Quality and Productivity Commission

27th Annual Productivity and Quality Awards Program

"Saluting County Excellence"

2013 APPLICATION

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

NAME OF PROJECT: AUTOMATED RECORDS MANAGEMENT SYSTEM (ARMS)

DATE OF IMPLEMENTATION/ADOPTION: PHASED IN APRIL – DECEMBER 2009
(Must have been implemented at least one year - on or before June 30, 2012)

PROJECT STATUS: x Ongoing _____ One-time only

HAS YOUR DEPARTMENT PREVIOUSLY SUBMITTED THIS PROJECT? _____ Yes x 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

In its Technology Strategies Plan, the top priority of the District Attorney's (DA) Bureau of Investigation (B of I) was to improve its investigative report writing and records management. Prior to ARMS, records management was largely paper based; files were voluminous; historical data was difficult to access; and, documents were easily misplaced in the shuffle of case management. Traditional software reporting systems designed for law enforcement did not meet the needs of the B of I; consequently, a system was developed in-house. ARMS is web based; designed and constructed as a report-management system that could be customized for specific needs of the B of I; and, has been enhanced since the original roll-out in 2009. ARMS allows seamless integration with other technologies in use by the office including COPLINK, a data sharing system that brings together law enforcement data from approximately 4,500 law enforcement agencies throughout the nation. ARMS has significantly improved efficiency by enabling investigators to focus on their critical duties. To date, the system has logged in 82,488 investigation cases; 4,762 DA requests of information or investigations; and, 229,501 outside agency requests for information or investigation.

(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
$ not applicable	$ not applicable	$ not applicable	$ 0	X

SUBMITTING DEPARTMENT NAME AND COMPLETE ADDRESS Los Angeles County District Attorney's Office	**TELEPHONE NUMBER** (213) 974-3501
PROGRAM MANAGER'S NAME Tori Jordan, Lieutenant Bureau of Investigation	**TELEPHONE NUMBER** (323) 838-2545 **EMAIL** TJordan@da.lacounty.gov
PRODUCTIVITY MANAGER'S NAME AND SIGNATURE (PLEASE CALL (213) 893-0322 IF YOU DO NOT KNOW YOUR PRODUCTIVITY MANAGER'S NAME) Priscilla Cruz, Assistant Director Bureau of Administrative Services 7/2/13	**TELEPHONE NUMBER** (213) 202--7621 **EMAIL** pcruz@da.lacounty.gov
DEPARTMENT HEAD'S NAME AND SIGNATURE JACKIE LACEY, District Attorney **DATE** 7/2/13	**TELEPHONE NUMBER** (213) 974-3501

We Support Plain Language

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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

Records management in the B of I was tedious, laborious, lacked efficiency and was limited in its use. Prior to ARMS, an investigative report would be written, printed and turned in by the investigator to their supervisor for review. Corrections and suggestions including spelling, grammar and content were marked on the document and returned to the investigator for editing. The investigator made the corrections and resubmitted the report. If all corrections were properly made, the supervisor approved the report and forwarded it to the unit lieutenant for approval. If the lieutenant had any corrections/suggestions, those comments were marked on the document and again returned to the investigator for editing. The investigator then edited the report and resubmitted for supervisor and lieutenant approval.

The approved report was photocopied and the original was routed to the B of I Records Section, while the copies were distributed to the assigned prosecutor and investigator for the investigative file. In some units, the lieutenant was housed in another building or city. For example, the branch office lieutenants were located downtown. For the approval process to be completed, the reports were either transported by County messenger (then returned if editing was necessary) or hand-carried to the lieutenant by the unit investigator.

Additionally, prior to ARMS, if a Deputy District Attorney (DDA) needed a copy of a report after the Bureau case was closed, an investigator would need to pull the case file from downtown, locate the report, photocopy it and deliver it by hand/messenger, or mail to the DDA.

SOLUTION

In partnership with the District Attorney's System Division, the B of I defined a set of high-level requirements and investigated options for meeting those requirements. By developing the solution in-house, a system could be built that would allow seamless integration with other technologies in use by the office and move the department closer to the goal of one enterprise view of the office. The goal of this effort was to support the B of I's CORE (Collection, Retrieving and Evaluating) functions through application and communication technologies.

The approach relied on prototyping, a technique that allowed business users to visualize and interact with a simplified version of the system to better understand and confirm its requirements. A steering committee was convened and provided feedback

on and modifications to the design before the development was initiated. Although this approach was designed to expedite the development of this system, standard testing and quality assurance methods ensured the integrity of the system. In addition, a work-plan was created that included regular project updates and design sessions with the project steering committee.

The final project completed the following:

Investigator report form: A form redesign occurred to create an Adobe PDF investigator report form. The form had electronic routing capabilities for review and approval.

Case and Person function of the web-based ARMS: This provided online access to most of the data collected from the report form. The integration between the form and ARMS was also implemented so that data from the forms would automatically populate the database.

Initial electronic case files: The report is stored in electronic case folders and is accessible from the web-based ARMS.

Basic Search of the web-based ARMS: Simple searches by name, file number, etc., was implemented with additional searching added in a later phase.

ARMS linked to COPLINK: COPLINK is a database that consolidates policing data pulled from the report databases of participating police agencies and centralizes the information into one system. As a result, law enforcement agencies throughout the United States have access to shared information on suspects, vehicles, gang affiliations, etc. Participation in COPLINK as a contributing agency allows other police agencies access to the information in ARMS.

With ARMS, the investigator submits their investigative report and the entire process can be accomplished without printing a sheet of paper. Edits are completed online. Reports are no longer printed again and again to finalize them. ARMS allows a supervisor or lieutenant to review and/or or approve reports from their desk or remotely from their laptop.

BENEFITS

Advantages and benefits of ARMS are seen routinely:

- Recordkeeping has been improved through better report status tracking. The system time stamps reports and allows the investigator to know exactly where the report is in the approval process.

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- Report retrieval has been expedited. A prosecutor needing an investigative report for court on a case no longer needs to wait for the report to come from Bureau Records. The report can now be retrieved electronically.
- ARMS is also linked to the Property Evidence Tracking System (PETS), which has helped with the tracking of evidence seized for particular cases. This has been especially helpful when an investigator transfers into a unit and "inherits" an already active investigation.
- Since investigative reports are delivered electronically, the occasional loss of a paper report in transit no longer occurs.
- ARMS alerts investigators when one of their suspects or witnesses is also listed in another case. This facilitates cross-case collaboration.

One example of the versatility of this electronic investigative report system lies in a case the Healthcare Fraud Division is currently investigating. The case has over 130 reports and ARMS has made those reports much more efficient through its centralized electronic repository and search functionality.

ARMS has allowed the department to go from text on paper to an infinitely more usable information sharing system that is now employed to facilitate investigations; share information nation-wide, and improve investigators' focus on their critical duties. To date, the system has logged in 82,488 investigation cases, 4,762 DA requests for information or investigations, and 229,501 outside agency requests for information or investigation.

LINKAGE TO THE COUNTY STRATEGIC PLAN (DETAIL IS REQUIRED FOR COUNTY DEPARTMENTS):	GOAL 1: OPERATIONAL EFFECTIVENESS – MAXIMIZE THE EFFECTIVENESS OF PROCESS, STRUCTURE, AND OPERATIONS TO SUPPORT TIMELY DELIVERY OF CUSTOMER-ORIENTED AND EFFICIENT PUBLIC SERVICE.

ARMS maximizes the B of I's ability to share information internally and on a national level; it significantly improves efficiency by moving from a paper text format to a data sharing format; its web-based capability allows investigators to retrieve and report shared information while in the field; it streamlines report writing and approval processes; and, it allows investigators to dedicate more time to their core mission duties.

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COST AVOIDANCE, COST SAVINGS, AND REVENUE GENERATED (ESTIMATED BENEFIT): If you are claiming cost benefits, include a calculation on this page. 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.

Cost Avoidance: 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
$ UNABLE TO QUANTIFY	$ UNABLE TO QUANTIFY	$ UNABLE TO QUANTIFY	$ UNABLE TO QUANTIFY	[X]

ANNUAL = 12 MONTHS ONLY

Cost savings are realized in the following areas:

- Since the investigative report writing, approval and storage process can be done electronically, printing is not necessary until the report is finalized. Consequently, savings is realized with less copying and use of paper for draft reports.
- Reports no longer need to be transported by vehicle (either County messenger or Bureau personnel). This creates a savings in associated transportation and labor costs.
- Investigative reports prepared in ARMS are electronically stored; therefore, as additional reports are filed, additional storage space or file cabinets will not be needed.