



THE CITY OF SAN DIEGO
REPORT TO THE CITY COUNCIL

REPORT NO: 08-076

DATE ISSUED: May 14, 2008

ATTENTION: Council President and City Council
Agenda of May 19, 2008

SUBJECT: Police Department Business Process Reengineering

REFERENCE: Police Department Business Process Reengineering Final Report

REQUESTED ACTION:

Accept the recommendations of the Police Department Business Process Reengineering (BPR) Study.

STAFF RECOMMENDATION

Accept the Report on Police Department BPR and authorize implementation of the changes.

BACKGROUND

The Mayor of the City of San Diego commenced BPR efforts to improve efficiencies, reduce the cost of City government and to maximize the services offered to our residents. To support the Mayor's BPR initiative, the Police Department conducted a department-wide BPR.

The purpose of the Police Department Reengineering Study was to evaluate selected Police Department functions and make recommendations as to how to provide the citizens of San Diego the services associated with these core functions in the most effective and efficient manner. The Police Department established the following three sub-committees to conduct this evaluation: 1) Core Functions & Organizational Structure, 2) Investigative Workload, and 3) Civilian Staffing. This report contains the overall findings and recommendations from the Police Department Reengineering Study.

The work of the three sub-committees was very focused. As a result of the level of effort and commitment put forward by the members of each of the sub-committees, significant operational improvements in the way the San Diego Police Department currently does business have been identified and recommended for implementation. The recommendations of the sub-committees are outlined in Attachment A of this report and are detailed in Attachment B. A majority of the recommendations can be implemented

with minimal budgetary impact. Where we expect that funds will be required to implement recommendations, the magnitude of which is not yet known, we will either expect to absorb the costs in our existing budget or we will pursue other funding alternatives.

SUMMARY

During the initial phase of the Department's Reengineering Study, approximately \$2.4 million in FY 2008 cost savings were identified. Reductions included the elimination of 24.00 positions from the FY 2008 budget and cost avoidance of \$550,000 associated with reducing the number of sworn investigative positions eligible for stand-by compensation.

Below is a summary of other findings, organized by sub-committee.

Core Functions & Organizational Structure Sub-committee

- The Department's core functions, as defined by City Charter and Municipal Code requirements, were identified. After evaluating 90 sworn units, the Core Function Sliding Scale Matrix was developed. This matrix provides Department managers with a tool to determine which units are core to the Police Department's overarching mission and identify which sworn positions can be reassigned as the numbers of actual sworn positions fluctuate.
- The Police Department's organizational chart was reviewed in an effort to determine where potential efficiencies could be gained. This process revealed areas where personnel may be re-assigned and/or eliminated.
- The sub-committee mapped a radio call for police service, which took several weeks to complete. Due to the diversity of call types, this task was arduous and complicated. The following is a summary of the steps included in the overall process that were evaluated for potential efficiency gains:
 - Receipt of a call for police service
 - Out-of-Service Time (OST) and number of incidents associated with call type
 - Determination of appropriate type of contact based on call type
 - Determination of appropriate tactics prior to arrival
 - Determination of the need for additional units/resources
 - Direction to additional responding units
 - Booking process
 - Custodial/arrest circumstances
 - Jail
 - Inebriate Reception Center (IRC)/Detox
 - Hospital (medical)
 - County Mental Health
 - Parents/School/Institution
 - Investigative phase (interviews, evidence gathering, report writing)
 - Submission of the investigative report (approval and distribution processes)
- With the goal of reducing police officer OST, the sub-committee focused on evaluating several components of providing a response to calls for police service, the Department's overarching core function. In an effort to streamline selected

field procedures and increase the amount of time officers are available to respond to high priority calls for service, process change recommendations were made in the following areas:

- Booking and Arrest Process
- Prisoner Transport Process
- The evaluation of calls for police service identified several call types that were not directly tied to the Department's core functions. Based on past practices, the Police Department has been providing services to citizens and organizations that other City Departments or private sector companies could provide more effectively, and, in some respects, at a higher level. These call types include:
 - **Medical Assist Calls.** The following 13 law enforcement agencies were contacted to discuss their policies regarding the handling of Medical Assist calls:
 - Carlsbad Police Department
 - Chula Vista Police Department
 - El Cajon Police Department
 - Escondido Police Department
 - La Mesa Police Department
 - Las Vegas Metro Police Department
 - Long Beach Police Department
 - Los Angeles Police Department
 - National City Police Department
 - Oceanside Police Department
 - Phoenix Police Department
 - San Diego Sheriffs Office
 - San Jose Police Department

None of these 13 agencies respond to Medical Assist calls. They all forward these calls for service to the appropriate fire agency or to medic units.

- **Industrial Injury Calls.** When there is an industrial accident or Cal/OSHA incident in the City of San Diego, the Fire-Rescue Department is called to treat the injured employee. During a majority of incidents, the Fire-Rescue Department arrives on scene, treats the injured person, and calls the Police Department to take a report. When police officers arrive, they re-interview the victim, the witnesses and the employers at the scene. When the officers are done, they write a Cal/OHSA incident report via their computer for this non-criminal incident. The information is forwarded to the Police Department's Communications Division, where it is faxed directly to San Diego's Cal/OSHA office. Often times, the Fire-Rescue Department also reports the same incident to Cal/OSHA via telephone.

Currently, State regulations identify both fire and police agencies as authorized reporting parties for industrial accidents. According to staff at San Diego's Cal/OSHA office, any responding agency, whether police or fire, must report the incident via telephone or fax. The vast majority of the incidents are injury calls with no criminal activity. There is no legal requirement for police agencies to submit any written reports unless criminal activity is present.

In FY2007, the San Diego Police Department responded to 324 Cal/OSHA calls for service. The total OST for these calls for service was approximately 507 hours.

- ***Runaway Juvenile Reports at Polinsky Children's Center.*** In February of 2006, the Department's Eastern Division became aware of a problem with chronic runaway juveniles from Polinsky Children's Center. This site is the centralized County location for both runaway and dependent children, and is administered by County employees under provisions outlined in the California Welfare and Institutions Code.

During calendar year 2006, the San Diego Police Department spent \$8,020 sending Eastern Division officers to Polinsky Children's Center to write Runaway Juvenile reports. This was as a result of responding to 223 calls for service, which resulted in 151 hours of patrol officer OST. Further analysis revealed an approximate 53% increase in costs, 29% increase in calls for service, and 53% increase in OST associated with runaway juvenile investigations since 2004.

A study was conducted that showed the chronic recidivism of runaway juveniles is not only very costly for the Department, but also takes officers out of service when they could be available in the field to respond to higher priority calls for service.

After meeting for several months with Polinsky Center stakeholders and affected Department staff, and consulting with a Police Legal Advisor, a revision to current procedure was proposed as shown in the recommendations appearing in Attachments A and B.

- Various technological advances were examined during the reengineering study in an effort to improve the efficiency and effectiveness of the Police Department. Upgrades to the Criminal Record Management System (CRMS) and the Local Area Network (LAN) system; the ability to electronically approve and submit reports throughout a shift; and, improved methods to identify subjects without proper identification will allow officers to get into the field faster, remain in the field longer and make better use of their time. If officers could perform these necessary tasks in the field, they could be more productive during their shifts by spending more of their time responding to high priority calls for service, engaging in proactive or targeted enforcement efforts, or problem solving.

Investigative Workload Sub-committee

- As a part of the effort to document current processes, working groups were developed to evaluate existing work practices within the Department's investigative units. These working groups consisted of employees, both sworn and civilian, considered to be subject matter experts within their assigned investigative unit. Although not every investigative unit within the Department was selected for mapping, the work processes that were mapped involved work performed by nearly 90% of the Department's investigative units. Further

consideration was given to investigative units/processes that would derive the most benefit and achieve the greatest efficiency and effectiveness outcomes.

The 22 investigative processes that were mapped fell within two major categories: 1) Specialized investigative functions (Auto Theft, Gun Desk, Missing Persons, Narcotics, Robbery, Traffic, and Vice); and, 2) Department-wide functions (call-outs, Complaint Request Evaluation (CRE) forms, District Attorney packages, warrants, evidence/property tags, crime cases with unknown suspects, in-custody arrests, and area station arrests and citations). In total, 13 investigative processes were mapped for specialized investigative functions and nine investigative processes were mapped for Department-wide investigative functions.

- There should be a concerted effort to enhance the technological resources currently available to all investigators. The lack of technological support has created several unnecessary steps in the Department's investigative processes. For example, the current follow-up investigative packages that are submitted to the District Attorney's Office must be printed and hand delivered. Another example is that Police Investigative Aides currently spend several hours a day reviewing traffic and misdemeanor citations (over 20,000 per year) for errors.

Civilian Staffing Sub-committee

- The sub-committee evaluated the needs and developed a methodology to standardize clerical staffing levels at the area stations. The clerical staffs in the two centralized investigative divisions are completing the same tasks as those in the area stations, with the added responsibility of tracking investigative cases and performing transcription work. Investigations I (Sex Crimes, Child Abuse, Domestic Violence, Narcotics, Narcotics Task Force, and Vice) and II (Homicide, Robbery, Gangs, Auto Theft and Financial Crimes) are very dissimilar divisions. The focus of the units within each of the divisions varies so much that a standard could not be applied that would adequately arrive at an appropriate number of clerical staffing for each.
- In total, the Civilian Staffing Sub-committee mapped 21 processes. The sub-committee spent countless hours evaluating the selected processes to develop a more efficient means to achieve the Department's goals. It was determined that most civilian units are currently understaffed, and that work currently being performed by sworn employees should be assigned to civilian personnel.
- Several units identified technology upgrades that would enhance their ability to provide better service. Upgrades to existing automated support systems are necessary to increase the overall efficiency of the personnel assigned to these units.
- During the review of current Property Room processes, several issues were raised associated with the handling of evidence and property. These issues will be evaluated further by a separate committee that will focus solely on making improvements to existing Property Room processes.
- The need for a centralized Telephone Report Unit (TRU) was identified. Telephone reports account for approximately 34% of all reports submitted by San Diego Police personnel. By centralizing telephone reporting, proper staffing levels and standardized training can be more efficiently achieved. More

accountable supervision and dependable staffing will provide better service to crime victims who currently may wait up to three days to file a crime report.

Surveys

In an effort to evaluate how other law enforcement agencies provide services, two surveys were developed and disseminated to seven police agencies as a part of the Department's BPR study. These agencies are either similar in size to the San Diego Police Department or served a population similar in size to the City of San Diego, and were located in the Southwestern region of the country. These agencies included:

- Dallas, Texas Police Department
- El Paso, Texas Police Department
- Glendale, Arizona Police Department
- Long Beach Police Department
- Phoenix, Arizona Police Department
- San Antonio, Texas Police Department
- San Jose Police Department

Benchmarking

In addition to the abovementioned survey, other agencies were contacted to determine best practices with regard to specific focus areas of the Department's BPR study. The Oceanside, Carlsbad, and Escondido Police Departments were evaluated for their different approach to the prisoner processing process. Thirteen agencies were evaluated for their response to Medical Assist calls for service and the Los Angeles Sheriff's Department was evaluated for their LiveScan technology fingerprinting process.

Internet research was also conducted. Agencies such as the Police Executive Research Forum (PERF), the Department of Justice (DOJ), and the International Association of Chiefs of Police (IACP) were used to identify industry standards related to specific focus areas of this BPR study.

Data analysis

Investigative workload sub-committee members gathered and analyzed relevant data to get a clear understanding of existing operating processes. Data analyzed included the following:

- Report on Investigative Project Proposals dated October 1999
- Crime Clearance Rate Comparisons – UCR Crimes 2005
- Arrest Data for Area Stations – July 2006 through December 2006
- Case Management Data for Area Stations – July 2006 through December 2006
- Arrest Data for Centralized Investigations – July 2006 through December 2006
- Case Management Data for Centralized Investigations – July 2006 through December 2006

Based on the analysis of this data, sub-committee members were able to determine the following:

- The crime clearance rate in San Diego for each category of violent crime is higher than the regional and national averages. The clearance rate for overall property

crime is less than the regional and national averages, but not in every property crime category.

- Assignment for arrests at area stations was 95%. Arrests were assigned at, or close to, 100% for most categories.
- Of the cases assigned at area stations, 60% were cancelled and 39% were inactivated. Of the cases cancelled, just over one-half were cancelled by adult or juvenile arrest. Cancelled Missing Persons cases accounted for 22% of cases cancelled at area stations. Of the cases inactivated, more than two-thirds were awaiting additional information.
- Assignment for arrests in Centralized Investigations was 98%. Arrests were assigned at, or close to, 100% for most categories.
- The overall rate of case assignment in Centralized Investigations was 67%. More than 90% of violent crimes were assigned. Approximately one-quarter to three-quarters of crimes involving property were assigned.
- Of the cases assigned to Centralized Investigations, 60% were cancelled and 40% were inactivated. Of the cases cancelled, 60% were cancelled by adult or juvenile arrest. Cancelled Missing Persons cases accounted for 14% of cases cancelled in Centralized Investigations. Of cases inactivated, nearly half involve a request for Warrant or Notify Warrant.

CONCLUSION

As a result of the Department's sworn recruitment and retention challenges, as well as a shortage of civilian staff, the Police Department has, out of necessity, become more efficient in many areas. Although there are still areas where additional efficiencies can be achieved, during the course of the reengineering study it became clear that, with the appropriate classifications performing the right jobs, the Department has an opportunity to provide services to the citizens of San Diego much more effectively.

When incoming workload exceeds the available capacity to perform that work, the result is a loss of effectiveness. Adding work capacity by streamlining work processes closes the gap between incoming workload and the ability to perform the work. This results in operational improvements throughout the organization and increased Departmental effectiveness.

It is anticipated that implementation of the recommendations outlined in this report will result in the focused provision of services that are core to Departmental operations. While this report provides a framework for becoming a more effective and efficient Department, the work accomplished over the past year has merely laid the foundation for the work that will begin during the Implementation Phase of the project.

RECOMMENDATIONS

This BPR study has resulted in a total of 22 recommendations. Each recommendation, along with its anticipated impact and implementation schedule, is presented in the table in Attachment A.

FISCAL CONSIDERATIONS:

FY 2008 Budgetary Savings

During the Police Department's reengineering study, two areas were identified where savings could be realized as a result of increased efficiencies. These areas are outlined in detail below and have resulted in an annual cost savings of approximately \$2.4 million.

Vacant Position Reductions

As a part of the FY 2008 budget process, the Police Department eliminated the 24.00 vacant civilian positions reflected in the following table. The cost savings associated with the elimination of these positions has resulted in an annual savings of approximately \$1.9 million.

Classification	Position Title	Total
1104	Account Clerk	2.00
1107	Administrative Aide II	1.00
1191	Firearms Technician	1.00
1253	ARJIS Administrator	1.00
1349	Information Systems Analyst III	2.00
1377	Police Service Officer II	7.00
1452	Motive Service Technician	2.00
1576	Data Entry Supervisor	1.00
1698	Police Property & Records Administrator	1.00
1746	Word Processing Operator	2.00
1853	Senior Police Records Clerk	1.00
1879	Senior Clerk/Typist	3.00
Total Positions		24.00

Stand-by Compensation Savings

Stand-by duty is the requirement that an employee be within immediate reach by telephone and report to work without delay during all hours outside the employee's regularly scheduled work day. Per agreement with the Police Officers Association, the Department's sworn employees receive compensation for this in the form of Discretionary Leave days that are awarded based on the amount of time they accrue while they are on stand-by duty. Sworn members can accrue up to a maximum of ten Discretionary Leave days per fiscal year for being assigned to stand-by duty.

In 2007, a Department-wide study was conducted to re-evaluate which investigative positions are operationally necessary to have in a stand-by capacity. As a result, the number of investigative positions currently eligible for stand-by compensation was significantly reduced. It is estimated that an annual cost of approximately \$550,000, in the form of accrued Discretionary Leave days, will be avoided as a result of this operational change.

FY 2009 Fiscal Impact

In order to implement the BPR recommendations, the department expects few, if any, budgetary impacts. However, the departments significant improvements in service

delivery. The proposed process changes are expected to result in 117,540 hours of time savings, primarily for sworn line employees (patrol officers and detectives).

By implementing these changes, sworn employees could be more productive during their shifts by spending more of their time responding to high priority calls for service, engaging in proactive or targeted enforcement efforts, problem solving, or investigating crime cases. The following summarizes the fiscal impacts once the BPR process is fully implemented:

Rec. #	Process	Proposed Change	Time Savings (Hours)	Additional Personnel Needed	Implementation Cost
1-5	Booking and Arrest Process	Procedural Changes	4,594	0	\$0
6	Prisoner Processing Process	Develop Prisoner Processing Unit Pilot Program	2,031	0	\$0
7	Police Officer Access to LAN	Provide access to Outlook, E-pay, E-sun, and web-based applications in patrol cars	64,449	0	\$0
8	LiveScan Fingerprinting	Provide portable, wireless fingerprint scanners to officers in the field	1,826	0	Grant-funded
9	Electronic Report Approval	Upgrade program to allow Sergeants to electronically review and approve reports	43,524	0	\$0
10-13	CRMS Enhancements	Ability to "Departmentally close" cases, e-file DA packages, track cases, electronic auto theft report	TBD	0	TBD*
14	Medical Assist Calls	Divert calls to Fire-Rescue Department	500	0	\$0
15	Cal/OSHA Calls	Divert calls to Fire-Rescue Department	507	0	\$0
16	Polinsky Center Runaway Juvenile Calls	Polinsky Staff trained to take some Runaway Juvenile reports	109	0	\$0
17-18	Positions should be Reclassified	Reclassify two PSO positions; study additional assignments for Police Code Compliance Officers	TBD	0	TBD*
19-22	Civilian Staffing Efficiencies	Changes to bulk property impound, property tracking processes and centralization of TRU	TBD	0	TBD*
Total			117,540	0	\$0

* Where we expect that funds will be required to implement recommendations, the magnitude of which is not yet known, we will either expect to absorb the costs in our existing budget or we will pursue other funding alternatives.

COMMUNITY PARTICIPATION AND PUBLIC OUTREACH EFFORTS:

During the Police Department's BPR Study, it was important to obtain stakeholder input and feedback on the many aspects of Department operations that were evaluated. A survey was drafted and disseminated to Detectives and Detective Sergeants assigned to investigative units throughout the Department. The purpose of the survey was to seek direct input from practitioners in the areas of caseload management, investigative

processes, public interaction, command/section/unit goals and priorities, and callback procedures. Over 260 Detectives and 67 Detective Sergeants participated in the survey.

Hundreds of Department employees (subject matter experts) were consulted by all three Sub-committees in the process of developing the models of how to become more efficient and effective. These employees were not official members of any of the three Sub-committees. Input was also received from employees who attended BPR informational sessions held during the study period and from labor representatives who attended the weekly Reengineering Team meetings. In addition, staff from the Fire-Rescue Department and Cal/OSHA were consulted during the process.

Representatives from MEA and POA participated in the study.

Once the final recommendations are approved, meetings will be scheduled with the District Attorney's Office, City Attorney's Office, and the Sheriff's Office to discuss process changes that impact each of those agencies.

KEY STAKEHOLDERS AND PROJECTED IMPACTS:

The Meet and Confer requirements for the relevant labor organizations (Municipal Employees Association and Police Officers Association) have been completed.

City residents should experience an increase in service levels. Cost savings and avoidance will benefit the City.



William Lansdowne
Chief of Police



Jill Olen
Deputy Chief of Public Safety

ATTACHMENT A

Police Department Summary of Business Process Reengineering Recommendations

Number	Recommendation	Impact	Implementation Schedule
Patrol / Core Functions			
1.	Permit Field Sergeants to approve bookings and probable cause declarations.	Improve effectiveness	90 days
2.	Obtain, develop, and maintain a Department database of SIP participants Enable officers in the field to check SIP database online via Mobile Computer Terminal (MCT), or by the Watch Commander Aide, or provide and obtain information from Detox over the telephone.	Improve effectiveness Improve efficiency	90 days 6 months
3.	Develop a process to enter information into the Arrest Log remotely.	Increase efficiency	6 months
4.	Provide access to local warrants and ARJIS information to field officers via MCT.	Increase efficiency	1 year
5.	Send warrant abstracts directly to the Jail or to the warrant window at the courthouse near the Jail.	Increase efficiency	90 days
6.	Conduct a Prisoner Processing and Transportation Unit pilot project in order to measure potential patrol officer OSF savings.	Improve effectiveness	1 year
7.	Make Department e-mail, E-Pay, E-SUN, E-ARJIS and other web-based computer applications available to patrol officers in their vehicles	Increase efficiency	1 year
8.	Conduct a pilot project to study the utilization of wireless fingerprinting technology in the field.	Increase efficiency	6 months
9.	Allow electronic approval of reports by enhancing the CRMS Submit program.	Increase efficiency	1 year
10.	Enhance the CRMS system to allow cases to be "departmentally closed".	Increase efficiency	1 year
11.	Enhance CRMS to allow cases to be electronically filed with the DA.	Increase efficiency	1 year
12.	Design system to receive case updates from the DA and the City Attorney.	Increase efficiency	2 years
13.	Include an electronic ARJIS-11 form in automated field reporting (AFR) and CRMS. Automate auto theft reports through AFR and CRMS.	Increase effectiveness and provide better service to victims.	9-12 months
14.	Redirect calls for medical assistance to the Fire Department.	Increase efficiency	90 days
15.	Redirect calls for industrial injuries to the Fire Department.	Increase efficiency	90 days
16.	Permanently discontinue investigating chronic runaways from the Polinsky Center	Increase efficiency	30 days
Civilian Staffing			
17.	Perform position classification studies be conducted for two Public Service Officers.	Increase efficiency	6 months

Number	Recommendation	Impact	Implementation Schedule
18.	Review the responsibilities of the Department's Police Code Compliance Officers.	Increase efficiency	90 days
19.	Transport prisoner personal property with the prisoner to Jail.	OST savings / Storage cost savings	1 year
20.	Evaluate the purchase of an electronic property tag and bar coding system.	Improve efficiency and effectiveness	1 year
21.	Centralize the Telephone Reporting Unit.	Improve efficiency and effectiveness	6 months
22.	Evaluate E-Reporting system to allow citizens to file "cold" crime reports via the internet.	Increase efficiency and customer satisfaction	6 months

ATTACHMENT B

Police Department Business Process Reengineering Recommendations

I. Patrol/Core Functions

Booking and Arrest Process (Recommendations 1-5)

Current Booking Process

Officers currently make arrests in the field and then drive to several locations prior to booking the subject into Jail. For example, during an arrest for drunk in public, the officer drives the subject to the Inebriate Reception Center (Detox) for a rejection slip and to check the Serial Inebriate Program (SIP) database; then to Headquarters to complete a booking slip and probable cause declaration, have these forms approved, enter the arrestee's information into the Criminal Records Management System (CRMS) arrest log, and then to Jail to book the subject. Similarly, during a warrant or parole violation arrest, the officer drives the subject from the arrest location to Police Headquarters to fill out the booking slip, CRMS arrest log, and pick up the warrant abstract, and then to Jail for booking. During a sample week, the arrest types described accounted for 37% of all arrests.

Analysis of Arrest Data

In order to estimate the current cost of the prisoner processing component of incidents involving adult arrests, arrest data was obtained from the Watch Commander's Daily CRMS Arrest Log and time data was obtained from individual CAD incidents linked to these arrests for a one week period from August 6th to August 12th, 2007.

During this week there were 696 adult custodial arrests. The most significant arrest charges are depicted below:

Charge	# of Arrests
Warrant	124
Drunk in Public	89
DUI	78
Under the Influence	45
Parole Violation	43
Spousal Abuse	30
Possession of Methamphetamine	27
Spousal Battery	16
Possession of Cocaine	12
Auto Theft	11
Burglary	11
Robbery	10
Possession Narcotics Paraphernalia	10

Based on the time data collected during the sample week, the average time between arrest and booking data entry into the Watch Commander's Log was one hour and 28 minutes. The average drive time to Headquarters from the arrest location was ten minutes. The average drive time to Jail was 12 minutes. Central Jail is 0.9 miles from Police Headquarters and Las Colinas Detention Facility is 17.3 miles from Police Headquarters. In this sample week, officers drove to Las Colinas 22% of the time and to Central Jail 78% of the time. The average time spent at Headquarters was 51 minutes and the average time spent at Jail was 27 minutes.

Minimizing the need to go to Headquarters would reduce the average prisoner processing time by ten minutes per arrest (drive time to Headquarters). It is assumed that the tasks being completed at Headquarters would require the same amount of time to complete in the field. Only the location of where the tasks were performed would change. However, it is possible that additional efficiency savings could be realized if the technology changes result in reduced task time. The travel time savings would result in potential annual time savings of 4,594 OST hours. This would be achieved by procedural changes and use of technology that would add no additional personnel costs.

During the sample week, 123 arrests (17.7%) were for Driving Under the Influence or for being Under the Influence. These arrests may have required chemical tests be conducted at Headquarters prior to booking. There were 39 felony drug possession arrests (5.6%) that required the narcotics be impounded at Headquarters to allow for expedited laboratory analysis. There is no requirement that this evidence be impounded prior to booking. CAL-ID checks also currently require the officer to go to Headquarters. However, with the expanded availability of LiveScan technology, which allows digitally scanned fingerprints to be submitted electronically to the Department of Justice within minutes, at area stations, and the eventual roll-out of wireless fingerprinting and identification technology in the field, these trips can also be avoided.

Recommendation

It is recommended that the Police Department conduct a six-month pilot program at two area commands that would include the implementation of the following field booking procedural changes to reduce the need to process arrests at Police Headquarters:

1) Permit Field Sergeants to approve bookings and probable cause declarations.

Current procedures allow Field Lieutenants to approve bookings in the field. There is usually one Lieutenant in the field at any given time, citywide. Bookings at Headquarters are approved by Watch Commander Aides (Sergeants). During the sample week, 85% of arrests were approved at Headquarters. No notations were made on any CAD incidents denoting a Field Lieutenant booking approval. The majority of the remaining bookings were taken to an area station. It is likely that these bookings were then approved by faxing the declaration to the Watch Commander Aides at Headquarters.

The declaration form should be an original form signed by an officer with knowledge of the probable cause related to the arrest. They should be handwritten or printed out prior to approval. A supply of booking slips should be available for completion in the field.

- 2) **Obtain, develop, and maintain a Department database of SIP participants that can be checked online via Mobile Computer Terminal (MCT) or by the Watch Commander Aide, or provide and obtain information from Detox over the telephone.**

California Penal Code section 647 (g) states:

When a person has violated subdivision (f), a peace officer, if he or she is reasonably able to do so, shall place the person, or cause him or her to be placed, in civil protective custody. The person shall be taken to a facility, designated pursuant to Section 5170 of the Welfare and Institutions Code, for the 72-hour treatment and evaluation of inebriates.

California Welfare and Institutions code section 5170 states in part:

When any person is a danger to others, or to himself, or gravely disabled as a result of inebriation, a peace officer ... or other person designated by the county may, upon reasonable cause, take, or cause to be taken, the person into civil protective custody and place him in a facility designated by the county and approved by the State Department of Alcohol and Drug Abuse at a facility for 72-hour treatment and evaluation of inebriates.

Current procedures allow for telephoning information to Detox in order to add the person's name to the rejection log and to check the SIP database. Department Procedure 6.19, Public Inebriates, should be reviewed for compliance with state law.

- 3) **Develop a process to enter information into the Arrest Log remotely or by other means not requiring travel to Headquarters (via Watch Commander Aide, Records Division, or Inquiry).**

The Arrest Log entry screen is a portion of the CRMS application. It is currently only readily available on computers at the Watch Commander's Office. Alternatively, it could be made available at Records (officers could telephone in arrests or MCT message to Records) or the Inquiry channel (officers could telephone, radio, or MCT message information to Inquiry workstation computers).

- 4) **Provide access to local warrants and ARJIS information to field officers via MCT.**

Current procedure requires arresting officers to check local warrants, ARJIS, and the Officer Notification System on all arrestees. A portion of the booking process requires officers to log on to the LAN at Headquarters or an area station in order to complete these checks. This application is currently available in a web-based environment that could be made available to officers in the field on their MCTs.

5) Send warrant abstracts directly to the Jail or to the warrant window at the courthouse near the Jail.

When the Inquiry operator or call-taker confirms the warrant, the delivery location can be specified. Generally, this is the fax printer at the Watch Commander's Office or the Teletype Unit in Records Division. There is no requirement that it be sent to either of these locations.

These five procedural changes should reduce the requirement to go to Headquarters between 37-82 percent of the cases.

Prisoner Transport Process (Recommendation 6)

Current Prisoner Transport Process

Currently, officers working throughout the City transport prisoners from the arrest location to the Watch Commander's Office for pre-booking, and then on to Jail. This processing and transportation time keeps officers out of service and away from their assigned patrol areas for extended periods of time.

Each component of the process consumes time and occurs at a specific location. Analysis of these components revealed that the average time spent driving to Headquarters from locations throughout the City was ten minutes; the average time spent driving to Central Jail or Las Colinas was 12 minutes; and, the average time spent at Headquarters and Jail was 51 and 27 minutes, respectively. Currently, the components that occur at Headquarters include, but are not limited to: completing a booking slip and probable cause declaration, having these documents approved by the Watch Commander's Aide, typing the arrestee's information into the computerized booking log, pre-packaging the arrestee's personal property, and completing computer checks on the arrestee.

The average time savings for bookings requiring travel to Headquarters would be the sum of Jail drive time and Jail time, or 39 minutes per arrest. The average time savings for bookings not requiring travel to Headquarters would be the Jail time of 27 minutes (these arrests already achieved a ten minute cost savings by having the potential to avoid the trip to Headquarters).

In order to gain efficiencies in the prisoner transport process, the establishment of a Prisoner Transport Unit should be considered. By comparing arrest rate data with arrest distribution data, the days and times to achieve the maximum benefit from such a unit can be determined. A combination of staggered shifts or alternative work schedules (i.e., 3/12) deployed during the busier times could optimize the unit's impact. For example, the number of arrests processed between 5:00 p.m. and 3:00 a.m. on Wednesday through Saturday was 243. In other words, 35% of arrests were made during 24% of the week. Assuming that two officers provide this function between 5:00 p.m. and 3:00 a.m., Wednesday through Saturday, during the sample week they would have transported 243

prisoners and potentially saved 39 OST hours. The estimated annual savings would be 2,031 OST hours.

Other Agency Information

The Oceanside and Carlsbad Police Departments are currently contracting with private companies for prisoner transportation and booking services. The Escondido Police Department utilizes part-time employees to perform these functions.

The Carlsbad Police Department only recently started their program. On Friday and Saturday nights, a police radio is provided to the private company that operates a van with two employees. The arresting officer calls the van and the van drives the arrestee to Jail. It is too early to tell how much officer time savings have been realized and the person contacted had no information regarding the negotiated contract. The City of Oceanside contracts with Rancho Santa Fe Security Services for prisoner transportation.

Recommendation

6) Conduct a Prisoner Processing and Transportation Unit pilot project in order to measure potential patrol officer OST savings.

The pilot project should include two officers and a prisoner van assigned to the proximity of the Jail between 4:00 p.m. and 2:00 a.m., Wednesday through Saturday. These officers would serve as a buffer between patrol officers and Jail intake personnel during these hours. This would allow patrol officers to return to field duties and the arrestees to be processed into Jail at intake's rate. This project should also include a study of Jail "bottleneck" times. In addition, a component of this project would examine the feasibility and savings potential of contracting with a private company for prisoner transportation services.

Police Officer Access to Department LAN (Recommendation 7)

Current Process

Per Department Procedure, all members of the San Diego Police Department are required to check their Department e-mail at minimum on a weekly basis. This process can be time consuming for officers who must wait for a computer terminal to become available or connect their laptop to the LAN via a LAN cable, wait for system updates, read and possibly respond to general Department notices, procedural updates and other information. Members must also use a computer terminal to fill out their bi-weekly labor cards, utilizing City's E-Pay system. There are a limited number of computer terminals available at each area station for patrol officer use. Those working on investigations, criminal history checks, and other more urgent matters take priority over the personnel who only have to fill out their labor cards or check their e-mail, as required.

Field personnel needing to perform a warrant or other criminal history check also run into delays that waste time and create inefficiency. Officers who want to run a subject for local warrants or confirm the status of a warrant prior to taking custody of a subject must

switch to the Inquiry channel, be put in an often long and slow-moving line and wait to be acknowledged by dispatch personnel. These processes take an average of 5-10 minutes per subject. Inquiry channel operators handle an average of 517 requests daily, for an annual average of 188,705 information requests.

In addition, field personnel conducting follow-up investigations need to conduct a criminal history check, check for weapons, parole or probation status prior to contacting subjects. Officers must leave the field and go to a location with a computer terminal to perform these checks. This necessity provides the opportunity for a wanted subject to flee before officers can make contact, or delays providing service due to officer safety and legal concerns. In order to complete this preparation, officers spend an average of 15 minutes per computer check out of the field. Officers spend an average of 30 minutes per week out of the field conducting these computer checks.

Recommendation

7) Make Department e-mail, E-Pay, E-SUN, E-ARJIS and other web-based computer applications available to patrol officers in their vehicles.

By doing this, these officers will be able to deploy in the field more quickly and spend more time in the field. Officers currently spend an average of 30 minutes a week in the area station performing these required tasks. In addition, they often spend up to 40 minutes throughout the week waiting for a computer terminal to become available.

In response to these needs, necessary technical enhancements are nearly complete and should be operational by the end of the year. The Department is working with Qualcomm, who has funded the purchase of Evolution Data Optimized (EVDO) modems for installation into police vehicles. These data modems allow expanded capabilities for patrol personnel. As bandwidth capabilities are expanded, more services will be available to patrol personnel in police vehicles. The deep field submission program will allow Automated Field Report (AFR) submissions to be substantially faster. This will save each officer approximately 17 hours per year in time they spend currently submitting reports via CRMS.

The ability for officers to have access to web-based programs in their police vehicles will greatly increase their efficiency and effectiveness. The installation of the EVDO modems was recently completed, which gives officers immediate field access to E-ARJIS (including Global Query and Cal-Photo) to obtain local warrant and officer notification information and photos. Additionally, work is underway to install the necessary server equipment to allow access to E-Pay, e-mail, E-SUN and other applications on the Intranet. Once the required approvals from the Department of Justice have been obtained, access to other critical law enforcement systems such as CLETS, will also be available on the laptops from the field. These technological advances will allow officers to get into the field sooner, remain in the field longer and make better use of their time in the field. These changes could also allow officers a greater amount of time to pursue problem solving measures or engaging in proactive or targeted enforcement.

Currently, Communications Division is so understaffed that they regularly staff shifts with overtime, hiring back dispatchers to work on their days off or work double and split shifts. By providing patrol officers with the ability to access the Department's LAN from their vehicles, the Department will lessen the burden on Communications staff. There will still need to be a dispatcher assigned to the Inquiry frequency to conduct checks for those who do not have MCTs in their vehicles, such as RSVPs, Motors, detectives in undercover vehicles, Mounted Enforcement Unit personnel and bike teams, as well as assist in emergency situations that need an immediate response.

LiveScan Fingerprinting (Recommendation 8)

Current Process

When it is necessary to identify a subject through fingerprints, officers must take the subject to Police Headquarters and roll the person's prints onto multiple sets of cards. The cards are then processed by a CAL-ID Technician at Records Division. If the officer has information regarding the subject's identity, but it needs to be verified, the CAL-ID Technician conducts a print comparison, which takes approximately five minutes. If the officer has no information about the subject, the CAL-ID Technician must conduct a full process comparison. The fingerprint information is compared against information in the local Automated Fingerprint Identification System (AFIS) database, hoping to locate a match. The system provides possible matches, however a Cal-ID Technician must review the possible matches to make an actual identification. If no local match is made, the print information is compared against the State of California Department of Justice (DOJ) database. This database comparison averages 60 minutes per local comparison, but can take up to two hours for a State comparison.

Between January and July 2007, officers have spent an average of 60 minutes per manual fingerprint identification, or approximately 730 hours, attempting to identify persons without identification. Cal-ID Technicians have spent over 320 hours assisting officers with these requests. During this time period, there were 102 requests that took a CAL-ID Technician approximately five minutes each to process (14% of all requests) and 625 requests that CAL-ID Technicians have taken at least 30 minutes each to process (86% of all requests). Due to problems accessing the databases, the manual process can take up to two hours. During this time period, this OST cost the Department \$44,000 for officers and \$10,000 for CAL-ID Technicians, for a total of \$54,000. This figure is estimated to reach over \$110,000 by the end of 2007.

Technology Available

To address this issue, the San Diego Police Department and the San Diego Sheriff's Department began a project in 2005 funded by the Regional Area Network (RAN). The purpose of the project is to examine the feasibility of utilizing various types of portable wireless devices to receive verification of a subject's identity based upon information accessed through AFIS and DOJ databases. The study found that technology exists that will allow officers to scan fingerprints in the field rather than bringing the subject to Records to roll a manual fingerprint card. The response times on database matches

should still range from two to four minutes in the 14% of requests that currently result in a local database match, while the remaining 86% will continue to take 60 minutes to receive a response from State databases. The project is currently in the preliminary stages of implementation.

The County-wide RAN grant will fund the purchase of approximately 40 of the handheld fingerprint scanners, 20 of which will be for use by Police Department personnel. A planned upgrade of the County AFIS database system is currently under review at the County level. These fingerprint scanners will be distributed throughout the Department to ensure the equipment is available for use by field personnel. The pilot phase will determine the benefits, limitations, ease of use and validity of identifying people from the field. Even a limited number of scanners available in the field would provide the ability to instantly identify persons without requiring officers to transport them and conduct a lengthy manual fingerprint comparison. Because the initial fingerprint scanners are grant-funded and database access is paid for by the County of San Diego, there will be no cost to the Department for the pilot. The implementation of this technology is expected to result in the increased use of fingerprint identification by patrol officers since they will be able to initiate these requests from the field, without transporting suspects to Headquarters. In turn, it is expected that positive identification will result in the arrest of more wanted suspects.

Recommendation

8) Conduct a pilot project to study the utilization of wireless fingerprinting technology in the field.

There are many instances in which a police officer needs to identify a subject (arrest, issuance of citation, etc). In these circumstances, officers must verify a subject's identity through the comparison and analysis of his fingerprints. To gain this information, the time-consuming series of steps involved in this process can easily be augmented by the use of a portable wireless fingerprint scanner in the field. The utilization of this technology could significantly increase the amount of time that police officers have available to spend in the field performing their duties. Instead of the current 60 minute to two-hour time frame for a traditional fingerprint comparison, the use of wireless fingerprint technology would shorten that time to two to four minutes, saving the Department an estimated \$108,000 annually.

Electronic Approval of Reports (Recommendation 9)

Current Process

After an officer completes an investigation or arrest report, he/she holds the report until a supervisor calls for a formal meeting near the end of shift to read, edit and approve the report. The officer is generally one of five to seven officers with reports to be read and approved by each supervisor. This creates a situation where the officers must gather and wait for the supervisor to read each report, offer comments or corrections, if appropriate, and finally approve the document. This "report routine" gathering, known as a "10-17",

takes approximately 15 minutes per shift. With an average of six officers attending each 10-17, a total of 1.5 hours per shift are spent waiting for report approval. Once the report is approved, the officer electronically submits it via the CRMS system or, in some cases, in hard copy form.

Recommendation

Officers who complete arrest, crime, collision or miscellaneous reports must have those reports approved by a supervisor prior to submitting them, either via CRMS or in hard copy form. The ability to have electronic report approval between officers and supervisors would save an estimated 43,524 officer hours per year. This would alleviate the necessity to have officers gather to have a supervisor physically take possession of their laptop computer to read the report. The electronic approval of reports would also allow officers to spend less time waiting for report approval and submission by giving them the opportunity to have reports approved throughout the shift, rather than having to wait until the end of the shift for a formal report approval meeting with a supervisor. An electronic approval process was designed and included in the initial release of CRMS in 2004 in accordance with specifications suggested by the user committee. The system was designed to only allow officers to make changes to their own reports, requiring sergeants to send comments back to the officer about needed corrections. When CRMS was implemented, sergeants found that simple corrections were too cumbersome and wanted to simplify the process. This would require an enhancement to the current CRMS Submit program.

- 9) **Allow electronic approval of reports by enhancing the CRMS Submit program.**

Criminal Records Management System Enhancements (Recommendations 10 – 13)

Current Process

The Criminal Records Management System (CRMS) was designed to be the primary management tool for storage, retrieval and tracking crime cases. Criticism has been leveled that CRMS is adequate as a *records* management tool, however improvements could make it a better *case* management tool. For example, Detectives receive hundreds of reports from outside agencies (i.e., Child Protective Services) that they thoroughly investigate, however these cases are not captured within CRMS. Since its introduction, new and expanded uses have been identified that should be incorporated into upgrades to the system.

Case Cancellation or Inactivation Concerns

There are currently inconsistencies in how cases are cancelled or inactivated by investigators. Some of those concerns are related to training issues that will be addressed in the latest revision of the Department's Investigative Procedures Manual, while others relate to changes in the business needs of the Department since the implementation of CRMS.

CRMS was designed to enable investigators to complete existing processes using electronic methods, taking advantage of automation to streamline case processing. At the time, investigators either cancelled or inactivated a case depending on the outcome of their investigation. Over time, it has been suggested that a new business process to “departmentally close” cases that do not meet Uniform Crime Reporting (UCR) guidelines for cancellation, yet do meet a pre-determined set of standards, would allow for a more accurate accounting of the status of cases. Cases with no leads that do not require any additional follow-up would be classified as departmentally closed, rather than grouped with inactive cases that require occasional follow-up by a detective. Since cases that are not being actively investigated are currently grouped with cases that will never be investigated, an accurate picture of what cases are actually workable is not available. Thus, the ability to “departmentally close” selected cases would make overall case management more meaningful.

This enhancement was discussed throughout 2006 and was added to the enhancement list for CRMS in March 2007. This enhancement will be prioritized with other suggested CRMS enhancements once the CRMS technology upgrade has been completed.

Ability to File Cases Electronically

Another area identified for enhancement is the ability to electronically file cases with the District Attorney (DA). This component was initially included as a future CRMS phase; discussion between the Department and the DA’s Office began again in early 2007. There is cooperation between the agencies, as both recognize the potential time savings. One possible solution would be an upgrade to CRMS, in which CRMS would pre-fill much of the information needed by the DA and allow electronic transfer of data directly to the DA’s case management system, thus streamlining the process. This enhancement is in the early business design phases; staff will move forward in analyzing and documenting the detailed business needs once this enhancement has been prioritized.

Ability to Track Cases

The ability to properly track cases submitted to both the City Attorney and the District Attorney has been identified as problematic. Currently, the District Attorney provides information about cases that are submitted, however, the City Attorney does not. There are several possible solutions to this issue, including enhancing CRMS or creating a separate system. Technical decisions will be made following completion of the business design analysis.

Electronic Filing of Auto Theft Cases

A significant increase in the efficiency of handling auto theft cases could be realized if large scale enhancements were made to the CRMS system. This would be a long-term project. Auto theft reports were included as a future phase of both the AFR and CRMS designs; however these enhancements have not yet been prioritized. Currently, the ARJIS-11 form that documents auto thefts, recoveries and impounds is not available on the Automated Field Reporting (AFR) system. Officers must manually write the report and send copies through Records Division to Teletype and Auto Theft investigators.

Inclusion of an electronic ARJIS-11 form in AFR and CRMS would dramatically improve the timeliness and efficiency of all matters related to auto theft investigations because the electronic ARJIS-11 could immediately be entered in the CRMS system for routing to investigators and Teletype personnel. State law requires all "Unables" (vehicles impounded without proof of registration) to be handled by an investigator within five days of the Department's receipt of the impound form, so timeliness on these reports is particularly important.

Auto Theft investigators conduct an average of one "Unable" investigation a day and each "Unable" can take an average of four hours to perform. In most cases, investigators currently do not have ample time to handle all of the "Unables" that are impounded within the timeframe mandated by state law because of the significant delays caused by the paper system in use today. Electronic filing of these forms would give investigators the ability to fulfill their mandated obligations within the prescribed time limits. Additionally all auto theft investigations could be handled in a more timely manner if the reports were automated through AFR and CRMS.

Recommendations

Implementation of the next phase of enhancements and newly identified business processes to CRMS would significantly improve investigator efficiency throughout the Department. By allowing investigators to "departmentally close" cases in CRMS, the Department would have a much more accurate idea of what cases are actually workable and those that are being investigated, as opposed to the current running tally of all cases inactivated by Detectives.

10) Enhance the CRMS system to allow cases to be "departmentally closed."

A streamlined process for electronically filing cases with the District Attorney could potentially save many hours for both the Police Department investigators and the DAs who handle cases. Both parties agree that a shared or compatible database that would allow Police Department investigators to pre-fill fields that would directly download into the DA's case management database would save time, prevent a duplication of effort and prevent lost paperwork, thus allowing swifter justice for victims and the efficient prosecution of criminals.

11) Enhance the CRMS system to allow cases to be electronically filed with the DA.

A database that would allow uniform tracking of cases submitted and issued by both the City Attorney and District Attorney (DA) would allow better communication between investigators. It would also increase the investigators' ability to properly dispose of property and evidence if they knew the status of their cases. There is currently no way to track cases submitted to the City Attorney or to track the prosecution of citations. A system to track the status of cases submitted to, and issued by, the City Attorney and DA, would be a vast improvement.

12) Design a system to receive case updates from the DA and City Attorney.

Finally, adding electronic versions of the ARJIS-11 forms to automated field reporting (AFR) and CRMS would dramatically increase the efficiency of all phases of auto theft investigations and all matters pertaining to the disposal of impounded vehicles. Electronically submitted ARJIS-11 information would immediately be entered into CRMS, like all other crime cases, for routing to investigators and Teletype personnel. Not only does an electronic form make more sense for investigators, it also allows impounded vehicles to be disposed of more efficiently. Every year, the Department has to reimburse the owners of vehicles for impound fees that were incurred as the result of delays in handling the vehicle's disposition.

13) Include an electronic ARJIS-11 form in automated field reporting and CRMS. Automate auto theft reports through AFR and CRMS.

Evaluation of Acceptable Service Levels Associated with Non-core Functions (Recommendations 14 - 16)

Medical Assist Calls for Service

Many years ago, the Police Department provided ambulance services for the City of San Diego. This call type is assigned when a person has fallen and requires assistance to get back into bed, a chair, or a position where they can use walkers or other methods to move themselves. In some cases, the person is injured but not aware of their injury when they call for assistance. Fire-Rescue Department personnel have the appropriate training and equipment to lift, move and, if necessary, provide medical aid and transportation for injured persons.

Recommendation

By redirecting these incidents to the Fire-Rescue Department for a response, there will be an increase in the availability of police officers to respond to police core functions. In the event an incident of this type appears to be criminal in nature, the Fire-Rescue Department would request that a Police Department unit be dispatched to the scene.

14) Redirect calls for medical assistance to the Fire Department.

Industrial Injury Calls for Service

Based on the research conducted, the Fire-Rescue Department should be the primary responding agency on industrial injury, or Cal/OSHA, calls for service. As mentioned above, Fire-Rescue personnel have the appropriate medical training and equipment to provide medical aid and, if necessary, transport injured persons. As with the Medical Assist calls for service, in the event an incident of this type appears to be criminal in nature, the Fire-Rescue Department would request that a Police Department unit be dispatched to the scene. Transferring this non-core function to the Fire-Rescue would allow officers to focus on the provision of the Department's core services.

Recommendation

15) Redirect calls for industrial injuries to the Fire Department.

Polinsky Center Runaway Project

The goals of this project were to decrease the amount of OST patrol officers spend at Polinsky Center writing runaway juvenile reports, while maintaining the timeliness of entering the reports into CRMS. A six-month pilot project implementing the proposed procedural change began in November of 2006. During this six-month period, instead of Eastern Division officers responding to Polinsky Center to write runaway juvenile reports, Polinsky Center Staff wrote the reports, called the Police Department's Teletype Unit, obtained a case number, and faxed the report to Teletype for data entry. In April of 2007, the pilot project was evaluated and it was determined that there was a reduction in costs of 97%, a reduction in radio calls of 98%, and a reduction in patrol officer OST of 97% compared to the previous year. In June of this year, the Chief's Executive Committee approved the continuation of the project indefinitely.

Recommendation

16) Permanently discontinue investigating chronic runaways from the Polinsky Center.

II. Investigative Workload Sub-committee

The 22 investigative processes that were mapped fell within two major categories: 1) Specialized investigative functions (Auto Theft, Gun Desk, Missing Persons, Narcotics, Robbery, Traffic, and Vice); and, 2) Department-wide functions (call-outs, CRE forms, DA packages, warrants, evidence/property tags, crime cases with unknown suspects, in-custody arrests, and area station arrests and citations.) In total, 13 investigative processes were mapped for specialized investigative functions and 9 investigative processes were mapped for Department-wide investigative functions.

Generally, the investigative process begins when a patrol officer submits a crime case or makes an arrest. In addition, proactive units, such as Narcotics and Vice, initiate specific investigative processes. Nine months of analysis has revealed that many of the Department's current investigative processes are not as effective as they could be. This is reflected in the number of sworn investigative personnel performing civilian investigative duties and specialized civilian investigative personnel performing clerical duties. In addition, inefficiencies due to the lack of technological capabilities have added to the workload of these investigative positions.

Three structural changes within the Department's investigative units are recommended. Firstly, sworn and civilian investigative staff must perform duties within their classifications in order to enable them to become more efficient and effective.

Secondly, as the City's financial situation improves, the number of civilian investigative staff should be increased to address the voluminous workload associated with processing paperwork, which sworn Detectives are currently performing. It is difficult for sworn

investigators to focus on investigating crime cases, such as interviewing potential suspects, conducting surveillance and undercover operations, and initiating search warrants, while they are processing paperwork.

Lastly, there should be a concerted effort to enhance the technological resources currently available to all investigators. The lack of technological support has created several unnecessary steps in the Department's investigative processes.

III. Civilian Staffing Sub-committee

Identify Positions that should be Reclassified (Recommendations 17-18)

In order to allow additional sworn employees to return to the field or focus on those duties that require peace officer powers, position classification studies and responsibilities reviews should be conducted for classified positions.

17) Conduct position classification studies for two Police Service Officers (PSOs).

18) Review the responsibilities of the Department's Police Code Compliance Officers to determine whether they can perform additional duties that are currently assigned to sworn employees.

Identify Opportunities for Efficiencies Regarding Civilian Staffing (Recommendations 19-20)

Once the SWOT Analyses were completed, the Sub-committee created the "To Be" maps of the 21 identified processes. The goal of this process was to increase efficiency, consistency, quality, raise accountability, reduce duplication of effort, create a cost savings or cost avoidance and continue to deliver performance goals. In addition to equipment needs identified by each of the civilian divisions or units that were evaluated, the following process changes are recommended:

Property Room – Impounding Bulk Prisoner Property/Evidence

A prisoner's personal property should be transported with the prisoner to Jail. Negotiations with the Sheriff's Office should be conducted to explore the possibility of shifting the responsibility for this property to that agency. It is recommended that the purchase of an electronic property tag and bar coding system be evaluated.

Recommendation

19) Transport prisoner personal property with the prisoner to Jail.

Property Room – Disposal of Property and Evidence

During the course of the BPR study for the Property Room, it was discovered that there are systemic problems that need to be addressed regarding the processes involved in the

impounding and disposal and/or release of property and evidence. It is recommended that a Departmental committee be formed to investigate and evaluate interim and long-term solutions to these challenges and focus on the following.

1. Conducting an evaluation of the processes of impounding evidence, evidence tracking, and notification for disposal of evidence and make recommendations for improvements to these processes.
2. Evaluating implementation of an automated system for generating property tags, tracking evidence, and evidence disposal notification. Such a system would significantly streamline the current procedure and result in a much more efficient process. An electronic system would also enable the customers of the Property Room to complete property tag information in the field, easily access the information on the property tags when necessary, and would automatically notify the Property Room when the evidence can be disposed of.

20) Evaluate the purchase of an electronic property tag and barcoding system.

Telephone Report Unit (TRU)

Currently, light duty personnel are assigned to a de-centralized TRU within each area command to take crime reports over the phone so that uniformed officers can remain available for higher priority calls. It is recommended that TRU be centralized to ensure appropriate staffing levels, supervision, and training. In addition, it is recommended that an "E-reporting" program be evaluated, which would allow citizens to file their own "cold" crime reports via the Internet.

A facility would be needed to house a centralized Telephone Report Unit. Computer terminals, telephones and lines would also need to be installed. The cost of these items has not been determined.

Recommendations

21) Centralize the Telephone Reporting Unit.

22) Evaluate E-reporting to allow citizens to file "cold" crime reports via the Internet.