



**OFFICE OF THE CONTROLLER**  
CITY AND COUNTY OF SAN FRANCISCO

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# MEMORANDUM

**TO:** Chief William Scott, San Francisco Police Department  
Assistant Chief Robert Moser, San Francisco Police Department  
Lieutenant Nicole Jones, Staffing & Deployment Unit, San Francisco Police Department  
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**DATE:** December 3, 2019

**SUBJECT:** San Francisco Police Department: Response Time Performance and Targets

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## EXECUTIVE SUMMARY

Chief of Police William Scott requested that the City Performance Unit of the Controller’s Office (CON) collaborate with the Staffing & Deployment Unit of the San Francisco Police Department (SFPD) and the Department of Emergency Management (DEM) to update the methodology, reporting, and targets for police response times for all three major priority levels (A, B, and C).

To update the methodology, the departments created a process map of the life of a 9-1-1 call and re-defined Response Time. Currently, the SFPD reports Travel Time, the time from when a call is dispatched to an available unit to when the first officer arrives on-scene; moving forward, DEM and the SFPD will jointly report Response Time as the time from when the 9-1-1 call is received by a DEM call taker to when the first officer arrives on-scene. This segment more fully reflects the experience of the citizen (see Figure 6 on page 11 for a more detailed illustration).

## 2 | Police Response Times

Additionally, though the SFPD currently reports the mean Travel Time in seconds for high-emergency calls only, DEM and the SFPD will now report the *median* Response Time in minutes for Priority A, B, and C calls. Median is a common measure of “average” and is not impacted by extreme outliers. Priority A denotes the highest levels of emergencies, while Priority B and C represent medium and low priority levels, respectively.

Although there is no established “best practice” for calculating response times, these changes to the methodology bring San Francisco in line with police departments in peer cities across the nation. By reporting and setting targets for all three priority levels, San Francisco will now offer some of the highest levels of response time accountability and transparency in the nation.

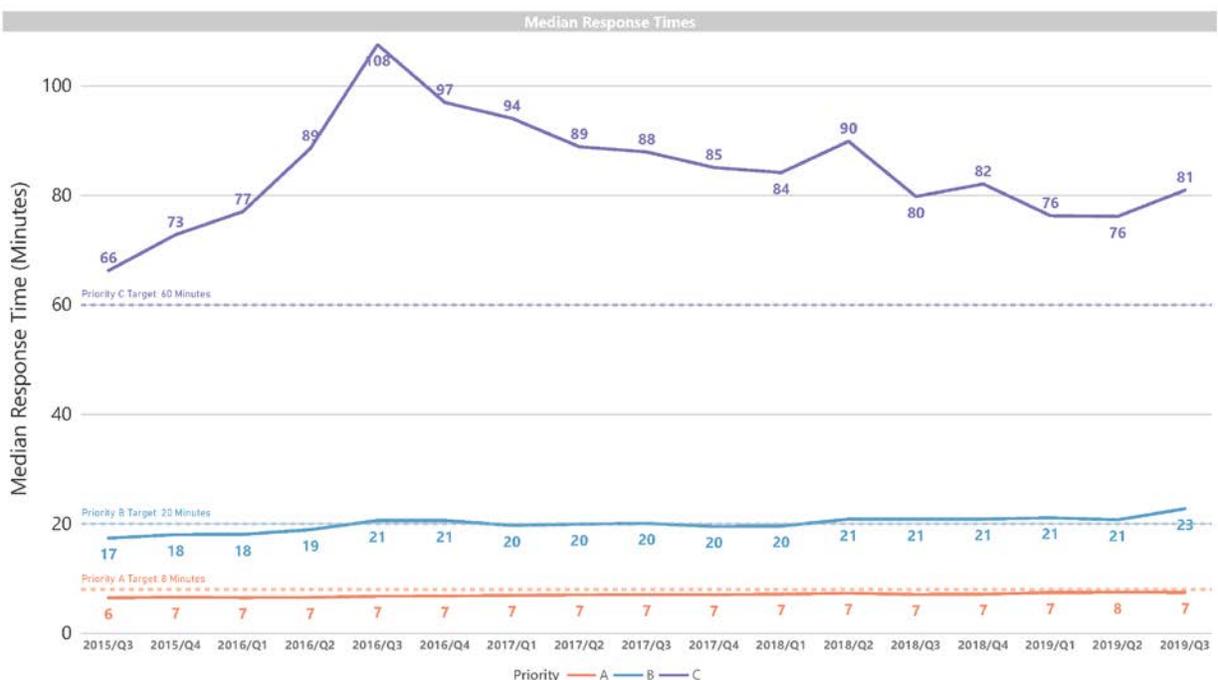
The departments set response time targets for each priority level based on a balance of feasibility and desired service level. Due to predictions of increasing resident and daytime populations and static staffing rates, the new targets to Priority A and Priority B calls are close to the current performance. However, there is a larger gap between the current median Priority C response time and the new target, as DEM and the SFPD have identified possible changes that could be implemented to decrease median Response Times to Priority C calls.

Table 1 below highlights the prior response time reporting and targets as compared to the response time reporting and targets moving forward. Figure 1 below visualizes the future reporting and targets.

**Table 1: Comparison Table of Prior Reporting and Targets to Updated Reporting and Targets**

	Prior Reporting	Prior Target	Updated Reporting	Updated Target
Call Segment	Mean Travel Time		Median Response Time	
Priority A	5.5 minutes	4 minutes	7.3 minutes	8 minutes
Priority B	10.8 minutes	7.8 minutes	20.9 minutes	20 minutes
Priority C	<i>none</i>	<i>none</i>	78.5 minutes	60 minutes

**Figure 1: Median Response Times and Targets to Priority A, B, and C Calls (Updated Reporting)**



## 1. PROJECT BACKGROUND

Chief of Police William Scott requested CON work with the Staffing & Deployment Unit (SDU) to update the methodology, reporting, and targets of police response times at all priority levels.

The SDU is a centralized unit that (1) conducts all staffing-related projects and (2) collects, maintains, and analyzes personnel data. SDU's goals are to inform and realize staffing decisions, create repeatable and transparent staffing-related processes, and serve as the repository for all staffing-related information and data.

DEM joined the collaboration to provide insight into intake and dispatch operations and priority level distinctions. Additionally, DEM developed automated data pipelines for the analysis.

In order to update the methodology, the collaborating agencies needed to first develop a common understanding of the process and a shared set of definitions.

### Why measure response times?

Research proves that the speed of response times to calls is highly correlated to citizens' satisfaction ratings of the police.<sup>1</sup> Therefore, response times are an important measure of service quality for all call types and priority levels.

For several decades, research failed to find strong correlations between response times and arrest or clearance rates for crime. This was often attributed to the delay between the occurrence of a crime and the reporting of the crime by citizens. However, in recent years, new research has found a stronger correlation between faster response times and increased arrest rates for certain crimes. These studies show highest effects for high priority calls, such as in-progress burglaries; little research exists to prove this effect applies equally to lower priority calls or different call types.<sup>2 3</sup> No research offers a single response time that should be targeted in order to achieve more case closures.

Response time analyses on a more granular level, such as by district and time of day, may also provide critical information that should be considered in staffing decisions. Given a finite amount of staffing, differences in response times across variables may aid the SDU in how to best allocate limited police resources.

### How should "response time" be defined?

The life of a 9-1-1 call, from when a citizen makes the call to when an agency closes the call, involves many individuals and agencies at each stage. DEM and the SFPD work together to coordinate the most appropriate response to emergency police calls. DEM operates the San Francisco 9-1-1 Dispatch Center and coordinates responses from all public safety agencies, including Fire, EMS, and SFPD.

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<sup>1</sup> Frank, James, et al. "Exploring the Basis of Citizens' Attitudes Toward the Police." *Police Quarterly*, vol. 8, no. 2, June 2005, pp. 206–228, doi:10.1177/1098611103258955.

<sup>2</sup> Vidal, Jordi Blanes i, and Tom Kirchmaier. "The Effect of Police Response Time on Crime Clearance Rates." *The Review of Economic Studies* 85.2 (2018): 855-891.

<sup>3</sup> Cihan, Abdullah, Yan Zhang, and Larry Hoover. "Police Response Time to In-Progress Burglary." *Police Quarterly* 15.3 (2012): 308-327.

The following sequential time intervals provides a high-level summary of the steps from when a citizen makes a 9-1-1 call that requires a police response to when the first SFPD unit arrives on-scene:<sup>4</sup>

**(1) Answer Time**

- This interval measures the time between when citizens dial 911 and wait for the call to be answered by a DEM call taker.
- In FY19, 90% of all 9-1-1 calls were answered within 10 seconds.

**(2) Intake Time**

- This interval measures the time between when a DEM call taker receives the 9-1-1 call to when the call taker enters the call into the queue for dispatch.
- DEM call takers obtain and enter the relevant information from the caller into the Computer Automatic Dispatch (CAD) system.
- Upon entry, the system automatically assigns a unique ID, places the call in a “queue”, and sends the call to the dispatchers.

**(3) Queue Time**

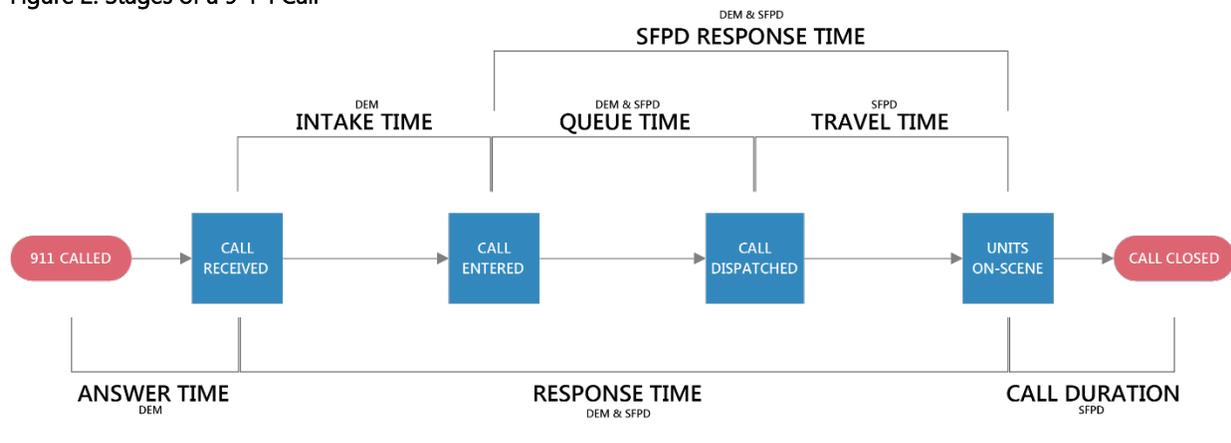
- This interval measures the time between when the call taker enters the call into the queue to when a dispatcher dispatches the call to a unit(s).
- Once in the queue, both DEM dispatchers and SFPD officers may see the call details.
- DEM dispatchers assign SFPD units to the call when they are available.
- Dispatchers assign calls based on the priority level and availability of units.

**(4) Travel Time**

- This interval measures the time between when the call is dispatched to a unit(s) to when the first unit arrives on-scene.
- SFPD officers must call over the radio to alert their dispatcher that they are en-route.
- SFPD officers must alert their dispatcher that they are on-scene.

Figure 2 below is a visual representation of the stages of a 9-1-1 call requiring a police response, including the primary agency(s) responsible. For ease of discussion, CON proposed the labels for each call segment.

**Figure 2: Stages of a 9-1-1 Call**



<sup>4</sup> The process to close a call after arriving on-scene is beyond the scope of this memorandum.

“SFPD Response Time” refers to the combined Queue and Travel Time intervals, representing the phase in which the SFPD becomes aware of the call even if unable to be dispatched. There are many reasons a call may not be immediately dispatched, including no available units or officers prioritizing other work activities on their shift.

“Response Time” refers to the segment from when DEM first becomes aware of the call to when a police unit first arrives on scene. This time segment reflects the wait time experienced by the citizen.

### How should calls be prioritized for response?

DEM uses a priority level hierarchy to designate the urgency of calls requiring a police response. Table 2 provides a definition and potential example of the four priority levels used in San Francisco police response.

**Table 2: Priority Level Hierarchy for Calls with an SFPD Response**

Priority	Definition	Potential Examples*
A	<ul style="list-style-type: none"> <li>Present or imminent danger to life, major property damage, and/or suspect(s) of a crime involving loss of life or serious bodily harm may be in the area and might reasonably be apprehended</li> <li>A major crime scene must be protected</li> <li>A juvenile is missing or involved in sexual abuse or assault</li> <li>An elderly person or any other “at risk” person is missing</li> </ul>	<ul style="list-style-type: none"> <li>Live gun shots</li> <li>Multi-car pile-up</li> <li>Suicide attempt</li> <li>Fight with weapons</li> <li>In-progress burglary</li> </ul>
B	<ul style="list-style-type: none"> <li>There is the potential for damage to property</li> <li>The suspect may be in the area</li> <li>The crime has just occurred</li> </ul>	<ul style="list-style-type: none"> <li>Burglary, perpetrator no longer on-scene</li> <li>Verbal fight</li> </ul>
C	<ul style="list-style-type: none"> <li>There is no present or potential danger to life or property</li> <li>The suspect is no longer in the area</li> <li>The crime scene is protected</li> </ul>	<ul style="list-style-type: none"> <li>Loitering</li> <li>Parking violation</li> <li>Noise complaint</li> </ul>
I	<ul style="list-style-type: none"> <li>“Information-only”</li> <li>No police unit response is required, but relevant information is provided</li> </ul>	<ul style="list-style-type: none"> <li>Bulletin about a permitted event</li> </ul>

\*Please note these are generalized examples; subtle cues or situational factors may cause the dispatcher to assign a different priority level than the one identified here. The priority level assigned by the call taker may be also changed by the dispatcher once more information becomes available.

While priority levels are automatically assigned by the system based on the initial call code or call type, DEM dispatchers may manually update the priority at any time during the life of a call. Below are three examples of a burglary, each of which would be assigned a different priority but be classified with the same burglary call code.

**Table 3: Example of Priority A, B, or C Burglary Calls**

Priority	Description
A	Suspect is on-scene and the burglary is in-progress; weapons are involved or someone is injured.
B	Suspect recently fled the scene; no injuries are involved, all victims are safe, and the scene is secure.
C	Crime occurred while owner was on vacation; owner reports it after discovering it upon their return.

While the system would automatically apply a Priority B to all three calls described above, the call taker or dispatcher may “upgrade” or “downgrade” the priority based on the call details. The priority used in the dataset is the final priority level recorded at the close of the call.

## 2. RESPONSE TIME BENCHMARKING

There is no national standard for the definition, measurement, and public reporting of police response times. This is due to many factors, including variations in population, geographic size, traffic conditions, road systems between and within cities, call volume, call routing, and dispatcher and officer staffing.

To discover common methods of measuring and reporting on police response times, CON performed a limited benchmarking study with several other peer cities through California and the nation.

There are several limitations to the benchmarking results that should be considered before conducting direct comparisons.

- The number of priority levels varies and similar call types may be prioritized differently across cities. For example, San Diego employs two high-emergency priority levels compared to most cities' single level, while Detroit automatically assigns a high priority status to any kind of disturbance at certain businesses as part of a unique city initiative in high-crime areas. Washington, DC reports nine official priority levels, but only actively utilizes five.
- The geographic and demographic characteristics of each city vary widely, including population density, traffic conditions, highway presence, and more.
- The number of sworn officers is only a high-level comparison tool, as cities hire civilian staff at different rates; deploy them for different activities; and employ different methodologies for counting staff. Additionally, not all sworn officers are deployed to respond to calls for service in sector patrol cars, a unique job function that cities staff in varying ways.
- While the data reported is always for a single year, the year of reporting varies due to differences in data availability across cities. Some data is from 2016, 2017, or 2018.

Of the cities included in the benchmarking study:

- Half of the cities do not set a target for high priority response times.
- Only one city sets targets for lower-level priority response times.
- Only two cities report on the actual performance of lower-level priorities.
- Only two cities define "Response Time" as from time of dispatch. Most cities define "Response Time" as from when the call is received or entered into the system.
- All cities report and set targets for either mean or median (50%), but no other forms (i.e., 90%).
- Cities which report mean have no systematic way of approaching outliers; even those who do remove outliers use different criteria for removal. Denver and San Diego, for example, remove all calls more than three standard deviations from the mean, while Portland removes calls that remain in the police dispatch queue for more than four hours after being received or require more than three hours for an officer to arrive on-scene.

In Tables 4A and 4B below, the results and methodologies employed by other cities and counties are documented. Please note that numbers are rounded for ease of comparison and because many are estimations.

Table 4A: Police Response Time Benchmarking – California Peers

	San Francisco <sup>+</sup>	San Diego	Los Angeles	San Jose
Number of Priority Levels	4	5	3	4
Definition of "Response Time" (From ___ to On-Scene)	DISPATCH	ENTRY	RECEIVED	RECEIVED
Average Calculation Method	Mean	Mean	Median	Mean
If mean, are outliers removed?	No	Yes	-	No
<b>High Priority Response Average</b>	<b>5.5 m</b>	<b>unknown</b>	<b>6.1 m</b>	<b>8.5 m</b>
<b>High Priority Response Target</b>	<b>4 m</b>	<b>7m / 14m*</b>	<b>7 m</b>	<b>6 m</b>
Total Annual PD Calls for Service (CFS)	440,000	520,000	1,430,000	189,000
Total Annual PD High Priority CFS	90,000	35,000 / 184,000*	146,000	8,500
City Population**	900K	1.5 mill	3.9 mill	1 mill
City Size (Total Square Miles)	47	325	470	180
City Population Density (Population / Size)	18.1K	4.2K	8.4K	5.7K
Est. Number of Sworn Officers	1,850	1,850	10,000	1,100
Est. Number of Sworn Officers / 100K Population	206	123	256	110
Public dashboards for high priority calls?	Yes	No	No	No
Public dashboards for other priorities of calls?	No	No	No	No
Targets for lower priorities?	No	Yes	No	No

Table 4B: Police Response Time Benchmarking – National Peers

	New Orleans	DC	Seattle	Portland	Detroit	Denver	Cincinnati
Number of Priority Levels	2	9	7	9	5	6	4
Definition of "Response Time"	RECEIVED	DISPATCH	ENTRY	ENTRY	RECEIVED	RECEIVED	DISPATCH
Average Calculation Method	Median	Mean	Median	Mean	Mean	Mean	Mean
If mean, are outliers removed?	-	No	-	Yes	No	Yes	Yes
<b>High Priority Response Average</b>	<b>7.8 m</b>	<b>5.3 m</b>	<b>6 m</b>	<b>8 m</b>	<b>13 m</b>	<b>11.5 m</b>	<b>4.5 m</b>
<b>High Priority Response Target</b>	<b>7 m</b>	<b>none</b>	<b>none</b>	<b>none</b>	<b>11 m</b>	<b>none</b>	<b>none</b>
Total PD Calls for Service (CFS)	445,000	632,000	460,000	280,000	800,000	308,000	293,000
Total PD High Priority CFS	61,000	91,400	50,000	86,000	75,500	77,500	1,750
City Population	400K	700K	700K	600K	680K	660K	300K
City Size (Total Square Miles)	169	68	85	130	139	153	78
City Population Density	2.4K	10K	8K	4.7K	4.9K	4.3K	3.8K
Est. Number of Sworn Officers	1,200	3,800	1,300	1,000	2,500	1,600	1,000
Est. Sworn Officers / 100K Pop	300	543	194	166	368	241	301
Public dashboards for high priority?	Yes	No	Yes	Yes	No	No	No
Public dashboards for other priorities?	No	No	Yes	Yes	No	No	No
Targets for lower priorities?	No	No	No	No	No	No	No

<sup>+</sup> This represents the prior San Francisco methodology of mean Travel Time.

<sup>\*</sup> San Diego employs Priority Levels E and 1 to denote two sub-types of high priority calls, each with their own target.

<sup>\*\*</sup> City Population from the 2016 US Census (Table B01003). City Size from 2010 US Census (Table G001).

### 3. PRIOR RESPONSE TIME REPORTING

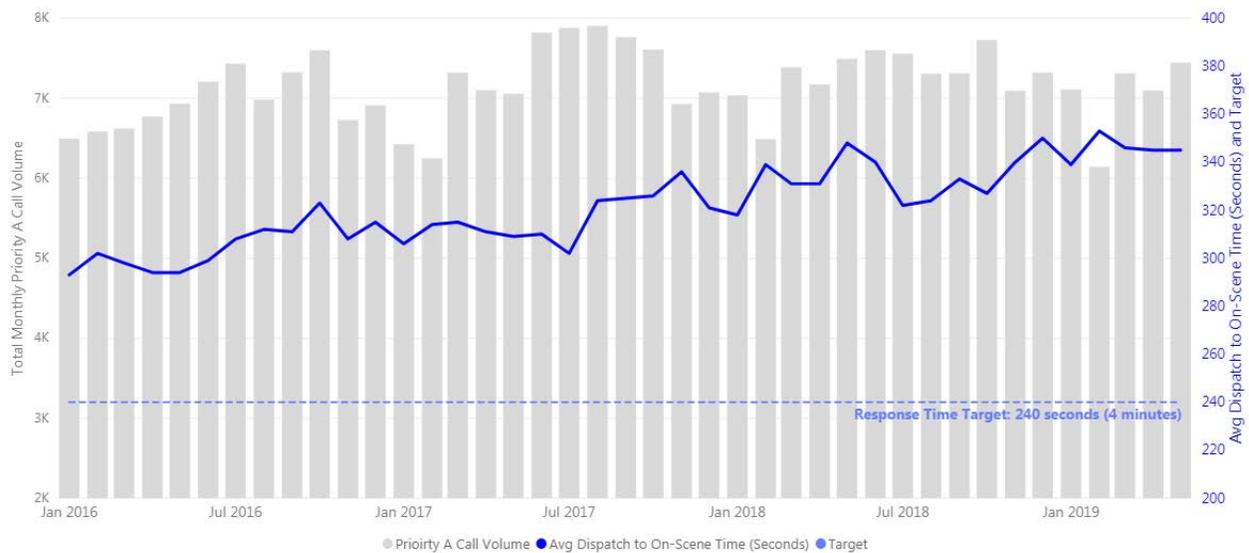
Currently, the SFPD publishes Travel Time in seconds to Priority A and B calls using the “response time” label. The performance and targets for these two metrics are published in the Mayor’s Budget Book each June and the Controller’s Annual Performance Report each fall. Additionally, the SFPD and Controller’s Office update this metric monthly for Priority A calls [on the public Scorecards website](#).

#### Priority A

The current target for mean travel time to Priority A calls is 240 seconds (4 minutes). In fiscal year 2005-06 (FY06), the first year CON published an official citywide performance report, the SFPD reported the median travel time and set a target of 7.5 minutes. Beginning in FY07, the mean travel time was instead reported, with the 4-minute target set in FY10. Though the target did not change, the actual mean steadily climbed from 3.6 to over 5 minutes.

Figure 3 below shows the historical performance of travel time response to Priority A calls, as currently published on the Scorecards website. The solid blue line represents travel time; the dotted blue line represents the target for travel time. The light gray bars represent Priority A call volume.

**Figure 3: Scorecards Reporting – Average Travel Time to Priority A Calls (Seconds)**



#### Priority B

Response times for Priority B calls are not reported on the public Scorecards website, but they are published in the Mayor’s Budget Book and the Controller’s Office annual performance report. The current target for mean travel time to Priority B calls is 470 seconds (about 7.8 minutes). In FY06, when median was used, there was no target set for Priority B or C calls. Beginning in FY07, the mean target was 9.8 minutes and slowly decreased every fiscal year to 7.8 in FY18.

#### Priority C

Response times and targets for Priority C calls are not currently reported. FY10 was the last year there was reporting or targets set for Priority C calls. In FY10, the mean travel time target to Priority C calls was set at 10 minutes.

## 4. UPDATED RESPONSE TIME REPORTING

Moving forward, DEM and the SFPD will report the median “Response Time” interval (see Figure 1) in minutes for Priority A, B, and C calls. This interval measures the time between when the call is received and when the first unit arrives on-scene.

These metrics will be published beginning in the FY19 Annual Performance Report by the Office of the Controller, and the scorecards website will be updated soon thereafter.

This method of reporting mirrors many California and national peers. Reporting the full Response Time call segment, rather than only the Travel Time segment, reflects the experience of the citizen.

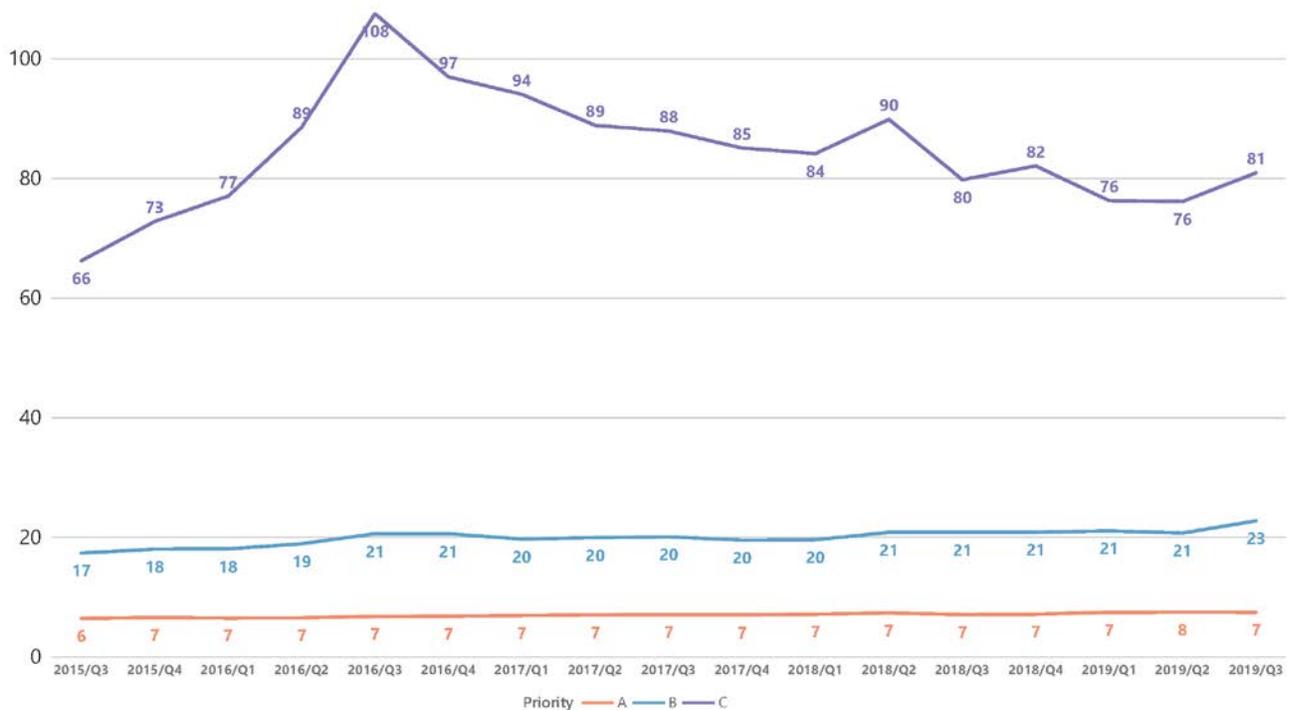
### Median

Median is a commonly used “average,” a method to aggregate data of other important metrics, such as the median household income. A median, otherwise known as the 50<sup>th</sup> percentile, reports the response time at which exactly 50% of the data is above the reported response time and 50% is below.

Median is less impacted by extreme values than mean. As there is no consensus among peer cities on whether to remove outliers, and if so, how to do so, median provides an option that does not require the removal of any outlying data.

Figure 4 below shows historical performance for the median Response Time to Priority A, B, and C calls using the proposed updated methodology.

**Figure 4: Median Response Times to Priority A, B, and C Calls (Minutes)**



### 90<sup>th</sup> Percentile

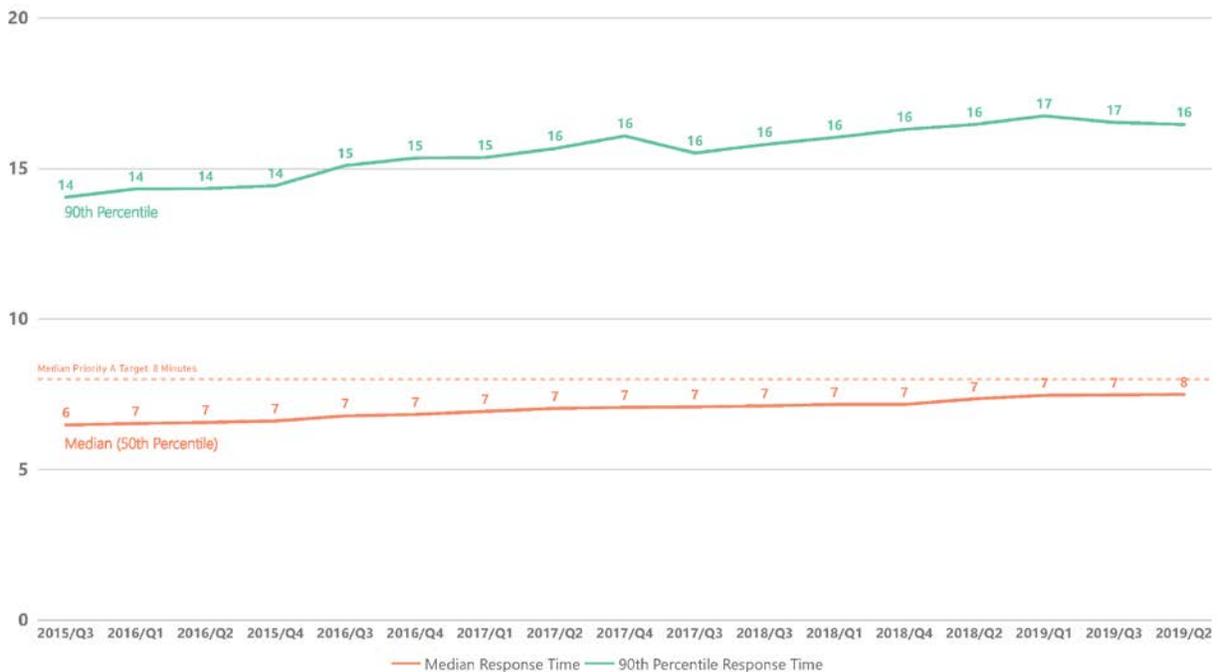
While median (50<sup>th</sup> percentile) is a common measure of “average” and used as the alternative to mean by other cities, there are other measures that provide invaluable information. The 90<sup>th</sup> percentile, for example, reports the maximum number of minutes (or faster) that 90% of calls were responded to. In other words, ignoring outliers, what is the longest amount of time a citizen could wait for a response?

A 90<sup>th</sup> percentile paired with a median enables the SFPD to understand if there is a large range in the response times: given a median of 8 minutes, a 90<sup>th</sup> percentile of 12 minutes would suggest consistency in response times, whereas a 90<sup>th</sup> percentile of 30 minutes would suggest citizens experience a wide variety of possible response times.

The SFPD chooses to prioritize mirroring the formats used by all other cities included in the benchmarking analysis, and will, therefore, report a median as the main public Scorecard measure. However, the SFPD wishes to also track response times at the 90<sup>th</sup> percentile. Thus, the median (50<sup>th</sup> percentile) and 90<sup>th</sup> percentile will be available to SFPD internal management dashboards and to the public [on the public Scorecards website](#) when the new metrics are published.

Figure 5 below shows the median and the 90<sup>th</sup> percentile of responses to Priority A calls. In FY19, 90% of Priority A calls were responded to within 16.3 minutes or faster.

**Figure 5: Median and 90<sup>th</sup> Percentile Response Times to Priority A Calls (Minutes)**



## 5. UPDATED RESPONSE TIME TARGETS

Response time targets must balance the desire for immediate response with the limits of current resources and environment factors. Possible environmental, operational, and staffing factors are discussed below.

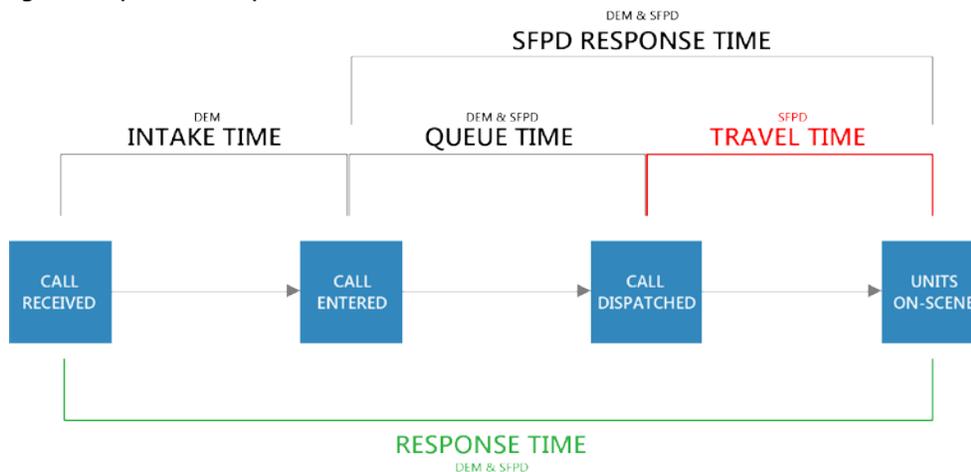
### What factors should be considered when setting a Response Time target?

There are several factors outside the control of the SFPD that impact response times, including an increasing resident and daytime population, traffic, and construction. These factors are steadily increasing and may be contributing to an increase in response times.

Additionally, staffing rate changes could impact response times. The SFPD currently employs approximately 1,850 sworn full-duty officers and does not predict staffing levels will increase or decrease significantly in the next several fiscal years. While there may be some increase in sworn officers available for sector patrol duty due to “civilianization” efforts, the department does not predict the increase would be large enough to impact citywide median response time of any priority level.

As highlighted in Figure 6 below, the definition of Response Time in the new methodology expanded from one interval (Travel Time) to three intervals (Intake Time + Queue Time + Travel Time) in the life of a call. This change will necessitate a similar increase in the targets for all three priority levels.

**Figure 6: Updated “Response Time” Call Interval**



### Priority A Target

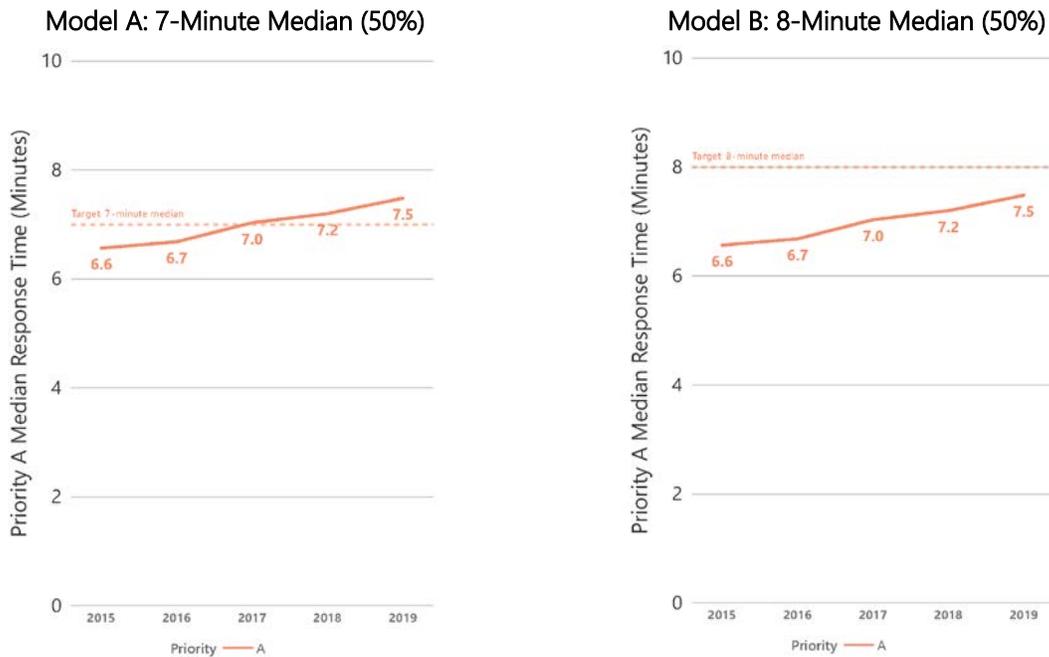
The mean travel times for Priority A calls have, according to current methodology, consistently increased each fiscal year. The SFPD reported a mean in FY10 of 3.6 minutes and set a mean target of 4 minutes; every year thereafter, the target remained steady while mean travel times increased.

The SFPD reports they have not identified operational changes that would be appropriate or substantially reduce response times to Priority A calls without causing negative consequences to the health and safety of officers and the public. SFPD states that the department is responding to these high-emergency calls as quickly as is safely possible.

One factor within the SFPD’s control that could impact response times to Priority A calls is the policy that allows officers to respond “Code 3” (at maximal speed, with lights and sirens). Current policy allows

officers to respond Code 3 after performing a “balance test” to determine if an emergency response is necessary to prevent potential loss of life or injury resulting from a reported crime. The SFPD will continue to require the balance test.

While the factors discussed above support an increase in the target from 4 minutes, there is no data available that could point to an objectively “correct” increase. Therefore, CON created two potential models for a new median target and discuss the pros and cons of each below.



The median response time to Priority A calls has steadily, in small increments, increased each year since 2015 (currently, the earliest year with reliable data available). Given the continued increase in population and traffic, the absence of major changes to operations, and the steady staffing rates, it is unlikely the SFPD will be able to reduce the current trend of increasing median response times to Priority A Calls.

The response time target should not be set so strictly that it will encourage officers to prioritize response times over other possible important activities. As noted in Section 1, response time is not always the most important factor in solving crimes and closing cases.

**Conclusion.** DEM and the SFPD will target an 8-minute median Response Time for Priority A calls. This target balances the reality of limited resources with the urgency of immediate response. Given that the actual is close to the 8-minute target, DEM and the SFPD should follow the actual closely; the agencies should analyze and respond to any increases in the actual to ensure it remains at or below the target.

### Priority B Target

The median response time to Priority B calls has remained close to 20 minutes since 2015 (currently, the earliest year with reliable data available). DEM and the SFPD should analyze any increases carefully.

San Diego is the only city in benchmarking study that sets targets for lower-level priorities. San Diego set a target for their equivalent of Priority B calls at a mean of 27 minutes. Seattle and Portland do not set targets for Priority B calls, but report medians of 17 and 16 minutes, respectively.

**Conclusion:** DEM and the SFPD will target a 20-minute median for Priority B calls. This target is feasible given current resources and remains within the benchmarking range of targets or performance.

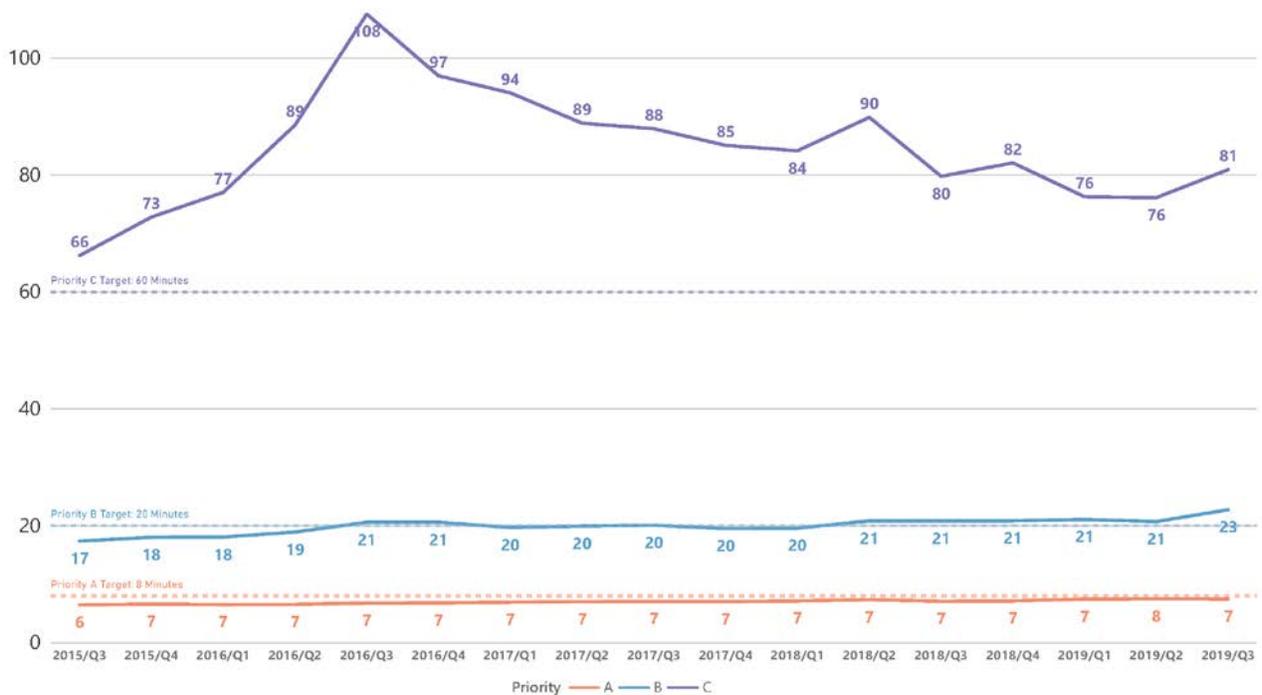
**Priority C Target**

Response times to Priority C calls began slowing in mid-2015 (currently, the earliest year with reliable data available) and then steadily improved beginning in 2016, after the median reached a peak of 108 minutes. However, the SFPD has identified several potential operational changes that, if implemented, have the potential to further reduce the median response time to Priority C calls.

San Diego, again, is the only city in the benchmarking study that sets targets for lower-level priorities. San Diego has two priority levels that encompass San Francisco’s Priority C calls: Priority 3 and 4, with mean targets of 80 and 90 minutes, respectively. Seattle and Portland do not set targets for Priority C calls, but report medians of 52 and 44 minutes, respectively.

**Conclusion:** DEM and the SFPD will target a 60-minute median for Priority C calls. This target can be achieved with significant operational changes, as will be discussed in the following section. It remains within the range of targets or performance reported by other cities in the benchmarking study.

**Figure 7: Median Response Times and Targets to Priority A, B, and C Calls (Minutes)**



## 6. FUTURE CONSIDERATIONS

DEM and the SFPD have identified several operational changes that should be made to ensure consistently valid data and appropriate response times. These departments should collaborate on three main areas of improvement: creative solutions to low priority calls, classifying priority levels, and defining the role of the dispatcher.

### (1) Solutions to Low-Priority Calls

DEM and the SFPD are not currently meeting the Priority C target and there is a wide range of response times to these calls. The two agencies should discuss creative solutions that may increase citizen satisfaction with city services and decrease median response times.

Some suggested solutions include alerting 9-1-1 callers to the expected wait time to their calls; suggesting in-person appointments at local district stations; employing technological solutions for officer-citizen interactions; creating units of non-sworn officers to respond to certain Priority C calls; and more. These solutions should aim to offer citizens transparent and quality service while reducing the workload on active sector patrol cars. This may reduce not only median times for Priority C calls, but Priority A and B calls as well.

### (2) Priority Level Classification

DEM and the SFPD should analyze several aspects of the call code and classification system, including: which priority level the CAD system should automatically assign to each call code; what situational factors for each call code should lead to a manual priority-level upgrade; and whether the number and structure of the current priority levels are appropriately robust.

### (3) Active Dispatcher Role

The two departments are also in discussion to clarify the roles of the DEM dispatcher and the sector patrol cars in identifying, prioritizing, and dispatching units to calls. Active dispatching roles, as opposed to passive dispatching roles, will likely lead to faster and more efficient response times, as well as consistent and more valid timestamps for each call segment.

Additionally, DEM should establish an ongoing working group with 311 and the Municipal Transportation Agency (MTA) to determine which types of 311 calls should be automatically entered into the CAD or not. This working group should ensure ongoing communication, shared processes, and valid data between the departments that respond to citizen requests.