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February 3, 2026

BPC #26-006

The Honorable City Council
City of Los Angeles, Room 395
c/o City Clerk's Office
Los Angeles, CA 90012

Dear Honorable Members:

RE: IMPROVING 9-1-1 CAL RESPONSE TIMES

At the regular meeting of the Board of Police Commissioners held on Tuesday, January 13, 2026, the Board APPROVED the Department's report regarding the above-referenced matter.

Accordingly, this report is respectfully submitted for your consideration.

Respectfully,

BOARD OF POLICE COMMISSIONERS

Handwritten signature of Rebecca Munoz in cursive.

REBECCA MUNOZ
Commission Executive Assistant

Attachment

c: Chief of Police

INTRADEPARTMENTAL CORRESPONDENCE

October 30, 2025

10.2

TO: The Honorable Board of Police Commissioners

FROM: Chief of Police

SUBJECT: IMPROVING 9-1-1 CALL RESPONSE TIMES

RECOMMENDED ACTION

1. That the Board of Police Commissioners APPROVE the Department's report and TRANSMIT to the City Council.

DISCUSSION

The Los Angeles Police Department (LAPD) Communications Division was instructed to report back with recommendations to improve 9-1-1 call times for both emergency and non-emergency calls for service, as outlined in Council File No. 23-0255-S1. Listed below are the key points asked to be addressed:

1. The staffing outlook for Communications Division (CD), including the projected impact of incoming Police Service Representatives (PSRs), as well as a detailed timeline and pipeline analysis of PSRs currently in training, and expected attrition rates for existing staff.
2. An assessment of how the incoming PSRs are expected to impact emergency call response times and non-emergency hold times.
3. An assessment of the impacts of integrating technological interventions for non-emergency call-taking successfully utilized in other jurisdictions.
4. An evaluation of the feasibility of establishing dedicated non-emergency operators within the CD to enhance service efficiency.
5. An evaluation of the feasibility of creating a separate line tasked with dispatching unarmed crisis response teams, filing reports, and providing non-emergency assistance - including recommendations on where such a line could be housed, either within the City or externally.
6. Recommendations for the kind of public education program required for effective rollout of any new efforts.

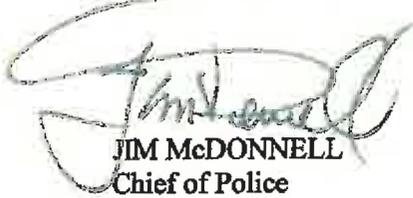
The Honorable Board of Police Commissioners

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Communications Division's recommendations and responses to the above key points can be found on the attached factsheet titled "Improving 9-1-1 Call Response Times." If you have any questions, please contact Captain Alexander K. Chogyoji, Commanding Officer, Communications Division, at (213) 978-6585.

Respectfully,



JIM McDONNELL
Chief of Police

Attachment

BOARD OF
POLICE COMMISSIONERS
Approved *January 13, 2026*
Secretary *Rebecca Muna*

FACT SHEET
IMPROVING 9-1-1 CALL RESPONSE TIMES
October 30, 2025

PURPOSE:

The Los Angeles Police Department (LAPD) Communications Division (CD) was instructed to report back with recommendations to improve 9-1-1 call times for both emergency and non-emergency calls for service, as outlined in Council File No. 23-0255-S1. Listed below are the key points to be addressed, followed by CD's responses and recommendations:

FINDINGS:

- 1. The staffing outlook for CD, including the projected impact of incoming Police Service Representatives (PSRs), as well as a detailed timeline and pipeline analysis of PSRs currently in training, and expected attrition rates for existing staff.**

Calendar Year	PSRs Hired	PSRs Qualified	PSRs Expected to Qualify by End of Year	PSRs Still in Training
2024	144	66	28	28
2025	56	0	0	45
Total PSRs Still in Training				73

*Current as of October 29, 2025

Note: As for the remainder of Fiscal Year (FY) 2025/26, CD anticipates filling 35 vacancies with trainees assigned to Class 129.

As depicted in the chart above, in calendar year 2024, 144 PSR trainees were hired, compared to 56 in 2025, representing a 62 percent decrease in hiring. Of the 144 PSRs hired in 2024, 66 have become fully qualified, which means they have been monitored in the Emergency Board Operator (EBO), Radio Telephone Operator (RTO), and Auxiliary Telephone Operator (ATO) positions by a CD supervisor and deemed proficient in the required job duties. An additional 28 PSRs hired in 2024 are expected to be fully qualified by the end of 2025. The 45 PSRs hired in 2025 are expected to be fully qualified by October 2026.

Note: It generally takes one year from the date of hire for a PSR to complete training and be fully EBO, RTO, and ATO qualified.

There are currently 73 trainees in various phases of the training program. Once these trainees become fully qualified, the projected impact will be a significant increase in PSR staffing, with a direct positive correlation to 9-1-1 (emergency) and 9-1-2 (non-emergency) call answering times.

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Regarding attrition, CD experienced 75 PSR losses (calculated from January 1, 2025, through Deployment Period (DP) 8-2025, ending on August 23, 2025) across all PSR ranks (PSR I, PSR II, PSR III, Senior PSR I, and Senior PSR II). The personnel losses have been due to probationary terminations, resignations, reversions to prior positions, and retirements. These losses in CD personnel represent an approximate 11.9 percent attrition rate.

2. An assessment of how the incoming PSRs are expected to impact emergency call response times and non-emergency hold times.

Emergency calls (also referred to as Priority I/Priority II calls) are defined as calls regarding a serious public hazard (e.g., plane crash, verified explosion, etc.), preservation of life, a serious crime in progress, the prevention of a serious crime, or calls of an urgent nature but not life-threatening.

Non-emergency calls (also referred to as Priority III calls) are defined as routine calls for service (e.g., business dispute, loud radio, trespassing, loitering, loud construction, car alarm, etc.).

Emergency calls received on the 9-1-1 line are handled by a Primary EBO. Calls received on the 9-1-1 line that are deemed non-emergencies are transferred to the non-emergency line and are handled by a Secondary EBO.

In DP 8-2024, CD had 162 PSR II/III vacancies. In DP 8-2025, CD had 70 PSR II/III vacancies.

Utilizing the Erling Calculator, a mathematical tool used in call centers and similar environments to determine the optimal number of staff needed to meet specific service level targets, based on an average of 332 emergency 9-1-1 calls an hour received by CD, and other variables, 100 EBOs are needed in a 24-hour period to meet the state-mandated National Emergency Number Association standard to answer 90 percent of 9-1-1 calls within 15 seconds. Communications Division is currently staffed at a fraction of what is needed to achieve this goal, with 92 current PSR vacancies (as of October 29, 2025).

In 2024, LAPD received 2,948,076 9-1-1 calls and answered 2,400,789 9-1-1 calls. Year to date (as of October 29, 2025), the Department received 2,394,920 9-1-1 calls and answered 2,043,879 9-1-1 calls.

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For perspective, the table below shows a year-to-year comparison of call loads versus the number of PSRs assigned to answer 9-1-1 calls in 24 hours:

Date	Number of PSRs Assigned to Answer 9-1-1	Call Load	Percentage of Calls Answered Within 15 Seconds
8/04/2024	24	8,316	45.30%
8/04/2025	34	8,152	64.52%
Difference between Calendar Years 2024 and 2025: +19.22%			
8/14/2024	27	8,112	46.82%
8/14/2025	28	8,591	43.80%
Difference between Calendar Years 2024 and 2025: -3.02%			
8/31/2024	25	8,734	47.87%
8/31/2025	32	9,143	52.37%
Difference between Calendar Years 2024 and 2025: +4.5%			

Note: The above total number of PSRs assigned to 9-1-1 on the indicated dates does not include PSRs assigned to Secondary 9-1-2 positions who also assisted with answering 9-1-1 calls, but not exclusively.

Given the staffing increase in 2025, an analysis of the data showed that both the number of PSRs assigned to 9-1-1 and the call load directly impact CD's ability to meet the 9-1-1 call-answering requirement. The number of PSRs scheduled to handle 9-1-1 calls is generally predictable based on staffing levels; however, the call volume is not.

Given that PSR vacancies at CD have been reduced significantly over the past year, incoming PSRs are expected to improve emergency call response times and non-emergency hold times significantly. However, since PSRs also staff required RTO, ATO, and BCC positions within CD, and given the varying number of calls received each day and the unknown attrition rate, quantifying the expected impact of incoming PSRs on response times and hold times remains uncertain.

In summary, each new PSR reduces the number of unstaffed 9-1-1 call-taking positions, directly lowering average answering times and enhancing compliance with the National Emergency Number Association call-answering standards (90 percent of 9-1-1 calls answered within 15 seconds). With more operators on the dispatch floor, fewer

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emergency calls spill over into Secondary queues, minimizing delays that can add 10-30 seconds per incident.

3. An assessment of the impacts of integrating technological interventions for non-emergency call-taking successfully utilized in other jurisdictions.

CD is currently unaware of technological interventions for non-emergency call-taking that have been successfully utilized in other jurisdictions. Liaison efforts, however, will be explored in the near future.

Communication Division's current dispatch consoles, wiring, and related equipment are outdated, unsupported by manufacturers, and prone to failure, posing serious risks to operational continuity and public safety. With no replacement parts available, equipment malfunctions force personnel to relocate, reducing efficiency and delaying emergency response.

The current lack of integrated software also limits performance analysis, non-emergency call management, and radio transcription capabilities. Without modernization, the Department risks falling behind national 9-1-1 standards and compromising critical services.

Communications Division, in coordination with other Department entities, is currently working on a budget request that will replace obsolete systems, integrate artificial intelligence (AI) tools for data analysis and transcription, and enhance call handling. The use of AI will be a tool for PSRs assigned as non-emergency EBOs, not an automated call-taking service.

This request will be included in the Department's FY 2026/27 Proposed Budget submission. This request will also support workforce growth, ensure redundancy for key equipment, and prepare both dispatch centers for next-generation 9-1-1 technology through rewiring and hardware upgrades. This proposed investment will strengthen the City of Los Angeles' ability to deliver reliable, efficient, and equitable emergency communications, addressing immediate operational needs while building long-term stability and resilience in public safety infrastructure.

Potential features associated with this emergency and non-emergency call-taking technology are:

- Artificial intelligence insights and summaries: Live, dictated notes from the caller audio help PSRs track the "who/what/where" and quickly confirm required questions;
- Two-way, real-time translation: Multiple languages with English typed responses spoken back to the caller reduces language barrier delays and third-party hand-offs;
- Phone and Radio Transcription: Real-time transcription of phone calls and radio traffic;

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- Automated Quality Assurance (QA): Checks whether required questions were asked/answered, flags calls, and can scale QA coverage from samples to near-100 percent of calls; and,
- Supervisor analytics: Analytics that are custom-built to our standards to assist with performance metrics based on policy and procedures.

Communications Division will continue to aggressively pursue attaining these technological upgrades through the City's budget process to improve both emergency and non-emergency call-taking performance.

4. An evaluation of the feasibility of establishing dedicated non-emergency operators within the Communications Division to enhance service efficiency.

Currently at CD, PSRs are assigned to 9-1-1 positions for emergency calls and Secondary positions to take over non-emergency calls initially triaged by 9-1-1 operators as non-emergencies, and calls received directly via the 887-Ask-LAPD line. However, PSRs assigned to Secondary positions will first answer any calls in the 9-1-1 holding queue before answering a non-emergency call.

Establishing dedicated Secondary operators limited to answering only non-emergency calls would have a direct negative impact on 9-1-1 answering times, potentially leading to dire consequences and City liability. Thus, prioritizing the answering of emergency calls by both 9-1-1 and Secondary 9-1-2 PSRs ahead of non-emergency calls is the current CD policy. Reaching 9-1-1 full-staffing levels, to the point of achieving no calls holding in the 9-1-1 queue, would be a more desirable strategy to reduce call answering times on the Secondary non-emergency line.

The 877-Ask-LAPD number is a direct line to the Secondary non-emergency queue, which CD actively promotes at public contact events, encouraging the public to call this number instead of 9-1-1 for non-emergency or routine calls to alleviate the 9-1-1 call queue.

Communications Division also has seven Communications Information Representatives assigned to CD; however, they are assigned to the Department Operations Center, assisting only with internal administrative tasks and not handling calls from the public.

5. An evaluation of the feasibility of creating a separate line tasked with dispatching unarmed crisis response teams, filing reports, and providing non-emergency assistance - including recommendations on where such a line could be housed, either within the City or externally.

The Unarmed Model of Crisis Response (UMCR) teams are contracted by the City via the City Administrative Officer's Office and dispatched to non-urgent, non-violent calls for

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service, such as the following:

- Well-being Checks;
- Disturbances;
- Indecent Exposure;
- Indication of Mental Illness; and,
- Intoxication/Narcotics.

The Unarmed Model of Crisis Response teams will not respond to the following:

- Calls involving weapons;
- Calls involving threats of violence;
- Crimes in progress;
- Calls involving minors (anyone under the age of 18);
- Calls where someone needs medical attention; and,
- Calls where there are groups of three or more.

The Unarmed Model of Crisis Response dispatching is currently limited to six LAPD geographic divisions in the City but is expected to expand to Citywide coverage in the future. In 2024, a total of 4,599 calls were diverted to UMCR. From January 1, 2025, to October 25, 2025, a total of 10,740 calls have been diverted to UMCR.

Dispatching UMCR teams requires specialized training to conduct an initial interview with the caller and to evaluate whether the circumstances qualify for a UMCR diversion or if a police unit response would be more appropriate. Thus, a separate line to dispatch UMCR teams would not eliminate the need to staff it with qualified PSRs.

To file reports, community members currently have the option of calling or visiting each of the 21 Community Police Stations directly or filing a report online via the Community Online Reporting Service (CORS). The following reports can be reported online:

- Harassing Phone Calls;
- Lost Property;
- Vandalism;
- Theft;
- Theft from Vehicle;
- Minor Traffic Collisions;
- Hit and Run;
- Vice and/or Narcotics tips;
- Identity Theft; and,
- Hate Incidents.

Thus far this year (2025), a total of 72,447 CORS reports have been received and processed online.

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The following service lines, inside and outside of the Department, currently exist for various types of assistance:

- 988 — Suicide & Crisis Lifeline / Mental Health Support (Los Angeles County);
- 211 — Social Services / Referrals / Community Help (Los Angeles County);
- 311 — Non-Emergency Municipal Services (City of Los Angeles);
- 811 — Call Before You Dig - Underground Utility Line Locating (State of California); and,
- 511 — Traffic/Travel Information/Motorist Assistance (State of California).

A public information campaign by the City to better educate community members on when to call 3-1-1 instead of 9-1-1 for non-emergency City services could be a more vital option that would not pull resources from an already limited staff of CD PSRs. Currently, the Los Angeles 311 Call Center is open Monday through Friday from 7 a.m. to 7 p.m., and on weekends and holidays from 8 a.m. to 5 p.m. There is also 24/7 access online at myla311.lacity.org or through the MyLA311 mobile application.

6. Recommendations for the kind of public education program required for effective rollout of any new efforts.

Currently, CD engages and educates the public on 9-1-1 dispatch operations via the following activities:

- Hosts career panels at Los Angeles Community College;
- Provides tours and “Sit-Alongs” to applicants and community members;
- Interacts with non-profit organizations serving bilingual communities (Spanish, Korean, Tagalog, and Armenian);
- Educates and recruits at City career fairs and Los Angeles Unified School District high school “career pathways” events;
- Attends college and City job fairs; and,
- Social media presence.

Although many of the above events were recruiting-oriented, CD personnel also used public contact to provide informative materials and 9-1-1 promotional items (e.g., coffee mugs, shopping bags, and coloring books), educating the public about the 877-Ask-LAPD non-emergency line.

Additionally, once staffing levels are increased, CD is looking to re-establish a divisional Community Relations Unit (CRU), as an ancillary duty, to spearhead community education and recruitment efforts. Communications Division will continue to use these types of activities to educate the public about new efforts initiated by the Department or the City.

Communications Division recommends that the City use television commercials, print, billboards, and bus stop bench advertising, subject to City funding, to expand community outreach further and educate the community about anticipated technological interventions.

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RECOMMENDATIONS/CONCLUSIONS:

As previously stated, each new PSR that is hired and successfully completes training reduces the number of unstaffed 9-1-1 call-taking positions, directly lowering average answering times and enhancing compliance with the National Emergency Number Association call-answering standards (90 percent of 9-1-1 calls answered within 15 seconds).

It is therefore recommended the City aggressively continue its efforts to recruit new PSRs to fill current vacancies and support a future budget request that will replace obsolete systems, integrate artificial intelligence (AI) tools for data analysis and transcription, and enhance call handling. Additionally, a public information campaign by the City to better educate community members on when to call 3-1-1 instead of 9-1-1 for non-emergency City services can assist in reducing 9-1-1 call loads.