

Quality and Productivity Commission
28th Annual Productivity and Quality Awards Program
"Los Angeles County: Ahead of the Curve"

2014 APPLICATION

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

NAME OF PROJECT: DA-WEB – ONLINE DIRECT ASSESSMENT SELF SERVICE

DATE OF IMPLEMENTATION/ADOPTION: JULY 1, 2011
 (Must have been implemented at least one year - on or before June 30, 2013)

PROJECT STATUS: Ongoing One-time only

HAS YOUR DEPARTMENT PREVIOUSLY SUBMITTED THIS PROJECT? Yes No

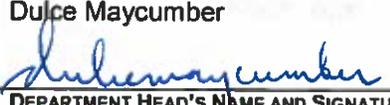
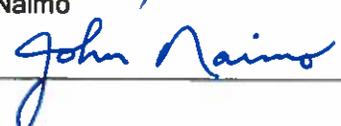
EXECUTIVE SUMMARY: Describe the project in 15 lines or less using Arial 12 point font. Summarize the problem, solution, and benefits of the project in a clear and direct manner.

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Annually, the Auditor-Controller (A-C) records over 18.6 million Direct Assessment (DA) charges on County property tax bills for over 140 taxing agencies such as Schools, Flood Control, and Lighting Districts. Previously, the A-C utilized a PC-based system that was slow, obsolete, and required significant manual intervention to load diskettes sent by the taxing agencies to bill individual tax parcels. The PC-based system provided minimal reporting to the taxing agencies, and required the taxing agencies to submit several different forms along with their data to ensure proper placement of DAs on the tax bills. The A-C Systems and Tax Services Divisions collaborated to develop and implement DA-Web, a web-based application that allows the taxing agencies to efficiently transmit the 18.6 million DA charges, which provide over \$1.5 billion of revenue. DA-Web was successfully implemented beginning with the 2011 tax year and automated a highly labor-intensive process previously managed by A-C and taxing agency associates. In addition to streamlining the DA process, DA-Web improved controls, is user-friendly, and provides useful reports to the taxing agencies.

(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
\$ 0	\$205,354.73	\$ 0	\$ 205,354.73	<input checked="" type="checkbox"/>

ANNUAL = 12 MONTHS ONLY

SUBMITTING DEPARTMENT NAME AND COMPLETE ADDRESS Department of Auditor-Controller Hall of Administration, Suite 525 500 W. Temple Street Los Angeles, CA 90012		TELEPHONE NUMBER (213) 974-0354
PROGRAM MANAGER'S NAME Steve Shirvanian - sshirvanian@auditor.lacounty.gov		TELEPHONE NUMBER (213) 974-8440
Daniel Rodriguez - drodriguez@auditor.lacounty.gov		TELEPHONE NUMBER (213) 893-0821
PRODUCTIVITY MANAGER'S NAME AND SIGNATURE (PLEASE CALL (213) 893-0322 IF YOU DO NOT KNOW YOUR PRODUCTIVITY MANAGER'S NAME) Dulce Maycumber 	DATE 7/10/14	TELEPHONE NUMBER (213) 974-0354 EMAIL dmaycumber@auditor.lacounty.gov
DEPARTMENT HEAD'S NAME AND SIGNATURE John Naimo 	DATE 7/10/14	TELEPHONE NUMBER (213) 974-8484

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1st FACT SHEET – LIMITED TO 3 PAGES ONLY: Describe the Challenge, Solution, and Benefits of the project.

CHALLENGE

Over 18.6 million DA charges valued at \$1.5 billion are billed annually to property owners via property tax bills. DA charges fund essential services for the schools, fire, lighting districts, etc. The A-C and taxing agencies (agencies) have just 10 weeks (July to September) to place DA charges on the County tax bills. The DA process was a labor intensive PC-based system that required agencies to submit diskettes/CDs and paper documents to place DA charges on tax bills.

SOLUTION

A-C staff developed DA-Web, a web-based self-service solution that allows agencies to upload the detailed billing information 24 hours per day during the 10-week period. It improves reporting to the agencies, automatically checks for errors, and includes security to minimize fraud.

The A-C held training sessions and created an Internet tutorial for the agencies. Training materials and user guides were also distributed to the agencies. Agencies embraced DA-Web immediately. The number of agencies using DA-Web has risen from 87 in 2011, to 138 in 2012, and to 147 in 2013 (about 98% of taxing agencies). The A-C demonstrated DA-Web at the State Association of County Auditors meeting in February 2014. It was well received and several Counties asked to adopt it for their DA process. From the response of customers and other counties, DA-Web is "Ahead of the Curve" in supporting the DA processing.

BENEFITS

DA-Web has reduced overtime for the A-C and taxing agencies by streamlining the process for uploading DA charges to tax bills. It has improved efficiencies as follows:

Time Efficiency

- Reduced the time by two weeks for the A-C to generate, scan, and e-mail preliminary reports needed by taxing agencies to create DA charges.
- Reduced the time for the A-C to prepare, generate, and send output control reports to the agencies by three-four weeks.

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Task Efficiency

- DA-Web eliminated the need for the A-C to upload DA data from individual diskettes/CDs and provides agencies and the A-C with timely notification of errors.
- DA-Web eliminated the need for agencies to submit paper copies of documents authorizing DA charges and allows these documents to be uploaded and stored in DA-Web for A-C review.
- DA-Web organizes information that helps DA-Web users quickly perform data searches. A-C staff easily verifies that required documents were received.
- DA-Web shows agencies the status of their DAs.

Resource Efficiency

- DA-Web has reduced the number of A-C staff to support the DA process from six to three, allowing staff to complete other critical tasks to build the Tax Roll.
- DA-Web has become a repository for archiving various reports and legal documents, thus eliminating the need for thousands of pages of paper documents to be transferred between the agencies and the A-C.
- DA-Web replaced old technology and was developed using standard current information technology that is flexible and easy to maintain by in-house staff.

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LINKAGE TO THE COUNTY STRATEGIC PLAN (DETAIL IS REQUIRED FOR COUNTY DEPARTMENTS):

DA-Web promotes County Strategic Goal #1, "Operational Effectiveness" and Goal #2, "Fiscal Sustainability." The following benefits are achieved:

Customer Service

- Availability of DA-Web 24/7 creates customer convenience.
- Reports and communication/coordination between A-C and agencies are clear, efficient, and timely.

Operational Excellence

- Centralized data for easy retrieval and eliminated labor intensive processes.

Technology Innovation

- Obsolete technology is replaced using industry standards and practices to support County policies governing data security and disaster recovery.

Fiscal Integrity

- Automatic error checks and error notification ensures accuracy and responsible stewardship over funds specific to taxpayer services.
- Improved internal controls and accountability over processing DA charges.

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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.

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ANNUAL= 12 MONTHS ONLY

DA-Web has reduced the number of A-C staff to support the DA process from six to three staff. See below for total cost savings:

Position	Number of Staff	Annual Labor Costs
Tax Services Specialist	3	\$68,451.58
Total :		\$205,354.73