

**Quality and Productivity Commission
31st Annual Productivity and Quality Awards Program
"Celebrating Quality Service"**

2017 APPLICATION

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

NAME OF PROJECT: SOLID WASTE AUTOMATED BILLING SYSTEM (SWABS)

DATE OF IMPLEMENTATION/ADOPTION: SEPTEMBER 2015
(Must have been implemented at least one year - on or before July 1, 2016)

PROJECT STATUS: On going One-time only

HAS YOUR DEPARTMENT PREVIOUSLY SUBMITTED THIS PROJECT? Yes No

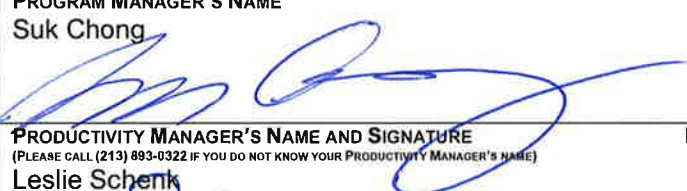


EXECUTIVE SUMMARY: Describe the project in 15 lines or less using Arial 12 point font. State clearly and concisely what difference the project has made.

1 The Department of Public Works' (Public Works) Solid Waste Automated Billing System
2 (SWABS) replaced our solid waste and franchise billing and payment process. The
3 invoicing process changed from a system that required staff to manually generate and
4 disseminate solid waste and franchise invoices to Los Angeles County's waste haulers
5 and facility operators to a system that provides customers with the option to retrieve and
6 pay their invoices online. By automating the billing and payment process, Public Works
7 has: centralized its solid waste and franchise fee invoice data; improved customer
8 service, improved its tracking and analysis of solid waste management revenue through
9 online reports, increased EPD and Fiscal Division's efficiency by eliminating manual
10 tasks dedicated to the original process; reduced human errors associated with manual
11 processes as well as the costs associated with correcting those errors; reduced
12 environmental impact by lessening the amount of paper, toner and ink used to print the
13 invoices; and fostered interdepartmental and intradepartmental County collaboration.
14
15

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
\$ 82,417.75		\$ N/A	\$ 82,417.75	<input checked="" type="checkbox"/>

ANNUAL = 12 MONTHS ONLY

SUBMITTING DEPARTMENT NAME AND COMPLETE ADDRESS Department of Public Works 900 S Fremont Ave. Alhambra, CA 91803		TELEPHONE NUMBER
PROGRAM MANAGER'S NAME Suk Chong 		TELEPHONE NUMBER 626-458-5167 EMAIL schong@dpw.lacounty.gov
PRODUCTIVITY MANAGER'S NAME AND SIGNATURE (PLEASE CALL (213) 893-0322 IF YOU DO NOT KNOW YOUR PRODUCTIVITY MANAGER'S NAME) Leslie Schenk 		TELEPHONE NUMBER 626-458-5946 EMAIL lschenk@dpw.lacounty.gov
DEPARTMENT HEAD'S NAME AND SIGNATURE Mark Pestrella 		TELEPHONE NUMBER 626-458-4001 DATE 7/3/17

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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. What quality and/or productivity-related outcome(s) has the project achieved? Provide measures of success. Use Arial 12 point font.

Challenges:

Prior to SWABS' launch, the County's 200 solid waste and franchise invoices were generated manually through Public Works' Fiscal Division (Fiscal). This process required Fiscal to manually input \$1 amount data entries into eCAPS due to the nature of the solid waste management and franchise fees. Solid waste management and franchise fees are based on tonnage disposed at the facility and the amount of revenue the waste haulers collect from providing services to the County unincorporated communities. This system does not allow the County to know how much it is supposed to collect from the facility operators and waste haulers, but instead relies on the customers to calculate the fees they owe to the County.

At the beginning of each month Fiscal manually generated blank \$1 invoices. They printed and sent hard copies to Environmental Programs Division (EPD) for EPD staff to review the invoices. After EPD's approval, Fiscal sent hard copies of the invoices to each of the County's waste haulers and facility operators. EPD staff also scanned the invoices and individually e-mailed each waste hauler an electronic copy of the invoices; this step allowed the customers to receive their invoices in a timelier manner than through the mailing system.

The customers completed the blank \$1 invoice, supplied their invoice data and fees due; and sent the completed invoice with their remittance to Public Works' Fiscal Division.

Fiscal would then replace the \$1 inputs they originally entered at the beginning of the month in eCAPS with the amounts indicated on the invoices the waste haulers and facility operators submitted.

EPD dedicated three staff operating at the Administrative Assistant I level; and Fiscal dedicated one staff operating at the Word Processor I level, one staff operating at the Accountant I level, and one staff operating at the Financial Specialist III level to this process.

Solutions:

EPD worked with Fiscal, Information Technology Division (ITD), and the County's eCommerce Readiness Group (eRG) to develop and launch the Solid Waste Automated Billing System (SWABS). This system is comprised of two parts: the online billing system and the online payment system.

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SWABS: Online Billing System

Customers participating in SWABS are electronically notified to enter their invoice data through the SWABS application during the invoice data submission period. At the end of the month, ITD interfaces that data to eCAPS, therefore capturing the solid waste management and franchise fee amounts in eCAPS without Fiscal staff needing to manually input the invoice data into the system. This step eliminates Fiscal's labor originally dedicated to inputting \$1 invoice amounts into eCAPS and removes Fiscal's labor dedicated to replace the \$1 data inputs with the actual invoice amounts the waste haulers and facility operators submitted on their invoices.

With the data in eCAPS, Auditor-Controller automatically generates the invoices, eliminating Fiscal staff from manually generating invoices. ITD provides e-copies of the invoices to EPD staff for review and approval. Once approved, ITD posts the invoices onto the Invoice Payment Status Inquiry (IPSI) website and electronically notifies the customers that their invoices are available online. This step eliminated EPD's labor dedicated to scanning and e-mailing the invoices to the waste haulers.

SWABS: Online Payment System

Once the invoices are made available online, the customers can go to the IPSI website where they have the option to review their invoices and pay their fees online with an e-check in three easy steps. Public Works worked closely with eRG and their contractors, FIS Global, to develop the online payment system that allows customers to instantly pay their fees to the County and provides customers with an electronic confirmation that their payments have been received.

Benefits:

By automating the billing and payment process, Public Works has: centralized its solid waste and franchise fee invoice data; improved customer service, improved its tracking and analysis of solid waste management revenue through online reports, increased Environmental Programs Division (EPD) and Fiscal Division's efficiency by eliminating manual tasks dedicated to the original process; reduced human errors associated with manual processes as well as the costs associated with correcting those errors; reduced environmental impact by lessening the amount of paper, toner and ink used to print the invoices; and fostered interdepartmental and intradepartmental County collaboration.

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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.

The SWABS addresses Goal III: Realize Tomorrow's Government Today. SWABS falls under Strategy III.2, item 3 in which it is a technological enhancement that replaced the manual solid waste management and franchise fee invoice generation process with an automated invoicing and payment system that reduces the amount of labor hours previously dedicated to that task and meets the needs of the customers, Fiscal, and EPD. This effort required the collaboration between EPD, Fiscal and ITD and included interdepartmental support from eRG and FIS Global.

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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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\$ 82,417.75	\$ N/A	\$ N/A	\$ 82,417.75	<input checked="" type="checkbox"/>

ANNUAL= 12 MONTHS ONLY

The Solid Waste Automated Billing System (SWABS) saved EPD ~\$82,400. This resulted from the following calculation:

Administrative Assistant I loaded hourly rate: \$66.58
 240 hours each year dedicated to this assignment per employee
 3 EPD staff for the 3 sections involved: Commercial Franchise, Residential Franchise and Landfills
 $\$66.58 \times 240 \times 3 = \$47,934.18$

Word Processor I loaded hourly rate: \$56.35.
 105 hours each year dedicated to this assignment for one employee
 $\$56.35 \times 105 = \$5,917.22$

Accountant II loaded hourly rate: \$80.11
 300 hours each year dedicated to this assignment for one employee
 $\$80.11 \times 300 = \$24,033.06$

Financial Specialist III loaded hourly rate: \$100.7445 hours each year dedicated to this assignment for one employee
 $\$100.74 \times 45 = \$4,533.30$

Total estimated annual cost avoidance:
 $\$47,934.18 + \$5,917.22 + \$24,033.06 + \$4,533.30 = \$82,417.75$