October 19, 2022

Special Request

Emergency Response Time Assessment

Albuquerque Police Department

Report No. 22-118

CITY OF ALBUQUERQUE
OFFICE OF INTERNAL AUDIT

City of Albuquerque
Office of Internal Audit

October 19, 2022

Accountability in Government Oversight Committee
P.O. Box 1293
Albuquerque, New Mexico 87103

Dear Committee Chair and Members,

I am pleased to present the following report, **Albuquerque Police Department Emergency Response Time Assessment**. The report, prepared by Federal Engineering, Inc. (FE) on behalf of the Office of Internal Audit (OIA), provides an evaluation of the Albuquerque Police Department (APD) emergency response time, as measured from when calls are received by the APD until officer on-scene arrival. The assessment was conducted pursuant to a request from Council Services, and the objective was to determine whether emergency (Priority 1 and 2) calls are answered and dispatched efficiently and effectively by the APD to meet community needs. Specifically, FE assessed the proper classification of call priority; response time historical trends; information technology operations, including the adequacy of infrastructure, administrative support and applications, Computer Aided Dispatch management, and information management practices; as well as the organizational structure of the activities and related staffing levels and scheduling. The assessment found that:

- While national standards require emergency calls to be answered within 15 seconds 90 percent of the time and within 20 seconds 95 percent of the time, the APD answered 75 percent of calls within 15 seconds and 77 percent of calls within 20 seconds.
- Emergency response times for officers (using dispatch to on-scene) increased by one minute from 2020 to 2021, and by approximately 15 seconds from 2021 to 2022. However, response times remain in line with comparable cities analyzed.
- While emergency calls include both Priority 1 and Priority 2 calls, the APD only has established metrics for officer response times for Priority 1 calls.

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- Although recommended by emergency response best practices, the APD lacks a Quality Assurance/Quality Integrity program that provides timely feedback to operators and identifies gaps in training, noncompliance with policy, and opportunities to improve customer service.

The report includes six recommendations intended to enable the APD to further improve its emergency response. APD's response to the report is attached as an appendix and includes areas where reforms are already underway. The OIA will work with the department to follow up every six months on the status of the open recommendations made in this report. The OIA and Federal Engineering, Inc., appreciate the assistance and cooperation of the APD staff throughout the assessment.

Respectfully,

Nicole Kelley
City Auditor
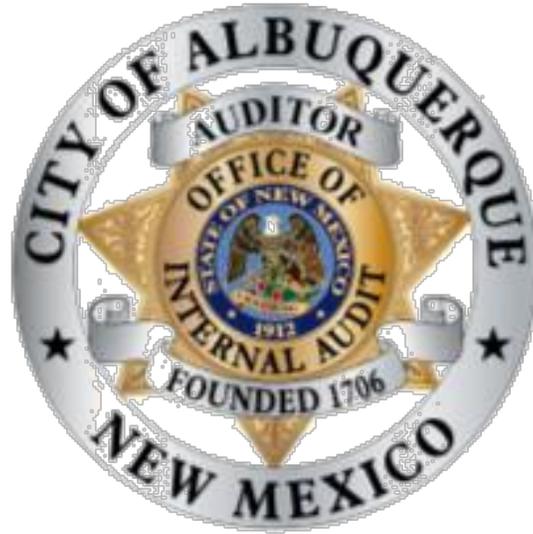
City of Albuquerque
Office of Internal Audit

Albuquerque Police Department
Emergency Response Time Assessment and Report

October 19, 2022

Prepared by:

"Unleashing the Power of Technology"

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Executive Summary

Federal Engineering, Inc. *(FE)* is pleased to provide the City of Albuquerque Office of Internal Audit (OIA) with its findings and recommendations following an assessment of emergency response time performance by the Albuquerque Police Department (APD). The assessment included an evaluation of APD emergency response times as measured from when calls are received in Emergency Communications Center (ECC) until the APD officer arrives. The focus is to determine whether emergency calls are answered and dispatched efficiently and effectively to meet community needs.

The Albuquerque Police Department Response Time Report submission supports the OIA request for consulting services to perform this objective assessment and analysis. *FE* conducted this project according to the scope of services and subsequent discussions with the OIA City Auditor.

Approach

To prepare this report, *FE* followed a comprehensive data collection process, which included a Request for Information (RFI) to obtain demographic data, call processing information, response time data, and related documentation. This information was gathered to assist *FE* in developing an understanding of the participating agencies' organizations, operations, support programs, and technology.

The data requested was then analyzed by *FE*, who applied their collective experience and knowledge of public safety operations, industry best practices, and applicable standards. *FE's* observations, conclusions, and recommendations are the informed opinions of *FE* based on information provided by the APD and OIA, including interviews with various APD subject matter experts.

Notably, during the assessment process, *FE* can encounter reluctance from the agency being reviewed and can have difficulty obtaining the volumes of data it must request. In every instance, the APD staff made themselves accessible, were forthright, responsive, and transparent, and provided one of the most complete and timely RFI responses *FE* has received to date.

Response Time Considerations

Call processing time analysis is the most straightforward assessment. With nationally recognized standards available for comparison, compliance is either in alignment with these standards or not. Section 3 – *Approach and Methodology* and *Section 5 – Findings:*
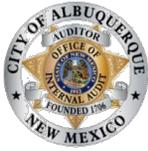
Assessment Results outlined **FE's** findings and highlights APD's Emergency Communications Center (ECC) compliance with national standards.

Telecommunicator Call Processing

After careful review and analysis of the emergency call processing times, **FE's** assessment shows that although there are times when the APD ECC staff meet the 9-1-1 emergency standards set by the National Emergency Number Association (NENA),[1] it fails to meet these standards consistently. It is important to note that NENA simply offers guidance with these standards; they do not require mandatory compliance. Extensive research in this area by NENA finds that the ability of a 9-1-1 center to consistently meet these standards requires sufficient ECC staffing in order to reduce wait times and answer calls as quickly as possible. It also recommends review of an agency's ability to meet these standards. Of note, the APD ECC management reviews on a weekly basis, adherence to these performance measurements, broken down by shift, which is well beyond the recommended monthly review.

Emergency Response Times by Officers

Field response time analysis is more challenging, as there are no national standards or benchmark metrics to compare against. Field response time by officers is measured from the time the call is assigned to an officer(s) by the ECC until the first officer arrives on-scene. To make an informed assessment, **FE** not only evaluated APD's response time data, but it also conducted research on known influencers of response times for law enforcement officers, for what is oftentimes perceived by the public as protracted response times. Credible sources were consulted for recent analyses, including the International Association of Chiefs of Police (IACP), the International Association of City Managers, and the Bureau of Justice/Department of Justice. Social media, periodicals, and other media sources were also examined to identify third-party sources of relevant information. Because there are no national standards for response times by police officers to emergency or non-emergency calls, it is important to understand if there are trends or other factors to consider in this assessment. Finally, **FE** looked to like-sized law enforcement agency response times for its comparative analysis.

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[1] Ninety percent (90%) of all 9-1-1 calls arriving at the Public Safety Answering Point (PSAP) SHALL be answered within (≤) fifteen (15) seconds. Ninety-five (95%) of all 9-1-1 calls should be answered within (≤) twenty (20) seconds." NENA Standard for 9-1-1 Call Processing," p. 8, April 16, 2020, <https://cdn.ymaws.com/www.nena.org/resource/resmgr/standards/nena-sta-020.1-2020_911_call.pdf>, last accessed October 6, 2022.
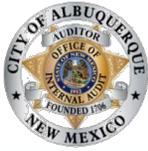
It is of note, and not foreign to *FE* during an assessment, that the APD has been under external oversight for more than seven years as part of its Court Approved Settlement Agreement with the Department of Justice. In discussions with APD management, *FE* determined that one requirement that could impact emergency response times is a mandate that the APD send officers with specific equipment when dispatched to certain emergency calls. Such a mandate would require additional officers' response to a single call, making fewer officers available to respond to other calls. Other than identifying it as a potential influencer, *FE* could not determine whether such a mandate directly contributed to any response time delays. A more comprehensive analysis assessing such a direct causal relationship is outside the scope of this response time assessment.

Perhaps the greatest influence on response times is the lack of available law enforcement resources to respond to calls, due in large part to what is thought to be a nationwide crisis of officer staffing shortages in today's law enforcement market.[2] In a September 2019 study by the International Association of Chiefs of Police (IACP) on the staffing crisis, the report outlines the effects the crisis has on cities "Longer wait times for calls for service, fewer crimes solved and cleared."

To effectively evaluate response times, the ability must exist to sort the response time information by the requested data points. Although, the APD captures response time from the time of the call by area command for a given month, in order to analyze the response time data, additional comparative data is required. For example, the APD has staffing data for the numbers of officers on-duty by day, however, there is no ability to associate officer availability to response times. Even if it were possible, it would take a significant number of staff-hours to manually analyze the data to determine contributing factors to the response time. For the assessment, *FE* used response time data that was available, as detailed in *Section 5 – Findings: Assessment Results.* In addition, *FE* provided a series of recommendations for the APD to expand its reporting capabilities in this area. Additional information on both 9-1-1 and field response can be found in *Section 5 – Findings: Assessment Results.*

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[2] International Association of Chiefs of Police, The State of Recruitment – A Crisis for Law Enforcement – September 2019 https://www.theiacp.org/sites/default/files/239416_IACP_RecruitmentBR_HR_0.pdf, last accessed on October 6, 2022.
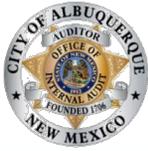
RECOMMENDATIONS

FE provides the following key recommendations for consideration by the City of Albuquerque. More detail on each of the recommendations listed below are included in *Section 6 – Key Recommendations.*

Recommendation 1 – The APD ECC should move forward with implementation of a Quality Assurance/Quality Integrity (QA/QI) program with a clearly defined process for quality assurance case reviews that include call-taking and dispatching activities. The number of calls reviewed should be two percent in accordance with national standards. If APD determines that review of two percent of its calls is burdensome, it could incrementally move towards this goal as the program is implemented.

Basis for recommendation: *FE* identified gap. Quality assurance, as defined in this report, allows the APD to be proactive versus reactive in identifying training and performance issues before they escalate to a complaint. Currently, APD ECC staff conduct these reviews after an issue is reported.

Recommendation 2 – As part of the City's Performance Measures pilot initiative outlined in the City Fiscal Year 2023 budget, the APD should define prescriptive and quantifiable response measures that support officers' response times and arrival at the scene of an emergency call as quickly and safely as possible. Currently, APD performance measures for emergency response goals are 7 minutes 30 seconds for Priority 1 and 6 minutes 20 seconds for Priority 2 calls. These response time goals were established by APD due to limitations in their current CAD system to effectively capture and report the data, along with response time performance history. As there is no national standard for officer response times, *FE* recommends the APD establish response time goals that are reasonable to the community it serves and are supported with a system that accurately captures and has reporting tools that enable them to effectively report this information.

Basis for recommendation: *FE* identified gap. Only a few performance measurements exist in the APD. Both direct and indirect metrics need to be accounted for when measuring an agency's performance. Each response time performance measurement has strengths and weaknesses that are important to understand before measuring police response time performance.

Recommendation 3 – The APD should require written policies and procedures that address how emergency response time should be calculated (e.g., from the time the call is answered in the ECC to when the first APD officer arrives on-scene). These policies and procedures should include how often the APD will assess the data.
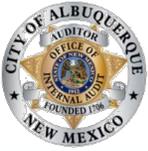
Basis for recommendation: *FE* identified a future gap (need). Once performance measures are defined, documenting how this information is captured and calculated, with prescribed review periods, is essential to validate success.

Recommendation 4 – As part of its replacement of its Computer Aided Dispatch (CAD) system, the APD should work with the CAD vendor to create analytic reports and reporting tools that will more clearly and accurately make available its response time data. Such reporting tools should also give the APD the ability to separate the response time for a location of occurrence, beat, zip code, or XY coordinates.

Basis for recommendation: *FE* identified deficiency. The APD's current CAD system is limited in the types of information available in analytical reports. Unfortunately, the current CAD system requires the vendor to create custom reports to extract data, which can be costly to implement. The APD is replacing the CAD system with a system that can set up analytic reports in each area identified as a gap.

Recommendation 5 – The APD should continue to explore avenues to promote transparency with the community on its response times reporting through education, media relations, and evaluation of its area boundaries.

Basis for recommendation: *FE* identified APD efforts in this area. Based on experience with other public safety agencies, response times are quite often misunderstood by the public. With an expressed consideration by APD management to realign its area command boundaries to align with council districts, *FE* recommends they move forward with this effort and coordinate its implementation with the new CAD system.

Recommendation 6 – After response time performance measures are established, and analytical tools are in place (e.g., by area, council districts, time of day, day week, and staffing levels), a comprehensive analysis of the emergency response times for officers should be periodically conducted.

Basis for recommendation: *FE* identified need. The ability to fully address performance response times in this assessment was not present. Being able to accurately report this data is essential to determine whether or not the perceived deficiency exists.
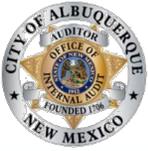
1. Introduction

FE was contracted to provide the City of Albuquerque Office of Internal Audit (OIA) with professional consulting services in the form of a performance assessment. Specifically, to assess whether the APD's emergency calls are answered and dispatched efficiently and effectively to meet community needs. In addition, *FE* was tasked with evaluating the response times for officers on emergency calls.

1.1 Data Collection

To prepare this report, *FE* followed a comprehensive data gathering process that included submitting a Request for Information (RFI), a data collection survey tool (survey spreadsheet), and conducting stakeholder interviews with various personnel within the APD. The information and data collected via the survey and the user and stakeholder input were then analyzed by *FE* who applied their collective experience and knowledge of industry best practices and standards towards developing this assessment.

As part of its data collection process, the APD and ECC provided the following information/documents listed alphabetically. *FE* reviewed each of the documents listed below in their entirety:

- Albuquerque – *FE* Data Collection Workbook_20220622
- Albuquerque Call Taking Analysis Report (Final)
- Albuquerque Talk Groups
- Analyzing Calls for Service to the Albuquerque Police Department
- Area Command Beat Map
- Area Commands and Beats
- Burglary Call Review
- Call Priority Definitions
- City Council Districts
- Computer Aided Dispatch (CAD) Entry Codes
- Emergency Communications Policy (2-100)
- Family Dispute Call Review
- Field Services Bureau Meal Breaks Policy (2-37)
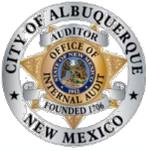
- FY23 APD Approved Performance Measures 05.31.22

- Homicide Call Review

- Incoming Answer Performance (2018, 2019, 2020, 2021)

- Incoming Call Count by Day (2018, 2019, 2020, 2021)

- Incoming Call Count by Hour (2018, 2019, 2020, 2021)

- July Area Command Response Times (2022)

- July Rolling Response Times (2022)

- June 2022 to July 2022 Entry to Onscene Comparison (2022)

- June Rolling Response Times (2022)

- Response Times by Area Command for Calendar Year 2020

- Response Times by Area Command for Calendar Year 2021

- Response Times by Area Command for January to July 2022

- APD Staffing by Area Command for July 2022

- Social Media Incident Wave File

- SPIDR Tech Stats 2-14-2022 Thru 02-21-2022

- Use of Emergency Communications Policy (2-10)

- Weekly Report Ending 07032022.docx

- Year to Date Incoming Answer Performance (2022)

- Year to Date Incoming Call Count by Day (2022)

- Year to Date Incoming Call Count by Hour (2022)

1.2 Agency Interviews

Together with reviewing the data collected during the assessment, *FE* facilitated several interviews with APD staff. The initial interview and subsequent discussions with APD staff included the Deputy Chief, Communications Manager, Area Commanders, and Civilian Police Oversight agency investigators. The focus of the interviews was to gather additional information, address questions on the data provided, and understand APD policies and processes as they relate to performance and response times. Discussion topics included, but were not limited to, the following:
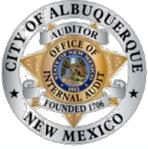
- History and operational understanding of the APD and ECC processes

- Staffing levels and schedules

- Training

- Complaint review processes (ECC and Police Response)

- Randomly selected complaint reviews of calls, Computer Aided Dispatch (CAD) records, i.e., calls for service records generated from the CAD system

- Features and capabilities of Public Safety Answering Point (PSAP) technologies

- The Department of Justice settlement with APD management

1.3 Earlier Assessment Reviews

As part of the assessment, **FE** was requested to review two prior performance studies conducted for the City of Albuquerque by outside parties. These included the following two reports:

- February 2022 9-1-1 and 242-COPS Call Taking Staffing Analysis conducted by IXP Corporation.

- June 2009 report Analyzing Calls for Service to the Albuquerque Police Department (APD) conducted by the University of New Mexico (UNM) Institute for Social Research. The analysis aimed to examine the incoming call volumes in the APD ECC for both emergency and non-emergency lines.

In its review, it was not **FE's** intent, nor would it be appropriate to render an opinion on the data's validity and/or the accuracy of these two reports. Instead, **FE** based its review on the assumption the information contained in the reports was complete and accurate. The purpose was awareness, increasing its understanding of patterns or issues formerly identified, and to determine if there were any relevant action plans that could inform or influence the outcome of this report.

Where appropriate in its findings or key recommendations, **FE** will refer to relevant information or comparative data from either of these reports.
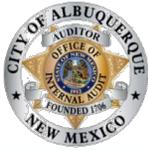
2. Background

This section of the report details the scope of the assessment, along with organizational information for the APD, including the APD ECC.

2.1 Objectives and Scope of the Assessment

The objective of the assessment was to evaluate whether APD emergency calls are answered and dispatched efficiently and effectively to meet community needs. The assessment involved reviewing and completing an objective analysis of APD response times as measured from when calls are received by APD ECC until officer arrival.

Since the APD has been evaluated previously, *FE* focused for purposes of this assessment on a four-year span to look for anomalies. The specifics regarding the assessment scope are further defined in *Section 3 – Approach and Methodology* the call process from the time of receipt of the call (i.e., when the call is initially connected to the APD phone system and answered by a telecommunicator in the ECC) until the first officer arrives on-scene (i.e., when officers arrive at the location). The assessment included the following:

1. Comparison of compliance to APD policies, national standards, and industry best practices

2. Proper classification of call priority

3. Response time by area command. Note: *FE* was unable to assess this performance measure as the data is not available in the current CAD system

4. Response time by Zip Code. Note: the APD's current CAD system does not have any ability to track or report data by zip code. In *FE* experience, this is an uncommon criterion

5. Response time historical trends (year-to-year changes). Although the scope of this project did not include a staffing analysis, *FE* did review staffing levels at a high level to form an opinion on whether or not decreased levels of staffing could be attributed to prolonged response times

6. Information technology operations, including the adequacy of infrastructure, administrative support and applications, dispatch and CAD management, and information management practices

7. The organizational structure of the activities and related staffing levels/scheduling is adequate and appropriate
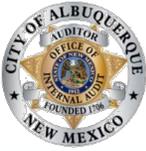
In addition to evaluating emergency response times, the assessment offers recommendations based on facts, standards (where applicable), and industry best practices.

2.2 Albuquerque Police Department

Currently, the APD has an authorized strength (full-time budgeted positions) of 881 sworn personnel and 42 Police Service Aides[3] within the department. The APD is comprised of the following two Offices and five Bureaus.

- Office of the Chief
- Office of the Superintendent
- Accountability Bureau
- Field Services Bureau
- Investigative Bureau
- Management Services and Support Bureau, which includes the ECC
- Special Operations Bureau

2.2.1 Area Commands

The APD divides the City into the following six geographical areas called area commands as depicted in the image below.

- Foothills area command
- Northeast area command
- Northwest area command
- Southeast area command
- Southwest area command
- Valley area command

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[3] "APD Department Summary Sworn Personnel," July 29, 2022, https://www.cabq.gov/police/our-department, last accessed October 6, 2022.
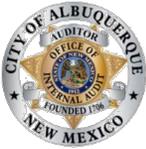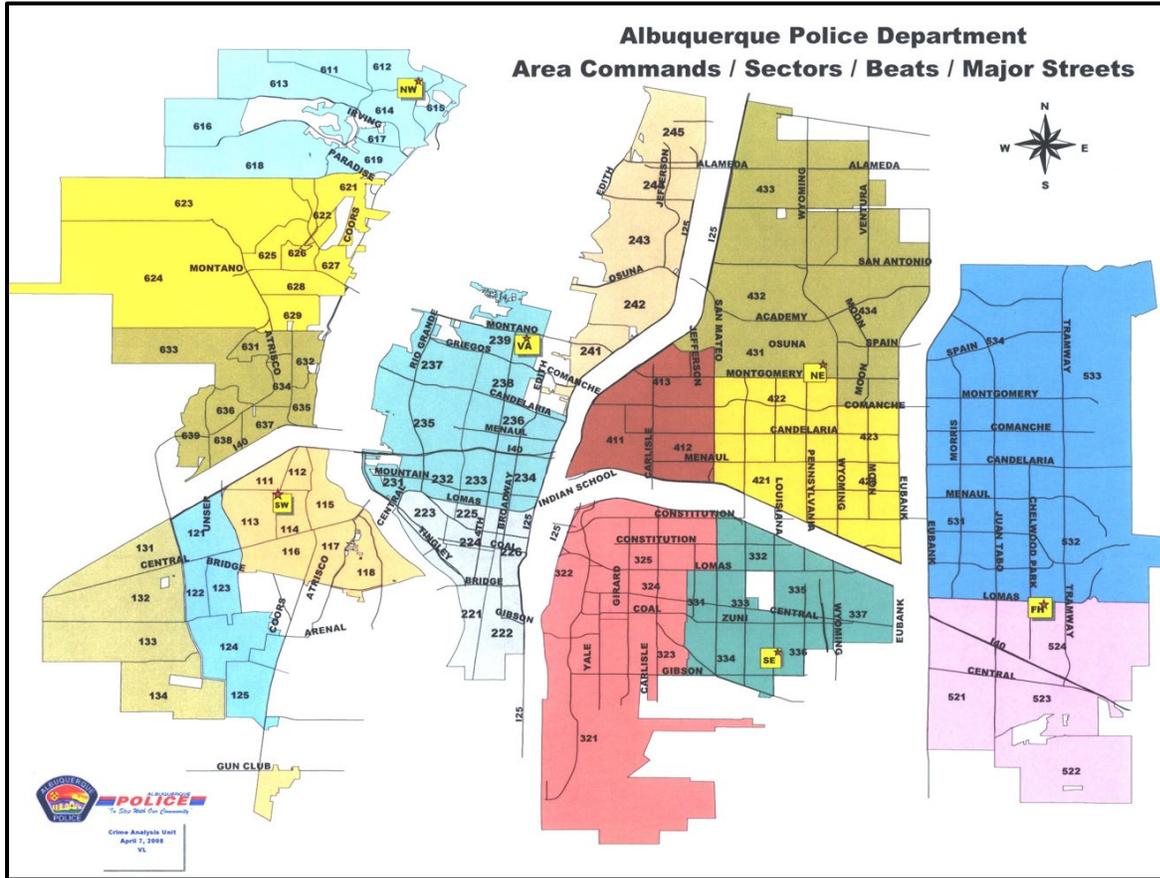
Figure 1 - APD Area Command, Beat, Major Street Map

Each area command has a police substation providing access to law enforcement services, including the following:

- Filing a police report

- Requesting a copy of a police report

- Reporting abandoned or disabled vehicles

- Making comments on APD service

One of the discussion points was alignment of the area commands to coincide with Council boundaries. The APD management advised this is currently under consideration. This has become more common among law enforcement jurisdictions to facilitate communication between the public, the county, and law enforcement.
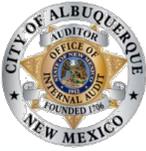
2.2.2   APD Staffing

Although a complete staffing analysis was outside the scope of the assessment, it is important to note that, like law enforcement agencies all across the county, the shortages in police officer staffing plague the APD as well. Without an in-depth analysis of APD field response-related staffing, it is difficult to determine to what extent limited staffing has an effect on the APD's response times. Together with having access to a CAD system that effectively reports response time parameters, *FE* recommends the department conduct a comprehensive staffing analysis to determine to what extent diminished staffing levels and the federal mandate requirements are impacting officer response times.

2.2.3   Albuquerque Police Department Emergency Communications Center (ECC)

The APD Emergency Communications Center (ECC) is the primary Public Safety Answering Point for the police department. Fire and Emergency Medical Services (EMS) are transferred to a secondary PSAP. PSAPs are dedicated 9-1-1 call centers responsible for receiving emergency and non-emergency calls and processing those calls according to a specific operating policy. The Communications Division is part of the Management Services and Support Bureau, overseen by the Deputy Chief, who reports to the Chief of Police.

The APD ECC operates 24 hours a day, seven days a week, every day of the year. The APD ECC answers 9-1-1 and 10-digit emergency and non-emergency (242-COPS) calls for service. They dispatch for APD; Fire/EMS calls are transferred to the collocated but separate command structure, Fire Dispatch.

2.2.4   APD ECC Staffing

The daily dispatch operations are overseen by the Communications Manager, who reports to the Deputy Chief, who then reports to the Chief of Police. In addition to the Communications Manager, the ECC has an allocation of 117 Telecommunicators, 11 Shift Supervisors, three ECC Administrators, seven Administrative Staff (including a Data Analyst), and 14 Records Specialists (one is a supervisor).

The table below represents the authorized staffing and current vacancies for the APD ECC at the time of the assessment.
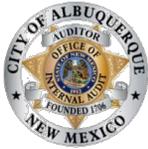
Table 1 - APD ECC Staffing

APD ECC Staffing				
Job Title	# of Authorized F/T Positions	Actual # of F/T Employees	Civilian/ Sworn	Notes
Communications Manager	1	1	Civilian	
ECC Administrators	3	2	Civilian	Direct reports to the Manager, handling administrative tasks and acting Manager duties when required
Shift Supervisors	11	9	Civilian	One supervisor assigned to Training, one assigned to scheduling/payroll
Call Takers	75	73	Civilian	
Dispatchers	42	28	Civilian	
Administrative / Clerical Support	7	6	Civilian	Administrator Staff/Data Coordinators/Admin Assistant/Data Analyst
Quality Assurance	-	-	N/A	QA program will be initiated by third ECC Administrator when filled
Technical Support	1	0	Civilian	
Telephone Reporting Unit	14	10	Civilian	13 Records Specialists/1 Records Supervisor
Totals	**154**	**129**		

The Communications Manager indicated they plan to implement a Quality Assurance/ Quality Improvement program; however, they are unable to dedicate resources to perform these duties until a third ECC Administrator position is filled.

2.2.5 APD ECC Training

The APD Communications Division training program is a structured training program that follows industry-accepted practices (i.e., a combination of classroom and on-the-job training). The APD ECC training program follows the training standards set forth by Association of Public-Safety Communications Officials (APCO). APCO is an international leader providing public safety communications expertise, professional development, technical assistance, and advocacy for 9-1-1 professionals.

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City of Albuquerque
Office of Internal Audit
Albuquerque Police Department
Emergency Response Time Report
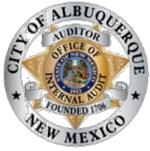
The APD newly hired telecommunicator attends a six-week in-house training course on APD ECC-specific policies, and is trained on the ECC technology, including how to enter calls into the APD CAD system. As part of their classroom training, the APD telecommunicator receives training and their National Crime Information Center (NCIC) certification; this certification is a Criminal Justice Information System (CJIS) mandate for anyone accessing criminal history information.

Following the in-house training course, the telecommunicator attends a classroom-style academy at the New Mexico Public Safety Telecommunicator Training course. The three-week academy must be completed within the first year of hire by the telecommunicator. The APD has partnered with Central New Mexico Community College to use its satellite location for this training. During this time, the new telecommunicators learn call-taking processes and participate in role-playing and mental health-focused training.

After completing the classroom segment, the telecommunicator is assigned to a trainer and receives on-the-job training taking both 9-1-1 and 242-COPS calls. Throughout the training program, issues or areas for improvement are documented using Daily Observation Reports (DORs) that are completed by the Communications Training Officer (CTO). Following successful completion of call-taking training, the telecommunicator can express the desire to promote to a dispatcher classification (i.e., handles radio dispatching duties). If accepted, they complete two weeks of classroom training and an additional five months of training alongside a dispatch trainer.

2.2.6   APD ECC Technology

The APD ECC operates CentralSquare Technologies' (CST) legacy Tiburon TotalCommand CAD version 2.9.2. The APD completed its last software upgrade in June 2022. The Tiburon system was first installed in 2008. In 2015 Tiburon was acquired by CST, which has indicated that, while support for the system will continue, the product is no longer being developed and is considered end-of-life. The replacement of the CAD system has been a high priority according to the APD management team. The administration's intent is that a new CAD system, Motorola PremierOne CAD, will provide an enhanced tool for the ECC staff to take advantage of modern technology that allows streamlining workflows, provides critical information for telecommunicator, and facilitates transfer of information to the field. This replacement was originally expected to be implemented in November 2022; per APD management the implementation of the system is delayed.

The response time reports supplied by APD ECC staff were system-generated (referred to by a CAD vendor as "canned reports"). *FE* was provided the response time reports in

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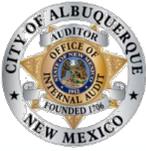
their native form without external manipulation. A CAD system logs all transaction activities into a system transaction file, including date, time, unit, activity type, location, comments, telecommunicator ID, and computer activity. These activities are logged internally within the system and cannot be altered unless exported to a third-party application like Excel, SQL, or another database tool.

There are two distinct aspects of user security within the CAD software: user authentication and user authorization. User authentication is the function of identifying the user, and user authorization is the control over access and functionality available to the authenticated user. The user capabilities are set by the TotalCommand application based on what functional role(s) have been assigned to that user through the application security module. The Tiburon CAD system complies with all Criminal Justice Information System (CJIS) security requirements. The new Motorola Premier One CAD system is also CJIS compliant.

Based on *FE's* experience with multiple CAD systems, including Tiburon's TotalCommand CAD system, *FE* has a high degree of confidence that the response time reports were system-generated and authentic. The City Auditor undertook an additional step of authentication/verification and viewed the generation of the report during an onsite visit with APD ECC staff to ensure that the data provided to *FE* had not been altered.

As with many PSAPs, APD utilizes Motorola's Vesta telephony system for 9-1-1 and other non-emergency lines. Specific to this assessment, the Vesta system has an internal Management Information System (MIS) for statistical reporting. As with the CAD system, these are nationally standardized canned reports that are system-generated. As such, there is a high degree of confidence that the statistics generated in these reports are accurate and not manipulated.

As both the CAD system and 9-1-1 telephony system data account for most of the response time data used in this assessment, the City of Albuquerque must understand that this is information that *FE* is familiar with reviewing and with which *FE* has the highest degree of confidence.

2.3 Albuquerque Community Safety (ACS)

In September 2021, the City established the Albuquerque Community Safety Department (ACS), which dispatches trained and unarmed professionals to respond to 9-1-1 calls that do not require a police or paramedic response. ACS is a cabinet-level public safety department that operates independently from but in collaboration with the Albuquerque Police and Fire Departments. This is a public health model, non-law enforcement-led
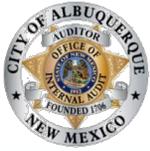
response, which allows for a 9-1-1 telecommunicator to send behavioral, mental health, and social services trained professionals to calls for service that are non-violent or non-medical in nature. Unlike the APD ECC and APD officers who both operate 24 hours per day, ACS is only staffed during normal business hours; however, according to the City of Albuquerque's approved fiscal year 2023 budget, the departmental budget for ACS was expanded by $4 million to provide personnel for continuous coverage 24 hours a day, 7 days a week.
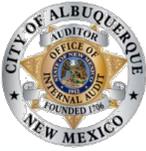
3. Approach and Methodology

Because every call to 9-1-1 is an unknown or potential crisis situation, standards have been established by the industry to set expectations of performance for call processing by PSAPs. Although calls outside of the 9-1-1 system are answered and handled by telecommunicators (e.g., for APD 242-COPS), the national standards relate to 9-1-1 call handling only.

3.1 Staff Interviews

To organize the topics and content of the various staff interviews conducted and observations noted, *Section 6 – Findings: Assessment Results* section of the report contains salient points, facts, and impressions, all directly relevant to the response time assessment scope of work. In some instances, topics have expected overlap when issues apply or reside within more than one area of the operation or the organization. As part of the assessment, the **FE** team corroborated information by connecting directly with other members of the APD staff when applicable.

3.2 Review of Response Time Data

At the core of the assessment is a comprehensive review of the response time data, ensuring the completeness and accuracy of the response time data, including the following:

- review of a sampling of emergency and non-emergency calls, to ensure proper prioritization

- analysis of call logs and records

- observation of reports being run

As noted in *Section 1.1 – Data Collection,* the APD provided extensive amounts of data that allowed **FE** to view the various data elements from multiple positions. By viewing data in this format, i.e., breaking the response time data more granularly, **FE** is able to identify anomalies, note any inconsistency, and have more informed operational discussions with APD staff regarding the data.
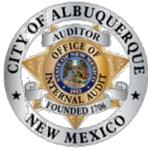
3.3 Comparison with National Standards

FE used two standards to evaluate call performance, National Fire Protection Agency (NFPA) 1225[4] and National Emergency Number Association (NENA) STA-020.1-2020.[5] To evaluate the APD's performance against national standards, *FE* was able to effectively complete this assessment as the APD ECC evaluates (reports) its compliance to this standard on a weekly basis. For example, the NFPA call processing time requirement–from call answer to first unit notification–applies only to emergency calls. However, when looking at the call appearance to call answering elapsed-time requirements, no one knows whether it is an actual emergency, what the call priority is, or to which agencies it will be assigned. So, it is necessary to look at the entire universe of inbound calls to evaluate that requirement.

What Percentage of Calls Meet National Standards?

For the analysis of call processing time, the sample was the entire set of calls received and answered or responded to (in the case of 9-1-1 abandoned or hang-up calls) via the APD ECC 9-1-1 phone system. The time period evaluated included the calendar years 2018, 2019, 2020, and 2021. In the case of call reviews, *FE* focused on calls from 2022 to identify any recent trends or issues. The data set did not include calls received on non-emergency lines, i.e., 242-COPS. At *FE's* request, APD provided detailed month-by-month counts, including the metrics for call processing.

There are two time components of call processing. The first component is "time to answer." Time to answer performance is most closely linked with the number of call-taking staff logged in available in the PSAP relative to the number of calls received. NFPA and NENA standards require calls to be answered within 15 seconds 90 percent of the time, and within 20 seconds 95 percent of the time. Both standards require the results to be evaluated monthly. During the assessment, *FE* determined that APD ECC staff are reviewing these reports regularly.

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[4] NFPA 1225, *Standard for Emergency Services Communications*, 2022 edition.

[5] National Emergency Number Association (NENA) Standard for 9-1-1 Call Processing, <https://cdn.ymaws.com/www.nena.org/resource/resmgr/standards/nena-sta-020.1-2020_911_call.pdf>, last accessed on October 6, 2022.

The second time component of call processing is the period from the call being answered to the initial notification of the responding unit(s). The NFPA 1225 requirement and PSAP performance for this component is correlated to the following:

- The efficiency of the technology systems in use in the PSAP

- The quality of training for the telecommunicators of those systems

- The workload in the PSAP for the period under study

NFPA 1225 requires completion of this portion within 60 seconds 90 percent of the time for the highest priority emergency events (Priority 1 and Priority 2 in the APD ECC). The NFPA does not specify the period of assessment to be used for this determination. NENA does not specify time requirements for this component but does require that PSAPs establish and maintain operational standards that address call processing protocols.

NENA also requires that PSAPs establish and maintain operational standards that address call-taking protocols. In each case, APD has set operational protocols[6] for call answering. These protocols cover a broad range of topic areas, from including call handling procedures to address language barrier and translation services.

3.4 Performance Measures

Performance measures in public safety operations are essential to determine if an agency is going to meet its internal goals. As part of the City's Fiscal Year 2023 budget process, a pilot program to reimagine how the City looks at performance and progress measures for services was established. A pilot group of six City Departments, including the APD, has been created to establish new performance measurements. Together with the already established performance measures for 9-1-1, the APD will have quantifiable indicators of its response time performance. APD performance measures for emergency response are based on goals for response, (e.g., 7 minutes 30 seconds for Priority 1, and 6 minutes 20 seconds for Priority 2 calls).[7] These response time goals were established by APD due to limitations in their current CAD system to effectively capture and report the data, along with response time performance history.

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[6] APD Procedural Orders SOP 2-100 (Formerly 2-01 and 9-1) June 10, 2022, <https://documents.cabq.gov/police/standard-operating-procedures/2-100-emergency-communications-center-division.pdf>, last accessed October 6, 2022.
[7] City of Albuquerque, "Approved Budget Fiscal Year 2023," pp. 244-5, <https://www.cabq.gov/dfa/documents/fy23-approved-budget-final-sept-13.pdf>, last accessed October 6, 2022.
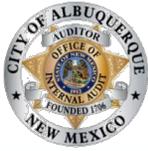
Beyond the national standards outlined above, the APD ECC has established a 180-second performance metric for all 242-COPS calls. As with the NENA standard, ECC management evaluate/report this data on a weekly basis.

3.5 Comparison with Industry Best Practice

As part of its assessment, *FE* also considers both industry best practice and comparable cities/operations when analyzing public safety operations. Leveraging the breadth of experience and expertise in both the 9-1-1 communications and public safety industry, and its deep client base, *FE* is able to offer its opinions and share insights on best practices for consideration.

3.6 Quality Assurance/Quality Control Standards

Effective Quality Assurance/Quality Control (QA/QC) is essential to 9-1-1 operations. Together, APCO and NENA published a standard for implementing a QA/QC PSAP program,[8] citing the lack of standardized methods to provide QA and practical feedback to the telecommunicator. A successful QA/QC program offers the following:

- Timely feedback to employees on performance

- Help to identify gaps in training and noncompliance with departmental policy

- Help to maintain high levels of customer service in delivering services to the public and public safety agencies supported by the Communications Division staff

Performing this vital function (i.e., reviewing calls for service, documenting their findings, and meeting with each telecommunicator monthly) directly depends on availability of personnel.

The APCO/NENA standard recommends that PSAP agencies review at least two percent of all calls for service unless that number would be overly burdensome to an organization. Without a formal QA/QC program, APD ECC management must rely on being more reactive than proactive to identify performance issues, deviation from policy, or training issues. For APD ECC, the two percent standard equates to approximately 15,000 calls

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[8] "APCO ANS 1.107.1-2015 – The Standard for the Establishment of a Quality Assurance and Quality Improvement Program for Public Safety Answering Points," April 2015, <https://www.apcointl.org/~documents/standard/11071-2015-aqi?layout=default>, last accessed October 6, 2022.
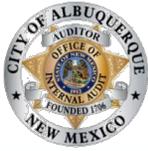
per year (using the average 2018-2022 YTD call volume data–750,282 calls). Along with consistent delivery of a formal QA/QC review process, **FE** recommends that APD ECC provide consistent delivery of QA/QC reviews. For an agency of APDs size, anything less than dedicated personnel limits the direct benefit that proactive and random review of calls provides an agency.

Although the national standard does not dictate the number of staff an agency would use to meet this standard, in **FE's** experience, given the size of APD ECC operation, it recommends one full-time resource. With dedicated support to oversee and manage the QA/QC program, conduct the reviews (e.g., discussion with staff, documentation of the findings of the reviews), ECC management will be able to maintain an effective quality assurance program. In discussions with APD ECC management, they have an earmarked position for this effort. However, they currently have vacant telecommunicator positions, and moving personnel to a full-time assignment would significantly impact their ability to deliver quality service to the community. Although the quality review is vital to a 9-1-1 center operation, the highest priority must always be handling 9-1-1 calls.

3.7 Evaluation (Test) of Data

The **FE** team worked with the City Auditor to identify an objective mechanism to provide an accurate assessment (test) of the APD ECC call process. During discussions with APD, it was determined that a complaint review process was already in place that had assembled all the requisite data and recordings that would be necessary. This review provided a unique opportunity to evaluate the call processing and whether the findings in the complaint review process were consistent with industry best practices.

Together with APD staff, **FE** reviewed five separate emergency (Priority 1 and Priority 2) calls, including listening to the 9-1-1 call recordings, and reviewing the CAD data, all event-related internal documentation, and findings of the complaint. Of note, **FE** did not review radio traffic for these emergency reviews. None of the calls reviewed precipitated the need for radio traffic review. The findings of the individual reviews are provided in *Section 5 Findings: Assessment Results.*

In addition to reviewing emergency calls, **FE** reviewed a sample of 12 randomly selected non-emergency calls handled by the APD ECC. To prepare for this part of the assessment, **FE** made a separate request for non-emergency calls during two random months in 2022 (i.e., February 2022 and July 2022). The ECC manager provided a CAD-system-generated list of all Priority 3 calls. As described previously, these are system-generated reports that are not subject to any manipulation. Separate from APD, the **FE**
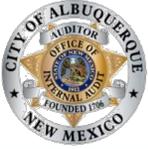
team randomly selected 12 calls and requested the CAD printouts (full details entered by the telecommunicator) and the telephone recordings for review.

For both the emergency call (Priority 1 and Priority 2) and non-emergency (Priority 3), the assessment evaluated the following:

- If accurate information was being entered and conveyed by the ECC telecommunicator

- If appropriate call priorities were being assigned based on both APD policy and industry best-practice

- If the ECC took other actions related to the quality of call receipt and dispatch

In its review of both APD ECC's emergency and non-emergency handling of calls, the telecommunicators demonstrated good customer service, entered the information consistently and accurately into the CAD system, and except as noted adhered, to APD Policy.
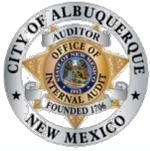
4. Findings: Key Definitions

In analyzing the data submitted by APD, this section details not just the findings of the review, but provides context and definition, an essential component. For the unfamiliar, the definition can assist the reader in understanding how response times are separated and how each element impacts the overall numbers.

Response times vary and are as unique as the 5,748 primary and secondary Public Safety Answering Points (PSAPs)[9] and approximately 18,000 law enforcement agencies.[10] Although there are national standards and benchmarks for PSAPs to establish operational procedures/processes, no standards or guidelines for law enforcement response times exist. That said, it is commonly accepted that law enforcement agencies all across the U.S. strive to respond to emergency calls promptly, appropriately, and effectively. The analysis conducted in this assessment has shown that APD is no different.

4.1 Response Time Definitions

For purpose of the assessment of APD emergency response time, one that encompasses both call processing and field response times, it is important to understand how response times are defined and calculated.

4.1.1   Call Processing Time

This section deals with the response time continuum that begins at the first time the call appears within APD ECC and includes specific milestones that are used to measure a dispatch center's performance. A common misperception is the response time begins when the caller dials 9-1-1. The PSAP phone system has what is known as set-up time, the time before when the call first hits the PSAP phone system; this time is approximately one or two seconds.

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[9] NENA "9-1-1 Statistics," <https://www.nena.org/page/911Statistics>, last accessed October 6, 2022.
[10] "Number of Law Enforcement Agencies and Population Covered, Enrolled, Participation Status, and Method of Data Submission by Population Group, 2019: https://ucr.fbi.gov/nibrs/2019/tables/data-tables
https://ucr.fbi.gov/nibrs/2019/tables/pdfs/num_of_law_enforce_agen_and_pop_cov_enrolled_part_stat_method_of_data_sub_by
_pop_group_2019.pdflast accessed October 6, 2022.
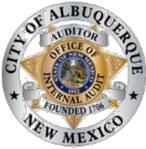
The call processing time elements are described below.

ECC Response Time
1. Call hits in the PSAP phone system – clock starts.
2. Call Answered – telecommunicator answers the call and begins questioning the caller.

Officer Response Time
3. Call available for dispatch – telecommunicator has supplied Computer Aided Dispatch (CAD) and the telecommunicator assigns it to the responding officer – Officer (unit) Enroute
4. Unit Arrival – First Officer (unit) arrives.

4.1.2   Call Routing

An important component of the response times that is often misunderstood is how the 9-1-1 calls get routed to a PSAP, leading to the question "why did my 9-1-1 call go to a neighboring PSAP versus the PSAP that I expected?". This is exacerbated with the volume of wireless phones that route calls to the PSAP based on the carrier's cellular tower that the wireless phone reaches. The PSAP has no control over this routing like they have with wireline.

4.1.3   Call Priorities

At the core of response times is how a call is classified and prioritized by the APD telecommunicator. The APD telecommunicator is responsible for answering all incoming phone calls on the 9-1-1 emergency lines, non-emergency 242-COPS lines, and ring-down lines.[11] In APD's ECC both 9-1-1 and non-emergency 242-COPS lines are routed through an automated call distribution system (ACD). An ACD is a telephony tool used in the 9-1-1 center to route incoming calls to available telecommunicators.

The APD telecommunicator answer calls in the following order in accordance with APD Communications Policy. This is also a consistent order of priorities in PSAPs across the country:

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[11] Ring down lines is an agency-to-agency direct-ring phone connection. These are typically neighboring jurisdictions.

1. 9-1-1 emergency lines through ACD

2. Calls in queue (911 lines waiting to be answered)

3. Ring down lines -- Bernalillo County Sheriff's Office (BCSO), New Mexico State Police (NMSP)

4. Non-emergency lines through automated call distribution

The above call-taker answering priorities are consistent with those recommended by NENA standards.[12]

The APD uses the following to define its call priorities.[13] These call priorities are also consistent with NENA standards and with what **FE** has observed in other call processing assessments.

Emergency Calls

- o Priority 1 Call – Any immediate life-threatening situation with a great possibility of death or life-threatening injury, or any confrontation between people that could threaten the life or safety of any person where weapons are involved.

- o Priority 2 Call – Any crime in progress that may result in a threat of injury to a person, major loss of property, or immediate apprehension of an individual. A Priority 2 call also includes accidents with injury for situations in progress or that just occurred.

Non-Emergency

- o Priority 3 Call – A minor incident in progress or that just occurred with no threat of personal injury, major loss of life, or property.

- o Priority 4 Call – A minor incident with no threat of personal injury, loss of life, property, or delayed reports when the caller is at a public location.

- o Priority 5 Call – A crime has already been committed, and no individual is at or near the scene, nor is there a threat of personal injury, loss of life or

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[12] "NENA Standard for 9-1-1 Call Processing," April 16, 2020, <https://cdn.ymaws.com/www.nena.org/resource/resmgr/standards/nena-sta-020.1-2020_911_call.pdf>, last accessed October 6, 2022.

[13] SOP 2-100 (Formerly 2-01 and 9-1)," June 10, 2022, <https://documents.cabq.gov/police/standard-operating-procedures/2-100-emergency-communications-center-division.pdf>, last accessed October 6, 2022.
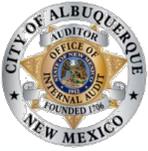
property, or a delayed report where the caller is at home or at their workplace for an extended period of time.

Informational

- o Priority 5B Call – A Be On the Lookout (BOLO) call.

- o Priority 6 Call – A call for guard duty. A Priority 6 call is also used to generate field investigator calls that include an officer standing by and cannot leave a form.

Internal

- o Priority 7 Call – A medium priority call handled by a Crime Scene Specialist (CSS).

- o Priority 8 Call – A low-priority call handled by a CSS.

- o Priority 9T Call – A call created for the Telephone Reporting Unit (TRU).

Priorities are assigned during call entry based upon the call type selection by the telecommunicator. The priority of a call is sometimes modified based on subsequent information received either during the first caller's interaction with the telecommunicator, due to information provided by subsequent callers, or from information received from responding units. Telecommunicators are trained to select the most appropriate call type based on the information received from the caller.

4.1.4   Abandoned Calls

The scope of our assessment was to evaluate the timeliness in which the APD responded to emergency calls. Part of the assessment must consider those calls when a 9-1-1 call reportedly went unanswered, so we requested feedback from the APD ECC regarding their process prior to calls being answered (i.e., prior to the calculation of police response time). APD ECC management indicated that calls that are unanswered within 15 seconds are routed to a recorded message. If the caller hangs up before speaking with a call taker, the call is considered abandoned and is routed to an "abandoned" queue. APD ECC said their telecommunicators make two attempts to call the phone number noted for the abandoned call. If there is no answer, no further attempts are made. If there is an answer, the process begins for computing emergency response time. During the review of the Priority 3 calls conducted by *FE*, APD ECC telecommunicators demonstrated consistent adherence to this policy.
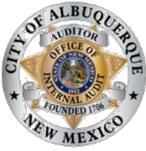
4.1.5 9-1-1 Phone Data Definitions

- Total Calls – Total calls processed for the line

- Answered Call Count – Total calls answered for the line

- Answered Average Duration – Average length of time before the calls were answered for the line

- Answered Max Duration – Maximum length of time before the calls were answered for the line

- Abandoned Call Count – Total number of calls where the caller hung up before the call was answered or acknowledged

4.2 Complaint Investigations

For purposes of the response time assessment, **FE** met with APD staff to review the process for handling complaints whenever there is a concern over how a member of the ECC staff takes a call, or there is a question concerning a delay in response by an officer from Field Services. For this report, the scope for complaint investigations was limited to solely those occurrences related to delayed response how a call was handled.

The APD receives complaints from various sources. The complainant could come directly to the ECC Manager, the Field Services Deputy Chief, an Area Commander, or the Civilian Police Oversight Agency (CPOA). Complaints can be received in a variety of ways (e.g., phone calls, communication from a Councilmember, or through the SPIDR survey tool, etc.). Organizationally, the CPOA reports to a Police Oversight Board. The CPOA does not assign complaints for investigations, as noted above; the ECC handles those. However, CPOA does handle complaints when the complaint specifies a violation of APD Standard Operations Procedures (SOPs).

When the complaint involves both the ECC staff and an officer, the complaint investigation is jointly handled by the Communications Manager and Field Services Deputy Chief. To complete the investigation, data is collected when a complaint is received, including an explanation of what has happened. In addition, audio recordings from the logging and recorder system (i.e., 9-1-1, 242-COPS) or other ECC phone line and CAD call are retrieved and reviewed.

For response time management, The APD strives to maintain beat/section integrity of each Area Command. As such, the Area Commanders deal with the process of handling response time complaints for Field Services officers. The Area Commanders would then
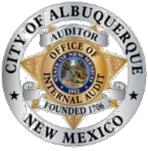
coordinate with the Field Services Deputy Chief and follow the process noted above to obtain recordings and/or CAD data. APD staff advised this process is relatively new.

4.3 Community Survey of APD Response

The APD has taken steps to demonstrate transparency, address community concerns about its long response times, and find tangible ways to strengthen trust with the community. One such program was implemented in late 2021 as a pilot program that leverages SPIDR Tech.[14] This application sends a text message to those who dial 9-1-1 from their mobile phone to let the caller know APD received their call and that police have been notified. What is particularly unique is that the technology allows callers to provide feedback on their experience with law enforcement. All messages are generated automatically with no additional work by telecommunicators or officers. A copy of the SPIDR survey results one week in February 2022 is provided in Appendix B. The results demonstrate a survey completion rate of 15 percent.

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[14] "How It Works," <https://www.spidrtech.com/how-it-works>, last accessed October 6, 2022.

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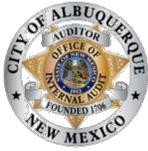
5. Findings: Assessment Results

When evaluating emergency response times, the assessment centers on available data elements to analyze. As noted earlier in the report, there are two distinct components of emergency response times. The first is the ECC call processing time, and the second is the response time of APD officers to emergency calls. This section of the report details the data used to calculate APD's response times and fundamentally inform the recommendations by *FE* from its analysis. Details on the call sample reviewed is included in Appendix A.

5.1 Emergency Call Assessment

As part of the emergency response time assessment, *FE* conducted an independent evaluation of randomly selected emergency calls (Priority 1 or Priority 2). APD provided *FE* with a compilation of Priority 1 and 2 calls for service as part of the assessment. Priority 1 calls are defined as "Any immediate life-threatening situation with a great possibility of death or life-threatening injury, or any confrontation between people that could threaten the life or safety of any person where weapons are involved." Priority 2 calls are defined as "Any crime in progress that may result in a threat of injury to a person, major loss of property or immediate apprehension of an individual. A Priority 2 call also includes accidents with injury for situations in progress or situations that just occurred."

FE scheduled a review session with the APD ECC Communications Manager and Deputy Chief of the Management Services and Support Bureau to listen to the 9-1-1 and 242-COPS calls to independently evaluate whether, based on *FE's* experience, the call was classified correctly by the APD telecommunicator; or if the handling deviated from department policy or industry best practice.

In *FE's* experience, of the five calls, four received an accurate assigned priority by the telecommunicator, and each of those four were handled in accordance with APD policy. However, one of the calls, in both *FE* and APD ECC management assessment, should have received a higher priority (Priority 1), as the telecommunicator received information that more closely aligned with a higher priority. Whenever there is even the slightest indication that a call could receive a higher priority, it should occur. APD ECC management agreed and forwarded the incident to the telecommunicator supervisor to address.

After listening to the 9-1-1 call recording, *FE* reviewed the details of the CAD call, and noted no additional delay resulting from it receiving an initial lower priority; there was no negative impact on an officer being promptly assigned.
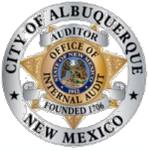
There are two outcomes from complaint investigation findings: the APD management may address them with training ("learning opportunities"); or if warranted, with disciplinary action. In the case of this call, the ECC Manager advised it would be handled as a learning opportunity. Although this particular call resulted from a complainant, had the APD ECC had in place a QA/QI program that evaluated 20 percent of its calls, training issues like these would have become self-evident and could be more readily addressed.

5.2 Non-Emergency Call Assessment

The APD provided **FE** with a compilation of Priority 3 calls for service as part of the assessment. Priority 3 calls are defined as "Minor incidents in progress or just occurred with no threat of personal injury, major loss of life or property." From the hundreds of calls, **FE** selected 12 non-emergency calls, with only minimum details (e.g., incident number, time of call, and area).

Although the initial scope focused on emergency response times, **FE** was asked to assess a sample of non-emergency (Priority 3) calls to ascertain whether priority calls were misclassified and/or downgraded to improve the APD's crime statistics and/or emergency response time. In all twelve calls reviewed, the telecommunicator properly classified the call as non-emergency in accordance with APD policy. **FE** saw no evidence that any downgrade from what should have been a higher priority call occurred in the sample reviewed.

FE scheduled a review session with the APD ECC Communications Manager and Deputy Chief of the Management Services and Support Bureau to listen to the 9-1-1 or 242-COPS calls to independently evaluate whether, based on **FE's** experience, the call was classified correctly by the APD telecommunicator or deviated from department policy or industry best practice.

A high-level summary of the calls reviewed is provided in Appendix A. To protect the caller's anonymity, only the incident number is provided. The types of calls evaluated included the following:

- Neighbor Trouble In Progress (IP)/Just Occurred (JO)

- Loud Party

- Animals left in vehicles

- Shoplifter causing problems

- Non injury accidents on side roads
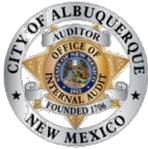
- 9-1-1 hang-up

- Referral from 242

It was not until after the calls were randomly selected by **FE** and reviewed with APD management that the method in which the call was received was known. Seven of the calls came in on 242-COPS (which can also include emergency calls), four came in on 9-1-1, and one call was reported via both 242-COPS and 9-1-1, making a total of 12. The most extended call in the queue was on the 242-COPS line, which was for 16 minutes 19 seconds. Of note, there is currently no national standard defining answering times of non-emergency calls. However, APD ECC has a performance measure to answer 242-COPS calls within 180 seconds, which was not met with this call. The average wait time for the seven calls from 242-COPS was 2 minutes, 34 seconds.

In addition to evaluating compliance with answer time requirements, **FE** evaluated if the call was properly classified and handled in accordance with APD policy. The telecommunicator answered the four 9-1-1 calls in alignment with the NENA 15-second standard, and the calls were properly classified by telecommunicator. The only exception was the 9-1-1 hang-up, which was in the queue for 25 seconds. In this instance, the telecommunicator called back the number to a main number at a hospital. The individual who answered the callback transferred the call to security who indicated they had no indication of any emergency, and that it was likely placed in error.

In **FE's** experience, 11 of the 12 calls were classified correctly and handled in accordance with APD policy. One of the calls could have initially been assigned a Priority 2 call versus a Priority 3 call. However, it was upgraded by the telecommunicator to a Priority 2 after receiving a call back from the reporting party. As a result of the review, the Communications Manager indicated the handling of the call would be reviewed with a Communications Supervisor for further action. Given the one call that was initially provided a lower priority and upgrade, in **FE's** assessment all calls were handled in accordance with APD policy and were properly classified.

5.3 APD ECC Emergency Response Times

APD ECC call handling is based on national standards and calculated based on telecommunicators' compliance to these standards. Specifically, NENA standards suggests to PSAPs that they should monitor response time data on a monthly basis to identify staffing-level challenges and/or the need for additional call-handling training for telecommunicators. Although the APD does not consistently comply with the standard, they evaluate this data on a weekly basis.
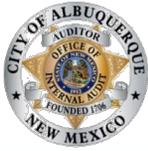
Table 2 shows the total volume of calls and APD ECCs compliance to the NENA standard. Between January and September 2022, of the 309,820 total calls received, on average its compliance to the 15 second standard is 75 percent, and 20 second standard is 77 percent. As explained earlier in the report, NENA directly correlates call answering times to staffing levels in the 9-1-1 center. As part of its evaluation of its compliance to this standard, APD ECC also tracks staffing and data by individual watch. The third watch, 1500 hours to 2300 hours, shows the lowest compliance level. This shift is typically the business shift in ECC operations. Although the emergency response assessment report is not a staffing study, it is evident by looking at the response time performance that, APD ECC has staffing challenges. Nationwide, dispatch centers are facing serious challenges with staffing levels.

Table 2 - APD ECC Emergency Call Handling (NENA Standard) (Jan - Sep 2022)

Description	Jan	Feb	March	April	May	June	July	Aug	Sept	Total/Average
9-1-1 Total received:	36,810	37,263	35,489	32,412	30,579	32,258	35,815	34,421	34,773	309,820
9-1-1 Total answered:	31,200	32,059	31,641	28,084	27,043	28,366	30,783	30,656	30,435	247,565
Answered <= 15 seconds:	22,346	22,961	24,791	22,834	22,696	23,524	24,519	24,544	34,827	223,042
Percent answered <= 15 seconds:	**71.54%**	**71.62%**	**78.40%**	**81.08%**	**83.90%**	**83.15%**	**79.67%**	**80.08%**	**76.58%**	**75.30%**
Answered <= 20 seconds:	22,952	23,550	25,310	23,266	23,022	23,885	25,043	25,001	23,858	215,887
Percent answered <= 20 seconds:	**73.49%**	**73.47%**	**80.04%**	**82.63%**	**85.11%**	**84.24%**	**81.37%**	**81.60%**	**78.33%**	**76.99%**

As noted, APD has a performance metric that 242-COPS calls would be answered within 180 seconds (three minutes). In Table 3 below, the ECC's compliance with that performance measure between January and September 2022 was approximately 79 percent.

Table 3 - 242-COPS Call Answering Times (Jan - Sep 2022)

Description 242-COPS Calls	Jan	Feb	March	April	May	June	July	August	Sept	Total/Average
Total received:	40,567	39,781	37,630	37,625	35,573	36,939	38,740	38,664	39,374	245,847
Total answered:	28,508	28,291	29,658	27,948	27,051	27,740	27,167	28,387	27,458	427,829
Answered under 180 seconds:	21,970	22,063	24,250	23,010	21,924	22,490	21,037	22,379	20,430	326,886
Percent answered under 180 seconds	**77.07%**	**77.90%**	**81.82%**	**82.12%**	**81.03%**	**81.07%**	**77.39%**	**78.81%**	**74.21%**	**78.85%**
242-COPS Unanswered:	12,059	11,490	7,972	9,677	8,522	9,159	11,573	10,277	11,916	63,865
Goal: 90% answered within 180 seconds										

5.4 APD Officer Emergency Response Times

As discussed earlier, *FE* was able to evaluate total emergency response times for both calendar year and by area command. *FE* was unable to evaluate by zip code or council district, as those data attributes were unavailable.

5.4.1 Response Times by Calendar Year

In Table 4, Table 5, and Table 6 below, the emergency response times for APD officers are depicted on a monthly basis, including the monthly, average, and max (longest) response times for calendar years 2020, 2021, and for a six-month period of 2022 (January to June 2022). The emergency response times are broken down as follows:

- Create to Entry – When the call is answered by the Telecommunicator and is Entered into the CAD system. This is often referred to as call creation or call processing time.

- Entry to Dispatch – The time from when the Telecommunicator enters the call to the radio dispatch/assignment of APD officers. This is often referred to as queue time.

- Dispatch to On Scene – The time from when the call is radio dispatched to APD officers and the first officer arrives on scene.

- Create to On Scene – The time accounts for the total time from when the call is created by the Telecommunicator until the first officer arrives at the call location.

Table 4 - APD P1/P2 Response Times CY 2020

	REPSONSE CATEGORY	JAN 2020	FEB 2020	MAR 2020	APR 2020	MAY 2020	JUN 2020	JUL 2020	Aug 2020	Sep 2020	Oct 2020	Nov 2020	Dec 2020	Average	Max	Response Time Goal	Percent Goal Met
Priority 1	Create to Entry	00:01:21	00:01:23	00:01:31	00:01:25	00:01:20	00:01:28	00:01:16	00:01:21	0:01:04	0:01:01	0:01:10	0:00:59	0:01:17	0:01:31		
	Entry to Dispatch	00:01:50	00:02:47	00:02:22	00:01:40	00:01:41	00:03:25	00:01:59	00:03:05	0:02:49	0:02:04	0:03:04	0:01:53	0:02:23	0:03:25		
	Dispatch to On Scene	00:05:58	00:06:08	00:06:00	00:06:18	00:05:49	00:06:16	00:06:13	00:06:38	0:06:26	0:06:39	0:06:39	0:06:50	0:06:20	0:06:50	7:30:00	100%
	Create to On Scene	00:09:11	00:10:21	00:09:54	00:09:28	00:08:53	00:11:11	00:09:30	00:11:06	0:10:22	0:09:41	0:10:54	0:09:45	0:11:11	0:10:01		
	Entry to On Scene	00:10:32	00:11:44	00:11:25	00:10:53	00:10:13	00:12:39	00:10:46	00:12:27	00:11:26	00:10:42	00:12:04	00:10:44	00:12:28	00:12:39		
Priority 2	Create to Entry	00:00:51	00:00:46	00:00:56	00:00:56	00:01:01	00:01:08	00:01:09	00:01:27	0:00:48	0:00:52	0:00:55	0:00:49	0:00:58	0:01:27		
	Entry to Dispatch	00:03:09	00:03:12	00:02:30	00:01:50	00:03:04	00:04:55	00:05:29	00:06:12	0:03:00	0:03:37	0:03:41	0:02:56	0:03:38	0:06:12		
	Dispatch to On Scene	00:03:10	00:03:05	00:03:32	00:03:02	00:04:03	00:04:39	00:04:40	00:05:29	0:03:23	0:03:42	0:03:41	0:03:31	0:03:50	0:05:29	6:20:00	100%
	Create to On Scene	00:07:00	00:06:38	00:06:47	00:05:37	00:08:03	00:10:09	00:11:08	00:12:50	0:07:05	0:08:02	0:08:13	0:07:09	0:12:50	0:12:50		
	Entry to On Scene	00:07:51	00:07:24	00:07:43	00:06:33	00:09:04	00:11:17	00:12:17	00:14:17	00:07:53	00:08:54	00:09:08	00:07:58	00:13:48			

As noted in *Section 3.4 – Performance Measures* APD emergency response goals have been set based on limitations of their current CAD system and historical performance. measure based on minutes for average response time. *FE* relied on its public safety experience to look for anomalies in the data. First, analyzing the response times to determine if there was anything that could explain why one month or another had longer emergency response times (highlighted in yellow). In addition, the APD management provided the staffing by day for the entire month of June 2022 to see if there was any
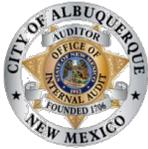
direct correlation between the total number of available officers working and the long response times.

In **FE's** experience, each of these items directly impacts emergency response times. Without looking at every call, on every day, the availability of officers or assignments to other calls, the position of the officer to the call proximity (i.e., what beat or area they were in) it is impossible to determine the direct causal impact. The same applies to the response time data depicted in Table 3 and Table 4.

Table 5 - APD P1/P2 Response Times CY 2021

	REPSONSE CATEGORY	Mar 2021	Apr 2021	May 2021	Jun 2021	Jul 2021	Aug 2021	Sep 2021	Oct 2021	Nov 2021	Dec 2021	Average	Max	Performance Goal	Percent Goal Met
Priority 1	Create to Entry	0:01:07	0:01:22	0:01:32	0:01:27	0:01:26	0:01:24	0:01:29	0:01:29	0:01:23	0:01:24	0:01:24	0:01:32		
	Entry to Dispatch	0:03:34	0:02:51	0:02:21	0:04:19	0:04:12	0:03:45	0:03:33	0:04:54	0:03:27	0:04:02	0:03:42	0:04:54		
	Dispatch to On Scene	0:07:56	0:07:13	0:07:20	0:07:42	0:07:09	0:07:06	0:07:06	0:07:59	0:07:15	0:07:50	0:07:28	0:07:59	7:30:00	100%
	Create to On Scene	0:12:38	0:11:28	0:11:15	0:13:30	0:12:49	0:12:18	0:12:11	0:14:25	0:12:08	0:13:19	0:12:36	0:14:25		
	Entry to On Scene	00:13:45	00:12:50	00:12:47	00:14:57	00:14:15	00:13:42	00:13:40	00:15:54	00:13:31	00:14:43	00:14:00	00:15:57		
Priority 2	Create to Entry	0:00:53	0:01:15	0:01:13	0:01:14	0:01:16	0:01:16	0:01:12	0:01:16	0:01:10	0:01:14	0:01:12	0:01:16		
	Entry to Dispatch	0:03:41	0:06:42	0:07:06	0:07:32	0:07:48	0:07:08	0:08:36	0:08:40	0:06:31	0:11:24	0:07:31	0:11:24		
	Dispatch to On Scene	0:03:55	0:05:54	0:05:49	0:06:02	0:05:58	0:06:22	0:06:08	0:06:41	0:06:21	0:07:01	0:06:01	0:07:01	6:20:00	100%
	Create to On Scene	0:08:24	0:13:46	0:14:04	0:14:36	0:14:55	0:14:41	0:15:48	0:16:30	0:13:56	0:19:32	0:14:37	0:19:32		
	Entry to On Scene	00:09:17	00:15:01	00:15:17	00:15:50	00:16:11	00:15:57	00:17:00	00:17:46	00:15:06	00:20:46	00:15:49	00:20:48		

It should be noted that in April 2021 the APD removed traffic stops from Priority 2 response times. Traffic stops have zero response time as they are self-initiated activity by an officer. This tends to indicate the ratio of traffic stops to total calls is not statistically significant; otherwise, **FE** would have expected to see a more significant change in response times.
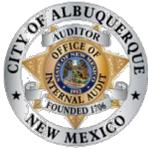
Table 6 - APD P1/P2 Response Times (Jan - Jun 2022)

	REPSONSE CATEGORY	Mar 2022	Apr 2022	May 2022	June 2022	Average	Max	Performance Goal	Compliance
Priority 1	Create to Entry	0:01:25	0:01:22	0:01:25	0:01:32	0:01:26	0:01:32		
	Entry to Dispatch	0:04:00	0:03:50	0:04:12	0:05:21	0:04:21	0:05:21		
	Dispatch to On Scene	0:07:46	0:07:21	0:07:39	0:07:46	0:07:38	0:07:46	7:30:00	98%
	Create to On Scene	0:13:14	0:12:36	0:13:19	0:14:41	0:13:27	0:14:41		
	Entry to On Scene	00:14:39	00:13:58	00:14:44	00:16:13	00:14:53	00:16:13		
Priority 2	Create to Entry	0:01:06	0:01:09	0:01:14	0:01:13	0:01:11	0:01:14		
	Entry to Dispatch	0:08:04	0:09:28	0:11:15	0:12:06	0:10:13	0:12:06		
	Dispatch to On Scene	0:05:53	0:06:37	0:06:34	0:06:31	0:06:24	0:06:37	6:20:00	99%
	Create to On Scene	0:14:54	0:17:07	0:18:57	0:19:43	0:17:40	0:19:43		
	Entry to On Scene	00:16:00	00:18:16	00:20:11	00:20:56	00:18:51	00:20:57		

If the emergency response performance measure is considered, the vast majority of time the APD falls within the emergency response goals. Unknown to *FE* at this point the response time criterion that it applies to. Compliance is different depending on whether you are calculating it against Create to On Scene or Dispatch to On Scene.

5.4.2   Emergency Response by Area Command

The APD provided *FE* with monthly emergency response time data for the calendar years 2020, and 2021, and the six-month period January to July 2022. The Figures below show a breakdown of the average emergency response times.
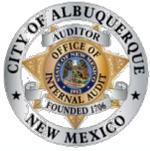
Figure 2 - 2020 Average P1/P2 Emergency Response by Area Command
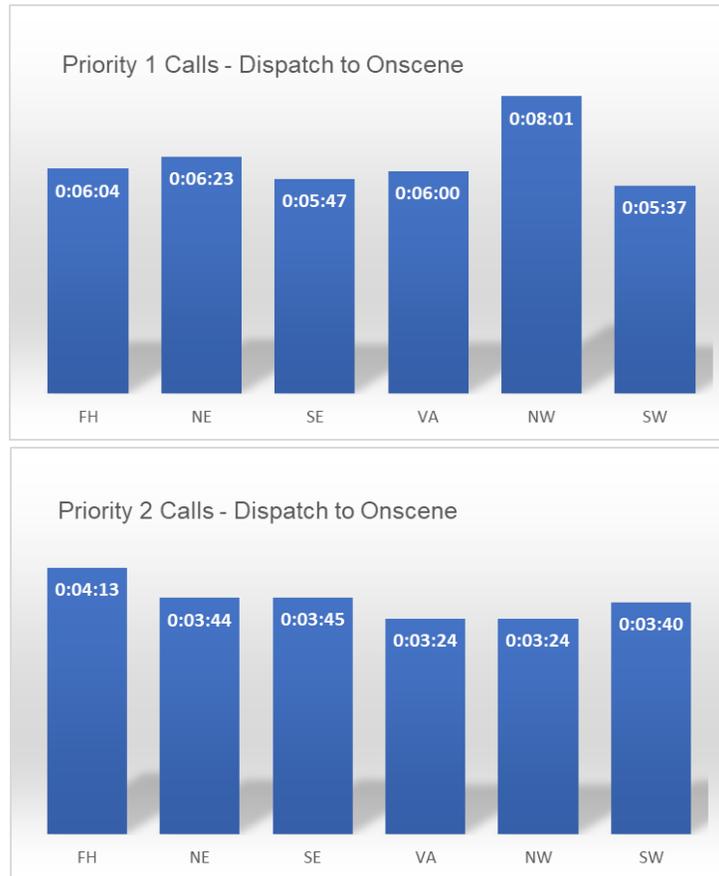
In evaluating the 2020 area command emergency response times, what is evident are the longer response times for Priority 1 calls rather than Priority 2. This is an unusual occurrent. As noted in Table 5, in April 2021, the APD removed traffic stops from Priority 2 response times. Traffic stops have a zero-response time as they are self-initiated activity by an officer. Although not statistically evident in the total response time data above, the impact is more notable when reporting the data by area command.
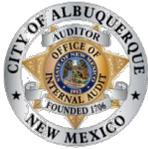
Figure 3 - Area Command Map
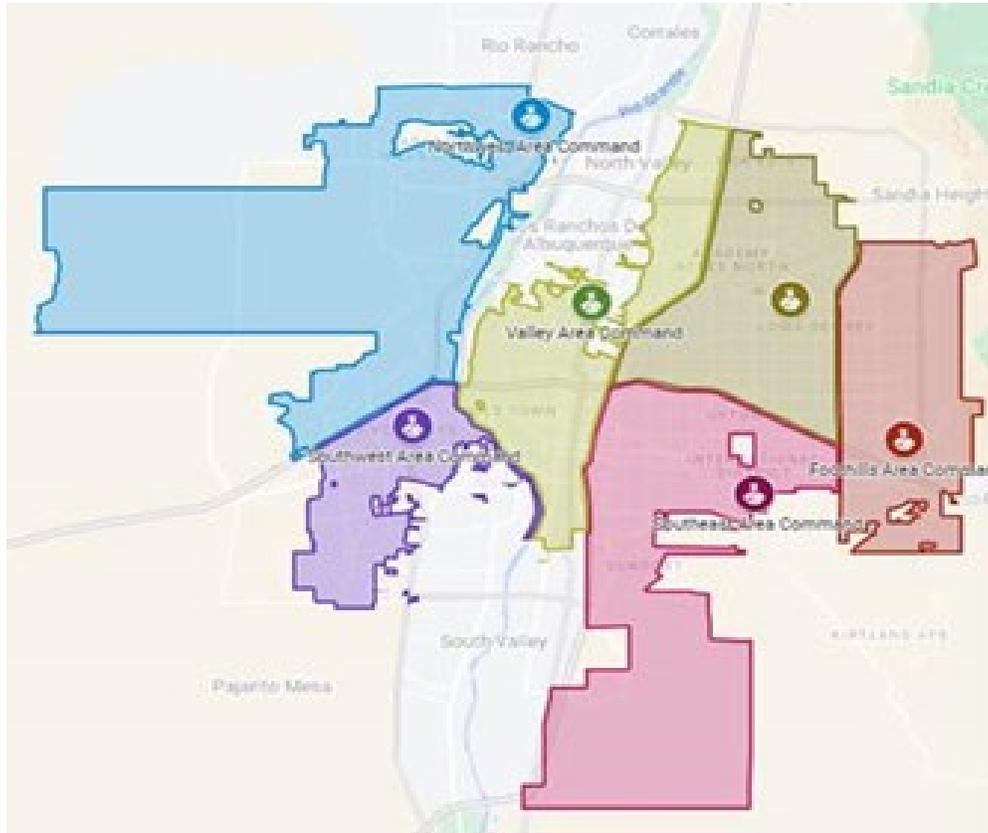
In Figure 4, below, emergency response times for both Northeast and Northwest area commands were nearly two minutes longer than Southeast and Valley area commands. In discussions with APD management, Southeast (SE), Northeast (NE), and Valley (VA) are the busiest area commands. Foothill (FH), Northwest (NW), and Southwest (SW) area commands, per the APD, typically have less activity. Without any additional data for comparative purposes, (e.g., how many officers were available at the time of the call, the position of the officer(s) in proximity to the Priority 1 or Priority 2 call), *FE* is unable to determine a root cause of the difference.
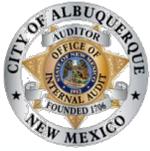
Figure 4 - 2021 Average P1/P2 Emergency Response by Area Command
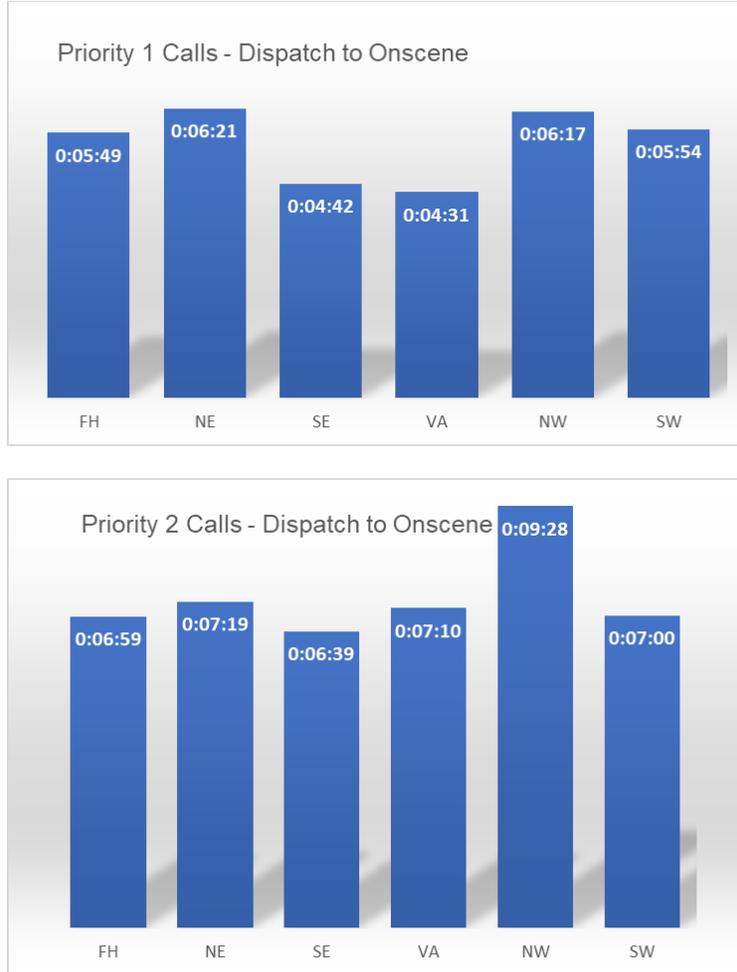
Finally, Figure 5 below shows the emergency response times by area command for January to July 2022. As with 2021 data, the emergency response times for Priority 1 calls were longer for Northeast, Southwest, and Valley Area Commands. In order to analyze the data effectively, clearly defined analytic reports, as detailed in Recommendation 4, would be necessary.
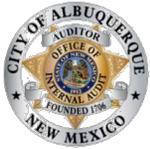
Figure 5 - 2022 Average P1/P2 Emergency Response by Area Command
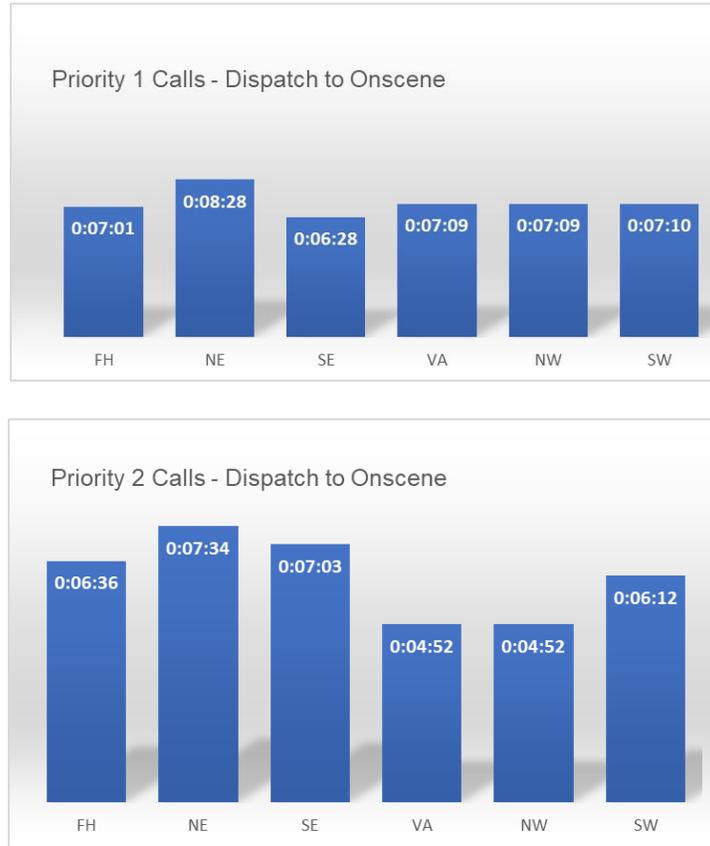
Table 7 provides a year-to-year summary for each APD area command. These tables not only provide the summary data, as noted above, it provides more detail on each response category, as well as the maximum response time for each area command by year.

Table 7 - Area Command P1/P2 Response Times 2020, 2021, and 2022

|	Response Category	FH AVERAGE	NE AVERAGE	SE AVERAGE	VA AVERAGE	NW AVERAGE	SW AVERAGE	AVERAGE 2020	MAX 2020
Priority 1	Create to Entry	0:01:30	0:01:28	0:01:03	0:01:09	0:01:17	0:01:15	0:01:17	0:01:30
	Entry to Dispatch	0:02:49	0:01:54	0:02:49	0:01:35	0:02:35	0:01:51	0:02:16	0:02:49
	Dispatch to Onscene	0:06:04	0:06:23	0:05:47	0:06:00	0:08:01	0:05:37	0:06:19	0:08:01
	Create to Onscene	0:10:25	0:09:45	0:09:40	0:08:46	0:11:58	0:08:42	0:09:53	0:11:58

	Response Category	FH AVERAGE	NE AVERAGE	SE AVERAGE	VA AVERAGE	NW AVERAGE	SW AVERAGE	AVERAGE 2020	MAX 2020
Priority 2	Create to Entry	0:01:09	0:00:55	0:00:56	0:00:42	0:00:42	0:00:57	0:00:53	0:01:09
	Entry to Dispatch	0:04:47	0:03:43	0:04:50	0:02:44	0:02:44	0:04:19	0:03:51	0:04:50
	Dispatch to Onscene	0:04:13	0:03:44	0:03:45	0:03:24	0:03:24	0:03:40	0:03:42	0:04:13
	Create to Onscene	0:09:56	0:07:57	0:09:19	0:06:31	0:06:31	0:08:54	0:08:11	0:09:56

	Response Category	FH AVERAGE	NE AVERAGE	SE AVERAGE	VA AVERAGE	NW AVERAGE	SW AVERAGE	AVERAGE 2021	MAX 2021
Priority 1	Create to Entry	0:01:29	0:01:26	0:01:18	0:01:18	0:01:25	0:01:12	0:01:21	0:01:29
	Entry to Dispatch	0:03:43	0:03:55	0:04:23	0:02:53	0:02:56	0:02:48	0:03:26	0:04:23
	Dispatch to Onscene	0:06:59	0:07:19	0:06:39	0:07:10	0:09:28	0:07:00	0:07:26	0:09:28
	Create to Onscene	0:12:11	0:12:40	0:12:22	0:11:21	0:13:51	0:10:58	0:12:14	0:13:51

	Response Category	FH AVERAGE	NE AVERAGE	SE AVERAGE	VA AVERAGE	NW AVERAGE	SW AVERAGE	AVERAGE 2021	MAX 2021
Priority 2	Create to Entry	0:01:20	0:01:18	0:00:54	0:01:04	0:01:06	0:01:12	0:01:09	0:01:20
	Entry to Dispatch	0:08:42	0:08:25	0:06:56	0:04:58	0:05:11	0:06:34	0:06:48	0:08:42
	Dispatch to Onscene	0:05:49	0:06:21	0:04:42	0:04:31	0:06:17	0:05:54	0:05:36	0:06:21
	Create to Onscene	0:15:41	0:15:59	0:12:28	0:10:21	0:12:28	0:13:35	0:13:25	0:15:59

	Response Category	FH AVERAGE	NE AVERAGE	SE AVERAGE	VA AVERAGE	NW AVERAGE	SW AVERAGE	AVERAGE 2022	FH MAX
Priority 1	Create to Entry	0:01:27	0:01:27	0:01:28	0:01:25	0:01:25	0:01:18	0:01:25	0:01:28
	Entry to Dispatch	0:06:41	0:05:14	0:05:34	0:03:50	0:03:50	0:03:40	0:04:48	0:06:41
	Dispatch to Onscene	0:07:01	0:08:28	0:06:28	0:07:09	0:07:09	0:07:10	0:07:14	0:08:28
	Create to Onscene	0:15:11	0:15:10	0:13:32	0:12:23	0:12:23	0:12:12	0:13:29	0:15:11

	Response Category	FH AVERAGE	NE AVERAGE	SE AVERAGE	VA AVERAGE	NW AVERAGE	SW AVERAGE	AVERAGE 2022	FH MAX
Priority 2	Create to Entry	0:01:27	0:01:25	0:01:04	0:01:08	0:01:08	0:00:59	0:01:12	0:01:27
	Entry to Dispatch	0:12:34	0:13:29	0:17:41	0:06:53	0:06:53	0:10:59	0:11:25	0:17:41
	Dispatch to Onscene	0:06:36	0:07:34	0:07:03	0:04:52	0:04:52	0:06:12	0:06:11	0:07:34
	Create to Onscene	0:20:28	0:22:25	0:25:41	0:12:32	0:12:32	0:18:04	0:18:37	0:25:41
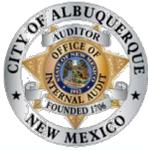
5.4.3 Comparative Law Enforcement Response Time Data

One final data point that **FE** analyzed is how the APD's response time measures up against other law enforcement agencies that report this information. Not all law enforcement agencies provide publicly available information on their response times, and as noted throughout the assessment report, the data elements are as varied as the number of law enforcement agencies themselves. As detailed in Table 8 (below), **FE** looked at similar response time figures from outside law enforcement agencies to provide some context for the reader.

Table 8 - Outside Agency Emergency Response Times

Outside Law Enforcement Agency Emergency Response Times				
City	Population	Date Range	Avg Time In Queue	Avg Response Time
Nashville, TN	707,091	2022 YTD	6.0 minutes	15.0 minutes
Portland, OR	666,249	2022 YTD	8.0 minutes	15.6 minutes
New Orleans, LA	384,458	Sep-22	Not measured	11.29 minutes
Omaha, NE	501,469	2022 YTD	Not measured	5:17 minutes P1 10:55 minutes P2

As indicated by the response time information provided above, the average response times for other law enforcement agencies are not that different from the APD's. Of note, this is not an exhaustive list. As mentioned, agencies are often reluctant to share this type of data. For this assessment report, **FE** based selection agencies on population and data similar to that from the APD.

In summary, the emergency response time for the APD (using dispatch to on scene) increased by one minute between the year 2020 and 2021, and approximately 15 seconds between year 2021 and 2022. From **FE's** experience, the APD response times do not differ much from what we see with the law enforcement agencies **FE** has supported. The differentiation of response times is more noticeable when the data is broken down by area command. However, as stated, absent additional data as described previously, **FE** is unable to identify a contributing factor.

As noted in the Recommendations section, the APD needs to prescribe with clarity its performance metrics for all calls that require a response of an officer and determine what criterion it should use to reflect response time. The tools that exist today make it difficult to do anything but report the data and guestimate the contributing factors. When properly
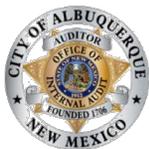
configured, the analytic tools exist today to provide whatever granularity of data is needed to meet both internal and community needs.
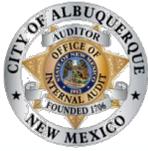
6. Key Recommendations

The Key Recommendations in this section of the Albuquerque Police Department Response Time Report, in our experience, are actionable (i.e., input gathered where *FE* could provide recommendations based on industry standards and/or best practices from other comparable public safety organizations).

Although the recommendations are not in a hierarchical order, they do support each other. First and foremost, the APD has several processes to gather information from its community. Additionally, programs like ACS help shift the responsibility to resources better equipped to handle calls involving mental health issues.

Many jurisdictions do not take the time to gather information immediately following a call with the 9-1-1 center, and the SPIDR survey tool in use by APD provides valuable access to information.

Unfortunately, without a quality assurance program that routinely and randomly reviews how calls are handled and the response times to emergency calls for service, the department is continually reactive instead of proactive. In *FE*'s experience, the testing (evaluation) completed with this assessment only serves to amplify the importance of implementing this program to address non-compliance with APD policy, mis-prioritization of calls, and other training issues. Also, to whatever extent it can, endeavor to meet the recommended 20 percent review. Considering, the system limitations with producing complete response time data with the current CAD system, and considering the absence of clearly defined performance measures, it is difficult, if not impossible, to measure how an agency is doing in such a critical area.

The recommendations outlined in this report are offered based on its careful review of all available data and extensive discussions with APD management. Without their transparency and openness to feedback and numerous requests, this assessment could not have been accomplished.

Recommendation 1 – The APD ECC should move forward with implementation of a Quality Assurance/Quality Integrity (QA/QI) program with a clearly defined process for quality assurance case reviews that include call-taking and dispatching activities. The numbers of calls reviewed should be two percent in accordance with national standards. If the APD determines that review of two percent of its calls is burdensome, it could incrementally move towards this goal as the program is implemented.

Recommendation 2 – As part of the City's Performance Measures pilot initiative outlined in the City Fiscal Year 2023 budget, the APD should define prescriptive and quantifiable response measures that support officers' response times and arrival at the scene of an emergency call as quickly and safely as possible. Currently, APD performance measures for emergency response goals are 7 minutes 30 seconds for Priority 1 and 6 minutes 20 seconds for Priority 2 calls. These response time goals were established by APD due to limitations in their current CAD system to effectively capture and report the data, along with response time performance history. As there is no national standard for officer response times, *FE* recommends the APD establish response time goals that are reasonable to the community it serves and are supported with a system that accurately captures and has reporting tools that enable them to effectively report this information.

Recommendation 3 – The APD should require written policies and procedures that address how police response time should be calculated (e.g., from the time the call is answered by the ECC to when the first APD officer arrives on scene). These policies and procedures should include how often the APD will assess the data.

Recommendation 4 – As part of its replacement of its Computer Aided Dispatch (CAD) system, the APD should work with the CAD vendor to create analytic reports and reporting tools that will more clearly and accurately make available its response time data. Such reporting tools should also give the APD the ability to separate the response time by a location of occurrence, beat, zip code, or XY coordinates.

Recommendation 5 – The APD should continue to explore avenues to promote transparency in response times reporting through education, media relations, and evaluation of its area boundaries.

Recommendation 6 – After response time performance measures are established, and analytical tools are in place (e.g., by area, council districts, time of day, day week, and staffing levels) a comprehensive analysis of the emergency response times for officers should be periodically conducted.
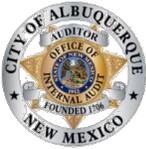
Sample Call Details

A high-level summary of the *FE* calls reviewed as part of the assessment is provided below. To protect each caller's anonymity, this document includes only the incident number, information related to the call, and a paraphrased summary description of the call details.

Sample	Event Number	242 or 911	Comments	*FE* Assessment - Compliance with APD Policy
Emergency Call (P1/P2)	P221631147 P221640110	911	This call was originally classified as a Priority 5B. A business owner had advised he has a RING doorbell camera that captured a 10-year-old male run across his yard. He saw a vehicle pull up, and four males exited the vehicle chasing the young male. Yelling from the child could be heard, and he provided the APD with the video.	No - originally classified at Priority 5 (Be On The Lookout)
		911	This call is related to P221631147. Called back as he received no response to the previous call and placed the video of his RING doorbell on Facebook and tagged ABQ Crime Watch.	Yes - The call was triaged correctly and the telecommunicator handling complied with APD Policy. The APD handled internal investigation on P221631147).
	P221731212	911	The call was reported as a verbal dispute between husband and wife. The female caller had left the residence and was with her father and stepmother at their home and was safe. Complaint investigation due to delayed response.	Yes - The call was triaged correctly and the telecommunicator handling complied with APD Policy.
	P220461650	911 Transfer	APD ECC received a transferred 9-1-1 call from Bernalillo County at 2256 hrs about a robbery. The reporting party had information was that was captured by the telecommunicator.	No - The call was poorly handled and failed to comply with APD Policy. The APD handled internal investigation.

| Sample	Event Number	242 or 911	Comments	*FE* Assessment - Compliance with APD Policy
	P220461650	911	APD ECC received a second call from a female subject at 2259 hrs saying their store camera was showing they had been robbed and they could see their cashier laying down. They advised the telecommunicator, when asked how they knew they were robbed, that they saw it through the camera, and they called in to get help. When asked about weapons they advised they did not see any weapons.	Yes - the call was triaged correctly by the telecommunicator.
	P221260132	911	Motion sensor Burglar Alarm Forced Entry made through the roof. Call, by policy, should have been dispatched within an hour if enough units, but held for 3 hours and 9 minutes.	Yes - by Telecommunicator and classified properly. APD officer response outside APD policy.
Non-Emergency (Priority 3)	220340053	242	A female walking in a parking lot without shoes yelling is a "usual" occurrence per the caller for this individual, the concern is there is snow on the ground and its been going on for 25 minutes.	Y - Telecommunicator classified properly and within APD Policy.
	220321320	242	Domestic violence that occurred 15 minutes prior. 242-COPS call in the queue 24 seconds.	Initial call should have been higher priority; however, when the citizen called back with the male returning, the call was upgraded to a priority two and dispatched.
	220321116	242	Missing TV, family involved but not present	Y - Telecommunicator classified properly and within APD Policy.
	220320818	242/911	Phone call for another related to another incident	Y - Telecommunicator classified properly and within APD Policy.

Sample	Event Number	242 or 911	Comments	FE Assessment - Compliance with APD Policy
	220320752	911 call back	911 hang up. Called hospital and they said they were not aware of any issue but requested officers' check.	Y - Telecommunicator classified properly and within APD Policy.
	220320414	242	Non-injury accident: one driver refusing to give insurance information	Y - Telecommunicator classified properly and within APD Policy.
	220320239	242	Male holding his hand in a gun motion, no weapon seen	Y - Telecommunicator classified properly and within APD Policy.
	220320009	242	Doorbell rang, no one seen	Y - Telecommunicator classified properly and within APD Policy.
	221971008	242	Subject sitting in a car in the alley, does this all the time. When officers responded, they viewed the video, and the subject in the vehicle has been showing up between 1900-2100 and has a light bar and a siren.	Y - Telecommunicator did not include all the available information. Telecommunicator properly classified the call. APD ECC management handling.
	221970601	911	911 hang up. Called business, not aware of any issues in the pharmacy (where call originated) but unknown if anything is occurring in the store.	Y - Telecommunicator classified properly and within APD Policy.
	221970610	911	911 hang up at Coronado Mall.	Y - Telecommunicator handled within APD Policy.

Appendix A – SPIDR Survey

PEOPLE REACHED
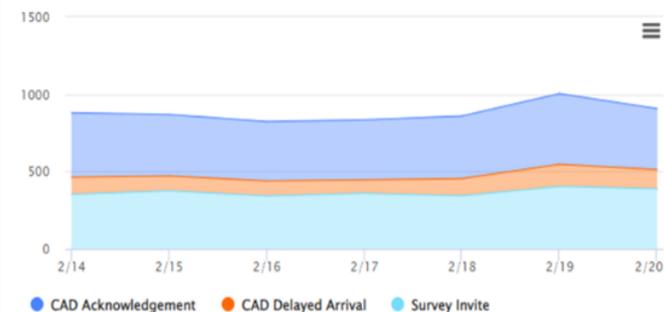
GENDER: HOW DO YOU IDENTIFY?

WITH WHAT RACIAL OR ETHNIC GROUP DO YOU MOST CLOSELY IDENTIFY?
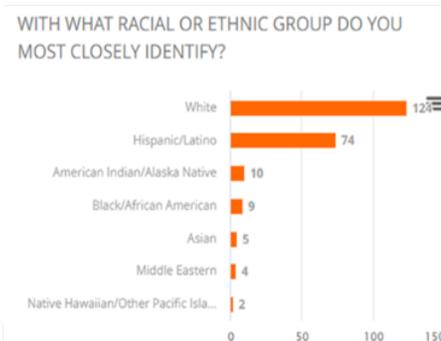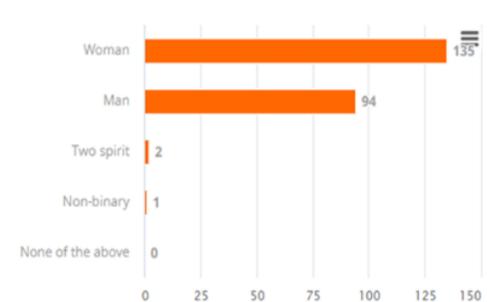
WHAT WAS THE NATURE OF YOUR CONTACT?

MESSAGES DELIVERED

TOTAL MESSAGES
6,183 ↑ +46%

SURVEY COMPLETION RATE
15% ↑ +6%

Week of 2/14/2022 to 2/21/2022
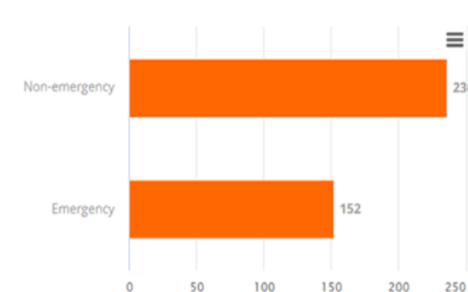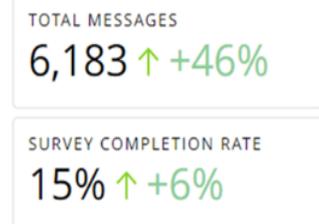
Last week's highlights

- **225** Total Comments given
- **17** were complaints about delay call pickup
- **11** were the complaints about officer delay time
- **18** were complaints no officer showed

- People feel they are a little unsafe living/being in the City giving a rating of **(2.72/5)** Up 0.06
- **82%** of people find the text messages helpful (Up 4%)
- People are very satisfied with the professionalism of Officers **(4.68/5)** Up .19
- People are very satisfied with the their experience when speaking to Communication Personnel. **(4.13/5)** Up .11
- **89%** of callers are residents of Albuquerque Up 1%

REVIEWED:

DocuSigned by:

Marisa Vargas

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Marisa Vargas, Internal Audit Manager
Office of Internal Audit

APPROVED:

DocuSigned by:

Nicole Kelley

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Nicole Kelley, City Auditor
Office of Internal Audit

APPROVED FOR PUBLICATION:

DocuSigned by:

Edmund E. Perea

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Edmund E. Perea, Esq., Chairman
Accountability in Government Oversight Committee Chairperson

Recommendations and Responses   **APPENDIX B**

For each recommendation, the responsible agency should indicate in the column labeled *Department Response* <u>whether it concurs, does not concur, or partially concurs and provide a brief explanation</u>. If it concurs with the recommendation, it should indicate the expected implementation date and implementation plan. If the responsible department does not concur or partially concurs, it should provide an explanation and an alternate plan of action to address the identified issue.

Recommendation	Responsible Department	Department Response and Estimated Time To Implement	OIA Use Only Status Determination*
1. The APD ECC should move forward with implementation of a Quality Assurance/Quality Integrity (QA/QI) program with a clearly defined process for quality assurance case reviews that include call-taking and dispatching activities. The numbers of calls reviewed should be two percent in accordance with national standards. If the APD determines that review of two percent of its calls is burdensome, it could incrementally move towards this goal as the program is implemented.	Albuquerque Police Department	☒ Concur ☐ Do Not Concur ☐ Partially Concur APD agrees with this recommendation and the intent of obtaining the third ECC Administrator position two years ago was to fulfill this missing component. As Federal Engineering noted in the audit; "However, they currently have vacant telecommunicator positions, and moving personnel to a full-time assignment would significantly impact their ability to deliver quality service to the community. Although the quality review is vital to a 9-1-1 center operation, the highest priority must always be handling 9-1-1 calls." Current staffing levels have not permitted this position to be filled. While external applicants were received, they had limited or were without ECC experience. This remains a foremost goal as quality assurance is a pivotal monitoring, rewarding/recognizing and coaching tool. Hiring of this individual will depend on the results of the aggressive hiring and training for core function personnel	☒ Open ☐ Closed ☐ Contested

Recommendation	Responsible Department	Department Response and Estimated Time To Implement	OIA Use Only Status Determination*
		(911 and Dispatch). Upon staffing levels meeting 911 and 242 duties, interviews held and an individual hired/promoted into the position. The target is 2023 and once hired, then the program will be in development and initial implementation within 180 days of hire/promotion. As staffing has improved with the measures taken to recruit, this position will be filled and a formal QA process established.	
2. As part of the City's Performance Measures pilot initiative outlined in the City Fiscal Year 2023 budget, the APD should define prescriptive and quantifiable response measures that support officers' response times and the arrival at the scene of an emergency call as quickly and safely as possible. Currently, only Priority 1 calls have an established metric. As there is no national standard for officer response times, *FE* recommends the APD establish response time goals that are reasonable to the community they serve.	Albuquerque Police Department	☐ Concur ☐ Do Not Concur ☒ Partially Concur There is a measure in minutes for response for priority two calls These are contained in the budget performance objectives. These goals are based on prior performance, anticipated staffing and patrol manning levels. The objective of priority 2 call response is lower than that of priority 1 calls due to limitations in the current Tiburon CAD system. All officer self-initiated activity such as traffic stops or getting waved down is a priority 2. This artificially decreases the response time to Priority 2 calls as they have a zero-response time. Since all traffic stops fall into this category APD was able to exclude those from the Priority 2 calculations. There was not a way to discern which other calls fell into this category based on call type. In other words, it is not possible to glean from the current system whether an officer was dispatched to a shoplifting call or was flagged down for one.	☒ Open ☐ Closed ☐ Contested

Recommendation	Responsible Department	Department Response and Estimated Time To Implement	OIA Use Only Status Determination*
		These issues will be rectified with the implementation of the new CAD system. A contract with Motorola was executed in March of 2021 and implementation is ongoing. The initial go-live date of November 15 has been delayed until January due to issues on the Motorola side. DTI has a dedicated Project Manager working on the implementation. Improvements in the data sets are planned after the new CAD goes live which has an implementation of early to mid-2023 with report development to follow the go-live.	
3. The APD should require written policies and procedures that address how police response time should be calculated (e.g., from the time the call is answered in the ECC to when the first APD first officer arrives on scene). These policies and procedures should include how often APD will assess the data.	Albuquerque Police Department	☒ Concur ☐ Do Not Concur ☐ Partially Concur The response times are assessed on a monthly basis and more frequently upon request. Clearly stating the existing methodology within policy will occur with the next APD ECC update, which is due June 2023.	☒ Open ☐ Closed ☐ Contested
4. As part of its replacement of its Computer Aided Dispatch (CAD) system, the APD should work with the CAD vendor to create analytic	Albuquerque Police Department	☒ Concur ☐ Do Not Concur ☐ Partially Concur APD agrees with the recommendation. The CAD project is in earlier phases and this has been foremost in the minds	☒ Open ☐ Closed ☐ Contested

Recommendation	Responsible Department	Department Response and Estimated Time To Implement	OIA Use Only Status Determination*
reports and reporting tools that will more clearly and accurately make available its response time data. Such reporting tools should also give the APD the ability to separate the response time for a location of occurrence, area command, beat, zip code, or XY coordinates.		of APD staff so data is made more meaningful to all stakeholders. CAD upgrade intended for early to mid-2023 and further reporting development to follow.	
5. The APD should continue to explore avenues to promote transparency in response times reporting through education, media relations, and evaluation of its area boundaries.	Albuquerque Police Department	☒ Concur ☐ Do Not Concur ☐ Partially Concur APD agrees with the recommendation. Additional methods for providing further transparency will be developed with various stakeholders and will be implemented within 180-days.	☒ Open ☐ Closed ☐ Contested
6. After response time performance measures are established, and analytical tools are in place (e.g., by area, council districts, time of day, day week, and staffing levels), a comprehensive analysis of the emergency response times for officers should be periodically conducted.	Albuquerque Police Department	☒ Concur ☐ Do Not Concur ☐ Partially Concur Response data is currently provided to Area Commanders, Deputy Chiefs and the Chief on a monthly basis. A comprehensive analysis is a reasonable expectation to determine scheduling, deployments, coverage and crime trends. It is anticipated that the new CAD system will facilitate this as the current one does not. The estimated implementation is 2023/2024.	☒ Open ☐ Closed ☐ Contested