Milwaukee Police Department

Public Safety Committee

Communication File Relating to the Operation of the 911 System

July 7, 2014

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Commodity and Services

- Responsible for the prudent management of public resources and the efficient provision of police services

- Commodity
  - Armed Authority of the State
- Services
  - Advice or Information
  - Simple Administrative Report
  - Presence of Officer
  - Investigation and Report
  - Arrest or Citation

Chief's Directive: June 26, 2014

Form PM-9E
11/09

MILWAUKEE POLICE DEPARTMENT
MEMORANDUM

Date: JUNE 26, 2014

TO: ALL DISTRICTS, DIVISIONS AND BUREAUS

FR: CHIEF EDWARD FLYNN

RE: PRIORITY ONE CALLS – MANAGEMENT OF RESOURCES

This directive is a reminder regarding expectations and protocols related to the handling of dispatched calls for service. As we enter the summer months, I want to be sure we are appropriately managing our workload and efficiently balancing our dual roles of providing proactive police services in our neighborhoods and responding to citizen-generated calls for police service.

My first-term swearing-in speech in January 2008 included this passage following my explanation of our mission:

"We shall reduce the levels of fear, crime and disorder in the City of Milwaukee. Our measure of success will not be the number arrests. Our measure of success will not be the number of traffic citations issued. Our measure of success will not be our response time to non-emergency calls. Our measures of success will be the reduction of crime, fear and disorder in Milwaukee."

I want to draw your attention to the following phrase: **non-emergency calls**. I repeat: our measure of success will not be our response time to non-emergency calls. This means that one of our measures of success is indeed our response time to emergency calls. Beginning with next week's Compstat, we will be including metrics related to response time to Priority 1 calls by district and shift.

We have a prioritization system for triaging and dispatching our calls for service. Priority 1 calls are subordinate only to Emergency Assistance calls from a fellow officer. **Any** squad can be preempted from an assignment to a Priority 1 call.

Officers are required to follow the directives of dispatchers. When officers are dispatched to a Priority 1 call, they will respond to that call as quickly and safely as possible.

Sergeants and lieutenants are required to monitor the radio and efficiently manage your police officers resources.

Technical Communications is responsible for prioritizing calls. A Non-Compliance Report will be completed and distributed each time there is a failure to comply with a dispatcher's directive.

Everyone is responsible for striking the real-time balance of providing both proactive and reactive police service. Everyone will be held responsible for their decision making.

- "As we enter the summer months, I want to be sure we are appropriately managing our workload and efficiently balancing our dual roles of providing proactive police services in our neighborhoods and responding to citizen-generated calls for police service."
- "Everyone is responsible for striking the real-time balance of providing both proactive and reactive police service. Everyone will be held responsible for their decision making."

NIBRS Crime Stats 2007-2014

Comparing January 1– May 1 data from each listed year

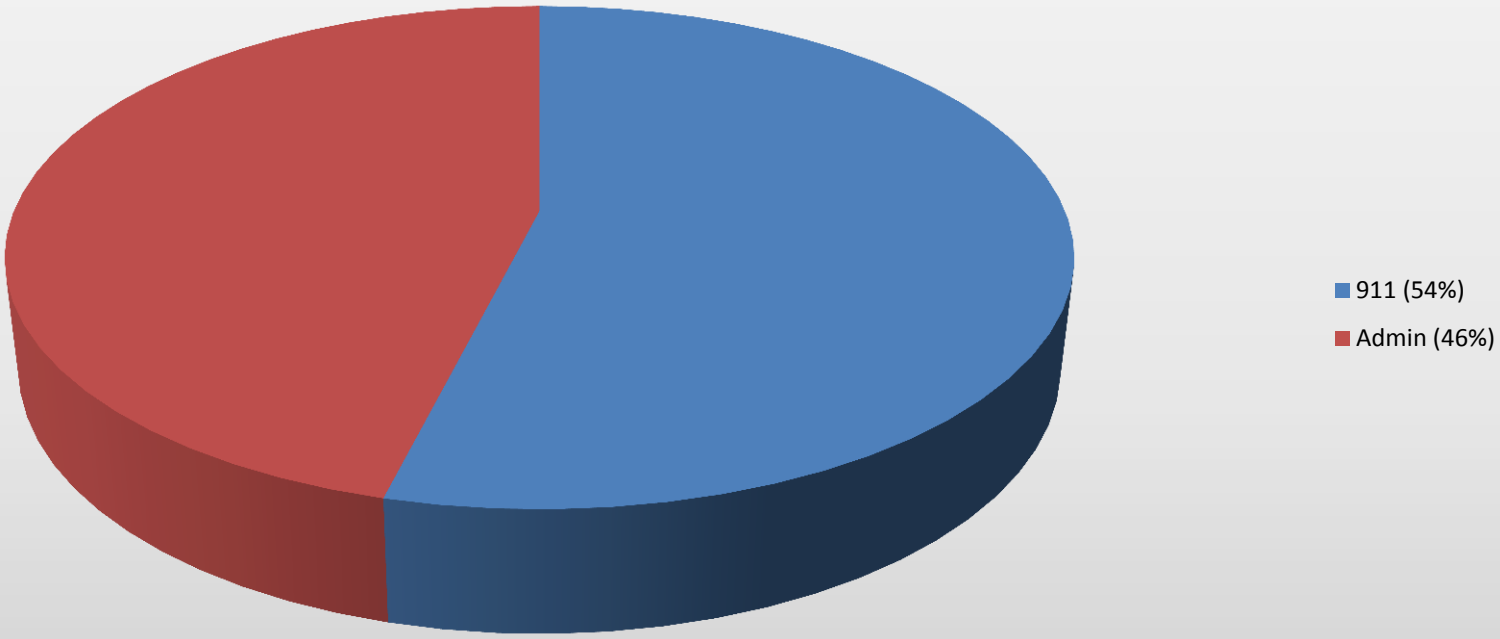
Daily Crime & Service Data 2007-2014 (Jan-May1)

Offense	Jan-May 1 2007	Jan-May 1 2008	Jan-May 1 2009	Jan-May 1 2010	Jan-May 1 2011	Jan-May 1 2012	Jan-May 1 2013	Jan-May 1 2014	Jan-May 1 2007-2014	Jan-May 1 2013-2014
Homicide	36	21	22	23	24	28	23	17	-53%	-26%
Rape	83	58	81	61	74	72	73	78	-6%	7%
Robbery	1,149	906	883	757	832	738	928	897	-22%	-3%
Agg Assault	1,688	1,441	1,291	1,138	928	1,204	1,235	1,282	-24%	4%
Burglary	1,638	1,839	1,645	1,756	1,810	1,852	1,856	1,466	-11%	-21%
Auto Theft	2,577	2,166	1,509	1,149	1,335	1,189	1,136	1,605	-38%	41%
Theft	6,746	6,073	5,902	5,844	4,801	5,016	3,901	3,373	-50%	-14%
Arson	86	67	77	66	80	90	76	57	-34%	-25%
Violent Crime	2,956	2,426	2,277	1,979	1,858	2,042	2,259	2,274	-23%	1%
Property Crime	10,961	10,078	9,056	8,749	7,946	8,057	6,893	6,444	-41%	-7%
Total Crime	14,003	12,571	11,410	10,794	9,884	10,189	9,228	8,775	-37%	-5%

*Reflects Incident Based Reporting, data obtained from DCS and does not reflect Uniformed Crime reporting standards

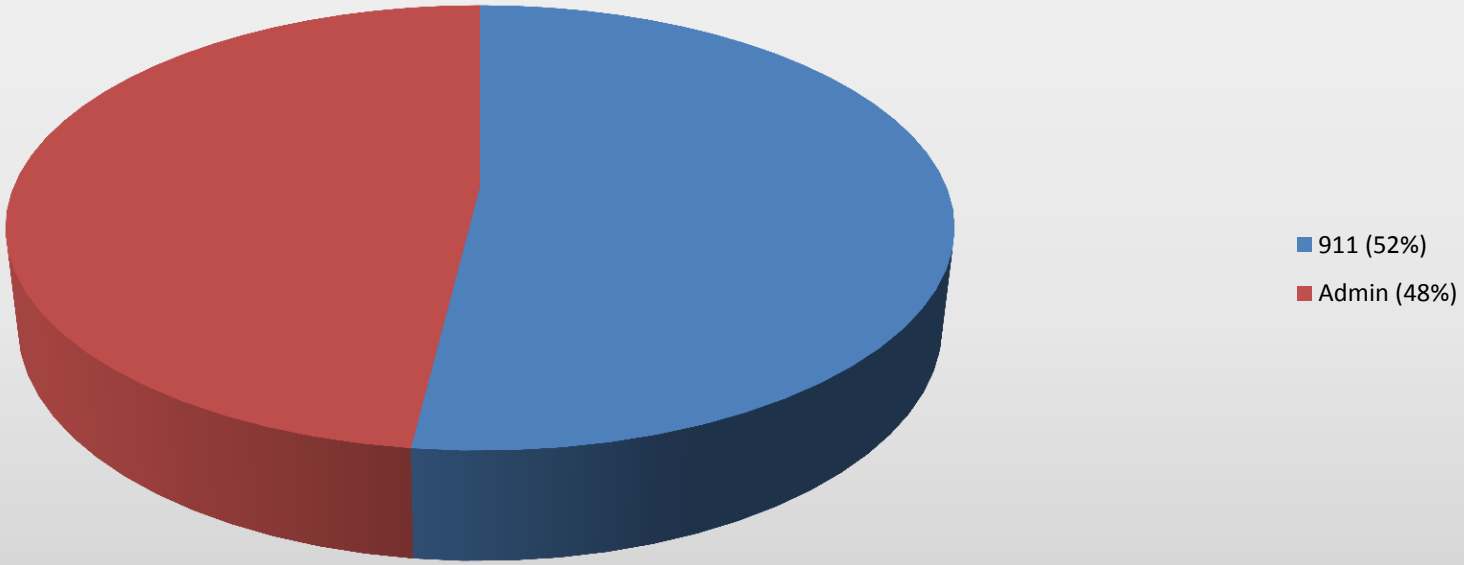
Call Volume
911 vs. Administrative Calls: 2013

- 762,719 total incoming calls
  - 411,213 "911" calls
  - 351,506 "Admin" calls



Call Volume
Abandoned/Disconnected Calls: 2013

- 65,904 Abandoned calls (9% of all incoming calls)
  - 34,223 abandoned "911" calls (52% of abandoned, 8% of all incoming "911")
    - All abandoned "911" calls receive a call back from a Telecommunicator
  - 31,681 abandoned "Admin" calls (48% of abandoned, 9% of all incoming "Admin")

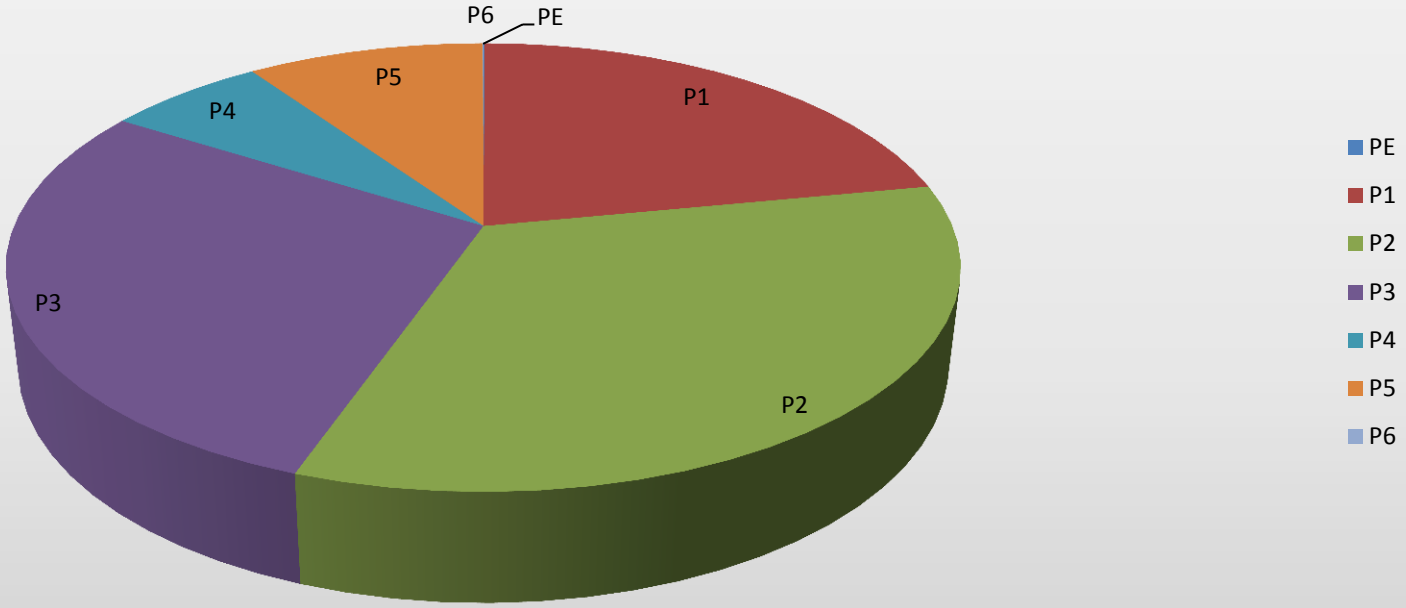


Call Prioritization Categories

- E → Assist Police Officer
- 1 → Violent/potentially violent act in progress, actor on scene (shooting, robbery, entry in progress, battery, etc.)
- 2 → Theft in progress, injury accident, etc.
- 3 → Trouble with subject, trouble with juvenile, entry not in progress, property damage not in progress, etc.
- 4 → Loud music, noise disturbance, etc.
- 5 → Differential Police Response
- 6 → 911 Abuse Call/911 Disconnect

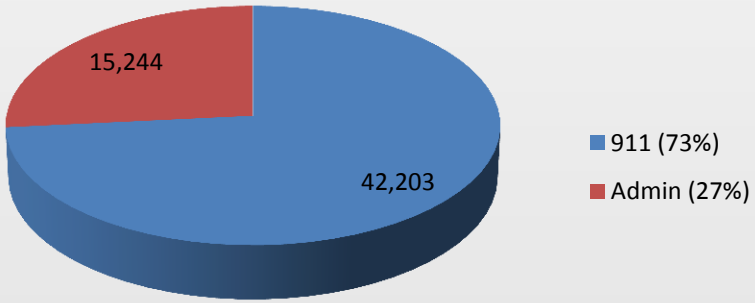
Dispatched Call Volume By Priority: 2013

- 262,343 dispatched calls (34% of total incoming calls)
- PE: 113 (.04%)
- P1: 57,547 (22%)
- P2: 87,614 (33%)
- P3: 74,949 (29%)
- P4: 16,856 (6%)
- P5: 25,197 (9%)
- P6: 67 (.03%)



Priority 1 Calls
By Call Source: 2013

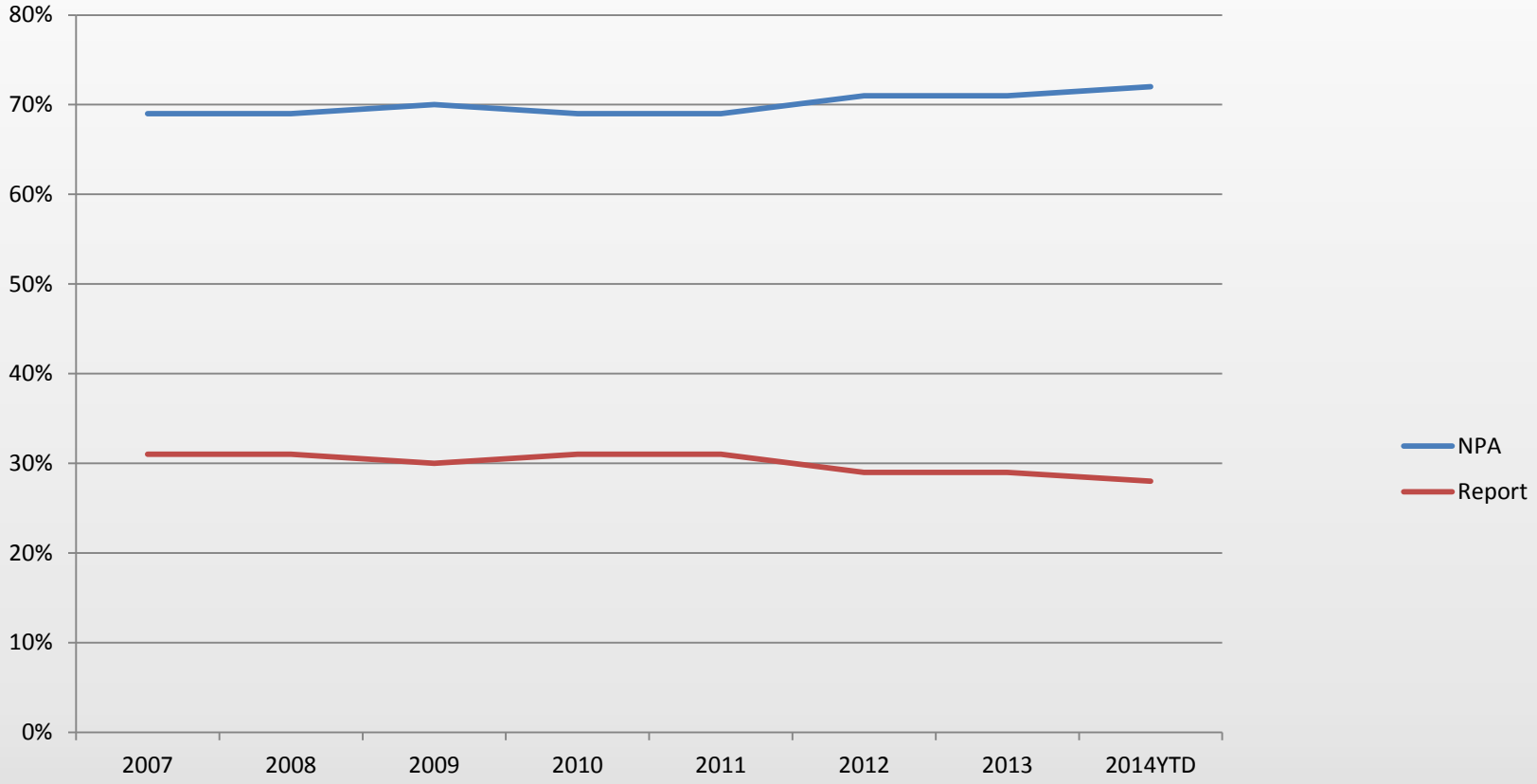
57,547 P1 Dispatches



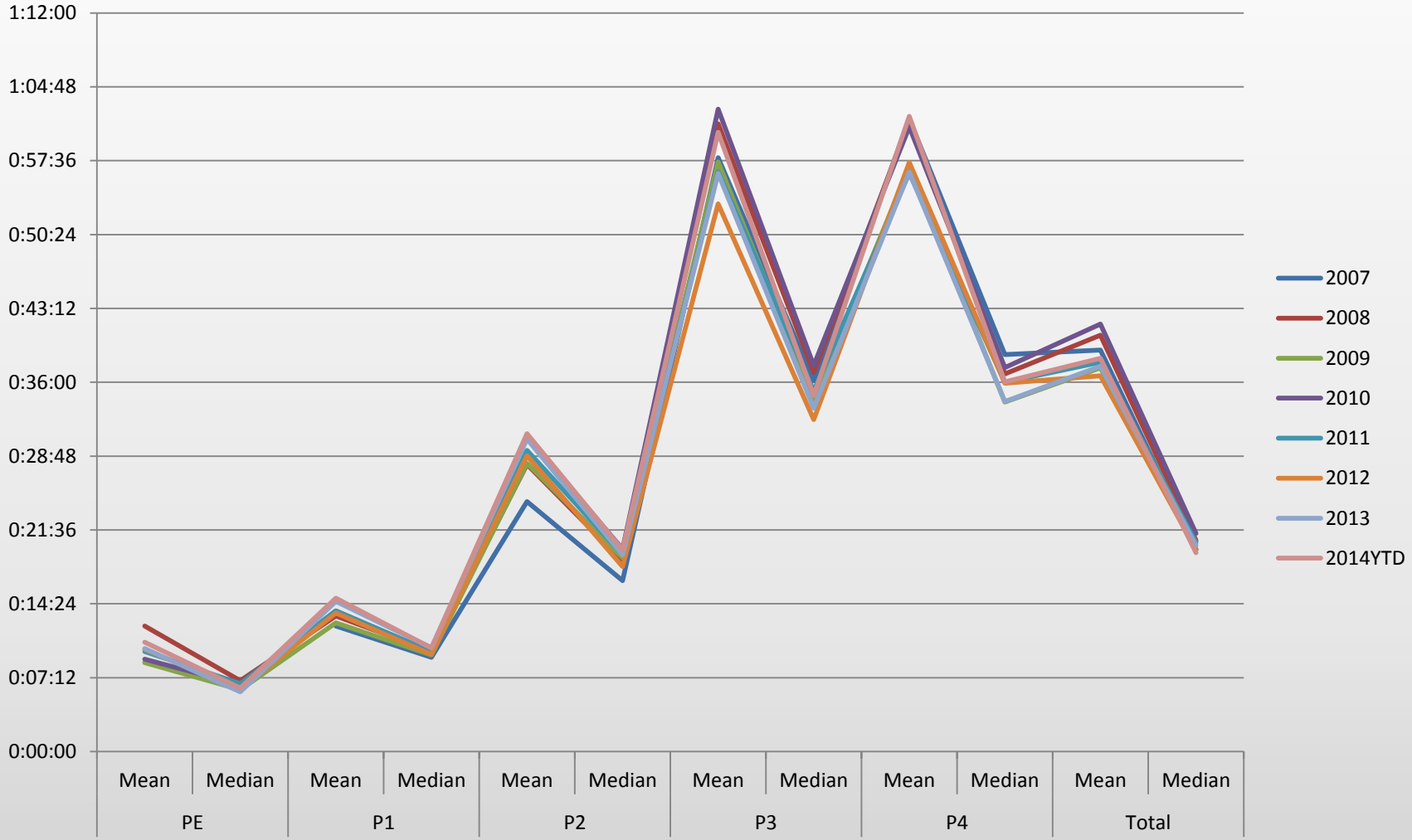
Of 411,213 "911" calls received in 2013, 42,203 (10%) resulted in a P1 dispatch

Of the 351,506 "Admin" calls received in 2013, 15,244 (4%) resulted in a P1 dispatch

Priority 1 Calls Resulting in No Police Action ("Unable to Locate" or similar disposition) 2007-2013



Mean and Median Response Times (created – on scene) 2007-2014YTD: Sorted by Priority



Mean and Median Response Times (created – on scene) 2007 and 2014YTD: Sorted by Priority

Mean and Median Response Times (created – on scene)
Actual Variance 2007 – 2014YTD
Percent Variance 2007 – 2014YTD

		07-14YTD Actual	07-14YTD %
PE	Mean	(0:01:35)*	(13%)*
	Median	(0:00:43)	(10%)
P1	Mean	0:02:43	22%
	Median	0:00:54	10%
P2	Mean	0:06:38	27%
	Median	0:03:00	18%
P3	Mean	0:02:28	4%
	Median	(0:01:28)	(4%)
P4	Mean	0:00:15	.2%
	Median	(0:02:40)	(7%)
Total	Mean	(0:00:48)	(2%)
	Median	(0:00:20)	(2%)

*PE comparison is 2008-2014

Call Answering and Staging Message

- Average "911" answer time in 2013: 8 seconds
- Average "Admin" answer time in 2013: 48 seconds
- "911" calls will receive a recorded message after 10 seconds has elapsed without the call being answered
  - This occurred 12,142 times in 2013 (3% of our 411,213 "911" calls)
- When all telecommunicators are engaged in a call, subsequent "911" calls will immediately receive the recorded message
- All "Admin" calls reach a phone tree
- Staging messages are not uncommon
- Compstat analysis includes P1 response times by shift by District
- Analysis of P1 categories to ensure highest likelihood of legitimacy
- Exploring "Fast-Track" option for TCs

Technology & Call Handling

- Merging 911 and Administrative Call-Taking
  - All TC are able to handle 911
  - 911 TC only handle 911
  - Administrative TC handle both Admin and 911 Calls
  - 911 calls take precedence over admin calls

- 911 Abuse
  - 2013: 198,627 P6 Calls (67 dispatched = .03%)
    - All were called back
    - 87% from cell phones
    - 27% from non-provisioned phones
  - 105-77.1: 911 Abuse: dialing 911 when no emergency exists
    - $50-$300 forfeiture
      - Average 249/year since 2007
  - 105-78.1: Abandoned Calls: allowing 911 to be called accidentally or otherwise
    - $50-250 forfeiture
      - Enacted in 2013: 33 citations written in 2013, 11 so far this year

- Queue Board
  - All queue data are presented both in the supervisor's office and on the TCD floor

Staffing

- Current Situation
  - Our process is time-consuming and cumbersome
  - Our work is stressful and comparatively low-paid
  - 644 applicants for TC as of 11/30/12
  - 255 applications rejected and 389 invited to additional tests
  - Testing dates: 1/28/13 and 3/21/13
  - FPC approved list 4/4/13
  - 75 applicants reviewed, 59 sent to FPC
    - 9 failed to appear, 4 withdrew, 2 disqualified for drugs, 1 for felony (27% washout)

- Immediate and Mid-Term Solutions
  - Streamline and Expedite Hiring
  - Provide Flexible Staffing Options
    - Part-time, condensed training
  - Decrease Turnover
  - Increase Pay

Public Education Efforts

- The Conundrum: 911's Impact on Society
  - If I dial 911, I will see a police officer almost immediately
- The Reality: 911's Impact on Society
  - 911 misuse and abuse has resulted in "work-arounds"

- When to Call 911
  - You need a police officer and/or fire department personnel to arrive at your location as quickly as safely possible
- When to Call Non-Emergency
  - You need police advice, guidance or "not-right now" service

Public Education Efforts (con't)

- The messages:
  - Call 911 when you need immediate help
  - Call non-emergency when you need guidance or advice
  - Take the battery out of your old cellphones
- Conveying the messages:
  - Public Hearings
  - Twitter and Facebook
  - Monthly Crime & Safety Meetings
  - Real-Time Interactions