

Business Case

Cover Page

Project Title:	Prosecution Electronic Case Management System
Subtitle:	
Project Number	
Date of Submittal:	9/18/19
Department:	Executive
Primary Business Sponsor:	Maxine Whattam
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Project Primary Benefit

	Responsible Government	Customer Service	Efficiency	Risk Management
Select one	☒	☐	☐	☐

Business Objectives at a Glance

Benefit		Objective
Responsible Government	☒	Standardizes and improves business processes
	☒	Increases accessibility to data
	☒	Increases accuracy and reduces record redundancy
	☒	Supports integrated systems and organizational wide business analytics
	☒	Makes use of up to date technology tools and platforms
	☒	Fulfills regulatory requirements
Customer Service	☒	Improves accessibility to services
	☒	Improves the quality of services
	☒	Expands the scope of customer services
	☒	Improves accessibility to public records
Efficiency	☒	Demonstrates a positive return on investment
	☒	Improves productivity and/or reduces future costs
	☒	Results are measurable
Risk Management	☒	Increases system and data security
	☒	Replaces outdated and at-risk technology

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Executive Summary

- **Vision** – The goal of this project is to bring the Redmond City Prosecutor's Office into the 21st century by streamlining business processes and increasing productivity with the purchase and implementation of an electronic case management system.
- **Problem** – Apart from standard Microsoft Office products, the Prosecutor's office has not kept pace with its peers in leveraging modern technology to automate workflow or digitize case files. Today, case files are maintained 100% in hard copy format. This limits the time a Prosecutor has to prepare for trial, it inhibits optimal communication with witnesses and victims of crime, and it causes delay in the prosecution of cases. Despite these manually intensive case management processes, and an increasing number of criminal and infraction filings over the last five years, staff and attorneys manage to meet demand, but not in the most effective manner. In October 2019, the King County District Court (KCDC) is implementing an electronic case management system which requires Redmond's Prosecuting Attorney's office to file all cases electronically. Without an electronic case management system, all case file materials will need to be gathered and organized in hard copy and subsequently scanned into a suitable electronic file format in order to file a case. This type of file, digitized by scanning, does not provide the improved usability that an electronic case management system provides as the content remains unindexed and not easily searchable.
- **Objective** – Improve case management business processes with a specific focus on electronic workflows and quick and easy access to case details which will eliminate inefficiencies caused by the manual handling of hard copy case files both in and out of the courtroom.
- **Solution** – Implement an electronic case management system which integrates with both the City's Police department as well as King County District Court systems used to manage shared case data.
- **Cost** – The one-time implementation cost for an Electronic Case Management system is between \$80K and \$100k with an additional ongoing annual support and maintenance cost of approximately \$15k. This project would use existing ECM project budget.
- **Benefit** – An electronic case management system will reduce inefficiencies and increase the capacity of the Prosecuting Attorney's office by 30%. This allows them to absorb future growth, better prepare for hearings, and improve overall communications and management of case information.

The Purpose of this document is to establish a clear and succinct Business Case for **Prosecution Electronic Case Management System**. This business case establishes an evidenced based recommendation for moving forward with the project as defined below and clearly explains the benefit of implementing the recommended solution over the alternatives.

Background

The City of Redmond Prosecutor's Office handles criminal misdemeanors, civil traffic infractions, and cases through the Redmond Community Court. For 2019, the office is projected to file 1046 criminal misdemeanors and 5492 traffic infractions. The office provides prosecutorial services for the City of Redmond. The Prosecutor's Office seeks an electronic case management system to increase efficiencies within the department and provide better customer service to the courts, judges, attorneys, victims, witnesses, the public, and other city departments.

Business Objective

Redmond provides high-quality public safety services and the community continues to enjoy excellent public safety services. This includes the prosecutor's office that serves the diverse community by supporting victims and families, justly and fairly holding criminals accountable, and protecting the safety of the community. To keep up with the current and anticipated long-term growth of the city, prosecution needs the tools to run efficiently and effectively, so it can successfully assist the city in maintaining its high-quality public safety services.

The objective is to identify and procure a system that will modernize the internal efficiencies of the Prosecutor's office to prevent inefficiencies such as delays in processing manual files, lost files, quicker customer service, quicker processing of case files to improve strength of cases, increasing time to focus resources on deserving defendants.

Problem Statement

The number of criminal filings and traffic infractions handled by the Prosecutor's Office has consistently increased throughout the last five years, resulting in additional workload and time in court for administrative staff and prosecutors. So far, resources are managing to meet demand, but not in the most efficient manner. (See Table 1.0)

Table 1.0 Court of Washington's Report on Annual Case Filings- Redmond, WA

Courts of Washington Annual Filings Report-Redmond, WA*					
	2015	2016	2017	2018	2019**
Criminal	812	830	937	801	1046
Infractions	5555	5113	5071	5199	5492
*statistics obtained from http://www.courts.wa.gov/caseload/					
**annual projection based on filings through June 2019					

The risk of doing nothing is to maintain status quo and continue manual processing. In line with the current growth in Redmond, the Prosecutor's Office is experiencing a growth in department demands. For example, in 2018, the City and King County District Court created Community Court through a collaborative effort. This requires additional targeted staff and prosecutor review on 30-40 additional cases per week and an additional 2 hours of staff time in court. Also, court calendars are increasing. For example, in 2018 Monday morning Pre-trial calendars increased from 10 cases to an average of 20+. KCDC is again looking to increase Monday and Tuesday pre-trial calendars to 30 to accommodate the rising caseload. This increases court time for staff and prosecutors alike and reduces time for the manually intensive case file handling processes such as pulling manual files for upcoming hearings, prepping discovery, handwriting plea offers, and drafting and sending subpoenas. As a result, there is a domino-effect delay in other duties such as contacting victims, reaching out to officers for follow-up, reviewing and charging cases, and drafting response on legal issues on cases. While the office meets all court deadlines and those required under the rules of law, there is room to improve on areas, such as customer response time, review of search warrants for police, charging of cases and decisions on legal issues. The sooner cases are filed, the stronger they are because witnesses are likely more available, their memory is stronger, and the quicker individuals are held accountable, whether it be through jail, restitution to the victim, and/or treatment to help prevent recidivism.

Without an Electronic Case Management system, the Prosecutor's Office cannot streamline criminal case processes. The following areas of current inefficiencies were identified as part of a Police and Prosecutor's LEAN workshop in 2017.

Inability for multiple persons to view a case file simultaneously results in processing delays. to view a file at the same time. This results in delays of processing work

- **Example:** If a case is set for trial at court, after court the staff member and attorney must decide which process takes priority and who should take the file first. The staff member would likely draft and send out subpoenas, request additional discovery, set up witness/victim interviews. The prosecutor must begin to draft motions that are due within the next week to 20 days before trial. Once started, all these duties can take multiple days to complete, and it is inefficient to not have the ability for multi-party viewing of a file.

Delay in responding to the customer

- Manual files must be pulled from office cabinets in order to respond to any outside caller or inquiry, whether it be defense attorney, witness, citizen, city employee, etc. Files are organized alphabetically by last name and status. This creates delay in response while we search for the file and review the case, often times resulting in the need for call backs.
- **Example:** If an individual calls our office to inquire about the status of case but doesn't know the case number or defendant name, we cannot easily, or even definitively, determine the case they're inquiring about, without looking

through every file for the name of the person, even assuming the call is a party to the case. This inhibits our responsiveness to the customer..

Key annotations on a case are difficult to access and at risk of being missed.

- Attorneys and staff notes are kept on post it notes. Emails are not easily accessible, and buried with police reports, court documents, etc. There is no easy way to keep linear documentation in the file. This results in delays every time an attorney prepares a case for an upcoming hearing, which requires familiarity with the case history.
- **Example:** If a defense attorney asks for a modification of the plea agreement in court and the attorney in court did not make the original offer, the in-court attorney must quickly review all post it notes and emails, and determine the position of the other city attorney. If it cannot be determined, hearings are often reset for case review, which results in delay of processing and disposing of cases.

Duplication of notes in files creates errors

- Each defendant has an individual case file for each case he or she is associated with. Notes must be duplicated across files in order to track their association in court. This increases the risk of documentation errors as well as insuring a complete review.

Manual processes increase the cost of and time to complete Discovery

- Police reports, witness statements, and written discovery are photocopied by staff and mailed to defense or provided in court under the Court Rules. While deadlines are being met, we spend time and expense on paper to complete this task that can be reduced through eDiscovery. We also rely on handwritten notes that discovery was sent under the Court Rules when an electronic system can track and memorialize timing of discovery.

Duplication of document creation is time consuming and creates a risk of error.

- Each time a case is set for a motion hearing, trial or is continued to a new date, new subpoenas are issued requiring staff to recreate the entire word document. This requires staff to type the name and address of each witness each time. Some cases are continued multiple times resulting in the need to issue subpoenas repeatedly.

Opportunity Analysis

In response to the inefficiencies identified through a 2017 Police and Prosecutor's LEAN workshop, the City Prosecutor's Office began its research into available electronic case management systems as a means to improve their business processes. During LEAN, the office completed process mapping to better understand its workflow. In addition to the process mapping, Teresa Keogh attended a two-day course on ProMap in April 2019 and went on to complete updated process mapping of the Prosecutor's Office case workflow. **See Attachment 2.**

Between 2017 and the first quarter of 2019, the Prosecutor's office conducted research around the electronic case management systems deployed in other local jurisdictions. This included interviews with solution providers, a site visit to City of Renton Prosecutor's Office who uses LawBase and a visit to City of Bellevue who uses ProLaw, along with an interview with the King County Prosecutor's office who uses Karpel. In all cases, there was evidence that implementation of an electronic case management system reduced error, increased efficiencies, and reduced costs. For example, City of Renton measured that, within two months after going live, their office identified the following benefits based on the reduction of manual entry:

- Time to enter a case is reduced from 8-10 minutes to under 2 minutes
- 99% reduction in input error
- Freed up 2-3 hours daily of staff time

In the first quarter of 2019, the Redmond Prosecutor's Office developed a work plan for 2019-2020, which includes a case management system project. The Prosecutor's Office began working with TIS, Jonny Chambers, to understand the functional and technical requirements of onboarding an electronic case management system, especially considering Laserfiche and the City's new Big Four project. Parties determined the prosecution system would not be a records management tool, rather a standalone prosecution-based system to meet unique functional capabilities, as well as the

ethical requirements under the Rules of Professional Conduct that a prosecutor's office must abide by in keeping case work confidential to its department.

Subsequently, an RFI was completed on July 12, 2019 (RFI No. 10650-19 for a Criminal Case Management System). The interdisciplinary team included: Dawn Johnson, Teresa Keogh, Rebecca Mueller, and Lucas Cometto. Responses were considered. Many of the systems were prosecution based, however, some were records management systems that did not meet daily prosecution functions, while a few did not apply to criminal work. The City received (12) responses. The RFI response from Karpel Solutions is an example of the types of electronic case management systems that would meet the City's requirements.

	<u>Karpel</u>
Fully integrated legal case management system	✓
Integrates with Spillman & Laserfische	✓
Integrates with KCDC electronic system	✓
Implementation fee less than \$5k (other vendors >\$100k)	✓
Esubpoena system to Police	✓
Cloud based	✓
Local references with positive feedback	✓

This solution is widely used nationally and currently implemented in over 19 Washington counties and cities, including the King County Prosecutor's office. They selected Karpel over other case management vendors due to its ability to automate processes, provide custom reports, improve case tracking, reduce paper, and enhances data sharing needs including eSubpoena and eDiscovery, which are all comparable needs to the City of Redmond.

Benefit Analysis

Baseline Measures:

Time on case generation and breakdown

- Average staff time to prepare current Pre-Trial Calendar: **60 minutes**
- Expected increase to prepare 30+ case Pre-Trial Calendar: **90 minutes**
- Average current breakdown of casefiles after court: **30 minutes**
- Average time staff spends in court Monday morning: **75 minutes**
- Average time staff spends in court Tuesday morning: **120 minutes**
- Average time staff spends in court Tuesday afternoon: **120 minutes**
- Average time staff spends in court Wednesday afternoon: **120 minutes**

Cost and Processing time reductions:

- **Paper Costs:** reduce by 50-75% through electronic files and eDiscovery.
 - FY 2018 paper = \$ 1020.80
 - FY 2020 = \$510.40 = **cost savings of \$510.40**
- **Processing Time:**
 - 11 mins average to create manual case file x1046 cases (projected 2019) = **cost of 192 hours**
 - 11 mins to create file → 3 mins with Karpel = **savings of 139.7 hours** = staff time to be re-allocated to other needs

- Projected time to prepare 30+ case with Electronic Case Management System: **reduction by 50-75%**
- Breakdown of court case files after court: **eliminated**

Reducing Errors and Gaining Efficiencies:

- **Reduce Delay in processing next tasks after court with manual file**

An electronic case management system provides real-time case information updates, electronic discovery to defense, subpoena alerts and generation. It grants the ability for multiple users to work on the same file at the same time, allowing both staff and prosecutors to begin trial preparation simultaneously without delay. A system's **Electronic Docket** feature allows attorneys to quickly update each case with the outcome of the docketed case in real time. Furthermore, offices still using files can use this tool to quickly update back from court cases with the next court event. **A comparable jurisdiction. using an electronic case management solution. stated that it usually took several hours to update cases from a 100+ case docket. Using this tool, it now takes her less than an hour.**

- **Improve Customer Service**

An electronic system's search screen allows users to search for a person or case in a variety of ways. A user can search by a person's name, partial name including a Soundex and Phonetic options. Cases referred by law enforcement can be searched by report number, agency, or officer. A user can automatically go to a case by searching the court cause number, internal file number, and legacy file number, ticket number or by lab report number. Therefore, citizens, witnesses, city employees, or anyone inquiring about a case with limited information are provided immediate response. When attorneys are preparing cases for court or responding to inquiries, there is no time lost locating files.

- **Increased Response Time after Court**

Attorney will take laptops to the courtroom instead of files. This allows attorneys to view each case on the docket including a case summary on a "Court Face Sheet" containing hyperlinks to case documents, victim notes, case file, defendant profile and any case the defendant is currently serving probation. During and outside of court, staff and attorney can simultaneously access and work on cases reducing delay and missed deadlines.

- **Strengthening Customer Service and Cases**

With less time in court, staff and attorneys can establish protocol to talk and meet with victims. More time can be allocated to research on legal issues on cases to improve them for trial, police training, legal updates, quicker turn-around on case filings and response to Redmond Police. The sooner cases are filed, the stronger they are because witnesses are likely more available, their memory is stronger, and the quicker individuals are held accountable, whether it be through jail, restitution to the victim, and/or treatment to help prevent recidivism. Automated processes to include subpoenas and discovery increases performance in the above areas and the ability to focus on deserving defendants.

- **Reduces error and duplication of work**

Allows linear notes on files, streamlines disclosure and prevents duplication of content already disclosed, automates all charges and disclosure processes.

- **Accurate and Improved Performance Measures**

The Prosecutor's Office is working to enhance and modernize its Performance Measures that are limited by staff time and manual tracking.