

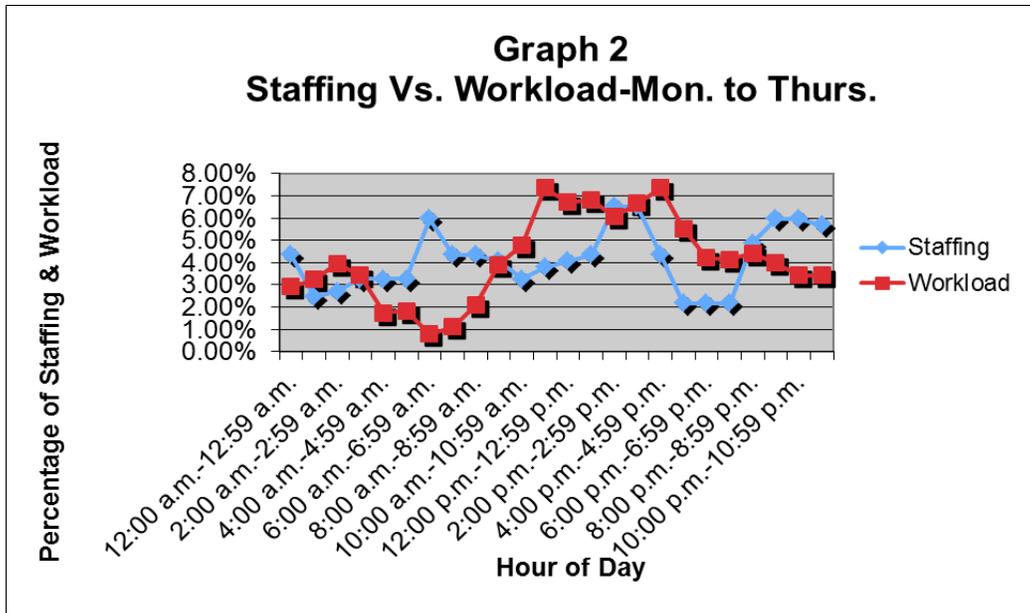
MANAGEMENT AUDIT OF THE
SAN JOSE POLICE DEPARTMENT CENTRAL IDENTIFICATION UNIT

AUDIT SYNOPSIS

This management audit examined the operations and practices of the Central Identification Unit to identify opportunities to increase its efficiency, effectiveness and economy. The audit included four findings and 11 recommendations related to the Unit's staffing level and staffing pattern, approach to analyzing latent fingerprints, status of latent fingerprint analysis backlogs, and monitoring of training. The recommendations, if implemented would result in salary savings of \$62,713, plus additional benefits savings. The audit also recommends increasing the Unit's training budget by \$13,000 to \$25,000 a year.

KEY FINDINGS

- Staffing in the 10-print function, which uses full sets of fingerprints to identify individuals, primarily arrestees booked into the County Jail, and adds new individuals to the fingerprint system, is not optimized, relative to workload, as shown in the following table:



Use of "lights out" processing during low workload periods would better match staffing to workload, while permitting one position to be eliminated. Average variance between staffing and workload under proposed alternatives is only about half the existing variance

- Providing a third latent fingerprint examiner (a primary examiner and two verifiers) on cases where an identification is made based on a single latent image initially identified solely through a match reported by the Unit's Automated Fingerprint Identification System provides an additional safeguard against erroneous identifications, in the circumstance where the risk of an erroneous verification is greatest, and follows other good practices the Unit has adopted.
- As of August 2010, the Unit had a backlog of about 1,100 unassigned latent fingerprint analysis requests, most of which were low priority burglaries and auto thefts without a suspect in custody. To reduce the backlog, law enforcement agencies should be asked to identify cases resolved by other means, and the Unit should permit sufficiently skilled Licensed Fingerprint Examiner I staff to identify latent fingerprints that are of insufficient quality to permit analysis.
- The Unit needs to develop a formal written training plan indicating what formal classroom training staff should receive, how long one-on-one on-the-job training should last, or how skills mastery should be established to allow such training and supervision to be reduced. The Unit training budget should also be increased to \$25,000 annually, and staff should be required to share the results of outside training with their peers, by preparing summaries of such training.

A copy of the full report is available at:
<http://www.sccgov.org/managementauditor>