PUBLIC RECORDS REQUESTS

Final Report & Recommendations

Office of Innovation and Performance

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EXECUTIVE SUMMARY

Cuyahoga County's current process for fulfilling public records requests (PRRs) is complicated and neither well documented nor understood. In addition, department public records managers (PRMs) have been impacted in recent years by a significant increase in the number of PRRs received countywide. At the request of the Department of Law and Department of Communications, the Office of Innovation and Performance (I&P) undertook a comprehensive review of the process with the intention of designing a more defined, simplistic process.

Measurement & Analysis

I&P project leads used a series of investigative tactics to gain a holistic understanding of Cuyahoga County's process for fulfilling PRRs. Tactics included engaging subject matter experts, peer community research, data review, and process mapping. Key findings from the measurement and analysis phase include:

- **The volume of public records requests Cuyahoga County receives annually is increasing.** As of October 31, 2019, the County has received 31% more PRRs than all of 2017. As 2019 data only includes 10 months of activity, the final percentage is expected be higher.
- **The County fulfills the majority of PRRs in 30 days or less.** 59% of all PRRs received from 2017 to 2019 were fulfilled in seven days or less. This percentage increases to 74% when the time to fulfill is extended to 30 days.
- **The percent of PRRs taking over 30 days to fulfill is increasing.** Despite an average time to respond of less than 30 days, the percent of PRRs taking longer than 30 days to fulfill has increased from 20% in 2017 to 26% in 2019. As 2019 data only includes 10 months of activity, the final percentage is expected be higher.
- **Seven County departments receive 84% of the County's PRRs.** These departments include the Sheriff, Communications, Clerk of Courts, Human Resources, Law, Fiscal Office, and Public Works.
- **A survey of department PRMS showed:**
    - Departments receiving the highest volumes of requests have the same number of full-time equivalents (FTEs) assigned to fulfilling PRRs as departments with the lowest volumes of requests.
    - 42% of PRMs are tracking PRRs outside of Matrix, the software system currently used by the County to manage PRRs.
    - Only 53% of PRMs have access to the records they need to fulfill the most common types of PRRs they receive.
    - Only 58% of PRMs have received annual training on PRRs and no County-specific training is currently provided.

Key findings pointed toward a series of pain points centered around three components of the current PRR process: process, roles and responsibilities, and system. System refers to Matrix.

Recommendations & Next Steps

I&P project leads developed a set of 23 recommendations designed to establish a PRR process that is simple, clear, and well documented. Recommendations are grouped into four categories, with some of the key recommendations listed here. For a full list see pages Appendix X.

1. **Staff Support:** This set of recommendations is intended to build the capacity of department PRMs by providing them with assistance and removing process barriers. Recommendations in this category support:
    a. Establishing a Public Records Process Manager Position;

b. Evaluating Staff Capacity to Set and Meet Service Level Agreements; and
c. Completing a Records Accessibility Audit.

2. **Procedures Manual:** This set of recommendations is intended to produce a written set of assets that provide guidance, clarity, and consistency to department PRMs in managing the PRR process. Recommendations in this category support:
    a. Developing a Cuyahoga County Public Records Request Procedures Manual;
    b. Assigning PRRs to Departments Based on Standard Request Categories;
    c. Creating a Standard Naming Convention for PRRs; and
    d. Encouraging PRRs be Submitted via the Online Form.

3. **PRM Toolkit:** This set of recommendations is designed to provide department PRMs with a series of resources to improve understanding of and ease the process of fulfilling a public records request. Recommendations in this category support:
    a. Developing Standard Response Templates;
    b. Creating a Citation Library; and
    c. Providing Annual Training on the County's PRRs Process.

4. **Tech Upgrades:** This set of recommendations is designed to make improvements to Matrix, the software system Cuyahoga County currently uses to track and manage public records requests. Recommendations in this category support:
    a. Updating Matrix to Increase Storage Limits, Improve Reporting, Expand User Access;
    b. Revising the New Request Form in Matrix;
    c. Improving Automatic Notifications; and
    d. Improving the Requestor Experience.

The full report not only details all 23 recommendations but explains what progress I&P project leads have made and identifies both key next steps and where I&P staff can provide support.

Results

The impact of implementing the 23 proposed recommendations will be a reduction in the amount of time it takes Cuyahoga County to respond to a PRR from 2 to 38 days. With this reduction in total time to respond comes a reduction in the time spent working on a PRR of approximately 14 minutes to 5 hours per request. This reduction in work time is expected to save the County between $38,000 and $72,000 annually based on the volume of requests received through October 31, 2019. As progress is made in the implementation recommendations annual cost savings may increase to between $64,853 and $106,991 annually.

Implementing the ideal state of the PRR process also produces benefits not captured by the quantitatively by responding to pain points experienced by department PRMs. Pursuit of the ideal state will result in clarification not only of the PRR process but in the roles and responsibilities that all parties play in the process. With understanding comes comfort and the ability to better navigate the process, which could lead to additional decreases in the time it takes to respond to a PRR and cost savings.

Finally, one of the paramount results of the ideal state is an improvement in the experience of those requesting public records. Cuyahoga County prioritizes superior services and fulfilling public records requests can be counted among the services the County provides. The ideal state not only improves responsiveness to the public in terms of time to respond as described above, but in consistency and quality of communication.

INTRODUCTION

Cuyahoga County Code and Ohio Revised Code give the public the right to make requests for public records. A "public record" includes any document, device, or item, regardless of physical form or characteristic, including electronic records, created or received by or coming under the jurisdiction of any public office, which serves to document the organization, functions, policies, decisions, procedures, operation, or other activities of the office.

Cuyahoga County's current process for fulfilling PRRs is complicated and neither well documented nor understood. In addition, department PRMs (i.e., individuals designated within each department to manage PRRs) have been impacted in recent years by a significant increase in the number of PRRs received countywide. At the request of the Department of Law and Department of Communications, co-managers of the process to fulfill PRRs, I&P undertook a comprehensive review of the process in September 2019 with the intention of designing a more defined, simplistic process.

The project was completed by Becky Eby, Innovation Manager, and Matt Hrubey, Performance Consultant, with the support of project champions Eliza Wing, Chief Communications Officer, and Greg Huth, Law Director. The project also served as Ms. Eby and Mr. Hrubey's green belt certification project for the Cuyahoga County Innovation Academy.

MEASUREMENT & ANALYSIS

I&P project leads used a series of investigative tactics to gain a holistic understanding of Cuyahoga County's process for fulfilling PRRs. Tactics included engaging subject matter experts, peer community research, data review, and process mapping. Below, each tactic and associated findings are discussed.

ENGAGING SUBJECT MATTER EXPERTS

Go-see meetings. I&P project leads completed a series of "go-see" meetings with County employees who play important roles in fulfilling PRRs. Go-sees included observing the employees moving items through the public records request process, discussing department-specific challenges to fulfillment, and identifying opportunities for process improvement. Go-sees were conducted with five PRMs representing departments receiving the highest percentage of the County's PRRs – Sheriff (26%), Human Resources (11%), Communications (10%), Law (10%), and Public Works (6%) – and with employees from the Departments of Information Technology and Law who support the fulfillment of PRRs through the retrieval of electronic records and legal review.

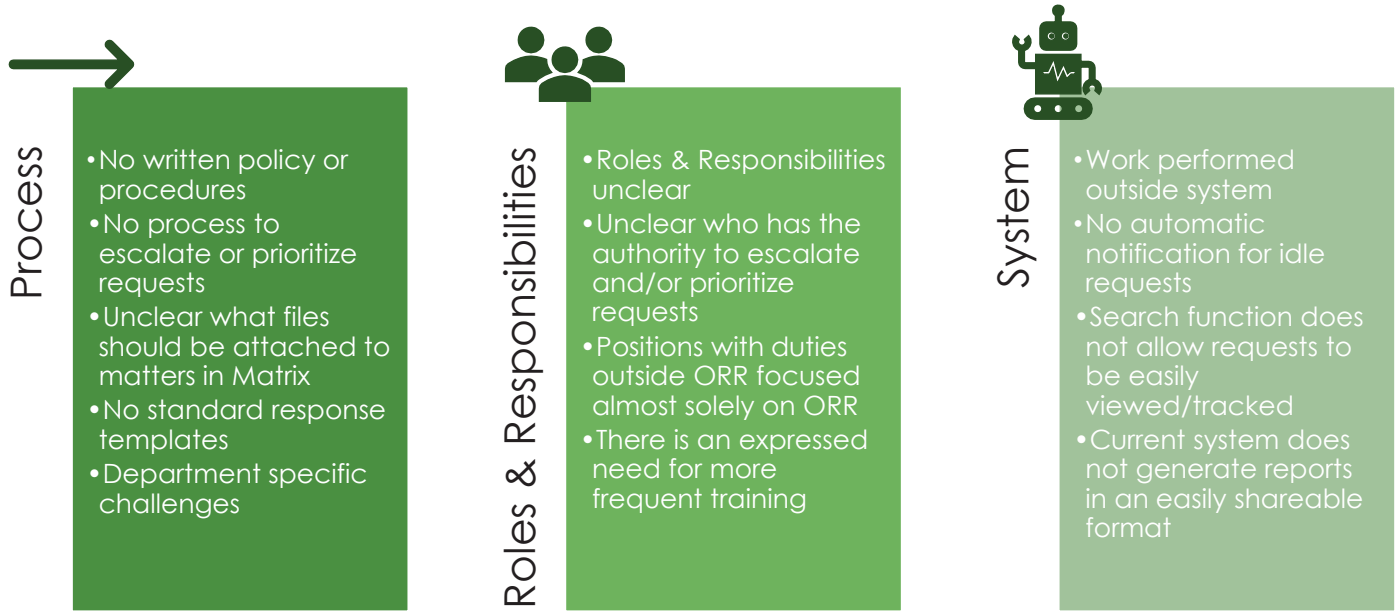
Public Records Manager Survey. While go-see meetings targeted departments with the highest volumes of PRRs, I&P project leads also provided an opportunity for all 34 department PRMs for County Executive agencies and County Council to offer feedback through an online survey. Questions were focused on time, access, training, and other actions completed by department PRMs. The survey was administered from October 29, 2019, to November 8, 2019. Key findings of the survey are presented in the following section.

Finally, to recognize the legal and legislative requirements with which Cuyahoga County's PRR process must comply, I&P project leads reviewed Chapter 106 of the Cuyahoga County Code and the 2019 Sunshine Laws Manual developed by the Ohio Attorney General's Office.

Pain points. Feedback from department PRMs obtained from go-see meetings and the PRM Survey assisted I&P project leads in identifying pain points in the current PRR process. These pain points are summarized in Figure 1

below and organized into three categories based on source: process, roles and responsibilities, and system. System refers to Matrix, the software system currently used by the County to manage PRRs.

Figure 1: Pain Points Identified in Public Records Request Process



Prior to engaging subject matter experts, initial thoughts pointed to Matrix as the root cause for all problems associated with the PRR process. Feedback from subject matter experts made it clear that pain points associated with the process and roles and responsibilities were also strong contributing factors. Recommendations included in this report address all pain points.

PEER COMMUNITY RESEARCH

To gain insight into the process used to fulfill PRRs by government agencies outside of Cuyahoga County, I&P project leads conducted peer community research. Peer communities included all major urban counties (Franklin, Hamilton, Lucas, Montgomery, Summit) and cities (Cincinnati, Cleveland, Columbus) in Ohio. Additional communities were included based on staff experience (Allegheny County, Pennsylvania, and Sedgwick County, Kansas). Out of the 10 communities contacted, phone conversations were conducted with the following communities:

- City of Cincinnati
- City of Cleveland
- Montgomery County, Ohio
- Summit County, Ohio
- Sedgwick County, Kansas

Exchanges with the peer communities above offered insight into practices used to increase understanding, simplify, and streamline their respective public records request processes. Detailed below are practices I&P project leads identified as applicable to Cuyahoga County's current challenges.

Separate Unit for Law Enforcement. Due to high volumes of PRRs related to law enforcement, the City of Cleveland and the City of Cincinnati created separate units exclusively responsible for fulfilling requests made of their police departments. In addition to the creation of a separate unit for police department requests, the City of Cincinnati also developed a separate request form specific to police department records that can be viewed here: https://www.cincinnati-oh.gov/noncms/digs/records-request/index.cfm?action=public.cpdrequest.

Templates. The City of Cincinnati and Montgomery County, Ohio, reported creating templates to standardize responses to requesters of public records. In addition to the standardized response templates, the City of Cincinnati also provides departments with a citation library of common redactions and the corresponding legal citations. These tactics were implemented to ensure consistency in external communication, provide guidance to public records managers, and reduce work time by eliminating the need to craft custom responses. Examples of these templates are unavailable as both communities declined to share templates with I&P staff.

Annual Training (Organization Focused). The importance of training was highlighted in each peer community exchange. While the Ohio Auditor of State's Office provides training on Ohio's open records law, peer communities stressed their efforts at providing customized training opportunities specific to their internal processes. For example, Sedgwick County, Kansas, provides annual training to employees that details how the county interprets and complies with the Kansas Open Records Act (KORA). A copy of Sedgwick County's Annual KORA training was not included in this report due to size but is available for review. Similarly, the City of Cleveland relied heavily on training to ease the transition to a new software the city adopted to centralize elements of its public records fulfillment process.

DATA REVIEW

Annual performance. I&P project leads conducted an analysis of data exported from Matrix, which included the volume of PRRs received annually by the County and the time (measured in days) spent to fulfill them. The Department of Law provided available data related to PRRs received between January 1, 2017 and October 31, 2019. Key findings of the analysis include:

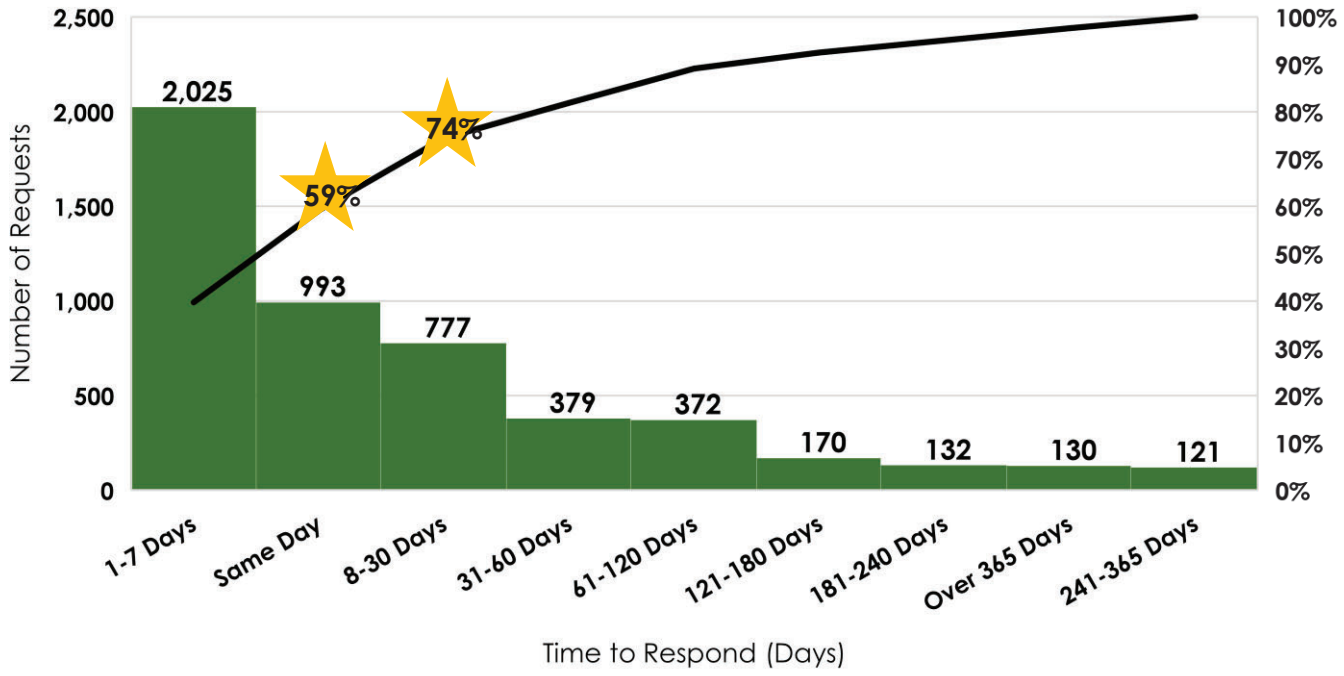
1. **The volume of PRRs received annually is increasing.** As of October 31, 2019, the County has received 31% more PRRs than all of 2017. As 2019 data only includes 10 months of activity, the final percentage is expected be higher.

Table 1: Public Records Requests Received, 2017 – 2019

Status	2017	2017 % of Total	2018	2018 % of Total	2019 YTD (as of 10/31)	2019 % of Total	% Change 2017-2019
Closed	1,499	99%	1,494	94%	1,731	87%	**15%**
Open	19	1%	102	6%	254	13%	**1,237%**
Total	**1,518**	**100%**	**1,596**	**100%**	**1,985**	**100%**	**31%**

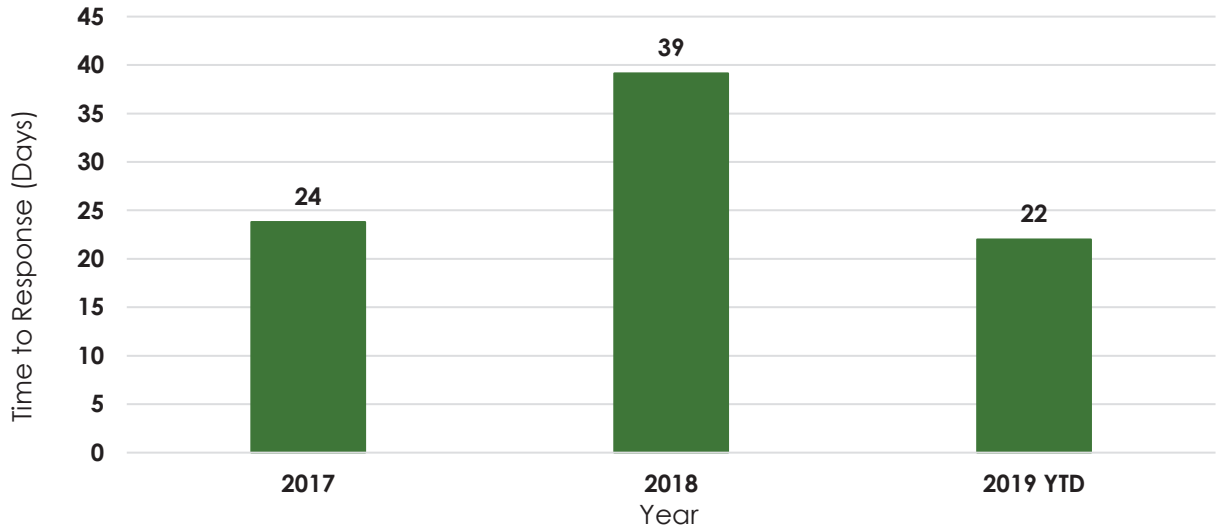
2. **The majority of PRRs received by the County are fulfilled in 30 days or less.** 59% of all PRRs received from 2017 to 2019 were fulfilled in seven days or less. This percentage increases to 74% when the time to fulfill is extended to 30 days.

Figure 2: Time to Respond as a Percent of Total Requests, All Years



3. **Average time to respond for a PRR currently stands at 22 days.** In 2019, the County's average time to respond to (or fulfill) a PRR was 22 days. Although this average is less than 2017 and 2018, it fails to account for the 254 PRRs received in 2019 that have not been fulfilled and remain open (see Table 1). It is anticipated that the County's average time to respond will increase as these open requests are fulfilled and closed.

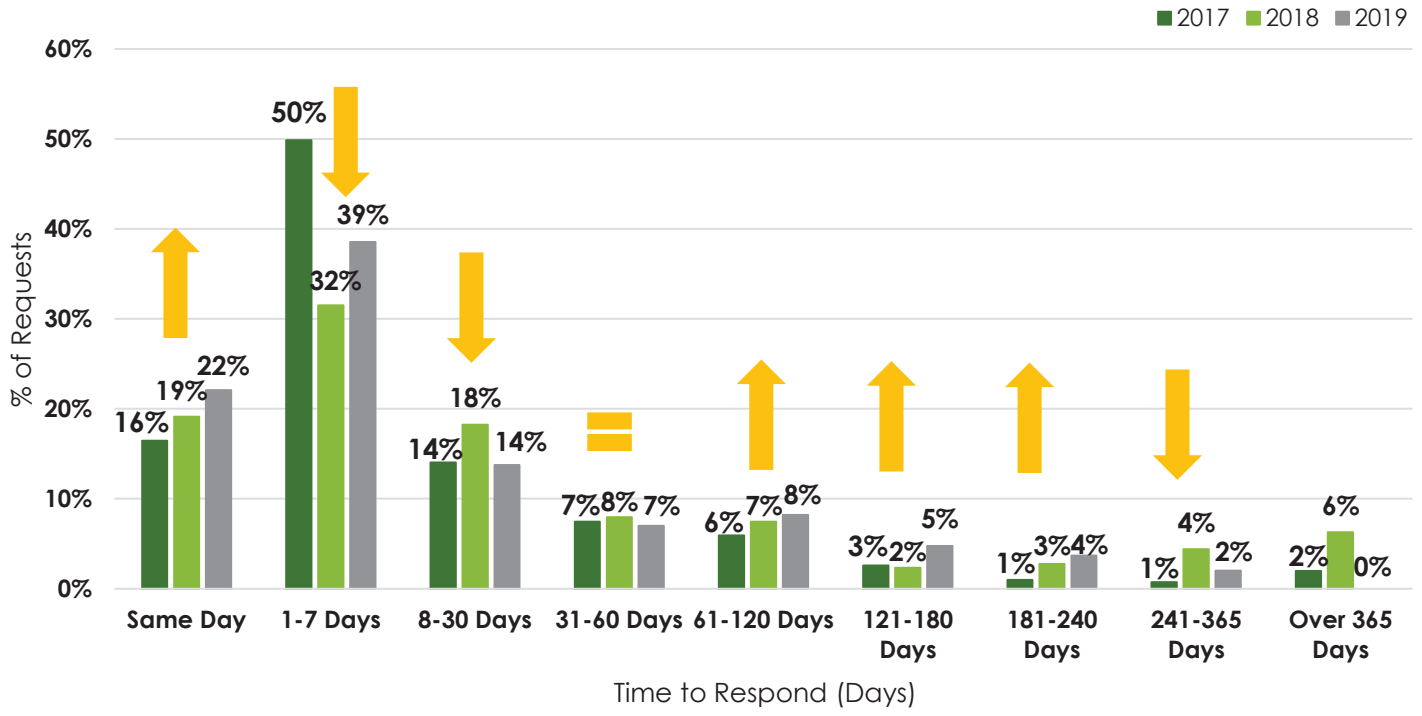
Figure 3: Average Time to Respond by Year, 2017 – 2019 YTD*



* Data included in this table is for closed requests only.

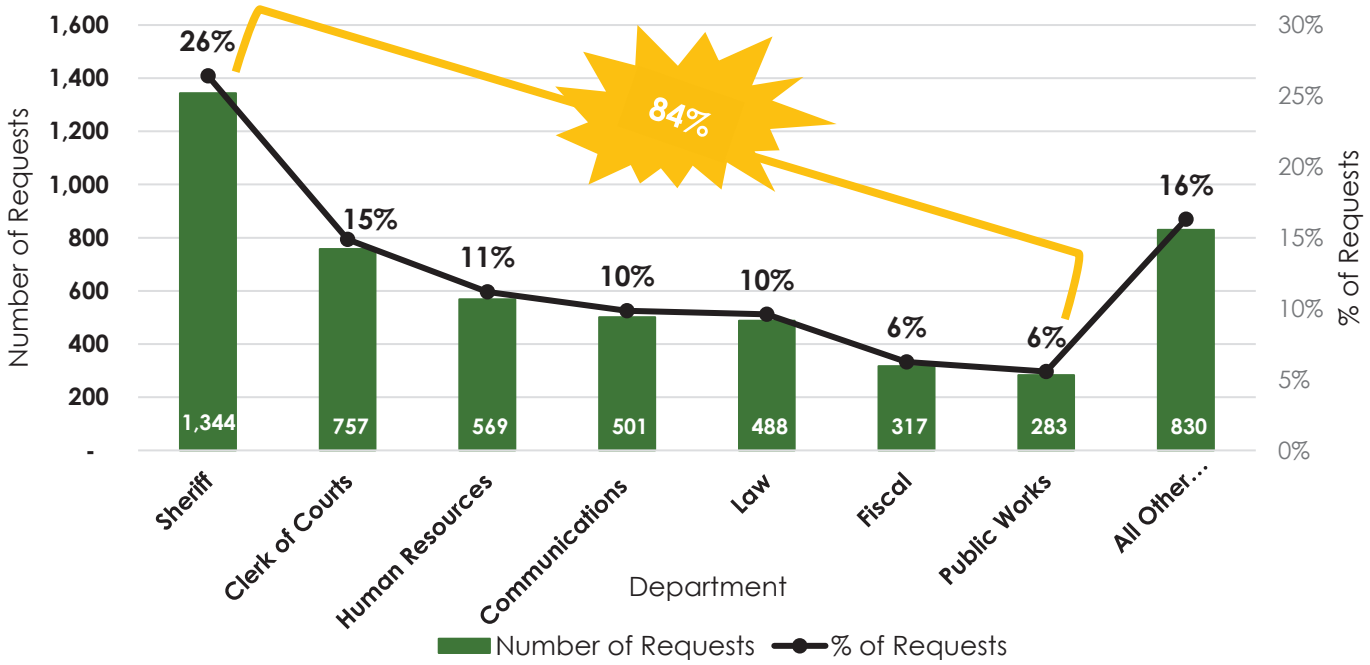
4. **The percent of PRRs taking over 30 days to fulfill is increasing.** Despite an average time to respond of less than 30 days, the number of PRRs taking longer than 30 days to fulfill has increased from 20% in 2017 to 26% in 2019. As 2019 data only includes 10 months of activity, the final percentage is expected be higher.

Figure 4: Time to Respond as a Percent of Total Requests, By Year



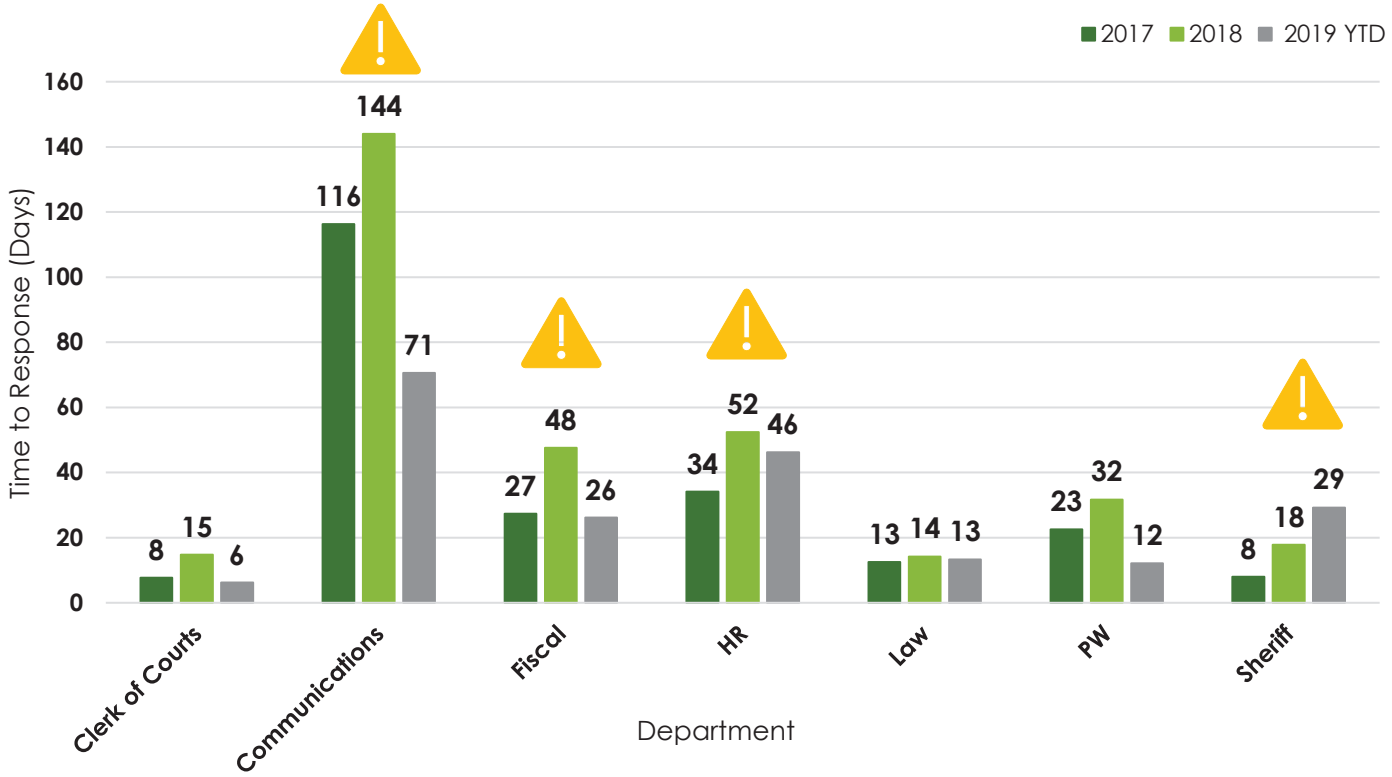
5. **Seven County departments receive 84% of the County's PRRs.** These departments include the Sheriff, Communications, Clerk of Courts, Human Resources, Law, Fiscal Office, and Public Works.

Figure 5: Number and Percent of Requests by Department, All Years



6. **Four of the top seven departments take, on average, over 30 days to fulfill a request.** In 2018, four of these departments had average times to respond over 30 days. Based on October 2019 data, this trend is anticipated to continue for at least two departments in 2019.

Figure 6: Average Time to Respond by Top 7 Departments, By Year*



*Data included in this table is for closed requests only.

Public Records Manager Survey. As described above, I&P project leads conducted an online survey of all 34 department PRMs for County Executive agencies and County Council. Fifty-seven percent (57%) of PRMs responded to the survey. Key findings included:

1. 79% of PRMs are spending less than 20% of their time managing PRRs.
2. 15% of PRMs are spending more than 80% of their time managing PRRs.
3. Departments receiving the highest volumes of requests have the same number of full-time equivalents (FTEs) assigned to fulfilling PRRs as departments with the lowest volumes of requests.
4. 42% of PRMs are tracking PRRs outside of the Matrix software system.
    a. These PRMs spend more time managing PRRs than those who do not track PRRs outside of Matrix.
5. Only 53% of PRMs have access to the records they need to fulfill the most common types of PRRs they receive.
6. Only 58% of PRMs have received annual training on PRRs and no County-specific training is currently provided.

See Appendix A for the full analysis of the PRM Survey.

PROCESS MAPPING

Information gleaned from the go-see meetings was essential not only in understanding the PRR process, but in completing detailed maps of the current state of the process (see Appendix B). Displaying processes in a visual format like a process map shows complexity, redundancy, unnecessary loops, and opportunities for innovation. Due to their size, the process maps are unable to be viewed in detail in this report. However, copies will be provided upon request made to the Office of Innovation and Performance.

The creation of process maps enabled I&P project leads to analyze several elements that comprise Cuyahoga County's process for fulfilling PRRs:

- *Number of steps,* or the activity that occurs from when a PRR is received to when a PRM marks a PRR as fulfilled,
- *Work time*, or the total time County employees spend working on a PRR as it moves through the fulfillment process. Work time is reported in hours and minutes,
- *Wait time*, or the time PRM's spend waiting during the fulfillment process. Wait time is reported in days, and
- *Hand offs*, or the number of times possession of a PRR changes during the fulfillment process.

Table 2 is an overview of these elements depending on the circumstances of the PRR. I&P project leads identified eight primary scenarios for fulfilling a PRR. Differentiating factors include:

1. *How a PRR is received.* The primary forms of intake include (1) the County's online request form and (2) department personnel via email, phone, or written request. Requests received by department personnel lengthen the fulfillment process as manual data entry is required to enter the PRR into Matrix. In contrast, requests received via the online request form are uploaded into Matrix automatically. As part of the Public Records Manager Survey, department PRMs estimated that about one third of PRRs are received via the County's online request form.
2. *Whether the record requested is electronic.* Intervention by the Department of Information Technology is necessary when PRRs include electronic files like videos or emails. The PRR fulfillment process is lengthened when the Department of Information Technology must participate.
3. *Whether legal review is requested.* Unlike IT support, legal review by the Department of Law is voluntary and available to department PRMs as support in the event they have questions or are unclear or uncomfortable with the PRR (e.g., determining whether a requested record meets the legal definition of public record or redacting content from a record). The PRR fulfillment process is lengthened when a department PRM requests legal review.
4. *Multiple records.* If a PRR contains requests for multiple records or multiple types of records, the fulfillment process will be longer as steps for retrieving and reviewing records must be repeated.
5. *Use of ShareBase.* Matrix currently limits the size of files (records) that may be uploaded into the system. This requires department PRMs to use a second system called ShareBase to store and share records. This adds additional steps and time to the fulfillment process.

Table 2: Process Calculations by Process Type

Process Type						*Process Calculations*					
Received Online?	**Received by Dept?**	**Electronic Record?**	**Legal Review?**	**Multiple Records?**	**Use ShareBase?**	**Total Time to Respond**	**No. of Steps**	**Work Time**	**Wait Time**	**Hand Offs**	**% of Time Spent Waiting**
X						0 - 4 days	41	24 mins - 58 mins	0 - 4 days	1	99%
	X					0 - 4 days	63	30 mins - 1 hr, 5 mins	0 -4 days	1	99%
X		X				0 - 17 days	72	2 hrs, 38 mins - 7 hrs, 29 mins	0 - 17 days	4	98%
	X	X				0 - 17 days	95	2 hrs, 44 mins - 7 hrs, 36 mins	0 - 17 days	4	98%
X		X	X	X	X	0 - 26 days	176	10 hrs, 12 mins - 31 hrs, 50 mins	0 - 25 days	8	95%
	X	X	X	X	X	0 - 26 days	205	10 hrs, 20 mins - 32 hours	0 - 25 days	8	95%
X			X	X	X	0 - 40 days	114	1 hr, 41 mins - 6 hrs, 14 mins	0 - 40 days	5	99%
	X		X	X	X	0 - 40 days	142	1 hr, 49 mins - 6 hr, 25 mins	0 - 40 days	5	99%

ANALYSIS

The time to respond to and fulfill a PRR varies greatly depending on the specific circumstances of the request. As depicted in Table 2, the shortest response time is for requests for non-electronic records received via the County's online form that consist of a single record and do not require additional support from the IT or Law Departments. This type of request encompasses 41 steps and is expected to take between 0 and 4 days. These simple requests require less than an hour of work time. Any delays in fulfillment are due to wait time; PRMs spend 99% of the time to respond to a PRR waiting.
In contrast, the longest response time is for requests for non-electronic records received by County personnel for records to which they do not have immediate access and require legal review by Law. This type of request includes as many as 142 steps and is expected to take between 0 and 40 days to fulfill. Again, wait time can represent a significant portion (99%) of the total time it takes a department PRM to fulfill a request. Requests that consist of multiple electronic records (which require IT support) and require legal review by Law also have a long response time. This type of request includes as many as 205 steps and is expected to take between 0 and 25 days to fulfill. Similarly, wait time can represent a significant portion (95%) of the total time it takes the County to fulfill this type of request.

To understand the financial impact of the County's current process, I&P project leads converted work time into a cost per hour. Table 3 provides both minimum and maximum estimated costs of staff time devoted to fulfilling PRRs annually from 2017 to 2019. Dollar amounts were calculated using an hourly rate of $34 per hour, the average hourly rate of department PRMs in 2017.

Table 2: Estimated Annual Costs of PRR Process, 2017-2019

Year	Number of Requests	Total Cost (Min)	Total Cost (Max)
2017	1,518	$ 162,263	$ 584,080
2018	1,596	$ 221,951	$ 757,140
2019	1,985	$ 241,886	$ 838,144

Additional process calculation details can be found in Appendix C.

Media requests. Observations and discussions with subject matter experts revealed that PRRs from the media follow an alternative process than requests from the general public. Table 4 shows the additional time to respond, process steps, work time, wait time, and hand offs for public records submitted by the media. These additional steps are presented visually in the process map previews included in Appendix B.

Table 4: Additional Time to Respond, Steps, Work Time, Wait Time & Hand Offs for Media Requests

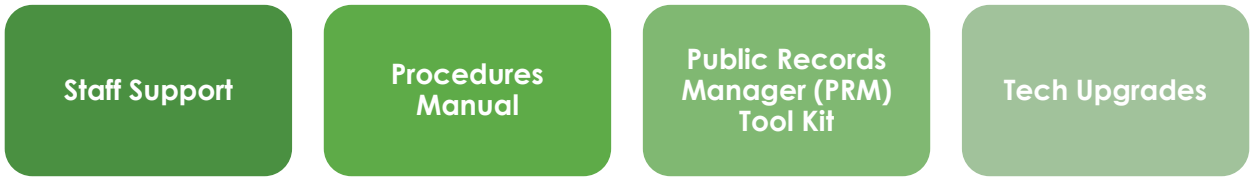
Time to Respond (Days)	Steps	Work Time	Wait Time	Hand Offs
0 – 8 days	30	16 – 27 minutes	0 – 8 days	10

Additional time to respond steps, work time, wait time, and hand offs can be attributed to Communications handing off PRRs to the department responsible for managing the records requested. For example, since 2017 Communications has managed several PRRs from the media related to jail operations and inmate records that required support from the Sheriff's Office. While Communications provided the final response to the media related to these requests, they relied on the Sheriff's Office to obtain and redact responsive records, as well as

draft the response. The use of a department tracking sheet by the County's Public Information Officer (PIO), as well as the printing of documents related to media requests, also account for these increases.

RECOMMENDATIONS AND NEXT STEPS

The analysis informed I&P project leads in developing a set of recommendations designed to establish a PRR process that is simple, clear, and well documented. Recommendations can be grouped into four distinct categories:



The following sections detail each category of recommendations, explain what progress I&P project leads have made, and identify both key next steps and where I&P staff can provide support.

STAFF SUPPORT

This set of recommendations is intended to build the capacity of department PRMs by providing them with assistance and removing process barriers.

A. Public Records Process Manager Position

As of October 31, 2019, Cuyahoga County had received 31% more PRRs than all of 2017. At a time when the County is receiving more PRRs than ever before, observations and discussions with subject matter experts revealed that there is no one person managing the County's PRR process. To provide department PRMs with support and oversight over the County's PRR process, I&P recommends:

1. A Public Records Process Manager (PRPM) position be established to manage the public records request process for Cuyahoga County.

Next Steps

The County Executive, Law Director, and Chief Communications Officer should identify a current employee to take on the PRPM role. This individual should be housed in Law and will take a leading role in implementing the recommendations included in this report. I&P will provide support as requested by the PRPM and identified in the recommendations that follow.

B. Evaluate Staff Capacity

From January 1, 2017, to October 31, 2019, seven County departments accounted for 84% of all PRRs received (see Figure 5). These seven departments have the same number of full-time equivalents (FTEs) dedicated to managing PRRs as those departments who receive few requests. These FTEs reported during go-see meetings that they are spending an increasing amount of time managing PRRs despite having additional job duties requiring their attention. To relieve the burden for these FTEs, I&P recommends:

1. An evaluation of staff capacity be completed in the top seven departments and supporting departments (e.g., IT, Law, and Communications) to set and meet service level agreements.

Next Steps

Additional data will be needed to complete this recommendation and can be gathered through the completion of a formal time-study. To begin evaluating staff capacity the PRPM should develop a time-study methodology, which may include the development of a questionnaire to guide evaluation. The time study should be completed with the seven departments identified in Figure 5, as well as with supporting departments. Particular attention should be paid to the Sheriff's Office and Human Resources due to the volume of requests received by these departments. I&P can provide support as needed in developing the time-study methodology, questionnaire, and drafting service level agreements for inclusion in the Cuyahoga County Public Records Requests Procedures Manual (detailed below).

C. Record Accessibility Audit

Forty-seven percent (47%) of respondents to the Public Records Manager Survey reported not having access to the records most frequently requested from his or her department. Observations and discussions with subject matter experts confirmed this is an issue. To identify and understand department PRM record access issues, I&P recommends that:

1. The PRPM work with each department PRM to determine the record types most frequently requested from his or her department and where they are located. Then, determine if the PRM has access to the records and identify any gaps that exist.
2. Work with the PRMs to gain direct access to frequently requested records where no legal prohibitions exist.

What's Been Done

I&P project leads completed a review of all PRRs received in 2019 (through October 31st) to identify the most common types of records requested by the public (see Appendix E). This review resulted in the identification of broad categories of records but could provide a suitable starting point for the records accessibility audit.

Next Steps

The PRPM should begin the records accessibility audit with the seven departments identified in Figure 5. A questionnaire should be developed to guide the audit and additional departments should be included in the audit after work is completed with the initial seven departments. I&P can provide support in developing the audit questionnaire and facilitating audit meetings as needed.

PROCEDURES MANUAL

This set of recommendations is intended to produce a written set of assets that provide guidance, clarity, and consistency to department PRMs in managing the PRR process.

A. Cuyahoga County Public Records Requests Procedures Manual

Currently, no procedures manual exists for Cuyahoga County's public records request process. To clarify the PRR process, I&P recommends that:

1. A procedures manual be developed that:
   a. Details the standard process for fulfilling a public records request,
   b. Defines process roles and responsibilities,
   c. Establishes performance expectations through service level agreements, and
   d. Identifies when and how requests should be escalated.

What's Been Done

I&P project leads prepared a draft outline for the Cuyahoga County Public Records Requests Procedures Manual, which can be found in Appendix D.

Next Steps

To support the development of the proposed procedures manual, I&P project leads will schedule and lead an initial meeting with key stakeholders to review the draft outline, identify gaps, and develop a timeline for procedure development. I&P will provide additional support as requested by the PRPM to complete the procedures manual.

B. Management of Media Requests

As the PRR process currently stands, PRRs from the media are managed by the Department of Communications even though these requests are nearly always for records outside the purview of the Communications Department. It is critical that Communications staff continue to manage media relations and be informed of all PRRs from the media. However, current practices have caused confusion and duplicate work related to who is ultimately responsible for locating, redacting, and producing records in response to media requests. To resolve this issue, I&P recommends that:

1. All PRRs from the media be managed by the PRM of the department responsible for the records requested (e.g., requests for inmate records should be managed by the Sheriff's Office).
2. Department PRMs include Communications staff on all PRR matters in Matrix from the media and use the note feature to keep Communications staff up to date on a request's status.
    a. If possible, a media request subtype should be created in Matrix that, when triggered, automatically includes Communications staff on the matter.

What's Been Done

I&P project leads prepared a draft outline for the Cuyahoga County Public Records Requests Procedures Manual, which can be found in Appendix D.

Next Steps

A section titled *Media Requests for Public Records* has been included in the draft procedures manual to house the procedure for fulfilling PRRs submitted by the media. To support the development of procedures for media requests, including who provides the final response to the media, the County's PIO will be included in all planning meetings associated with development of the procedures manual. Next steps for all recommend technology updates are provided in the *Tech Upgrades* section of recommendations below.

C. Define Standard Request Categories

Discussions with subject matter experts revealed that department PRMs are being assigned requests for records not managed by their department (e.g., the Department of Public Works being assigned a request for the personnel file of a Public Works employee). To ensure requests are routed to the department best able to fulfill the request, I&P recommends that:

1. A list of standard request categories be compiled and the department responsible for each category be defined (e.g., the Department of Human Resources receives requests for personnel file and the Sheriff's Office receive requests for inmate records).
2. PRRs be assigned to departments based on the standard request categories.

a. If possible, Matrix should automatically assign PRRs to department PRMs based on (1) the department responsible for the selected standard request category or (2) the department selected on the online request form.

What's Been Done

I&P project leads completed an initial analysis of the most common record types requested in 2019 (see Appendix E). This draft list identifies each record type and the department believed to be best suited to fulfill a PRR.

Next Steps

The draft list of common record types should be reviewed by key stakeholders, with revisions and additions submitted for review by the PRPM. Once finalized, the list should be included in the procedures manual. Next steps for all recommend technology updates are provided in the *Tech Upgrades* section of recommendations below.

D. Standard Naming Convention

Some department PRMs (e.g., Communications) receive requests for the same records from multiple requestors and are unable to locate these duplicate requests in Matrix. To improve request searchability and support department PRMs in the management of duplicate requests, I&P recommends:

1. A standard naming convention be created for how PRRs matters should be titled in Matrix.
2. A site be created to host records anticipated to be hot topics (e.g., resume and offer letters of individuals appointed to the County Executive's leadership team).

What's Been Done

I&P project leads drafted the following standard naming convention for PRRs:

- **Date_Request Category(Subject)_Requestor**
  - Example: 12/23/19_EmployeePersonnel&DisciplineRecord(Matt Hrubey)_R.Eby

Next Steps

The draft naming convention above should be reviewed by the PRPM and presented to key stakeholders for confirmation. Once finalized the standard naming convention should be included in the procedures manual.

With the development of an online ShareBase site to provide records related to hot topics already in process, I&P is available to provide support as needed to launch this site.

E. Encourage Use of Online Form

PRRs not submitted through the online form require PRMs to manually enter request information into Matrix. This adds 24 steps to the fulfillment process and creates unnecessary work time and hand offs that lengthen the process. To streamline the PRR process and support department PRMs in the timely and reasonable fulfillment of PRRs, I&P recommends that:

1. County staff encourage the use of the online request form.

Next Steps

Although Ohio's public records law, ORC 149.43(B)(5), does not mandate PRRs be submitted in writing or electronically, guidance for department PRMs on encouraging the use of the online request form should be

included in the procedures manual. Next steps for all recommend technology updates are provided in the *Tech Upgrades* section of recommendations below.

PRM TOOL KIT

This set of recommendations is designed to provide department PRMs with a series of resources to improve understanding of and ease the process of fulfilling a public records request.

A. **Standard Response Templates**

Currently, no standard response template exists for department PRMs to use as a guide when responding to PRRs. To guide all department PRMs responses to PRRs, I&P recommends:

1. Standard response templates be created for the following scenarios:
    a. When a requested record is not a public record or not a record managed by a County Executive agency,
    b. When a request is deemed overbroad,
    c. When a request is partially fulfilled, and
    d. When a request is fulfilled in its entirety and the matter is closed.

What's Been Done

I&P project leads drafted a set of standard response templates corresponding to the scenarios above. These templates can be found in Appendix F.

Next Steps

The PRPM and Department of Law should review and finalize the standard response template drafts. The final versions should be attached to the procedures manual for use by department PRMs.

B. Citation Library & Redaction Training

Not all department PRMs are comfortable completing common redactions, which has resulted in requests unnecessarily being forwarded to the Department of Law for review. To educate department PRMs on common redactions and support completion of common redactions by department PRMs, I&P recommends:

1. A citation library be created for common redactions.
2. Annual training be provided to department PRMs on:
    a. Recognizing common redactions,
    b. Using redaction software (e.g., Nitro) to redact public records, and
    c. Using the citation library.

Additionally, the Cuyahoga County Public Records Requests Procedures Manual should identify when redactions should be made by a department PRM or by the Law Department.

What's Been Done

I&P project leads drafted a framework for the citation library and a training agenda for County employees that contains the topics itemized above. These resources are available in Appendix G and Appendix H, respectively.

Next Steps

The citation library framework should be reviewed, revised, and completed by the PRPM and Law Department, with the final version attached to the procedures manual for use by department PRMs. The citation library should be reviewed and revised regularly by the PRPM.

The draft procedures manual found in Appendix D includes a section titled *Record Review and Redaction* to house procedures related to when a department PRM or the Law Department should make redactions. Key stakeholders from the Law Department should be engaged in all planning meetings targeted at developing the record review and redaction procedures.

Next steps related to annual training for department PRMs can be found in the *Annual Training on County Process* section.

C. Annual Training on County Process

Public Records Manager Survey data shows there is inconsistency in training completed by department PRMs. Additionally, no formal training currently exists for the County's PRR process. To ensure department PRMs have a strong understanding of the process, performance expectations, and systems used to manage PRRs, I&P recommends:

1. Annual training be provided to department PRMs on the County's process for fulfilling public records requests, including:
    a. Review of the Cuyahoga County Public Records Requests Procedures Manual,
    b. Hands-on Matrix training, and
    c. Recognition and completion of common redactions.

What's Been Done

I&P project leads completed a draft training agenda, which is provided in Appendix H.

Next Steps

The draft training agenda should be reviewed and finalized by the PRPM and representatives of the Departments of Communications and Law, with the final version used by the PRPM to develop associated training materials. I&P will provide support as requested by the PRPM to develop training materials. Training materials should be reviewed and revised regularly by the PRPM. The PRPM should also work with the Department of Human Resources to set up an annual course in the MyLearning system on the County's PRR process. This training should be mandatory for all department PRMs.

TECH UPGRADES

This set of recommendations is designed to make improvements to Matrix, the software system Cuyahoga County currently uses to track and manage public records requests.

A. Matrix System Upgrades

Matrix system limitations have prompted department PRMs to complete work outside the system, created duplicative activities, and added unnecessary steps to the PRR process. Activities department PRMs reported completing outside of Matrix include tracking and searching requests, sending and saving records, manual reporting, and redactions. In addition, the system currently requires the Law Department to complete basic actions to move PRRs through the fulfillment process. This includes adding the Law Department to any requests that requires legal review and adding the IT Department to any requests that involving electronic records. To streamline the fulfillment process and address system limitations, I&P recommends:

1. File storage limits be increased in Matrix to enable the attachment of videos and other large files.
2. Custom, exportable reports be created in Matrix.

3. User access or permissions for all department PRMs be updated to allow them to:
    a. Save emails directly to a public record request matter,
    b. Add additional County personnel to a matter, and
    c. Transfer ownership of a matter from one department to another based on the type of records requested.

Additionally, County staff should explore the feasibility of enhancing Matrix or procuring a new system that allows department PRMs to review and redact public records as well as respond to requesters directly within the system.

What's Been Done

I&P project leads developed a list of recommended upgrades to Matrix, which is available in Appendix I. This list was then provided to Pointe Blank Solutions, the vendor that owns Matrix, to inform ongoing conversations with the County about system upgrades.

Next Steps

The list of Matrix upgrades as well as the draft custom report structures found in Appendix J will support conversations between the Law Department and Pointe Blank Solutions to determine the feasibility and cost of requested upgrades.

B. Matrix Request Form Updates

The New Request Form currently in Matrix requires department PRMs to input the same information in multiple fields, increasing the work time required to fulfill a PRR. To reduce the work time associated with setting up a new request, I&P recommends that:

1. The New Request Form in Matrix be redesigned to eliminate duplicate data entry, remove unnecessary fields, and autopopulate fields where possible.

What's Been Done

This recommendation was included in the list of recommended Matrix upgrades shared with Pointe Blank Solutions (see Appendix J). I&P project leads also drafted a revised New Request Form, which is available in Appendix K.

Next Steps

The draft new request form should be reviewed by the PRPM and shared with key stakeholders, with the final version integrated into the Matrix system.

C. Automatic Notifications for Idle Requests

Matrix does not send automatic notifications to department PRMs when PRRs are sitting idle, increasing the likelihood a PRR could be overlooked or lost. To reduce opportunities for requests to be lost or delayed, I&P recommends that:

1. Automatic notifications be created in Matrix for when PRRs reaches a predetermined aging milestone or sits idle in a department PRMs queue.

What's Been Done

This recommendation was included in the list of recommended Matrix upgrades shared with Pointe Blank Solutions (see Appendix J). I&P project leads also drafted automatic notification language for when a PRR is idle, which is available in Appendix L.

Next Steps

The automatic notification language should be reviewed by the PRPM and shared with key stakeholders, with the final version integrated into the Matrix system.

D. Improving Requester Experience

Requesters of public records are not required to enter contact information when submitting a request online. However, without requestor contact information the County is unable to fulfill a request. Additionally, when a requester submits a request online, the automatic confirmation message provided includes no information about what is being done with the request or who can be contacted if the requester has questions. To improve the experience of public records requesters, I&P recommends:

1. The online request form be updated to included disclaimer language notifying the requestor that without contact information the County will be unable to fulfill their request.
2. The automatic confirmation message sent to requesters from Matrix be updated to include useful information related to their request.

What's Been Done

This recommendation was included in the list of recommended Matrix shared with Pointe Blank Solutions (see Appendix J). I&P project leads also drafted a revised online request form, which includes draft disclaimer language that could be used for automated message requestors would receive upon submitting a PRR without contact information. These resources are available in Appendix M and Appendix L, respectively.

Next Steps

The draft resources should be reviewed and finalized by the PRPM and the Departments of Communications and Law, with the final versions integrated into the Matrix system.

RESULTS

I&P project leads estimated the scope of process improvements resulting from the 23 recommendations outlined in this report.

The impact of implementing the proposed recommendations will be a reduction in the amount of time it takes Cuyahoga County to respond to a public records request. Table 5 compares the current, future, and ideal states of the PRR process and illustrates not only the estimated reduction in time to respond but the reductions in work time, wait time, number of steps, and hand offs that comprise time to respond. "Future state" refers to the improved process that will result in the intermediate term as implementation of the 23 recommendations begins. "Ideal state" refers to the ideal process that would result in the long term should all 23 recommendations be implemented in full. It should be noted these calculations are per item. Ranges are provided for each process component as the true impact of the improvements is contingent on the unique circumstances of each public records request.

Table 5: Estimated Reductions Future State

	Total Time to Respond (Days)	Number of Steps	Work Time	Wait Time (Days)	Hand Offs
Current State	0 – 40	63 – 205	30 mins – 32 hrs	0 – 40	1 – 8
Future State	0 – 34	25 – 119	16.5 mins – 29 hrs, 12 mins	0 – 34	0 – 4

Intermediate-Term Reduction	**2 – 8**	**38 – 86**	**13.5 mins – 2 hrs, 48 min**	**2 – 8**	**1 – 4**
Ideal State	0 – 14	25 – 80	16.5 mins – 27 hours, 10 minutes	0 - 13	0 – 2
Long-Term Reduction	**2 – 38**	**38 – 125**	**13.5 mins – 4 hours 50 mins**	**2 – 38**	**1 – 6**

Implementation of the ideal state of the PRR process is expected to reduce the County's time to respond to a PRR by 2 – 38 days. This is the culminative result of the following.

Number of steps. Based on the recommended upgrades to Matrix, automatic assignment of PRRs by request category, and the PRM Tool Kit the number of steps required to complete the PRR process is expected to be reduced by as few as 38 to as many as 125 steps. Step reduction varies as steps associated with IT support, redactions, and legal review are not required for the fulfillment of each public records request.

Work time. The reduction in number of steps above produces a decrease in work time. Depending on the path a PRR takes on its way to fulfillment, recommendations provided in this report are expected to reduce work time by as little as 13.5 minutes or as much as 4 hours and 50 minute per item. Encouraging the use of the online form and annual training on the County's process, systems, and identification/completion of redactions are the key to reducing work time.

By converting work time into cost per hour, I&P project leads can estimate the financial savings of implementing the ideal state. Table 6 contains the minimum and maximum annual costs of the current state process (previously seen in Table 3) and compares those values to the anticipated annual costs of the future and ideal states. The final row of the table shows the estimated annual cost savings based on the volume and types of public records requested in 2019.

Table 6: Estimated Annual Cost & Cost Savings

	$ (Min)	$ (Max)
Current State Costs	$ 241,886	$ 838,144
Future State Costs	$ 203,343	$ 766,267
Intermediate-Term Cost Savings	**$ 38,543**	**$ 71,877**
Ideal State Costs	$ 177,033	$ 731,153
Long-Term Cost Savings	**$ 64,853**	**$ 106,991**

Wait time. Implementation of proposed recommendations will also result in an estimated reductions to wait time ranging from 2 to 38 days. Reductions in wait time are dependent on expanding user access and permissions in Matrix, as well as improving record accessibility for department PRMs.

Hand offs. Recommendations will also result in an estimated reduction in hand offs from as few as 1 to as many as 6. Reductions in handoffs will have an additive effect on reducing wait time, lessening the chances that an item is missed, and creating a more streamlined process. Like wait time, reductions in hand offs are dependent on the expansion of user access and permissions in Matrix.

Implementation of the 23 recommendations included in this report also produces benefits not captured by the quantitative analysis above. For example, the ideal state creates a process that is responsive to the pain points communicated by department PRMs (see Appendix A). Pursuit of the ideal state will result in the clarification not only of the PRR process but in the roles and responsibilities that all parties play in the process. With understanding

comes comfort and the ability to better navigate the process, which could lead to additional decreases in the time it takes to respond to a PRR and cost savings. The ideal state would also provide the resources, whether the creation of new tools or the elimination of barriers in the Matrix system, to prevent duplicate efforts to identify, secure, and redact records. Several recommendations are also designed to assess and build staff capacity for those County departments that could benefit from additional human resources.

Finally, one of the paramount results of the ideal state is an improvement in the experience of those requesting public records. Cuyahoga County prioritizes superior services and fulfilling public records requests can be counted among the services the County provides. The ideal state not only improves responsiveness to the public in terms of time to respond as described above, but in consistency and quality of communication. Assets like standard templates and a process manager will ensure that all public records requests are treated the same, requesters receive useful information to inform them of the status of their request, and the likelihood that requests will sit idle or go unfulfilled is reduced.

PUBLIC RECORDS REQUESTS

APPENDICES

APPENDIX A: PUBLIC RECORDS MANAGER SURVEY RESULTS

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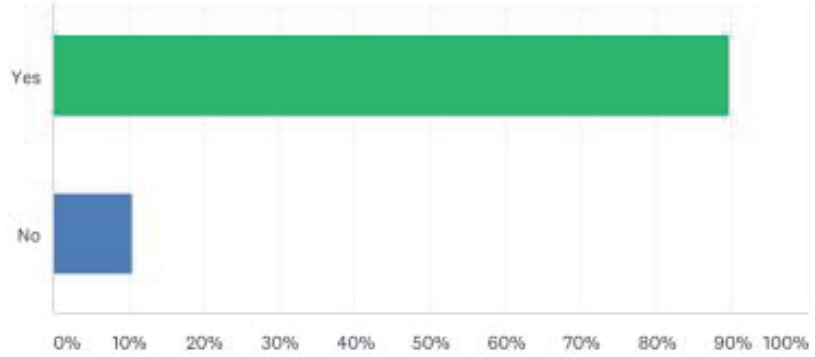
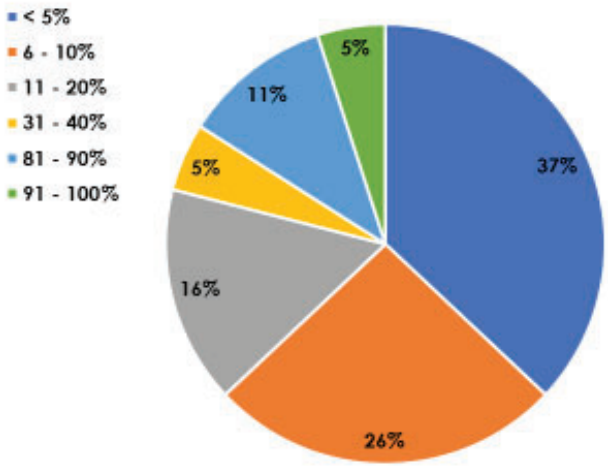
Q1: Are you aware that you are identified as your department or agency's Public Records Manager on the County's website? (n=19)



ANSWER CHOICES	RESPONSES	
Yes	89.47%	17
No	10.53%	2
TOTAL		19

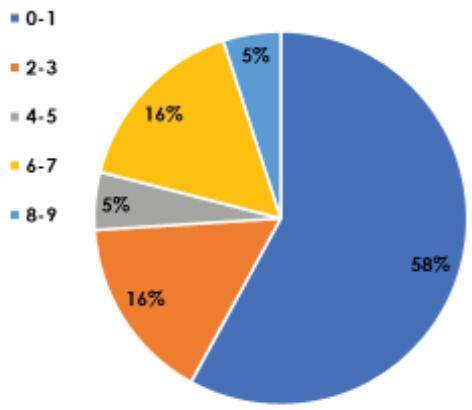
Q2: In 2019, what percentage of your time is spent managing public records requests for your department or agency? (n=19)



KEY FINDING:

- **79%** of respondents spent less than **20%** of their time managing public records requests

Q3: In 2019, how many employees are dedicated to support the fulfillment of public records requests for your department or agency (Please include the number of employees and the percentage of time spent on public records requests)? (n=19)



Statistic	No. of Employees
Mean	2.63
Median	1
Mode	1

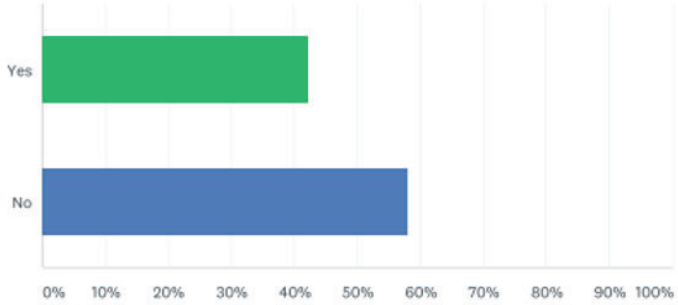
KEY FINDINGS:

- **58%** of responding departments have **one or less** employees dedicated to fulfilling PRR

Q4: What percentage of your department or agency's public records requests are received through the following channels? (n=19)

Channel	Mean	Median
Matrix	28%	10%
Email	32%	20%
In Writing	10%	2%
Phone	12%	5%
Other	2%	0%

Q5: Are you tracking your department or agency's public record requests outside of the Matrix system (i.e. Microsoft Word or Excel)? (n=19)

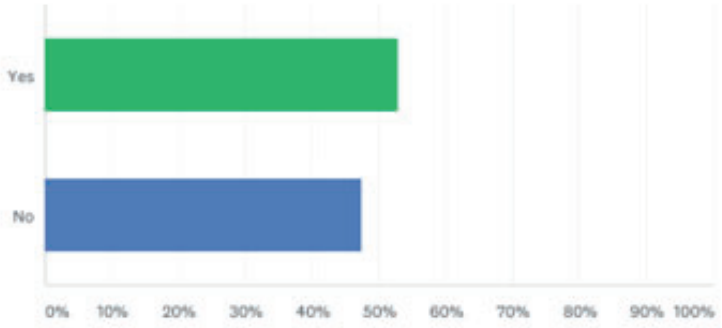


ANSWER CHOICES	RESPONSES	
Yes	42.11%	8
No	57.89%	11
TOTAL		19

Q6: If yes, why are you tracking your department or agency's public record requests outside of the Matrix system? (n=9)

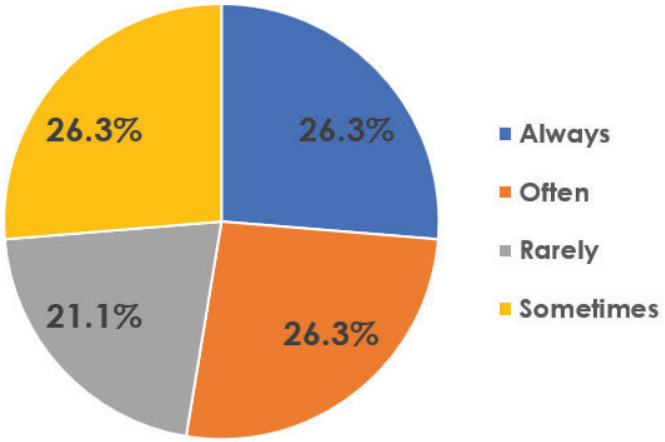
- Accuracy and timely fulfillment of all requests
- Maintaining a record of what was produced
- To better respond to duplicate requests
- Easier wholistic picture with quick status updates
- For recordkeeping and to make sure responses are consistent
- Repository for notes

Q7: Do you have direct access to the records required to fulfill most of the public record requests you receive? (n=19)



ANSWER CHOICES	RESPONSES	
Yes	52.63%	10
No	47.37%	9
TOTAL		19

Q8: How often do you request legal review from the Law Department to fulfill public records request? (n=19)



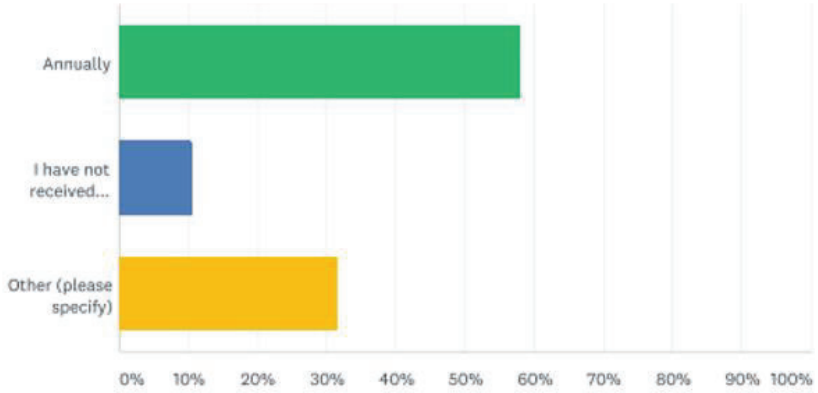
Q9: What is the reason for most of your requests for legal review? (n=17)

Ten (10) respondents specifically referenced verifying the accuracy of content prior to fulfilling a PRR. This includes confirming whether a requested record is a public record as well as redactions *(note: there is no way to determine if this meant a request to complete redactions or to review redactions already completed)*.

Q10: Have you received training on your role as Public Records Manager and the County's process for fulfilling public records requests? (n=19)

Analysis of this question was skipped as it was duplicative. Content is captured in Q11 below.

Q11: How often do you receive training on your role as Public Records Manager and the County's process for fulfilling public records requests? (n=19)



ANSWER CHOICES	RESPONSES	
Annually	57.89%	11
I have not received training	10.53%	2
Other (please specify)	31.58%	6
TOTAL		19

#	OTHER (PLEASE SPECIFY)	DATE
1	every 2 years	11/7/2019 11:28 AM
2	2019 was my first time receiving formal training	11/6/2019 2:03 PM
3	I have had the state sunshine law training, but not anything County specific on process	11/1/2019 10:03 AM
4	infrequently	10/30/2019 12:23 PM
5	Just when I started	10/30/2019 10:43 AM
6	Every 2 years as required by law; sooner if a new councilmember begins a term	10/30/2019 7:08 AM

Questions 12 through 16 asked the following questions:

- Q12: What challenges have you experienced with the County's current process for fulfilling public records requests?
- Q13: Is there anything about the County's current process for fulfilling public records requests that is unclear to you?
- Q14: What about the County's current process for fulfilling public records requests is going well?
- Q15: What would make your portion of the process easier?
- Q16: What opportunities do you see to improve the process?

The charts below summarize the responses received. Feedback is organized into three categories based on subject matter: process, roles and responsibilities, and system. System refers to Matrix, the software system currently used by the County to manage public records requests.

Positives	Challenges	Opportunities
• The Matrix portal is a good way to track and organize requests. • Matrix is organized and can be searched for specific information. • The ability to add more than one client contact to each matter. • The notes tab is good for shared communication between County agencies. • Easy to visually determine when a matter has been closed. 	• Accessing Matrix – not user friendly • No way to access reports to assess data to support agency specific operations and decision-making.	• Find a management system that is easier to navigate. • If the user department for each request is included. • A one-stop-shop system/single-reporting portal. • Automating repetitive tasks like acknowledgement of requests. • Ability to run and export status reports on requests. • Receive reminders of open items after a specified time period. • Allow PRMs to respond to requestors directly through the platform. • Incorporate process in Infor ERP. • Sync system with email account. • Additional training with Matrix. • Require certain data fields be completed in order to submit a request via online portal.

Q12 - Q16, cont'd

Positives	Challenges	Opportunities
• The staff is very helpful and provide quick responses. • Teamwork with my immediate co-workers • Interaction with Law Department and various agencies under the HR umbrella. Roles & Responsibilities	• Too much volume and not enough employees working on them. • Resistance from record holders to respond to requests for records timely and thoroughly as it takes away from their main duties. • Not having enough trained staff to assist with PRR.	• More employees working the requests in each agency. • Institute a team of full-time employees responsible to fulfilling PRR countywide. • Additional training on all aspects of process. • Additional help for those departments that are not timely in their responses. • Bring the PRMs together in regular discussion around procedures, best practices, data, etc.

Positives	Challenges	Opportunities
Process	• No existing policy and procedures manual for guidance • Current process does not differentiate between records falling under the authority of Rules of Superintendence and Ohio Revised Code • Many times an agency receives a PRR better directed to another County agency. • Remembering to enter PRR into Matrix when received directly from requester. • Timely uploading of response email into Matrix to close matter. • Sometimes it is unclear who to contact internally to collect records. • Lack of clarity about releasing personnel records when employee is under investigation.	• HR should handle all employee-related PRRs. • Create a transparent process by creating written procedures, reports • Be more thoughtful and inclusive when assigning matters to departments • Faster service to fulfill IT-related requests • The process should be uniform throughout all agencies/departments • Prioritization of documents/requests

APPENDIX B: PROCESS MAPS

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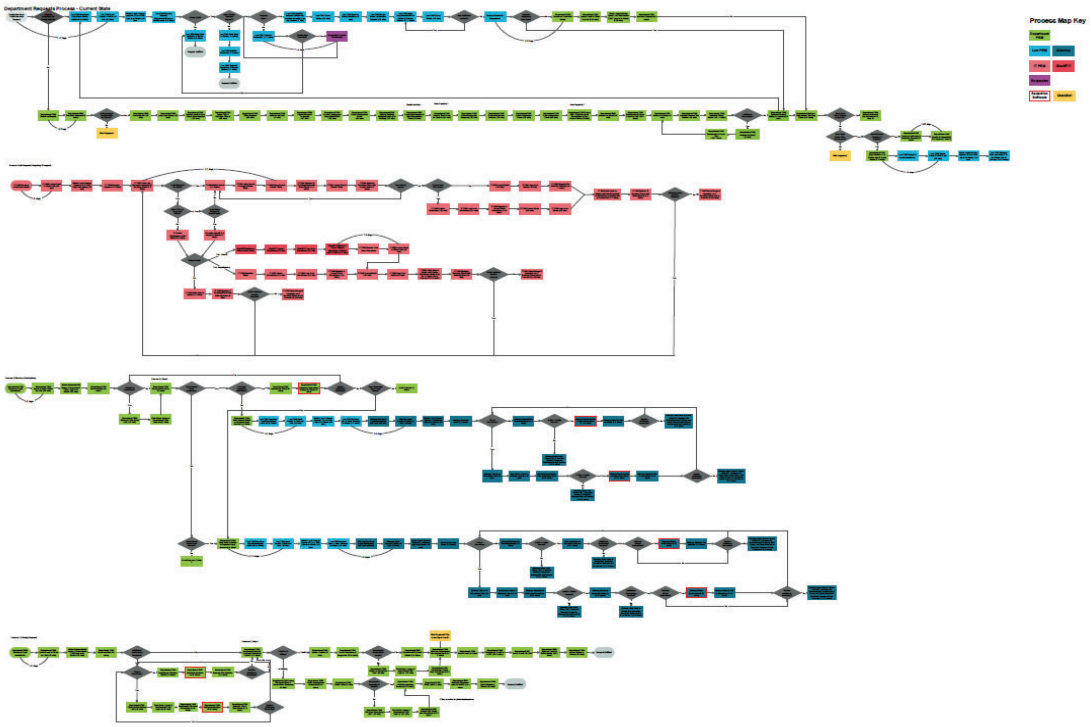
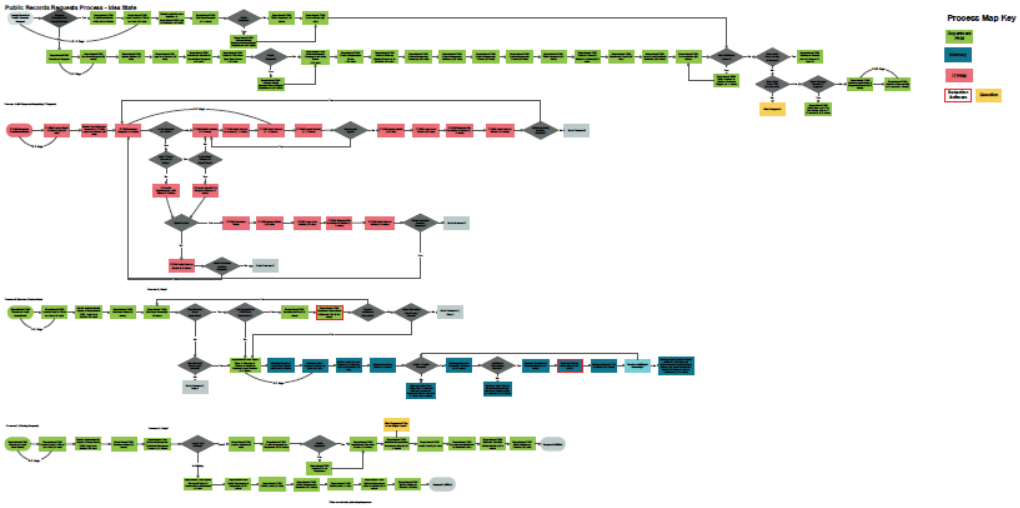
Due to their size, the process maps are unable to be viewed in detail in this report. However, copies will be provided upon request made to the Office of Innovation and Performance.

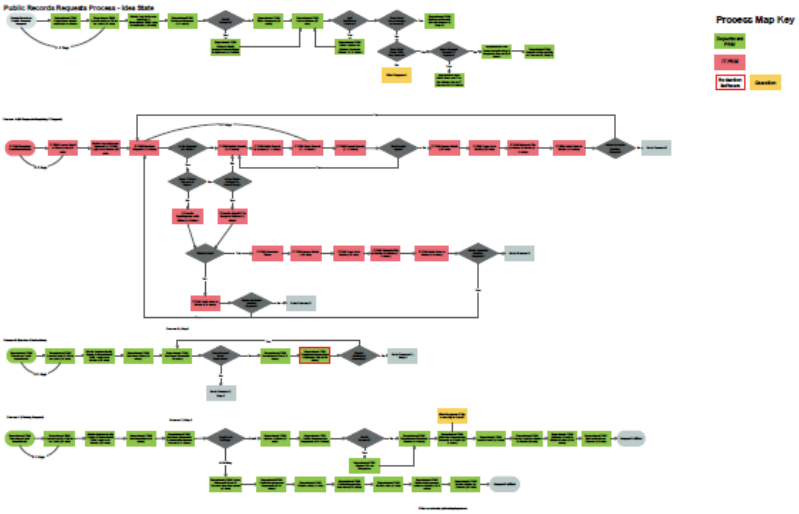
Department Request - Current State



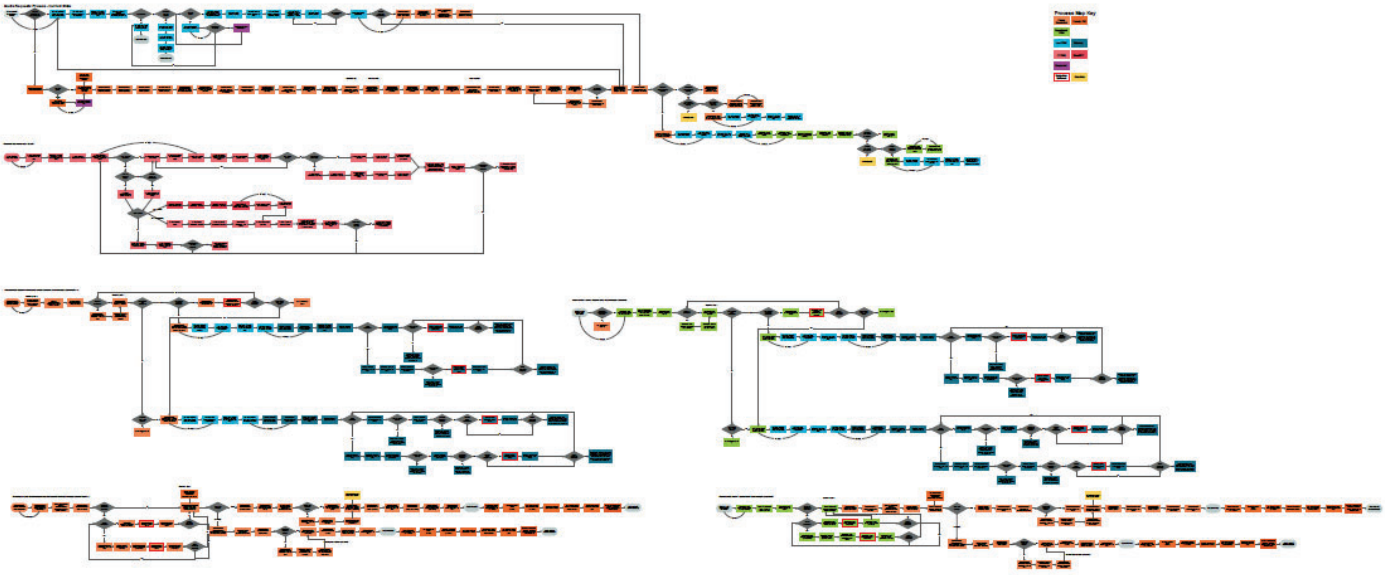
Department Request – Future State



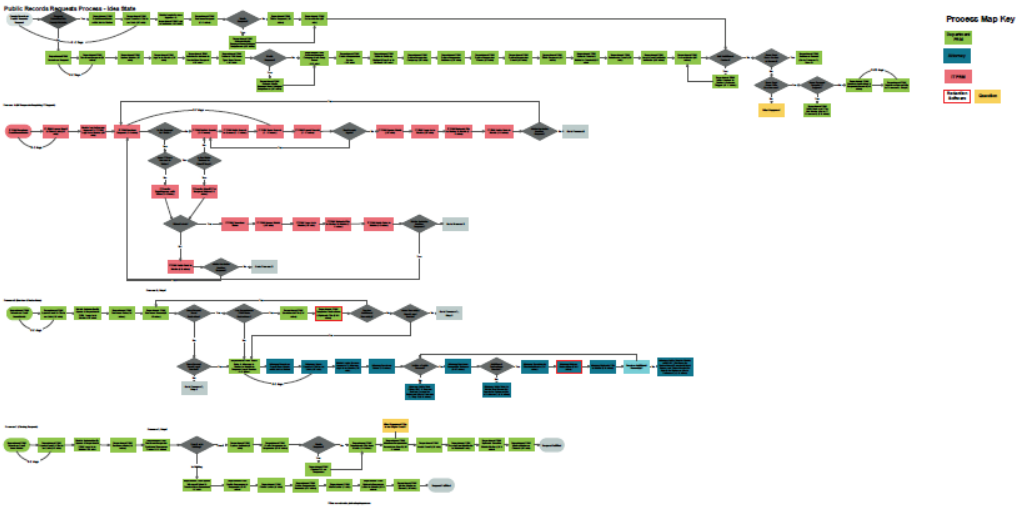
Department Request – Ideal State



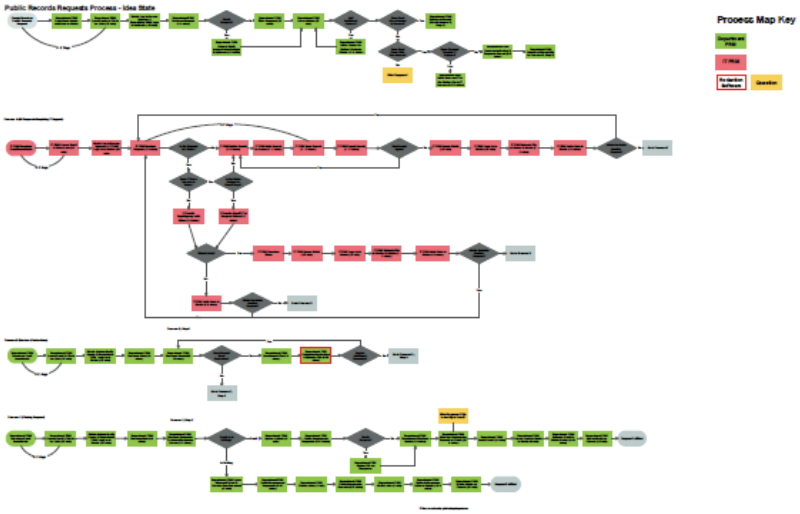
Media Request – Current State



*Media Request – Future State**



*Media Request – Ideal State**



*Based on recommendations all PRRs from the media would follow the same process as PRRs from any other member of the public.

APPENDIX C: PROCESS TIME CALCULATIONS

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Appendix C shows the details behind the data provided in the Process Mapping and Results sections of the report. Tables 7 through 9 below displays the elements included in each of the possible paths a PRR can take once submitted in the current, future, and ideal state of the process.

Table 7: PRR Path Elements Current State

PRR Path	Received Online?	Received by Dept?	Electronic Record?	Legal Review?	Multiple Records?	Use ShareBase?
Law Short (No IT)	X					
Department Short (No IT)		X				
Law Long (No IT)	X			X	X	X
Department Long (No IT)		X		X	X	X
Law Short (IT)	X		X			
Department Short (IT)		X	X			
Law Long (IT)	X		X	X	X	X
Department Long (IT)		X	X	X	X	X

Table 8: PRR Path Elements Future State

PRR Path	Received Online?	Received by Dept?	Electronic Record?	Legal Review?	Multiple Records?	Uses ShareBase?
PRR Short (No IT)	X					
PRR Long (No IT)		X		X	X	
PRR Short (IT)	X		X			
PRR Long (No IT)		X	X	X	X	

Table 8: PRR Path Elements Ideal State

PRR Path	Received Online?	Received by Dept?	Electronic Record?	Legal Review?	Multiple Records?	Use ShareBase?
PRR Short (No IT)	X					
PRR Long (No IT)	X				X	
PRR Short (IT)	X		X			
PRR Long (No IT)	X		X		X	

Steps, Work Time, Wait Time, Hand Offs, Decision Points by Process (Electronic Record)

Law Short (IT)

Phase	Number of Steps	Short Work Time (Minutes)	Long Work Time (Minutes)	Short Wait Time (Days)	Long Wait Time (Days)	Hand Offs	Decision Points
Request Set Up (Law)	31	11	18	0	6	2	9
IT Support	20	131	386	0	9	1	5
Review & Redact	8	7	18	0	2	1	3
Closing	13	9	27	0	0	0	2
Total	**72**	**158**	**449**	**0**	**17**	**4**	**19**

Law Long (IT)

Phase	Number of Steps	Short Work Time (Minutes)	Long Work Time (Minutes)	Short Wait Time (Days)	Long Wait Time (Days)	Hand Offs	Decision Points
Request Set Up (Law)	38	14	22	0	8	3	11
IT Support	53	510	1533	0	9	1	11
Review & Redact	51	51	194	0	6	3	18
Closing	34	38	161	0	2	1	7
Total	**176**	**612**	**1910**	**0**	**25**	**8**	**47**

Dept Short (IT)

Phase	Number of Steps	Short Work Time (Minutes)	Long Work Time (Minutes)	Short Wait Time (Days)	Long Wait Time (Days)	Hand Offs	Decision Points
Request Set Up (Department)	54	17	25	0	6	2	11
IT Support	20	131	386	0	9	1	5
Review & Redact	8	7	18	0	2	1	3
Closing	13	9	27	0	0	0	2
Total	**95**	**164**	**456**	**0**	**17**	**4**	**21**

Dept Long (IT)

Phase	Number of Steps	Short Work Time (Minutes)	Long Work Time (Minutes)	Short Wait Time (Days)	Long Wait Time (Days)	Hand Offs	Decision Points
Request Set Up (Department)	67	22	33	0	8	3	14
IT Support	53	510	1533	0	9	1	11
Review & Redact	51	51	194	0	6	3	18
Closing	34	38	161	0	2	1	7
Total	**205**	**620**	**1920**	**0**	**25**	**8**	**50**

Steps, Work Time, Wait Time, Hand Offs, Decision Points by Process (Physical Record)

Law Short (No IT)

Phase	Number of Steps	Short Work Time (Minutes)	Long Work Time (Minutes)	Short Wait Time (Days)	Long Wait Time (Days)	Hand Offs	Decision Points
Request Set Up (Law)	25	10	15	0	4	1	7
IT Support	0	0	0	0	0	0	0
Review & Redact	3	5	15	0	0	0	2
Closing	13	9	27	0	0	0	2
Total	**41**	**24**	**58**	**0**	**4**	**1**	**11**

Dept Long (No IT)

Phase	Number of Steps	Short Work Time (Minutes)	Long Work Time (Minutes)	Short Wait Time (Days)	Long Wait Time (Days)	Hand Offs	Decision Points
Request Set Up (Department)	64	22	33	0	34	2	14
IT Support	0	0	0	0	0	0	0
Review & Redact	44	49	191	0	4	2	17
Closing	34	38	161	0	2	1	7
Total	**142**	**109**	**385**	**0**	**40**	**5**	**38**

Dept Short (No IT)

Phase	Number of Steps	Short Work Time (Minutes)	Long Work Time (Minutes)	Short Wait Time (Days)	Long Wait Time (Days)	Hand Offs	Decision Points
Request Set Up (Department)	47	16	23	0	4	1	8
IT Support	0	0	0	0	0	0	0
Review & Redact	3	5	15	0	0	0	2
Closing	13	9	27	0	0	0	2
Total	**63**	**30**	**65**	**0**	**4**	**1**	**12**

Law Long (No IT)

Phase	Number of Steps	Short Work Time (Minutes)	Long Work Time (Minutes)	Short Wait Time (Days)	Long Wait Time (Days)	Hand Offs	Decision Points
Request Set Up (Law)	36	15	23	0	34	2	12
IT Support	0	0	0	0	0	0	0
Review & Redact	44	49	191	0	4	2	17
Closing	34	38	161	0	2	1	7
Total	**114**	**101**	**374**	**0**	**40**	**5**	**36**

Current State: Time to Response & % of Time Spent Waiting

Time to Response & % of Time Spent Waiting (Electronic Record)

Law Long (IT)

Phase	Short Work Time (Days)	Long Work Time (Days)	Short Wait Time (Days)	Long Wait Time (Days)	Short Time to Response (Days)	Long Time to Response (Days)	Short % of Time Spent Waiting	Long % of Time Spent Waiting
Request Set Up (Law)	0.0007	0.0153	0	8	0	8	0%	100%
IT Support	0.3540	1.0644	0	9	0	10	0%	89%
Review & Redact	0.0351	0.1344	0	6	0	6	0%	98%
Closing	0.0264	0.1120	0	2	0	2	0%	95%
Total	**0.4161**	**1.3260**	**0**	**25**	**0**	**26**	**0%**	**95%**

Law Short (IT)

Phase	Short Work Time (Days)	Long Work Time (Days)	Short Wait Time (Days)	Long Wait Time (Days)	Short Time to Response (Days)	Long Time to Response (Days)	Short % of Time Spent Waiting	Long % of Time Spent Waiting
Request Set Up (Law)	0.0078	0.0123	0	6	0	6	0%	100%
IT Support	0.0911	0.2682	0	9	0	9	0%	97%
Review & Redact	0.0045	0.0122	0	2	0	2	0%	99%
Closing	0.0062	0.0189	0	0	0	0	0%	0%
Total	**0.1097**	**0.3116**	**0**	**17**	0	17	**0%**	**98%**

Dept Long (IT)

Phase	Short Work Time (Days)	Long Work Time (Days)	Short Wait Time (Days)	Long Wait Time (Days)	Short Time to Response (Days)	Long Time to Response (Days)	Short % of Time Spent Waiting	Long % of Time Spent Waiting
Request Set Up (Department)	0.0151	0.0227	0	8	0	8	0%	100%
IT Support	0.3540	1.0644	0	9	0	10	0%	89%
Review & Redact	0.0351	0.1344	0	6	0	6	0%	98%
Closing	0.0264	0.1120	0	2	0	2	0%	95%
Total	**0.4306**	**1.3335**	**0**	**25**	**0**	**26**	**0%**	**95%**

Dept Short (IT)

Phase	Short Work Time (Days)	Long Work Time (Days)	Short Wait Time (Days)	Long Wait Time (Days)	Short Time to Response (Days)	Long Time to Response (Days)	Short % of Time Spent Waiting	Long % of Time Spent Waiting
Request Set Up (Department)	0.0120	0.0175	0	6	0	6	0%	100%
IT Support	0.0911	0.2682	0	9	0	9	0%	97%
Review & Redact	0.0045	0.0122	0	2	0	2	0%	99%
Closing	0.0062	0.0189	0	0	0	0	0%	0%
Total	**0.1139**	**0.3168**	**0**	**17**	**0**	**17**	**0%**	**98%**

Time to Response & % of Time Spent Waiting (Physical Record)

Law Long (No IT)

Phase	Short Work Time (Days)	Long Work Time (Days)	Short Wait Time (Days)	Long Wait Time (Days)	Short Time to Response (Days)	Long Time to Response (Days)	Short % of Time Spent Waiting	Long % of Time Spent Waiting
Request Set Up (Law)	0.0101	0.0156	0	34	0.0	34.0	0%	100%
IT Support	0.0000	0.0000	0	0	0.0	0.0	0%	0%
Review & Redact	0.0337	0.1323	0	4	0.0	4.1	0%	97%
Closing	0.0264	0.1120	0	2	0.0	2.1	0%	95%
Total	**0.0701**	**0.2599**	**0**	**40**	**0**	**40**	**0%**	**99%**

Law Short (No IT)

Phase	Short Work Time (Days)	Long Work Time (Days)	Short Wait Time (Days)	Long Wait Time (Days)	Short Time to Response (Days)	Long Time to Response (Days)	Short % of Time Spent Waiting	Long % of Time Spent Waiting
Request Set Up (Law)	0.0068	0.0106	0	4	0	4	0%	100%
IT Support	0.0000	0.0000	0	0	0	0	0%	0%
Review & Redact	0.0035	0.0104	0	0	0	0	0%	0%
Closing	0.0062	0.0189	0	0	0	0	0%	0%
Total	**0.0165**	**0.0399**	**0**	**4**	**0**	**4**	**0%**	**99%**

Dept Long (No IT)

Phase	Short Work Time (Days)	Long Work Time (Days)	Short Wait Time (Days)	Long Wait Time (Days)	Short Time to Response (Days)	Long Time to Response (Days)	Short % of Time Spent Waiting	Long % of Time Spent Waiting
Request Set Up (Department)	0.0155	0.0231	0	34	0	34	0%	100%
IT Support	0.0000	0.0000	0	0	0	0	0%	0%
Review & Redact	0.0337	0.1323	0	4	0	4	0%	97%
Closing	0.0264	0.1120	0	2	0	2	0%	95%
Total	**0.0755**	**0.2674**	**0**	**40**	**0**	**40**	**0%**	**99%**

Dept Short (No IT)

Phase	Short Work Time (Days)	Long Work Time (Days)	Short Wait Time (Days)	Long Wait Time (Days)	Short Time to Response (Days)	Long Time to Response (Days)	Short % of Time Spent Waiting	Long % of Time Spent Waiting
Request Set Up (Department)	0.0109	0.0158	0	4	0	4	0%	100%
IT Support	0.0000	0.0000	0	0	0	0	0%	0%
Review & Redact	0.0035	0.0104	0	0	0	0	0%	0%
Closing	0.0062	0.0189	0	0	0	0	0%	0%
Total	**0.0207**	**0.0451**	**0**	**4**	**0**	**4**	**0%**	**99%**

Future State: Steps, Work Time, Wait Time, Hand Offs, Decision Points

Reduction in Steps, Work Time, Wait Time, Hand Offs, Decision Points by Process (Electronic Record)

PRR Request Long (IT)

Phase	Number of Steps	Short Work Time (Minutes)	Long Work Time (Minutes)	Short Wait Time (Days)	Long Wait Time (Days)	Hand Offs	Decision Points
Request Set Up	**30**	**7.25**	**9.75**	**0**	**2**	**0**	**7**
IT Support	**36**	**494.5**	**1485.5**	**0**	**9**	**1**	**8**
Review & Redact	**37**	**51**	**229**	**0**	**4**	**2**	**13**
Closing	**16**	**10.25**	**28**	**0**	**2**	**1**	**2**
FS Total	**119**	**563**	**1752.25**	**0**	**17**	**4**	**30**
CS Total	*205*	*620*	*1920.25*	*0*	*25*	*8*	*50*
Reduction	**-86**	**-57**	**-168**	**0**	**-8**	**-4**	**-20**
% Reduction	*42%*	*9%*	*9%*	*0%*	*32%*	*50%*	*40%*

PRR Request Short (IT)

Phase	Number of Steps	Short Work Time (Minutes)	Long Work Time (Minutes)	Short Wait Time (Days)	Long Wait Time (Days)	Hand Offs	Decision Points
Request Set Up	**14**	**3.00**	**5**	**0**	**2**	**0**	**6**
IT Support	**15**	**126**	**377**	**0**	**9**	**1**	**3**
Review & Redact	**7**	**6.5**	**17.5**	**0**	**2**	**1**	**2**
Closing	**10**	**8.5**	**25.25**	**0**	**0**	**0**	**1**
FS Total	**46**	**144**	**424.75**	**0**	**13**	**2**	**12**
CS Total	*95*	*164*	*456.25*	*0*	*17*	*4*	*21*
Reduction	**-49**	**-20**	**-31.5**	**0**	**-4**	**-2**	**-9**
% Reduction	*52%*	*12%*	*7%*	*0%*	*24%*	*50%*	*43%*

.

Reduction in Steps, Work Time, Wait Time, Hand Offs, Decision Points by Process (Physical Record)

PRR Request Long (No IT)

Phase	Number of Steps	Short Work Time (Minutes)	Long Work Time (Minutes)	Short Wait Time (Days)	Long Wait Time (Days)	Hand Offs	Decision Points
Request Set Up	**31**	**9.25**	**12.75**	**0**	**30**	**0**	**7**
Review & Redact	**33**	**45.5**	**216.5**	**0**	**2**	**1**	**13**
Closing	**16**	**10.25**	**28**	**0**	**2**	**1**	**2**
FS Total	**80**	**65**	**257.25**	**0**	**34**	**2**	**22**
CS Total	*142*	*108.75*	*385*	*0*	*40*	*5*	*38*
Reduction	**-62**	**-43.75**	**-127.75**	**0**	**-6**	**-3**	**-16**
% Reduction	*44%*	*40%*	*33%*	*0%*	*15%*	*60%*	*42%*

PRR Request Short (No IT)

Phase	Number of Steps	Short Work Time (Minutes)	Long Work Time (Minutes)	Short Wait Time (Days)	Long Wait Time (Days)	Hand Offs	Decision Points
Request Set Up	**12**	**3**	**5**	**0**	**2**	**0**	**4**
Review & Redact	**3**	**5**	**15**	**0**	**0**	**0**	**2**
Closing	**10**	**8.5**	**25.25**	**0**	**0**	**0**	**1**
FS Total	**25**	**16.5**	**45.25**	**0**	**2**	**0**	**7**
CS Total	*63*	*29.75*	*65*	*0*	*4*	*1*	*12*
Reduction	**-38**	**-13.25**	**-19.75**	**0**	**-2**	**-1**	**-5**
% Reduction	*60%*	*45%*	*30%*	*0%*	*50%*	*100%*	*42%*

Future State: Time to Response & % of Time Spent Waiting

Time to Response & % of Time Spent Waiting (Electronic Record)

PRR Request Long

Phase	Short Work Time (Minutes)	Long Work Time (Minutes)	Short Wait Time (Days)	Long Wait Time (Days)	Short Time to Response (Days)	Long Time to Response (Days)	Short % of Time Spent Waiting	Long % of Time Spent Waiting
Request Set Up	**0.0050**	**0.0066**	**0**	**2**	**0**	**2**	0%	100%
IT Support	**0.3434**	**1.0316**	**0**	**9**	**0**	**10**	0%	90%
Review & Redact	**0.0354**	**0.1590**	**0**	**4**	**0**	**4**	0%	96%
Closing	**0.0071**	**0.0194**	**0**	**2**	**0**	**2**	0%	99%
FS Total	**0.3910**	**1.2167**	**0**	**17**	**0**	**18**	**0%**	**93%**
CS Total	*0.4306*	*1.3335*	*0*	*25*	*0*	*26*	*0%*	*95%*
Reduction	**-0.0396**	**-0.1168**	**0**	**-8**	**0**	**-8**	**0%**	**-2%**
% Reduction	9%	9%	0%	32%	0%	30%	0%	2%

PRR Request Short

Phase	Short Work Time (Minutes)	Long Work Time (Minutes)	Short Wait Time (Days)	Long Wait Time (Days)	Short Time to Response (Days)	Long Time to Response (Days)	Short % of Time Spent Waiting	Long % of Time Spent Waiting
Request Set Up	**0.0021**	**0.0035**	**0**	**2**	**0**	**2**	0%	100%
IT Support	**0.0875**	**0.2618**	**0**	**9**	**0**	**9**	0%	97%
Review & Redact	**0.0045**	**0.0122**	**0**	**2**	**0**	**2**	0%	99%
Closing	**0.0059**	**0.0175**	**0**	**0**	**0**	**0**	0%	0%
FS Total	**0.1000**	**0.2950**	**0**	**13**	**0**	**13**	**0%**	**98%**
CS Total	0.1139	0.3168	0	17	0	17	0%	98%
Reduction	**-0.0139**	**-0.0219**	**0**	**-4**	**0**	**-4**	**0%**	**0%**
% Reduction	12%	7%	0%	24%	0%	23%	0%	0%

Time to Response & % of Time Spent Waiting (Physical Record)

PRR Request Long

Phase	Short Work Time (Minutes)	Long Work Time (Minutes)	Short Wait Time (Days)	Long Wait Time (Days)	Short Time to Response (Days)	Long Time to Response (Days)	Short % of Time Spent Waiting	Long % of Time Spent Waiting
Request Set Up	**0.0064**	**0.0089**	**0**	**30**	**0**	**30**	0%	100%
Review & Redact	**0.0316**	**0.1503**	**0**	**2**	**0**	**2**	0%	93%
Closing	**0.0071**	**0.0194**	**0**	**2**	**0**	**2**	0%	99%
FS Total	**0.0451**	**0.1786**	**0**	**34**	**0**	**34**	**0%**	**99%**
CS Total	0.0755	0.2674	0	40	0	40	0%	99%
Reduction	**-0.0304**	**-0.0887**	**0**	**-6**	**0**	**-6**	**0%**	**0%**
% Reduction	40%	33%	0%	15%	0%	15%	0%	0%

PRR Request Short

Phase	Short Work Time (Minutes)	Long Work Time (Minutes)	Short Wait Time (Days)	Long Wait Time (Days)	Short Time to Response (Days)	Long Time to Response (Days)	Short % of Time Spent Waiting	Long % of Time Spent Waiting
Request Set Up	**0.0021**	**0.0035**	**0**	**2**	**0**	**2**	0%	100%
Review & Redact	**0.0035**	**0.0104**	**0**	**0**	**0**	**0**	0%	0%
Closing	**0.0059**	**0.0175**	**0**	**0**	**0**	**0**	0%	0%
FS Total	**0.0115**	**0.0314**	**0**	**2**	**0**	**2**	**0%**	**98.5%**
CS Total	0.0207	0.0451	0	4	0	4	0%	98.9%
Reduction	**-0.0092**	**-0.0137**	**0**	**-2**	**0**	**-2**	**0%**	**0%**
% Reduction	*45%*	*30%*	*0%*	*50%*	*0%*	*50%*	*0%*	*0%*

Ideal State: Steps, Work Time, Wait Time, Hand Offs, Decision Points

Reduction in Steps, Work Time, Wait Time, Hand Offs, Decision Points by Process (Electronic Record)

PRR Request Long (IT)

Phase	Number of Steps	Short Work Time (Minutes)	Long Work Time (Minutes)	Short Wait Time (Days)	Long Wait Time (Days)	Hand Offs	Decision Points
Request Set Up	**18**	**4**	**6.5**	**0**	**2**	**0**	**7**
IT Support	**36**	**494.5**	**1485.5**	**0**	**9**	**1**	**8**
Review & Redact	**14**	**23.5**	**112.5**	**0**	**2**	**1**	**4**
Closing	**12**	**8.75**	**25.5**	**0**	**0**	**0**	**2**
IS Total	**80**	**530.75**	**1630**	**0**	**13**	**2**	**21**
CS Total	*205*	*620*	*1920.25*	*0*	*25*	*8*	*50*
Reduction	**-125**	**-89.25**	**-290.25**	**0**	**-12**	**-6**	**-29**
% Reduction	61%	14%	15%	0%	48%	75%	58%

PRR Request Short (IT)

Phase	Number of Steps	Short Work Time (Minutes)	Long Work Time (Minutes)	Short Wait Time (Days)	Long Wait Time (Days)	Hand Offs	Decision Points
Request Set Up	**14**	**3**	**5**	**0**	**2**	**0**	**6**
IT Support	**15**	**126**	**377**	**0**	**9**	**1**	**3**
Review & Redact	**7**	**6.5**	**17.5**	**0**	**2**	**1**	**2**
Closing	**10**	**8.5**	**25.25**	**0**	**0**	**0**	**1**
IS Total	**46**	**144**	**424.75**	**0**	**13**	**2**	**12**
CS Total	*95*	*164*	*456.25*	*0*	*17*	*4*	*21*
Reduction	**-49**	**-20**	**-31.5**	**0**	**-4**	**-2**	**-9**
% Reduction	*52%*	*12%*	*7%*	*0%*	*24%*	*50%*	*43%*

.

Reduction in Steps, Work Time, Wait Time, Hand Offs, Decision Points by Process (Physical Record)

PRR Request Long (No IT)

Phase	Number of Steps	Short Work Time (Minutes)	Long Work Time (Minutes)	Short Wait Time (Days)	Long Wait Time (Days)	Hand Offs	Decision Points
Request Set Up	**16**	**4**	**6.5**	**0**	**2**	**0**	**5**
Review & Redact	**11**	**22**	**100**	**0**	**0**	**0**	**4**
Closing	**12**	**8.75**	**25.5**	**0**	**0**	**0**	**2**
IS Total	**39**	**34.75**	**132**	**0**	**2**	**0**	**11**
CS Total	*142*	*108.75*	*385*	*0*	*40*	*5*	*38*
Reduction	**-103**	**-74**	**-253**	**0**	**-38**	**-5**	**-27**
% Reduction	73%	68%	66%	0%	95%	100%	71%

PRR Request Short (No IT)

Phase	Number of Steps	Short Work Time (Minutes)	Long Work Time (Minutes)	Short Wait Time (Days)	Long Wait Time (Days)	Hand Offs	Decision Points
Request Set Up	**12**	**3**	**5**	**0**	**2**	**0**	**4**
Review & Redact	**3**	**5**	**15**	**0**	**0**	**0**	**2**
Closing	**10**	**8.5**	**25.25**	**0**	**0**	**0**	**1**
IS Total	**25**	**16.5**	**45.25**	**0**	**2**	**0**	**7**
CS Total	*63*	*29.75*	*65*	*0*	*4*	*1*	*12*
Reduction	**-38**	**-13.25**	**-19.75**	**0**	**-2**	**-1**	**-5**
% Reduction	60%	45%	30%	0%	50%	100%	42%

Ideal State: Time to Response & % of Time Spent Waiting

Time to Response & % of Time Spent Waiting (Electronic Record)

PRR Request Long

Phase	Short Work Time (Minutes)	Long Work Time (Minutes)	Short Wait Time (Days)	Long Wait Time (Days)	Short Time to Response (Days)	Long Time to Response (Days)	Short % of Time Spent Waiting	Long % of Time Spent Waiting
Request Set Up	**0.0028**	**0.0045**	**0**	**2**	**0**	**2**	0%	100%
IT Support	**0.3434**	**1.0316**	**0**	**9**	**0**	**9**	0%	100%
Review & Redact	**0.0163**	**0.0781**	**0**	**2**	**0**	**2**	0%	96%
Closing	**0.0061**	**0.0177**	**0**	**0**	**0**	**0**	0%	0%
IS Total	**0.3686**	**1.1319**	**0**	**13**	**0**	**14**	**0%**	**92%**
CS Total	*0.4306*	*1.3335*	*0*	*25*	*0*	*26*	*0%*	*95%*
Reduction	**-0.0620**	**-0.2016**	**0**	**-12**	**0**	**-12**	**0%**	**-3%**
% Reduction	14%	15%	0%	48%	0%	46%	0%	3%

PRR Request Short

Phase	Short Work Time (Minutes)	Long Work Time (Minutes)	Short Wait Time (Days)	Long Wait Time (Days)	Short Time to Response (Days)	Long Time to Response (Days)	Short % of Time Spent Waiting	Long % of Time Spent Waiting
Request Set Up	**0.0021**	**0.0035**	**0**	**2**	**0**	**2**	0%	100%
IT Support	**0.0875**	**0.2618**	**0**	**9**	**0**	**9**	0%	97%
Review & Redact	**0.0045**	**0.0122**	**0**	**2**	**0**	**2**	0%	99%
Closing	**0.0059**	**0.0175**	**0**	**0**	**0**	**0**	0%	0%
IS Total	**0.1000**	**0.2950**	**0**	**13**	**0**	**13**	**0%**	**98%**
CS Total	0.1139	0.3168	0	17	0	17	0%	98%
Reduction	**-0.0139**	**-0.0219**	**0**	**-4**	**0**	**-4**	**0%**	**0%**
% Reduction	12%	7%	0%	24%	0%	23%	0%	0%

Time to Response & % of Time Spent Waiting (Physical Record)

PRR Request Long

Phase	Short Work Time (Minutes)	Long Work Time (Minutes)	Short Wait Time (Days)	Long Wait Time (Days)	Short Time to Response (Days)	Long Time to Response (Days)	Short % of Time Spent Waiting	Long % of Time Spent Waiting
Request Set Up	**0.0028**	**0.0045**	**0**	**2**	**0**	**2**	0%	100%
Review & Redact	**0.0153**	**0.0694**	**0**	**0**	**0**	**0**	0%	0%
Closing	**0.0061**	**0.0177**	**0**	**0**	**0**	**0**	0%	0%
IS Total	**0.0241**	**0.0917**	**0**	**2**	**0**	**2**	**0%**	**95.6%**
CS Total	0.0755	0.2674	0	40	0	40	0%	99.3%
Reduction	**-0.0514**	**-0.1757**	**0**	**-38**	**0**	**-38**	**0%**	**-4%**
% Reduction	68%	66%	0%	95%	0%	94%	0%	4%

PRR Request Short

Phase	Short Work Time (Minutes)	Long Work Time (Minutes)	Short Wait Time (Days)	Long Wait Time (Days)	Short Time to Response (Days)	Long Time to Response (Days)	Short % of Time Spent Waiting	Long % of Time Spent Waiting
Request Set Up	**0.0021**	**0.0035**	**0**	**2**	**0**	**2**	0%	100%
Review & Redact	**0.0035**	**0.0104**	**0**	**0**	**0**	**0**	0%	0%
Closing	**0.0059**	**0.0175**	**0**	**0**	**0**	**0**	0%	0%
IS Total	**0.0115**	**0.0314**	**0**	**2**	**0**	**2**	**0%**	**98%**
CS Total	0.0207	0.0451	0	4	0	4	0%	99%
Reduction	**-0.0092**	**-0.0137**	**0**	**-2**	**0**	**-2**	**0%**	**0%**
% Reduction	*45%*	*30%*	*0%*	*50%*	*0%*	*50%*	*0%*	*1%*