



INTERNAL AUDIT

**Public Safety Response Times
Reporting Audit**

Prepared by

**Rhonda Lee, CGFO
City Auditor**

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Executive Summary

The City Auditor has conducted an audit of the Public Safety Response Times Reporting for the City of League City (COLC). This audit was conducted under the authority of Resolution# 2013-51 and in accordance with the Annual Audit Plan approved by the City Council in Resolution# 2018-40. This audit primarily examined the reporting database sources used in the preparation of public safety response times to be included in the "City Manager's Goals Update Monthly Report" (CMGUMR), the procedures and practices being used in those areas to provide the response times reflected in the reports for Police, Fire and Emergency Medical Services (EMS) departments.

Each of the Public Safety departments has been reporting "response times" each year as part of their Performance Measures in the COLC Annual Budget. The Performance Measures for response times being used by the three departments are, and have been, for Priority One calls. Priority One (1) calls are those categorized as an emergency, life or property in danger.

For each reporting department, City staff are following their understanding of the definition of the information being requested for the CMGUMR. However, the definition being used by the City public safety departments of "response time" for this report has become more refined during the two-year reporting periods May 2016 through April 2018. Currently, the response times being reported in the CMGUMR by the three public safety departments listed above are for "Priority One" calls. As noted in the report, the criteria used to report Priority 1 calls varies between the three departments. Mutual aid calls dispatched by COLC were included in the Police and EMS times, but not for Fire. Zero-time calls are included in the Fire and EMS times, but not Police. Some data which had previously been reported in prior monthly reports has currently been restated/updated to reflect the present reporting "standard" of Priority One calls as defined by each department.

In order to provide consistent reporting of the Public Safety Response Times for the City, the definition of "response times" for the CMGUMR and the Strategic Plan should be for Priority 1 calls, as defined by each department. A clear and concise definition of "response times" needs to be specified, in accordance with industry standards, as to the call types to be included or excluded, by each department and applied consistently for all reporting. It is noted that Fire and EMS are classified together for their industry and reporting standards and Police have separate standards. For example, per industry standards for each group, dispatch time is not included in response times for Fire and EMS but is included in the response time for Police. Therefore, the Fire and EMS definition criteria would differ from the Police definition criteria.

The details of the overall findings and recommendations are discussed in this report.

Objective

The objective of this audit according to the Annual Audit Plan was to determine if the response times being reported for Fire/Police/EMS, as part of the “City Manager’s Goals Update Monthly Report” (CMGUMR), are consistently reported and comparable to regional agencies’ standards and methodology of data collection.

Scope and Methodology

The City Auditor reviewed the Computer Aided Dispatching (CAD) database reporting and compared it to the response times being reported in the CMGUMR for selected months during the reporting periods. Discrepancies were further investigated to determine the cause for the differences. The Police Department uses CAD for their response time and call volume reporting. Although the source response information is from CAD, Fire and EMS use their own separate databases, “FireHouse” and “ESO”, as a basis to report response times. CAD information is uploaded into the Fire/EMS respective databases as each call is completed by dispatch which is then updated by the responding personnel in their department’s database. Each of these software programs have other features and reporting options which are specific to Fire and EMS operating needs.

As part of the audit, the following was done:

- Access was granted to the Auditor to view the CAD reporting system
- Access was granted to the Auditor to the FireHouse database to review the reporting and individual incidents
- Access to ESO for EMS was not granted to the Auditor due to HIPPA regulations; EMS provided ESO reports for review as requested by the Auditor
- Comparison of CAD reporting information with CMGUMR, FireHouse and ESO databases and reports
- Compared and reconciled FireHouse Reports and ESO Reports with each Chief’s Worksheets used for CMGUMR reporting
- Reviewed and evaluated discrepancies between the databases, worksheets and CMGUMR reporting
- Met with City staff to review and evaluate the reporting procedures and processes of each department

Generally, City staff is currently reporting their department’s response times for the CMGUMR based on their interpretation of Priority 1 calls. The reporting period for the CMGUMR covers the annual reporting cycles of May through April each year, starting with May 2016 data. Earlier reports submitted for the CMGUMR during this time period included not only Priority 1 calls for Police and Fire, but also Average Response time for all calls for EMS and anomalies such as Hurricane Harvey responses and certain mutual aid responses. At the time, it was their individual department’s understanding of the definition of response times to be included in the CMGUMR. Given that reporting standards vary between Police, Fire and EMS, the

three departments were not consistent with each other's definition and reporting throughout the reporting cycles. The City Auditor reviewed each department's interpretation of response time, reporting database and procedures to report the data for the CMGUMR to compare their individual consistency and reliability. These comparisons were assessed for reporting consistency of the three City departments for the CMGUMR and accepted reporting standards for the agencies.

Inquires made by the City Auditor to external agencies and associations which collect response data for Police, Fire and EMS stated their data was based on self-reporting by Public Safety agencies. The limited data collected for response times was for "Emergency Calls", based on the self-reporting agency's criteria. Most statistical data collected by the external groups was to determine the volumes and breakdown of the incident call types, such as burglaries, victim crimes, type of fire or EMS response.

This audit was conducted in accordance with Generally Accepted Government Auditing Standards. Those standards require planning and performing the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for the findings and conclusions based on the audit objectives. The City Auditor believes that the evidence obtained provides a reasonable basis for the findings and conclusions based on the audit objectives.

The sampling methodology is discussed in Exhibit A and the reliability and integrity of information is discussed in Exhibit B.

Background

As part of the City's recently adopted Strategic Plan, the third of eight Critical Success Factors necessary to ensure the city is the best place to live, work and play is to provide a "safe and desirable community." One of the eleven priority initiatives and framework of action steps to achieve this success factor is to "(Initiative #4) Maintain emergency response times in support of a safe and desirable community."

In order to further achieve the above initiative and critical success factor, the City Council has made one of the annual performance goals for the City Manager to "Reduce response times for Fire/Police/EMS" during a performance period of May to April of succeeding years, with baseline statistics having been established.

Initial call reports and related information is captured in the CAD system as recorded by Dispatch. The Police Department uses CAD for its reports included in the CMGUMR. For their individual department's calls, the CAD information is imported into the Fire and EMS Departments' stand-alone databases, FireHouse and ESO respectfully, which each department uses for their reporting. These databases are specific to their departments' specialized needs and requirements when reporting to State/Federal agencies and for EMS billings.

The CAD database inquiry provided to the City Auditor reflected call data for multiple years, excluding Hurricane Harvey, a particularly lengthy mutual aid call for the reconstruction of a traffic fatality, zero-time and cancelled calls. Mutual Aid calls are for dispatched response calls by COLC to other cities/areas (outside of COLC's jurisdiction).

Zero-time calls are those calls where the responder arrives on scene prior to receiving a dispatched call, or self-reports a call to dispatch to issue a run number when they observe a situation needing a response (i.e. fire in progress which has not yet been reported/dispatched). Therefore, there is zero-time to be reported for the response since the responder is on scene at time of dispatch.

During the various two-year reporting cycles, there have been some modifications to the database reporting parameters to reflect the current understanding of data to be reported. These changes have sometimes been documented on the monthly CMGUMR as they occur, but the notations are not necessarily carried-forward on subsequent monthly reports. In some cases, the changes have not been noted or tracked continually on the CMGUMR during the reporting periods.

The CAD database reporting currently displays the response times and call volume for Priority 1 calls only for the Police Department, excluding the specific calls referenced above. The CAD database reporting presently displays response times, without the related call volume, for all calls (emergency, non-emergency and mutual aid) for Fire and EMS departments. Hurricane Harvey calls, zero-time and cancelled calls are excluded on CAD reporting for all three departments. As an industry

standard stated by the National Fire Protection Association, dispatch time is not included in the reporting of Fire and EMS response times.

For its reports included in the CMGUMR, the Fire Department has reported Priority 1 calls only, including zero-time and excluding Hurricane Harvey and Mutual Aid calls, for response times. However, when reporting number of calls responded to, the Fire Department has reported all calls, including Hurricane Harvey, Mutual Aid and non-emergency calls.

The Fire Chief runs a custom report from FireHouse which contains only Priority 1 calls, as defined above. He then enters the calls from the report into an Excel worksheet to determine response times by shifts and Gap Times. Gap Times are defined as a specific time/shift when a stipend is not paid to Volunteer Fire Fighters to cover the stations for call-outs. He uses the times calculated from his worksheet to report the response times included in the CMGUMR. The Auditor was not able to recreate the FireHouse Reports to match the Chief's worksheet. However, the differences were reconciled, and the overall outcomes were not deemed to have a material impact on the reported data.

Both the Fire and EMS Departments include zero-time and exclude cancelled calls in their response reporting to the CMGUMR. The Police Department does not include either type of these calls in their reporting to the CMGUMR.

For its reports included in the CMGUMR, the EMS Department has reported the average response time of all calls, excluding Hurricane Harvey and including Mutual Aid and non-emergency calls, for the time period May 2016 through December 2017. From January 2018 through current, EMS has reported the average response time for Priority 1 calls only, including Mutual Aid calls. The EMS Chief runs custom reports from ESO for his response times included in the CMGUMR. ESO reports include Mutual Aid response times but exclude Hurricane Harvey calls. However, when reporting number of calls responded to, the EMS Department has reported all calls, including Hurricane Harvey, Mutual Aid and non-emergency calls.

Findings and Recommendations

During the audit, certain areas for improvement were identified. The audit was not designed or intended to be a detailed study of every relevant system, procedure and transaction. Accordingly, the Findings and Recommendations section presented in this report may not be all-inclusive of areas where improvement might be needed.

Based on the City's Public Safety Response Reporting procedures, the following items were checked:

1. CAD System compared to the CMGUMR
2. CAD System compared to FireHouse reporting
3. FireHouse reporting compared to the CMGUMR
4. Fire Chief's FireHouse report compared and reconciled to the Fire Chief's Excel Worksheet for response times
5. Fire Chief's Excel Worksheet for response times compared and reconciled to the CMGUMR
6. CAD System compared to ESO reporting
7. ESO (EMS) reporting compared to the CMGUMR
8. EMS Chief's ESO reports compared and reconciled to the EMS Chief's Excel Worksheet and CMGUMR for response times
9. Review of Nature Codes used by Dispatch that determines the priority level of the call in CAD
10. Monthly CMGUMR Reports to verify consistency and carry-forward information

For the three departments reviewed, the following items were observed for each department:

1. Multi-Departmental

The definition of response times to be reported in the CMGUMR does not appear to be clearly defined by City Administration. Current reporting is for Priority 1 ("emergency") calls only and do not include specific anomalies, such as Hurricane Harvey and a particularly lengthy mutual aid call. These anomalies have been noted on various CMGUMR monthly reports, but the notations are not necessarily continuously carried forward to subsequent reports

Response times for non-emergency calls are not currently being reported on the CMGUMR.

Total call volumes are being reported for Fire and EMS, but not for Police.

Mutual Aid calls are included in reporting for Police and EMS, but not for Fire

Zero-time calls are included in reporting for Fire and EMS, but not for Police

There were changes in the reporting criteria over the two-year time period for all three departments. These are noted below under each section.

Nature Codes used by Dispatch determine the priority level of a call in CAD; many of the codes are designated "P" (Priority) for Fire and EMS. These calls are not designated as Priority 1 or 3 (non-emergency) when imported to the FireHouse or ESO databases. Responder personnel update the records in their individual databases to the appropriate priority level based on the activity of the call.

2. Police Department

The reporting of response times for the Police Department has become more refined during the two-year reporting period. The changes/restatements were noted on the report at the time they occurred and were made to provide better comparison of data between the years. Earlier reports included anomalies such as Hurricane Harvey and a mutual aid call for the reconstruction of a traffic fatality which substantially skewed the response times and number of calls being reported for those months and the annual average response time for Priority 1 calls.

Labeling of report data and charts was insufficient. Graphs presented did not state the time period or type of calls being reported. Labeling of charts and graphs have since been updated to reflect the data being reported.

Totals of the (annual) rows and two-year reporting columns were not always updated for formula/mathematical calculations. It appeared to occur particularly at calendar-year and reporting-year ends. These calculations have since been corrected.

All response data (time and volume) is reported for Priority 1 calls only

3. Fire Department

The Fire Chief runs a custom report from FireHouse which contains only Priority 1 calls, excluding Mutual Aid calls. He then enters these calls into an Excel worksheet to determine response times by shifts and Gap Times. Re-creation of the Fire Chief's Report from FireHouse for the time periods reviewed by the Auditor did not match what was used to compile the Chief's worksheet information and reported on the CMGUMR. The differences were reconciled and deemed not to have a material effect on the department's response times. Differences appeared to be timing, call completion, and quality control (QC) issues.

The total number of calls reflected on the CMGUMR report is for all calls, not just the Priority 1 calls.

4. EMS Department

The reporting of response times for the EMS Department has not been consistent during the two-year reporting period. Earlier reports were average response times of all calls. Starting with January 2018, the reporting was changed to include Priority 1 calls only for response times. This change was not noted on the CMGUMR.

The total number of calls reflected on the CMGUMR report is for all calls, not just the Priority 1 calls.

For reporting the "Peak Demand Unit In-Service" (fourth unit) percentages, notations of its use are not always made to differentiate between its use as a peak-time unit versus its use to cover for units out-of-service due to repairs (i.e. four units are not being used at the same time).

Management is in a unique position to best understand their operations and may be able to identify more efficient and effective approaches to the following recommendations:

- 1. Provide a concise definition of “response times” to be reported on the CMGUMR as part of the City Manager’s annual performance goal and the City’s Strategic Plan Initiative.**

The current definition being reported on the monthly CMGUMR is Priority 1 – Emergency Calls. Two departments are including mutual aid calls and one is not. Two different departments include zero-time calls in their reporting while the other department does not.

Recommendations:

City Administration should provide clarification of the definition of “response times” that is to be reported by Public Safety. A determination of whether “emergency only” response times is the initiative to be decreased/maintained or having the departments report separately the emergency calls and an average of all calls would best describe the relevant response times being queried. However, it should be noted that external reporting of response times is usually “emergency only” calls. In addition, internal reporting of “Performance Measures” for budgeting purposes is “Priority 1” calls only. The definition used by the departments needs to specify if mutual aid, zero-time and/or certain anomalies calls should be included or excluded in the reporting of each category of response calls to ensure their departmental reporting is on the same basis, using the same criteria for all reporting. As previously noted, Fire and EMS would use the same definition and Police would use a different definition based on their individual industry standards.

Management Response:

Moving forward, Police, Fire, and EMS will provide graphic representations of cumulative response averages for all calls, including non-emergency, and additional representations of emergency calls only, providing a more complete data set of overall response. Fire and EMS will provide additional graphics that include call taking and dispatch time in total response time, as well as the national standards that eliminate those portions of response time. Specific explanations or definitions of any relevant exclusions or anomalies will accompany each graphical data set. A definition of emergency and non-emergency calls for each particular discipline will be included in the graphics moving forward.

Target Date: February 1, 2019

Responsible Party: Assistant City Manager

2. Provide the number of calls being responded to for each category being reported under “Response Times” by the departments.

The call volume for each response category would provide a better understanding of the response times and their related volume. Currently, the Police Department reports the response times for Priority 1 calls and their related call volumes. However, the Fire and EMS Departments are currently reporting their Priority 1 calls response times and their total number of all call volumes. Using the current reporting in the CMGUMR, changes in volume for Priority 1 calls cannot be determined for Fire or EMS.

Recommendations:

Reporting the call volume, both for emergency and non-emergency, would be an indicator of resources used by the citizens, businesses and visitors of League City for each category. If personnel and equipment/vehicle remain constant, significant call volume changes should directly impact the response times. These indicators would better guide budgeting decisions for changes desired to maintain the response levels necessary to meet the City’s essential needs.

Management Response:

The response to recommendation #1 also addresses this recommendation by including additional data sets and graphics.

Target Date: *February 1, 2019*

Responsible Party: *Department Chiefs*

3. Provide supplemental information and detail changes made to previously reported data having a direct impact on the information currently being reported to offer enhanced understanding and comparison of the response times and call volumes being reported.

In addition to the response times and call volumes being reported monthly on the CMGUMR, there has been supplemental information provided which impacts the data being reported. For example, there were changes made in the data parameters being reported from previous reporting, or data to be excluded in current and future reporting, such as Hurricane Harvey response and related call volumes to be included or not be included.

For part of the reporting period, EMS reported the average response times of all calls and then changed to reporting Priority 1 calls only as the Police and Fire Departments were reporting. This change was not noted on the CMGUMR.

Recommendations:

Changes made to the data previously reported should be detailed in the current and subsequent reports. If the data is to be restated, the details of the restatement should be listed as well. When the methodology and/or definition of the data being reported changes or is clarified, those differences should be identified on the current report as well as subsequent reports for better comparison of the information being provided. Specific inclusions/exclusions should be identified and updated throughout the reporting cycles.

Due to the changes not necessarily being tracked for prior reporting cycles, the changes going forward should be noted and state the effective date.

Management Response:

Police, Fire, and EMS will report supplemental information including any anomalies in a month and any methodology changes as they occur.

Target Date: February 1, 2019

Responsible Party: Department Chiefs

4. Provide ancillary reporting information which directly impacts or better clarifies the response times and call volumes being reported such as increase in staff, Fire Department stipends and vehicles.

There has been limited additional information provided on the CMGUMR regarding changes which may have a relevant effect on response times. For example, there is a chart which denotes the usage of the "Peak Times", or fourth, unit for EMS. However, the use of the Peak Ambulance is not identified as to when it is used as a supplemental ambulance due to increased call volumes or it is being used due to other units being out of service for repairs or maintenance.

During the periods being reported, there have been additional stipends for the Fire Department, which increased the availability of personnel responding to calls and should directly impact a decrease in response times for the Department.

Recommendations:

Additional staffing and/or response equipment should be noted with the effective date of service to demonstrate the desired outcomes to be achieved. For example, if additional equipment was to provide supplemental/improved service to decrease response times, however, the additional unit is being used to maintain the same level of service due to maintenance issues, City Administration needs to be notified the desired intent is not being met and the reason the anticipated outcome may not be attained.

Management Response:

City Council approved purchase of an additional ambulance that will provide for two reserve units, thereby eliminating the need for down time tracking on the peak time unit.

Target Date: February 1, 2019

Responsible Party: Department Chiefs

5. Provide clarification of data being reported by labeling all charts and graphs as to the information being reported and as of what date.

Graphs and charts are not consistently and clearly identified as to the data being reported in the CMGUMR, or as of what date. Fire and EMS response times do not specify they are for Priority 1 calls only or an average of all calls. The response times do not always state if they include Mutual Aid/Zero-time calls, exclude these types of calls, or if specific anomalies (such as Hurricane Harvey) are included or excluded. For example, Fire Department does not include Mutual Aid calls in their reporting, but Police and EMS Departments do include Mutual Aid calls in their reporting. However, the CMGUMR response time chart for EMS states it does not include Mutual Aid calls even though it does.

Another example would be, the Police Department reports originally included additional charts for calls by day of week and time of day which neither identified the time period being reported or what is being reported (i.e. Priority 1 calls only). This reporting has since been updated to reflect the time periods reported and the data agrees with the other Police chart provided.

The Fire and EMS Departments are currently reporting only Priority 1 call response times, yet the call volume being reported is for all calls. The related charts do not identify what data is being reported in each chart or that they include different rather than comparable categories of responses in each chart.

Recommendation:

Individual graphs and charts should be labeled as to the data being reported, for what time period(s), what is included or excluded and as of what date.

Restatements of prior reporting should be noted with an explanation of the change. Notations made for specific reporting and data inclusions, exclusions or selections should be carried-forward to provide enhanced reporting comparisons.

Management Response:

Charts and graphs will be clearly labeled. Notations will be made for any exclusions or inclusions apart from the definitions.

Target Date: February 1, 2019

Responsible Party: Department Chiefs

6. **Provide the data being reported on the same consistent basis and specified reporting cycle time periods of May-April each year, to include a minimum of two full years of data for enhanced comparisons.**

Graphs and charts are not consistently reported for specific time periods by the various departments being reported in the CMGUMR. The Police Department originally reported their data on the months in the current reporting cycle and the previous full year reporting cycle, which did not include two full years of data for comparison purposes. They have recently changed their reporting to include three full years of data plus the current year's data to provide a better comparison tool of the information. Fire and EMS report their response time data from May 2016 through current month, which currently includes a minimum two full years of comparison data for their response times, however the reporting of number of calls has not been reported on a consistent basis. They are currently reporting 12-13 months call volume for the last reporting cycles, not for the same periods being reported for the response times.

Several of the charts currently included in the CMGUMR are for varying, different time periods or were not included in prior monthly editions of the CMGUMR. Some of the charts in the CMGUMR have periodically contained math/calculations errors for the various departments' reporting.

Changes in the reporting dynamics were not tracked or necessarily noted in the CMGUMR as to what changed, the effect upon the data reported or the effective date of the change.

Recommendation:

All graphs and charts should be reported on the same, clear and consistent basis for a specified time period. Certain standards should be established for the reporting criteria such as Priority 1 versus all calls response times, volume counts of calls by category, including two full years plus the current year's data for May – April reporting cycles of all data. Any supplemental information such as Peak Unit Usage, Calls by Hour of Day and the related call volume by day of the week, should be on the same reporting cycles of May – April. Each department should use the same criteria and reporting cycles each month. Any changes in the criteria or parameters should be disclosed in the month of change, noted in subsequent reporting and applied as applicable to all three departments reporting. An example

of such a change would be an anomaly such as Hurricane Harvey which may originally be included then a decision is made to exclude the “one-time” incident since it does not fairly represent (i.e. “skews”) the response times on an annual average. If the exclusion is noted in the report, the readers are aware of the exclusion and its possible impact on the data.

All graphs and charts should be reviewed for consistency and math/calculation accuracy prior to being submitted for CMGUMR reporting.

Management Response:

Police, Fire, and EMS will generate reports directly from computer data using the same time periods for all data sets. Anomalies will be noted as mentioned in other responses to the auditor’s suggestions, but will remain in the data sets, as these are realistic reflections of our ability to respond given any circumstance. Leaving out events like Hurricane Harvey would not provide a true representation of our abilities.

Target Date: February 1, 2019

Responsible Party: Department Chiefs

- 7. Confirm all Quality Control has been completed for the prior month’s response calls in FireHouse and ESO before submission to the CMGUMR. (Note: Police completes their QC on a daily basis by shift.)**

During the review of the reports from FireHouse and ESO, the Auditor was not able to duplicate the same information as was originally reported by Fire and EMS for the CMGUMR. Although the differences were not material, it was determined to primarily be a result of updates or completion of call records in those separate databases after the Chiefs pulled their database reports to provide the data for the CMGUMR. As a matter of practice, the call should be completed prior to the responder completing their shift. However, on some occasions the responder does not finish the call record prior to leaving for the day, particularly if the shift has been extended due to the type of response call and may be off on leave a day or two afterwards. Sometimes, multiple (volunteer) responders need to complete their portion of the call record before the call can be completed. QC for EMS is more time consuming due to the call records also being used for the department’s billing system. Calls must be completed by the responders prior to QC review. Fire and EMS Departments share a designated QC staff member who, as a part of her duties, is to review all calls and insure they are completed and all related information has been input. As time allows, the Fire and EMS Chiefs also assist with the QC process.

FireHouse and ESO reports are used to report response data to the State. The State agencies maintain response information and statistics on their websites for review. Fire Department is currently working to complete its QC for its database in

order to resubmit the data to the State. During the audit, it was noted the QC was not up to date which impacts reporting from the database.

Some reports could not be recreated from FireHouse and ESO due to changes in the reporting dynamics during the time period being reported and presumably records which were updated during QC after previous reports had been used for the CMGUMR reporting.

Recommendation:

In order for the data to be accurate and reliable, personnel/crew leaders need to complete call records before going off-duty. Completed call records will facilitate the QC process, which needs to be completed prior to the database information being submitted for the CMGUMR reports or to other agencies to ensure the information is being disseminated on a consistent basis. Generally, the information needed for the CMGUMR is due about the 10th of following month. ESO automatically submits the EMS reporting for the State's "Trauma Registry" on a scheduled monthly cycle, usually mid-month, reporting completed calls only. After their completion, any incomplete calls for a prior month are submitted with the next monthly transmission to the State. The Fire Department submits its database reporting to the State annually during the first quarter of the year for the previous calendar year. If QC is completed on a routine basis and schedule, these deadlines should allow sufficient time to complete QC prior to information being submitted, provided sufficient, dedicated, personnel time is available and allocated to the QC process on a regular basis. If all prior months' records have been completed and QC reviews done, the data should be accurate, and no further updates should be made. The data would be consistent and transparent, and reports could be reproduced to achieve the same outcomes at a later time if needed.

Management Response:

Police and EMS already complete reports prior to going off duty. This is not an option for Fire, since the volunteers must occasionally leave scenes to report to their places of employment. Note: Fire does not have sufficient staff to produce all the enhanced reporting and QC work described in this audit on a prompt and consistent basis. It is requested that some consideration be given to adding an administrative technician to the Fire Department staff to focus on these and other issues with quality assurance and review.

Target Date: February 1, 2019

Responsible Party: Department Chiefs

EXHIBIT A

Sampling Methodology

All twelve months of the CMGUMR were reviewed for consistency of information being reported. The CMGUMR began in August 2017. In addition, four months, January through April 2018, of data and related reporting was examined in detail for the information included in the CMGUMR.

City Staff compiling the data were interviewed to document the process and procedures used to submit the data for the CMGUMR, as well as their insights and thoughts on the processes.

EXHIBIT B

Reliability and Integrity of Information

Findings 1-7 are inquiry and observation based, but they are supported by the documentation review results of the CMGUMR reports and related databases used.