

Fire and Police Commission

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Memorandum

To: Honorable Members of the Milwaukee Common Council

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

Date: June 16, 2022

RE: MPD/MFD Call Wait Times Report, Q1, 2022

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.

PSEP Project Progress

The Public Safety Enhancement Program has numerous projects that are interrelated. Some of the projects are for new systems such as Solacom 9-1-1, Hexagon OnCall CAD/Mobile, new IT infrastructure (e.g., equipment, networks), GIS enhancement, interfaces and new workstations. Other projects are administrative and operational initiatives such as standing up the Department of Emergency Communication (DEC), consolidating MPD and MFD PSAPs (Public Safety Answering Points), enhance PSAP staffing, improving MPD/MFD PSAP operations and Universal Call Taker (UCT).

The linchpin system to consolidating MPD and MFD PSAPs is the OnCall CAD/Mobile system. This is essential because MPD and MFD currently utilize two separate CAD/Mobile systems, workflows and business processes. Once MPD and MFD are on the same CAD/Mobile system, the City will realize numerous operational benefits.

Currently the projected time for the OnCall cutover is Q4 2022. We hope to have a firm committed cutover date shortly.

Note: A cutover date depends on all areas such as IT, GIS, MPD PSAP, MPD Operations, MFD PSAP, MFD Operations, training, project team, etc. having "Go/No Go" criteria. We are developing the mandatory cutover requirements and the dates each requirement will be completed. This will inform us when a committed cutover date can be obtained.

The OnCall CAD/Mobile system will have a positive effect on both call answer times and speed of dispatch:

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- Call Answer Times Currently, MPD and MFD Call Takers/Dispatchers must call each other to provide and ascertain information. The numerous phones calls have a negative effect on Call Answer times by removing the Call Taker from the queue. For example, there are only two MFD Call Takers per shift so quite often an MPD Call Taker can be on hold for a long time. The OnCall CAD system will allow a tremendous amount of information to be shared electronically between MPD and MFD in real-time thereby eliminating the need for some phone calls.
- Universal Call Taker (UCT) The objective of UCT is to train/certify <u>all</u> Call Takers for Police, Fire and EMS calls. The UCT training program will require MFD personnel to learn Police call taking and MPD personnel to learn Fire/EMS call taking. Once all Call Takers are UCT trained, there will be no need to transfer 9-1-1 callers from MPD to MFD. Getting everyone UCT trained will be a lengthy process that will start in earnest around Q1 2023. Dependencies to start UCT training are the OnCall CAD system and sufficient PSAP staffing.
- The Dispatch times to life critical incidents will improve due to the real-time information exchange and eliminating unnecessary duplication of effort.

Recommendation to Not Compare Post-Solacom 9-1-1 Reports to Previous 9-1-1 Reports

We do not recommend making a direct comparison between FPC 9-1-1 Quarterly Reports that were created prior to March 31, 2021 and the new quarterly reports. There are significant differences between the Solacom 9-1-1 system and the previous 9-1-1 system that have a direct effect on statistical information. 9-1-1 system differences include:

- 1. Capabilities, functionality and features
- 2. How the systems were configured and implemented
- 3. System terminology
- 4. Statistical report applications

Additionally, previous FPC 9-1-1 Quarterly Reports included different interpretations regarding 9-1-1 data. The data in the new reports has been subjected to a formal validation process by personnel from the Telecom Unit, MPD, MFD and PSEP project team.

NENA 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 (<=) 15 seconds
- 2. 95% of all 9-1-1 calls arriving at the PSAP SHOULD be answered within (<=) 20 seconds

The Solacom 9-1-1 system monthly reports use the NENA standard as the foundation and then 15 second increments. The previous FPC 9-1-1 Quarterly Reports used a 10 second interval.

9-1-1 System Data Not Available at This Time

At this time, we are not able to provide some types of information that are in the previous FPC 9-1-1 Quarterly Reports due to system design issues.



MPD/MFD Average 9-1-1 Caller Talk Time and Average 9-1-1 Total Talk Time

Total Talk Time has yet to be formally defined. For example:

- 1. Only include time that a Call Taker was communicating with a 9-1-1 caller (e.g., exclude call wait, hold and transfer times)
- 2. Total time a 9-1-1 caller was on the phone from the time the 9-1-1 call was initially answered to the time the 9-1-1 call was concluded
- 3. Calculate for MPD only, MFD only and/or both MPD and MFD when applicable

The Solacom system includes "hold time" in the Total Talk Time calculation. We are working with Solacom to develop a calculation that does not include "hold time"

MPD/MFD 9-1-1 Abandoned Calls

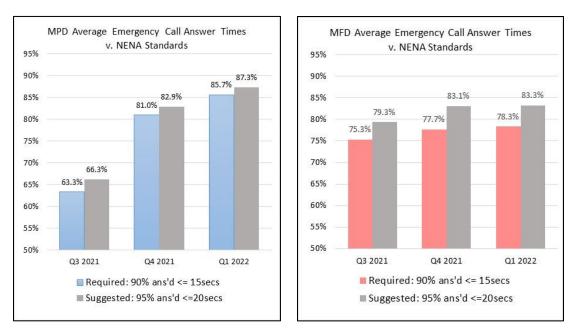
An abandoned call is defined as 9-1-1 caller disconnecting prior to a Call Taker answering the 9-1-1 call. The Solacom system does not measure when a 9-1-1 caller hangs up. One issue is the Solacom system can identify when a phone number disconnects and then calls back. The system combines the data into one call. The system also uses a different calculation that does not provide an accurate statistic for this metric. We asked Solacom to develop a 9-1-1 abandoned report that meets City requirements but do not have a confirmation of if/when it will be completed.

MPD/MFD Non-Emergency/Administrative Abandoned Calls

The Solacom system does not track received and abandoned/unanswered calls for nonemergency/administrative type calls.

<u>MPD/MFD Non-Emergency/Administrative Total Talk Time</u> Same reasons for the above 9-1-1 Total Talk Time.

Analysis by FPC





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A noticeable improvement can be seen in MPD call answer time between Q3 and Q4 of 2021. (Note that the y-axes for these graphs begin at 50% rather than zero.) Improvement continued at a slower rate in Q1 2022.

Fire Department call answer time improved from 75.3 % to 78.3% of calls answered in ≤ 15 seconds from Q3 2021 to Q1 2022, and from 79.3% to 83.3% of calls answered in ≤ 20 seconds in the same period.

Besides an increase in staffing levels beginning in summer 2021, other factors which may be influencing the improvement in call answer times may be:

- 1. The PSEP Executive Steering Committee approved the utilization of overtime to ensure MPD had a minimum mandatory number of Call Takers.
- 2. New workflows were implemented to ensure there were dedicated MPD 9-1-1 Call Takers and to increase MPD 9-1-1 Call Taker availability.
- 3. New procedures were implemented that prioritized 9-1-1 calls over nonemergency/admin calls.
- 4. MPD ECC management of call taking operations was improved.
- 5. A new Interactive Voice Response (IVR) message was implemented advising 9-1-1 callers to not hang-up and call back.
- 6. An MFD initiative improved the availability of MFD Call Takers thereby reducing the amount of time MPD Call Takers were on hold waiting for MFD to answer.
- 7. 9-1-1 call volume reduced from Q3 (Fall) to Q3 (Summer).

An increase in telecommunicator pay, approved by the FPC Board in February 2022, is expected to improve recruitment and retention of telecommunicators going forward. The first group of 292 telecommunicator applicants since the pay increase became effective was more than twice the size of the last group before the pay increase, at 123.



Q1 2022 DATA PRESENTED IN THE FORMAT OF EARLIER REPORTS

Tom Maurer of Winbourne presented the full Q1 2022 data in the same format as earlier reports, to the extent possible. Those tables are presented below.

9-1-1/10-Digit Emergency Calls

MPD Q1 2022

Incoming MPD 9-1-1 Calls	January	February	March
All Received (Ans + Call Back)	39,758	35,130	39,742
Answered	35,997	32,051	35,488
Abandoned	4,679	3,811	5,245
Call Backs	3,761	3,079	4,254
MPD Answered 9-1-1 Calls	January	February	March
Average 9-1-1 Call Wait Time	0:00:13	0:00:11	0:00:15
Average 9-1-1 Caller Talk Time	n/a	n/a	n/a
Average 9-1-1 Total Call Time	n/a	n/a	n/a
Percent Answered Within 10 sec	n/a	n/a	n/a
Percent Answered Within 15 sec	85.5%	88.4%	83.1%

MFD Q1 2022

Incoming MFD 9-1-1 Calls	January	February	March
All Received (Ans + Call Back)	14,327	11,612	13,021
Answered	14,305	11,604	13,015
Abandoned	271	196	291
Call Backs	22	8	6
MFD Answered 9-1-1 Calls	January	February	March
Average 9-1-1 Call Wait Time	0:00:20	0:00:17	0:00:20
Average 9-1-1 Caller Talk Time	n/a	n/a	n/a
Average 9-1-1 Total Call Time	n/a	n/a	n/a
		1	1
Percent Answered Within 10 sec	n/a	n/a	n/a



MI TIME INCREMENT AN 0 - 15 Seconds 16 - 30 Seconds									
	MPD CALLS	Individual % of	Cumulative % of	MPD CALLS	Individual % of	Cumulative % of	MPD CALLS	Individual % of	Cumulative % of
	ANSWERED	Calls	Calls	ANSWERED	Calls	Calls	ANSWERED	Calls	Calls
16 - 30 Seconds	30,761	85.5%	85.5%	28,333	88.4%	88.4%	29,474	83.1%	83.1%
	1,577	4.4%	%8.68	1,177	3.7%	92.1%	1,696	4.8%	87.8%
31 - 45 Seconds	1,022	2.8%	92.7%	836	2.6%	94.7%	1,190	3.4%	91.2%
46 - 60 Seconds	747	2.1%	94.7%	515	1.6%	96.3%	811	2.3%	93.5%
61 - 75 Seconds	534	1.5%	96.2%	352	1.1%	97.4%	647	1.8%	95.3%
76 - 90 Seconds	352	1.0%	97.2%	218	0.7%	98.1%	445	1.3%	96.5%
91 - 105 Seconds	255	0.7%	97.9%	158	0.5%	98.6%	313	0.9%	97.4%
106 - 120 Seconds	188	0.5%	98.4%	106	0.3%	98.9%	245	0.7%	98.1%
121 - 150 Seconds	256	0.7%	99.2%	137	0.4%	99.3%	275	%8.0	98.9%
151 - 180 Seconds	117	0.3%	99.5%	109	0.3%	99.7%	175	0.5%	99.4%
181 - 210 Seconds	77	0.2%	99.7%	45	0.1%	99.8%	88	0.2%	89.6%
211 - 240 Seconds	49	0.1%	%8.66	20	0.1%	%6.66	54	0.2%	%8.66
241 - 270 Seconds	29	0.1%	%6.66	14	%0'0	6.99%	22	0.1%	%6.96
271 - 300 Seconds	19	0.1%	100.0%	7	%0'0	<u> 86.9%</u>	16	%0'0	%6.66
301 - 330 Seconds	9	0.0%	100.0%	10	%0.0	100.0%	14	%0.0	%6.66
331 - 360 Seconds	0	0.0%	100.0%	2	0.0%	100.0%	9	0.0%	100.0%
361 - 390 Seconds	2	0.0%	100.0%	3	0.0%	100.0%	3	0.0%	100.0%
391 - 420 Seconds	2	0.0%	100.0%	2	%0.0	100.0%	1	%0.0	100.0%
421 - 450 Seconds	2	0.0%	100.0%	0	%0.0	100.0%	2	%0.0	100.0%
451 - 480 Seconds	0	0.0%	100.0%	1	0.0%	100.0%	5	0.0%	100.0%
481 - 510 Seconds	0	0.0%	100.0%	0	0.0%	100.0%	2	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%	3	0.0%	100.0%	1	0.0%	100.0%
571 - 600 Seconds	0	0.0%	100.0%	2	0.0%	100.0%	0	0.0%	100.0%
601 - 1200 Seconds	2	0.0%	100.0%	1	0.0%	100.0%	3	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%
Total Answered Calls	35,997	100.0%		32,051	100.0%		35,488	100.0%	

9-1-1/10 Digit Call Answer Time

MPD Q1 2022

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ANS 1	LS Individual % of	Cumulative % of		I mm mm				
			MFD CALLS	Individual % of	Cumulative % of	MFD CALLS		Cumulative % of
	ED Calls	Calls	ANSWERED	Calls	Calls	ANSWERED	Calls	Calls
	77.1%	77.1%	9,244	79.7%	79.7%	10,167	78.1%	78.1%
	10.2%	87.3%	1,144	%6`6	89.5%	1,183	9.1%	87.2%
31 - 45 Seconds 518	3.6%	91.0%	333	2.9%	92.4%	457	3.5%	90.7%
46 - 60 Seconds 320	2.2%	93.2%	253	2.2%	94.6%	284	2.2%	92.9%
61 - 75 Seconds 229	1.6%	94.8%	194	1.7%	96.2%	212	1.6%	94.5%
76 - 90 Seconds 173	1.2%	96.0%	134	1.2%	97.4%	178	1.4%	95.9%
91 - 105 Seconds 146	1.0%	97.0%	98	%8.0	98.2%	134	1.0%	96.9%
106 - 120 Seconds 100	0.7%	97.7%	74	0.6%	98.9%	108	0.8%	97.8%
121 - 150 Seconds 130	0.9%	98.6%	68	0.6%	99.5%	128	1.0%	98.7%
151 - 180 Seconds 95	0.7%	99.3%	27	0.2%	99.7%	67	0.5%	99.3%
181 - 210 Seconds 41	0.3%	93.6%	19	0.2%	%6.96	44	0.3%	89.6%
211 - 240 Seconds 26	0.2%	99.8%	6	0.1%	99.9%	29	0.2%	99.8%
241 - 270 Seconds 19	0.1%	99.9%	6	0.1%	100.0%	7	0.1%	99.9%
271 - 300 Seconds 6	0.0%	100.0%	1	%0.0	100.0%	6	0.0%	99.9%
301 - 330 Seconds 5	0.0%	100.0%	0	0.0%	100.0%	4	0.0%	99.9%
331 - 360 Seconds 1	0.0%	100.0%	0	%0.0	100.0%	3	0.0%	100.0%
361 - 390 Seconds 1	0.0%	100.0%	0	0.0%	100.0%	2	0.0%	100.0%
391 - 420 Seconds 0	0.0%	100.0%	0	%0'0	100.0%	1	0:0%	100.0%
421 - 450 Seconds 0	0.0%	100.0%	0	%0'0	100.0%	1	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%
Total Answered Calls 14,305	100.0%		11,604	100.0%		13,015	100.0%	

MFD Q1 2022

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Non-Emergency/Administrative Calls

MPD Q1 2022

Incoming MPD Non-Emergency Calls	January	February	March
Received*	n/a	n/a	n/a
Answered**	15,476	14,172	15,077
Unanswered*	n/a	n/a	n/a
MPD Answered Non-Emergency Calls	January	February	March
Average Non-Emergency Call Wait Time	0:01:14	0:00:58	0:01:35
Average Non-Emergency Caller Talk Time	n/a	n/a	n/a
Average Non-Emergency Total Call Time***	n/a	n/a	n/a
Percent Answered Within 10 sec	n/a	n/a	n/a
Percent Answered Within 15 sec	65.3%	68.3%	61.2%

MFD Q1 2022

Incoming MFD Non-Emergency Calls	January	February	March
Received*	n/a	n/a	n/a
Answered**	2,820	1,907	1,938
Unanswered*	n/a	n/a	n/a
MFD Answered Non-Emergency Calls	January	February	March
Average Non-Emergency Call WaitTime	0:00:10	0:00:09	0:00:10
Average Non-Emergency Caller TalkTime	n/a	n/a	n/a
Average Non-Emergency Total CallTime***	n/a	n/a	n/a
Percent Answered Within 10 sec	n/a	n/a	n/a
Percent Answered Within 15 sec	91.4%	92.0%	90.8%



MPD Admin		lanuary			Fehriary			March	
	MPD CALLS	Individual % of	Cumulative % of	MPD CALLS	Individual % of	Cumulative % of	MPD CALLS	Individual % of	Cumulative % of
TIME INCREMENT	ANSWERED	Calls	Calls	ANSWERED	Calls	Calls	ANSWERED	Calls	Calls
0 - 15 Seconds	10,099	65.3%	65.3%	9,683	68.3%	68.3%	9,222	61.2%	61.2%
16 - 30 Seconds	557	3.6%	68.9%	508	3.6%	71.9%	547	3.6%	64.8%
31 - 45 Seconds	453	2.9%	71.8%	400	2.8%	74.7%	440	2.9%	67.7%
46 - 60 Seconds	373	2.4%	74.2%	376	2.7%	77.4%	434	2.9%	70.6%
61 - 75 Seconds	336	2.2%	76.4%	299	2.1%	79.5%	375	2.5%	73.1%
76 - 90 Seconds	304	2.0%	78.3%	243	1.7%	81.2%	323	2.1%	75.2%
91 - 105 Seconds	282	1.8%	80.1%	266	1.9%	83.1%	275	1.8%	77.0%
106 - 120 Seconds	220	1.4%	81.6%	225	1.6%	84.7%	258	1.7%	78.8%
121 - 150 Seconds	419	2.7%	84.3%	387	2.7%	87.4%	421	2.8%	81.5%
151 - 180 Seconds	364	2.4%	86.6%	310	2.2%	89.6%	372	2.5%	84.0%
181 - 210 Seconds	273	1.8%	88.4%	255	1.8%	91.4%	279	1.9%	85.9%
211 - 240 Seconds	213	1.4%	89.8%	176	1.2%	92.6%	290	1.9%	87.8%
241 - 270 Seconds	208	1.3%	91.1%	165	1.2%	93.8%	217	1.4%	89.2%
271 - 300 Seconds	199	1.3%	92.4%	137	1.0%	94.8%	181	1.2%	90.4%
301 - 330 Seconds	166	1.1%	93.5%	123	0.9%	95.6%	143	%6'0	91.4%
331 - 360 Seconds	133	0.9%	94.3%	104	0.7%	96.4%	132	%6'0	92.3%
361 - 390 Seconds	112	0.7%	95.1%	77	0.5%	96.9%	116	%8.0	93.0%
391 - 420 Seconds	80	0.5%	95.6%	73	0.5%	97.4%	102	0.7%	93.7%
421 - 450 Seconds	75	0.5%	96.1%	67	0.5%	97.9%	96	0.6%	94.3%
451 - 480 Seconds	75	0.5%	96.5%	49	0.3%	98.2%	71	0.5%	94.8%
481 - 510 Seconds	56	0.4%	96.9%	36	0.3%	98.5%	62	0.4%	95.2%
511 - 540 Seconds	63	0.4%	97.3%	27	0.2%	98.7%	62	0.4%	95.6%
541 - 570 Seconds	61	0.4%	97.7%	29	0.2%	98.9%	61	0.4%	96.0%
571 - 600 Seconds	44	0.3%	98.0%	9	0.1%	99.0%	48	0.3%	96.4%
601 - 1200 Seconds	290	1.9%	99.9%	139	1.0%	99.9%	466	3.1%	99.4%
1201 - 1800 Seconds	20	0.1%	100.0%	9	0.1%	100.0%	69	0.5%	99.9%
> 1800 Seconds	1	0.0%	100.0%	0	0.0%	100.0%	15	0.1%	100.0%
Total Answered Calls	15,476	100.0%		14,172	100.0%		15,077	100.0%	

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MPD Q1 2022

MFD Admin		January			February			March	
	MFD CALLS	Individual % of	Cumulative % of	MFD CALLS	Individual % of	Cumulative % of	MFD CALLS	of	Cumulative % of
TIME INCREMENT	ANSWERED	Calls	Calls	ANSWERED	Calls	Calls	ANSWERED	Calls	Calls
0 - 15 Seconds	2,578	91.4%	91.4%	1,754	92.0%	92.0%	1,759	90.8%	90.8%
16 - 30 Seconds	93	3.3%	94.7%	63	3.3%	95.3%	83	4.3%	95.0%
31 - 45 Seconds	45	1.6%	96.3%	26	1.4%	96.6%	20	1.0%	96.1%
46 - 60 Seconds	23	0.8%	97.1%	16	0.8%	97.5%	20	1.0%	97.1%
61 - 75 Seconds	19	0.7%	97.8%	16	0.8%	98.3%	6	0.5%	97.6%
76 - 90 Seconds	16	0.6%	98.4%	7	0.4%	98.7%	5	0.3%	97.8%
91 - 105 Seconds	13	0.5%	98.8%	3	0.2%	98.8%	6	0.5%	98.3%
106 - 120 Seconds	8	0.3%	99.1%	3	0.2%	%0.66	7	0.4%	98.7%
121 - 150 Seconds	6	0.3%	99.4%	6	0.3%	99.3%	11	0.6%	99.2%
151 - 180 Seconds	5	0.2%	9.6%	5	0.3%	99.6%	5	0.3%	99.5%
181 - 210 Seconds	2	0.1%	99.7%	2	0.1%	99.7%	3	0.2%	99.6%
211 - 240 Seconds	2	0.1%	99.8%	2	0.1%	99.8%	1	0.1%	99.7%
241 - 270 Seconds	1	0.0%	99.8%	1	0.1%	99.8%	0	0.0%	99.7%
271 - 300 Seconds	0	0.0%	99.8%	1	0.1%	99.9%	0	0.0%	99.7%
301 - 330 Seconds	1	0.0%	99.8%	2	0.1%	100.0%	1	0.1%	99.7%
331 - 360 Seconds	0	0.0%	8.66	0	0.0%	100.0%	1	0.1%	99.8%
361 - 390 Seconds	1	0.0%	%6.66	0	0.0%	100.0%	0	0.0%	8.66
391 - 420 Seconds	0	0.0%	%6.66	0	0.0%	100.0%	0	%0'0	%8.66
421 - 450 Seconds	0	0.0%	%6.66	0	0.0%	100.0%	0	0.0%	99.8%
451 - 480 Seconds	2	0.1%	%6.66	0	0.0%	100.0%	0	0.0%	99.8%
481 - 510 Seconds	1	0.0%	100.0%	0	0.0%	100.0%	0	0.0%	99.8%
511 - 540 Seconds	0	0.0%	100.0%	0	0.0%	100.0%	0	0.0%	99.8%
541 - 570 Seconds	0	0.0%	100.0%	0	0.0%	100.0%	0	0.0%	99.8%
571 - 600 Seconds	0	0.0%	100.0%	0	0.0%	100.0%	0	0.0%	99.8%
601 - 1200 Seconds	1	0.0%	100.0%	0	0.0%	100.0%	4	0.2%	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%
Total Answered Calls	2,820	100.0%		1,907	100.0%		1,938	100.0%	

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