



**A Report to the  
Audit Committee**

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**Audit Recommendations Follow-up –  
Audit of the Metropolitan Nashville  
Emergency Communications Center**

June 9, 2022

Metropolitan  
Nashville  
Office of  
Internal Audit

## EXECUTIVE SUMMARY

June 9, 2022



### Why We Did This Audit

To evaluate management's implementation of previous audit recommendations as of April 30, 2022.

### What We Recommend

Management should continue efforts to implement the one remaining recommendation.

# Audit Recommendations Follow-Up - Audit of the Metropolitan Nashville Emergency Communications Center

## BACKGROUND

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On March 30, 2021, the Metropolitan Nashville Office of Internal Audit issued an audit report on the Metropolitan Nashville Emergency Communications Center. The audit scope for this engagement was between July 1, 2018, and June 30, 2020. The audit report included two recommendations. All recommendations were accepted by management. The Office of Internal Audit guidelines require monitoring and follow-up to ensure that the recommendations assessed as high or medium risk are appropriately considered, effectively implemented, and yield intended results.

## OBJECTIVES AND SCOPE

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The objectives of this follow-up audit were to determine if the recommended action or an acceptable alternative was implemented.

The scope of the follow-up audit included two accepted recommendations.

## WHAT WE FOUND

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The Metropolitan Nashville Emergency Communications Center has fully implemented one recommendation, and partially implemented one recommendation with full implementation expected by 10/1/2022. Details of the implementation status can be seen in **Appendix A**.

## AUDIT FOLLOW-UP RESULTS

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The initial audit report encompassed the processes, procedures, and timeliness of answering 9-1-1 calls and included calls between July 1, 2018, and June 30, 2020. The audit report included two recommendations both of which were accepted by management for implementation.

The Office of Internal Audit will close a recommendation only for one of the following reasons:

- The recommendation was effectively implemented.
- An alternative action was taken that achieved the intended results.
- Circumstances have so changed that the recommendation is no longer valid.
- The recommendation was not implemented despite the use of all feasible strategies or due to lack of resources. When a recommendation is closed for these reasons, a judgment is made on whether the objectives are significant enough to be pursued later in another assignment.

The scope of the follow-up audit included both accepted recommendations that management was to implement. Of the two accepted recommendations, one recommendation was fully implemented, and one recommendation was partially implemented. Details of the implementation status and updated implementation dates, if applicable, can be seen in **Appendix A**.

## METHODOLOGY

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To achieve the audit objectives, auditors performed the following steps:

- Made inquiries into the management actions to meet standards for call answering times and quality assurance reviews.
- Reviewed reports received from the Emergency Communications Center for emergency call answering times and quality assurance reviews.
- Confirmed changes that the National Emergency Number Association made to the call answering 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 observations and conclusions based on our audit objectives.

## AUDIT TEAM

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Elizabeth Andrews, CFE, In-Charge Auditor

Seth Hatfield, CPA, CIA, CFE, Principal Auditor

Lauren Riley, CPA, CIA, CFE, ACDA, CMFO, Metropolitan Auditor

## APPENDIX A – PRIOR RECOMMENDATIONS AND IMPLEMENTATION STATUS

The following table shows the guidelines followed to determine the status of implementation.

**Table 1**

Recommendation Implementation Status	
<b>Implemented / Closed</b>	The department or agency provided sufficient and appropriate evidence to support the implementation of all elements of the recommendation and the recommendation's implementation caused or significantly influenced the benefits achieved.
<b>Partially Implemented / Open</b>	The department or agency provided some evidence to support implementation progress but not of all elements of the recommendation were implemented.
<b>Not Implemented or No Longer Implemented</b>	The department or agency did not implement a recommendation because: a) of lack of resources; b) an alternative action was taken that achieved the intended results; c) circumstances have so changed that the recommendation is no longer valid.

The following is the audit recommendation for Metropolitan Nashville Emergency Communications Center made in our original audit report dated March 30, 2021, and the current implementation status of the recommendation based on our review of information and documents provided by the Metropolitan Nashville Emergency Communications Center.

Recommendation	Implementation Actions	Outstanding Issues	Implementation Status
<p><b>A.1</b> - Evaluate staffing needs based on call volume and available employee ratio to ensure the service delivery goal is achieved.</p> <p><b>Assessed Risk Level: Medium</b></p>	<p>The Emergency Communications Center has met the National Emergency Number Association (NENA) standard of answering calls within 15 seconds 90 percent of the time and within 20 seconds 95 percent of the time. The average 911 answer speed for the Emergency Communications Center was 8.65 seconds for the audit period.</p>	<p>None</p>	<p><b>Fully Implemented/ Closed</b></p>
<p><b>B.1</b> - Implement steps to ensure standards related to fire communications are being met. Evaluate available industry standards or best practices and adopt standards that align more closely to the operations and objectives of the Emergency Communications Center. Provide additional training, if applicable.</p> <p><b>Assessed Risk Level: Low</b></p>	<p>The Emergency Communications Center transitioned to new guidecards provided by the Association of Public Safety Communications Officials Institute in July 2021. This program has been implemented, focusing first on medical calls. Implementation of quality assurance reviews for fire incidents calls is expected by 10/1/2022.</p>	<p>Full implementation is expected by 10/1/2022.</p>	<p><b>Partially Implemented/ Open</b></p>