

Memorandum



Date: August 17, 2011

To: James K. Loftus, Director
Miami-Dade Police Department

From: Jennifer Moon, Director 
Office of Management and Budget

Subject: Central Records Bureau – Process Review

Attached is the final report of the process review completed in the Central Records Bureau.

It was a pleasure to work with your management team and staff. My project team was very impressed with your staff's work ethic and commitment to explore a wide range of creative solutions to improve service.

Please contact me if you have any questions or need additional information.

Attachment

- c. Alina T. Hudak, Deputy Mayor/County Manager
Alberto Parjus, Office of Management and Budget

Miami-Dade Police Department Central Records Bureau Process Review

*Miami-Dade County
Office of Management and Budget
August 2011*



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EXECUTIVE SUMMARY

The Miami-Dade Police Department's (MDPD's) Central Records Bureau (CRB) is the official custodian of criminal records for all of Miami-Dade County. This Bureau is responsible for updating criminal history records and responding to information requests from the public, as well as a variety of law enforcement entities and industry groups. The CRB also tracks missing persons for all municipalities, and validates data for the Florida Department of Law Enforcement (FDLE) and the Federal Bureau of Investigation (FBI). During Fiscal Year 2010-11, the CRB provided these services with 159 full time positions (See Appendix IV).

MDPD asked the Office of Management and Budget (OMB) to help them eliminate backlogs and inefficiencies, and improve the accuracy and overall quality of information generated by the CRB. To achieve this, OMB conducted an accelerated process review that included:

- an activity analysis to determine the costs of all major processes in the CRB;
- a process analysis in which each of the Bureau's major processes was mapped, measured and evaluated; and
- a process redesign exercise in which findings, conclusions, recommendations and implementation strategies were developed to:
 - streamline operations,
 - minimize backlogs,
 - improve the accuracy of information generated by the Bureau,
 - improve overall service quality,
 - make effective use of available technology, and
 - address staff deployment and staffing levels to meet ongoing work demand.

Estimated Cost Savings

Several of the recommendations in this report would produce personnel cost savings. These savings are derived from the activity analysis conducted by the project team, in which employees estimated the amount of time spent on the various activities that comprise their jobs. This information was combined with employee-specific compensation data to determine the cost savings associated with the activities affected by each recommendation. A more detailed explanation of the activity analysis is contained in the body of this report.

There are implementation costs associated with several of the recommendations. The project team believes the recurring savings associated with these recommendations clearly justify their one-time implementation costs.

The CRB should fully implement each recommendation and track its benefits before adjusting staffing levels. Appendix V is a schedule of one-time implementation costs and recurring, annual savings associated with each recommendation.

The monetary savings appearing in this report are gross savings, and do not include associated costs required to implement the recommendations.

The body of this report also contains a complete description of all recommendations developed by the OMB project team. This executive summary briefly describes OMB's key recommendations.

Key Recommendations

Responding to Information Requests

The CRB's public counter responds to approximately 1,300 information requests per week. Approximately 75 percent of these requests involve clearance letters for individuals involved in immigration. CRB staff believes a large portion of these requests could be accommodated at Police Districts throughout the County, or at other remote locations, through targeted technology enhancements.

It is estimated that these technology enhancements will cost approximately \$11,000 (for self service kiosks and a running video), and reduce workload associated with clearance letters by approximately 50 percent. The estimated workload reduction is based on staff interviews. Successful implementation of these technology enhancements would enable MDPD to eliminate or redeploy three full time positions in the CRB, and save approximately \$180,000 per year.

Updating Criminal History Data

The CRB updates several databases with new information contained in a variety of documents. Each year, this Bureau processes approximately 48,000 Arrest Warrants, 4,800 Sealed and/or Expunged Records, 790,000 Offense Incident Reports (OI's), and more than 1 million other documents including Criminal Histories, Arrest Affidavits and Traffic Crash Reports.

The OMB project team developed several process and system improvement recommendations that would significantly reduce the CRB's work requirements associated with error correction, data entry and data scanning. Successful implementation of these recommendations would enable MDPD to eliminate or redeploy 43 full time positions in the CRB, and save approximately \$2.1 million per year.

Supervisory Reporting Relationships

The OMB project team examined the CRB's Table of Organization (See Appendix IV), and found some areas that contained one-to-one reporting relationships among supervisory positions. Several of these one-to-one reporting relationships have resulted from the Bureau's inability to fill vacancies during the past several years. Generally, one-to-one reporting relationships are considered to be inefficient for administrative operations like the CRB.

OMB recommends that the CRB consolidate seven existing supervisory positions into a total of three supervisory positions in the following work units:

- Bureau Office
- Information Management Section
- Message Center Section
- Uniform Crime Reporting Unit

This consolidation would enable MDPD to eliminate or redeploy four full time supervisory positions, and save approximately \$480,000 per year.

The OMB project team worked very closely with MDPD staff to develop these recommendations, and believe that once implemented, they will improve process controls, accuracy and service quality, while saving MDPD approximately \$2.8 million per year (See Appendix II).

BACKGROUND AND PROJECT OBJECTIVES

The Miami-Dade Police Department's (MDPD's) Central Records Bureau (CRB) is the official custodian of criminal records for all of Miami-Dade County. The CRB is responsible for updating and maintaining a wide range of documents, and responding to information requests from the public, as well as a variety of law enforcement entities and industry groups. This Bureau also tracks missing persons, warrants, guns, vehicles and other articles for 18 municipalities throughout the County. The CRB Bureau receives documentation from Law Enforcement Officers, and enters or scans a wide range of information into several databases, including both the Florida and National Crime Information Centers. This Bureau is also responsible for updating and validating information that appears on monthly reports generated by the Florida Department of Law Enforcement (FDLE). During Fiscal Year 2010-11, the CRB provided these services with 159 full time employees (FTE's).

Since March 2011, the CRB has been experiencing a one month backlog in scanning information into an internal database used for responding to information requests. The Bureau is also striving to improve its monthly validation process with the FDLE. Consequently, MDPD asked the Office of Management and Budget (OMB) to conduct a process review that would help them eliminate backlogs and inefficiencies, and improve the accuracy and overall quality of information generated by its various work units. OMB conducted an accelerated process review, and developed a combination of operational and staffing solutions that would minimize the Bureau's current backlog while improving operational efficiency.

The key project objectives were to:

- Determine the costs of all major processes and activities in the Bureau;
- Map, measure and analyze processes for updating criminal history data and responding to information requests; and
- Develop findings, conclusions, recommendations and implementation strategies that would:
 - streamline operations and improve processes wherever possible;
 - minimize backlog(s);
 - improve service quality, efficiency and effectiveness;
 - make effective use of available technology; and
 - address staffing levels and the deployment of existing resources to meet ongoing work demand.

APPROACH & METHODOLOGY

The OMB project team worked very closely with CRB's management team and knowledge workers to analyze its various processes. Specifically, OMB:

- developed a comprehensive activity-based cost model, which displays how the CRB allocates its personnel resources across various operational processes;
- facilitated a series of work sessions in which each major process was mapped, measured and evaluated (See Appendix I);
- facilitated additional work sessions and worked closely with key members of the management team to develop a preliminary list of operational and organizational recommendations;
- presented preliminary recommendations to the CRB and MDPD management teams; and
- finalized the recommendations after receiving the management teams' guidance and input (See Appendix II).

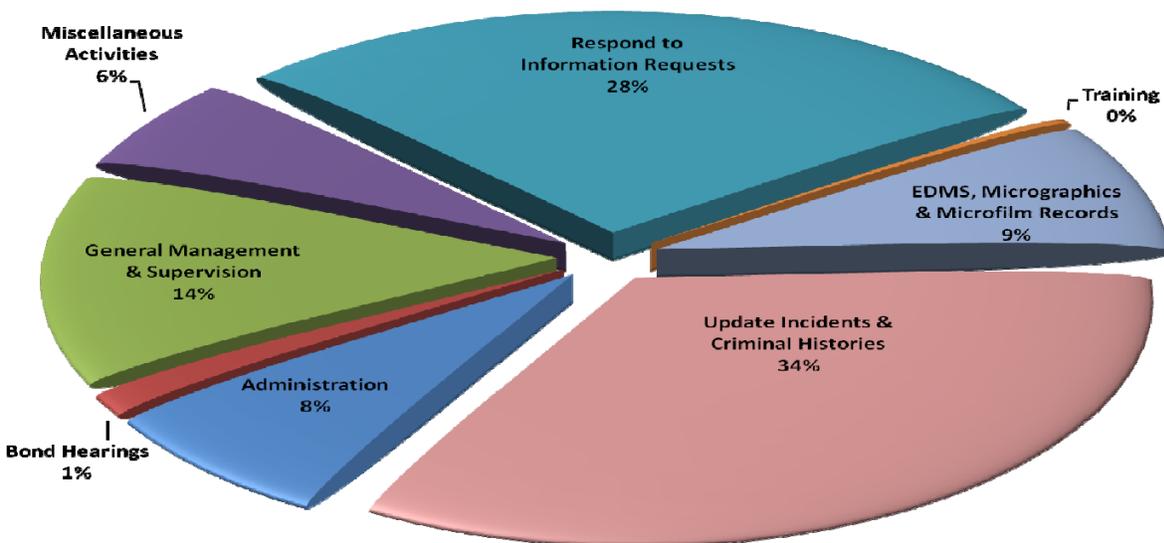
FINDINGS AND RECOMMENDATIONS

Activity Analysis

OMB facilitated a series of work sessions with the CRB's staff to identify the cost of each major operational process. Employees were asked to categorize the major tasks that comprise their jobs, and estimate the percentage of time spent on each task. These estimates were then matched with previously defined operational processes and employee-specific compensation data to build an activity-based cost model for the CRB.

Total annual process personnel costs were approximately \$9 million. The overall allocation of these costs to the various processes indicates that the CRB is distributing its resources in accordance with its operational priorities. The proportional cost of general management, supervision and administration is 22 percent. No uniform standard exists for an appropriate ratio of management and administration to production oriented activities for local government. However, OMB's past experience in conducting similar studies suggests that, for an administrative organization like the CRB, this proportionate level of general management, supervision and administration to production-oriented activities, while in the high range, is within acceptable limits. Figure 1 summarizes these findings.

Figure 1: CRB Activity Analysis
Total Annual Process Personnel Cost: \$9 Million



This section of the report details the OMB project team's recommendations and implementation requirements. The OMB project team facilitated several highly structured work sessions with CRB staff and the Bureau's major stakeholders to form the foundation for these recommendations.

Appendix II contains a summary description of each recommendation, associated savings and estimated implementation dates. Appendix III contains a milestone-level implementation schedule for each recommendation.

Public Counter Improvements

The CRB's public counter responds to approximately 1,300 information requests per week. Approximately 75 percent of these requests involve clearance letters for individuals who are addressing immigration, housing or employment issues. CRB staff believes a large portion of these requests could be accommodated at Police Districts throughout the County, or at other remote locations, through targeted technology enhancements. OMB recommends that the CRB:

- Develop a running video that clearly explains the various services and information available to the public at Police Districts located throughout the County. This video should be posted on MDPD's website and appear in the lobby of CRB's public counter.
- Acquire and implement a web based information request system that would enable the public to obtain selected types of information at remote locations like public libraries and other public facilities.
- Explore the use of self service kiosks at MDPD Headquarters and other locations throughout the County, which would enable the public to obtain selected types of information directly. OMB recommends that the CRB trial-test this recommendation at MDPD Headquarters before expanding it to other locations.

Costs, Benefits and Implementation Requirements

It is estimated that these technology enhancements will cost approximately \$11,000 (for self service kiosks and the running video), and according to CRB staff, would reduce workload associated with clearance letters by approximately 50 percent. The technology enhancements would enable MDPD to eliminate or redeploy three full time positions in CRB, and save approximately \$180,000 per year.

These recommendations could be fully implemented by January 2012. The CRB should track the results of these recommendations for up to three months after they are implemented, and adjust staffing levels accordingly by April 2012.

Updating Criminal History Data

The CRB updates several databases with new information contained in a variety of documents. Each year, this Bureau processes approximately 48,000 Arrest Warrants, 4,800 Sealed and/or Expunged Records, 790,000 OI's, and more than 1 million other documents, including Arrest Affidavits and Criminal Histories.

Warrants and Sealed & Expunged Records – Currently, the Clerk of Courts enters information on warrants and sealed & expunged records into the County's Criminal Justice Information System (CJIS). The CRB prints this information, and re-enters it into its database. OMB recommends the development of system functionality that would facilitate automated download of information on warrants and sealed & expunged records from CJIS to the CRB's database.

Costs, Benefits and Implementation Requirements

ETSD estimates that this functionality would cost approximately \$500,000. OMB's activity analysis indicates that this functionality would reduce the workload for 20 CRB employees by approximately 50 percent, while allowing staff to focus more effectively on validating information appearing on the Florida Department of Law Enforcement's (FDLE's) database. This workload reduction would enable MDPD to eliminate or redeploy ten full time positions in the CRB, and save approximately \$500,000 per year. OMB recommends that MDPD obtain grant funding for this initiative.

This functionality could be fully implemented by April 2013. The CRB should track the results of this recommendation for up to three months after it is fully implemented, and adjust staffing levels accordingly by July 2013.

Review of OI's, Arrest Affidavits and Supplemental Reports at Police Districts – Under the current process, Law Enforcement Officers complete OI's, Arrest Affidavits and Supplemental Reports manually, and at the end of their shift, deliver those documents to a Police Sergeant, who reviews them for accuracy, legibility and legal sufficiency. Information added to these documents by Crime Analysis Units (CAU's) at Police Districts and Specialized Bureaus is also sent to a Police Sergeant and reviewed in the same manner. This information is entered into a data warehouse at Police Districts. The documents are then sent to the CRB, where the information is entered and/or scanned into several databases. MDPD requires both Police Districts and Specialized Bureaus to deliver these documents to the CRB within 72 hours after they are generated. The project team found that approximately six percent of the documents arrive late at the Bureau, and that 17 percent of the documents contain errors or are illegible. This causes CRB staff in two large work units to spend approximately one and a half to two hours per day dealing with these issues.

OMB recommends that MDPD:

- Develop a template OI form, and require Police Officers to complete these forms on their laptops in the field;

- Create a shared drive that would enable Police Sergeants to access and review these documents as soon as they are placed in the drive; and
- Make all Law Enforcement Officers, Police Sergeants, and CAU personnel accountable for providing accurate, timely information to CRB. This could be accomplished by including adherence to these requirements in their performance evaluations as part of their “Quality of Work”.

Costs, Benefits and Implementation Requirements

CRB supervisors informed the project team that this process could be implemented internally at little to no cost. This recommendation would save CRB staff in two large work units approximately 1.5 hours of time each day. That time savings would enable MDPD to eliminate or redeploy six full time positions in the CRB, and save approximately \$287,000 per year.

OMB recommends that MDPD use an accelerated training strategy that would have Police Officers who are currently using electronic OI forms train other Officers in the use of a standardized, electronic OI template. This recommendation should be implemented in each District as soon as the Police Officers in that District have completed their training.

MDPD is currently working on automating the Offense Incident Reporting Process. That project is consuming a significant amount of resources, and should be treated as a higher priority than the implementation of this recommendation.

It is estimated that this recommendation could be fully implemented by January 2012. The CRB should track the results of this recommendation for up to three months after it is fully implemented, and adjust staffing levels accordingly by April 2012.

Redundant Data Entry at Police Districts and the CRB (Interim Solution) –

Approximately 75 percent of the information appearing on OI’s, Arrest Affidavits, Supplemental Reports and other documents is entered into a data warehouse at Police Districts. After those documents arrive at the CRB, the same information is re-entered and/or scanned into several databases. OMB recommends the development of system functionality that would facilitate automated download of this information from the data warehouse to the CRB database that is used for reporting crime statistics. This database is managed by CRB’s Uniform Crime Reporting (UCR) work unit.

Costs, Benefits and Implementation Requirements

MDPD’s Information Technology staff informed OMB that this interim functionality could be developed internally at little to no cost. The Activity Analysis indicates that this functionality would reduce the UCR staff’s workload by 50 to 75 percent. That workload reduction would enable MDPD to eliminate or redeploy 14 full time positions in the CRB, and save approximately \$659,000 per year.

It is estimated that this functionality could be fully implemented by January 2012. The CRB should track the results of this functionality for up to three months after it is fully implemented, and adjust staffing levels accordingly by April 2012.

Redundant Data Entry at Police Districts and the CRB (Permanent Solution) - MDPD's Information Technology Unit has obtained a \$1 million grant to automate the Offense Incident Reporting Process in a way that would enable Law Enforcement Officers to access important reference databases with their laptops, and facilitate an automated download of all information generated at Police Districts and Special Bureaus to all CRB databases. This functionality should also include interfaces with the 18 municipalities currently served by this Bureau.

Costs, Benefits and Implementation Requirements

The EDMS/Micrographics work unit scans information from a variety of documents into an internal database used to respond to requests for information. A separate initiative to automate the Arrest Affidavit Documentation Process would eliminate all scanning requirements for the Arrest Affidavit in the EDMS/Micrographics work unit. That initiative, along with the functionality associated with the automated Offense Incident Reporting Process would enable MDPD to eliminate or redeploy one additional full time position in the UCR work unit, and 12 full time positions in the EDMS/Micrographics work unit. This would produce recurring cost savings of approximately \$634,000 per year for MDPD.

The new functionality would also eliminate the need for courier services currently used by the CRB to transport hand-written documents from the field to the Bureau. This would produce recurring savings of approximately \$61,000 per year.

These more permanent technology upgrades are scheduled to be implemented by April 2013. CRB should track the results of this functionality for up to three months after it is fully implemented, and adjust staffing levels accordingly by July 2013.

Supervisory Reporting Relationships

The OMB project team examined CRB's Table of Organization, and found some areas that contained one-to-one reporting relationships among supervisory positions (See Appendix IV). Several of these one-to-one reporting relationships have resulted from the Bureau's inability to fill vacancies during the past several years. Generally, one-to-one reporting relationships are considered to be inefficient for administrative operations like the CRB. OMB recommends that the CRB consolidate seven existing supervisory positions into a total of three supervisory positions in the following work units:

- Bureau Office
- Information Management Section
- Message Center Section
- Uniform Crime Reporting Unit

Costs, Benefits and Implementation Requirements

This recommendation requires a management decision. Consequently, there would be no tangible costs associated with its implementation. This consolidation would enable MDPD to eliminate or redeploy four full time supervisory positions, and save approximately \$480,000 per year. It could be fully implemented by the end of September 2011.

Summary of Benefits

If approved, this set of recommendations would result in a staff reduction of 50 positions in the CRB. The OMB project team realizes this is a significant staff reduction. But it must be emphasized that CRB's current staffing levels do not imply inefficiency or lack of work effort. To the contrary, the employees in this Bureau are very hard working, dedicated professionals. The current staffing levels exist only because this operation lacks adequate system support.

The OMB project team conducted a preliminary output comparison between the CRB and other jurisdictions in Florida and throughout the Country. Initially, it appeared that other jurisdictions that had better system support than the CRB achieved higher output per employee than this Bureau. But a closer look at the data revealed that nuances surrounding the definition of units of output make it difficult to arrive at valid conclusions regarding the actual output per employee. A thorough comparison would require further research.

Additional Recommendations

Technology Support for Public Service Aids (PSA's)

MDPD employs 79 Public Service Aids, whose vehicles are not equipped with laptop computers. Successful implementation of the previous recommendations regarding automated downloading of information generated by Law Enforcement Officers in the field requires all Officers, including PSA's, to have laptops in the field. OMB recommends that MDPD equip all PSA's with laptops in their vehicles.

Costs, Benefits and Implementation Requirements

It is estimated that 79 laptops, along with the necessary bracketing and other accompanying safety equipment will cost approximately \$400,000, and will enable the seamless transition of all field generated data from Police Districts and Special Bureaus to the CRB. OMB recommends that MDPD obtain grant funding to acquire these laptops.

It is estimated that grant funding could be obtained by October 2013, and that laptops could be acquired and installed by January 2013.

Digitizing Case Information

Currently, information for individuals whose criminal history files precede 2004 is updated on microfilm or microfiche. This is a very time consuming task for the Bureau. Information on all cases that originated since 2004 is scanned directly into the CRB database. OMB recommends that the CRB acquire digital scanning equipment that will enable the Bureau to digitize case information currently stored on microfilm or microfiche. The OMB project team found that digitizing all case files that originated prior to 2004 would be too time consuming and very costly. Therefore, the CRB should only use this equipment to digitize case files for individuals who commit crimes presently, but whose case files originated prior to 2004. By doing so, only the old case files that need to be updated will be fully digitized.

Costs, Benefits and Implementation Requirements

According to CRB staff, the digital scanning equipment will cost approximately \$25,000, and will produce considerable time savings when case files are updated, and when the Bureau responds to information requests. The precise time savings are still to be determined, and would be tracked after the equipment is acquired. This recommendation could be fully implemented by January 2012.

Outdoor Waiting Area at the Public Counter

During peak periods, the outdoor waiting area at the public counter lacks sufficient seating, and is not designed to allow customers to use their computers while they wait. Based on customer comments and discussions with CRB staff, OMB recommends that MDPD add seating to the outdoor waiting area, and build a work station that would enable customers to use their computers while they wait.

Costs, Benefits and Implementation Requirements

If this recommendation is approved, CRB plans to engage the Boy Scouts and other individuals involved in community service to build these amenities. CRB staff estimates the materials for this initiative will cost approximately \$1,000, and will produce visible customer service improvements at the public counter. These amenities could be built by January 2012.

Cross Training

During peak periods, employees at the public counter are under a lot of pressure to respond to customers in a timely manner. The project team discussed this issue with the supervisor of the EDMS/Micrographics Unit, and agreed that it would be very helpful if the Imaging Records Technicians in that work unit were cross trained to locate requested information during peak demand periods at the public counter.

Costs, Benefits and Implementation Requirements

According to CRB staff, this cross training is now complete, and the new process could be fully implemented by January 2012.

Merger of the Automated Systems Unit (ASU) and the Vehicle Data Entry Unit (VDEU)

Currently, the ASU and VDEU operate as independent work units. The VDEU validates gun-related information for ASU. The CRB has been moving toward merging these two work units. OMB supports this merger. Since all VDEU employees are heavily involved in production-related activities, there would be no personnel cost savings associated with this merger.

Costs, Benefits and Implementation Requirements

According to CRB staff, this merger has already been implemented.

Signal Card

Under the current process, the VDEU uses a hard copy form called a Signal Card to write down information communicated to them by Law Enforcement Officers while they are in direct contact with subjects in the field. After the telephone communication, VDEU staff members enter the information from the Signal Card into the CRB system. According to MDPD staff, the FDLE requires the CRB to use the Signal Card to verify the accuracy of that information by comparing it to information on Offense Incident Reports (OI's). OMB disagrees with this requirement, and encourages MDPD to explore with FDLE, the possibility of discontinuing it. Since this information becomes part of the OI, and will be thoroughly reviewed before it is downloaded into CRB's system, OMB recommends that VDEU staff enter the information they receive over the telephone directly into CRB's system. The project team's assumption is that information entered into the system by VDEU staff would be overridden by the information that is eventually downloaded from the data warehouse at Police Districts to CRB's system. This recommendation could be implemented at little to no cost by January 2012.

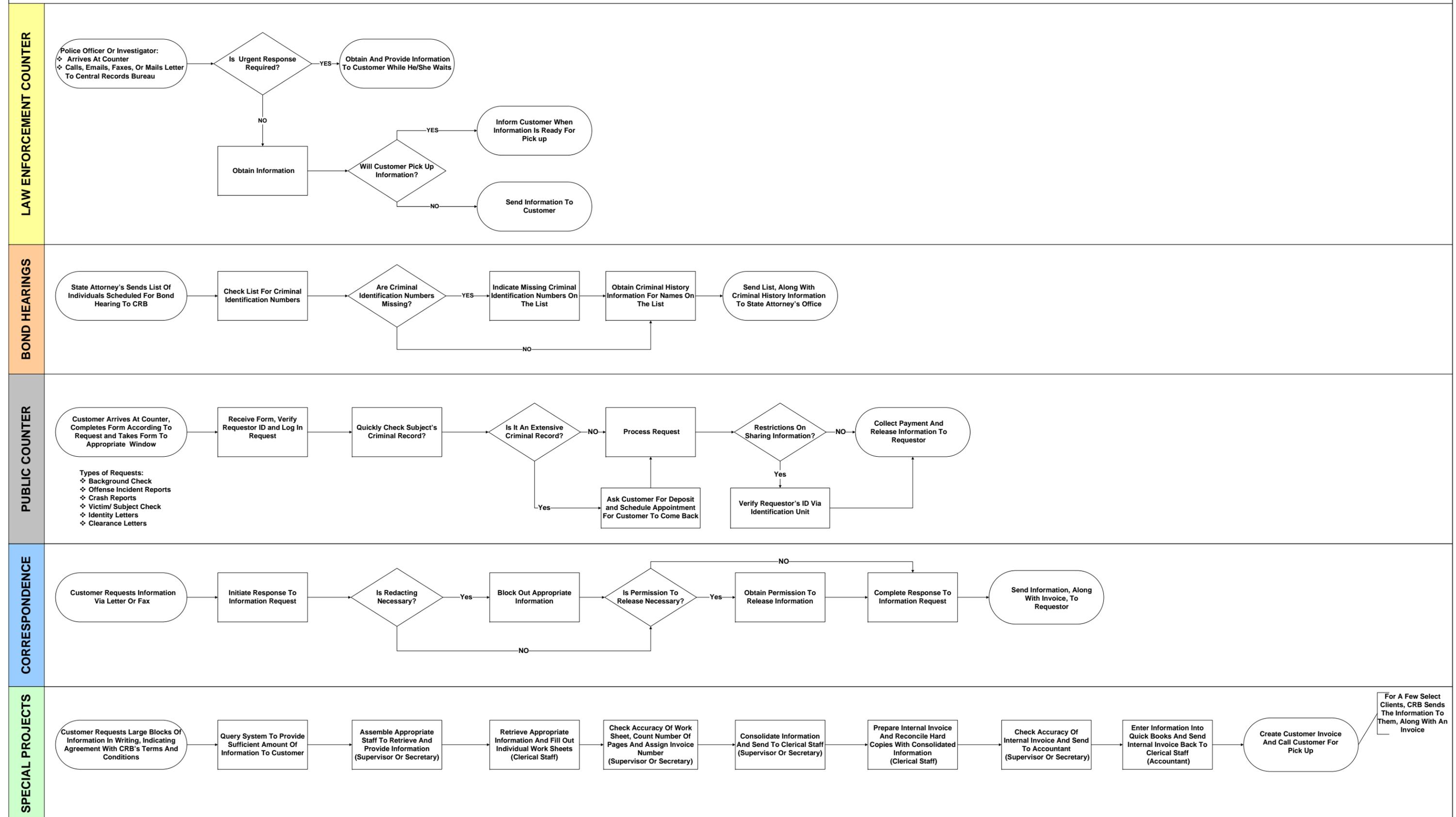
ACKNOWLEDGEMENTS

It was an honor to work the CRB's staff and management team on this project. OMB's project team was particularly impressed with this bureau's work ethic, and its employees' commitment to explore a wide range of creative solutions to improve service.

If the need arises, it would be a privilege to serve MDPD in the future.

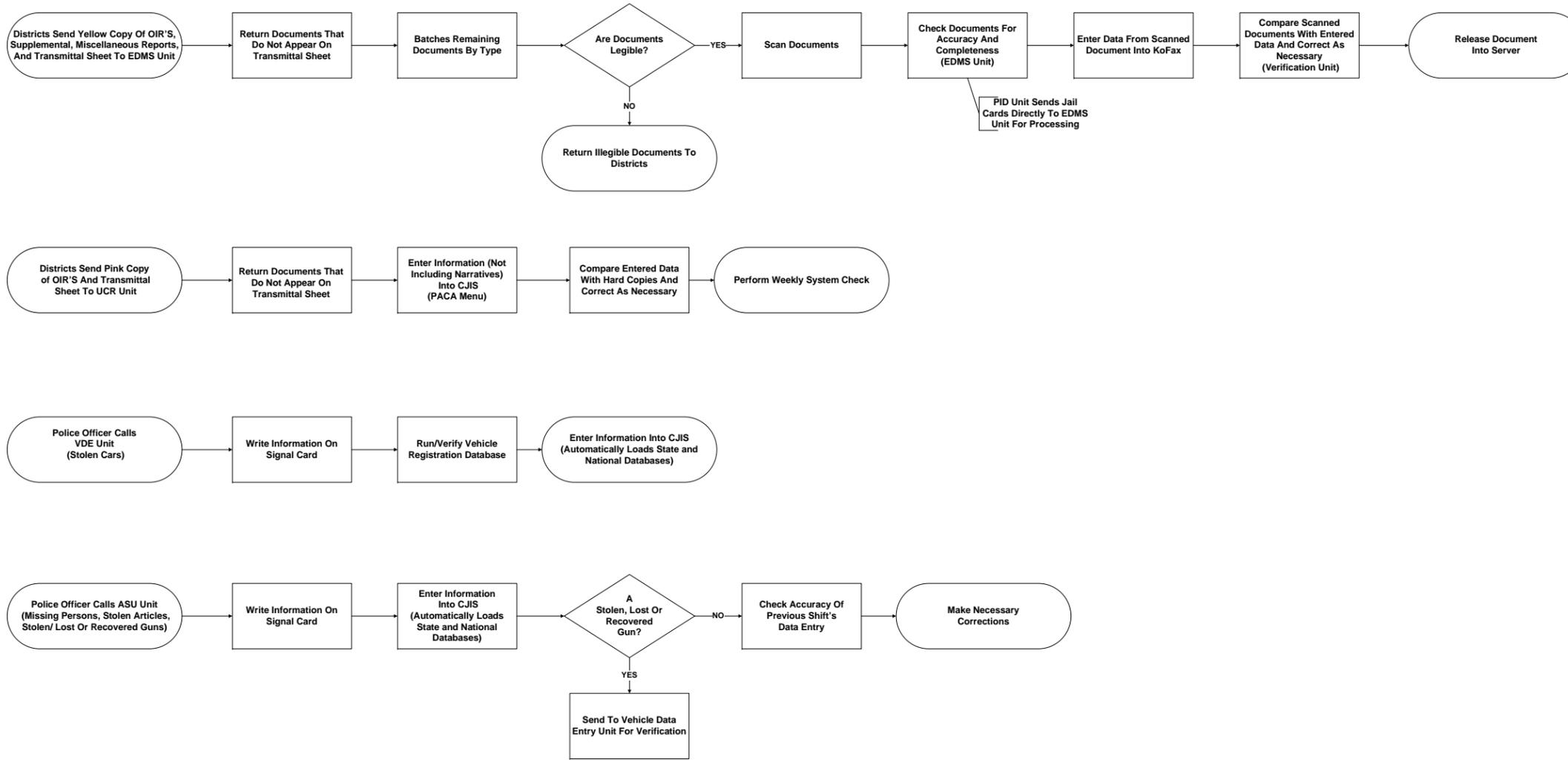
Appendices

Appendix I- Respond to Information Requests

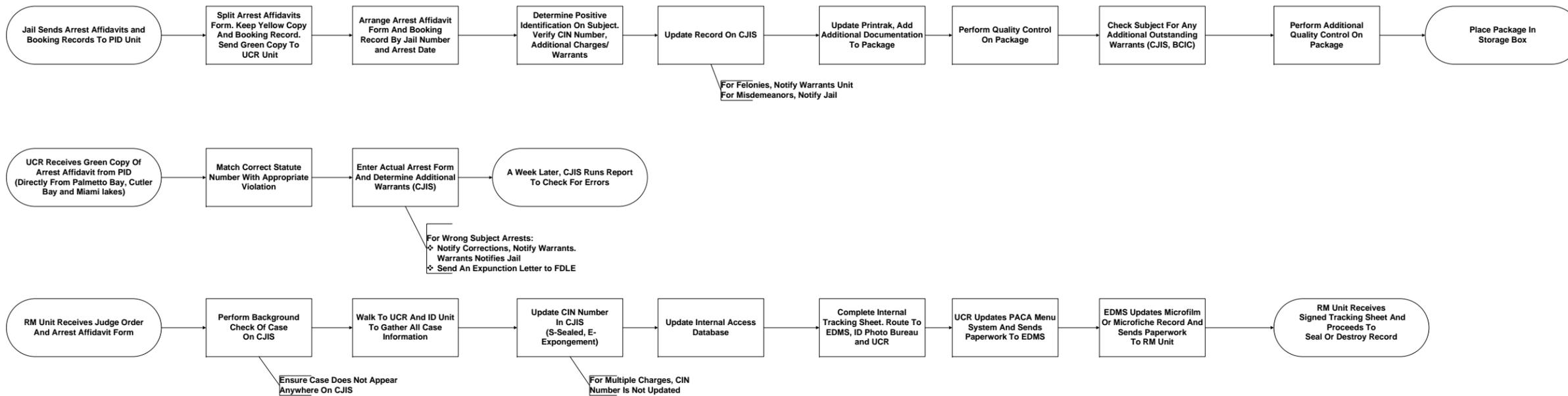


Appendix I- Update Incidents & Criminal History

OFFENSE INCIDENTS REPORTS



CRIMINAL/ ARRESTS AFFIDAVITS



Appendix II – CRB Summary of Recommendations, Associated Savings and Implementation Dates

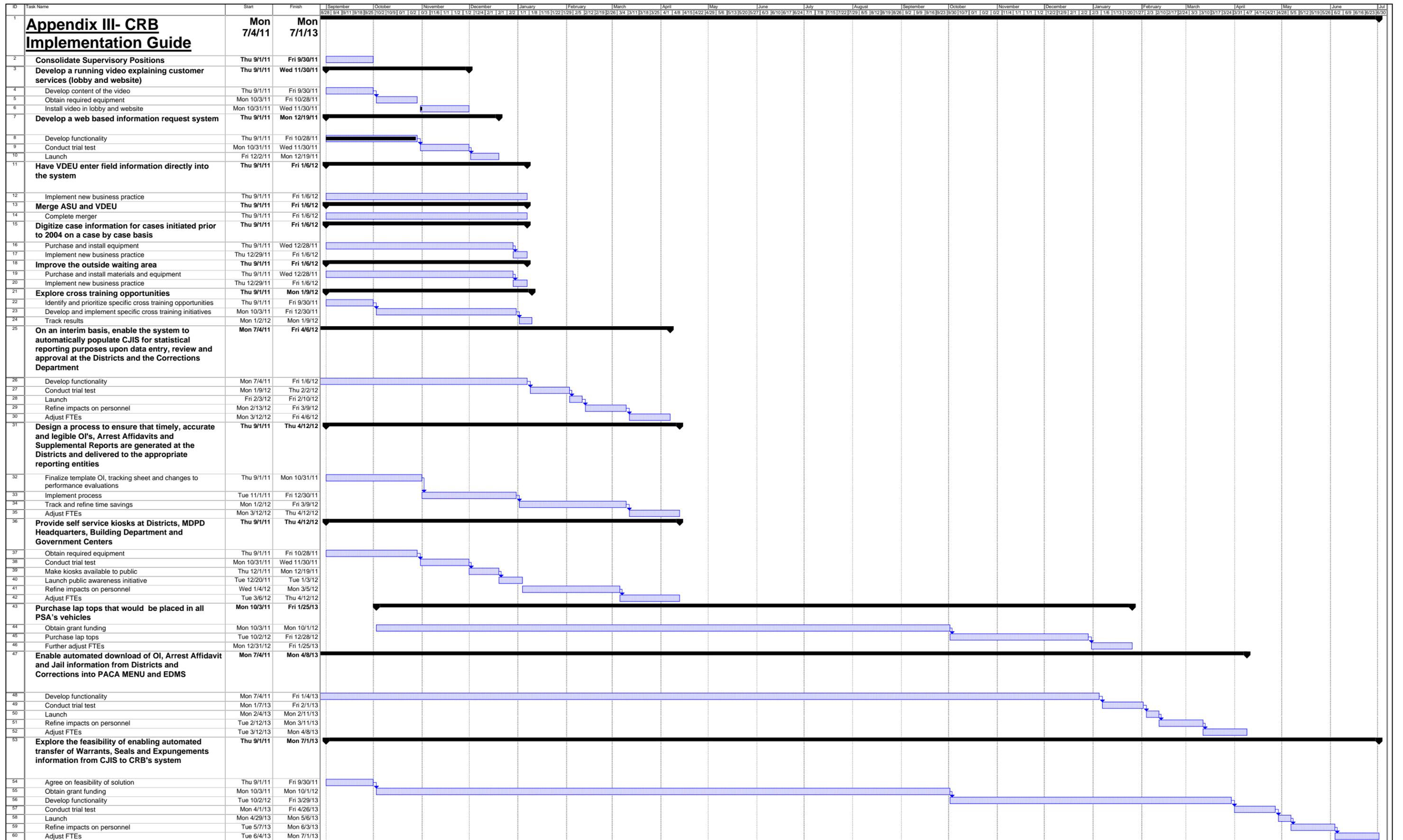
Recommendations		Benefits	Gross Annual Savings	One -Time Implementation Cost	Implementation Date
Public Counter Improvements	1) Develop a running video explaining customer services (lobby and website)	1) Improved customer service 2) 50% workload reduction for clearance letters (CRB staff estimate)	3 (P'CTR) FTE's \$180,000 per year	\$1,000 for running video	November 30, 2011
	2) Develop a web based information request system			Cost of web based traffic crash information request system is negligible	December 19, 2011
	3) Provide self service kiosks at Districts, MDPD Headquarters, Building Department and Government Centers			Cost of 9 self service kiosks is approximately \$10,000	April 12, 2012
Auto-Download of Warrants, Seals and Expungements Data	4) Explore the feasibility of enabling automated transfer of Warrants, Seals and Expungements information from CJIS to CRB's system	1) Improved process control, accuracy and efficiency 2) Process participants will save 10% to 50% of their time (CRB staff estimated)	9 (ASU) FTE's 1(RMU) FTE \$503,000 per year	Estimated cost: \$500,000 for warrants only. Additional cost for Seals and Expungements to be determined	July 1, 2013
QA Process for Offense Incident Reports (OI's)	5) Design a process to ensure that timely, accurate and legible OI's, Arrest Affidavits and Supplemental Reports are generated at the Districts and delivered to the appropriate reporting entities	1) Significant improvements in accuracy and legibility of documents generated at the Districts 2) Improved process control and accountability for reviewing documentation 3) Each process participant will save approximately 1.5 hours per day	4 (UCR) FTE's 2 (EDMS) FTE's \$287,000 per year	Negligible	April 12, 2012
	6) Make the completion and delivery of timely, accurate and legible OI's and Supplemental Reports a component of performance evaluations for all key process participants				April 12, 2012

Appendix II (Continued) – Summary of Recommendations, Associated Savings and Implementation Dates

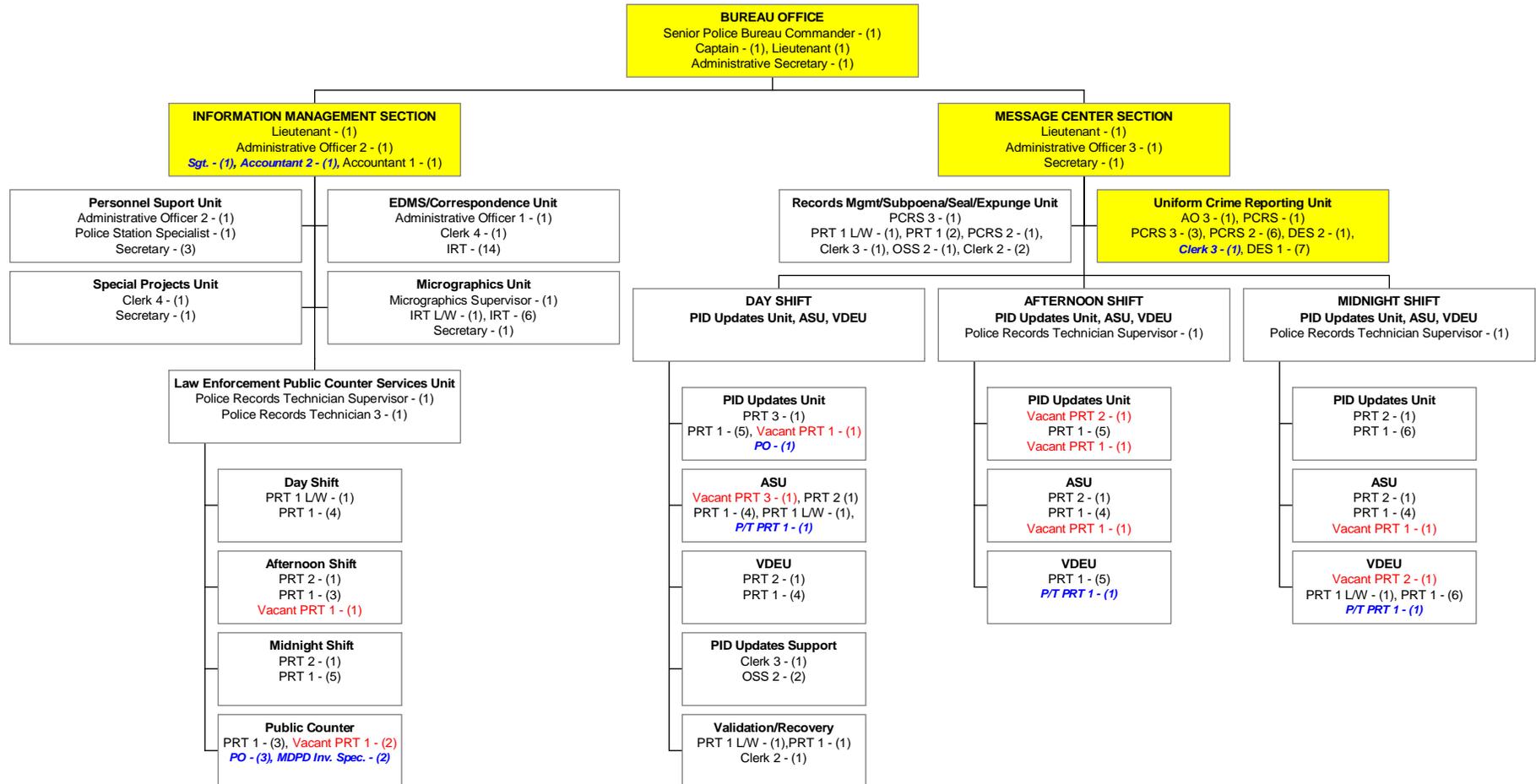
Recommendations		Benefits	Gross Annual Savings	One -Time Implementation Cost	Implementation Date
Interim Auto-Download of OI Data	7) On an interim basis, enable the system to automatically populate CJIS for statistical reporting purposes upon data entry, review and approval at the Districts and the Corrections Department	1) Improved process control, accuracy and efficiency 2) Process participants will save 55% to 75% of his/her time	14 UCR) FTE's \$659,000 per year	Negligible for the Districts component and to be determined for the Corrections Department	April 6, 2012
Permanent Auto-Download of OI Data	8) Enable automated download of OI, Arrest Affidavit and Jail information from Districts into CRB's System	1) Improved process control, accuracy and efficiency 2) Process participants will save approximately 50% of the time they currently spend on Seals and Expungements 3) The current work effort for entering OI's, Arrest Affidavits and Jail information in both the UCR and EDMS/Micrographics work units will no longer be necessary (AA Automation Project for EDMS work unit) 4) Courier services for transporting documents would no longer be necessary	1 Add'l (UCR) FTE 12 (EDMS) FTE's \$634,000 per year Courier Services= \$61,000 per year	\$1 Million Grant	April 8, 2013
Consolidate Supervisory Positions	9) Consolidate supervisory positions	Improved organizational efficiency	4 FTE's \$480,000 per year		September 30, 2011
Lap Tops for PSA's	10) Purchase lap tops that would be placed in all PSA's vehicles	Time savings for PSA's and at the Districts		Approximately \$400,000	January 25, 2013
Digitize Old Case Information	11) Digitize case information for cases initiated prior to 2004 on a case by case basis	Improved operational efficiency and eventual time savings		Approximately \$25,000	January 6, 2012
Improved Outside Waiting Area	12) Improve outside waiting area	Improved customer service and convenience		Approximately \$1,000	January 6, 2012

Appendix II (Continued) – Summary of Recommendations, Associated Savings and Implementation Dates

Recommendations		Benefits	Gross Annual Savings	One -Time Implementation Cost	Implementation Date
Cross Training	13) Explore cross training opportunities	1) Improved customer service 2) Improved skill level for CRB staff		Negligible	January 9, 2012
Merge ASU and VDEU	14) Merge ASU and VDEU	Improved organizational efficiency		Negligible	January 6, 2012
Signal Card	15) Have VDEU enter field information directly into the system	Improved operational efficiency		Negligible	January 6, 2012



Appendix IV-Central Records Bureau Table of Organization July 2011



159 Budgeted Positions

Appendix V - Schedule of (One-Time Costs) and Annual Savings

Recommendations	Milestones								
	Oct. 2011	Dec. 2011	Jan. 2012	Apr. 2012	Oct. 2012	Jan. 2013	Apr. 2013	Jul. 2013	FY13-14 & Beyond
Public Counter Improvements:									
1) Develop a running video explaining customer services (lobby and website)		(\$1,000)							
2) Provide self service kiosks at Districts, MDPD Headquarters, Building Department and Government Centers		(\$10,000)							
3) Reduce staffing level (3 P'CTR FTEs)				\$180,000	→				
Auto- Download of Warrants, Seals and Expungements Data:									
1) Obtain grant funding					(\$500,000)				
2) Implement new functionality					Implement Recommendation				
3) Reduce staffing level (10 ASU/RMU FTEs)								\$500,000	→
QA Process for Offense Incident Reports (OI's):									
1) Implement QA process	Implement Recommendation								
2) Reduce staffing level (6 UCR/ EDMS FTEs)				\$287,000	→				
Interim Auto-Download of OI Data:									
1) Implement new functionality	Implement Recommendation								
2) Reduce staffing level (14 UCR FTEs)				\$659,000	→				
Permanent Auto-Download of OI Data:									
1) Implement new functionality	Implement Recommendation								
2) Reduce staffing level (1 Add'l UCR FTEs and 12 EDMS FTEs)								\$634,000	→
3) Eliminate courier services								\$61,000	→
Consolidate Supervisory Positions:									
1) Reduce staffing level (4 FTEs)								\$480,000	→
Lap Tops for PSA's:									
1) Obtain grant funding					(\$400,000)				
2) Purchase and install equipment					Implement Recommendation				
Digitize Old Case Information:									
1) Purchase equipment			(\$25,000)						
Improve Outside Waiting Area:									
1) Purchase materials			(\$1,000)						
	FY 2011-12				FY 2012-13			FY 2013 & Beyond	
Total Estimated Costs	(\$37,000)				(\$900,000)			\$0	
Total Estimated Annual Savings	\$1,043,000				\$2,078,500			\$2,801,000	
Net Savings	\$1,006,000				\$1,178,500			\$2,801,000	