



To: Douglas County Board of County Commissioners
From: Tiana Rowland, Records and Risk Manager
Re: County Records Management Program & Cost Review
Date: 2/3/26

This memorandum provides an overview of the Public Records Request Program, including request volume, year-over-year trends, and an estimated breakdown of labor costs associated with fulfilling requests. During the reporting period, the County Administration processed 254 public records requests in 2025, representing a 5% increase in records request compared to the prior year.

Program Overview

The Public Records Request Program supports the County's compliance with public disclosure requirements for the following departments: Transportation, Land Services, Human Resources, Administration, Coroner, Elections, Auditor, Veteran Services, Office of Public Defense, Prosecuting Attorney, Assessor, Management Information Systems, Treasurer's Office, Economic Development, NCW Fair, Solid Waste, Accounts Payable/Receivable, and Board of County Commissioners. This is accomplished by coordinating the intake, review, redaction, and release of responsive records across departments. Requests vary significantly in scope and complexity, ranging from narrowly tailored inquiries to large-scale requests involving thousands of documents.

Request Volume and Year-Over-Year Trends

During 2025, the County received 254 public records requests compared to 242 in 2024 and 134 public records request in 2023 when the GovQA program launched. While overall request volume has slightly increased in annual comparison, the complexity of requests-measured by the number of attachments and documents requiring review-has increased significantly, contributing to higher staff time per request.

Cost Summary and Key Drivers

Estimated labor costs are based on staff time associated with request intake, requester communication, and document-level review and verification, using an average hourly rate of \$48.72.

Fixed Assumptions

The following assumptions are held constant and reflect average staff effort:

- Average hourly labor rate: \$48.72
- Time per request: 35 minutes
- Time per requester communication: 5 minutes
- Average documents per attachment: 18
- Time per document reviewed: 45 seconds
- Fixed handling time per attachment: 2 minutes

These assumptions reflect typical processing time based on observed workload and document handling requirements.

High-Impact Requests

A small number of large or complex requests accounted for a disproportionate share of staff effort. Examples include:

Kathy Hager: Requested Records relating to the Rocky Pond Resort Project.

Component	Volume	Estimated Hours	Estimated Cost
Requests	52	30.3	\$1,478
Requester Communications	115	9.6	\$467
Attachments (Document Review)	820	211.8	\$10,321
Total	—	251.7	\$12,265

Additional Metrics

- Average cost per request: **\$236**
- Average cost per attachment: **\$12.60**
- Total documents reviewed: **14,760**
- Average cost per document reviewed: **\$0.70**

Aaron Schmidt: Requested Records relating to Shoreline Violations.

Component	Volume	Estimated Hours	Estimated Cost
Requests	5	2.9	\$142
Requester Communications	168	13.9	\$679
Attachments (Document Review)	1,263	325.9	\$15,878
Total	—	342.7	\$16,699

Additional Metrics

- Average cost per attachment: **\$12.57**
- Total documents reviewed: **22,734**
- Average cost per document reviewed: **\$0.73**

Holly Duffy: Requested Records relating to Prosecuting Attorney internal communications and Development stormwater and easement access.

Component	Volume	Estimated Hours	Estimated Cost
Requests	16	9.3	\$454
Requester Communications	198	16.4	\$801
Attachments (Document Review)	773	199.4	\$9,716
Total	—	225.2	\$10,971

Additional Metrics

- Average cost per request: **≈ \$686**
- Average cost per attachment: **\$12.57**
- Total documents reviewed: **13,914**
- Average cost per document reviewed: **\$0.79**

Brian Hager: Requested Records relating to the Rocky Pond Resort Project.

Component	Volume	Estimated Hours	Estimated Cost
Requests	18	10.5	\$511
Requester Communications	48	4.0	\$194

Component	Volume	Estimated Hours	Estimated Cost
Attachments (Document Review)	552	142.4	\$6,941
Total	—	156.9	\$7,646

Additional Metrics

- Average cost per request: **≈ \$425**
- Average cost per attachment: **≈ \$12.57**
- Total documents reviewed: **9,936**
- Average cost per document reviewed: **≈ \$0.70**

Bricklin Law Group: Requested Records relating to the Rocky Pond Resort Project.

Component	Volume	Estimated Hours	Estimated Cost
Requests	48	28.0	\$1,363
Requester Communications	95	7.9	\$384
Attachments (Document Review)	2,826	728.8	\$35,500
Total	—	764.7	\$37,247

Additional Metrics

- Average cost per request: **≈ \$776**
- Average cost per attachment: **≈ \$12.57**
- Total documents reviewed: $2,826 \times 18 = \mathbf{50,868}$
- Average cost per document reviewed: **≈ \$0.69**

Zachary Larson: Requested Records relating to Elections.

Component	Volume	Estimated Hours	Estimated Cost
Requests	5	2.9	\$142
Requester Communications	15	1.3	\$61
Attachments (Document Review)	19	4.9	\$239
Total	—	9.1	\$442

Additional Metrics

- Average cost per attachment: **≈ \$12.57**
- Average cost per document: **≈ \$0.70**

These requests typically involved extensive document retrieval, review, and verification across multiple departments.

Key Takeaways

During the reporting period, the County Administration processed a range of public records requests varying in complexity and volume. Analysis of recent fulfillment data shows that both the number of requests and the associated labor costs fluctuate significantly depending on the number of attachments and documents requiring review. Public records request costs are driven more by complexity and document volume than by request count alone.