

Quality and Productivity Commission
26th Annual Productivity and Quality Awards Program
"Investing in a Quality Future"

2012 APPLICATION

Title of Project (Limited to 50 characters, including spaces):

NAME OF PROJECT: AUTOMATED TRAFFIC MAIL PROCESSING

DATE OF IMPLEMENTATION/ADOPTION: January 4, 2011
(Must have been implemented at least one year - on or before June 30, 2011)

PROJECT STATUS: Ongoing One-time only

DID YOU SUBMIT THIS PROJECT BEFORE? Yes No

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

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The State funding shortfalls have dramatically impacted the Court which has lost nearly 10 percent of its staff to layoffs and attrition, and over 274,000 work hours as a result of mandatory court closures. To address this issue, the Court faced the challenge of examining all case processing to ensure efficiency and effectiveness. With over 1.8 million citations filed annually, traffic represents the highest volume of cases. The mail traffic payment processing was identified for potential automation due to its required substantial manual processing. A collaborative partnership between the Court and the Treasurer and Tax Collector (TTC) allows the TTC to increase usage of its proprietary Remittance Processing System (RPS) & Document Imaging System (DIS) to process mail traffic payments for the Court. In addition to the automated payment processing, the Court now receives daily electronic payment and imaging files that enable immediate Court system updates. As a result, this project has reduced court processing costs by over 74%, enabling Court resources to be reassigned to other critical business areas; has improved accuracy and timeliness of posted payments; and has eliminated backlogs. This project has also allowed the TTC to optimize the use of its equipment, and increase revenues.

(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
\$	\$ 287,112	\$ 77,938	\$ 365,050	
SUBMITTING DEPARTMENT NAME AND COMPLETE ADDRESS The Los Angeles Superior Court 111 North Hill Street, Room 105-E Los Angeles, Ca 90012			TELEPHONE NUMBER (213) 974-5401	
PROGRAM MANAGER'S NAME Greg Blair, Senior Administrator, Traffic Operations Janice Teramura, Deputy Chief Information Officer			TELEPHONE NUMBER (213) 744-4001 (213) 974-3460 EMAIL: gblair@lasuperiorcourt.org	
PRODUCTIVITY MANAGER'S NAME AND SIGNATURE <small>(PLEASE CALL (213) 893-0322 IF YOU DO NOT KNOW YOUR PRODUCTIVITY MANAGER'S NAME)</small> Mary Eckhardt Hearn, Acting Public Information Director SIGNATURE ON FILE		DATE 06/ /12	TELEPHONE NUMBER (213) 974-5227 EMAIL: mhearn@lasuperiorcourt.org	
DEPARTMENT HEAD'S NAME AND SIGNATURE John A. Clarke, Executive Officer/Clerk SIGNATURE ON FILE		DATE 06/ /12	TELEPHONE NUMBER (213) 974-5401	

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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 and linkage to the County Strategic Plan. The description should identify Performance Measures.

CHALLENGE (suggest ½ to one page)

The State funding shortfalls have impacted the Court dramatically. The Court lost nearly 10 percent of its staff to layoffs and attrition, and over 274,000 employee work hours were lost as a result of mandatory court closures. The Court faced the challenge of finding solutions for processing cases more efficiently and utilizing resources more effectively. Traffic represents the highest volume of cases with over 1.8 million citations filed each year. Although many processes were automated and internet services were in place, mail payments remained an area that still required substantial manual effort. When a customer mailed in a payment, a payment stub from a Court courtesy notice, or any other necessary documents, mail clerks needed to open the mail, record the checks and review and sort the paperwork. The processing clerks would then receipt the payments, update the case management system, organize documents for manual scanning into the imaging system, and balance/deposit collections with the bookkeeper. The bookkeeper would then prepare a receipt tape for the deposit, prepare bank deposit documents, and submit each check for supervisor review to verify the deposits. Due to staffing reductions, clerks assigned to mail payment processing were also required to assist customers at payment windows. This resulted in a backlog of traffic mail payment processing that expanded to approximately four weeks. The lines at courthouses also lengthened, since customers often made trips to courthouses to check the status of their cases if their payments were not processed in a timely manner. The Court assessed the purchase of a remittance processing machine, but the cost to acquire and maintain the equipment, and the space required, were problematic.

SOLUTION (suggest ½ to one page)

Through collaboration, the Court and the TTC successfully developed the appropriate methodology in the RPS and DIS to process Court mail traffic payments. This partnership produced the Automated Traffic Mail Processing (ATMP) project. To initiate it, the Court and TTC coordinated tasks to integrate traffic processing into the RPS framework. The Court redesigned traffic courtesy notices to include check boxes for citation options (e.g., bail forfeiture, traffic school, trial), and added a data scan line to encode the citation numbers and payment amounts. The TTC machines were designated to open envelopes, scan stubs, image documents, receipt payments and prepare checks for deposit. The TTC also developed daily files that delivered daily payment information and image files of all documents to the Court. The Court developed programs to utilize these files for a number of tasks; to validate payment amounts against the traffic case management system, to post payments, to distribute revenue in financial systems, and to save documents in the Court's imaging system. The Court also established work queues for exceptions that required follow-ups by a processing clerk. The ATMP automated the majority of traffic mail payment processing.

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BENEFITS (suggest 1 to 2 pages)

ATMP has increased productivity and efficiency for both the Court and TTC. The TTC increased usage and optimized the capacity of its RPS & DIS, in addition to increasing its revenue by approximately \$78,000. ATMP also reduced the Court’s cost of processing mail payments by 74%, and resulted in annual labor cost savings of \$287,112. With the reduction of the manual labor required to process traffic mail payments, processing clerks were freed for reassignment to other priority tasks that were impacted by staff reductions. The Court’s processing time for traffic mail payments has been reduced significantly, and the backlog has been eliminated completely. In addition to automating the majority of traffic mail payment processes, ATMP also increases the accuracy of traffic mail payment processing. Case numbers and payment amounts are now recorded on re-engineered courtesy notice stubs, which are in turn registered by TTC remittance processing machines, which results in accurate deposits to the Court through daily electronic payment files. These payment deposit records are posted to the corresponding case numbers in the Court’s case management system.

Accomplishment of this project meets the County’s 2012 Strategic Plan goal of Operational Effectiveness by maximizing the effectiveness of payment processes, and operations to support the timely delivery of customer-oriented and efficient public services.

LINKAGE TO THE COUNTY STRATEGIC PLAN: ATMP links to the County Strategic Plan through: Operational Effectiveness. ATMP maximizes the effectiveness of the process, structure, and operations of traffic mail processing and intergovernmental cooperation, to support timely delivery of customer-oriented and efficient public service.

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COST AVOIDANCE, COST SAVINGS, AND REVENUE GENERATED (ESTIMATED BENEFIT): Use this page to provide a breakdown of the estimated/actual costs 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.

(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
\$	\$ 287,112	\$ 77,938	\$ 365,050	<input type="checkbox"/>

ANNUAL= 12 MONTHS ONLY

ACTUAL ANNUAL COURT COST SAVINGS

Court Cost, Prior to Project

Court Processing Cost for 56,597 Items with Correspondence	\$111,496.09
Court Processing Cost for 159,461 Items without Correspondence	\$274,272.92

\$385,769.01

Court Cost, After Project

TTC Processing Charge for 56,597 Items with Correspondence	\$31,694.32
TTC Processing Charge for 159,461 Items without Correspondence	\$46,243.69
TTC Programming Support (one-time charge)	\$17,730.31
Annual PO Box Rental	\$2,760.00
Annual License Maintenance Agreement	\$228.67

\$98,656.99

Annual Court Cost Savings

Court Cost, Prior to Project	\$385,769.01
Less Court Cost, After Project	-\$98,656.99

\$287,112

ACTUAL ANNUAL REVENUE

TTC Revenue

TTC Processing Revenue for 56,597 Items with Correspondence	\$31,694.32
TTC Processing Revenue for 159,461 Items without Correspondence	\$46,243.69

\$77,938

TOTAL ANNUAL ACTUAL BENEFIT

Annual Court Cost Savings	\$287,112
Actual Annual Revenue	\$77,938

\$365,050

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FOR COLLABORATING DEPARTMENTS ONLY

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

DEPARTMENT NO. 2 NAME AND COMPLETE ADDRESS Treasurer and Tax Collector 500 W. Temple St. Room 462 Los Angeles, CA 90012	
PRODUCTIVITY MANAGER’S NAME AND SIGNATURE Sandra Pina-Barbee SIGNATURE ON FILE	DEPARTMENT HEAD’S NAME AND SIGNATURE Mark J. Saladino SIGNATURE ON FILE
DEPARTMENT NO. 3 NAME AND COMPLETE ADDRESS	
PRODUCTIVITY MANAGER’S NAME AND SIGNATURE	DEPARTMENT HEAD’S NAME AND SIGNATURE
DEPARTMENT NO. 4 NAME AND COMPLETE ADDRESS	
PRODUCTIVITY MANAGER’S NAME AND SIGNATURE	DEPARTMENT HEAD’S NAME AND SIGNATURE
DEPARTMENT NO. 5 NAME AND COMPLETE ADDRESS	
PRODUCTIVITY MANAGER’S NAME AND SIGNATURE	DEPARTMENT HEAD’S NAME AND SIGNATURE
DEPARTMENT NO. 6 NAME AND COMPLETE ADDRESS	
Productivity Manager’s Name and Signature	DEPARTMENT HEAD’S NAME AND SIGNATURE