

## Operational Efficiency in Law Enforcement: A Sampler

Since the beginning of the Great Recession in 2008, Cristando House, Inc. has documented strategies and methods various law enforcement and criminal justice agencies have implemented to improve operational efficiency. This paper summarizes some of the ideas and projects identified by law enforcement executives and managers who have participated in our CA POST Management Updates.

1. **Orange County Sheriff's Department** established a new job classification for Custody Services Assistants at one-third the cost of a deputy sheriff. With approximately 170 staff in this new position, the county reports savings in the range of \$3 to \$4 million.
2. **Orange County Sheriff's Department** performs five head counts of inmates per day. By utilizing an electronic paperless tracking system the department has realized an annual savings of \$150K.
3. **Alameda County Probation Department** placed kiosk machines in their offices in Oakland and Hayward where low risk probationers can do check-in reporting to replace past practice where check-ins were handled by face-to-face meetings with probation officers. Approximately 600-700 clients use the kiosks, freeing up time for probation officers to focus on higher risk offenders.
4. **Placer County Sheriff's Office** has created their own fleet maintenance operation saving several million dollars.
5. **Sacramento County Sheriff's Department** eliminated their Helicopter Air Unit as a result of the recession, but reinstated it with a regionalization effort which includes the Sacramento Police Department, California Highway Patrol and the FBI.
6. **Sacramento County Sheriff's Department** Custody Division reduced the prisoner booking form from 11 pages to 3 pages which sped up the booking process and saved deputy's time.
7. **Sacramento County Sheriff's Department** Custody Division requires inmate mail come over the Internet and an email is then delivered to the inmate. Mail is generally delivered to the inmate quicker and it has substantially reduced contraband entering the jail.
8. **Folsom Police Department** expanded its uniformed volunteer program. The department currently has 65 uniformed volunteers supervised by a paid volunteer coordinator.

9. **Monterey Park Police Department** persuaded the District Attorney's Office to communicate through email directly with police officers when subpoenaed for court, instead of going through the PD's clerical function. As a result, court notifications are more timely and reliable.
10. **Monterey Park Police Department** created a designated and permanent position for the jail supervisor to replace the past practice where jail supervisors were transferred in and out of the jail on a regular basis. Since the transition to a permanent jail supervisor, operational efficiency has improved exponentially.
11. **Kingsburg Police Department** helped create a regional, full time crime analysis program with six small police agencies in the Central Valley.
12. **San Diego Police Department** along with many other police agencies has implemented online crime reporting. In San Diego, online reporting accounts for 10-12% of all reports.
13. **Carlsbad Police Department** streamlined its nation-wide recruiting process to attract seasoned laterals. To appeal to the new generation, the revamped process relies heavily on electronic recruiting media and the use of video chat and Skype for interviews. The department has revamped the application, testing and background process to wash out poor applicants early and to quickly facilitate the hiring of good applicants with no more than two trips to the department, one of which is reimbursed by the police department.
14. **Glendora Police Department** implemented E-ticket machines for traffic citations freeing up officers time, reducing errors and enhancing efficiency in court. Savings are estimated between \$200K to \$300K per year.
15. **Glendora Police Department** has increased its number of Community Service Officers to take some reports previously taken by sworn officers, which frees officer time to engage in more proactive policing.
16. **Santa Barbara Police Department** created a social service unit supervised by a licensed social worker to address the large homeless population in the city, instead of using sworn officers.
17. **Azusa Police Department** has jail employees complete sex offender registrations instead of sworn officers, saving approximately 45 minutes of officer time per registrant.
18. **Escondido Police Department** has implemented cross/joint jurisdictional operations with neighboring police agencies to improve gang enforcement, traffic enforcement, etc.

19. **Huntington Park Police Department** obtained a permanent gang injunction to keep gang members out of certain areas of the city to create safe zones. Violators are dealt with in civil court instead of criminal court. The gang injunction has been expanded to include other neighboring cities.
20. **Berkeley Police Department** designated four area commanders to promote community involvement programs to streamline police response to neighborhood problems, which has reduced pressure on patrol and administration.
21. **Truckee Police Department** was assigned responsibility for animal control and parking enforcement. The police department consolidated record clerks, parking enforcement, and animal control to create a new job classification in the department.
22. **Fresno County Sheriff's Office** created a Booking Records Specialist Team to minimize booking errors, especially in regard to early or late releases. The new practice has reduced litigation and associated costs.
23. **Pasadena Police Department** has expanded its volunteer program, and now has over 140 active volunteers who work directly out of the chief's office with an officer assigned to them. Assignments include patrol, investigation of identity theft, missing persons, and recovery of stolen property from pawnshops. Volunteers are also involved in Parade Watch where they collect intelligence on the Rose Bowl parade route.
24. **Montebello Police Department** was paying approximately \$180-\$190K per year for in-custody medical services. By taking arrestees to a medical facility prior to booking, the medical costs were shifted to the arrestee, not the police department.
25. **El Segundo Police Department** designated two officers to be Community Liaison Officers. Assigned to a sergeant, the CLO's assess and address quality of life issues and associated crimes and coordinate with other city departments to correct them.