

**Oakland County  
Department of Information Technology  
Project Scope and Approach**

**Project Name: Equalization LAMS Property Split Workflow**

**Project ID: D93125PS**

<b>Leadership Group:</b> Land					
<b>Department:</b> Equalization			<b>Division:</b> Management & Budget		
<b>Project Sponsor:</b> Terry Schultz		<b>Date Requested:</b> 03/08/2022		<b>PM Customer No.:</b> 125	
<b>Request Type:</b> <u><i>New Development X</i></u> <i>Enhancement</i> <i>Customer Support</i> <span style="margin-left: 150px;"><i>Planned System Maintenance or Upgrade</i></span>					
<b>IT Team Name:</b> Assessing and Taxation			<b>IT Team No.:</b> 9		
<b>Project Manager/Leader:</b> Gretchen Blackwell					
<b>Account Number:</b>	31075	<b>Account Description:</b>	Equal - Development	<b>Customer Name:</b>	Equalization
<b>Grant Funded?</b>			<b>Mandate?</b>		
Yes      No X			Yes                                  No X		
<b>Mandate Source:</b>					

**Project Goal**

To create an electronic property split workflow application for Assessors to submit property splits to the Oakland County Land Description Department so that forms/documentation submitted, notifications and parcel creation status can be tracked.

**Business Objective**

To improve customer service and time spent on follow up and inquiry calls after a new property split has been created.

**Major Deliverables**

- Detailed Project Plan
- Application and/or System Requirements
- Technical Design Document
- Technical Architecture Diagram
- Training Plan
- User Acceptance Test Plan
- Implementation Plan
- Training/User Manual(s)
- Application Code
- Disaster Recovery Toolkit
- Service Center Knowledge Documents

**Approach**

- Develop Detailed Project Plan
- Review current business process and conduct needs assessment with customer, ensuring current manual processes are refined and automated.
- Document system requirements
- Determine and document system architecture and diagram

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- Assess User Hardware and Software Requirements
- Conduct Tech Review
- Develop Implementation Plan
- Develop new system
- Develop User Acceptance Test Plan
- Test new system
- Acquire User Acceptance Sign off
- Conduct Change Control
- Develop User Documentation, SLA, Disaster Recovery Toolkit, Service Center Knowledge Documents
- Train users on new system
- Release new system into production

## **Research & Analysis**

### **IT Research & Advisory Services Recommendation**

Research Completed – Nothing Found

## **Benefits**

*See Return on Investment (ROI) Analysis Document*

## **Impact**

<b>Number of Users</b>	66
<b>Divisions</b>	Equalization
<b>Leadership Groups</b>	Land

## **Risk**

<b>Business Environment</b>	Medium - Project will require some changes to existing business processes.
<b>Technical Environment</b>	Medium – Previously implemented technologies with new aspects and/or new requirements

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**Assumptions**

**Staffing**      Equalization Staffing: clerical and appraiser staff will be available as needed

<u>Role:</u>	<u>Name</u>	<u>Hours per Day</u>
Project Sponsor:	Terry Schultz	As Needed
Subject Matter Expert	Tiffany Jacob/Mike Glynn	As Needed

**Facilities**

- N/A

**Technical**

- The current 'To Do List' within the LAMS application to be used for indicating when a property split is completed.

**Funding**

- Information Technology

**Other**

- N/A

**Priority**

- TBD

**Constraints**

- 

**Exclusions**

- N/A

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## PROJECT PHASE AUTHORIZATION

<b>Phase(s): All</b>	
<b>Total Estimated Application Services</b>	<b>Hours: 753</b>
<b>Total Estimated Technical Systems</b>	<b>Hours: 65</b>
<b>Total Estimated CLEMIS</b>	<b>Hours:</b>
<b>Total Estimated Internal Services</b>	<b>Hours:</b>
<b>IT Application Services Division Manager Approval:</b>	<b>Date:</b>
<b>IT Technical Systems Division Manager Approval:</b>	<b>Date:</b>
<b>IT CLEMIS Division Manager Approval:</b>	<b>Date:</b>
<b>IT Internal Services Division Manager Approval:</b>	<b>Date:</b>
<b>IT Management Approval:</b>	
Approved: <span style="margin-left: 150px;">Yes</span> <span style="margin-left: 100px;">No</span>	<b>Date:</b>
Reason:	
<b>Project Sponsor Approval:</b>	
Title:	<b>Date:</b>

## PROJECT SUMMARY

<b>Authorized Development (see above)</b>	<b>Hours: 818</b>
<b>Preliminary Estimated Development for Future Phases</b>	<b>Hours:</b>
<b>Grand Total Estimated Development</b>	<b>Hours: 818      Cost: \$134,970</b>

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## PROJECT COMPLETION AUTHORIZATION

<b>Customer Acceptance of Product:</b>	
Title:	Date:
<b>Project Office Review:</b>	Date:

### Equalization LAMS Property Split Workflow - Size Estimate (+/- 10% to 50%)

1	Type	ID	Task Name	Estimated	Estimate Notes
2				Hours	
3	Phase	000000	PROJECT MANAGEMENT	233	
4	Phase	200000	DEFINE BUSINESS REQUIREMENTS	68	
5	Phase	300000	DESIGN SYSTEM ARCHITECTURE	79	
6	Phase	500000	DEVELOP APPLICATION	359	
7	Phase	600000	IMPLEMENTATION PHASE	54	
8	Phase	080000	POST IMPLEMENTATION SUPPORT	25	
9				818	

**Oakland County - Equalization LAMS Property Split Workflow**

Return on Investment Analysis

Project Summary

Description	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Total
<b>Benefits/Savings:</b>							
Tangible Benefits Subtotal:	0	0	0	0	0	0	0
Cost Avoidance Subtotal:	0	39,544	39,544	39,544	39,544	39,544	197,720
<b>Costs:</b>							
Development Services Subtotal:	134,970	9,075	9,075	9,075	9,075	9,075	180,345
Hardware Subtotal:	0	0	0	0	0	0	0
Software Subtotal:	0	0	0	0	0	0	0
Infrastructure Subtotal:	0	0	0	0	0	0	0
Training Subtotal:	0	0	0	0	0	0	0
Other Subtotal:	0	0	0	0	0	0	0
<b>Annual Statistics:</b>							
Annual Total Savings	0	39,544	39,544	39,544	39,544	39,544	197,720
Annual Total Costs	134,970	9,075	9,075	9,075	9,075	9,075	180,345
Annual Return on Investment	(134,970)	30,469	30,469	30,469	30,469	30,469	17,375
Annual Costs/Savings Ratio	0.00%	22.95%	22.95%	22.95%	22.95%	22.95%	
<b>Project Cumulative Statistics:</b>							
Cumulative Total Savings	0	39,544	79,088	118,632	158,176	197,720	197,720
Cumulative Total Costs	134,970	144,045	153,120	162,195	171,270	180,345	180,345
Cumulative Return on Investment	(134,970)	(104,501)	(74,032)	(43,563)	(13,094)	17,375	17,375
Cumulative Cost/Savings Ratio	0.00%	364.27%	193.61%	136.72%	108.28%	91.21%	91.21%
Year Positive Payback Achieved						Year 6	Year 6
State or Federal Mandate?							
<b>Signatures:</b>							
Benefits Reviewed By Project Sponsor	_____			Date:	_____		
Costs (including IT Resources) Reviewed By Information Technology Project Manager	_____			Date:	_____		

**Oakland County - Equalization LAMS Property Split Workflow**

Return on Investment Analysis

Savings Detail

<b>Benefit/Savings Description</b>	<b>Project Savings Category</b>	<b>Budget Category/Funding Source</b>	<b>Unit Desc</b>	<b>Units</b>	<b>Rate per Unit</b>	<b>Total Savings</b>	<b>Annual Multiplier</b>
Reducing the amount of time Land description staff will spend to notify each CVT.	Cost Avoidance		ANN	219	40	8,760	
Improve user experience by reducing the time and effort spent by CVTs in getting new Parcel Identification Numbers (PINS).	Cost Avoidance		ANN	832	37	30,784	
Improve documentation submission and verification process	Intangible Benefit					0	
Eliminate inefficiencies in the current manual process	Intangible Benefit					0	
						0	
						0	
						0	
						0	
						0	
						0	
						0	

**Oakland County - Equalization LAMS Property Split Workflow**

Return on Investment Analysis

Savings Detail

Benefit/Savings Description	Project Savings Category	Affects Project ROI?						Potential Savings Extensions					
		Y1	Y2	Y3	Y4	Y5	Y6	Y1	Y2	Y3	Y4	Y5	Y6
Reducing the amount of time Land description staff will spend to notify each CVT.	Cost Avoidance	x	x	x	x	x		8,760.00	8,760.00	8,760.00	8,760.00	8,760.00	8,760.00
Improve user experience by reducing the time and effort spent by CVTs in getting new Parcel Identification Numbers (PINS).	Cost Avoidance	x	x	x	x	x		30,784.00	30,784.00	30,784.00	30,784.00	30,784.00	30,784.00
Improve documentation submission and verification process	Intangible Benefit												
Eliminate inefficiencies in the current manual process	Intangible Benefit												



**Oakland County - Equalization LAMS Property Split Workflow**  
Return on Investment Analysis

Savings Summary

Benefit/Savings Description	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Total
<b>Tangible Benefit:</b>							
<i>Tangible Benefits Subtotal:</i>							
<b>Cost Avoidance:</b>							
Reducing the amount of time Land description staff will spend to notify each CVT.		8,760	8,760	8,760	8,760	8,760	43,800
Improve user experience by reducing the time and effort spent by CVTs in getting new Parcel Identification Numbers (PINS).		30,784	30,784	30,784	30,784	30,784	153,920
<i>Cost Avoidance Subtotal:</i>		<b>39,544</b>	<b>39,544</b>	<b>39,544</b>	<b>39,544</b>	<b>39,544</b>	<b>197,720</b>
<b>Intangible Benefit:</b>							
Improve documentation submission and verification process							
Eliminate inefficiencies in the current manual process							
<b>Savings Total:</b>		<b>39,544</b>	<b>39,544</b>	<b>39,544</b>	<b>39,544</b>	<b>39,544</b>	<b>197,720</b>

**Oakland County - Equalization LAMS Property Split Workflow**  
Return on Investment Analysis

Cost Detail

Cost Description	Project Cost Category	Budget Category/Funding Source	Unit Desc	Units	Rate per Unit	Total Cost	Annual Multiplier	Affects Project ROI?						
								Y1	Y2	Y3	Y4	Y5	Y6	
IT Hours - New Development	Development Svcs		HR	818	165	134,970		X						
IT Hours - System Maintenance	Development Svcs		HR	15	165	2,475			X	X	X	X	X	X
IT Hours - Customer Support	Development Svcs		HR	40	165	6,600			X	X	X	X	X	X
IT Hours - Planned Maintenance	Development Svcs				165	0								
User Hours - New Development	Development Svcs				165	0								
User Hours - PTNE/OT	Development Svcs					0								
Contractor Professional Services	Development Svcs					0								
PC System - Acquisition	Hardware				687	0								
PC System - Maintenance	Hardware				2,936	0								
Notebook - Acquisition	Hardware				1,115	0								
Notebook - Maintenance	Hardware				3,024	0								
Tablet Notebook - Acquisition	Hardware				1,421	0								
Tablet Notebook - Maintenance	Hardware				2,800	0								
Laser printer - Acquisition	Hardware				1,432	0								
Laser printer - Maintenance	Hardware				1,408	0								
PC Maintenance User Owned	Hardware				2,720	0								
Printer Maintenance User Owned	Hardware				1,264	0								
File Space (100GB)	Hardware		ANN		23	0								
Package Software - Acquisition	Software					0								
Package Software - Maintenance	Software					0								
Business Objects Access	Software					0								
Term Emulation SFTW-Acquisition	Software					0								
Term Emulation SFTW-Maintenance	Software					0								
Server - Acquisition/Upgrade	Infrastructure				8,000	0								
Server - Maintenance	Infrastructure				360	0								
Server Software - Acquisition/Upgrade	Infrastructure				335	0								
Server Software - Maintenance	Infrastructure					0								
Server Rack Mount	Infrastructure				400	0								
Oracle Enterprise Per Processor - Includes Year 1 Maintenance	Infrastructure				21,372	0								
Oracle Enterprise Per Processor - Year 2 and Beyond	Infrastructure				3,432	0								

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Return on Investment Analysis

Cost Detail

Cost Description	Project Cost Category	Budget Category/Funding Source	Unit Desc	Units	Rate per Unit	Total Cost	Annual Multiplier	Affects Project ROI?							
								Y1	Y2	Y3	Y4	Y5	Y6		
SQL Server Enterprise - Per Processor (4 cores) - Purchased Sept 2016-Aug 2017 - Includes Maintenance thru Aug 2019	Infrastructure				24,533	0									
SQL Server Enterprise - Per Processor (4 cores) - Purchased Sept 2017-Aug 2018 - Includes Maintenance thru Aug 2019	Infrastructure				20,759	0									
SQL Server Enterprise - Per Processor (4 cores) - Purchased Sept 2018-Aug 2019 - Includes Maintenance thru Aug 2019	Infrastructure				16,985	0									
SQL Server Enterprise - Maintenance, Per Processor (4 cores) - Sept 2019 and Beyond	Infrastructure				4,218	0									
SQL Server Standard - Per Processor (4 cores) - Purchased Sept 2016-Aug 2019 - Includes Maintenance thru Aug 2019	Infrastructure				6,398	0									
SQL Server Standard - Per Processor (4 cores) - Purchased Sept 2017-Aug 2019 - Includes Maintenance thru Aug 2019	Infrastructure				5,414	0									
SQL Server Standard - Per Processor (4 cores) - Purchased Sept 2018-Aug 2019 - Includes Maintenance thru Aug 2019	Infrastructure				4,429	0									
SQL Server - Standard Maintenance, Per Processor (4 cores) - Sept 2019 and Beyond	Infrastructure				1,100	0									
WebSphere Basic Per Processor Single/Dual Core - Includes Year 1 Maintenance	Infrastructure				3,506	0									

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Cost Detail

Cost Description	Project Cost Category	Budget Category/Funding Source	Unit Desc	Units	Rate per Unit	Total Cost	Annual Multiplier	Affects Project ROI?					
								Y1	Y2	Y3	Y4	Y5	Y6
WebSphere Basic Per Processor Single/Dual Core - Year 2 and Beyond	Infrastructure				701	0							
WebSphere ND Per Processor Single/Dual Core - Includes Year 1 Maintenance	Infrastructure				13,180	0							
WebSphere ND Per Processor Single/Dual Core - Year 2 and Beyond	Infrastructure				2,635	0							
SSL Certificate	Infrastructure				845	0							
Internet Access	Infrastructure				180	0							
Imperva Web Application Firewall (External Web Applications Only)	Infrastructure		ANN		500	0							
App Code Directories on Consolidated IIS Server (Virtual)	Infrastructure		ANN		415	0							
Database (5 GB) on Consolidated SQL Instance Server	Infrastructure		ANN		930	0							
Database Instance (125 GB DB) on Consolidated SQL Server	Infrastructure		ANN		2,395	0							
Database SQL Maintenance Server	Infrastructure		ANN		834								
Database SQL Server Physical	Infrastructure		ANN		19,158								
DB Maintenance (Annual Cycle \$610)	Infrastructure		ANN		610								
DB Maintenance (Semi-Annual Cycle \$1220)	Infrastructure		ANN		1,220								
DB Maintenance (Semi-Annual Cycle \$2440)	Infrastructure		ANN		2,440								
Dedicated Virtual Server	Infrastructure		ANN		4,150								
DB Instance Setup	Infrastructure				976								
DBA MS SQL Database Creation on Existing Instance	Infrastructure				366								
Extra Small - 2 Core 8GB RAM, 500GB Drive, 10 GB NIC - Cloud/Virtual = \$601 On Premise Physical Server = N/A	Infrastructure		ANN										

**Oakland County - Equalization LAMS Property Split Workflow**  
Return on Investment Analysis

Cost Detail

Cost Description	Project Cost Category	Budget Category/Funding Source	Unit Desc	Units	Rate per Unit	Total Cost	Annual Multiplier	Affects Project ROI?							
								Y1	Y2	Y3	Y4	Y5	Y6		
Small - 4 Core 16GB RAM, 500GB Drive, 10 GB NIC - Cloud/Virtual = \$951 On Premise Physical Server = \$9,288	Infrastructure		ANN												
Medium - 8 Core 32GB RAM, 500GB Drive, 10 GB NIC - Cloud/Virtual = \$1,702 On Premise Physical Server = \$9,751	Infrastructure		ANN												
Large - 16 Core 64GB RAM, 500GB Drive, 10 GB NIC - Cloud/Virtual = \$3,167 On Premise Physical Server = \$10,446	Infrastructure		ANN			0									
Extra Large - 40 Core 160GB RAM, 500GB Drive, 10 GB NIC - Cloud/Virtual = \$7,564 On Premise Physical Server = \$12,906	Infrastructure		ANN			0									

**Oakland County - Equalization LAMS Property Split Workflow**  
Return on Investment Analysis

Cost Detail

Cost Description	Project Cost Category	Potential Cost Extensions					
		Y1	Y2	Y3	Y4	Y5	Y6
IT Hours - New Development	Development Svcs	134,970.00					
IT Hours - System Maintenance	Development Svcs		2,475.00	2,475.00	2,475.00	2,475.00	2,475.00
IT Hours - Customer Support	Development Svcs		6,600.00	6,600.00	6,600.00	6,600.00	6,600.00
IT Hours - Planned Maintenance	Development Svcs						
User Hours - New Development	Development Svcs						
User Hours - PTNE/OT	Development Svcs						
Contractor Professional Services	Development Svcs						
PC System - Acquisition	Hardware						
PC System - Maintenance	Hardware						
Notebook - Acquisition	Hardware						
Notebook - Maintenance	Hardware						
Tablet Notebook - Acquisition	Hardware						
Tablet Notebook - Maintenance	Hardware						
Laser printer - Acquisition	Hardware						
Laser printer - Maintenance	Hardware						
PC Maintenance User Owned	Hardware						
Printer Maintenance User Owned	Hardware						
File Space (100GB)	Hardware						
Package Software - Acquisition	Software						
Package Software - Maintenance	Software						
Business Objects Access	Software						
Term Emulation SFTW-Acquisition	Software						
Term Emulation SFTW-Maintenance	Software						
Server - Acquisition/Upgrade	Infrastructure						
Server - Maintenance	Infrastructure						
Server Software - Acquisition/Upgrade	Infrastructure						
Server Software - Maintenance	Infrastructure						
Server Rack Mount	Infrastructure						
Oracle Enterprise Per Processor - Includes Year 1 Maintenance	Infrastructure						
Oracle Enterprise Per Processor - Year 2 and Beyond	Infrastructure						

**Oakland County - Equalization LAMS Property Split Workflow**  
Return on Investment Analysis

Cost Detail

Cost Description	Project Cost Category	Potential Cost Extensions					
		Y1	Y2	Y3	Y4	Y5	Y6
SQL Server Enterprise - Per Processor (4 cores) - Purchased Sept 2016-Aug 2017 - Includes Maintenance thru Aug 2019	Infrastructure						
SQL Server Enterprise - Per Processor (4 cores) - Purchased Sept 2017-Aug 2018 - Includes Maintenance thru Aug 2019	Infrastructure						
SQL Server Enterprise - Per Processor (4 cores) - Purchased Sept 2018-Aug 2019 - Includes Maintenance thru Aug 2019	Infrastructure						
SQL Server Enterprise - Maintenance, Per Processor (4 cores) - Sept 2019 and Beyond	Infrastructure						
SQL Server Standard - Per Processor (4 cores) - Purchased Sept 2016-Aug 2017 - Includes Maintenance thru Aug 2019	Infrastructure						
SQL Server Standard - Per Processor (4 cores) - Purchased Sept 2017-Aug 2018 - Includes Maintenance thru Aug 2019	Infrastructure						
SQL Server Standard - Per Processor (4 cores) - Purchased Sept 2018-Aug 2019 - Includes Maintenance thru Aug 2019	Infrastructure						
SQL Server - Standard Maintenance, Per Processor (4 cores) - Sept 2019 and Beyond	Infrastructure						
WebSphere Basic Per Processor Single/Dual Core - Includes Year 1 Maintenance	Infrastructure						

**Oakland County - Equalization LAMS Property Split Workflow**  
Return on Investment Analysis

Cost Detail

Cost Description	Project Cost Category	Potential Cost Extensions					
		Y1	Y2	Y3	Y4	Y5	Y6
WebSphere Basic Per Processor Single/Dual Core - Year 2 and Beyond	Infrastructure						
WebSphere ND Per Processor Single/Dual Core - Includes Year 1 Maintenance	Infrastructure						
WebSphere ND Per Processor Single/Dual Core - Year 2 and Beyond	Infrastructure						
SSL Certificate	Infrastructure						
Internet Access	Infrastructure						
Imperva Web Application Firewall (External Web Applications Only)	Infrastructure						
App Code Directories on Consolidated IIS Server (Virtual)	Infrastructure						
Database (5 GB) on Consolidated SQL Instance Server	Infrastructure						
Database Instance (125 GB DB) on Consolidated SQL Server	Infrastructure						
Database SQL Maintenance Server	Infrastructure						
Database SQL Server Physical	Infrastructure						
DB Maintenance (Annual Cycle \$610)	Infrastructure						
DB Maintenance (Semi-Annual Cycle \$1220)	Infrastructure						
DB Maintenance (Semi-Annual Cycle \$2440)	Infrastructure						
Dedicated Virtual Server	Infrastructure						
DB Instance Setup	Infrastructure						
DBA MS SQL Database Creation on Existing Instance	Infrastructure						
Extra Small - 2 Core 8GB RAM, 500GB Drive, 10 GB NIC - Cloud/Virtual = \$601 On Premise Physical Server = N/A	Infrastructure						



**Oakland County - Equalization LAMS Property Split Workflow**  
Return on Investment Analysis

Cost Detail

Cost Description	Project Cost Category	Potential Cost Extensions					
		Y1	Y2	Y3	Y4	Y5	Y6
Small - 4 Core 16GB RAM, 500GB Drive, 10 GB NIC - Cloud/Virtual = \$951 On Premise Physical Server = \$9,288	Infrastructure						
Medium - 8 Core 32GB RAM, 500GB Drive, 10 GB NIC - Cloud/Virtual = \$1,702 On Premise Physical Server = \$9,751	Infrastructure						
Large - 16 Core 64GB RAM, 500GB Drive, 10 GB NIC - Cloud/Virtual = \$3,167 On Premise Physical Server = \$10,446	Infrastructure						
Extra Large - 40 Core 160GB RAM, 500GB Drive, 10 GB NIC - Cloud/Virtual = \$7,564 On Premise Physical Server = \$12,906	Infrastructure						

**Oakland County - Equalization LAMS Property Split Workflow**  
Return on Investment Analysis

Cost Summary

Cost Description	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Total
<b>Development Services:</b>							
IT Hours - New Development	134,970						134,970
IT Hours - System Maintenance		2,475	2,475	2,475	2,475	2,475	12,375
IT Hours - Customer Support		6,600	6,600	6,600	6,600	6,600	33,000
IT Hours - Planned Maintenance							
User Hours - New Development							
User Hours - PTNE/OT							
Contractor Professional Services							
<i>Development Services Subtotal:</i>	<b>134,970</b>	<b>9,075</b>	<b>9,075</b>	<b>9,075</b>	<b>9,075</b>	<b>9,075</b>	<b>180,345</b>
<b>Hardware:</b>							
<i>Hardware Subtotal:</i>							
<b>Software:</b>							
<i>Software Subtotal:</i>							
<b>Infrastructure:</b>							
<i>Infrastructure Subtotal</i>							
<b>Training:</b>							
<i>Training Subtotal:</i>							
<b>Other:</b>							
<i>Other Subtotal:</i>							
<b>Costs Total:</b>	<b>134,970</b>	<b>9,075</b>	<b>9,075</b>	<b>9,075</b>	<b>9,075</b>	<b>9,075</b>	<b>180,345</b>

**Oakland County - Equalization LAMS Property Split Workflow**  
Return on Investment Analysis

Assumptions

Date	Assumption Description
15-Feb-22	Creating a new workflow within the new LAMS application.
15-Feb-22	Reducing the amount of time Land description staff will spend to notify each CVT.657 jobs processed last year*20 min each notification=\$13,140 min/60 min= 219 hrs. 219*\$40 = \$8,760/yr.
15-Feb-22	Improve user experience by reducing the time and effort spent by CVTs in getting new Parcel Identification Numbers (PINS) -16 hours for each notification= 16*52=832hrs @ 37/hr.=30,784/yr.