



CITY OF ORLANDO

Office of Audit Services and Management Support

MEMORANDUM

To: Frank Billingsley, Economic Development Director

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

Re: Follow-Up of the Code Enforcement Management Study
(Report No. 09-04M)

Date: July 9, 2009

Attached is a summary of the status of recommendations as determined from our follow-up review of the Code Enforcement Management Study (*Report No. 08-04M*), issued July 9, 2008. Our review procedures consisted of a review of the status of the recommendations provided by Code Enforcement administrative personnel, 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.

Seventeen of the twenty-five recommendations contained in the original report have been implemented; four were partially implemented; three are planned for implementation; and one was not implemented. Three of the four partially implemented and two of the three planned for implementation recommendations are expected to be implemented by March 2010, as part of a Code Enforcement web-based application being developed by Technology Management. The remaining partially implemented recommendation, to increase staff efficiencies, is scheduled to be implemented by December 2009, while the other planned for implementation recommendation, to ascertain customer satisfaction, should be implemented by October 2009, after the development of an on-line survey. Code Enforcement management reviewed the current space and financial support needed to implement a file management system for temporary records, and determined that it will not be cost-effective or efficient to implement the recommendation.

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

Christopher Polke, Audit Program Manager, performed this follow-up review.

JTS/am
Attachment

c: Honorable Buddy Dyer, Mayor
Byron W. Brooks, Chief Administrative Officer
Conrad C. Cross, Chief Information Officer
Mayanne Downs, City Attorney
Jody M. Litchford, Deputy City Attorney
Christian R. Oleck, Economic Development Manager
Brooke Rimmer-Bonnett, Economic Development Deputy Director
Mike Rhodes, Code Enforcement Division Manager
Rebecca W. Sutton, Chief Financial Officer

REPLY AND IMPLEMENTATION SUMMARY
FOLLOW-UP REVIEW OF THE CODE ENFORCEMENT MANAGEMENT STUDY

#	RECOMMENDATIONS	RESPONSE	CURRENT STATUS	IMPLEMENTATION/ TARGET DATE	AUDITEE COMMENTS
	Code Enforcement should:				
1.	Establish a timeline to complete the development of internal Policies and Procedures and other appropriate work documentation. (HIGH)	Concur	Implemented	April 2009	
2.	Develop Standard Operating Procedures for all inspection processes – Housing, Lot Cleaning, Parking, and Land Development. (HIGH)	Concur	Implemented	April 2009	Details can be found in our internal Policies and Procedures, page 5.
3.	Delegate more supervisory responsibilities to the Assistant Division Manager and the subordinated supervisors to improve efficiency. (HIGH)	Concur	Implemented	December 2008	New ADM hired and becoming familiar with work and processes.
4.	Contact the Human Resources Division to request updates for the Division name and Code Enforcement Division Manager position title. (LOW)	Concur	Implemented	July 2008	
5.	Develop meaningful performance measures that support and reflect the Division’s mission, goals, and the overall operational effectiveness. (HIGH)	Concur	Implemented	October 2008	
6.	Revise the “Number of Inspections Performed” employee performance indicator to be more specific and categorize by type of inspection – proactive, reactive, follow-up, lot, zoning, housing, etc. (HIGH)	Concur	Implemented	September 2008	See performance evaluation documents developed for each officer in Lotus Notes.
7.	Revise the “Performance Expectations List” document, used by some supervisors, and consider it for use by management as an internal work document. (MEDIUM)	Concur	Implemented	September 2008	

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8.	Develop and document annual operational goals for supervisory staff. (MEDIUM)	Concur	Implemented	September 2008	See Lotus Notes for goals and objectives set forth.
9.	Develop new user friendly and practical inspection checksheets for the officers charged with inspecting multi-family residential units. Consider including the multi-family officers in the checksheet development process. (HIGH)	Concur	Partially Implemented	March 2010	Inspection “check sheets” are outdated. Web-based interface will provide similar functionality upon implementation. Interface will provide live interaction between field personnel and real-time updating of results as they are recorded. This is part of a broader effort to update our code enforcement data management and merge it with permitting data into a single platform.
10.	Research new technologies that could be used to make instantaneous electronic records of identified violations directly into the computer database. (MEDIUM)	Concur	Planned for Implementation	March 2010	Web-based application in development by TM. See comments above.
11.	Work with the Technology Management Department to develop a methodology to identify the time and date of when the pictures were taken. (LOW)	Concur with Exception	Planned for Implementation	March 2010	Camera technology conflicts with naming convention established for picture files as uploaded to database. Based upon discussions with TM, we have concluded that current naming convention and procedures be maintained.
12.	Develop an electronic inventory database with a list of all City’s apartment complexes and condominiums. (MEDIUM)	Concur	Implemented	March 2009	Developed and maintained by multi-family program supervisor. Monthly updates provided to Division Manager

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					that improve monitoring and planning.
13.	Improve the current yearly planning activity by determining in advance the number of projects to be accomplished each year, the assigned research needed and completion timeline. (LOW)	Concur	Implemented	July 2008	This recommendation primarily involved the multi-family task force. Monitoring and planning as indicated above helps manage workload and future direction.
14.	Work with the Technology Management Department to establish a reasonable timeframe for developing a single web-based case management software application. (HIGH)	Concur	Partially Implemented	March 2010	Timeline under review with TM and dependent upon resources. See response #9 for additional context.
15.	Establish a file management system to allow the officers to store temporary work files, cases, and reports. (LOW)	Concur	Not Implemented	NA	Existing filing has been in reviewed and older files archived. We have determined that maintenance of central filing system continues to be required in order to properly account for records and ensure custodial requirements are met. Initial recommendation was based in part on observations with regards to space allocated for field personnel. In hindsight, the provision of such space presents custodial issues which central filing system was intended to resolve. Staffing and budget challenges currently preclude any modifications at the present time.

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#	RECOMMENDATIONS	RESPONSE	CURRENT STATUS	IMPLEMENTATION/ TARGET DATE	AUDITEE COMMENTS
16.	Develop work instructions for the two most critical Supportive Operational Processes: 1) receiving and recording incoming code violation complaints; and 2) assisting customers with requests. (HIGH)	Concur	Implemented	September 2008	Details can be found in our Policies and Procedures, page 10.
17.	Enhance the current Interactive Voice Response (IVR) phone system by improving the case status reporting system so that sufficient information is available to the caller inquiring about the status of the filed complaint. (HIGH)	Concur with Exception	Implemented	March 2008	IVR system has been implemented and limitations noted previously. We are reviewing the reporting capacity and incorporating into the merger with the permitting platform.
18.	Improve the current calls distribution system so that incoming calls are equally distributed between all Staff Assistants. (MEDIUM)	Concur	Implemented	March 2008	Call distribution was incorporated into the new phone system project.
19.	Develop, document, and monitor relevant customer satisfaction standards. (HIGH)	Concur	Planned for Implementation	October 2009	Staff turnover has delayed implementation of this recommendation. We plan on introducing a web-based survey at a minimum in order to provide feedback in this regard.
20.	Develop work documentation to govern the Quality Assurance process. (HIGH)	Concur	Partially Implemented	March 2010	"Beta" version of reporting format currently being evaluated. Field supervisors conduct regular review of current work products in order to assure accuracy and timeliness.

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21.	Require the supervisors to perform random fieldwork examinations to assess the accuracy and quality of an inspection performed by a Code Enforcement Officer. (MEDIUM)	Concur	Implemented	October 2008	See above. Field supervisors are currently conducting such assessments pursuant to this recommendation.
22.	Develop and adopt a formal employee training policy for new Code Enforcement Officers and supervisors. (MEDIUM)	Concur	Implemented	April 2008	This is an element of policy and procedures. See p. 12.
23.	Provide more training to the officers and supervisors, especially in the area of understanding and applying the City Code. (MEDIUM)	Concur	Implemented	July 2008	Training is afforded all staff as budget and scheduling allow. Internal staff workshops as well as monthly case review provide additional in house training opportunities at no cost.
24.	Revise the policy for the officers' workday schedules to reduce the administrative time and increase the fieldwork time. (HIGH)	Concur	Partially Implemented	December 2009	Flex scheduling and other alternatives are in use to address this recommendation. Due to changes in personnel, the effect of flex scheduling has not been determined yet.
25.	Eliminate the practice of having Code Enforcement Officers perform monthly phone duty. (HIGH)	Concur	Implemented	March 2008	Phone duty for field staff was discontinued before this report was issued, after hiring of additional staff assistant.