

LEANOhio

Ohio Bureau of Criminal Investigation
Crime Scene Unit Analysis
February 10 – 14, 2014

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“CSI Ohio”



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Team Members

Joshua Durst

James Bryan White

David Hammond

Gary Wilgus

Courtney Borders

Stephanie Herron

Edward Staley

Larry Hootman

Cynthia Lee

Key Stakeholders

- Taxpayers
- Local Law Enforcement
- Local and State Prosecutors
- Defense Attorneys
- Coroners

Event Background

With multiple points of entry for requests for assistance, redundant data entry, and inconsistent reporting of results, the agency saw an excellent opportunity to improve its process for the benefit of the Agency and its customers.

Scope of the Event

The Crime Scene Unit process begins with the request for assistance with a crime scene.

The final step is when the BCI Agent testifies in court.

Out of Scope

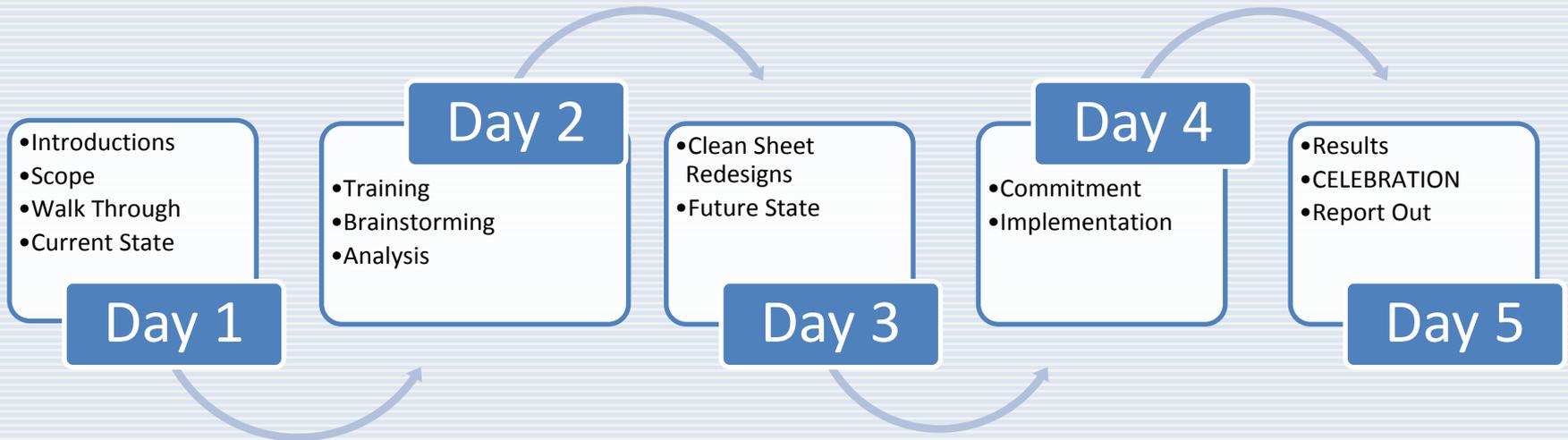
- No additional staff
- No additional money
- No IT solutions until the process is improved
- No changes to laws or labor contracts
- No one loses their job because of the Kaizen event, although duties may be modified

To Break for the Better

- Customer focused
- Right people changing the process
- One week-quick and action oriented
- Necessary resources available immediately
- New process implementation begins next Monday



The Kaizen Approach



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Walk-Through

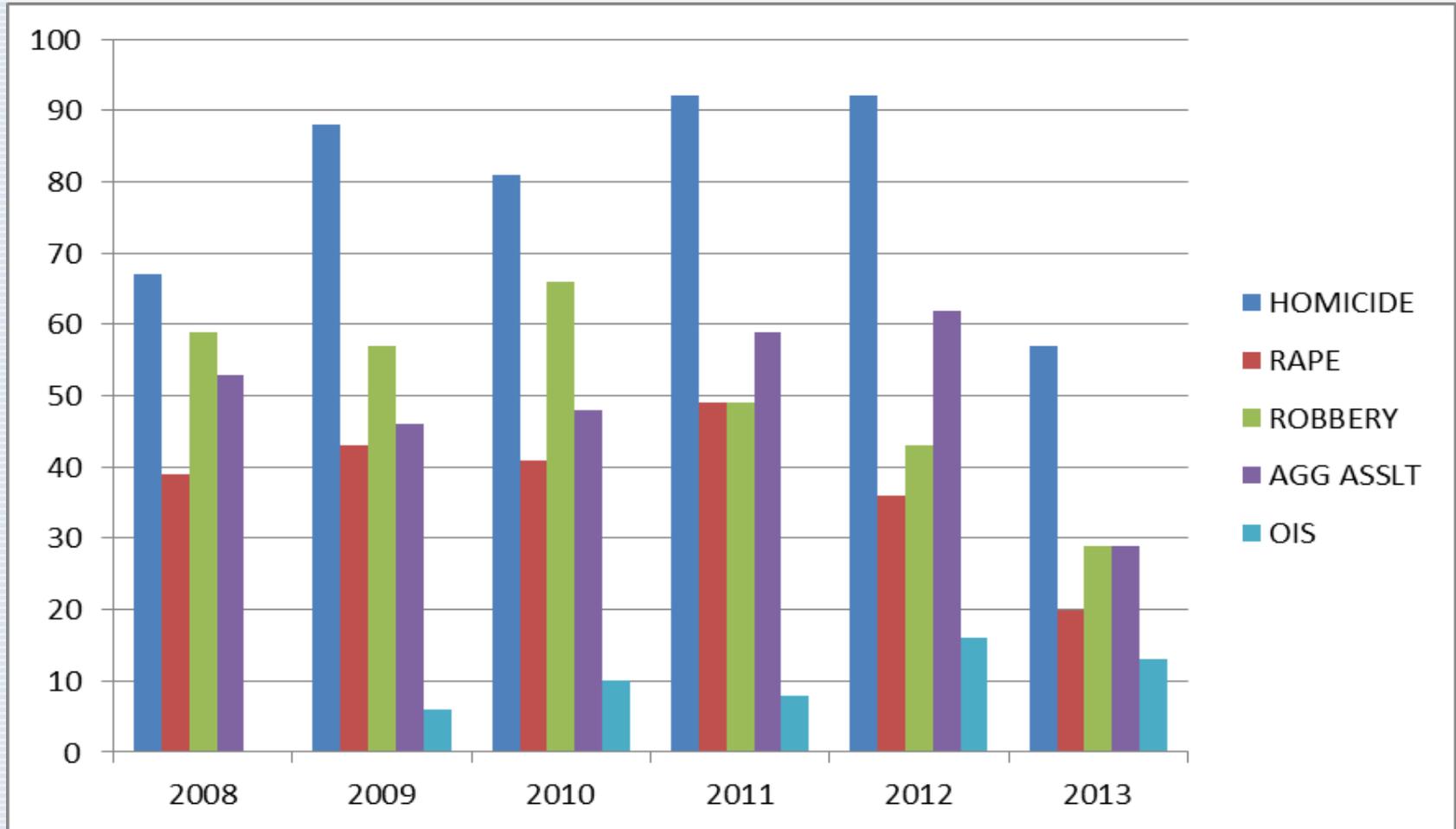


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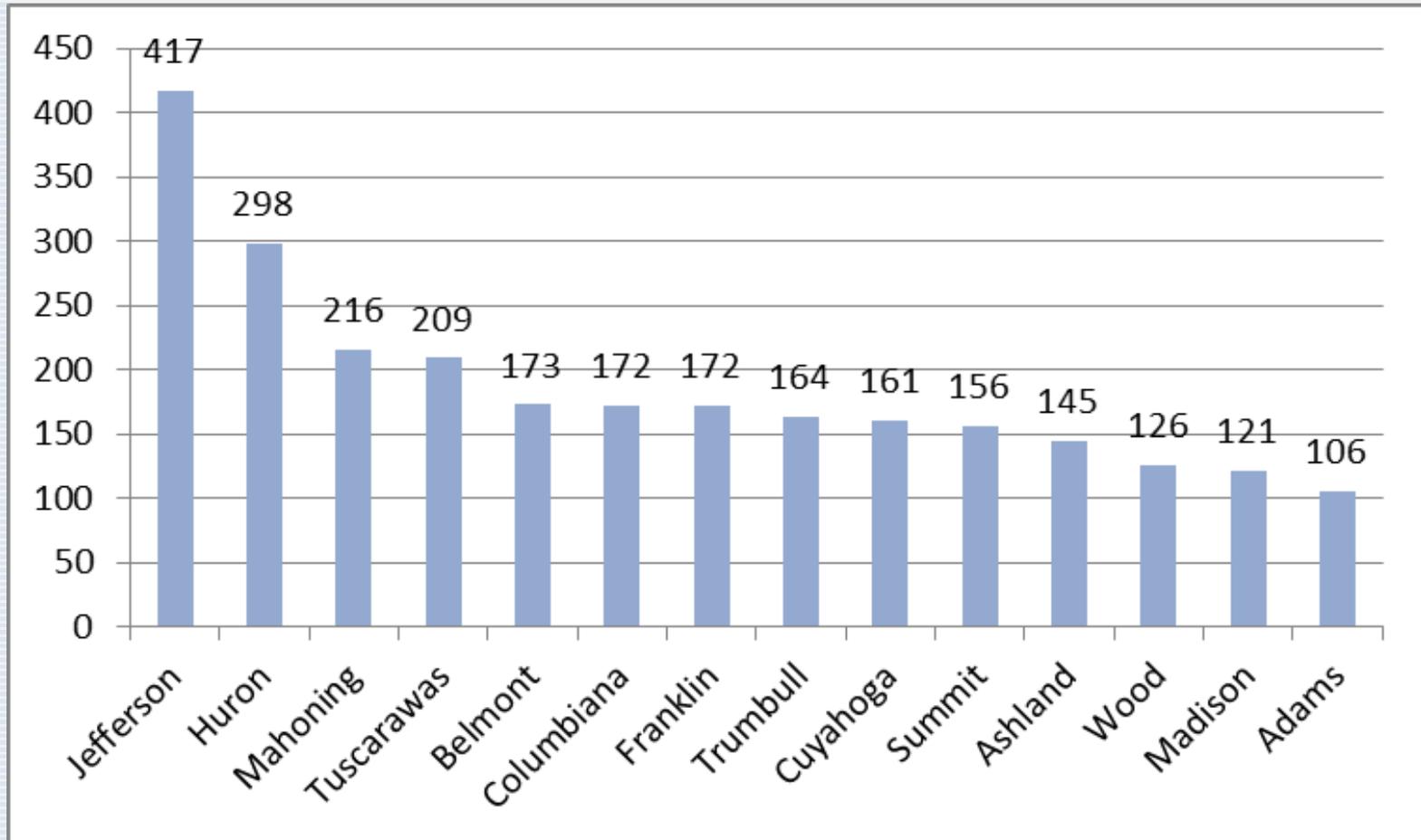
Baseline Data

2008 - June 2013



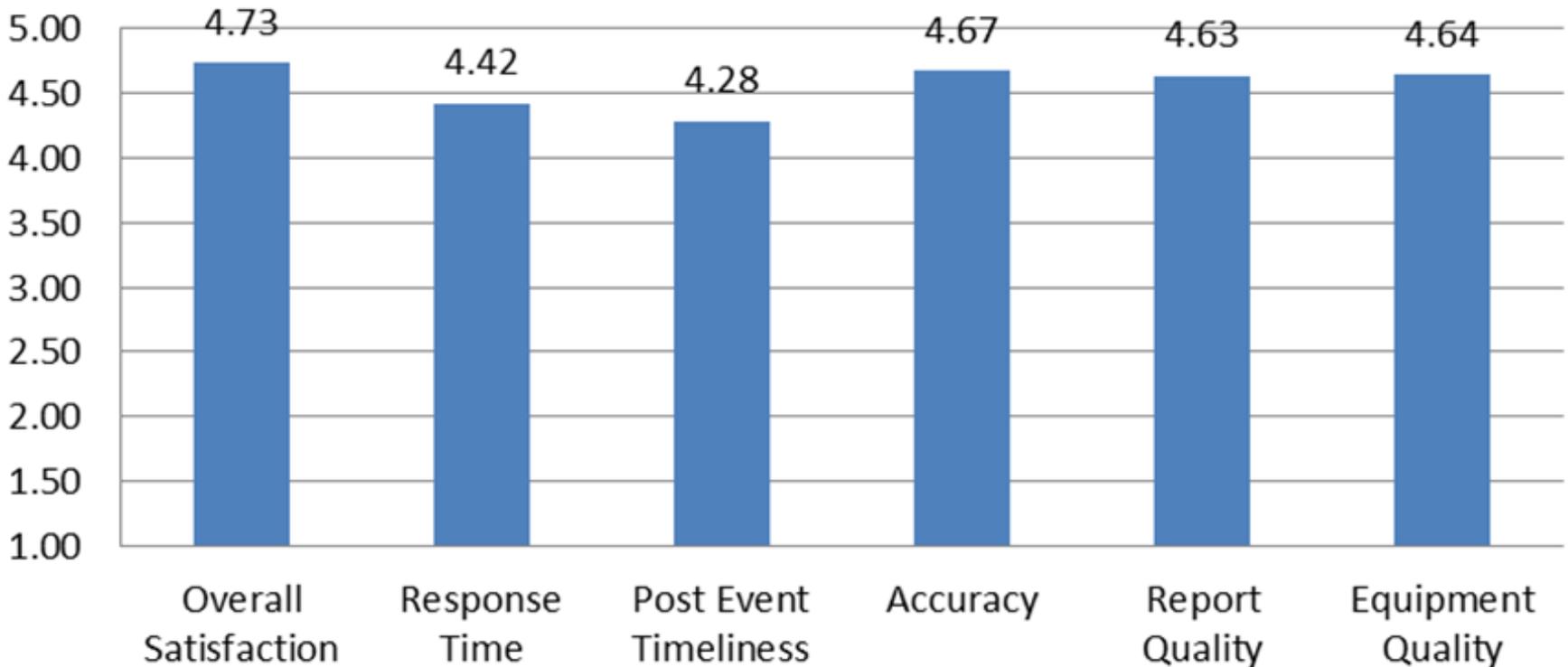
Baseline Data

2008 - June 2013



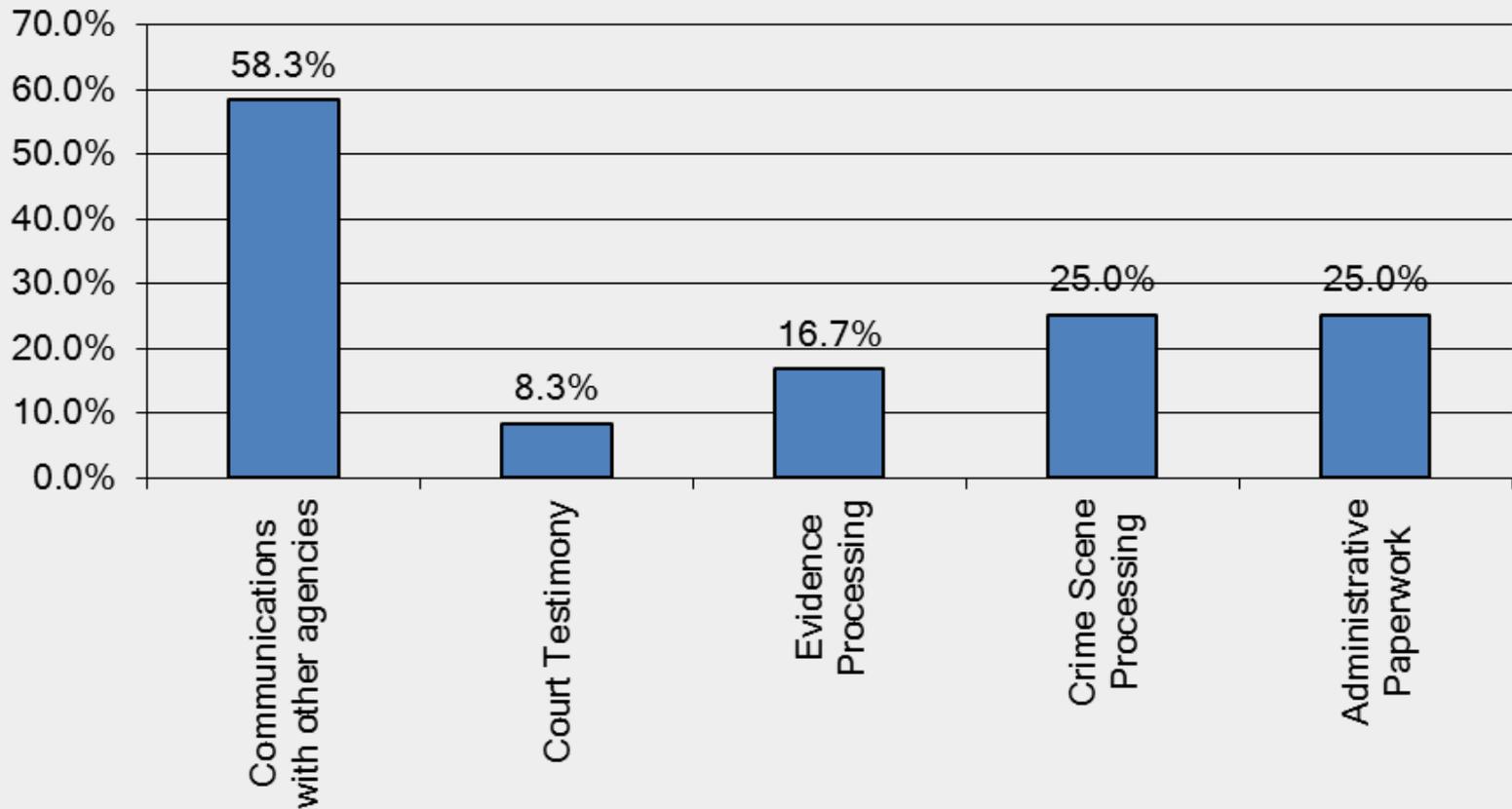
Baseline Data

BCI Customer Satisfaction Survey



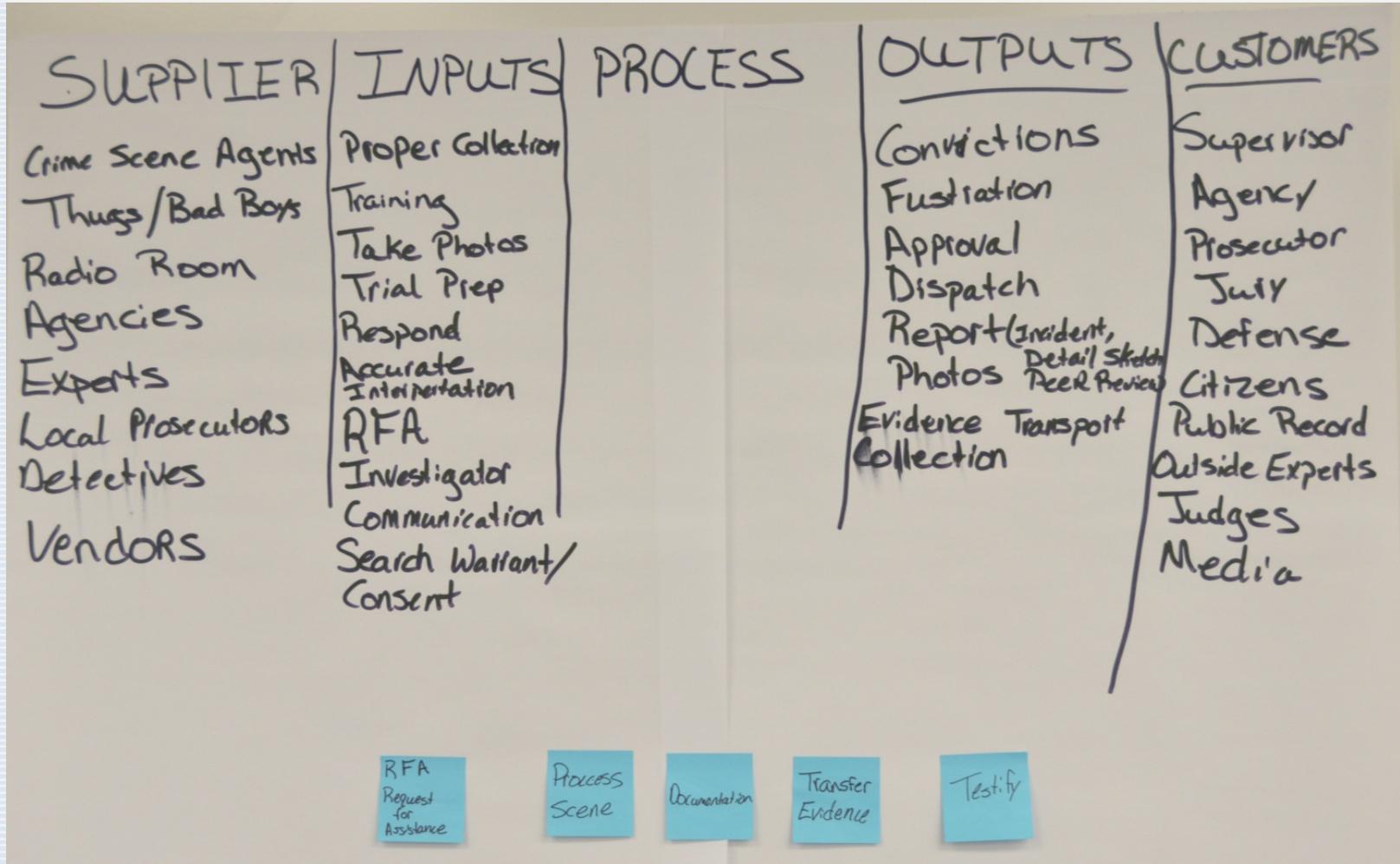
Baseline Data

Please check the areas where BCI should focus improvement efforts: (select all that apply)



High Level Process Map

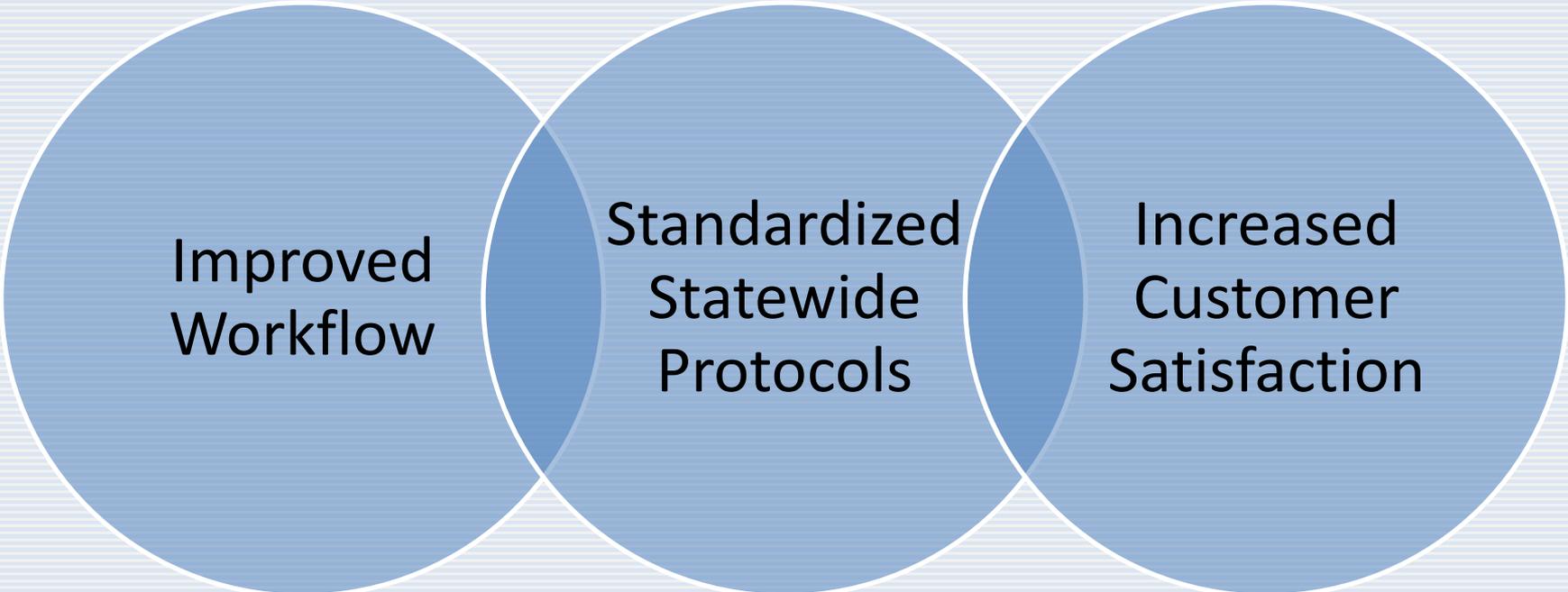
Suppliers Inputs Process Outputs Customers



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Project Goals



Improved
Workflow

Standardized
Statewide
Protocols

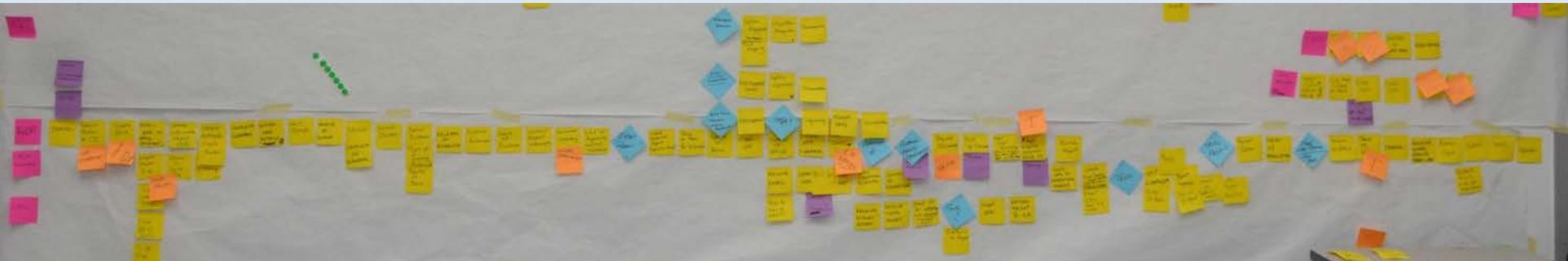
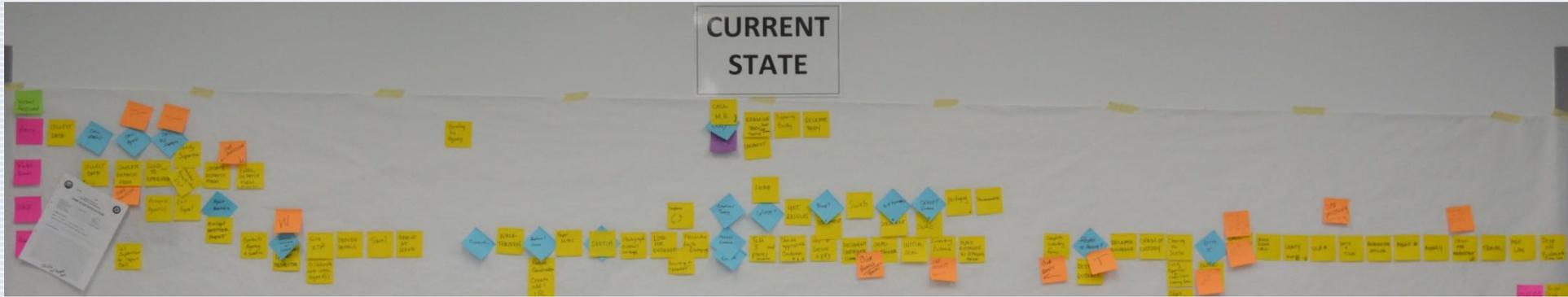
Increased
Customer
Satisfaction

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Current State

CURRENT
STATE



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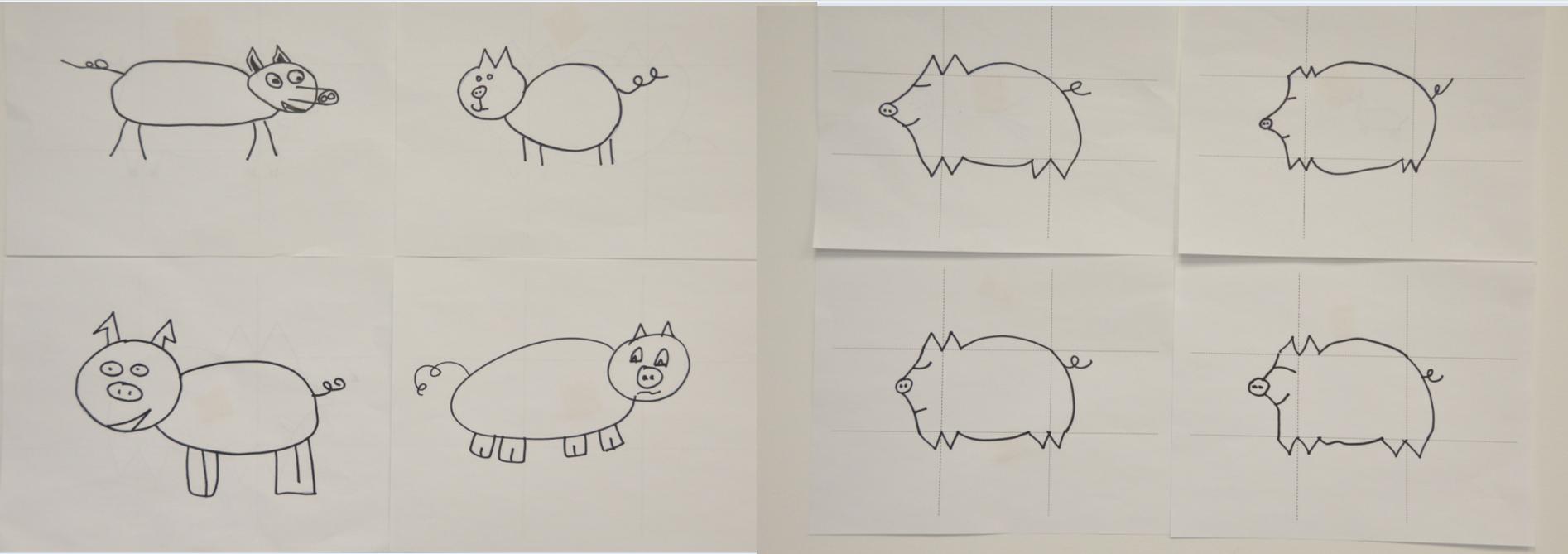
Current State Had Too Many...

- Steps
- Loop Backs
- Redundant processes
- Inconsistencies
- TIM U WOOD

TIM U WOOD



Standardization



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Brainstorm- 77 Ideas!



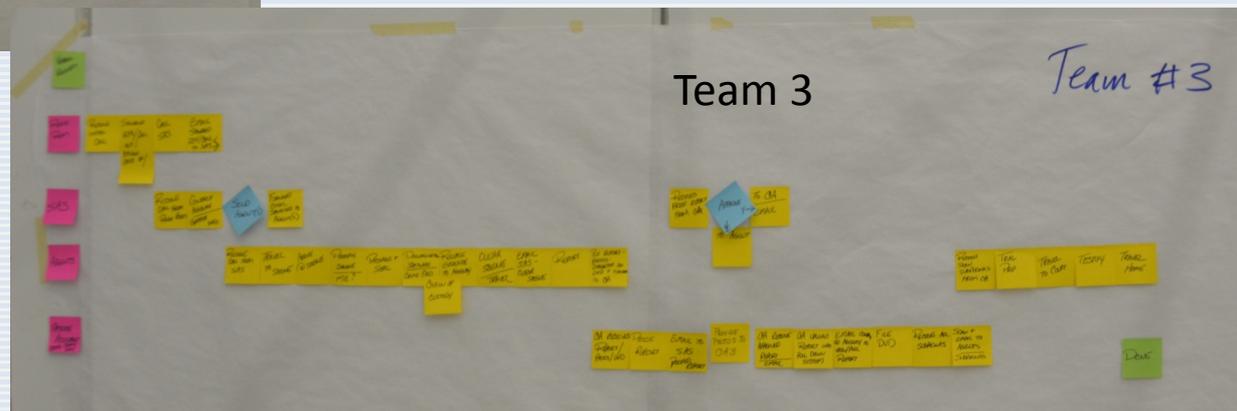
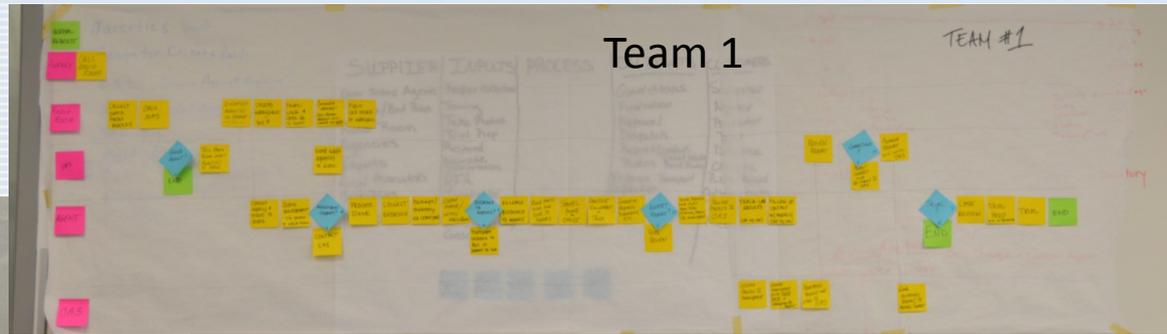
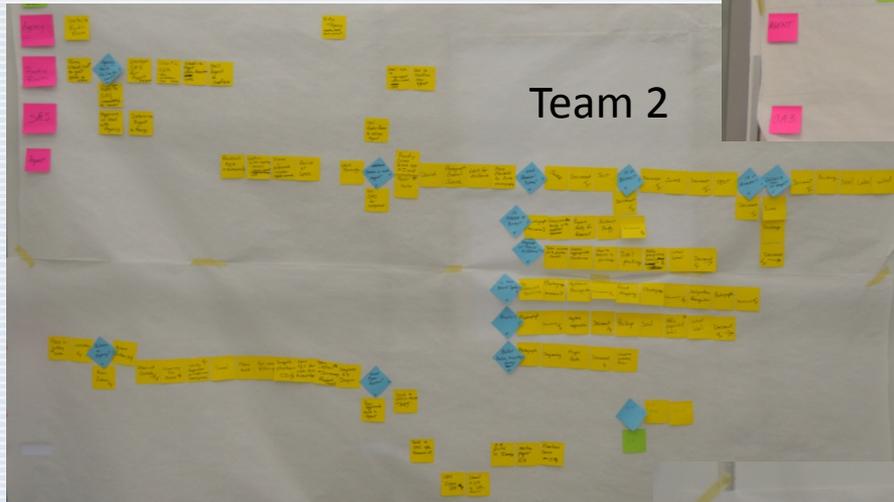
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Team Analyzed and Evaluated All Ideas

- One point of entry for all requests for assistance
- Standard set of questions for Dispatch to ask to determine need
- Prioritization of assignments
- Dedicated Case Support Staff (OA3)

Clean Sheet Redesigns



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Future State



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Future State Improvements

- Single Point of Entry
- Case Number assigned at initial Dispatch
- Statewide Standard Workflow
- Crime Scene Management Technology

Future State Improvements

OHLEG Call Records 2013 2.0.0.2

New Call Settings Search Local Calls All Calls Sign Out

New Call
Data updated

Call Number: 02 06682 14 Received Date/Time: 2/13/2014 15 13:05:24 Nature of Call: AReq - Agent Request

Call / Incident Location

Business Name: Street: Apt. #: City:
State: OH Zip: Geocoder: AR112 - Assault

Narrative

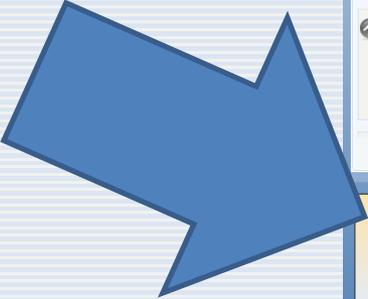
Caller

Last Name: First Name: Middle Name: Street:
Apt. #: City: State: OH Zip: [Copy from location](#)
Phone: Additional Phone:

Officers

Reporting Officer: Primary <== Click on this button to add the officer

Replace RFA
with modified
Call Record
template



Future State Improvements

Post Crime Scene Follow-up



BCI&I
Office (330) 659-4107
Fax (330) 659-0681
4055 Highlander Parkway
Richfield OH 44286
www.OhioAttorneyGeneral.gov

Post Crime Scene Follow-Up

Date: _____ Agency: _____

Crime Scene Special Agent: _____ Case Number: _____

To the Case Investigator: *Checked items require your attention. Thank you.*

GENERAL

- Please fax or email the face page of the report, including case number, date, time, location, victim and suspect names (if known) to S/A _____ at (Fax#) _____ (email) _____ Report narratives are not necessary unless you wish.
- CD or DVD containing RAW photographs for comparative purposes must be sent to the lab at the time of evidence submission.
- You will receive via mail a lab submission sheet for any evidence submitted by the Crime Scene Special Agent. Please submit any additional evidence obtained in the same case under that same laboratory case number
- Please send a copy of the full autopsy report to the Crime Scene Agent as soon as it becomes available.
- Provide to the Crime Scene Special Agent a copy of the search warrant and/or consent form(s).

ELECTRONIC EVIDENCE

- You must obtain a search warrant or written consent to search authorizing access to information stored on electronic media – Please consult BCI & I Computer Crimes for templates or examples as to what is acceptable
- Contact BCI Computer Crimes Unit for advice on properly seizing and transporting electronic evidence. Call for an appointment prior to submitting electronic evidence. (330) 659-4107

TRACE COMPARISON

- Retain the evidentiary castings, gel lifts, electrostatic dust lifts and/or photographs until suspect comparison samples are obtained. Call Crime Scene Unit for instructions or assistance in collection of suspect or elimination standards.
- In some instances, database searches may assist in identifying the type of footwear or tire that created an impression at a crime scene. If this would be helpful to your investigation, referrals to labs with such database capabilities can be made

For Future Improvement

- Purchasing / Ordering Supplies Issues
- Operational Definitions
- Procedure Manual

Special Consideration

The current level of requests for assistance prevents BCI from working higher priority services for agencies handling major crimes.

- Property Crimes = 39% of case load
- Total Crime Scene Cases for 2013 = **830**

We are asking the administration staff to support BCI with a priority shift toward more intensive involvement in post scene investigation and support of agencies handling major crimes. This would allow for discretionary denial of certain requests for property crimes during high demand periods.

Dispatch Scorecard

| Measure | Current Level | NEW | Change |
|-------------------|---------------|------------|-------------|
| Process Steps | 15 | 9 | 40% |
| Decision Points | 4 | 1 | 75% |
| Process Lead Time | 15 minutes | 15 minutes | 100% |

Scene Processing Scorecard

| Measure | Current Level | NEW | Change |
|-------------------|---------------|----------|------------|
| Process Steps | 83 | 50 | 40% |
| Decision Points | 15 | 11 | 27% |
| Process Lead Time | 31 hours | 29 hours | 6% |

Post Scene Processing Scorecard

| Measure | Current Level | NEW | Change |
|-------------------|-----------------------|-----------------------|------------|
| Process Steps | 91 | 37 | 59% |
| Decision Points | 8 | 4 | 50% |
| Process Lead Time | 71 hours (approx.) | 29 hours (approx.) | 59% |

Overall Scorecard

| Measure | Current Level | NEW | Change |
|-------------------|---------------|----------|-------------|
| Process Steps | 189 | 96 | 49% |
| Decision Points | 27 | 16 | 41% |
| Loopbacks | 8 | 4 | 50% |
| Delays | 8 | 1 | 88% |
| Waste | 27 | 0 | 100% |
| Process Lead Time | 102 hours | 58 hours | 43% |

Event Savings

Direct Cost:

\$4,864 Mailings

\$1,378 Printing and Storage

\$6,242 annually

Cost Avoidance:

OA3 Time \$9,678

Agents \$43,119

\$52,797

Over 1,200 hours of customer delays eliminated.

More Results

- Improved Communication
- Improved accuracy of reports
- Statewide consistency in scene processing
- Increased Customer Satisfaction
- Reduced potential errors

Improvement Summary

Major Improvements

Single point of entry for requests for assistance

Statewide Protocols

Improved Customer Communication

How We Improved

Dispatch will handle all requests

Standardized scene processing and reporting

Faster reports and documentation delivery

Implementation Plans

Internal Communications

~~INTERNAL COMM.~~ INTERNAL Comm.

Action Register

| What | Who | When |
|---|----------------------|---|
| <ol style="list-style-type: none"> 1. PRO CASE # DATA BASE TRAINING 2. CALL RECORD TRAINING WITH CS AGENT 3. COORDINATION w/ CID ON NEW PROCESS | RADIO ROOM | - 1-2 WEEKS |
| <ol style="list-style-type: none"> 1. EXPLANATION OF PROCESS 2. F-MOUSE TRAINING 3. CRIME PAD TRAINING 4. COMBAT TO PROCESS | AGENTS | - IMMEDIATELY |
| <ol style="list-style-type: none"> 1. EXPLANATION OF PROCESS/CHANGES 2. RE-PRICING OF CS RESPONSES 3. SUPPORT OF PROCESS (TYPE OF CALLS) | SAS/SAC'S | - IMMEDIATELY |
| <ol style="list-style-type: none"> 1. CALLS TO RADIO ROOM NOTIFICATION 2. F-MOUSE TRAINING 3. KNOW HOW TO UPLOAD PHOTOS TO /IMMUNE- HARDWARE? | OA'S | - IMMEDIATELY |
| EMAIL NOTIFICATION THAT CALLS GO TO RADIO ROOM | OTHER CS CALL TAKERS | WHEN RADIO ROOM IS READY TO TAKE <u>ALL</u> CALLS |
| Imanage obsing Report | Brandi | ASAP |

Implementation Plans

External Communications

External Communication
Action Register

| WHO | WHAT | WHEN |
|------------------|--|--|
| PD/SO | UPDATING CS BROCHURE w/ NEW TECHNOLOGY / PROCESS | WHEN UPPER ADMIN. APPROVES CS BROCHURE / E MAIL LIST |
| BSSA | NEW PROCESS / PRIORITY SHIPT "Buy In Up FRONT" CS. | 6 mos - 12 mos SUPERINTENDENT / ASST. SUPERINTENDENT |
| Ohio Chief ASSOC | " | " " |
| Prosecutor's | " | " " |
| ME | NEW PROCESS THEY CAN REQUEST HELP, PHONE, REPORTS, ETC | SAS 6-mos - 12 mos |

Implementation Plans

External Communications



Implementation Plans

Training

**TRAINING
ACTION REGISTER**

| WHAT | WHO | WHEN |
|---|--|--------------------------|
| RADIO ROOM - CASE #'S - CALL RECORDS | SUPERVISORS / CS AGENTS CIV CS AGENTS | WITHIN 2 WEEKS |
| AGENTS - I MANAGE - CRIME PAD - EXPLANATION OF PROCESS | SUPERVISORS BRANDI ROBINSON VENDOR KAIZEN TEAM MEMBER | WITHIN 2 WEEKS |
| OAS - I MANAGE | BRANDI ROBINSON | WITHIN 2 WEEKS |
| OTHER CS CALL TAXERS | TOP ADMIN. | When Radio Room IS ready |

Implementation Plans

Forms
Redesigned

POST CRIME SCENE Follow up

ACTION REGISTER

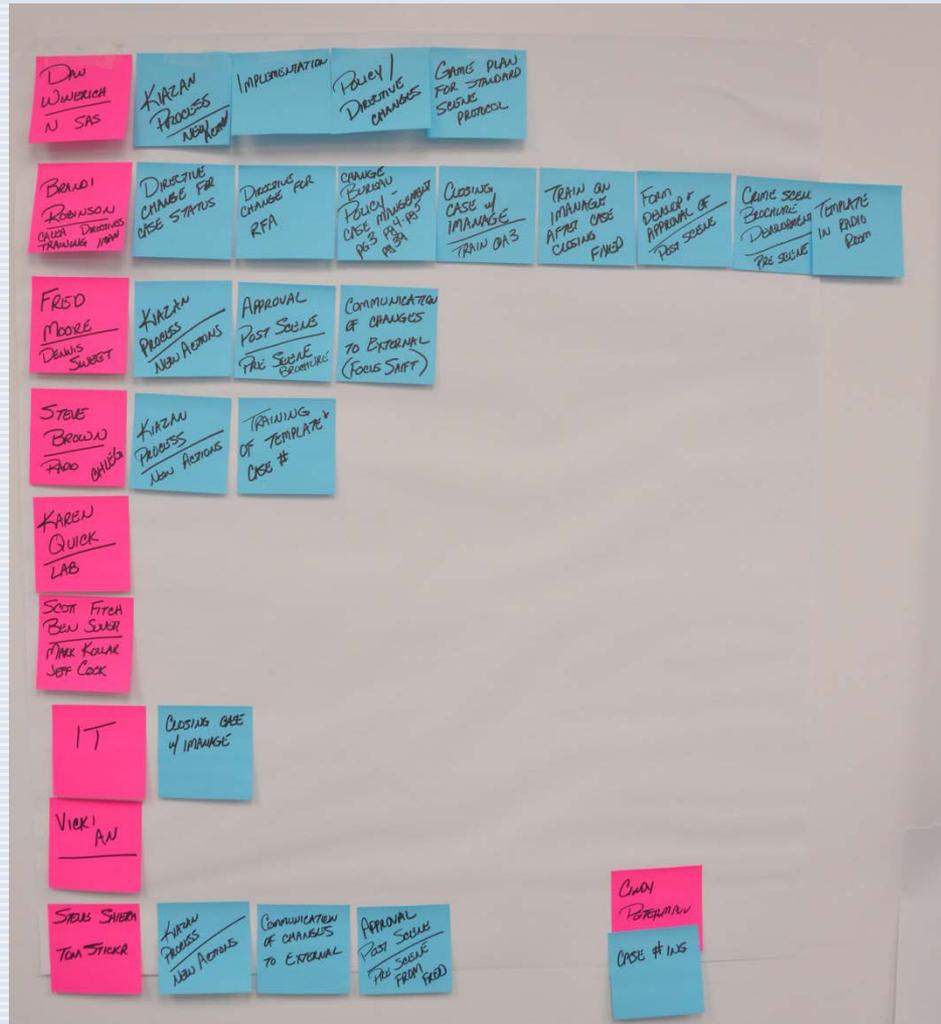
| What | Who | When |
|----------------------------|--------|------------------------------|
| Post Crime Scene Follow up | Brandi | ASAP Completed |

RFA FORM

ACTION register

| What | Who | When |
|-------------------------|----------------------|------------------------------|
| RFA form? - New name | Dispatch Supervision | ASAP Completed |

What Begins Tuesday?



Special *thanks* to...

Senior Leadership:

- Superintendent Tom Stickrath, Assistant Superintendent Steven W. Schierholt, SAC Dennis Sweet, SAC Fred Moore

Sponsor:

- SAS Gary Wilgus

Team Leader:

- SAS Gary Wilgus

Subject Matter Experts:

- Greg Trout, Sandra Balderson, Steve Brown, David Stewart, Cynthia Peterman, Justin Williams, Mellisa Winesburg, Steve Raubenolt, Brandi Robinson

Connect with LeanOhio

<http://lean.ohio.gov/>

