



THE CITY OF SAN DIEGO

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**OFFICE OF THE INDEPENDENT BUDGET ANALYST REPORT**

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Item Number: 202

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## Police Business Process Reengineering (BPR)

### OVERVIEW

On May 19, 2008, the Police Department is requesting City Council approval of the recommendations as identified in their Business Process Reengineering (BPR) study. Phase I of the Police Department's BPR, which identified costs savings through the reduction of vacant non-sworn positions, was implemented in conjunction with the Fiscal Year 2008 Budget. This phase of the department's BPR focused on developing recommendations to streamline work processes that would increase the time officers are available to respond to calls for service.

Upon approval, the department will proceed with implementation of these recommendations. Public safety functions are exempt from the Managed Competition process.

### FISCAL/POLICY DISCUSSION

A foundational step in the BPR process is the identification of core and non-core services. As part of their BPR, Police Department developed a Core Function Sliding Scale Matrix that enabled them to identify and prioritize core and non-core functions. As a result, the department has identified two non-core functions that will be transferred to the Fire-Rescue Department: Medical Assistance and Industrial Injury calls. These functions are currently performed by staff within Fire-Rescue and will not require additional resources.

The recommendations as developed through this phase of the BPR have not identified significant cost savings, but rather improved service delivery. By implementing the proposed changes, the department is projecting that 117,540 hours of time (primarily

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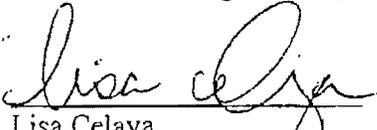
sworn positions) will be saved. From another perspective, this amount of hours is equivalent to approximately 56.5 (FTEs) positions, primarily patrol officers and detectives. The IBA would expect that this improvement in service delivery would positively impact performance measures (i.e. response times). We further anticipate that this would be documented in future fiscal year's budget documents.

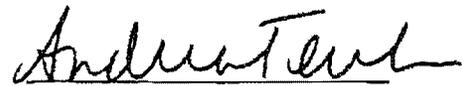
The projected time savings is achieved primarily through technology improvements that will enable access to computer programs in patrol vehicles and will allow sergeants to review/approve reports electronically. The Fiscal Year 2009 Proposed Budget does account for additional funding for technology, including the replace of the officers' mobile computer terminals, which will enable the department to implement their BPR recommendations.

The BPR identified no additional positions reductions (beyond those identified in Phase I); however, the Fiscal Year 2009 Proposed Budget included the reduction of 24.5 non-sworn FTEs. Staff has communicated to us that there should be no impact on the BPR findings from these additional reductions.

## CONCLUSION

The IBA is supportive of the Police Department's Business Process Reengineering study and recommends Council approval. Police has completed a thorough analysis that will enable officers significantly more time in the field.

  
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