Strategies for Reducing Police Agency Service Delivery Costs

PRACTITIONER GUIDE

Garth J. den Heyer, Edwin E. Hamilton, Karen L. Amendola, Mora Fiedler, and James Specht

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Purpose of this Guide

The purpose of this guide is to aid law enforcement agencies in making informed decisions as to which cost reduction strategy or combination of cost reduction strategies may be suitable for their agencies. The guide includes eight sections that emphasize broad strategies and specific approaches as well as tips for implementing them.

This volume is part one of a two-part companion volume. The second volume, entitled *An Assessment of Cost-Reduction Strategies in a New Economy: Technical Report and Survey Monograph,* was designed to provide a more in-depth analysis of the methods, literature, tools, and survey instrument and associated responses, and it reads more like a research report geared toward academics or others who may be interested in more details from the study.

Drawing on a survey of the experiences of 51 international police agencies that faced potential reductions in their funding, the project team set out to answer the following question: How can police agencies address proposed budget reductions in a way that does not reduce productivity and enables them to continue to provide a high level of service to the public?

The objectives of assessing the strategies adopted by the 51 agencies were as follows:

- Present a comprehensive overview of the approaches taken by international police agencies to maintain community service delivery with declining budgets.

- Identify strategies that could be adapted for use by U.S. agencies.

- Determine the extent to which strategies were adopted across agencies.

- Examine the ways agencies balanced cost reduction and efficiency enhancement strategies.

- Gain insights into the management models that have been used to improve efficiency in service delivery or administrative management.

- Learn about challenges or roadblocks to adopting specific strategies.

- Evaluate how agency size may influence cost reduction strategies or efficiency improvements.

- Identify unique ways in which agencies have adapted to financial constraints or increased service demand.

- Develop guidance for U.S. agencies wishing to adopt specific strategies.

Introduction

International law enforcement cost reduction strategies

In late 2007, the United States suffered the worst economic and financial crisis in 70 years (Hilsenrath, Ng, and Paletta 2008), resulting in a significant loss of revenues for state and municipal budgets (PERF 2009; PERF 2011).

By 2014, eight U.S. city governments had declared bankruptcy. According to a 2011 report by the Office of Community Oriented Policing Services (COPS Office), as many as 10,000 officers had been laid off in the first few years of the recession. There has been no reporting of aggregate numbers since 2013, but cities ranging from Dallas, Texas, to Saint Paul, Minnesota, were still calling on law enforcement to reduce spending in 2014. The National League of Cities has noted that it will take years for cities and counties to benefit from the effects of any recovery from the recession.

Other researchers have warned that it may be a long time before budgets return to pre-2008 levels in real dollar terms or purchasing power (Cohen McCullogh and Spence 2012). The contraction of state and local government budgets, including police funding, has influenced how police services are being delivered in a number of states and cities (COPS Office 2011). For example, Phoenix, Arizona, has made significant cuts in its aviation division while other cities have eliminated gang and drug units.

Given the extent and the projected longevity of the financial crisis, simply trying to outlast decreasing levels of funding is not a long-term option for police agencies (COPS Office 2011). Reduced levels of resources and an increase in public demand for police services have underscored the importance of examining how police agencies can maintain their levels of service delivery while experiencing reduced levels of funding.

The fiscal environment has made it increasingly difficult for police agencies to maintain levels of service and to continue special programs such as community policing (Wilson and Grammich, 2012). Many police managers are implementing only short-term organizational changes while some are relying on historical strategies such as layoffs or leaving openings unfilled. Unfortunately, there is no off-the-shelf option for absorbing budget cuts while preventing or responding to crime (Scheider, Spence, and Mansourian 2012).

Police agencies may find it difficult to identify alternative strategies to reducing staff numbers to reduce their operating expenditures, because there is little research available documenting the benefits to be gained from adopting alternative strategies.

The COPS Office has identified four potential solutions to budget cuts that should ensure American policing maintains its effectiveness:

1. Change in the delivery of police services

2. Use of technology

3. Use of volunteers

4. Regionalization and consolidation

The effects of the recession that began in 2008 were felt around the world, and many law enforcement agencies outside the United States have faced similar tough decisions regarding how to avoid layoffs or other personnel cutbacks and still make themselves more efficient and cost-effective in providing services.

In preparing this guide, we sought information about how agencies faced losses in funding in three areas of the world: the United Kingdom in Europe, Canada in North America, and the Oceania nations of Australia and New Zealand. Each faced a different level and form of economic stress during the recession. All have adopted some level of cutbacks and efficiencies as a result of the economic cutbacks around the world.

To develop the primary source of information for this guide, a survey was sent to 162 agencies in the United Kingdom, Canada, New Zealand, and Australia. Surveys were completed by 51 (32 percent) of the agencies. To provide context for the survey results, 12 agencies were interviewed in greater depth to develop case studies highlighting the cost reduction strategies they found most useful. In order to gain the most candid responses possible, both the survey and the case studies were conducted under a promise of confidentiality. The technical report that accompanies this guide details the results of this survey and the impact that the austerity measures enforced by governments have had on the 51 agencies.[1]

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1. Heyer et al., *An Assessment of Cost Reduction Strategies in a New Economy: Technical Report and Survey Monograph.*

This guide is intended to highlight the various cost reduction strategies taken from the survey and case studies, which we hope will serve as guidance to U.S. police managers and city administrators in adopting new strategies for reducing costs in their agencies. In addition to the short-term strategies, the guide outlines long-term cost reducing strategies that have been adopted by a number of international police agencies in their efforts to reduce crime while achieving efficiencies in reducing spending. The strategies include budgetary considerations of police agencies, including collaboration and shared services, organizational restructuring, and changes to delivering services.

Even though many of the 51 agencies that responded to the survey were not facing budget reductions, they all implemented a number of cost reduction or service delivery strategies in recent years. It is important to note that the impact of most of these strategies has not been measured, although a number of agencies indicated that the strategies they adopted had resulted in cost savings, increased efficiency, or improved effectiveness.

Seven cost reduction strategies

When faced with a reduction of funding, law enforcement leaders should conduct a comprehensive assessment of an agency's systems, processes, and community relationships. Law enforcement leaders should keep in mind four principles when assessing their agencies to ensure that service delivery effectiveness is maintained.

1. Ensure a comprehensive understanding of business systems, processes, and the agency's relationship with the community.

2. Determine the agency's direction, vision, mission, and goals.

3. Assess the community's expectations for police services.

4. Plan how to manage outreach to local policy makers and community members regarding the budgeting decisions.

Agencies that have undertaken organizational change have suggested various strategies and best practices, which have been summarized in this guide. The different approaches taken to reduce costs were initiated by police agencies in Canada, the United Kingdom, and Australia and are introduced in this chapter. The different approaches taken by these police are presented under the following seven cost reduction strategies:

1. Technology (chapter 2)

2. Management strategies (chapter 3)

3. Safety and prevention (chapter 4)

4. Protective services (chapter 5)

5. Shared services (chapter 6)

6. Personnel management (chapter 7)

7. Internal reorganization (chapter 8)

1. The Economic Impacts of the Recession on Policing in Canada, Australia, and the United Kingdom

The economic crisis that confronted the United States beginning in 2008 caused a deep recession in other areas of the world, particularly the European Union (Verick and Islam 2010) and Japan. Many nations, such as Greece and Spain, were still facing economic hardships in 2015. This world recession was due in part to the delicate balance of the global interdependence of trade and interrelationships of banking systems—the "first time since World War II that the world was in recession" (Verick and Islam, 2010, 3). Nations around the world put austerity measures into place to stimulate growth and reduce deficits (BBC News 2012). These measures included cutting public spending, reducing or freezing public worker salaries, cutting public sector positions, increasing taxes, and privatizing and reconfiguring public services (Associated Press 2012). In this study, responding agencies (in Canada, Australia, and the United Kingdom) were examined to determine effective cost reduction strategies in light of the declining economy from 2008 to 2012. Each of these three countries has a unique economic story.

Canada

Canada was not significantly affected by the onset of the economic crisis in 2008–2009 compared to Europe, Japan, and the United States. Even though the global economies were taking a downturn, the Canadian government budgeted $400 million for the national Police Officer Recruitment Fund to hire 2,500 new front-line officers. These additional officers were used for gang suppression, drug trafficking, and child exploitation cases (Flaherty 2008).

By 2011, Canada's economy had the strongest employment growth since mid-2009 (Government of Canada 2011). Even so, the declining U.S. economy led Canadian officials to begin a precautionary economic approach to managing their budget. They instituted budget cuts to balance the budget in 2010–2011. The police budget came under government scrutiny as police expenditures grew by 42 percent between 2002 and 2012 (Hutchins 2014). The faster rate of policing costs per capita compared to other budgetary expenses drew criticism from the public who were experiencing the effects

of cutbacks. In response the police began to proactively examine the relationships between policing and the economy and exploring international strategies to reduce police costs before being forced to cut police costs (Ruddell and Jones 2014).

The Canadian government eliminated the Police Officer Recruitment Fund in 2013. This funding is now the responsibility of provincial, regional, and municipal police services, which has put a strain on local budgets (Ruddell and Jones 2014). Since then, Canada has begun to see some strains from the slow recovery of the global economy, such as increasing unemployment and accumulating government debt (Ruddell and Jones 2014).

Critics complain that the expansion of the Canadian police budget is partially due to mission creep. Police spend approximately one-fifth to one-quarter of their time on crime fighting, and the majority of their calls are spent addressing social issues that other service providers are better equipped to handle (Ruddell and Jones 2014).

There are different types of police forces to accommodate Canada's diverse regions. The total number of officers in 2010 was 69,068 and in 2014 was 68,896 (province and territory police officers combined). The police structure in Canada comprises the following:

- Contract Police, such as the Royal Canadian Mounted Police (RCMP) and Ontario Provincial Police (OPP), who have a cost-sharing agreement between large police services and provinces or municipalities to provide police services. The RCMP are dedicated to federal government work as well, such as providing national security; protecting state officials, visiting dignitaries, and foreign missions; engaging in international policing; combating organized crime and illegal drug activities; providing border control; and investigating counterfeiting, child exploitation, and human smuggling (RCMP 2015).

- Provincial Police for the 10 provinces. They are responsible for enforcing the law in areas not policed by municipal police.

- Territorial police for the Northwest Territories, Yukon, and Nunavut.

- Aboriginal police (e.g., Nations Tribal Police, Amerindian Police, and the Blood Tribal Police).

Australia

Australia is one of the few nations in the world that went unscathed when the economic crisis hit in 2008, primarily because it is "debt-free, growing strongly with significant assets, and running surplus budgets," according to one economist (Alexander 2013). Other economists attribute the strong Australian economy to events such as iron ore exports to China, banks with few overextended loans, and a

population growth that strengthened purchasing power (Dobbie 2009). Like Canada, however, Australia's government in 2014 elected to adopt austerity measures to bring its budget into surplus and pay down its debt (Varoufakis 2014). As a result, the Australian Federal Police (AFP) expects to cut $220 million by 2018–2019 with 115 positions cut by 2016 (Martin 2015). Although these cuts will not have occurred until after the survey taken for this study, it is clear that Australia is adopting new strategies to reduce the costs of policing.

Australia has two police forces: the state and territory police services and the AFP. State and territory police are responsible for community safety and protection to include traffic enforcement, investigative crimes, and missing persons (Australian Government 2015). The AFP is responsible for

- counterterrorism;

- human trafficking and forced marriages;

- cybercrime and peace operations;[2]

- community policing;

- drug awareness and drug trafficking;

- fraud;

- forensics;

- court records, including collection, collation, and recording of court outcomes relating to criminal and traffic prosecutions;

- witness protection;

- special events protection and overseas protection of the governor-general, the prime minister and other ministers, and diplomats and foreign officials.

As of 2009–2010, Australia had a total of 48,024 sworn officers and 14,432 civilian staff members working for the state and territory police services for a total of 62,455 working in policing (Australian Institute of Criminology 2014). In 2011–2012, there were 51,778 sworn police officers and 13,239 civilian staff for a total of 65,017 working in policing (Australian Institute of Criminology 2014).

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2. The AFP has an International Deployment Group, which provides the government a police force to address domestic and international stability and security operations, participate in United Nation missions, and provide highly trained tactical and specialist policing capability to domestic or international operational situations.

United Kingdom

The United Kingdom economy suffered impacts from the 2008 recession that were similar to those seen in the United States. The economic crisis hit UK banking systems, resulting in the government implementing a stimulus program until 2010 (Oxfam 2013). The government allocated $30 billion to an economic stimulus package with sales tax cuts from 17.5 percent to 15 percent (Sullivan 2008). While the United States was experiencing its banking and investment crisis, Lehman's in London closed because of bankruptcy, Lloyds Banking Group purchased HBOS (a holding company for the Bank of Scotland and Halifax—another banking system) because of an endangered future, and London's stock market crashed (Mathiason 2008). In response, the government infused money into the banks and reduced loan rates to protect against further impacts.

The United Kingdom adopted law enforcement austerity measures beginning in 2010. Her Majesty's Inspectorate of Constabulary (HMIC) October 2010 report *Policing in Austerity: Rising to the Challenge* outlined how England and Wales needed to cut 20 percent of their policing budgets between March 2011 and March 2015. Nearly three-quarters of the budget cuts came from reducing police personnel, including nationwide cuts of

- 15,400 police officer positions;

- 13,400 police staff positions;

- 2,900 police community support officer positions (HMIC 2013a).

HMIC acknowledged that the cuts mean "[Police] Leaders will need to demand more of fewer people, ensuring they can work in different ways, against a backdrop of fewer opportunities to advance, and less advantageous terms and conditions" (HMIC 2013a, 20). As of March 31, 2014, there were a total of 209,362 police workers, of whom 127,909 were police officers serving in the 43 police forces in England and Wales (Home Office 2014b).

By 2012, the United Kingdom's economic crisis saw unemployment rising, incomes declining, cost of living expenses increasing, public service cuts, welfare reform and benefit cuts, social housing shortages, and job shortages (Haddad 2012). An estimated 830,000 permanent full-time jobs were lost, 500,000 new part-time jobs created, and 2 million "vulnerable workers" produced due to job insecurity, uncertainty of hours, and underpaid and short-term jobs (Haddad 2012).

The United Kingdom has two types of law enforcement agencies:

1. Territorial police forces in England, Northern Ireland, Wales, and Scotland

2. Nongeographic police, including British Transport Policing Group, Central Motorway Policing Group, Civil Nuclear Constabulary, Ministry of Defense, Port of Dover Police, and the National Crime Agency

Despite the reductions in law enforcement personnel, from 2014 to 2015 overall crime fell in England and Wales. But there were increases between 2007 and 2014 in violent crimes that involved injury, rape, sexual offenses, and shoplifting (Office for National Statistics 2015). Many believe the high number of rapes and sexual offenses was due to a heightened willingness of the public to report such crimes and the continued decline in crime due in part to good policing and target hardening strategies (Mathiason 2008).

Economic conditions in surveyed countries since 2008

The three nations compared in this study faced a wide range of effects from the recession that began in 2008. The United Kingdom suffered an economic crisis that in some ways still lingers and faced the need to make up for large reductions in personnel. The Canadian economy continued strong until 2011, but law enforcement officials there faced criticism that other services had been reduced and thus began reducing spending on policing by 2011. Australia's economy remained strong even though most nations faced decline. But even in Australia, police officials have set out to put in place new practices that improve efficiency.

The survey conducted for this guide found that police agencies in these three nations instituted many similar cost reduction strategies despite their different economic outlooks. Significantly, nearly all of the agencies in all three countries said they have continued or even increased spending on community-oriented policing practices as one of the most cost-effective expenditures of policing funds.

The efforts of the agencies to improve their efficiency and reduce costs in the future can provide lessons to law enforcement officials in the United States.

High-level cost reduction strategies used by international agencies

Police agencies in the United Kingdom, Australia, and Canada have begun to use new comprehensive management tools to provide a longer-range strategic approach to reducing costs and increasing efficiencies. Among the tools being developed and used are six that will be addressed as long-term strategies in chapter 9 of this guide. These six tools are as follows:

1. *Systems thinking* is the process of understanding how internal and external processes (e.g., an organization's administration process and policies, external demands) influence one another within the whole organization. In policing, for example, these include what influence patrol has on investigations and what influence(s) patrol and investigations together have on the structure of the organization.

2. *Lean processing* is a systemic method for the elimination of waste within an organizational process or delivery of a service. The method involves analysis of a process or approach to eliminate any parts that would decrease efficiency and effectiveness.

3. *Continuous improvement* is an ongoing effort to improve products, services, or processes, meaning agencies do not stop looking for ways or methods to improve how they deliver services.

4. *THRIVE* (threat, harm, risk, investigation requirements, vulnerability, and engagement) is a risk management model. Risk management is the identification, assessment, and prioritization of the risks an agency may face. This prioritization is often achieved by a coordinated and economical application of resources to minimize, monitor, and control the probability or impact of uncertain events or to maximize the realization of opportunities.

5. *New public management* is a comprehensive management approach composed of decentralization, a focus on outputs and outcomes, strategic planning, setting objectives, performance indicators, outputs and outcomes, and an evaluation framework.

6. *Value for money* is a strategy within new public management that links the performance of police staff specifically to the ability to demonstrate value for money. Value for money is defined as "getting the most from (often limited) resources—from each dollar spent—closely interwoven, therefore with the concepts of economy, efficiency, and effectiveness" (HMIC 2013b, 2).

2. Technology Cost Reduction Strategies

It is difficult to discuss any improvement in the efficiency and effectiveness of law enforcement without recognizing the significant impact technology has had on almost every facet of policing. Nearly every police agency has invested in new communication and information systems since 2005. The majority of new technologies have enabled police to improve their effectiveness or their efficiency through the use of records management and information systems, investigative technology and software, global positioning systems (GPS) and mapping software, and surveillance and detection systems (COPS Office 2011; Garicano and Heaton 2010).

The impact of new technology on the service delivery of police organizations is an undervalued aspect in improving the efficiency of police agencies (Koper, Lum, and Willis 2014). The implementation of any new technological tools alters existing policing methods, processes, and management structures, and as a result police executives will need to know how any proposed implementation will affect their agencies. For example, in the survey of Canadian participants, a number of respondents noted that they had eliminated some senior ranks and had decentralized some management functions as a result of introducing new technology. This information is presented in figure 1 on page 12.

Perspectives from the survey

- More than two-thirds of the police agencies that responded to the survey had not reduced their spending on technology during the years 2008–2013 even when faced with budget cuts. More than half stated that they had increased their reliance on new technology during that period.

- Three-quarters of the survey respondents stated that they had increased or were planning to increase their reliance on new systems and technology to maintain their level of service delivery to the community while experiencing reduced levels of funding.

Figure 1. Percentage of responding agencies that reduced spending on, leased versus purchased, or increased reliance on new technology
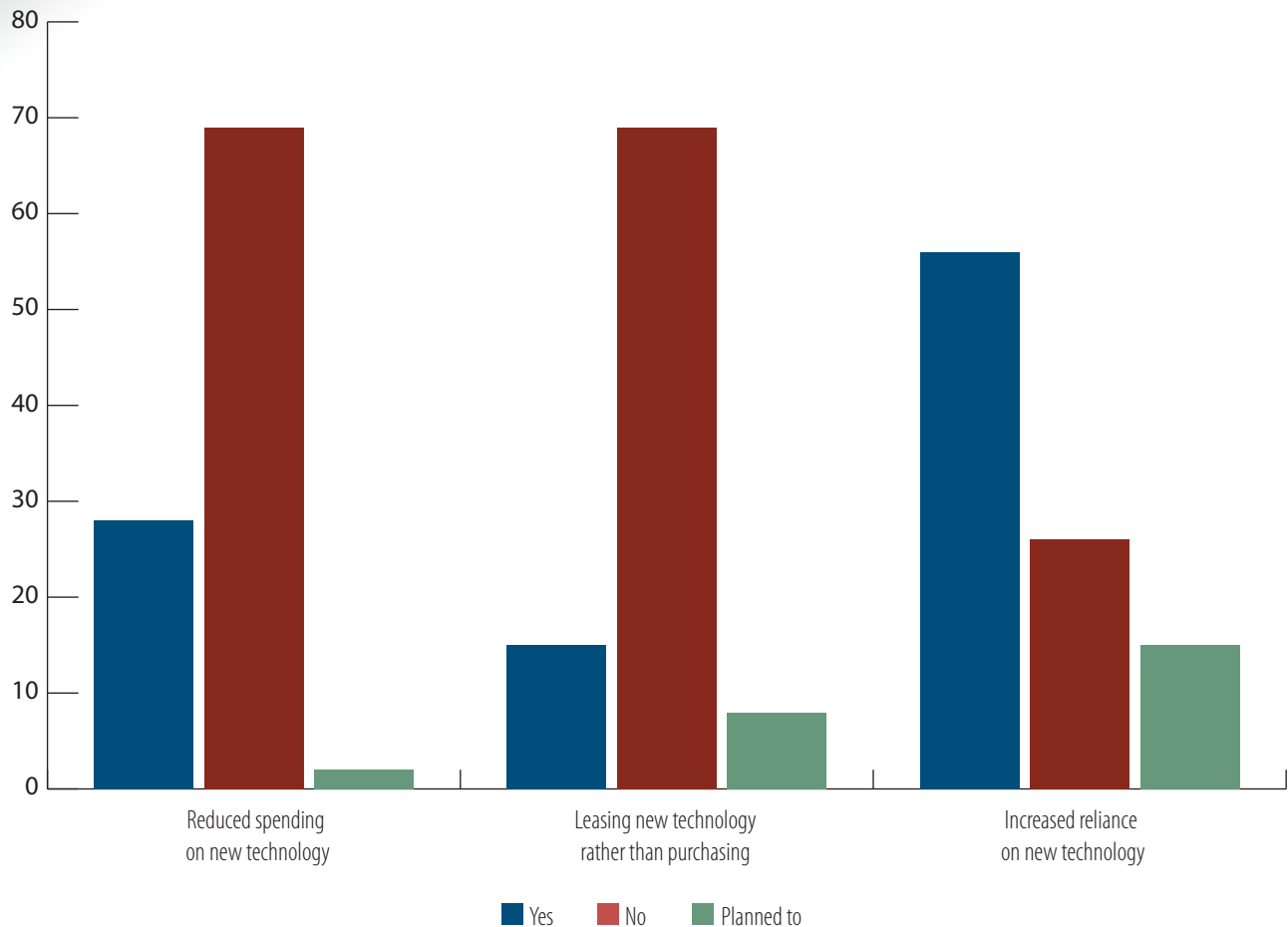
Technological cost reduction and efficiency improvement approaches

- **A municipal and rural police agency in the United Kingdom with more than 1,000 officers** has taken a technologically focused approach to increasing the efficiency of its service delivery. The agency has introduced an online website for the public to report crimes such as burglaries. This website increases the effectiveness of the agency's service delivery, improves community relations, and reduces the need for an officer to go to the crime scene. The agency has also issued individual smartphones and tablets to its officers to increase connectivity and productivity. This has reduced the amount of radio traffic and the number of staff employed in the agency's communications center.

- **A Canadian agency with more than 150 officers** implemented technology that enabled officers to have direct access to the agency's records management system. This saved officers' time, increased their patrol effectiveness, and enabled the agency to review its staffing levels in its communications center. This agency also fully automated the prosecution process from when a traffic ticket was issued to when the prosecutor filed the complaint. This automation enabled the agency to increase the number of traffic-related prosecutions and reduce the number of administrative staff handling traffic cases.

- **A small Canadian agency with more than 50 officers** has also taken a technologically focused approach to improving the efficiency of its service delivery by implementing three areas of change. The agency introduced speech recognition software that increased officers' and detectives' efficiency by reducing the time they spend in the preparation of paperwork, prosecution files, and minor investigation files. The agency has also installed collision reconstruction software, which displays an electronic creation of a collision on a mobile workstation and allows it to be sent from a patrol unit to the central traffic accident division. The system is intuitive, eliminates errors, and allows files to be uploaded directly to an agency's records management system. This efficiency has increased the time that officers spend on patrol. The final improvement project included the installation of intuitive ticketing software. Officers need only complete the offender's details once and the system populates other screens with this information. The system reduced ticket errors and produced legible violation notices, which decreased processing time. It also reduced the workload of civilian staff, enabling the agency to review the level of staffing needed to check traffic tickets.

> To increase the effectiveness and efficiency of its service delivery, a larger agency in the United Kingdom with 1,000 officers developed a number of technological initiatives. The first was developing a website that enabled the public to report crimes. The second and third initiatives established a new database for recording crime and issued smartphones and tablets to each officer. The initiatives did not reduce staffing levels and were completed within 18 months. This resulted in $12 million of year-on-year savings with the potential for further savings in future years.

- **A United Kingdom city police agency with more than 700 officers** developed a free smartphone app that enabled the public to share real-time information. Staff members can be deployed quickly to incidents or events identified by the public.

Benefits of introducing of new technology

Reducing paperwork and eliminating double handling of paperwork by officers and support staff were the main benefits from introducing new technology, according to case study agencies. The increased efficiency in performing administrative tasks has increased the time that officers are available for patrol duties.

Methods used by survey participants when introducing new technology

The survey respondents said that the first step when introducing new technology is to develop a process map of the agency and to have an understanding of the agency's methods of service delivery. The participants also suggested that agencies select the correct technology for the purpose and that the agency work with the technology provider. All staff members should be involved once the new technology is selected, and staff should be trained in using the new technology.

3. Management Cost Reduction Strategies

The future success of American policing will rely on the ability of agencies to consider new methods and to develop strategies that focus on the relationship between police officers and the community (Scheider, Spence, and Mansourian 2012). To ensure that there is confidence in and an acceptance of police during any period of change, police agencies will need to ensure that they have created robust partnerships and relationships with nongovernmental organizations, citizen and community groups, and politicians (Duncan 2012).

Replacing sworn officers with civilian staff was the primary cost saving strategy adopted by survey respondents. Police agencies in the United Kingdom have implemented significant programs since the early 1980s to turn some functions over to civilians. By 2006, between 35 and 40 percent of the United Kingdom's police personnel were civilian staff (Loveday 2007). The trend toward using civilians has been encouraged in the United Kingdom by the introduction of the police community support officers (PCSO) program. PCSOs are patrol officers with limited police powers who have been recruited and deployed to community policing programs (ACPO 2002).

Perspectives from the survey

- To offset reductions in their budgets during 2008 to 2013, 46 percent of agencies responding to the survey increased the employment of civilians in some sworn officer functions.

- More than 40 percent of survey respondents had introduced a public call or dispatch-limiting system, and more than half of the agencies had introduced alternative call-handling methods such as an online reporting mechanism (see figure 2 on page 16).

- One-third of respondents had reduced public access hours at their stations, and one-third had permanently consolidated or closed stations or patrol bases to reduce operating costs.

- Also during this same period from 2008 to 2013, 36 percent of respondents had contracted the delivery of law enforcement services with another agency, and 24 percent of agencies had outsourced aspects of their administration.

Figure 2. Percentage of respondents that limited type of calls for dispatch or introduced alternative call handling methods

Legend: ■ Yes ■ No ■ Planned to
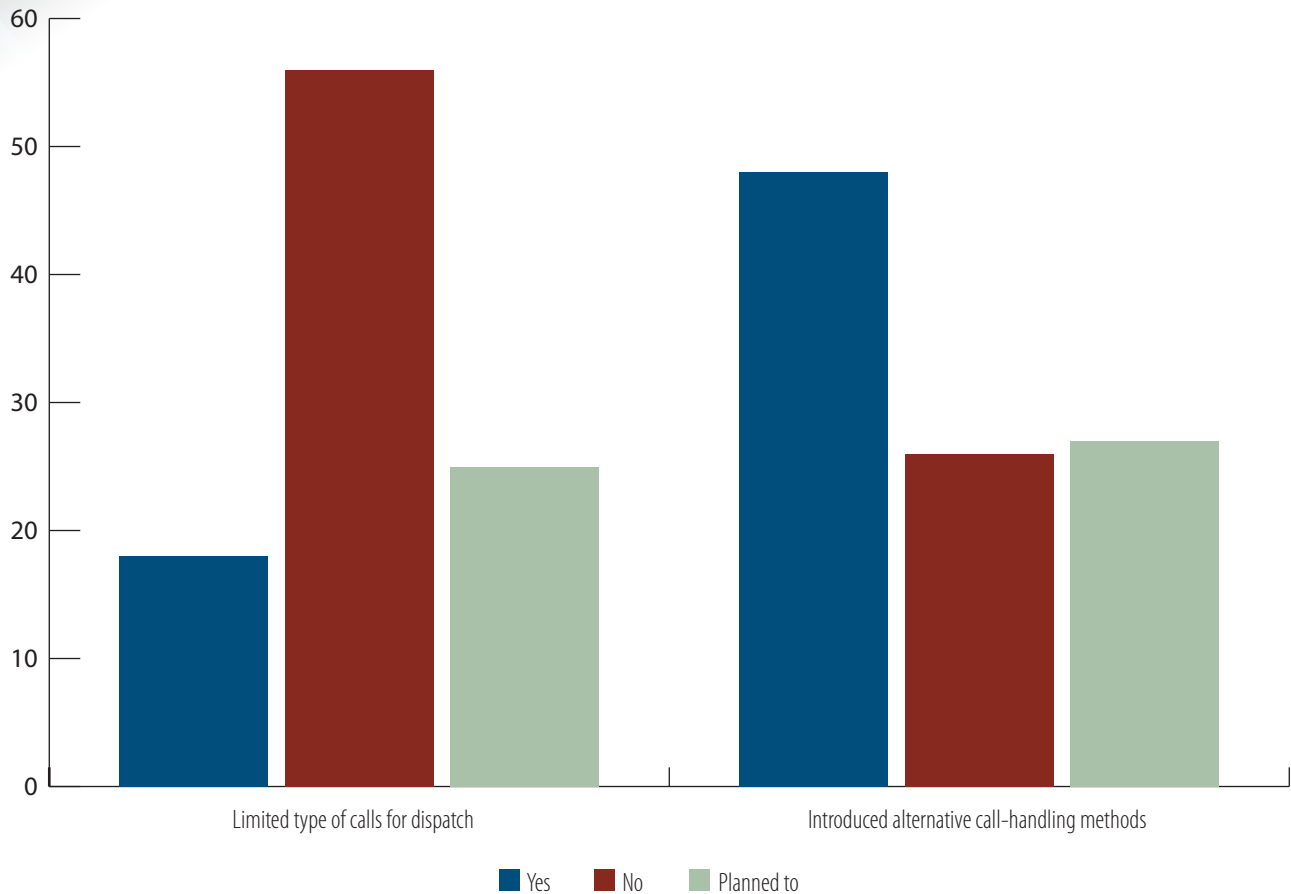
Management cost reduction and efficiency improvement strategies

- **A municipal and rural police agency in the United Kingdom with more than 1,000 officers** established an incident and investigation assessment team. This team is composed of skilled specialist investigators. The establishment of the team reduced the cost of investigations and duplication in handling major incidents. The team increased the professionalism of investigations, decreased errors in preparing court exhibits, and enabled better handovers to other investigative units.

- **A large agency in the United Kingdom** used a number of management analysis methods to increase the efficiency of its service delivery, reduce public demand, and realign resources to the areas of greatest demand. The agency's services were integrated across the organization leading to an understanding of the impact of crime on the agency's resources and staff. A prioritization system was

introduced to handle calls from the public, which led to a 50 percent reduction in the deployment of officers responding to calls. The agency also developed an officer deployment software program that helped match resources to areas of greatest threat, harm, and risk. The program was based on a variety of factors such as crime, incident, and organized crime data and was supported by real-time information that increased service delivery efficiency and effectiveness and resulted in a 20 percent budget saving.

- **A Canadian agency with less than 100 officers** replaced sworn crime analyst positions with civilian staff. The agency was able to achieve savings in its personnel budget while maintaining the same number of analysts.

> A UK agency of 700 officers introduced a number of management strategies to reduce its operational budget and make the organization more stable both financially and operationally. The strategies included the civilianization of sworn officer positions and changes to the way officers were deployed and managed. Specialist uniform support functions were regrouped to provide 24/7 service. The benefits included reduced supervisory costs and a more efficient use of resources and personnel. The program resulted in operational savings of approximately $30 million (20 percent of its budget).

Benefits of the introduction of the management strategies

Case study respondents said a primary benefit of introducing managerial strategies has been that managers have been able to plan the use of their resources to address future demand more efficiently and an improvement of the agency's relationships with other partners.

Methods used by survey participants when introducing new management strategies

The first step in introducing management strategies is to define the core policing and specialized services needed by the community and to determine the resources needed. Agencies should then identify the costs of each option and determine the amount that the municipal government is willing to pay for police services.

4. Safety and Prevention Cost Reduction Strategies

Continuous change to the law enforcement operating environment makes it essential for police managers to have a clear understanding of the role of police and the differences between police agencies and other public sector entities. This understanding will provide managers the capability to adopt cost reduction strategies that suit their specific circumstances and the community's needs (COPS Office 2011).

One of the most effective methods to increase the efficient use of resources is to establish and implement specific campaigns or programs that target such crimes as domestic violence or speeding vehicles (Schieder, Spence, and Mansourian 2012). Similar to other organizational strategies, such campaigns and programs are designed to reduce the incidence of specific crimes and as a result decrease the number of offenders entering the criminal justice system. The continuing effect of using such strategies has a positive impact not only on police budgets but also on the budgets of other organizations and institutions such as hospitals, courts, and corrections.

A review of its service to the community led a larger English police agency among the case studies to place an emphasis on crime prevention and early intervention. The agency focused on identifying emerging threats, harm caused, and risk to the public and on protecting vulnerable members of the community. While this change did not lead to any direct cost savings it did lead to a higher level of public satisfaction with the police and a decrease in the number of reported domestic violence incidents.

Perspectives from the survey

From 2008 to 2013, to increase service delivery effectiveness while experiencing reductions in their budgets only 6 percent of agencies responding to the survey had decreased the amount of routine patrol delivered (see figure 3 on page 19) while 30 percent of agencies had reduced the number of specialist operational units or branches to increase service delivery effectiveness and reduce costs. Almost 40 percent of agencies had altered shift times or schedules for the same reason.

Figure 3. Percentage of respondents that had reduced routine patrol, reduced the number of specialized units, or altered shift times or schedules
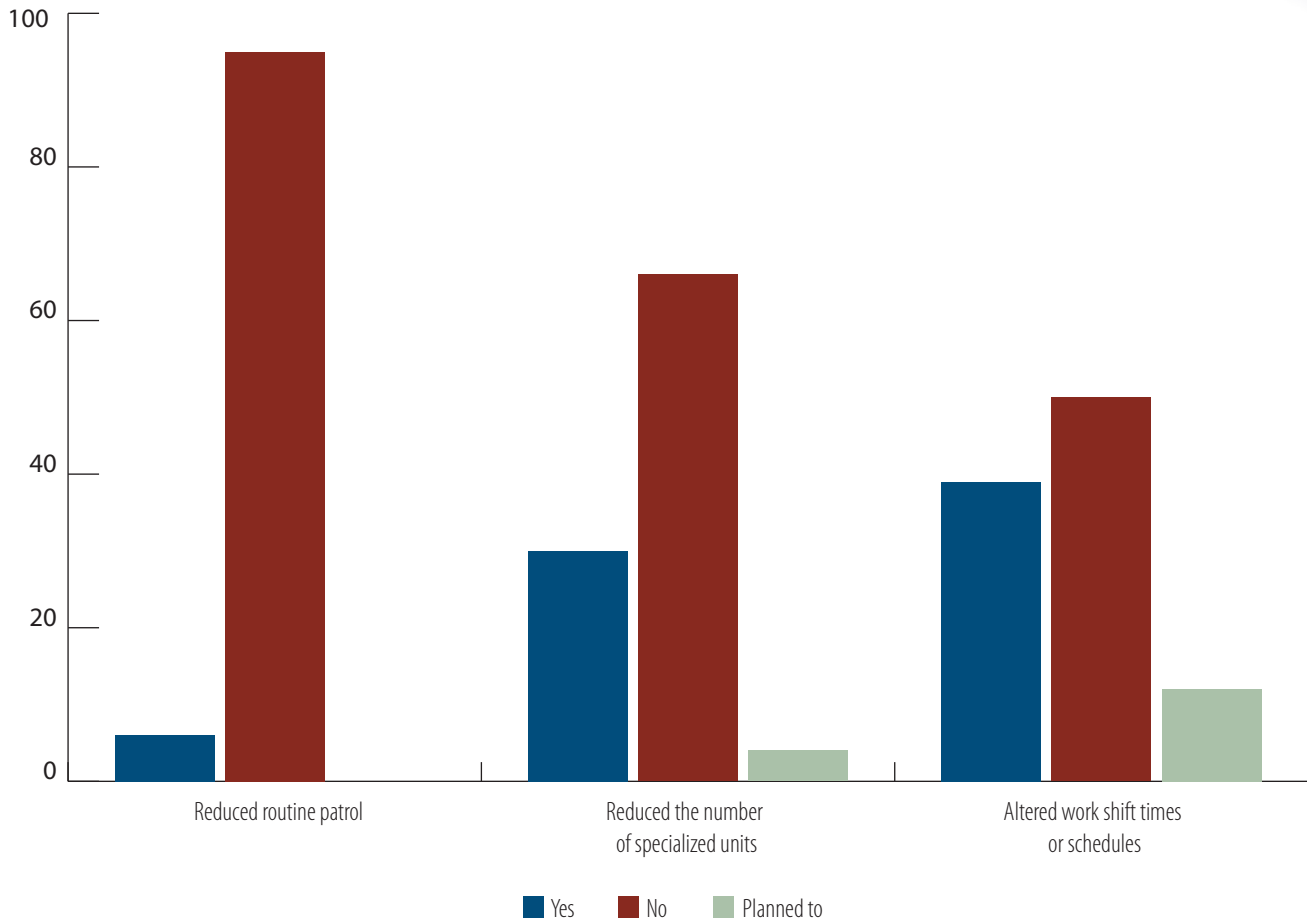
Safety and prevention cost-reduction strategies

- **A large city police agency in the United Kingdom with fewer than 1,000 officers** established a number of specialist units or branches to improve service delivery. The agency established three directorates to increase its service delivery effectiveness—(1) uniformed policing, (2) crime investigation, and (3) intelligence and information—and to reduce the number of management positions. The agency also changed the working shift patterns of officers to ensure that officers were out on the street and able to respond when and where they were most needed. These strategies resulted in a 20 percent saving to the agency's budget.

- **A large police agency in the United Kingdom with more than 1,000 officers** introduced a strategy of managing high-crime places to improve its service delivery efficiency and effectiveness. The strategy involved networking with its partners and the community and deploying officers to hot spots. Officers worked with other justice

agencies and community groups to identify crime problems and to improve the exchange of information. The agency implemented this approach along with a comprehensive increase in the use of technology, which resulted in $12 million in savings in the first year.

- **A large agency in the United Kingdom with over 2,000 officers** undertook a functional demand analysis to better understand patrol demand and identify different methods to manage patrol resources. The agency developed a resource allocation model based on a variety of factors such as crime, incident, and organized crime data, which helped to match resources to areas of greatest threat, harm, and risk. The evaluation gave the agency the flexibility to move resources around and allowed it to match resources to demand, achieving a 20 percent saving in its budget.

A larger Australian police agency implemented a large comprehensive change program called Prevention First, which was designed to change how policing was delivered and resulted in budget savings of 17 percent. The program included deploying officers to hot spots and, at the time of the greatest need, prioritizing calls from the public. It also established a central call center for the reporting of crime by the public. At the same time, the agency established central coordination centers to deploy uniform patrol officers to prevention tasks when they were not attending emergency calls.

Benefits of the introduction of the safety and prevention strategies

Targeting the use of resources to high-crime locations is a major benefit of introducing safety and prevention strategies according to case study respondents. This form of proactive policing improves community relations by deploying resources to meet local issues and crime problems, the respondents stated.

Methods used by survey participants when introducing new safety and prevention strategies

The first step to implementing new safety and prevention strategies is to determine whether the officers deployed meet the services needed by the community and whether rosters for uniformed and investigative staff are designed to meet times of local peak demand. Agencies can then examine their organizational structure and remove redundant managerial positions.

5. Protective Services Cost Reduction Strategies

The role of police has expanded significantly in response to the increased demand for police services. Since the 1990s, the role of police has expanded to include community policing, homeland security, and transnational crime (PERF 2011) not to mention both domestic and international human trafficking. The demand for police services is not expected to diminish in the foreseeable future, which means that police agencies must be prepared to examine various ways to increase the effectiveness of their patrols and the investigation of crime (Wilson 2012).

Sharing the burden of enforcement in specific neighborhoods by implementing a community policing strategy called neighborhood policing is one approach used by the agencies surveyed to increase the effectiveness of police patrols and reduce staffing costs. A medium-sized English police agency introduced a strategy it called neighborhood policing and the management of places. This strategy involved working closely with community groups and partners including deployment of patrol officers to hot spots. The strategy led to a decrease in calls from the public about crimes in the hot spots and a decrease in the number of arrests made in the hot spot locality.

Perspectives from the survey

Even though they faced a decrease in their operational funding, the majority of agencies responding to the survey continued to attend neighborhood meetings (71 percent), community meetings (82 percent), and local business meetings (78 percent), while more than 75 percent continued outreach to underserved populations (see figure 4 on page 22).

Figure 4. Percentage of respondents that changed their relationship with the community
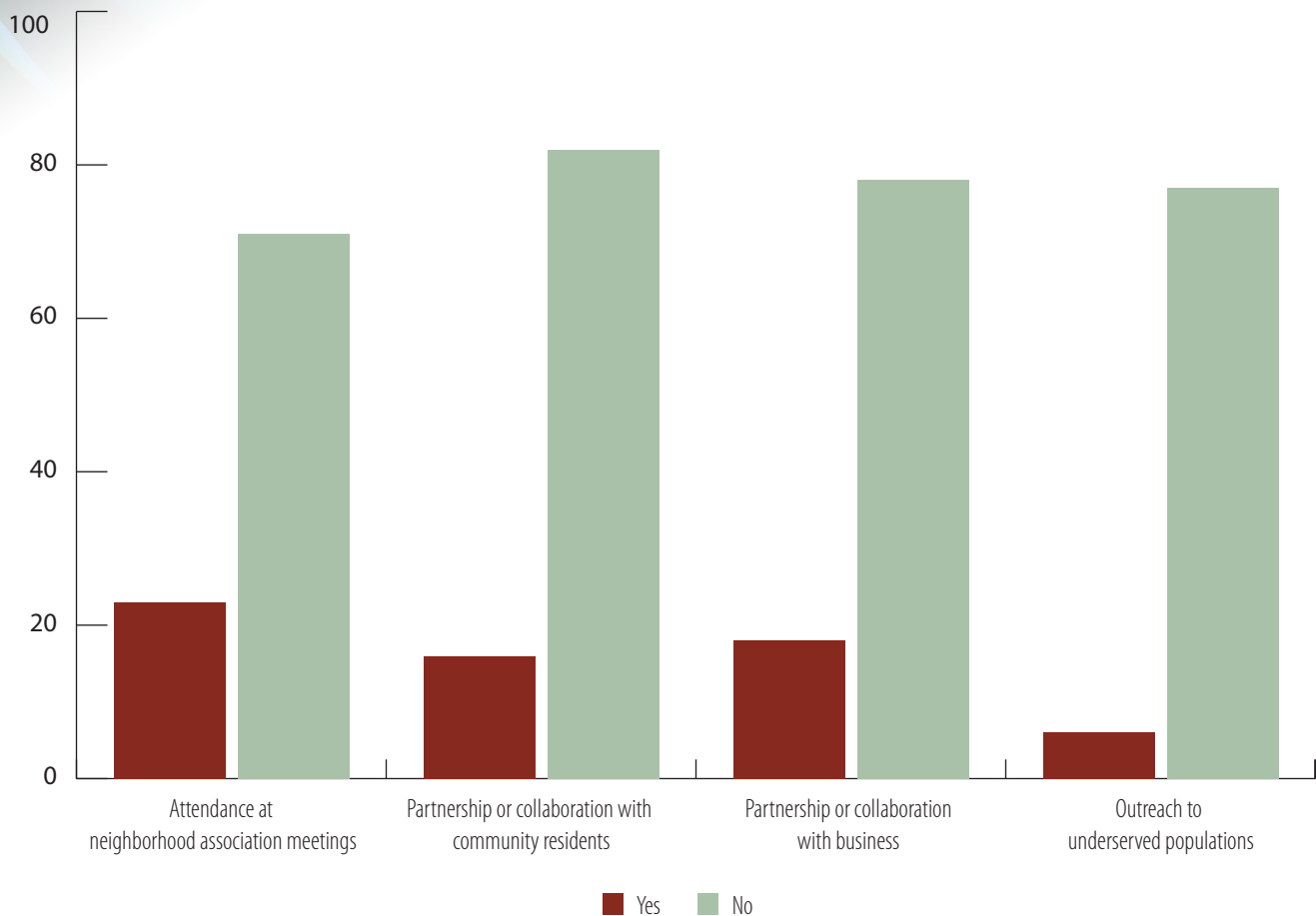
The findings emphasized that even during periods of cost cutting, most agencies made an effort to continue community outreach: Just 25 percent of respondents decreased their partnerships with schools, 6 percent with faith-based organizations, and 6 percent with immigrant communities.

Protective services cost-reduction strategies

- **A municipal and rural police agency in the United Kingdom with more than 1,000 officers** introduced a strategy of increasing neighborhood policing to improve its service delivery efficiency and effectiveness. An improvement was achieved by working closely with partners and the community and by deploying officers to areas identified by the community to be high-crime areas. The agency also introduced a risk-based, intelligence-led offender management program. Both patrol and investigative staff were used on the program. The final strategy introduced by the agency was to restructure the management of investigations by separating the generalized detective roles to form three teams: solve team, protect team, and

convict team. This led to an improvement in the management of investigations, a reduction in the handling of paper files, and an elimination of surplus management positions. This program contributed to annual savings of $12 million.

- **A Canadian agency with more than 50 officers** maximized investigative resources through risk assessment and intelligence-led initiatives. The agency delivered quality core policing services to enhance public safety. The approach was introduced together with a civilianization program to decrease operational expenses by 5 percent and to improve the agency's service delivery.

- **A United Kingdom city police agency with fewer than 1,000 officers** established an intelligence and information directorate. It ensured that the directorate was the first point of public contact for initial screening, assessment, and deployment of resources to crimes. The directorate was given sole responsibility for informing and shaping the deployment of investigative staff, resulting in the efficient use of officers and contributing to cost savings of $30 million.

> A UK police agency with fewer than 1,000 officers formed a new community policing team (CPT), which was made up of previous members of the safer transport operations team and the licensing, traffic management, and collisions investigation unit. The CPT was part of a new uniform policing division that was capable of providing a comprehensive, 24/7 service to the public. The agency realized benefits such as reduced supervisory costs and more efficient use of resources, which resulted in a reduction in its operational costs.

Benefits of the introduction of the protective services strategies

Case study respondents indicated that the deployment of patrol and investigative resources is maximized through the use of risk assessments and intelligence-led initiatives. These initiatives enable police to respond to local issues and crime problems more efficiently.

Methods used by survey participants when introducing new protective services strategies

Identifying hotspots with the assistance of the community and the examination of alternative patrol methods to increase the efficiency of handling and processing offenders are the primary methods used when implementing new protective services. This allows agencies to re-group their specialist teams under one command structure and reduce the number of managers to make better use of staff.

6. Shared Services Cost Reduction Strategies

Collaboration or regionalization of agencies or specific services helps reduce police agency expenditures. A reduction in expenditures and corresponding increase in effectiveness is theoretically achieved by the creation of an economy of scale and from an organizational structure that is capable of reducing operational and administrative costs (O'Byrne 2001; Institute for Public Policy and Economic Development 2010).

The merging or regionalization of smaller police agencies is believed to reduce operational and administrative duplication, add to agency professionalism, and increase the efficient use of limited resources (Pennsylvania Governor's Center for Local Government Services 2012). Similarly, the amalgamation or regionalization of larger police agencies enables new efficiencies to be created and makes complex but expensive specialized services or technologies available (Simper and Weymann-Jones 2008).

Collaboration with another police agency frees an agency from administrative tasks and allows an agency to make resources available that can be used to concentrate on performing core responsibilities (Loveday and McClory 2007).

The problem with evaluating whether consolidated police agencies are actually more efficient and effective than nonconsolidated police agencies is that there has not been any research into this area of police management. Lithopoulos and Rigakos (2005) claim that "[To suggest] that these benefits have been realized would be a difficult claim to substantiate" (339). The second complicating issue when attempting to identify the benefits of consolidation is that the majority of consolidation proposal reports "were produced after amalgamation was a fait accompli and tended to rationalize rather than criticize its impacts" (Lithopoulos and Rigakos 2005, 339).

Krimmel (1997) was able to complete a comprehensive evaluation of the consolidation of eight police agencies in the 1972 Northern York County (Pennsylvania) Regional Police Department (NYCRPD) and found that the NYCRPD had 28 percent less total costs and 25 percent less cost per officer than the same nonconsolidated police agencies. However, the cost per officer was 13 percent higher in the NYCRPD (Krimmel 1997). Krimmel (1997) also noted that the cost per crime incident was 50 percent less and the cost per call was 70 percent less. The establishment of the consolidated police agency was also supported by the police chief of the NYCRPD, who "stated that the regionalized approach has provided citizens with a more effective delivery of police services simply by eliminating duplication of effort" (Krimmel 1997, 504).

Perspectives from the survey

More than half (53 percent) of the agencies responding to the survey shared services with another police agency to address budget cuts during 2008 to 2013. Another 10 percent are planning to establish a shared services arrangement while just 8 percent of the respondents had merged or were planning to do so. As shown in figure 5, more than 33 percent of respondents had contracted services with another police or law enforcement agency and another 14 percent were planning to do so. This is compared to more than 33 percent of agencies that outsourced administrative or enforcement services. Few agencies moved the law enforcement functions to another agency or planned to.

Figure 5. Percentage of respondents that contracted services or had moved law enforcement functions to another agency
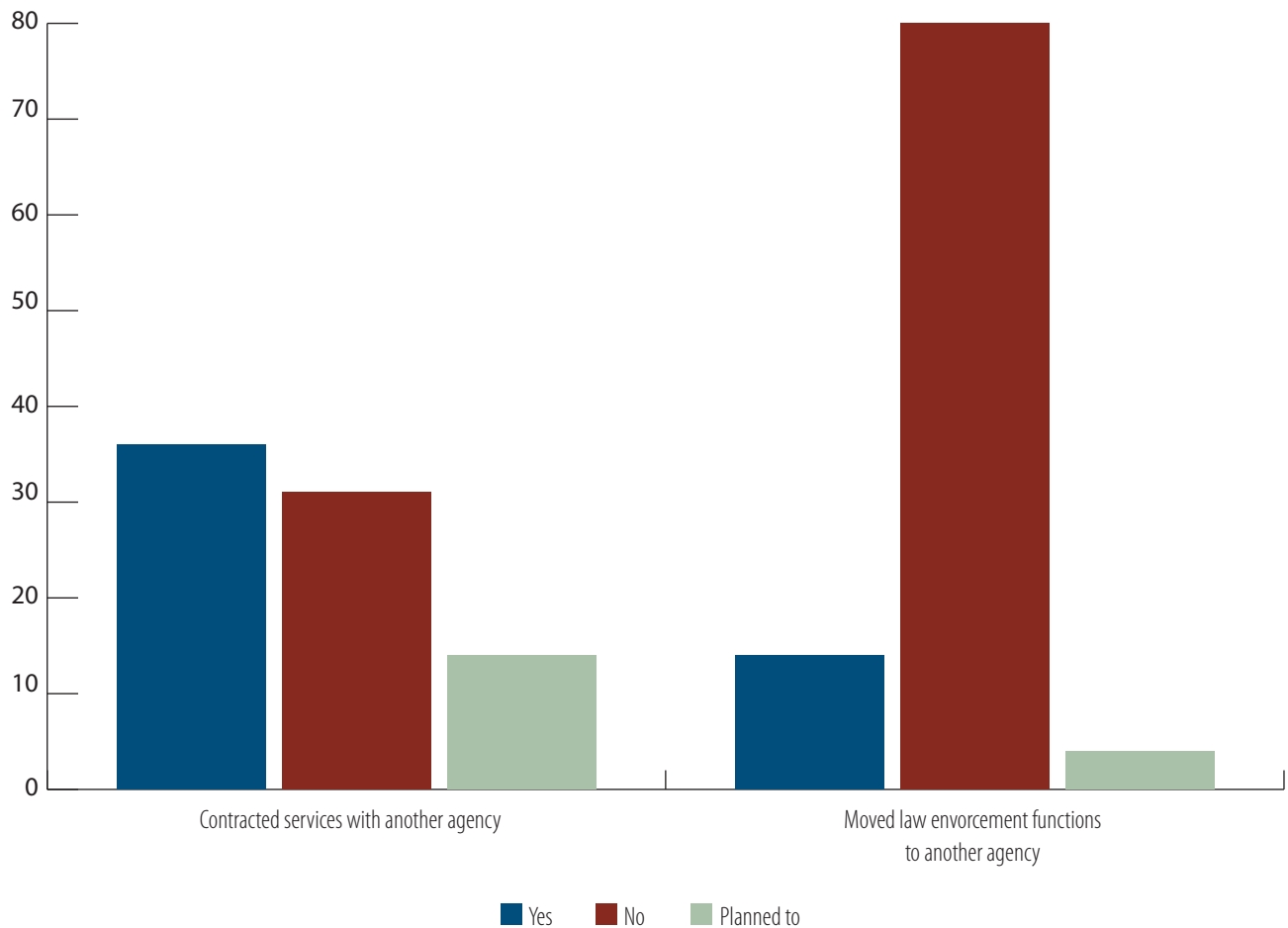
Shared services cost reduction strategies

- **A large agency in the United Kingdom, with more than 1,500 officers** established collaboration for procurement and forensic services with four other forces. The five police agencies serve a population of more than 4.5 million people and a region of more than 6,000 square miles. The forensic unit provides specialist skills and expertise in fingerprint identification and enhancement, imaging, footwear intelligence, and forensic analysis. The regional forensic collaboration is still at an early stage, but the forces are seeing the potential for significant benefits in working together. New technology has been implemented to speed up processes, allowing all five forces to bring offenders to justice in a timelier manner. The collaboration has enabled the agency to save $3.7 million in a period of three years without compromising operations or service delivery.

- **A Canadian municipal police agency with more than 150 officers** completed the first step in a geographical regionalization program. Seven smaller agencies form the regional service, which includes traffic safety units, a major crime unit, a domestic violence unit, and an emergency response team. The combined agencies created integrated units drawing officers from all of the agencies to tackle a particular crime problem. The seven agencies are evaluating how collaboration can be improved to make further savings and to further improve service delivery.

> Five contiguous medium-sized to larger UK police agencies have collaborated to consolidate their support and administrative functions to realize budgetary savings of $3.7 million in a period of three years. The collaboration is based on three principles: local policing needs to remain local, collaboration is encouraged in operational and nonoperational support services, and the benefits and costs of working collaboratively are shared between the five agencies. The collaboration was evaluated by Her Majesty's Inspectorate of Constabulary, who concluded that the collaborative arrangements were effective particularly for tackling serious and organized crime and major crime such as homicides. The inspectorate maintained that the collaboration had provided significant benefits to the region and that it would not be possible for the forces to make similar levels of savings if they withdrew from the arrangements.

Benefits of the introduction of the shared services strategies

According to case study agencies, the benefit of introducing a shared service includes the improvement in the uniformity and consistency of police enforcement across a wider geographical area and the improvement in the effectiveness in responding to serious and organized crime and major crimes such as homicides. Shared services are also capable of reducing organizational and administrative costs.

Methods used by survey participants when introducing new shared services strategies

The implementation of new shared services can be achieved by four different methods:

1. Mutual support between agencies. This stage carries no formal commitment or guarantee of support.

2. Ad hoc collaboration. This can be on a case-by-case basis, a one-off venture, or a semipermanent arrangement.

3. The creation of a lead agency responsible for a specific service over a given geographic area.

4. A strategic alliance between agencies. A strategic alliance covers several areas of collaboration between forces, delivering more than increased capacity for the delivery of services.

7. Personnel Management Cost Reduction Strategies

Personnel management is a closely related and integral component of the other seven cost reduction strategies. Policing labor is intensive, and personnel salaries and benefits constitute approximately 80 percent of an agency's annual budget (Murphy 2004).

Personnel management is generally the first area to be examined to see whether cost savings can be made to meet any budget reduction (PERF 2011). A reduction in the number of personnel translates to immediate cost savings, but it can also reduce the effectiveness of an agency's service delivery (Loveday 1995). It is suggested that when funding is reduced, agencies examine the methods that reduce operating and administrative costs, improve the conditions for staff, and examine how staff are deployed (Boyd, Geoghegan, and Gibbs 2011). A larger Canadian police agency, for example, used the "gaps" in hiring officers to introduce a performance pay program to increase staff morale and encourage more effective delivery of services. The allocation and deployment of personnel, especially uniformed and investigative officers, becomes critical when agency funding is decreased. This is especially true when agencies limit or cut a costly specialized service in response to decreasing levels of funding.

Perspectives from the survey

Figure 6 on page 29 presents data on personnel policy changes including those dealing with hiring freezes, layoffs, not filling vacancies, and the use of attrition for reductions in force. These approaches are detailed as follows:

- Twenty-seven percent of the agencies responding to the survey found it necessary to lay off staff to deal with reductions in their budgets during 2008–2013. Fourteen percent of the respondents had reduced the salaries of sworn officers, and one-third of the agencies had reduced or eliminated sworn officer pay increases.

- More than 40 percent of the responding agencies had implemented a hiring freeze of sworn officers or civilian staff, with one-third implementing both a sworn staff and a civilian staff hiring freeze program.

- Forty percent of respondents had altered work shift times or schedules to deploy more officers during periods of high demand, while a further 27 percent of those agencies were planning to do so within the six months following completion of the survey. Furthermore, 40 percent of agencies had implemented a policy of reducing

staffing levels through attrition, and slightly less than 20 percent had put staff on unpaid furlough. While slightly less than 20 percent of agencies responding to the survey had reduced the pay of existing civilian staff, two-thirds had continued to increase their pay.

- Thirty percent of respondents had made changes to their sworn officers' retirement policies and about the same number had reduced their retirement or pension plans by reducing the benefits payable to officers and staff. An additional 20 percent of agencies had also reduced their contribution to pension plans.

- Fifty percent of responding agencies had increased their use of volunteers or planned to do so.

Figure 6. Percentage of respondents that changed their personnel policies
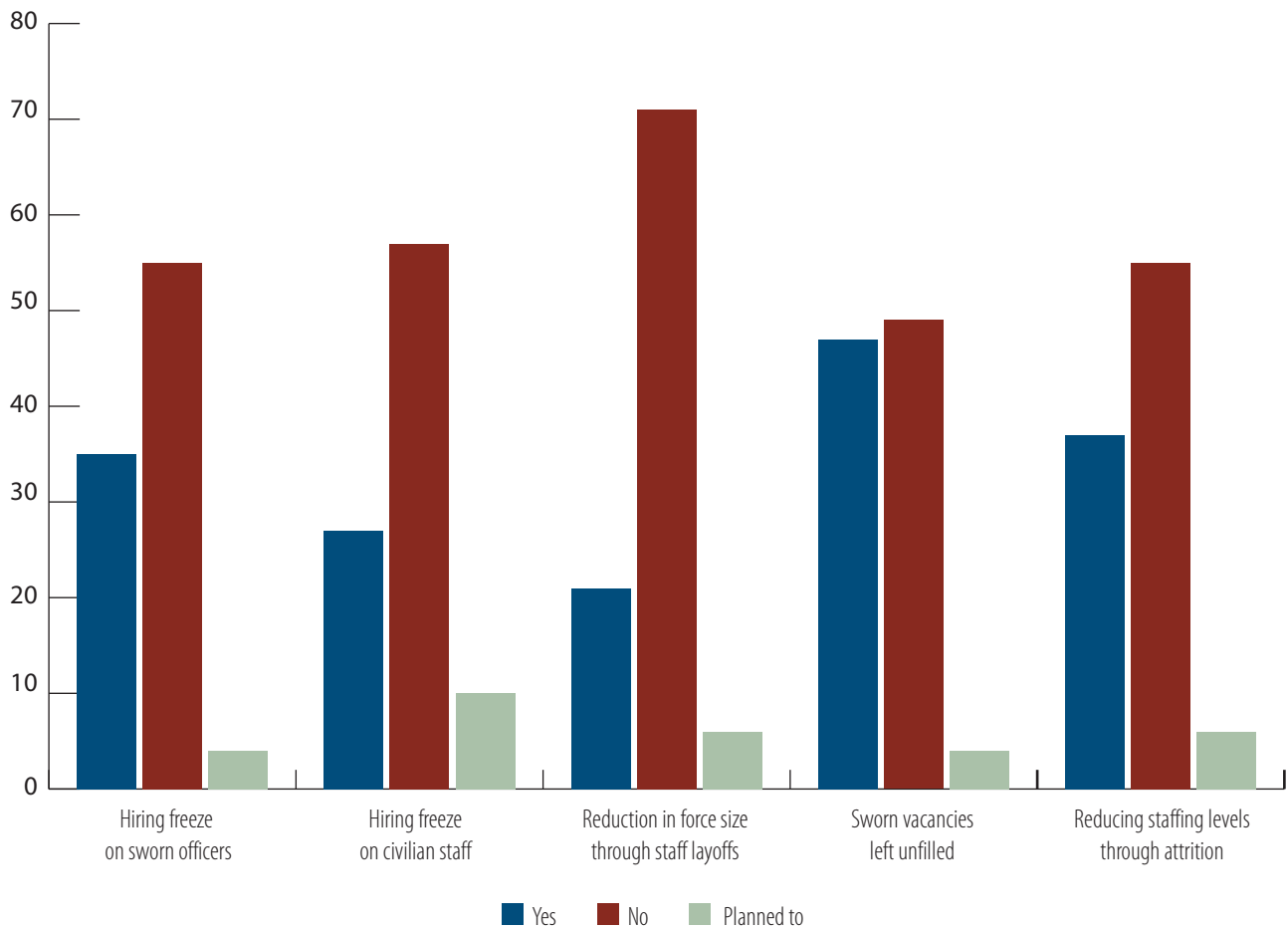
Personnel management cost reduction strategies

- **A large police agency in the United Kingdom with fewer than 1,000 officers** developed new shift patterns to ensure the availability of a senior detective to direct the crime resources as they are needed. Shift patterns were realigned to ensure that officers are on the street and able to respond when and where they are most needed. This approach has not resulted in budget savings, but it has made resources available for targeting hotspots. The agency has also increased the participation of volunteers to assist with administration duties and to work with the public. In the short term, this approach has relieved officers of some administrative functions and will create budgetary savings in the long term.

- **A mid-sized Canadian agency with more than 150 officers** implemented new technology that enabled direct officer access to the records management system. This resulted in the elimination of backlogs of data entry, better quality reports, and quicker court resolutions, and as a consequence a reduction in the number of administrative staff. One of the key elements to the project's success was the phased-in approach—a little at a time until everyone became comfortable with the changes.

Benefits of the introduction of personnel management strategies

Case study respondents said that increased flexibility and more efficient use of staff resources—and in some cases, reduced supervisory costs—were some of the benefits experienced from introducing personnel management strategies. A number of agencies have also been able to increase staff morale and to deploy staff to meet community demand.

A large UK agency with considerably more than 1,000 officers undertook an analysis of its calls for service from the public and found that fewer than 50 percent of the calls required an immediate response. The agency introduced a roster for patrol officers that matched the periods of high demand and that deployed officers to known high-crime areas. The targeted deployment of officers together with an internal reorganization of managers contributed to a 20 percent savings in its budget.

Methods used by survey participants when introducing new personnel management strategies

Developing and defining the purpose, duties, and responsibilities of each individual role is the first step in introducing new personnel management strategies. Agencies may then define the priorities of each role and determine the performance standards using measureable outcomes.

8. Internal Reorganization Cost Reduction Strategies

The final area to consider when enhancing the efficiency and effectiveness of an agency's service delivery is the structure of an organization. The structure of an organization is important as researchers believe that it relates to the size-efficiency relationship of an agency (Frazier 2012). Flexible and dynamic organizational structures, hierarchies, and systems are essential if a police agency is to maintain service delivery levels and respond to changes in the environment.

The structure of an organization is heavily influenced by the hierarchical structure and the span of control that is in place. To maintain effective control of staff and ensure that staff share the strategic vision of an agency and are providing a quality service, the agency will need to have a narrow span of control (Moore and Stephens 1991). The supervision of staff is important as their performance and behavior are important factors if an agency is to increase the efficiency and effectiveness of its service delivery.

Perspectives from the survey

As presented in figure 7 on page 32, more than half of the agencies responding to the survey had changed their organizational structure in some form (such as removing levels or ranks, i.e., introducing flatter management structures) during 2008–2013. A further 8 percent were planning to make changes to their structures. The majority of the agencies that had changed their organizational structures were larger organizations.

Just fewer than 50 percent of the respondents had increased the use of civilian staff in some sworn functions and a further 9 percent planned to increase their use of civilian staff.

Figure 7. Percentage of respondents that had changed their structure or increased their use of civilian or shared services

Legend:
- ■ Agencies that changed their organizational structure
- ■ Increased use of civilians in some sworn functions
- ■ Shared services with another agency
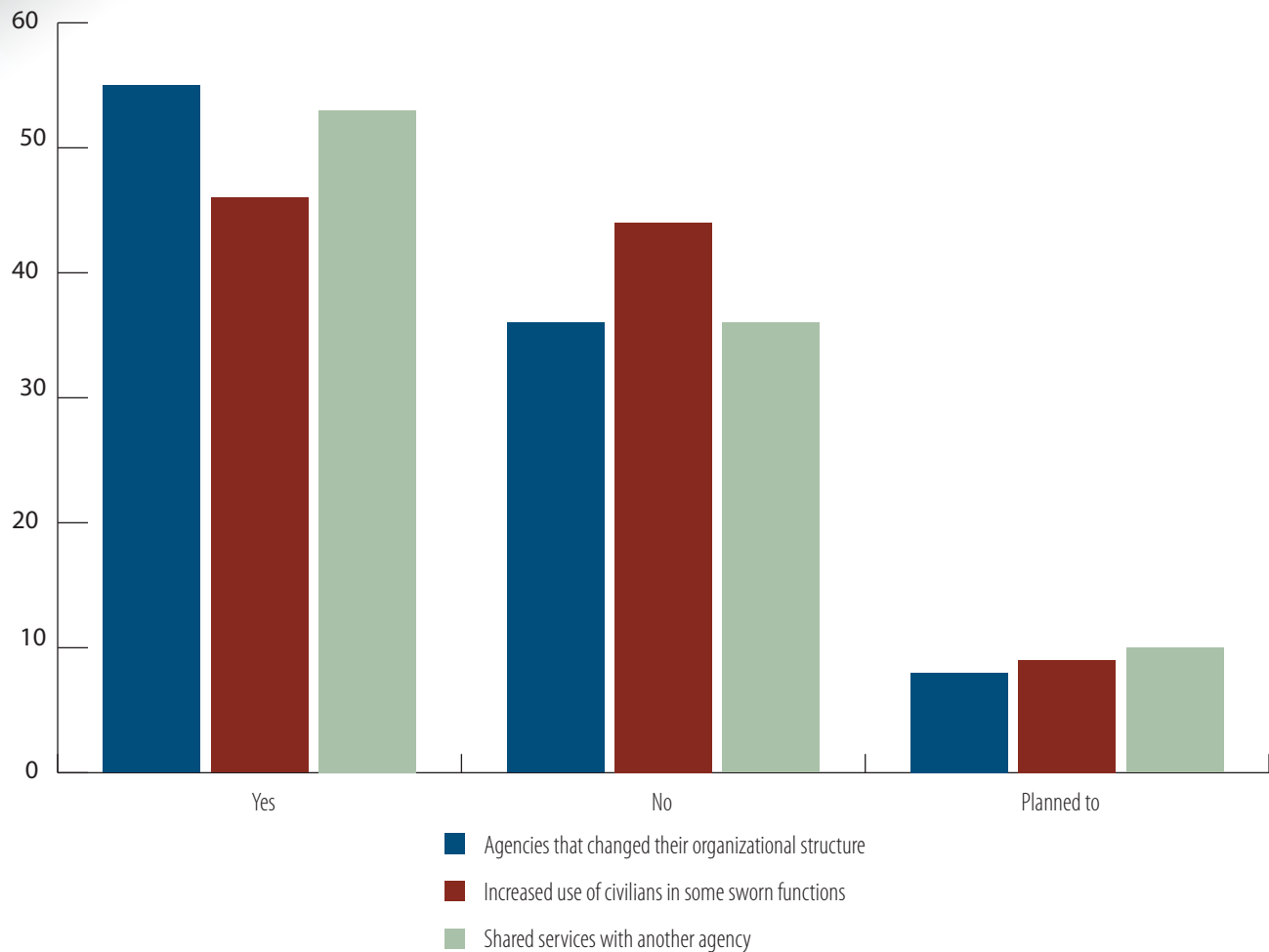
More than half of the agencies that responded shared services with another agency. This figure increases by another 10 percent when considering those agencies that are planning to establish a shared services arrangement. Only 8 percent of agencies had merged with another agency or were considering the possibility.

Internal reorganization cost reduction strategies

- **A city police agency in the United Kingdom with more than 700 officers** reorganized its patrol support and specialized units to provide comprehensive 24/7 service to the public. The support and specialized units were organized under one manager to save costs following a 20 percent reduction in funding. The units included dog handlers, road policing officers, the mounted unit, and the support group (officers trained in public order policing skills). Reduced supervisory costs and a more efficient use of resources were some of the benefits.

- **A large municipal and rural police agency in the United Kingdom with more than 3,000 officers** considered decreasing its levels of bureaucracy. Decision making was delegated to the local level and a focus placed on local service delivery. Local commanders were given direct control of resources in order to deliver day-to-day services for their communities. The removal of a layer of management assisted in the achievement of a 20 percent decrease in its budget.

- **A municipal/rural police agency in the United Kingdom with more than 1,000 officers** restructured its support and administrative services including reducing the number of managers to increase the efficiency and effectiveness of its service delivery. The restructuring resulted in a reduction in its personnel budget and provided the foundation to deliver more savings in future years.

- **A city police agency in the United Kingdom with more than 700 officers** restructured its patrol units and introduced the rank of staff sergeant to manage and administer the patrol squads. Two supervisor positions were eliminated. Because of administrative obligations, patrol sergeants spent the majority of their time in the station, providing very little road or patrol supervision. The introduction of staff sergeants ensured that sergeants are able to provide road and patrol supervision. Each of the seven squads is composed of seven constables or officers and one sergeant, saving $60,000 annually.

Benefits of the introduction of the internal re-organization strategies

The reduction of supervisory costs and the more efficient use of resources are two of the benefits of introducing internal reorganizational strategies, according to case study respondents. Reorganization may include rationalization and the better use of management positions to relieve patrol staff of administrative duties.

A large agency in the United Kingdom, with over 1,500 officers, implemented a pair of cost reduction projects to improve service delivery and to realize financial savings of 10 percent. The first project eliminated a number of administrative management positions. The second included implementing a collaboration program for procurement and forensic services with five contiguous agencies.

Methods used by survey participants when introducing internal reorganization strategies

Developing a vision for the agency and thoroughly understanding an agency's budget is the initial step when implementing an internal reorganization program. This will provide a basis for the preparation of a business case for making any proposed management or policy change and for the development of a project plan that has clear objectives and specifies a time frame.

9. Long-Term Strategic Strategies to Consider

In order to maintain the level of service expected by the public and local government, police agencies must assess the costs and benefits of the services they provide. Agencies need to be aware of where potential gains may be made and of the advantages and disadvantages of the various efficiency improvement options.

One strategic approach to reduce agency costs considered by the agencies surveyed is the introduction of new public management (NPM).[3] NPM is a comprehensive management approach in which emphasis is placed on improving organizational performance. An emphasis on performance enables organizational activities to be monitored and evaluated through the use of modern accounting tools and techniques.

An NPM strategy used in the United Kingdom is value for money (VfM). VfM links the performance of police staff to the provision of value for money. The principal components of value for money are described as follows:

- An appropriate level of service is provided at a reduced cost.

- An improved level of service is provided at the same cost (increased demand met, quality enhanced).

- New areas of work may be undertaken without additional resources.

- Review of services provided to the community takes into account any changes in the operational environment.

Perspectives from the survey

More than two-thirds of police agencies responding to the survey reported that they had developed a strategic plan during 2008–2013, and a further 4 percent were intending to develop a plan. More than half of the respondents had conducted a review of their performance and another 10 percent were planning to.

Of the agencies that had developed a strategic plan, 33 percent had fewer than 100 sworn officers, 26 percent had between 101 and 500 officers, 11 percent had between 501 and 1,000 officers, and one-third had 1,001 officers or more.

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3. NPM comprises six features: (1) decentralized management; (2) focus on outputs and outcomes; (3) strategic and annual planning; (4) setting of aims and objectives; (5) development of performance measures; and (6) the development of audits, reviews, or evaluations of performance. See chapter 1 for more information on NPM.

Of the agencies that had undertaken a review of their performance, 21 percent had fewer than 100 sworn officers, one-third had between 101 and 500 officers, 11 percent had between 501 and 1,000 officers, and 33 percent had 1,001 officers or more.

Strategic planning cost reduction strategies

- Development of a policing plan and a performance framework to coordinate the direction of service delivery. This approach was introduced by a number of smaller United Kingdom police agencies. The approach included detailed performance measures, deliverables, and outcomes that provided a framework for a comprehensive change program and resulted in a reduction of between 5 and 10 percent of the agencies' operating costs.

- Development of a resource allocation model based on a variety of factors such as crime, incident, and organized crime data helped match resources to areas of greatest threat, harm, and risk. The resource allocation model was designed to create improvements that would result in efficiency, reduce demand, and realign resources. Budgetary savings of 10 percent were made for the smaller UK police agency.

- Implementation of managerial analysis processes such as systems thinking,[4] lean processing, and continuous improvement to identify possible areas to improve service delivery effectiveness. The comprehensive package of programs was introduced by a larger UK police agency to create efficiency, reduce demand, and realign resources in response to a 15 percent budget reduction.

- Development of a performance measurement framework. The majority of agencies said they had implemented or were in the process of implementing a performance measurement or management system. A medium-sized UK police agency developed a performance measurement framework that did not set formal targets but measured operational activity to make sure that the goals and objectives identified from a series of local community level meetings were met.

A pilot competency-based management project was developed and implemented by a Canadian agency with 85 officers as a first step in a transition to introducing a comprehensive NPM program, which will include strategic planning, performance management, and an accrual accounting system. The program included the development of four high level operational goals and objectives supported by performance indicators. It was designed to make savings to its operational budget of between 5 and 8 percent and to enhance local public safety by providing quality core policing services.

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4. See the glossary for the definition of terms used in this section.

- Deployment of officers to reduce all crime and disorder by using the THRIVE principles. This approach enabled a UK agency of 1,650 officers to focus on deploying patrols to hot spots and targeting repeat offenders. The approach is based on crime information held by the police and information from the community. This information is used for understanding crime issues and patterns and to prioritize the response and deployment of officers to local areas with a high occurrence of crime.

Benefits of the introduction of strategic planning strategies

- Improved understanding of the community and the agency's operating environment

- Improved understanding of the business of policing and how it relates to an agency

- Improved targeting and use of resources

- Improved management of resources, assets, and staff

- Improved understanding of what constitutes individual and agency performance

- Improved understanding of the future direction of the agency

- Increased understanding of budgeting for the operational expenses of individual units

Methods used by survey participants when introducing new long-term approaches in strategic planning strategies

- Identify and engage key community stakeholders.

- Evaluate individual officers' and the agency's current performance management process by developing a performance management system that includes individual officers' organizational performance measures and targets.

- Develop a strategic plan that is linked to the annual budgeting and performance measures.

- Establish an agency vision.

- Define and set annual organizational and individual aims and objectives.

- Set performance expectations and develop guiding principles.

- Develop individual and organizational performance indicators.

- Develop and implement a personnel appraisal process that is linked to the annual objectives of the agency.

- Link organizational strategy and delivery objectives to positions.

- Develop and implement management reviews and performance evaluation frameworks.

Conclusion

This guide has outlined a number of factors that the project team hopes will assist police agencies in maintaining their delivery of community policing in times of fiscal restraint. Under these conditions, there are a number of factors that police need to consider in their decision-making processes. The environment has forced changes to be made and innovative strategies such as the privatization, civilianization, and rationalization of the provision of police services to be introduced. While the role and the capacity of policing appears to be changing, global social and technological change will stimulate an expanding requirement for police agencies to implement processes of continual improvement while remaining close to the communities that they serve.

The demand for police services is not expected to diminish in the foreseeable future, which means that police agencies should consider the need to reorganize their structures and their resources as a response. The implementation of one or a number of strategies presented in this guide or the implementation of aspects of the strategies could provide a platform for police agencies to raise their performance standards and improve the delivery of community policing.

In considering lessons learned from this survey of international cost-reduction strategies, three major themes stand out:

1. **Law enforcement agencies around the world continue to discover new ways for technology to help cut costs.** New tools ranging from smartphone applications to automated court document procession systems have provided a means to reduce personnel needs and make current personnel more efficient.

2. **Efficiencies can be brought about by combining specialty departments within an agency or regionalizing across a number of agencies.** Combining a number of specialties—drug and gang units, homicide, organized crime, and even burglary—can reduce management overhead and produce synergies between the specialists. Smaller departments can share regional specialty departments to increase professionalism and allow local officers to focus on connecting with the citizenry through community-oriented policing.

3. **Agencies around the world have seen the recession as a wake-up call and instituted both short-term and long-term cost reduction strategies to be better prepared for the future.** Even in countries like Canada and Australia that were minimally affected by the recession, law enforcement agencies have become proactive in adopting strategies that can reduce costs and improve efficiencies. More comprehensive changes in the approach of management to police services are being developed to help prepare agencies for the policing of the future.

Although the United Kingdom, Canada, and Australia faced very different economic challenges, police agencies in all three countries adopted similar new programs and strategies to cut costs and provide services in a more efficient way. In future years, police resources and funding are likely to become even more limited, and any further reductions will place importance on investigating methods to improve the delivery of community safety services and implement strategies that will enhance the governance of agencies. The challenge for police managers is to be able to identify the appropriate organizational structures and accountability frameworks that will enhance local policing while enabling police agencies to respond to crimes such as terrorism.

Appendix. Ten Case Studies Examining the Introduction of the High-Level Cost Reduction Strategies

Introduction

Ten case studies developed from the survey and subsequent interviews are presented in this appendix. The case studies cover all of the eight high-level cost reduction strategies, and as can be seen the majority of the agencies included in the case studies implemented more than one cost reduction strategy to improve organization efficiency or effectiveness or to reduce costs.

Case study 1. United Kingdom municipal and rural police agency—more than 1,000 officers

High-level cost reducing strategies involved were as follows:

- New technology

- Management strategies

- Safety and prevention

- Protective services

- Strategic planning

Background

In late 2013, the agency undertook a comprehensive review of how it operated. For a 24-hour period, the agency reviewed every individual demand for service it received. During those 24 hours, the agency logged 4,979 service requests, giving it a rich and valuable insight into what could be improved. The 24-hour operation indicated what services the public required, when they contacted the agency, how effective the response was, the times and locations of greatest demand, and how the processes that needed to be followed had an impact on the agency's staff and the services that they provided.

Since the 24-hour operation, the agency has mapped out the services it provides from the first point of contact all the way through to how it manages offenders and brings them to justice. Using the information from the 24-hour operation and the process mapping, the agency has developed a number of initiatives to increase the effectiveness and efficiency of its service delivery. The proposed initiatives have been developed based on three principles: better for the public, simpler for the people, and value to the organization.

The initiatives delivered approximately $12 million of savings, and the foundation has been laid to deliver more savings in future years. Table 1 on page 42 presents the initiative and a description of the improvements.

Table 1. Initiatives and descriptions of improvements

	Initiative	Description
1	Technology	The public is able to enter a crime report online.
		Each officer is issued a smart phone and tablet to increase efficiency.
		A more powerful database was developed for crime recording and custody management.
2	Neighborhood policing and management of places	Specialty units were aligned under a single senior manager.
		The agency is working closer with partners and other community agencies.
		Officers are deployed to identified crime hot spots.
3	Establishment of incident assessment teams	The teams are composed of skilled investigators.
		The new teams reduce paperwork and process duplication and handover to other units.
4	Managing offenders and the "catch and disrupt" strategy	The strategy is informed by improved intelligence flow and staff capability.
		Teams comprise both detectives and uniformed officers.
		The strategy focuses on the victim.
		Officers work with other justice agencies to increase effectiveness and improve intelligence.

Case study 2. Mid-sized Canadian agency — more than 150 officers

High-level cost reducing strategies involved the following:

- New technology

- Personnel management

Background

This mid-sized Canadian agency implemented a phased-change management approach to improve its service delivery effectiveness as a first step in making savings in its operational budget. The agency developed and implemented three cost-reduction strategies that also improved the effectiveness of its service delivery. The improvement was measured through a public satisfaction survey. The agency has made financial savings through the attrition of two administration staff.

The agency has made the following improvements to reduce its budget and to improve service delivery effectiveness:

- No waiting or backlogs of reports from a keyed-data entry approach

- Proofreading and quality control now undertaken by data-entry staff

- Repetitive stress injuries that created lost time and increased costs for overtime and replacement staff now minimized

- A higher quality product produced, resulting in better-generated reports, better briefs delivered through the justice system, and quicker court resolutions

- Increased capacity of records management staff to allow for attrition and redefinition of job descriptions

One of the key elements to the project's success was the phased-in approach—a little at a time until everyone became comfortable with the changes. Table 2 on page 44 presents the three cost-reduction strategies.

Table 2. Cost reduction strategies and description of improvements

	Strategy	Description
1	Automation of Crown Briefs between the agency and court	Process mapped
		Elimination of paper and a minimization of handling
		Improved technology
		Reduced staff positions
2	In-vehicle technology	Each officer issued a smart phone
		Use of smart phones preferred to use of laptops
		Direct access to record management system
3	Records management system	Process mapped
		New technology and software
		Staff cross-trained
		Introduction of speech recognition software
		Provided bottom-up staff efficiency

Case study 3. United Kingdom police agency—fewer than 1,000 officers

High-level cost reducing strategies involved the following:

- New technologies

- Management strategies

- Safety and prevention

- Protective services

- Strategic planning

Background

The agency has implemented a change program designed to make the organization more stable both financially and operationally. The change was complex and was designed to meet the challenge of reducing budgets by 20 percent (saving approximately $30 million).

A free smart phone app was developed to share real-time information with the public. The app allows users to gain information about crime and navigation maps, and it links to the *City Police* news. It also gives access to the agency's website and provides a Twitter feed, allowing the agency to monitor the movement of crowds during large events.

The force has also conducted a trial of Bluetooth messaging technology to see whether it could be used to benefit those living and working in the city. The trial included sending group messages to the public about crime issues and traffic problems.

Other areas where technology has been introduced to improve services include the installation of a new generation of in-car video screens and cameras, linked to the latest automated number plate recognition (license plate readers, or LPR) equipment in a range of police vehicles. In-car cameras provide video streaming to the control room where pursuits are managed.

The final area of improving service delivery with the aid of technology is the further development of static closed-circuit television (CCTV) sites. Video streaming to the control room has also improved the command of public order events. This improvement has been achieved through the images being streamed live from static CCTV cameras and officers using portable CCTV cameras.

The second major strategy consists of a major reorganization of the agency. Three new branches have been introduced: the uniform policing directorate, the intelligence and information directorate, and the crime investigation directorate.

All of the uniform specialist or support functions have been combined under one command called the uniform policing directorate, which provides a comprehensive 24/7 service to the public. Specialist teams including dog handlers, road policing officers, the mounted unit, and the support group (officers trained in public order policing skills) have been grouped and deployed under one command structure. The benefits include reduced supervisory costs and a more efficient use of resources. A new community policing team has brought officers together from what was formerly ward (or neighborhood) policing, the safer transport operations team, licensing, and traffic management and collisions investigations.

At the heart of this structural change has been the creation of a new intelligence and information directorate, which for the first time brought together all the force's intelligence capability into one coordinated function. The intelligence and information directorate has become the first point of public contact for initial screening, assessment, and allocation of responses to crimes, and it has sole responsibility for informing and shaping the force's tasking and coordination process. This is a method of allocating officers to where there is the greatest demand—for example, to hot spots or other locations where frequent high-risk crimes occur.

The establishment of the crime investigation directorate has combined a range of specialist investigation skills such as drug detectives, sexual crimes detectives, and burglary detectives. Bringing all of the investigative resources under one command has enabled a speedy response to emerging crime trends. New shift patterns have also been introduced to ensure that a senior detective is on hand to direct the crime resources appropriately at an early stage.

The working shift patterns of officers have also been realigned with the objective of ensuring that police officers are out on the street and able to respond when and where they are most needed.

Case study 4. A large agency in the United Kingdom—more than 1,500 officers

High-level cost reducing strategies involved the following:

- Shared services

- Internal reorganization

Background

This agency has been part of a collaborative policing arrangement for more than a decade. The police collaboration program, which involves five contiguous police agencies, is the largest project of its kind in the United Kingdom. It serves a population of 4.5 million people who live in a region of more than 6,000 square miles. The collaboration has enabled the agency to save $3.7 million between 2010 and 2013.

The collaboration agreement was underpinned by three key principles:

1. Local policing needs to remain local.

2. Collaboration is encouraged in operational and nonoperational support services.

3. The benefits and costs of working collaboratively are shared between the five agencies.

The regional collaboration includes

- a strategic commercial unit (SCU) that brought the commercial and procurement specialists from three forces together;

- three of the forces collaborating in their forensic services as part of the special operations unit.

This special operations unit provides specialist skills and expertise in fingerprint identification and enhancement, imaging, footwear intelligence, and forensic analysis. Regional forensic collaboration is at an early stage, but the forces are seeing the potential for significant benefits in working together. New technology has been implemented to speed up processes, allowing all three forces to bring offenders to justice in a more timely manner.

The collaboration was evaluated by Her Majesty's Inspectorate of Constabulary (HMIC) in 2013. HMIC concluded that the collaborative arrangements were effective particularly for tackling serious and organized crime and major crime such as homicides and declared that it was critical that they should be continued. HMIC maintained that the collaboration had provided significant benefits to the region and that it would not be possible for the forces to make similar levels of savings if they withdrew from the arrangements.

Case study 5. A large agency in Canada—more than 1,500 officers

High-level cost reducing strategies involved the following:

- Safety and prevention

- Strategic planning

Background

This larger Canadian police agency developed and introduced a comprehensive violence reduction strategy to increase its service delivery. It was also proposed that the strategy assist in cutting operational costs for the agency, other justice agencies, and city hospitals. The aims of the strategy were to

- suppress, intervene, and prevent violent crime and disorder;

- support people at risk of becoming victims of violent crime and disorder;

- assist people at risk of becoming offenders to resist violent and threatening behavior;

- partner with individuals, communities, and service providers to achieve a safer city;

- take an evidence-based approach in the development of responses to achieve the vision.

Three main goals are used to measure the success of the violence reduction strategy:

1. Reduce the severity of violence.

2. Reduce the frequency of violence.

3. Reduce the fear and perception of violence in the community.

Table 3 on page 49 outlines the three implementation action steps of the strategy.

Table 3. Implementation action steps of the strategy

	Focus	Action step
1	Prevention	Development of a street safety guide
		Development of a vulnerable person strategy
		Increase apprehension of edged weapons offenders
		Weekly crime and disorder update
2	Intervention	Establishment of the victims' services team
		Implementation of the assessment, sobering, and care collaboration program
		Establishment of the community action team
3	Suppression	Violent hot spot management
		Specialized traffic apprehension teams
		Focused deterrence on suppressing violence

There is anecdotal evidence that the strategy is reducing costs to the community and justice agencies but not specifically agency costs.

Case study 6. A large agency in the United Kingdom—more than 2,500 officers

High-level cost reducing strategies involved are as follows:

- Management strategies

- Safety and prevention

- Protective services

- Personnel management

- Internal re-organization

Background

The agency implemented a comprehensive change program that included more than 80 staff and nonstaff saving projects to achieve a 20 percent saving to its budget.

The agency developed a resource allocation model based on a variety of factors such as crime, incident, and organized crime data, which helped to match resources to areas of greatest threat, harm, and risk. The agency used three high-level organizational analysis methods to implement improvements to create efficiency, reduce demand, and realign resources. These methods included systems thinking, lean processing, and continuous improvement.

The agency designed and implemented the call to crime process project as a result of using the three organizational analysis methods.

Call to crime process project

The agency adopted a systems thinking approach that integrated the processes, administration, and functions spanning the agency. It was used to understand the impact that crime had on its resources and service delivery.

Data were extracted from a number of computer and administration systems during a one-year period. Service demand information was then overlain across the organization to detect how it flowed through the process and functions, where the key "drop-offs" were, and how to identify areas of demand in order to inform change.

As a result of the demand analysis, the agency identified that less than 50 percent of call demand related to the provision of a graded or prioritized response to an incident, event, or crime occurrence. The agency undertook to determine what made up nonpriority demand and how it could be better managed. The demand analysis also enabled the agency to better understand its response priority framework and how the response was dealt with.

The systems thinking approach has highlighted that, with better questioning and investigative activity at the front end of the process, the demand flowing through the system may be better managed. This has had a number of benefits; the agency is now focused on providing a first point resolution of who handles and resolves the public complaint. This focus has resulted in better service. The force has been able to reduce the number of "handoffs" of investigations by commencing investigation or resolving the complaint at the initial point of contact. Understanding how demand flows through the process and how it is dealt with has identified areas where the risk of failure by the agency is at its highest.

The principles that were applied from the demand analysis have been expanded to other functions that respond to calls for service. A better understanding of patrol demand will enable other ways of managing the patrol function to be considered. Options that will allow the agency the flexibility to match resources to the demand profile will be evaluated. The demand data enables the agency to chart and visualize demand and in some instances forecast change and react to it.

Case study 7. A large agency in the United Kingdom—more than 2,500 officers

High-level cost reducing strategies involved the following:

- Strategic planning

- Personnel management

- Internal reorganization

Background

This large UK police agency designed a comprehensive change project called force productivity strategy (FPS) to reduce operating costs, which reviewed and improved the way the force delivered local services and considered value for money and how to implement the proposed reduction of 10 percent to its budget.

The agency determined that there was a risk in not taking a broad change management approach. The organization recognized that a piecemeal change would lack a coherent long-term strategy and fail to deliver the savings required. By addressing service design and structure early in the change program, the agency realized a number of opportunities.

The agency rationalized the layered structure of the patrol areas and stations by removing a layer of management. It sought to improve the delivery of front-line services by identifying functions that would be more effectively delivered by a shared services model, which meant that uniformed officers were trained to handle minor criminal investigations. This approach created an opportunity to improve service delivery to the public in parallel to realizing financial savings.

Challenging unnecessary levels of bureaucracy was a key factor. A strong emphasis was placed on lean internal processes and maximizing opportunities for efficiency and reinvestment in the front line. Clear lines of accountability that ensure direct ownership of the issue and transparency at each management level were central to the project. Local commanders (including detectives and traffic officers) were given direct control of all resources in their areas in order for them to deliver day-to-day services for their communities.

The approach was designed to build flexibility into the project and enables the agency to respond to any further reduction in funding by staff attrition.

Case study 8. A small Canadian agency—fewer than 100 officers

High-level cost reducing strategies involved the following:

- Safety and prevention

- Protective services

- Strategic planning

Background

This smaller Canadian police agency has initiated a pilot competency-based management project to develop an interactive performance management system to help it absorb its 5 percent reduction in budget. This pilot project is the first step in the transition to a comprehensive competency-based management system, which the agency developed starting in 2014. The agency has also implemented a strategic plan. Table 4 on page 53 presents the strategic plan, goals, and performance indicators.

Table 4. Strategic plan, goals, and performance indicators

Goal	Objective	Performance indicator
Enhanced public safety through quality core policing services	Maximize investigative resources through risk assessment and intelligence-led initiatives.	Outside agency networks CompStat model
	Review service delivery methods to ensure efficiency and effectiveness to and for the public.	Review organization structure. Establish civilian crime analyst position. Review management responsibilities.
Enhanced organizational development to meet future needs	Address increasing demands through resource planning.	Civilian positions
	Enhanced planning to provide facilities, equipment, and technology to meet the service's needs both present and future.	Key equipment acquisitions through civil forfeiture funds Redevelopment of 10-year capital plan and fleet replacement plan
Ensure sustainable services through sound financial management	Ensure financial needs meet future demands.	Timely, accurate, and carefully thought-out budget submissions Careful examination of budget submissions, cost centers, and prioritization
	Encourage innovative and cost-effective service delivery methods.	Work force analysis to achieve cost effectiveness

Case study 9. Canadian municipal police agency—more than 150 officers

High-level cost reducing strategies involved include the following:

- Shared services

Background

This smaller Canadian police agency has completed the first step in a geographical regionalization program that included integrating units that draw officers from different police agencies in the region to tackle a particular crime or problem such as homicides, domestic abuse, traffic enforcement, or gang violence.

Fifteen semipermanent regional specialized integrated units (SIU) have been established including a traffic safety unit, a major crime unit, a domestic violence unit, and the emergency response team. Seven different local police departments assign staff for up to 12 months to the SIUs. The joint approach to collaboration prior to regionalization has allowed the agencies to integrate on their own terms.

A standardized funding formula for the SIUs has been designed to eliminate confusion as to how each of the seven agencies commits resources to the unit. The formula is based on the size of the population, the number of officers, the number of calls for service, and the municipality's property value.

This first step in the regionalization program was designed to save each of the seven agencies more than 10 percent of their budgets. Due to the success of this first step, the agencies are evaluating how integration can be improved and expanded to include other police functions in the collaboration program.

Case study 10. A small Canadian agency—more than 50 officers

High-level cost reducing strategies involved the following:

- New technology

- Safety and prevention

- Internal reorganization

Background

Currently the agency's uniformed patrol platoons and squads comprise one sergeant and eight constables or officers. However, because of administrative obligations, sergeants spent the majority of their time in the station, particularly on day shifts, therefore providing very little road or patrol supervision.

The agency has introduced the rank of staff sergeant to manage and administer the platoons and squads. There are four platoons and squads and one staff sergeant assigned to each platoon or squad. Each platoon or squad will continue to have a sergeant who will provide road or patrol supervision, handle calls, and provide backup for the constables or officers. The platoons or squads will now comprise seven constables or officers rather than eight.

The new structure has allowed the agency to eliminate the position of administrative sergeant, whose role will be undertaken by the new staff sergeants.

The cost to maintain the rank will be approximately $60,000 annually, but the agency considers the move to be prudent from a service delivery and risk management perspective.

The agency has implemented several new technology projects to assist it in recovering the costs of the new staff sergeants and to reduce its operational costs by 5 percent.

The first project pertains to the production of court evidential briefs. The agency is producing Crown Briefs from within the existing records management system (RMS), including officer notes, which are scanned and electronically dropped into the briefs, the video statements, and surveillance videos. This process provides electronic disclosure to the crown attorney (the equivalent of a district attorney in the United States). The agency no longer photocopies or assembles two copies of paper briefs. The crown attorney can obtain hard copies if necessary. The service has been encouraged to provide the disclosure to the defense in the same format.

One of the partner police agencies with which this agency shares an RMS is currently testing a voice-to-text solution, which, if successful, will also be adopted by the agency. This solution will streamline the agency's overall reporting process.

The second project uses technology to decrease the time that officers spend preparing files for traffic crashes. The e-collision software enables an electronic creation of a collision to be displayed on a mobile work station and to be sent from a police car. Diagrams are created using a computer-aided dispatch (CAD)–like drawing program while driver and vehicle information fields are populated automatically. The system is very intuitive and almost eliminates errors. The reports are clean and legible and can be uploaded directly to the service's RMS and to the city and provincial databases. Parties involved are given copies of the reports, which are printed in the police car.

Similar to the e-collision system, the traffic offense notices can also be printed inside the car, and they can be automatically upload into the service's RMS and electronically moved along to the provincial offences office. This has reduced workloads for civilian front office staff.

The longer-term goal, which will include further reorganization of the agency, is to reduce demands on staff and reduce staff and associated costs by leveraging emerging technologies. Further restructuring will take place in conjunction with a closer examination of community expectations of policing.

Glossary

civilianization. The replacement of sworn officers by nonsworn staff in nonoperational technical or administrative positions.

consolidation. Structural approaches that may be undertaken to increase organizational efficiency. Does not necessarily include the joining of organizations.

contracting services. A formal contract for one or more jurisdictions to pay for law enforcement services provided by another.

efficiency. The ratio of the effective or useful output to the total input in any system.

effectiveness. Producing or capable of producing a desired effect.

integration. The act of combining or adding parts to make a unified whole.

internal consolidation. The internal combining or elimination of operational or support units.

local merger. Two or more separate police agencies join to form a single larger or new organization.

merger. The union of two or more organizations.

outsourcing. A formal contract for administrative or support services provided by non–law enforcement agencies.

regionalization. A number of regionally based jurisdictions combine to form one large agency.

shared services. Two or more agencies combine defined administrative or functional services or units. These may be human resource services, accounting, communications, dispatch, specialist squads, the use of buildings, or the administration and storage of records.

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About the Police Foundation

The **Police Foundation** is a national, nonpartisan, nonprofit organization dedicated to advancing innovation and science in policing. As the country's oldest police research organization, the Police Foundation has learned that police practices should be based on scientific evidence about what works best, the paradigm of evidence-based policing.

Established in 1970, the foundation has conducted seminal research in police behavior, policy, and procedure and works to transfer to local agencies the best new information about practices for dealing effectively with a range of important police operational and administrative concerns. Motivating all of the foundation's efforts is the goal of efficient, humane policing that operates within the framework of democratic principles and the highest ideals of the nation.

To learn more, visit the Police Foundation online at www.policefoundation.org.

About the COPS Office

The **Office of Community Oriented Policing Services (COPS Office)** is the component of the US Department of Justice responsible for advancing the practice of community policing by the nation's state, local, territorial, and tribal law enforcement agencies through information and grant resources.

Community policing begins with a commitment to building trust and mutual respect between police and communities. It supports public safety by encouraging all stakeholders to work together to address our nation's crime challenges. When police and communities collaborate, they more effectively address underlying issues, change negative behavioral patterns, and allocate resources.

Rather than simply responding to crime, community policing focuses on preventing it through strategic problem-solving approaches based on collaboration. The COPS Office awards grants to hire community policing officers and support the development and testing of innovative policing strategies. COPS Office funding also provides training and technical assistance to community members and local government leaders, as well as all levels of law enforcement.

Since 1994, the COPS Office has invested more than $14 billion to add community policing officers to the nation's streets, enhance crime fighting technology, support crime prevention initiatives, and provide training and technical assistance to help advance community policing. Other achievements include the following:

- To date, the COPS Office has funded the hiring of approximately 129,000 additional officers by more than 13,000 of the nation's 18,000 law enforcement agencies in both small and large jurisdictions.

- Nearly 700,000 law enforcement personnel, community members, and government leaders have been trained through COPS Office–funded training organizations.

- To date, the COPS Office has distributed more than eight million topic-specific publications, training curricula, white papers, and resource CDs and flash drives.

- The COPS Office also sponsors conferences, roundtables, and other forums focused on issues critical to law enforcement.

COPS Office information resources, covering a wide range of community policing topics such as school and campus safety, violent crime, and officer safety and wellness, can be downloaded via the COPS Office's home page, www.cops.usdoj.gov. This website is also the grant application portal, providing access to online application forms.

The purpose of this guide is to help law enforcement agencies identify cost reduction strategies that would work well for their agencies. Part one of a two-volume series, this practitioner guide covers broad strategies and specific approaches as well as tips for implementing them. Drawing on a survey of 51 police agencies in the Canada, the United Kingdom, and Australia, all of which faced reductions in their funding, the guide explores ways that police agencies can address budget reductions without reducing productivity or the ability to provide a high level of service to the public. It presents a comprehensive but detailed exploration of the approaches taken by these agencies to maintain community service delivery with declining budgets, describing steps that can be taken in seven key areas: (1) technology, (2) management strategies, (3) safety and prevention, (4) protective services, (5) shared services, (6) personnel management, and (7) internal reorganization.