional automation, or DMS implementation is assumed.
- **Continuing IT costs.** Courts are assumed to continue to expend resources on operating and maintaining their current CMS' at the current rate, based on our data collection and interviews with courts to understand their current IT expenditures.
- **Continuing program costs.** Consistent with the minimalist system replacement strategy described above, courts are assumed to continue to conduct business as per the status quo environment, with no changes in business practices, staffing, or associated costs.

4.1.2 Costs

This subsection presents the estimated costs associated with cancelling the CCMS project.

4.1.2.1 Continuing current system IT costs

Continuing current system IT costs are based on survey responses from the IT cost survey conducted by Grant Thornton. Continuing current system IT costs include two costs: Existing IT Costs and AOC Supplemental Funding Costs.

Table 4-1 below presents an estimate of existing and projected IT costs and AOC Supplemental Funding costs based on the Cancel CCMS Deployment scenario. The table presents cost estimates for FY 2010/11 through FY 2020/21.

Continuing IT Costs	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	TOTAL
Staff (salaries & benefits)	28,057,854	30,115,960	30,340,197	31,057,766	32,549,391	32,510,338	33,224,265	34,020,354	34,953,683	35,727,515	36,711,737	36,711,737	395,980,797
Hardware Lease/Maintenance	1,988,408	4,882,356	7,183,961	2,662,297	1,967,504	7,491,496	4,416,551	2,278,047	7,449,041	3,232,646	2,984,063	2,984,063	49,520,434
Software Maintenance/Licenses	12,708,962	12,147,600	12,459,050	13,138,130	13,087,824	13,262,603	13,481,990	13,841,321	14,090,114	14,368,414	14,645,852	14,645,852	161,877,713
Contract Services	11,528,844	11,083,720	9,521,003	9,504,628	9,492,515	9,566,796	9,545,731	9,608,704	9,640,689	9,690,318	9,815,228	9,815,228	118,813,403
Data Center Services	17,737,134	18,064,832	17,851,596	18,152,856	18,481,348	18,820,854	19,181,612	19,461,604	19,868,819	20,301,855	20,762,455	20,762,455	229,447,421
Agency Facilities	24,255	24,905	27,325	28,296	21,806	22,596	23,426	20,098	21,013	21,974	22,982	22,982	281,659
Other	24,580,827	30,050,912	24,554,833	21,606,598	22,770,165	23,782,650	24,553,715	25,267,187	26,381,571	26,844,671	27,468,884	27,468,884	305,330,899
Total IT Costs	96,626,283	106,370,287	101,937,965	96,150,572	98,370,554	105,457,335	104,427,291	104,497,314	112,404,929	110,187,393	112,411,202	112,411,202	1,261,252,327

Table 4-1: Estimated continuing current system IT costs for the Cancel CCMS Deployment scenario

Within this scenario, total existing IT costs for the analysis period are estimated to be \$1,261,252,327. These are the total estimated costs for the Branch's 58 courts to maintain their existing case management systems without the deployment of the CCMS V4 system. These costs consist of staff salaries, system hardware, software, licenses, contract services, data center charges, facilities, and other costs, including other expenses and equipment, and AOC supplemental funding.

The year-to-year change in total costs varies from approximately \$96M to \$112M. This variation is primarily driven by trial court refresh and maintenance cycles for hardware and software, and by the addition of ancillary IT services and applications by courts to optimize system efficacy. These maintenance cycles and ancillary service requirements can vary from court to court, depending upon operational needs. Each court operates its IT department and case management systems in an independent manner.

The AOC currently supports certain courts by providing supplemental funding to maintain their V2, V3, and SJE systems. Grant Thornton estimates that, over the analysis period, AOC supplemental funding will total approximately \$267M. This figure is included within the 'Other' category in Table 4-1. Supplemental funding costs vary annually from approximately \$21M to \$26M. This variance is mainly driven by costs for the refresh and maintenance cycles for SJE, V2 and V3 hardware and application enhancements.

4.1.2.2 Current system replacement costs

This subsection presents the estimated costs of maintaining, upgrading or replacing current court systems in the event that the CCMS project is cancelled. As described above, we have assumed a minimalist replacement strategy. We assume that courts that are able to maintain their current systems, at least through FY 2020/21, will do so. We assume that courts that are able to upgrade to a more modern version of their current system will do so, and that courts that will require a full system replacement will replace their systems with the minimum functionality to support their current business practices.

Costs to upgrade or replace current case management systems were estimated based on the following assumptions:

- We included only costs necessary to replace current system functionality on a new platform. We did not include cost estimates related to business process reengineering, additional JP integration, or new DMS deployment. Consistent with this assumption, no business process efficiencies or benefits are assumed to accrue to the court from the system replacement.
- Based upon survey responses and stakeholder interviews, Grant Thornton estimated which courts would require a new CMS platform prior to FY 2020/21. Courts were assumed not to require a replacement CMS if they are currently operating on one or more relatively modern, upgradable platforms. Grant Thornton assumed that the following courts would not require a full system replacement prior to FY 2020/21. With the exception of Orange, these courts are either on the ACS Contexte platform or on the Sungard/HTE platform:
 - Del Norte
 - Inyo
 - Mariposa
 - Orange
 - San Joaquin
 - Shasta
 - Siskyou
 - Solano
 - Sutter

- Yolo
- Yuba

For the remaining courts, the following principles were used to determine court system upgrade or replacement strategies:

- ISD and PSI courts will move to a new Commercial-Off-The-Shelf (COTS) platform beginning in FY 2015/16. The new platform would be ACS Contexte, Sustain eCourt or a similar product;
- ACS Banner courts will migrate to ACS Contexte beginning in FY 2013/14;
- V2 and V3 courts will maintain their V2 and V3 systems indefinitely, while replacing any other systems at the court;
- The single Ciber CMS court (Calaveras) will move to a new COTS platform beginning in FY 2013/14;
- Courts with in-house developed systems will move to a new COTS platform beginning in FY 2012/13 and continuing through FY 2016/17; and
- LA will upgrade and replace their existing systems (while continuing to maintain a mixture of systems) beginning in FY 2013/14 and continuing through FY 2016/17.

While the precise timing of these replacements do not impact the overall cost benefit analysis results, spreading the replacements across multiple years was considered more reasonable than clustering costs in just one or two fiscal years.

To estimate the costs of upgrading or replacing an existing CMS, Grant Thornton made the following assumptions:

- The cost of replacing the CMS at an extra small court was based on the actual costs experienced by the Plumas Superior Court in implementing SJE in 2008;
- The costs of upgrading an ACS Banner system to the ACS Contexte platform were based on the actual upgrade costs experienced the Solano Superior Court during their upgrade; and
- The cost of replacing a small, medium, large or extra large court case management system used certain elements of the analysis of current system replacement costs developed by the AOC in June 2010.

Based on the above assumptions, the estimated cost of the courts to replace or upgrade existing system between FY 2012/13 and FY 2020/21 is estimated to be \$342,914,616. This estimate is close to the “Low End Range Total” of \$363 Million that has been independently estimated by a recent analysis conducted for the California Trial Court Consortium (CTCC). Table 4-2 below presents the estimated cost by fiscal year.

One-Time IT Project Costs	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	TOTAL
Staff (Salaries & Benefits)	5,138,369	9,460,393	21,030,021	30,698,578	27,587,927	5,912,486	2,609,610	\$102,437,385
TOTAL Contract Services	11,989,528	22,074,251	49,113,916	72,299,149	65,115,497	13,795,800	6,089,091	\$240,477,231
Total One-time IT Costs	17,127,897	31,534,644	70,143,937	102,997,728	92,703,424	19,708,286	8,698,702	\$342,914,616

Table 4-2: Current CMS replacement costs

In addition to the above costs, this scenario must also include all CCMS V4 expenditures from project initiation through the cancellation of the project, since these are sunk costs that cannot be recovered. Table 4-3 below presents the total actual CCMS V4 expenditures from FY 2002/03 to FY 2009/10 and the projected expenditures for FY 2010/11. This gives an additional cost of \$270,527,500 that must also be accounted for when considering the total costs associated with cancelling the CCMS project deployment.

One-Time IT Project Costs	2002/3-09/10	2010/11	Total
Staff (Salaries & Benefits)	14,496,976	5,673,209	20,170,185
Hardware Purchase	0	955,170	955,170
Software Purchase/License	0	0	0
Telecommunications	0	0	0
Contract Services	0	0	0
Software Customization	115,440,235	403,903	115,844,138
Project Management	25,277,277	24,257,287	49,534,563
Project Oversight	0	0	0
IV&V Services	0	0	0
Other Contract Services	17,939,278	1,580,750	19,520,028
TOTAL Contract Services	158,656,790	26,241,940	184,898,729
Data Center Services	28,690,504	16,851,044	45,541,549
Agency Facilities	0	0	0
Other	3,462,630	2,931,250	6,393,880
Total One-time IT Costs	205,306,900	52,652,613	257,959,513
Continuing IT Project Costs			0
Staff (Salaries & Benefits)	0	0	0
Hardware Lease/Maintenance	0	0	0
Software Maintenance/Licenses	0	0	0
Telecommunications	0	0	0
Contract Services	0	11,811,987	11,811,987
Data Center Services	0	756,000	756,000
Agency Facilities	0	0	0
Other	0	0	0
Total Continuing IT Costs	0	12,567,987	12,567,987
Total Project Costs	205,306,900	65,220,600	270,527,500

Table 4-3: CCMS expenditures from project initiation through project cancellation

4.1.2.3 *Optimistic scenario*

In addition to developing a “baseline” estimate of total costs associated with this scenario, we also developed an ‘optimistic’ version of the scenario that enables ROI figures to be estimated in the event that more favorable outcomes are realized. For current CMS replacement costs, we also considered a version of the scenario where costs were 30% less than our baseline estimate. Table 4-4 presents the results of this analysis, which estimates a total current CMS replacement cost of \$240,477,231.

	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	TOTAL
Total One-time IT Costs	11,989,528	22,074,251	49,113,916	72,299,149	65,115,497	13,795,800	6,089,091	\$240,477,231

Table 4-4: Optimistic current CMS replacement costs

4.1.2.4 Pessimistic scenario

In addition to developing a “baseline” estimate of total costs associated with this scenario, we also developed a ‘pessimistic’ version of the scenario that enables ROI figures to be estimated in the case that less favorable outcomes are realized. For current CMS replacement costs, we also considered a version of the scenario where estimated costs were based entirely on AOC’s June 2010 analysis of current system replacement costs. Specifically, we used the mid-point estimates in Appendix A of the AOC analysis as the basis for each court’s costs, and assumed that all 58 courts would need to replace their systems within the time period covered by this CBA. Table 4-5 presents the results of this analysis, which estimates a total current CMS replacement cost of \$711,300,000.

	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	TOTAL
Total One-time IT Costs	27,400,000	74,700,000	119,800,000	201,600,000	87,000,000	200,800,000	\$711,300,000

Table 4-5: Pessimistic current CMS replacement costs

4.1.3 Benefits

Consistent with our assumptions in subsection 4.1.2.2 above, Grant Thornton assumed that current business practices would remain unchanged in the event that CCMS was cancelled. Investments in new case management systems are assumed to be limited to replicating existing functionality, so existing business processes are also assumed to remain in place. Continuing program costs are therefore assumed to be equal to status quo environment costs.

To estimate the costs of the status quo environment, Grant Thornton quantified the labor and other associated costs related to performing the case management business processes that are most likely to experience significant changes once CCMS is implemented. These processes do not represent the total case management-related costs of the Branch, but they do reflect the portion of those costs most likely to be impacted by CCMS. This status quo cost estimate then serves as the baseline against which all CCMS deployment scenarios are compared.

Grant Thornton used several different sources to estimate transaction volumes, process durations and labor and non-labor costs. These sources included the results of the electronic survey conducted by Grant Thornton, interviews with AOC and court management and staff, preliminary data from the 2010 AOC staff workload study, data from the AOC Phoenix accounting system and published Branch statistics. Process costs were estimated from the most recent year for which actual data was available (FY 2009/10) through FY 2020/21.

FY 2009/10 case file estimates are based upon case filing statistics from the *2008-09 Court Statistics Report* for the following case types: Felonies, Misdemeanors, Infractions, Civil and Small Claims, Family, Juvenile Delinquency, Juvenile Dependency, Probate and Mental Health. Projections for FY 2009/10 filings are based upon extrapolating the changes in filings from FY 2007/08 and FY 2008/09. Case filing volumes were assumed to remain constant from FY 2009/10 through FY 2020/21.

Work effort estimates reflect the estimated time required to complete a business process transaction within a given case area. For example, the work effort associated with case initiations reflects the average amount of time required to complete the initiation of a case file. Work effort estimates for case initiations are based upon preliminary estimates from the AOC’s 2010 Staff Workload Study.

Average labor costs reflect the labor costs, per minute, of performing a particular business process. This cost is based upon the weighted average of actual Job Class data from the 2010-11 7A Compensation and FTE data. Based on this data, Grant Thornton assumed an average annual labor cost of \$78,600.

The business processes included within our estimate of the status quo program costs are:

- **Case initiation.** Case initiation is the start of the case management process and describes the activities associated with entering a new case filing into the case management system. According to court survey responses, the case initiation process is currently largely manual and can be time consuming, costing courts significant labor time. Further, the management of paper-based case files requires courts to invest further resources in the storage and management of such files. Our estimate of current case initiation costs was based on the following assumptions:
 - **Percentage of paper filings.** The estimates of the percentage of case filings received on paper are based upon electronic survey responses from court survey recipients. Percentage paper filings are used to estimate the total case filings that would be impacted by the CCMS system. Based on the collected survey data, Grant Thornton assumed that the following state-wide average percentage of case filings are received on paper:
 - Felony and Misdemeanors: 97.6%
 - Infractions: 88.2%
 - Civil and small claims: 98.2%
 - Juvenile Delinquency: 98.1%
 - Juvenile Dependency, Family, Mental Health, and Probate: 98.9%
 - **Number of paper filings.** The number of paper filings is derived by multiplying the total estimated case filings by case type by the percentage paper filing estimate.
 - **Case file storage costs.** The average per-court cost of storing paper case files was derived from storage cost data provided in responses to the electronic survey of the courts.
 - **Marginal storage cost.** Grant Thornton estimated the marginal storage costs of each new paper case file by dividing the reported storage costs of each reporting court by their total case file volume, which yielded the marginal storage cost per filing. We then calculated an average across all of the reported marginal storage costs to derive the average marginal cost.

Based upon the estimated labor time and storage costs required to complete case initiation activities across various case types, Grant Thornton estimated that the current case initiation processes costs the Branch over \$102 Million in annual labor costs and \$12.6 Million in annual storage costs.

- **Fee and penalty payment processing.** Fee and penalty payment processing includes the activities associated with assessing and processing fees and penalties for case-related issues. Court staff indicated that the payment processing effort remains largely manual for many courts, requiring significant labor time. Our estimate of current fee and penalty payment processing costs was based on the following assumptions:
 - Grant Thornton assumed that fee and penalty payment activities relate to Criminal, Civil and small claims, Family and Probate filings, and that they do not relate to Juvenile or Mental Health filings. Estimates for fee and penalty payments within the impacted case filings are based upon actual security fee data (criminal) and paid civil fees data provided by the AOC.
 - Average work effort time related to processing fee and penalty payments are based upon preliminary data from the 2010 staff workload study provided by the AOC.

Based upon the estimated labor time required to perform payment processing activities, Grant Thornton estimated that the current payment processes cost the Branch over \$35.1 Million in annual labor costs.

- **Calendaring.** Calendaring describes the activities associated with scheduling case proceedings and with gathering and organizing the case-related documentation necessary to support the calendar. These activities require court staff to expend significant time in manually coordinating the schedules of various stakeholders and in locating and retrieving paper case files. Our estimate of current calendaring costs was based on the following assumptions:
 - Impacted calendaring caseloads are based upon 2009/10 caseloads estimates.
 - Calendaring work effort estimates are based upon preliminary data from the 2010 Staff Workload Study.

Based upon the estimated labor time required to perform calendaring activities, Grant Thornton estimated that the current calendaring process costs the Branch over \$93.5 Million in annual labor costs.

- **Appeals preparation.** Appeals preparation describes the activities associated with preparing a disposed case for the appeals process. According to court staff, this process is highly time consuming, as court staff is required to manually copy and index case documentation and transport such documentation to the appropriate stakeholders. Depending on the complexity of the case, the process can vary from a few minutes to a number of days of court staff time to complete. Our estimate of current appeal preparation costs was based on the following assumptions:
 - Total appeals are based upon appeals data statistics from 2008-09 Court Statistics Report.
 - Average reported minutes associated with appeals preparation is based upon estimates provided by courts during interviews.

Based upon the estimated labor time required to perform appeals preparation activities, Grant Thornton estimated that the current appeals preparation process costs the Branch over \$3.98 Million in annual labor costs.

- **Background checks.** Background checks include the activities associated with retrieving and delivering the case history of individuals to justice partners and to commercial vendors. Court staff indicated that, given the large number of requests for background checks that courts receive throughout the year, this process can take up significant court staff time. Our estimate of current background check costs was based on the following assumptions:
 - The estimate of total background checks was derived from court survey responses, where a number of court stakeholders provided Grant Thornton with their annual totals for background check requests. Grant Thornton estimated statewide background check requests by making a proportional projection, based upon total reported background checks and the proportion of total state-wide case filings handled by reporting courts.
 - The average estimated time required to complete a background check is based upon estimates provided by courts during interviews.

Based upon the estimated labor time required to perform background checks, Grant Thornton estimated that the current background check process costs the Branch over \$1.75 Million in annual labor costs.

- **Administrative Inquiries.** Administrative inquiries comprise the activities associated with filling requests for the copy and review of case-related documents. Courts regularly receive such requests and often expend significant staff time responding to them. Our estimate of current administrative inquiry costs was based on the following assumptions:

- The estimate of total administrative requests was derived from court survey responses, where a number of court stakeholders provided Grant Thornton with their annual totals for copy and review requests. Grant Thornton estimated state-wide copy and review requests by making a proportional projection, based upon total reported copy and review requests and the proportion of state-wide case filings handled by reporting courts.
- The average estimated time required to complete administrative inquiries is based upon estimates provided by courts during interviews.

Based upon the estimated labor time required to respond to requests for copying and reviewing case-related documents, Grant Thornton estimated that the current administrative inquiry process costs the Branch over \$59.3 Million in annual labor costs.

- **Child Welfare Services data review.** Child Welfare Services (CWS) data review comprises the activities that social workers within the CWS agency spend entering and reviewing court data for accuracy. Social workers within the agency have reported that the data review process can take up to an hour of their time per month. The CWS agency has estimated that the time required for social workers to review and validate child welfare data costs the State of California over \$29.5 Million in annual labor costs.

These business activities comprise the baseline continuing program costs against which any business process improvements from CCMS were assessed. Table 4-6 below presents the estimated continuing program costs by fiscal year for the status quo and for the Cancel CCMS Deployment scenario. These costs total \$4,062,861,449 over the time period covered by the CBA.

	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	Total
Case Initiation	102,793,473	102,793,473	102,793,473	102,793,473	102,793,473	102,793,473	102,793,473	102,793,473	102,793,473	102,793,473	102,793,473	102,793,473	1,233,521,674.
Fee/Penalty Payment	35,143,767	35,143,767	35,143,767	35,143,767	35,143,767	35,143,767	35,143,767	35,143,767	35,143,767	35,143,767	35,143,767	35,143,767	421,725,201
Calendaring	93,474,607	93,474,607	93,474,607	93,474,607	93,474,607	93,474,607	93,474,607	93,474,607	93,474,607	93,474,607	93,474,607	93,474,607	1,121,695,286
Appeals Preparation	3,979,328	3,979,328	3,979,328	3,979,328	3,979,328	3,979,328	3,979,328	3,979,328	3,979,328	3,979,328	3,979,328	3,979,328	47,751,931
Background Checks	1,747,145	1,747,145	1,747,145	1,747,145	1,747,145	1,747,145	1,747,145	1,747,145	1,747,145	1,747,145	1,747,145	1,747,145	20,965,737
Administrative Inquiries	59,329,320	59,329,320	59,329,320	59,329,320	59,329,320	59,329,320	59,329,320	59,329,320	59,329,320	59,329,320	59,329,320	59,329,320	711,951,837
CWS Court Information Management	29,491,862	29,491,862	29,491,862	29,491,862	29,491,862	29,491,862	29,491,862	29,491,862	29,491,862	29,491,862	29,491,862	29,491,862	353,902,349
Storage Space Costs	12,612,286	12,612,286	12,612,286	12,612,286	12,612,286	12,612,286	12,612,286	12,612,286	12,612,286	12,612,286	12,612,286	12,612,286	151,347,434
Total Program Costs	338,571,787	4,062,861,449											

Table 4-6: Continuing program cost summary for the Cancel CCMS Deployment scenario

4.1.4 Return on investment

Table 4-7 below presents the summary EAW for the Cancel CCMS Deployment scenario, and depicts a summary of the project costs and benefits for the years FY 2002/03 to FY 2014/15, and then the costs and benefits for each year from FY 2015/16 to FY 2020/21. The final column shows a Total Project Cost for this scenario of \$613,442,117. This figure represents the total sunk cost of CCMS V4 from FY 2002/03 to FY 2010/11, plus the estimated cost of individually implementing new court case management systems at those courts whose current systems will require replacement. The Total Continuing Existing Costs for this scenario are \$5,324,113,776, reflecting the continued maintenance of current systems and the continued execution of status quo business processes. Since this scenario is considered the baseline scenario against which all other scenarios are compared, by definition it has an ROI of \$0.

	SUBTOTAL	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	TOTAL
Scenario 1:	Cancel CCMS/Baseline							
Total Project Costs	389,333,978.1	102,997,727.7	92,703,423.7	19,708,285.5	8,698,701.5	0.0	0.0	613,442,117
Total Cont. Exist. Costs	2,636,343,720.3	442,999,078.2	443,069,100.9	450,976,716.8	448,759,180.7	450,982,989.6	450,982,989.6	5,324,113,776
Total Alternative Costs	3,025,677,698.5	545,996,805.9	535,772,524.6	470,685,002.3	457,457,882.2	450,982,989.6	450,982,989.6	5,937,555,893
COST SAVINGS/AVOIDANCES	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0
Increased Revenues	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0
Net (Cost) or Benefit	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0
Cum. Net (Cost) or Benefit	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0

Table 4-7: Cancel CCMS Deployment summary EAW

Taking the previously mentioned assumptions into consideration, and only considering future investment costs (i.e., not considering any prior CCMS V4 costs from FY 2002/03 to FY 2010/11), Table 4-8 below presents the variation in ROI across the pessimistic, baseline, and optimistic scenarios. The variation in the Cancel CCMS Deployment ROI is due to more pessimistic or optimistic assumptions on the cost to replace existing CMS', as described in subsections 4.1.2.3 and 4.1.2.4 above.

FY 2011/12 to FY 2020/21 ROI Comparison with Optimistic/Pessimistic Scenarios			
	Pessimistic	Baseline	Optimistic
Cancel CCMS Deployment	(\$368,385,384)	0	\$102,437,385

Table 4-8: Cancel CCMS Deployment scenario comparison of optimistic and pessimistic assumptions

4.2 Full Deployment of CCMS

This subsection presents our analysis of the costs and benefits of fully deploying CCMS V4 to all 58 trial courts. Subsection 4.2.1 presents a summary of the alternative, subsection 4.2.2 presents the costs associated with this alternative, subsection 4.2.3 presents the benefits of this alternative, and subsection 4.2.4 presents the ROI associated with this alternative.

4.2.1 Summary of alternative

This scenario assumes that CCMS is deployed state-wide to all 58 superior courts. Within this scenario, Grant Thornton assumes that all courts will operate on a standard CCMS platform maintained by AOC at the CCTC. AOC will also implement an enterprise DMS solution that will also be maintained at the CCTC. Courts that have already established a DMS at the time of CCMS deployment will have their DMS solutions integrated with CCMS. For those courts that do not have a DMS at the time of CCMS deployment, their CCMS deployment will also include integration with the enterprise DMS, which will become part of the court's CCMS solution. AOC will also implement electronic interfaces with those State and local JPs that are prepared to exchange data electronically with each court.

This scenario assumes a mixture of vendor and AOC labor to deploy the CCMS implementation. In this scenario, the AOC would contract with one or more implementation vendors to assist with the following early adopter, large, and extra-large courts:

- San Diego
- Ventura
- San Luis Obispo
- Fresno
- Orange
- Sacramento
- San Joaquin
- Santa Clara
- Alameda
- Riverside
- San Bernardino
- San Francisco
- Los Angeles

The AOC would use internal staffing resources to deploy CCMS to the remaining 45 courts.

Figure 4-2 below presents the schedule for the 58 court deployment scenario.

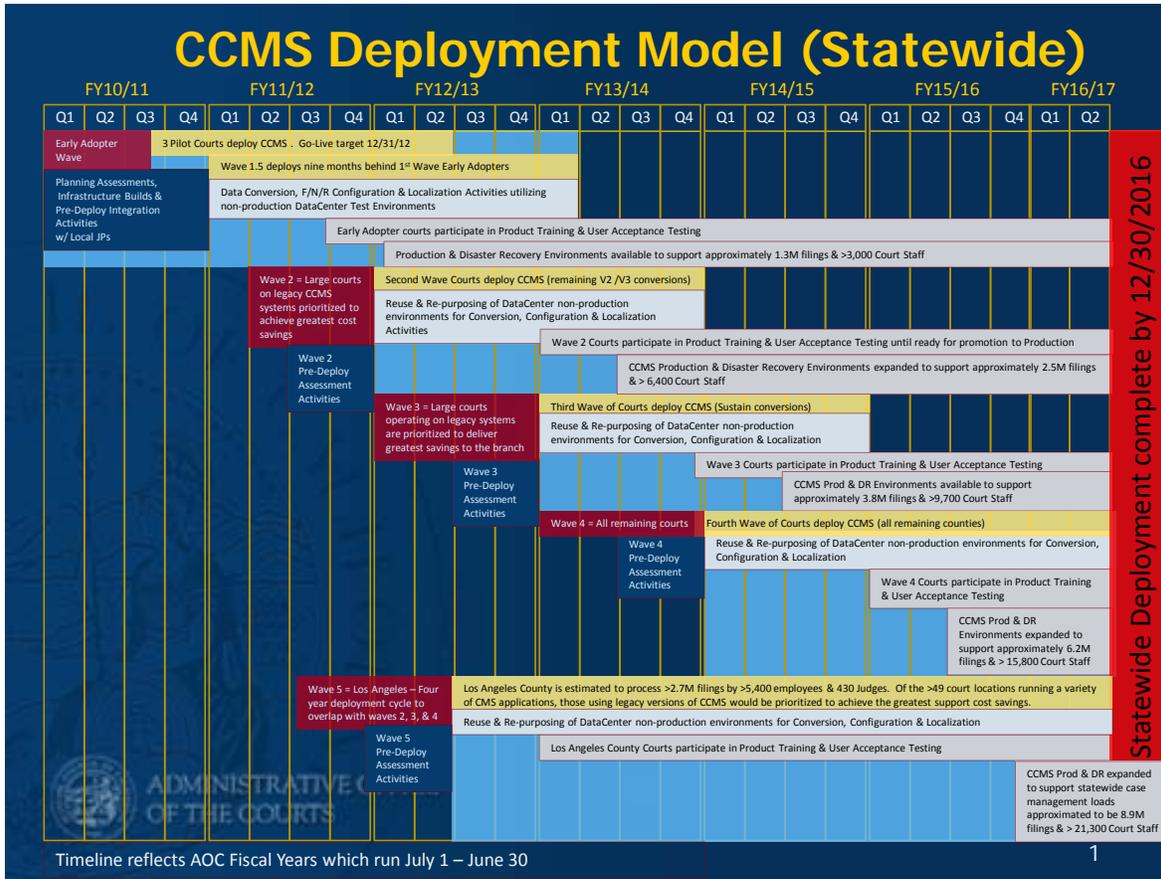


Figure 4-2: 58 court deployment scenario schedule

Figure 4-3 below presents the components of the 58 court deployment scenario that are presented in the following subsections.

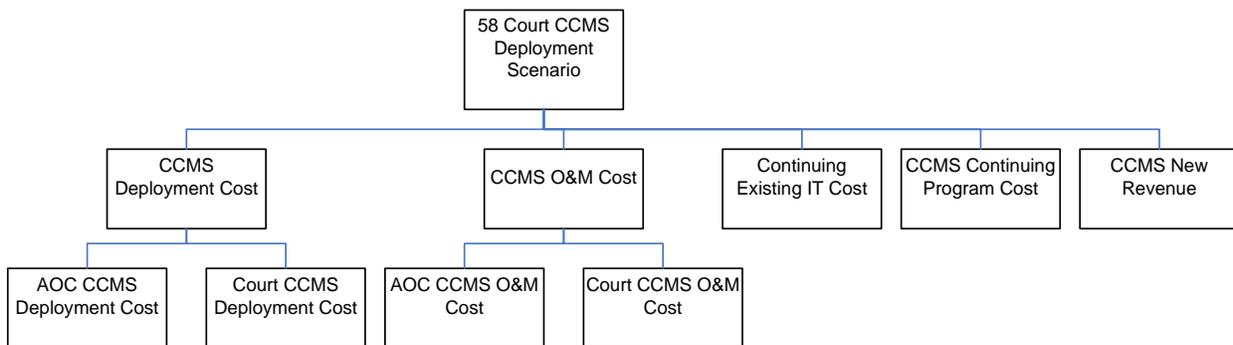


Figure 4-3: 58 court deployment scenario cost benefit analysis components

The primary components of this scenario that contribute to the CBA are:

- CCMS deployment costs.** CCMS deployment costs that are to be funded by state-level resources are based on deployment budget estimates from AOC CCMS project leadership. Court deployment costs are based on estimates of the staffing expenses that would be required for courts to effectively support the CCMS deployment for their court. In addition, where a DMS implementation is

assumed to occur at a court prior to CCMS deployment, those costs are included as court CCMS deployment costs.

- **CCMS operations and maintenance costs.** CCMS operations and maintenance costs are based on figures from AOC CCMS project leadership. Court CCMS operations and maintenance costs primarily reflect assumed out-of-pocket expenses for courts during ongoing CCMS operations.
- **Continuing IT costs.** Courts are assumed to continue to expend resources on the operations and maintenance of their current CMS' system at the current rate until CCMS is implemented at their court. Current CMS IT costs are based on our data collection and on interviews with courts to understand their current IT expenditures.
- **Continuing program costs.** The increased automation and more efficient business practices to be delivered by CCMS are assumed to impact each court's operations after that court has deployed CCMS. The business process efficiencies delivered by CCMS have the effect of reducing state-wide Continuing Program Costs as courts deploy CCMS.
- **CCMS new revenue.** Three new system usage fees are assumed to be imposed after CCMS is deployed at each court. These fees help to offset CCMS deployment and operations costs.

4.2.2 Costs

This subsection document the costs associated with deploying CCMS to all 58 courts.

4.2.2.1 CCMS deployment costs

The total deployment cost for CCMS is the sum of the deployment costs to be funded with state-level resources, plus the deployment costs that must be borne by the trial courts. Table 4-9 presents the total deployment costs for the 58 court CCMS deployment, by fiscal year. This table also includes all expenditures on CCMS V4 development from FY 2002/03 to FY 2010/11. The total deployment cost for CCMS V4 is estimated to be \$1,370,646,578. This cost comprises the following elements:

- \$1,143,062,566 in state-level deployment costs which are described in subsection 4.2.2.1.1; and
- \$227,584,012 in court deployment costs which are described in subsection 4.2.2.1.2.

One-Time IT Project Costs	2002/3-09/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	TOTAL
Staff (Salaries & Benefits)	14,496,976	5,673,209	36,075,165	39,004,847	56,163,569	59,552,875	32,839,625	17,926,232	261,732,498
Hardware Purchase	0	955,170	15,698,225	0	152,446	290,990	138,544	69,272	17,304,647
Software Purchase/License	0	0	5,914,438	6,166,216	10,718,367	882,670	420,251	210,125	24,312,067
Telecommunications	0	0	0	0	0	0	0	0	0
Contract Services	0	0	0	0	0	0	0	0	0
Software Customization	115,440,235	403,903	2,434,007	3,364,588	0	0	0	0	121,642,733
Project Management	25,277,277	24,257,287	81,394,835	124,586,708	182,210,160	174,281,928	52,290,821	4,863,541	669,162,556
Project Oversight	0	0	0	0	0	0	0	0	0
IV&V Services	0	0	0	0	0	0	0	0	0
Other Contract Services	17,939,278	1,580,750	0	0	0	0	0	0	19,520,028
TOTAL Contract Services	158,656,790	26,241,940	83,828,842	127,951,296	182,210,160	174,281,928	52,290,821	4,863,541	810,325,317
Data Center Services	28,690,504	16,851,044	18,830,460	20,285,835	51,860,952	71,863,125	30,071,052	12,125,195	250,578,168
Agency Facilities	0	0	0	0	0	0	0	0	0
Other	3,462,630	2,931,250	0	0	0	0	0	0	6,393,880
Total One-time IT Costs	205,306,900	52,652,613	160,347,131	193,408,194	301,105,493	306,871,588	115,760,293	35,194,365	1,370,646,578

Table 4-9: Total estimated CCMS deployment costs for 58 court deployment

4.2.2.1.1 State-level CCMS deployment costs

The estimated state-level CCMS deployment costs were based on information provided by AOC CCMS project leadership. The estimates assume the following:

- The AOC will deploy CCMS at 45 courts using internal resources. An external vendor would be used to support deployment at the remaining 13 medium, large, and extra-large courts.
- All courts are assumed to run their CCMS instance at the CCTC.
- AOC will implement an enterprise DMS. Those courts who do not have a local DMS at the time of CCMS deployment at their court will use the enterprise DMS. The development costs of integrating this DMS with CCMS will be entirely funded by state-level resources.
- Those courts with a pre-existing locally maintained DMS will have the DMS integrated with CCMS. CCMS integration costs will be funded with state-level resources.
- AOC will implement the court's side of electronic JP interfaces for all JP's ready and willing to implement such an interface. The JPs will pay for their side of the interface.

Table 4-10 presents the state-level deployment costs for the 58 court CCMS deployment, by fiscal year. This table also includes all state-level expenditures on CCMS V4 development from FY 2002/03 to FY 2010/11. The state-level deployment cost for CCMS V4 is estimated to be \$1,143,062,566.

One-Time IT Project Costs	2002/3-09/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	TOTAL
Staff (Salaries & Benefits)	14,496,976	5,673,209	2,199,807	2,318,448	3,071,369	3,140,555	2,912,280	2,962,559	\$36,775,204
Hardware Purchase	0	955,170	15,698,225	0	0	0	0	0	\$16,653,395
Software Purchase/License	0	0	5,914,438	6,166,216	10,255,948	0	0	0	\$22,336,602
Telecommunications	0	0	0	0	0	0	0	0	\$0
Contract Services									\$0
Software Customization	115,440,235	403,903	2,434,007	3,364,588	0	0	0	0	\$121,642,733
Project Management	25,277,277	24,257,287	81,394,835	124,586,708	182,210,160	174,281,928	52,290,821	4,863,541	\$669,162,556
Project Oversight	0	0	0	0	0	0	0	0	\$0
IV&V Services	0	0	0	0	0	0	0	0	\$0
Other Contract Services	17,939,278	1,580,750	0	0	0	0	0	0	\$19,520,028
TOTAL Contract Services	158,656,790	26,241,940	83,828,842	127,951,296	182,210,160	174,281,928	52,290,821	4,863,541	\$810,325,317
Data Center Services	28,690,504	16,851,044	18,830,460	20,285,835	51,860,952	71,863,125	30,071,052	12,125,195	\$250,578,168
Agency Facilities	0	0	0	0	0	0	0	0	\$0
Other	3,462,630	2,931,250	0	0	0	0	0	0	\$6,393,880
Total One-time IT Costs	205,306,900	52,652,613	126,471,772	156,721,795	247,398,429	249,285,608	85,274,153	19,951,295	1,143,062,566

Table 4-10: Estimated state-level CCMS deployment costs for 58 court deployment

4.2.2.1.2 Court CCMS deployment costs

The CCMS deployment costs to be borne by the courts were estimated based on the following assumptions:

- **CCMS staffing costs.** The costs to the courts associated with devoting IT and business staff to the CCMS deployment were extrapolated from estimates developed by two early adopter courts. On average the early adopter courts estimated that almost 9% of their staff would need to be dedicated to the CCMS deployment for two years. Based on conversations with these courts and on court experiences with prior CCMS V3 deployments, we assumed that this figure could be halved for non-early adopter courts. This assumption presumes that lessons learned from the early adopter courts will be leveraged in later deployments, including the adoption by later courts of standardized business processes piloted by the early adopter courts.
- **DMS staffing costs.** The following assumptions were made regarding DMS staffing costs:
 - Twelve courts currently have a DMS that is integrated with their current CMS (based on the results of the electronic survey conducted by Grant Thornton).
 - One third of the remaining 46 courts are assumed to implement a locally maintained DMS prior to deployment of CCMS at their court. To implement the DMS, each court will dedicate 10% of their staff for one year to the DMS deployment. This estimate is based on research conducted during the preparation of the DMS Request for Proposal (RFP) currently in development by AOC and multiple courts.

- Those courts without a DMS at the time of CCMS deployment will use the enterprise DMS implemented by AOC at the CCTC. To support deployment of the DMS at their court, each court will dedicate the equivalent 5% of their staff for one year to the DMS deployment (this is in addition to the staff dedicated to CCMS deployment).
- **DMS hardware and software costs.** Those courts that do not currently have a DMS integrated with their CMS, but that are assumed to implement a local DMS prior to CCMS deployment at their court, are assumed to incur DMS hardware procurement costs. DMS software costs will be covered by AOC as part of the enterprise license. These costs are based on estimates developed by Santa Clara court for their DMS CBA.

Based on these assumptions, the estimated court deployment costs for CCMS are presented in Table 4-11 below.

	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	TOTAL
CCMS							
Staff	\$26,374,089	\$29,439,853	\$41,434,051	\$39,952,105	\$19,070,130	\$9,535,065	\$165,805,293
DMS							
Staff	\$7,501,270	\$7,246,547	\$11,658,149	\$16,460,216	\$10,857,215	\$5,428,607	\$59,152,002
Hardware	\$0	\$0	\$152,446	\$290,990	\$138,544	\$69,272	\$651,252
Software	\$0	\$0	\$462,419	\$882,670	\$420,251	\$210,125	\$1,975,465

Table 4-11: Estimated court CCMS deployment costs

Based on Table 4-11, the total court deployment cost for CCMS V4 is \$227,584,012 as presented in Table 4-12 below.

One-Time IT Project Costs	2002/3-09/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	TOTAL
Staff (Salaries & Benefits)	0	0	33,875,358	36,686,399	53,092,200	56,412,320	29,927,345	14,963,672	\$224,957,295
Hardware Purchase	0	0	0	0	152,446	290,990	138,544	69,272	\$651,252
Software Purchase/License	0	0	0	0	462,419	882,670	420,251	210,125	\$1,975,465
Total One-time IT Costs	0	0	33,875,358	36,686,399	53,707,064	57,585,980	30,486,140	15,243,070	\$227,584,012

Table 4-12: Total estimated court CCMS development and deployment costs

4.2.2.2 CCMS operations and maintenance costs

Estimated CCMS operations and maintenance costs are based on the following assumptions:

- **State-level CCMS and DMS operations and maintenance costs.** The state-level costs for maintaining and operating the CCMS and DMS infrastructure at the CCTC are based on estimates provided by AOC CCMS project leadership.
- **Court CCMS operations and maintenance costs.** Since all CCMS instances are assumed to run at the CCTC, there are few operations and maintenance costs that must be paid for by the courts. Our

cost benefit analysis assumes no chargeback of CCMS costs by the AOC to the courts. Court CCMS operations and maintenance costs are limited to out of pocket local expenses such as training new staff on CCMS, participating in the CCMS governance process with the AOC, and local testing of new changes to CCMS. We assume that these costs are equal to 10% of state-level CCMS operations and maintenance costs.

- **Court DMS operations and maintenance costs.** Those courts that do not currently have a DMS integrated with their CMS, but that are assumed to implement a local DMS prior to CCMS deployment at their court, are assumed to pay DMS hardware maintenance charges. DMS software costs will be covered by AOC as part of the enterprise license. These charges are based on estimates developed by Santa Clara court for their DMS CBA.

Table 4-13 below presents the estimated CCMS operations and maintenance costs by fiscal year. Once all courts are deployed on CCMS, annual CCMS operations and maintenance costs are estimated to be \$100,675,677 per year.

Continuing IT Project Costs	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	TOTAL
Staff (Salaries & Benefits)	0	5,929,150	7,010,262	14,548,608	17,319,184	19,286,943	19,416,113	19,416,113	19,416,113	19,416,113	19,416,113	161,174,715
Hardware Lease/Maintenance	0	1,027,363	1,062,631	1,509,072	1,546,808	2,305,261	2,339,367	2,674,710	2,674,710	2,674,710	2,674,710	20,489,341
Software Maintenance/Licenses	0	0	0	135,151	135,151	385,191	385,191	495,743	495,743	495,743	495,743	3,023,658
Contract Services	11,811,987	23,570,886	25,081,450	30,368,945	30,423,390	30,432,092	30,432,092	30,432,092	30,432,092	30,432,092	30,432,092	303,849,212
Data Center Services	756,000	20,178,777	23,790,391	28,539,818	29,642,054	46,365,315	47,657,018	47,657,018	47,657,018	47,657,018	47,657,018	387,557,444
Total Continuing IT Costs	12,567,987	50,706,175	56,944,735	75,101,594	79,066,588	98,774,802	100,229,781	100,675,677	100,675,677	100,675,677	100,675,677	876,094,369

Table 4-13: Estimated CCMS operations and maintenance costs

4.2.2.3 Continuing current system costs

Continuing current system IT costs are based on survey responses from the IT cost survey conducted by Grant Thornton. Continuing current system IT costs include two costs: Existing IT Costs and Supplemental Funding Costs.

Table 4-14 below presents an estimate of existing and projected IT costs and AOC supplemental funding costs based on the 58 court deployment scenario. The table presents cost estimates for FY 2010/11 through FY 2020/21.

In this scenario, total existing IT costs for the 10 year period are approximately \$569M. These are the total estimated direct and relevant costs for all 58 courts to maintain their existing CMS' until they are replaced by CCMS. Deployment of CCMS starts in FY 2013/14 with all courts rolling off their current case management system and onto CCMS by FY 2017/18.

AOC supplemental funding totals approximately \$129 M over this same period. Year-to-year costs vary from approximately \$27 M to \$0. As courts with V2, V3 and SJE technologies are deployed to CCMS, supplemental funding will no longer be provided by AOC for these technologies.

Continuing Information Technology Costs	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	TOTAL
Staff (salaries & benefits)	28,057,854	30,115,960	28,035,697	25,600,842	18,911,559	12,785,512	12,969,861	6,848,208	163,325,492
Hardware Lease/Maintenance	1,988,408	4,882,356	7,057,961	2,352,388	1,135,328	2,322,747	2,355,691	365,263	22,460,141
Software Maintenance/Licenses	12,708,962	12,147,600	12,073,550	12,123,315	10,574,803	6,489,837	6,608,472	3,546,018	76,272,558
Contract Services	11,528,844	11,083,720	8,805,003	8,040,630	6,699,367	5,474,120	5,429,767	2,749,482	59,810,932
Data Center Services	17,737,134	18,064,832	17,564,669	16,417,316	15,910,039	10,486,598	10,628,118	5,522,655	112,331,361
Agency Facilities	24,255	24,905	27,325	28,071	20,906	13,614	14,160	6,166	159,404
Other	24,580,827	30,050,912	24,529,833	21,551,509	22,396,151	11,391,913	420,324	147,150	135,068,619
Total IT Costs	96,626,283	106,370,287	98,094,038	86,114,071	75,648,153	48,964,341	38,426,392	19,184,943	569,428,508

Table 4-14: Estimated continuing current system IT costs for the 58 court deployment scenario

4.2.2.4 Optimistic scenario

In addition to developing a “baseline” estimate of total costs project associated with this scenario, we also developed an ‘optimistic’ version of the scenario that enables ROI figures to be estimated in the case that more favorable assumptions are used. For CCMS deployment costs for the 58 court deployment scenario, we also considered a version of the scenario where state-level deployment costs were 20% less than our baseline estimate and where court deployment costs were 30% less than our baseline estimate. Table 4-15 presents the results of this analysis, which estimates a total CCMS deployment cost of \$1,097,644,717.

One-Time IT Project Costs	2002/3-09/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	TOTAL
Staff (Salaries & Benefits)	14,496,976	5,673,209	16,304,358	44,260,236	89,743,882	72,272,723	13,858,627	6,859,149	\$263,469,161
Hardware Purchase	0	955,170	15,698,225	0	152,446	290,990	138,544	69,272	\$17,304,647
Software Purchase/License	0	0	5,914,438	0	462,419	572,697	420,251	210,125	\$7,579,930
TOTAL Contract Services	158,656,790	26,241,940	64,367,906	76,775,162	85,168,090	87,278,299	39,494,771	2,750,237	\$540,733,195
Data Center Services	28,690,504	16,851,044	16,722,040	18,057,415	53,132,532	73,134,705	31,342,632	24,233,032	\$262,163,905
Other	3,462,630	2,931,250	0	0	0	0	0	0	\$6,393,880
Total One-time IT Costs	205,306,900	52,652,613	119,006,966	139,092,814	228,659,369	233,549,414	85,254,826	34,121,815	\$1,097,644,717

Table 4-15: Optimistic 58 court deployment CCMS deployment costs

4.2.2.5 Pessimistic scenario

In addition to developing a “baseline” estimate of total costs project associated with this scenario, we also developed a ‘pessimistic’ version of the scenario that enables ROI figures to be estimated in the case that less favorable assumptions are used. For CCMS deployment costs for the 58 court deployment scenario, we also considered a version of the scenario where each deployment wave took three years to complete, state-level deployment costs were 40% higher than our baseline estimate and court deployment costs were 30% higher than our baseline estimate. Table 4-16 presents the results of this analysis, which estimates a total CCMS deployment cost of \$1,969,747,055.

One-Time IT Project Costs	2002/3-09/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	TOTAL
Staff (Salaries & Benefits)	14,496,976	5,673,209	31,446,078	65,336,786	164,574,514	108,488,032	64,227,696	52,600,461	69,283,794	44,666,485	20,953,704	\$641,747,734
Hardware Purchase	0	955,170	15,698,225	0	0	0	101,631	101,631	217,084	115,454	0	\$17,189,194
Software Purchase/ License	0	0	5,914,438	0	0	0	308,279	308,279	658,488	350,209	0	\$7,539,694
TOTAL Contract Services	158,656,790	26,241,940	80,459,882	95,968,953	149,044,158	152,737,024	69,115,850	69,115,850	69,115,850	69,115,850	34,557,925	\$974,130,070
Data Center Services	28,690,504	16,851,044	16,722,040	18,057,415	53,132,532	73,134,705	31,342,632	24,233,032	24,233,032	24,233,032	12,116,516	\$322,746,483
Other	3,462,630	2,931,250	0	0	0	0	0	0	0	0	0	\$6,393,880
Total One-time IT Costs	205,306,900	52,652,613	150,240,663	179,363,154	366,751,204	334,359,761	165,096,087	146,359,252	163,508,247	138,481,029	67,628,145	\$1,969,747,055

Table 4-16: Pessimistic 58 court deployment CCMS deployment costs

4.2.3 Benefits

This subsection documents the benefits associated with the 58 court CCMS deployment scenario. Subsection 4.2.3.1 presents qualitative (i.e., not quantifiable) benefits associated with statewide deployment of CCMS, while subsection 4.2.3.2 presents quantitative benefits and subsection 4.2.3.3 describes new CCMS revenue.

4.2.3.1 Qualitative benefits

Within the 58 court CCMS deployment scenario, the Branch should realize a variety of qualitative benefits that will significantly improve its case management business environment. The following are some of the key qualitative improvements that should result from the state-wide deployment of CCMS:

- **Establishment of Branch-wide venue transparency.** Within the current environment, courts have limited access to case information across jurisdictions, which hinder justice stakeholders from being able to consider the complete picture during cases. CCMS will enable courts to obtain the complete picture from case file information across all State courts.
- **Promoting equal access to justice.** The implementation of CCMS should help to level the playing field and promote equal access to justice. CCMS was designed to allow the viewing and exchange of trial court case information and associated documentation across local jurisdictional boundaries and the exchange of information at the court-to-county, court-to-state partner, state-to-state, and state-to-federal levels. The statewide data reporting warehouse will enable information to be reported in a consistent manner, allowing for analysis of court performance not currently possible and making the judiciary more accountable to the public.
- **24x7 information access.** Within the current environment, access to paper-based case files is limited to business hours. With the CCMS system, stakeholders will have virtual access to documents whenever they are needed.
- **Visibility across case types.** Within the current case management environment, the limitations of many case management systems make it difficult for judicial staff to access records across case types. Within the CCMS environment, judicial staff will be able to access all offender records across case types, giving judicial officers a comprehensive view of offender activities.
- **Comprehensive statistics that drive ongoing improvements.** With a State-wide case management solution, administrative staff will be able to identify regional and Branch-wide data trends to proactively respond to judicial needs. Improved reporting will enable the judiciary to make more informed policy decision that will enable the courts to identify additional opportunities to improve efficiency.
- **More timely information to field officers.** Technological limitations can make it difficult for justice partners and their field staff to maintain up-to-date judicial information on offenders. Within the CCMS business environments, justice partners will be able to access up-to-date statewide court information on offenders, empowering justice partners and their field staff to address justice needs more effectively.
- **Implementation of electronic notifications.** Implementing CCMS would enable courts to send standard notices to frequent court users electronically. This will reduce costs and improve the timeliness of notifications.
- **Earlier receipt of payment for traffic cases.** In the current environment, traffic cases can often not be paid promptly by offenders, because delays in the processing and entry of such cases make them unavailable to be processed. CCMS will enable courts to promptly enter traffic citations, so that they can be paid more promptly by traffic offenders.
- **Reduced redundant data entry and improved data quality.** Because many of the State's justice systems are not integrated, data must often be entered and re-entered across various justice systems, providing opportunities for delays and errors. Within the CCMS business environment, data can be maintained and transmitted electronically, thereby reducing the need for redundant data entry and improving data quality.

- **Prompt recording of minute orders.** CCMS will enable minute orders to be recorded directly in the court room and produced immediately. Producing minute orders immediately will improve compliance with judicial orders, by providing clear instructions immediately and enabling the recipient to review the minute order to identify errors or obtain clarifications where necessary.
- **The unification of family court cases.** In the current environment, cases involving the same family member can be heard in different courts that may not know that the family is involved in multiple cases. This can lead to numerous problems, including conflicting orders. By linking individuals to family units and linking one family unit to another, and by providing a State-wide repository of case information, CCMS will support the ability of the courts to relate family cases and family members.
- **Allowing judges to manage caseloads more efficiently.** By providing a common application across all case types and jurisdictions, CCMS will enable assigned judges to be much more efficient in the preparation of assigned cases.
- **More efficient intake of offenders by CDCR.** When inmates are transitioned from county to state institutions, they are transferred along with extensive paper-based court documentation, including:
 - Minute orders
 - Abstracts of Judgment
 - Sentencing Transcripts
 - Charging Document
 - PO Report
 - Arrest Reports

As inmates arrive at institutions with their court documentation, institution administrative staff must manually enter portions of the documentation into the CDCR Offender Based Information System (OBIS). CDCR is currently developing a Strategic Offender Management System (SOMS), which will significantly integrate and improve offender management activities across the department's 33 institutions. As SOMS is rolled out to the institutions, CDCR will be able to establish integration links that will allow institutions to send and receive inmate information electronically. As CCMS V4 is rolled out across the judiciary, the AOC will be able to establish integration links with the CDCR to electronically transmit data that is currently entered manually, thereby eliminating this manual data entry. This integration will likely result in quantifiable savings in CDCR staff time after CCMS and SOMS are deployed, but since CDCR was unable to accurately estimate either the costs or benefits of this integration at this time these benefits were not included when estimating CCMS ROI.

- **Less clean-up of court data required by DOJ.** Within their document *California's Court Case Management System Data Integration Benefits: To Courts and Partners*, the AOC indicates that, in 2009, DOJ had 65 staff members dedicated to the clean-up of court criminal history records. It is likely that a substantial level of this workload will be reduced with the implementation of CCMS. During discussions with DOJ staff, DOJ indicated that it had not completely assessed the degree of benefit that the Department would yield from data integration with CCMS, and that such assessment was only in the initial stages. While CCMS integration with DOJ will likely result in some level of cost reduction for DOJ, since DOJ was unable to accurately estimate either the costs or benefits of this integration at this time these benefits were not included when estimating CCMS ROI.

It is important to note that many of the above benefits are dependent on the State-wide deployment of CCMS, since a reduction in the percentage of cases in the system will reduce those benefits related to State-

wide data access and venue transparency. Additionally, many of the above benefits require implementation of a DMS, e-filing and electronic JP integration to be fully realized.

4.2.3.2 Quantitative benefits

This subsection presents the quantitative benefits for the 58 court deployment scenario. These benefits take the form of reductions in the costs of executing the business processes described in subsection 4.1.3 above. The benefits related to reduced continuing program costs have been estimated based upon the following assumptions:

- **Deployment waves.** As each CCMS Wave is deployed, a certain percentage of the total state-wide case file volume will be operating in the CCMS environment, while the remaining percentage will continue within the legacy business environment. The percentage of state-wide case file volume within CCMS will be impacted by the changes in business processes that will come with CCMS deployment. Based upon the 58 court scenario rollout schedule, Grant Thornton assumed the following:
 - **Wave 1:** 12.72% of total filings will be impacted;
 - **Wave 2:** 28.18% of total filings will be impacted;
 - **Wave 3:** 68.99% of total filings will be impacted; and
 - **Wave 4:** 100% of total filings will be impacted.
- **Case initiation.** Grant Thornton made the following assumptions related to changes to the costs of case initiation:
 - **Work effort estimates.** Based upon the consistent feedback from courts that have completed similar projects in the past, Grant Thornton has estimated that the time required to key-enter each new paper case filing will double after CCMS is implemented. This is because most courts will be required to input significantly more data during the case initiation effort than they are required to enter in the current environment. This increase in per-case file data entry will be offset to the extent that courts implement e-filing solutions and that State and local JPs are integrated with CCMS.
 - **State and local JPs.** As courts deploy CCMS, they will be better able to take advantage of electronic case transmittal from JPs, provided those JPs have integrated their systems with CCMS. This integration will significantly reduce the need to manually enter case file data. For example, the California Highway Patrol (CHP) is currently implementing an e-Citations solution, which will permit the agency to electronically transmit citation data to all CCMS courts hosted at the CCTC. CHP citations account for approximately 2.6 Million (or over one third) of all annually reported court infractions.

The ability of the courts to realize these benefits will depend largely on the degree to which courts leverage the CCMS system for JP integration, and the degree to which State and local JPs are capable of transferring case data electronically. Court stakeholders expressed mixed opinions about the degree to which local and State JPs will have the resources to facilitate data integration with the courts. Given the huge benefit that the courts would yield from such integration, courts have indicated that they are working with their respective JP to develop solutions.

In our analysis, Grant Thornton made the following assumptions regarding the degree that courts will electronically receive JP data:

- CHP citations will be received 100% electronically;

- 90% of extra large and large sized court case filing data will be received electronically;
- 50% of medium sized court case filing data will be received electronically;
- 10% of small and extra small sized court case filing data will be received electronically;

This results in a state-wide weighted average of 73.34% of case filings being received electronically across all case types, except infractions. For infractions, given the significant number of infractions that originate from CHP and the expectation that all of their citation data will be electronically transferred, Grant Thornton assumed that 86.8% of infraction data will be received electronically by the courts.

- **Fee and Penalty Payment Processing.** Given the manual and time-consuming nature of the legacy fee and penalty processing environment, Grant Thornton assumed that the estimated work effort for processing fees and penalties will reduce by 75% within the CCMS business environment.
- **Calendaring.** Given the manual and time-consuming nature of the current calendaring environment, Grant Thornton assumed that the estimated work effort for calendaring activities will reduce by 80% within the CCMS business environment. This assumption was contingent on an integrated DMS being part of the CCMS solution at each court.
- **Appeals preparation.** Given the extensive time and effort associated with copying and indexing files for the appeals process, Grant Thornton assumes that the estimated work effort for appeals preparation activities will reduce by 75% within the CCMS business environment. This assumption was contingent on an integrated DMS being part of the CCMS solution at each court.
- **Background checks.** Grant Thornton assumes that work effort to complete background checks will reduce by 75% within the CCMS business environment. This assumption was contingent on an integrated DMS being part of the CCMS solution at each court.
- **Administrative Inquiries.** Grant Thornton assumed that after CCMS is deployed at each court, copy and review activities will be performed in a self-service environment, and that clerks will only conduct cashiering activities for this function in the future. As such, Grant Thornton assumed that work effort associated with this function will be reduced by 90%.
- **CWS data review.** Grant Thornton assumed that as CCMS is implemented at each court, case data for CWS will be completely automated, requiring no further manual review effort. As such Grant Thornton assumes that this cost will progressively reduce until the cost will be zero once CCMS is implemented state-wide.
- **Storage space costs.** Grant Thornton assumed that, as paper-based files are transitioned to the CCMS environment, the need for storage space, and its related costs, will reduce over time. Grant Thornton assumed that as courts transition their paper case files to the CCMS environment, each court will experience an annual reduction in total storage space costs of 14%. This is to say that in the first year after CCMS deployment, courts will reduce their paper case file storage costs by 14% compared to pre-CCMS costs, in the second year by 28%, in the third year by 42% and so on. Our estimate of 14% is based upon the Santa Clara Superior Court's DMS CBA.
- **Time to realize benefits.** Courts consistently told Grant Thornton that in prior case management system implementations (including CCMS V3) benefits did not begin to accrue immediately upon system implementation. In fact, almost all courts experienced a reduction in business process efficiency – including significant case file backlogs in many instances – for many months post-implementation. The time required to fully transition to the new system and to begin to achieve the full benefits of the new environment varied significantly. Based on prior experiences, courts

estimated that it could take between 6 to 24 months post-CCMS deployment before full CCMS benefits would begin to be realized. Based on this information, Grant Thornton assumed that the above CCMS-related benefits would begin to be realized 12 months after CCMS deployment at each court.

Based upon the above assumptions, Grant Thornton estimated that the 58 court deployment scenario would result in a continuing program cost of \$2,752,247,307 through FY 2020/21. This equates to an approximately \$1.3 Billion reduction in program costs over the same period compared to the status quo costs presented in subsection 4.1.3 above. Table 4-17 below provides a summary of estimated continuing program costs for the 58 court deployment scenario.

	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	Totals
Case Initiation	\$110,474,244	\$110,474,244	\$110,474,244	\$110,474,244	\$105,932,830.33	\$101,391,416.58	\$90,360,373	\$61,230,550	\$50,162,132	\$39,093,714	\$39,093,714	\$39,093,714	\$968,255,420
Fee/Penalty Payment	\$35,143,767	\$35,143,767	\$35,143,767	\$35,143,767	\$33,466,813.83	\$31,789,860.90	\$27,716,561	\$16,960,143	\$12,873,042	\$8,785,942	\$8,785,942	\$8,785,942	\$289,739,313
Calendaring	\$93,474,607	\$93,474,607	\$93,474,607	\$93,474,607	\$88,716,930.36	\$83,959,253.55	\$72,402,909	\$41,885,918	\$30,290,420	\$18,694,921	\$18,694,921	\$18,694,921	\$747,238,624
Appeals Preparation	\$3,979,328	\$3,979,328	\$3,979,328	\$3,979,328	\$3,789,446.29	\$3,599,564.96	\$3,138,345	\$1,920,396	\$1,457,614	\$994,832	\$994,832	\$994,832	\$32,807,173
Background Checks	\$1,747,145	\$1,747,145	\$1,747,145	\$1,747,145	\$1,663,776.34	\$1,580,407.95	\$1,377,907	\$843,160	\$639,973	\$436,786	\$436,786	\$436,786	\$14,404,162
Administrative Inquiries	\$59,329,320	\$59,329,320	\$59,329,320	\$59,329,320	\$55,884,072.55	\$52,438,825.36	\$44,283,087	\$22,492,448	\$14,212,690	\$5,932,932	\$5,932,932	\$5,932,932	\$444,427,198
CWS Court Information Management	\$29,491,862	\$29,491,862	\$29,491,862	\$29,491,862	\$27,615,513.92	\$25,739,165	\$21,181,536	\$9,146,143	\$4,573,071	\$0	\$0	\$0	\$206,222,879
Storage Space Costs	\$4,931,515	\$4,931,515	\$4,931,515	\$4,931,515	\$4,843,663	\$4,649,116	\$4,274,416	\$3,719,563	\$3,525,017	\$3,150,317	\$2,775,617	\$2,488,768	\$49,152,537
Total Program Costs	\$338,571,787	\$338,571,787	\$338,571,787	\$338,571,787	\$321,913,047	\$305,147,611	\$264,735,135	\$158,198,321	\$117,733,959	\$77,089,444	\$76,714,744	\$76,427,896	\$2,752,247,307

Table 4-17: Continuing program cost summary for 58 court deployment scenario

4.2.3.3 Revenues

As the Branch rolls out CCMS functionality and transitions its case files to the new business environment, the AOC intends to generate new revenues by charging the public for CCMS-related services. Within our analysis, Grant Thornton assumed that the AOC will be able to generate revenues from name search activities, from requests for electronic documents, and by applying a surcharge for on-line traffic ticket payments. The benefits related to increased revenues for these new revenues streams have been estimated based upon the following assumptions:

- **Name Search Fee.** As courts transition their paper case files to the CCMS environment, AOC intends to generate revenues by charging customers a fee for conducting name searches. Grant Thornton developed revenue projections based upon the following assumptions:
 - Grant Thornton assumed that the AOC will be legally permitted to assess such fees.
 - Name search volume estimates are based upon projections from actual Los Angeles Superior Court name search request data.
 - AOC would assess a \$4.00 fee on all name search requests.
 - Grant Thornton assumed that the AOC would not collect revenue from courts that already assess such fees, including Los Angeles, Kern, San Bernardino and Yolo.
- **Electronic Document Fee.** As courts begin to manage their case files within the CCMS/DMS environment, AOC intends to generate revenues by charging customers a fee for conducting electronic document searches. Grant Thornton developed revenue projections based upon the following assumptions:
 - Grant Thornton assumed that the AOC will be legally permitted to assess such fees.
 - Electronic document request estimates are based upon projections from actual Los Angeles Superior Court electronic document request data.
 - AOC would assess an average fee of \$7.50 for all document requests.
 - Grant Thornton assumed that the AOC would not collect revenue from courts that already assess such fees, including Los Angeles, Kern, San Bernardino and Yolo.
- **Credit Card Transaction Fee.** As courts rollout the CCMS system, the AOC intends to charge traffic offenders a \$10.00 fee for disposition penalties that are paid by credit card. Grant Thornton developed revenue projections based upon the following assumptions:
 - Estimates of FY 2009/10 dispositions are based upon FY 2008/09 actual disposition data provided by AOC. Grant Thornton projected FY 2009/10 disposition numbers by calculating the percentage change between FY 2007/08 and FY 2008/09, then using this percentage to project FY 2009/10 numbers. Disposition numbers were assumed to remain constant from FY 2009/10 onwards.
 - Grant Thornton assumed that AOC will be able to collect the fee on a percentage (38.9%) of all traffic dispositions. Our estimated percentage of dispositions paid with a credit card is based upon actual data for the Los Angeles Superior Court.
 - Grant Thornton assumed that the fee will be assessed for traffic tickets processed by courts after they have been transitioned into the CCMS environment.

Table 4-18 below presents a summary of the estimated revenue to be generated by CCMS in the 58 court scenario, which is projected to total \$197,025,282 over the CBA period.

Projected Revenues	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	TOTAL
Name Search Fees	\$2,152,370	\$2,383,206	\$9,180,175	\$9,180,175	\$10,436,673	\$10,436,673	\$10,436,673	\$10,436,673	\$10,436,673	\$75,079,290
Electronic Document Fees	\$608,656	\$673,933	\$2,596,008	\$2,596,008	\$2,951,320	\$2,951,320	\$2,951,320	\$2,951,320	\$2,951,320	\$21,231,204
Disposition Credit Card Fees	\$1,973,290	\$4,369,841	\$8,416,373	\$8,416,373	\$15,507,782	\$15,507,782	\$15,507,782	\$15,507,782	\$15,507,782	\$100,714,788
Total Revenue Projections	\$4,734,317	\$7,426,980	\$20,192,556	\$20,192,556	\$28,895,775	\$28,895,775	\$28,895,775	\$28,895,775	\$28,895,775	\$197,025,282

Table 4-18: 58 court scenario revenue projection

4.2.3.4 *Optimistic scenario*

In addition to developing a “baseline” estimate of benefits associated with this scenario, we also developed an ‘optimistic’ version of the scenario that enables ROI figures to be estimated in the case that more favorable assumptions are used. Within the optimistic version of the 58 court scenario, Grant Thornton made the same assumptions as those highlighted within subsection 4.2.3.2 with the following exceptions:

- Within optimistic option of the 58 court scenario, Grant Thornton assumed that cost savings would begin to accrue 6 months earlier at each court than within our base line estimate.
- We also assumed that work effort reductions would greater than in the baseline scenario. Specifically, Grant Thornton assumed that 90% of case files for all case types (except infractions) will be delivered electronically. Grant Thornton assumed that 95% of infractions will be delivered electronically.

These modified assumptions resulted in a projected reduction in continuing program costs of approximately \$1.6 Billion versus the baseline scenario over the CBA time period.

4.2.3.5 *Pessimistic scenario*

In addition to developing a “baseline” estimate of benefits associated with this scenario, we also developed a ‘pessimistic’ version of the scenario that enables ROI figures to be estimated in the case that less favorable assumptions are used. Within the pessimistic version of the 58 court scenario, Grant Thornton made the same assumptions as those highlighted within subsection 4.2.3.2 with the following exceptions:

- Grant Thornton assumed that cost savings would begin to accrue a year later at each court than within our baseline estimate.
- We also assumed that work effort reductions would not be as robust as in the baseline scenario. Specifically:
 - **Case initiation.** Grant Thornton assumes that only 58.9% of case files for all case types (except infractions) will be delivered electronically. Grant Thornton assumed that only 75% of infractions will be delivered electronically.
 - **Fee and Penalty Payment.** Grant Thornton assumed that work effort would only be reduced by 25% of status quo work effort.
 - **Appeals Preparation.** Grant Thornton assumed that work effort would only be reduced by 50% of status quo effort.
 - **Calendaring.** Grant Thornton assumed that work effort would only be reduced by 50% of status quo work effort.
 - **Administrative Inquiries.** Grant Thornton assumed that work effort would only be reduced by 50% of status quo effort.
- Grant Thornton assumed that the AOC will be unable to generate any new revenue through the assessment of fees for name search, electronic document requests or from traffic disposition credit card transactions.

Under these modified assumptions, over the CBA time period the State would still experience a \$696 Million reduction in continuing program costs compared to the costs of the baseline scenario.

4.2.4 Return on investment

Table 4-19 below presents the summary EAW for the 58 Court Deployment scenario, and depicts a summary of the project costs and benefits for the years FY 2002/03 to FY 2014/15, and then the costs and benefits for each year from FY 2015/16 to FY 2020/21. The final column shows a Total Project Cost for this scenario of \$2,246,775,053, Total Continuing Existing Costs (e.g., program costs and maintenance of current IT systems during the deployment) of \$3,321,675,815, and a total cost for this alternative of \$5,568,450,868.

Comparing this figure against the baseline scenario results in a cost savings/avoidance of \$369,105,025. With the addition of \$197,025,282 in estimated new revenue, this results in a net ROI for this scenario of \$566,130,307.

	SUBTOTAL	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	TOTAL
Cancel CCMS Deployment/Baseline								
Total IT Costs	363,339,452.9	102,997,727.7	92,703,423.7	19,708,285.5	8,698,701.5	0.0	0.0	587,447,591
Total Program Costs	2,636,343,720.3	442,999,078.2	443,069,100.9	450,976,716.8	448,759,180.7	450,982,989.6	450,982,989.6	5,324,113,776
Total Cancel CCMS Deployment Costs	2,999,683,173.2	545,996,805.9	535,772,524.6	470,685,002.3	457,457,882.2	450,982,989.6	450,982,989.6	5,911,561,368
Scenario 2	58 Court Deployment							
Total Project Costs	1,494,078,998.5	214,569,201.6	135,424,146.2	100,675,676.7	100,675,676.7	100,675,676.7	100,675,676.7	2,246,775,053
Total Cont. Exist. Costs	2,493,164,980.8	303,161,526.7	177,383,264.8	117,733,959.2	77,089,443.9	76,714,743.9	76,427,895.5	3,321,675,815
Total Alternative Costs	3,987,243,979.3	517,730,728.2	312,807,411.0	218,409,635.9	177,765,120.5	177,390,420.6	177,103,572.2	5,568,450,868
COST SAVINGS/AVOIDANCES	(961,566,280.8)	28,266,077.6	222,965,113.6	252,275,366.4	279,692,761.7	273,592,569.1	273,879,417.4	369,105,025
Increased Revenues	32,353,852.8	20,192,556.3	28,895,774.7	28,895,774.7	28,895,774.7	28,895,774.7	28,895,774.7	197,025,282
Net (Cost) or Benefit	(929,212,428.0)	48,458,633.9	251,860,888.2	281,171,141.1	308,588,536.3	302,488,343.7	302,775,192.1	566,130,307
Cum. Net (Cost) or Benefit	(929,212,428.0)	(880,753,794.0)	(628,892,905.8)	(347,721,764.7)	(39,133,228.4)	263,355,115.3	566,130,307.4	

Table 4-19: 58 court deployment summary EAW

In addition to calculating the best estimate (baseline) scenario, as described above Grant Thornton also considered optimistic and pessimistic variations of our baseline assumptions. Taking these assumptions into consideration, and only considering future investment costs (i.e., not considering any prior CCMS V4 costs from FY 2002/03 to FY 2010/11), Table 4-20 below presents the variation in ROI across the pessimistic, baseline, and optimistic scenarios.

Table 4-20 shows that when only future investment dollars are considered, the 58 Court Deployment option has a positive ROI of \$836,657,808. The pessimistic scenario (where costs are assumed to be higher, benefits are assumed to be lower, and deployment is assumed to be delayed) results in a negative ROI of (\$841,373,160). The optimistic scenario (where costs are assumed to be reduced, and benefits are assumed to be higher) results in a positive ROI of \$1,105,216,109.

FY 2011/12 to FY 2020/21 ROI Comparison with Optimistic/Pessimistic Scenarios			
	Pessimistic	Baseline	Optimistic
58 Court Deployment of CCMS	(\$841,373,160)	\$836,657,808	\$1,105,216,109

Table 4-20: 58 court deployment scenario comparison of optimistic and pessimistic assumptions

4.3 Southern region plus V2/V3 deployment

This subsection presents our analysis of the costs and benefits of implementing a Southern Region plus V2/V3 scenario. Subsection 4.3.1 presents a summary of the alternative, subsection 4.3.2 presents the costs associated with this alternative, subsection 4.3.3 presents the benefits of this alternative, and subsection 4.3.4 presents the ROI associated with this alternative.

4.3.1 Summary of alternative

This scenario assumes that after deployment of the three CCMS early adopter courts (Ventura, San Diego, and San Luis Obispo), CCMS deployment will be limited to the Southern Region plus V2/V3 courts, not including Los Angeles. In order to achieve cost savings through the retirement of the V3 interim system the CCMS V3 implementation at the LA Alhambra court would be included. This scenario takes advantage of the fact that several large southern California courts already have DMS implementations, and implementing CCMS for a geographically contiguous block of courts enables some of the benefits of venue transparency to be achieved while significantly reducing the overall deployment and operations costs of CCMS. This scenario also retires the V2 and V3 systems currently in use.

All courts will operate on a CCMS platform maintained by AOC at the CCTC. AOC will also implement an enterprise DMS solution at the CCTC. Where courts have a locally-deployed DMS at the time of CCMS deployment, this DMS will be integrated with CCMS. For those courts that do not have a DMS at the time of CCMS deployment, their CCMS deployment will include integration with the enterprise DMS at the CCTC, and this DMS will become part of the CCMS solution for the court. AOC will also implement electronic interfaces with those State and local JPs prepared to exchange data electronically with each court.

This scenario assumes a mixture of vendor and AOC labor to execute the CCMS deployment. In this scenario the AOC would contract with one or more deployment vendors to assist with the early adopter, large, and extra large courts, while AOC staff will deploy CCMS to the other courts. The 14 courts included within this scenario are:

- San Diego
- Ventura
- San Luis Obispo
- Fresno
- Orange
- Sacramento
- San Joaquin
- Alhambra (LA)
- Riverside
- San Bernardino
- Kern
- Inyo
- Santa Barbara
- Imperial

Figure 4-4 below presents the schedule for the Southern Region plus V2/V3 scenario.

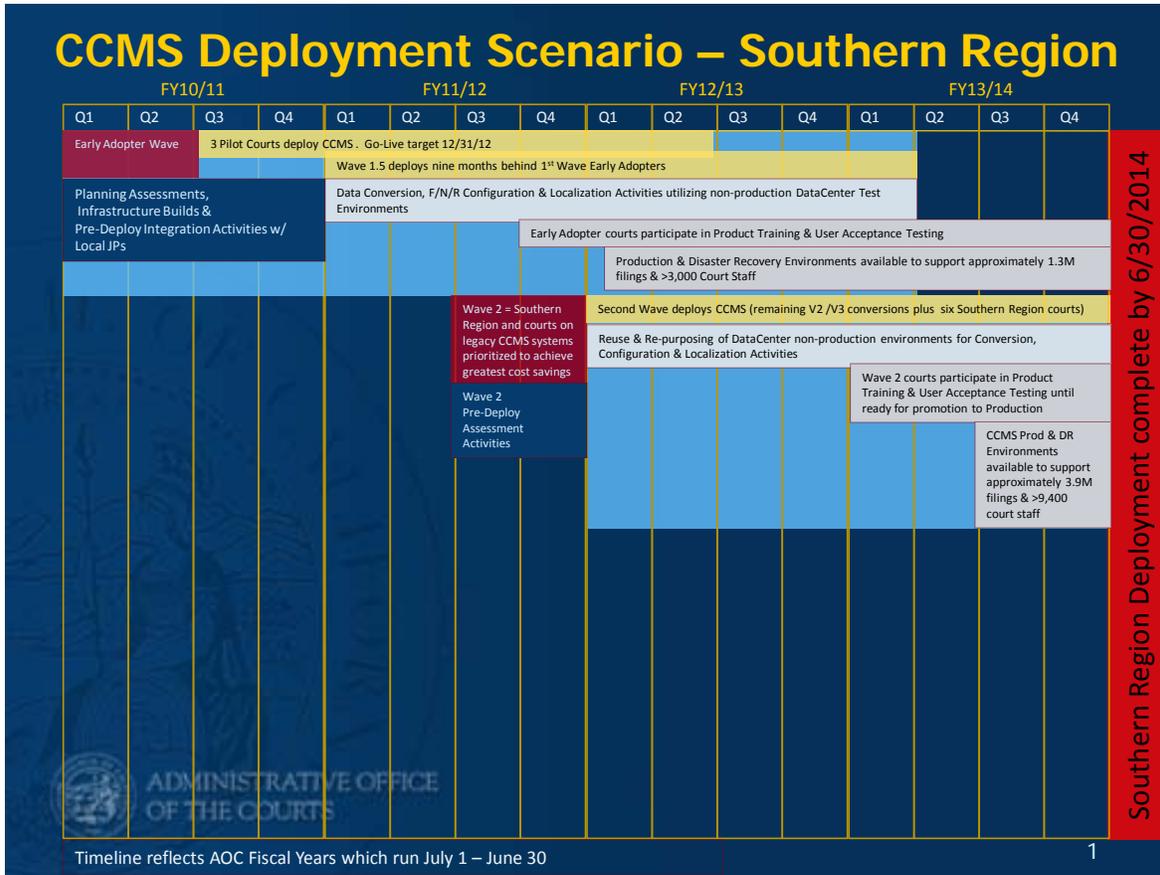


Figure 4-4: Southern Region plus V2/V3 scenario deployment schedule

Figure 4-5 below presents the components of the Southern Region plus V2/V3 scenario that are presented in the following subsections.

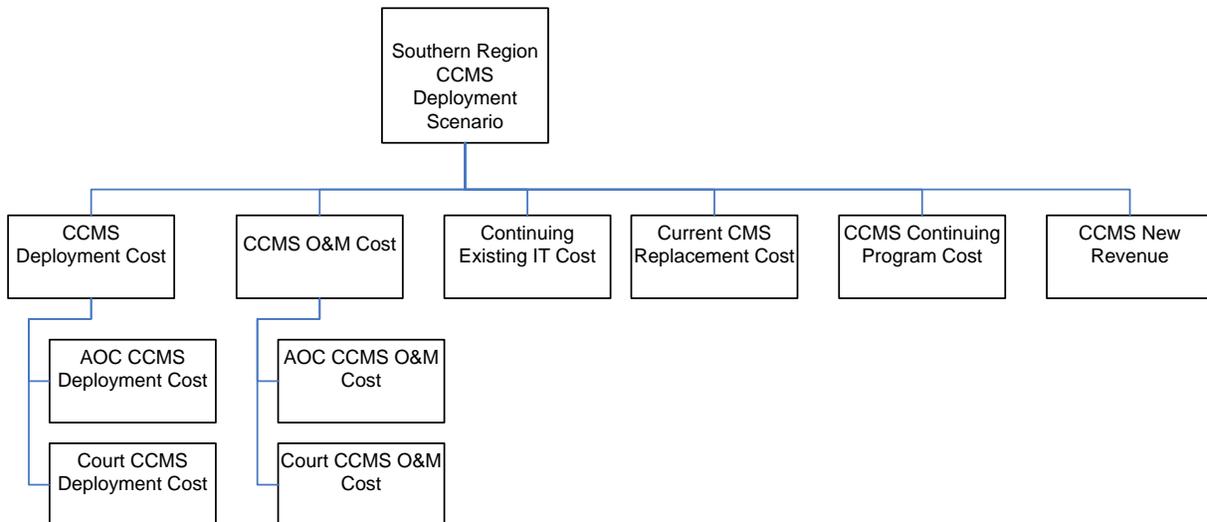


Figure 4-5: Southern Region plus V2/V3 scenario cost benefit analysis components

The primary components of this scenario that contribute to the CBA are:

- **CCMS deployment costs.** CCMS deployment costs to be funded with State-level resources are based on deployment budget estimated received directly from AOC CCMS project leadership. Court deployment costs are based on estimates of the staffing expense that would be required to for courts to effectively support the CCMS deployment at their court. In addition, where a DMS implementation is assumed to occur at a court prior to CCMS deployment, those costs are included as court CCMS deployment costs.
- **CCMS operations and maintenance costs.** CCMS operations and maintenance costs are based on figures received directly from AOC CCMS project leadership. Court CCMS operations and maintenance costs primarily reflect assumed out-of-pocket expenses for courts during ongoing CCMS operations.
- **Continuing IT costs.** Courts are assumed to continue to expend resources on operating and maintaining their current CMS' at the current rate until CCMS is implemented at their court. Current CMS IT costs are based on our data collection and interviews with courts to understand their current IT expenditures.
- **Current CMS replacement costs.** The Southern Region plus V2/V3 scenario implements CCMS at 14 courts. Each of the other 44 courts will need to maintain, upgrade or replace their current CMS independently for the duration of the CBA time period (FY 2011/12 to FY 2020/21). We have assumed a minimalist replacement strategy – courts that could reasonably maintain their current systems indefinitely are assumed to do so; courts that could upgrade to a more modern version of their current system are assumed to do so; and courts that will require a full system replacement are assumed to replace their systems with the minimum functionality to support their current business practices. No significant business process reengineering, additional automation, or DMS implementation is assumed.
- **Continuing program costs.** The increased automation and more efficient business practices to be delivered by CCMS are assumed to impact each court's operations after that court has deployed CCMS. The business process efficiencies delivered by CCMS have the effect of reducing state-wide Continuing Program Costs as courts deploy CCMS.
- **CCMS new revenue.** Three new system usage fees are assumed to be imposed after CCMS is deployed at each court. These fees help to offset CCMS deployment and operations costs.

4.3.2 Costs

This subsection document the costs associated with deploying CCMS to the Southern Region plus V2/V3 courts.

4.3.2.1 CCMS deployment costs

The total deployment cost for CCMS is the sum of the CCMS deployment costs funded by State-level resources, plus the CCMS deployment and current system replacement costs that must be borne by the trial courts. Table 4-21 presents the total deployment costs for the Southern Region plus V2/V3 CCMS deployment, by fiscal year. This table also includes all expenditures on CCMS V4 development from FY 2002/03 to FY 2010/11. The total development and deployment costs for this scenario are estimated to be \$1,009,431,148. This cost comprises the following elements:

- \$649,097,714 in state-level deployment costs which are described in subsection 4.3.2.1.1;

- \$105,998,875 in courts' CCMS deployment costs which are described in subsection 4.3.2.1.2; and
- \$254,334,559 in current system replacement costs for those courts who do not implement CCMS which are described in subsection 4.3.2.1.3.

One-Time IT Project Costs	2002/3-09/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	TOTAL
Staff (Salaries & Benefits)	14,496,976	5,673,209	48,646,352	73,787,741	35,610,581	24,656,103	24,283,889	22,729,926	3,302,875	\$253,187,652
Hardware Purchase	0	955,170	15,698,225	92,834	92,834	0	0	0	0	\$16,839,063
Software Purchase/License	0	0	5,914,438	281,597	281,597	0	0	0	0	\$6,477,631
TOTAL Contract Services	158,656,790	26,241,940	95,022,875	101,220,728	48,807,124	64,301,423	55,972,008	49,523,403	7,706,709	\$607,453,000
Data Center Services	28,690,504	16,851,044	16,722,040	14,707,546	17,061,513	8,890,970	9,571,126	6,585,177	0	\$119,079,921
Other	3,462,630	2,931,250	0	0	0	0	0	0	0	\$6,393,880
Total One-time IT Costs	205,306,900	52,652,613	182,003,931	190,090,446	101,853,649	97,848,496	89,827,023	78,838,507	11,009,584	\$1,009,431,148

Table 4-21: Total estimated CCMS deployment costs for Southern Region plus V2/V3 deployment

4.3.2.1.1 State-level CCMS deployment costs

The State's estimated CCMS deployment costs were based on information provided by AOC CCMS project leadership. The estimates assume the following:

- All courts are assumed to run their CCMS instance at the CCTC.
- AOC will implement an enterprise DMS. Those courts who do not have a local DMS at the time of CCMS deployment at their court will use the enterprise DMS. The development costs of integrating this DMS with CCMS will be entirely funded with state-level resources.
- Those courts with a pre-existing locally maintained DMS will have the DMS integrated with CCMS. CCMS integration costs will be paid for with state-level resources.
- AOC will implement the court's side of electronic JP interfaces for all JP's prepared to implement such an interface. The JPs will pay for their side of the interface.

Table 4-22 presents the state-level deployment costs for the Southern Region plus V2/V3 CCMS deployment, by fiscal year. This table also includes all state-level expenditures on CCMS V4 development from FY 2002/03 to FY 2010/11. The state-level deployment cost for CCMS V4 is estimated to be \$649,097,714.

One-Time IT Project Costs	2002/3-09/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	TOTAL
Staff (Salaries & Benefits)	14,496,976	5,673,209	14,770,994	25,949,362	3,633,059	2,618,275	2,458,818	2,509,097	\$72,109,791
Hardware Purchase	0	955,170	15,698,225	0	0	0	0	0	\$16,653,395
Software Purchase/License	0	0	5,914,438	0	0	0	0	0	\$5,914,438
TOTAL Contract Services	158,656,790	26,241,940	95,022,875	93,227,710	37,103,906	12,792,090	3,796,308	2,104,670	\$428,946,289
Data Center Services	28,690,504	16,851,044	16,722,040	14,707,546	17,061,513	8,890,970	9,571,126	6,585,177	\$119,079,921
Other	3,462,630	2,931,250	0	0	0	0	0	0	\$6,393,880
Total One-time IT Costs	205,306,900	52,652,613	148,128,572	133,884,618	57,798,478	24,301,335	15,826,252	11,198,945	649,097,714

Table 4-22: Estimated state-level CCMS deployment costs for Southern Region plus V2/V3 deployment

4.3.2.1.2 Court CCMS deployment costs

The CCMS deployment costs to be borne by the courts were estimated based on the following assumptions:

- **CCMS staffing costs.** The costs to the courts associated with devoting IT and business staff to the CCMS deployment were extrapolated from estimates developed by two early adopter courts. On average the early adopter courts estimated that almost 9% of their staff would need to be dedicated to the CCMS deployment for two years. Based on conversations with these courts and on court experiences with prior CCMS V3 deployments, we assumed that this figure could be halved for non-early adopter courts. This assumption presumes that lessons learned from the early adopter courts will be leveraged in later deployments, including the adoption by later courts of standardized business processes piloted by the early adopter courts.
- **DMS staffing costs.** The following assumptions were made regarding DMS staff costs:
 - Four courts currently have a DMS that is integrated with their current CMS (Orange, Sacramento, Riverside and San Bernardino).
 - Two of the remaining 10 courts will implement a locally maintained DMS prior to deployment of CCMS at their court. To implement the DMS, each court will dedicate 10% of their staff for one year to the DMS deployment. This estimate is based on research conducted during the preparation of the DMS RFP currently in development by AOC and multiple courts.
 - The remaining courts without a DMS at the time of CCMS deployment will use the enterprise DMS implemented by AOC at the CCTC. To support deployment of the DMS at their court, each court will dedicate the equivalent 5% of their staff for one year to the DMS deployment (this is in addition to the staff dedicated to CCMS deployment).
- **DMS hardware and software costs.** Those courts that do not currently have a DMS integrated with their CMS, but that are assumed to implement a local DMS prior to CCMS deployment at their court, are assumed to incur DMS hardware procurement costs. DMS software costs will be covered by AOC as part of the enterprise license. These costs are based on estimates developed by Santa Clara court for their DMS CBA.

Based on these assumptions, the estimated court deployment costs for CCMS are presented in Table 4-23 below.

	2011/12	2012/13	2013/14	TOTAL
CCMS				
Staff	\$26,374,089	\$36,434,191	\$22,847,540	\$85,655,820
DMS				
Staff	\$7,501,270	\$7,978,607	\$4,114,317	\$19,594,194
Hardware	\$0	\$92,834	\$92,834	\$185,668
Software	\$0	\$281,597	\$281,597	\$563,193

Table 4-23: Estimated court CCMS deployment costs

Based on Table 4-23, Table 4-24 presents the total estimated court deployment cost for CCMS of \$105,998,875.

One-Time IT Project Costs	2011/12	2012/13	2013/14	TOTAL
Staff (Salaries & Benefits)	33,875,358	44,412,799	26,961,857	\$105,250,014

Hardware Purchase	0	92,834	92,834	\$185,668
Software Purchase/License	0	281,597	281,597	\$563,193
Total One-time IT Costs	33,875,358	44,787,230	27,336,287	\$105,998,875

Table 4-24: Total estimated court CCMS development and deployment costs

4.3.2.1.3 Current CMS replacement costs

The Southern Region plus V2/V3 scenario implements CCMS at 14 courts. Each of the other 44 courts will need to maintain, upgrade or replace their current CMS independently for the duration of the CBA time period. As described above, we have assumed a minimalist replacement strategy. We assume that courts that are able to maintain their current systems, at least through FY 2020/21, will do so. We assume that courts that are able to upgrade to a more modern version of their current system will do so, and that courts that will require a full system replacement will replace their systems with the minimum functionality to support their current business practices. Using the same assumptions as described for the Cancel CCMS Deployment scenario in subsection 4.1.2.2, Table 4-25 presents an estimated current system replacement cost for the Southern Region plus V2/V3 scenario of \$254,334,559.

One-Time IT Project Costs	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	TOTAL
Staff (Salaries & Benefits)	3,425,579	5,015,665	22,037,829	21,825,071	20,220,828	3,302,875	\$75,827,848
TOTAL Contract Services	7,993,019	11,703,218	51,509,333	52,175,700	47,418,733	7,706,709	\$178,506,711
Total One-time IT Costs	11,418,598	16,718,883	73,547,162	74,000,771	67,639,562	11,009,584	\$254,334,559

Table 4-25: Current system replacement costs for Southern Region plus V2/V3 scenario

4.3.2.2 CCMS operations and maintenance costs

Estimated CCMS operations and maintenance costs are based on the following assumptions:

- **State-level CCMS and DMS operations and maintenance costs.** The state-level costs for maintaining and operating the CCMS and DMS infrastructure at the CCTC are based on estimates provided by AOC CCMS project leadership.
- **Court CCMS operations and maintenance costs.** Since all CCMS instances are assumed to run at the CCTC, there are few operations and maintenance costs that must be paid for by the courts. Our cost benefit analysis assumes no chargeback of CCMS costs by the AOC to the courts. Court CCMS operations and maintenance costs are limited to out of pocket local expenses such as training new staff on CCMS, participating in the CCMS governance process with the AOC, and local testing of new changes to CCMS. We assume that these costs are equal to 10% of state-level CCMS operations and maintenance costs.
- **Court DMS operations and maintenance costs.** Those courts that do not currently have a DMS integrated with their CMS, but that are assumed to implement a local DMS prior to CCMS deployment at their court, are assumed to pay DMS hardware and maintenance charges. DMS software costs will be covered by AOC as part of the enterprise license. These charges are based on estimates developed by Santa Clara court for their DMS DBA.

Table 4-26 below presents the estimated CCMS operations and maintenance costs by fiscal year. Once all courts are deployed on CCMS, total annual CCMS operations and maintenance costs are estimated to be \$46,910,999.

Continuing IT Project Costs	SUBTOTAL	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	TOTAL
Staff (Salaries & Benefits)	18,189,301	5,768,188	5,626,464	5,597,449	5,597,449	5,597,449	5,597,449	51,973,749
Hardware Lease/Maintenance	231,710	231,710	231,710	231,710	231,710	231,710	231,710	1,621,968
Software Maintenance/Licenses	37,151,237	12,144,589	12,144,589	12,144,589	12,144,589	12,144,589	12,144,589	110,018,774
Contract Services	43,961,124	11,272,890	11,272,890	11,272,890	11,272,890	11,272,890	11,272,890	111,598,465
Data Center Services	81,522,887	19,378,729	17,664,361	17,664,361	17,664,361	17,664,361	17,664,361	189,223,420
Other	1,286,419	283,385	290,155	0	0	0	0	1,859,959
Total Continuing IT Costs	182,342,678	49,079,491	47,230,170	46,910,999	46,910,999	46,910,999	46,910,999	466,296,335

Table 4-26: Estimated CCMS operations and maintenance costs

4.3.2.3 Continuing current system costs

Continuing current system IT costs are based on survey responses from the IT cost survey conducted by Grant Thornton. Continuing current system IT costs include two costs: Existing IT Costs and Supplemental Funding Costs.

Table 4-27 below presents an estimate of existing and projected IT costs and AOC supplemental funding costs based on the Southern Region plus V2/V3 scenario. The table presents cost estimates for FY 2010/11 through FY 2020/21.

In this scenario, total existing IT costs for the 10 year period are estimated to be \$843,862,499. These are the total estimated direct and relevant costs for all courts not included in the Southern Region plus V2/V3 scenario to maintain their existing CMS' to FY 2020/21, and for all courts included in the Southern Region plus V2/V3 scenario to maintain their existing CMS' until they are replaced by CCMS. Deployment of CCMS starts in FY 2013/14 with the 14 Southern Region plus V2/V3 scenario courts rolling off their current CMS' and onto CCMS by FY 2014/15.

AOC supplemental funding totals approximately \$144M over this same period. Year-to-year costs vary from approximately \$26M to \$4M. As courts with V2, V3 and SJE technologies are deployed to CCMS, supplemental funding will no longer be provided by AOC for these technologies.

Continuing IT Costs	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	TOTAL
Staff (salaries & benefits)	28,057,854	30,115,960	30,340,197	28,221,512	16,123,395	15,877,626	16,146,995	16,530,904	17,054,593	17,404,481	17,925,192	17,925,192	251,723,902
Hardware Lease/ Maintenance	1,988,408	4,882,356	7,183,961	2,478,888	978,297	3,696,161	1,982,557	1,127,358	3,349,222	1,709,030	1,481,144	1,481,144	32,338,525
Software Maintenance/ Licenses	12,708,962	12,147,600	12,459,050	12,611,482	7,865,812	7,959,135	8,092,650	8,305,694	8,460,202	8,639,594	8,815,402	8,815,402	116,880,985
Contract Services	11,528,844	11,083,720	9,521,003	8,760,130	6,189,494	6,229,847	6,186,393	6,219,776	6,226,077	6,247,321	6,338,313	6,338,313	90,869,230
Data Center Services	17,737,134	18,064,832	17,851,596	17,690,078	14,420,014	14,713,440	15,025,309	15,287,435	15,639,583	16,014,126	16,412,572	16,412,572	195,268,689
Agency Facilities	24,255	24,905	27,325	28,071	17,717	18,399	19,115	17,467	18,257	19,086	19,956	19,956	254,509
Other	24,580,827	30,050,912	24,554,833	21,577,009	22,307,678	4,703,154	5,072,948	4,718,839	4,736,433	4,735,518	4,744,254	4,744,254	156,526,658
Total IT Costs	96,626,283	106,370,287	101,937,965	91,367,170	67,902,405	53,197,762	52,525,967	52,207,473	55,484,365	54,769,156	55,736,832	55,736,832	843,862,499

Table 4-27: Current system IT costs for Southern Region plus V2/V3 scenario

4.3.2.4 Optimistic scenario

In addition to developing a “baseline” estimate of total costs project associated with this scenario, we also developed an ‘optimistic’ version of the scenario that enables ROI figures to be estimated in the case that more favorable assumptions are used. For CCMS deployment costs for the Southern Region plus V2/V3 deployment scenario, we also considered a version of the scenario where state-level deployment costs were 20% less than our baseline estimate and where court deployment costs were 30% less than our baseline estimate. Table 4-28 presents the results of this analysis, which estimates a total CCMS deployment cost of \$878,123,876.

One-Time IT Project Costs	2002/3-09/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	TOTAL
Staff (Salaries & Benefits)	14,496,976	5,673,209	35,529,546	54,246,355	25,290,713	17,521,100	17,244,604	16,161,858	2,312,013	\$188,476,373
Hardware Purchase	0	955,170	15,698,225	92,834	92,834	0	0	0	0	\$16,839,063
Software Purchase/License	0	0	5,914,438	281,597	281,597	0	0	0	0	\$6,477,631
TOTAL Contract Services	158,656,790	42,600,468	102,764,822	82,529,126	40,800,299	46,747,689	39,898,364	34,876,849	5,394,696	\$554,269,102
Data Center Services	28,690,504	16,851,044	13,655,948	12,020,353	13,903,527	7,367,092	7,911,216	5,268,142	0	\$105,667,826
Other	3,462,630	2,931,250	0	0	0	0	0	0	0	\$6,393,880
Total One-time IT Costs	205,306,900	69,011,141	173,562,979	149,170,264	80,368,968	71,635,881	65,054,185	56,306,849	7,706,709	\$878,123,876

Table 4-28: Optimistic Southern Region plus V2/V3 CCMS deployment costs

4.3.2.5 Pessimistic scenario

In addition to developing a “baseline” estimate of total costs project associated with this scenario, we also developed a ‘pessimistic’ version of the scenario that enables ROI figures to be estimated in the case that less favorable assumptions are used. For CCMS deployment costs for the Southern Region plus V2/V3 deployment scenario, we also considered a version of the scenario where each deployment wave took three years to complete, state-level deployment costs were 40% higher than our baseline estimate, court deployment costs were 30% higher than our baseline estimate, and current system replacement costs were estimated based on AOC’s June 2010 analysis. Table 4-29 presents the results of this analysis, which estimates a total CCMS deployment cost of \$1,450,449,745.

One-Time IT Project Costs	2002/3-09/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	TOTAL
Staff (Salaries & Benefits)	14,496,976	5,673,209	64,717,357	99,615,746	52,286,697	42,125,585	51,172,345	38,132,736	8,520,000	\$376,740,651
Hardware Purchase	0	955,170	15,698,225	120,684	120,684	0	0	0	0	\$16,894,764
Software Purchase/ License	0	0	5,914,438	366,076	366,076	0	0	0	0	\$6,646,589
TOTAL Contract Services	158,656,790	42,600,468	157,053,092	138,765,104	74,445,626	106,733,958	116,008,177	83,726,539	19,880,000	\$897,869,751
Data Center Services	28,690,504	16,851,044	22,854,224	20,081,932	23,377,486	11,938,726	12,890,944	9,219,248	0	\$145,904,110
Other	3,462,630	2,931,250	0	0	0	0	0	0	0	\$6,393,880
Total One-time IT Costs	205,306,900	69,011,141	266,237,336	258,949,542	150,596,569	160,798,269	180,071,466	131,078,523	28,400,000	\$1,450,449,745

Table 4-29: Pessimistic Southern Region plus V2/V3 CCMS deployment costs

4.3.3 Benefits

This subsection document the benefits associated with the Southern Region plus V2/V3 CCMS deployment scenario. Subsection 4.3.3.1 presents qualitative (i.e., not quantifiable) benefits associated with statewide deployment of CCMS, while subsection 4.3.3.2 presents quantitative benefits and subsection 4.3.3.3 describes new CCMS revenue.

4.3.3.1 Qualitative benefits

The Southern Region plus V2/V3 scenario should provide many of the same qualitative benefits highlighted within subsection 4.2.3.1 for the 58 court deployment. However, within the Southern Region plus V2/V3 scenario a number of key benefits would be diminished, since benefits would only apply to the 14 impacted courts. These courts process only around 44% of the Branch's total annual case file volume. A number of the qualitative benefits identified in subsection 4.2.3.1 rely on all court filings being transitioned into the CCMS environment and accessible by judicial staff across Branch. With only a partial transition of the Branch's case file inventory, the Branch would not be able to achieve the same level of benefits from venue transparency, which provides visibility across case types and the ability to generate comprehensive statistics that drive ongoing judiciary improvements.

4.3.3.2 Quantitative benefits

This subsection presents the quantitative benefits for the Southern Region plus V2/V3 deployment scenario. These benefits take the form of reductions in the costs of executing the business processes described in subsection 4.1.3 above. The Southern Court scenario assumes that all the CCMS benefits described in subsection 4.2.3.2 apply, but the impacts will only be to the 14 courts included within the deployment scenario. The other 44 courts will continue to function in the status quo environment.

Within the Southern Region plus V2/V3 scenario, the deployment is planned to be completed within two deployment waves. While this would have the impact of shortening the project and reducing deployment costs, the smaller court population would also reduce project cost savings. While continuing program costs in the 58 court deployment scenario continue to reduce from 2013/14 through the completion of the deployment in 2017/18 (and then remain constant), program costs within the Southern Region plus V2/V3 scenario only reduce through 2015/16 and then remain constant throughout the remainder of the analysis period. As illustrated in Table 4-30 below, along with the reduction of impacted case filings, this results in a significant reduction of court benefits for this scenario.

Based upon the above assumptions, Grant Thornton estimated that the Southern Region plus V2/V3 scenario would result in a continuing program cost of \$3,325,235,538 through FY 2020/21. This equates to an approximately \$737 Million reduction in program costs over the same period compared to the status quo costs presented in subsection 4.1.3 above.

	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	TOTAL
					\$105,932,830.3	\$101,391,416.5							
Case Initiation	\$110,474,244	\$110,474,244	\$110,474,244	\$110,474,244	3	8	\$79,250,851	\$79,250,851	\$79,250,851	\$79,250,851	\$79,250,851	\$79,250,851	\$1,124,726,331
Fee/ Penalty Payment	\$35,143,767	\$35,143,767	\$35,143,767	\$35,143,767	\$33,466,813.83	\$31,789,860.90	\$23,614,282	\$23,614,282	\$23,614,282	\$23,614,282	\$23,614,282	\$23,614,282	\$347,517,435
Calendaring	\$93,474,607	\$93,474,607	\$93,474,607	\$93,474,607	\$88,716,930.36	\$83,959,253.55	\$60,764,350	\$60,764,350	\$60,764,350	\$60,764,350	\$60,764,350	\$60,764,350	\$911,160,712
Appeals Preparation	\$3,979,328	\$3,979,328	\$3,979,328	\$3,979,328	\$3,789,446.29	\$3,599,564.96	\$2,673,844	\$2,673,844	\$2,673,844	\$2,673,844	\$2,673,844	\$2,673,844	\$39,349,388
Background Checks	\$1,747,144	\$1,747,144	\$1,747,144	\$1,747,144	\$1,663,775.27	\$1,580,406.92	\$1,173,965	\$1,173,965	\$1,173,965	\$1,173,965	\$1,173,965	\$1,173,965	\$17,276,545
Administrative Inquiries	\$59,329,318	\$59,329,318	\$59,329,318	\$59,329,318	\$55,884,070.86	\$52,438,823.78	\$35,972,580	\$35,972,580	\$35,972,580	\$35,972,580	\$35,972,580	\$35,972,580	\$561,475,646
CWS Court Information Management	\$29,491,862	\$29,491,862	\$29,491,862	\$29,491,862	\$27,615,513.92	\$25,739,165	\$16,591,482	\$16,591,482	\$16,591,482	\$16,591,482	\$16,591,482	\$16,591,482	\$270,871,020
Storage Space Costs	\$4,931,515	\$4,931,515	\$4,931,515	\$4,931,515	\$4,843,663	\$4,649,116	\$3,939,937	\$3,939,937	\$3,939,937	\$3,939,937	\$3,939,937	\$3,939,937	\$52,858,461
Total Program Costs	\$338,571,785	\$338,571,785	\$338,571,785	\$338,571,785	\$321,913,044	\$305,147,609	\$223,981,291	\$223,981,291	\$223,981,291	\$223,981,291	\$223,981,291	\$223,981,291	\$3,325,235,538

Table 4-30: Continuing program cost summary for Southern Region plus V2/V3 scenario

4.3.3.3 Revenues

As the Branch rolls out CCMS functionality and transitions its case files to the new business environment, the AOC intends to generate new revenues by charging the public for CCMS-related services. Within our analysis, Grant Thornton assumed that the AOC will be able to generate revenues from name search activities, from requests for electronic documents, and by applying a surcharge for on-line traffic ticket payments. The benefits related to increased revenues for these new revenues streams have been estimated based upon the assumptions presented in subsection 4.2.3.3.

Table 4-18 below presents a summary of the estimated revenue to be generated by CCMS in the Southern Region plus V2/V3 scenario, which is projected to total \$91,184,826 over the CBA period.

Projected Revenues	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	TOTAL
Name Search Fees	\$878,188	\$3,450,773	\$3,450,773	\$3,450,773	\$3,450,773	\$3,450,773	\$3,450,773	\$3,450,773	\$3,450,773	\$28,484,369
Electronic Document Fees	\$266,239	\$774,175	\$774,175	\$774,175	\$774,175	\$774,175	\$774,175	\$774,175	\$774,175	\$6,459,642
Disposition Credit Card Fees	\$1,973,290	\$6,783,440	\$6,783,440	\$6,783,440	\$6,783,440	\$6,783,440	\$6,783,440	\$6,783,440	\$6,783,440	\$56,240,814
Total Revenue Projections	\$3,117,718	\$11,008,388	\$91,184,826							

Table 4-31: Southern Region plus V2/V3 deployment scenario revenue projection

4.3.3.4 *Optimistic scenario*

In addition to developing a “baseline” estimate of benefits associated with this scenario, we also developed an ‘optimistic’ version of the scenario that enables ROI figures to be estimated in the case that more favorable assumptions are used. Within the optimistic version of the Southern Region plus V2/V3 scenario, Grant Thornton made the same assumptions as those highlighted within subsection 4.2.3.2 with the following exceptions:

- Within the optimistic version of the Southern Region plus V2/V3 scenario, Grant Thornton assumed that cost savings would begin to accrue 6 months earlier at each court than within our baseline estimate.
- We also assumed that work effort reductions would be greater than in the baseline scenario. Specifically, Grant Thornton assumed that 90% of case files for all case types (except infractions) will be delivered electronically. Grant Thornton assumed that 95% of infractions will be delivered electronically.

These modified assumptions resulted in a projected reduction in continuing program costs of approximately \$866 Million over the CBA time period.

4.3.3.5 *Pessimistic scenario*

In addition to developing a “baseline” estimate of benefits associated with this scenario, we also developed a ‘pessimistic’ version of the scenario that enables ROI figures to be estimated in the case that less favorable assumptions are used. Within the pessimistic version of the Southern Region plus V2/V3 scenario, Grant Thornton made the same assumptions as those highlighted within subsection 4.2.3.2 with the following exceptions:

- Grant Thornton assumed that cost savings would begin to accrue a year later at each court than within our baseline estimate.
- We also assumed that work effort reductions would not be as robust as in the baseline scenario. Specifically:
 - **Case initiation.** Grant Thornton assumes that only 58.9% of case files for all case types (except infractions) will be delivered electronically. Grant Thornton assumed that only 75% of infractions will be delivered electronically.
 - **Fee and Penalty Payment.** Grant Thornton assumed that work effort would only be reduced by 25% of status quo work effort
 - **Appeals Preparation.** Grant Thornton assumed that work effort would only be reduced by 50% of status quo effort
 - **Calendaring.** Grant Thornton assumed that work effort would only be reduced by 50% of status quo work effort
 - **Administrative Inquiries.** Grant Thornton assumed that work effort would only be reduced by 50% of status quo effort.
- Grant Thornton assumed that the AOC will be unable to generate any new revenue through the assessment of fees for name search, electronic document requests or from traffic disposition credit card transactions.

Under these modified assumptions, over the CBA time period the State would still experience a \$406 Million reduction in continuing program costs compared to the costs of the status quo business environment.

4.3.4 Return on investment

Table 4-32 below presents the summary EAW for the Southern Region plus V2/V3 scenario, and depicts a summary of the project costs and benefits for the years FY 2002/03 to FY 2014/15, and then the costs and benefits for each year from FY 2015/16 to FY 2020/21. The final column shows a Total Project Cost for this scenario of \$1,475,727,483, Total Continuing Existing Costs (i.e., program costs and maintenance of current IT systems during the deployment) of \$4,169,098,037, and a total cost for this alternative of \$5,644,825,519.

Comparing this figure against the status quo scenario results in a cost savings/avoidance of \$292,730,373. With the addition of \$91,184,826 in estimated new revenue, this results in a net ROI for this scenario of \$383,915,199.

	SUBTOTAL	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	TOTAL
Cancel CCMS Deployment/Baseline								
Total IT Costs	363,339,452.9	102,997,727.7	92,703,423.7	19,708,285.5	8,698,701.5	0.0	0.0	587,447,591
Total Program Costs	2,636,343,720.3	442,999,078.2	443,069,100.9	450,976,716.8	448,759,180.7	450,982,989.6	450,982,989.6	5,324,113,776
Total Cancel CCMS Deployment Costs	2,999,683,173.2	545,996,805.9	535,772,524.6	470,685,002.3	457,457,882.2	450,982,989.6	450,982,989.6	5,911,561,368
Scenario 3	Southern Region plus V2/V3							
Total Project Costs	1,012,098,712.5	138,906,514.0	126,068,676.1	57,920,583.0	46,910,999.0	46,910,999.0	46,910,999.0	1,475,727,483
Total Cont. Exist. Costs	2,498,749,664.3	276,507,258.1	276,188,764.6	279,465,655.7	278,750,447.1	279,718,123.5	279,718,123.5	4,169,098,037
Total Alternative Costs	3,510,848,376.7	415,413,772.2	402,257,440.7	337,386,238.7	325,661,446.0	326,629,122.5	326,629,122.5	5,644,825,519
COST SAVINGS/AVOIDANCES	(485,170,678.3)	130,583,033.7	133,515,083.9	133,298,763.6	131,796,436.2	124,353,867.1	124,353,867.1	292,730,373
Increased Revenues	25,134,495.0	11,008,388.5	11,008,388.5	11,008,388.5	11,008,388.5	11,008,388.5	11,008,388.5	91,184,826
Net (Cost) or Benefit	(460,036,183.3)	141,591,422.1	144,523,472.4	144,307,152.1	142,804,824.7	135,362,255.6	135,362,255.6	383,915,199
Cum. Net (Cost) or Benefit	(460,036,183.3)	(318,444,761.1)	(173,921,288.7)	(29,614,136.6)	113,190,688.0	248,552,943.6	383,915,199.2	

Table 4-32: Southern Region plus V2/V3 summary EAW

In addition to calculating the best estimate (baseline) scenario, as described above Grant Thornton also considered optimistic and pessimistic variations of our baseline assumptions. Taking these assumptions into consideration, and only considering future investment costs (i.e., not considering any prior CCMS V4 costs from FY 2002/03 to FY 2010/11), Table 4-33 below presents the variation in ROI across the pessimistic, baseline, and optimistic scenarios.

Table 4-33 shows that when only future investment dollars are considered, the Southern Region plus V2/V3 option has a positive ROI of \$654,442,700. The pessimistic scenario (where costs are assumed to be higher, benefits are assumed to be lower, and deployment is assumed to be delayed) results in a negative ROI of (\$479,794,745). The optimistic scenario (where costs are assumed to be reduced, and benefits are assumed to be higher) results in a positive ROI of \$666,326,808.

FY 2011/12 to FY 2020/21 ROI Comparison with Optimistic/Pessimistic Scenarios			
	Pessimistic	Baseline	Optimistic
Southern Region plus V2/V3	(\$479,794,745)	\$654,442,700	\$666,326,808

Table 4-33: Southern Region plus V2/V3 scenario comparison of optimistic and pessimistic assumptions

4.4 Interim CMS plus extra small courts

This subsection presents our analysis of the costs and benefits of replacing the V2, V3, and SJE systems, plus replacing any other systems used by extra small courts. Subsection 4.4.1 presents a summary of the alternative, subsection 4.4.2 presents the costs associated with this alternative, subsection 4.4.3 presents the benefits of this alternative, and subsection 4.4.4 presents the ROI associated with this alternative.

4.4.1 Summary of alternative

This scenario assumes that after deployment of the three CCMS early adopter courts (Ventura, San Diego, and San Luis Obispo), CCMS deployment will be limited to all courts currently using V2, V3 or SJE, and to any other extra small courts. This will retire the V2, V3, and SJE systems from use throughout the State, and will migrate all the extra small courts onto CCMS.

All courts will operate on a CCMS platform maintained by AOC at the CCTC. AOC will also implement an enterprise DMS solution at the CCTC. Where courts have a locally-deployed DMS at the time of CCMS deployment, this DMS will be integrated with CCMS. For those courts that do not have a DMS at the time of CCMS deployment, their CCMS deployment will include integration with the enterprise DMS at the CCTC, and this DMS will become part of the CCMS solution for the court. AOC will also implement electronic interfaces with those State and local JPs prepared to exchange data electronically with each court.

This scenario assumes a mixture of vendor and AOC labor to execute the CCMS deployment. In this scenario the AOC would contract with one or more deployment vendors to assist with the early adopter and large courts, while AOC staff will deploy CCMS to the other courts. This scenario includes the following 34 courts:

- San Diego
- Ventura
- San Luis Obispo
- Fresno
- Orange
- Sacramento
- San Joaquin
- Alhambra (L.A.)
- Inyo
- Del Norte
- Mariposa
- Humboldt
- Imperial
- Lake
- Madera
- Merced
- Modoc
- Monterey
- Napa
- Placer
- Plumas
- San Benito
- Santa Barbara
- Sierra
- Trinity
- Tulare
- Tuolumne
- Alpine
- Amador
- Calaveras
- Colusa
- Glenn
- Lassen
- Mono

Figure 4-6 below presents the deployment schedule for the Interim CMS plus extra small courts scenario.

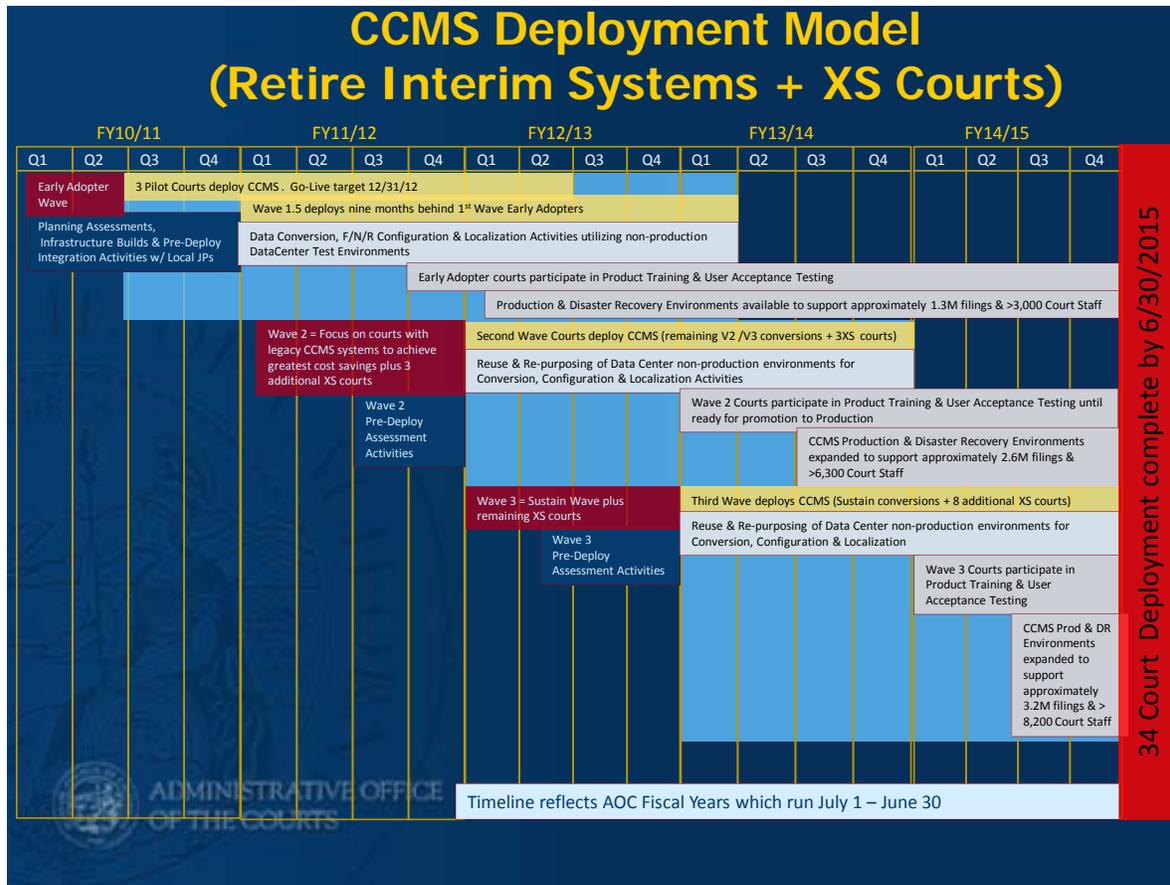


Figure 4-6: Interim CMS + extra small courts scenario deployment schedule

Figure 4-7 below presents the components of the Cancel CCMS Deployment scenario that are presented in the following subsections.

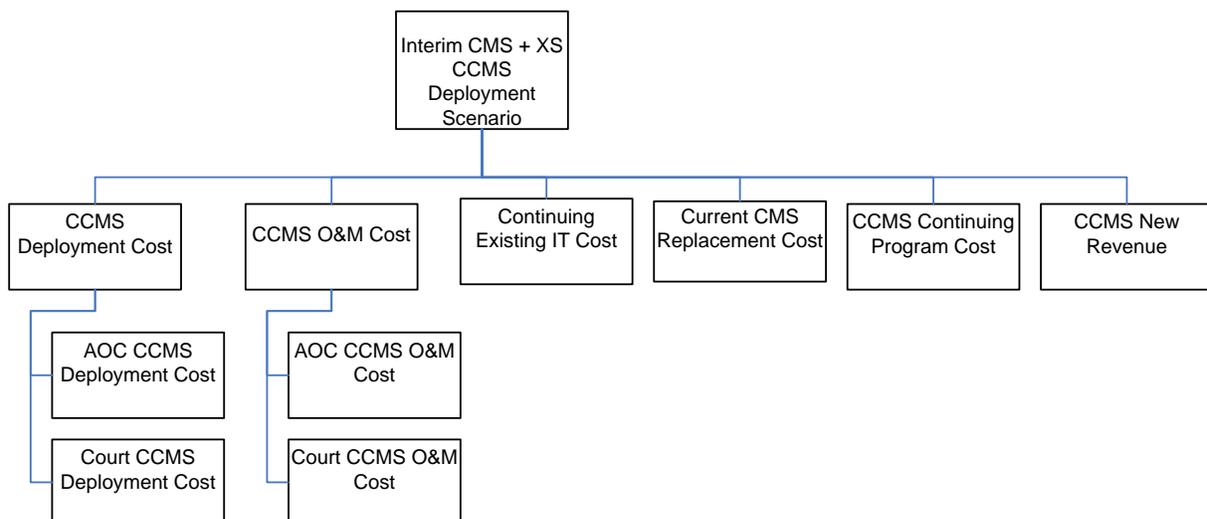


Figure 4-7: Interim CMS plus extra small courts scenario cost benefit analysis components

The primary components of this scenario that contribute to the CBA are:

- **CCMS deployment costs.** CCMS deployment costs to be funded with State-level resources are based on deployment budget estimates received directly from AOC CCMS project leadership. Court deployment costs are based on estimates of the staffing expense that would be required to for courts to effectively support the CCMS deployment at their court. In addition, where a DMS implementation is assumed to occur at a court prior to CCMS deployment, those costs are included as court CCMS deployment costs.
- **CCMS operations and maintenance costs.** CCMS operations and maintenance costs are based on figures received directly from AOC CCMS project leadership. Court CCMS operations and maintenance costs primarily reflect assumed out-of-pocket expenses for courts during ongoing CCMS operations.
- **Continuing IT costs.** Courts are assumed to continue to expend resources on operations and the maintenance of their current CMS' system at the current rate until CCMS is implemented at their court. Current CMS IT costs are based on our data collection and interviews with courts to understand their current IT expenditures.
- **Current CMS replacement costs.** The Interim CMS plus extra small court scenario implements CCMS at 34 courts. Each of the other 24 courts will need to maintain, upgrade or replace their current CMS independently for the duration of the CBA time period (FY 2011/12 to FY 2020/21). We have assumed a minimalist replacement strategy – courts that could reasonably maintain their current systems indefinitely are assumed to do so; courts that could upgrade to a more modern version of their current system are assumed to do so; and courts that will require a full system replacement are assumed to replace their systems with the minimum functionality to support their current business practices. No significant business process reengineering, additional automation or DMS implementation is assumed.
- **Continuing program costs.** The increased automation and more efficient business practices to be delivered by CCMS are assumed to impact each court's operations after that court has deployed CCMS. The business process efficiencies delivered by CCMS have the effect of reducing state-wide Continuing Program Costs as courts deploy CCMS.
- **CCMS new revenue.** Two new system usage fees are assumed to be imposed after CCMS is deployed at each court. These fees help to offset CCMS deployment and operations costs.

4.4.2 Costs

This subsection document the costs associated with deploying CCMS to V2, V3 and SJE courts (collectively referred to as the Interim CMS'), along with any remaining extra small courts.

4.4.2.1 CCMS deployment costs

The total deployment cost for CCMS is the sum of the deployment costs funded with State-level resources, plus the CCMS deployment and current system replacement costs that must be borne by the trial costs. Table 4-34 presents the total deployment costs for the Interim CMS plus extra small courts CCMS deployment, by fiscal year. This table also includes all expenditures on CCMS V4 development from FY

2002/03 to FY 2010/11. The total deployment cost for CCMS V4 is estimated to be \$1,040,097,575. This cost comprises the following elements:

- \$727,261,983 in state-level deployment costs which are described in subsection 4.4.2.1.1;
- \$97,217,431 in courts' CCMS deployment costs which are described in subsection 4.4.2.1.2; and
- \$215,618,161 in current system replacement costs for those courts who do not implement CCMS which are described in subsection 4.4.2.1.3.

One-Time IT Project Costs	2002/3-09/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	TOTAL
Staff (Salaries & Benefits)	14,496,976	5,673,209	43,710,454	80,255,313	88,410,618	16,672,490	32,322,308	22,450,459	3,302,875	\$307,294,703
Hardware Purchase	0	955,170	15,698,225	0	56,431	56,431	0	0	0	\$16,766,257
Software Purchase/License	0	0	5,914,438	0	171,173	171,173	0	0	0	\$6,256,784
TOTAL Contract Services	158,656,790	26,241,940	80,459,882	71,402,462	49,647,801	32,979,495	82,032,485	48,628,047	7,706,709	\$557,755,610
Data Center Services	28,690,504	16,851,044	16,722,040	18,700,371	21,749,849	21,792,699	13,769,258	7,354,573	0	\$145,630,340
Other	3,462,630	2,931,250	0	0	0	0	0	0	0	\$6,393,880
Total One-time IT Costs	205,306,900	52,652,613	162,505,039	170,358,146	160,035,873	71,672,289	128,124,051	78,433,079	11,009,584	\$1,040,097,575

Table 4-34: Total estimated CCMS deployment costs for Interim CMS plus extra small courts deployment

4.4.2.1.1 State-level CCMS deployment costs

The state-level estimated CCMS deployment costs were based on information provided by AOC CCMS project leadership. The estimates assume the following:

- All courts are assumed to run their CCMS instance at the CCTC.
- AOC will implement an enterprise DMS. Those courts who do not have a local DMS at the time of CCMS deployment at their court will use the enterprise DMS. The development costs of integrating this DMS with CCMS will be entirely funded with State-level resources.
- Those courts with a pre-existing locally maintained DMS will have the DMS integrated with CCMS. CCMS integration costs will be paid for with State-level funding.
- AOC will implement the court's side of electronic JP interfaces for all JP's prepared to implement such an interface. The JP's will pay for their side of the interface.

Table 4-35 presents the state-level deployment costs for the Interim CMS plus extra small courts CCMS deployment, by fiscal year. This table also includes all state-level expenditures on CCMS V4 development from FY 2002/03 to FY 2010/11. The state-level deployment cost for CCMS V4 is estimated to be \$727,261,983.

One-Time IT Project Costs	2002/3-09/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	TOTAL
Staff (Salaries & Benefits)	14,496,976	5,673,209	9,835,096	45,613,198	60,676,992	4,417,247	2,458,818	2,509,097	\$145,680,633
Hardware Purchase	0	955,170	15,698,225	0	0	0	0	0	\$16,653,395
Software Purchase/ License	0	0	5,914,438	0	0	0	0	0	\$5,914,438
TOTAL Contract Services	158,656,790	26,241,940	80,459,882	63,409,444	37,944,583	25,272,787	12,905,670	2,098,202	\$406,989,297
Data Center Services	28,690,504	16,851,044	16,722,040	18,700,371	21,749,849	21,792,699	13,769,258	7,354,573	\$145,630,340
Other	3,462,630	2,931,250	0	0	0	0	0	0	\$6,393,880
Total One-time IT Costs	205,306,900	52,652,613	128,629,681	127,723,013	120,371,424	51,482,733	29,133,746	11,961,873	727,261,983

Table 4-35: State-level estimated CCMS deployment costs for Interim CMS plus extra small courts deployment

4.4.2.1.2 Court CCMS deployment costs

The CCMS deployment costs to be borne by the courts were estimated based on the following assumptions:

- **CCMS staffing costs.** The costs to the courts associated with devoting IT and business staff to the CCMS deployment were extrapolated from estimates developed by two early adopter courts. On average the early adopter courts estimated that almost 9% of their staff would need to be dedicated to the CCMS deployment for two years. Based on conversations with these courts and on court experiences with prior CCMS V3 deployments, we assumed that this figure could be halved for non-early adopter courts. This assumption presumes that lessons learned from the early adopter courts will be leveraged in later deployments, including the adoption by later courts of standardized business processes piloted by the early adopter courts.
- **DMS staffing costs.** The following assumptions were made regarding DMS staff costs:
 - Six Interim CMS plus extra small courts scenario courts currently have a DMS that is integrated with their current CMS.
 - Five of the remaining 28 courts will implement a locally maintained DMS prior to deployment of CCMS at their court. To implement the DMS, each court will dedicate 10% of their staff for one year to the DMS deployment. This estimate is based on research conducted during the preparation of the DMS RFP currently in development by AOC and multiple courts.
 - The remaining courts without a DMS at the time of CCMS deployment will use the enterprise DMS implemented by AOC at the CCTC. To support deployment of the DMS at their court, each court will dedicate the equivalent 5% of their staff for one year to the DMS deployment (this is in addition to the staff dedicated to CCMS deployment).
- **DMS hardware and software costs.** Those courts that do not currently have a DMS integrated with their CMS, but that are assumed to implement a local DMS prior to CCMS deployment at their court, are assumed to incur DMS hardware procurement costs. DMS software costs will be covered by AOC as part of the enterprise license. These costs are based on estimates developed by Santa Clara court for their DMS CBA.

Based on these assumptions, the estimated court deployment costs for CCMS are presented in Table 4-36 below.

	2011/12	2012/13	2013/14	2014/15	TOTAL
CCMS					
Staff	\$26,374,089	\$25,884,390	\$18,042,440	\$5,744,702	\$76,045,621
DMS					
Staff	\$7,501,270	\$5,332,145	\$4,675,521	\$3,207,666	\$20,716,602
Hardware	\$0	\$0	\$56,431	\$56,431	\$112,862
Software	\$0	\$0	\$171,173	\$171,173	\$342,346

Table 4-36: Estimated court CCMS deployment costs

Based on Table 4-36, the total court deployment cost for CCMS is \$97,217,431 as presented in Table 4-37 below.

One-Time IT Project Costs	2011/12	2012/13	2013/14	2014/15	TOTAL
Staff (Salaries & Benefits)	33,875,358	31,216,535	22,717,961	8,952,368	\$96,762,223
Hardware Purchase	0	0	56,431	56,431	\$112,862
Software Purchase/License	0	0	171,173	171,173	\$342,346
Total One-time IT Costs	33,875,358	31,216,535	22,945,565	9,179,972	\$97,217,431

Table 4-37: Total estimated court CCMS development and deployment costs

4.4.2.1.3 Current CMS replacement costs

The Interim CMS plus extra small courts scenario implements CCMS at 34 courts. Each of the other 24 courts will need to maintain, upgrade or replace their current CMS independently for the duration of the CBA time period. As described above, we have assumed a minimalist replacement strategy. We assume that courts that are able to maintain their current systems, at least through FY 2020/21, will do so. We assume that courts that are able to upgrade to a more modern version of their current system will do so, and that courts that will require a full system replacement will replace their systems with the minimum functionality to support their current business practices. Using the same assumptions as described for the Cancel CCMS Deployment scenario in subsection 4.1.2.2, Table 4-38 presents an estimated current system replacement cost for the Interim CMS plus extra small courts scenario of \$215,618,161.

One-Time IT Project Costs	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	TOTAL
Staff (Salaries & Benefits)	3,425,579	5,015,665	3,302,875	29,863,490	19,941,362	3,302,875	\$64,851,847
TOTAL Contract Services	7,993,019	11,703,218	7,706,709	69,126,815	46,529,844	7,706,709	\$150,766,314
Total One-time IT Costs	11,418,598	16,718,883	11,009,584	98,990,306	66,471,206	11,009,584	\$215,618,161

Table 4-38: Current system replacement costs for Interim CMS plus extra small courts scenario

4.4.2.2 *CCMS operations and maintenance costs*

Estimated CCMS operations and maintenance costs are based on the following assumptions:

- **State-level CCMS and DMS operations and maintenance costs.** The state-level costs for maintaining and operating the CCMS and DMS infrastructure at the CCTC are based on estimates provided by AOC CCMS project leadership.
- **Court CCMS operations and maintenance costs.** Since all CCMS instances are assumed to run at the CCTC, there are few operations and maintenance costs that must be paid for by the courts. Our cost benefit analysis assumes no chargeback of CCMS costs by the AOC to the courts. Court CCMS operations and maintenance costs are limited to out of pocket local expenses such as training new staff on CCMS, participating in the CCMS governance process with the AOC, and local testing of new changes to CCMS. We assume that these costs are equal to 10% of AOC CCMS operations and maintenance costs.
- **Court DMS operations and maintenance costs.** Those courts that do not currently have an integrated with their CMS, but that are assumed to implement a local DMS prior to CCMS deployment at their court, are assumed to pay DMS hardware and maintenance charges. DMS software costs will be covered by AOC as part of the enterprise license. These charges are based on estimates developed by Santa Clara court for their DMS DBA.

Table 4-39 below presents the estimated CCMS operations and maintenance costs by fiscal year. Once all courts are deployed on CCMS, total annual CCMS operations and maintenance costs are estimated to be \$47,733,429.

Continuing IT Project Costs	SUBTOTAL	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	TOTAL
Staff (Salaries & Benefits)	19,626,011	6,159,737	5,675,140	5,646,124	5,646,124	5,646,124	5,646,124	54,045,386
Hardware Lease/Maintenance	402,097	447,553	447,553	447,553	447,553	447,553	447,553	3,087,415
Software Maintenance/Licenses	37,207,409	12,215,747	12,215,747	12,215,747	12,215,747	12,215,747	12,215,747	110,501,888
Contract Services	43,961,124	11,272,890	11,272,890	11,272,890	11,272,890	11,272,890	11,272,890	111,598,465
Data Center Services	95,849,694	23,294,220	18,151,115	18,151,115	18,151,115	18,151,115	18,151,115	209,899,489
Other	1,326,719	283,385	290,155	0	0	0	0	1,900,259
Total Continuing IT Costs	198,373,055	53,673,531	48,052,599	47,733,429	47,733,429	47,733,429	47,733,429	491,032,901

Table 4-39: Estimated CCMS operations and maintenance costs

4.4.2.3 *Continuing current system costs*

Continuing current system IT costs are based on survey responses from the IT cost survey conducted by Grant Thornton. Continuing current system IT costs include two costs: Existing IT Costs and Supplemental Funding Costs.

Table 4-40 below presents an estimate of existing and projected IT costs and AOC supplemental funding costs based on the Interim CMS plus extra small courts scenario. The table presents cost estimates for FY2010/11 through FY2020/21.

In this scenario, total existing IT costs for the 10 year period are estimated to be \$795,069,298. These are the total estimated direct and relevant costs for all courts not included in the Interim CMS scenario to maintain their existing CMS' to FY 2020/21, and for all courts included in the Interim CMS scenario to maintain their existing CMS' until they are replaced by CCMC. Deployment of CCMS starts in FY 2013/14 with the 34 Interim CMS scenario courts rolling off their current CMS' and onto CCMS by FY 2015/16.

AOC supplemental funding totals approximately \$122M over this same period. Year-to-year costs vary from approximately \$26M to \$0. As courts with V2, V3 and SJE technologies are deployed to CCMS, supplemental funding will no longer be provided by AOC for these technologies.

Continuing IT Costs	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	TOTAL
Staff (salaries & benefits)	28,057,854	30,115,960	30,340,197	28,221,512	18,396,646	15,504,318	15,747,239	16,087,614	16,548,256	16,853,278	17,322,551	17,322,551	250,517,977
Hardware Lease/Maintenance	1,988,408	4,882,356	7,183,961	2,478,888	1,121,864	3,336,037	2,916,877	990,430	3,466,876	1,720,702	1,425,266	1,425,266	32,936,931
Software Maintenance/Licenses	12,708,962	12,147,600	12,459,050	12,611,482	10,105,653	7,075,875	7,207,582	7,410,024	7,556,124	7,713,278	7,873,608	7,873,608	112,742,847
Contract Services	11,528,844	11,083,720	9,521,003	8,760,130	6,619,050	6,103,293	6,056,465	6,078,758	6,085,987	6,101,041	6,183,983	6,183,983	90,306,256
Data Center Services	17,737,134	18,064,832	17,851,596	17,690,078	15,574,349	12,201,631	12,483,914	12,708,606	13,027,644	13,367,137	13,728,466	13,728,466	178,163,852
Agency Facilities	24,255	24,905	27,325	28,071	20,906	16,462	17,121	14,964	15,690	16,454	17,255	17,255	240,664
Other	24,580,827	30,050,912	24,554,833	21,577,009	22,389,279	4,691,217	534,398	343,999	358,465	355,826	362,003	362,003	130,160,772
Total IT Costs	96,626,283	106,370,287	101,937,965	91,367,170	74,227,746	48,928,832	44,963,597	43,634,394	47,059,042	46,127,716	46,913,133	46,913,133	795,069,298

Table 4-40: Current system IT costs for Interim CMS plus extra small courts scenario

4.4.2.4 Optimistic scenario

In addition to developing a “baseline” estimate of total costs project associated with this scenario, we also developed an ‘optimistic’ version of the scenario that enables ROI figures to be estimated in the case that more favorable assumptions are used. For CCMS deployment costs for the Interim CMS plus extra small courts deployment scenario, we also considered a version of the scenario where state-level deployment costs were 20% less than our baseline estimate and where court deployment costs were 30% less than our baseline estimate. Table 4-41 presents the results of this analysis, which estimates a total CCMS deployment cost of \$890,845,630.

One-Time IT Project Costs	2002/3-09/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	TOTAL
Staff (Salaries & Benefits)	14,496,976	5,673,209	31,580,828	65,975,321	72,084,810	12,112,468	22,871,498	15,966,231	2,312,013	\$243,073,353
Hardware Purchase	0	955,170	15,698,225	0	56,431	56,431	0	0	0	\$16,766,257
Software Purchase/ License	0	0	5,914,438	0	171,173	171,173	0	0	0	\$6,256,784
TOTAL Contract Services	158,656,790	42,600,468	65,276,391	58,674,513	41,472,840	26,070,409	59,051,634	34,249,453	5,394,696	\$491,447,194
Data Center Services	28,690,504	16,851,044	13,655,948	15,214,613	17,654,195	17,688,475	11,269,723	5,883,659	0	\$126,908,162
Other	3,462,630	2,931,250	0	0	0	0	0	0	0	\$6,393,880
Total One-time IT Costs	205,306,900	69,011,141	132,125,829	139,864,447	131,439,450	56,098,957	93,192,854	56,099,343	7,706,709	\$890,845,630

Table 4-41: Optimistic Interim CMS plus extra small courts CCMS deployment costs

4.4.2.5 Pessimistic scenario

In addition to developing a “baseline” estimate of total costs project associated with this scenario, we also developed a ‘pessimistic’ version of the scenario that enables ROI figures to be estimated in the case that less favorable assumptions are used. For CCMS deployment costs for the Interim CMS plus extra small courts deployment scenario, we also considered a version of the scenario where each deployment wave took three years to complete, state-level deployment costs were 40% higher than our baseline estimate and court deployment costs were 30% higher than our baseline estimate. Table 4-42 presents the results of this analysis, which estimates a total CCMS deployment cost of \$1,474,325,808.

One-Time IT Project Costs	2002/3-09/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	TOTAL
Staff (Salaries & Benefits)	14,496,976	5,673,209	57,807,100	109,989,973	126,631,139	26,342,224	55,852,345	48,902,736	8,520,000	\$454,215,703
Hardware Purchase	0	955,170	15,698,225	0	73,360	73,360	0	0	0	\$16,800,116
Software Purchase/License	0	0	5,914,438	0	222,525	222,525	0	0	0	\$6,359,488
TOTAL Contract Services	158,656,790	42,600,468	110,826,864	97,019,532	75,622,574	54,346,934	139,681,282	108,847,483	19,880,000	\$807,481,926
Data Center Services	28,690,504	16,851,044	22,854,224	25,671,887	29,941,157	30,001,147	18,768,330	10,296,403	0	\$183,074,696
Other	3,462,630	2,931,250	0	0	0	0	0	0	0	\$6,393,880
Total One-time IT Costs	205,306,900	69,011,141	213,100,851	232,681,392	232,490,755	110,986,190	214,301,957	168,046,622	28,400,000	\$1,474,325,808

Table 4-42: Pessimistic Interim CMS plus extra small courts CCMS deployment costs

4.4.3 Benefits

This subsection document the benefits associated with the Interim CMS plus extra small courts CCMS deployment scenario. Subsection 4.4.3.1 presented qualitative (i.e., not quantifiable) benefits associated with statewide deployment of CCMS, while subsection 4.4.3.2 presents quantitative benefits and subsection 4.4.3.3 describes new CCMS revenue.

4.4.3.1 Qualitative benefits

The Interim CMS plus extra small court scenario should provide many of the same qualitative benefits highlighted within subsection 4.2.3.1 for the 58 court deployment. However, within the Interim CMS scenario a number of key benefits would be diminished, since benefits would only apply to the 34 impacted courts. These courts process only around 50% of the Branch's total annual case file volume. A number of the qualitative benefits identified in subsection 4.2.3.1 rely on all court filings being transitioned into the CCMS environment and accessible by judicial staff across Branch. With only a partial transition of the Branch's case file inventory, the Branch would not be able to achieve the same level of benefits from venue transparency, which provides visibility across case types and provides the ability to generate comprehensive statistics that drive ongoing judiciary improvements.

4.4.3.2 Quantitative benefits

This subsection presents the quantitative benefits for the Interim CMS plus extra small courts deployment scenario. These benefits take the form of reductions in the costs of executing the business processes described in subsection 4.1.3 above. The Interim CMS plus extra small courts scenario assumes that all the CCMS benefits described in subsection 4.2.3.2 apply, but the impacts will only be to the 34 courts included within the deployment scenario. The other 24 courts will continue to function in the status quo environment.

Within the Interim CMS plus extra small court scenario, the deployment is planned to be completed within three deployment waves. While this would have the impact of shortening the project and reducing deployment costs, the smaller court population would also reduce project cost savings. While continuing program costs in the 58 court deployment scenario continue to reduce from 2013/14 through the completion of the deployment in 2017/18 (and then remain constant), program costs within the Interim CMS plus extra small court scenario only reduce through 2015/16 and then remain constant throughout the remainder of the analysis period. As illustrated in Table 4-43 below, along with the reduction of impacted case filings, this results in a significant reduction of court benefits for this scenario.

Based upon the above assumptions, Grant Thornton estimated that the Interim CMS and extra small court scenario would result in a continuing program cost of \$3,311,355,946 through FY 2020/21. This equates to an approximately \$752 Million reduction in program costs over the same period compared to the status quo costs presented in subsection 4.1.3 above.

	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	Total
Case Initiation	\$110,474,244	\$110,474,244	\$110,474,244	\$110,474,244	\$105,932,830.3 3	\$101,391,416.5 8	\$90,650,085	\$80,043,992	\$80,043,992	\$80,043,992	\$80,043,992	\$80,043,992	\$1,140,091,268
Fee/Penalty Payment	\$35,143,767	\$35,143,767	\$35,143,767	\$35,143,767	\$33,466,813.83	\$31,789,860.90	\$27,823,539	\$21,975,284	\$21,975,284	\$21,975,284	\$21,975,284	\$21,975,284	\$343,531,700
Calendaring	\$93,474,607	\$93,474,607	\$93,474,607	\$93,474,607	\$88,716,930.36	\$83,959,253.55	\$72,706,418	\$56,114,354	\$56,114,354	\$56,114,354	\$56,114,354	\$56,114,354	\$899,852,800
Appeals Preparation	\$3,979,328	\$3,979,328	\$3,979,328	\$3,979,328	\$3,789,446.29	\$3,599,564.96	\$3,150,459	\$2,488,261	\$2,488,261	\$2,488,261	\$2,488,261	\$2,488,261	\$38,898,084
Background Checks	\$1,747,144	\$1,747,144	\$1,747,144	\$1,747,144	\$1,663,775.27	\$1,580,406.92	\$1,383,224	\$1,092,483	\$1,092,483	\$1,092,483	\$1,092,483	\$1,092,483	\$17,078,397
Administrative Inquiries	\$59,329,320	\$59,329,320	\$59,329,320	\$59,329,320	\$55,884,072.55	\$52,438,825.36	\$44,499,807	\$32,652,254	\$32,652,254	\$32,652,254	\$32,652,254	\$32,652,254	\$553,401,256
CWS Court Information Management	\$29,491,862	\$29,491,862	\$29,491,862	\$29,491,862	\$27,615,513.92	\$25,739,165	\$21,301,235	\$14,757,601	\$14,757,601	\$14,757,601	\$14,757,601	\$14,757,601	\$266,411,368
Storage Space Costs	\$4,931,515	\$4,931,515	\$4,931,515	\$4,931,515	\$4,843,663	\$4,649,116	\$4,274,416	\$3,719,563	\$3,719,563	\$3,719,563	\$3,719,563	\$3,719,563	\$52,091,073
Total Program Costs	\$338,571,786	\$338,571,786	\$338,571,786	\$338,571,786	\$321,913,046	\$305,147,610	\$265,789,184	\$212,843,792	\$212,843,792	\$212,843,792	\$212,843,792	\$212,843,792	\$3,311,355,946

Table 4-43: Continuing program cost summary for Interim CMS and extra small courts scenario

4.4.3.3 Revenues

As the Branch rolls out CCMS functionality and transitions its case files to the new business environment, the AOC intends to generate new revenues by charging the public for CCMS-related services. Within our analysis, Grant Thornton assumed that the AOC will be able to generate revenues from name search activities, from requests for electronic documents, and by applying a surcharge for on-line traffic ticket payments. The benefits related to increased revenues for these new revenues streams have been estimated based upon the assumptions presented in subsection 4.2.3.3.

Table 4-44 below presents a summary of the estimated revenue to be generated by CCMS in the Interim CMS plus extra small court scenario, which is projected to total \$120,599,762 over the CBA period.

Projected Revenues	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	Total
Name Search Fees	\$1,075,336	\$1,173,513	\$8,374,564	\$8,374,564	\$8,374,564	\$8,374,564	\$8,374,564	\$8,374,564	\$8,374,564	\$60,870,795
Electronic Document Fees	\$304,087	\$331,850	\$2,368,188	\$2,368,188	\$2,368,188	\$2,368,188	\$2,368,188	\$2,368,188	\$2,368,188	\$17,213,257
Disposition Credit Card Fees	\$1,973,290	\$4,306,899	\$5,176,503	\$5,176,503	\$5,176,503	\$5,176,503	\$5,176,503	\$5,176,503	\$5,176,503	\$42,515,711
Total Revenue Projections	\$3,352,714	\$5,812,262	\$15,919,255	\$120,599,762						

Table 4-44: Interim CMS plus extra small court deployment scenario revenue projection

4.4.3.4 *Optimistic scenario*

In addition to developing a “baseline” estimate of benefits associated with this scenario, we also developed an ‘optimistic’ version of the scenario that enables ROI figures to be estimated in the case that more favorable assumptions are used. Within the optimistic version of the Interim CMS plus extra small courts scenario, Grant Thornton made the same assumptions as those highlighted within subsection 4.2.3.2 with the following exceptions:

- Within the optimistic version of the Interim CMS plus extra small courts scenario, Grant Thornton assumed that cost savings would begin to accrue 6 months earlier at each court than within our baseline estimate.
- We also assumed that work effort reductions would be greater than in the baseline scenario. Specifically, Grant Thornton assumed that 90% of case files for all case types (except infractions) will be delivered electronically. Grant Thornton assumed that 95% of infractions will be delivered electronically.

These modified assumptions resulted in a projected reduction in continuing program costs of approximately \$938 Million over the CBA time period.

4.4.3.5 *Pessimistic scenario*

In addition to developing a “baseline” estimate of benefits associated with this scenario, we also developed a ‘pessimistic’ version of the scenario that enables ROI figures to be estimated in the case that less favorable assumptions are used. Within the pessimistic version of the Interim CMS plus extra small courts scenario, Grant Thornton made the same assumptions as those highlighted within subsection 4.2.3.2 with the following exceptions:

- Grant Thornton assumed that cost savings would begin to accrue a year later at each court than within our baseline estimate.
- We also assumed that work effort reductions would not be as robust as in the baseline scenario. Specifically:
 - **Case initiation.** Grant Thornton assumes that only 58.9% of case files for all case types (except infractions) will be delivered electronically. Grant Thornton assumed that only 75% of infractions will be delivered electronically.
 - **Fee and Penalty Payment.** Grant Thornton assumed that work effort would only be reduced by 25% of status quo work effort
 - **Appeals Preparation.** Grant Thornton assumed that work effort would only be reduced by 50% of status quo effort
 - **Calendaring.** Grant Thornton assumed that work effort would only be reduced by 50% of status quo work effort
 - **Administrative Inquiries.** Grant Thornton assumed that work effort would only be reduced by 50% of status quo effort.
- Grant Thornton assumed that the AOC will be unable to generate any new revenue through the assessment of fees for name search, electronic document requests or from traffic disposition credit card transactions.

Under these modified assumptions, over the CBA time period the State would still experience a \$387 Million reduction in continuing program costs compared to the costs of the status quo business environment.

4.4.4 Return on investment

Table 4-45 below presents the summary EAW for the Interim CMS plus extra small courts scenario, and depicts a summary of the project costs and benefits for the years FY 2002/03 to FY 2014/15, and then the costs and benefits for each year from FY 2015/16 to FY 2020/21. The final column shows a Total Project Cost for this scenario of \$1,531,130,476, Total Continuing Existing Costs (i.e., program costs and maintenance of current IT systems during the deployment) of \$4,106,425,244, and a total cost for this alternative of \$5,637,555,720.

Comparing this figure against the baseline scenario results in a cost savings/avoidance of \$300,000,173. With the addition of \$120,599,762 in estimated new revenue, the results in a net ROI for this scenario of \$420,599,935.

	SUBTOTAL	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	TOTAL
Cancel CCMS Deployment/Baseline								
Total IT Costs	363,339,452.9	102,997,727.7	92,703,423.7	19,708,285.5	8,698,701.5	0.0	0.0	587,447,591
Total Program Costs	2,636,343,720.3	442,999,078.2	443,069,100.9	450,976,716.8	448,759,180.7	450,982,989.6	450,982,989.6	5,324,113,776
Total Cancel CCMS Deployment Costs	2,999,683,173.2	545,996,805.9	535,772,524.6	470,685,002.3	457,457,882.2	450,982,989.6	450,982,989.6	5,911,561,368
Scenario 4	Interim CMS + XS							
Total Project Costs	1,020,903,914.9	181,797,582.9	126,485,678.6	58,743,012.9	47,733,428.9	47,733,428.9	47,733,428.9	1,531,130,476
Total Cont. Exist. Costs	2,500,806,085.3	310,752,780.5	256,478,186.2	259,902,834.1	258,971,508.1	259,756,925.0	259,756,925.0	4,106,425,244
Total Alternative Costs	3,521,710,000.1	492,550,363.4	382,963,864.8	318,645,847.0	306,704,937.0	307,490,353.9	307,490,353.9	5,637,555,720
COST SAVINGS/AVOIDANCES	(496,032,301.7)	53,446,442.5	152,808,659.8	152,039,155.3	150,752,945.3	143,492,635.7	143,492,635.7	300,000,173
Increased Revenues	25,084,231.1	15,919,255.2	15,919,255.2	15,919,255.2	15,919,255.2	15,919,255.2	15,919,255.2	120,599,762
Net (Cost) or Benefit	(470,948,070.6)	69,365,697.7	168,727,915.0	167,958,410.5	166,672,200.5	159,411,891.0	159,411,891.0	420,599,935
Cum. Net (Cost) or Benefit	(470,948,070.6)	(401,582,372.9)	(232,854,457.9)	(64,896,047.4)	101,776,153.1	261,188,044.1	420,599,935.1	

Table 4-45: Interim CMS + XS scenario summary EAW

In addition to calculating the best estimate (baseline) scenario, as described above Grant Thornton also considered optimistic and pessimistic variations of our baseline assumptions. Taking these assumptions into consideration, and only considering future investment costs (i.e., not considering any prior CCMS V4 costs from FY 2002/03 to FY 2010/11), Table 4-46 below presents the variation in ROI across the pessimistic, baseline, and optimistic scenarios.

Table 4-46 shows that when only future investment dollars are considered, the Interim CMS plus extra small courts option has a ROI of \$691,127,435. The pessimistic scenario (where costs are assumed to be higher, benefits are assumed to be lower, and deployment is assumed to be delayed) results in a negative ROI of (\$624,058,097). The optimistic scenario (where costs are assumed to be reduced, and benefits are assumed to be higher) results in a positive ROI of \$755,851,092.

FY 2011/12 to FY 2020/21 ROI Comparison with Optimistic/Pessimistic Scenarios			
	Pessimistic	Baseline	Optimistic
Interim CMS + XS	(\$624,058,097)	\$691,127,435	\$755,851,092

Table 4-46: Interim CMS + XS scenario comparison of optimistic and pessimistic assumptions

4.5 Summary of Alternatives

This subsection presents a summary of the alternatives, and also presents some considerations for AOC review based on the findings of the CBA.

4.5.1 Comparison of alternative scenarios

Table 4-47 below presents a summary of the total estimated ROI of the four alternative CCMS scenarios based on the total development and deployment costs of CCMS V4. Results are presented both for the total project lifecycle costs (FY 2002/03 to FY 2020/21), and for future costs only (FY 2011/12 to FY 2020/21). Table 4-47 shows that:

- Since the Cancel CCMS Deployment scenario is the baseline scenario, by definition it produces an ROI of \$0. Grant Thornton chose the FY 2011/12 to FY 2020/21 time period as the baseline time period for which a \$0 ROI is returned. For the period FY 2002/03 to FY 2020/21 this scenario produces a negative ROI of (\$270,527,500) which reflects the sunk costs that have already been spent on CCMS V4 prior to FY 2011/12 and that cannot be recovered. This scenario includes an estimated cost of approximately \$342 Million for all 58 courts to maintain, upgrade or replace their existing CMS through FY 2020/21. This estimate is close to the “Low End Range Total” of \$363 Million that has been independently estimated by a recent analysis conducted for the California Trial Court Consortium (CTCC).
- When considering future costs only, deploying CCMS to all 58 courts produces a positive ROI of \$836,657,808 compared to the Cancel CCMS Deployment scenario. When all historical CCMS V4 costs are also considered the ROI is reduced to \$566,130,307. Once CCMS is fully operational in all 58 courts the system is estimated to produce a positive ROI of approximately \$300 Million each year.
- Deploying CCMS to only the early adopter, Southern Region and remaining V2/V3 courts (minus LA) produces an ROI of \$654,442,700 when considering future costs only, and an ROI of \$383,915,199 when total project lifecycle costs are taken into consideration. The CCMS deployment costs for this scenario are less, but business process efficiencies are also less and the current system replacement costs for those courts that do not deploy CCMS significantly reduce the ROI.
- Deploying CCMS to only the V2, V3, SJE and any remaining extra small courts results in an ROI of \$691,127,435 when only future costs are taken into consideration, and an ROI of \$420,599,935 when total project lifecycle costs are taken into consideration. As with the Southern Region scenario, CCMS deployment costs are less but business process savings as also less and current system replacement costs for non-CCMS courts reduce the ROI.

Return on Investment Value of Alternative Scenarios (V4 costs):		
	FY 2002/03 to FY2020/21	FY 2011/12 to FY 2020/21
Cancel CCMS Deployment	(\$270,527,500)	\$0
58 Court Deployment of CCMS	\$566,130,307	\$836,657,808
Southern Region Plus V2/V3	\$383,915,199	\$654,442,700
Interim CMS + XS Courts	\$420,599,935	\$691,127,435

Table 4-47: Summary of ROI based on V4 costs

Although Grant Thornton’s estimate of current system replacement costs for non-CCMS courts is similar to the result of an independent analysis conducted for the CTCC, there are significant uncertainties in estimating how much courts would expend in maintaining, upgrading or replacement their current CMS’ over the next

ten years if CCMS were not deployed. Table 4-48 below therefore presents the ROI estimates for each scenario excluding any estimate of current CMS replacement costs (i.e. assuming courts spent zero dollars in CMS replacement outside normal maintenance and operations). Ignoring current CMS replacement costs, all three CCMS deployment scenarios still provide a positive ROI, although the ROI in each case is smaller.

Return on Investment Value of Alternative Scenarios (V4 costs)		
	FY 2002/03 to FY 2020/21	FY 2011/12 to FY 2020/21
Cancel CCMS Deployment	(\$270,527,500)	\$0
58 Court Deployment of CCMS	\$223,215,691	\$493,743,191
Southern Region plus V2/V3	\$295,335,142	\$565,862,642
Interim CMS + extra small courts	\$293,303,480	\$563,830,980

Table 4-48: Summary of ROI based on V4 costs and excluding current CMS replacement costs

In comparison to Table 4-47, Table 4-49 below considers the ROI for each scenario when past V2 and V3 development and deployment costs are also considered in addition to V4 costs. In each scenario the FY 2002/03 to 2020/21 ROI is approximately \$109M less than when only V4 costs are considered. For example, the ROI for the 58 Court Deployment of CCMS considering all V4 costs from FY 2002/03 to FY 2020/21 is shown in Table 4-47 as \$566,130,307. Table 4-49 shows that adding V2 and V3 costs reduces the 58 Court Deployment ROI to \$456,936,273.

Return on Investment Value of Alternative Scenarios (V2, V3 and V4 costs):		
	FY 2002/03 to FY2020/21	FY 2011/12 to FY 2020/21
Cancel CCMS Deployment	(\$379,721,535)	\$0
58 Court Deployment of CCMS	\$456,936,273	\$836,657,808
Southern Region plus V2/V3	\$274,721,164	\$654,442,700
Interim CMS + XS Courts	\$311,405,900	\$691,127,435

Table 4-49: Summary of ROI based on V2, V3 and V4 costs

Table 4-50 presents the baseline CCMS V4 ROI for each scenario, along with the ROI for the optimistic and pessimistic versions of each scenario. The variation in the Cancel CCMS Deployment ROI is due to more pessimistic or optimistic assumptions on the cost to replace existing CMS', as described in subsections 4.1.2.3 and 4.1.2.4 above. As shown in the table, when compared to the 58 court deployment the Southern Region and Interim CMS scenarios have a reduced opportunity for greater ROI if our optimistic assumptions are realized, but also have a lower risk of significant loss if our pessimistic assumptions are realized.

FY2011/12 to FY2020/21 ROI Comparison with Optimistic/Pessimistic Versions of Scenarios			
	Pessimistic	Baseline	Optimistic
Cancel CCMS Deployment	(\$368,385,384)	\$0	\$102,437,385
58 Court Deployment of CCMS	(\$841,373,160)	\$836,657,808	\$1,105,216,109
Southern Region Plus V2/V3	(\$479,794,745)	\$654,442,700	\$666,326,808
Interim CMS + XS Courts	(\$624,058,097)	\$691,127,435	\$755,851,092

Table 4-50: FY2011/12 to FY2020/21 ROI comparison with optimistic/pessimistic versions of scenarios

In accordance with State EAW standards, in addition to calculating costs and benefits in dollar terms, Grant Thornton also calculated the impact of labor costs in Personnel Years (PYs). PYs were calculated by dividing the total labor costs for each fiscal year by an average labor cost of \$78,600. The EAWs presented in Section 5 show the PY calculations for each of the four alternative CCMS scenarios. Table 4-51 below presents the summary EAWs for each scenario in PY terms. In summary:

- The Cancel CCMS Deployment scenario is estimated to consume approximately 1,560 PYs over the CBA time period. This comprises approximately 260 PYs in AOC CCMS V4 staff time from FY 2002/03 to project cancellation, plus approximately 1,300 PYs in court staff time to replace existing CMS'. Since current business processes are assumed not to change in this scenario, there are no changes to continuing program cost PYs.
- The 58 court deployment scenario consumes approximately 5,380 PYs of staff time to develop, deploy, and maintain CCMS over the CBA time period. However, once CCMS is fully deployed in FY 2017/18, business process efficiencies lead to annual savings of 3,222 PYs each year. Through the duration of the CBA time period, these efficiencies result in a net savings of approximately 13,972 PYs. These PYs can effectively be thought of as additional staff that the Branch has available to meet caseload demands and to relieve some of the staff shortages currently faced by the Branch.
- The Southern Region plus V2/V3 scenario consumes 3,843 PYs of staff time to develop, deploy, and maintain CCMS and to replace current CMS' over the CBA time period. However, once CCMS is fully deployed in FY 2018/19 business process efficiencies lead to annual savings of approximately 1,470 PYs each year. Through the duration of the CBA time period, these efficiencies result in a net savings of approximately 7,875 PYs.
- The Interim CMS plus extra small courts scenario consumes 4,552 PYs of staff time to develop, deploy, and maintain CCMS and to replace current CMS' over the CBA time period. However, once CCMS is fully deployed in FY 2018/19 business process efficiencies lead to annual savings of approximately 1604 PYs each year. Throughout the duration of the CBA time period, these efficiencies result in a net savings of approximately 7,297 PYs.

For each of the CCMS implementation scenarios, the additional staff investment required from FY 2011/12 through FY 2017/18 is repaid by an ongoing saving in PYs, with the cumulative PY investment becoming positive some time between FY 2016/17 and FY 2017/18 depending on the scenario.

	SUBTOTAL (FY 2002 – 2014)	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	TOTAL
EXISTING SYSTEM								
Total IT Costs	1,592.9	262.9	262.9	262.6	262.3	262.7	262.7	3,169.1
Total Program Costs	24,882.4	4,147.1	4,147.1	4,147.1	4,147.1	4,147.1	4,147.1	49,764.8
Total Existing System Costs	26,475.3	4,410.0	4,410.0	4,409.7	4,409.4	4,409.8	4,409.8	52,933.9
Scenario 1:	Cancel CCMS Deployment							
Total Project Costs	709.9	390.6	351.0	75.2	33.2	0.0	0.0	1,559.9
Total Cont. Exist. Costs	26,475.3	4,410.0	4,410.0	4,409.7	4,409.4	4,409.8	4,409.8	52,933.9
Total Alternative Costs	27,185.2	4,800.6	4,761.0	4,484.9	4,442.6	4,409.8	4,409.8	54,493.8
COST SAVINGS/AVOIDANCES	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Increased Revenues								
Net (Cost) or Benefit	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Cum. Net (Cost) or Benefit	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
Scenario 2	58 Court Deployment							
Total Project Costs	3,254.1	663.2	475.1	247.0	247.0	247.0	247.0	5,380.5
Total Cont. Exist. Costs	25,531.2	3,346.6	1,988.2	1,453.0	940.7	940.7	940.7	35,141.1
Total Alternative Costs	28,785.3	4,009.8	2,463.3	1,700.1	1,187.7	1,187.7	1,187.7	40,521.6
COST SAVINGS/AVOIDANCES	(1,600.1)	790.8	2,297.7	2,784.9	3,254.9	3,222.0	3,222.0	13,972.1
Increased Revenues								
Net (Cost) or Benefit	(1,600.1)	790.8	2,297.7	2,784.9	3,254.9	3,222.0	3,222.0	13,972.1
Cum. Net (Cost) or Benefit	(1,600.1)	(809.3)	1,488.4	4,273.2	7,528.1	10,750.1	13,972.1	
Scenario 3	Southern Region plus V2/V3							
Total Project Costs	2,773.1	382.3	360.8	113.2	71.2	71.2	71.2	3,843.0
Total Cont. Exist. Costs	25,566.0	2,868.3	2,868.3	2,868.3	2,868.0	2,868.3	2,868.3	42,775.4
Total Alternative Costs	28,339.0	3,250.6	3,229.0	2,981.5	2,939.2	2,939.5	2,939.5	46,618.4
COST SAVINGS/AVOIDANCES	(1,153.8)	1,550.0	1,532.0	1,503.4	1,503.4	1,470.2	1,470.2	7,875.4
Increased Revenues								
Net (Cost) or Benefit	(1,153.8)	1,550.0	1,532.0	1,503.4	1,503.4	1,470.2	1,470.2	7,875.4
Cum. Net (Cost) or Benefit	(1,153.8)	396.1	1,928.1	3,431.5	4,934.9	6,405.1	7,875.4	
Scenario 4	Interim CMS + extra small courts							
Total Project Costs	3,375.9	489.6	357.8	113.9	71.8	71.8	71.8	4,552.7
Total Cont. Exist. Costs	25,591.0	3,383.2	2,734.0	2,733.9	2,733.6	2,733.9	2,733.9	42,643.5
Total Alternative Costs	28,966.9	3,872.8	3,091.8	2,847.7	2,805.4	2,805.8	2,805.8	47,196.3
COST SAVINGS/AVOIDANCES	(1,781.7)	927.7	1,669.2	1,637.2	1,637.2	1,604.0	1,604.0	7,297.5
Increased Revenues								
Net (Cost) or Benefit	(1,781.7)	927.7	1,669.2	1,637.2	1,637.2	1,604.0	1,604.0	7,297.5
Cum. Net (Cost) or Benefit	(1,781.7)	(854.0)	815.2	2,452.4	4,089.5	5,693.5	7,297.5	

Table 4-51: CCMS deployment scenario summary EAWs in PY terms

4.5.2 Considerations for AOC review

For each alternative scenario within the CBA, in addition to the ‘baseline’ estimate of costs and benefits we also presented ‘optimistic’ and ‘pessimistic’ versions of the scenario. The optimistic and pessimistic versions of the scenarios serve two purposes, in that they:

1. Illustrate the sensitivity of the ROI calculation to changes in major CBA assumptions; and
2. Identify the most critical aspects of the CCMS deployment that will most influence the success of the project.

The optimistic and pessimistic versions of the scenarios show that the following elements of the CBA are critical success factors for the CCMS deployment:

- **Deployment Wave duration.** The duration of each CCMS deployment Wave has a direct impact on the speed in which CCMS benefits will begin to be realized. Any delays in project schedule will have a significant negative impact on CCMS ROI.
- **Timeline to gain benefits after deployment.** The speed with which courts can begin to realize benefits from CCMS is a major contributing factor to CCMS ROI. Any issues or constraints that limit a court’s ability to execute a smooth, seamless deployment and to begin operating with new more efficient business processes will have a direct negative impact CCMS ROI.
- **State-level deployment costs.** Any budget overruns by AOC will increase state-level deployment costs and directly reduce CCMS ROI.
- **Court deployment costs.** Any increases in court deployment costs will also directly reduce CCMS ROI.
- **Percentage of electronic case file delivery.** One of the major contributors to CCMS ROI is the elimination of manual data entry of case files with JPs that have electronic integration with CCMS. The higher the percentage of case files delivered electronically, the higher the ROI for CCMS.

If the AOC were to conduct an updated CBA in the future, the above factors would also be areas for further analysis as more accurate data becomes available. More accurate estimates for the above factors will produce a more accurate estimation of CCMS ROI.

5. Economic analysis worksheets

In accordance with the requirements of the State of California FSR format, this section presents EAW's that reflect the four project alternatives presented in Section 4.

5.1 Existing system cost worksheet

	FY 2002/3-09/10		FY 2010/11		FY 2011/12		FY 2012/13		FY 2013/14		FY 2014/15		SUBTOTAL	
	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts
Continuing Information														
Technology Costs														
Staff (salaries & benefits)	266.1	28,057,854	267.9	30,115,960	265.2	30,340,197	263.7	31,057,766	266.4	32,549,391	263.6	32,510,338	1592.9	184,631,507
Hardware														
Lease/Maintenance		1,988,408		4,882,356		7,183,961		2,662,297		1,967,504		7,491,496		26,176,022
Software														
Maintenance/Licenses		12,708,962		12,147,600		12,459,050		13,138,130		13,087,824		13,262,603		76,804,170
Contract Services		11,528,844		11,083,720		9,521,003		9,504,628		9,492,515		9,566,796		60,697,506
Data Center Services		17,737,134		18,064,832		17,851,596		18,152,856		18,481,348		18,820,854		109,108,621
Agency Facilities		24,255		24,905		27,325		28,296		21,806		22,596		149,184
Other		24,580,827		30,050,912		24,554,833		21,606,598		22,770,165		23,782,650		147,345,986
Total IT Costs	266.1	96,626,283	267.9	106,370,287	265.2	101,937,965	263.7	96,150,572	266.4	98,370,554	263.6	105,457,335	1592.9	604,912,996
Continuing Program Costs:														
Staff	4147.1	325,959,501	4147.1	325,959,501	4147.1	325,959,501	4147.1	325,959,501	4147.1	325,959,501	4147.1	325,959,501	24882.4	1,955,757,008
Other		12,612,286		12,612,286		12,612,286		12,612,286		12,612,286		12,612,286		75,673,717
Total Program Costs	4147.1	338,571,787	4147.1	338,571,787	4147.1	338,571,787	4147.1	338,571,787	4147.1	338,571,787	4147.1	338,571,787	24882.4	2,031,430,725
TOTAL EXISTING SYSTEM COSTS	4413.2	435,198,070	4415.0	444,942,075	4412.2	440,509,753	4410.7	434,722,359	4413.5	436,942,341	4410.7	444,029,122	26475.3	2,636,343,720

	Subtotal		FY 2015/16		FY 2016/17		FY 2017/18		FY 2018/19		FY 2019/20		FY 2020/21		TOTAL	
	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts
Continuing Information																
Technology Costs																
Staff (salaries & benefits)	1592.9	184,631,507	262.9	33,224,265	262.9	34,020,354	262.6	34,953,683	262.3	35,727,515	262.7	36,711,737	262.7	36,711,737	3169.1	395,980,797
Hardware																
Lease/Maintenance		26,176,022		4,416,551		2,278,047		7,449,041		3,232,646		2,984,063		2,984,063		49,520,434
Software																
Maintenance/Licenses		76,804,170		13,481,990		13,841,321		14,090,114		14,368,414		14,645,852		14,645,852		161,877,713
Contract Services		60,697,506		9,545,731		9,608,704		9,640,689		9,690,318		9,815,228		9,815,228		118,813,403
Data Center Services		109,108,621		19,181,612		19,461,604		19,868,819		20,301,855		20,762,455		20,762,455		229,447,421
Agency Facilities		149,184		23,426		20,098		21,013		21,974		22,982		22,982		281,659
Other		147,345,986		24,553,715		25,267,187		26,381,571		26,844,671		27,468,884		27,468,884		305,330,899
Total IT Costs	1592.9	604,912,996	262.9	104,427,291	262.9	104,497,314	262.6	112,404,929	262.3	110,187,393	262.7	112,411,202	262.7	112,411,202	3169.1	1,261,252,327
Continuing Program Costs:																
Staff	24882.4	1,955,757,008	4147.1	325,959,501	4147.1	325,959,501	4147.1	325,959,501	4147.1	325,959,501	4147.1	325,959,501	4147.1	325,959,501	49764.8	3,911,514,015
Other		75,673,717		12,612,286		12,612,286		12,612,286		12,612,286		12,612,286		12,612,286		151,347,434
Total Program Costs	24882.4	2,031,430,725	4147.1	338,571,787	49764.8	4,062,861,449										
TOTAL EXISTING SYSTEM COSTS	26475.3	2,636,343,720	4410.0	442,999,078	4410.0	443,069,101	4409.7	450,976,717	4410.7	448,759,181	4409.8	450,982,990	4409.8	450,982,990	52933.9	5,324,113,776

5.2 Cancel CCMS Deployment cost worksheet

	FY 2002/3-09/10		FY 2010/11		FY 2011/12		FY 2012/13		FY 2013/14		FY 2014/15		SUBTOTAL	
	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts
One-Time IT Project Costs														
Staff (Salaries & Benefits)	87.2	6,851,287	18.2	1,430,286	0.0	0	65.4	5,138,369	120.4	9,460,393	267.6	21,030,021	558.7	43,910,356
Hardware Purchase		0		0		0		0		0		0		0
Software Purchase/License		0		0		0		0		0		0		0
Telecommunications		0		0		0		0		0		0		0
Contract Services		0		0		0		0		0		0		0
Software Customization		135,836,784		17,854,731		0		11,989,528		22,074,251		49,113,916		236,869,210
Project Management		34,523,222		0		0		0		0		0		34,523,222
Project Oversight		0		0		0		0		0		0		0
IV&V Services		0		0		0		0		0		0		0
Other Contract Services		0		0		0		0		0		0		0
TOTAL Contract Services		170,360,006		17,854,731		0		11,989,528		22,074,251		49,113,916		271,392,432
Data Center Services		17,939,278		11,135,520		0		0		0		0		29,074,798
Agency Facilities		0		0		0		0		0		0		0
Other		3,462,630		2,931,250		0		0		0		0		6,393,880
Total One-time IT Costs	87.2	198,613,200	18.2	33,351,788	0.0	0	65.4	17,127,897	120.4	31,534,644	267.6	70,143,937	558.7	350,771,466
Continuing IT Project Costs														
Staff (Salaries & Benefits)	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0
Hardware Lease/Maintenance		0		0		0		0		0		0		0
Software Maintenance/Licenses		0		0		0		0		0		0		0
Telecommunications		0		0		0		0		0		0		0
Contract Services		0		11,811,987		0		0		0		0		11,811,987
Data Center Services		0		756,000		0		0		0		0		756,000
Agency Facilities		0		0		0		0		0		0		0
Other		0		0		0		0		0		0		0

	FY 2002/3-09/10		FY 2010/11		FY 2011/12		FY 2012/13		FY 2013/14		FY 2014/15		SUBTOTAL	
	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts
Total Continuing IT Costs	0.0	0	0.0	12,567,987	0.0	0	0.0	0	0.0	0	0.0	0	0.0	12,567,987
Total Project Costs	87.2	198,613,200	18.2	45,919,775	0.0	0	65.4	17,127,897	120.4	31,534,644	267.6	70,143,937	558.7	363,339,453
Continuing Existing Costs														
Information Technology Staff	266.1	28,057,854	268	30,115,960	265	30,340,197	264	31,057,766	266	32,549,391	264	32,510,338	1,593	184,631,507
Other IT Costs		68,568,429		76,254,327		71,597,768		65,092,806		65,821,163		72,946,996		420,281,489
Total Continuing Existing IT Costs	266.1	96,626,283	268	106,370,287	265	101,937,965	264	96,150,572	266	98,370,554	264	105,457,335	1,593	604,912,996
Program Staff	4147.1	325,959,501	4,147	325,959,501	4,147	325,959,501	4,147	325,959,501	4,147	325,959,501	4,147	325,959,501	24,882	1,955,757,008
Other Program Costs		12,612,286		12,612,286		12,612,286		12,612,286		12,612,286		12,612,286		75,673,717
Total Continuing Existing Program Costs	4147.1	338,571,787	4147.1	338,571,787	4147.1	338,571,787	4147.1	338,571,787	4147.1	338,571,787	4147.1	338,571,787	24882.4	2,031,430,725
Total Continuing Existing Costs	4413.2	435,198,070	4415.0	444,942,075	4412.2	440,509,753	4410.7	434,722,359	4413.5	436,942,341	4410.7	444,029,122	26475.3	2,636,343,720
TOTAL ALTERNATIVE COSTS	4500.4	633,811,271	4433.2	490,861,849	4412.2	440,509,753	4476.1	451,850,256	4533.9	468,476,985	4678.2	514,173,059	27034.0	2,999,683,173
INCREASED REVENUES		0		0		0		0		0		0		0

	Subtotal		FY 2015/16		FY 2016/17		FY 2017/18		FY 2018/19		FY 2019/20		FY 2020/21		TOTAL	
	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts
One-Time IT Project Costs																
Staff (Salaries & Benefits)	558.7	43,910,356	390.6	30,698,578	351.0	27,587,927	75.2	5,912,486	33.2	2,609,610	0.0	0	0.0	0	1408.6	110,718,958
Hardware Purchase		0		0		0		0		0		0		0		0
Software Purchase/License		0		0		0		0		0		0		0		0
Telecommunications		0		0		0		0		0		0		0		0
Contract Services				0		0		0		0		0		0		0
Software Customization		236,869,210		72,299,149		65,115,497		13,795,800		6,089,091		0		0		394,168,746
Project Management		34,523,222		0		0		0		0		0		0		34,523,222
Project Oversight		0		0		0		0		0		0		0		0
IV&V Services		0		0		0		0		0		0		0		0
Other Contract Services		0		0		0		0		0		0		0		0
TOTAL Contract Services		271,392,432		72,299,149		65,115,497		13,795,800		6,089,091		0		0		428,691,969
Data Center Services		29,074,798		0		0		0		0		0		0		29,074,798
Agency Facilities		0		0		0		0		0		0		0		0
Other		6,393,880		0		0		0		0		0		0		6,393,880
Total One-time IT Costs	558.7	350,771,466	390.6	102,997,728	351.0	92,703,424	75.2	19,708,286	33.2	8,698,702	0.0	0	0.0	0	1408.6	574,879,604
Continuing IT Project Costs																
Staff (Salaries & Benefits)	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0
Hardware Lease/Maintenance		0		0		0		0		0		0		0		0
Software Maintenance/Licenses		0		0		0		0		0		0		0		0
Telecommunications		0		0		0		0		0		0		0		0
Contract Services		11,811,987		0		0		0		0		0		0		11,811,987
Data Center Services		756,000		0		0		0		0		0		0		756,000
Agency Facilities		0		0		0		0		0		0		0		0
Other		0		0		0		0		0		0		0		0
Total Continuing IT Costs	0.0	12,567,987	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	12,567,987
Total Project Costs	558.7	363,339,453	390.6	102,997,728	351.0	92,703,424	75.2	19,708,286	33.2	8,698,702	0.0	0	0.0	0	1408.6	587,447,591

	Subtotal		FY 2015/16		FY 2016/17		FY 2017/18		FY 2018/19		FY 2019/20		FY 2020/21		TOTAL	
	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts
Continuing Existing Costs																
Information Technology Staff	1592.9	184,631,507	262.9	33224264.5	262.9	34020354.3	262.6	34953682.5	262.3	35727515.2	262.7	36711736.9	262.7	36711736.9	3169.1	395,980,797
Other IT Costs		420,281,489		71,203,026		70,476,959		77,451,247		74,459,878		75,609,465		75,609,465		865,271,530
Total Continuing Existing IT Costs	1592.9	604,912,996	262.9	104,427,291	262.9	104,497,314	262.6	112,404,929	262.3	110,187,393	262.7	112,411,202	262.7	112,411,202	3169.1	1,261,252,327
Program Staff	24882.4	1,955,757,008	4,147	325,959,501	4,147	325,959,501	4,147	325,959,501	4,147	325,959,501	4,147	325,959,501	4,147	325,959,501	49764.8	3,911,514,015
Other Program Costs		75,673,717		12,612,286		12,612,286		12,612,286		12,612,286		12,612,286		12,612,286		151,347,434
Total Continuing Existing Program Costs	24882.4	2,031,430,725	4147.1	338,571,787	49764.8	4,062,861,449										
Total Continuing Existing Costs	26475.3	2,636,343,720	4410.0	442,999,078	4410.0	443,069,101	4409.7	450,976,717	4409.4	448,759,181	4409.8	450,982,990	4409.8	450,982,990	52933.9	5,324,113,776
TOTAL ALTERNATIVE COSTS	27034.0	2,999,683,173	4800.6	545,996,806	4761.0	535,772,525	4484.9	470,685,002	4442.6	457,457,882	4409.8	450,982,990	4409.8	450,982,990	54342.5	5,911,561,368
INCREASED REVENUES		0		0		0		0		0		0		0		0

5.3 58 court deployment cost worksheet

	FY 2002/3-09/10		FY 2010/11		FY 2011/12		FY 2012/13		FY 2013/14		FY 2014/15		SUBTOTAL	
	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts
One-Time IT Project Costs														
Staff (Salaries & Benefits)	87	6,851,287	18	1,430,286	529	41,552,546	996	78,254,295	1,849	145,362,477	1,598	125,598,604	5077.0	399,049,495
Hardware Purchase		0		0		15,698,225		0		152,446		290,990		16,141,661
Software Purchase/License		0		0		5,914,438		6,166,216		10,718,367		882,670		23,681,691
Telecommunications		0		0		0		0		0		0		0
Contract Services		0		0		0		0		0		0		0
Software Customization		135,836,784		17,854,731		78,351,462		88,701,848		93,011,252		108,236,199		521,992,276
Project Management		34,523,222		0		0		0		0		0		34,523,222
Project Oversight		0		0		0		0		0		0		0
IV&V Services		0		0		0		0		0		0		0
Other Contract Services		0		0		0		0		0		0		0
TOTAL Contract Services		170,360,006		17,854,731		78,351,462		88,701,848		93,011,252		108,236,199		556,515,498
Data Center Services		17,939,278		11,135,520		18,830,460		20,285,835		51,860,952		71,863,125		191,915,170
Agency Facilities		0		0		0		0		0		0		0
Other		3,462,630		2,931,250		0		0		0		0		6,393,880
Total One-time IT Costs	87	198,613,200	18	33,351,788	529	160,347,131	996	193,408,194	1,849	301,105,493	1,598	306,871,588	5077.0	1,193,697,394
Continuing IT Project Costs														
Staff (Salaries & Benefits)	0	0	0	0	75	5,929,150	89	7,010,262	185	14,548,608	220	17,319,184	570.1	44,807,204
Hardware Lease/Maintenance		0		0		1,027,363		1,062,631		1,509,072		1,546,808		5,145,874
Software Maintenance/Licenses		0		0		0		0		135,151		135,151		270,303
Telecommunications		0		0		0		0		0		0		0
Contract Services		0		11,811,987		23,570,886		25,081,450		30,368,945		30,423,390		121,256,659
Data Center Services		0		756,000		20,178,777		23,790,391		28,539,818		29,642,054		102,907,040
Agency Facilities		0		0		0		0		0		0		0
Other		0		0		0		0		0		0		0
Total Continuing IT Costs	0.0	0	0	12,567,987	75	50,706,175	89	56,944,735	185	75,101,594	220	79,066,588	570.1	274,387,079
Total Project Costs	87.2	198,613,200	18	45,919,775	604	211,053,306	1,085	250,352,929	2,034	376,207,087	1,818	385,938,176	5647.0	1,468,084,473

	FY 2002/3-09/10		FY 2010/11		FY 2011/12		FY 2012/13		FY 2013/14		FY 2014/15		SUBTOTAL	
	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts
Continuing Existing Costs														
Information Technology Staff	266	28,057,854	268	30,115,960.4	247	28,035,697.4	220	25,600,841.5	152	18,911,558.9	103	12,785,511.8	1256.4	143,507,424
Other IT Costs		68,568,429		76,254,327		70,058,341		60,513,230		56,736,594		36,178,829		368,309,749
Total Continuing Existing IT Costs	266.1	96,626,283	268	106,370,287	247	98,094,038	220	86,114,071	152	75,648,153	103	48,964,341	1256.4	511,817,173
Program Staff	4147.1	325,959,501	4147.1	325,959,501	4147.1	325,959,501	4147.1	325,959,501	3948.7	310,365,953	3737.9	293,795,065	24274.8	1,907,999,023
Other Program Costs		12,612,286		12,612,286		12,612,286		12,612,286		11,547,094		11,352,547		73,348,785
Total Continuing Existing Program Costs	4147.1	338,571,787	4,147	338,571,787	4,147	338,571,787	4,147	338,571,787	3,949	321,913,047	3,738	305,147,611	24274.8	1,981,347,808
Total Continuing Existing Costs	4413.2	435,198,070	4,415	444,942,075	4,394	436,665,825	4,367	424,685,859	4,101	397,561,200	3,841	354,111,952	25531.2	2,493,164,981
TOTAL ALTERNATIVE COSTS	4500.4	633,811,271	4,433	490,861,849	4,998	647,719,132	5,452	675,038,787	6,135	773,768,287	5,660	740,050,128	31178.2	3,961,249,454
INCREASED REVENUES		0		0		0		4,734,317		7,426,980		20,192,556		32,353,853

	SUBTOTAL		FY 2015/16		FY 2016/17		FY 2017/18		FY 2018/19		FY 2019/20		FY 2020/21		TOTAL	
	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts
One-Time IT Project Costs																
Staff (Salaries & Benefits)	5077.0	399,049,495	458	36,027,875	228	17,926,232	0	0	0	0	0	0	0	0	5763.4	453,003,601
Hardware Purchase		16,141,661		138,544		69,272		0		0		0		0		16,349,477
Software Purchase/License		23,681,691		420,251		210,125		0		0		0		0		24,312,067
Telecommunications		0		0		0		0		0		0		0		0
Contract Services				0		0		0		0		0		0		
Software Customization		521,992,276		49,102,571		4,863,541		0		0		0		0		575,958,388
Project Management		34,523,222		0		0		0		0		0		0		34,523,222
Project Oversight		0		0		0		0		0		0		0		0
IV&V Services		0		0		0		0		0		0		0		0
Other Contract Services		0		0		0		0		0		0		0		0
TOTAL Contract Services		556,515,498		49,102,571		4,863,541		0		0		0		0		610,481,610
Data Center Services		191,915,170		30,071,052		12,125,195		0		0		0		0		234,111,417
Agency Facilities		0		0		0		0		0		0		0		0
Other		6,393,880		0		0		0		0		0		0		6,393,880
Total One-time IT Costs	5077.0	1,193,697,394	458	115,760,293	228	35,194,365	0	0	0	0	0	0	0	0	5763.4	1,344,652,053
Continuing IT Project Costs																
Staff (Salaries & Benefits)	570.1	44,807,204	245	19,286,943	247	19,416,113	247	19,416,113	247	19,416,113	247	19,416,113	247	19,416,113	2050.6	161,174,715
Hardware Lease/Maintenance		5,145,874		2,305,261		2,339,367		2,674,710		2,674,710		2,674,710		2,674,710		20,489,341
Software Maintenance/Licenses		270,303		385,191		385,191		495,743		495,743		495,743		495,743		3,023,658
Telecommunications		0		0		0		0		0		0		0		0
Contract Services		121,256,659		30,432,092		30,432,092		30,432,092		30,432,092		30,432,092		30,432,092		303,849,212
Data Center Services		102,907,040		46,365,315		47,657,018		47,657,018		47,657,018		47,657,018		47,657,018		387,557,444
Agency Facilities		0		0		0		0		0		0		0		0
Other		0		0		0		0		0		0		0		0
Total Continuing IT Costs	570.1	274,387,079	245	98,774,802	247	100,229,781	247	100,675,677	247	100,675,677	247	100,675,677	247	100,675,677	2050.6	876,094,369
Total Project Costs	5647.0	1,468,084,473	704	214,535,096	475	135,424,146	247	100,675,677	247	100,675,677	247	100,675,677	247	100,675,677	7814.0	2,220,746,422

	SUBTOTAL		FY 2015/16		FY 2016/17		FY 2017/18		FY 2018/19		FY 2019/20		FY 2020/21		TOTAL	
	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts
Continuing Existing Costs																
Information Technology Staff	1256.4	143,507,424	103	12,969,861	53	6,848,208	0	0	0	0	0	0	0	0	1412.6	163,325,492
Other IT Costs		368,309,749		25,456,531		12,336,735		0		0		0		0		406,103,015
Total Continuing Existing IT Costs	1256.4	511,817,173	103	38,426,392	53	19,184,943	0	0	0	0	0	0	0	0	1412.6	569,428,508
Program Staff	24274.8	1,907,999,023	3243.6	254,944,264	1935.1	152,096,764	1453.0	114,208,943	940.7	73,939,127	940.7	73,939,127	940.7	73,939,127	33728.6	2,651,066,376
Other Program Costs		73,348,785		9,790,871		6,101,557		3,525,017		3,150,317		2,775,617		2,488,768		101,180,931
Total Continuing Existing Program Costs	24274.8	1,981,347,808	3,244	264,735,135	1,935	158,198,321	1,453	117,733,959	941	77,089,444	941	76,714,744	941	76,427,896	33728.6	2,752,247,307
Total Continuing Existing Costs	25531.2	2,493,164,981	3,347	303,161,527	1,988	177,383,265	1,453	117,733,959	941	77,089,444	941	76,714,744	941	76,427,896	35141.1	3,321,675,815
TOTAL ALTERNATIVE COSTS	31178.2	3,961,249,454	4,050	517,696,622	2,463	312,807,411	1,700	218,409,636	1,188	177,765,121	1,188	177,390,421	1,188	177,103,572	42955.1	5,542,422,237
INCREASED REVENUES		32,353,853		20,192,556		28,895,775		28,895,775		28,895,775		28,895,775		28,895,775		197,025,282

5.4 Southern Region plus V2/V3 worksheet

	FY 2002/3-09/10		FY 2010/11		FY 2011/12		FY 2012/13		FY 2013/14		FY 2014/15		SUBTOTAL	
	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts
One-Time IT Project Costs														
Staff (Salaries & Benefits)	87.9	6,910,497	18	1,430,286	619	48,646,352	939	73,787,741	453	35,610,581	314	24,656,103	2430.6	191,041,560
Hardware Purchase		0		0		15,698,225		92,834		92,834		0		15,883,893
Software Purchase/License		0		0		5,914,438		281,597		281,597		0		6,477,631
Telecommunications		0		0		0		0		0		0		0
Contract Services		0		0		0		0		0		0		0
Software Customization		138,267,972		17,450,828		95,022,875		101,220,728		48,807,124		64,301,423		465,070,951
Project Management		8,716,651		0		0		0		0		0		8,716,651
Project Oversight		0		0		0		0		0		0		0
IV&V Services		0		0		0		0		0		0		0
Other Contract Services		0		0		0		0		0		0		0
TOTAL Contract Services		146,984,623		17,450,828		95,022,875		101,220,728		48,807,124		64,301,423		473,787,602
Data Center Services		42,490,989		14,810,877		16,722,040		14,707,546		17,061,513		8,890,970		114,683,936
Agency Facilities		0		0		0		0		0		0		0
Other		5,253,091		1,200,000		0		0		0		0		6,453,091
Total One-time IT Costs	87.9	201,639,200	18	34,891,992	619	182,003,931	939	190,090,446	453	101,853,649	314	97,848,496	2430.6	808,327,713
Continuing IT Project Costs														
Staff (Salaries & Benefits)	181.3	14,250,894	4	284,043	23	1,831,968	25	5,045,687	72	5,688,987	72	5,622,659	376.9	32,724,237
Hardware Lease/Maintenance		0		0		0		0		0		231,710		231,710
Software Maintenance/Licenses		0		673,190		1,141,780		11,805,146		12,059,722		12,144,589		37,824,427
Telecommunications		0		0		0		0		0		0		0
Contract Services		0		217,061		223,573		8,025,454		12,420,152		11,479,957		32,366,199
Data Center Services		0		4,819,852		20,487,599		20,667,225		20,913,490		18,698,574		85,586,739

	FY 2002/3-09/10		FY 2010/11		FY 2011/12		FY 2012/13		FY 2013/14		FY 2014/15		SUBTOTAL	
	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts
Agency Facilities		0		0		0		0		0		0		0
Other		0		227,081		314,546		339,224		355,153		277,497		1,513,500
Total Continuing IT Costs	181.3	14,250,894	4	6,221,227	23	23,999,465	25	45,882,736	72	51,437,504	72	48,454,986	376.9	190,246,812
Total Project Costs	269.2	215,890,094	22	41,113,219	642	206,003,396	964	235,973,181	525	153,291,153	385	146,303,482	2807.5	998,574,525
Continuing Existing Costs														
Information Technology Staff	266	28057854	268	30115960	265	30340197	241	28221512	127	16123395	124	15877626	1291.2	148,736,545
Other IT Costs		68568429	0	76254327	0	71597768	0	63145658	0	51779011	0	37320136		368,665,329
Total Continuing Existing IT Costs	266.1	96,626,283	268	106,370,287	265	101,937,965	241	91,367,170	127	67,902,405	124	53,197,762	1291.2	517,401,873
Program Staff	4147.1	325,959,498	4147.1	325,959,498	4147.1	325,959,498	4147.1	325,959,498	3948.7	310,365,951	3737.9	293,795,062	24274.8	1,907,999,006
Other Program Costs		12,612,286		12,612,286		12,612,286		12,612,286		11,547,094		11,352,547		73,348,785
Total Continuing Existing Program Costs	4147.1	338,571,785	4,147	338,571,785	4,147	338,571,785	4,147	338,571,785	3,949	321,913,044	3,738	305,147,609	24274.8	1,981,347,791
Total Continuing Existing Costs	4413.2	435,198,067	4,415	444,942,072	4,412	440,509,750	4,388	429,938,955	4,075	389,815,450	3,862	358,345,371	25566.0	2,498,749,664
TOTAL ALTERNATIVE COSTS	4682.4	651,088,161	4,437	486,055,291	5,054	646,513,146	5,352	665,912,136	4,601	543,106,603	4,247	504,648,853	28373.5	3,497,324,190
INCREASED REVENUES		0		0		0		3,117,718		11,008,388		11,008,388		25,134,495

	SUBTOTAL		FY 2015/16		FY 2016/17		FY 2017/18		FY 2018/19		FY 2019/20		FY 2020/21		TOTAL	
	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts
One-Time IT Project Costs																
Staff (Salaries & Benefits)	2,431	191,041,560	309	24,283,889	289	22,729,926	42	3,302,875	0	0	0	0	0	0	3070.7	241,358,251
Hardware Purchase		15,883,893		0		0		0		0		0		0		15,883,893
Software Purchase/License		6,477,631		0		0		0		0		0		0		6,477,631
Telecommunications		0		0		0		0		0		0		0		0
Contract Services		0		0		0		0		0		0		0		0
Software Customization		465,070,951		55,972,008		49,523,403		7,706,709		0		0		0		578,273,071
Project Management		8,716,651		0		0		0		0		0		0		8,716,651
Project Oversight		0		0		0		0		0		0		0		0
IV&V Services		0		0		0		0		0		0		0		0
Other Contract Services		0		0		0		0		0		0		0		0
TOTAL Contract Services		473,787,602		55,972,008		49,523,403		7,706,709		0		0		0		586,989,722
Data Center Services		114,683,936		9,571,126		6,585,177		0		0		0		0		130,840,239
Agency Facilities		0		0		0		0		0		0		0		0
Other		6,453,091		0		0		0		0		0		0		6,453,091
Total One-time IT Costs	2,431	808,327,713	309	89,827,023	289	78,838,507	42	11,009,584	0	0	0	0	0	0	3070.7	988,002,827
Continuing IT Project Costs																
Staff (Salaries & Benefits)	377	32,724,237	73	5,768,188	72	5,626,464	71	5,597,449	71	5,597,449	71	5,597,449	71	5,597,449	806.8	66,508,685
Hardware Lease/Maintenance		231,710		231,710		231,710		231,710		231,710		231,710		231,710		1,621,968
Software Maintenance/Licenses		37,824,427		12,144,589		12,144,589		12,144,589		12,144,589		12,144,589		12,144,589		110,691,964
Telecommunications		0		0		0		0		0		0		0		0
Contract Services		32,366,199		11,272,890		11,272,890		11,272,890		11,272,890		11,272,890		11,272,890		100,003,539
Data Center Services		85,586,739		19,378,729		17,664,361		17,664,361		17,664,361		17,664,361		17,664,361		193,287,272
Agency Facilities		0		0		0		0		0		0		0		0
Other		1,513,500		283,385		290,155		0		0		0		0		2,087,040
Total Continuing IT Costs	377	190,246,812	73	49,079,491	72	47,230,170	71	46,910,999	71	46,910,999	71	46,910,999	71	46,910,999	806.8	474,200,469
Total Project Costs	2,807	998,574,525	382	138,906,514	361	126,068,676	113	57,920,583	71	46,910,999	71	46,910,999	71	46,910,999	3877.5	1,462,203,295

	SUBTOTAL		FY 2015/16		FY 2016/17		FY 2017/18		FY 2018/19		FY 2019/20		FY 2020/21		TOTAL	
	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts
Continuing Existing Costs																
Information Technology Staff	1,291	148,736,545	124	16,146,995	124	16,530,904	124	17,054,593	123	17,404,481	124	17,925,192	124	17,925,192	2033.4	251,723,902
Other IT Costs		368,665,329		36,378,972	0	35,676,569	0	38,429,772	0	37,364,675	0	37,811,640		37,811,640		592,138,597
Total Continuing Existing IT Costs	1,291	517,401,873	124	52,525,967	124	52,207,473	124	55,484,365	123	54,769,156	124	55,736,832	124	55,736,832	2033.4	843,862,499
Program Staff	24,275	1,907,999,006	2744.5	215,720,319	2744.5	215,720,319	2744.5	215,720,319	2744.5	215,720,319	2744.5	215,720,319	2744.5	215,720,319	40742.0	3,202,320,921
Other Program Costs		73,348,785		8,260,972		8,260,972		8,260,972		8,260,972		8,260,972		8,260,972		122,914,617
Total Continuing Existing Program Costs	24,275	1,981,347,791	2,745	223,981,291	40742.0	3,325,235,538										
Total Continuing Existing Costs	25,566	2,498,749,664	2,868	276,507,258	2,868	276,188,765	2,868	279,465,656	2,868	278,750,447	2,868	279,718,124	2,868	279,718,124	42775.4	4,169,098,037
TOTAL ALTERNATIVE COSTS	28,373	3,497,324,190	3,251	415,413,772	3,229	402,257,441	2,981	337,386,239	2,939	325,661,446	2,940	326,629,123	2,940	326,629,123	46652.8	5,631,301,332
INCREASED REVENUES		25,134,495		11,008,388		11,008,388		11,008,388		11,008,388		11,008,388		11,008,388		91,184,826

5.5 Interim CMS plus extra small courts worksheet

	FY 2002/3-09/10		FY 2010/11		FY 2011/12		FY 2012/13		FY 2013/14		FY 2014/15		SUBTOTAL	
	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts
One-Time IT Project Costs														
Staff (Salaries & Benefits)	88	6,910,497	18	1,430,286	556	43,710,454	1,021	80,255,313	1,125	88,410,618	212	16,672,490	3020.2	237,389,659
Hardware Purchase		0		0		15,698,225		0		56,431		56,431		15,811,087
Software Purchase/License		0		0		5,914,438		0		171,173		171,173		6,256,784
Telecommunications		0		0		0		0		0		0		0
Contract Services		0		0		0		0		0		0		0
Software Customization		138,267,972		17,450,828		80,459,882		71,402,462		49,647,801		32,979,495		390,208,442
Project Management		8,716,651		0		0		0		0		0		8,716,651
Project Oversight		0		0		0		0		0		0		0
IV&V Services		0		0		0		0		0		0		0
Other Contract Services		0		0		0		0		0		0		0
TOTAL Contract Services		146,984,623		17,450,828		80,459,882		71,402,462		49,647,801		32,979,495		398,925,092
Data Center Services		42,490,989		14,810,877		16,722,040		18,700,371		21,749,849		21,792,699		136,266,826
Agency Facilities		0		0		0		0		0		0		0
Other		5,253,091		1,200,000		0		0		0		0		6,453,091
Total One-time IT Costs	88	201,639,200	18	34,891,992	556	162,505,039	1,021	170,358,146	1,125	160,035,873	212	71,672,289	3020.2	801,102,539
Continuing IT Project Costs														
Staff (Salaries & Benefits)	181	14,250,894	4	284,043	23	1,831,968	25	5,444,970	78	6,157,820	79	6,191,253	390.1	34,160,948
Hardware Lease/Maintenance		0		0		0		0		0		402,097		402,097
Software Maintenance/Licenses		0		673,190		1,141,780		11,805,146		12,059,722		12,200,761		37,880,599
Telecommunications		0		0		0		0		0		0		0
Contract Services		0		217,061		223,573		8,025,454		12,420,152		11,479,957		32,366,199
Data Center Services		0		4,819,852		20,487,599		24,660,050		25,601,826		24,344,220		99,913,546
Agency Facilities		0		0		0		0		0		0		0
Other		0		227,081		314,546		339,224		355,153		317,797		1,553,800
Total Continuing IT Costs	181.3	14,250,894	4	6,221,227	23	23,999,465	25	50,274,843	78	56,594,674	79	54,936,086	390.1	206,277,189
Total Project Costs	269.2	215,890,094	22	41,113,219	579	186,504,504	1,046	220,632,989	1,203	216,630,546	291	126,608,375	3410.3	1,007,379,728

	FY 2002/3-09/10		FY 2010/11		FY 2011/12		FY 2012/13		FY 2013/14		FY 2014/15		SUBTOTAL	
	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts
Continuing Existing Costs														
Information Technology Staff	266	28057854	268	30115960	265	30340197	241	28221512	149	18396646	127	15504318	1316.2	150,636,487
Other IT Costs		68568429	0	76254327	0	71597768	0	63145658	0	55831101	0	33424514		368,821,797
Total Continuing Existing IT Costs	266.1	96,626,283	268	106,370,287	265	101,937,965	241	91,367,170	149	74,227,746	127	48,928,832	1316.2	519,458,284
Program Staff	4147.1	325,959,500	4147.1	325,959,500	4147.1	325,959,500	4147.1	325,959,500	3948.7	310,365,952	3737.9	293,795,064	24274.8	1,907,999,016
Other Program Costs		12,612,286		12,612,286		12,612,286		12,612,286		11,547,094		11,352,547		73,348,785
Total Continuing Existing Program Costs	4147.1	338,571,786	4,147	338,571,786	4,147	338,571,786	4,147	338,571,786	3,949	321,913,046	3,738	305,147,610	24274.8	1,981,347,801
Total Continuing Existing Costs	4413.2	435,198,069	4,415	444,942,074	4,412	440,509,752	4,388	429,938,957	4,097	396,140,792	3,865	354,076,442	25591.0	2,500,806,085
TOTAL ALTERNATIVE COSTS	4682.4	651,088,163	4,437	486,055,293	4,992	627,014,256	5,434	650,571,946	5,301	612,771,339	4,156	480,684,817	29001.3	3,508,185,813
INCREASED REVENUES		0		0		0		3,352,714		5,812,262		15,919,255		25,084,231

	SUBTOTAL		FY 2015/16		FY 2016/17		FY 2017/18		FY 2018/19		FY 2019/20		FY 2020/21		TOTAL	
	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts
One-Time IT Project Costs																
Staff (Salaries & Benefits)	3,020	237,389,659	411	32,322,308	286	22,450,459	42	3,302,875	0	0	0	0	0	0	3759.1	295,465,301
Hardware Purchase		15,811,087		0		0		0		0		0		0		15,811,087
Software Purchase/License		6,256,784		0		0		0		0		0		0		6,256,784
Telecommunications		0		0		0		0		0		0		0		0
Contract Services		0		0		0		0		0		0		0		0
Software Customization		390,208,442		82,032,485		48,628,047		7,706,709		0		0		0		528,575,682
Project Management		8,716,651		0		0		0		0		0		0		8,716,651
Project Oversight		0		0		0		0		0		0		0		0
IV&V Services		0		0		0		0		0		0		0		0
Other Contract Services		0		0		0		0		0		0		0		0
TOTAL Contract Services		398,925,092		82,032,485		48,628,047		7,706,709		0		0		0		537,292,332
Data Center Services		136,266,826		13,769,258		7,354,573		0		0		0		0		157,390,658
Agency Facilities		0		0		0		0		0		0		0		0
Other		6,453,091		0		0		0		0		0		0		6,453,091
Total One-time IT Costs	3,020	801,102,539	411	128,124,051	286	78,433,079	42	11,009,584	0	0	0	0	0	0	3759.1	1,018,669,253
Continuing IT Project Costs																
Staff (Salaries & Benefits)	390	34,160,948	78	6,159,737	72	5,675,140	72	5,646,124	72	5,646,124	72	5,646,124	72	5,646,124	828.0	68,580,322
Hardware Lease/Maintenance		402,097		447,553		447,553		447,553		447,553		447,553		447,553		3,087,415
Software Maintenance/Licenses		37,880,599		12,215,747		12,215,747		12,215,747		12,215,747		12,215,747		12,215,747		111,175,078
Telecommunications		0		0		0		0		0		0		0		0
Contract Services		32,366,199		11,272,890		11,272,890		11,272,890		11,272,890		11,272,890		11,272,890		100,003,539
Data Center Services		99,913,546		23,294,220		18,151,115		18,151,115		18,151,115		18,151,115		18,151,115		213,963,342
Agency Facilities		0		0		0		0		0		0		0		0
Other		1,553,800		283,385		290,155		0		0		0		0		2,127,340
Total Continuing IT Costs	390	206,277,189	78	53,673,531	72	48,052,599	72	47,733,429	72	47,733,429	72	47,733,429	72	47,733,429	828.0	498,937,035
						126,485,67										
Total Project Costs	3,410	1,007,379,728	490	181,797,583	358	9	114	58,743,013	72	47,733,429	72	47,733,429	72	47,733,429	4587.1	1,517,606,289

	SUBTOTAL		FY 2015/16		FY 2016/17		FY 2017/18		FY 2018/19		FY 2019/20		FY 2020/21		TOTAL	
	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts
Continuing Existing Costs																
Information Technology Staff	1,316	150,636,487	127	15,747,239	127	16,087,614	127	16,548,256	126	16,853,278	127	17,322,551	127	17,322,551	2075.6	250,517,977
Other IT Costs		368,821,797		29,216,358	0	27,546,780	0	30,510,786	0	29,274,438	0	29,590,581		29,590,581		544,551,321
Total Continuing Existing IT Costs	1,316	519,458,284	127	44,963,597	127	43,634,394	127	47,059,042	126	46,127,716	127	46,913,133	127	46,913,133	2075.6	795,069,298
Program Staff	24,275	1,907,999,016	3256.6	255,967,138	2607.3	204,934,179	2607.3	204,934,179	2607.3	204,934,179	2607.3	204,934,179	2607.3	204,934,179	40567.9	3,188,637,048
Other Program Costs		73,348,785		9,822,045		7,909,614		7,909,614		7,909,614		7,909,614		7,909,614		122,718,898
Total Continuing Existing Program Costs	24,275	1,981,347,801	3,257	265,789,184	2,607	212,843,792	40567.9	3,311,355,946								
Total Continuing Existing Costs	25,591	2,500,806,085	3,383	310,752,780	2,734	256,478,186	2,734	259,902,834	2,734	258,971,508	2,734	259,756,925	2,734	259,756,925	42643.5	4,106,425,244
						382,963,86										
TOTAL ALTERNATIVE COSTS	29,001	3,508,185,813	3,873	492,550,363	3,092	5	2,848	318,645,847	2,805	306,704,937	2,806	307,490,354	2,806	307,490,354	47230.7	5,624,031,533
INCREASED REVENUES		25,084,231		15,919,255		15,919,255		15,919,255		15,919,255		15,919,255		15,919,255		120,599,762

5.6 EAW summary worksheet

	FY 2002/2-09/10		FY 2010/11		FY 2011/12		FY 2012/13		FY 2013/14		FY 2014/15		SUBTOTAL	
	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts
EXISTING SYSTEM														
Total IT Costs	266.1	96,626,283	267.9	106,370,287	265.2	101,937,965	263.7	96,150,572	266.4	98,370,554	263.6	105,457,335	1,592.9	604,912,996
Total Program Costs	4,147.1	338,571,787	4,147.1	338,571,787	4,147.1	338,571,787	4,147.1	338,571,787	4,147.1	338,571,787	4,147.1	338,571,787	24,882.4	2,031,430,725
Total Existing System Costs	4,413.2	435,198,070	4,415.0	444,942,075	4,412.2	440,509,753	4,410.7	434,722,359	4,413.5	436,942,341	4,410.7	444,029,122	26,475.3	2,636,343,720
Scenario 1:	Cancel CCMS/Baseline													
Total Project Costs	87.2	198,613,200	18.2	45,919,775	0.0	0	65.4	17,127,897	120.4	31,534,644	267.6	70,143,937	558.7	363,339,453
Total Cont. Exist. Costs	4,413.2	435,198,070	4,415.0	444,942,075	4,412.2	440,509,753	4,410.7	434,722,359	4,413.5	436,942,341	4,410.7	444,029,122	26,475.3	2,636,343,720
Total Alternative Costs	4,500.4	633,811,271	4,433.2	490,861,849	4,412.2	440,509,753	4,476.1	451,850,256	4,533.9	468,476,985	4,678.2	514,173,059	27,034.0	2,999,683,173
COST SAVINGS/AVOIDANCES	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0
Increased Revenues		0		0		0		0		0		0		0
Net (Cost) or Benefit	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0
Cum. Net (Cost) or Benefit	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0
Scenario 2	58 Court Deployment of CCMS													
Total Project Costs	90.8	201,470,705	18.2	47,459,979	475.5	200,946,838	920.4	236,307,889	2,278.9	441,852,798	1,600.6	413,426,349	5,384.4	1,541,464,557
Total Cont. Exist. Costs	4,413.2	435,198,070	4,415.0	444,942,075	4,393.7	436,665,825	4,367.0	424,685,859	4,299.3	414,219,940	4,114.9	375,811,797	26,003.2	2,531,523,566
Total Alternative Costs	4,504.0	636,668,775	4,433.2	492,402,054	4,869.3	637,612,664	5,287.4	660,993,747	6,578.2	856,072,738	5,715.5	789,238,146	31,387.6	4,072,988,123
COST SAVINGS/AVOIDANCES	(3.6)	(2,857,504)	0.0	(1,540,204)	(457.0)	(197,102,911)	(811.3)	(209,143,491)	(2,044.4)	(387,595,753)	(1,037.3)	-275,065,087	(4,353.7)	(1,073,304,950)
Increased Revenues		0		0		0		0		0		0		0
Net (Cost) or Benefit	(3.6)	(2,857,504)	0.0	(1,540,204)	(457.0)	(197,102,911)	(811.3)	(209,143,491)	(2,044.4)	(387,595,753)	(1,037.3)	-275,065,087	(4,353.7)	(1,073,304,950)
Cum. Net (Cost) or Benefit	(3.6)	(2,857,504)	(3.6)	(4,397,709)	(460.6)	(201,500,619)	(1,271.9)	(410,644,110)	(3,316.3)	(798,239,863)	(4,353.7)	-1,073,304,950	(4,353.7)	

	FY 2002/2-09/10		FY 2010/11		FY 2011/12		FY 2012/13		FY 2013/14		FY 2014/15		SUBTOTAL	
	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts
Scenario 3	Southern Region													
Total Project Costs	269.2	215,890,094	21.8	41,113,219	642.2	206,003,396	963.6	235,973,181	525.4	153,291,153	385.2	146,303,482	2,807.5	998,574,525
Total Cont. Exist. Costs	4,413.2	435,198,067	4,415.0	444,942,072	4,412.2	440,509,750	4,388.1	429,938,955	4,075.3	389,815,450	3,862.2	358,345,371	25,566.0	2,498,749,664
Total Alternative Costs	4,682.4	651,088,161	4,436.8	486,055,291	5,054.5	646,513,146	5,351.6	665,912,136	4,600.7	543,106,603	4,247.4	504,648,853	28,373.5	3,497,324,190
COST SAVINGS/AVOIDANCES	(182.1)	(17,276,891)	(3.6)	4,806,558	(642.2)	(206,003,393)	(875.5)	(214,061,880)	(66.9)	(74,629,618)	430.8	9,524,206	(1,339.5)	(497,641,016)
Increased Revenues		0		0		0		3,117,718		11,008,388		11,008,388		25,134,495
Net (Cost) or Benefit	(182.1)	(17,276,891)	(3.6)	4,806,558	(642.2)	(206,003,393)	(875.5)	(210,944,162)	(66.9)	(63,621,229)	430.8	20,532,594	(1,339.5)	(472,506,521)
Cum. Net (Cost) or Benefit	(182.1)	(17,276,891)	(185.7)	(12,470,332)	(827.9)	(218,473,725)	(1,703.4)	(429,417,887)	(1,770.3)	(493,039,116)	(1,339.5)	-472,506,521	(1,339.5)	
Scenario 4	Interim CMS + XS													
Total Project Costs	269.2	215,890,094	21.8	41,113,219	579.4	186,504,504	1,045.8	220,632,989	1,203.2	216,630,546	290.9	126,608,375	3,410.3	1,007,379,728
Total Cont. Exist. Costs	4,413.2	435,198,069	4,415.0	444,942,074	4,412.2	440,509,752	4,388.1	429,938,957	4,097.4	396,140,792	3,865.1	354,076,442	25,591.0	2,500,806,085
Total Alternative Costs	4,682.4	651,088,163	4,436.8	486,055,293	4,991.7	627,014,256	5,433.9	650,571,946	5,300.5	612,771,339	4,156.0	480,684,817	29,001.3	3,508,185,813
COST SAVINGS/AVOIDANCES	(182.1)	(17,276,893)	(3.6)	4,806,557	(579.4)	(186,504,503)	(957.8)	(198,721,689)	(766.7)	(144,294,353)	522.2	33,488,242	(1,967.4)	(508,502,640)
Increased Revenues		0		0		0		3,352,714		5,812,262		15,919,255		25,084,231
Net (Cost) or Benefit	(182.1)	(17,276,893)	(3.6)	4,806,557	(579.4)	(186,504,503)	(957.8)	(195,368,976)	(766.7)	(138,482,091)	522.2	49,407,497	(1,967.4)	(483,418,409)
Cum. Net (Cost) or Benefit	(182.1)	(17,276,893)	(185.7)	(12,470,336)	(765.1)	(198,974,839)	(1,722.9)	(394,343,815)	(2,489.6)	(532,825,906)	(1,967.4)	-483,418,409	(1,967.4)	

	SUBTOTAL		FY 2015/16		FY 2016/17		FY 2017/18		FY 2018/19		FY 2019/20		FY 2020/21		TOTAL	
	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts
EXISTING SYSTEM																
Total IT Costs	1,592.9	604,912,995.7	262.9	104,427,290.7	262.9	104,497,313.5	262.6	112,404,929.4	262.3	110,187,393.3	262.7	112,411,202.2	262.7	112,411,202.2	3,169.1	1,261,252,327
Total Program Costs	24,882.4	2,031,430,724.7	4,147.1	338,571,787.4	4,147.1	338,571,787.4	4,147.1	338,571,787.4	4,147.1	338,571,787.4	4,147.1	338,571,787.4	4,147.1	338,571,787.4	49,764.8	4,062,861,449
Total Existing System Costs	26,475.3	2,636,343,720.3	4,410.0	442,999,078.2	4,410.0	443,069,100.9	4,409.7	450,976,716.8	4,409.4	448,759,180.7	4,409.8	450,982,989.6	4,409.8	450,982,989.6	52,933.9	5,324,113,776
Scenario 1:	Cancel CCMS/Baseline															
Total Project Costs	558.7	363,339,452.9	390.6	102,997,727.7	351.0	92,703,423.7	75.2	19,708,285.5	33.2	8,698,701.5	0.0	0.0	0.0	0.0	1,408.6	587,447,591
Total Cont. Exist. Costs	26,475.3	2,636,343,720.3	4,410.0	442,999,078.2	4,410.0	443,069,100.9	4,409.7	450,976,716.8	4,409.4	448,759,180.7	4,409.8	450,982,989.6	4,409.8	450,982,989.6	52,933.9	5,324,113,776
Total Alternative Costs	27,034.0	2,999,683,173.2	4,800.6	545,996,805.9	4,761.0	535,772,524.6	4,484.9	470,685,002.3	4,442.6	457,457,882.2	4,409.8	450,982,989.6	4,409.8	450,982,989.6	54,342.5	5,911,561,368
COST SAVINGS/AVOIDANCES	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0
Increased Revenues		0.0		0.0		0.0		0.0		0.0		0.0		0.0		0
Net (Cost) or Benefit	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0
Cum. Net (Cost) or Benefit	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0
Scenario 2	58 Court Deployment of CCMS															
Total Project Costs	5,647.0	1,468,084,473.4	703.8	214,535,095.6	475.1	135,424,146.2	247.0	100,675,676.7	247.0	100,675,676.7	247.0	100,675,676.7	247.0	100,675,676.7	7,814.0	2,220,746,422
Total Cont. Exist. Costs	25,531.2	2,493,164,980.8	3,346.6	303,161,526.7	1,988.2	177,383,264.8	1,453.0	117,733,959.2	940.7	77,089,443.9	940.7	76,714,743.9	940.7	76,427,895.5	35,141.1	3,321,675,815
Total Alternative Costs	31,178.2	3,961,249,454.2	4,050.3	517,696,622.2	2,463.3	312,807,411.0	1,700.1	218,409,635.9	1,187.7	177,765,120.5	1,187.7	177,390,420.6	1,187.7	177,103,572.2	42,955.1	5,542,422,237
COST SAVINGS/AVOIDANCES	(4,144.3)	(961,566,281.0)	750.2	28,300,183.6	2,297.7	222,965,113.6	2,784.9	252,275,366.4	3,254.9	279,692,761.7	3,222.0	273,592,569.1	3,222.0	273,879,417.4	11,387.4	369,139,131
Increased Revenues		32,353,852.8		20,192,556.3		28,895,774.7		28,895,774.7		28,895,774.7		28,895,774.7		28,895,774.7		197,025,282
Net (Cost) or Benefit	(4,144.3)	(929,212,428.2)	750.2	48,492,739.9	2,297.7	251,860,888.2	2,784.9	281,171,141.1	3,254.9	308,588,536.3	3,222.0	302,488,343.7	3,222.0	302,775,192.1	11,387.4	566,164,413
Cum. Net (Cost) or Benefit	(4,144.3)	(929,212,428.2)	(3,394.0)	(880,719,688.3)	(1,096.4)	(628,858,800.0)	1,688.5	(347,687,659.0)	4,943.4	(39,099,122.6)	8,165.4	263,389,221.1	11,387.4	566,164,413.2		

	SUBTOTAL		FY 2015/16		FY 2016/17		FY 2017/18		FY 2018/19		FY 2019/20		FY 2020/21		TOTAL	
	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts
Scenario 3	Southern Region															
Total Project Costs	2,807.5	998,574,525.4	382.3	138,906,514.0	360.8	126,068,676.1	113.2	57,920,583.0	71.2	46,910,999.0	71.2	46,910,999.0	71.2	46,910,999.0	3,877.5	1,462,203,295
Total Cont. Exist. Costs	25,566.0	2,498,749,664.3	2,868.3	276,507,258.1	2,868.3	276,188,764.6	2,868.3	279,465,655.7	2,868.0	278,750,447.1	2,868.3	279,718,123.5	2,868.3	279,718,123.5	42,775.4	4,169,098,037
Total Alternative Costs	28,373.5	3,497,324,189.6	3,250.6	415,413,772.2	3,229.0	402,257,440.7	2,981.5	337,386,238.7	2,939.2	325,661,446.0	2,939.5	326,629,122.5	2,939.5	326,629,122.5	46,652.8	5,631,301,332
COST SAVINGS/AVOIDANCES	(1,339.5)	(497,641,016.4)	1,550.0	130,583,033.7	1,532.0	133,515,083.9	1,503.4	133,298,763.6	1,503.4	131,796,436.2	1,470.2	124,353,867.1	1,470.2	124,353,867.1	7,689.7	280,260,035
Increased Revenues		25,134,495.0		11,008,388.5		11,008,388.5		11,008,388.5		11,008,388.5		11,008,388.5		11,008,388.5		91,184,826
Net (Cost) or Benefit	(1,339.5)	(472,506,521.4)	1,550.0	141,591,422.1	1,532.0	144,523,472.4	1,503.4	144,307,152.1	1,503.4	142,804,824.7	1,470.2	135,362,255.6	1,470.2	135,362,255.6	7,689.7	371,444,861
Cum. Net (Cost) or Benefit	(1,339.5)	(472,506,521.4)	210.5	(330,915,099.3)	1,742.4	(186,391,626.9)	3,245.8	(42,084,474.8)	4,749.2	100,720,349.9	6,219.5	236,082,605.5	7,689.7	371,444,861.1		
Scenario 4	Interim CMS + XS															
Total Project Costs	3,410.3	1,007,379,727.7	489.6	181,797,582.9	357.8	126,485,678.6	113.9	58,743,012.9	71.8	47,733,428.9	71.8	47,733,428.9	71.8	47,733,428.9	4,587.1	1,517,606,289
Total Cont. Exist. Costs	25,591.0	2,500,806,085.3	3,383.2	310,752,780.5	2,734.0	256,478,186.2	2,733.9	259,902,834.1	2,733.6	258,971,508.1	2,733.9	259,756,925.0	2,733.9	259,756,925.0	42,643.5	4,106,425,244
Total Alternative Costs	29,001.3	3,508,185,813.0	3,872.8	492,550,363.4	3,091.8	382,963,864.8	2,847.7	318,645,847.0	2,805.4	306,704,937.0	2,805.8	307,490,353.9	2,805.8	307,490,353.9	47,230.7	5,624,031,533
COST SAVINGS/AVOIDANCES	(1,967.4)	(508,502,639.8)	927.7	53,446,442.5	1,669.2	152,808,659.8	1,637.2	152,039,155.3	1,637.2	150,752,945.3	1,604.0	143,492,635.7	1,604.0	143,492,635.7	7,111.9	287,529,834
Increased Revenues		25,084,231.1		15,919,255.2		15,919,255.2		15,919,255.2		15,919,255.2		15,919,255.2		15,919,255.2		120,599,762
Net (Cost) or Benefit	(1,967.4)	(483,418,408.7)	927.7	69,365,697.7	1,669.2	168,727,915.0	1,637.2	167,958,410.5	1,637.2	166,672,200.5	1,604.0	159,411,891.0	1,604.0	159,411,891.0	7,111.9	408,129,597
Cum. Net (Cost) or Benefit	(1,967.4)	(483,418,408.7)	(1,039.7)	(414,052,711.1)	629.5	(245,324,796.1)	2,266.7	(77,366,385.5)	3,903.9	89,305,815.0	5,507.9	248,717,706.0	7,111.9	408,129,596.9		

Appendix A: Acronyms and definitions

Acronym	Definition
AOC	Administrative Office of the Courts
CBA	Cost Benefit Analysis
CCMS	Court Case Management System
CCTC	California Court Technology Center
CDSS	California Department of Social Services
CHP	California Highway Patrol
CMS	Case Management System
COTS	Commercial Off-the-Shelf
CTCC	California Trial Court Consortium
CWS	Child Welfare Services
DCSS	Department of Child Support Services
DBA	Database Administrator
DMS	Document Management System
DOJ	Department of Justice
EAW	Economic Analysis Worksheet
FBI	Federal Bureau of Investigation
FSR	Feasibility Study Report
FTE	Full-Time Equivalent
FY	Fiscal year
ILJAO	Integrated Law and Justice Agency for Orange
IT	Information Technology

JP	Justice Partner
LA	Los Angeles
O&M	Operations and Maintenance
RFP	Request for Proposal
ROI	Return on Investment
SIMM	Statewide Information Management Manual
SJE	Sustain Justice Edition
V	Vision (as in V2, V3 and V4)
VCJIS	Ventura Criminal Justice Information System
XS	Extra small

Appendix B: References

Grant Thornton used the following references while developing the CCMS CBA:

1. 2010 Court Statistics Report, Statewide Caseload Trends, Judicial Council of California, 1999-2000 through 2008-2009
2. Annual Report, Los Angeles Superior Court, FY 2008-2009
3. California CMS Cost Deployment Cost Analysis, California Trial Court Consortium, January 23, 2011
4. California Court Association Minute Book, The California Court Association, February 2, 2010
5. California Court Case Management System, Creating a Single “System” of Justice, AOC, June 9, 2009
6. CCMS (V2 and V3) IT Cost Budget, FY2010-FY2020, AOC
7. CCMS Deployment Schedule, FY2010-FY2020, AOC
8. CCMS presentation to the California legislature, AOC, October 27, 2009
9. CCMS V3 Site Visit Reports for Superior Court of Sacramento, AOC, July/August 2009
10. CCMS-V3 Support Phase Business Process Review Document, Orange Superior Court, June 13, 2008
11. CWS Web Project Implementation Advanced Planning Document #1, Office of Systems Integration, August 2009
12. Digital Image Project Costs FY 2006-2007, FY 2007-2008, FY 2008-2009, FY 2009-2010, Superior Court of Tuolumne, 2010
13. Document imaging implementation study, Superior Court of Napa, 2007
14. Document Management Business Analysis, Superior Court of California, Santa Clara, May 2010
15. Document Management System Survey Report, AOC, September 9, 2010
16. Electronic Access to Case-Related Information and Other Electronic Services Available to the Public, Survey of California’s Superior Courts, AOC, July 2007
17. Improving Asbestos Case Management In The Superior Court Of San Francisco, Data Points, AOC, November 2010
18. Individual Court Case Management System Deployment Cost Analysis, AOC, June 8, 2010
19. List of GL Accounts for Trial Court Expenses by Functional Areas, AOC, FY2010
20. List of GL and PECT accounts for Trial Court Expenses, FY2010, AOC
21. Notes form Statewide CMS Cost presentation, AOC, 2/24/2010, 2/25/2010, and 4/9/2010

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22. Notes from Statewide CMS Cost Services, AOC, 1/28/2010, 2/4/2010, and 2/22/2010
23. Phoenix System Chart of Accounts, AOC, April 2010
24. Preliminary data from AOC's 2010 Staff Workload Study, AOC, December 2010
25. Review of the California Case Management System, Office of the State Information Officer, December 2007
26. Schedule 7A data, FY2011, AOC
27. Schedule C data, FY2010, FY2011, AOC
28. Sustain IT Cost Budget, FY2010-FY2020, AOC
29. The California Court Case Management System, An Introduction, AOC, September 2010
30. Trial Court Compensation Data, FY2010-11 budget data, AOC.
31. Update on the California Court Case Management System and Phoenix Statewide Financial System Projects as Required by Government Code Section 68511.8(a), AOC, April 12, 2010

Appendix C: Justice Partner integration costs

As part of CBA, the AOC requested that Grant Thornton perform a high-level assessment of the likely CCMS V4 integration costs to the JPs at the CCMS V4 early adopter courts. No State-wide estimates were made of costs. Instead, interviews were held with three courts – Orange, San Diego, and Ventura – to understand anticipated JP integration requirements and costs. Interviews were also held with representatives of JPs in Ventura and San Diego counties. Grant Thornton also leveraged CCMS V4 integration planning documentation prepared by Deloitte to support the early courts.

In general, planning has not proceeded far enough for any JP to give an accurate estimate of the total costs to the JP of integrating with CCMS. Different courts are also in different situations regarding the existing level of county-to-court and county-wide integration. These different circumstances will likely drive a different integration approach at each court. Specifically:

- Ventura Court already has most of its JPs integrated through the current county system, the Ventura Criminal Justice Information System (VCJIS). Integrating CCMS to the Ventura JPs can mostly be accomplished by integrating CCMS with the VCJIS instance maintained by the county.
- San Diego Court is currently less integrated than Ventura, and each major JP will need to create a new interface to CCMS, or amend an interface that current exists to a San Diego court Interim system.
- Orange Court recently began the process of creating a county-wide integration facility through a contract with an external vendor. Once this Integrated Law and Justice Agency for Orange (ILJAOC) is in place, CCMS need only connect to this facility to be able to integrate with many county organizations. The Orange Court model could be a viable integration option for many counties that wished to reduce long-term integration costs, but a significant up-front investment is required to get the facility operational.

While none of the interviewed JPs had a detailed estimate of the costs to integrate with CCMS, feedback from counties was fairly consistent on the general magnitude of integration costs. In general, county JPs estimate that the cost to integrate a major county JP (e.g., Sheriff, District Attorney, Public Defender etc.) would be in the range of \$350k to \$500k. Costs for individual interfaces or for minor JPs would be closer to \$50k per integration point. These costs are primarily related to court staff costs and to the costs of third-party vendors engaged by the court. There was significant uncertainty among the JPs on the magnitude of any TIBCO license costs that would be required to support use of the CCMS V4 TIBCO integration functionality.

Depending on their size and complexity, different counties will require different numbers of interfaces. For example, Ventura estimates that approximately 45 data exchanges will be required, while San Diego's data exchange estimate is approximately 90. Total JP integration costs for each court will vary widely based on the following three factors:

1. The number and complexity of data exchanges required;

2. The level of court-to-JP integration already in existence;
3. Whether any county-wide integration facility currently exists or is planned.

The costs to integrate all JPs within a county for each of the medium-to-large size counties interviewed could range from approximately \$1 Million (Ventura, where significant integration already exists) to around \$4-5 Million (San Diego, where less integration currently in place and more data exchanges are required). To estimate the total costs for JP integration across the State, the AOC would need to understand the integration platforms (if any) currently available to each court, and the needs and desires of each court and JP for integration.

Appendix D: Methodology

D.1 Introduction

This appendix presents the methodology that Grant Thornton executed to develop the CCMS CBA. The basis of the methodology was SIMM standards for the development of FSRs and EAWs. FSRs are the business case documents that are required by the State of California for all major IT investments undertaken by the State Executive Branch. Figure D-1 below presents the major cost and benefits components analyzed for each CBA scenario.

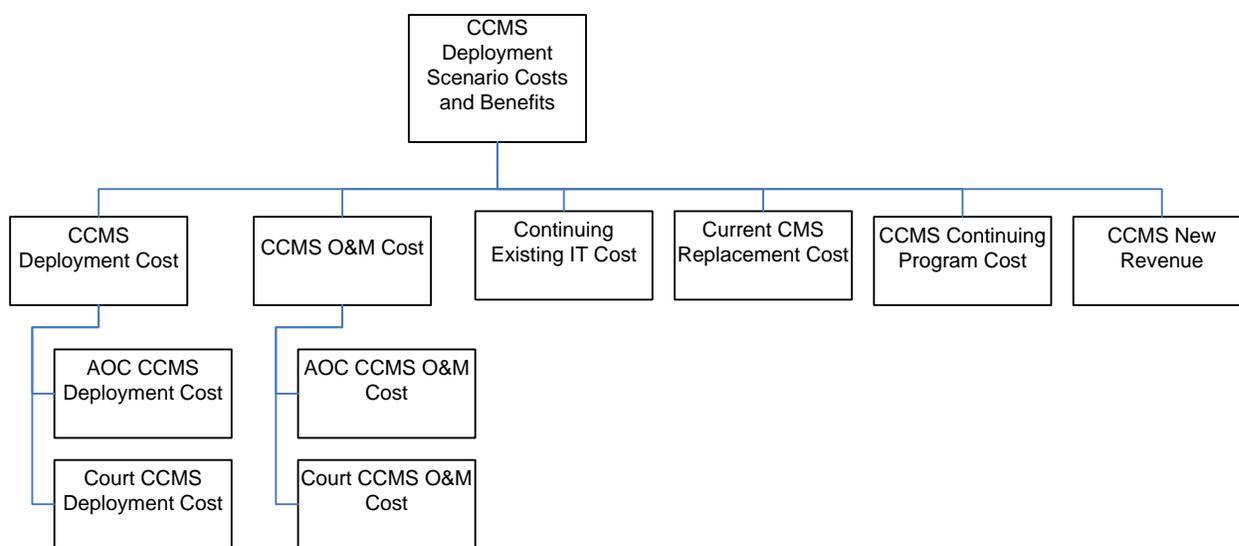


Figure D-1: CCMS CBA components

The primary components of each scenario that contribute to the CBA are:

- CCMS deployment costs.** CCMS deployment costs to be funded with State-level resources are based on deployment budget estimates received directly from AOC CCMS project leadership. Court deployment costs are based on estimates of the staffing expense that would be required to for courts to effectively support the CCMS deployment at their court. In addition, where a DMS implementation is assumed to occur at a court prior to CCMS deployment, those costs are included as court CCMS deployment costs.
- CCMS operations and maintenance costs.** CCMS operations and maintenance costs are based on figures received directly from AOC CCMS project leadership. Court CCMS operations and

maintenance costs primarily reflect assumed out-of-pocket expenses for courts during ongoing CCMS operations.

- **Continuing IT costs.** Courts are assumed to continue to expend resources on operating and maintaining their current CMS' at the current rate until CCMS is implemented at their court. Current CMS IT costs are based on our data collection and interviews with courts to understand their current IT expenditures.
- **Current CMS replacement costs.** For courts that are assumed not to implement CCMS, each court will need to maintain, upgrade or replace their current CMS independently for the duration of the CBA time period (FY 2011/12 to FY 2020/21). We have assumed a minimalist replacement strategy – courts that could reasonably maintain their current systems indefinitely are assumed to do so; courts that could upgrade to a more modern version of their current system are assumed to do so; and courts that will require a full system replacement are assumed to replace their systems with the minimum functionality to support their current business practices. No significant business process reengineering, additional automation, or DMS implementation is assumed.
- **Continuing program costs.** The increased automation and more efficient business practices to be delivered by CCMS are assumed to impact each court's operations after that court has deployed CCMS. The business process efficiencies delivered by CCMS have the effect of reducing state-wide Continuing Program Costs as courts deploy CCMS.
- **CCMS new revenue.** Three new system usage fees are assumed to be imposed after CCMS is deployed at each court. These fees help to offset CCMS deployment and operations costs.

This appendix presents our approach to estimating each of these categories. In addition to estimating the above categories, we also created an optimistic and a pessimistic version of each of the scenarios. Given the limited information available on CCMS' actual operational performance, and given the extended duration of the deployment process, these additional estimates provided a way to demonstrate the potential for variation in the ROI for each deployment scenario. The additional estimates also highlight the most significant drivers of project costs and benefits.

The following subsections present the major elements of our approach:

- Subsection D.2 describes the electronic survey that we conducted of the courts;
- Subsection D.3 describes our approach to conducting site visits at several courts;
- Subsection D.4 describes our approach to estimating current system continuing IT costs;
- Subsection D.5 describes our approach to estimating one-time project IT costs;
- Subsection D.6 describes our approach to estimating continuing project costs; and
- Subsection D.7 describes our approach to estimating continuing program costs.

D.2 Electronic survey

Grant Thornton conducted an electronic survey of the 58 trial courts. The intent of the survey was to collect a set of baseline information on current court CMS' and related business processes. This information was used to inform our assumptions on CMS system replacement and on continuing program costs. To conduct the electronic survey, we:

- Developed survey questions to be used for the CCMS survey;

- Submitted draft survey questions to AOC for review and feedback;
- Revise draft survey questions, where appropriate addressing AOC feedback;
- Entered the finalized survey questions into the Survey Monkey, the selected on-line survey tool;
- Developed and distributed an introductory email to intended survey recipients, providing an orientation to the CBA and to the survey;
- Released the survey to the intended survey recipients;
- Respond to survey inquiries and followed up with Branch stakeholder as needed;
- Downloaded and analyzed the survey responses.

Grant Thornton received responses to the survey from a total of 48 courts.

D.3 Site visits

To gain a more in-depth understanding of court operations and CMS', Grant Thornton conducted site visits with court staff from a representative group of courts. Within the limited time available, Grant Thornton wished to visit courts that collectively met all the following criteria:

- A large court;
- A medium court;
- A small court;
- An extra small court;
- A court using SJE;
- A V3 court;
- A court using a CMS other than V2, V3 or SJE; and
- A CCMS V4 early adopter court.

Based upon our criteria, Grant Thornton conducted in-person site visits to the following courts:

- Los Angeles
- Plumas
- San Diego
- Santa Cruz
- Solano
- Ventura

Prior to each site visit we delivered a questionnaire to the court Chief Executive Officer (CEO) that covered a series of topics, including knowledge of CCMS, current CMS and DMS environment, anticipated changes to business processes from CCMS, and any concerns or barriers relating to CCMS implementation. We then conducted a one-day visit at each court to go through the questionnaire and to review the courts' response to our electronic survey. In addition to the above site visits, Grant Thornton also visited the CCMS project site

in Santa Ana, California to observe a demonstration of the CCMS system, and visited the Orange court to discuss their CCMS V3 experiences.

D.4 Current system continuing IT costs

To gather data on current system continuing IT costs, Grant Thornton used a mixture of surveys and interviews with key employees within AOC and the trial courts. Current system continuing IT costs included two areas: existing CMS IT costs paid by the courts and Supplemental Funding for existing court CMS' provided by AOC.

Existing IT costs

Existing IT costs were gathered through the distribution of an e-mail survey to all 58 trial courts, followed by interviews with key personnel at the trial courts to confirm consistency in the classification of costs and to validate that cost data collection was complete.

Existing IT costs for this study have been defined as the direct IT costs relative to CMS' as expensed in FY 2010/11 and the estimated costs projected for the next 10 years, FY 2011/12-FY 2020/21. Direct costs are the day-to-day expenditures incurred by the court to operate its CMS' if CCMS were not to be deployed. If more than one CMS is being operated by a court, the total cost for all systems supported are included. Cost categories were replicated from the 'Existing System/Baseline Cost Worksheet' within the State EAW guidelines. By collecting data within the EAW format data transfer from the survey to the CBA was simplified and data transfer errors were minimized. The eight key IT cost categories collected in the survey are:

- Number of IT staff personnel years;
- IT staff costs;
- Hardware/lease maintenance;
- Software maintenance/licenses;
- Contracted services;
- Data center services;
- Agency facilities; and
- Other Operating Expenses and Equipment (OE&E).

A cover email also accompanied the survey providing survey directions and cost classification examples to ease completion of the survey by the courts. After the completed survey was returned to Grant Thornton by each court, we scheduled and held a telephone interview with executives at the court to confirm completeness and consistency of costs within their survey and to document applicable assumptions. As needed, costs were reclassified based upon results of interview. If a realignment of costs was required by the courts the survey was then returned to Grant Thornton by the courts with agreed changes. All IT cost data within the survey were confirmed as complete by key fiscal personnel (e.g., CEO, CFO, CIO, Director of Finance, Controller, Senior Manager of Finance etc.) at each court prior to finalization.

Once surveys were finalized, they were placed in a repository for analysis and entry into the Existing IT Cost portion of the CBA EAW.

Supplemental funding

Supplemental funding costs were discovered through interviews with key AOC personnel and through secondary data analysis. Supplemental funding for this study is defined as the difference between current IT system costs incurred by AOC and fees allocated to specific courts for payment through Schedule C.

AOC IT leadership provided Grant Thornton with the AOC IT budget for SJE, V2 and V3 from FY2010 to FY2020. The future budget was based on an assumption that CCMS would not be deployed and on estimated costs to maintain Sustain, V3, and V2 to FY2020. The AOC finance department also provided FY2010 and FY2011 Schedule C documents for reference and review

Once the budget was received, we reviewed it with appropriate IT leadership to understand cost categories and assumptions. Schedule C was also reviewed with AOC financial management to understand its assumptions and cost classifications. Any discrepancies in cost classifications and assumptions were reconciled with applicable changes as required. All IT cost data within the budgets and Schedule Cs were confirmed as complete by key fiscal and IT personnel prior to finalization. Key personnel included Sustain and V2, V3 project leadership and financial management.

Once budgets were finalized, they were then placed in a repository for analysis and entry into the Existing IT Cost EAW.

D.5 One-time project costs

There are three main components to the one-time project costs for the CCMS deployment scenarios:

- State-level CCMS and DMS development and deployment costs;
- Court CCMS and DMS development and deployment costs; and
- Court current CMS replacement costs (in the event CCMS is not deployed at that court).

The projected state-level CCMS development and deployment costs for the 58 court deployment, Southern Region plus V2/V3, and Interim CMS plus extra small court scenarios were received directly from AOC CCMS project leadership.

The court development and deployment costs were estimated based on information from four sources:

- Estimates of staffing needed to support the CCMS V4 deployment from two CCMS V4 early adopter courts (Ventura and San Diego);
- Actual CMS implementation and upgrade costs from courts that had recently executed a significant system upgrade or new system implementation (Plumas and Solano);
- Estimated CMS implementation costs from AOC's 2010 analysis of the costs involved in independently replacing all 70 current case management systems were CCMS not to be implemented; and
- Estimated DMS implementation costs from Santa Clara's DMS business case.

Based on the above data, Grant Thornton estimated court CCMS and DMS deployment costs as follows:

- **CCMS staffing costs.** The costs to the courts associated with devoting IT and business staff to the CCMS deployment were extrapolated from estimates developed by two Ventura and San Diego. On average the early adopter courts estimated that almost 9% of their staff would need to be dedicated to the CCMS deployment for two years. Based on conversations with these courts and on court experiences with prior CCMS V3 deployments, we assumed that this figure could be halved for non-

early adopter courts. This assumption presumes that lessons learned from the early adopter courts will be leveraged in later deployments, including the adoption by later courts of standardized business processes piloted by the early adopter courts.

- **DMS staffing costs.** The following assumptions were made regarding DMS staffing costs:
 - Twelve courts currently have a DMS that is integrated with their current CMS (based on the results of the electronic survey conducted by Grant Thornton).
 - One third of the remaining is assumed to implement a locally maintained DMS prior to deployment of CCMS at their court. To implement the DMS, each court will dedicate 10% of their staff for one year to the DMS deployment. This estimate is based on research conducted during the preparation of the DMS RFP currently in development by AOC and multiple courts.
 - Those courts without a DMS at the time of CCMS deployment will use the enterprise DMS implemented by AOC at the CCTC. To support deployment of the DMS at their court, each court will dedicate the equivalent 5% of their staff for one year to the DMS deployment (this is in addition to the staff dedicated to CCMS deployment).
- **DMS hardware and software costs.** Those courts that do not currently have a DMS integrated with their CMS, but that are assumed to implement a local DMS prior to CCMS deployment at their court, are assumed to incur DMS hardware procurement costs. DMS software costs will be covered by AOC as part of the enterprise license. These costs are based on estimates developed by Santa Clara court for their DMS CBA.

Where courts were assumed not to implement CCMS within a specific scenario, Grant Thornton estimated current CMS replacement or upgrade costs based on the following assumptions:

- We included only costs necessary to replace current system functionality on a new platform. We did not include cost estimates related to business process reengineering, additional JP integration, or new DMS deployment. Consistent with this assumption, no business process efficiencies or benefits are assumed to accrue to the court from the system replacement.
- Based upon survey responses and stakeholder interviews, Grant Thornton estimated which courts would require a new CMS platform prior to FY 2020/21. Courts were assumed not to require a replacement CMS if they are currently operating on one or more relatively modern, upgradable platforms. Grant Thornton assumed that the following courts would not require a full system replacement prior to FY 2020/21. With the exception of Orange, these courts are either on the ACS Contexte platform or on the Sungard/HTE platform:
 - Del Norte
 - Inyo
 - Mariposa
 - Orange
 - San Joaquin
 - Shasta
 - Siskyou
 - Solano
 - Sutter
 - Yolo
 - Yuba

For the remaining courts, the following principles were used to determine court system upgrade or replacement strategies:

- ISD and PSI courts will move to a new COTS platform beginning in FY 2015/16. The new platform would be ACS Contexte, Sustain eCourt or a similar product;
- ACS Banner courts will migrate to ACS Contexte beginning in FY 2013/15;
- V2 and V3 courts will maintain their systems indefinitely;
- Ciber CMS courts will move to a new COTS platform beginning in FY 2013/14;
- Courts with In-house developed systems will move to a new COTS platform beginning in FY 2012/13 and continuing through FY 2016/17;
- LA will upgrade and replace their existing systems (while continuing to maintain a mixture of systems) beginning in FY 2013/14 and continuing through FY 2016/17.

To estimate the costs of upgrading or replacing an existing CMS, Grant Thornton made the following assumptions:

- The cost of replacing the CMS at an extra small court was based on the actual costs experienced by the Plumas Superior Court in implementing SJE in 2008;
- The costs of upgrading an ACS Banner system to the ACS Contexte platform were based on the actual upgrade costs experienced the Solano Superior Court during their upgrade; and
- The cost of replacing a small, medium, large or extra large court case management system was based on the analysis of system replacement costs developed by the AOC in June 2010.

D.6 Continuing project costs

There are two main components to the continuing project costs for each CCMS deployment scenario:

- State-level CCMS and DMS operations and maintenance costs; and
- Court CCMS and DMS operations and maintenance costs.

State-level CCMS and DMS operations and maintenance costs for the 58 court deployment, Southern Region plus V2/V3, and Interim CMS plus extra small scenarios were received directly from AOC CCMS project leadership.

Since all CCMS instances are assumed to run at the CCTC, there are few operations and maintenance costs that must be paid for by the courts. Our CBA assumed no chargeback of CCMS costs by the AOC to the courts. Court CCMS operations and maintenance costs are limited to out of pocket local expenses such as training new staff on CCMS, participating in the CCMS governance process with the AOC, and local testing of new changes to CCMS. We assume that these costs are equal to 10% of state-level CCMS operations and maintenance costs.

Those courts that do not currently have a DMS integrated with their CMS, but that are assumed to implement a local DMS prior to CCMS deployment at their court, are assumed to pay DMS hardware and maintenance charges. DMS software costs will be covered by AOC as part of the enterprise license. These charges are based on estimates developed by Santa Clara court for their DMS CBA.

D.7 Continuing program costs

To estimate benefits that would result from the CCMS project, Grant Thornton quantified the labor and other associated costs related to performing the case management business processes that are most likely to experience significant improvements in efficiency and effectiveness. The following describes each of these business processes and the basis for our analysis:

- **Case initiation.** Case Initiation is the start of the case management process and describes the activities associated with entering a new case filing into the Interim case management system environment. The basis of our analysis of this process comes from a review of 2008/09 actual case filing data from the AOC annual statistical report. Estimates of time required to perform case initiation activities are based on preliminary data from the 2010 Staff Workload Study provided by AOC.
- **Fee and penalty payment processing.** Fee and penalty payment processing describes the activities associated with assessing and processing fees and penalties for case related issues. The basis of our analysis of this process comes from a review of actual criminal and civil filing payment data provided by AOC. Estimates of time required to perform payment activities are based on preliminary data from the 2010 Staff Workload Study provided by AOC.
- **Calendaring.** Calendaring describes the activities associated with scheduling case proceedings, which requires court staff to expend extensive time manually coordinating the schedules of various stakeholders within the judiciary. The basis of our analysis of this process comes from a review of 2008/09 actual case filing data from the AOC annual statistical report. Estimates of time required to perform calendaring activities are based on preliminary data from the 2010 Staff Workload Study provided by AOC.
- **Appeals preparation.** Appeals preparation describes the activities associated with preparing a disposed case for the appeals process. The basis of our analysis of this process comes from our review of 2008/09 actual appeals data from the AOC annual statistical report. During interviews, we asked courts to estimate the average amount of time required to prepare cases for appeal. This information became the basis for our analysis.
- **Background checks.** Background checks describe the activities associated with completing background checks of individuals for justice partners and commercial vendors. The basis of our analysis of this process comes from our review and analysis of survey questions related to conducting background checks. Survey recipients were asked to provide the number of background checks that they perform and also the estimated amount of time required to complete such tasks. Based upon the responses that we received from a subsection of the courts we developed a proportional estimate for all courts.
- **Administrative inquiries.** Administrative inquiries describe the activities associated with filling requests for the copy and review of court related documents. The basis of our analysis of this process comes from our review and analysis of survey questions related to copying and review costs. Survey recipients were asked to estimate their annual costs for filling requests and document review requests. Based upon the responses that we received from a subsection of the courts we developed a proportional estimate for all courts.
- **CWS data review.** CWS data review describes the activities that social workers within the CWS agency spend entering and reviewing court data for accuracy. The basis for our analysis of this process comes from our review of the CWS/Web Implementation Advanced Planning Document, and from interviews with CWS/Web project staff.

Based on the above business processes and data sources, Grant Thornton made the following assumptions and estimates related to continuing program costs.

Category	Assumption/Source
CCMS Program Costs - Caseload Initiation	2009/10 estimated case filings are based upon a projection of 2008/09 case filing data, which is based upon changes between 2007/08 and 2008/09 data trends. 2008/09 case filing data is based upon the 2010 AOC Court Statistics Report. Net case filings are the product of the projected filings multiplied by the estimated filing percentage that are conducted manually, as reported by courts in the Grant Thornton CCMS Survey. Times for workload effort are based on preliminary data from the 2010 Staff Workload Study provided by AOC.
CCMS Program Costs - Marginal labor costs	Marginal labor costs (costs per minute), are based upon weighted averages of actual Job Class data from the 2010-11 7A Compensation and FTE data. Average salary was estimated at \$78,600, with 1778 hours per Personnel Year.
CCMS Program Costs - Caseload Initiation - Wave Calculations	For each wave, Grant Thornton assumes a percentage of the state's total caseload filings will be transitioned to CCMS, while the remaining filings will continue to be processed in the legacy environment until the project has been completed. Wave rollout percentage is based upon CCMS project leadership's proposed rollout plan for the CCMS implementation. Based upon the 58 court deployment schedule for example, Grant Thornton assumed the following: Wave 1: 12.72% of total filings will be impacted; Wave 2: 28.18% of total filings will be impacted; Wave 3: 68.99% of total filings will be impacted; Wave 4: 100% of total filings will be impacted.
CCMS Program Costs - Caseload Initiation - Wave Calculations	Benefits for each wave are assumed to begin to accrue 12 months after the end of the Wave. This assumption is based on interviews with several courts about their V3 experiences, anticipated V4 experiences, and experiences in implementing other case management systems.
CCMS Program Costs - Fee and Penalty Payment Processing	Fee Payment data is based upon projections of actuals from Paid Civil First Fee and Criminal Convictions Data. Times for workload effort are based on preliminary data from the 2010 Staff Workload Study provided by AOC.
CCMS Program Costs - Calendaring	2009/10 estimated case filings are based upon a projection of 2008/09 case filing data, which are based upon changes between 2007/08 and 2008/09 data trends. 2008/09 case filing data is based upon 2010 AOC Court Statistics Report. Times for workload effort are based on preliminary data from the 2010 Staff Workload Study provided by AOC.
CCMS Program Costs - Appeals Preparation	Appeals data is based upon based upon 2010 AOC Court Statistics Report. Estimates of work effort (in minutes) are based upon court interviews.
CCMS Program Costs - Background Checks	The number of projected background checks is based upon a proportional projection from survey responses on background checks. The estimate of work effort (in minutes) is based upon court interviews.
CCMS Program Costs- Administrative Inquiries	The number of projected administrative inquiries is based upon a proportional projection from survey responses on administrative activities. The estimate of work effort (in minutes) is based upon court interviews.

Processing of CWS data	Data is based upon an interview with CWS-Web staff, and a thorough review of CWS/Web Project Implementation Advanced Planning documentation.
CCMS - Projected New Revenue - Name Search	Total name search estimates are based upon proportional projections of actual Los Angeles name search requests, and an assumption that Los Angeles requests make up 30% of total requests.
CCMS - Projected New Revenue - Electronic document requests	Total electronic document estimates are based upon proportional projections of actual Los Angeles document requests, and an assumption that Los Angeles requests make up 30% of total requests.
CCMS Program Costs – Alternative Scenarios	For the alternative Scenarios (Southern Region plus V2/V3, Interim CMS plus extra small courts), all assumptions for the 58-court deployment approach remain constant, except for the following: Based upon the project's intended rollout plan for Southern Region plus V2/V3, this alternative will have only two waves. The Interim CMS plus extra small courts scenario will have only three waves. The wave rollout % for these two scenarios were been revised accordingly. Total program costs for these two scenarios include costs for the files and processes that have been transitioned to the CCMS environment as well as those that will remain in the legacy environment. For the Southern Region plus V2/V3 scenario, only 43.74% of case filings will be impacted by CCMS. For the Interim CMS plus extra small courts, only 49.96% of case filings will be impacted by CCMS. Rollout percentages for each wave of the alternative scenarios were adjusted to reflect the limited case filings that will be impacted by CCMS.

Table D-1: Continuing program cost assumptions