

July 30, 2025

Performance Audit

Policy & Practices

Albuquerque Community Safety

Report No. 25-103



CITY OF ALBUQUERQUE
OFFICE OF INTERNAL AUDIT

City of Albuquerque - Office of Internal Audit

Policy & Practices

Performance Audit

July 30, 2025

Audit #25-103

Background

The Albuquerque Community Safety Department (ACS) dispatches first responders to 9-1-1 calls that are non-medical and non-criminal in nature. It is a first-of-its-kind cabinet-level department responding to calls on inebriation, homelessness, addiction, and mental health. The department was created from a unique, Albuquerque idea based on programs the city developed and tested with the community. This means that ACS was designed to provide a response unique to the community's needs.

What We Found

Over the past two fiscal years, ACS employees have consistently expressed their safety concerns during OIA's annual audit planning. For this reason, OIA participated in ride-along shifts with ACS responders, where OIA was able to confirm their safety concerns and potential need for additional protection equipment. During the ride-along, OIA also identified operational challenges that impacted ACS's ability to deliver effective and timely services to the community. These challenges include not being able to provide the unsheltered with immediate housing resources; delayed response times due to 3-1-1 referrals remaining in the queue for long periods of time; and delayed communication updates because the Computer Aided Dispatch (CAD) systems for the Albuquerque Police Department (APD) and Albuquerque Fire Rescue (AFR) do not interface with one another.

Recommendations

ACS should:

- Routinely remind ACS Responders that they do not always have to respond to calls for service if they feel it is unsafe.
- Provide enhanced safety and situational awareness training to better equip ACS Responders for unpredictable field conditions, helping them feel more empowered.
- Routinely remind ACS Responders that immediate shelter is available for individuals in need and reinforce the importance of offering and facilitating access to those resources.
- Work with 3-1-1 dispatch to ensure calls are appropriately assessed based on priority – directing high-priority situations to 242-COPS or 9-1-1 for quicker ACS response times.
- Explore the feasibility of expanding or improving the personal protective equipment for ACS Responders. This review should consider ACS Responders' feedback, recent incidents, and specific risks.

Why We Did this Audit

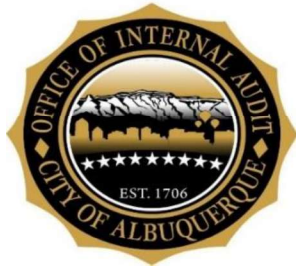
The Office of Internal Audit (OIA) conducted a performance audit to assess the effectiveness and adequacy of the City of Albuquerque's (City) Albuquerque Community Safety (ACS) Department's policies and practices. The audit was included in the fiscal year 2025 audit plan.

The audit objectives were to do the following:

- Assess whether policies and practices comply with legal, regulatory, and internal requirements, and are current, comprehensive, and consistently enforced.
- Evaluate the effectiveness of policy communication, employee understanding, and operational application in promoting consistent decision-making and practices.

The audit scope included the period of June 2020 through March 2025.

25-103 - Albuquerque Community Safety – Policy and Practices Performance Audit
July 30, 2025



City of Albuquerque

Office of Internal Audit

Date: July 30, 2025

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

Audit: Policy & Practices Performance Audit
Albuquerque Community Service
Audit No. 25-103

INTRODUCTION

The Office of Internal Audit (OIA) conducted a performance audit to assess the effectiveness and adequacy of the City of Albuquerque's (City) Albuquerque Community Safety (ACS) Department's policies and practices. The objectives were as follows:

- Assess whether policies and practices comply with legal, regulatory, and internal requirements, and are current, comprehensive, and consistently enforced.
- Evaluate the effectiveness of policy communication, employee understanding, and operational application in promoting consistent decision-making and practices.

The scope of the audit was June 2020 through March 2025. The audit was included in OIA's Fiscal Year 2025 audit plan. Information pertaining to the audit objectives, scope and methodology can be found in **Appendix A**.

25-103 - Albuquerque Community Safety – Policy and Practices Performance Audit July 30, 2025

BACKGROUND

The Albuquerque Community Safety Department (ACS) was established in fiscal year 2020 and dispatches first responders to 9-1-1 calls that are non-medical and non-criminal in nature. ACS responders may have backgrounds as social workers, peer-to-peer support, clinicians, counselors, or similar fields. It is a first-of-its-kind cabinet-level department responding to calls related to individuals experiencing inebriation, homelessness, addiction, and mental health issues. ACS works alongside the Albuquerque Police Department (APD) and Albuquerque Fire Rescue (AFR) as a third option for 9-1-1 dispatch. The department was created from a unique, Albuquerque idea based on programs the city developed and tested with the community. This means ACS was designed to provide a response unique to the community's needs, outside of APD and AFR. These needs may be connecting individuals to long-term support services, facilitating access to community-based care, and transporting individuals to service providers or shelters.

The Right Response at the Right Time

ACS may be contacted through two centers, 9-1-1¹ dispatch and the 3-1-1 Community Contact Center². When residents call 9-1-1, dispatchers assess the situation and send ACS Responders to calls that don't require APD or AFR. By focusing on non-criminal and non-medical emergencies, ACS attempts to ensure residents receive the "right response at the right time."³ This approach complements the work of APD and AFR, freeing them to address emergencies requiring their expertise while ACS provides focused care and connects residents to meaningful resources. This communication is performed through a computer aided dispatch (CAD) system⁴. Below is an example on how an ACS call is assessed and dispatched when contacting 9-1-1.

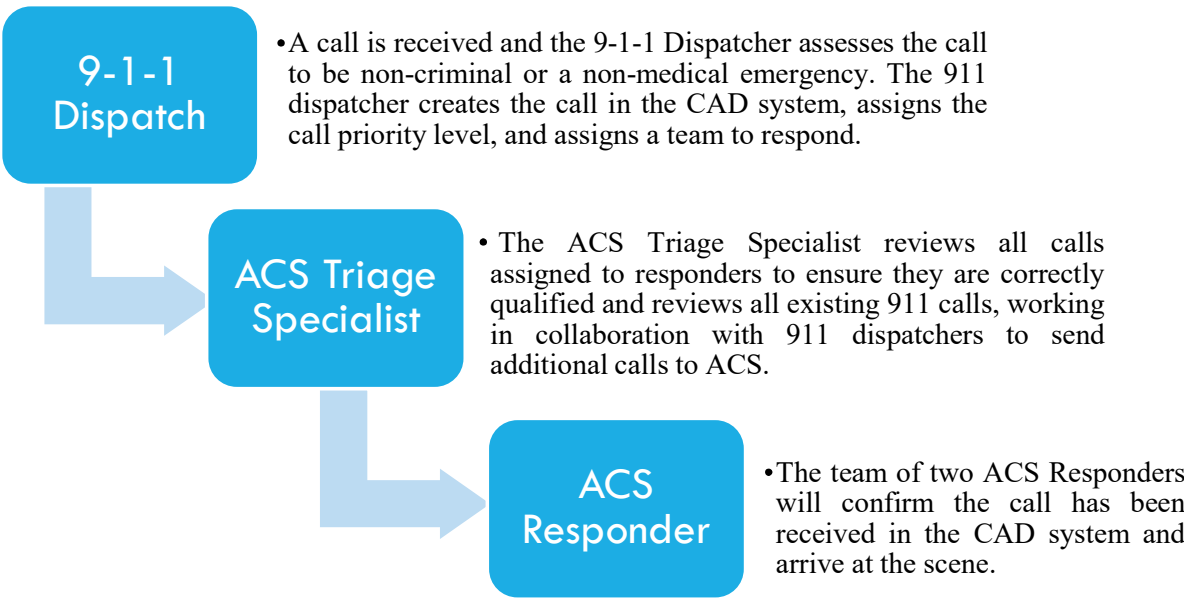
1 The 9-1-1 dispatch center is the primary and most rapid telephone number to call and receive ACS services.

2 The 3-1-1 Community Contact Center is a centralized call center for the City of Albuquerque. The 3-1-1 service is a single telephone number for all non-emergency City of Albuquerque inquiries and services.

3 Albuquerque Community Safety, "Department Overview." City of Albuquerque. <<https://www.cabq.gov/acs/services/overview>>. Accessed May 11, 2025.

4 A Computer Aided Dispatch (CAD) system is designed to optimize operations by ensuring responders can efficiently manage calls for service, update incidents, and communicate effectively with other responders.

25-103 - Albuquerque Community Safety – Policy and Practices Performance Audit
July 30, 2025



When contacting 3-1-1, the call is assessed and, if it is identified as a criminal or medical emergency, the 3-1-1 Dispatcher will categorize the call as a high-priority and notify APD or AFR. However, if the caller is requesting ACS Services, or if 3-1-1 determines that the call should be routed to ACS, a referral is created in the Customer Relationship Management (CRM) System and is routed to the ACS Triage Specialist team, who will then work with the 9-1-1 dispatchers to assign its priority level. Typically, these calls are categorized a lower priority and for this reason remain in a queue for longer waiting periods⁵.

Once ACS Responders have appropriately handled a call, they will document their incident reports via the Mark43 system.

ACS Responders at a Glance

Every ACS response is tailored to the situation's circumstances, with different responder types available based on the nature of the call. All responders complete the ACS Academy, a twelve-week foundational training program that equips them with the skills to de-escalate crises, provide support, and connect people to resources. The table below details the different responder types along with the corresponding calls they handle.

5 While it is standard practice for 3-1-1 to categorize ACS referrals a low priority, should the caller request urgent ACS services, the 3-1-1 dispatcher will direct the caller to immediately hang up and dial 9-1-1 or (505) 242-COPS.

25-103 - Albuquerque Community Safety – Policy and Practices Performance Audit
July 30, 2025

Type of ACS Responder	Calls They Handle
Behavioral Health Responders	Behavioral health crises, suicidal thoughts, disturbances, welfare checks, and more
Community Responders	Wellness checks, unsheltered individuals, and other quality-of-life concerns
Street Outreach Responders	Encampments and unsheltered individuals needing assistance
Mobile Crisis Team Clinicians ⁶	Mental health crises where a weapon or other high-risk factors merit more caution
Triage Specialists	All ACS-related calls from 9-1-1 or 3-1-1, as well as direct requests for assistance

Nature of Calls in Detail

There are nine priority calls and the table below defines which calls ACS responders are qualified to handle.

	Priority Number	Call Defined by APD	Does ACS Respond?
Emergency Call	1	Any immediate life-threatening situation with a great possibility of death or life-threatening injury.	No
	2	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.	Yes ⁷

⁶ Mobile Crisis Team Clinicians co-respond with police to handle high-risk behavioral health crises that require both clinical expertise and law enforcement support.

⁷ Priority 2 – ACS responds if there is a behavioral health crisis involving an escalated individual; suicidal ideation; or disturbances involving verbal altercations.

25-103 - Albuquerque Community Safety – Policy and Practices Performance Audit
July 30, 2025

	Priority Number	Call Defined by APD	Does ACS Respond?
Non-Emergency	3	A minor incident in progress or that just occurred with no threat of personal injury, loss of life, or property.	Yes ⁸
	4	A minor incident with no threat of personal injury, loss of life, property, or delayed reports when the caller is at a public location.	Yes ⁹
	5	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 property; or, there is a delayed report where the caller is at home or at their workplace for an extended period of time.	Yes ¹⁰
Informational	5(b)	Be-on-the-lookout (BOLO) call.	Yes
	6	A call for guard duty.	No
Internal	7	A medium priority call handled by a Crime Scene Specialist.	No
	8	A low-priority call handled by a Crime Scene Specialist.	No
	9	A call created for the Telephone Reporting Unit.	Yes ¹¹

As of fiscal year 2025, ACS has a general fund budget of \$17.9 million and is staffed by 141 full-time employees. It is a 24/7 operation, and as of March 2025, the department responded to its 100,000th call for service.

⁸ Priority 3 – ACS responds if there is a need for either a welfare or minor behavioral health check.

⁹ Priority 4 – ACS responds if shelter resources are needed for a family with minor children present or if there is a disturbance that is a nuisance and not an altercation.

¹⁰ Priority 5 – ACS responds if shelter resources are needed for single individuals, or for encampment and suspicious individual checks.

¹¹ Priority 9 – This level represents the 3-1-1 referrals, which do not require an immediate ACS response.

25-103 - Albuquerque Community Safety – Policy and Practices Performance Audit
July 30, 2025

FINDINGS

1. SAFETY MEASURES COULD BE IMPROVED TO ENHANCE PROTECTION OF ACS RESPONDERS.

Condition

Over the past two fiscal years, ACS employees have consistently expressed safety concerns through OIA's annual audit planning via anonymous surveys. In response, OIA included observational ride-alongs with ACS responders as part of this audit to gain a better understanding of the situations they encounter during the 24/7 operations. OIA participated in three ride-along shifts with ACS responders on March 19-20, 2025 covering a graveyard shift, a day shift, and a swing shift. OIA noted the following observations.

- While ACS Responders are equipped with high-visibility vests, hand-held radios, cellphones and flashlights, they lack personal protective equipment.
- When arriving to a scene, ACS Responders are trained to immediately ask the individual if any weapons are on-hand. ACS Responders must take the response at face-value.
- When transporting an individual, ACS Responders must remain on high alert as ACS vehicles do not have protection barriers between the front and back seats, leaving them exposed to potential harm from the individual.
- There may be calls that require ACS Responders to enter an individual's residence or an encampment without APD or AFR on scene.

These observations aligned with the safety concerns expressed during annual audit planning, and some ACS Responders confided during the ride-alongs that they often felt unsafe at times and recalled prior incidents involving individuals brandishing weapons.

Cause

According to ACS Management, ACS was designed to provide an unarmed, trust-building first responder approach as opposed to traditional law enforcement. The foundational cause behind this approach stems from a recognized need to reduce the presence of armed police officers in situations where mental health support, substance use intervention, or social services navigation are more appropriate. A critical element of ACS's design is its emphasis on appearance and presence as tools for trust-building. Uniform choices, vehicle branding, and behavioral protocols are strategically aligned to distinguish ACS responders from APD. By presenting a softer, non-threatening appearance, ACS aims to reduce fear or defensive reactions in individuals experiencing crisis. This visual and behavioral

25-103 - Albuquerque Community Safety – Policy and Practices Performance Audit
July 30, 2025

differentiation is crucial in facilitating an environment where the community feels safe enough to communicate their specific needs openly and without fear of punitive consequences.

Criteria

Per Administrative Instruction (AI) *No. 8-5 Safety Policy*, “It is the responsibility of each department director to develop and promulgate rules, regulations and operating procedures specific to the safety of the Department's employees to include training sessions, identification of safety hazards, formation of safety committees, the adoption and enforcement of appropriate safety recommendations, and to establish and maintain an accountability system for all employees which holds each employee accountable for accident prevention.” Additionally, “It is the responsibility of each employee to perform assigned job duties in the safest possible manner, using all available safety measures and devices to prevent injury to the employee, co-workers or the general public, and to report unsafe equipment, materials or conditions to the employee's supervisor.”

Effect

While ACS management does provide training that equips ACS Responders with the skills to de-escalate situations with empathy and compassion, the nature of the calls they respond to – often involving individuals in crisis, unpredictable behaviors, or volatile environments – can expose employees to high-stress and potentially unsafe conditions. This perceived lack of safety, coupled with the emotional demands of crisis intervention work, creates an elevated risk for employee burnout, low morale, and diminished job satisfaction. Over time, these factors may contribute to increased absenteeism, lower performance, and ultimately higher staff turnover.

RECOMMENDATIONS:

The Albuquerque Community Safety Department should:

1. Explore the feasibility of expanding or improving the personal protective equipment for ACS Responders. This review should consider ACS Responders' feedback, recent incidents, and specific risks.
2. Provide enhanced safety and situational awareness training to better equip ACS Responders for unpredictable field conditions, helping them feel more empowered.
3. Routinely remind ACS Responders that they do not always have to respond to calls for service if they feel it is unsafe.

25-103 - Albuquerque Community Safety – Policy and Practices Performance Audit
July 30, 2025

2. OPPORTUNITIES EXIST TO INCREASE RESPONSE TIMES AND ENHANCE SERVICES PROVIDED.

Condition

During the previously mentioned ride-alongs, the audit also identified operational challenges that impacted ACS’s ability to deliver effective and timely services to the community. These challenges include not being able to provide the unsheltered with immediate housing resources; delayed response times due to 3-1-1 referrals remaining in the queue for long periods of time; and delayed real-time communication updates, since the Computer Aided Dispatch (CAD) systems for APD and AFR do not interface with one another. OIA specifically observed the below situations.

- ACS Responders expressed how challenging it is to locate shelter for those in immediate need.
- Since 3-1-1 calls are a lower priority, the response times are significantly delayed, leading to ACS not being able to make contact with the individual in need as they may have already left the scene.
- ACS responded to a call where AFR was already in route to transport an individual to the hospital, resulting in duplicate resources and miscommunication.
- ACS Responders expressed that the vehicles are inconsistent in standard equipment that can assist the public such as portable vehicle chargers and air compressors.

The table below illustrates the 15 call types that OIA observed along with their corresponding response times and outcomes.

25-103 - Albuquerque Community Safety – Policy and Practices Performance Audit
July 30, 2025

CAD Report Data		Mark43 Report Data			
Incident Date/Time Created	Incident Date/Time Assigned to ACS	Dispatch Method	Call Type	Outcome	Response Time
3/19/25 10:14 PM	3/19/25 10:22 PM	911	Welfare Check	Declined Services	8 minutes
3/19/2025 9:20 PM	3/19/25 9:22 PM	911	Welfare Check	Connected to a Service	2 minutes
3/19/25 9:18 PM	3/20/25 12:11 AM	911	Welfare Check	Person Not Located	2 hours, 53 minutes
3/19/25 9:17 PM	3/19/25 11:12 PM	911	Welfare Check	Provided Information (Shelter Locations)	1 hour, 55 minutes
3/19/25 7:02 PM	3/19/25 11:52 PM	911	Welfare Check	Declined Services	4 hours, 50 minutes
3/19/25 2:48 PM	3/20/25 9:52 AM	311	Unsheltered Individuals	Persons Not Located	19 hours, 4 minutes
3/20/25 12:50PM	3/20/25 3:51 PM	911	Mental Illness/Unsheltered Individual	Person Not Located	3 hours, 1 minutes
3/20/25	3/20/25				0 minutes

25-103 - Albuquerque Community Safety – Policy and Practices Performance Audit
July 30, 2025

CAD Report Data		Mark43 Report Data			
Incident Date/Time Created	Incident Date/Time Assigned to ACS	Dispatch Method	Call Type	Outcome	Response Time
11:08 AM	11:08 AM	ACS Self-Initiated	Unsheltered Individual	Declined Services	
3/20/25 11:01 AM	3/20/25 3:37 PM	911	Mental Illness	Person Not Located	4 hours, 36 minutes
3/20/25 10:14 AM	3/20/25 2:28 PM	911	Welfare Check	Person Located	4 hours, 14 minutes
3/20/25 9:26 AM	3/20/25 1:13 PM	911	Unsheltered Individual	Person Not Located	3 hours, 47 minutes
3/20/25 9:10 AM	3/20/25 11:36 AM	911	Unsheltered Individual	Connected to Service	2 hours, 26 minutes
3/20/25 9:08 AM	3/20/25 9:08 AM	ACS Self-Initiated	Unsheltered Individuals	Connected to Service	0 minutes
3/20/25 8:21 AM	3/20/25 10:41 AM	311	Unsheltered Individual	Person Not Located	2 hours, 20 minutes
3/19/25	3/19/25	911	Welfare Check		

25-103 - Albuquerque Community Safety – Policy and Practices Performance Audit
July 30, 2025

CAD Report Data		Mark43 Report Data			
Incident Date/Time Created	Incident Date/Time Assigned to ACS	Dispatch Method	Call Type	Outcome	Response Time
10:28 PM	10:44 PM			Person Located	16 minutes

Cause

Due to compliance requirements under the Criminal Justice Information Services (CJIS) standards and the Health Insurance Portability and Accountability Act (HIPAA), APD and AFR must operate on separate CAD systems. These legal and regulatory frameworks mandate distinct data handling protocols to protect sensitive criminal justice and health-related information, preventing full integration of the two systems. Furthermore, ACS is merely a guest on the APD CAD system and cannot necessarily direct APD to change their operating framework.

As for 3-1-1 dispatchers, they are trained to assess calls of high and low priority. If a call is identified as a criminal or medical emergency, the 3-1-1 Dispatcher will categorize the call as a high-priority and advise the caller to call 911. However, if the caller is requesting ACS Services, a referral is created in the Customer Relationship Management (CRM) System and is routed to the ACS Triage Specialist team, who will then work with the 9-1-1 dispatchers to assign its priority level. Typically, these calls are categorized a lower priority, storing them in a queue resulting in the delayed responses.

Regarding immediate shelter resources, ACS has no authority to determine eligibility for shelter placement, as this function falls under the jurisdiction of partnering agencies that manage shelter intake and capacity. As a result, ACS Responders must rely on external entities for decisions regarding shelter access, limiting their ability to provide immediate shelter solutions.

As to ACS vehicles, not all have been equipped with the same tools due to budgetary constraints, which limit ACS's ability to standardize equipment across the entire fleet. This results in prioritization based on operational needs, funding availability, and vehicle-specific functions.

25-103 - Albuquerque Community Safety – Policy and Practices Performance Audit
July 30, 2025

Criteria

The mission of ACS is to create a new model for community safety through a first-of-its-kind cabinet-level department that will respond to calls and do outreach for inebriation, homelessness, addiction, and other issues that do not require APD or AFR.

To effectively fulfill this mission, ACS operations must be supported by systems and processes that enable timely and accurate information sharing. According to principles of effective internal control as outlined by the U.S. Government Accountability Office (GAO), systems should be designed to ensure the timely, accurate, and complete flow of information to support operational effectiveness and informed decision-making¹². When systems interface and communicate in real time, critical information can be delivered to the appropriate personnel without delay, which is essential for coordinating public safety responses, reducing errors, and ensuring accountability in service delivery.

Effect

The lack of interoperable systems among first responder agencies can significantly hinder real-time communication and coordination, leading to delayed response times, incomplete situational awareness, and potential duplication of efforts. This fragmentation can reduce the overall efficiency and effectiveness of emergency response operations, increase the risk of critical information being missed or miscommunicated, and ultimately compromise the quality of service provided to the public during time-sensitive incidents.

The current practice to create 3-1-1 referrals of low priority and store them in a queue for long periods slows down the response time, creating bottlenecks that delay the ability of ACS to clear a scene and become available for the next call. This inefficiency can increase overall response times, reduce service coverage across the city, and hinder timely assistance to individuals in crisis.

When ACS responders are unable to secure immediate shelter for individuals in need, it increases the risk of continued exposure to unsafe or unstable environments, potentially worsening physical or mental health conditions. This gap in service can lead to repeated crisis calls, strain on emergency resources, and a missed opportunity to provide timely, stabilizing support.

RECOMMENDATIONS:

The Albuquerque Community Safety Department should:

12 “Principle 13 – Use Quality Information.” Standards for Internal Control in the Federal Government, p. 59-63, 2014, <<https://www.gao.gov/assets/gao-14-704g.pdf>>, accessed May 12, 2025.

25-103 - Albuquerque Community Safety – Policy and Practices Performance Audit
July 30, 2025


4. Routinely remind ACS Responders that immediate shelter is available for individuals in need and reinforce the importance of offering and facilitating access to those resources.
5. Work with 3-1-1 dispatch to ensure calls are appropriately assessed based on priority – directing high-priority situations to 242-COPS or 9-1-1 for quicker ACS response times.
6. Consider creating a process to assist individuals experiencing non-emergency vehicle issues. Ensure all ACS vehicles are equipped with the same support tools, such as portable chargers and air compressors.
7. Collaborate with AFR to develop a process that ensures ACS responders receive timely and accurate call updates.

CONCLUSION

By implementing the recommendations detailed in this report, the Albuquerque Community Safety (ACS) Department can improve its ability to effectively administer, manage, and monitor its policies and practices. ACS's response to the recommendations made is included in APPENDIX C of the report. We greatly appreciate the assistance of ACS throughout this audit, including their efforts to make staff and requested documents readily available. We also appreciate the involvement and cooperation of the various departments and divisions within ACS.

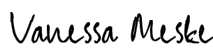
25-103 - Albuquerque Community Safety – Policy and Practices Performance Audit
July 30, 2025

SUBMITTED:

DocuSigned by:

DCF283F3AC33444...

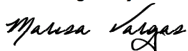
Connie Barros-Montoya, Principal Auditor
Office of Internal Audit

REVIEWED:

DocuSigned by:

FEF77AB7F20B4DD...

Vanessa Meske, Lead Auditor
Office of Internal Audit

APPROVED:

DocuSigned by:

0E462D006A1E4C8...

Marisa C. Vargas, City Auditor
Office of Internal Audit

APPROVED FOR PUBLICATION:

Signed by:

FCBF869799C14AE...

Victor Griego, CPA
Accountability in Government Oversight Committee Chairperson

25-103 - Albuquerque Community Safety – Policy and Practices Performance Audit
July 30, 2025

APPENDIX A

OBJECTIVE

The Office of Internal Audit (OIA) conducted a performance audit to assess the effectiveness and adequacy of the City of Albuquerque's (City) Albuquerque Community Safety (ACS) Department's policies and practices. The objectives were as follows.

- Assess whether policies and practices comply with legal, regulatory, and internal requirements, and are current, comprehensive, and consistently enforced.
- Evaluate the effectiveness of policy communication, employee understanding, and operational application in promoting consistent decision-making and practices.

SCOPE AND LIMITATIONS

The audit scope covered the City's duties and responsibilities with regards to ACS's policies and practices from June 2020 through March 2025.

This report and its conclusions are based on information taken from a sample of dispatch records, systems, and users and does not represent an examination of all related dispatch records, systems, and users. The audit report is based on our examination of functions and activities through the completion of fieldwork in April 4, 2025 and does not reflect events after that date. City management is responsible for establishing and maintaining effective internal control and complying with laws and regulations.

In performance audits, a deficiency in internal control exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct (1) impairments of effectiveness or efficiency of operations, (2) misstatements in financial or performance information, or (3) noncompliance with applicable laws, regulations, standards, guidelines, and/or best practices. A deficiency in design exists when (a) a control necessary to meet the control objective is missing or (b) an existing control is not properly designed so that, even if the control operates as designed, the control objective is not met. In the performance audit requirements, the term significant is comparable to the term material as used in the context of financial statement engagements. A deficiency in operation exists when a properly designed control does not operate as designed, or when the person performing the control does not possess the necessary authority or qualifications to perform the control effectively.

25-103 - Albuquerque Community Safety – Policy and Practices Performance Audit July 30, 2025

Our consideration of internal control was for the limited purpose described in our audit objectives and was not designed to identify all deficiencies in internal control. Therefore, unidentified deficiencies may exist. Accordingly, we do not express an opinion on the effectiveness of ACS's internal controls.

As part of the performance audit, we tested the ACS's compliance with applicable laws, requirements, and regulations. Noncompliance with these requirements could directly and significantly affect the objectives of our audit. However, opining on compliance with all provisions was not an objective of our performance audit, and accordingly, we do not express an opinion.

We conducted this performance audit in accordance with generally accepted government auditing standards for performance audits, as prescribed in *Government Auditing Standards*, 2018 revision, issued by the Controller General of the United States. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objectives. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objectives.

METHODOLOGY

Methodologies used to accomplish the audit objectives include but are not limited to the following.

- Interviewed management regarding staff, policies, and standard operations.
- Reviewed and analyzed ACS's standard operating procedures (SOPs) in both Target Solutions and the First Responder Handbook.
- Examined applicable Administrative Instructions and ACS job descriptions.
- Reviewed the training records for an ACS Training Academy that was provided from October 22, 2024 through December 19, 2024. This particular academy included 61 required training courses for a total of seven employees. Randomly selected 10 business days within the training time-frame to determine whether the following were true
 - Training was completed by the required deadline.
 - A process is in place to track completed, pending, and refresher trainings.
 - If applicable, incomplete training was documented with a valid explanation.
 - Training logs exist for each required course and are maintained in a centralized location.
 - The employee provided a signature, or acknowledgment confirming that they completed the training.
- From January 2023 through December 2024, randomly selected 30 incident reports to perform the following:
 - Confirmed two responders were dispatched and qualified for the call.

25-103 - Albuquerque Community Safety – Policy and Practices Performance Audit
July 30, 2025

- Examined the report narratives to ensure they were clear and correctly reflected the incident details.
 - Verified the report formats were standard; i.e., the same terminology was used and consistent throughout.
 - Ensured the all-key fields such as date, time, location, persons involved, nature and conclusion of the call were all complete.
- Participated in three ride-along shifts with ACS responders on March 19, 2025 (a graveyard shift, a day shift, and a swing shift) to determine if the following were true.
 - Employees have access to safety protection.
 - Vehicles are inspected prior to addressing calls.
 - Both a CAD and incident report were completed.
 - Situational awareness was consistently maintained.
 - Service calls are handled in a uniform manner and align with the department's policies and procedures.
- Summarized all findings and provided the auditee with recommendations that will help to strengthen internal control, cost savings, and operating efficiency and effectiveness.

25-103 - Albuquerque Community Safety – Policy and Practices Performance Audit
July 30, 2025

Policy and Practices Performance Audit
Albuquerque Community Safety
July 30, 2025

#25-103

APPENDIX B

Recommendations and Responses

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

Recommendation	Responsible Party	Department Response	<u>OIA Use Only</u> Status Determination*
1. Explore the feasibility of expanding or improving the personal protective equipment for ACS Responders. This review should consider ACS Responders’ feedback, recent incidents, and specific risks.	Albuquerque Community Safety	<input checked="" type="checkbox"/> Concur <input type="checkbox"/> Do Not Concur <input type="checkbox"/> Partially Concur “ACS is willing to explore available personal protective equipment and the feasibility and application for the Behavioral Health first Responder role.” <u>ESTIMATED COMPLETION DATES</u> “6 – 12 months”	<input checked="" type="checkbox"/> Open <input type="checkbox"/> Closed <input type="checkbox"/> Contested

25-103 - Albuquerque Community Safety – Policy and Practices Performance Audit
July 30, 2025

Recommendation	Responsible Party	Department Response	<u>OIA Use Only</u> Status Determination*
2. Provide enhanced safety and situational awareness training to better equip ACS Responders for unpredictable field conditions, helping them feel more empowered.	Albuquerque Community Safety	<input type="checkbox"/> Concur <input type="checkbox"/> Do Not Concur <input checked="" type="checkbox"/> Partially Concur “ACS has recently expanded our academy to 12 weeks and does include additional situational awareness training. ACS will assess the newly incorporated training, the responder’s ability to utilize the skills, and consider additional training as needed.” <u>ESTIMATED COMPLETION DATES</u> “6 – 12 months”	<input checked="" type="checkbox"/> Open <input type="checkbox"/> Closed <input type="checkbox"/> Contested
3. Routinely remind ACS Responders that they do not always have to respond to calls for service if they feel it is unsafe.	Albuquerque Community Safety	<input type="checkbox"/> Concur <input type="checkbox"/> Do Not Concur <input checked="" type="checkbox"/> Partially Concur “This is ACS standard operating procedure and is communicated in both field communications and shift briefings. ACS will begin to use additional communication methods to ensure we are reaching our responders.” <u>ESTIMATED COMPLETION DATES</u> “1 – 2 months”	<input checked="" type="checkbox"/> Open <input type="checkbox"/> Closed <input type="checkbox"/> Contested

25-103 - Albuquerque Community Safety – Policy and Practices Performance Audit
July 30, 2025

Recommendation	Responsible Party	Department Response	<u>OIA Use Only</u> Status Determination*
4. Routinely remind ACS Responders that immediate shelter is available for individuals in need and reinforce the importance of offering and facilitating access to those resources.	Albuquerque Community Safety	<input type="checkbox"/> Concur <input type="checkbox"/> Do Not Concur <input checked="" type="checkbox"/> Partially Concur “ACS will continue to include this direction and training in ongoing coaching in the field and at shift briefings. ACS will also incorporate field materials for use by responders to enhance the verbal communications regarding resources.” <u>ESTIMATED COMPLETION DATES</u> “3-6 Months”	<input checked="" type="checkbox"/> Open <input type="checkbox"/> Closed <input type="checkbox"/> Contested
5. Work with 3-1-1 dispatch to ensure calls are appropriately assessed based on priority – directing high-priority situations to 242-COPS or 9-1-1 for quicker ACS response times.	Albuquerque Community Safety	<input type="checkbox"/> Concur <input type="checkbox"/> Do Not Concur <input checked="" type="checkbox"/> Partially Concur “ACS will initiate process and systems improvement work with the 311 management team to determine improved methodology for directing calls based on agreed upon criteria for APD dispatch.” <u>ESTIMATED COMPLETION DATES</u> “6-12 months”	<input checked="" type="checkbox"/> Open <input type="checkbox"/> Closed <input type="checkbox"/> Contested

25-103 - Albuquerque Community Safety – Policy and Practices Performance Audit
July 30, 2025

Recommendation	Responsible Party	Department Response	<u>OIA Use Only</u> Status Determination*
6. Consider creating a process to assist individuals experiencing non-emergency vehicle issues. Ensure all ACS vehicles are equipped with the same support tools such as portable chargers and air compressors.	Albuquerque Community Safety	<p><input type="checkbox"/> Concur <input type="checkbox"/> Do Not Concur <input checked="" type="checkbox"/> Partially Concur</p> <p>“ACS recently purchased equipment that meets the requirements to provide this service when relevant to the core job duties of the responding employee. We are waiting for the equipment to arrive and will then train our responders. However, this is not in our employee’s job duties, nor is it within the core mission of ACS, and will not be a requirement for employment.”</p> <p><u>ESTIMATED COMPLETION DATES</u> “2 -3 months”</p>	<p><input checked="" type="checkbox"/> Open <input type="checkbox"/> Closed <input type="checkbox"/> Contested</p>

25-103 - Albuquerque Community Safety – Policy and Practices Performance Audit
July 30, 2025

Recommendation	Responsible Party	Department Response	<u>OIA Use Only</u> Status Determination*
7. Collaborate with AFR to develop a process that ensures ACS responders receive timely and accurate call updates.	Albuquerque Community Safety	<p><input type="checkbox"/> Concur <input type="checkbox"/> Do Not Concur <input checked="" type="checkbox"/> Partially Concur</p> <p>“ACS dispatch is handled by APD dispatchers and decisions regarding communication between APD and AFR dispatch centers are the responsibility of those two organizations. While ACS will speak with these entities, it should be noted that we do not have direct authority over their policies/procedures. We will collaborate with AFR and APD to continually improve timeliness and accuracy of call information.”</p> <p><u>ESTIMATED COMPLETION DATES</u> “6-12 Months”</p>	<p><input checked="" type="checkbox"/> Open <input type="checkbox"/> Closed <input type="checkbox"/> Contested</p>