

PUBLIC SAFETY COMMITTEE and INFRASTRUCTURE AND DEVELOPMENT COMMITTEE

2/28/2011

304 E. Grand River Avenue, Howell, MI

7:30 PM

AGENDA

- 1. CALL MEETING TO ORDER**
- 2. APPROVAL OF MINUTES**
Meeting minutes dated: January 24, 2011
- 3. APPROVAL OF AGENDA**
- 4. REPORTS**
PLANNING - Energy Efficiency and Conservation Block Grant
- 5. CALL TO THE PUBLIC**
- 6. RESOLUTIONS FOR CONSIDERATION:**

- 7 Sheriff**
RESOLUTION AUTHORIZING EXCEPTION TO HIRING FREEZE TO REPLACE ONE (1) PART TIME OFFICE ASSISTANT – Sherif

- 8 Sheriff**
RESOLUTION AUTHORIZING THE SHERIFF’S DEPARTMENT AND THE COUNTY OF LIVINGSTON TO RENEW THE CONTRACT WITH THE TOWNSHIP OF PUTNAM FOR LAW ENFORCEMENT SERVICES FROM AUGUST 1, 2010, THROUGH JUNE 30, 2013 B SHERIFF DEPARTMENT

- 9 Information Technology**
RESOLUTION AUTHORIZING THE PROSECUTOR’S OFFICE AND EAST COMPLEX DEPARTMENTS TO UPGRADE TO LASERFICHE AVANTE – INFORMATION TECHNOLOGY

- 10. ADJOURNMENT**

6. **CENTRAL DISPATCH: RESOLUTION AUTHORIZING THE COUNTY EMERGENCY MANAGEMENT COORDINATOR TO SUBMIT NAMES FOR APPOINTMENT TO THE LIVINGSTON COUNTY LOCAL EMERGENCY PLANNING COMMITTEE (LEPC)**

RECOMMEND MOTION TO THE: **FINANCE**
MOVED BY: **GRIFFITH** / SECONDED BY: **MANTEY**
ALL IN FAVOR - MOTION PASSED

7. **CENTRAL DISPATCH: RESOLUTION AUTHORIZING OUT-OF-STATE TRAVEL AND TRAINING FOR A SUPERVISOR TO ATTEND COMPUTER AIDED DISPATCH SYSTEM ADMINISTRATOR TRAINING**

RECOMMEND MOTION TO THE: **FINANCE**
MOVED BY: **VAN HOUTEN** / SECONDED BY: **GRIFFITH**
ALL IN FAVOR - MOTION PASSED

8. **CENTRAL DISPATCH: RESOLUTION AUTHORIZING PURCHASE OF REPLACEMENT 800 MHZ PUBLIC SAFETY RADIOS**

RECOMMEND MOTION TO THE: **FINANCE**
MOVED BY: **VAN HOUTEN** / SECONDED BY: **GRIFFITH**
ALL IN FAVOR - MOTION PASSED

9. **DRAIN: RESOLUTION TO AUTHORIZE THE ADVANCE OF CAPITAL REPLACEMENT FUND 403 MONIES TO THE HANDY TOWNSHIP SANITARY SEWER FUND 851 AS AN ADVANCE TO COVER ONGOING LITIGATION COSTS RESULTING FROM THE TERMINATION OF CONTRACTOR CONTRACT AND SURETY NON PERFORMANCE**

RECOMMEND MOTION TO THE: **FINANCE**
MOVED BY: **MANTEY** / SECONDED BY: **VAN HOUTEN**
ALL IN FAVOR - MOTION PASSED

ADJOURNMENT:

MOTION TO ADJOURN AT 8:15 P.M.
MOVED BY: **MANTEY** / SECONDED BY: **VAN HOUTEN**
ALL IN FAVOR - MOTION PASSED

Respectfully Submitted

KELLI HAWORTH
RECORDING SECRETARY

RESOLUTION

NO:

LIVINGSTON COUNTY

DATE:

**RESOLUTION AUTHORIZING EXCEPTION TO HIRING FREEZE TO REPLACE ONE (1)
PART TIME OFFICE ASSISTANT – Sheriff**

WHEREAS, The Sheriff’s Department recently lost one (1) part time Office Assistant; and

WHEREAS, the Sheriff’s Department has determined the need to replace these positions in order to maintain an acceptable level of service to the citizens we serve; and

WHEREAS, funding for this position is approved and included in the 2011 operating budget.

THEREFORE BE IT RESOLVED that the Livingston County Board of Commissioners hereby authorizes and approves the hiring of one (1) part time office assistant within the Livingston County Sheriff’s Department.

#

MOVED:

SECONDED:

CARRIED:

REQUEST FOR EXCEPTION TO THE HIRING FREEZE

Request Submitted by: **Sheriff Robert J. Bezotte**

Title of Position to be Filled: **Office Assistant (E)
One (1) Part Time** Salary: **\$25,466.01 annually
\$12,243.2 hourly**

Annual Cost of Budgeted Position: **\$13,720 (w/ benefits)**
Projected Cost for the next five years: **\$68,600 (w/ benefits)**

New Position/Classification (Yes/No): **NO**

If No: Name of Employee Last Occupying this Position: **Jaimie Wagner**

To Temporarily Replace an Employee who is on approved leave of absence:

Name of Employee on Leave:

Date of Expected Return:

When did the position become vacant? **February 4, 2011**

Has sufficient time been given to properly compensate for vacation and/or sick pay-offs to insure personnel expenses do not exceed the authorized budget? **Yes**

1. Briefly describe this position and why you believe that it is essential enough to warrant an exception to the overall Livingston County hiring freeze. Provide a copy of the job description.

This position directs all incoming calls Monday thru Friday, 8:00 AM thru 4:00 PM (an average of 125 calls daily) in addition to interacting with lobby traffic (an average of 55 contacts per day). Lobby contacts include requests for law enforcement assistance, PBT's, property pick up (or delivery), vehicle release, court-ordered DNA testing, court-ordered fingerprints, applicant fingerprints, applications for handgun purchase permits, hand-gun registrations, payment of bonds, proofs of incarceration, sex offender registration, background checks for military, adoption and employment.

2. Indicate if this is a mandated program/service by citing the act, rule, resolution, order, etc. that has necessitated this work. Also, if mandated, explain what effect this program/service has on current operations. If not mandated, outline the reason(s) for the department providing this task/work.

Mandated services include fingerprinting, court-ordered DNA testing, hand gun purchase permits/registrations, sex offender registration, collection of bond payments, and delivery of personal property confiscated during investigations.

3. Budgeted department head count for the past five years:

Part Time Civilian Positions:

Jan - 2007	Jan - 2008	Jan - 2009	Jan - 2010	Jan - 2011
0	0	0	6	6

Please explain changes:

Our full time civilian employee headcount was 12 in 2007. Due to lay-offs and attrition, the Board approved a headcount of 6 for part time civilian employees in the 2010 budget.

4. Does the vacant position for which an exemption is being requested perform essential function(s) that cannot be performed with the existing staff resources within Livingston County? Identify all special skills, education and/or licensing requirements for the position.

This will not be feasible unless we assign Deputies and/or Corrections Officers to the above-mentioned tasks, consequently paying increased wages and benefits.

5. Recognizing that all Elected Officials/Department Heads are expected to provide quality supervision and be creative problem solvers, how could the department reassign work and/or personnel to get all essential work of the department done without additional hiring?

We could pay a Deputy (\$26.6709 hourly wage) or a Sergeant (\$29.7322 hourly wage) to perform these functions. These figures do not include the increased cost of benefits. However, utilizing certified personnel to handle clerical tasks will compromise the safety and security of our Jail facility and our community.

6. Specifically list three reasonable options if your request to replace a position is denied.

We could pay a Deputy (\$26.6709 hourly wage) or a Sergeant (\$29.7322 hourly wage) to perform these functions. These figures do not include the increased cost of benefits. However, utilizing certified personnel to handle clerical tasks will compromise the safety and security of our Jail facility and our community.

7. What are the consequences of deferring the vacant position over the next several months and beyond?

We could pay a Deputy (\$26.6709 hourly wage) or a Sergeant (\$29.7322 hourly wage) to perform these functions. These figures do not include the increased cost of benefits. However, utilizing certified personnel to handle clerical tasks will compromise the safety and security of our Jail facility and our community.

8. What budget saving measures has this department implemented? Have additional measures been identified?

Please refer to item 2. above

9. What position or other costs would you be willing to drop to enable hiring – if that becomes necessary to obtain approval for hire?

We cannot afford to lose additional civilian positions

10. Please provide additional information regarding the staff of this department (i.e. organizational charts, workflow chart, staff on leaves from work/job restrictions, employee training downtime, etc.) to determine the workforce available for accomplishing the necessary tasks/services.

11. Is the work required by statute to be performed at the County level or can it be shared with other Counties? With local governments?

NO, tasks cannot be shared with other counties or local government.

12. Explain what services can be provided by others, private sector or non-profit?

NONE

13. Are there other County employees with the skills and knowledge that can be transferred from another department thereby shifting the vacancy to another department where the position will not be filled?

YES, as long as they comply with our hiring protocol

14. Has the use of temporary employees been evaluated to handle the work? Please provide explanation(s).

No, tasks are cyclical

15. Has the use of part-time (less than 30 hours) employees been evaluated for feasibility and cost-effectiveness to accomplish the work? Please provide explanation(s).

We are requesting part-time employees

16. Has current staff been working overtime and, if so, how much is currently being worked or how much is planned to be worked per week (on the average)?

No. We have drastically cut our "service" hours

17. Has cross-trained staff been fully utilized to maximize the output of existing staff? Please provide explanation(s).

Yes, all civilian employees are cross trained



Livingston County Sheriff Department Memo

TO: Livingston County Board of Commissioners
FROM: Bob Bezotte
DATE: February 4, 2011
SUBJECT: Request for Exception to Hiring Freeze

The intent of this communication is to formally request an exception to the hiring freeze and authorization to hire one (1) part time Office Assistant (Grade E). This would allow us to fill a vacancy created by the termination of one (1) part time Office Assistant (Grade E).

Due to the decline in clerical support over the past several years, we cannot afford to lose additional civilian staff without re-assigning clerical duties to higher paid deputies and corrections officers.

If you have any questions or concerns, please do not hesitate to contact me at 540-7911.

Thank you for your consideration and support of this important adjustment to our operation.

RESOLUTION

NO:

LIVINGSTON COUNTY

DATE:

RESOLUTION AUTHORIZING THE SHERIFF'S DEPARTMENT AND THE COUNTY OF LIVINGSTON TO RENEW THE CONTRACT WITH THE TOWNSHIP OF PUTNAM FOR LAW ENFORCEMENT SERVICES FROM AUGUST 1, 2010, THROUGH JUNE 30, 2013 B SHERIFF DEPARTMENT

WHEREAS, the Township of Putnam has requested Law Enforcement services from the Sheriff's Department during the period commencing August 1, 2010, and ending June 30, 2013, to include ONE Deputy Sheriff and vehicle, not less than Eight (8) hours per day and no more than Twelve (12) hours per day, on days mutually agreed upon by the Sheriff and the Township; and

WHEREAS, the Township of Putnam shall make quarterly payments to the County of Livingston no later than the fifteenth (15th) day of the month following the end of a quarter; and

WHEREAS, the Township of Putnam shall pay a total amount of \$215,006 during the contract period as follows;

\$64,445 for the period of August 1, 2010, through June 30, 2011;
\$73,444 for the period of July 1, 2011, through June 30, 2012; and,
\$77,117 for the period of July 1, 2012, through June 30, 2013.

THEREFORE BE IT RESOLVED that the Livingston County Board of Commissioners hereby authorizes the contract for Law Enforcement services with the Township of Putnam effective August 1, 2010, through June 30, 2013.

BE IT FURTHER RESOLVED that the Board of Commissioners hereby authorizes the Chairman and the Sheriff to sign the Agreement upon the approval and review of civil counsel.

BE IT FURTHER RESOLVED that the Chair of the Board of Commissioners and Sheriff be authorized to sign future amendments for monetary and contract language adjustments of the above-referenced Agreement upon review by Civil Counsel.

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**MOVED:
SECONDED:
CARRIED:**



Livingston County Sheriff Department Memo

TO: Livingston County Board of Commissioners
FROM: Bob Bezotte
DATE: February 24, 2011
SUBJECT: Request to Renew the Contract with the Township of Putnam for
Law Enforcement Services from August 1, 2010 through June 30, 2013

The intent of this communication is to formally request the authorization for the Sheriff Department and the County of Livingston to renew the contract with the Township of Putnam for Law Enforcement Services from August 1, 2010, through June 30, 2011.

The Township of Putnam has requested Law Enforcement services from the Sheriff's Department during the period commencing August 1, 2010, and ending June 30, 2013, to include ONE Deputy Sheriff and vehicle, not less than Eight (8) hours per day and no more than Twelve (12) hours per day, on days mutually agreed upon by the Sheriff and the Township.

The Township of Putnam shall make quarterly payments to the County of Livingston no later than the fifteenth (15th) day of the month following the end of a quarter; and the Township of Putnam shall pay a total amount of \$215,006 during the contract period as follows;

\$64,445 for the period of August 1, 2010, through June 30, 2011;
\$73,444 for the period of July 1, 2011, through June 30, 2012; and,
\$77,117 for the period of July 1, 2012, through June 30, 2013.

If you have any questions or concerns, please do not hesitate to contact me at 540-7911.

Thank you for your consideration and support of this important adjustment to our operation.

RESOLUTION

NO:

LIVINGSTON COUNTY

DATE:

RESOLUTION AUTHORIZING THE PROSECUTOR'S OFFICE AND EAST COMPLEX DEPARTMENTS TO UPGRADE TO LASERFICHE AVANTE – INFORMATION TECHNOLOGY

WHEREAS, the Prosecutor's Office is hereby requesting authorization to purchase Laserfiche Avante System for document imaging; and

WHEREAS, the equipment will be purchased through General Code per their quote dated January 24, 2011, for the total amount of \$84,601 ; and

WHEREAS, the implementation of the current version of laserfiche allowed the prosecutor's office to migrate towards a paperless office and permanently reduce staff; and

WHEREAS, the increased workflow capabilities of the software upgrade will allow the prosecutors office to provide information to defense attorneys through an automated process; and

WHEREAS, environmental health, drain, and building departments will use the software as a means to disseminate information to the public; and

WHEREAS, upgrading to this version of laserfiche will ensure that the county uses one imaging system as the drain will not have to purchase separate imaging software; and

WHEREAS, the estimated return on investment is just under two years for this project; and

WHEREAS, the funds for this project were placed into general fund contingency during the 2011 budget process.

THEREFORE BE IT RESOLVED that the Livingston County Board of Commissioners hereby authorize the upgrade to Laserfiche Avante system from General Code for the prosecutor's office and others for a total cost not to exceed \$84,601; and

BE IT FURTHER RESOLVED that the Livingston County Board of Commissioners authorize the transfer of funds from the general fund contingency to the appropriate departments to pay for the implementation of the project.

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MOVED:

SECONDED:
CARRIED:

Livingston County
Capital Budgeting—Return-On-Investment (ROI) Analysis
February 16, 2011

Data cell key
User data entry or item description
<i>Formula cells: Totals are calculated and filled in automatically.</i>

Investment overview
Project name: General Code - Laserfiche Upgrade
Project sponsor: Prosecutor's Office
Date of request: 1/24/11
General description of benefits: This software upgrade will provide workflow capabilities in the prosecutors office and free up a considerable amount of time for several employees to work on other projects.

Cash flow and ROI statement				
BENEFIT DRIVERS	YEAR			
	0	1	2	3
Employee Time Savings		\$44,215	\$45,541	\$46,908
Elimination Of Current System Software Maintenance		8,560	8,988	9,437
Cost Avoidance				
Higher Upgrade Costs in the Future		0	15,000	17,500
Installing a separate Imaging System at Drain Office		15,000	1,500	1,500
Maintain Staff Reduction in Prosecutors Office		8,287	8,536	8,792
Improved Accuracy in Data Transmission		7,500	15,000	15,000
Revenue Received from Defense Attorneys		17,000	17,000	17,000
Total annual benefits		\$100,562	\$111,565	\$116,137
Implementation filter		50%	75%	95%
Total benefits realized		\$50,281	\$83,674	\$110,330

Costs	Year 0	Year 1	Year 2	Year 3
Total	\$94,601	\$16,049	\$16,851	\$17,694

Benefits	Year 0	Year 1	Year 2	Year 3
Annual benefit flow	(\$94,601)	\$34,232	\$66,822	\$92,636
Cumulative benefit flow	(\$94,601)	(60,369)	6,453	99,089

Discounted benefit flow	Year 0	Year 1	Year 2	Year 3
Discounted costs	\$94,601	\$15,582	\$15,884	\$16,193
Discounted benefits	0	48,816	78,871	100,967
Total discounted benefit flow	(\$94,601)	33,235	62,986	84,775
Total cumulative discounted benefit flow	(\$94,601)	(61,366)	1,620	86,395

Initial investment	Year 0	Year 1	Year 2	Year 3
Initial investment	\$67,640	\$0		
Implementation costs	22,500	0		
Ongoing support costs	14,590	16,049	16,851	17,694
Training costs	8,000	0		
Other costs	(18,129)	0		
Total costs	\$94,601	\$16,049	\$16,851	\$17,694

ROI measures				
Cost of capital	3%			
Net present value	\$86,395			
Return on investment		44%	101%	161%
Payback (in years)	1.90			

Personnel Savings	% of Maint Charged to Def Att
\$ 8,287.03	15.93%
\$ 8,287.03	
\$ 26,644.38	
\$ 28,870.84	
\$ 16,340.48	
\$ 88,429.77	
\$ 35,371.91	

Laserfiche Upgrade

			Document Indexing Automation		Redaction & Consecutive Page Numbering Automation											
	Totals INCLUDES rightmost 3 columns	Totals does NOT INCLUDE rightmost column	Full Access User Counts / Base Software Costs	Inq Only Users	Scan Connect (required for "local" scanners)	Import Agent	Real Time Lookup Validation	Quick Fields	Zone OCR Validation	Annotation / Bates Numbering	Advanced Audit Trail	Integration Toolkit	Web Access (Full Access Users)	Public Portal (Inq only users, Def. Attorneys & Public Access)*	Prosecutors Application Interface #	Records Management Module ***
Base Cost	73,090	64,590	23,000		915	1,495	595	595	2,795	495	3,600	2,500	3,600	25,000	2,500	6,000
Support	16,460	14,590	5,060		202	429	132	132	616	110	792	825	792	5,500	550	1,320
On-Site Installation & Training	23,250	18,000	18,000													5,250
Project Management	1,500	1,500	1,500													
Software Credit (trade-in)	(18,129)	(18,129)	(18,129)													
Remote Services	1,000	1,000	1,000													
TOTAL	97,171	81,551	30,431	-	1,117	1,924	727	727	3,411	605	4,392	3,325	4,392	30,500	3,050	12,570
Building Department	6	6	2	4	1	6	6	6	6	6	6	6	2	4		
Circuit Court Probation	18	18		18		18	18	18	18		18			18		
District Court Probation	11	11	9	2	2	11	11	11	11	11	11	11	9	2		
Drain	11	11	2	9		11	11	11	11	11	11	11	2	9		
Environmental Health	12	12	1	11	1	12	12	12	12	12	12	12	1	11		
Prosecutor	26	26	22	4	6	26	26	26	26	26	26	26	22	4	3,050	12,750
Defense Attorneys	30	30		30							30			30		
Total Counts by Module	114	114	36	78	10	84	84	84	84	66	114	66	36	78		

User Upgrade Costs (includes Software Maintenance for 2011)

Building Department	4,683.77	4,683.77	1,690.61	-	111.70	137.43	51.93	51.93	243.64	55.00	231.16	302.27	244.00	1,564.10		
Circuit Court Probation	9,186.72	9,186.72	-	-	-	412.29	155.79	155.79	730.93	-	693.47	-	-	7,038.46		
District Court/DC Probation	11,679.03	11,679.03	7,607.75	-	223.40	251.95	95.20	95.20	446.68	100.83	423.79	554.17	1,098.00	782.05		
Drain	7,421.67	7,421.67	1,690.61	-	-	251.95	95.20	95.20	446.68	100.83	423.79	554.17	244.00	3,519.23		
Environmental Health	7,527.01	7,527.01	845.31	-	111.70	274.86	103.86	103.86	487.29	110.00	462.32	604.55	122.00	4,301.28		
Prosecutor Staff	43,786.25	31,216.25	18,596.72	-	670.20	595.52	225.02	225.02	1,055.79	238.33	1,001.68	1,309.85	2,684.00	1,564.10	3,050.00	12,570.00
Defense Attorneys	12,886.56	12,886.56	-	-	-	-	-	-	-	-	1,155.79	-	-	11,730.77		
Prosecutor Totals	56,672.81	44,102.81	18,596.72	-	670.20	595.52	225.02	225.02	1,055.79	238.33	2,157.47	1,309.85	2,684.00	13,294.87	3,050.00	12,570.00
	97,171.00	84,601.00	30,431.00	-	1,117.00	1,924.00	727.00	727.00	3,411.00	605.00	4,392.00	3,325.00	4,392.00	30,500.00		

2012 Estimated Annual Software Maintenance User Costs

Building Department	932.30	932.30	309.22		22.22	33.71	10.37	10.37	48.40	11.00	45.85	82.50	48.40	310.26		
Circuit Court Probation	1,842.26	1,842.26	-		-	101.12	31.11	31.11	145.20	-	137.56	-	-	1,396.15		
District Court Probation	2,252.91	2,252.91	1,391.50		44.44	61.80	19.01	19.01	88.73	20.17	84.06	151.25	217.80	155.13		
Drain	1,499.74	1,499.74	309.22		-	61.80	19.01	19.01	88.73	20.17	84.06	151.25	48.40	698.08		
Environmental Health	1,538.64	1,538.64	154.61		22.22	67.41	20.74	20.74	96.80	22.00	91.71	165.00	24.20	853.21		
Prosecutor Staff	7,483.97	5,426.97	3,401.44		133.32	146.06	44.94	44.94	209.73	47.67	198.69	357.50	532.40	310.26	605.00	1,452.00
Defense Attorneys	2,556.19	2,556.19	-		-	-	-	-	-	-	229.26	-	-	2,326.92		
Prosecutor Totals	10,040.15	7,983.15	3,401.44		133.32	146.06	44.94	44.94	209.73	47.67	427.96	357.50	532.40	2,637.18	605.00	1,452.00
	18,106.00	16,049.00	5,566.00		222.20	471.90	145.20	145.20	677.60	121.00	871.20	907.50	871.20	6,050.00		

Notes:

* Portal will be used by departmental inquiry users as well as the Defense Attorneys. Could be used as a public portal to allow public to obtain permitting documents. EH desires to make their documents available free of cost.

** Quick fields Agent module allows the following modules, Real Time Lookup Validation, Zone OCR Validation, Annotation/Bates Numbering; to be run at the server level, allowing a more automated process.

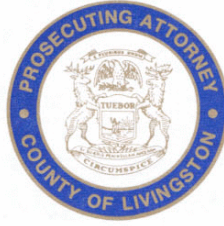
*** Records Management Module enables enforcement of retention schedule and automates the process as well. This really could only be used by the Prosecutor's Office

Prosecutor's Office may choose to have IT develop the interface.

We were able to reduce the number of FULL User licenses, but employing the use of the Import Agent in conjunction with the Quick Fields modules. This will allow any user (who has access) to place a scanned document into a "watched" folder. The import process takes care of indexing and simple filing of the document into Laserfiche.

	Yearly	Monthly		
per Defense Attorney:	429.55	35.80		
support per Defense Attorney:	85.21	7.10		
Current Maintenance Cost:	8,541.50	16,049.00	Difference	7,507.50

DAVID L. MORSE
Prosecuting Attorney



DANIEL GARBER, JR.
Chief Assistant Prosecutor

SHERI TAYS PUMMILL
Victim-Witness Coordinator

Office of the
PROSECUTING ATTORNEY
210 South Highlander Way • Howell, Michigan 48843
(517) 546-1850 • Fax (517) 546-0728

February 23, 2011

Dear Commissioners:

In 2007, this Office went to a paperless case file system using a software program called Laserfiche. As a result the operation of the office became more efficient and we were able to eliminate personnel positions resulting in substantial and on-going savings to Livingston County.

In 2011, we are proposing to upgrade the Laserfiche software to take advantage of changes made to that software that will enable us to become more efficient in our operations. Providing discovery to defendants is a substantial duty of the administrative staff. This project will make that responsibility more efficient, reduce the likelihood of errors and will keep an audit trail of a defense attorney's access to the discovery. This will reduce the wasted time of providing the same discovery on multiple occasions when a defense attorney claims they did not receive the discovery materials we have provided.

This upgrade will also allow us to develop "automated" workflow processes that will move cases more efficiently to those persons who need to see or act upon documents. This will insure that all who need to have input on a document will see it before the case is authorized.

The return on investment is expected to be less than two years. This will be accomplished through continued personnel savings and increased revenue generated by charging fees to defendants for providing discovery.

I appreciate your consideration of this proposal.

Sincerely,

David L. Morse

cc: Belinda Peters
Paul McNamara