



## Fire and Police Commission

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Memorandum

To: Honorable Members of the Milwaukee Common Council

From: Leon W. Todd, Executive Director  
Barbara Cooley, Research and Policy Analyst

Date: May 3, 2024

RE: MPD/MFD Call Wait Times Report, Q4 2023

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This memo is responsive to Common Council File 190001, Amendment 33, "Insert a footnote directing the Executive Director of the Fire & Police Commission to provide quarterly reports to the Common Council on 9-1-1 call wait times, as well as activities, training, and initiatives to reduce 9-1-1 call wait times." Information in this memo has been provided by Tom Maureau of Winbourne Consulting, the City's contractor for developing a PSEP (Public Safety Enhancement Program), with analysis by the FPC Research and Policy Analyst.

### **Call Answer Standard**

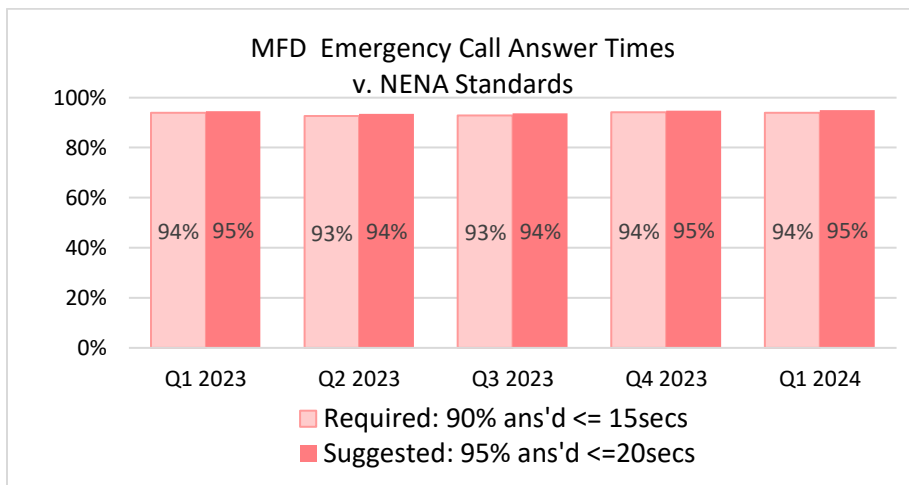
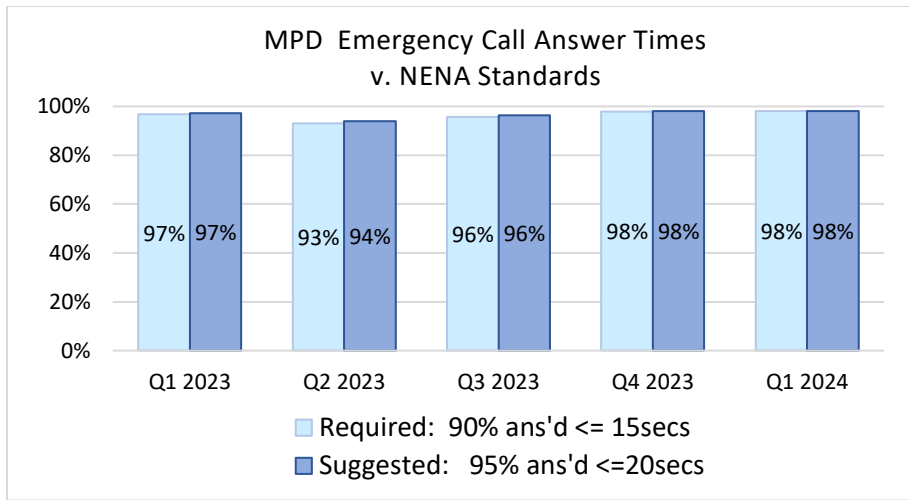
In conjunction with the implementation of the Solacom 9-1-1 system, the PSEP Executive Steering Committee established two primary performance metrics that are National Emergency Number Association (NENA) standards:

1. 90% of all 9-1-1 calls arriving at the PSAP SHALL be answered within ( $\leq$ ) 15 seconds
2. 95% of all 9-1-1 calls arriving at the PSAP SHOULD be answered within ( $\leq$ ) 20 seconds

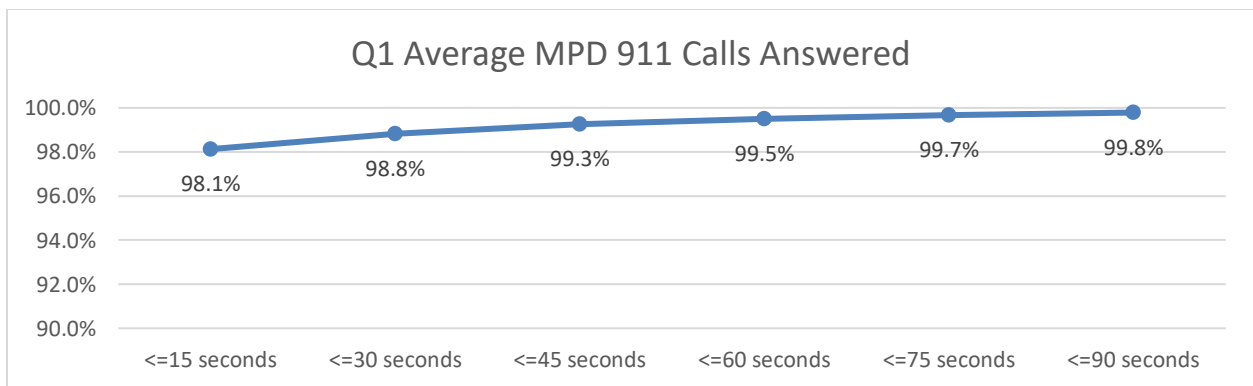
The Solacom 9-1-1 system monthly reports use the NENA standard as the foundation and then 15 second increments.

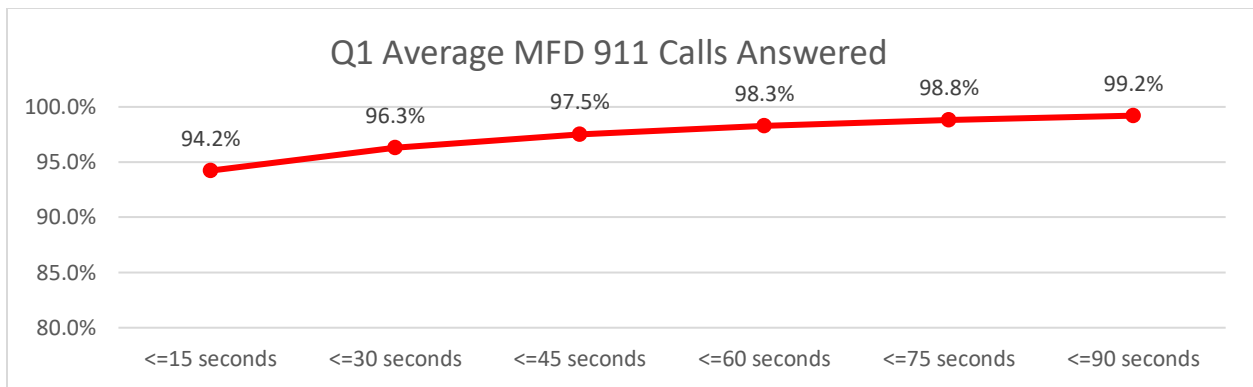
### **Analysis by FPC Staff**

During Q1 2024, both MPD and MFD continued to exceed the NENA 15-second standard. MPD exceeded the goal by 8% and MFD by 4%. This continues to be a striking improvement for both departments since Q3 2022, when percentages for the NENA 15-second standard were 74% and 77%, respectively.



Overall in Q1 2024, 99.8% and 99.2% of MPD and MFD 911 calls, respectively, were answered within 90 seconds.



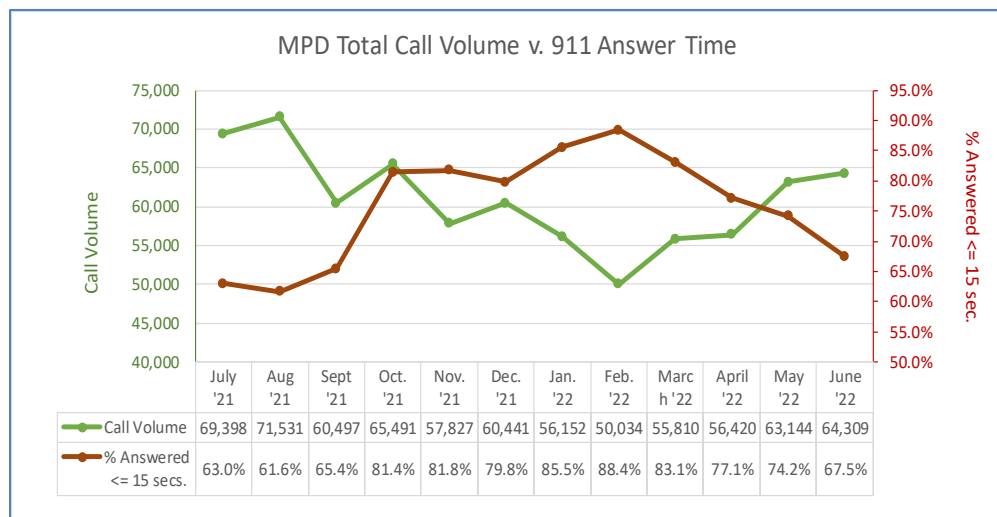


Outlier calls are those answered in more than 180 seconds (3 minutes). In Q1 2024, .03% of MPD 911 emergency calls (10/month) were outlier calls, and only .06% of MFD 911 emergency calls (8/month) were outlier calls. 2.11% of MPD non-emergency calls (338/month) were outlier calls, and .33% of MFD non-emergency calls (6/month) were outlier calls.

	MPD		MFD	
	911	Admin	911	Admin
Total calls	37,325	16,052	14,071	1,706
Outlier calls	10.3	338.0	8.0	5.7
Outliers as percentage	0.03%	2.11%	0.06%	0.33%

### Effect of Staffing Level on Answer Time

The following graph shows the relationship between MPD total call volume (emergency and non-emergency) and 911 call pickup time from Q3 2021 through Q2 2022. As can be seen, there was a clear inverse relationship between call volume and call pickup time. The staffing level during this period was relatively flat at just over 100 call takers. This result indicated that call takers were working at capacity and there was a need to hire more call takers to reduce call answer time.

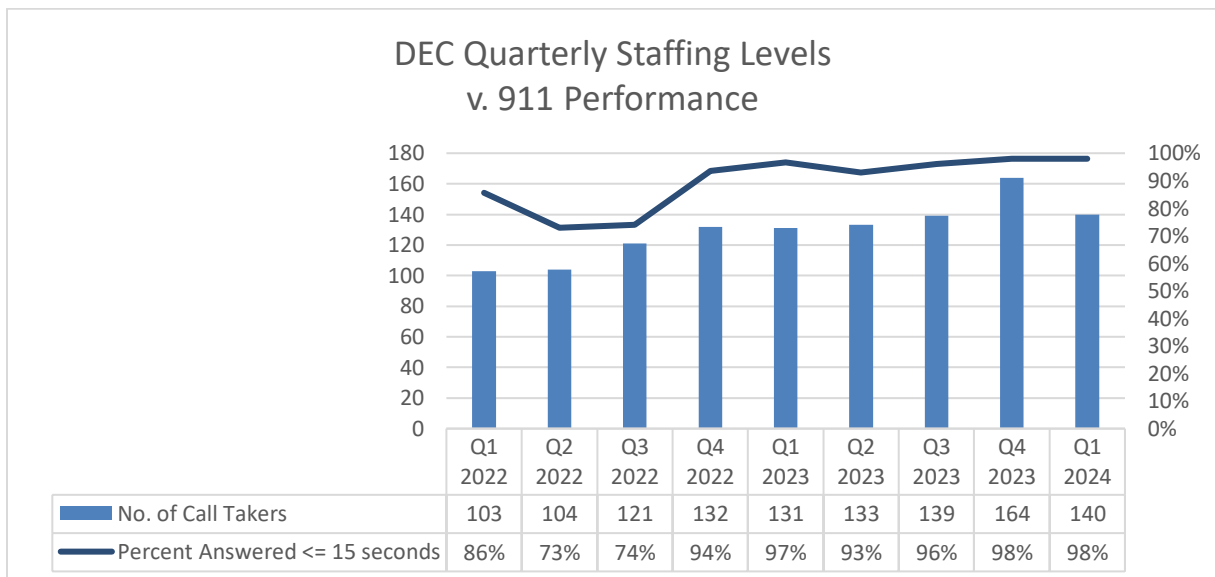


Note: "Total Call Volume" = Emergency + Administrative

## Increasing Staffing Levels

The effort to increase the number of call takers for both MPD and MFD has resulted in much improved 911 call answer times, as can be seen in the chart below. That effort included an expedited hiring process as well as a pay increase for telecommunicators in early 2022. The first telecommunicator recruitment after that was more than twice the size of the last recruitment before the pay increase.

It takes 8 weeks from hire for telecommunicators to be fully trained: 5 weeks in classroom and 3 weeks on-the-job. Therefore, we saw the effects of the pay increase and expedited hiring process on call answer times during Q4 2022, and that level of performance increased through Q1 2024. The increase in the number of call takers has been dramatic, peaking at 164 in Q4 2023. In Q1 2024 there were 140 call takers.



## Conclusion

Until Q3 2022, though the staff of call takers was working at capacity, NENA standards were not being met and there was a need to increase staffing. Measures put in place to do so included raising telecommunicator pay as well as improving processes, including an expedited hiring process. These were followed by an approximately doubled size of new telecommunicator applicants, a greatly increased number of hires and a much lower quit rate.

Since the end of Q4 2022, the percentage of 911 calls answered in 15 seconds or less has continued to meet or exceed the 90% NENA standard for both MPD and MFD.

**Q1 2024 DATA**

**9-1-1/10-Digit Emergency Calls**

**MPD Q1 2024**

<b>Incoming MPD 9-1-1 Calls</b>	<b>January</b>	<b>February</b>	<b>March</b>
All Received	39,254	35,653	38,622
Answered	38,654	35,244	38,077
Abandoned	600	409	545
Call Backs	528	358	477
<b>MPD Answered 9-1-1 Calls</b>	<b>January</b>	<b>February</b>	<b>March</b>
Average 9-1-1 Call Wait Time	0:00:01	0:00:01	0:00:01
Percent Answered Within 15 sec	97.9%	98.6%	97.9%

**MFD Q1 2024**

<b>Incoming MFD 9-1-1 Calls</b>	<b>January</b>	<b>February</b>	<b>March</b>
All Received	16,022	13,463	12,911
Answered	15,948	13,398	12,868
Abandoned	74	65	43
Call Backs	2	0	3
<b>MFD Answered 9-1-1 Calls</b>	<b>January</b>	<b>February</b>	<b>March</b>
Average 9-1-1 Call Wait Time	0:00:03	0:00:03	0:00:03
Percent Answered Within 15 sec	93.9%	94.0%	94.8%

# 9-1-1/10 Digit Call Answer Time

MPD Q1 2024

MPD Emergency TIME INCREMENT	January			February			March		
	MPD CALLS ANSWERED	Individual % of Calls	Cumulative % of Calls	MPD CALLS ANSWERED	Individual % of Calls	Cumulative % of Calls	MPD CALLS ANSWERED	Individual % of Calls	Cumulative % of Calls
0 - 15 Seconds	37,847	97.9%	97.9%	34,750	98.6%	98.6%	37,269	97.9%	97.9%
16 - 30 Seconds	278	0.7%	98.6%	198	0.6%	99.2%	315	0.8%	98.7%
31 - 45 Seconds	185	0.5%	99.1%	104	0.3%	99.5%	192	0.5%	99.2%
46 - 60 Seconds	85	0.2%	99.3%	65	0.2%	99.6%	127	0.3%	99.5%
61 - 75 Seconds	74	0.2%	99.5%	48	0.1%	99.8%	76	0.2%	99.7%
76 - 90 Seconds	49	0.1%	99.6%	25	0.1%	99.8%	47	0.1%	99.9%
91 - 105 Seconds	42	0.1%	99.8%	13	0.0%	99.9%	19	0.0%	99.9%
106 - 120 Seconds	29	0.1%	99.8%	8	0.0%	99.9%	10	0.0%	99.9%
121 - 150 Seconds	31	0.1%	99.9%	14	0.0%	99.9%	16	0.0%	100.0%
151 - 180 Seconds	12	0.0%	99.9%	10	0.0%	100.0%	6	0.0%	100.0%
181 - 210 Seconds	8	0.0%	100.0%	8	0.0%	100.0%	0	0.0%	100.0%
211 - 240 Seconds	7	0.0%	100.0%	1	0.0%	100.0%	0	0.0%	100.0%
241 - 270 Seconds	6	0.0%	100.0%	0	0.0%	100.0%	0	0.0%	100.0%
271 - 300 Seconds	1	0.0%	100.0%	0	0.0%	100.0%	0	0.0%	100.0%
301 - 330 Seconds	0	0.0%	100.0%	0	0.0%	100.0%	0	0.0%	100.0%
331 - 360 Seconds	0	0.0%	100.0%	0	0.0%	100.0%	0	0.0%	100.0%
361 - 390 Seconds	0	0.0%	100.0%	0	0.0%	100.0%	0	0.0%	100.0%
391 - 420 Seconds	0	0.0%	100.0%	0	0.0%	100.0%	0	0.0%	100.0%
421 - 450 Seconds	0	0.0%	100.0%	0	0.0%	100.0%	0	0.0%	100.0%
451 - 480 Seconds	0	0.0%	100.0%	0	0.0%	100.0%	0	0.0%	100.0%
481 - 510 Seconds	0	0.0%	100.0%	0	0.0%	100.0%	0	0.0%	100.0%
511 - 540 Seconds	0	0.0%	100.0%	0	0.0%	100.0%	0	0.0%	100.0%
541 - 570 Seconds	0	0.0%	100.0%	0	0.0%	100.0%	0	0.0%	100.0%
571 - 600 Seconds	0	0.0%	100.0%	0	0.0%	100.0%	0	0.0%	100.0%
601 - 1200 Seconds	0	0.0%	100.0%	0	0.0%	100.0%	0	0.0%	100.0%
1201 - 1800 Seconds	0	0.0%	100.0%	0	0.0%	100.0%	0	0.0%	100.0%
> 1800 Seconds	0	0.0%	100.0%	0	0.0%	100.0%	0	0.0%	100.0%
<b>Total Answered Calls</b>	<b>38,654</b>	<b>100.0%</b>		<b>35,244</b>	<b>100.0%</b>		<b>38,077</b>	<b>100.0%</b>	

# 9-1-1/10 Digit Call Answer Time

MFD Q1 2024

MFD Emergency TIME INCREMENT	January			February			March		
	MFD CALLS ANSWERED	Individual % of Calls	Cumulative % of Calls	MFD CALLS ANSWERED	Individual % of Calls	Cumulative % of Calls	MFD CALLS ANSWERED	Individual % of Calls	Cumulative % of Calls
0 - 15 Seconds	14,977	93.9%	93.9%	12,595	94.0%	94.0%	12,195	94.8%	94.8%
16 - 30 Seconds	342	2.1%	96.1%	266	2.0%	96.0%	268	2.1%	96.9%
31 - 45 Seconds	208	1.3%	97.4%	163	1.2%	97.2%	149	1.2%	98.0%
46 - 60 Seconds	131	0.8%	98.2%	114	0.9%	98.1%	79	0.6%	98.6%
61 - 75 Seconds	80	0.5%	98.7%	78	0.6%	98.6%	66	0.5%	99.1%
76 - 90 Seconds	64	0.4%	99.1%	56	0.4%	99.1%	44	0.3%	99.5%
91 - 105 Seconds	50	0.3%	99.4%	36	0.3%	99.3%	22	0.2%	99.7%
106 - 120 Seconds	32	0.2%	99.6%	32	0.2%	99.6%	12	0.1%	99.7%
121 - 150 Seconds	35	0.2%	99.8%	30	0.2%	99.8%	22	0.2%	99.9%
151 - 180 Seconds	12	0.1%	99.9%	15	0.1%	99.9%	8	0.1%	100.0%
181 - 210 Seconds	9	0.1%	99.9%	7	0.1%	100.0%	2	0.0%	100.0%
211 - 240 Seconds	3	0.0%	100.0%	4	0.0%	100.0%	0	0.0%	100.0%
241 - 270 Seconds	1	0.0%	100.0%	2	0.0%	100.0%	1	0.0%	100.0%
271 - 300 Seconds	1	0.0%	100.0%	0	0.0%	100.0%	0	0.0%	100.0%
301 - 330 Seconds	0	0.0%	100.0%	0	0.0%	100.0%	0	0.0%	100.0%
331 - 360 Seconds	1	0.0%	100.0%	0	0.0%	100.0%	0	0.0%	100.0%
361 - 390 Seconds	1	0.0%	100.0%	0	0.0%	100.0%	0	0.0%	100.0%
391 - 420 Seconds	0	0.0%	100.0%	0	0.0%	100.0%	0	0.0%	100.0%
421 - 450 Seconds	0	0.0%	100.0%	0	0.0%	100.0%	0	0.0%	100.0%
451 - 480 Seconds	1	0.0%	100.0%	0	0.0%	100.0%	0	0.0%	100.0%
481 - 510 Seconds	0	0.0%	100.0%	0	0.0%	100.0%	0	0.0%	100.0%
511 - 540 Seconds	0	0.0%	100.0%	0	0.0%	100.0%	0	0.0%	100.0%
541 - 570 Seconds	0	0.0%	100.0%	0	0.0%	100.0%	0	0.0%	100.0%
571 - 600 Seconds	0	0.0%	100.0%	0	0.0%	100.0%	0	0.0%	100.0%
601 - 1200 Seconds	0	0.0%	100.0%	0	0.0%	100.0%	0	0.0%	100.0%
1201 - 1800 Seconds	0	0.0%	100.0%	0	0.0%	100.0%	0	0.0%	100.0%
>1800 Seconds	0	0.0%	100.0%	0	0.0%	100.0%	0	0.0%	100.0%
<b>Total Answered Calls</b>	<b>15,948</b>	<b>100.0%</b>		<b>13,398</b>	<b>100.0%</b>		<b>12,868</b>	<b>100.0%</b>	

**Non-Emergency/Administrative Calls**

**MPD Q1 2024**

<b>Incoming MPD Non-Emergency Calls</b>	<b>January</b>	<b>February</b>	<b>March</b>
Answered	16,353	15,471	16,331
<b>MPD Answered Non-Emergency Calls</b>	<b>January</b>	<b>February</b>	<b>March</b>
Average Non-Emergency Call Wait Time	0:00:13	0:00:12	0:00:15

**MFD Q1 2024**

<b>Incoming MFD Non-Emergency Calls</b>	<b>January</b>	<b>February</b>	<b>March</b>
Answered	1,914	1,650	1,555
<b>MFD Answered Non-Emergency Calls</b>	<b>January</b>	<b>February</b>	<b>March</b>
Average Non-Emergency Call Wait Time	0:00:06	0:00:04	0:00:04



# Non-Emergency/Administrative Call Answer Time

MPD Q1 2024

MPD Admin	January			February			March		
	MPD CALLS ANSWERED	Individual % of Calls	Cumulative % of Calls	MPD CALLS ANSWERED	Individual % of Calls	Cumulative % of Calls	MPD CALLS ANSWERED	Individual % of Calls	Cumulative % of Calls
<b>0 - 15 Seconds</b>	14,433	88.3%	88.3%	13,945	90.1%	90.1%	14,217	87.1%	87.1%
<b>16 - 30 Seconds</b>	303	1.9%	90.1%	234	1.5%	91.6%	313	1.9%	89.0%
<b>31 - 45 Seconds</b>	261	1.6%	91.7%	197	1.3%	92.9%	222	1.4%	90.3%
<b>46 - 60 Seconds</b>	219	1.3%	93.0%	172	1.1%	94.0%	223	1.4%	91.7%
<b>61 - 75 Seconds</b>	181	1.1%	94.2%	135	0.9%	94.9%	210	1.3%	93.0%
<b>76 - 90 Seconds</b>	161	1.0%	95.1%	112	0.7%	95.6%	170	1.0%	94.0%
<b>91 - 105 Seconds</b>	120	0.7%	95.9%	92	0.6%	96.2%	146	0.9%	94.9%
<b>106 - 120 Seconds</b>	95	0.6%	96.5%	76	0.5%	96.7%	114	0.7%	95.6%
<b>121 - 150 Seconds</b>	152	0.9%	97.4%	122	0.8%	97.5%	195	1.2%	96.8%
<b>151 - 180 Seconds</b>	92	0.6%	97.9%	105	0.7%	98.2%	124	0.8%	97.6%
<b>181 - 210 Seconds</b>	89	0.5%	98.5%	65	0.4%	98.6%	86	0.5%	98.1%
<b>211 - 240 Seconds</b>	65	0.4%	98.9%	45	0.3%	98.9%	63	0.4%	98.5%
<b>241 - 270 Seconds</b>	46	0.3%	99.2%	41	0.3%	99.2%	60	0.4%	98.8%
<b>271 - 300 Seconds</b>	25	0.2%	99.3%	19	0.1%	99.3%	40	0.2%	99.1%
<b>301 - 330 Seconds</b>	24	0.1%	99.5%	14	0.1%	99.4%	33	0.2%	99.3%
<b>331 - 360 Seconds</b>	20	0.1%	99.6%	20	0.1%	99.5%	25	0.2%	99.4%
<b>361 - 390 Seconds</b>	15	0.1%	99.7%	17	0.1%	99.6%	20	0.1%	99.6%
<b>391 - 420 Seconds</b>	14	0.1%	99.8%	9	0.1%	99.7%	15	0.1%	99.7%
<b>421 - 450 Seconds</b>	5	0.0%	99.8%	8	0.1%	99.7%	8	0.0%	99.7%
<b>451 - 480 Seconds</b>	6	0.0%	99.8%	6	0.0%	99.8%	15	0.1%	99.8%
<b>481 - 510 Seconds</b>	8	0.0%	99.9%	6	0.0%	99.8%	7	0.0%	99.8%
<b>511 - 540 Seconds</b>	6	0.0%	99.9%	5	0.0%	99.8%	9	0.1%	99.9%
<b>541 - 570 Seconds</b>	4	0.0%	99.9%	5	0.0%	99.9%	5	0.0%	99.9%
<b>571 - 600 Seconds</b>	4	0.0%	100.0%	6	0.0%	99.9%	2	0.0%	99.9%
<b>601 - 1200 Seconds</b>	5	0.0%	100.0%	15	0.1%	100.0%	9	0.1%	100.0%
<b>1201 - 1800 Seconds</b>	0	0.0%	100.0%	0	0.0%	100.0%	0	0.0%	100.0%
<b>&gt; 1800 Seconds</b>	0	0.0%	100.0%	0	0.0%	100.0%	0	0.0%	100.0%
<b>Total Answered Calls</b>	<b>16,353</b>	<b>100.0%</b>		<b>15,471</b>	<b>100.0%</b>		<b>16,331</b>	<b>100.0%</b>	

# Non-Emergency/Administrative Call Answer Time

MFD Q1 2024

MFD Admin	January			February			March		
	MFD CALLS ANSWERED	Individual % of Calls	Cumulative % of Calls	MFD CALLS ANSWERED	Individual % of Calls	Cumulative % of Calls	MFD CALLS ANSWERED	Individual % of Calls	Cumulative % of Calls
0 - 15 Seconds	1,790	93.5%	93.5%	1,559	94.5%	94.5%	1,472	94.7%	94.7%
16 - 30 Seconds	32	1.7%	95.2%	24	1.5%	95.9%	16	1.0%	95.7%
31 - 45 Seconds	18	0.9%	96.1%	16	1.0%	96.9%	20	1.3%	97.0%
46 - 60 Seconds	14	0.7%	96.9%	12	0.7%	97.6%	14	0.9%	97.9%
61 - 75 Seconds	11	0.6%	97.4%	10	0.6%	98.2%	6	0.4%	98.3%
76 - 90 Seconds	7	0.4%	97.8%	9	0.5%	98.8%	10	0.6%	98.9%
91 - 105 Seconds	5	0.3%	98.1%	5	0.3%	99.1%	5	0.3%	99.2%
106 - 120 Seconds	7	0.4%	98.4%	3	0.2%	99.3%	1	0.1%	99.3%
121 - 150 Seconds	8	0.4%	98.9%	6	0.4%	99.6%	4	0.3%	99.5%
151 - 180 Seconds	8	0.4%	99.3%	1	0.1%	99.7%	4	0.3%	99.8%
181 - 210 Seconds	4	0.2%	99.5%	1	0.1%	99.8%	0	0.0%	99.8%
211 - 240 Seconds	3	0.2%	99.6%	2	0.1%	99.9%	2	0.1%	99.9%
241 - 270 Seconds	1	0.1%	99.7%	1	0.1%	99.9%	0	0.0%	99.9%
271 - 300 Seconds	4	0.2%	99.9%	0	0.0%	99.9%	1	0.1%	100.0%
301 - 330 Seconds	1	0.1%	99.9%	0	0.0%	99.9%	0	0.0%	100.0%
331 - 360 Seconds	0	0.0%	99.9%	1	0.1%	100.0%	0	0.0%	100.0%
361 - 390 Seconds	1	0.1%	100.0%	0	0.0%	100.0%	0	0.0%	100.0%
391 - 420 Seconds	0	0.0%	100.0%	0	0.0%	100.0%	0	0.0%	100.0%
421 - 450 Seconds	0	0.0%	100.0%	0	0.0%	100.0%	0	0.0%	100.0%
451 - 480 Seconds	0	0.0%	100.0%	0	0.0%	100.0%	0	0.0%	100.0%
481 - 510 Seconds	0	0.0%	100.0%	0	0.0%	100.0%	0	0.0%	100.0%
511 - 540 Seconds	0	0.0%	100.0%	0	0.0%	100.0%	0	0.0%	100.0%
541 - 570 Seconds	0	0.0%	100.0%	0	0.0%	100.0%	0	0.0%	100.0%
571 - 600 Seconds	0	0.0%	100.0%	0	0.0%	100.0%	0	0.0%	100.0%
601 - 1200 Seconds	0	0.0%	100.0%	0	0.0%	100.0%	0	0.0%	100.0%
1201 - 1800 Seconds	0	0.0%	100.0%	0	0.0%	100.0%	0	0.0%	100.0%
> 1800 Seconds	0	0.0%	100.0%	0	0.0%	100.0%	0	0.0%	100.0%
<b>Total Answered Calls</b>	<b>1,914</b>	<b>100.0%</b>		<b>1,650</b>	<b>100.0%</b>		<b>1,555</b>	<b>100.0%</b>	