



Report Issued

January 21, 2026

**Audit Report No.
26-02**



**City of Cape Coral
City Auditor's Office**

P.O. Box 150027
Cape Coral, FL 33915-0027
239-242-3383

Cape Coral Police Department - Communications and Logistics Bureau - Call Prioritization and Response Time Audit

**Auditor In Charge: Timothy DiSano, CIA, CISA, CFE
Auditors: Philip Toby, CIA, CGFM
Jeremy Cullen, MBA**



TO: Mayor Gunter and Council Members

FROM: Andrea R. Russell, City Auditor *AKR*

DATE: January 21, 2026

SUBJECT: 26-02 Cape Coral Police Department (CCPD) - Communications and Logistics Bureau - Call Prioritization and Response Time Audit

The City Auditor's Office conducted a limited scope performance audit of the Cape Coral Police Department – Communications and Logistics Bureau Call Prioritization and Response Time. This audit is considered a limited scope audit because we examined specific areas and processes for calls for services associated with answer, dispatch, and response. The entire control environment and process for calls for service were not reviewed. This audit is included in the City Auditor's FY26 approved Audit Plan. The audit was conducted in conformance with Generally Accepted Government Auditing Standards by the authority granted through City Ordinances 28-02 and 79-10.

We would like to express our sincere appreciation to the Cape Coral Police Department command staff and the Communications and Logistics Bureau management and staff for the courtesy and partnership extended to the team members during the audit. If you have any questions or comments regarding this audit, please contact Andrea Russell at 242-3380 or Timothy DiSano at 242-3308.

C: Michael Ilczyszyn, City Manager
Connie Barron, Assistant City Manager
Mark Mason, Assistant City Manager
Aleksandr Boksner, City Attorney
Kimberly Bruns, City Clerk
Anthony Sizemore, Chief of Police
Dana Coston, Deputy Chief of Police
Matthew Campion, Deputy Chief of Police
Tazkoma Burgoyne, Commander (ret.)
Marquilla James, Commander
Myri Del Leon, Acting Special Projects Coordinator
Audit Committee

REPORT HIGHLIGHTS

26-02 CAPE CORAL POLICE DEPARTMENT - COMMUNICATIONS AND LOGISTICS BUREAU - CALL PRIORITIZATION AND RESPONSE TIME AUDIT

Issued January 21, 2026

Objective

To evaluate if controls are in place to ensure calls for service are answered, dispatched, and responded to in accordance with Florida State Statutes, regulations, General Orders, Standard Operating Procedures, policies, and procedures.

WHY THIS MATTERS

Effective public safety operations depend on timely communication and response to Calls for Service (CFS). The CCPD Communication and Logistics Bureau (CLB) includes the Communications Center, which is responsible for answering 911 emergency and non-emergency calls, as well as dispatching police and other emergency responders. Timely call processing and officer response to emergencies are critical to ensure the safety of residents, visitors, and property.

ACCOMPLISHMENTS

1. The Communications/Dispatch Center achieved independent Commission on Accreditation for Law Enforcement (CALEA) accreditation for the fourth time, reinforcing that policies, training, and daily practices meet the highest national benchmarks for emergency communications.
2. The CLB has strengthened its training and quality assurance process through the implementation of an embedded Training Coordinator position. This dedicated position ensures that all staff receive the same level of instruction and allows CCPD to quickly identify performance issues; respond to emerging performance trends more effectively; and help telecommunicators be prepared to make precise, calm decisions when it matters most.

WHAT WE FOUND

The City Auditor's Office conducted this limited scope performance audit of the CCPD CLB call prioritization and response time. This audit is included in the City Auditor's FY26 approved Audit Plan. We found CCPD has met or exceeded performance metrics for CFS. Management has established and performs monthly quality assurance evaluations and quarterly performance reviews to aid in identifying processes or policies needing improvement or additional training. Telecommunication staff are required to be state certified and receive at least 20 hours of continuing professional education. Controls over CLB processes were found to be in place and operating effectively. No material control deficiencies were noted.

Table of Contents

Background	1
Audit Results	2
Findings and Recommendations	5
Scope	6
Statement of Auditing Standards	6
Methodology	6

Background

Cape Coral is one of the largest cities in Florida, encompassing approximately 120 square miles, more than 1,700 miles of roadway, 400 miles of canals, and a population exceeding 220,000. The city was incorporated in 1970. CCPD became fully operational on August 9, 1971, initially serving about 15,000 residents with a staff of six officers. CCPD is a full-service law enforcement agency responsible for safeguarding life and property, preventing and suppressing crime, enforcing state and municipal laws, investigating traffic accidents, and providing security at public events throughout this rapidly growing community. The majority of actions taken are a result of Calls for Service (CFS) received by 911 or the non-emergency administrative line.

The Communications and Logistics Bureau (CLB) is responsible for the Communications Center which manages all CFS and dispatching for the City using a Computer Aided Dispatch (CAD) system. The CAD system ensures the accurate, timely, and coordinated deployment of public safety resources across the City.



Lee County 911 systems are interconnected through the County's Department of Public Safety Government Communications Network Division. This interconnection is necessary to provide redundancy if the CCPD Communications Center is unable to answer the CFS in a timely manner in accordance with local, county, or state required timeframes.

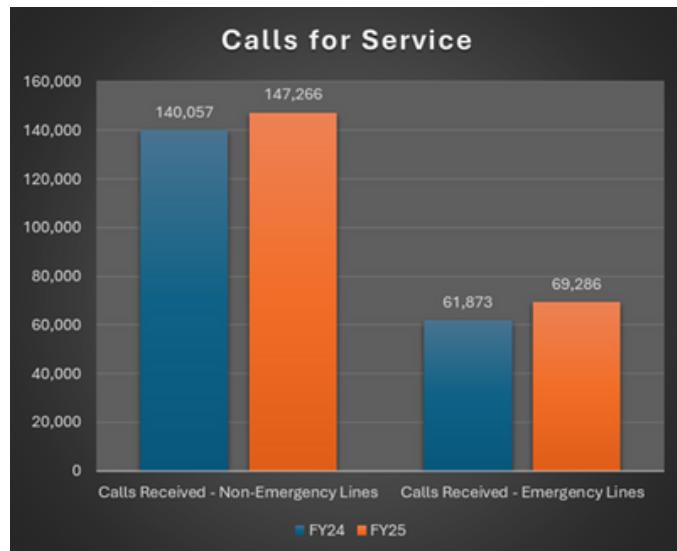
The Communications Center is staffed 365 days a year, with 40 Telecommunicators¹, four Shift Supervisors, one Training Coordinator, one Communications Manager, and one Commander. CLB employees routinely interact with the community as dispatchers, and telecommunicators. The CLB is also responsible for ensuring CCPD has the equipment they need as well as managing the records section and court liaison.



AUDIT RESULTS

CFS - Answering

The Communications Center received over 200,000 CFS² in FY24 and over 215,000 in FY25. General Order (GO) C-53 and Standard Operating Procedures (SOP) Comm-11 Communication Section Performance Measures, requires at least 90% of CFS are



answered within ten seconds of receipt. This standard is more stringent than the Florida Emergency Communications Plan (FECP) and Florida Rule 60FF-6.005, Florida Emergency Communications Number- E911 State Plan Technical and Operational Rule. FECP requires at least 90% of 911 calls are answered within 15 seconds and 95% are answered within 20 seconds. Florida Rule 60FF-6.005 requires a minimum of 90% of CFS be answered within ten seconds, including all secondary public safety answering type

calls. According to the October 22, 2025, CALEA report, telecommunicators answered 99.77% of FY24 CFS and 99.64% of FY25 CFS within 10 seconds of receipt. 100% of CFS included in our sample were answered in compliance with GO C-53, SOP COM-11,

¹ Includes 13 currently in training as of this report.

² Includes calls to 911 and calls to the non-emergency/administrative phone line for service.

FECP requirements, and Florida Rule 60FF-6.005, which exceeds the metrics reported in the CALEA review. We noted no exceptions.

CFS – Dispatch

As part of CFS dispatch, all CFS are prioritized into seven classifications, Priority 1 through 7. Priority 1 calls involve life threatening emergencies; Priority 2 calls involve other serious emergencies; Priority 3 calls address minor incidents in progress; and Priorities 4 through 7 represent non-emergencies. Once a call is received and triaged, it is dispatched according to established internal benchmarks.

These benchmarks require 90% of Priority 1 calls are to be dispatched within 60 seconds of address verification³ and Priority 2 calls within 120 seconds.

All testing of Priority 1 and 2 CFS met CCPD time standards and were dispatched within 60 or 120 seconds. CFS classified as Priority 3 through 7, were dispatched in accordance with SOP COM-11 and GO C-53.

CFS - Response



Priority Calls for Service

PRIORITY 1 CALLS FOR SERVICE	PRIORITY 2 CALLS FOR SERVICE
 Accident with Pin-In	 Accident with Injuries
 Bomb Threat	 Assault with Injuries
 Car in Canal	 Burglar Alarm
 Home Invasion Robbery	 Child Endangerment
 Shooting with Injuries	 Disturbance in Progress

In July 2024, CCPD implemented a precinct policing model to enhance dispatch and response efficiency. This change resulted in improved performance by reducing officer response time, shortening officer travel distances to calls, and increasing officer familiarity with neighborhood specific issues and high risk areas. Under this model, the monthly average Priority 1 response times went from 420 seconds before the implementation of precinct policing to 325 seconds after implementation. CCPD has established a goal of 360 seconds (six-minutes⁴) total response time for Priority 1

³ Address verification includes determining an accurate location of the emergency, street address, floor, room number, or landmarks, because the automatic location info (ALI) from cell phones or voice over internet protocol (VoIP) isn't always precise.

⁴ The six minute response time is a goal applicable to Priority 1 only. However, there are many factors beyond CCPD control such as weather, traffic, or a high volume of active incidents that impact CFS response times.

incidents. Based on the CFS tested for the audit, the average response time for Priority 1 in FY24 prior to the change, was 6 minutes 21 seconds. After the change response time dropped to 5 minutes 20 seconds in FY25. There is no formal officer response time benchmark for Priority 2 through 7.

CALEA Accreditation

CCPD is accredited by the Commission on Accreditation for Law Enforcement Agencies (CALEA) and has maintained this status since November 18, 1989. The CLB has been accredited since July 26, 2014. CALEA accreditation requires compliance with 462 law enforcement standards and 208 communications standards, that are evaluated over a four-year cycle through annual reports, and web-based and on-site assessments conducted by CALEA. The accreditation process serves as a continuous quality assessment of the agency's performance. Review of the most recent CALEA four-year report, issued October 22, 2025, identified no call answering, and dispatch issues requiring corrective action by CCPD.



Telecommunicator Certification

Florida State Statute 401.465 requires 911 Public Safety Telecommunicators to maintain active certification and obtain at least 20 hours of continuing education every two years. All Telecommunicators hold active certifications and obtained all continuing educational requirements.

Quality Assurance

Section 1.4.4.1 of the Florida Emergency Communications Plan requires CLB to maintain a Quality Assurance and Quality Improvement Program to enhance operational performance and customer service. CCPD conducts reviews quarterly in accordance with SOP-COM-11. Additionally, SOP COM-11 requires quarterly reviews of call answering and dispatch performance measures. All required reviews were completed and any concerns identified by CLB were promptly corrected by issuing additional guidance to telecommunicators. CLB also conducts monthly telecommunicator quality assurance reviews in accordance with CALEA Call Taking Procedures to promote reliable, professional service to citizens and public safety responders. This process includes a random supervisory review of completed CFS and feedback on professionalism and improvement opportunities. No concerns were identified.





Findings and Recommendations

There were no findings and recommendations from our audit of the CCPD Communications and Logistics Bureau call prioritization and response time.

Scope

Based on the work performed during the planning phase and the assessment of risk, the audit covers processes, policies, procedures, laws, and regulations in place over the CCPD Communications and Logistics Bureau, call prioritization and response time processes for the period of FY24 and FY25.

Statement of Auditing Standards

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.

Methodology

In order to achieve the audit objective and gain a better understanding of how the CLB processes CFS, we reviewed FSS, GOs, SOPs, policies and procedures, held meetings with key staff, and performed testing on call records and quality assurance processes. Original records as well as copies were used as evidence and verified through physical examination. Sample size and selection were based on the City Auditor's Office sampling methodology.

Objective 1: To evaluate if controls are in place to ensure calls for service are answered, dispatched, and responded to in accordance with Florida State Statutes, regulations, General Orders, Standard Operating Procedures, policies, and procedures.

We randomly selected two quarters from FY24 and two quarters from FY25. From each selected quarter, we then selected a random sample of 15 CFS, for a total of 60 items, and supplemented this with one additional judgmentally selected CFS, resulting in 61 sampled items. Of these, five CFS were officer initiated and excluded from testing, leaving a sample of 56 items. The sample of CFS was reviewed to determine whether calls were answered in accordance with Florida Rule 60FF-6.005, the Florida Emergency Communications Plan, policies and procedures. We also tested if CFS were dispatched and Priority 1 CFS were responded to in accordance with policy.

Methodology (continued)

To verify the criteria evaluated by CALEA for the CLB, we reviewed quarterly performance measures to determine if they were properly completed, and any issues noted were addressed in accordance with SOP COM-11 and Florida Emergency Communications Plan. We also reviewed a random sample of monthly Quality Assurance Evaluations performed to determine they were completed and any issues noted were properly addressed.

To determine if Telecommunicators are in compliance with state requirements and CCPD policies and procedures regarding certifications and continuing education, we selected a random sample of Telecommunicators within the audit scope to determine if certifications are active and continuing education was completed in accordance with FSS 401.465 and job descriptions.

We reviewed the most recently completed CALEA accreditation report to determine if CALEA identified any findings related to CFS. No findings were noted.

To support the sampling and testing methodology described above, we discussed the CAD system with CCPD, obtained CFS data reports and with a demonstration by CLB staff, verified examples of CFS from the reports through the CAD system utilized by Telecommunicators. By doing this we deemed the data reliable for the purposes of our audit objective.

Unless specifically stated otherwise, based on our selection methods and testing of transactions and records, we believe that it is reasonable to project our results to the population and ultimately draw our conclusions for testing, findings, and recommendations on those results. Additionally, for proper context, we have presented information concerning the value and/or size of the items selected for testing compared to the overall population and the value and/or size of the exceptions found in comparison to the items selected for testing.