

MDPD SEXUAL CRIMES BUREAU PROCESS ANALYSIS

Office of Strategic Business Management

AGENDA

- Review project goals
- Overview of:
 - Activity analysis
 - Process mapping and analysis
 - Process improvement opportunities
- Review current business practices
- Review findings and recommendations
- Next Steps

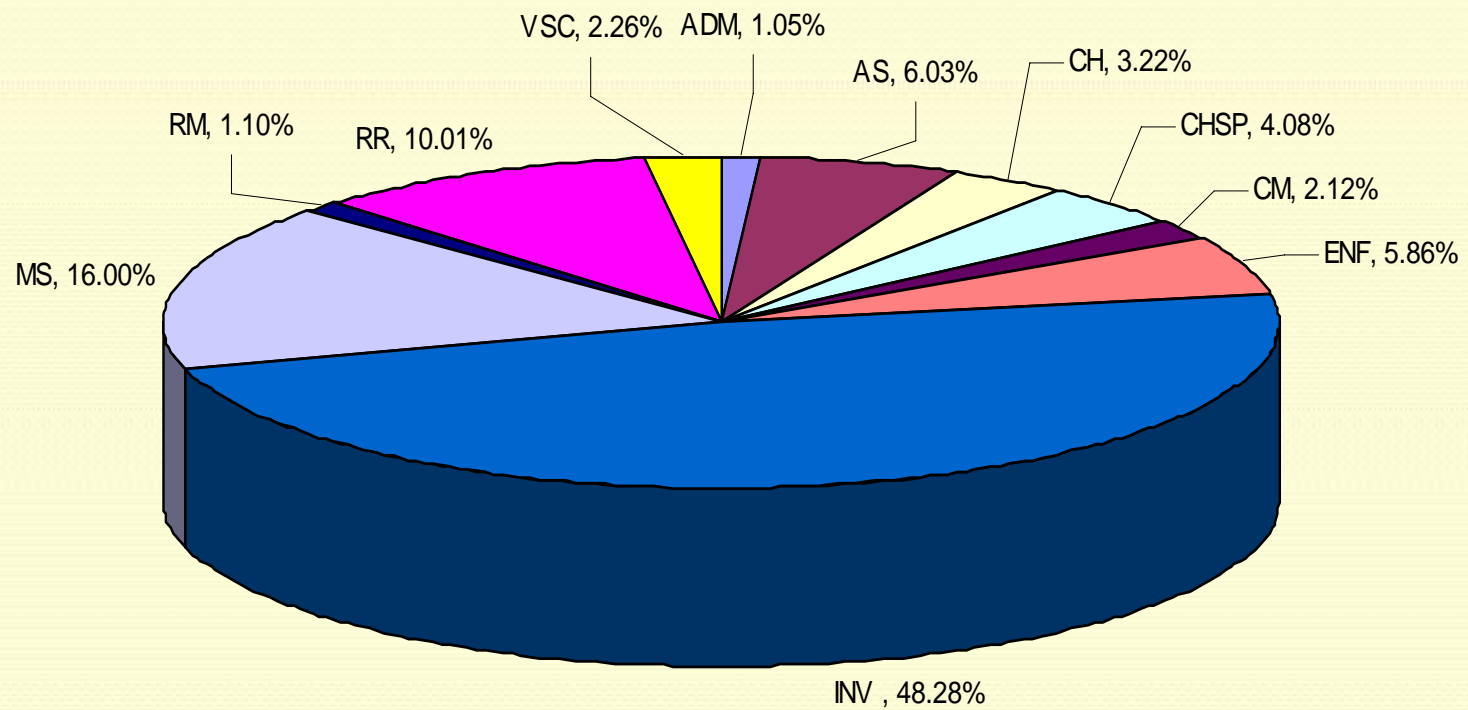
Project Goals

- **Determine the costs of all SCB processes and activities**
- **Map, measure and analyze selected SCB processes**
- **Develop findings, conclusions and recommendations that enable SCB to comply more effectively with its legal mandates**

Process Cost Summary

Process	Activity Cost (\$)	Percent Process Cost
(INV) INVESTIGATION	\$3,204,485	48.28%
(MS) MANAGEMENT/SUPERVISION	\$1,061,957	16.00%
(RR) RESEARCH/REGISTRATION	\$664,298	10.01%
(AS) ADMINISTRATIVE SUPPORT	\$400,094	6.03%
(ENF) ENFORCEMENT	\$388,964	5.86%
(CHSP) CLEARINGHOUSE-SEXUAL P.	\$270,566	4.08%
(CH) CLEARINGHOUSE	\$213,709	3.22%
(VSC) VICTIM SERVICE COORDINATION	\$150,284	2.26%
(CM) CASE MANAGEMENT	\$140,730	2.12%
(RM) RECORD MANAGEMENT	\$73,071	1.10%
(ADM) ADMINISTRATION	\$69,670	1.05%
TOTAL	\$6,637,828	100.00%

SCB Process Cost Distribution



Process Metrics

Investigations

- Workload (cases)
 - 2,000-2,100/year
 - 80-100/year/detective
- Cycle Time
 - Internal: 2-3 months/case
 - Total: 6 months – 1 year/case
 - Known Subjects
 - All known: 3-4 weeks
 - Not located: 1-9 months
 - DNA: 6 months – 1 year
 - Unknown Subjects: 6 months
- Touch Points
 - Internal: 23
 - External: 14
 - Total: 37

Process Metrics

SPOS

- **Workload**
 - 300 registrations/month
 - 200-300 address verifications/quarter
 - 15-20 routine address verifications/month
- **Touch Points**
 - Registrations: 18
 - Address Verifications: 38

Process Improvement Opportunities

❑ Technology:

- Limitations in current technology
- Multiple, integrated databases
- Insufficient equipment available for detectives (i.e., laptops, air cards and wireless printers)

❑ Process/Policy

- Delays in obtaining offense incident reports (O.I.s)
- Backlog and delays in the computer forensic and crime labs
- Roles and responsibilities of detectives & crime scene unit

Process Improvement Opportunities

❑ Resources:

- Insufficient staffing causes the SCB to use a significant amount of overtime to handle sweeps, address verifications, notifications, and 311 buffer zone checks
- There is a 6-month backlog in address verifications
- There is a 75-100 case file backlog
- Special projects place additional pressure on the staff
- The Shannon Melende Act places additional demands on SCB staff

Benchmarking

Broward County

- **Monthly A.V.'s on all 1224 RSO's**
- **District Officers conduct notifications**

Hillsborough County

- **98.5% compliance rate for registration**
- **Bi-annual or quarterly A.V.'s on all 1500 RSO's**
- **District Officers conduct A.V.'s**
- **Notifications provided by PIO on dept. website**
- **Self arrest program administered by Criminal Registration Unit**

Benchmarking

Orange County

- **Address Verification (AV):**
SOS conducts monthly verifications, one sworn officer conducts AV
- **Notifications:**
Mail outs to schools, child care facilities, etc.
- **Technology:**
Offender watch – used as a backup system for buffer zone check
Tiburon software – used as a case management system
- **Crime scene & lab:**
CSI technicians perform all crime scene investigations (non-sworn personnel)
Turn-around time for lab work depends on case

Benchmarking

Duval County

- **Address Verification (AV):**
 - AV are scheduled according to birthday
 - AV disbursed to six zones and assigned to one patrol unit
- **Technology:**
 - Offender watch – used as a backup system, buffer zone check
- **Notifications:**
 - Mail outs to schools, child care facilities, etc.
- **Crime scene & lab:**
 - Evidence technicians perform all crime scene investigations (sworn personnel)
 - Turn-around time for lab work can take from weeks to months

Findings & Recommendations Investigations

Finding	Recommendation
<p>Current recording equipment does not meet the needs of SCB. Live video feed of interviews and registration area can only be viewed from 3 stations at a time. Dictaphone system is antiquated</p>	<ul style="list-style-type: none"> ➤ Upgrade to a video recording system that provides viewing access from all workstations ➤ Replace with mobile digital recorder that can be used in the field
Benefit	Cost
<ul style="list-style-type: none"> ➤ Improves officer and civilian safety, especially in interview rooms and registration desk ➤ Mobile digital recorders provide better quality sound, more options for transmitting and storing data, and are more cost efficient 	<p>\$25,000 – Video recording equip. \$150 - \$200 per digital recorder \$300 – 2 Sets of peripherals for stenography (foot pedal and headset)</p>

Finding	Recommendation
<p>Only 16 SCB Detectives are assigned laptops and air cards. None have printers. All others must return to SCB to access databases and complete routine tasks that could be done in the field</p>	<p>Provide all SCB Detectives with laptops, air cards, and wireless printers</p>
Benefit	Cost
<p>Detectives will have access to all databases from the field, including DAVID, CJIS, FCIC, NCIC, SCAS, County Network and E-mail. They will also be able to print flyers and photo line-ups in the field</p>	<p>Laptops - \$0 (reallocated from Police Services)</p> <p>Air cards - \$40 / month, each</p> <p>Wireless Printers - \$200 each</p>

Finding	Recommendation
<p>Investigations are sometimes delayed due to backlog in CAU review of O.I.'s at district level.</p> <p>Patrol officers use discretion in notifying SCB of sexual crimes</p>	<ul style="list-style-type: none"> ➤ Implement priority processing model in CAU to expedite homicide, robbery and sexual crimes cases ➤ Reinforce policy of notifying SCB on <i>all</i> sexual crimes
Benefit	Cost
<p>Eliminates delayed notifications of sexual crimes and ensures an investigation is opened immediately after a crime is reported</p>	<p>No Cost</p>

Finding	Recommendation
<p>Lack of communication between Crime Lab and SCB creates delays in investigations</p>	<p>Implement policy requiring Crime Lab Analysts to notify SCB Detective by e-mail when case evidence is received</p>
Benefit	Cost
<p>Establishes two-way communication at the beginning of the evidence analysis process and allows exchange of pertinent information</p>	<p>No Cost</p>

Finding	Recommendation
<p>The Investigations Section currently has 5 sworn vacancies, and 2 civilian vacancies</p>	<p>Fill existing vacancies and review need for additional personnel</p>
Benefit	Cost
<p>Improves quality of investigations, increases clearance rate, and reduces case backlog in Clearinghouse</p>	<p>No Cost to transfer from within MDPD</p>

Findings & Recommendations

Sexual Predators and Offenders Section

Finding	Recommendation
<p>Information regarding active and closed cases is currently stored in several databases, resulting in a decentralized system</p>	<p>Implement a Case Management System</p>
Benefit	Cost
<p>Provides a centralized database to store all case information and for tracking the status of active and closed cases</p>	<p>\$50,000 (estimate)</p>

Finding	Recommendation
<p>A non-automated fingerprinting process in the Sexual Predator/Offender Section (SPOS) causes routing delays to Florida Department of Law Enforcement (FDLE)</p>	<p>Purchase AFIS machine for Registration Desk</p>
Benefit	Cost
<p>Automates the fingerprinting process and allows SCB to send information electronically to FDLE</p>	<p>\$25,000 (estimate)</p>

Finding	Recommendation
<p>A seven year old Reverse 911 system places significant limitations on the community notification process. Currently, the Bureau is in the process of updating the databank</p>	<p>Purchase updated phone list for Reverse 911 System</p>
Benefit	Cost
<p>Improves community notification by reaching more of the intended recipients</p>	<p>\$22,000</p>

Finding	Recommendation
<p>Currently, the Bureau complies with the 48 hour notification requirement by deploying two sworn personnel to notify facilities in-person</p>	<p>Send mail outs for 48-hr notification requirement instead of making notifications in person</p>
Benefit	Cost
<p>Cost effective and frees up sworn personnel to handle other critical tasks</p>	<p>Cost of Postage/ Return Receipt</p>

Finding	Recommendation
<p>SPOS has a 6-month address verification backlog and a 75 -100 case file backlog</p>	<ul style="list-style-type: none"> ➤ Hire one FTE for data entry ➤ Add two detectives to SPOS
Benefit	Cost
<ul style="list-style-type: none"> ➤ Eliminate case file backlog and allow other personnel to focus on other job tasks and duties ➤ Eliminate Address Verifications backlog, increase number of sweeps, and locate more absconders 	<p>Personnel costs</p>

Finding	Recommendation
<p>SPOS responds to approximately 300 searches per month from individuals inquiring about buffer zones, requiring staff to handle all incoming calls</p>	<p>Provide public access to 311 buffer zone information via website</p>
Benefit	Cost
<p>Reduces the number of phone requests directed to SCB</p>	<p>Costs can be allocated to the SLA between MDPD and GIC</p>

Findings & Recommendations

Office of Strategic Business Management

Finding	Recommendation
<p>As of FY 04/05, overtime expenses have increased from \$1,031,934 to \$1,423,679, staffing from 62 FTE to 80 FTE. The recently acquired grant will provide \$217,592 for overtime expenses</p>	<ul style="list-style-type: none"> ➤ Have patrol officers conduct Address Verifications - with a limited number of cases, on a trial basis ➤ Make only 2 attempts to locate subjects on A.V.(s)- with a limited number of cases, on a trial basis
Benefit	Implementation Strategy
<ul style="list-style-type: none"> ➤ Reduction of the 6-month AV backlog ➤ Enable the reallocation of SPOS resources to focus on absconders, etc. 	<ul style="list-style-type: none"> ➤ Conduct a 3-month trial test with a limited number of cases ➤ Track results during the trial test ➤ Make decisions on permanent implementation on the basis of these results ➤ Make final staffing decisions after the trial tests have been completed

▪ NEXT STEPS.....