

STATE OF FLORIDA AUDITOR GENERAL

Operational Audit

Report No. 2023-061
December 2022

PALM BEACH COUNTY DISTRICT SCHOOL BOARD



Sherrill F. Norman, CPA
Auditor General

Board Members and Superintendent

During the 2021-22 fiscal year, Michael J. Burke served as Superintendent of the Palm Beach County Schools from July 28, 2021, Dr. Donald E. Fennoy II served as Superintendent before that date, and the following individuals served as School Board Members:

	<u>District No.</u>
Barbara McQuinn	1
Alexandria Ayala	2
Karen Brill, Vice Chair	3
Erica Whitfield	4
Frank A. Barbieri, Jr. Esq., Chair	5
Marcia Andrews	6
Dr. Debra L. Robinson	7

The team leader was Ilene R. Gayle, CPA, and the audit was supervised by Jeffrey M. Brizendine, CPA.

Please address inquiries regarding this report to Edward A. Waller, CPA, Audit Manager, by e-mail at tedwaller@aud.state.fl.us or by telephone at (850) 412-2887.

This report and other reports prepared by the Auditor General are available at:

FLAuditor.gov

Printed copies of our reports may be requested by contacting us at:

State of Florida Auditor General

Claude Pepper Building, Suite G74 · 111 West Madison Street · Tallahassee, FL 32399-1450 · (850) 412-2722

PALM BEACH COUNTY DISTRICT SCHOOL BOARD

SUMMARY

This operational audit of the Palm Beach County School District (District) focused on selected District processes and administrative activities and included a follow-up on findings noted in our report No. 2019-218. Our operational audit disclosed the following:

Finding 1: District school safety procedures need improvement to ensure and demonstrate that school resource officers complete required mental health crisis intervention training.

Finding 2: The Transportation Department did not always document the timely follow-up and resolution of transportation-related complaints or concerns expressed to the Transportation Department Call Center. A similar finding was noted in our report No. 2019-218.

BACKGROUND

The Palm Beach County School District (District) is part of the State system of public education under the general direction of the Florida Department of Education and is governed by State law and State Board of Education rules. Geographic boundaries of the District correspond with those of Palm Beach County. The governing body of the District is the Palm Beach County District School Board (Board), which is composed of seven elected members. The appointed Superintendent of Schools is the Executive Officer of the Board. During the 2021-22 fiscal year, the District operated 208 elementary, middle, high, and specialized schools; sponsored 50 charter schools; and reported 190,931 unweighted full-time equivalent students.

FINDINGS AND RECOMMENDATIONS

Finding 1: School Safety

State law¹ requires the Board and Superintendent to partner with law enforcement agencies to establish or assign one or more safe-school officers, such as school safety officers (SSOs) or school resource officers (SROs), at each school facility. SSOs and SROs must be certified law enforcement officers and, among other things, are required to complete mental health crisis intervention training using a curriculum developed by a national organization with expertise in mental health crisis intervention.

During the 2021-22 fiscal year, the Board employed at least one SSO at 185 schools and, at the 23 other schools, contracted for 143 SROs provided by six law enforcement agencies. While District records evidenced that the SSOs at the 185 schools completed the required mental health crisis intervention training, the SRO contracts did not explicitly provide assurance that the SROs had completed the training and did not require the law enforcement agencies to provide evidence of the completed training to the District. In addition, District procedures did not require verification that the SROs completed the training.

¹ Section 1006.12, Florida Statutes.

In response to our inquiry, District personnel indicated that they relied on the law enforcement agencies to ensure that required training was completed. Notwithstanding, such reliance provides limited assurance that the SROs completed the required training. Subsequent to our inquiry, as of September 2022, the District received documentation certifying that 94 of the 143 SROs had completed the required mental health crisis intervention training.

Absent effective procedures to document verification of SRO mental health crisis intervention training, the District cannot demonstrate compliance with State law; the District has limited assurance that the SROs are appropriately trained to avert, or appropriately intervene, during school crises; and the District cannot demonstrate that all appropriate measures have been taken to promote student and staff safety.

Recommendation: The District should enhance procedures to ensure and demonstrate compliance with State school safety laws. Such enhancements should include improved contract provisions requiring assurance from law enforcement agencies that the SROs meet all requirements, including the required mental health crisis intervention training, and procedures to maintain documented verifications that the SROs completed the training.

Finding 2: Transportation Call Center

Effective controls require management review and approval of the follow-up and resolution procedures for transportation-related complaints and concerns received. The Florida Legislature's Office of Program Policy Analysis and Government Accountability (OPPAGA) best practices for Florida school district transportation² provide that district staff should respond promptly to complaints or suggestions received from school site staff, parents, or the general public about a driver's performance on an official assignment. Additionally, district records should show what action was taken in response to each complaint or suggestion.

The District Transportation Department (Department) Transportation Call Center (TCC) maintains a *Customer Call Center Daily Operations Manual* that addresses the TCC's protocol for receiving, logging, and monitoring the resolution of telephone calls reporting such matters as crowded buses, bus driver reckless driving, bus accidents, buses arriving late to schools, and other transportation concerns. The TCC call logs are required to include the type of concern, description of the matter (e.g., bus number, speed, and location of incident), bus route, and date and time of the telephone call. In addition, the TCC call logs separately track reckless driving concerns by service facility.³

According to Department personnel, for calls concerning buses exceeding the speed limit, the TCC team leader reviews the global positioning system for the location and speed of the bus to verify the validity of the concern. Department personnel indicated that the Department Central Office either follows up and resolves the transportation-related concern or refers the concern to the applicable service facility location for follow-up and resolution by the appropriate supervisor. However, the District had not established the timeframes for the team leader and driver to discuss bus driving concerns, closing non-disciplinary concerns, or follow-up notes to be documented on the TCC call log. In addition, procedures had not

² OPPAGA, *The Best Financial Management Practices, Transportation*.

³ The Department maintains six service facility locations (North, Central, South, Royal Palm, East, and West), each having a maintenance and fueling facility.

been established to require a supervisor to review and approve the timely follow-up and resolution of the transportation-related concerns.

During the period January 4, 2021, through April 18, 2022, the TCC recorded 1,030 reckless driving concerns. According to Department records, the Department Central Office documented resolution of 168 concerns and referred 862 concerns to a service facility location for follow-up and resolution. As part of our procedures, we examined District records supporting 29 selected reckless driving concerns referred to a service facility location to evaluate Department personnel efforts to appropriately and promptly follow up with drivers and to determine whether disciplinary actions, if necessary, were timely taken. We found that supervisor responses to 10 of the 29 concerns reviewed were logged into the system 9 to 228 days (average of 74 days) after the concern was received at the TCC. We further noted that, for 14 of the 29 concerns, Department personnel did not adequately document the completion of follow-up or how the concern was resolved. Specifically, District records for:

- 6 concerns noted that drivers were reminded daily to follow traffic laws and Board policies; however, the drivers were not advised of record how to specifically resolve the concerns.
- 3 concerns noted that the concerns could not be confirmed but did not explain why. For example, District records did not demonstrate documented use of a global positioning system to confirm the concern (e.g., bus speed and location of the incident).
- 2 concerns noted that discussions would be held with the bus drivers, but District records did not disclose when the discussions occurred or the results of the discussions.
- 2 concerns noted that the concerns could not be confirmed because it was too late; however, the concerns were entered into the system 147 and 118 days after received and explanations were not documented to justify why the concerns were not promptly followed up on by the service facilities.
- 1 concern noted the bus route number, bus number, and date of the incident and, because the driver was no longer employed by the District, no further follow-up was performed. However, the bus driver was not identified and the concern was recorded 115 days after the incident occurred.

Subsequent to our review, in August 2022 the District established procedures requiring communication between the team leader and bus driver to occur within 3 days of notification of the concern, non-disciplinary concerns to be closed within 10 working days, and follow-up notes on the TCC call log to occur within 10 days. In addition, the Director or designee is to review and approve the timely follow-up and resolution of transportation-related concerns.

Effective procedures to document appropriate and timely follow-up of transportation-related concerns expressed to the TCC, including procedures for management to review and approve the follow-up and prompt resolution of concerns referred to service facility locations, provide vital assurance that bus drivers with unsafe or faulty driving habits will be timely met with and counseled, prompt disciplinary action will occur, and the transportation-related safety risks of students, employees, and others will be appropriately mitigated. Similar findings were noted in our report Nos. 2019-218 and 2017-042.

Recommendation: Department management should continue efforts to document appropriate and timely follow-up of transportation-related concerns expressed to the TCC.

PRIOR AUDIT FOLLOW-UP

The District had taken corrective actions for findings included in our report No. 2019-218 except that Finding 2 was also reported in our report No. 2019-218 as Finding 2 and in our report No. 2017-042 as Finding 6.

OBJECTIVES, SCOPE, AND METHODOLOGY

The Auditor General conducts operational audits of governmental entities to provide the Legislature, Florida's citizens, public entity management, and other stakeholders unbiased, timely, and relevant information for use in promoting government accountability and stewardship and improving government operations.

We conducted this operational audit from April 2022 through September 2022 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.

This operational audit focused on selected District processes and administrative activities. For those areas, our audit objectives were to:

- Evaluate management's performance in establishing and maintaining internal controls, including controls designed to prevent and detect fraud, waste, and abuse, and in administering assigned responsibilities in accordance with applicable laws, rules, regulations, contracts, grant agreements, and other guidelines.
- Examine internal controls designed and placed in operation to promote and encourage the achievement of management's control objectives in the categories of compliance, economic and efficient operations, reliability of records and reports, and safeguarding of assets, and identify weaknesses in those controls.
- Determine whether management had taken corrective actions for findings included in our report No. 2019-218.
- Identify statutory and fiscal changes that may be recommended to the Legislature pursuant to Section 11.45(7)(h), Florida Statutes.

This audit was designed to identify, for those areas included within the scope of the audit, weaknesses in management's internal controls significant to our audit objectives; instances of noncompliance with applicable laws, rules, regulations, contracts, grant agreements, and other guidelines; and instances of inefficient or ineffective operational policies, procedures, or practices. The focus of this audit was to identify problems so that they may be corrected in such a way as to improve government accountability and efficiency and the stewardship of management. Professional judgment has been used in determining significance and audit risk and in selecting the particular transactions, legal compliance matters, records, and controls considered.

As described in more detail below, for those programs, activities, and functions included within the scope of our audit, our audit work included, but was not limited to, communicating to management and those

charged with governance the scope, objectives, timing, overall methodology, and reporting of our audit; obtaining an understanding of the program, activity, or function; identifying and evaluating internal controls significant to our audit objectives; exercising professional judgment in considering significance and audit risk in the design and execution of the research, interviews, tests, analyses, and other procedures included in the audit methodology; obtaining reasonable assurance of the overall sufficiency and appropriateness of the evidence gathered in support of our audit findings and conclusions; and reporting on the results of the audit as required by governing laws and auditing standards.

Our audit included the selection and examination of transactions and records, as well as events and conditions, occurring during the 2021-22 fiscal year audit period, and selected District actions taken prior and subsequent thereto. Unless otherwise indicated in this report, these records and transactions were not selected with the intent of statistically projecting the results, although we have presented for perspective, where practicable, information concerning relevant population value or size and quantifications relative to the items selected for examination.

An audit by its nature does not include a review of all records and actions of management, staff, and vendors, and as a consequence, cannot be relied upon to identify all instances of noncompliance, fraud, waste, abuse, or inefficiency.

In conducting our audit, we:

- Reviewed applicable laws, rules, Board policies, District procedures, and other guidelines, and interviewed District personnel to obtain an understanding of applicable processes and administrative activities and related requirements.
- Reviewed Board information technology (IT) policies and District procedures to determine whether the policies and procedures addressed certain important IT control functions, such as security, systems development and maintenance, network configuration management, system backups, and disaster recovery.
- Evaluated District procedures for maintaining and reviewing employee access to IT data and resources. We examined selected user access privileges to District enterprise resource planning (ERP) system finance and human resources (HR) applications to determine the appropriateness and necessity of the access privileges based on employee job duties and user account functions and whether the access privileges prevented the performance of incompatible duties. We also examined the administrator account access privileges granted and procedures for oversight of administrative accounts for the applications to determine whether these accounts had been appropriately assigned and managed. Specifically, we:
 - Tested the roles that allowed update access privileges to critical ERP system finance application functions resulting in the review of the appropriateness of access privileges granted for 88 employees.
 - Tested the roles that allowed update access privileges to critical ERP system HR application functions resulting in the review of the appropriateness of access privileges granted for 193 employees.
- Evaluated District procedures to prohibit former employee access to electronic data files. Specifically, from the population of 1,919 employees who separated from District employment during the period July 2021 through March 2022, we reviewed user access privileges to the District's HR and Finance application for 20 selected employees to determine whether access privileges were timely deactivated.

- Evaluated District procedures for protecting the sensitive personal information of students, including social security numbers. Specifically, we examined the access privileges of 15 selected employees from the population of 1,642 employees who had access to sensitive personal student information to evaluate the appropriateness and necessity of the access privileges based on the employee's assigned job duties.
- Determined whether the District had a comprehensive IT disaster recovery plan in place that was designed properly, operating effectively, and had been recently tested.
- Examined selected operating system, database, network, and application security settings to determine whether authentication controls were configured and enforced in accordance with IT best practices.
- Determined whether the District had established a comprehensive IT risk assessment to document the District's risk management and assessment processes and security controls intended to protect the confidentiality, integrity, and availability of data and IT resources.
- Evaluated District IT procedures for requesting, testing, approving, and implementing changes to the District business system.
- Evaluated Board policies and District procedures and examined supporting documentation to determine whether audit logging and monitoring controls were configured in accordance with IT best practices.
- Evaluated the physical access controls at the District data center to determine whether vulnerabilities existed.
- Determined whether a fire suppression system had been installed in the District data center.
- Inquired whether the District made expenditures or entered into any contracts under the authority granted by a state of emergency, declared or renewed during the audit period.
- From the population of expenditures totaling \$152 million during the period July 2021 through March 2022 from nonvoted capital outlay tax levy proceeds, Public Education Capital Outlay funds, and other restricted capital project funds, examined documentation supporting selected expenditures and transfers totaling \$14 million, to determine District compliance with the restrictions imposed on the use of these resources, such as compliance with Section 1011.71(2), Florida Statutes.
- Analyzed District records supporting the \$16.1 million total workforce education program funds expenditures for the 2020-21 fiscal year to determine whether the District used the funds for authorized purposes (i.e., not used to support K-12 programs or District K-12 administrative costs).
- Examined District records supporting 2,227 reported contact hours for 30 selected students from the population of 576,171 contact hours reported for 5,898 adult general education instructional students during the Fall 2021 Semester to determine whether the District reported the instructional contact hours in accordance with State Board of Education (SBE) Rule 6A-10.0381, Florida Administrative Code.
- Examined the District Web site to determine whether the 2021-22 fiscal year proposed, tentative, and official budgets were prominently posted pursuant to Section 1011.035(2), Florida Statutes. In addition, we determined whether the Web site contained, for each public school within the District and for the District, the required graphical representations of summary financial efficiency data and fiscal trend information for the previous 3 years, and a link to the Web-based fiscal transparency tool developed by the Florida Department of Education (FDOE).
- Reviewed organizational charts, audit plans, and audit agendas to determine whether the District employed an internal auditor during the audit period and whether the internal auditor reported directly to the Board or its designee as required by Section 1001.42(12)(l), Florida Statutes, and

performed the duties specified in that section. We also determined whether the internal auditor developed audit work plans based on annual risk assessments considering input from other finance and administrative management.

- From the population of 49 payments totaling \$295,744 made during the period July 2021 through March 2022 by the District to its Educational Foundation, examined District records supporting 4 payments totaling \$263,500 to determine the legal authority for such transactions.
- Examined documentation supporting the District's annual tangible personal property physical inventory process to determine whether the inventory results were reconciled to the property records, appropriate follow-up was made for any missing items, and law enforcement was timely notified for any items that could not be located and considered stolen.
- Evaluated District procedures for identifying and inventorying attractive items pursuant to Florida Department of Financial Services Rules, Chapter 69I-73, Florida Administrative Code.
- From the four employment contracts that contained severance pay provisions, determined whether the provisions complied with Section 215.425(4), Florida Statutes.
- From the compensation payments totaling \$1.3 billion to 29,113 employees during the audit period, examined District records supporting compensation payments totaling \$48,629 to 30 selected employees to determine whether the rate of pay complied with the Board-approved salary schedule and whether supervisory personnel reviewed and approved employee reports of time worked.
- Examined District records to determine whether the District had developed adequate performance assessment procedures for instructional personnel and school administrators based on student performance and other criteria in accordance with Section 1012.34(3), Florida Statutes, and determined whether a portion of instructional employee's compensation was based on performance in accordance with Section 1012.22(1)(c)4. and 5., Florida Statutes.
- Examined District records supporting teacher salary increase allocation payments totaling \$36 million for the 2020-21 fiscal year to 12,109 instructional personnel to determine whether the District submitted required reports (salary distribution plan and expenditure report) to the FDOE and used the funds in compliance with Section 1011.62(18), Florida Statutes (2020).
- Examined District records for the audit period for 30 employees selected from the population of 8,428 employees to assess whether employees who had direct contact with students were subjected to the required fingerprinting and background screening.
- Examined Board policies, District procedures, and related records for volunteers for the audit period to determine whether the District searched prospective volunteers' names against the Dru Sjodin National Sexual Offender Public Web site maintained by the United States Department of Justice, as required by Section 943.04351, Florida Statutes.
- Evaluated the effectiveness of Board policies and District procedures addressing the ethical conduct of instructional personnel and school administrators, including reporting responsibilities related to employee misconduct which affects the health, safety, or welfare of a student, and the investigation requirements of all reports for alleged misconduct to determine the sufficiency of those policies and procedures to ensure compliance with Section 1001.42(6) and (7)(b)3., Florida Statutes.
- Pursuant to Section 1013.64(6)(d)2., Florida Statutes, obtained from the FDOE the 2021 cost of construction reports of District student station costs. We examined District records for the three construction projects completed during the 2021 calendar year to determine whether the District accurately reported student station costs and complied with the student station cost limits established by Section 1013.64(6)(b)1., Florida Statutes.

- Examined District records to determine whether the Board had adopted appropriate school safety policies and the District implemented procedures to ensure the health, safety, and welfare of students and compliance with Sections 1006.07 and 1006.12, Florida Statutes, and Section 1006.13, Florida Statutes (2021).
- Examined District records to determine whether the Board had adopted appropriate mental health awareness and assistance policies and the District had implemented procedures to promote the health, safety, and welfare of students and ensure compliance with Section 1012.584, Florida Statutes, Section 1011.62(14) Florida Statutes (2021), and SBE Rule 6A-1.094124, Florida Administrative Code.
- For the 2021-22 and previous 2 fiscal years, evaluated District records and related procedures to determine whether the two charter schools that closed had appropriately reverted applicable funds and property to the District and whether the District did not assume debts of the schools, except as previously agreed upon by the Board.
- Evaluated the sufficiency of District procedures to determine whether District charter schools were required to be subjected to an expedited review pursuant to Section 1002.345, Florida Statutes.
- Examined District records and evaluated construction planning processes for the audit period to determine whether the processes were comprehensive, included consideration of restricted resources and other alternatives to ensure the most economical and effective approach, and met District short-term and long-term needs.
- Evaluated District procedures for identifying facility maintenance needs and establishing resources to address those needs.
- Evaluated District procedures for determining maintenance department staffing needs. We also determined whether such procedures included consideration of appropriate factors and performance measures that were supported by factual information.
- Determined whether non-compensation expenditures were reasonable, correctly recorded, adequately documented, for a valid District purpose, properly authorized and approved, and in compliance with applicable State laws, SBE rules, contract terms and Board policies, and applicable vendors were properly selected. Specifically, from the population of non-compensation expenditures totaling \$285 million for the period July 2021 through March 2022, we examined documentation supporting 30 selected transactions totaling \$4.1 million to make that determination.
- Examined District Transportation Department records to determine whether the Department had adequate policies and procedures to document timely and appropriate follow-up of transportation-related complaints or concerns expressed to the Transportation Call Center. Specifically, we examined 29 of the 862 reckless driving concerns that were received during the period January 4, 2021, through April 18, 2022, and forwarded to a service facility locations for resolution to determine whether the concerns were timely and appropriately resolved and the follow-up and resolution was documented.
- Reviewed Board policies and District procedures relating to bus driver disciplinary actions for preventable bus accidents. Specifically, we reviewed District records relating to 19 of the 54 bus accidents deemed preventable during the audit period to determine whether timely disciplinary action was taken in accordance with Board policies.
- Communicated on an interim basis with applicable officials to ensure the timely resolution of issues involving controls and noncompliance.
- Performed various other auditing procedures, including analytical procedures, as necessary, to accomplish the objectives of the audit.

- Prepared and submitted for management response the findings and recommendations that are included in this report and which describe the matters requiring corrective actions. Management's response is included in this report under the heading **MANAGEMENT'S RESPONSE**.

AUTHORITY

Section 11.45, Florida Statutes, requires that the Auditor General conduct an operational audit of each school district on a periodic basis. Pursuant to the provisions of Section 11.45, Florida Statutes, I have directed that this report be prepared to present the results of our operational audit.

A handwritten signature in blue ink that reads "Sherrill F. Norman". The signature is fluid and cursive, with the first name being the most prominent.

Sherrill F. Norman, CPA
Auditor General

MANAGEMENT'S RESPONSE



**THE SCHOOL DISTRICT OF
PALM BEACH COUNTY, FL**

MICHAEL J. BURKE
SUPERINTENDENT

FRANK A. BARBIERI, JR., ESQ.
BOARD CHAIRMAN

OFFICE OF THE SUPERINTENDENT
3300 FOREST HILL BOULEVARD, C-316
WEST PALM BEACH, FL 33406-5869

KAREN M. BRILL
BOARD VICE CHAIR

PHONE: 561-649-6833 / FAX: 561-649-6837
WWW.PALMBEACHSCHOOLS.ORG

MARCIA ANDREWS
ALEXANDRIA AYALA
EDWIN FERGUSON, ESQ.
BARBARA MCQUINN
ERICA WHITFIELD

December 1, 2022

Sent via e-mail flaudgen_audrpt_dsb@aud.state.fl.us

Sherrill F. Norman, CPA
Auditor General
111 W. Madison Street
Tallahassee, FL 32399-1450

Ms. Norman,

Enclosed is our response to the preliminary and tentative audit findings and recommendations on your operational audit of the School District of Palm Beach County for the fiscal year ended June 30, 2022. Pursuant to Section 11.45(4)(d), Florida Statute, the District is required to respond within 30 days of receipt. As required, our written statement of explanation is submitted electronically in source format with my digitized signature.

Sincerely,

Michael J. Burke
Superintendent

HF/NS/dh
Enclosure

C: Heather Frederick, C.P.A., Chief Financial Officer
Sarah Mooney, Chief of Police
Joseph Sanches, Chief Operating Officer

The School District of Palm Beach County, Florida
A Top High-Performing A-Rated School District
An Equal Opportunity Education Provider and Employer

Finding #1: School Safety - District school safety procedures need improvement to ensure and demonstrate that school resource officers complete required mental health crisis intervention training.

Recommendation #1: The District should enhance procedures to ensure and demonstrate compliance with State school safety laws. Such enhancements should include improved contract provisions requiring assurance from law enforcement agencies that the SROs meet all requirements, including the required mental health crisis intervention training, and procedures to maintain documented verifications that the SROs completed the training.

Management Response #1:

Starting with the FY23 school year, the District began reviewing the individual training records of the law enforcement officers who have been providing contractual services within Palm Beach County Schools to verify their compliance with the required mental health crisis intervention training identified in the audit.

Contracting agencies are notified, via email, of the statutory requirement and are provided with suggested training courses to meet the minimum threshold. School Police conduct monthly reviews of the contracted officers who work in the schools to verify their training records.

Finding #2: The Transportation Department did not always document the timely follow-up and resolution of transportation-related complaints or concerns expressed to the Transportation Department Call Center. A similar finding was noted in our report No. 2019-218.

Recommendation #2: Department management should continue efforts to document appropriate and timely follow-up of transportation-related concerns expressed to the TCC.

Management Response #2:

In response to the Auditor General's audit finding, the Transportation Department (Transportation) made changes to bring this operational audit finding into compliance.

July 2022, Transportation implemented a compliance monitoring procedure. Calls requiring further action are tracked in TRIRIGA Software and assigned to the driver's compound. Compound management is notified of open tickets approaching the 10-day mark. Additionally, the Director, or designee, reviews open TRIRIGA tickets weekly to ensure timely response from staff. A review of the weekly TRIRIGA reports reflect a more timely resolution of outstanding tickets.