

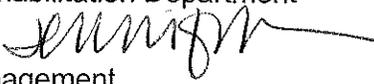
Memorandum



Date: May 6, 2009

To: Robert L. Parker, Director
Miami-Dade Police Department

Timothy Ryan, Director
Miami-Dade Corrections and Rehabilitation Department

From: Jennifer Glazer-Moon, Director 
Office of Strategic Business Management

Subject: Booking Process Analysis

Attached for your review is the Final Report of the Booking Process Analysis my staff recently completed for your Department. I would like to thank OSBM staff members Lourdes Avalos, Mayra Morales and Bill Busutil for their work on this project.

It was a pleasure to work with your management team and staff members. My staff was impressed with your willingness to take a fresh look at the booking process and explore creative solutions for streamlining it.

If you have questions regarding this report, please contact Bill Busutil at 305-375-3201. Please feel free to contact us should you need assistance with process analysis in the future.

Attachment

c: Alina Hudak, Assistant County Manager
June Randall, Police Department
Armando Quinoa, Corrections and Rehabilitation
Ray Scher, Assistant Director, OSBM

jgm07909

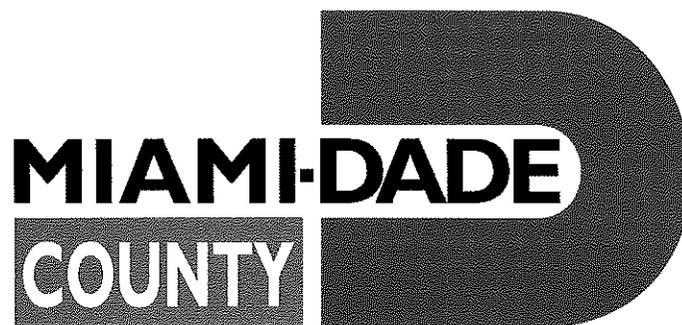
**Miami-Dade Police Department
(MDPD)**

&

**Miami-Dade Corrections &
Rehabilitation Department (MDCR)**

Booking Process Analysis

Miami-Dade County
Office of Strategic Business Management



May 2009

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**Prepared by: Lourdes Avalos
Bill Busutil
Mayra Morales**

Booking Process Analysis

Summary of Findings and Recommendations

Background and Methodology

The Miami-Dade Police Department (MDPD) and the Corrections & Rehabilitation Department (MDCR) engaged the Office of Strategic Business Management (OSBM) to analyze the Booking Process. Under the current process (See Attachment I); Law Enforcement Officers (LEO's) spend an average of 1 to 3 hours at booking facilities before returning to service.

The goal of this project was to streamline the booking process so that Law Enforcement Officers (LEO's) could return to service as soon as possible.

The OSBM project team developed recommendations to streamline the booking process through direct observations of the current process, benchmarking of comparable organizations (Orange County, Florida and Hillsborough County, Florida), and two highly facilitated, consensus building work sessions with key knowledge workers and stakeholders who are directly involved in this process on a day to day basis.

Findings and Recommendations

During the project team's direct observations of the booking process, benchmarking efforts, and process analysis work sessions, OSBM worked closely with a process improvement team comprised of key knowledge workers and stakeholders, to determine "why" LEO's were required to spend 1 to 3 hours at booking facilities before returning to service.

The project team's findings reflect the "root causes" of delays in the booking process, and the recommendations are designed to eliminate and/or minimize the impact of those root causes. The findings and recommendations were developed through consensus between the OSBM project team and the process improvement team.

According to the knowledge workers and stakeholders who participated in the process analysis work sessions, if the following recommendations are approved and implemented, LEO's will typically return to service within an average of 10 to 25

minutes after arriving at the booking facilities. These recommendations are illustrated in Attachment II.

Finding #1: Managing the Queue

Under the current process, LEO's enter booking facilities on a "first come - first served" basis. Therefore, if an LEO is part of a sting operation and arrives at a booking facility with thirty subjects prior to a second LEO with only one subject, the second LEO often must wait until all thirty of the first LEO's subjects are processed before entering the booking facility.

In this example, OSBM believes it makes more sense to allow the second LEO to enter the booking facility as soon as he or she arrives. This would allow the second LEO to return to service much sooner than he/she would under the current process. The bottom line is that an LEO, regardless of jurisdiction, would return to service sooner.

Recommendation

Manage the queue at booking facilities to enable the next available LEO to return to service as soon as possible. If an LEO arrives at a booking facility after another LEO who participated in a sting operation involving several subjects, allow the second LEO to enter the facility immediately.

Finding #2: Sequential Processing

Under the current process, upon entering the booking facility, the following activities take place sequentially:

- The subject's property is placed on a table
- The Mug Shot is taken
- The Intake Health Screening Form is completed
- The subject is patted down
- The LEO takes the Mug Shot, the Arrest Form (A-Form) and the Health Screening Form to the Booking Desk
- The Booking Officer checks the A-Form for accuracy and completeness, then enters pertinent information into the system, and writes the Jail Number on the A-Form

The project team believes there is an opportunity to streamline the process and reduce cycle time by enabling the LEO and Corrections Officer to perform several of these activities simultaneously.

Recommendation

While the Corrections Officer takes the Mug Shot, completes the Health Screening Form and Pats Down the subject, have the LEO take the A-Form to the Booking Desk, obtain a Jail Number, then add the Mug Shot I.D. number to the A-Form.

It should be noted that MCCR is looking into the feasibility of obtaining bar coding technology to produce I.D Bracelets that could be placed on the subject's wrist during the booking process, and enhancing the existing technology to enable the Jail Number to appear on the Mug Shot Screen. MDCR is also exploring the feasibility of reducing the number of questions on the Health Screening Form. OSBM believes all of these initiatives would further streamline the booking process and improve internal process controls.

Finding #3: Property Exchange

One of the key requirements of the booking process is to account for the subject's property. Under the current process, the subject's property is placed on a table immediately after he/she enters the booking facility, and placed in a bag after the subject is patted down. After the Jail Number is obtained and added to the A-Form, the LEO escorts the subject to the Property Work Station, where the subject's money is counted (if he or she has money in his or her possession), and his/her property is itemized and entered into the system. At this point, a property card is printed and signed by the subject, the Corrections Officer and the LEO; then the LEO transfers custody of the subject to MDCR and returns to service.

The following recommendation significantly streamlines the property exchange portion of this process.

Recommendation

After the Jail Number is added to the A-Form, shrink wrap the property with clear plastic and photograph it (separate the money, count it and place the money in an envelope, if applicable). Allow the photograph of the property to serve as evidence of the subject's property...this would eliminate the need to enter each item (of property) into the system. Place a property receipt on the outer surface of the shrink wrap, and have it signed by the subject, the Corrections Officer and the LEO (have these parties also sign the "money envelope", if applicable). At this point, the LEO would transfer custody of the subject to MDCR and return to service.

Please note that MDCR is in the process of designing a form that would enable a quick “sign-off” by the subject, the Corrections Officer and the LEO, if the subject arrives at the booking facility with no property or money.

MDCR also plans to re-model the main jail booking facility to better facilitate medical screening, and enable data entry regarding the property exchange to be done at the same location where the shrink wrapping takes place. The OSBM project team believes these initiatives will further support our process improvement recommendations.

Based on time estimates provided to the OSBM project team by the process improvement team, OSBM estimates that if these recommendations are successfully implemented, each LEO who books a subject will return to service from a low of 35 minutes sooner, to a high of 2 hours and 50 minutes sooner. The project team believes the most common scenario would enable LEO’s to return to service approximately 1.5 hours sooner. There are approximately 136,800 LEO’s currently involved in 114,000 bookings per year. Therefore, OSBM estimates that these recommendations would provide a range of approximately 79,000 to 205,000 additional LEO service hours per year to the community, which is equivalent to a minimum of approximately 38 to 98 additional LEO’s (See Table 1, below).

**Table 1: Potential Value of Booking Process Improvement Recommendations
(Based on a range of 35 minutes to 1.5 hours saved per LEO per booking)**

Time saved per LEO per booking	Number of LEO’s participating in booking process per year	Number of additional LEO service hours made available to the community per year	Number of additional FTE’s made available to the community per year
35 minutes	136, 800 (114,000 * 1.2)	79, 344 (136,800 * .58)	38 (79,344/2080)
1.5 hours	136, 800 (114,000 * 1.2)	205,200 (136,800 * 1.5)	98 (205,200/2080)

Assumptions:

- 114,000 bookings/year (Based on March’09 MDCR Booking Report)
- 1.2 LEO’s per booking- Based on MDCR estimate
- 136,800 LEO’s participating in the booking process per year (114,000 * 1.2)

Ongoing Initiatives

Currently, there are two system improvement initiatives under consideration to support the booking process:

- A pilot program that would enable 3 municipalities to fill out the A-form remotely and submit it electronically
- A larger, area-wide program that would fully automate the A-form and enable all users to fill out the form remotely and submit it electronically

The pilot program would also create a “fast lane” for the 3 participating municipalities when they arrive at the booking facilities. The OSBM project team believes that if the process improvement recommendations are implemented successfully, there will be no need for a “fast lane”. In effect, the queue management recommendation creates a “fast lane” for all LEO’s when they arrive at the facilities.

The OSBM project team believes both initiatives will improve accuracy and simplify booking process logistics. Specifically, the project team believes these initiatives will:

- enable municipalities to share pertinent criminal justice data,
- reduce transposition errors, and
- simplify processing within the State Attorney’s Office and the Clerk of Courts.

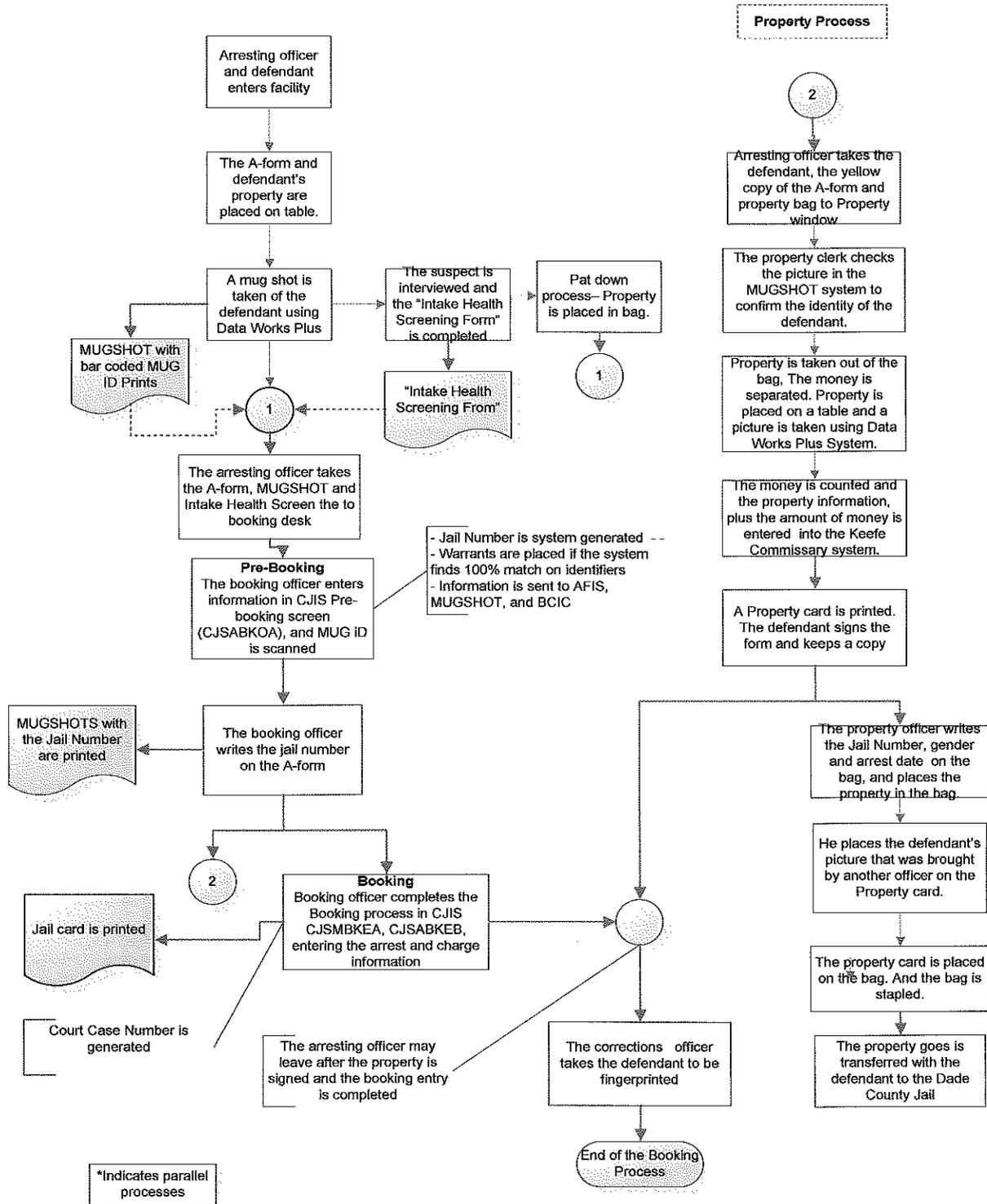
Our project team does not think these system improvement initiatives will significantly reduce the amount of time LEO’s spend at the booking facilities. OSBM believes the process improvement recommendations presented in this report will produce the most significant time savings for LEO’s at the facilities.

Closing Remarks

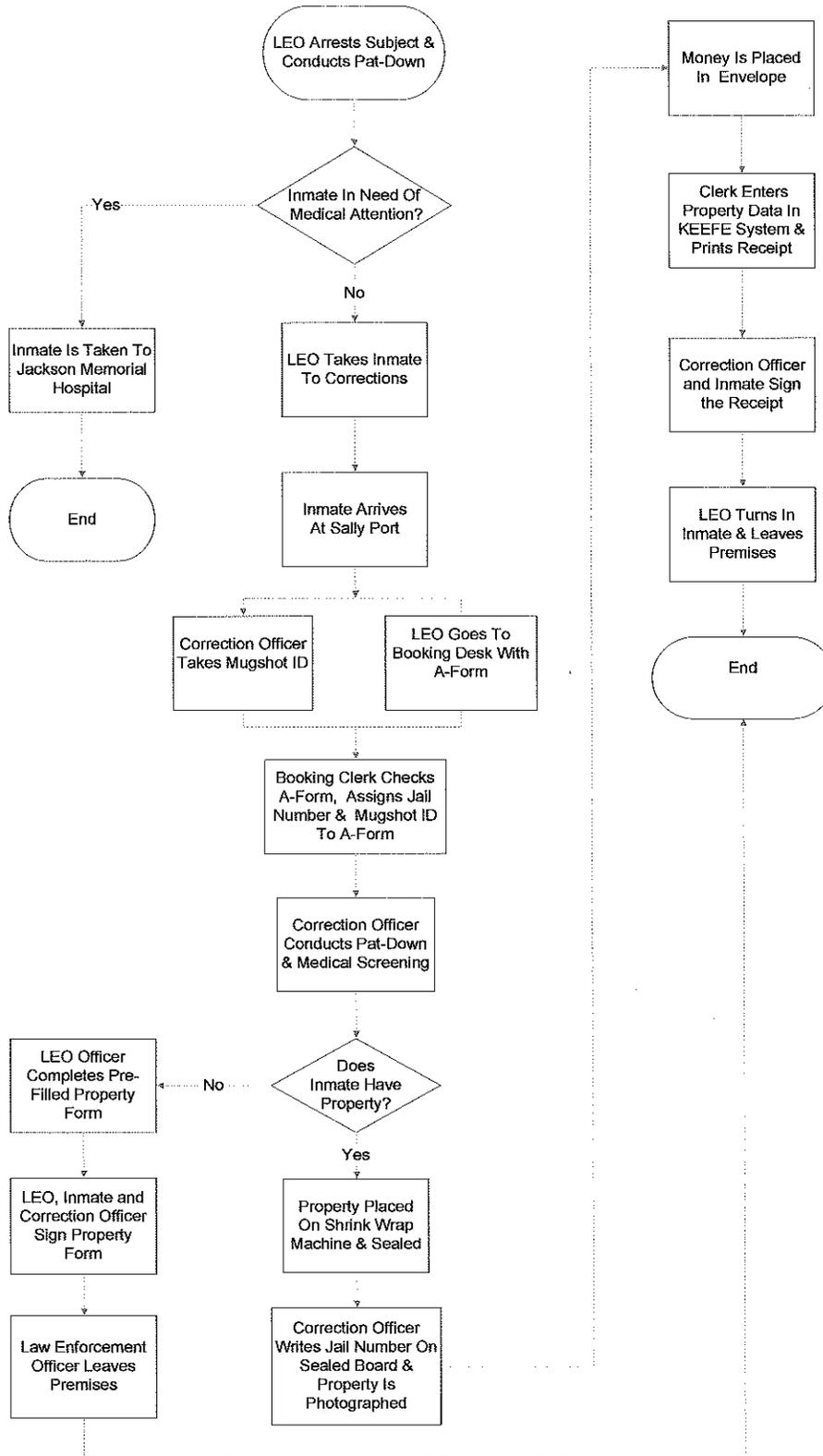
As the approved process improvement recommendations are implemented, OSBM recommends that C&R track the actual amount of time LEO’s are spending at booking facilities, and make all necessary adjustments to the approved recommendations to ensure LEO’s return to service as soon as possible.

OSBM appreciates the hard work and valuable input provided by the knowledge workers and stakeholders who participated in the work sessions and guided the project team during our observations at the Main Jail Booking Facility. We were particularly impressed with their strong work ethic, and their dedication to service excellence. If the need arises, it would be an honor to serve this outstanding process improvement team in the future.

Attachment I – Current Process Turner Guilford Knight (TGK) Corrections Center



Attachment II – Proposed Recommended Booking Process



LEGEND: LEO – LAW ENFORCEMENT OFFICER