



CITY OF ORLANDO

Office of Audit Services and Management Support

MEMORANDUM

To: Karin Weaver, Police Deputy Chief

From: J. T. Sirak, CPA, Audit Program Manager
Office of Audit Services and Management Support

Re: Follow-Up Review of the OPD Communications Management Study
(Report No. 09-02M)

Date: March 23, 2009

Attached is a summary of the status of recommendations as determined from our follow-up review of the OPD Communications Management Study (*Report No. 08-02M*), issued March 31, 2008. Our review procedures consisted of a review of the status of the recommendations provided by the Orlando Police Department, inquiries of management, and examination of certain documents.

Our follow-up was made in accordance with generally accepted government auditing standards. The standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objectives.

Eight of the ten recommendations contained in the original report have been implemented. Two recommendations are planned for implementation. One of the recommendations planned for implementation is expected to be implemented by April 2009 after the department completes the position description review and submits to Human Resources for approval. The other recommendation is scheduled to be implemented by December 2009 after the division internal employee survey is finalized and distributed for feedback.

We would like to thank the officials and personnel of the Orlando Police Department affected by these recommendations for their cooperation during this follow-up review.

Christopher Polke, Strategic Performance Manager, performed this follow-up review.

JTS/am
Attachment

C: Honorable Buddy Dyer, Mayor
Mayanne Downs, City Attorney
Byron W. Brooks, Chief Administrative Officer
Val Demings, Police Chief
Rebecca W. Sutton, Chief Financial Officer
Jody M. Litchford, Deputy City Attorney
Taunya D. Harris, Police Communications Manager

**REPLY AND IMPLEMENTATION SUMMARY
FOLLOW-UP REVIEW OF THE OPD COMMUNICATIONS MANAGEMENT STUDY**

#	RECOMMENDATIONS	RESPONSE	CURRENT STATUS	IMPLEMENTATION DATE	AUDITEE COMMENTS
	OPD Communications Management should:				
1.	Consider obtaining system software that automatically routes incoming calls to the call takers to level out the workload among all call takers. (MEDIUM)	Concur	Implemented	December 2008	The 911 Telephone System is in the process of being replaced in accordance with FCC requirements. A complete evaluation of the system and compatibility test needs to be conducted prior to implementation. Requests for funding were submitted through the Technical Improvements Process (TIP) and the 911 Public Safety Office.
2.	Continue the development of a QA function for both call taking and dispatch. (HIGH)	Concur	Implemented	February 2009	A QA position was requested through the City's Personnel Request Process. Due to budgetary constraints, the request was not approved. The QA form was revised to more effectively evaluate employees' performance. QA software was requested through the TIP and 911 Public Safety Office, but has not been approved. If not approved, management will request the software at a later date.
3.	Adjust the staffing level of call takers and dispatchers to ensure the optimal balance to meet the workload and normal processing capacity of shift employees. (HIGH)	Concur	Implemented	January 2009	Implemented a new shift configuration on January 25, 2009 that adjusted the staffing levels of personnel in accordance with recent statistical data.
4.	Frequently monitor changes in the workload pattern and make any necessary adjustments to the staffing configuration by collecting and analyzing appropriate operational information. (MEDIUM)	Concur	Implemented	January 2009	Same as # 3
5.	Improve the division of work among dispatchers by examining the workload by district and evaluating whether to re-assign	Concur	Implemented	January 2009	Implemented Redistricting on January 4, 2009 to ensure a more equitable distribution of workload.

**REPLY AND IMPLEMENTATION SUMMARY
FOLLOW-UP REVIEW OF THE OPD COMMUNICATIONS MANAGEMENT STUDY**

#	RECOMMENDATIONS	RESPONSE	CURRENT STATUS	IMPLEMENTATION DATE	AUDITEE COMMENTS
	districts among the talk groups. (HIGH)				
6.	Study the costs and possible benefits of staffing the Central talk group 24 hours a day on Friday and Saturday. (MEDIUM)	Concur	Implemented	January 2009	Requested three additional dispatchers through the City's Personnel Request Process. Due to budgetary constraints, the request was not approved and no new positions are anticipated for the new fiscal year.
7.	Continue to improve: recruiting and screening practices; efforts to ease the transition of new hires to the ESC position; and tracking of employees who are terminated to determine areas for continued improvement in retention. (MEDIUM)	Concur	Implemented	December 2008	Staff has attended Recruiting and Hiring training courses to enhance skills. Currently, working with HR to streamline the recruiting process. Created a database to track employees who were terminated and will analyze data in an effort to improve retention rate.
8.	Consider providing increased supervision and leadership training for shift supervisors designed to increase positive interaction with staff and identification of key satisfaction issues. (MEDIUM)	Concur	Implemented	October 2008	Supervisors continue to attend courses on an on-going basis to enhance supervisory and leadership skills.
9.	Continue to perform periodic surveys of employees. (MEDIUM)	Concur	Planned for Implementation	December 2009	Management is planning to distribute employee surveys by December 31, 2009.
10.	Request Human Resources to update the Position Description of the Emergency Communications Assistant Manager to better define the position's responsibility for oversight of both the call taking and dispatch functions. (LOW)	Concur	Planned for Implementation	April 2009	Management is in the process of reviewing the job description and will make recommendations to HR.