

CITY OF LOS ANGELES
INTER-DEPARTMENTAL CORRESPONDENCE

0220-01463-0164

Date: April 7, 2026

To: The Mayor
The City CouncilFrom: Matthew W. Szabo, City Administrative Officer Subject: **INNOVATION FUND RECOMMENDATION – BOOKING INNOVATION TEAM****RECOMMENDATIONS**

That the Council, subject to the approval of the Mayor:

1. Establish and appropriate a new appropriation account entitled Los Angeles Police Department – Booking Innovation Team in the amount of \$30,000 within the Innovation Fund No. 105/10 from the available cash balance of the Innovation Fund.
2. Transfer \$30,000 from the Innovation Fund No. 105/10, Los Angeles Police Department – Booking Innovation Team to Fund No. 100/70 as follows:

<u>Fund/Dept.</u>	<u>Acct No.</u>	<u>Account Name</u>	<u>Amount</u>
100/70	003040	Contractual Services	\$30,000

3. Instruct Los Angeles Police Department to:
 - a. Separately track all encumbrances and expenditures of Innovation Fund monies so that unspent funds can be returned to the Innovation Fund at the end of the fiscal year;
 - b. Report to the Innovation and Performance Commission with an accounting of the funds, the lessons learned, and any obstacles faced;
 - c. Report to the Innovation and Performance Commission if, after the receipt of funds, the scope of the funded item differs from the scope approved for funding by the Mayor and the City Council; and,
 - d. As appropriate, include acknowledgment of the Innovation and Performance Commission on public materials, such as press releases or websites that reference the Booking Innovation Team project.
4. Authorize the City Administrative Officer to make technical corrections as necessary to those transactions included in this report to implement Mayor and Council intentions.

SUMMARY

The City Administrative Officer herewith transmits the recommendation of the Innovation and Performance Commission (IPC) to approve funding in the amount of \$30,000 from the Innovation Fund (IF) for the Los Angeles Police Department (LAPD) – Booking Innovation Team pilot project. This funding will implement a real-time digital queue-management system, such as Qtrac, to modernize booking operations by providing officers with live visibility into wait times, queue length, and facility conditions. By actively managing queue flow and reducing unpredictable delays, the system aims to return an estimated 9,400 ten-hour officer shifts to field operations annually, equating to a \$6.7 million direct salary cost avoidance and significantly improved overall service delivery.

ANALYSIS OF PROPOSAL

This report presents the idea as submitted by the LAPD and approved by the IPC along with the necessary recommendations to implement the idea as presented. If the scope of the Innovation Fund item changes after LAPD receives funding, LAPD must return to the IPC to present the revised scope to the IPC to determine whether alternative recommendations are required.

LAPD operates three regional jail booking facilities that collectively process approximately 47,600 inmate bookings annually, with each arrestee transported by two officers. While policing practices have evolved, the booking process has remained largely unchanged, resulting in inefficiencies that impact officer availability and operational effectiveness. Officers frequently encounter unpredictable and prolonged wait times during booking, with limited visibility into queue conditions prior to arrival.

This lack of real-time transparency contributes to uneven distribution of workload across facilities, with some jails experiencing congestion while others operate more efficiently. As a result, officers spend extended periods waiting, leading to increased overtime costs, delayed return to patrol or investigative duties, and reduced capacity for supervisors to proactively manage staffing and resources.

The proposed implementation of a real-time digital queue-management system, such as Qtrac, would modernize booking operations by providing officers with live visibility into wait times, queue length, and facility conditions. This system would allow officers to select the most efficient booking location, make appointments, and monitor their position in line remotely, reducing unnecessary idle time and improving decision-making in the field.

In addition to improving officer efficiency, the system would enhance supervisory oversight by equipping Jail Watch Commanders with tools to actively manage queue flow, allocate resources more effectively, and identify peak demand periods. This data-driven approach supports more balanced utilization of facilities and enables more strategic deployment of personnel.

The anticipated return on investment is significant. By reducing booking wait times, estimated at an average savings of one hour per booking, the system could return the equivalent of

approximately 9,400 ten-hour officer shifts to field operations annually. This translates to an estimated \$6.7 million in direct salary cost avoidance, excluding additional overtime savings, while also improving overall productivity and service delivery.

Program success will be measured through quantifiable operational metrics, including reductions in average and peak booking wait times, decreased officer downtime at custody facilities, increased bookings processed per shift, and improved distribution of workload across the three jails. Additional indicators include reductions in overtime related to booking delays, decreased lobby congestion, enhanced staff satisfaction, and access to real-time and historical performance data through system dashboards. Pre- and post-implementation comparisons will be used to evaluate both operational and fiscal impacts.

The IPC recommends \$30,000 for the LAPD - Booking Innovation Team pilot. These funds will provide LAPD a one-year investment for the queue-management platform that would serve LAPD's three regional jails. The cost will cover the software licensing and analytic dashboards, installation and configuration, training for custody staff and supervisors, pilot evaluation and reporting, and troubleshooting. The IPC has requested a progress update within four-months of the receipt of funds.

FISCAL IMPACT STATEMENT

Approval of these recommendations will allocate \$30,000 of the remaining \$596,728.96 Innovation Fund 2025-26 available balance. The \$30,000 will be transferred to the LAPD to begin implementation of the pilot project that has been approved by the Innovation and Performance Commission. In some cases, departments will incur ongoing costs.

FINANCIAL POLICIES STATEMENT

The recommendations of this report are in compliance with the City's Financial Policies as Innovation Fund monies are being utilized for an eligible project which will improve the quality, efficiency and effectiveness of City service through innovation, productivity, and performance measurement.