

ORLANDO POLICE DEPARTMENT

RECORDS PROCESS IMPROVEMENTS REVIEW

Exit Conference Date: April 10, 2020

Release Date: June 10, 2020

Report No. 20-05

City of Orlando
Office of Audit Services and Management Support

George J. McGowan, CPA
Director

Co-source Partner
RSM



MEMORANDUM OF TRANSMITTAL

To: Claudio Rosado, Police Support Services Manager

From: George J. McGowan, CPA
Director, Office of Audit Services and Management Support



Dates: Exit Conference: April 10, 2020
Release: June 10, 2020

Subject: Orlando Police Department Records Process Improvements Review (Report No. 20-05)

The Office of Audit Services and Management Support, with major assistance from our co-source partner RSM, performed a review of Orlando Police Department's (OPD) Records Section to evaluate the current processes and recommend improvements. The OPD Records Section's primary function is to maintain reports and supplementary information generated by the police officers in the course of their duties. The Records Section is part of the services provided by the Police Support Services Division.

This review was initiated to develop and provide a plan for improving the law enforcement records management processes of OPD. It included several phases, including interviews of staff and officers, walkthroughs of current processes, and benchmarking against peer governments. This report contains the results of the review procedures and recommendations for your consideration, including investigating automation and technology enhancements, modifications to workflow design, updates and/or development of standard operating procedures (SOPs), and associated training.

We appreciate the cooperation and courtesies extended by the management of the Orlando Police Department during this review.

GJM

C: The Honorable Buddy Dyer, Mayor
Orlando Rolon, Police Chief
Douglas Goerke, Deputy Police Chief
Jody Litchford, Deputy City Attorney
Rosa Akhtarkhavari, Chief Information Officer



Orlando Police Department Records Process Improvement

April 2020

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EXECUTIVE SUMMARY

Background

In order to document their interactions with the public in response to calls for service, Orlando Police Department (OPD) Officers generate supplementary records to their reports, such as witness statements and arrest files. The documents are originated in hard copy and are scanned by the Officers into the OPD system of record.

The Records Unit reports through the Police Administrative Bureau, with a primary function to maintain OPD reports and supplementary information and respond to Public Record Requests (PRRs). Records is the end-user of the documentation generated by Officers.

Within the last year, OPD has migrated its system of record to Law Enforcement Records Management System (LERMS), a cloud-based document retention and data system. The transition to the system has required new processes to be implemented at the Officer level and within Records.

Overall Summary and Highlights

Manual reporting processes have resulted in inconsistent methodologies for preparing and using electronic documentation, impacting staff productivity and efficiency. Specifically, we noted that supplementary records scanned by Officers are prepared in varying formats, and are not reviewed for proper format before approval in the system of record. Further, we noted the Records Unit does not have edit access to correct formatting errors in LERMS. Records personnel still place significant reliance on the prior system of record, which is scheduled to be shut down, to obtain data which is readily available in LERMS.

Our recommendations include exploring automation and technology enhancements, modifications to workflow design, updates and/or development of standard operating procedures (SOPs), and training. The observations identified during our assessment are explained in the pages that follow.

Objective and Scope

The primary objective of this engagement was to develop and provide a plan for improving the law enforcement records management process for the City of Orlando Police Department. Our approach consisted of the following phases:

Phase One: Discovery – We conducted interviews with OPD’s Records Unit, Information Technology, and Officers and Sergeants to obtain an understanding of OPD’s current records process flow.

Phase Two: Documentation of Current State – We performed observation walkthroughs of the records process from initial generation by the Officers to completion at the Records Unit. Through this process, we gained an understanding of the time and effort performed by staff at each phase of the process and developed a flow chart showing the current records management process.

Phase Three: Data Analysis and Future State Assessment – In this phase, we analyzed the data previously collected, and performed benchmarking with another local police department to understand their processes and currently used records management technology.

Phase Four: Development of recommendations – At the conclusion of our work, we collaborated with OPD management to develop a set of recommendations to facilitate improvements to the records management process.

Overall Rating

	Number of Observations by Risk Rating		
	High	Moderate	Low
Records Process Improvement	4	-	-

We would like to thank all City team members who assisted us throughout this review.

EXECUTIVE SUMMARY (CONTINUED)

Ratings and Conclusions

The following section provides a summary of the observations identified. We have assigned relative risk ratings to each observation. This is the evaluation of the severity of the concentration and the potential impact on operations. There are many areas of risk to consider including financial operational, and/or compliance, as well as, public perception or “brand” risk when determining the relative risk rating. Items are rated as High, Moderate, or Low,

- *High Risk Items* are considered to be of immediate concern and could cause significant issues when considering the above identified risk areas, if not addressed in a timely manner.
- *Moderate Risk Items* may also cause operational issues and do not require immediate attention, but should be addressed as soon as possible.
- *Low Risk Items* could escalate into operational issues, but can be addressed through the normal course of conducting business.

The details of these observations are included within the Observations, Recommendations and Management’s Action Plan section of this report.

Ratings by Observation

Observations	Rating
1. Future state of Mobile 10 report attachments, separate Officer scan folders, and SOC 2 report requests Officers use unapproved mobile phone applications to scan supplementary records, resulting in scans of inconsistently quality. Electronic forms are not currently incorporated into OPD’s system. Scanned files in the City’s network folders are not restricted. The City does not obtain SOC 2 reports from Mobile 10 and LERMS vendors.	High
2. Scanned records are inconsistent and result in rework Supplementary records scanned by Officers are prepared in inconsistent formats and are not reviewed for formatting errors before final submission. These scan issues result in additional work for the Records Unit to correct the errors in LERMS.	High
3. Technology limitations for Records Unit Records Unit staff do not have edit access rights to correct scanned file errors in LERMS, and uses out-of-date technology to generate electronic records from archived documents.	High
4. Discontinuation of AS400 database and LERMS training and continuity Records staff rely on AS400, the prior system of record, rather than LERMS to access data that is available in both systems. AS400 will be shut down by the end of 2020, archiving pre-1988 data. Unscheduled LERMS outages occur repeatedly, locking users out of the system and disrupting business workflow.	High

OBJECTIVES, SCOPE, AND APPROACH

The primary objective of the engagement was to develop and provide a plan for improving the law enforcement records management process for the City of Orlando Police Department. Our approach consisted of the following phases:

Phase One: Discovery

The primary objective of this phase was to obtain a detailed understanding of OPD's current records process flow. This was accomplished through several means including:

- Interviews with staff members in OPD's records department, corporal/sergeant(s) responsible for reviewing and approving case paperwork, OPD officers, and a City IT staff member familiar with the OPD records management system.
- Reviewing standard operating procedures (SOPs) and/or policies and procedures
- Reviewing available documentation and literature on the capabilities of the records management system (LERMS) recently implemented by the City.

Phase Two: Documentation of current state

In this phase, we developed a flow chart showing the current records management process. In order to achieve this, we performed the following steps:

- Observed the process - During our Phase One interviews we performed a walkthrough of the records process from initial generation to completion. This included observing an officer initiating and uploading casework paperwork. Next, we observed the steps taken by a supervising officer to review and approve the paperwork. This included following a set of records to a substation. Finally, we completed our observations by reviewing the paperwork process at OPD headquarters.
- Gained an understanding of the time and effort performed by staff members during each phase of the process.
- Documented controls and identified control weaknesses within the records management process.

Phase Three: Data Analysis and Future State Assessment

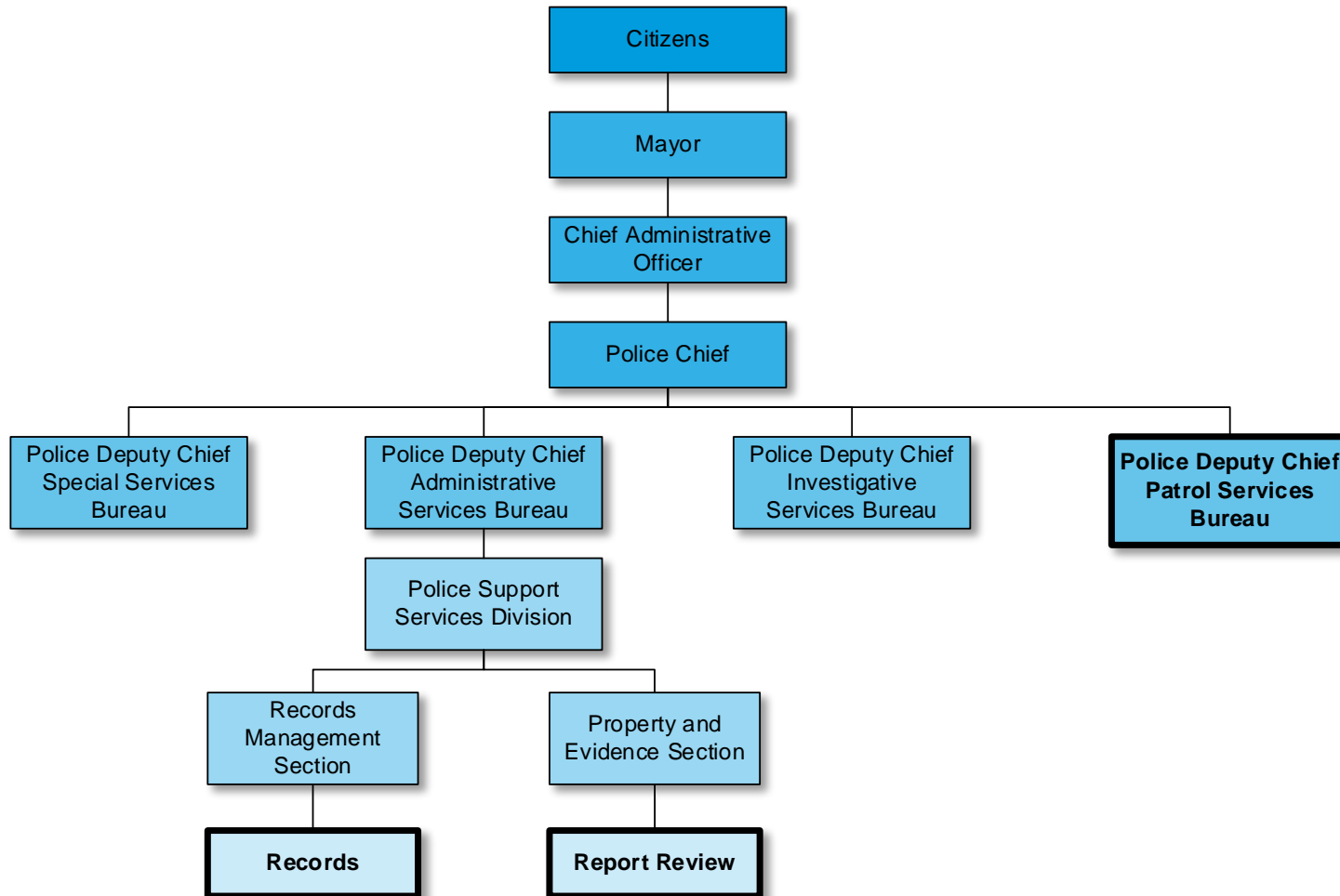
In this phase, we analyzed the data previously collected, and performed benchmarking with a local police department to understand their processes and currently used records management technology.

Phase Four: Development of recommendations

During this phase, we worked with OPD management to develop a set of recommendations to facilitate improvements to the records management process. These improvements include modifications to workflow design, updates and/or development of SOPs, technology enhancements, training teams, and other areas identified during our procedures.

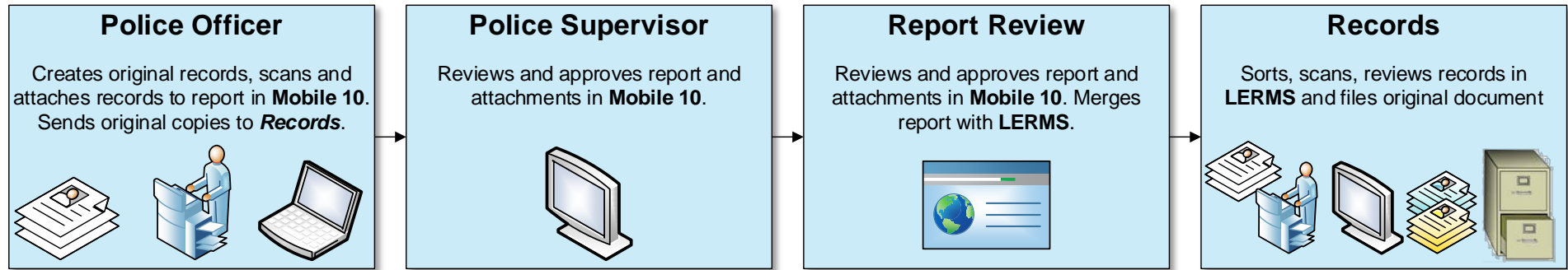
BACKGROUND

The bureaus and divisions involved with the processing and review of hard copy and electronic records are highlighted in bold in the organizational chart below:

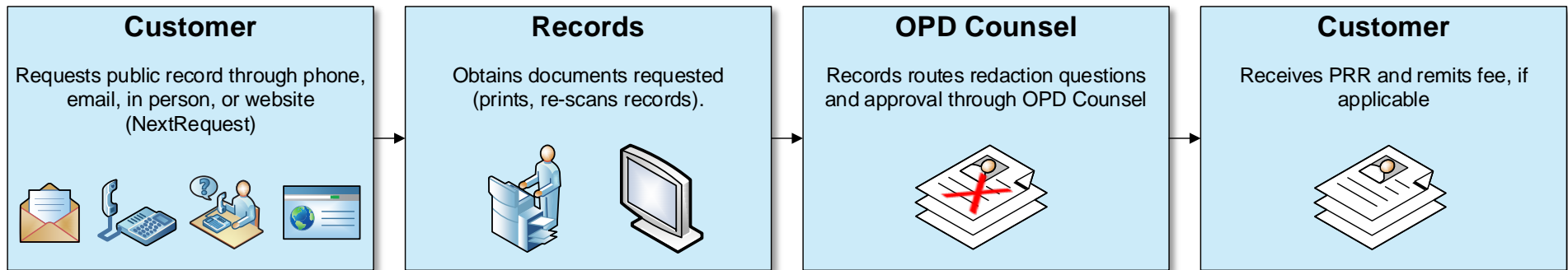


BACKGROUND (CONTINUED)

The current state processing and review workflow for hard copy and electronic records is summarized below, and detailed on the following pages. .



The current state Public Record Request (PRR) process is summarized below, and detailed on the following pages.



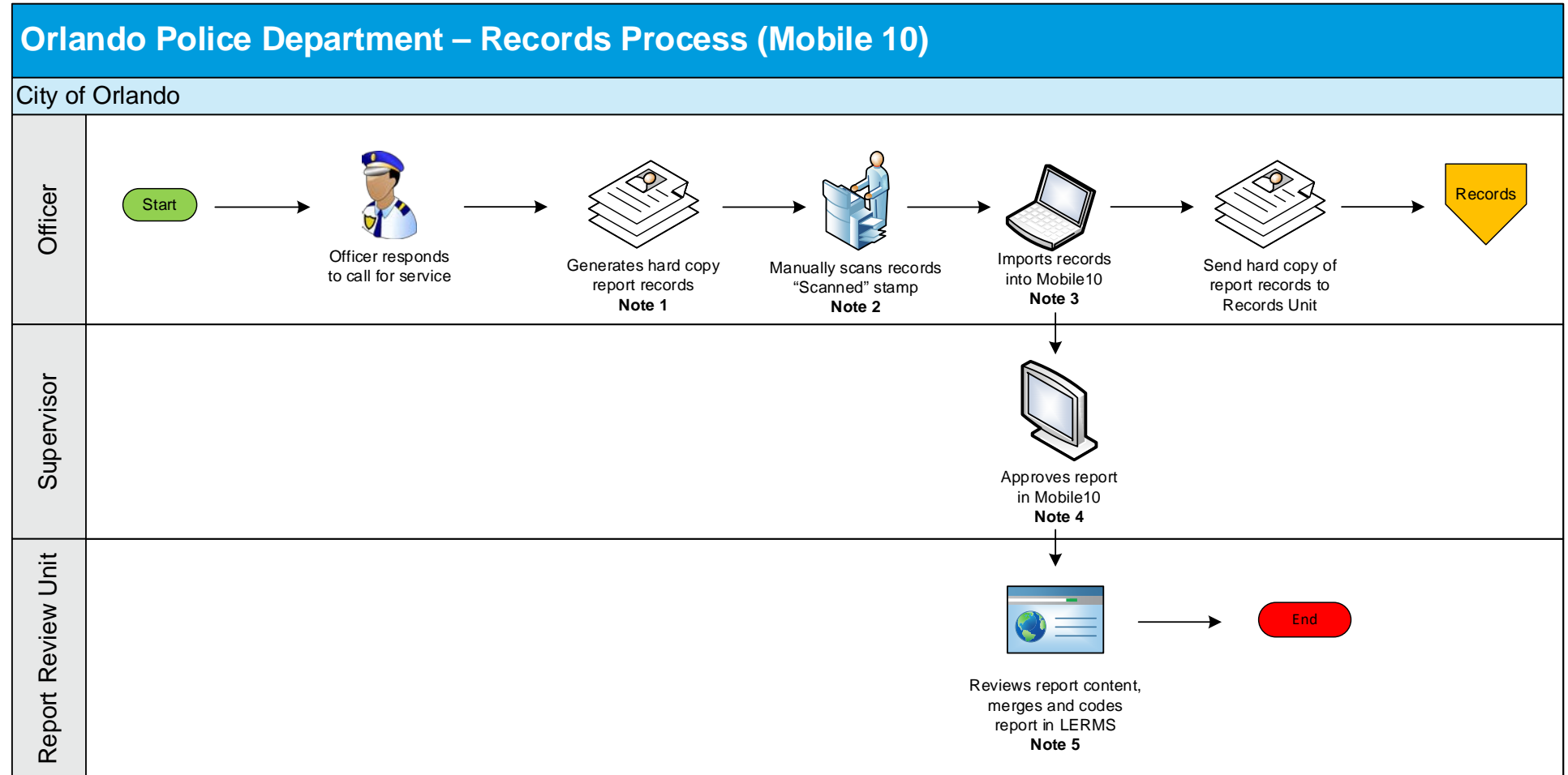
Technology Systems

OPD uses the following systems to manage electronic data:

- **CAD/ AS400** – This system is used for incoming calls for service and dispatch.
- **Mobile 10** – The system used by Officers to prepare and submit reports and supplementary documents. Supervisors approve reports in this system.
- **LERMS** – OPD’s system of record to electronically manage the Department’s reports and supplementary documentation.

BACKGROUND (CONTINUED)

The current state process for scanning, uploading and approving report attachments is detailed in the process map below:

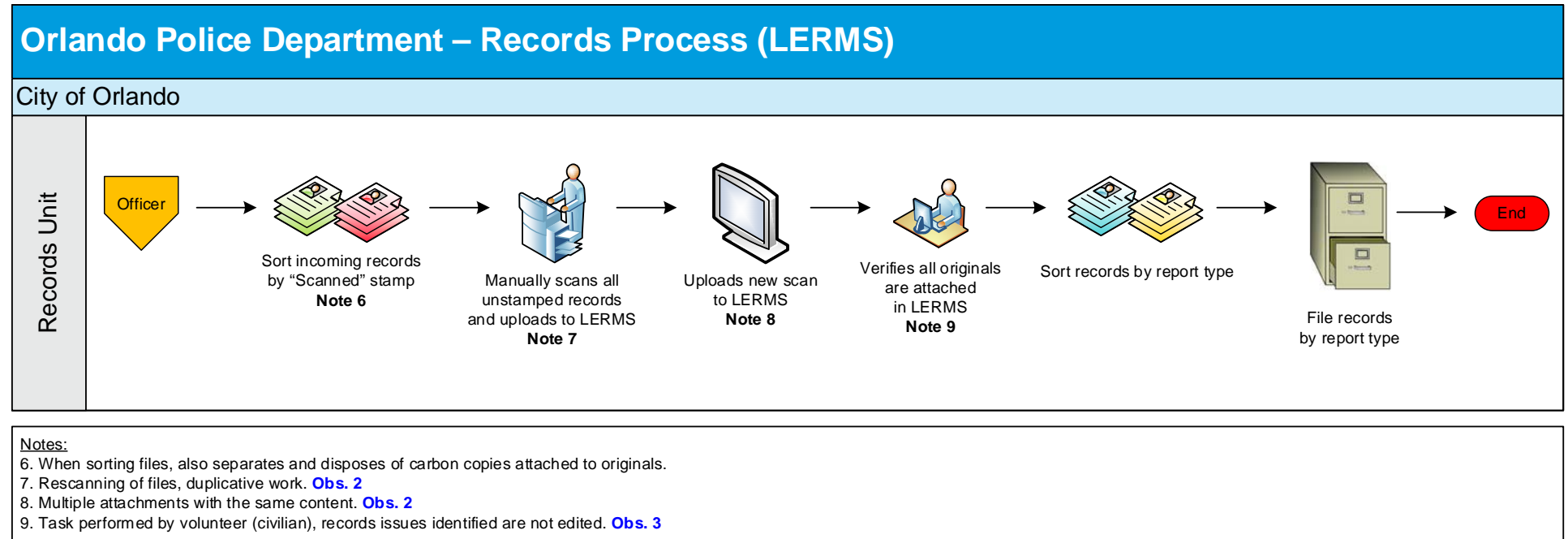


Notes:

1. Records are prepared manually. **Obs. 1**
2. Records are stamped "scanned" once scanned. Scans go into a common network folder. **Obs. 2**
3. Names files are inconsistent and may not reflect actual contents. **Obs. 2**
4. Supervisor reviews for content and accuracy, does not review for format. **Obs. 2**
5. Report attachments locked for editing once merged with LERMS. **Obs. 3**

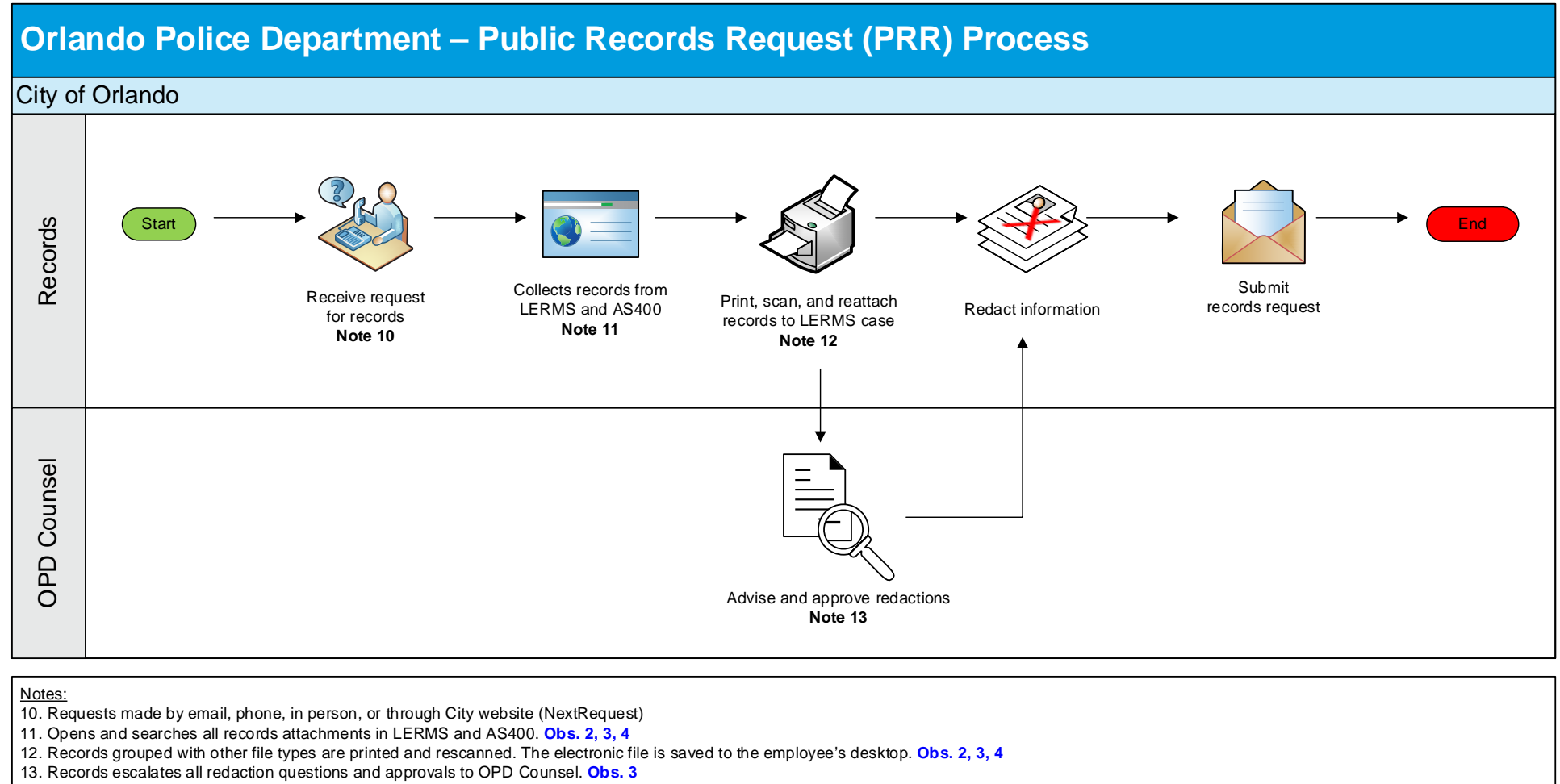
BACKGROUND (CONTINUED)

The current state process for reviewing incoming original report attachments is detailed in the process map below:



BACKGROUND (CONTINUED)

The current state process for handling of Public Records Requests is detailed below:



DETAILED OBSERVATIONS AND RECOMMENDATIONS

Observation	1. Future state of Mobile 10 report attachments, separate Officer scan folders, and SOC 2 report requests
<p style="text-align: center; background-color: red; color: white; font-weight: bold; padding: 5px;">High</p>	<p>During our procedures we noted that OPD Officers are required to manually scan various files and reports resulting from their work. As noted, this process is highly manual, and increases the opportunity for both inefficiency and errors in the process. To try and make the process more efficient, some officers use mobile phone applications on occasion to scan supplementary records, with the electronic file initially saved on the Officers' phone. Various scanning applications are used, leading to scans of inconsistent quality and images with vendor logo watermarks. It is likely that the applications / programs currently in use have not been approved by City IT and store citizens' private and confidential data on the phone, which may not meet the City's security and privacy requirements.</p> <p>During our benchmarking procedures, we noted police software has the capability of electronic report forms for commonly used reports, such as Statements, Arrest Affidavits, etc. Implementing electronic report forms would reduce the need to complete many of the carbon copy forms currently in use. Electronic forms would also reduce the time spent scanning physical copies and uploading the file into Mobile 10 and LERMS. Per discussion with City IT, Mobile 10 does not support the use of electronic report forms. The LERMS technology provider offers electronic reporting, however OPD does not utilize that software module.</p> <p>Through discussions with the City IT department, we confirmed the City is not currently obtaining SOC 2 reports for Mobile 10 and LERMS. SOC 2 reports provide assurances about the effectiveness of controls surrounding data security. Without these reports, the City does not have formal assurance from the system vendors that the data is properly secured.</p>
<p style="font-weight: bold;">Recommendation</p>	<p>We recommend OPD evaluate different mobile scanning tools and determine if a program can be used to accomplish scanning documents in the field. The mobile scanning procedures should be incorporated into an SOP (Obs. 2) and address the following:</p> <ul style="list-style-type: none"> • Approved mobile scanning application(s) • Approved devices for mobile scanning (i.e. OPD-issued device) • Record retention (i.e. when and how to delete file from device) • Program security <p>Additionally, we recommend OPD consider implementing a field system with the capability for electronic report forms. In preparation for software selection, we recommend OPD develop a task group to determine the system best fit for OPD. The task group should include end users, and involve City IT and other stakeholders who utilize or rely on the data. The task group may also consider involving a consultant to objectively assist in the selection of a system or technology. Additional considerations include the technology to be used (i.e. tablets), how the system will integrate with LERMS, training and implementation.</p> <p>We recommend the City obtain a SOC 2 report from both the Mobile 10 and LERMS (Tyler Technologies) vendors in order to gain assurance that the third party systems holding the sensitive data have appropriate internal processes, policies, and security.</p>

DETAILED OBSERVATIONS AND RECOMMENDATIONS (CONTINUED)

Observation	1. Future state of Mobile 10 report attachments, separate Officer scan folders, and SOC 2 report requests
Management Response	<p>Management Action Plan: We will explore mobile options, including field system with Technology Management. Further discussion is forthcoming.</p> <p>Estimated Completion Date: Due to current events, it is extremely difficult to provide estimates completion date</p> <p>Responsible Party: Patrol Services Bureau and Technology Management</p>

DETAILED OBSERVATIONS AND RECOMMENDATIONS (CONTINUED)

Observation	2. Scanned records are inconsistent and result in rework
High	<p>Through inquiry and observation of records processing, we noted that supplementary records scanned by Officers are prepared in inconsistent formats. Although the attachments are reviewed by a supervisor before final submission, the files are reviewed for content and not format. These scan issues result in additional work for the Records Unit to correct the errors in LERMS.</p> <p>Specifically, we noted the following issues with the scanned documents:</p> <ul style="list-style-type: none">• Different reports/attachments are scanned as a single file for a case, rather than scanned as individual files• Documents are partially scanned, or scanned sideways or upside down• Documents are being scanned using various unapproved applications on mobile phones (Obs. 1)• Document attachments are inconsistently named or not named for the attachment content (i.e. file name is "Scan File")• Incorrect documents attached to a report• Scanned documents are not marked "scanned" before routing to Records <p>Additionally, we observed Officers scanning documents at a substation. Every officer scans their reports to a single shared folder. When scanning is completed, the Officer has to sift through the common folder in order to select their case files to upload into Mobile 10. This process results in additional time to create case files, and sometimes results in some scanned paperwork not being selected and uploaded since files are commingled in one shared folder. The shared folder is located on the City's network and does not have access restrictions. This poses security risks, as the documents scanned to this folder are proprietary and confidential. Although City IT has an automated process to periodically delete these files, the documents can remain accessible for weeks after the Officer's report was submitted.</p> <p>(continued below)</p>

DETAILED OBSERVATIONS AND RECOMMENDATIONS (CONTINUED)

Observation	2. Scanned records are inconsistent and result in rework (continued)
	<p>In response to inconsistent document attachments and to mitigate gaps in record completeness, the Records Unit has implemented processes that increase duplicative and inefficient steps. These include:</p> <ul style="list-style-type: none"> • Original documents received from Officers: <ul style="list-style-type: none"> ○ Sorted by "scanned" stamp, indicating whether a file has been scanned by the Officer ○ Documents without a "scanned" stamp are re-scanned by Records and attached to the LERMS file (Obs. 3) ○ Each original document is manually compared against the electronic file in LERMS by a volunteer (civilian) ○ Original documents are re-sorted and manually filed by document type • Public Records Requests (PRRs): <ul style="list-style-type: none"> ○ Open and review all electronic records attachments in LERMS ○ Print and rescan individual files requested if the record is not an individual file ○ Print and rescan files if documents are scanned sideways or upside down ○ Save new electronic files for distribution to the customer (Obs. 3) <p>Although training occurred when scanning was initially implemented and the document scanning process is briefly covered in new Officer training, we noted inconsistencies in many case files. The document scanning process is not discussed in detail and Officers largely rely on self-taught procedures when scanning and uploading records into Mobile 10. By following a consistent methodology at the beginning of the records process, and performing a review of the format before final submission, document errors can be reduced and additional document processing steps can be eliminated.</p>
<p>Recommendation</p>	<p>As noted in Recommendation 1, and in an effort to maximize procedural efficiencies and to reduce the volume of manual scanning and administrative responsibilities of Officers, we recommend OPD explore report automation opportunities through their existing software platforms, as well as other mobile applications available in the marketplace. Converting manual reports to electronic fillable form can help reduce many of the issues that exist in the current process. This process will take time, but should be a collaborative effort between OPD, its LERMS / Mobile10 vendors, and City IT. Over the near term, we recommend OPD develop a standard operating procedure (SOP) which addresses the following:</p> <p>Officer Responsibilities:</p> <ul style="list-style-type: none"> • Scan original (white copy) records as individual files per report type • Utilize a consistent naming convention for each scanned file (i.e. use case number) <p style="text-align: right;">(continued below)</p>

DETAILED OBSERVATIONS AND RECOMMENDATIONS (CONTINUED)

Observation	2. Scanned records are inconsistent and result in rework (continued)
Recommendation	<ul style="list-style-type: none">• Review electronic file for appropriate format prior to submission, such as:<ul style="list-style-type: none">○ Each attachment represents a different file or file type○ Scans are oriented properly (i.e. review for sideways or upside down scans)○ Scans are legible (i.e. entire page is scanned, not cut off, and text is legible)• Naming convention of attachments in Mobile 10 is consistent, for documents such as:<ul style="list-style-type: none">○ Statements○ Marsy’s Law Form○ Arrest Affidavit (LEADER)○ Arrest Packet (APS)○ Photo Lineup / Show Up○ Domestic Violence (DV) documents○ Grand Theft / Petite Theft (GT/PT) documents○ Stolen Vehicle documents○ Florida Department of Law Enforcement (FDLE) Lab Transmittal & Results○ Tow Sheet○ Trespass Waring forms○ Crime Scene Log & Entry List○ Fraud Support (i.e. images of credit cards, checks, etc.)• Define allowable practices for the use of mobile phone scans (Obs. 1)• Stamp “scanned” on each document scanned• Record retention (i.e. when and how to delete file from the City network folder) <p>Supervisor Responsibilities:</p> <ul style="list-style-type: none">• During review process, ensure that documents were accurately scanned, named, and separated per Policy. <p>We also recommend OPD conduct training for existing Officers and Supervisors of the new SOP and incorporate the scanning procedures in new Officer training. Additionally, we recommend that OPD work with City IT to create separate Officer folders at each of the substations. Having an individual folder will reduce the amount of time an Officer takes to find and upload documents, as well as reduce the potential error of not attaching all appropriate documents.</p> <p>Upon implementation of the SOP outlined above, we recommend the Records Unit eliminate the duplicate scanning and LERMS cross-reference steps, and move directly to filing the original documents received.</p> <p>The process map showing the recommended revised scan, review, and filing steps is detailed in <i>Appendix A</i>.</p>

DETAILED OBSERVATIONS AND RECOMMENDATIONS (CONTINUED)

Observation	2. Scanned records are inconsistent and result in rework (continued)
Management Response	<p>Management Action Plan: We will explore report automation options, including converting manual reports to electronic fillable form with Technology Management. Further discussion is forthcoming.</p> <p>Estimated Completion Date: Due to current economic uncertainties, it is extremely difficult to predict completion date.</p> <p>Responsible Party: Technology Management</p>

DETAILED OBSERVATIONS AND RECOMMENDATIONS (CONTINUED)

Observation	3. Technology limitations for Records Unit
<p style="text-align: center; background-color: red; color: white; padding: 5px;">High</p>	<p>The Records Unit does not have access to edit or correct errors to document attachments in LERMS. As a work-around, Records staff prints and re-scans individual files into LERMS. These steps are duplicative and inefficient. With consistent document uploading procedures (Obs. 1) and the capability to edit attachments electronically, Records can reduce or eliminate redundant work and gain efficiencies in document processing. Further, through observation we noted the electronic files rescanned during the current sorting process and for PRRs are initially stored in the City network scan folder and Records employees' computer desktops.</p> <p>Records also operates with outdated technology. We noted microfilm is accessed on a regular basis for PRRs. Records staff print the image and scan the file into LERMS. Other departments within the City use a microfilm scanner to convert images directly into digital format. The process of printing and scanning microfilm images is inefficient.</p> <p>Additionally, we noted there is not a consistent approach for document redactions and approvals for PRRs. Currently, Records relies on OPD Counsel to advise and approve appropriate redactions of public records. While Counsel is a resource for Records, staff often escalate questions directly to Counsel rather than going through the Records Supervisor first. Bypassing the Supervisor creates inconsistent workflows and direction to staff.</p>
<p>Recommendation</p>	<p>We understand the need to retain documents in their original form as generated by the Officer, and agree the original electronic file should not be altered. We recommend OPD update the Records Unit employees' PDF (i.e. Adobe Acrobat) access to allow editing of the LERMS records attachments, including:</p> <ul style="list-style-type: none"> • Extract pages from original scan and save as new, separate files based on record type • Renaming files • Changing the orientation of pages within a file • Perform redactions digitally <p>With this update to system access, we recommend Records develop a SOP which addresses the above process and provide training for Records staff on the updated procedures. The SOP should also address Record retention for scanned documents (i.e. when and how to delete file from the City network folder and employee desktop).</p> <p>We recommend the City provide Records with equipment to digitally scan microfilm and provide training, to eliminate the step of printing and scanning the images into LERMS.</p> <p>Also, we recommend Records staff establish a formal chain of communication through the Records Supervisor for redaction clarifications prior to escalating questions to OPD Counsel.</p> <p>The process map showing the recommended revised scan, review, and filing steps is detailed in <i>Appendix A</i>.</p>

DETAILED OBSERVATIONS AND RECOMMENDATIONS (CONTINUED)

Observation	3. Technology limitations for Records Unit
Management Response	<p>Management Action Plan: We will explore updating Records Unit employee's PDF, including editing reports with Technology Management. Further discussion is forthcoming.</p> <p>Estimated Completion Date: Due to current economic uncertainties, it is extremely difficult to predict completion date.</p> <p>Responsible Party: Technology Management</p>

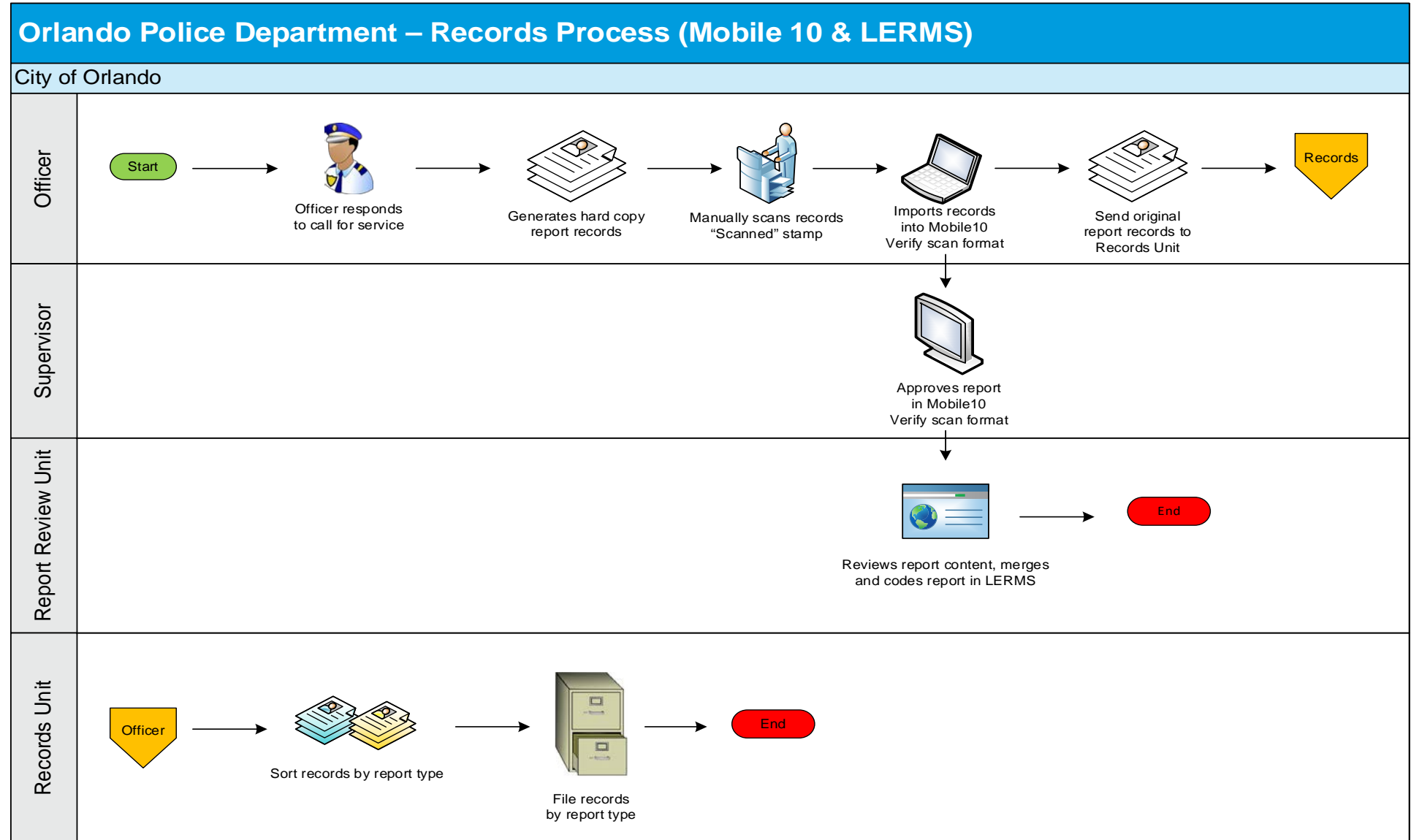
DETAILED OBSERVATIONS AND RECOMMENDATIONS (CONTINUED)

Observation	4. Discontinuation of AS400 database and LERMS training and continuity
<p style="text-align: center;">High</p>	<p>Records staff rely on AS400, the prior system of record, rather than LERMS to access data available in both systems. Currently, two of the five Records staff have AS400 access and communicated that they use the system on a daily basis. However, through discussion with City IT, we noted that the City is planning to shut down AS400 by end of 2020. Considerations for this decision include:</p> <ul style="list-style-type: none"> • OPD has implemented a new records management system, LERMS • All data post-1988 have been integrated with LERMS • Records prior to 1988 are stored in an older system which cannot be integrated with LERMS • IT and OPD Leadership believe records prior to 1988 are rarely accessed <p>The City is currently in the process of restricting and removing access for users. Once AS400 is shut down, there will be no further immediate access to the system. To obtain data prior to 1988, Records must submit an IT ticket. Based on our discussion with Records, we understand system information prior to 1988 is accessed on a daily basis when preparing PRRs. Restriction of this data may impact the responsiveness to PRRs received by OPD.</p> <p>Reliance on the prior system can generate a resistance to learning and fully utilizing the current system. Through inquiry with the Records Unit, we noted the staff have a low level of confidence in the information stored in LERMS and use of the system, in part due to insufficient training. With additional training in LERMS, staff confidence and competency in the system will increase.</p> <p>Additionally, between the period of October 2019 through February 2020, there were ten (10) unplanned LERMS system outages, six (6) of which were during regular office hours. When LERMS is down, data within the system is unavailable. During these times, Records must access data through AS400, the original hard-copy documents, or delay the workflow until the system is back online.</p>
<p>Recommendation</p>	<p>Prior to final shut down of AS400, we recommend City IT, Records, and the City Clerk collaborate to determine how the pre-1988 data will be treated and accessed. Discussion points should include, but not be limited to:</p> <ul style="list-style-type: none"> • The frequency that pre-1988 data is needed by Records • The type of data most commonly accessed • Whether commonly-accessed data can be merged to LERMS • Procedures for Records to request and/or obtain pre-1988 data • How the records shall be electronically archived <p style="text-align: right;">(continued below)</p>

DETAILED OBSERVATIONS AND RECOMMENDATIONS (CONTINUED)

Observation	4. Discontinuation of AS400 database and LERMS training and continuity (continued)
Recommendation	<p>We recommend Records staff receive refresher training for LERMS functions, and specifically address how to find data currently sought in AS400 and key functions as it relates to Records' tasks. OPD may consider having the LERMS vendor perform the training. Concurrently, staff should also be trained on updated processes and technology (Obs. 3).</p> <p>We understand additional groups regularly access AS400 data as well, and recommend OPD communicate the AS400 shut down and the new procedures to obtain pre-1988 data. We recommend the refresher training be provided for all user groups which have not yet transitioned off AS400 use. The City may also consider performing a post-implementation review of LERMS training for users through OPD, and provide refresher training for users as needed.</p> <p>We noted City IT is in the process of implementing system redundancy for LERMS, which will allow data to be accessed during system maintenance. We recommend the City prioritize this implementation to avoid continuing business process disruptions.</p>
Management Response	<p>Management Action Plan: We are currently discussion when to fully pull the plug on the AS400 with Technology Management.</p> <p>Estimated Completion Date: We are anticipating completing this task by the December 2020.</p> <p>Responsible Party: Technology Management</p>

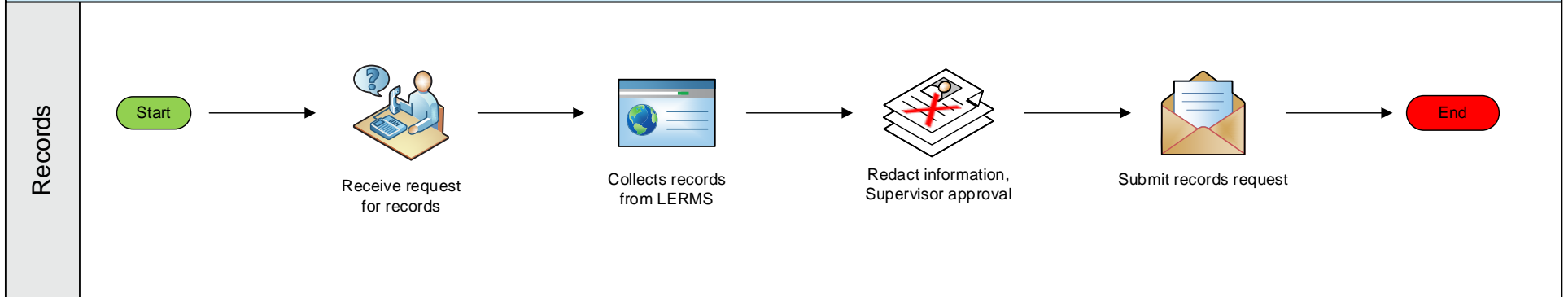
APPENDIX A – RECOMMENDED CURRENT STATE



APPENDIX A – RECOMMENDED CURRENT STATE (CONTINUED)

Orlando Police Department – Public Records Request (PRR) Process

City of Orlando



APPENDIX B – BENCHMARKING

Benchmark Description	Orlando Police Department	Orange County Sheriff
IT Systems		
1. Police patrol reporting system (field)	Mobile 10	Current: Tiburon ARS Future: Central Square Technologies Inform IRS
2. Report system of record	LERMS (Tyler)	Current: Tiburon RMS Future: Central Square Technologies Records Enterprise
3. System used for Dispatch	AS400	Current: Tiburon CAD Future: Central Square Technologies Inform CAD Enterprise
Officer and Supervisor Process		
4. How does officer collect witness statements/ affidavits/ supporting documentation?	Paper, carbon copy forms, Obs. 1	Current: Paper, carbon copy forms. Future: Common forms available electronically
5. How does officer enter the collected evidence (witness statements/ affidavits/ etc.) into system?	Officer scans documents and uploads to Mobile 10, Obs. 2	Dedicated unit scans and uploads to OnBase Document Imaging System. Occurs after document is routed to end user.
6. Is there an approval of officer case work?	Yes, a supervisor approves in Mobile 10, Obs. 2	Yes, supervisor approves
Records Management Process		
7. Are paper copies provided to central records department?	Yes	Yes
8. If yes, how and how often is paperwork sent to central records department?	Daily courier from substations	Daily
9. Does central records keep all hard copy paperwork? If so, for how long?	Yes - depends on type of paperwork - follow records management procedures	Yes – hard copies are maintained until scanned into the document imaging system
10. Does central records department review paperwork sent against what is electronically available in system?	Yes, a light duty officer performs a 100% check of paperwork against what is uploaded in system. Obs. 2	No – the individual submitting the record is responsible for its completeness
11. Does central records department have ability to make changes to case documents? For example, update PDF attachments for page orientation, separate or combine files, etc.	No - supplemental documents need to be provided if edits are needed. Obs. 3	Yes
12. Does central records have any issues with how case file documentation is recorded in system? If so, provide some examples.	Yes - inconsistent naming convention, one file has several document types, pages can be missing/ turned/ not legible. Obs. 2	Yes – typical for issues with incomplete paperwork or documents routed to the incorrect unit
Overall Satisfaction		
13. Are you satisfied with your current records management IT systems?	N/A	Yes – Current system has been in use for years, improvement with new system
14. Are you satisfied with your current records management process?	N/A	Yes – with the expectations of process changes with the new system
15. Do you have any complaints/ complements from officers, supervisors, or records management personnel regarding the records management system or process? (i.e. not user friendly, too time consuming, etc.)	N/A	Yes – current system requires duplicate entry of certain data fields, results in inefficiency



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