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**CITY OF SAN ANTONIO  
OFFICE OF THE CITY AUDITOR**

**Public Safety**  
AUDIT OF 9-1-1 OPERATIONS  
PROJECT NO. AU23-033  
NOVEMBER 18, 2024

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CITY AUDITOR



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# Executive Summary

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As part of our annual Audit Plan approved by City Council, we conducted an audit of Public Safety, specifically 9-1-1 operations. The audit objective, conclusions, and recommendations follow:

## **Determine if 9-1-1 operations are effective, efficient, and comply with national standards.**

Overall, 9-1-1 operations are effective, efficient, and comply with national standards. Both the San Antonio Police Department (SAPD) and the San Antonio Fire Department (SAFD) are meeting current National Emergency Number Association (NENA) standards for call answering times. For FY2023, SAPD's answered 96% of calls within 15 seconds, while SAFD answered 90% of calls within 15 seconds. Additionally, police civilian call takers and uniformed paramedics are appropriately licensed for their role. Training for staff is effective and completed timely. Additionally, we found controls over computer aided dispatch (CAD) backups, change management, and system patching to be effective. While 9-1-1 operations are effectively managed, we did identify areas in which operations could be improved. We made recommendations as follows:

- Ensure call reviews are performed consistently and failed call reviews are followed up by Quality Assurance (QA) analysts/supervisors with the agents.
- Develop a methodology for periodically evaluating SAFD staffing levels.
- Establish policies to ensure that SAFD personnel transfers to the backup facility occur at least annually.
- Investigate and determine if and how abandoned calls are being dismissed and establish effective controls to ensure abandoned calls are called back at least once.
- Ensure that badge access reports are produced annually by ITSD, reviewed, and returned by SAFD and SAPD, and processed by ITSD timely for appropriate badge access removal.
- Ensure CAD user access is restricted as appropriate.

We provided recommendations to management to strengthen controls and resolve identified issues. SAPD, SAFD, and Information Technology Services Department (ITSD) management agreed with the audit findings and has developed positive action plans to address them. Management's verbatim response is in Appendix B on page 13.

# Background

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Bexar Metro 9-1-1 Network works with AT&T to provide 9-1-1 services to Bexar, Guadalupe, and Comal Counties. Bexar Metro is financed through fees on cell phones and landlines. The fee per line is \$0.50 for private customers and \$1.00 for commercial customers. The funding is used to provide equipment, software, and the technology to route and connect calls to the appropriate public safety answering point (PSAP).

The City's 9-1-1 call center (a.k.a. PSAP) is staffed 24 hours a day, 7 days a week to assist the public by taking calls and dispatching appropriate emergency services. The call center is staffed with civilians on the Police side and uniformed "engineers" on the Fire Department side who operate independently but are co-located at the same call center facility. In most instances 9-1-1 calls are initially answered and screened by Police civilian call takers. When callers require assistance from the Fire Department, they are transferred to uniformed Fire Department call takers who are trained in emergency medical dispatch and emergency fire dispatch.

## Staffing:

At the time of the audit, the SAPD call center had a total of 28 supervisors, 64 dispatchers, 28 expeditors, and 137 call takers. In addition, they employ 3 quality assurance personnel. SAPD staff work 8 or 10-hour shifts to cover the 24-hour a day operation.

SAFD operates in 24-hour shifts and is staffed by total of 64 fire engineers, 8 of whom are detailed to the division, who rotate roles between call taker, alert dispatcher, Delta dispatcher, and clinical dispatcher. Each engineer gets 7 hours of downtime during each shift for meals, breaks, etc. The fire engineers are managed by the Division Fire Chief and supervised by 5 Lieutenants.

Below are the descriptions of essential call center roles:

**Call Taker:** The call taker's role is to answer initial 9-1-1 calls; collect information such as location, nature of the emergency, name, and phone number; determine priority of incident; and input this information into the CAD system. For the fire/EMS portion of the calls, the call takers are all certified paramedics.

**Dispatcher:** The dispatcher's role is to review incident information in the CAD system, assign resources to the incident in CAD, monitor the incident, update the CAD system, and assign additional resources as needed. For SAFD, the dispatchers may be broken down into additional categories including Alert Dispatcher (assigns resources to calls), Delta Dispatcher (monitors the incident and communicates with field units), and Clinical Dispatcher (handles low acuity calls in an effort to reduce the need to dispatch field units).

**Expeditor:** The expeditor's role is to review non-emergency call information taken by the call takers and process low acuity police reports in order to increase the availability of sworn Patrol resources. In times of high call volume, expeditors can work as call takers and dispatchers. In addition, the SAFD side has light duty officers available to help with non-emergency calls.

When a citizen calls 9-1-1, the first person that they communicate with is an SAPD call taker, who will either take the call or route the call to SAFD if fire or medical services are needed. The call taker receives all relevant information and inputs it into the CAD system. From there, the dispatcher will assign appropriate resources to the incident and provide additional support during the call.

If a call is transferred to SAFD, the nature of the incident is determined. SAFD has implemented several programs to improve the quality of services provided and reduce the burden on field-units. The Clinical Dispatching program allows paramedics to provide more in-depth care and resources for individuals seeking medical services who may not require emergency services<sup>1</sup>. Based upon the nature of the incident, various resources can be provided and/or medical or fire services will be dispatched.

National Emergency Number Association (NENA) is a national non-profit organization focused on 9-1-1 operations. While NENA is not a governing agency, the City of San Antonio’s SAPD and SAFD follow NENA standards regarding call answering times. NENA recently revised the call answering standard to recommend answering 90% of calls within 15 seconds; however, SAPD and SAFD follow NENA’s previous standard of 90% of calls answered within 10 seconds. The following table provides a summary of call answering results (also called Grade of Service) for SAPD and SAFD for fiscal years (FY) 2022 and 2023.

**Figure 1: Grade of Service for SAPD and SAFD for FY 2022 and 2023**

Department	Fiscal Year	Percent of Calls Answered < 10 seconds	Percent of Calls Answered < 15 seconds
SAPD	2022	94.69%	95.77%
	2023	95.15%	96.09%
SAFD	2022	87.99%	89.29%
	2023	88.62%	89.71%

Source: eCATS

During FY 2023, 9-1-1 call volume for both SAPD and SAFD services increased 5.7% and 3.3% over FY 2022 call volume, respectively. As SAPD handles the initial call, SAFD call totals are included in the SAPD totals.

**Figure 2: Total 9-1-1 Calls**

Department	Fiscal Year	Total 9-1-1 Calls	% Change
SAPD	2022	1,344,430	5.7%
	2023	1,421,622	
SAFD	2022	208,669	3.3%
	2023	215,624	

<sup>1</sup> Additionally, SAFD can utilize GoodSam, which allows paramedics at the PSAP to obtain a visual of an incident and provide medical attention, instruction, or can be used to gain a greater understanding of the strength of a fire, for example.

Source: eCATS

In addition to 9-1-1 voice calls, both SAPD and SAFD, handle other communications including Text-to-9-1-1, TTY services (to aid in communication with those who are deaf, hard of hearing, or speech-impaired), and non-emergency calls. Communication volumes for these types of calls are as follow:

**Figure 3 – Other Communication Types**

Dept	FY	Texts to 9-1-1	TTY	Non-Emergency	Total
SAPD	FY2022	8,386	3,342	1,603,821	1,615,549
	FY2023	8,405	6,569	1,666,906	1,681,880
SAFD	FY2022	92	28	157,114	157,234
	FY2023	228	60	163,142	163,430

Source: eCATS

# Audit Scope and Methodology

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The audit scope included 9-1-1 call center operations and controls over CAD (computer aided dispatch). We reviewed the period from FY 2022 through March 2024.

To gain an understanding of operations, we interviewed both San Antonio Police Department (SAPD), San Antonio Fire Department (SAFD), and Information Technology Services Department (ITSD) personnel and conducted walkthroughs over SAPD and SAFD 9-1-1 operations, training and quality assurance, performance metrics, and CAD controls. The SAPD Communications Division procedures, NENA standards, COSA Administrative Directives (ADs), and Criminal Justice Information Services (CJIS) Security Policy were our primary criteria for this audit.

We assessed internal controls relevant to the audit objective. This included a review of system data and reports, standard operating procedures, security policies, department utilized reports and analysis, and COSA administrative directives. In addition, as part of our testing procedures, we examined the following areas:

- SAPD and SAFD staffing procedures
- SAPD and SAFD response time calculations
- Training and quality assurance programs
- Abandoned call procedures
- Physical and logical security
- CAD application security controls

We relied on computer-processed data in the CAD system to validate performance metrics. Our reliance was based on performing direct tests on the data. We evaluated limited general and application controls to include user access, change management, logging procedures, and patching processes. We do not believe that the absence of fully testing general and application controls had an effect on the results of our audit. Additionally, we relied on computer-processed data in the Emergency Call Tracking System (eCATS) system to validate performance metrics and perform analysis of operations. Our reliance was based on performing direct tests on the data rather than evaluating the system's general and application controls. We do not believe that the absence of testing general and application controls had an effect on the results of the audit.

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.

# Audit Results and Recommendations

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Overall, Public Safety 9-1-1 operations are effective, efficient, and in compliance with national standards. We reviewed a sample of police civilian call takers and paramedics and determined that they are appropriately licensed for their respective roles. Additionally, we determined that training for 9-1-1 operations is completed and timely. Further, we reviewed SAPD's methodology for determining staffing needs and found it to be adequate. Finally, we reviewed controls over CAD and found that change management procedures are appropriate, system back-ups comply with departmental procedures, and system patching is executed per policy.

We made recommendations for the San Antonio Police Department and the San Antonio Fire Department separately. As well we identified areas for improvement that affect 9-1-1 operations as a whole, with multiple responsible parties.

## A. San Antonio Police Department

### A.1 Quality Assurance Program

SAPD Quality Assurance (QA) specialists are not consistently reviewing 9-1-1 calls and follow-up is not always documented.

QA specialists are tasked with reviewing a sample of calls to ensure that 9-1-1 calls comply with department standards. During the 3-month period reviewed, 50 agents did not receive at least 3 call reviews for one or more months as required by SAPD's standard.

Additionally, we obtained a sample of 25 failed call reviews and found that 22 of the 25 sampled did not have adequate documentation showing the failed call review was discussed with the associated agent.

Per NENA standards, PSAP agencies should ensure that a sufficient number of call reviews are conducted for both call taking and dispatching, of which SAPD had decided 3 reviews per agent per month should be conducted. Additionally, the agency should document any actions resulting from the quality assurance process.

SAPD lacks execution of controls to ensure call reviews are being performed consistently over the agents and that follow-up with agents over failed call reviews are being performed and appropriately documented.

Without a sufficient number of call reviews and adequate documentation, SAPD may be unable to address and provide support for consistent performance which could affect the quality of 9-1-1 services.

## Recommendation

The Chief of Police should ensure call reviews are performed consistently and failed call reviews are followed up by QA analysts/supervisors with the agents.

## B. San Antonio Fire Department

### B.1 Staffing Levels

SAFD's methodology of considering call handling times and workload to determine staffing needs is not sufficient to meet the NENA standard of answering 90% of calls within 10 seconds.

In recent years, SAFD has received additional staffing due to the success of new programs. However, meeting NENA call answering standards is directly correlated with the number of call takers available to answer calls. Additionally, while the introduction of new programs and tools, such as Clinical Dispatching and GoodSam, have improved the quality of services provided, they also increase the length of time calls take, which leaves paramedics unavailable to take additional calls. SAFD currently has 64 paramedics for call taking/dispatching (8 of whom are detailed to the division), 5 lieutenants, and a division chief assigned to the 9-1-1 call center. The SAFD Communications Division also requires overtime to ensure minimum staffing levels are met. Further, 3 temporary light-duty staff support the Communications division by responding to non-emergency calls to SAFD.

Using the Erlang C model (a staffing calculation method that determines the number of agents needed to accommodate inbound calls), we determined that SAFD would currently need 64.6 paramedics to meet the call answering standard of 90% of calls answered within 10 seconds and 80% of non-emergency calls answered within 20 seconds assuming current overtime levels at FY 2023 call volumes. That is, 16.15 paramedics for call taking and dispatching per shift, compared to current scheduling of 14 per shift. As stated above, SAFD has a total of 64 paramedics in the division of which 56 positions are scheduled during 4 shift rotations, with the remaining positions unfilled due to leave, training, etc. During FY 2023, SAFD's grade of service for emergency calls was 88.62%.

Without an adequate methodology for determining staffing needs, SAFD's staffing may not be able to keep pace with public safety needs, nor meet NENA call answering standards as the population of the service area increases.

## Recommendation

The Fire Chief should implement a methodology to periodically evaluate staffing levels considering call volumes, impact of new programs, and the potential effect of a 12-hour shift staffing model to address staffing needs.

## **B.2 Quality Assurance Program**

SAFD is not consistently documenting communication of failed call reviews.

Of the 5 failed call reviews selected for review, none included documentation as evidence that the failed call review was discussed with the paramedic.

Per NENA standards, a face-to-face feedback session with the call taker should be performed on a regular basis to have the greatest impact for performance improvement. It is best practice that any communication with call takers over failed calls be documented for tracking purposes.

SAFD lacks procedures to ensure that communication of failed call reviews, and documentation thereof, are performed.

Without adequate documentation, SAFD may lack sufficient support that performance issues have been addressed and tracked.

### **Recommendation**

The Fire Chief should develop procedures for providing documented feedback to call takers who have received review scores showing a need for improvement.

## **B.3 Operations Continuity Procedures**

SAFD is not performing periodic operations continuity procedures for ensuring 9-1-1 calls can be taken at the City's emergency backup facility.

Per NENA standards, training and physical exercises for emergency procedures should be performed at least annually. SAFD performs quarterly continuity tests to ensure staff can successfully transfer to and answer 9-1-1 calls at the City's emergency backup facility in the event of a 9-1-1 call center failure. However, the SAFD does not do so.

Without physically performing periodic backup procedures, including transferring personnel to the emergency site, staff may not have sufficient practice required for a seamless transfer in the event of an emergency, nor assurance that any potential issues with the back-up procedures are addressed prior to an emergency.

### **Recommendation**

The Fire Chief should establish policies to ensure that personnel transfers to the backup facility occur at least annually.

## **C. Joint SAPD/SAFD/ITSD Findings**

### **C.1 Abandoned Calls (SAPD/SAFD)**

Call center staff may not be consistently calling back calls that are abandoned by the caller. An abandoned call is a call placed to 9-1-1 in which the caller disconnects before the call can be answered by the PSAP.

During FY 2023, for SAPD, of the 67,581 abandoned calls that were available to be called back, 6,313 abandoned calls did not receive at least one call back, or about 9% of abandoned calls and 0.44% of total call volume per eCATS. For SAFD, of the 1,262 abandoned calls that were available to be called back, 98 calls, or about 8% of abandoned calls and .005% of total call volume, did not receive at least one call back per eCATS.

Per NENA standards, if a valid callback number is available, the call taker should attempt to re-establish contact once, at a minimum.

The 9-1-1 call taking software is configured to provide a pop-up to call takers to re-establish contact after an abandoned call is registered in the system. However, this control may not be effective at ensuring at least one call back is made.

Without an effective control to ensure that abandoned calls are called back at least once, SAPD and SAFD may not be connecting with residents that require emergency service.

### **Recommendation**

The Chief of Police and Fire Chief should perform further research to determine if and how abandoned calls are being dismissed and establish effective controls to ensure abandoned calls are called back at least once per NENA standards.

### **C.2 Badge Access (ITSD/SAPD/SAFD)**

PSAP (9-1-1 call center) badge access reviews are not being performed consistently.

Annually, ITSD Security provides an access control report to applicable departments who have personnel that require access to the PSAP. The access control report is reviewed by SAPD and SAFD to determine if access is still appropriate and returned to ITSD Security so access can be adjusted.

ITSD Security did not submit an access control report for SAFD's review for the last three fiscal years. In addition, SAPD did not return the access control report to ITSD Security during FY 2023 for required updates.

Per COSA Administrative Directive (AD) 7.8d, physical access controls are to be periodically reviewed for validity. Without execution of controls, unauthorized individuals may have access to the PSAP and the personnel and CJIS information contained within.

**Recommendation**

The Chief Information Officer, Fire Chief, and Chief of Police should ensure that badge access reports are produced annually by ITSD, reviewed and returned by SAFD and SAPD, and processed by ITSD timely for appropriate badge access removal.

**C.3 CAD User Access (ITSD/SAPD/SAFD)**

User access to CAD is not sufficiently restricted.

Of the 6,184 CAD users, 49 (a little less than 1%) maintained limited CAD access (access to notifications) while either withdrawn or inactive. Additionally, 13 users maintained access who no longer required it.

Per AD 7.8d, access to COSA IT assets must be disabled upon separation of the employee or on leave of absence. In addition, access to COSA assets is based on each individual's job function and should use the principle of least privilege.

CAD user access issues result due to a lack of adequate communication regarding adjustments to user access between reviews, either due to departure from COSA employment or a change in position.

Without adequate access controls COSA information is at risk of unauthorized access.

**Recommendation**

The Chief Information Officer, Fire Chief, and Chief of Police should ensure CAD user access is restricted as appropriate.

## Appendix A – Staff Acknowledgement

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Mark Bigler, CPA-Utah, CISA, CFE, Audit Manager  
Nastasha Leach, CIA, CISA, CGAP, CRMA, Auditor in Charge  
Loretta Faxlanger, CFE, Auditor

# Appendix B – Management Response



## CITY OF SAN ANTONIO

SAN ANTONIO TEXAS 78283-3966

November 1, 2024

Kevin W. Barthold, CPA, CIA, CISA  
 City Auditor  
 San Antonio, Texas

RE: Management’s Corrective Action Plan for Audit of Public Safety 911 Operations

The San Antonio Police Department (SAPD), San Antonio Fire Department (SAFD), and Information Technology Services Division (ITSD) have reviewed the audit report and have developed the Corrective Action Plan below corresponding to the report recommendation(s).

Recommendation					
#	Description	Audit Report Page	Accept, Decline	Responsible Person’s Name/Title	Completion Date
A.1	<p><b>SAPD – Quality Assurance</b></p> <p>The Chief of Police should ensure call reviews are performed consistently and failed call reviews are followed up by QA analysts/supervisors with the agents.</p>	7	Accept	Richard Riley, Assistant Director	October 2024
<p><b>Action plan:</b></p> <p>The SAPD Communications Division improved its Quality Assurance processes by tying performance goals to an employee’s EPE score. Specifically, performance metrics were established for Quality Assurance personnel and for Communications Supervisors to ensure calls were reviewed to reflect both the Division’s and the employee’s individual performance. QA and Customer Service performance is reviewed with assigned staff quarterly and reflected in employee’s EPE scores. The Communications Division will continue both initiatives to ensure consistent call reviews and appropriate coaching and training are conducted to provide excellent service to the San Antonio community.</p>					

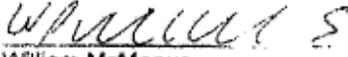
Recommendation					
#	Description	Audit Report Page	Accept, Decline	Responsible Person's Name/Title	Completion Date
B.1	<p><b>SAFD – Staffing Levels</b></p> <p>The Fire Chief should implement a methodology to periodically evaluate staffing levels considering call volumes, impact of new programs, and the potential effect of a 12-hour shift staffing model to address staffing needs.</p>	8	Accept	Bryan Norris – Deputy Chief	February 2025
<p><b>Action plan:</b> The department will develop a process to identify the needs for the Communications Division. The analysis will include a more accurate staffing ratio for the Communications Division to ensure compliance with standards, the use of light duty staff for non-emergency call taking or Clinical Dispatch Program, and a plan for reassessment at periodic intervals. The department will also study the possibility of schedule changes to include the possibility of implementing a 12-hour schedule and the realignment of breaks for personnel to alleviate stress on the workforce.</p>					
B.2	<p><b>SAFD – Quality Assurance</b></p> <p>The Fire Chief should develop procedures for providing documented feedback to call takers who have received review scores showing a need for improvement.</p>	9	Accept	Bryan Norris – Deputy Chief	September 2024
<p><b>Action plan:</b> The Department has created and implemented a procedure to provide quality assurance and quality improvement (QA/QI) to our dispatchers. The procedure is designed to meet the NENA standard for QA/QI to include a standardized digital form to improve the evaluation and record keeping process. The new process clearly states the number of evaluations per dispatcher, call types evaluated, benchmarks for satisfactory call completion, and an improvement process for failed evaluations.</p>					
B.3	<p><b>SAFD – Operations Continuity</b></p> <p>The Fire Chief should establish policies to ensure that personnel transfers to the backup facility occur at least annually.</p>	9	Accept	Bryan Norris – Deputy Chief	October 2024

Recommendation					
#	Description	Audit Report Page	Accept, Decline	Responsible Person's Name/Title	Completion Date
	<p><b>Action plan:</b> The Department has created and implemented a policy to address call transfers and the process for ensuring the operation of the system, should the back-up PSAP at Quarry Run need to be utilized. The Communications Division Chief, working with IT staff, has ensured all components are operational, so the actual call transfer procedures could take place starting in October. The new policy includes the relocation of Communications personnel to the Quarry Run facility quarterly, practicing the disaster rerouting process bi-annually, and conducting rapid relocation drills bi-annually.</p>				
C.1	<p><b>SAPD/SAFD – Abandoned Calls</b></p> <p>The Chief of Police and Fire Chief should perform further research to determine if and how abandoned calls are being dismissed and establish effective controls to ensure abandoned calls are called back at least once per NENA standards.</p>	10	Accept	<p>Bryan Norris, Deputy Chief Richard Riley, Assistant Director</p>	March 2025
	<p><b>Action plan:</b> During the audit, SAPD discovered that some calls marked as abandoned never reached a call taker and, therefore, did not register in the Emergency Call Tracking System (ECATS) or the Automatic Number Identification /Automatic Location identification (ANI/ALI) system to provide a callback number to a telecommunications employee. The Department and Bexar Metro are working with AT&amp;T, Motorola, and ECATS to address this issue. Bexar Metro's technical operations team increased the call delay that registers a call in both the ECATS and the ANI/ALI system from less than one second to two seconds to allow a call to register in ECATS and the ANI/ALI system, providing the call taker the opportunity to answer the call or call the number back in the event of an abandoned call. SAPD and SAFD are working diligently to ensure all abandoned calls are called back as they both recognize the consequences could be significant to those impacted.</p>				
C.2	<p><b>ITSD/SAPD/SAFD – Badge Access</b></p> <p>The Chief Information Officer, Fire Chief, and Chief of Police should ensure that badge access reports are produced annually by ITSD, reviewed and returned by SAFD and SAPD, and processed by ITSD timely for appropriate badge access removal.</p>	10	Accept	<p>Patsy Boozer, CISO Bryan Norris Deputy Chief Richard Riley, Assistant Director</p>	December 2024

Recommendation					
#	Description	Audit Report Page	Accept, Decline	Responsible Person's Name/Title	Completion Date
	<p><b>Action plan:</b> ITSD Security will ensure that badge access reports are produced annually in January for review. SAFD and SAPD will review the reports for accuracy and return to ITSD for necessary actions by the last day of February. The previous review period was performed on the following dates:</p> <ul style="list-style-type: none"> <li>- ITSD Security will update Access Control Report Process– vetting process (Completed July 19, 2024)</li> <li>- Annual vetting report for SAFD at PSAP – Report (report denotes those in need of removal only / all others are to retain access) and SAFD review completed (June 26, 2024)</li> <li>- Annual vetting report for SAPD at PSAP – Report (report denotes those in need of removal only / all others are to retain access) and SAPD review completed (Date, July 22, 2024)</li> </ul> <p>The new interval and procedure will begin January 2025.</p>				
C.3	<p><b>ITSD/SAPD/SAFD – CAD User Access</b></p> <p>The Chief Information Officer, Fire Chief, and Chief of Police should ensure CAD user access is restricted as appropriate.</p>	11	Accept	<p>Ted Manganello, Sr. IT Manager Bryan Norris, Deputy Chief Richard Riley, Assistant Director</p>	December 2024
	<p><b>Action plan:</b> ITSD will provide the departments with a bi-annual report of active user accounts for verification in January and June of each year. In cooperation with SAFD and SAPD, ITSD will continue to follow the terminated COSA user reviews to ensure removal of all terminated city staff. The Departments are developing policies and procedures to review non departmental user access and their roles, and to create a more efficient procedure to ensure notification is provided to ITSD to edit or remove CAD user access when an individual is reassigned or no longer needs access.</p>				

We are committed to addressing the recommendation in the audit report and the plan of action presented above

Sincerely,

  
William McManus  
Chief of Police  
San Antonio Police Department

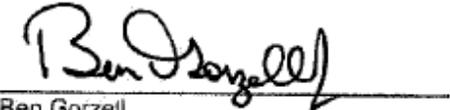
11/1/24  
Date

  
Christopher Monestier  
Interim Fire Chief  
San Antonio Fire Department

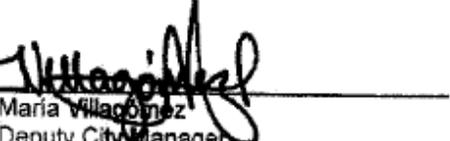
10/31/2024  
Date

  
Craig Hopkins  
Chief Information Officer  
Information Technology Services Department

4 Nov 2024  
Date

  
Ben Gorzell  
Chief Financial Officer  
City Manager's Office

11/5/2024  
Date

  
Maria Villagomez  
Deputy City Manager  
City Manager's Office

10/31/2024  
Date