

Quality and Productivity Commission
 25th Annual Productivity and Quality Awards Program
 "Celebrating Pathways to Success!"

2011 APPLICATION

Title of Project (Limited to 50 characters, including spaces):
 NAME OF PROJECT: GOING GREEN WITH ePITCHESS

Date of Implementation/Adoption: April 2009

Project Status: Ongoing One-time only

Did you submit this project before? Yes No

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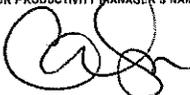
Executive Summary: Describe the project in 15 lines or less using 12 point font. Summarize the problem, solution, and benefits of the project in a clear and direct manner

The antiquated practice of personal delivery of *Pitchess* Motions, a legal document, from the Public Defender's Office to the Sheriff's Department was costly, time consuming, and inefficient. Between 2004 and 2009, the number of Motions being filed had nearly tripled and was continuing to rise. In 2009, the two agencies collaborated and created a system that could deliver the motions electronically while maintaining the integrity of the judicial process. After a successful pilot program, the agencies received a grant to purchase necessary equipment for program expansion. The program was expanded to include 14 of the busiest courthouses in the County from Lancaster to Pomona, and is now also being used by the Alternate Public Defender's Office and Civil Service Commission. The program was also expanded to the LAPD and the L. A. City Attorney's Office in March, 2011. ePitchess eliminates the need for an investigator to hand deliver two copies of what is commonly a 50 - 70 page paper document, enhances timeliness by immediate delivery, and increases accountability and tracking. Benefits include elimination of paper and toner costs, reduction of mileage costs, and the redirection of staff hours previously spent processing and delivering motions.

(1) ESTIMATED/ACTUAL ANNUAL COST AVOIDANCE	(2) ESTIMATED/ACTUAL ANNUAL COST SAVINGS	(3) ESTIMATED/ACTUAL ANNUAL REVENUE	(1) + (2) + (3) TOTAL ESTIMATED/ACTUAL BENEFIT	SERVICE ENHANCEMENT PROJECT
\$50,000	\$ 18,300	\$ 0	\$ 68,300	

SUBMITTING DEPARTMENT NAME AND COMPLETE ADDRESS (INCLUDE TELEPHONE AND FAX NUMBER)
 Los Angeles County Sheriff's Department
 4700 Ramona
 Monterey Park, CA 91754
 (323) 526-5000
 Fax (323) 415-3935

PROGRAM MANAGER'S NAME Lieutenant Judy Gerhardt	TELEPHONE NUMBER (323) 890-5000
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PRODUCTIVITY MANAGER'S NAME AND SIGNATURE <small>(PLEASE CALL (213) 893-0322 IF YOU DO NOT KNOW YOUR PRODUCTIVITY MANAGER'S NAME)</small> Director Glen Joe 	DATE SIGNED 7-11-11	TELEPHONE NUMBER 323 526-5205
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DEPARTMENT HEAD'S NAME AND SIGNATURE Sheriff Leroy Baca 	DATE SIGNED 7/13/11	TELEPHONE NUMBER (323) 526-5000
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- ✦ **Fact Sheet – limited to 3 pages only:** Describe the **Challenge, Solution, and Benefits** of the project, written in plain language. Include a discussion of the technology, links to the County Strategic Plan. The description should identify Performance Measures.

CHALLENGE

The Public Defender's Office (PD) has a responsibility to zealously defend the rights of its clients. To that end, Deputy Public Defenders often file a judicial motion seeking information contained within a police officer's personnel file. This motion, called a *Pitchess* Motion, is delivered to the employing law enforcement agency. To meet the judicial requirements, the PD hand delivered to the Los Angeles Sheriff's Department (LASD) in Commerce, a copy of the motion, as well as a copy of the associated police report, commonly totaling 50 - 70 pages. A second paper copy was "confirmed" for delivery and returned to the delivering investigator. Because the PD has offices throughout the County, investigators would drive from Lancaster, Pomona, Malibu and all points in between to the LASD office in Commerce to deliver the documents. Upon receipt of the document, LASD converted the paper copy to an electronic version so that it could be immediately and simultaneously delivered to the Office of the County Counsel and forwarded to contract counsel for preparation of the Department's response. This process was burdensome, time consuming, inefficient and lacked accountability. The number of *Pitchess* Motions received by LASD had nearly tripled in the previous five years and showed a steady incline. Gasoline was nearing \$5 a gallon; paper and toner costs were unnecessarily high; clerical staff time could be better utilized; and the talents of PD investigators could be better spent actually investigating rather than driving several hours, frequently, to deliver papers. For the LASD, storing hundreds of paper copies of *Pitchess* Motions required space that could be better utilized while the LASD filing system limited access to the documents impacted accountability. This was the opportune time to address a pending crisis. With the County facing extraordinary economic challenges, cost-saving measures had to be implemented.

SOLUTION

The PD and LASD collaborated and implemented a system that was beneficial to both departments. The LASD established a secure email portal through which documents could be received electronically from PD offices across the County, thus eliminating the need for hand delivery of paper copies to the LASD's office in Commerce. For enhanced efficiency, the departments agreed that a cover sheet would be used to easily identify information needed by LASD personnel to process the motion, eliminating the need for staff to read through the entire motion.

The PD modified existing form motions, created an electronic template, and developed a training program to enable staff to produce electronic documents for email delivery. Deputy Public Defenders now deliver an electronic copy of the motion along

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with a scanned copy of the police report. Delivery is essentially immediate and “confirmed” electronically by LASD, eliminating the need for a second copy of the documents. The LASD simply forwards the electronic version to the Office of the County Counsel and contract counsel. The LASD’s electronic copy is stored on an off-site server that allows easy access for all authorized LASD employees. This server eliminates the physical storage demand at LASD’s office in Commerce.

With an understanding of cooperation in place, LASD, the PD and County Counsel implemented a pilot program at the Compton courthouse in April of 2009. Success was immediately evident. During the nine-month pilot period, the PD delivered 149 motions electronically, eliminating approximately 3000 miles of driving, redirecting 100 hours of investigator services, and saving approximately 11,000 sheets of paper. To expand this successful pilot project into a countywide process, funding was needed for upgraded equipment. The LASD and the PD jointly applied for, and were ultimately awarded, a \$75,000 grant from the Productivity and Investment Fund. The funds were used to purchase a server for electronic storage for LASD and 13 high speed multi-function printers for the PD. In January 2010, new equipment and training were rolled out to the busiest PD offices in the County and expanded implementation was underway. By delivering motions electronically, associated paper, toner and mileage costs have been eliminated and staff hours spent processing and delivering motions have been redirected to other core tasks. It is estimated that the LASD receives about 50 electronic motions per month from the PD.

ePitchess provides the fundamental building block for the electronic sharing of information between criminal justice partners. Since the successful roll out of the *ePitchess* process between the PD and the LASD, additional agencies and judicial partners have joined the process. The Los Angeles County Alternate Public Defender’s Office (APD) began delivering its *Pitchess* motions electronically in March 2010. In July 2010, the Los Angeles Civil Service Commission (CSC) agreed to accept electronic delivery. In March 2011, the PD began delivering *Pitchess* motions electronically to the Los Angeles Police Department (LAPD) and the Los Angeles City Attorney’s Office (LACA).

BENEFITS

ePitchess is a collaborative effort between County Departments that has transformed a burdensome, antiquated, costly process into a simple, streamlined, efficient process that maximizes the resources of the LASD, PD, APD, CSC, and Los Angeles County.

The project eliminates the need to print and hand deliver multiple hard copies of these motions to the LASD. During 2010, 568 motions were filed electronically. Direct savings from *ePitchess* in 2010 include \$300 for nearly 40,000 sheets of paper; \$3,000 for toner cartridges, print drums, and imaging and fuser units; and \$15,000 for 31,000 miles of driving. But the most significant benefit of *ePitchess* is the redirection of investigator and clerical personnel hours to core services. Investigators’ time has been

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redirected from delivering motions to more complex tasks that are better aligned with their skills and abilities. Clerical staff's efforts were also redirected to other tasks.

What is difficult to measure, but of significant importance, is the enhanced accountability and timeliness of the electronic system. If the adage that “time is money” is accurate, then the savings here are clear. Emails of files are received immediately, automatically time stamped, and easily tracked by an electronic footprint. The Sheriff's Data Network (SDN) is an extremely secure mechanism for communicating and storing data. Files can be rapidly searched for and accessed simultaneously by authorized staff members. Because the files are received in an electronic format, the LASD does not need to re-create them before forwarding to County Counsel, freeing staff of this tedious task. The cover sheet provides clear and concise information for the LASD, eliminating the need for staff to search through the motion to retrieve information necessary for processing. The LASD no longer needs hard copies. What used to present a paper storage and filing nightmare for LASD has been reduced to an off-site computer server. In addition to the reduction in paper, printer consumables and miles driven, *ePitchess* carries a corresponding reduction in costs to the environment and contributes to a cleaner, greener County.

Directly consistent with the County's Strategic Plan, *ePitchess* maximizes the effectiveness of the County's processes, structures, and operations to support timely delivery of customer-oriented and efficient public services. This project addresses County Strategy 1—Fiscal Sustainability through shared resources and coordination between agencies, specifically as it relates to shared funding from grant resources. This project also addresses County Strategy 3—Environmentally Responsible Practices with an environmentally-responsible practice that reduces the County's “carbon footprint” and promotes environmental stewardship. With the elimination of paper copies, paper and printer consumables are saved. With the elimination of hand delivery, fewer miles are driven, reducing emissions and pollutants on County roads. County Strategy 5—Information Technology is also addressed. *ePitchess* promotes, shares and coordinates information technology services, which are cost-effective, reliable, accessible, and secure, to achieve operational improvements and County business goals.

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Cost Avoidance, Cost Savings, and Revenue Generated (Estimated Benefit): Use this form and provide details on the estimated/actual benefits. As a suggestion, work with your fiscal staff.

Cost Avoidance: Anticipated costs that are eliminated or not incurred as a result of program outcomes.

Cost Savings: A reduction or lessening of expenditures as a result of program outcomes.

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

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\$50,000	\$18,300	\$ 0	\$68,300	<input type="checkbox"/>

ANNUAL= 12 MONTHS ONLY

There are significant cost benefits for both LASD and the PD. Some cost savings are recognized in hard-dollar savings while others are soft-dollar savings accumulated through redirected personnel hours. The total combined savings for both county departments for 2010 is estimated at \$68,300.

In 2010, 568 motions were filed electronically, with the following hard-dollar savings:

40,000 sheets of paper	\$300
Printer consumables	\$3,000
31,000 miles driven	\$15,000
TOTAL	\$18,300

The hard-dollar savings for mileage are estimated based on the number of motions per week at each of the courthouses that are participating in the program multiplied by the distance between the courthouse and the Sheriff's Department in Commerce and the mileage reimbursement rate.

More significant however are the soft-dollar savings from this program. By eliminating the role of the investigator in the delivery of these motions, investigator hours have been recaptured and redirected to case investigations. Approximately 15-20 investigator hours per week have been redirected to tasks more appropriate to the job classification. At an average annual salary of \$75,000, this is a soft savings of \$37,500. PD clerical staff time has also been redirected to other necessary tasks as the clerical role in the *Pitchess* process has been eliminated. The annual clerical savings are estimated at \$5,000.

The LASD also recognized soft-dollar savings. Clerical staff, who previously accepted the motion, created the electronic copy, faxed and filed the paper copy, now use time more efficiently. It is estimated that 25% of a workday was spent processing paper motions. This task has been reduced to approximately 10% of a workday. With an estimated annual salary of \$50,000, the soft-dollar savings the LASD's clerical time is 15% or \$7,500 per year.

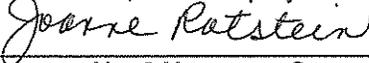
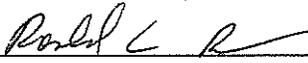
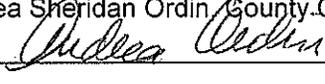
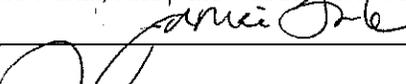
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FOR COLLABORATING DEPARTMENTS ONLY

(for single department submissions, do not include this page)

DEPARTMENT NO. 2 NAME AND COMPLETE ADDRESS The Los Angeles County Public Defender 210 W. Temple Street, 19-513 CSF Los Angeles, CA 90012 (213) 974-2811	
Productivity Manager's Name and Signature Joanne Rotstein, Head Deputy Public Defender 	Department Head's Name and Signature Ronald L. Brown, Public Defender 
DEPARTMENT NO. 3 NAME AND COMPLETE ADDRESS Office of the County Counsel/County of Los Angeles 648 Kenneth Hall of Administration 500 W. Temple St. Los Angeles, CA 90012 213 974-1811	
Productivity Manager's Name and Signature Jonathan McCarty, Deputy County Counsel 	Department Head's Name and Signature Andrea Sheridan Ordin, County Counsel 
DEPARTMENT NO. 4 NAME AND COMPLETE ADDRESS Office of the Alternate Public Defender/County of Los Angeles 320 W. Temple St., Room G-35 Los Angeles, CA 90012 213 974-6626	
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DEPARTMENT NO. 5 NAME AND COMPLETE ADDRESS Civil Service Commission/ County of Los Angeles Kenneth Hahn Hall of Administration, Room 522 500 West Temple Street Los Angeles, California 90012	
Productivity Manager's Name and Signature Lawrence D. Crocker, Executive Director 	Department Head's Name and Signature Sachi A. Hamai, Executive Office, Board of Supervisors 