

**APRIL 19, 2017 CITY COUNCIL BRIEFING AGENDA
CERTIFICATION**

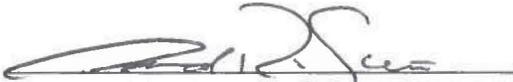
This certification is given pursuant to Chapter XI, Section 9 of the City Charter for the City Council Briefing Agenda dated April 19, 2017. We hereby certify, as to those contracts, agreements, or other obligations on this Agenda authorized by the City Council for which expenditures of money by the City are required, that all of the money required for those contracts, agreements, and other obligations is in the City treasury to the credit of the fund or funds from which the money is to be drawn, as required and permitted by the City Charter, and that the money is not appropriated for any other purpose.



T.C. Broadnax
City Manager

04/14/2017

Date



For: Elizabeth Reich
Chief Financial Officer

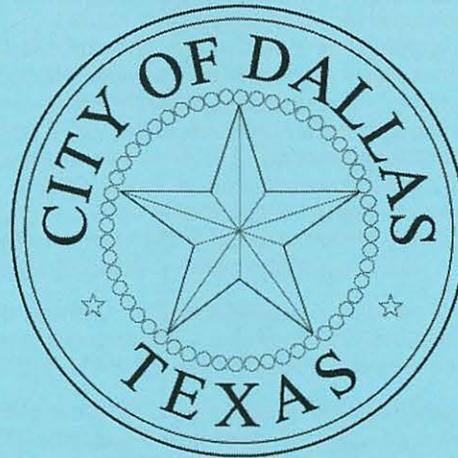
4/14/2017

Date

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CITY SECRETARY
DALLAS, TEXAS



COUNCIL BRIEFING AGENDA

April 19, 2017

Date

(For General Information and Rules of Courtesy, Please See Opposite Side.)
(La Información General Y Reglas De Cortesía Que Deben Observarse
Durante Las Asambleas Del Consejo Municipal Aparecen En El Lado Opuesto, Favor De Leerlas.)

General Information

The Dallas City Council regularly meets on Wednesdays beginning at 9:00 a.m. in the Council Chambers, 6th floor, City Hall, 1500 Marilla. Council agenda meetings are broadcast live on WRR-FM radio (101.1 FM) and on Time Warner City Cable Channel 16. Briefing meetings are held the first and third Wednesdays of each month. Council agenda (voting) meetings are held on the second and fourth Wednesdays. Anyone wishing to speak at a meeting should sign up with the City Secretary's Office by calling (214) 670-3738 by 5:00 p.m. of the last regular business day preceding the meeting. Citizens can find out the name of their representative and their voting district by calling the City Secretary's Office.

If you need interpretation in Spanish language, please contact the City Secretary's Office at 214-670-3738 with a 48 hour advance notice.

Sign interpreters are available upon request with a 48-hour advance notice by calling (214) 670-3738 V/TDD. The City of Dallas is committed to compliance with the Americans with Disabilities Act.

The Council agenda is available in alternative formats upon request.

If you have any questions about this agenda or comments or complaints about city services, call 311.

Rules of Courtesy

City Council meetings bring together citizens of many varied interests and ideas. To insure fairness and orderly meetings, the Council has adopted rules of courtesy which apply to all members of the Council, administrative staff, news media, citizens and visitors. These procedures provide:

- That no one shall delay or interrupt the proceedings, or refuse to obey the orders of the presiding officer.
- All persons should refrain from private conversation, eating, drinking and smoking while in the Council Chamber.
- Posters or placards must remain outside the Council Chamber.
- No cellular phones or audible beepers allowed in Council Chamber while City Council is in session.

"Citizens and other visitors attending City Council meetings shall observe the same rules of propriety, decorum and good conduct applicable to members of the City Council. Any person making personal, impertinent, profane or slanderous remarks or who becomes boisterous while addressing the City Council or while attending the City Council meeting shall be removed from the room if the sergeant-at-arms is so directed by the presiding officer, and the person shall be barred from further audience before the City Council during that session of the City Council. If the presiding officer fails to act, any member of the City Council may move to require enforcement of the rules, and the affirmative vote of a majority of the City Council shall require the presiding officer to act." Section 3.3(c) of the City Council Rules of Procedure.

Información General

El Ayuntamiento de la Ciudad de Dallas se reúne regularmente los miércoles en la Cámara del Ayuntamiento en el sexto piso de la Alcaldía, 1500 Marilla, a las 9 de la mañana. Las reuniones informativas se llevan a cabo el primer y tercer miércoles del mes. Estas audiencias se transmiten en vivo por la estación de radio WRR-FM 101.1 y por cablevisión en la estación *Time Warner City Cable* Canal 16. El Ayuntamiento Municipal se reúne el segundo y cuarto miércoles del mes para tratar asuntos presentados de manera oficial en la agenda para su aprobación. Toda persona que desee hablar durante la asamblea del Ayuntamiento, debe inscribirse llamando a la Secretaría Municipal al teléfono (214) 670-3738, antes de las 5:00 pm del último día hábil anterior a la reunión. Para enterarse del nombre de su representante en el Ayuntamiento Municipal y el distrito donde usted puede votar, favor de llamar a la Secretaría Municipal.

Si necesita interpretación en idioma español, por favor comuníquese con la oficina de la Secretaría del Ayuntamiento al 214-670-3738 con notificación de 48 horas antes.

Intérpretes para personas con impedimentos auditivos están disponibles si lo solicita con 48 horas de anticipación llamando al (214) 670-3738 (aparato auditivo V/TDD). La Ciudad de Dallas está comprometida a cumplir con el decreto que protege a las personas con impedimentos, *Americans with Disabilities Act*. **La agenda del Ayuntamiento está disponible en formatos alternos si lo solicita.**

Si tiene preguntas sobre esta agenda, o si desea hacer comentarios o presentar quejas con respecto a servicios de la Ciudad, llame al 311.

Reglas de Cortesía

Las asambleas del Ayuntamiento Municipal reúnen a ciudadanos de diversos intereses e ideologías. Para asegurar la imparcialidad y el orden durante las asambleas, el Ayuntamiento ha adoptado ciertas reglas de cortesía que aplican a todos los miembros del Ayuntamiento, al personal administrativo, personal de los medios de comunicación, a los ciudadanos, y a visitantes. Estos reglamentos establecen lo siguiente:

- Ninguna persona retrasará o interrumpirá los procedimientos, o se negará a obedecer las órdenes del oficial que preside la asamblea.
- Todas las personas deben abstenerse de entablar conversaciones, comer, beber y fumar dentro de la cámara del Ayuntamiento.
- Anuncios y pancartas deben permanecer fuera de la cámara del Ayuntamiento.
- No se permite usar teléfonos celulares o enlaces electrónicos (*paggers*) audibles en la cámara del Ayuntamiento durante audiencias del Ayuntamiento Municipal.

"Los ciudadanos y visitantes presentes durante las asambleas del Ayuntamiento Municipal deben obedecer las mismas reglas de comportamiento, decoro y buena conducta que se aplican a los miembros del Ayuntamiento Municipal. Cualquier persona que haga comentarios impertinentes, utilice vocabulario obsceno o difamatorio, o que al dirigirse al Ayuntamiento lo haga en forma escandalosa, o si causa disturbio durante la asamblea del Ayuntamiento Municipal, será expulsada de la cámara si el oficial que esté presidiendo la asamblea así lo ordena. Además, se le prohibirá continuar participando en la audiencia ante el Ayuntamiento Municipal. Si el oficial que preside la asamblea no toma acción, cualquier otro miembro del Ayuntamiento Municipal puede tomar medidas para hacer cumplir las reglas establecidas, y el voto afirmativo de la mayoría del Ayuntamiento Municipal precisará al oficial que esté presidiendo la sesión a tomar acción." Según la sección 3.3(c) de las reglas de procedimientos del Ayuntamiento.

Handgun Prohibition Notice for Meetings of Government Entities

"Pursuant to Section 30.06, Penal Code (trespass by license holder with a concealed handgun), a person licensed under Subchapter H, Chapter 411, Government Code (handgun licensing law), may not enter this property with a concealed handgun."

"De acuerdo con la sección 30.06 del código penal (ingreso sin autorización de un titular de una licencia con una pistola oculta), una persona con licencia según el subcapítulo h, capítulo 411, código del gobierno (ley sobre licencias para portar pistolas), no puede ingresar a esta propiedad con una pistola oculta."

"Pursuant to Section 30.07, Penal Code (trespass by license holder with an openly carried handgun), a person licensed under Subchapter H, Chapter 411, Government Code (handgun licensing law), may not enter this property with a handgun that is carried openly."

"De acuerdo con la sección 30.07 del código penal (ingreso sin autorización de un titular de una licencia con una pistola a la vista), una persona con licencia según el subcapítulo h, capítulo 411, código del gobierno (ley sobre licencias para portar pistolas), no puede ingresar a esta propiedad con una pistola a la vista."

AGENDA
CITY COUNCIL BRIEFING MEETING
WEDNESDAY, APRIL 19, 2017
CITY HALL
1500 MARILLA
DALLAS, TEXAS 75201
9:00 A.M.

9:00 am Invocation and Pledge of Allegiance 6ES

 Special Presentations

 Open Microphone Speakers

VOTING AGENDA 6ES

1. Approval of Minutes of the April 5, 2017 City Council Meeting
2. Consideration of appointments to boards and commissions and the evaluation and duties of board and commission members (List of nominees is available in the City Secretary's Office)

BRIEFINGS 6ES

A. Overview of 911 Call Center Operations

Lunch

Closed Session 6ES
Attorney Briefings (Sec. 551.071 T.O.M.A.)
- Legal issues related to the Dallas Police & Fire Pension System.

AGENDA
CITY COUNCIL BRIEFING MEETING
WEDNESDAY, APRIL 19, 2017

Open Microphone Speakers

6ES

The above schedule represents an estimate of the order for the indicated briefings and is subject to change at any time. Current agenda information may be obtained by calling (214) 670-3100 during working hours.

Note: An expression of preference or a preliminary vote may be taken by the Council on any of the briefing items.

EXECUTIVE SESSION NOTICE

A closed executive session may be held if the discussion of any of the above agenda items concerns one of the following:

1. seeking the advice of its attorney about pending or contemplated litigation, settlement offers, or any matter in which the duty of the attorney to the City Council under the Texas Disciplinary Rules of Professional Conduct of the State Bar of Texas clearly conflicts with the Texas Open Meetings Act. [Tex. Govt. Code §551.071]
2. deliberating the purchase, exchange, lease, or value of real property if deliberation in an open meeting would have a detrimental effect on the position of the city in negotiations with a third person. [Tex. Govt. Code §551.072]
3. deliberating a negotiated contract for a prospective gift or donation to the city if deliberation in an open meeting would have a detrimental effect on the position of the city in negotiations with a third person. [Tex. Govt. Code §551.073]
4. deliberating the appointment, employment, evaluation, reassignment, duties, discipline, or dismissal of a public officer or employee; or to hear a complaint or charge against an officer or employee unless the officer or employee who is the subject of the deliberation or hearing requests a public hearing. [Tex. Govt. Code §551.074]
5. deliberating the deployment, or specific occasions for implementation, of security personnel or devices. [Tex. Govt. Code §551.076]
6. discussing or deliberating commercial or financial information that the city has received from a business prospect that the city seeks to have locate, stay or expand in or near the city and with which the city is conducting economic development negotiations; or deliberating the offer of a financial or other incentive to a business prospect. [Tex Govt. Code §551.086]

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DEPARTMENT: City Secretary

AGENDA DATE: April 19, 2017

COUNCIL DISTRICT(S): N/A

SUBJECT

Consideration of appointments to boards and commissions and the evaluation and duties of board and commission members (List of nominees is available in the City Secretary's Office)

Memorandum



DATE April 14, 2017
TO Honorable Mayor and Members of the City Council
SUBJECT **Overview of 911 Call Center Operations**

On Wednesday, April 19, 2017, you will be provided with an overview of the 911 Call Center Operations by William (Bill) Finch, CIO/Director, Communication & Information Services and Interim Chief of Police David Pughes, Dallas Police Department. The briefing materials are attached for your review.

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

Eric D. Campbell
Assistant City Manager

Jo M. (Jody) Puckett, P.E.
Interim Assistant City Manager

cc: T.C. Broadnax, City Manager
Larry Casto, City Attorney
Craig D. Kinton, City Auditor
Rosa A. Rios, City Secretary
Daniel F. Solis, Administrative Judge
Kimberly Bizer Tolbert, Chief of Staff to the City Manager
Theresa O'Donnell, Interim Chief of Economic Development & Neighborhood Services

Majed A. Al-Ghafry, Assistant City Manager
Mark McDaniel, Assistant City Manager
Jill A. Jordan, P.E., Assistant City Manager
Joey Zapata, Assistant City Manager
M. Elizabeth Reich, Chief Financial Officer
Alan E. Sims, Interim Chief of Community Services
Directors and Assistant Directors

Overview of 911 Call Center Operations

Council Briefing

April 19, 2017



**Chief David Pughes,
Interim Chief of Police**

**William Finch,
Chief Information Officer**

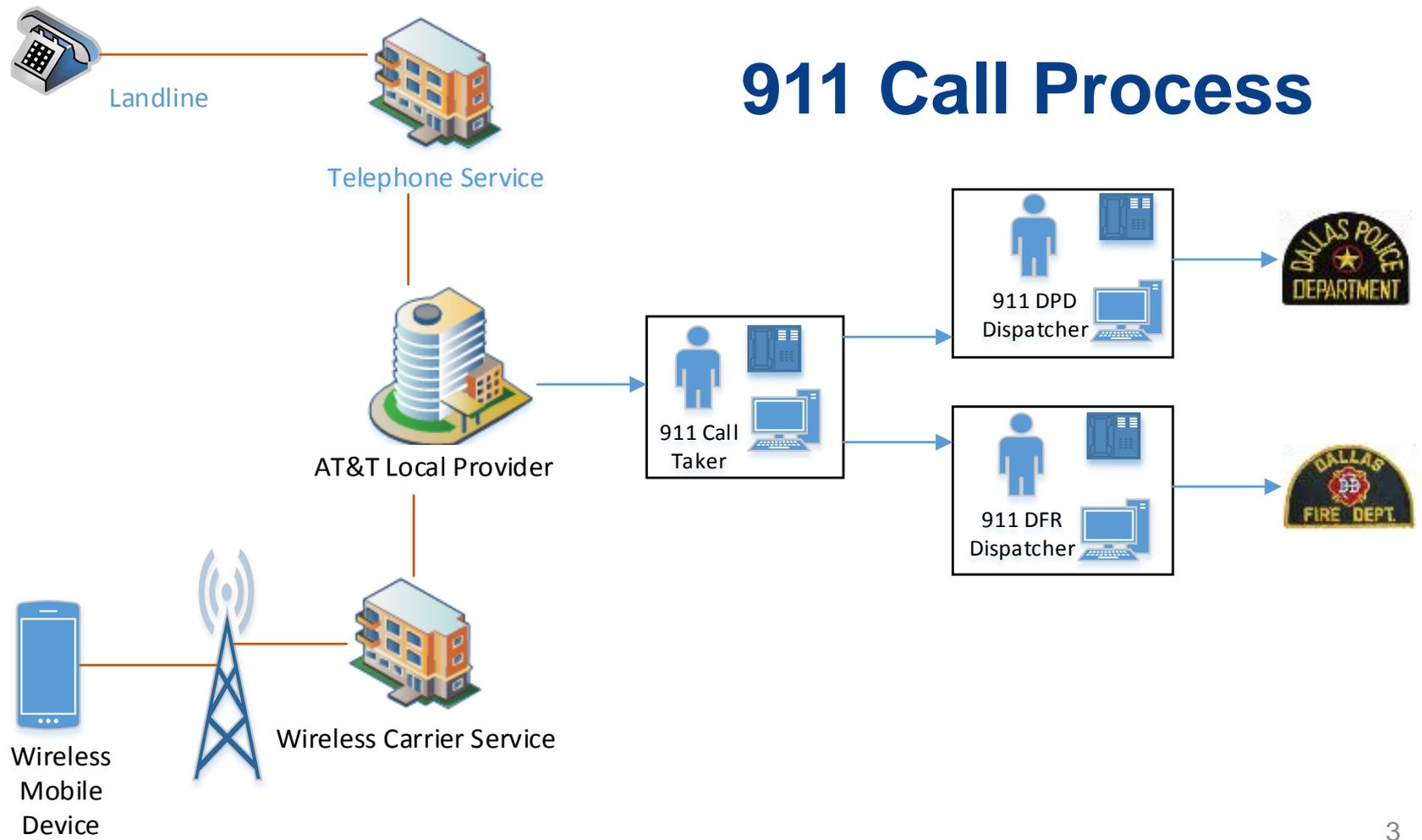
City of Dallas

Purpose

- Describe the 911 call center operation
- Review call center performance
- Identify issues affecting performance
- Outline actions taken
- Next steps



911 Call Process



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	1,028,222	293,618

*as of 3/31

911 Call Center Performance Standard

90% of all calls answered within 10 seconds **during busiest hour**

National
Emergency
Number
Association

90% of **all calls** answered within 10 seconds

City of Dallas

Here are a few of the cities using same standard as **Dallas**:

San Diego

San Antonio

Ft. Worth

Cincinnati

San Francisco

5



City of Dallas

Historical Service Levels

The City of Dallas goal is 90% of all calls answered within 10 seconds.

Fiscal Year	Calls Received	Average Time to Answer	Service Level
13/14	1,974,866	2 Seconds	95%
14/15	2,104,852	2 Seconds	94%
15/16	2,087,949	3 Seconds	92%
*16/17	1,028,222	22 Seconds	78%

*as of 3/31

Recent Service Levels

FY 2016 – April 14, 2017

Month	Calls Received	Average Time to Answer	Service Level
October 2016	184,926	6 Seconds	83%
November 2016	162,678	4 Seconds	89%
December 2016	172,387	12 Seconds	81%
January 2017	167,230	9 Seconds	80%
February 2017	161,228	44 Seconds	64%
March 2017	179,773	57 Seconds	72%
March 15 – April 14, 2017	167,740	9 Seconds	83%



Recent Issues

Technology

- Call Spikes
- Answering Capacity

Staffing

- Hiring
- Attrition



Recent 911 Call Center Issue:

Problem Statement

- 911 call center inbound call queue experienced an abnormal number of calls (“spike”) with no apparent correlation to an initiating event in the area
- City’s 911 infrastructure tested, validated by service provider AT&T as part of incident investigations
 - In all cases found to be operating as designed with no issues
 - No pattern detected for when an incident would occur, or its duration
- Significant number of abandoned call entries in the call queue were found not to have been made by the identified caller
 - T-Mobile the only carrier associated with these calls, however this affected all carriers



Recent 911 Call Center Issue: Timeline

Time Frame	Activity
November 2016	Unexplained call spike to 911 call center No underlying issue or cause identified
December 2016	Unexplained call spike to 911 call center T-Mobile Network Operations Center (NOC) contacts 911 call center to report T-Mobile is seeing many calls going into queue, unanswered COD and AT&T investigate these abandoned calls
December 2016 – March 2017	Incidents of unexplained call spikes continue intermittently but almost daily during this period



Recent 911 Call Center Issue: Timeline

Time Frame	Activity
February 2017	T-Mobile status calls changed from as needed to daily, due to call spike incidents continuing to occur on an almost daily basis PIO notification to the public and FCC notification made by DPD Memo to City Council about call issue
March 2017	Investigation and work to share information, identify root cause, and resolve the call spike issue continues between COD, T-Mobile, AT&T, other vendor resources during this period
March 2017	Significant unexplained spike in calls to 911 call center, 360+ call entries in queue PIO issues press release about call issue 2 nd memo to City Council about call issue Most significant unexplained spike in call to 911 call center, 410+ call entries in queue City Manager engages T-Mobile USA CEO and President



Recent 911 Call Center Issue: Technology Actions 3/15-17/17

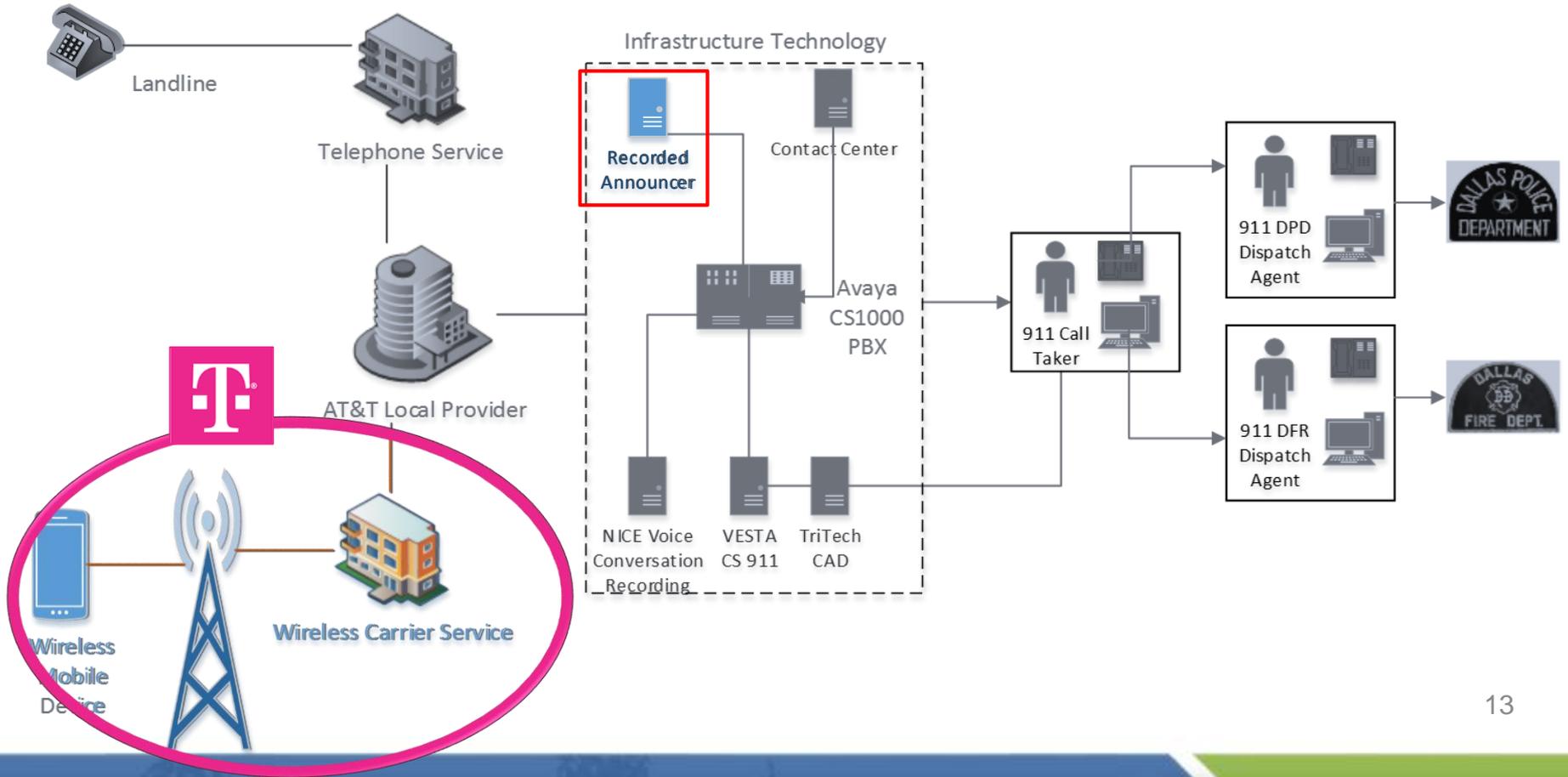
- Actions taken following onsite, joint working sessions at City Hall.
 - T-Mobile - Network changes made to mitigate the technology issue
 - City of Dallas / AT&T - Increased capacity and connections to shorten time and increase efficiency in delivering announcement to callers in queue during periods of high call volumes
- Results - No abnormal call spikes have been detected since these changes were made



911 Call Center Operations

(March 2017 Enhancements)

Public Safety Answering Point



Fiscal Year Issues

Technology

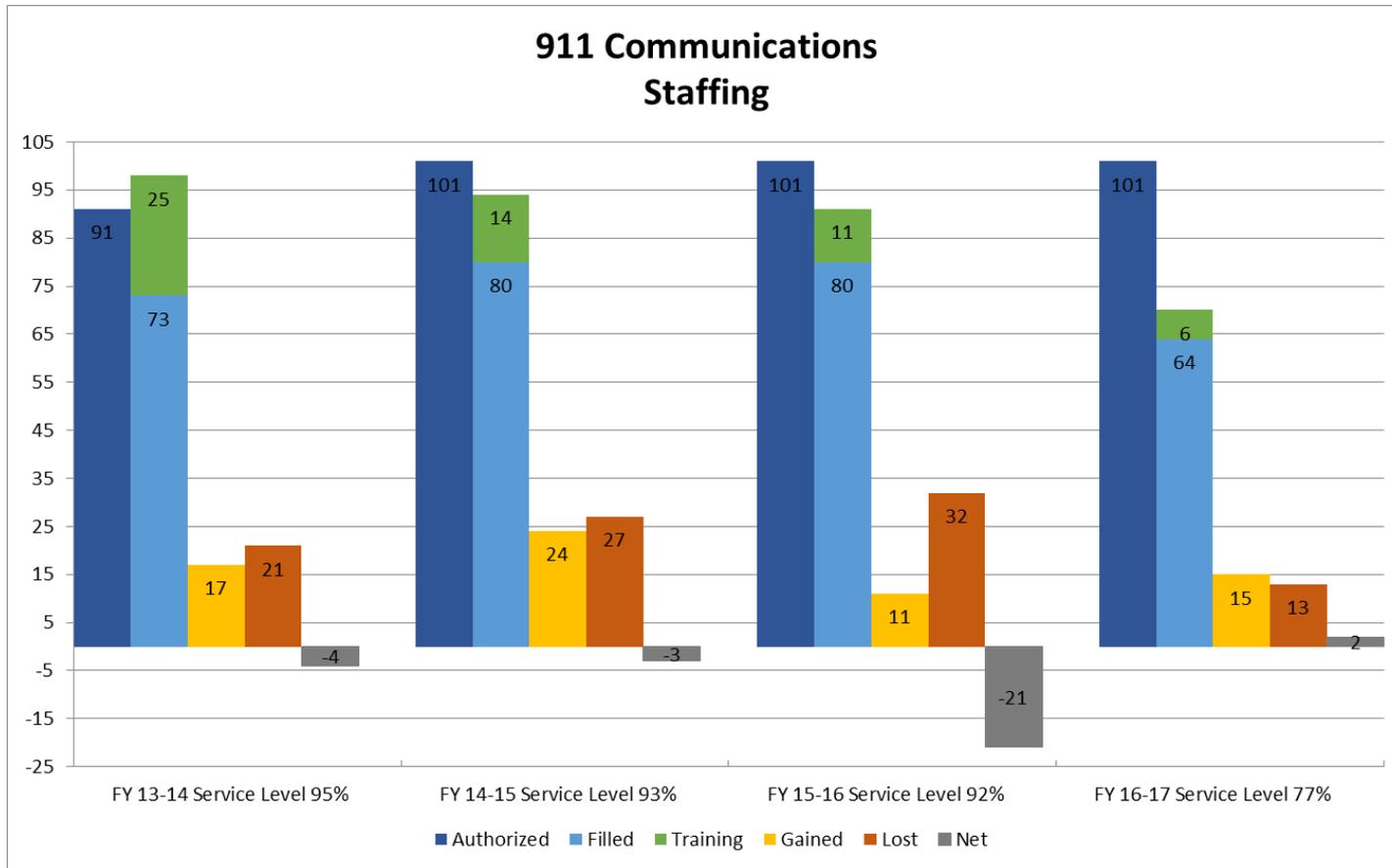
- Call Spikes
- Answering Capacity

Staffing

- Hiring
- Attrition



Historic Staffing Levels



Recent Staffing Levels

Month	Staffing Level		Service Level
	Call Taker	Trainee	
October 2016	65	5	83%
November 2016	63	6	89%
December 2016	62	8	81%
January 2017	62	11	80%
February 2017	61	11	64%
* March 2017	60	12	71%

* as of 3/31



Staffing Actions

Current

Cross-trained
dispatchers

Existing Officers
w/ 911 Training

1 month

39 sworn officers*

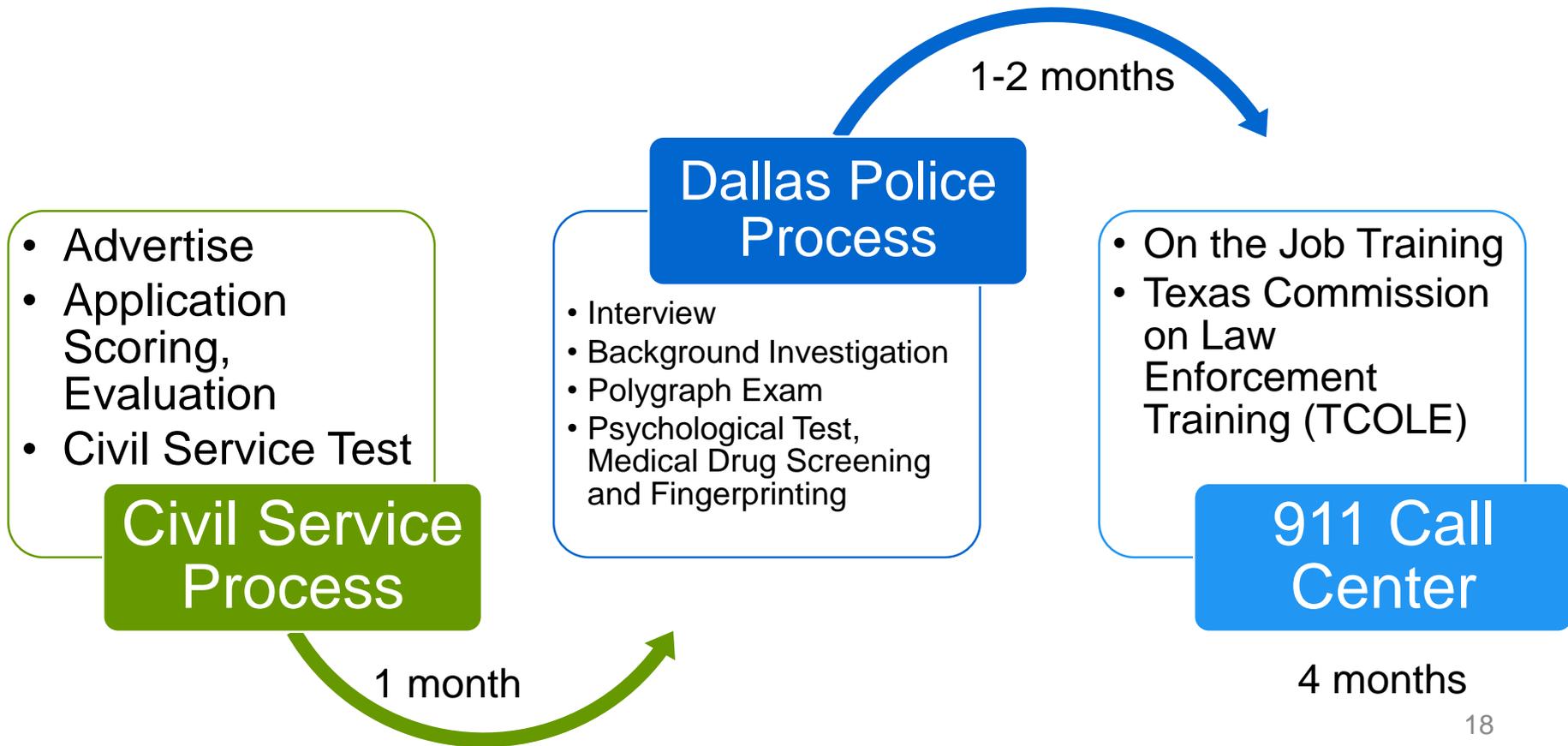
**Temporary Assignment*

1-2 months

**Hiring Fair –
871 Applicants**



Existing 911 Call Taker Hiring Process



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
- Adding three civilian background “detectives” who only process civilian applicants
- Shortened background process for applicants



911 Call Taker Salary

911 Call Taker Trainee \$33,382



9 weeks classroom
6 weeks live training

911 Call Taker start - \$36,053

911 Call Taker top - \$57,415

* A salary study is being conducted by Human Resources



Moving Forward

- Staffing software to be utilized for scheduling and forecasting
- Maintain callback list of qualified non-communications employees who can assist, if needed
- Call Center environment enhancements



Future 911 Call Center Actions

- Assessment completed in 2015 recommended develop plan for move to Next Generation 911 technology (NG911)
- NG911 is an Internet Protocol (IP)-based system
 - digital information (e.g., voice, photos, videos, text messages) to flow seamlessly from the public, through the 911 network, and on to emergency responders
 - enhance the 911 system to create a faster, more flexible, resilient, and scalable system: that allows 911 to keep up with communication technology used by the public
- City to implement in phases



Technology Enhancements – Phase I

- Move from an analog phone trunk system to a digital T1 system
- Move from a largely hardware-driven system to a more software-driven, NG911-compatible telephony system
- Hardware refresh of 312 computers
- Phase I in FY2016-17 budget - \$2.6M
 - In progress, completion planned for Oct/Nov 2017



Technology Enhancements – Phase II & III

- Phase II - Upgrade of backup 911 system to same level of technology deployed in Phase I
 - Estimated \$7.2M with 12 month implementation once contracted
 - Functionally redundant, off-site backup of the 911 call center: Call handling, Computer-aided dispatch, 30 seats, Fiber connection to hosted NG911 backup service
- Phase III – Consider and evaluate options for connectivity to an ESINet
 - Timeframe and budget TBD



Questions?



Appendix



911 Call Center Management History

1995

911 and 311 Operations in Dallas Fire-Rescue

2002

Water Customer Service moved to DFR as a component of 311

2005

Dallas Police Department Management and Efficiency Study (Berkshire Study)

2007

Assessment of the Dallas Fire-Rescue Department (Berkshire Study)
Call Center Study (Jericho Consulting)

- Recommendation to separate 911 & 311 call-taking functions into two centers

2008

Separation of Call Center functions

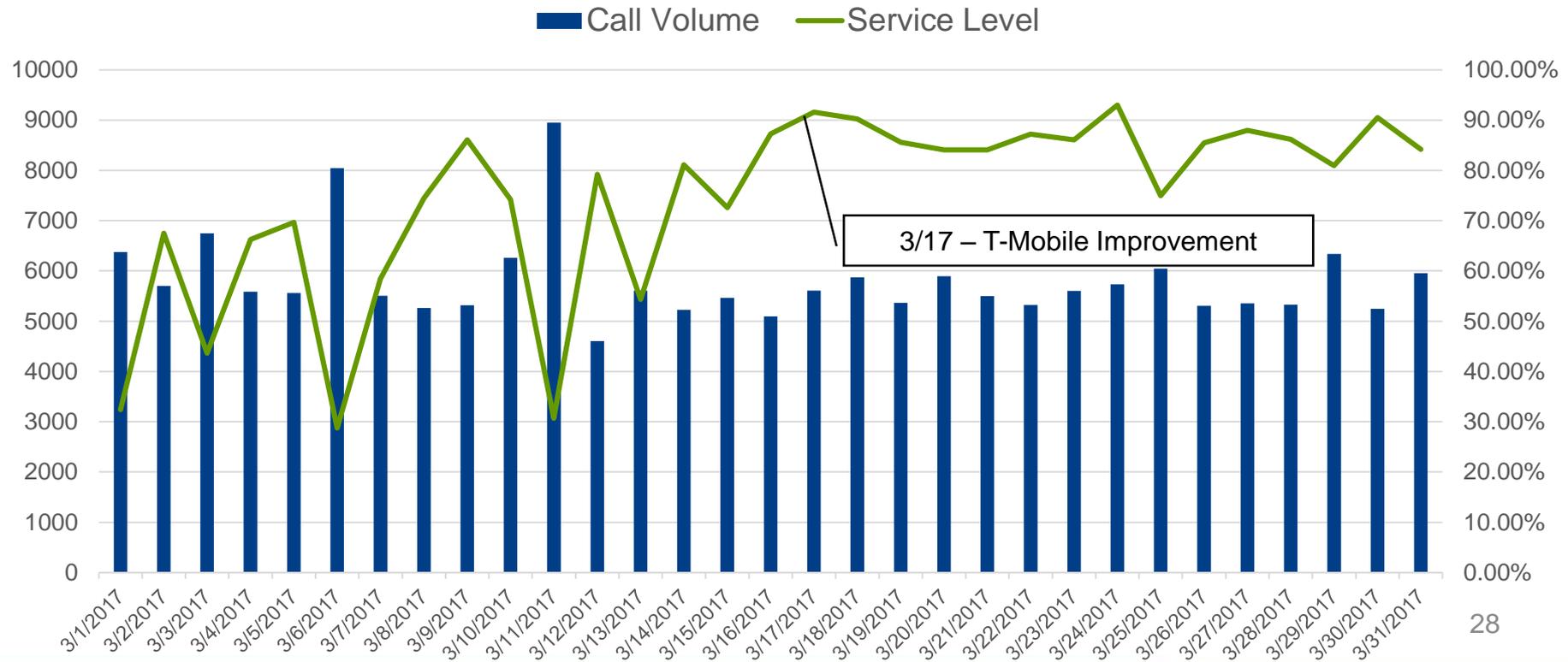
- 911 (managed by DPD)
- 311 & Water Utilities



March 2017 Call Volume and Service Level

Calls: 179,773

Service Level: 72.23%



911 Call Taker Minimum Qualifications

- Education
 - High School diploma or GED
- Experience
 - Two (2) years of customer service experience with one (1) year of heavy phone contact, data entry/form completion, complaint resolution
- Additional Requirements
 - Must pass intensive background investigation and drug test
 - Must obtain a Texas Commission on Law Enforcement (TCOLE) Certification during probationary period
 - No Felony or Misdemeanor A convictions
 - No Class B Misdemeanor convictions within the last ten (10) years

