

**Audit of Orange County  
Sheriff's Office  
9-1-1 Call Answering**



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Orange County, Florida**

[www.occompt.com](http://www.occompt.com)



**Report No. 518  
May 2025**

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### Orange County Comptroller's Office

#### Mission

The mission of the Orange County Comptroller's Office is to serve the citizens of Orange County and our customers by providing responsive, ethical, effective, and efficient protection and management of public funds, assets, and documents, as specified in the Florida Constitution and Florida Statutes.

#### Vision

The vision of the Orange County Comptroller's Office is to be recognized as a highly competent, cohesive team leading the quest for continuing excellence in the effective safeguarding and ethical management of public funds, assets, and documents.



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## OFFICE OF THE COMPTROLLER

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May 19, 2025

John W. Mina, Orange County Sheriff

We have conducted an audit of the Orange County Sheriff's Office 9-1-1 Call Answering. The audit focused on providing recommendations to improve 9-1-1 call answer times. The original audit period was from January 2022 to December 2022. Due to the public safety implications, we immediately brought recommendations to management's attention. Based on changes implemented by management, we performed additional analysis of the 2023 and 2024 calls.

We conducted this performance audit in accordance with generally accepted government auditing standards. Those 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. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objectives.

Responses to our Recommendations for Improvement were received from the Orange County Sheriff and are incorporated herein.

We appreciate the cooperation of Sheriff's Office and ISS personnel during the audit.

Phil Diamond, CPA  
County Comptroller

- c: Board of County Commissioners  
Taunya Harris, 9-1-1 Coordinator, Information Systems and Services Division  
Mark Canty, Orange County Undersheriff  
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## Why This Audit is Important

9-1-1 is the national emergency telephone number, designed to provide rapid response to persons calling for police, fire, or medical services. 9-1-1 calls made within unincorporated Orange County are routed to the Orange County Sheriff's Office (OCSO) Communications Center. As the Communications Center is often the first point of contact during an emergency, call answer times are critical for the safety of residents and visitors of Orange County.

## What We Found

9-1-1 call answer times are not calculated as required by state law. OCSO has not met the requirement to answer 90% of voice calls within 10 seconds since 2021. In 2022, OCSO reported that it answered 80.3% of 9-1-1 calls in 10 seconds or less. However, using the calculation specified in the Administrative Regulations, only 66.2% of 9-1-1 calls were answered in that time frame.

While management has attempted to hire additional Call Takers, implementing additional strategies could help alleviate staffing shortages. These steps include:

- Training additional OCSO staff to answer 9-1-1 calls;
- Offering more flexible work schedules;
- Increasing swing shift staffing levels, to better align with peak call volumes; and,
- Assigning dedicated staff to identify scheduling gaps rather than shift supervisors.

Implementing new technologies could enhance the efficiency of call processing. Potential solutions include:

- Utilizing voice recognition and translation services to reduce the time required for processing calls in foreign languages;
- Deploying systems that digitally transmit alarm call information directly to the Communications Center's Computer-Assisted Dispatch system; and,
- Leveraging Artificial Intelligence to handle non-emergency calls in the initial stages.



## Overall Evaluation

OCSO informed us that it did not meet the state requirement in 2022 to answer 90% of calls within 10 seconds. Therefore, we focused on identifying potential causes and providing recommendations to address this issue. We also determined that reported call answer times were not accurately reported due to the use of incorrect data in the calculations.

We met with management to discuss issues and potential solutions throughout the audit with a final presentation of recommendations in February 2024. Although the state requirement was not met in 2022 or 2023, it appears OCSO has made improvements as call answer times improved in 2024.<sup>1</sup> Recommendations for further improvement are included in this report.

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<sup>1</sup> In 2023, OCSO reported only 81.7% of the calls were answered within 10 seconds. Starting in February 2024, internal reports show OCSO met the requirement with 97.14% of calls answered within 10 seconds. However this answer time is inaccurate as noted in recommendation number one.

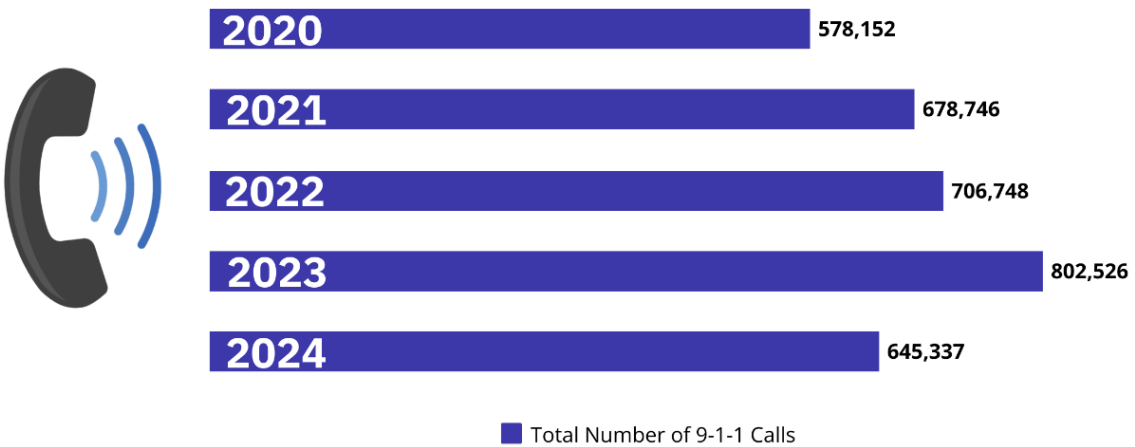


## Background

Orange County residents or visitors can call or text 9-1-1 to get help when there is an emergency. 9-1-1 is the nationally designated emergency telephone number to ensure quick response times for those in emergency situations.

Calls to 9-1-1 within unincorporated Orange County are routed to the Orange County Sheriff's Office (OCSO) Communications Center, one of ten Public Safety Answering Points (PSAP) within the county. OCSO reported the following number of calls made to 9-1-1 over the last five years.<sup>2</sup>

### Annual Number of 9-1-1 Calls Received by OCSO



### Call Handling

Communications Center Emergency Communication Specialists (Call Takers) answer all calls to 9-1-1. Call Takers play a critical role in emergency response. They are the first point of contact for people in distress, and their ability to act swiftly and effectively can be the difference between life and death. Their responsibilities include handling emergency calls, documenting necessary information, transferring calls to the appropriate agency, and effectively managing crisis situations — all while remaining calm. Call Takers are highly trained to respond properly and quickly in emergency situations.

<sup>2</sup> 2024 numbers will not be reported until the OCSO Annual Report is issued.



## INTRODUCTION

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Calls requiring an OCSO deputy response are entered into the Computer Aided Dispatch system (CAD) to provide deputies with vital information. This includes location, nature of emergency, and caller information. Calls for service outside of OCSO's scope of service or jurisdiction are transferred to the appropriate agency (e.g., Orange County Fire Rescue, Florida Highway Patrol).

In addition to 9-1-1 calls, Call Takers answer other communications like texts, security alarm calls, and non-emergency number calls. The public uses the non-emergency number to request assistance that does not require an immediate response, such as filing a police report. Alarm companies call a separate number to provide information regarding alarm system triggers. Incoming calls are prioritized by computer software to ensure 9-1-1 calls are automatically routed to available Call Takers before alarm and non-emergency calls.

### Communications Center 2022 Stats



**706,748**  
9-1-1 calls  
received



**540,762**  
Non-emergency  
and Alarm calls



**2,151**  
Text-to-9-1-1  
calls

Source: Orange County Sheriff's Office Annual Report 2022, [www.ocso.com](http://www.ocso.com)

### State Standards

Call answer time is a key metric used to measure a 9-1-1 system's effectiveness and responsiveness. According to the Florida Administrative Code 60FF-6.005(b), "All primary PSAPs shall be staffed with an adequate number of answering positions to ensure that a minimum of 90 percent of voice calls shall be answered within 10 seconds of call arrival at the PSAP". (State E911 Plan) OCSO reported meeting that requirement with 99% and 92.5% in 2020 and 2021, respectively.

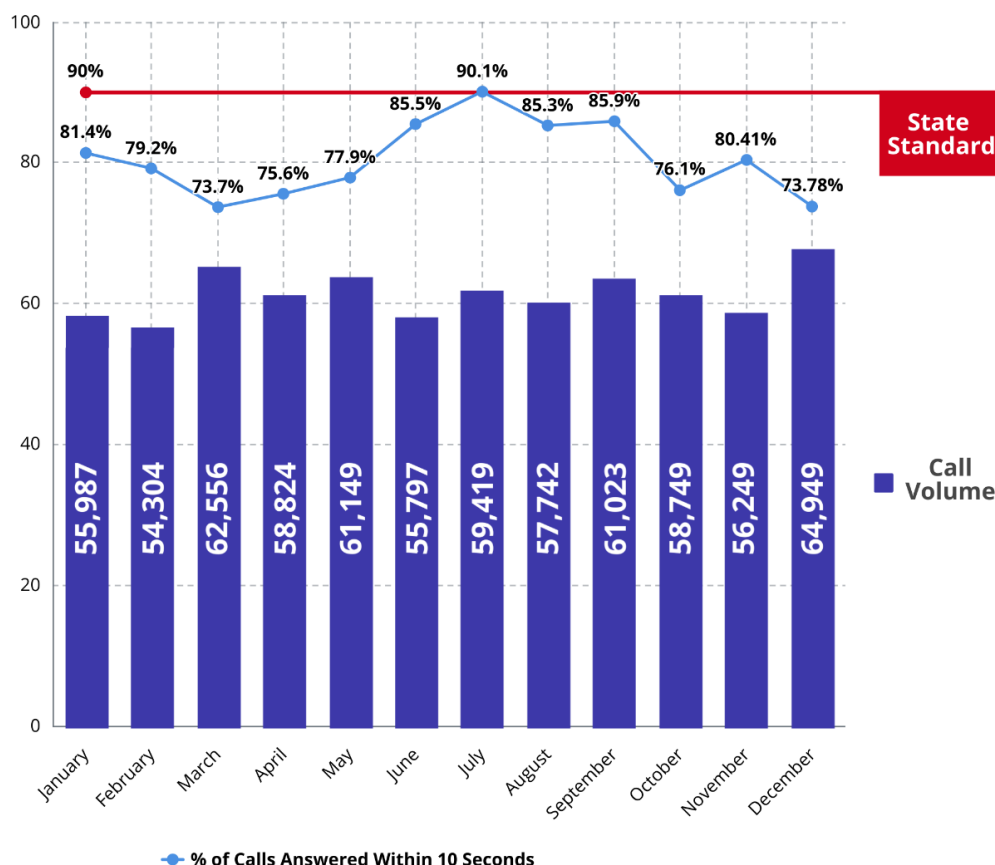
However, the Communications Center did not meet this standard in 2022. OCSO reported that only 80.3% of 9-1-1 calls received were answered within 10 seconds.

The monthly call data reported during the 2022 audit period is shown on the following page:





## 2022 Monthly 9-1-1 Call Data



### Overall Evaluation

OCSO informed us that it did not meet the state requirement in 2022 to answer 90% of calls within 10 seconds. Therefore, we focused on identifying potential causes and providing recommendations to address this issue. We also determined that reported call answer times were not accurately reported due to the use of incorrect data in the calculations.

We met with management to discuss issues and potential solutions throughout the audit with a final presentation of recommendations in February 2024. Although the state requirement was not met in 2022 or 2023, it appears OCSO has made improvements as call answer times improved in 2024.<sup>3</sup> Recommendations for further improvement are included in the next section of this report.

<sup>3</sup> In 2023, OCSO reported only 81.7% of the calls were answered within 10 seconds. Starting in February 2024, internal reports show OCSO met the requirement with 97.14% of calls answered within 10 seconds. However this answer time is inaccurate as noted in recommendation number one.

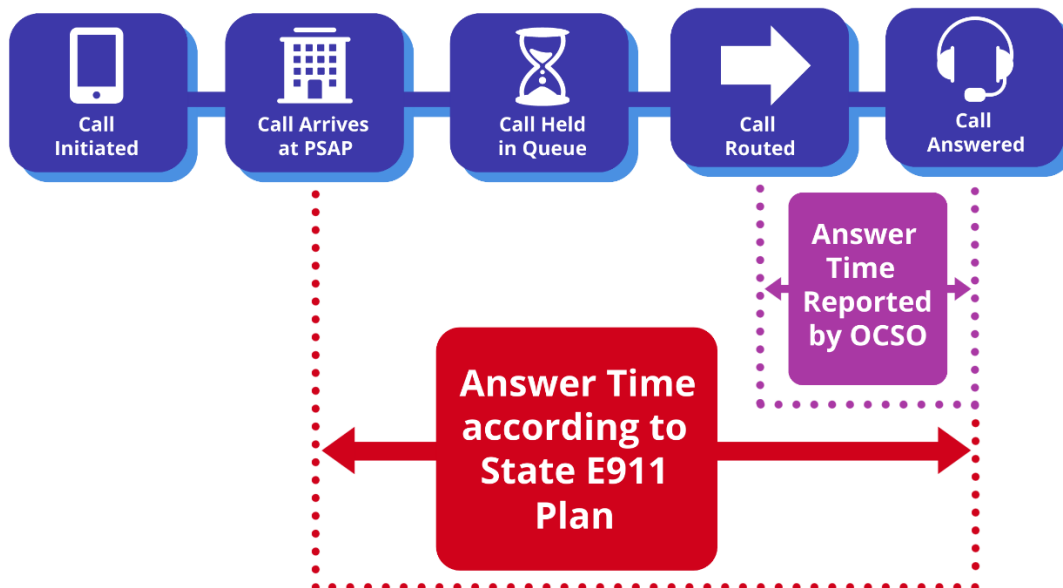
# 1. 9-1-1 Call Answer Times Should be Calculated Accurately as Specified in the State E911 Plan

The State E911 Plan mandates that 90% of voice calls be answered by a Call Taker within 10 seconds after arriving at the PSAP.

Communications Center management uses a system-calculated field called “ring time” to report call answer times. However, this measurement does not accurately reflect true call answer times. Instead, ring time only includes the time between routing the call to a Call Taker and the time when the Call Taker answers the call. Ring time does not account for the time a call is on hold in the queue at the PSAP while waiting for a Call Taker to become available (“queue time”).

As shown in the diagram below, the time between call receipt at the PSAP and routing to a Call Taker is currently omitted from call answer time calculations.

## 9-1-1 Call Answer Intervals



According to OCSO’s 2022 Annual Report, 80.3% of 9-1-1 calls were answered within 10 seconds. However, if the correct measurement had been used only 66.2% of 9-1-1 calls would have been considered answered within 10 seconds after arriving at the PSAP. We performed the same analysis of 2023 and 2024



9-1-1 calls. This analysis revealed that call answer times for all three years were incorrectly measured.

Year	% of Calls Answered Within 10 Seconds As Reported by OCSO	% of Calls Answered Within 10 Seconds According to State E911 Plan <sup>4</sup>
2022	80.3%	66.2%
2023	81.7%	60.7%
2024	97.1%	75.5%

To illustrate this issue, the following example shows an actual 9-1-1 call received in October 2024 that was reported as answered within 1 second:

Time Elapsed (seconds)	Description	
00	Caller dials 9-1-1	
02	Call arrives at PSAP	} Queue Time Excluded
55	Call routed to a Call Taker	
56	Call answered by a Call Taker	

This call was reported as answered in one second. However, it was based solely on the time from when the call was routed to a Call Taker to when it was answered. According to the State E911 Plan, the answer time should have been reported as 54 seconds — the time from when the call arrived at the PSAP to the time it was answered.

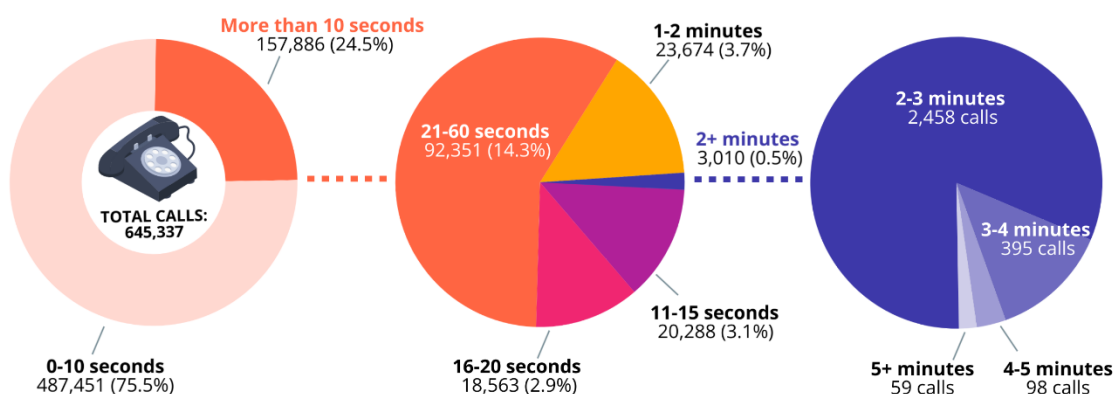
The system used to report call answer times does not include a single field that accurately measures the full time from when a call arrives at the PSAP until it is answered by a Call Taker as stated in the State E911 Plan. However, the correct call answer time can be calculated by adding together “ring seconds” and “queue seconds” in the system.

Although OCSO reported that 97.1% of 2024 calls were answered within 10 seconds, our calculations showed that only 75.5% were answered in 10 seconds.

<sup>4</sup> Queue Seconds + Ring Seconds = State E911 Standard

While this is a significant improvement from 2022, this does not meet the State E911 Plan requirements. Due to the significant difference in metrics, we reviewed call times for 2024. We identified over 3,000 calls where the caller waited more than two minutes for a Call Taker to answer while experiencing an emergency situation. The following chart provides a detailed breakdown of the wait times for 9-1-1 calls:

## 2024 Answer Times



### Recommendation No. 1:

OCSO should accurately calculate and report call answer times in accordance with the State E911 Plan.

### Management's Response:

Concur. See [Appendix](#) for full response.

### 2. Best Practices for Scheduling and Staffing Should be Implemented

The State E911 Plan requires that PSAPs be staffed with an adequate number of Call Takers. This requires the Communications Center to have a sufficient pool of employees to answer calls and optimally assign these employees.

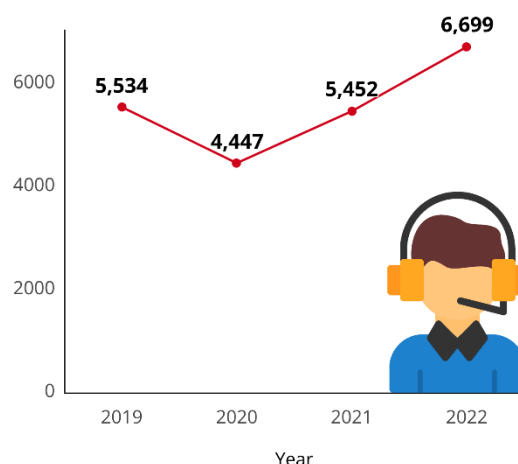
## **Staffing Levels**

Since the Communications Center reported meeting the call answering requirements in 2021 but not in 2022, we reviewed 2022 staffing changes.

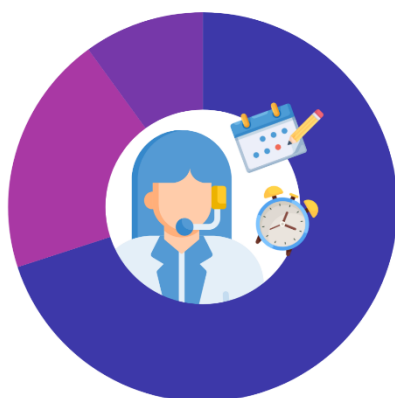
In 2021, an average of 125 Call Takers answered 678,746 calls to 9-1-1. This required each Call Taker to answer an average of 5,452 calls per year, or 455 calls per month. With these staffing levels, 92.5% of the calls were reported as answered within 10 seconds.

In 2022, average staffing decreased to 106 Call Takers. The reduced staff had to answer more calls in 2022. This required each Call Taker to answer an average of 6,699 calls annually, or 559 monthly.

**Average Number of Calls per Call Taker**



## **Adequacy of Schedule Flexibility**



■ Inadequate (70%) ■ Adequate (20%) ■ Good (10%)

To determine whether work schedules impacted retention, we reviewed documentation from ten exit interviews conducted between 2022 and 2024. As shown in the diagram, 70% of the exiting employees stated that work schedule flexibility was inadequate. Based on the results, increased flexibility or alternate shifts might help with staff retention.

## **Staff Benchmarking**

As part of our analysis, we spoke with management at the City of Orlando and Palm Beach County PSAPs. Both PSAPs reported meeting the state requirement in 2022 when OCSO did not.



We found the following strategies were employed to increase staff available to answer calls:

- **Using non-communications staff, such as deputies, to process calls as overtime or when on restricted duty** — this strategy would require additional training for those deputies. Although the Communications Center uses some deputies to answer calls, it may be beneficial to increase this practice.
- **Using administrative staff to answer non-emergency calls** — this would allow Call Takers to focus on 9-1-1 calls. Alternatively, a new position could be created to answer non-emergency calls.

We noted that non-emergency calls last longer on average than 9-1-1 calls. During the audit period, non-emergency calls averaged 172 seconds versus 9-1-1 calls that lasted 118 seconds on average. Emergency calls could be in the queue waiting for a Call Taker to be available. These Call Takers might not be available because they are currently on a non-emergency call.

- **Offering part-time or seasonal Call Taker positions** — this may appeal to college students or applicants seeking flexible or non-traditional work schedules.

### **Swing Shift Scheduling**

The Communications Center's staffing schedule includes five shifts each week. Each shift is 12 hours. The four primary shifts start at 6 a.m., 6:30 a.m., 6 p.m. and 6:30 p.m. There is also a swing shift from 10 a.m. to 10 p.m. to cover peak call-volume hours. To determine the number of staff to schedule, management generates a recommended staffing level forecast by hour annually. The staffing levels are calculated based on the prior year's call volume.

According to the staffing forecast, the volume of calls increases significantly between 10 a.m. and 10 p.m. However, management schedules the primary shifts first, and only scheduled two individuals on the swing shift due to staffing shortages. Based on the limited staffing of the swing shift, adequate staff was not available during peak hours and limited resources were underutilized during slow call times.

We created an alternate staffing assignment model to increase usage during the understaffed swing shift. We compared this to the Communications Center staffing

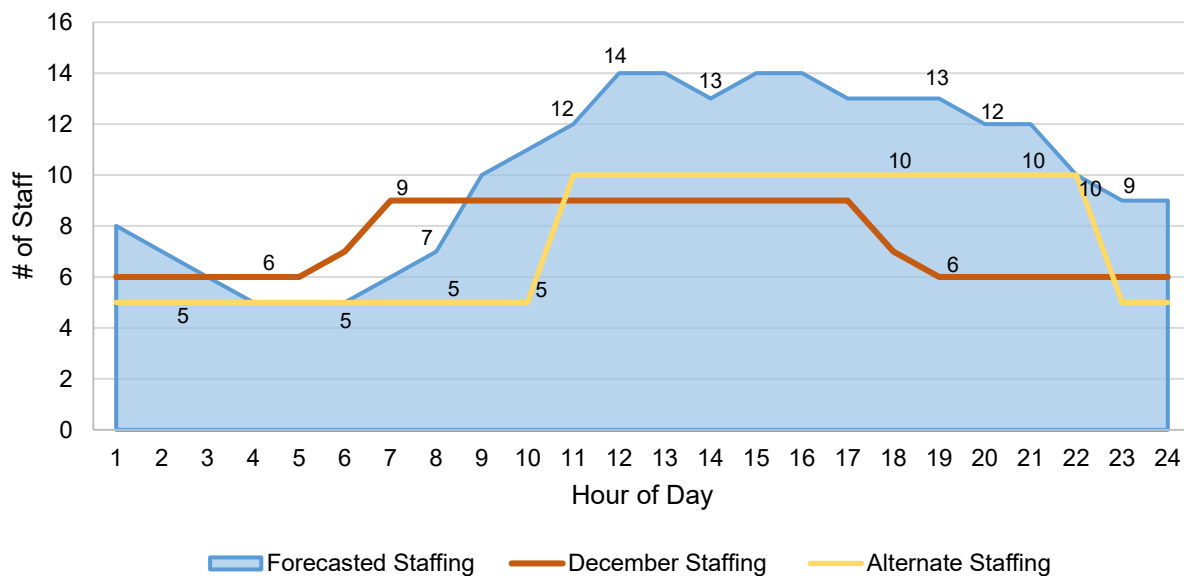


assignments and recommended staffing level forecast. We found the alternate staffing assignment using the swing shift aligned more closely with the forecast.

The following graphic shows the staffing forecast for 2022 with December staffing compared to the alternate schedule we calculated utilizing the swing shift:

## Staffing Forecast

Calendar Year 2022



While increased swing shift usage will not remediate all effects of the staff shortage, it will help address high call volume times.

### Schedule Monitoring

The Communications Center requires shift supervisors to monitor scheduling deficits to minimize coverage gaps. This is in addition to the supervisor's other duties of monitoring shift performance, assisting with complex or problematic calls, and coaching Call Takers. Other PSAPs have dedicated staff who focus on optimizing scheduling to help ensure that call centers are adequately staffed. The Communications Center may realize better results with dedicated scheduling staff, particularly those with expertise in developing and maintaining schedules.



Recently, studies and news stories have been published about staffing shortages faced by PSAPs in Florida and across the country. Nearly 50% of all PSAPs in the country face staffing issues, with an average vacancy rate of 25% nationally.<sup>5</sup> Based on these widespread shortages, schedule efficiency is critical.

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## **Recommendation No. 2:**

In addition to continuing to recruit additional Call Takers, OCSO should implement additional staffing strategies to improve 9-1-1 call answer times. Some possible strategies include:

- A) Increased staffing during swing shifts;
- B) Utilizing other OCSO employees, including those on restricted or light duty, to increase staff available to answer calls;
- C) Creating part-time or seasonal Call Taker positions to attract and retain employees;
- D) Creating a new position dedicated to answering non-emergency calls; and,
- E) Creating a position dedicated to improved Call Taker scheduling.

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## ***Management's Response:***

*Concur. See [Appendix](#) for full response.*

## **3. Technologies to Improve Efficiency Should be Implemented**

We reviewed the Communications Center's current call processing procedures and compared them to procedures used by other PSAPs to identify potential solutions.

### **9-1-1 Call Processing**

The Communications Center relies on Call Takers to input call details into CAD as they speak with callers. If a caller speaks a foreign language, the Call Taker must place the call on hold while connecting a third-party translation service. This

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<sup>5</sup> [Study: Staffing an issue for nearly 50% of 9-1-1 dispatch centers \(firerescue1.com\)](#)





increases processing time — both for the time it takes to connect the translator and to relay the conversation through the service.

Another PSAP is exploring a voice recognition and translation service. This service can provide live translation for several foreign languages and present the Call Taker with a searchable transcript of the call.

### **Alarm Call Processing**

Call Takers answer alarm calls when no 9-1-1 calls are waiting to be processed. These calls are processed similarly to 9-1-1 calls, requiring the Call Taker to enter information from the caller (typically, an alarm company representative) in CAD.

Another PSAP is currently implementing a national service that digitally delivers information needed directly from the alarm companies to the PSAP's CAD. This eliminates the need for human interaction. Other PSAPs around the country that have implemented this service have reported decreases in call processing time by as much as 24 hours a month.

### **Non-emergency Call Processing**

Currently, Call Takers answer, collect information, and transfer calls to appropriate parties for non-emergency calls. As previously noted, OCSO could benefit from developing a separate non-emergency call position, which would process all non-emergency calls. Alternatively, some PSAPs are implementing Artificial Intelligence (AI) to process non-emergency calls to reduce the staff time needed for those calls.

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## **Recommendation No. 3:**

OCSO should explore the adoption of advanced technologies to enhance 9-1-1 call response times. Potential solutions may include:

- A) Implementing a system to improve the efficiency of call transcriptions and translations;
  - B) Introducing a system to streamline alarm call management; and,
  - C) Leveraging AI technology to handle non-emergency calls more effectively.
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***Management's Response:***

Concur. See [Appendix](#) for full response.

**4. Monitoring Call Taker Performance Should be Expanded**

At the Communications Center, performance monitoring is divided into management's review of Key Performance Indicators (KPIs) and shift supervisors' reviews of Call Taker performance.

**Key Performance Indicators**

The Association of Public-Safety Communications Officials (APCO) is a national organization that publishes standards for PSAPs. Complying with APCO standards is voluntary but considered a best practice.

APCO recommends KPIs that organizations should monitor to ensure efficient operational performance. Some KPIs are considered mission-critical, such as those related to overall performance — average call answer time.

Others are conditional, meaning APCO suggests monitoring them to facilitate a more detailed root-cause analysis of issues that may arise. Conditional KPIs enable management to improve operations under specific circumstances or identify particular conditions that impact performance levels.

We identified five KPIs recommended by APCO that management is not currently monitoring. The KPIs should be monitored both monthly and annually:

**Mission Critical KPI**

**Percentage of non-9-1-1 or non-emergency calls answered within a PSAP-defined number of seconds**

This KPI is available in a daily report received by management. However, the KPI is not reviewed. Further, we noted no monthly or annual report of this KPI is generated or reviewed.



Monitoring this statistic would enable the Communications Center to evaluate its performance in handling non-9-1-1 calls received. Using call answer times, we found 59% were answered in 10 seconds and 29% were answered after more than 60 seconds.

### **Conditional KPIs**

#### **Percentage of 9-1-1 calls answered within a PSAP-defined number of seconds during the busiest hour of the day**

Although management receives a daily report of the top five busiest hours, it does not include the percentage of calls answered at different intervals during those hours. Additionally, we did not identify any monthly or annual reports that include this KPI.

This KPI would allow management to identify periods where staffing levels may need to be adjusted. For 2022, the Communications Center answered 66.2% of 9-1-1 calls within 10 seconds. However, during the top five busiest hours the average dropped to 56.4%.

#### **Percentage of alarm calls answered within a PSAP-defined number of seconds**

We did not identify any monthly or annual reports that include this KPI. Additionally, we noted that the available reports combine alarm calls with other non-emergency calls. That makes this information difficult to obtain.

This measure would allow the Communications Center to assess performance as it relates to other call types. Alarm calls are the second priority of calls answered. Further, tracking this KPI would allow the Communications Center to determine the impact of implementing an automated alarm call answering system, as noted in Recommendation Number 3.

#### **Average talk-time duration**

Currently, there are daily and monthly reports received by management that include this KPI, but it is not reviewed. No annual report was identified.



Monitoring average talk-time durations for different call types would help management identify issues with Call Taker performance that may require coaching. During 2022, the average talk time for 9-1-1 calls was 118 seconds, while non-emergency calls was 172 seconds.

### **Percentage of abandoned calls with follow-up contact**

We did not identify any monthly or annual reports that included this KPI. Management stated that they did not have the functionality to track this KPI until the beginning of 2023 due to system limitations.

According to Communications Center internal procedures, a follow-up attempt should occur on all abandoned calls. The call listing indicates that approximately 19% of all 9-1-1 calls received in 2022 were abandoned and should have had a follow-up attempt made. In 2023, the Communications Center implemented automated call-backs on 9-1-1 calls. Management is currently working to create monitoring procedures to ensure the automated process is working as intended.

### **Staff Performance**

Communications Center management relies on shift supervisors to monitor Call Taker performance. The primary monitoring tool is the Agent Occupancy Report.

The Agent Occupancy Report provides statistics related to each Call Taker's activity in the phone system, including total time logged in, the number of calls processed, and the time spent on breaks and administrative tasks. Internal procedures require supervisors to run this report weekly to identify any Call Taker in a "not ready" status — meaning not available to take calls — for an extended period of time.

However, there is no guidance in the procedures regarding what is considered an extended period of time or how to calculate time in the "not ready" status. We found that supervisors are expected to review the report daily and are given a standard Excel template spreadsheet to assist in their review. We reviewed a sample of 20 spreadsheets and found:

- Supervisors did not consistently review Call Taker performance for shifts worked outside their normal assignments — e.g., overtime work. As a result, some Call Takers performance was not monitored.



- Methods to calculate time in “not ready” status varied among supervisors, with one supervisor not calculating it at all.
- There were varying opinions among supervisors on how the Excel template should be used. Some supervisors modified the template or omitted certain sections of it.
- Corrective actions were not documented on the spreadsheets.

Having documented procedures would help ensure reviews are completed consistently between supervisors and include all components important to management, such as ensuring all Call Takers are monitored and Performance issues are timely identified and corrected.

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**Recommendation No. 4:**

OCSO should establish:

- A) Appropriate goals for all relevant KPIs recommended by APCO and monitor them on a monthly and annual basis; and,
- B) Procedures for supervisors to use in monitoring Agent Occupancy Reports. The procedures should include metrics to better measure staff performance and guidance on reporting performance and any corrective actions taken.

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***Management's Response:***

*Concur. See [Appendix](#) for full response.*



## **Audit Scope**

The audit scope was calls received by OCSO for 9-1-1 calls, text messages, and non-emergency calls. The original audit period was from January 2022 to December 2022. Due to the public safety implications, we immediately brought recommendations to management's attention. Based on changes implemented by management, we performed additional analysis of the 2023 and 2024 calls.

## **Audit Objective**

The audit objective was to identify potential causes and recommendations related to the Communications Center not meeting the state requirement to answer 9-1-1 calls within 10 seconds 90% of the time.

## **Audit Methodology**

We performed the following testing to meet the audit objective:

- Determined if industry-recommended key performance indicators (KPIs) are monitored periodically and measure relevant data.
- Verified the accuracy of key reports used by management.
- For a sample of 20 agent occupancy reports, determined if Call Takers who worked during a shift were included in the report and supervisors reviewed Call Taker performance as required.
- For a sample of 70 9-1-1 calls not answered within ten seconds and five text messages not answered within 20 seconds, reviewed phone system data to identify factors that contributed to the call answer delay, including:
  - Higher-than-average call volume
  - Higher-than-average call duration
  - Higher-than-average number of non-emergency calls
  - Higher-than-average number of transfers to other municipalities
  - Low staffing
- Identified comparable PSAPs and identified best practices and strategies employed to meet the State E911 Plan requirement.
- Determined the impact of the industry staffing shortage on the Communications Center by analyzing staffing level changes.
- Analyzed staffing assignments to determine if staff was optimally deployed.



- Reviewed system data to estimate the number of non-emergency calls received via 9-1-1 and their duration.
- Calculated the volume and average duration of alarm and non-emergency calls received via the alarm and non-emergency lines.
- Reviewed the non-emergency line automated call tree to determine if adequate options were provided.



## ACTION PLAN

NO.	RECOMMENDATIONS	MANAGEMENT'S RESPONSE		
		CONCUR	PARTIALLY CONCUR	DO NOT CONCUR
1.	OCSO should accurately calculate and report call answer times in accordance with the State E911 Plan.	✓		
2.	In addition to continuing to recruit additional Call Takers, OCSO should implement additional staffing strategies to improve 9-1-1 call answer times. Some possible strategies include:			
A)	Increased staffing during swing shifts;	✓		
B)	Utilizing other OCSO employees, including those on restricted or light duty, to increase staff available to answer calls;	✓		
C)	Creating part-time or seasonal Call Taker positions to attract and retain employees;	✓		
D)	Creating a new position dedicated to answering non-emergency calls; and,	✓		
E)	Creating a position dedicated to improved Call Taker scheduling.	✓		
3.	OCSO should explore the adoption of advanced technologies to enhance 9-1-1 call response times. Potential solutions may include:			
A)	Implementing a system to improve the efficiency of call transcriptions and translations;	✓		
B)	Introducing a system to streamline alarm call management; and,	✓		
C)	Leveraging AI technology to handle non-emergency calls more effectively.	✓		
4.	OCSO should establish:			
A)	Appropriate goals for all relevant KPIs recommended by APCO and monitor them on a monthly and annual basis; and,	✓		
B)	Procedures for supervisors to use in monitoring Agent Occupancy Reports. The procedures should include metrics to better measure staff performance and guidance on reporting performance and any corrective actions taken.	✓		





**Sheriff John W. Mina**  
**ORANGE COUNTY SHERIFF'S OFFICE**

May 8, 2025

Mr. Phil Diamond  
Comptroller of Orange County  
201 South Rosalind Avenue  
Orlando, Florida 32801

Dear Comptroller Diamond:

On Thursday, April 10, 2025, members of the Orange County Sheriff's Office (OCSO) met with the Audit Team from the Comptroller's Office to discuss the *Audit of the Orange County Sheriff's Office 9-1-1 Call Answering* report. The focus of the meeting was to discuss the Audit Team's recommendations for improving 9-1-1 call answer times. For context, the original audit covered the entire calendar year of 2022. Based on that review, several concerns were identified, prompting the Sheriff's Office to implement immediate changes.

After the Communications Center Management implemented the recommended changes in 2022, your Audit Team conducted further analysis of 9-1-1 calls for calendar years 2023 and 2024. As a result, the audit presents a comprehensive three-year analysis of the Orange County Sheriff's Office 9-1-1 call answer times, along with a variety of recommendations for improvements within the Communications Center. I have reviewed the audit conducted by members of your office, and the following is my response to the identified opportunities for improvement and the recommendations outlined throughout the report:

**Opportunity for Improvement 1:**

*9-1-1 Call Answer Times Should be Calculated as Specified in the State E911 Plan.*

**Recommendation No. 1:**

*The Orange County Sheriff's Office should accurately calculate, and report call answer times in accordance with State E911 Standards.*

**Management's Response:**

- A. **We Concur** – The metrics system used to calculate 9-1-1 call times reported by the Orange County Sheriff's Office is managed by the Orange County Government through the Orange County 9-1-1 Coordinator. We will work with the 9-1-1 Coordinator to determine the best way to accurately measure 9-1-1 call times to ensure the Sheriff's Office is in compliance with State E911 reporting standards.

**Opportunity for Improvement 2:**

*Best Practices for Scheduling and Staffing Should be Implemented.*



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**Recommendation No. 2:**

*In addition to continuing to recruit additional Call Takers, the Orange County Sheriff's Office should implement additional staffing strategies to improve 9-1-1 call answer times. Some possible strategies include:*

- A. Increased staffing during swing shifts.*
- B. Utilizing other OCSO employees, including those on restricted or light duty, to increase staff available to answer calls.*
- C. Creating part-time or seasonal Call Taker positions to attract and retain employees.*
- D. Creating a new position dedicated to answering non-emergency calls.*
- E. Creating a position dedicated to improved Call Taker scheduling.*

**Management's Response:**

- A. **We Concur** – During the original audit period in 2022, OCSO experienced significant staffing challenges, losing approximately 48% of its authorized emergency communications specialist positions by the end of the calendar year. To address this, the Communications Center partnered with Human Resources to form a team dedicated to attending recruiting events. This effort led to a substantial increase in personnel and improved staffing across the swing shifts. Barring any transfers, resignations, or retirements, OCSO projects staffing levels to reach 100% by the end of the current calendar year. Based on these projections, we anticipate being able to restructure staffing to better align peak time frames.
- B. **We Concur** – This is current practice; however, it has had a minimal impact due to the availability of other off-duty options and full-time work schedules. Light-duty and restricted personnel continue to be evaluated based on their work restrictions to determine how they can assist with administrative tasks.
- C. **We Concur** – This is current practice. Part-time positions are evaluated on a case-by-case basis, while prioritizing full-time position recruitment and training.
- D. **We Concur** – This position currently exists and is used as an alternative to retain employees who do not successfully complete 9-1-1 training but demonstrate competency based on training benchmarks to handle non-emergency calls for service. As overall staffing levels continue to increase, we will prioritize allocating personnel to this function. Additionally, call taker positions have the technological capability to isolate 9-1-1, alarms, and non-emergency calls during peak periods.
- E. **We Concur** – OCSO is currently in the process of identifying personnel to fill this role.



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**Opportunity for Improvement 3:**

*Technologies to Improve Efficiency Should be Implemented.*

**Recommendation No. 3:**

*The Orange County Sheriff's Office should explore the adoption of advanced technologies to enhance 9-1-1 call response times. Potential solutions may include:*

- A. Implementing a system to improve the efficiency of call transcriptions and translations.*
- B. Introducing a system to streamline alarm call management.*
- C. Leveraging Artificial Intelligence (AI) Technology to handle non-emergency calls more effectively.*

**Management's Response:**

- A. **We Concur** – As of April 2025, OCSO was the first Public Safety Answering Point (PSAP) in the area to upgrade the Viper Phone System with Next Generation 911 (NG 911) technology which includes language detection and text translation capabilities. Language Line services will still be utilized for voice calls.
- B. **We Concur** – This technology is called Automated Secure Alarm Platform (ASAP) which was created to make digital dispatch of alarm calls to emergency communications centers alleviating interaction with a call taker. This capability is driven by Geographic Information Systems (GIS). OCSO will work with the Information Technology (IT) Department and Central Square Technologies (CST) in the ability to interface this technology with the Computer Aided Dispatch (CAD) system based on address verification.
- C. **We Concur** – As early as August of 2024, members of the Sheriff's Office Communications Management Team met with the 9-1-1 Coordinator and a vendor offering an AI solution for 9-1-1 operations. After the demonstration, the 9-1-1 Coordinator began vetting the company, along with other vendors offering similar technology. Since the Orange County Sheriff's Office 9-1-1 operating system is managed by the Orange County Government through the 9-1-1 Coordinator, we will follow up with them on their progress in exploring AI solutions for handling non-emergency calls.

**Opportunity for Improvement 4:**

*Monitoring Performance Should be Expanded.*

**Recommendation No. 4:**

*The Orange County Sheriff's Office should:*

- A. Establish appropriate goals for all relevant Key Performance Indicators (KPIs) recommended by the Association of Public Safety Officials (APCO) and monitor them on a monthly and annual basis.*



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*B. Establish procedures for supervisors to use in monitoring agent occupancy reports, including defining metrics to better measure staff performance. Procedures should also provide guidance to better document report reviews and any corrective actions taken.*

**Management's Response:**

- A. **We Concur** – Compliance with any APCO standards is voluntary but is considered best practice. We will work with the APCO Standards Division to effectively review and measure the recommended KPIs.
- B. **We Concur** – Since the recent upgrade of the Viper Phone System, there have been changes to how call taker performance is monitored using agent occupancy reports. We will work with the Orange County 9-1-1 Coordinator to develop a similar report to maintain oversight of call taker productivity and establish standardized procedures for all supervisors to follow.

If you have any questions, please contact Undersheriff Mark J. Canty, at 407-254-7345.

Sincerely,

A handwritten signature in green ink, appearing to read "John W. Mina".

John W. Mina  
Sheriff

JWM/ddm



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