



OFFICE OF THE SHERIFF

COUNTY OF LOS ANGELES

HALL OF JUSTICE

ALEX VILLANUEVA, SHERIFF



June 20, 2019

Jackie Guevarra, Executive Director
Quality and Productivity Commission
565 Kenneth Hahn Hall of Administration
Los Angeles, California 90012

Dear Ms. Guevarra:

**QUALITY AND PRODUCTIVITY COMMISSION
33rd ANNUAL PRODUCTIVITY AND QUALITY AWARDS PROGRAM
LOS ANGELES COUNTY SHERIFF'S DEPARTMENT'S SUBMISSION**

The Los Angeles County (County) Sheriff's Department is excited and looks forward to the annual Productivity and Quality Awards (PQA) as the showcase of the best improvement effort programs in the County. Enclosed is one application for this year's PQA theme "Empowering Innovative Solutions."

Should you have any questions, please contact Rick M. Cavataio, Productivity Manager, at (213) 229-3281.

Sincerely,

ALEX VILLANUEVA
SHERIFF

211 WEST TEMPLE STREET, LOS ANGELES, CALIFORNIA 90012

A Tradition of Service
— Since 1850 —

Quality and Productivity Commission
33rd Annual Productivity and Quality Awards Program
“Empowering Innovative Solutions”

2019 APPLICATION

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

NAME OF PROJECT: REQUEST TRACKING SYSTEM

DATE OF IMPLEMENTATION/ADOPTION: JUNE 2016

(Must have been fully implemented for a minimum of at least one year - on or before July 1, 2018)

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 The Los Angeles County Sheriff's Department's Records and Identification Bureau
2 (Bureau) receives requests for criminal history information from various state and
3 federal agencies, insurance companies, law enforcement agencies, and the public.
4 Requests were previously stored as 'paper' copies in filing cabinets, which occasionally
5 were misfiled or lost. Searching for documents manually proved to be time consuming
6 and arduous. There was a need for the Request Tracking System (RTS). The RTS is a
7 computer system used to archive, manage, and track the above mentioned requests.
8 The RTS stores digital files and paper-based documents that are image captured or
9 scanned. It enables staff to enter a request (via scanner, fax, or email), and track the
10 progress of the request to completion. The RTS improved business performance by
11 providing: an automated letter and envelope generator, a reduction in errors, efficient
12 research inquiries, an improved method of tracking payments and accounting, improved
13 method of tracking requests and responses, and a workflow logic that allows for the
14 implementation of business rules for completing requests. All which resulted in faster
15 customer response times.

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
\$	\$	\$	\$	<input checked="" type="checkbox"/>

ANNUAL = 12 MONTHS ONLY

SUBMITTING DEPARTMENT NAME AND COMPLETE ADDRESS Los Angeles County Sheriff's Department Records and Information Bureau 12440 E. Imperial Highway, Norwalk, CA 90650	TELEPHONE NUMBER 562-345-4426
PROGRAM MANAGER'S NAME Assistant Director Joe Salazar	TELEPHONE NUMBER 562-345-4430 EMAIL JRSalaza@lasd.org
PRODUCTIVITY MANAGER'S NAME AND SIGNATURE <small>(PLEASE CALL (213) 893-0322 IF YOU DO NOT KNOW YOUR PRODUCTIVITY MANAGER'S NAME)</small> <i>Rick Cavataio</i>	DATE 6-10-19 TELEPHONE NUMBER 213 229 - 3281 EMAIL RmCAVATA@Lasd.org
DEPARTMENT HEAD'S NAME AND SIGNATURE <i>[Signature]</i>	DATE 6-20-19 TELEPHONE NUMBER

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1st 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):

The previous tracking system did not provide an electronic workflow process nor the electronic storage of documents. The Bureau was largely dependent on paper based files, which were physically stored in numerous file cabinets throughout the office. Paper requests, workflows associated with documents (i.e., routing and approvals), the assembly of files, the collating of documents for distribution, the distribution of those documents, and the archiving of documents were all processed manually. This process was time consuming and inefficient. The number of requests for criminal information was growing and the volume of paper requests was increasing, placing further pressure on staff to process requests in a timely manner. Files that were stored in electronic format, were often unintentionally duplicated and stored in numerous folders accessible via Microsoft Windows Explorer as well as stored on desktop files, making it difficult to locate files. It was challenging to complete the day to day tasks of the Bureau without a central database system.

Solution(s):

The business requirements to maintain business records over time was the driving force for a digital archiving system. The solution was to develop a system that provided an automated workflow to prepare, track, and monitor the progress of a request for criminal history information. In June 2016, the RTS was placed into production. The RTS was built using OpenText Case360 Management software, Oracle WebLogic server, and Oracle database. The system was able to provide document retention, storage, retrieval, archiving, and viewing of information, records, or documents related to the various requests for criminal history information. The RTS covers the entire life span of requests, from the initial generation to its completion. The RTS provides an electronic ‘casefolder’ that includes index fields, links to documents related to the request and response, and has the capability to capture discussions and list tasks associated with the request. The RTS has improved the delivery of service to clients we serve from various law enforcement agencies, Los Angeles County departments, and other individuals all over the country and world.

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Benefit(s):

Space savings – Electronic records are deemed ‘original’ records, and hard copy versions can be disposed of, minimizing the necessary space needed to store paper records and reducing the need for additional filing cabinets.

Improved efficiency – Retrieval of information is more efficient through improved management of paper records. An added benefit is the reduction in misfiles, duplicates, erroneous release of criminal history records, and lost records, which could result in costly searches to locate the records.

Protection of vital records – A disaster recovery plan is available to prevent the destruction of vital records, which can threaten the Bureau’s ability to function.

Report Management – The RTS is able to provide various management reports that provide management with timely, pertinent information needed to make business decisions.

In conclusion, the Request Tracking System allows the Records and Identification Bureau to have a means to minimize errors and work more effectively and efficiently, resulting in better customer service.

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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.

Strategy III.2

Embrace Digital Government for the Benefit of our Internal Customers and Communities.

Staff is able to provide better service to internal customers (Los Angeles County departments) and external customers (law enforcement agencies and the public) by completing work quickly and efficiently through a more streamlined process. It has reduced the chance of incomplete work being handed to a colleague, reduced delays caused by abandoned or forgotten tasks, and reduced the occurrence of duplicate work.

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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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