

Memorandum



DATE October 11, 2017
TO Honorable Mayor and Members of the City Council
SUBJECT **Overview of 911 Call Center Operations**

On Wednesday, October 18, 2017, you will be provided with an overview of the 911 Call Center Operations by Executive Assistant Chief David Pughes, Dallas Police Department. The purpose of this overview is to provide an update to the April 19, 2017 City Council Briefing, and will include the status of the improvements and enhancements implemented since then. The briefing materials are attached for your review.

Please contact me if you have any questions or need additional information.



Jon Fortune
Assistant City Manager

[Attachment]

cc: T.C. Broadnax, City Manager
Larry Casto, City Attorney
Craig D. Kinton, City Auditor
Billerae Johnson, City Secretary (Interim)
Daniel F. Solis, Administrative Judge
Kimberly Bizer Tolbert, Chief of Staff to the City Manager
Majed A. Al-Ghafry, Assistant City Manager

Jo M. (Jody) Puckett, Assistant City Manager (Interim)
Joey Zapata, Assistant City Manager
M. Elizabeth Reich, Chief Financial Officer
Nadia Chandler Hardy, Chief of Community Services
Raquel Favela, Chief of Economic Development & Neighborhood Services
Theresa O'Donnell, Chief of Resilience
Directors and Assistant Directors

Overview of 911 Call Center Operations

Dallas City Council
October 18, 2017

David Pughes, Executive Assistant Chief
Dallas Police Department
City of Dallas



Purpose

- Review call center performance
- Outline actions taken
- Improvements
- Moving forward

Dallas 911 Call Center

- Handle calls within Dallas city limits
- Receive reports from the public of crimes, disturbances, fires and medical or police emergencies
- Call Takers triage and/or route calls to DPD or DFR Dispatch

Fiscal Year	Calls Received	Calls Dispatched
13/14	1,974,866	590,443
14/15	2,104,852	599,319
15/16	2,087,949	628,871
16/17	2,048,116	605,402

911 Call Center Performance Goal

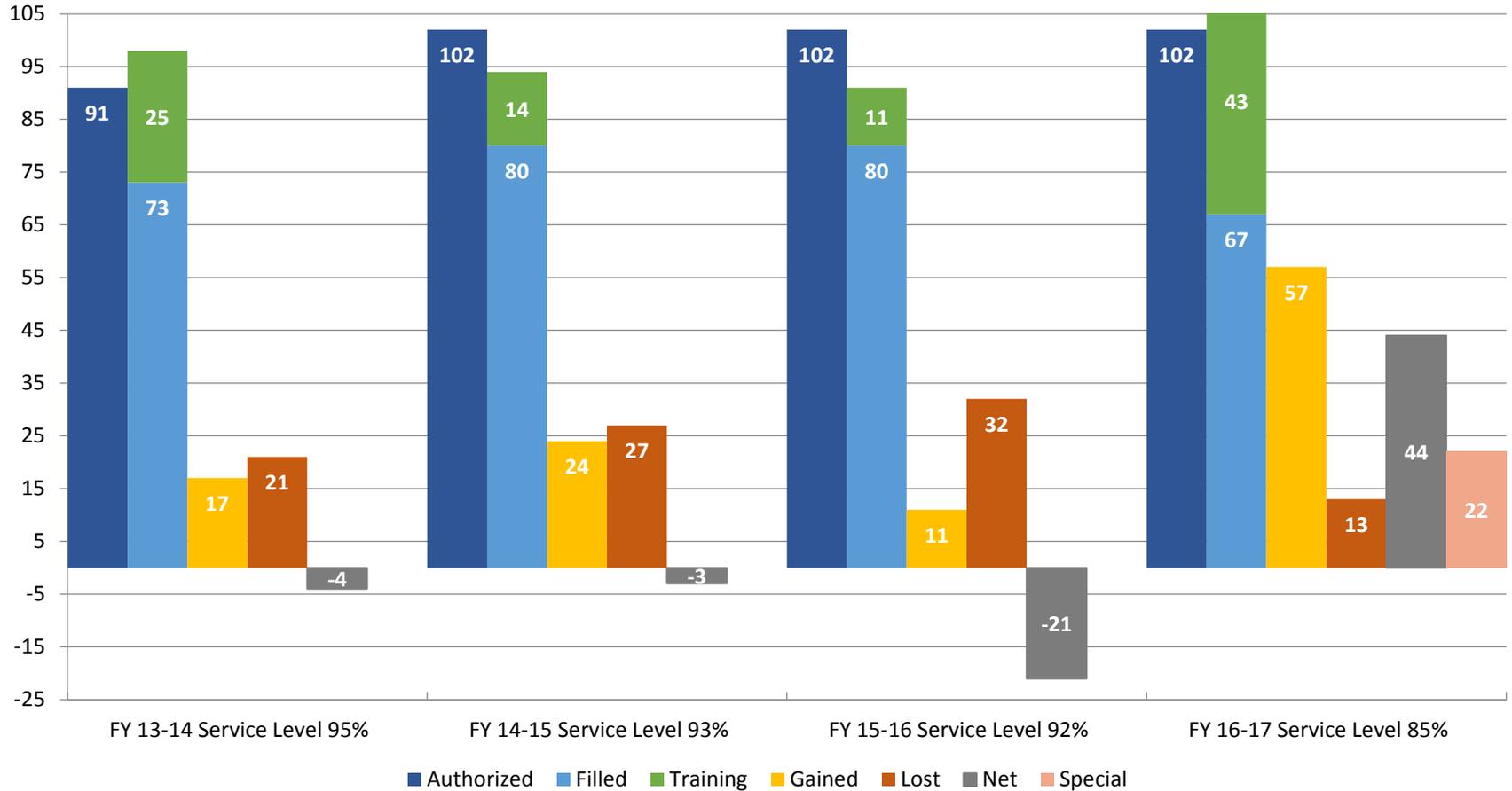
- Dallas Police Department performance measure goal is to answer 90% of all calls within 10 seconds. This is reflected as the service level
- Many other cities use a similar standard:
 - San Diego
 - Cincinnati
 - Fort Worth
 - San Francisco
 - San Antonio

Service Level

October 2016 – September 2017

Month	Calls Received	Average Time to Answer	Service Level
Oct-16 – March-17	1,028,222	22 Seconds	78%
April-17	173,306	7 seconds	88%
May-17	175,508	3 Seconds	92%
June-17	169,577	2 Seconds	94%
July-17	174,256	2 Seconds	95%
August-17	166,616	2 Seconds	95%
September-17	160,631	2 Seconds	93%

911 Communications Staffing



Staffing Levels

Month	Staffing Level				Service Level
	Call Taker	Trainee	S/A	Total	
January-17	62	11	0	73	80%
February-17	61	11	0	72	64%
March-17	60	12	0	72	71%
April-17	60	17	39	116	88%
May-17	61	17	39	126	92%
June-17	60	27	39	126	94%
July-17	61	37	39	137	95%
August-17	67	41	32	140	95%
September-17	67	43	26	136	93%



Special Assignment Officers

- March 29, 2017 - 39 officers (Neighborhood Policing Officers, light-duty, restricted duty, non-driving) temporarily assigned to Communications
- August 14, 2017 - all Neighborhood Policing Officers returned to their stations
- Scheduled release of remaining officers as non-sworn trainees complete on the job training (OJT)
- October 10, 2017 - only 22 special assignment officers remain
- December 12, 2017 - all sworn special assignment officers are scheduled to be released on this date

Hiring Process Improvements

- Continuous open Civil Service list
- Reduce re-apply period from 30 to 15 days
- Added 911 Call Taker processing to monthly police on-site hiring
- Added three civilian background “detectives” who only process civilian applicants
- Approval for 20 double-fill Call Taker positions to account for attrition

Center for Performance Excellence

- Call Center Hiring Project - July 10, 2017
 - Completed on August 24, 2017
- CPE Recommendations to improve hiring
 - Evaluate effectiveness of polygraph requirement
 - Evaluate minimum experience requirement of 2 years
 - Provide online Civil Service entrance exam

Center for Performance Excellence

- Response to recommendations to improve hiring
 - Evaluate effectiveness of polygraph requirement
 - 87% of applicants are not eliminated through the polygraph
 - *This requirement has been eliminated**
 - Evaluate minimum experience requirement of 2 years
 - Request Civil Service to conduct updated job analysis
 - Initiate ability to take Civil Service exam online
 - Civil Service Department is studying feasibility of online testing

Call Center Improvements Completed

- June 28, 2017 - implemented staggered shifts
- Created a callback list of qualified non-communications employees who can assist
- Call Center Environmental Enhancements
 - Remodel of Call Center completed
 - Kitchen
 - Breakroom
 - Enhanced lighting
 - Air purifiers installed

Continuous Improvements

- Call Center environmental enhancements
 - Down room to be completed by November 2017
 - New 911 consoles to be installed by January 2018
 - New carpet and paint to be completed by January 2018
- November 22, 2017 - implement additional shift schedules to accommodate increased staffing
 - Offer employees more diverse schedule
 - Including option of four 10 hour shifts

Continuous Improvements

- Installed new staffing software
- Currently conducting “train-the-trainer” sessions on staffing software that will be utilized for scheduling, forecasting, live monitoring of call takers and reports
 - Implementation expected November 2017

Technology Improvements

- Developing automated emergency call back system with Office of Emergency Management
- Call Center Technology Enhancements
 - 911 Maintenance renewal - Agenda Item 10/25/2017
 - New telephone and computer systems (Vesta/CAD computers) purchased and upgrades completed
 - These desktop PC's with the Legacy Voice Upgrade for Vesta NG911 System will be installed on consoles and running by December 5, 2017

Appendix



Tasks

Action Steps	Department	Target Date	Status
Authorize 102 Call Taker Positions	CIS/DPD	October 1, 2017 - Full Staffing	Goal=122; Actual=109; Gained=19; Net Gain=38
Research the Option to Waive the 911 Exam for Applicants with 911 Experience and Certification	CVS	October 29, 2017	Effective October 29, 2017 revised minimum qualifications will include the update on equivalency requirements: The 911 Critical Exam will be waived for applicants with current Texas TCOLE certification and 1 year of 911 required experience.
Develop a Process to Decrease Attrition of 911 Call Takers (selection and environment)	CVS	October 2017	The incumbent survey has been delivered and the data received. Data analysis is ongoing. Hopefully, an interpretation of the data will be ready by 10/22/2017. Currently working with CIS to purchase the selection tool. Will be scheduling meetings with DPD personnel about the best use for the tool.
Public Service Announcement	PIO	October, 2017	The PSA has been filmed and the anticipated release date is October 2017 to bring awareness to the public on the Call Center and its operational procedures
Upgrade Legacy Voice Network	CIS	September 2017	The cabling has been completed and the Airbus equipment is going through the last of the configuration stages.
Upgrade Desktop PC Hardware and Software at Dispatch and Call Taker Stations for CAD	CIS	October 2017	The CAD PC's have arrived and are being imaged for deployment.
Upgrade Desktop PC Hardware and Software at Call Taker Stations for Vesta NG911 System	CIS	October 2017	The PC's arrived as expected and configuration on these PC's is complete. Testing will begin Monday, September 25, 2017.
Install Vesta NG911 Telephone System	CIS	October 2017	On Schedule
Training on NG911 System	CIS/DFR/DPD	October/November 2017	Training scheduled to start mid October 2017
Install & Train on 911 Call Management System	CIS	October/November 2017	Training scheduled for last week of September 2017.
Implementation of all Improvements (Go-Live)	CIS/DFR/DPD	December 2017	Production testing starting in November 2017, System Cutover December 5, 2017.
Staffing Software for Scheduling and Forecasting (IEX)	CIS/DFR/DPD	November/December 2017	Contract for Hosted System has been finalized. Training begins October 2017.
Remodel Restroom/Locker Rooms	EBS	September 29, 2017	On Schedule
New Flooring	EBS	Early 2018	Will coincide with the replacement of the consoles. Estimated start is early 2018.
Replace Lighting and Ceiling	EBS	October 31, 2017	Work started September 19, 2017 - On Schedule
Fresh Paint	EBS	October 2017	Will coincide with the replacement of the lighting and ceiling.

Tasks

Monthly Tasks

911 Service Level		September 2017 was 93%
Average Call Answer Time		September 2017 was 2 seconds

Completed Tasks

Continuous Open Postings for 911 Call Taker Trainee
Reduced Application Re-apply Period from 30 to 15 Days
Implement Weekly and Saturday 911 Testing
Candidates Passing the 911 Exam are Referred to DPD within 1-3 Business Days
Upgrade the Hardware and Software of the Computer Aided Dispatch (CAD) System
Enhanced Custodial Work
Add (3) Civilian Background Detectives to Process Applicants
Remodel Kitchen
Replace Call Taker Chairs
Install Air Purification System
Install/Remove/Extend Walls in Areas

Non-Funded Tasks

Phase II - Upgrade of Backup 911 System to Same Level of Technology Deployed in Phase I
Phase III - Consider and Evaluate Options for Connectivity to an ESINet

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