

# Report of Findings

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City of Coral Gables  
Department of Police – Technical Services Division  
Overtime Assessment  
April 5, 2024

Confidential



**Crowe LLP**  
Independent Member Crowe Global

**400 Capitol Mall, Suite 1400**  
**Sacramento, CA 95814-4498**  
**Tel 916-441-1000**  
**Fax 916-441-1110**  
**www.crowe.com**

April 18, 2024

Paula Rodriguez  
Assistant Finance Director for Management, Budget & Compliance  
City of Coral Gables  
405 Biltmore Way  
Coral Gables, Florida 33134-5717

Dear Ms. Rodriguez:

The City of Coral Gables ("City" or "you" or "your") engaged Crowe LLP ("Crowe" or "we" or "us" or "our") to provide consulting services to the City to perform a review of overtime hours incurred by the Technical Services Division ("TSD") of the City of Coral Gables Police Department ("Police Department").

Under your direction, we have performed certain procedures with respect to the Police Department's financial and business records that were made available to us by you. In addition, we have conducted interviews of certain current Police Department employees. You have requested a report of our observations. Our report is based on the information received and the procedures we have performed on or before the date of this report.

This report reflects events and circumstances as they are currently known to us. Our consulting procedures performed to date should not be taken to supplant additional inquiries and procedures that may be considered in the resolution of this matter. Furthermore, such procedures do not constitute an audit, examination, review, or compilation of financial statements in accordance with generally accepted auditing standards. None of the contents of this report are intended to provide legal advice.

Sincerely,

A handwritten signature in black ink, appearing to read "Tim Bryan".

Tim Bryan  
Partner

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## I. Introduction

The City engaged Crowe to perform an assessment of the overtime hours incurred by the Police Department's Technical Services Division ("TSD"). Initially, the City began a review of the Police Department's overtime due to the department significantly exceeding its fiscal year budget for overtime. In total, the City observed that the Police Department's TSD had exceeded its budget by more than 150% during each of the previous five fiscal years. Due to the significant excess, the City engaged Crowe to determine the underlying causes and provide recommendations to minimize the amount of overtime incurred going forward.

The following report summarizes Crowe's financial and operational observations and findings based on the review conducted by the City and Crowe's independent assessment. Crowe's report is comprised of the following sections:

- Objective, Scope, and Sources of Information
- Background
- Observations and Findings
- Recommendations
- Other Matters

## II. Objective, Scope, and Sources of Information

### Objective

Crowe was engaged by the City to determine the reasons behind TSD exceeding its overtime budget. In order to achieve the objectives, Crowe examined financial and business records provided by the City and Police Department employees and conducted a number of interviews.

### Scope

The scope of our engagement included examining the data we received for the period January 1, 2020 through December 31, 2022 ("Scope Period"). Additionally, we held interviews and discussions with the City and Police Department employees.

### Source Documents

We relied upon source documents and records provided by the City and Police Department. The source documents included the following:

- Police Department adopted budgets during the Scope Period;
- Written policies and procedures during the Scope Period for the following:

- Communication Supervisor Manual;
  - Communication Center Overtime Procedures;
  - POSS Overtime and Compensatory Time Requests;
  - Attendance/Payroll/Classification Duties and Responsibilities;
  - Communication Center Procedures;
  - Fiscal Management; and
  - Department Organization and Structure.
- Master Schedules for all Police Department divisions during the Scope Period;
  - Overtime Reports for all Police Department divisions during the Scope Period;
  - Payroll Register for all Police Department divisions during the Scope Period;
  - Organization Chart for the Police Department during the Scope Period; and
  - Teamsters Contract for union employees for the period 2021-2024.

## Interviews Conducted

Our assessment included gathering information from employees with knowledge of relevant processes and procedures. We conducted fact-finding interviews with the following Police Department employees:

Role	Interview Date
Current TSD Commander	March 16, 2023
Former TSD Lieutenant	March 16, 2023
Current TSD Lieutenant	March 16, 2023
Professional Standards Division Commander	March 16, 2023
Communications Manager	March 16, 2023 and May 10, 2023
Former Admin & Fiscal Affairs Manager	March 16, 2023
Payroll Clerk	March 16, 2023

## III. Background

The Police Department is comprised of five divisions: Criminal Investigations, Uniform Patrol, Specialized Enforcement, Professional Standards, and Technical Services. Each of the divisions is assigned a commander and a lieutenant who rotate on a periodic basis. The TSD is comprised of several sections, including Communications, Records, Property and Evidence, and Radio Shop, each with its own employees. The driving force for the overtime hours incurred by TSD is the Communications section, which is responsible for 911 operations.

Communications is divided into four disciplines: call taking, teletype, police dispatch, and fire dispatch. Due to the nature of the duties assigned to Communications, it operates on a twenty-four hours per day, seven days per week, 365 days per year schedule and runs three shifts per day: days, afternoons, and midnights. The current minimum required staffing for each of the shifts is six communications operators

(two call takers, one teletype, one police dispatch, one fire dispatch, and one relief operator) and one communication supervisor or seven total employees per shift. Communications has three levels of communication operators: Communication Operator 1 (“CO1”) trained in two of the four disciplines; Communication Operator 2 (“CO2”) trained and certified in all four disciplines; and Communication Operator 3 (“CO3”) trained and certified in all four disciplines, responsible for training new operators, and acts as a supervisor. Communications has the following positions budgeted, filled, and assigned to shiftwork:

Position	Positions Budgeted <sup>1</sup>	Positions Filled <sup>2</sup>	Positions Assigned to Shiftwork <sup>3</sup>
Communication Trainee	0	11	0
Communication Operator 1	9	2	2
Communication Operator 2	13	9	10
Communication Operator 3	11	7	7
Communication Supervisor	5	5	3 <sup>4</sup>
Communication Manager	1	1	0
Total	39	35	22

Annually, the City and the Police Department create a budget for each division, which includes a provision for overtime hours. During the Scope Period, TSD has been allotted a budget of \$300,000 for overtime. TSD has exceeded its overtime budget in each year of the Scope Period as shown in the chart below.

Regular Overtime		
Fiscal Year	BUDGET	ACTUAL
October 1, 2019 – September 30, 2020 (FY 2020)	\$ 300,000	\$ 423,776
October 1, 2020 – September 30, 2021 (FY 2021)	300,000	488,601
October 1, 2021 - September 30, 2022 (FY 2022)	300,000	470,864

TSD is also allowed to allocate any shifts that require overtime due to a vacancy in the section to a separate “vacancy-related” overtime category which is funded from the Police Department’s salary surplus. For the years in the Scope Period, TSD’s vacancy overtime exceeded \$400,000 as shown in the chart below:

Vacancy Overtime		
Fiscal Year	BUDGET	ACTUAL
October 1, 2019 - September 30, 2020 (FY 2020)	\$ -	\$ 575,089
October 1, 2020 - September 30, 2021 (FY 2021)	-	460,871
October 1, 2021 - September 30, 2022 (FY 2022)	-	423,463

<sup>1</sup> As of the October 1, 2022 budget.

<sup>2</sup> As of January 1, 2023.

<sup>3</sup> Per the TSD Master Schedule as updated November 29, 2022.

<sup>4</sup> As of November 29, 2022, one supervisor was assigned to a shift as a CO2 and one supervisor was assigned as Training Supervisor not performing shiftwork.

## IV. Observations and Findings

### Staffing Levels

Due to the nature of its assigned duties, Communications is required to maintain a minimum staffing level of six communication operators and one communication supervisor based on Police Department policy. Communications schedules its shifts three times per year, with each shift being assigned at least minimum staffing and each employee having two days off per week. The below chart illustrates how the three supervisors<sup>5</sup> might be assigned to meet the minimum staffing requirement of one supervisor per shift.

Shift	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Day	Sup 1	Sup 1	Sup 1	Sup 1	Sup 1		
Afternoon	Sup 2	Sup 2	Sup 2			Sup 2	Sup 2
Midnight	Sup 3			Sup 3	Sup 3	Sup 3	Sup 3

With the three supervisors that are currently assigned to shift work as communication supervisors, it is impossible to fill every shift with one supervisor and ensure that each supervisor has two days off per week. As shown in the chart above, six supervisor shifts per week need to be filled, which equates to an additional supervisor plus one shift. With the five supervisor positions that are budgeted for Communications, the six available shifts should be able to be filled at current staffing levels without incurring vacancy overtime.

Similarly, the chart below shows how the 19 communication operators<sup>6</sup> might be assigned in order to meet the minimum staffing requirement of six operators per shift.

Shift	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Day1	Op 1	Op 1	Op 1	Op 1	Op 1	Op 19	Op 19
Day2	Op 2	Op 2	Op 2	Op 2	Op 2	Op 5	Op 5
Day3	Op 3	Op 3	Op 3	Op 3	Op 3	Op 9	
Day4	Op 4	Op 4	Op 4	Op 4	Op 4		
Day5	Op 5	Op 5	Op 19	Op 19	Op 5		
Day6	Op 6	Op 6	Op 6	Op 6	Op 6		
Afternoon7	Op 7	Op 7	Op 7	Op 7	Op 7		
Afternoon8	Op 8	Op 8	Op 8	Op 8	Op 8		
Afternoon9	Op 9	Op 9	Op 9	Op 9	Op 19		
Afternoon10	Op 10	Op 10	Op 10	Op 10	Op 10		
Afternoon11	Op 11	Op 11	Op 11	Op 11	Op 11		
Afternoon12	Op 12	Op 12	Op 12	Op 12	Op 12		
Midnight13	Op 13	Op 13	Op 13	Op 13	Op 13		
Midnight14	Op 14	Op 14	Op 14	Op 14	Op 14		
Midnight15	Op 15	Op 15	Op 15	Op 15	Op 15		

<sup>5</sup> As of January 1, 2023.

<sup>6</sup> As of January 1, 2023.

Shift	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Midnight16	Op 16	Op 16	Op 16	Op 16	Op 16		
Midnight17	Op 17	Op 17	Op 17	Op 17	Op 17		
Midnight18	Op 18	Op 18	Op 18	Op 18	Op 18		

With the 19 operators employed by Communications, it is impossible to fully staff every shift to a minimum staffing level and ensure that each operator has two days off per week. At current staffing levels, thirty-one shifts remain unfilled on a weekly basis, which equates to six full-time operators plus one additional shift.

Crowe understands that as of January 1, 2023, Communications had four vacancies for communication operators and eleven operator trainees, which if fully staffed and trained would fill the thirty-one open operator shifts every week. However, because staffing is scheduled at a minimum level, any time an employee takes time off, be it for vacation, sick time, etc., that shift is now open and needs to be filled using overtime hours since every employee is fully scheduled.

## Overtime Coding

Crowe understands that when overtime is incurred, shifts can be coded to regular overtime or vacancy overtime. Regular overtime charges are budgeted at \$300,000 per year but vacancy overtime is taken from the salary surplus available due to open positions. Crowe understands that if the overtime coding is done incorrectly, more overtime might be incurred in the regular overtime category when it really should be related to vacancy overtime.

Crowe analyzed the payroll records provided by the Police Department in order to understand the total amount of overtime classified as vacancies for both supervisors and operators. Crowe looked at the personnel rosters for the August – January scheduling for each fiscal year as a sample of the number of employees available for scheduling in each fiscal year during the Scope Period.

In each of the fiscal years, there were three communication supervisors working shifts meaning that there were six available supervisor shifts each week during the Scope Period.

Supervisor <sup>7</sup>	FY 2020	FY 2021	FY 2022
Vacant Shifts	6	6	6
Hours per Shift	8	8	8
Total Vacant Hours per Week	48	48	48
Average Supervisor Overtime Wage	\$ 50.55	\$ 53.66	\$ 58.39
Estimated Weekly Vacancy Overtime	\$ 2,426.31	\$ 2,575.58	\$ 2,802.74

<sup>7</sup> Any errors due to rounding.

Supervisor <sup>7</sup>	FY 2020	FY 2021	FY 2022
Weeks per Year	52	52	52
Estimated Annual Vacancy Overtime	\$126,167.86	\$133,930.02	\$145,742.51
Actual Annual Vacancy Overtime	\$ 73,541.85	\$ 95,545.09	\$ 69,177.73
Estimated Vacancy Shortfall	\$(52,626.01)	\$(38,384.93)	\$(76,564.78)

Using the same analysis for communication operators, Crowe determined that there were 21 vacant shifts in FY 2020 and 31 vacant shifts in FY 2021 and FY 2022.

Operator <sup>8</sup>	FY 2020	FY 2021	FY 2022
Vacant Shifts	21	31	31
Hours per Shift	8	8	8
Total Vacant Hours per Week	168	248	248
Average CO3 Overtime Wage	\$ 40.76	\$ 40.28	\$ 45.67
Estimated Weekly Vacancy Overtime	\$ 6,847.69	\$ 9,990.67	\$ 11,325.87
Weeks per Year	52	52	52
Estimated Annual Vacancy Overtime	\$ 356,079.83	\$ 519,515.03	\$ 588,945.15
Actual Annual Vacancy Overtime	\$ 91,971.35	\$ 138,238.97	\$ 196,332.04
Estimated Vacancy Shortfall	\$(264,108.48)	\$(381,276.06)	\$(392,613.11)

Based on the number of open shifts during the Scope Period, it appears that Communications under reported its vacancy overtime in all fiscal years during the Scope Period for both supervisors and operators.

## Scheduling

### Regular

Based on the payroll data it appears that a group of employees can “set their own schedules” by using leave time (i.e., sick, comp, and vacation) on days they do not want to work and pick-up overtime shifts on days they do want to work.

Crowe reviewed the payroll data and identified the top 10 employees (four communications supervisors and six communications operators) using their sick, comp, and vacation time. Of the 2,080 average hours per year,<sup>9</sup> these 10 employees took on average more than 400 hours (or nearly 20%) of leave in a given

<sup>8</sup> Any errors due to rounding.

<sup>9</sup> 40 hours x 52 weeks.

year as shown in the chart below. With one instance of someone taking nearly 700 hours (or 33%) in a year. Overall, these 10 employees average 594 hours (or 29%) of overtime per year during the Scope Period.

Employee Title	FY2020		FY2021		FY2022	
	Leave (in hours)	Overtime (in hours)	Leave (in hours)	Overtime (in hours)	Leave (in hours)	Overtime (in hours)
COMMUNICATION OPERATOR II	200.50	72.00	217.50	80.00	607.50	227.00
COMMUNICATION OPERATOR III	248.00	1,220.00	332.00	1,635.75	424.77	1,730.00
COMMUNICATION OPERATOR III	513.00	223.50	688.00	459.00	460.50	437.00
COMMUNICATION OPERATOR II	370.50	155.00	495.25	278.00	360.00	124.00
COMMUNICATION SUPERVISOR	265.50	920.50	249.00	1,088.75	365.50	1,042.75
COMMUNICATION OPERATOR III	277.68	88.00	539.91	273.00	284.84	185.75
COMMUNICATION SUPERVISOR	455.50	262.00	526.00	422.50	609.00	309.75
COMMUNICATION SUPERVISOR	392.00	813.50	587.00	690.50	351.11	682.83
COMMUNICATION OPERATOR III	470.00	513.00	567.00	562.00	437.00	530.00
COMMUNICATION SUPERVISOR	178.47	941.50	247.50	1,040.00	478.05	801.58
<b>Total</b>	<b>3,371.15</b>	<b>5,209.00</b>	<b>4,449.16</b>	<b>6,529.50</b>	<b>4,378.27</b>	<b>6,070.66</b>

At a deeper level, the below chart shows the same 10 employees' leave hours versus overtime hours for a randomly chosen four weeks in 2021 (weeks 7 through 10).

Employee Title	Week 7 2021		Week 8 2021		Week 9 2021		Week 10 2021	
	Leave (in hours)	Overtime (in hours)	Leave (in hours)	Overtime (in hours)	Leave (in hours)	Overtime (in hours)	Leave (in hours)	Overtime (in hours)
COMMUNICATION OPERATOR II	0.00	0.00	0.00	8.00	16.00	0.00	24.00	0.00
COMMUNICATION OPERATOR III	8.00	17.00	0.00	45.00	24.00	7.00	24.00	7.00
COMMUNICATION OPERATOR III	9.00	8.00	17.00	11.00	32.00	0.00	12.00	0.00
COMMUNICATION OPERATOR II	13.00	4.00	20.00	12.00	20.00	4.00	1.00	12.00
COMMUNICATION SUPERVISOR	0.00	36.00	0.00	36.00	0.00	24.00	0.00	20.00
COMMUNICATION OPERATOR III	2.00	0.00	0.00	8.00	12.00	0.00	36.00	0.00
COMMUNICATION SUPERVISOR	0.00	4.50	10.00	10.00	0.00	4.00	3.00	8.00
COMMUNICATION SUPERVISOR	9.00	24.00	8.00	20.00	0.00	16.00	0.00	16.00
COMMUNICATION OPERATOR III	3.00	8.00	0.00	22.00	8.00	8.00	0.00	4.00
COMMUNICATION SUPERVISOR	3.00	12.00	0.00	32.00	0.00	23.00	0.00	26.00
<b>Total</b>	<b>47.00</b>	<b>113.50</b>	<b>55.00</b>	<b>204.00</b>	<b>112.00</b>	<b>86.00</b>	<b>100.00</b>	<b>93.00</b>

Based on our inquiries with the Communications Manager, they indicated that in instances where employees call in sick they are allowed to use available comp and leave time without penalty to cover sick hours if no sick time is available. Since the Communications section runs its schedule at minimum staffing,

any shift that these employees choose to take off must be filled with the overtime hours of another employee, therefore, increasing the staffing cost of the Communications section.

## **Overtime**

The Police Department uses a software system called POSS to assign its overtime shifts. When a shift needs to be filled with overtime labor, a text message is sent to an assigned group of people that can fill the shifts indicating that the shift is available and providing a link to sign up for the shift. If an employee wants to be entered into the queue to be assigned the overtime shift, they will click the link in the text message and the system automatically adds them.

The process to assign overtime shifts is manually undertaken by a communications supervisor on a periodic basis based on need. When the supervisor wants to assign an overtime shift, the supervisor runs rules against the pool of employees that volunteered for the shift in order to determine the best fit. These rules consider requirements such as maximum number of hours an employee is able to work in a day, maximum number of weekly hours, operator level, skill set, etc. If performed correctly, the system will assign the shift to the employee who best fits these criteria. However, the supervisor can subvert the rules and assign the shift to any person in the queue that volunteered for the shift. Crowe understands that the software cannot be configured to prevent the supervisor from subverting the rules.

Through interviews, it was also mentioned that some employees may be given preference for overtime shifts. For example, if a certain employee wanted to be assigned to a specific overtime shift, they may swap a future shift with the supervisor assigning shifts in order to get the shift that they want. While this would violate the rules for assigning shifts in POSS, it is possible because the supervisor can subvert the rules in the system.

Crowe attempted to analyze the shift assignment in POSS to ensure that rules were being adhered to when assigning shifts, but the reporting was not readily available. Crowe contacted POSS's software vendor, VCS Software, but was unable to acquire any reporting that would allow us to review whether overtime shifts were being assigned correctly.

## **Operator Tier Structure**

In communications' current structure, communication operators are divided into three tiers as described above. Crowe understands that this tier structure was created to remedy staffing issues that were occurring due to the requirements of the communication operator job. In the old structure, all communication operators were trained in all disciplines before they were assigned shiftwork. An operator would be terminated if they did not get certified in any discipline within a certain time frame. This led to positions being vacant for long periods of time and made staffing the communications section difficult.

In order to remedy this staffing situation, the communication operator tier structure was created. The tier structure changed the communications staffing model in three ways. First, it allows for a trainee to ascend to the CO1 role upon certification in two of the four disciplines and allows that operator to be assigned a scheduled shift. The training assignment also changed in the tier structure. Previously, any communication operator could elect to be a trainer and would receive an additional stipend for that role. In the new system, CO3s fulfill the training role and their total compensation was increased to reflect that responsibility. Lastly, in the old structure, any communication operator could serve as acting supervisor if requested by communications management. In the current structure, only CO3s are allowed to serve as acting supervisors.

The tier structure has in turn created several issues as described to Crowe in our interviews. First, staffing is more difficult with the tiers because the supervisor has to ensure that each shift has proper coverage, since not every employee can work in every discipline. For example, if an overtime shift for police dispatch (the most difficult of the disciplines) needs to be filled, a CO1 not certified in police dispatch cannot fill the role. It automatically needs to be assigned to a more expensive CO2 or above employee.

From conversations with employees with knowledge of surrounding jurisdictions (i.e., City of Miami and Miami-Dade County), they divide their communications section employees into two categories, call takers and communication operators, with call takers being staffed on the call taking and teletype roles and communication operators providing police and fire dispatch. From our review, it appears that the tier structure in communications does not function as envisioned and hinders staffing.

## Training

Operator trainees are required to undergo rigorous training in order to become full communications operators. As described above, trainees are trained in each of the four disciplines in order to perform the full duties of the communication operator position.

Crowe understands that generally communication operator training should take 27 weeks for a trainee to complete. However, current training times are upward of 40 weeks due to scheduling difficulties. Trainees must be assigned to a trainer in order to complete their training. Since only CO3s are qualified to train, if those employees are out for any reason, the trainee is not able to complete their training on any given day. Thus, the trainee's training schedule is extended. Because of these delays in completing training, trainees are not moving into the operator role quickly enough to meet demand, which results in continued vacancies and an increase in vacancy overtime hours.

## Budget

Based on Crowe's review, it appears that TSD's overtime budget of \$300,000 has remained unchanged since 2019, which is consistent with the other Police Department divisions. In the below chart, Crowe

removed the estimated annual vacancy related overtime calculated in the Overtime Coding section above from the total overtime incurred by TSD during the Scope Period to show TSD's estimated regular overtime.

	FY 2020	FY 2021	FY 2022
Actual Total Overtime	\$ 951,885	\$ 888,941	\$ 861,682
Estimated Annual Vacancy Overtime	(482,248)	(653,445)	(734,688)
Estimated Regular Overtime	\$ 469,637	\$ 235,496	\$ 126,994

Overall, TSD's estimated annual regular overtime has decreased during the Scope Period and estimates indicate is below the \$300,000 budgeted indicating that the budget is sufficient to meet the needs of the section. The City should address the following recommendations in order to better align the budget with TSD's overtime needs.

## V. Recommendations

- Staffing Levels:** Crowe understands that the minimum staffing requirements were established as part of a review conducted by outside consultants. The call volume that the Communications section fields vary by shift, with more calls being taken during the day shift and less calls taken during the evening shift. Whereas the day shift may field hundreds of calls, the night shift typically only receives around two dozen calls. However, the staffing for these two shifts is the same due to the minimum staffing requirements currently in place. In order to provide additional flexibility in the schedule, Crowe recommends that the City reassess the minimum staffing requirement for each shift.

### Department Response

The Police department is currently working on a staffing analysis using data from daily call volume reports by hour to determine the appropriate staffing for each shift, especially between 0900-1800 hours, and the communication division overall.

Although the evening shift has a lower call volume, the department recommends maintaining the current minimum staffing requirement. The recommendation is based on the challenge of staffing this shift when there are callouts.

- Overtime Coding:** Because it appears that the vacancy overtime account should reflect many more hours than are currently charged to that account, Crowe recommends that the City conduct a review of the coding of regular versus vacancy overtime hours for FY 2021 and FY 2022 in order to identify any hours that should be coded to the vacancy overtime account and are instead coded to the regular overtime account.

### Department Response

The Police department has retrained all the Supervisors and Assistant Supervisors to ensure

that when awarding overtime they allocate the hours to the correct payroll code, be it vacancy and regular overtime. The Police Chief reviews payroll daily to ensure the payroll codes match and that the information being forwarded to payroll is accurate and matches the information on the daily rosters.

The City is going to review the current policies related to leave and overtime and the enforcement of the current policies to determine appropriate changes needed to the policies and establish guidelines for enforcing the policies in place.

- **Scheduling Regular:** Since it appears that employees are using their leave time in order to “set their own schedule,” Crowe recommends that the City review the weeks in which employees are using leave time to not work regularly scheduled shifts and picking up overtime shifts in those same weeks. The City should evaluate and amend its leave policy in order to minimize overtime incurred due to call-outs. The City may consider implementing an incentive structure in order to motivate employees to work their regularly scheduled hours.

Department Response

The Police department also recommends considering changes to the City’s leave policy. Although, the Police department has daily monitoring and controls in place and some of the practices have been curtailed, the department agrees that there is still a need for changes to the policy.

- **Scheduling Overtime:** Crowe recommends that a custom report be built in POSS that would allow shift assignment and rules adherence to be audited at a future date. Further, it may provide an additional control to remove the overtime scheduling duty from the communications supervisors and place it with an unrelated employee outside of the communications section.

Department Response

The Police department works closely with their payroll staff, and there are built-in reports and methods to monitor and assess overtime distribution. The department also works with a Fire Captain assigned as a liaison to assist with the coordination of staffing.

The department recommends that an administrative person be assigned to the Communications Unit as a support to work on staffing, payroll, awarding Overtime, etc.

- **Operator Tier Structure:** Because the tier structure hinders scheduling, Crowe recommends that the tier structure be revisited to better provide flexibility in the scheduling process. Like other surrounding jurisdictions, the City could consider creating two tiers of operators (call takers versus operators) in order to streamline the operator structure and make extra duties like training and acting supervisor optional for qualified employees.

Department Response

The Police department is currently reevaluating the Operator tier structure with Human Resources department to develop an alternative staffing plan.

- **Training:** Because training is taking much longer than anticipated and trainees are not moving into the operator roles in a timely manner, the City should evaluate its training curriculum and ensure that it aligns with the best practices in the industry. Additionally, the City should evaluate the criteria for trainers to ensure that enough competent trainers exist to fulfill the training needs.

#### Department Response

The training curriculum has been revamped and shortened by 50%. The revamped/shortened curriculum was submitted to the State of Florida Department of Health which regulates the Public Safety Telecommunicator certification program the curriculum and it was approved. The duration of the training curriculum is now between 6-7 months for all phases.

Although the duration of the training curriculum has been shortened, the challenge of availability of trainers remains, which may result in the actual training taking more than 6-7 months. The alternate staffing plan being developed will also address the method by which trainers are assigned.

## VI. Other Matters

This report reflects events and circumstances as they are currently known to us. The procedures we performed to date do not constitute an audit, examination, review, or compilation of financial statements in accordance with generally accepted auditing standards. None of the contents of this report is intended to provide legal advice.