

**Quality and Productivity Commission**  
**32<sup>nd</sup> Annual Productivity and Quality Awards Program**  
*“Innovating for Impact”*

**2018 APPLICATION**

Title of Project (Limited to 50 characters, including spaces, using Arial 12 point font):

**NAME OF PROJECT: PROPERTY EVIDENCE AND LABORATORY MANAGEMENT SYSTEM**

**DATE OF IMPLEMENTATION/ADOPTION:**   MAY 2014  

(Must have been fully implemented for a minimum of at least one year - on or before July 1, 2017)

**PROJECT STATUS:**  Ongoing       One-time only

**HAS YOUR DEPARTMENT PREVIOUSLY SUBMITTED THIS PROJECT?**  Yes       No

**EXECUTIVE SUMMARY:** Describe the project in 15 lines or less using Arial 12 point font. State clearly and concisely what difference the project has made.

1 In 2014, the Los Angeles County Sheriff’s Department (LASD) implemented the  
 2 Property Evidence and Laboratory Information Management System (PRELIMS), a  
 3 web-based, county-wide electronic property/evidence management system. PRELIMS  
 4 is the first project in the 168-year history of LASD to incorporate the management of  
 5 property/evidence via barcodes in one electronic system. It replaced hand ledgers and  
 6 several disparate systems, enforced standardization, eliminated redundant data entry  
 7 and provided access to critical information instantly for more than 7,000 users.  
 8 Annually, PRELIMS facilitates access to cases and tracks chain of custody for over  
 9 400,000 items and 15,000 forensic laboratory requests, together comprising over one  
 10 million transactions. The system provides tools to manage backlogs, monitor  
 11 compliance, and evaluate analysis turnaround times. PRELIMS enforces accountability  
 12 for evidence management and streamlines the disposal of 110,000 evidence/property  
 13 items annually. PRELIMS saves investigators and property custodians an estimated  
 14 90,000 hours per year or \$6.5 million in salary savings.  
 15

**BENEFITS TO THE COUNTY**

(1) ACTUAL/ESTIMATED ANNUAL COST AVOIDANCE	(2) ACTUAL/ESTIMATED ANNUAL COST SAVINGS	(3) ACTUAL/ESTIMATED ANNUAL REVENUE	(1) + (2) + (3) = TOTAL ANNUAL ACTUAL/ESTIMATED BENEFIT	SERVICE ENHANCEMENT PROJECT
<b>\$ 0</b>	<b>\$ 6,514,128</b>	<b>\$ 0.00</b>	<b>\$ 6,514,128</b>	<input checked="" type="checkbox"/>

**ANNUAL = 12 MONTHS ONLY**

<b>SUBMITTING DEPARTMENT NAME AND COMPLETE ADDRESS</b> Los Angeles County Sheriff’s Department-Scientific Services Bureau 1800 Paseo Rancho Castilla Los Angeles, CA 90032	<b>TELEPHONE NUMBER</b> 323 260-8500
<b>PROGRAM MANAGER’S NAME</b> Erin A Trujillo, Assistant Director	<b>TELEPHONE NUMBER</b> 323 260-8506  <b>EMAIL</b> eatrujil@lasd.org
<b>PRODUCTIVITY MANAGER’S NAME AND SIGNATURE</b> <small>(PLEASE CALL (213) 893-0322 IF YOU DO NOT KNOW YOUR PRODUCTIVITY MANAGER’S NAME)</small> Glen Joe, Assistant Division Director Original Signature on File	<b>TELEPHONE NUMBER</b> 213-229-3305  <b>EMAIL</b> gcjoe@lasd.org
<b>DEPARTMENT HEAD’S NAME AND SIGNATURE</b> Jim McDonnell, Sheriff Original Signature on File	<b>TELEPHONE NUMBER</b> 213-229-3000

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**1<sup>st</sup> FACT SHEET – LIMITED UP TO 3 PAGES ONLY:** Describe the **challenge(s), solution(s), and benefit(s)** of the project **to the County**. What quality and/or productivity-related outcome(s) has the project achieved? Provide measures of success **and specify assessment time frame**. Use Arial 12 point font.

**Challenge(s):**

Prior to 2014 evidence/property was booked in several different systems; some were electronic, others utilized paper-based ledgers. LASD staff performing the same function could book evidence electronically in multiple systems or manually on paper. There was no effort made across these systems to standardize data fields, there was minimal validation of the data entered into these systems, and the systems did not readily ‘communicate’ with each other, resulting in massive amounts of data entry redundancy, transcription errors, duplicate entries and inaccurate records. The primary system was ‘DOS’ based, extremely slow to access and query information, and system support was limited. Training on these systems was haphazard; the quality of training was based on the trainer’s familiarity with the system, which often times was minimal. Thus, a warranted need existed for a single system that could comprehensively manage evidence across LASD, LASD Crime Lab and other County law enforcement agencies that submit evidence to the Crime Lab for analysis.

**Solution(s):**

Through months of on-going dialogue with business units, a prioritized list of system needs and wants was finalized, and a commercial-off-the shelf system was procured from a third party vendor. Due to the complex set of system functionalities required to meet the business needs of LASD, development work was necessary. After many months of daily interaction with the vendor, and months and months of testing and re-testing of the delivered application, PRELIMS was implemented over a seven month period to over 50 business (~7000 users) units within LASD in May 2014. The Project Team spent two weeks on-site at each of the major business units (stations). The first week focused on providing training to staff. During the second week, the Project Team was available 18 hours a day for 6 days to facilitate the roll out to those business units that operate 24/7. Implementation of PRELIMS to other County law enforcement agencies is expected to be completed by the end of 2018.

To address user understanding and acceptance of the PREILMS application, a robust training program and Help Desk was developed. Training videos were prepared allowing staff to complete training at a time convenient to their business schedule and reduce the need for overtime to fill behind staff being trained. On-going classroom training is provided monthly to augment the training videos. Posters and pocket guides were developed, disseminated, and posted at the business units. Instructional ‘How To’ guides are available directly within the application.

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A PRELIMS website, available on the LASD intranet, contains useful resources, such as a ‘Frequently Asked Questions’ document; release notes, how to procure barcode equipment and supplies, etc., all designed to provide users with immediate access to information on how to use PRELIMS. On-going user support is provided 24/7 via a Help Desk; most inquiries are addressed within 10-15 minutes.

**Benefit(s):**

Ease of use, **accessibility** of the system on workstations throughout the Department, and accessibility of information in the system are among its greatest benefits. Investigators can query one system, PRELIMS, and look up information about a case or evidence booked as opposed to making multiple phone calls or accessing multiple systems to locate an item to take to court, return to an owner, or to request laboratory analysis. This ‘one stop shop’ saves investigators and property custodians countless hours tracking down items and information. The system allows items to be placed on Will Call for a designated runner to pick up at the central storage warehouse. Prior to PRELIMS, the investigator had to drive to the warehouse, pick up the evidence and transport him/herself to the laboratory, thus saving countless hours of drive time in Los Angeles traffic and allowing the investigator to focus on his/her primary mission of investigating crimes. Availability of laboratory results/reports directly within PRELIMS is another time saver making it easier for investigators to track down results for filing purposes or to present in court. PRELIMS provides a **comprehensive approach to evidence management** as information is available in one system.

**Elimination of unnecessary movement of evidence** and maintaining a proper chain of custody is accomplished through integrated system reporting tools. Property custodians prepare lists of items for transport to/from the patrol station to the Crime Lab or the central storage warehouse, thus allowing units to deploy the appropriate number of staff to complete the task.

Electronic requests for laboratory analysis enable the laboratory to identify and accept only those items that will be analyzed, enabling the laboratory to more **effectively manage its backlog**. The onus for requesting laboratory analysis is placed on the investigator and not a property custodian who is unfamiliar with case specifics.

**Data accuracy** is another benefit. Precise data fields and requirements for data validation have proven effective in reducing data entry and transcription errors, provides for consistency of information throughout the system, eliminates redundant data entry, and facilitates efficient queries of information. In the prior, paper-based manual system, transposition of two numbers when booking evidence could result in hours spent locating the correct case and its associated evidence.

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**Standardization** and streamlining business processes in PRELIMS eliminates the need for multiple methods for accomplishing the same task which oftentimes caused confusion and added more time to complete the task.

PRELIMS **enforces evidence accountability** at the investigator level through a series of system alerts which subsequently notify a supervisor if no action is taken. This allows for a continual review and identification of evidence that can be disposed, thus systematically freeing up long term storage space in the central warehouse which is already very limited.

PRELIMS has been in use for four years, and after an initial learning curve, deputies, investigators, Crime Lab staff, property custodians, crime analysts, and station clerks have embraced the system as it has proven itself beneficial in supporting these users to more effectively and efficiently carry out their primary duties and responsibilities. Queries of information from PRELIMS has provided detectives with investigative leads, provided information in support of other Department and County projects (e. g. CEO’s Cannabis Dashboard), provided the Crime Lab information to manage backlogs and grants (DNA and Coverdell) and monitor employee productivity. There are plans to integrate with other Department applications, such as Digital Evidence Management System (DEMS). As with any Information Technology (IT) project, fine tuning of the application is constant, and, in the long run, provides the user with a dynamic tool which can be used daily.

The Project Team has heard many positive comments from many of the thousands of PRELIMS users. Users and supervisors have commented favorably on the ease of use of the application and the level of training and Help Desk assistance provided. One supervisor stated that in his 25 plus years on the Department: “I have not seen an IT application rolled out with such attention to detail, focus on improving how staff can accomplish their respective jobs, and the accessibility of information geared toward assisting staff use of the application.”

As PRELIMS was designed to be a tool for effective and efficient evidence management, in addition to the benefits noted above, one significant outcome was the establishment of the Department’s Evidence Policy and Review Committee. Representatives of the over 50 LASD business units which use PRELIMS meet to discuss changes to evidence policies, clarify existing policy, and critically review business processes related to evidence management to reduce redundancy and increase efficiencies, as well as continue to standardize evidence management practices across the Department.

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**Linkage to the County Strategic Plan – 1 page only.** Which County Strategic Plan goal(s) does this project address? Explain how. Use Arial 12 point font.

The PRELIMS Project embodies the values at the County Strategic Plan Goal III: Realize Tomorrow’s Government Today.

- Strategic Plan Goal III.1 and III.1.1 Continually Pursue Development of our Workforce; Develop Staff Through High Quality Multi-Disciplinary Approaches to Training – PRELIMS provides users an electronic means of booking, tracking and processing of evidence. To optimize the use of the application, several types of training resources were developed for the end user. Such resources include traditional classroom training, training videos, ‘Quick Pocket Guides,’ posters, and traditional ‘How To’ instructional guides accessed directly from the PRELIMS application. The PRELIMS website includes all of the above plus other resource documents such as ‘FAQ’ documents, Classroom training schedules; barcode equipment and consumable procurement information, etc. PRELIMS Help Desk routinely conducts site visits to the various business units to provide follow up training, answer questions, field concerns, and take requests for changes to or enhancements to existing system functionality.
  
- Strategic Plan Goal III.2 – Embrace Digital Government for the benefit of our Internal Customers and Communities - Information relative to evidence, property, Crime Lab examinations, results and reports are available in PRELIMS to more than 50 LASD business units. Information regarding marijuana, quantities booked, etc. is provided via an interface between PRELIMS and the CEO’s Cannabis Dashboard. Service delivery is enhanced through the use of the reporting tools available in PRELIMS. Information is available, literally at one’s fingertips.

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**COST AVOIDANCE, COST SAVINGS, AND REVENUE GENERATED (ESTIMATED BENEFITS TO THE COUNTY):** If you are claiming cost benefits, include a calculation on this page. Please indicate whether these benefits apply in total or on a per unit basis, e.g., per capita, per transaction, per case, etc. You must include an explanation of the County cost savings, cost avoidance or new revenue that matches the numbers in the box. Remember to keep your supporting documentation. Use Arial 12 point font

**Cost Avoidance:** Costs that are eliminated or not incurred as a result of program outcomes. Please indicate whether these are costs to the County or to other entities.

**Cost Savings:** A reduction or lessening of expenditures as a result of program outcomes. Please indicate whether these were expenditures by the County or by other entities.

**Revenue:** Increases in existing revenue streams or new revenue sources to the County as a result of program outcomes.

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<b>\$ 6,514,128</b>	<b>\$ UNDETERMINED</b>	<b>\$ 0.00</b>	<b>\$ 6,514,128</b>	<input checked="" type="checkbox"/>

**ANNUAL = 12 MONTHS ONLY**

**PRELIMS Project:** Project does not generate revenue. Cost savings are realized through time spent not having to access multiple systems to gather information; utilizing a more efficient mechanism to review evidence and mark for disposal; time saved by not making multiple phone calls or sending e-mails to track down evidence for analysis or court purposes; hundreds of hours of time saved through the elimination of redundant data; and hundreds of hours of time saved through utilization of streamlined business processes now handled via PRELIMS versus prior manual methods. These time savings allow time to be utilized more efficiently and effectively. LASD employs approximately 500 investigators averaging 10 cases per month. The PRELIMS system very conservatively saves each investigator one hour per case at an average investigator salary of \$81.90/hour, it will save LASD annually \$4,914,000. In addition, 32 Evidence and Property Custodians using PRELIMS very conservatively save additional 100 hours/month at an average salary of \$41.67/hour, saving the Department an additional \$1,600,128 annually. The Department estimated total annual cost savings is \$6,514,128.

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**FOR COLLABORATING DEPARTMENTS ONLY**

*(For single department submissions, do not include this page)*

<b>DEPARTMENT NO. 2 NAME AND COMPLETE ADDRESS</b>	
<b>PRODUCTIVITY MANAGER’S NAME AND SIGNATURE</b>	<b>DEPARTMENT HEAD’S NAME AND SIGNATURE</b>
EMAIL: _____	EMAIL: _____
<b>DEPARTMENT NO. 3 NAME AND COMPLETE ADDRESS</b>	
<b>PRODUCTIVITY MANAGER’S NAME AND SIGNATURE</b>	<b>DEPARTMENT HEAD’S NAME AND SIGNATURE</b>
EMAIL: _____	EMAIL: _____
<b>DEPARTMENT NO. 4 NAME AND COMPLETE ADDRESS</b>	
<b>PRODUCTIVITY MANAGER’S NAME AND SIGNATURE</b>	<b>DEPARTMENT HEAD’S NAME AND SIGNATURE</b>
EMAIL: _____	EMAIL: _____
<b>DEPARTMENT NO. 5 NAME AND COMPLETE ADDRESS</b>	
<b>PRODUCTIVITY MANAGER’S NAME AND SIGNATURE</b>	<b>DEPARTMENT HEAD’S NAME AND SIGNATURE</b>
EMAIL: _____	EMAIL: _____
<b>DEPARTMENT NO. 6 NAME AND COMPLETE ADDRESS</b>	
<b>PRODUCTIVITY MANAGER’S NAME AND SIGNATURE</b>	<b>DEPARTMENT HEAD’S NAME AND SIGNATURE</b>
EMAIL: _____	EMAIL: _____
<b>DEPARTMENT NO. 7 NAME AND COMPLETE ADDRESS</b>	
<b>PRODUCTIVITY MANAGER’S NAME AND SIGNATURE</b>	<b>DEPARTMENT HEAD’S NAME AND SIGNATURE</b>
EMAIL: _____	EMAIL: _____