

**REPLY AND IMPLEMENTATION SUMMARY**  
**FOLLOW-UP REVIEW OF ORLANDO POLICE DEPARTMENT PERFORMANCE MEASURES REVIEW**

RECOMMENDATION	RESPONSE	CURRENT STATUS	IMPLEMENTATION DATE	COMMENTS
1. The Orlando Police Department should review its current performance measures with the Performance Optimization Program to ensure that these measures are meaningful to management and most useful in managing department operations or develop new performance measures that better serve the department's mission.	Concur	Implemented	May, 2004	The 04/05 Business Plans were revised to include only a few of the most meaningful measures.
2. The Orlando Police Department should incorporate specific department performance measures into the goals of its upper managers, through using the "optional factors" in the City's employee evaluation system or through other internal methods used to ensure employee accountability.	Do Not Concur	Partially Implemented	October 2004	OPD's Strategic Plan includes actions that incorporate some specific department performance measures. Some employee evaluations also include some of the performance measures.
3. The Orlando Police Department should seek the approval of the Performance Optimization Program to review its current performance measures and determine if they can be reduced to a more manageable and meaningful number.	Concur	Implemented	May 2004	The 04/05 Business Plans were revised and the number of performance measures was significantly reduced. However, POP requested that OPD add a few additional "service indicators" in Sept 2004.
4. The Orlando Police Department should continue to seek public input and use this input to determine its performance measures and what performance results are reported to interested citizens' groups.	Concur with Reservations	Partially Implemented		A customer service survey is currently being developed to solicit input on some performance measures (expected implementation date – October 2005). Internal Affairs currently conducts surveys on formal investigations, which relates to one specific performance measure. Informally, OPD receives feedback on a daily basis on our performance. Dept personnel attend numerous community meetings and receive feedback on performance.
5. The Orlando Police Department should establish a committee to include the performance measurement coordinators and this committee should be instructed to prepare a short guideline document for each section that lists the steps needed to compile and calculate the performance measures.	Concur with Reservations	Planned for Implementation	March 2005	Now that the number of measures has been reduced, a committee will be established in January 2005 to write guidelines for data collection steps for each performance measure.

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6. The Orlando Police Department performance measurement coordinators should have a supervisor review the compilation and calculation of performance measure data prior to this information being transmitted to Orlando Police Department management, the Performance Optimization Program staff, and others outside the department.	Concur with Reservations	Implemented	October 2004	The supervisor of the each Business Plan coordinator is in the approval Chain of Command for each Bureau's Quarterly Performance Measures report.
7. The Orlando Police Department performance measurement coordinators should ask the Performance Optimization Program to recommend a consistent method for determining section costs for use in calculating performance measures.	Do Not Concur	No Longer Applicable		Only one of this type of Performance Measure remains in the 04/05 Business Plans, any further action on this item would not be cost beneficial.
8. The Orlando Police Department should consider adding "customer satisfaction" measures and "time efficiency" measures, as noted in the report examples.	Concur with Reservations	Partially Implemented		Time efficiency measures are already in our Plans. A survey document that is being developed will include some customer satisfaction measures (see Recommendation #4)
9. The Orlando Police Department should continue its efforts to benchmark its performance to peer governments and extend these efforts by adopting performance measures used by peer governments, such as those listed in the report examples.	Concur with Reservations	Partially Implemented		An OPD member is assigned to work with POP in their current efforts to develop benchmarking measures in the State of Florida. POP will determine the implementation date.
10. The Orlando Police Department's performance measures coordinator for the Police Special Service Bureau should meet with colleagues to discuss: 1) alternatives to the present method of compiling data to report a "clearance rate" for investigative cases, and 2) resolving the differences between the case information entered in the computerized Records Management System and the data manually reported by the investigators.	Concur	Planned for Implementation	June 2005	The Inspections Unit is currently investigating uniform instructions for clearance rates. The Inspections Unit will complete their report by June 2005 and will recommend a target implementation date for the project.