

# REPORT HIGHLIGHTS

<b>Why the Auditor Did This Study</b>	<p>As part of the FY 2018 Annual Audit Work Plan, the County Auditor performed an audit of overtime in the Emergency Communications Center (ECC), which is within Public Safety Communications and Emergency Management (PSCSEM). Overtime in ECC has grown over the period FY 2015-2017, and determining the cause of these increases can help improve ECC operations, as well as having a potential fiscal impact.</p> <p>The initial audit objective was to assess the administration and use of overtime in ECC. This objective was refined into four audit fieldwork objectives, focusing on training, the impact of non-emergency calls, whether authorized staffing levels fit ECC's needs, and the adequacy of management data.</p>
<b>What the Audit Found</b>	<p>The audit has three findings:</p> <ol style="list-style-type: none"><li>1. A more efficient training process could result in greater staffing efficiency, and potentially reduce overtime.</li><li>2. Non-emergency calls to ECC are rising, which burdens existing staff and calls for a multi-faceted solution.</li><li>3. The audit did not identify a current need for additional authorized positions, and quicker access to better data should be a priority.</li></ol>
<b>What the Audit Recommends</b>	<p>The audit includes the following key recommendations.</p> <p><b>Finding 1:</b> ECC should use its available training officers to focus on getting as many staff as possible to the highest level (ECT III) to increase flexibility. ECC should prioritize those closest to completing their training, and then progress on to the next group. ECC should continue working on long-term strategies for not falling back into the current situation.</p> <p><b>Finding 2:</b> PSCSEM should formalize follow-up on an internal innovation team's findings on non-emergency calls, and prioritize those areas where PSCSEM has the most control. PSCSEM should also look at additional options for handling non-emergency calls, such as volunteers.</p> <p><b>Finding 3:</b> While addressing other causes of overtime, PSCSEM and ECC management should work with the Fire Department and Police Department to evaluate changing the role of Police and Fire personnel in ECC. Changing the role would help further reduce overtime costs. Rather than prioritizing new authorized staff, ECC should prioritize quicker access to better management data.</p>