

**INFORMATION TECHNOLOGY AND COMMUNICATION
COMMITTEE MEETING**

**THURSDAY, DECEMBER 6, 2012
5:30 P.M.
MINUTES**

MEMBERS PRESENT: Commissioners Osieczonek, Hosey, Brunette, Hoffman and Ridge.

MEMBERS ABSENT: Commissioners Boles and Colestock.

ALSO PRESENT: John Fuentes.

The December 6, 2012 regular meeting of the Information Technology and Communication Committee was called to order at 5:30 p.m. by Chairman Osieczonek.

Commissioner Brunette moved to approve the minutes of the November 1, 2012 meeting, as presented. Commissioner Hosey seconded. Motion carried.

A proposed update to the County Password Policy was distributed and discussed. Recommended changes are intended to ensure compliance with Criminal Justice Information System (CJIS) Guidelines, which govern LEIN access. Discussion held.

Commissioner Ridge moved to recommend approval of the revised Password Policy to the Board of Commissioners. Commissioner Hosey seconded. Motion carried.

A proposed update to the County Acceptable Use Policy was distributed and discussed. Recommended changes are intended to ensure compliance with CJIS Guidelines. Discussion held. The Committee discussed adding the phrase, "or otherwise lock" to Section 4.2.3.

Sue Hoffman moved to recommend approval of the update to the Acceptable Use Policy, with the additional language in Section 4.2.3, to the Board of Commissioners. Commissioner Brunette seconded. Motion carried.

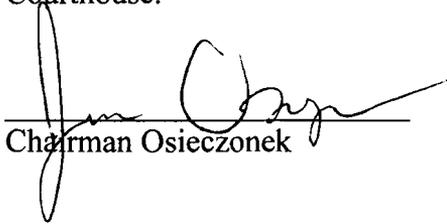
An update was provided on the Competitive Grant Assistance Program application submitted for the e-citation project. The solution that is being recommended and included in the grant application was the integrated solution with the current records management software through the current vendor. Discussion held.

No new information is available at the present time related to the NACo Video Tour program.

The Committee discussed the adopted Volunteer Policy relative to the newly-elected County Officials. It was reported that initial discussions have taken place with the Sheriff-elect and Treasurer-elect to begin to familiarize them with the policy.

Commissioner Hosey moved to adjourn the meeting at 6:05 p.m. Commissioner Hoffman seconded. Motion carried.

The next regular meeting of the Information Technology and Communication Committee will tentatively scheduled for Thursday, January 3, 2013 at 5:30 p.m. in Conference Room 101 of the Courthouse.



Chairman Osieczonek

Password Policy

1.0 Overview

Passwords are an important aspect of computer security. They are the front line of protection for all of our respective access accounts. A poorly chosen password may result in an entire computer network being compromised. As such, all employees are responsible for taking the appropriate steps, as outlined below, to establish strong passwords and to protect these passwords from unauthorized access by other employees and third-parties.

2.0 Purpose

The purpose of this policy is to establish guidelines for creation of strong passwords, the protection of those passwords, and the frequency of change required to insure the integrity of county computer network and individual systems.

3.0 Scope

The scope of this policy includes all employees who have access to one or more computer systems, networks, and other technology devices.

4.0 Policy

4.1 General

- All network and system-level passwords must be at least eight characters in length and will be prompted for a reset every 90 days. Passwords may not be reused for a minimum of ten reset cycles (i. e., 900 days). Where employees are able to perform this action themselves, they must do so in compliance with this policy.
- Users shall be allowed a maximum of five login attempts on any host, hosted, or network server before the user's ID is disabled.
- Employees must not include passwords in email messages or other forms of electronic communication.
- In addition to a password, employees accessing data using wireless access must also use an approved form of advanced authentication such as biometric systems, smart cards, and so on.
- The use of "picture passwords" is an acceptable form of network and system-level security. Where applicable, other elements of this policy shall remain applicable (i.e., password reset requirements).

4.2 Guidelines

Password requirements have the following characteristics:

- Passwords must be at least eight characters in length.
- Contain both upper and lower case characters (e.g., a-z, A-Z) where appropriate.
- Have digits and punctuation characters as well as letters e.g., 0-9, !@#\$%^&*()_+|~-='{}[]:";'<>?,./).

- Are alphanumeric characters.
- Do not use a common word in any language, slang, dialect, jargon, etc.
- Are not based on personal information, such as names of family members.

Passwords should never be written down and accessible to other individuals.

B. Password Protection Standards

Do not use your county email address and/or network password for non-county accounts (personal accounts like eBay, home banking, and Amazon).

All passwords are to be treated as confidential.

Here is a list of "don'ts":

- Don't reveal a password over the phone except to an authorized requester (someone you know who is making a legitimate request). You are then responsible for changing the password immediately thereafter and/or notifying the Information Systems Department to assist with required changes.
- Don't talk about a password in front of others.
- Don't hint at the format of a password (e.g., "my family name").
- Don't reveal a password on questionnaires or security forms.
- Don't share a password with family members.
- Don't reveal a password to co-workers while on vacation.

If you have any doubts about someone requesting a password, refer them to your supervisor or have them contact the Information Systems Department.

Do not use the "Remember Password" feature of applications like Internet Explorer, specific Web sites, etc. If you do, Microsoft Windows will store your password on the local disk drive of your computer making it available for discovery by an intrusive software program.

If an account or password is suspected to have been compromised, report the incident to the Information Systems Department and request assistance with changing all passwords.

C. Application Development Standards

Application developers (programmers) must ensure their programs contain the following security precautions where applicable. Applications:

- Should support authentication of individual users, minimize use of groups where appropriate.
- Should not store passwords in clear text or in any easily reversible form.
- Should provide for some sort of role management, such that one user can take over the functions of another without having to know the other's password.

D. Passphrases *(applicable in some instances)*

Passphrases are generally used for public/private key authentication such as with wireless networks. A public/private key system defines a mathematical relationship between the public key that is known by all, and the private key, that is known only to the user. Without the passphrase to "unlock" the private key, the user cannot gain access.

A passphrase is a longer version of a password and is, therefore, more secure. A passphrase is typically composed of multiple words. Because of this, a passphrase is more secure against "dictionary attacks" - an attack that uses words from the dictionary to try and determine your password.

A good passphrase is relatively long and contains a combination of upper and lowercase letters and numeric and punctuation characters. An example of a good passphrase:

"The h0r\$e r@n thr0ugh the w00d\$"

4.0 Enforcement

Any employee found to have violated this policy may be subject to disciplinary action, up to and including termination of employment. The Information Systems Department may perform a routine audit to determine compliance.

6.0 Definitions

Terms	Definitions
LEIN	Law Enforcement Information Network
NCIC	National Crime Information Center

7.0 Revision History

12/6/2012 - This policy supersedes the Password Policy previously adopted by the Board of Commissioners on 12/2/2011.

Acceptable Use Policy

1.0 Overview

This Acceptable Use Policy demonstrates a commitment to protecting the county's technology assets and access to digital data that is collected, stored, analyzed, and reported upon by employees throughout the county.

County computer networks, including all host and server systems, locally or externally operated, are the property of Eaton County. These systems are to be used for business purposes in serving the interests of the county in the course of its business operations.

Effectively securing our technology assets and digital data is an obligation of every employee who uses any component parts of the computer network. Therefore, employees must understand the impacts these guidelines have on their use of network and standalone resources.

2.0 Purpose

The purpose of this policy is to broadly outline acceptable use of any and all computer networks and individualized systems like personal computers, laptops, and mobile devices. Inappropriate use exposes both the county and the employee to risks that include disruptions in work processes resulting from computer viruses and other malicious software. Additional concerns include unauthorized access to, and/or the transfer of, digital data and identify theft.

This policy shall be influenced by the requirements of the most current version of the *Michigan Criminal Justice Information System Guidelines* that mandate certain requirements as they relate to LEIN/NCIC. Periodic updates to this policy may be determined by these guidelines.

3.0 Scope

This policy applies to all employees and all technology assets (servers, PCs, laptops, mobile devices, and so on) that are owned or leased by the county.

4.0 Policy

4.1 General Use and Ownership

1. Digital data created and stored in any computer system is the property of the county. Employees shall not copy or otherwise transfer files created during the course of their employment to a personally owned fixed or removable storage device, Internet-based storage service (i.e., cloud storage) without approval from the highest ranking elected or appointed official responsible for administration and oversight of the digital data's use, storage, analysis and reporting.

2. Digital data files, including databases, word-processing files, spreadsheet files, and similar universally accepted file formats, created during the course of an employee's official duties, shall be stored on the county's computer network to ensure protection, retention, and ongoing access to the files. "Convenience copies" of data may be stored on various media and/or locations following the requirements of item #1 above.
3. The Director of Information Systems, or designee, shall regularly monitor and evaluate use and security of all component systems that make up the entire county network and shall do so in accordance with the previously adopted Audit Policy. Networks and systems may be audited on a regular basis to ensure compliance with this and other information technology policies adopted by the Board of Commissioners.

4.2 Security and Proprietary Information

1. Employees should take all necessary steps to prevent unauthorized access to county digital data by anyone not authorized to access the data.
2. Keep network and system login credentials (user Id and password) secure and do not share this information with anyone lacking authorization (i.e., an employee in a department not related to your own). Employees are required to periodically change their password(s). See the county's Password Policy for more information.
3. Employees are encouraged to logoff from their personal computer, laptop, or mobile device when not in use.
4. Because information contained on laptops and other mobile devices is especially vulnerable to loss, special care should be exercised when using these systems when working from remote locations. If a device is lost or stolen it must be immediately reported to the Information Systems Department.
5. All network servers, personal computers, laptops, and related devices shall continually execute an approved virus protection program. Because these programs cannot guarantee the presence of a virus, employees shall continually exercise caution when sharing files, downloading files, connecting to the Internet, and other service-oriented sites.
6. Employees shall not use their county e-mail account for a non-county enterprise (such as Barnes and Noble, Groupon, Facebook, and many other enterprises) unless it is explicitly related to their job responsibilities as defined and approved by their supervisor. See the county's Password Policy for more information.

4.3. Unacceptable Use

The following activities are prohibited. Employees may be exempted from these restrictions as approved by the Board of Commissioners, County Controller, Director of Information Systems or other authority. However, no exemption shall be allowed if one or more parties can show the exemption would be detrimental to the operational "welfare" of the county's computer network.

The lists below are by no means exhaustive. Rather, they attempt to provide a framework for activities which fall into the category of unacceptable use.

General

1. Under no circumstances is an employee authorized to engage in any activity that is illegal (under local, state, federal or international law) or deemed to be inappropriate or immoral by the Board of Commissioners.

Technical

1. Violations of the rights of any person or organization protected by copyright, trade secret, patent or other intellectual property, or similar laws or regulations, including, but not limited to, the installation or distribution of "pirated" or other software products that are not appropriately licensed for use by Eaton County. See also the *Resolution to Comply with Software Licensing Agreements to Ensure Legal Software Use.*
2. Unauthorized copying of copyrighted material including, but not limited to, digitization and distribution of photographs from magazines, books or other copyrighted sources, copyrighted music, and the installation of any copyrighted software for which the county or the end user does not have an active license is strictly prohibited.
3. Exporting software, technical information, encryption software or technology, in violation of international or regional export control laws, is illegal. Appropriate management should be consulted prior to exporting any material that is in question.
4. Introduction of malicious programs into the network, servers, personal computers, laptops, mobile devices, and related devices.
5. Allowing use of your network account and/or password by other individuals not specifically authorized by the employee's supervisor to use the account.
6. Using a computer to actively engage in procuring or transmitting material that is in violation of sexual harassment or hostile workplace laws.
7. Making fraudulent offers of products, items, or services originating from any county e-mail account.
8. Making statements about warranty, expressly or implied, unless it is a part of normal job duties.
9. Effecting security breaches or disruptions (such as denial of service) of network, servers, personal computers, laptops, and mobile devices. Security breaches include, but are not limited to, accessing data of which the employee is not an intended recipient or logging into a computer that the employee is not expressly authorized to access.
10. Port scanning or security scanning is expressly prohibited unless prior notification to the county is made and the Director of Information Systems authorizes such scanning to occur.

11. Executing any form of network monitoring which will intercept data not intended for the employee's host or server system, unless this activity is a part of the employee's normal job/duty.
12. Circumventing user authentication or security of any network or system access account.
13. Using any program/script/command, or sending messages of any kind, with the intent to interfere with, or disable, an employee's computer system.
14. Sending unsolicited e-mail messages, including the sending of "junk mail" and "chain letters" or other advertising material to individuals who did not specifically request such material (this is e-mail spamming).
15. Any form of harassment via e-mail, telephone or paging, whether through the use of language, frequency of occurrence, or size of messages.
16. Unauthorized use, or forging, of e-mail header information.

See the *Electronic Mail Policy* for additional information.

4.0 Enforcement

Employees found to have violated this policy may be subject to disciplinary action, up to and including termination of employment.

6.0 Definitions

Term	Definition
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<i>Spam[ming]</i>	Unauthorized and/or unsolicited electronic mass mailings.
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LEIN	Law Enforcement Information Network
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NCIC	National Crime Information Center
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7.0 Revision History

12/6/2012 - This policy update supersedes the Acceptable Use Policy previously adopted by the Board of Commissioners on 12/2/2011.

Appendix C: Eaton County, Michigan CGAP Grant Application

Project Title: *"From Paper to Electronic: Citation Software to Reduce Costs, Improve Performance"*

Project Type: Cooperate Effort/Collaboration

Estimated Start Date: February 1, 2013 (or earlier dependent on date of grant award)

Estimated Completion Date: September 30, 2013

Estimated Total Project Cost: \$180,956

Grant Amount Requested: \$180,956

Local Units Participating in Project: Eaton County Sheriff's Office, Bellevue Police Department, Charlotte Police Department, Eaton Rapids Police Department, Grand Ledge Police Department, Potterville Police Department, Olivet Police Department, Eaton County Central Dispatch, Eaton County Prosecutor's Office and 56A District Court

Project Description

Reduce errors. Save time. Improve efficiency. Lower costs significantly. This project is a collaborative effort between the Law Enforcement Agencies, 56A District Court, Prosecutor's Office and Central Dispatch Department of Eaton County. Eaton County Sheriff's Office (ECSO) requests grant funding in the amount of \$180,956 to lead a multi-agency project that will successfully replace an out-dated paper citation system with SunGard Public Sector's eCitation software. The proposed eCitation project will replace the disjointed citation processes of the participating agencies through inter-agency agreements that will allow all agencies to use one central Records Management System (RMS) hosted by Eaton County. This project provides financial benefits through reducing initial implementation costs of approximately \$100,000 per agency and increases long-term citation revenue collection.

The current citation process is handwritten, and tickets are manually entered into each agency's database. Approximately 12,000 citations are issued collectively and processed by District Court each year. Of those citations, a significant amount of them are rejected due to illegibility, human error, or data input discrepancies. Manual data entry of citations and the process of correcting illegible citations take a tremendous amount of man-hours, reduce efficiency, and decrease revenues.

The following examples illustrate the weaknesses in the current citation process and the costs they pose to the citizens of Eaton County. These risks will be eliminated through the implementation of eCitation software.

From 2006 through 2010, Eaton County realized losses that exceeded \$80,000 due to embezzlement by a District Court traffic clerk. The clerk was able to embezzle funds by accepting cash from citizens that came to the court to pay their tickets. Often, this payment took

place before the court received the paper ticket from the police agency. Once she received the tickets from the police agency, she destroyed them, and never entered them into the court database. These tickets were tracked in individual agency databases that were not connected to District Court, making it impossible for the court to know that the tickets had ever existed and therefore did not realize that funds were missing.

In October of 2011, an Internal Affairs Investigation was opened on a Deputy accused of collecting cash from out of state motorists he had stopped. If a citation were issued to a driver, the Deputy would collect a road bond, but failed to process the money collected as set forth in the Eaton County Sheriff's Office Policy and Procedures. The Deputy instead discarded the citation, kept the money collected, and used it for personal gain. The out-of-state motorist was told by the Deputy that the money collected would cover the fines and cost of the citation and that no further action would be needed. This occurred between July and September of 2011. The Deputy embezzled over \$1,200.00 from Eaton County taxpayers.

While Eaton County has implemented measures to avoid these problems in the future, this has placed a burden on each of the agencies involved. Adding man-hours for additional processing and tracking of the paper citations is proving to be costly and inefficient. The implementation of eCitation software will eliminate these risks, improve efficiencies and minimize man-hours.

Eaton County and partnering agencies have entered into inter-local agreements to implement the SunGard Public Sector's eCitation software. This software application is an add-on module to Eaton County's current Public Safety software suite. It is designed to operate seamlessly with the Records Management System (RMS) and the Mobile Computing system(s) already in place. It also has built-in integration with the State's Judicial Information System (JIS) used by District Court. The eCitation module allows officers in the field to transfer captured data into the Michigan citation form, ensuring legibility and accuracy while eliminating data entry redundancy and error.

Shared Service Analysis

In January of 2008, the Eaton County Sheriff's Office and Eaton County Central Dispatch converted from New World Systems to SunGard Public Sector software suite for its Records Management System (RMS), Jail Management System (JMS) and Computer Aided Dispatch (CAD) systems.

In June of 2010, the Eaton County Sheriff's Office purchased a Mobile Field Reporting (MFR) module, along with an electronic crash-reporting module that is available to and currently being shared with other police agencies in Eaton County. This purchase was made possible through a grant administered by the Office of Highway Safety Planning (OHSP) and was successfully implemented by January of 2012. Since January of 2012, police agencies in Eaton County have been able to enter crash reports via Mobile Computer Terminals (MCT) in their patrol cars, or

through computers in their offices. The MFR and electronic crash reporting information is securely stored on a central RMS server, and is maintained and managed by the Eaton County Information Systems Department. The electronic crash data is electronically submitted to the State of Michigan on a frequent and regular basis directly from Eaton County's RMS.

The decision to pursue funding for electronic citations capability came as a result of discussions between officials from the Eaton County Sheriff's Office, local police agencies, Eaton County Central Dispatch, Prosecutor's Office and the 56A District Court. Officials from these agencies have long recognized the weaknesses of our current handwritten citation procedures as well as the benefits that could be realized through the use of an electronic ticket program. Since Eaton County now has a solid software system for Mobile Field Reporting in place, along with shared service agreements with police agencies in Eaton County for electronic crash reporting, a conversion to electronic citations is the logical next step in enhancing efficiency, reducing costs and increasing collaboration between Eaton County and local police agencies in Eaton County.

The eCitation module functions very similar to the way the electronic crash reporting system does. Police agencies will be able to complete and submit a citation via the MCT's in their patrol cars. Once the citation is completed, a copy can be printed out and given to the violator immediately, while the citation is automatically submitted electronically to the 56A district court and the central RMS server maintained by Eaton County, without the need for manual data entry by staff from each agency. Since this information is stored in a central RMS server, all Eaton County partnering agencies will have access to eCitation data.

In addition to the sharing of data, the eCitation software will allow for faster and more efficient processing of traffic stops. Rather than the officer having Central Dispatch run file checks on the vehicle occupants, the officer will swipe the occupants' driver's license through a card reader. With one swipe the eCitation software will deposit the driver's license information into the CAD traffic stop record and complete a file check. The information can easily be transferred into a citation, printed and immediately available to all partnering agencies. The software will streamline the process and eliminate the need for back and forth communication. More importantly, it will allow the officer to remain focused on the safety aspects of the stop, while shortening the length of time the average stop takes.

Current Services

Currently, when a Law Enforcement Officer writes a citation, the Officer must hand write the citation as a record of the infraction. They give a copy of the ticket to the violator, then at the end of their shift they send the citation to their agency's Records Department. The Records Department must interpret the handwritten information, record the citation in their agency's tracking system and forward a copy of the citation to District Court. District Court must interpret the handwritten information, recording the information in their system and await payment for the infraction. Criminal infractions, as opposed to civil, must be sent to the

Prosecutor's office for the prosecution of the crime. When receiving a criminal infraction, District Court must forward the citation on to the Prosecutor's office where the handwritten information must again be interpreted and recorded into their system for the issuance of a warrant. The handwritten citation will pass through three or four departments, with someone in each of those entities recording the information in the various systems before completing its circle. This process is cumbersome, consumes staff time and takes considerable time to pass through each phase. With each passing of the citation the possibility of human error in the entry process increases along with the labor costs associated with citation processing.

The proposed software will streamline the citation process by eliminating agency-to-agency data entry redundancy. The software removes the "silo" effect the duplicated manual data entry creates by breaking down the process barriers dividing one internal agency to the next. Instead of each internal agency beginning the entry process anew, the software will allow them to centralize this process and ensure seamless workflow. The software itself ensures integrity of the citation process by creating a digital "fingerprint" as each citation is entered into the RMS thereby reducing the potential for corrupt practices. Furthermore, the citation data of all participating agencies and departments will be consolidated into one centralized RMS. This data will be accessible to system users according to their established user rights.

Goals and Business Objectives of this Project

The overarching goal of the proposed Citation project is to improve current citation/ticketing processes throughout Eaton County and reduce the cost of this improvement by entering into a shared services agreement with nine (9) other agencies. To achieve the stated goal, Eaton County has identified four (4) Business Objectives that will guide the success of the stated project. (See Matrix)

Goal:

Enhance efficiency and reduce operational costs by improving the citation process of nine (9) agencies across Eaton County through the implementation of eCitation software.

Objectives:

1. Reduce the number of citation rejections due to illegibility, human error, and/or data entry inaccuracies by 45%.
2. Reduce per agency costs by approximately 70% through a multi-agency service sharing agreement for citation software.
3. Reduce the risk for loss of revenue due to employee theft and human error through reducing the number of hand-written citations by 75%.
4. Automate data entry of citation information to reduce staff hours required to process citations by 50%.

Goals & Objectives Matrix

GOAL Improve citation process across Eaton County through Citation software service sharing.						
Objective	Impact	Evaluation Plan	Actions to Success	Action Reoccurrence	Objective Manager	
1	Reduce the number of rejected citation due to illegibility, human error, or data entry inaccuracies by 45%.	Eliminate 90% of citation error caused by illegible handwriting.	Establish pre-project benchmark for error rate of citations (marked by number of citation rejection) and compare against error rate related to electronic citations records.	Train citation software users on proper use of software, ensuring comprehension of proper completion of forms and supervisor review process.	Every 6 months for first 12 months.	Captain Jeff Warder
			Review a sample of electronic citation submissions to ensure it follows established protocol.	Quarterly	Captain Jeff Warder	
		Reduce time it takes for officers to complete citations by 25%, allowing more time for active patrol as opposed to administrative work.	Establish pre-project benchmark for average time required for citation completion. Once citation software is deployed, review time stamps for a sample of citation records.	Train citation software users on proper use of software, ensuring comprehension of proper completion of forms and supervisor review process.	Once, at initial user training.	Captain Jeff Warder
			Cross-compare a sample of electronic citation submissions and their time stamps with pre-project citation process times.	Quarterly	Captain Jeff Warder	
2	Reduce per agency costs through multi-agency service sharing of the citation software.	Reduce per agency costs by \$100,000 for initial implementation, and \$17,000 in annual license fee(s) costs over the long-term.	Evaluate estimated project costs against actual project costs to determine spending is on-target with projections.	Finalize inter-local agreements with participating agencies.	Once at project Onset.	Captain Jeff Warder
				Sign contract with selected vendor for Citation software.	Once at Project Onset.	Captain Jeff Warder
				Evaluate project costs with quoted estimates to ensure on-target spending.	Quarterly	Captain Jeff Warder
3	Reduce risk of loss due to employee theft by eliminating the number of hand-written citations by 75%	Reduce the number of unenforceable citations due to data entry error(s), human error, or illegibility by 50%.	Establish pre-project benchmark for the value of citations deemed unenforceable due to cited errors, sub-divided by month. Compare with number post-software implementation.	Train citation software users on proper use of software, ensuring comprehension of proper completion of forms and supervisor review process.	Once at Project Onset.	Captain Jeff Warder
			Cross-compare per month citation revenue loss pre- and post-project.	Quarterly	Captain Jeff Warder	
		Reduce opportunity for citation fraud by automating process and introducing a traceable data "fingerprint" that reduces reliance on paper citations by 95%.	Implement citation software and train users on its use. Emphasize its value as a security precaution. Use paper citations only as a backup.	Train citation software users on proper use of software, ensuring comprehension of proper completion of forms and supervisor review process.	Once at project Onset.	Captain Jeff Warder
			Periodically review any continued use of paper citations as opposed to electronic software, analyzing if use is with cause or user needs additional software training.	Quarterly	Captain Jeff Warder	
4	Automate data entry of citation information to reduce staff hours required to process citations by 50%.	Reduce time it takes officers, clerical staff, and court staff to manually enter citations by 90% and process citations by 50%.	Establish average data entry time for a cross-section system users handling citation users and compare against time stamps for a sample of citation records once software is	Train citation software users on proper use of software, ensuring comprehension of proper completion of forms and supervisor review process.	Once at project Onset.	Captain Jeff Warder
			Cross-compare benchmark data against a sample of citation records, noting when records were entered, approved, viewed, etc. to determine time savings.	Quarterly	Captain Jeff Warder	

Cost Savings

The Eaton County Sheriff's Office staff spends approximately 520 hours per year in processing and handling citations, at an estimated average cost of \$14,872 over a 12-month period. Eaton County Law Enforcement Officers will realize a significant reduction in the time necessary to complete citations. Currently, over 12,000 citations are written annually at an average of 10 minutes per citation. The eCitation software will result in a total time savings of 2,000 hours per

year at an estimated savings of \$83,660. Total savings for the Eaton County partnering agencies will exceed \$136,000 in wages spent on citations annually.

Without this shared service project, it would be necessary for the eight collaborating agencies to purchase their own Records Management System (RMS) and Mobile Field Reporting (MFR), and Mobile Communication Terminal (MCT) software systems at a conservatively estimated \$80,000 per agency cost. Pursuing this option would also burden each agency with an additional \$25,000 in annual maintenance fees if they were to independently purchase the entire prerequisite infrastructure necessary for eCitation to operate. The proposed project delivers a short term (12 month) cost savings of over \$538,000 by sharing services and reducing personnel costs related to citation processing. Every subsequent year would result in a cost savings of roughly \$269,000 by eliminating per agency maintenance fees (\$25,000 per agency) and reducing personnel costs related to citation processing by 50%.

Since 2011, Eaton County has experienced significant budget shortfalls as a result of the recession. To offset declining revenues, it was necessary to reduce personnel costs by eliminating positions and/or not filling vacancies. Two positions related to citation data entry were affected, resulting in cost reductions of \$123,994. While necessary, the budget cuts did not reduce the volume of citation data entry work, but rather increased the workload for the remaining positions. The citation software is expected to reduce this workload by half, allowing existing personnel to reasonably manage citation-related tasks without having to hire additional personnel. The software in effect acts as a "force multiplier" and preserves the savings produced through position reductions. As a result of the proposed project savings to the public would exceed \$1 million over a five year period - roughly \$538,000 in the first 12 months alone. (See Cost Savings chart provided below)

Cost Savings (Short Term refers to the initial 12 month project period, Long Term refers to subsequent years)

Budget Category	Cooperating Agencies and Departments	Current	Projected \$	Short-Term Savings/ (Expense)	Long-Term Savings/ (Expenses)	x 4 years	Total 5 Year Savings/ (Expenses)
Equipment & Infrastructure	Eaton County Sheriff's Office	\$ -	\$ (163,796)	\$ (163,796)	\$ (17,000)		
	Belleue Police Department	\$ -	\$ -	\$ 80,000	\$ 25,000		
	Charlotte Police Department	\$ -	\$ -	\$ 80,000	\$ 25,000		
	Eaton Rapids Police Department	\$ -	\$ -	\$ 80,000	\$ 25,000		
	Grand Ledge Police Department	\$ -	\$ -	\$ 80,000	\$ 25,000		
	Potterville Police Department	\$ -	\$ -	\$ 80,000	\$ 25,000		
	Olivet Police Department	\$ -	\$ -	\$ 80,000	\$ 25,000		
	Sub-Total				\$ 316,204	\$ 133,000	x 4 years
Administrative Costs (costs related to citation data entry)	Eaton County Sheriff's Office Personnel Costs (related to citation data entry)	\$ (29,744)	\$ (14,872)	\$ 14,872	\$ 14,872		
	Eaton County Law Enforcement Time Savings	\$ (139,433)	\$ (55,773)	\$ 83,660	\$ 83,660		
	Belleue Police Department	\$ (3,390)	\$ 1,695	\$ 1,695	\$ 1,695		
	Charlotte Police Department	\$ (3,390)	\$ 1,695	\$ 1,695	\$ 1,695		
	Eaton Rapids Police Department	\$ (3,390)	\$ 1,695	\$ 1,695	\$ 1,695		
	Grand Ledge Police Department	\$ (3,390)	\$ 1,695	\$ 1,695	\$ 1,695		
	Potterville Police Department	\$ (3,390)	\$ 1,695	\$ 1,695	\$ 1,695		
	Olivet Police Department	\$ (3,390)	\$ 1,695	\$ 1,695	\$ 1,695		
	Eaton County 56th District Court	\$ (56,252)	\$ (28,126)	\$ 28,126	\$ 28,126		
	Sub-Total				\$ 136,828	\$ 136,828	x 4 years
Contractual Costs	Eaton County Sheriff's Office- Vendor Project Management	\$ -	\$ (13,320)	\$ (13,320)	\$ -		
	Belleue Police Department	\$ -	\$ 13,320	\$ 13,320	\$ -		
	Charlotte Police Department	\$ -	\$ 13,320	\$ 13,320	\$ -		
	Eaton Rapids Police Department	\$ -	\$ 13,320	\$ 13,320	\$ -		
	Grand Ledge Police Department	\$ -	\$ 13,320	\$ 13,320	\$ -		
	Potterville Police Department	\$ -	\$ 13,320	\$ 13,320	\$ -		
	Olivet Police Department	\$ -	\$ 13,320	\$ 13,320	\$ -		
	Sub-Total				\$ 66,600	\$ -	
Training	Eaton County Sheriff's Office-Vendor Provided Training	\$ -	\$ (3,840)	\$ (3,840)	\$ -		
	Belleue Police Department	\$ -	\$ 3,840	\$ 3,840	\$ -		
	Charlotte Police Department	\$ -	\$ 3,840	\$ 3,840	\$ -		
	Eaton Rapids Police Department	\$ -	\$ 3,840	\$ 3,840	\$ -		
	Grand Ledge Police Department	\$ -	\$ 3,840	\$ 3,840	\$ -		
	Potterville Police Department	\$ -	\$ 3,840	\$ 3,840	\$ -		
	Olivet Police Department	\$ -	\$ 3,840	\$ 3,840	\$ -		
	Sub-Total				\$ 19,200	\$ -	
TOTAL PROJECTED SAVINGS				\$ 538,832	\$ 269,828		\$ 1,618,144

Work Plan and Project Timeline

Eaton County has successfully worked with its project partners on similar projects in the past, particularly a grant-funded mobile crash reporting project implemented in 2012. Eaton County has also worked with the selected vendor since 2008 and has confidence in the integrity and performance of its software as well as its staff. Eaton County will be utilizing the vendor's project management services to ensure the success of this project. Furthermore, the vendor will be providing "train-the-trainer" to ensure system users can successfully utilize the eCitation software.

Part 5: Project Details

C. Attach a demonstration and provide a brief explanation of how the cost savings were calculated.

The Eaton County Sheriff's Office staff spends approximately 520 hours per year in processing and handling citations, at an estimated average cost of \$14,872 over a 12-month period. Eaton County Law Enforcement Officers will realize a significant reduction in the time necessary to complete citations. Currently, over 12,000 citations are written annually at an average of 10 minutes per citation. The eCitation software will result in a total time savings of 2,000 hours per year at an estimated savings of \$83,660. Total savings for the Eaton County partnering agencies will exceed \$136,000 in wages spent on citations annually.

Without this shared service project, it would be necessary for the eight collaborating agencies to purchase their own Records Management System (RMS) and Mobile Field Reporting (MFR), and Mobile Communication Terminal (MCT) software systems at a conservatively estimated \$80,000 per agency cost. Pursuing this option would also burden each agency with an additional \$25,000 in annual maintenance fees if they were to independently purchase the entire prerequisite infrastructure necessary for eCitation to operate. The proposed project delivers a short term (12 month) cost savings of over \$538,000 by sharing services and reducing personnel costs related to citation processing. Every subsequent year would result in a cost savings of roughly \$269,000 by eliminating per agency maintenance fees (\$25,000 per agency) and reducing personnel costs related to citation processing by 50%.

Since 2011, Eaton County has experienced significant budget shortfalls as a result of the recession. To offset declining revenues, it was necessary to reduce personnel costs by eliminating positions and/or not filling vacancies. Two positions related to citation data entry were affected, resulting in cost reductions of \$123,994. While necessary, the budget cuts did not reduce the volume of citation data entry work, but rather increased the workload for the remaining positions. The citation software is expected to reduce this workload by half, allowing existing personnel to reasonably manage citation-related tasks without having to hire additional personnel. The software in effect acts as a "force multiplier" and preserves the savings produced through position reductions. As a result of the proposed project savings to the public would exceed \$1 million over a five year period - roughly \$538,000 in the first 12 months alone. (See Cost Savings chart provided below)