

AUDIT TEAM

***Jim Williamson, CPA, CIA, City Auditor
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**POLICE DEPARTMENT
ALARM PERMITTING PROGRAM
FOLLOW UP AUDIT**

APRIL 11, 2017

MAYOR AND CITY COUNCIL

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April 11, 2017

The Mayor and City Council:

The Office of the City Auditor has completed an audit to evaluate the status of recommendations and related management responses included in our previous report dated March 2, 2010, relating to management of the Police Alarm Permitting Program (Program).

Based on the results of our audit, as of December 31, 2016, we believe that:

- **Previous recommendations to improve financial accountability over collections have been substantially addressed, except for the completeness of permitting and outstanding invoice collections.** See Status 2 and 6.
- **Previous recommendations to improve Program compliance, administration, and efficiency are still under consideration.** The Police Department provides an enhanced service to alarm operators, primarily by responding to Priority 3, false alarm calls. However, many operators abuse or do not comply with Program requirements (i.e., unpaid permits, particularly excessive false alarms, and unpaid false alarm fees). Restricting response to Priority 3 calls from non-compliant operators would be a cost-effective way to improve compliance and funding from citizens desiring this enhanced level of service. See Status 2 and 12.

All comments, recommendations, suggestions and observations arising from our audit have been discussed in detail with appropriate representatives from management. These discussions were held to assure a complete understanding of the content and emphasis of items in this report. Responses from management are attached to this report.


Jim Williamson
City Auditor


Brett Rangel
Audit Manager

**POLICE DEPARTMENT
ALARM PERMITTING PROGRAM
FOLLOW-UP AUDIT**

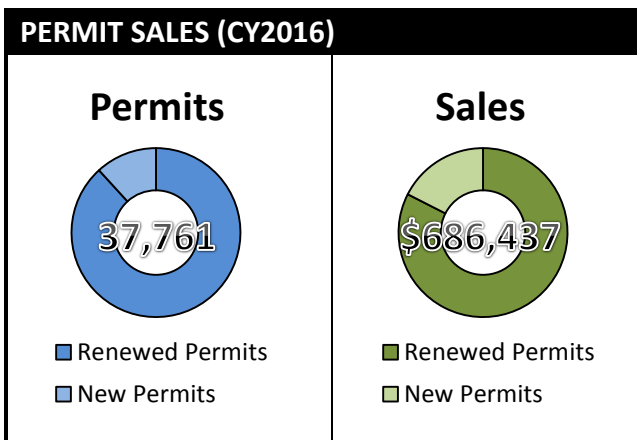
AUDIT OBJECTIVE, BACKGROUND, SCOPE, AND METHODOLOGY

The objective of this audit was to evaluate, as of December 31, 2016, the status of recommendations and related management responses included in our previous Police Alarm Permitting Program (Program) audit report dated March 2, 2010. That report included the following results:

- Permits | Receipts from alarm permit sales were materially accurate and complete. Opportunities exist to enhance completeness of alarm operator permitting.
- Alarms | False alarms unnecessarily consume valuable public safety resources. Opportunities exist to reduce responses to false alarm calls and enhance recovery of related costs.

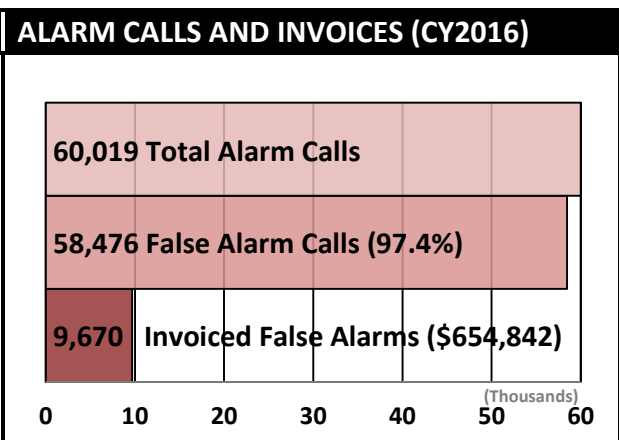
During Calendar Year (CY) 2016, the Police Department issued 37,761 (\$686,437) permits and 9,670 (\$654,842) false alarm invoices. See Exhibits 1 and 2 below.

EXHIBIT 1



Source: Alarm permit system report.

EXHIBIT 2



Source: Alarm permit system report.

Previous management responses suggested postponement of certain recommendations until implementation of the new Police Records Management System (RMS). As of December 31, 2016, the RMS was still in process.

Procedures performed during this audit included: a review of the RMS capabilities relating to implementation of our prior recommendations; interviews with Program management and Information Technology (IT) Department personnel; and a review of management reports, alarm review board agendas, and Leading for Results (LFR) performance information.

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.

The following presents the current status of prior audit recommendations and related new recommendations intended to provide additional suggestions for improving administration of the Program. Each status and new recommendation is followed by management's response. Management responses are attached to this report in their entirety.

RESULTS OF WORK PERFORMED

Previous recommendations to improve financial accountability over collections have been substantially addressed, except for the completeness of permitting and outstanding invoice collections.

Previous recommendations to improve Program compliance, administration, and efficiency are still under consideration.

RECOMMENDED FINANCIAL ACCOUNTABILITY IMPROVEMENTS

Status 1 (Previous Comment 1)

Implemented. Reconciliation between over-the-counter cash collections and the permit system are performed on a daily basis to help ensure fees are collected and recorded for all issued permits.

Management Response 1

Agree with status. Reconciliation between over-the-counter cash collections and the permit system are performed on a daily basis to help ensure fees are collected and properly recorded for all transactions. This practice was implemented in July 2014 after City IT was able to reprogram the Alarm Enforcement Program database (PC Inquiry) to generate reports that are now reconciled daily with over-the-counter transactions. Currently, the unit lieutenant verifies the daily reconciliations are being done properly periodically, but the department is in the process of making this a monthly requirement.

Status 2 (Previous Comment 12)

Not Implemented. Since the previous audit, outstanding false alarm invoices have grown from approximately \$514,000 to \$1,092,000. Additionally, due to the large number of invoices at certain locations, system limitations have necessitated deleting older (including unpaid) invoices to free the capacity to issue new ones. Procedures to identify and collect outstanding false alarm invoices have not been implemented:

- The implementation of past due invoice reports, past due notices, and/or late payment fees was postponed until implementation of the RMS. The new RMS contains a module for assessing late fees, but does not incorporate past due invoice reporting and notices.
- The option of contracting with a collection agency has been discussed, but not yet decided.

Management should consider exporting¹ RMS false alarm invoice data to a more flexible, cost effective database to generate past due invoice reports and notices; and should consider implementing the RMS module (or using the new database) to assess and invoice late fees.

To improve the collection of past due invoices, management should consider contracting with a collection agency and/or implementing a restricted response² to Priority 3 calls at locations with unpaid false alarm invoices.

Management Response 2

Agree with recommendation. By March 1, 2018, the Police Department anticipates the Alarm Enforcement Program will be fully operational within the framework of the Utilities Department SAP billing system. This partnership will allow the department to automatically generate accurate and timely past-due invoice reports and notices. The department is currently working with Utilities and their partner vendors to specifically identify what the new business process will look like and determine the initial implementation and annual maintenance costs. The use of a collection agency is being considered for collection of unpaid fees, where appropriate. The department is also recommending changes to the municipal ordinance, which include a restricted/verified response to alarm calls.

¹ An export from the new RMS is recommended since Police and IT Department representatives have stated it would be cost-prohibitive to design past due invoice reporting and notice functionality in the new RMS.

² As an industry strategy to improve alarm management and compliance, local governments may restrict responses to alarm calls when certain conditions exist (including failure to remit false alarm fees). However, restricted response does not apply to all alarm calls, but to lower priority (Priority 3) calls, for which no immediate danger to life or property is reported. When implemented, municipalities do not respond to select alarm calls, unless an alarm call is subsequently verified (i.e., indicative of a higher priority call).

Status 3 (Previous Comment 14)

Not Implemented. The recommendation to manage appeals in the permit system or to reconcile the appeals spreadsheet to the permit system has not been implemented to ensure the accuracy and completeness of appealed excessive false alarm invoices. The current permit system allows the management of appeals for individual invoices (calls). However, appeals in the new RMS can only be applied to an alarm system location, preventing denial of individual appeals or waiving of individual false alarm fees associated with the location.

To ensure denied appeals are included in past due invoice processing, management should consider exporting³ RMS false alarm invoice data to a more flexible, cost effective database to manage appeals and to allow a separate appeal status for each excessive false alarm invoice (call).

Management Response 3

Agree with recommendation. By March 1, 2018, the Police Department anticipates the Alarm Enforcement Program will be fully operational within the framework of the Utilities Department SAP billing system. This will allow for management of the appeal process from within the SAP robust software ensuring all denied appeals are included in subsequent past-due invoicing.

Status 4 (Previous Comment 15)

Implemented. To document and support the results of each hearing, Alarm Review/Appeals Board agendas and meeting minutes now reflect the specific invoices (false alarm calls) upon which the board is making a determination.

Management Response 4

Agree with status. The Police Department has implemented the practice of including each individual invoice being considered by the Alarm Review Board on the respective meeting agenda and minutes.

Status 5 (Previous Comment 19)

Substantially Addressed. Exception reports have not been developed to identify and correct the previously noted errors. However, other reasonable actions have been taken:

- New procedures have been adopted to help prevent *duplicate transactions* caused by incorrect historical moves.
- Fees are now fixed (i.e., not editable) in the permit system and daily reviews/reconciliations are now performed to help prevent and detect *incorrect fee amounts*.

³ An export from the new RMS is recommended since Police and IT Department representatives have stated it would be cost prohibitive to design appeals management functionality in the new RMS.

- *Permits issued at no charge* are now reviewed during daily reconciliations to verify validity and documentation of the reasons.

Management Response 5

Agree with status. By March 1, 2018, the Police Department anticipates the Alarm Enforcement Program will be fully operational within the framework of the Utilities Department SAP billing system. In the interim, the department has implemented new procedures to help prevent duplicate transactions; made all fee amounts fixed (not editable) within the current permit system (PC Inquiry); and permits issued at no charge are now reviewed during the daily reconciliation process to verify validity and cause for such action.

RECOMMENDED PERMITTING AND PROGRAM COMPLIANCE IMPROVEMENTS

The primary purpose of the Program is to ensure current alarm operators' emergency contact information is maintained. Contact information is received and updated through the purchase and renewal of alarm permits. According to the False Alarm Reduction Association, the issuance of permits also helps jurisdictions to create meaningful information to quantify and evaluate false alarm reduction efforts intended to conserve public safety resources.

Since the previous audit, the Police Department's primary performance measures for assessing permitting compliance and false alarms have steadily worsened. Between FY2010 and FY2016:

- The percent of alarm responses with alarm permits appears to have fallen from 45% to 34%.
- The percent of total alarm responses that are false alarms has risen from 95% to 97%.

Status 6 (Previous Comments 6 and 7)

Not Implemented. As recommended in FY2010, management discontinued overtime-funded site visits and began using alternative, more cost-effective options for contacting known unpermitted alarm operators. Primarily, these alternative options include written notices and calls; but also include occasional citations and site visits. However, since an August 2014, position vacancy, the primary source of unpermitted locations (i.e., monthly comparison of call data to active permits in the permit system) has not been used to encourage individuals to get their alarm permitted.

A secondary source of unpermitted locations (i.e., monthly false alarm invoice list) has been used to notify alarm operators of the violation. This other source contains about 9% of the average 2,150 unpermitted calls per month. However, a method for tracking, monitoring, and reporting the various stages of these unpermitted locations' notification process has not been

developed (or designed in the new RMS⁴). Subsequent contacts are only performed if an employee sees the comments for the original notice during an unrelated review of the unpermitted location.

Management should resume efforts to contact and encourage all known unpermitted alarm operators to obtain a permit.

Management should also develop a method to track, monitor, and report the various stages of the unpermitted locations' notification process.

Management Response 6

Agree with recommendation. By March 1, 2018, the Police Department anticipates the Alarm Enforcement Program will be fully operational within the framework of the Utilities Department SAP billing system. This partnership will allow the department to identify a significant amount of unpermitted locations within the City limits by requiring the Utilities call-center personnel to ask specific questions during new service activations and/or transfers of service calls. On average, the call-center receives 3,000 activations/transfers of service calls each month. This partnership will also greatly improve the ability to track, monitor and report the various actions taken toward unpermitted locations by automating the notification and reporting processes. In the interim, the department recently filled a position within the Alarm Enforcement Program that has been vacant since August 2014. This added position has allowed the department to resume efforts in contacting and encouraging known unpermitted alarm operators to obtain a permit.

Status 7 (Previous Comment 9)

Substantially Implemented. Although some methods of communicating alarm permit requirements remain unchanged (water bill inserts) or have been discontinued, other publication efforts have been expanded through increased broadcasting of City Channel 20 programming and an improved page on the City's new website.

Management Response 7

Agree with status. On June 14, 2016, the Police Department updated all current Alarm Enforcement Program information, to include: fees, application process, ordinance requirements and other helpful information to the OKC.gov website. Increasing the frequency of broadcasting of the two separate alarm public service programs regularly aired on CityView, Channel 20, has also been requested.

⁴ Though not designed in the new RMS, Police and IT department representatives have stated this functionality may be reasonably cost effective to implement.

Recommendation 8

In addition to the primary publication efforts in Status 7 above, management should consider asking the Utilities Department to inquire and record whether customers have an alarm system when processing customers' new service and transfer requests. The information should be periodically used to identify and encourage unpermitted alarm operators to obtain a permit.

Management Response 8

Agree with recommendation. By March 1, 2018, the Police Department anticipates the Alarm Enforcement Program will be fully operational within the framework of the Utilities Department SAP billing system. Part of the ongoing negotiations is adding specific questions for Utilities call-center representatives to ask during service activation and/or service transfers. The department agrees this effort will be a benefit even if the entire Utilities Department SAP billing system is not adopted for the alarm program.

Recommendation 9

Since our previous audit, management started accepting credit cards, allowing customers a more convenient method of paying for alarm permits (and false alarm fees) over the phone.

Management should now consider implementing the convenience of on-line payments as an additional means to improve compliance with permitting requirements.

Management Response 9

Agree with recommendation. By March 1, 2018, the Police Department anticipates the Alarm Enforcement Program will be fully operational within the framework of the Utilities Department SAP billing system, which will include the availability of on-line registration, renewal and payments. In the interim, the process of accepting credit card payments over the phone has been initiated. The department is also researching on-line payment options for citizens who do not receive a utility bill, i.e. apartment residents.

Recommendation 10

As reported in FY2010, 96% of active permits related to alarm systems operated through alarm companies; while over 90% of alarm calls were from alarm companies.

In consultation with the Municipal Counselor's Office, management should consider addressing unpermitted locations by requiring alarm companies to make sure customer alarm systems are permitted.

Management Response 10

Agree with recommendation. Although the Police Department agrees with the premise behind this recommendation, alarm companies are disbursed throughout the country and are regulated by varying sets of state and local laws. Alarm companies located within the State of Oklahoma are regulated by state law. Current Oklahoma law does not give cities the authority to compel alarm companies or alarm monitoring companies to require customer compliance in purchasing alarm permits. The department will continue to work with the Municipal Counselor's Office to research this issue.

Recommendation 11

As previously stated, the Police Department's primary measure for assessing compliance with the permit requirement is the percent of alarm *responses* with alarm permits. However:

- The measure's focus on *responses* excludes approximately 25% of the total alarm calls (i.e., those cancelled prior to dispatching a police response).
- The permit system report (from which the performance measure results are derived) produces a significant variance between the percent of permitted alarm *responses* and permitted alarm *calls* (e.g., 34% and 56%, respectively, during FY2016). The reason for this seemingly unreasonable variance has not been determined.

Inaccurate performance measure results could limit management's ability to assess compliance with the alarm permitting requirement and to make informed management decisions. If the report data used to determine the percent of calls with a permit is not accurate, the related reports used to identify and contact operators at unpermitted locations could be incomplete. See Status 6.

Management should change the primary permitting compliance performance measure from the percent of permitted *responses* to the percent of permitted *calls*.

Management should also work with the IT Department to ensure the reliability of the permit system reports used to determine the measure results and to identify unpermitted locations.

Management Response 11

Agree with recommendation. The Police Department will review how permitted alarm responses vs. permitted calls are tracked and reported. The department will also work with City IT to improve the reliability of system reports.

Considerations for Limiting Police Response and Conserving Limited Public Safety Resources

In addition to potential compliance improvements, some previous recommendations also included considerations for conserving public safety resources by restricting police responses to select, low priority alarm calls.

Status 12 (Previous Comments 8, 10, and 13)

Not Implemented. The Police Department responds to all alarm calls (unless cancelled). The overwhelming majority of:

- Alarm calls are closed as false alarms (97.9% in CY2016).
- Alarm calls are lower, Priority 3 calls, in which no immediate danger to life or property is reported (86% as reported in FY2010). Management's goal is to dispatch these calls within 20 minutes.
- Alarm permits are related to alarm systems operated through alarm companies (96% as reported in FY2010).

As noted in the previous section, the false alarm and permitted location performance measures have worsened, resulting in more police responses to false alarms and to unpermitted locations. Consequently, management has considered these previous recommendations to conserve the use of limited public safety resources and obtain reliable contact information for alarm operators:

False Alarms	<ul style="list-style-type: none">• Restricted response (to Priority 3 calls) for alarms not verified by the alarm company.• Restricted response (to Priority 3 calls) for operators with continued excessive false alarms.• Alternative tiered penalties for operators with continued excessive false alarms.⁵
Unpermitted Locations	<ul style="list-style-type: none">• Restricted response (to Priority 3 calls) for unpermitted locations.• Requirement that alarm companies share their customer information with the City.

However, as of December 31, 2016, a policy change in these areas was pending an analysis and decision to outsource a portion of the Program responsibilities.

In conjunction with an outsourcing decision, management should decide whether to pursue our previous restricted response⁶ and other recommendations bulleted above.

⁵ As bulleted in our previous audit report, examples of tiered penalties include increasing administrative fees, issuing Class A and Class B offense citations, etc.

⁶ As previously explained in footnote 2, these are additional examples of restricting a police response to improve alarm management and compliance.

Management Response 12

Agree with recommendation. The Police Department will be proposing ordinance changes which will include a restricted/verified response to false alarms and unpermitted locations.

RECOMMENDED PROGRAM EFFICIENCY IMPROVEMENTS

Status 13 (Previous Comment 2)

Substantially Implemented. Alarm operator contact information is being updated in a more timely manner.

Management Response 13

Agree with status. The Police Department has established process to ensure alarm operator contact information is updated in a timelier manner and anticipates the Alarm Enforcement Program will be fully operational within the framework of the Utilities Department SAP billing system by March 1, 2018. This partnership will allow the department to update customer information during new utility service activations and/or service transfers. The SAP billing system will also generate automated notices to alarm permit holders providing them with multiple options for easily updating their customer profile to include current contact information.

Status 14 (Previous Comment 11)

Not Implemented. The permit system automatically excludes alarm calls not eligible for excessive false alarm billing. These calls include:

- Calls with a cancelled disposition code.
- Calls with a weather-related disposition code.
- False alarm calls not exceeding three (3) within a 365 day period.

The remaining calls are manually reviewed to verify eligibility for false alarm billing.

Permit System Programming. To reduce these manual verifications, we previously recommended permit system modifications to exclude these additional alarm calls not eligible for false alarm billing:

- Calls that should have been cancelled (i.e., calls with no disposition and/or on-scene time).
- Calls for which the officer did not arrive within 40 minutes.

Exclusion of these additional calls was postponed until implementation of the new RMS. However, the new RMS is designed to display all alarm calls (including those currently excluded

and those recommended for exclusion). Therefore, verifications of false alarm billing will become more labor intensive in the new RMS.

Management should consider exporting⁷ RMS call data to a more flexible, cost effective database to automatically exclude calls not deemed appropriate for invoicing.

Management Response 14

Agree with recommendation. By March 1, 2018, the Police Department anticipates the Alarm Enforcement Program will be fully operational within the framework of the Utilities Department SAP billing system. This partnership will allow the department to export CAD call data into the SAP software, which is much more flexible and robust than the existing Alarm Enforcement Program software (PC Inquiry). From this point, the CAD call data can be manipulated to exclude all calls with “no disposition” and/or “no on-scene time” from being invoiced.

Status 15 (Previous Comments 16 and 17)

Partially Addressed. Officers and dispatchers close calls using designated codes identifying the call disposition (i.e., disposition codes) in the Computer Aided Dispatch (CAD) system. We previously noted inconsistent and erroneous disposition codes, contributing to the need for manual verification of each false alarm invoice. Some recommendations to enhance the accuracy and efficiency of the false alarm review and invoicing process have been addressed.

CAD Programming. The following CAD system programming recommendations to prevent data entry errors have been deemed cost-prohibitive:

- A system modification to ensure cancellation of calls with no “dispatch” or “on-scene” time.
- A system modification to ensure selection of an alarm disposition code (vs defaulting to the previous code).
- A system modification to prevent alarm call disposition codes without an identifier designating whether the alarm at a location is permitted (P) or not (N).

Data Reviews. Although general training has been provided to improve the accuracy of disposition code entries, previous recommendations to minimize data entry errors have not been implemented:

- Call data is not reviewed to identify, investigate, and resolve apparent discrepancies (or patterns of inconsistent, inaccurate, or unusual data entry).
- Exception reports have not been developed to identify incorrect data entry by person to aid in training and communicating needed corrections.

Management should review call data to identify, investigate, and resolve apparent discrepancies⁸ and should target training and needed corrections based on exception reports of incorrect data entry by person.

⁷ An export from the new RMS is recommended since Police and IT Department representatives have stated it would be cost-prohibitive to design automated call exclusion functionality in the new RMS.

Management Response 15

Agree with recommendation. Within 60 days, training will be provided to patrol officers and dispatchers regarding the importance of proper alarm call coding. The Police Department is currently working with City IT to explore viable options to create exception reports and identify individuals with frequent coding errors. It is important that training take place first, to ensure officers and dispatchers have the most current information on correctly coding alarm calls.

RECOMMEND PROGRAM ADMINISTRATIVE IMPROVEMENTS

Status 16 (Previous Comments 3, 4, and 5)

Not Implemented. Management has drafted a number of revisions to the Security and Fire Alarm System Ordinance. However, submission of the revisions to City Council is pending determination of other, more comprehensive policy decisions, including a pending Program outsourcing decision. The currently drafted and pending revisions include the following:

- Added language authorizing a more customer-friendly *administrative refund process* (instead of directing customers to the Municipal Counselor's Office to submit a tort claim for City Council approval).
- Removed language requiring *master alarm permits*. Master alarm permits could provide a secondary source of alarm operator contact information, but there has not been a process for ensuring completeness (of permits or related information).
- Removed language requiring alarm operators to display *permit decals* in a visible exterior location (a practice management deemed unreliable and unnecessary, given equipment upgrades allowing officers on-line access to alarm operator contact information).

In conjunction with management's outsourcing decision, management should continue to pursue these ordinance revisions.

Management Response 16

Agree with recommendation. The department is proposing multiple ordinance changes to include a restricted response approach to alarm calls. As negotiations continue with Utilities, additional ordinance amendments may be identified.

⁸ Including those noted during the previous audit, which cannot be prevented with cost-effective programming changes (i.e., calls that should have been cancelled due to no dispatch and/or on-scene time and calls closed without correcting the default disposition code).

Status 17 (Previous Comment 18)

Substantially Addressed. The Alarm Coordinator now pursues (through the chain of command) significant performance and operational issues affecting the Program.

Management Response 17

Agree with status. Changes to the Permits and ID Unit SOP have clarified that all civilian employees assigned to the Alarm Enforcement Program work directly under the supervision of the Alarm Coordinator. Should the Alarm Coordinator experience any significant performance and/or operational issues affecting the program, these areas of concern are to be addressed with the unit lieutenant and/or through the Alarm Coordinators' chain of command.

Status 18 (Previous Comment 20)

Partially Implemented. Returned checks are now reviewed during daily reconciliations. However, staff activity relating to unpermitted location and false alarm invoice processing is not reviewed by a supervisor to ensure processes are completely and accurately performed in accordance with established policy.

Staff documentation of unpermitted locations and false alarm invoices should be periodically reviewed to ensure processes are performed in accordance with established policy.

Management Response 18

Agree with recommendation. As of June 14, 2016, all vacant positions within the Alarm Enforcement Program have been filled, allowing the "unpermitted list" and "false alarm invoice lists" to be reviewed on a regular basis. Staff documentation of unpermitted locations and false alarm invoices are also being reviewed monthly for completeness and accuracy by the lieutenant assigned to the Permits & ID Unit.



The City of
OKLAHOMA CITY

POLICE DEPARTMENT
William Citty
Chief of Police

MEMORANDUM



TO: Jim Williamson
City Auditor

THROUGH: James D. Couch
City Manager

FROM: William Citty
Chief of Police

DATE: April 5, 2017

SUBJECT: Audit 17-01 Police Department Alarm Permitting Program Follow-Up Audit

Following are management's responses to recommendations outlined in the recent Police Department Alarm Permitting Program Follow-Up Audit.

1. Agree with recommendation. Reconciliation between over-the-counter cash collections and the permit system are performed on a daily basis to help ensure fees are collected and properly recorded for all transactions. This practice was implemented in July 2014 after City IT was able to reprogram the Alarm Enforcement Program database (PC Inquiry) to generate reports that are now reconciled daily with over-the-counter transactions. Currently, the unit lieutenant verifies the daily reconciliations are being done properly periodically, but the department is in the process of making this a monthly requirement.
2. Agree with recommendation. By March 1, 2018, the Police Department anticipates the Alarm Enforcement Program will be fully operational within the framework of the Utilities Department SAP billing system. This partnership will allow the department to automatically generate accurate and timely past-due invoice reports and notices. The department is currently working with Utilities and their partner vendors to specifically identify what the new business process will look like and determine the initial implementation and annual maintenance costs. The use of a collection agency is being considered for collection of unpaid fees, where appropriate. The department is also recommending changes to the municipal ordinance, which include a restricted/verified response to alarm calls.
3. Agree with recommendation. By March 1, 2018, the Police Department anticipates the Alarm Enforcement Program will be fully operational within the framework of the Utilities Department SAP billing system. This will allow for management of the appeal process from within the SAP robust software ensuring all denied appeals are included in subsequent past-due invoicing.

4. Agree with recommendation. The Police Department has implemented the practice of including each individual invoice being considered by the Alarm Review Board on the respective meeting agenda and minutes.
5. Agree with recommendation. By March 1, 2018, the Police Department anticipates the Alarm Enforcement Program will be fully operational within the framework of the Utilities Department SAP billing system. In the interim, the department has implemented new procedures to help prevent duplicate transactions; made all fee amounts fixed (not editable) within the current permit system (PC Inquiry); and permits issued at no charge are now reviewed during the daily reconciliation process to verify validity and cause for such action.
6. Agree with recommendation. By March 1, 2018, the Police Department anticipates the Alarm Enforcement Program will be fully operational within the framework of the Utilities Department SAP billing system. This partnership will allow the department to identify a significant amount of unpermitted locations within the City limits by requiring the Utilities call-center personnel to ask specific questions during new service activations and/or transfers of service calls. On average, the call-center receives 3,000 activations/transfers of service calls each month. This partnership will also greatly improve the ability to track, monitor and report the various actions taken toward unpermitted locations by automating the notification and reporting processes. In the interim, the department recently filled a position within the Alarm Enforcement Program that has been vacant since August 2014. This added position has allowed the department to resume efforts in contacting and encouraging known unpermitted alarm operators to obtain a permit.
7. Agree with recommendation. On June 14, 2016, the Police Department updated all current Alarm Enforcement Program information, to include: fees, application process, ordinance requirements and other helpful information to the OKC.gov website. Increasing the frequency of broadcasting of the two separate alarm public service programs regularly aired on CityView, Channel 20, has also been requested.
8. Agree with recommendation. By March 1, 2018, the Police Department anticipates the Alarm Enforcement Program will be fully operational within the framework of the Utilities Department SAP billing system. Part of the ongoing negotiations is adding specific questions for Utilities call-center representatives to ask during service activation and/or service transfers. The department agrees this effort will be a benefit even if the entire Utilities Department SAP billing system is not adopted for the alarm program.
9. Agree with recommendation. By March 1, 2018, the Police Department anticipates the Alarm Enforcement Program will be fully operational within the framework of the Utilities Department SAP billing system, which will include the availability of on-line registration, renewal and payments. In the interim, the process of accepting credit card payments over the phone has been initiated. The department is also researching on-line payment options for citizens who do not receive a utility bill, i.e. apartment residents.

10. Agree with recommendation. Although the Police Department agrees with the premise behind this recommendation, alarm companies are disbursed throughout the country and are regulated by varying sets of state and local laws. Alarm companies located within the State of Oklahoma are regulated by state law. Current Oklahoma law does not give cities the authority to compel alarm companies or alarm monitoring companies to require customer compliance in purchasing alarm permits. The department will continue to work with the Municipal Counselor's Office to research this issue.
11. Agree with recommendation. The Police Department will review how permitted alarm *responses* vs. permitted *calls* are tracked and reported. The department will also work with City IT to improve the reliability of system reports.
12. Agree with recommendation. The Police Department will be proposing ordinance changes which will include a restricted/verified response to false alarms and unpermitted locations.
13. Agree with recommendation. The Police Department has established process to ensure alarm operator contact information is updated in a timelier manner and anticipates the Alarm Enforcement Program will be fully operational within the framework of the Utilities Department SAP billing system by March 1, 2018. This partnership will allow the department to update customer information during new utility service activations and/or service transfers. The SAP billing system will also generate automated notices to alarm permit holders providing them with multiple options for easily updating their customer profile to include current contact information.
14. Agree with recommendation. By March 1, 2018, the Police Department anticipates the Alarm Enforcement Program will be fully operational within the framework of the Utilities Department SAP billing system. This partnership will allow the department to export CAD call data into the SAP software, which is much more flexible and robust than the existing Alarm Enforcement Program software (PC Inquiry). From this point, the CAD call data can be manipulated to exclude all calls with "no disposition" and/or "no on-scene time" from being invoiced.
15. Agree with recommendation. Within 60 days, training will be provided to patrol officers and dispatchers regarding the importance of proper alarm call coding. The Police Department is currently working with City IT to explore viable options to create exception reports and identify individuals with frequent coding errors. It is important that training take place first, to ensure officers and dispatchers have the most current information on correctly coding alarm calls.
16. Agree with recommendation. The department is proposing multiple ordinance changes to include a restricted response approach to alarm calls. As negotiations continue with Utilities, additional ordinance amendments may be identified.
17. Agree with recommendation. Changes to the Permits and ID Unit SOP have clarified that all civilian employees assigned to the Alarm Enforcement Program work directly

under the supervision of the Alarm Coordinator. Should the Alarm Coordinator experience any significant performance and/or operational issues affecting the program, these areas of concern are to be addressed with the unit lieutenant and/or through the Alarm Coordinators' chain of command.

18. Agree with recommendation. As of June 14, 2016, all vacant positions within the Alarm Enforcement Program have been filled, allowing the "unpermitted list" and "false alarm invoice lists" to be reviewed on a regular basis. Staff documentation of unpermitted locations and false alarm invoices are also being reviewed monthly for completeness and accuracy by the lieutenant assigned to the Permits & ID Unit.