



City of Saginaw

Meeting and/or Executive Session Agenda

Tuesday, January 2, 2024, 6:00 PM
Council Chamber
333 West McLeroy Boulevard
Saginaw, Texas 76179

In accordance with Section 551.043 of the Texas Government Code, this agenda has been posted at Saginaw City Hall, and distributed to the appropriate news media within the required time frame. All meetings of the Saginaw City Council are open to the public. Public participation and written comments are invited on all open session business items.

The Mayor and City Council request that all cell phones and pagers be turned off or set to vibrate. Members of the audience are requested to step outside to respond to a page or to conduct a phone conversation. The City Hall is wheelchair accessible and special parking is available on the east side of the building. If special accommodations are required please contact the City Secretary a minimum of 72 hours in advance at 817-232-4640.

1: Call To Order

- 1A. Call To Order -- Todd Flippo, Mayor
- 1B. Pledges--Pledge of Allegiance to the United States; Pledge of Allegiance to the State of Texas--"Honor the Texas Flag; I pledge allegiance to thee, Texas, one State under God, one and indivisible"
- 1C. Invocation--Dr. Mark Towns, First Baptist Church
- 1D. Audience Participation--On the Video Screen

2: Consent Agenda

All items listed are part of the Consent Agenda. Public hearing and review are held collectively unless opposition is presented, in which case the contested item will be heard separately.

- 2A. Action regarding Minutes, December 2, 2023--Janice England, City Secretary
- 2B. Action regarding Minutes, December 5, 2023--Janice England, City Secretary
- 2C. Action regarding a Chapter 380 Economic Development Incentive Agreement with 416 Belmont St.--Keith Rinehart, Director of Community & Economic Development
- 2D. Action regarding approval of Requests for Payment Under Beltmill PID Reimbursement Agreement--Kim Quin, Finance Director

3: Proclamations-Presentations

4: Public Hearings

- 4A. PUBLIC HEARING--Consideration and Action Regarding Approval to Consider an Ordinance Amending the Zoning Ordinance of the City of Saginaw regarding a Change to the Development Plan for the Square Planned Development (the Shoppes) on approximately 4.9 acres out of the Benjamin Thomas Survey, Abstract 14971, Tract 3B03A (per TAD) (Ordinance No. 2024-02)--Susy Victor-Trevino, Planning Manager

5: Business

- 5A. Consideration and Action regarding Consolidating Emergency Dispatch Services with Lake Worth--Russell Ragsdale, Police Chief

5B. Consideration and Action regarding Resolution 2024-01, Revisions to the City of Saginaw Personnel Policies--Melanie McManus, HR Director

5C. Consideration and Action regarding Award of Bid for Saginaw Switchyard Expansion--Laura Presley, City Engineer

5D. Update on Pedestrian Bridge/Crossing in Highland Station Park--Trenton Tidwell, City Engineer, & Randy Newsom, Director of Public Works

5E. Consideration and Action regarding Employee Survey Participation Results--Melanie McManus, HR Director

5F. WORKSHOP--Roundabout at Knowles Dr. and W. McLeroy Blvd.--Councilmember Bighorse & Mayor Pro-Tem Junkersfeld

5G. WORKSHOP--2023 Work Plan Review & 2024 Project Discussion--Gabe Reaume, City Manager

6: Executive Session

The City Council may take action on any Executive Session item posted.

6A. 551.071. Texas Government Code. Consultation with Attorney. The City Council may convene in executive session to conduct a private consultation with its attorney on any legally posted agenda item, when the City Council seeks the advice of its attorney about pending or contemplated litigation, a settlement offer, or on a matter in which the duty of the attorney to the governmental body under the Texas Disciplinary Rules of Professional Conduct of the State Bar of Texas clearly conflicts with the provisions of Chapter 551, including the following items:

6B. Any Posted Item

7: Adjournment

7A. Adjournment--Todd Flippo, Mayor

Date Posted: December 29, 2023



City of Saginaw

City Council Memorandum

Prepared By: Janice England

Action regarding Minutes, December 2, 2023--Janice England, City Secretary

Meeting	Agenda Group	
Tuesday, January 2, 2024, 6:00 PM	Consent Agenda	Item: 2A
Reference File		

BACKGROUND/DISCUSSION:

The minutes of the City Council Meeting held on December 2, 2023 are presented for consideration.

FINANCIAL IMPACT:

N/A

RECOMMENDATION:

Staff recommends approval.

Attachments

Draft Minutes--12-02-2023.pdf

****The Following Document is a draft of the minutes and not the official
approved minutes****

Minutes for the City Council

333 West McLeroy Boulevard, Saginaw, Texas, 76179

December 2, 2023, 3:00 PM - December 2, 2023, 3:35 PM

Roll Call: (The following members were in attendance)

Todd Flippo, Mayor

Cindy Bighorse, Place 5

Mary Copeland, Place 6

Paul Felegy, Place 1

Nick Lawson, Place 2

Valerie Junkersfeld, Mayor Pro Tem

Absent:

Randy Edwards, Place 4

1. Call To Order

1A. Call To Order -- Todd Flippo, Mayor-

Mayor Flippo called the meeting to order at 3:00 p.m.

Present

City Attorney Bessie Bronstein

City Manager Gabe Reaume

Asst. City Manager Lee Howell

Communications Manager Pedro Zambrano

Absent

City Engineer Trenton Tidwell, P.E.

Finance Director Kim Quin

City Secretary Janice England

Police Chief Russell Ragsdale

Fire Chief Doug Spears

Director of Public Works Randy Newsom

Director of Community & Economic Development Keith Rinehart

Director of Human Resources Melanie McManus

Library Director Ellen Ritchie

Visitors

Benjamin Guttery

1B. Audience Participation--On the Video Screen-

Anyone wishing to speak during the discussion of an item listed on the agenda must complete an audience participation form. These forms are located by the Asst. City Manager. The Mayor will call on you when that item is discussed. You will have three (3) minutes to make your comments.

2. Consent Agenda

All items listed are part of the Consent Agenda. Public hearing and review are held collectively unless opposition is presented, in which case the contested item will be heard separately.

3. Proclamations-Presentations

4. Public Hearings

5. Business

5A. Consideration and Action regarding remaining in the settlement party or opting-out of the settlement party of the Per-and Polyfluorinated Substances Class Action Lawsuits with DuPont and 3M and participation in future settlements--Bryn Meredith, City Attorney - 3:00 PM

City Attorney Bronstein explained the City's options regarding remaining in the settlement party or opting-out of the settlement party of the Per-and Polyfluorinated Substances Class Action Lawsuits with DuPont and 3M Company and participation in future settlements. There was some discussion. Mr. Benjamin Guttery, a resident of the Saginaw Springs Subdivision, addressed the Council.

Nick Lawson made a motion to Approve that was seconded by Paul Felegy with a result of 4-2-0-0 Opposed by Todd Flippo, Cindy Bighorse

Motion was made by Councilmember Lawson with a second by Councilmember Felegy to opt out. Motion carried. 4-2-0-1 (Absent: Councilmember Edwards)

6. Executive Session

The City Council may take action on any Executive Session item posted.

6A. 551.071. Texas Government Code.-

6B. Any Posted Item -

7. Adjournment

7A. Adjournment--Todd Flippo, Mayor -

Mayor Flippo declared the meeting adjourned at 3:35 p.m.

Valerie Junkersfeld made a motion to Approve that was seconded by Cindy Bighorse with a result of 6-0-0-0

Motion was made by Mayor Pro-Tem Junkersfeld with a second by Councilmember Bighorse to adjourn the meeting. Motion carried. 6-0-0-1 (Absent: Councilmember Edwards)



City of Saginaw

City Council Memorandum

Prepared By: Janice England

Action regarding Minutes, December 5, 2023--Janice England, City Secretary

Meeting	Agenda Group	
Tuesday, January 2, 2024, 6:00 PM	Consent Agenda	Item: 2B
Reference File		

BACKGROUND/DISCUSSION:

The minutes of the City Council Meeting held on December 5, 2023 are presented for consideration.

FINANCIAL IMPACT:

N/A

RECOMMENDATION:

Staff recommends approval.

Attachments

Draft Minutes--12-05-2023.pdf

****The Following Document is a draft of the minutes and not the official
approved minutes****

Minutes for the City Council

333 West McLeroy Boulevard, Saginaw, Texas, 76179

December 5, 2023, 5:59 PM - December 5, 2023, 8:14 PM

Roll Call: (The following members were in attendance)

Cindy Bighorse, Place 5

Todd Flippo, Mayor

Mary Copeland, Place 6

Randy Edwards, Place 4

Paul Felegy, Place 1

Nick Lawson, Place 2

Valerie Junkersfeld, Mayor Pro Tem

1. Call To Order

1A. Call To Order -- Todd Flippo, Mayor

Mayor Flippo called the meeting to order at 6:00 p.m.

Present

City Attorney Bradley Anderle

City Engineer Trenton Tidwell, P.E.

City Manager Gabe Reaume

Asst. City Manager Lee Howell

Finance Director Kim Quin

City Secretary Janice England

Asst. Police Chief Brandon Badovinac

Police Lieutenant Corey Burnett

Director of Public Works Randy Newsom

Asst. Director of Public Works Jarred Coursey

Director of Community & Economic Development Keith Rinehart

Director of Human Resources Melanie McManus

Library Director Ellen Ritchie

Communications Manager Pedro Zambrano

Planning Tech Maria Hernandez

Absent

None

Visitors

Brack St. Clair

Glenn Reeves

Mark Towns

Caleb Towns

Nathan Towns

Ronnie Horton

Wes Horton

Matt Regan

**1B. Pledges--Pledge of Allegiance to the United States; Pledge of Allegiance to the State of Texas--
"Honor the Texas Flag; I pledge allegiance to thee, Texas, one State under God, one and indivisible"**

1C. Invocation--Dr. Mark Towns, First Baptist Church

Dr. Mark Towns of the First Baptist Church gave the invocation.

1D. Audience Participation--Anyone wishing to speak during the discussion of an item listed on the agenda must complete an audience participation form. These forms are located by the Police Chief. After completing the form, give it to the City Secretary. She will give it to the Mayor. The Mayor will call on you when that item is discussed. You will have three (3) minutes to make your comments.

2. Consent Agenda

All items listed are part of the Consent Agenda. Public hearing and review are held collectively unless opposition is presented, in which case the contested item will be heard separately.

Valerie Junkersfeld made a motion to Approve that was seconded by Paul Felegy with a result of 7-0-0-0

Motion was made by Mayor Pro-Tem Junkersfeld with a second by Councilmember Felegy to approve Items 2A, 2C, 2D, 2E and 2F of the Consent Agenda. Motion carried unanimously. 7-0-0-0

2A. Action regarding Minutes, November 7, 2023--Janice England, City Secretary

The minutes of the City Council Meeting held on November 7, 2023 were presented for approval.

2B. Action regarding approval of Memo of Understanding (MOU) for providing Detention Services to City of Blue Mound Police Department--Brandon Badovinac, Asst. Police Chief

**** Item was Removed from Consent**

The Blue Mound Police Department is requesting the Saginaw Police Department provide detention services for arrests made by their department. These services are addressed in the proposed Memo of Understanding. Saginaw Police Department provides a similar service for the Eagle Mountain-Saginaw Independent School District (EMS-ISD) Police Department. The financial impact will be a positive one for the City of Saginaw. Blue Mound will compensate the City of Saginaw for each arrest that is made and transported to the Saginaw Police Department Detention Center. Blue Mound estimates four to six arrests per month based on previous activity. The fee per arrestee will be \$415 which is the cost to process and detain an inmate. This is the same fee that is currently charged to EMS-ISD.

Nick Lawson made a motion to Approve that was seconded by Paul Felegy with a result of 6-0-1-0 Abstained by Mary Copeland

2C. Action regarding Reappointment of Tax Increment Reinvestment Zone No. 1 Board of Directors--Janice England, City Secretary

The terms of office for four members of the Tax Increment Reinvestment Zone No. 1 Board of Directors will expire on December 31, 2023. The four members are as follows: Place 5-Randy Edwards, Place 7-Mary Copeland, Place 8-Tracey Knight (Tarrant County Representative), and Place 9-Ronnie Watkins (Tarrant County College District Representative). The terms of office are two years. The Council will need to take action to reappoint the four members.

2D. Action regarding Cancellation of December 19, 2023 City Council Meeting--Janice England, City Secretary

Due to the upcoming Christmas Holidays and the fact that there are no pending items for the December 19th City Council Meeting, it has been suggested that the meeting be cancelled.

2E. Action regarding Interlocal Agreement with Tarrant County for Mill and Asphalt Overlay of Arcadia Dr., Straw Rd., Ridgecrest Dr. from Stallion Ln. to Canyon Dr., S. Hampshire Street from Hialeah Park St. to W. Southern Ave., Pimlico Way, and McLeroy Blvd. from Saginaw Blvd. to the Burlington Northern Santa Fe Railroad Crossing--Randy Newsom, Director of Public Works

The proposed Interlocal Agreement with Tarrant County includes mill and asphalt overlay of Arcadia Dr., Straw Rd., Ridgecrest Dr. from Stallion Ln. to Canyon Dr., S. Hampshire St. from Hialeah Park St. to W. Southern Ave., Pimlico Way, and McLeroy Blvd. from Saginaw Blvd. to

the Burlington Northern Santa Fe Railroad Crossing. As in previous agreements, Tarrant County will furnish the labor and equipment. The responsibilities of both parties are specified in the proposed agreement. Projects are scheduled as Tarrant County's workload permits. Funds to cover these expenditures are budgeted in multiple accounts in the 2023-2024 Street Maintenance Fund Budget. Tarrant County approved the proposed agreement on November 7, 2023.

2F. Action regarding Purchase of Vac Truck for Water & Wastewater Department--Jarred Coursey, Asst. Director of Public Works

The City Council approved in the FY2022-2023 budget the purchase of a new Vac truck. Public Works chose to purchase from a new vendor, Gap Vax, and ordered the truck. The projected delivery date at that time was June/July 2023. In August 2023, Gap Vax advised that the expected delivery date had changed to September 2024. This presented a two year wait to receive the new truck. This created more risk to the City due to truck aging another year and the likelihood of more maintenance needs that would cause down time of the machine and require money to repair. It also created the risk of the trade-in value depreciating.

In September 2023, crews were working on a sewer main break and one of the main suction hoses on our current Vac truck busted. One of our crew members contacted Kinloch Vac Tron and their representative delivered a new hose on site, on a Saturday, and helped install the new hose to ensure the truck would operate correctly. We had never received that level of service in past years of being a Kinloch customer. The quality of Kinloch trucks was never in question when we decided to purchase the truck from Gap Vax. The decision was solely based on the customer service we received when trying to get our truck serviced or repaired. While on site, conversations began about Kinloch having trucks on hand and new trucks being readily available in the near future. We expressed our concerns about their customer service and were told they had removed all personnel that had been employed at Kinloch during that time and had resolved their customer service issues. We once again contacted Gap Vax and made sure that we would not receive the truck any sooner than September 2024, and unfortunately they confirmed that was still the expected delivery date.

Kinloch currently has a Vac truck on hold for us that can be delivered in December. This truck will not exceed the budgeted amount. Also, we have confirmed with the Gap Vax representative that we are able to cancel the order with no issue.

The budgeted amount for a new Vac truck in the FY2022-2023 budget was \$561,525. The Gap Vax truck was priced at \$559,318.59 with a trade-in allowance of \$80,000 (total cost \$479,318.59). This was approved at the November 15, 2022 City Council Meeting. The Kinloch Vac truck that is available to us now is priced at \$556,028. They have given us a trade-in allowance of \$76,709.41 which will bring the total cost to \$479,318.59. The FY2023-2024 budget will be amended at midyear to reflect the unexpended funds from the FY2022-2023 budget.

3. Proclamations-Presentations

3A. Customer Service Request System Presentation--Maria Hernandez, Planning Tech

Planning Tech Hernandez gave a presentation regarding the new system for reporting concerns including sidewalk/street issues, water leaks, sewage issues, street sign issues, etc. The new system will be available to residents beginning on December 6, 2023.

4. Public Hearings

5. Business

5A. Consideration and Action regarding Resolution 2023-26, Revisions to the City of Saginaw Personnel Policies--Melanie McManus, HR Director

Director of Human Resources McManus stated that an Employee Suggestion Program was discussed at the September 5, 2023 City Council Meeting. The City Council directed staff to move forward and present a formal program at a later date. She explained that Resolution No. 2023-26 approves the addition of an Employee Suggestion Program to the Personnel Policies Manual (Chapter 11 Employee Incentive Program, Section 11.3 Employee Suggestion Program). She added that an employee suggestion program offers a way to gather new ideas, boost performance, and commit to continuous improvement. Potential monetary awards will range from \$25 to a maximum of \$5,000 for documented and net savings. Awards for suggestions that have intangible value are determined according to their impact on City operations with a range of \$25 to a maximum of \$1,500.

Valerie Junkersfeld made a motion to Approve that was seconded by Cindy Bighorse with a result of 7-0-0-0

5B. Consideration and Action regarding a Final Change Order for the new Fire Station Project--Doug Spears, Fire Chief

Fire Chief Spears stated that staff is in the process of reconciling the Fire Station Project and closing out the financial components. He explained the purpose of this item is for

approval of a final change order request for work done by Steele and Freeman Inc. The change order will cover the cost of an unanticipated but necessary Oncor underground service line relocation that was performed. The amount of the change order request is \$108,940. This amount will be covered by the remaining and unexpended Fire Station Project Funds.

Valerie Junkersfeld made a motion to Approve that was seconded by Paul Felegy with a result of 7-0-0-0

5C. Consideration and Action regarding Tyler Technologies Citation Software System--Corey Burnett, Police Lieutenant

This past year the Police Department had a higher-than-normal number of issues with the current ticket writer devices. Several surrounding police departments and court clerks were contacted regarding what they use and if they were satisfied with their products. We found the most widely used software to be Brazos Software by Tyler Technologies. The Brazos Software would allow the use of city owned cell phones via the software app and our current printers. The software and cell phone app process will not only be more efficient by reducing the length of time on a traffic stop but will also be more cost effective in the long run. The software will also allow us to do more than simply issue citations. It will allow us to issue criminal trespass warnings, vehicle inventory sheets, and print out driver exchange sheets for persons involved in a vehicle crash. All of these extra abilities are more efficient for the officers in the field and will reduce overhead on hard copies of these forms.

Prices were compared for three companies and the services provided, and it was determined that Tyler Technologies was the most cost effective on an annual basis as well as more efficient in the field. If approved, the Municipal Court will not have to change their software because Tyler Technologies has an interface with our current court software and the setup and installation of this interface is included with our quote. The time frame for transitioning will be approximately ninety days.

The initial cost is \$30,634.87 which includes the initial set up, installation and training costs of \$13,535 plus the first year cost of \$17,099.87. The annual yearly cost is also \$17,099.87 compared to our current software and device cost of between \$17,817 to \$20,819 annually depending on how many new devices are purchased during the year. The funding for this software is currently paid by the Court Fund.

Nick Lawson made a motion to Approve that was seconded by Randy Edwards with a result of 7-0-0-0

5D. Consideration and Action regarding Service Agreement for managed security and IT services with iwerk--Lee Howell, Assistant City Manager

Asst. City Manager Howell stated that reliable and more sophisticated cyber security measures have become a necessity for cities. System intrusion attempts are on the rise and cities of all sizes are favorite targets of professional hackers and ransomware attacks. He explained that the proposed Standard Managed Security and IT Services Agreement with iwerk covers services that would immediately enhance system protection at the device level and provide consultation to begin development of a comprehensive cyber security plan for all systems. The cost for the Standard Managed Security and IT Services for all devices is \$122,400 annually. Funds to cover this expense will come from one-time unanticipated additional revenues. The costs will be added to the annual budget process hereafter.

Nick Lawson made a motion to Approve that was seconded by Paul Felegy with a result of 6-1-0-0 Opposed by Valerie Junkersfeld

5E. Consideration and Action regarding Award of Bid for Reroofing the Police Department Building--Brandon Badovinac, Asst. Police Chief

Asst. Police Chief Badovinac explained that at the January 17, 2023 City Council Meeting, the Council voted to approve a proposal for Professional Services for Roof Technical Services, Inc. for Professional Engineering/Roof Consulting Services for the Police Department. This was necessary due to the complexity of the existing roof. They prepared the bid documents. The project was advertised and bids were opened on November 9, 2023. Rondi Perry of Roof Technical Services, Inc. reviewed the bids extensively and interviewed the low bidder, Jeff Eubank Roofing, Inc. Based on the bids received and his review, Mr. Perry has recommended the bid be awarded to Jeff Eubank Roofing, Inc. in the amount of \$620,100. American Rescue Plan Act (ARPA) Funds in the amount of \$276,745 were included in the FY2022/2023 budget (Police Department, Account 01-7600-05-00, COVID-19 Expense/ARPA) for this project. There are remaining ARPA Funds that will be used for the remaining \$343,355.

Paul Felegy made a motion to Approve that was seconded by Valerie Junkersfeld with a result of 7-0-0-0

6. Executive Session

The City Council may take action on any Executive Session item posted.

6A. 551.071. Texas Government Code. Consultation with Attorney. The City Council may convene in executive session to conduct a private consultation with its attorney on any legally posted agenda item, when the City Council seeks the advice of its attorney about pending or contemplated litigation, a settlement offer, or on a matter in which the duty of the attorney to the governmental body under the Texas Disciplinary Rules of Professional Conduct of the State Bar of Texas clearly conflicts with the provisions of Chapter 551, including the following items:

6B. Any Posted Item -

6C. 551.087 Texas Government Code. Deliberation regarding Economic Development Negotiations. The City Council may convene in executive session to discuss or deliberate regarding 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 to deliberate the offer of a financial or other incentive to a business prospect described above, including:-

6D. Building Improvement Grant Application--416 Belmont St. -

6E. Fuel City Intersection Improvements -

6F. Victory Western Center -

Mayor Flippo declared the meeting recessed into Executive Session at 7:27 p.m.

Mayor Flippo declared the meeting back in Regular Session at 8:14 p.m.

7. Adjournment

7A. Adjournment--Todd Flippo, Mayor

Mayor Flippo declared the meeting adjourned at 8:14 p.m.

Paul Felegy made a motion to Approve that was seconded by Randy Edwards with a result of 6-0-0-1
Absent was Valerie Junkersfeld



City of Saginaw

City Council Memorandum

Prepared By: Janice England

Action regarding a Chapter 380 Economic Development Incentive Agreement with 416 Belmont St.--Keith Rinehart, Director of Community & Economic Development

Meeting	Agenda Group	
Tuesday, January 2, 2024, 6:00 PM	Consent Agenda	Item: 2C
Reference File		

BACKGROUND/DISCUSSION:

On Tuesday, December 5, 2023, the Saginaw City Council received information in Executive Session pertaining to the specifics of a Building Improvement Grant (BIG) Program application submitted by Del Mar Property LP / King Laundry LP in regards to their property located 416 Belmont St. The City Council determined in that session to award an amount not-to-exceed \$5,000 in reimbursable and matching dollars for the anticipated improvements as proposed on their application. The included contract under consideration is the realization of that intention.

FINANCIAL IMPACT:

Maximum of \$5,000 from Account # 01-6142-13-00 Building Improvement Grants

RECOMMENDATION:

N/A

Attachments

380 Agreement Saginaw Laundry.pdf

Building Improvement Grant Program Agreement

This Building Improvement Grant Program Agreement ("Agreement") is made by and between the City of Saginaw (the "City") and Del Mar Property LP and King Laundry LP ("Property Owner").

WITNESSETH:

WHEREAS, the Property Owner is the owner of property located at 416 Belmont St, Saginaw, Texas; and

WHEREAS, Texas Local Government Code Chapter 380 allows the City to provide incentives for the promotion of economic development; and

WHEREAS, the promotion of the redevelopment of commercial properties in the City promotes economic development within the City and is essential for the continued economic growth and vitality of the City; and

WHEREAS, the Building Improvement Grant Program will enhance the commercial viability and sustainability of commercial properties in the City, improve the physical appearance of businesses and visibly enhance the City's commercial corridors, and aid in the retention and expansion of existing businesses; and

WHEREAS, the City has determined that providing an economic development incentive in accordance with this Agreement will further the objectives of the City, will benefit the City and the City's inhabitants, will promote local economic development, and will stimulate business and commercial activity in the City; and

NOW THEREFORE, in consideration of the foregoing, and on the terms and conditions hereinafter set forth, and other valuable consideration the receipt and sufficiency of which are hereby acknowledged, the parties agree as follows:

Section 1. Term

The term of this Agreement shall begin on the date of Property Owner execution listed below and shall continue until the three-year anniversary of the date that the final Building Improvement Grant is paid by the City, unless sooner terminated as provided herein.

Section 2. Definitions

The terms used in this Agreement shall have the meanings ascribed to them in the City of Saginaw Building Improvement Grant Policy. The term "Impositions" shall mean: all taxes, assessments, use and occupancy taxes, charges, excises, license and permit fees, and other charges by public or governmental authority, general and special, ordinary

and extraordinary, foreseen and unforeseen, which are or may be assessed, charged, levied, or imposed by any public or governmental authority on the Property Owner or any property or any business owned by Property Owner within the City.

Section 3. Economic Development Incentive

(a) Payment. Subject to the Property Owner's continued satisfaction of the terms and conditions of this Agreement and of the Policy, and the obligation of the Property Owner to repay the Incentive pursuant to Section 5(b) hereof, the City agrees to provide the Building Improvement Grant to the Property Owner to be paid in a single lump-sum payment after Property Owner makes a written request for reimbursement, in accordance with the requirements of the Policy. The total Building Improvement Grant shall be an amount not to exceed \$5,000 and eligibility for any Enhancement category shall be limited as set forth in the Policy.

(b) Current Revenue. The Building Improvement Grant made hereunder shall be paid solely from lawfully available funds that have been appropriated by the City. Under no circumstances shall City's obligations hereunder be deemed to create any debt within the meaning of any constitutional or statutory provision. None of the City's obligations under this Agreement shall be pledged or otherwise encumbered in favor of any commercial lender and/or similar financial institution or other party.

Section 4. Building Improvement Grant Conditions

(a) Conditions. The City's obligation to pay the Building Improvement Grant shall be conditioned upon the Property Owner's continued compliance with and satisfaction of the terms and conditions of this Agreement and the Policy, except those portions of the Policy that have been specifically waived or modified by the City Council. A detailed summary of the required Enhancements and required Construction Costs is set forth in the attached and incorporated Exhibit "A" hereto. A copy of the Policy is hereby attached hereto and incorporated herein as Exhibit "B" to this Agreement.

(b) Inspections. The Property Owner agrees that City, upon reasonable advance notice, may inspect the Enhancements to determine compliance with the terms of the Agreement.

(c) Construction Costs. The Property Owner shall, as a condition precedent to the City's payment of the Building Improvement Grant, provide copies of invoices, receipts and other documentation as may be reasonably requested by the Staff to verify the costs incurred and paid by the Property Owner for construction of the Enhancements.

Section 5. Termination

(a) This Agreement shall terminate upon the occurrence of any one of the following:

- (1) mutual agreement of the parties;
 - (2) the Expiration Date;
 - (3) at the City's option, if any Impositions owed to the City or the State of Texas by Property Owner shall become delinquent (provided, however Property Owner retains the right to timely and properly protest and contest any such Impositions);
 - (4) by the City in the event Property Owner breaches any of the terms or conditions of this Agreement and such breach is not cured within sixty (60) days after written notice thereof;
 - (5) by City, if the Property Owner suffers an event of bankruptcy or insolvency;
 - (6) by City, if any subsequent Federal or State legislation or any final, non-appealable decision of a court of competent jurisdiction declares or renders this Agreement invalid, illegal or unenforceable; or
- (b) In the event of termination by the City pursuant to (a)(3), (4), (5), or (6) the Property Owner shall immediately repay to the City an amount equal to Building Improvement Grant paid to Property Owner, if any, prior to termination of this Agreement.

Section 6. Miscellaneous

- (a) Assignment. This Agreement may not be assigned without the prior written consent of the City.
- (b) Binding Agreement. The terms and conditions of this Agreement are binding upon the successors and assigns of the parties hereto.
- (c) Limitation on Liability. It is understood and agreed between the parties that the Property Owner, in satisfying the conditions of this Agreement, has acted independently, and City assumes no responsibilities or liabilities to third parties in connection with these actions.
- (d) No Joint Venture. It is acknowledged and agreed by the parties that the terms hereof are not intended to and shall not be deemed to create a partnership or joint venture among the parties.
- (e) Authorization. Each party represents that it has full capacity and authority to grant all rights and assume all obligations that are granted and assumed under this Agreement.

(f) Notice. Any notice required or permitted to be delivered hereunder shall be deemed received three days thereafter sent by United States Mail, postage prepaid, certified mail, return receipt requested, addressed to the party at the address set forth below or on the day actually received if sent by courier or otherwise hand delivered.

If intended for Property Owner, to:

Del Mar Property LP and King Laundry LP
Attn: Brian Brunckhorst
416 Belmont St.,
Saginaw, TX 76179

If intended for City, to:

Attn: City Manager
City of Saginaw, Texas
P. O. Box 79070
Saginaw, Texas 76179

(g) Indemnification. **THE PROPERTY OWNER HEREBY CERTIFIES THAT THE PROPERTY OWNER IS SOLELY RESPONSIBLE FOR OVERSEEING THE WORK, AND WILL NOT SEEK TO HOLD THE CITY, THE BOARD, AND / OR THEIR AGENTS, EMPLOYEES, OFFICERS, AND / OR DIRECTORS LIABLE FOR ANY PROPERTY DAMAGE, PERSONAL INJURY, OR OTHER LOSS RELATED IN ANY WAY TO THIS AGREEMENT OR THE POLICY, AND AGREES TO INDEMNIFY THE CITY, THE BOARD, AND THEIR AGENTS, EMPLOYEES, OFFICERS, AND DIRECTORS FROM ANY CLAIMS OR DAMAGES RESULTING FROM THE PROJECT, INCLUDING REASONABLE ATTORNEY FEES.**

(h) Entire Agreement. This Agreement is the entire Agreement between the parties with respect to the subject matter covered in this Agreement. There is no other collateral oral or written Agreement between the parties that in any manner relates to the subject matter of this Agreement, except as provided in any Exhibits attached hereto.

(i) Governing Law. The Agreement shall be governed by the laws of the State of Texas; and venue for any action concerning this Agreement shall be in the State District Court of Tarrant County, Texas. The parties agree to submit to the personal and subject matter jurisdiction of said court.

(j) Amendment. This Agreement may only be amended by the mutual written agreement of the parties.

(k) Legal Construction. In the event any one or more of the provisions contained in this Agreement shall for any reason be held to be invalid, illegal, or unenforceable in any

respect, such invalidity, illegality, or unenforceability shall not affect other provisions, and it is the intention of the parties to this Agreement that in lieu of each provision that is found to be illegal, invalid, or unenforceable, a provision shall be added to this Agreement which is legal, valid and enforceable and is as similar in terms as possible to the provision found to be illegal, invalid or unenforceable.

(l) Recitals. The recitals to this Agreement are incorporated herein.

(m) Counterparts. This Agreement may be executed in counterparts. Each of the counterparts shall be deemed an original instrument, but all of the counterparts shall constitute one and the same instrument.

(n) Survival of Covenants. Any of the representations, warranties, covenants, and obligations of the parties, as well as any rights and benefits of the parties, pertaining to a period of time following the termination of this Agreement shall survive termination.

City of Saginaw, Texas

By: _____

Todd Flipppo, Mayor

Attest:

By:

City Secretary

Executed on this _____ day of _____, 2024.

Property Owner

By: _____

Name:

EXHIBIT "A"

ENHANCEMENTS AND CONSTRUCTION COSTS

B.I.G. Application

1	PROJECT INFORMATION			
A	Property Address: 416 Belmont St.			
B	Estimated Begin Work Date: A.S.A.P.		Estimated Completion Date: December 2023	
C	Years in Business at this Location: 7 Years - Property is zoned Community Commercial			
D	Reason for Requesting Grant: Install credit/debit/EBT payment system to enable the customers the ability to pay for their wash and dry other than just coins.			
2	ELIGIBILITY OF PROPERTY			
	Yes	No	Item	Notes
A	X		Within the City?	
B	X		Commercially zoned?	Community Commercial
C	X		Tax Paying entity?	
D	X		City taxes in good standing?	
E		X	No City liens existing?	
F	X		Proof of ownership provided?	
G		X	Outstanding code violations?	
H	X		Frequency of Grants OK?	• In accordance with Section 3.1.8
3	ELIGIBILITY OF BUSINESS			
	Yes	No	Item	Notes
A	X		Business taxes in good standing?	
B	X		If not owner, authorization provided?	

B.I.G. Application

4	Enhancements	Total Cost	Policy Max %	Policy Max \$	Amount Requested	Amount Approved
A	Façade: (Section 4.3)	-	-	-	-	-
B	Interior Renovation: (Section 4.4)	\$51,141.64	50%	\$25,570	\$10,000	-
C	Landscaping: (Section 4.5)	-	-	-	-	-
D	Lighting: (Section 4.6)	-	-	-	-	-
E	Parking / Driveways: (Section 4.7)	-	-	-	-	-
F	Pedestrian Amenities: (Section 4.8)	-	-	-	-	-
G	Signage: (Section 4.9)	-	-	-	-	-
H	Code Compliance: (Section 4.10)	-	-	-	-	-
I	Demolition: (Section 4.11)	-	-	-	-	-
J	Public Art: (Section 4.12)	-	-	-	-	-
TOTAL UPGRADES		\$51,141.64	TOTAL AMOUNT REQUESTED		\$10,000	
		TOTAL BUILDING IMPROVEMENT GRANT APPROVED:				
L	Describe any planned Non-Grant Enhancements: NA					

B.I.G. Application

5	GRANT PRIORITIES			
	Yes	No	Preferred Area / Business?	Notes
A	X		Transportation Corridors including: Business 287 / Saginaw Blvd.	• This is also located just one (1) block from N/S Saginaw Blvd.
B		X	Downtown	• Located one (1) block from Saginaw Blvd. and also in Southern Saginaw.
C	X		Retail Center	• ZONED COMMUNITY COMMERCIAL (Self-Serve Laundry)
D		X	Restaurants	
E		X	Professional Office	
F		X	Industrial and manufacturing	
G	X		Any sales-tax generating business	• Saginaw Laundry Center
6	ATTACHMENTS / EXHIBITS			
	Yes	No	Item	Notes
A	X		Ownership documentation	• See attached...
B	X		Photos of existing condition	• Yes
C	X		Drawings, renderings, plans of the proposed enhancements	• Yes
D	X		Written description of enhancements including building materials and color schemes	• Yes
E	X		Construction cost estimate	• \$51,141.64
F		X	Copy of the signed lease agreement	• Not required – Owner of the Property
G	X		Written support of grant application from the owner	• Not required – Owner of the Property

PROOF OF PROPERTY VALUES

Property Location: 416 Belmont St.

42077867 (Commercial)

9 416 S BELMONT ST, SAGINAW

Interactive Map

Property Type: Commercial

Legal Description: SAGINAW Block 5 Lot 4R

AIN: 37050--5--4R

State Code: F1

Year Built: 2015

Agent of Authority: No Agent on record.

Protest Deadline Date: 2023-05-30

Site Number: 800006672

Site Name: Saginaw Laundry Center

Site Class: RETDryClean - Retail-Laundry/Dry Cleaning

Number of Parcels: 1

Primary Building Name: Saginaw Laundry Center / 42077867

Primary Building Type: Commercial

Gross Building Area: 4,524

Net Leasable Area: 4,524

Land Sqft: 22,521

Land Acres: 0.5170

Pool: None

Property Value

Geolocation

Taxing Units

Ownership

Exemptions


Documents


5 Years historical Value

Year	Land Appr.	Imprv. Appr.	Total Appr.	Land Mkt.	Imprv. Mkt.	Total Mkt.
2023	\$90,084	\$791,578	\$881,662	\$90,084	\$791,578	\$881,662
2022	\$90,084	\$604,916	\$695,000	\$90,084	\$604,916	\$695,000
2021	\$90,084	\$575,156	\$665,240	\$90,084	\$575,156	\$665,240
2020	\$90,084	\$575,156	\$665,240	\$90,084	\$575,156	\$665,240
2019	\$90,084	\$575,156	\$665,240	\$90,084	\$575,156	\$665,240
2018	\$90,084	\$555,422	\$645,506	\$90,084	\$555,422	\$645,506

PROOF OF PROPERTY OWNERSHIP

Property Location: 416 Belmont St.

 42077867 (Commercial)
416 S BELMONT ST, SAGINAW

 Interactive Map

Property Type: Commercial
Legal Description: SAGINAW Block 5 Lot 4R
AIN: 37050—S—4R
State Code: F1
Year Built: 2015
Agent of Authority: No Agent on record.
Protest Deadline Date: 2023-05-30

Site Number: 800006672
Site Name: Saginaw Laundry Center
Site Class: RETDryClean - Retail-Laundry/Dry Cleaning
Number of Parcels: 1
Primary Building Name: Saginaw Laundry Center / 42077867
Primary Building Type: Commercial
Gross Building Area: 4,524
Net Leasable Area: 4,524
Land Sqft: 22,521
Land Acres: 0.5170
Pool: None

Property Value

Geolocation

Taxing Units

Ownership

Exemptions

Documents

Current Ownership

Name: DEL MAR PROPERTY LIMITED PARTNERSHIP
Address: 6387 CAMP BOWIE BLVD SUITE B #463, FORT WORTH, TX 76116
Address Recipient: DEL MAR PROPERTY LIMITED PARTNERSHIP

Previous Ownership & Transfers

Document Number	Deeded Owner	Document Date	Book	Page
D222287272	DEL MAR PROPERTY LIMITED PARTNERSHIP	12/12/2022		

EXHIBIT “B”

BUILDING IMPROVEMENT GRANT POLICY

Saginaw, Texas

Building Improvement Grant Policy

WHEREAS, the City Council of the City of Saginaw, Texas (Council) desires to implement a matching grant program to encourage the development, retention, or expansion of business enterprises in the City; and

WHEREAS, Chapter 380 of the Texas Local Government Code authorizes municipalities to establish and provide for the administration of programs that promote economic development and stimulate business and commercial activity in the City; and

WHEREAS, the City Council on December 4, 2018 considered and approved Resolution 2018-23 approving this Building Improvement Grant Policy (Policy).

BE IT KNOWN THAT, the terms and conditions of the Policy, having been reviewed by the Council and found to be acceptable and in the best interest of the City and its citizens and businesses, are hereby approved.

Section 1.

Introduction & Goals

This program is a matching grant program that reimburses commercial property owners or business operators for Eligible Enhancements made to the Property. The goals of this Policy are to: 1.1. Enhance the commercial viability and sustainability of commercial properties in the City;

1.2. Improve the physical appearance of businesses and visibly enhance the City’s commercial corridors;

1.3. Aid in the retention and expansion of existing businesses;

1.4. Increase the taxable value of commercial properties in the City;

1.5. Enhance commercial areas through the placement of Public Art;

1.6. Increase the marketability and occupancy rate of commercial buildings hindered by an outdated appearance;

1.7. Increase the safety of a commercial area and stimulate more public interaction; and

1.8. Provide incentives in areas and to businesses most likely to stimulate similar enhancements by other private entities.

Section 2.

Definitions

The following definitions shall apply to the terms used in this Policy:

Agreement: A written performance agreement between the Board and the Applicant.

Applicant: Shall mean the Property owner or business occupant signing the Application for a Building Improvement Grant.

Application: Shall mean the Application for Building Improvement Grant Policy Incentives as maintained by Staff.

Board: Shall mean the Board of the Saginaw Economic Development Corporation of the City. Prior to formulation of the Board or in its absence in the future, the City Council shall perform all duties of the Board.

Building Improvement Grant: Shall mean the financial support to make designated Property Enhancements as approved, and sometimes referred to as "Grant."

City: The City of Saginaw, Texas.

City Council: The City Council of the City.

Code Violations: Shall be any violation of the City's code of ordinances.

Construction Costs: The cost of permits, fees, construction materials, and installation labor. All other associated costs are deemed excluded, including, but not exclusively, the following costs: design, construction document preparation, bidding, sweat equity and construction financing.

Eligible Enhancements: Shall mean the Enhancements identified as eligible in Section 4 herein.

Enhancements: Shall be as defined in Section 4 herein.

Façade: Shall mean the exterior of a building.

Notice to Proceed: A written notice authorizing the Applicant to begin construction as approved.

Policy: Shall mean this Building Improvement Grant Policy.

Property: Shall mean the physical lot and / or building to which Enhancements are being made.

Public Art: Shall mean sculptures, murals, architectural features and similar tangible exhibits, and specifically excludes performing arts.

Staff: The City Manager or their designee.

Section 3.

Eligibility

The following Properties and Businesses are eligible to receive Grants.

- 3.1. Properties: Only properties meeting the following requirements at the time an Application is submitted shall be eligible to receive Grants as outlined by this Policy:
 - 3.1.1. Within the City: Property must be located within the City's municipal boundaries.
 - 3.1.2. Non-Residentially Zoned: Property must be zoned for uses other than residential uses and the current use of the Property may not be residential.
 - 3.1.3. Tax-Paying Entity: The Property must be subject to the City's Ad Valorem property tax.
 - 3.1.4. Financial Standing: Property shall be in good standing as it relates to taxes or any monies due to the City.
 - 3.1.5. City Liens: Property shall be in good standing as it relates to any liens held by the City.
 - 3.1.6. Ownership: Property owners must provide sufficient proof of ownership.
 - 3.1.7. Code Violations: Property must not have any outstanding code violations.
 - 3.1.8. Frequency: Property must not have received a Grant for the same category of Enhancement (e.g. Façade, Landscaping) in a twelve month period.
- 3.2. Businesses: Only businesses meeting the following requirements shall be eligible to receive benefits outlined by this Policy:
 - 3.2.1. Financial Standing: The business shall be in good standing as it relates to taxes or any monies due to the City.
 - 3.2.2. Tax-Paying Entity: The business must be a tax-paying entity.
 - 3.2.3. Property Owner Approval: Businesses, if not the owner of the property to be occupied, must provide a copy of their lease agreement and support of the Application from the Property owner prior to approval of the Application.

Section 4.

Enhancements

- 4.1. Aspirations: As with any policy or regulation, it is difficult to precisely regulate factors that are not easily defined. With that in mind, the following are to be considered aspirations for contemplated Enhancements:

- Enhancements should be compatible with the character and architecture of the individual building and those in proximity;
- Where appropriate, Enhancements may act as a catalyst to create a unique environment;
- Enhancements should make the Property more inviting to the public; and □ Enhancements should be functional as well as visually appealing.

4.2. General Enhancement Eligibility: Property Enhancements shall be deemed as eligible or ineligible for the benefits of this Policy as defined below. In general, the following Enhancements, though not exclusively, are ineligible for all Grants:

- Any Enhancement that does not comply with existing ordinances of the City;
- Any Enhancements made prior to the Notice to Proceed;
- Sweat equity or “in-kind” services;
- New construction which is not specifically listed in this Policy as an Eligible Enhancement;
- Any Enhancements to eliminate Code Violations of a Property or Business; □ Fees for designing, engineering, surveying, legal services, financing, etc.; or
- Any Enhancements not identified as eligible below. A potential applicant may discuss an enhancement not identified below with City staff to ascertain whether or not the enhancement meets the Purpose and Intent of this Policy. If so, an amendment to this Policy may be placed before the City Council to determine the merits of including a new eligible enhancement.

4.3. Façade Enhancements: The following are Eligible Enhancements except as noted otherwise:

- 4.3.1. Façade Materials: Replacing deteriorated or unsafe façade materials with brick, stone, tile, wood, or siding meeting the City’s masonry requirements and / or architectural standards. Removal of “slip” coverings of prior façade materials and re-establishment of historic façade details. Repointing of mortared joints, replacement or repair of damaged masonry.
- 4.3.2. Cleaning: Pressure washing or sand blasting existing facades, cleaning of tiles.
- 4.3.3. Painting: Scraping, priming and otherwise preparing the surface and painting.
- 4.3.4. Window / Doors: Replacement of or improvements to existing windows or doors that are visible from a public street. New windows and doors matching replaced windows or doors. Replacement of broken glass panes.
- 4.3.5. Awnings / Canopies: Replacement of or improvements to existing awnings or canopies. New awnings or canopies.
- 4.3.6. Historical Restoration: Restoration of architectural details of historic significance and / or removal of elements covering such details.
- 4.3.7. Roof Repair: Replacement or repair of all or portions of the roof.
- 4.3.8. Gutters and Downspouts: Replacement or repair of existing gutters and / or downspouts.
- 4.3.9. Ineligible: Though not an all-inclusive list, the following are specifically not eligible: burglar bars, painting a new building.

4.4. Interior Renovation: The following are Eligible Enhancements except as noted otherwise:

- 4.4.1. Renovations: Renovations that enhance the commercial usability of the building.
- 4.4.2. Ineligible: Though not an all-inclusive list, the following are specifically not eligible: painting, wallpaper, and other types of aesthetic treatments.
- 4.5. Landscaping: The following are Eligible Enhancements except as noted otherwise:
 - 4.5.1. Edging: Providing a perimeter to shrub beds with materials deemed to be of a long life, e.g. brick, stone, concrete, steel.
 - 4.5.2. Shrubs and Trees: Shrubs and / or trees of a variety that are sustainable in the area when combined with removal of existing shrubs and / or trees that are either overgrown or of poor quality. Preference is given to xeriscape approaches using drought-tolerant plant species.
 - 4.5.3. Seasonal Color: Providing one-time planting of annual or perennial flowers in critical areas adequate to provide an appealing impact.
 - 4.5.4. Irrigation: Automatic irrigation system complying with all code requirements. Preference is given to water conservation measures and approaches (e.g. drip irrigation).
 - 4.5.5. Lawn Renovation: Removal or re-establishment of an existing lawn with a desirable type of lawn. (An automatic irrigation system is required with this Enhancement.)
 - 4.5.6. Fencing: Replacement of fencing or installation of new fencing that is visually appealing.
 - 4.5.7. Ineligible: Though not an all-inclusive list, the following are specifically not eligible: landscape pruning, mowing and / or maintenance.
- 4.6. Lighting: The following are Eligible Enhancements:
 - 4.6.1. Interior: Lighting of a permanent nature that enhances the commercial viability of a building.
 - 4.6.2. Pedestrian: Increases in lighting in pedestrian areas on or adjacent to the Property, e.g. sidewalks, parking lots.
 - 4.6.3. Accents: Lighting that accentuates exterior features of the building or Property creating a pleasant ambience on the Property.
 - 4.6.4. Signage: Lighting that illuminates signage identifying the business.
- 4.7. Parking / Driveways: The following are Eligible Enhancements except as noted otherwise:
 - 4.7.1. Reconstruction: Removal of existing pavement, gravel, curbing, drives, accessibility ramps, etc. and replacement with reconstruction meeting City requirements.
 - 4.7.2. Resurfacing: Re-topping asphalt parking areas.
 - 4.7.3. Restriping: Repainting of parking stall stripes and / or fire lane graphics meeting the City's requirements.
 - 4.7.4. Ineligible: Though not an all-inclusive list, the following are specifically not eligible: Installation, repair or replacement of any surface that is not an all-weather hard surface as required by the City's code of ordinances.

4.8. Pedestrian Amenities: The following are Eligible Enhancements:

4.8.1. Paving: Paving of a unique nature in areas that allow customers to congregate.

4.8.2. Seating Areas: Provisions for seating in areas where customers may congregate before, during or after supporting the business.

4.8.3. Shade: Provisions for shading pedestrian areas to include permanent or temporary canopies, awnings, umbrellas or similar shade structures.

4.8.4. Music: Provisions for permanent installation of fixtures to accommodate providing music in areas where customers congregate.

4.8.5. Trash Receptacles: Trash receptacles establishing or matching a design theme utilized throughout the pedestrian areas.

4.8.6. Play Equipment: Recreational equipment intended for the entertainment of children when placed on private property in close proximity to the primary building.

4.9. Signage: The following are Eligible Enhancements. The replacement of signs that do not conform to current City requirements is a priority for the City.

4.9.1. Replacing Signs: Replacing existing signs, with new signage that complies with all City requirements.

4.10. Code Compliance: The following are Eligible Enhancements:

4.10.1. Public Accessibility: Reconstruction or new construction to comply with public accessibility requirements.

4.10.2. Fire Suppression Systems: Replacement, upgrade, or installation of fire suppression systems in compliance with current codes.

4.11. Demolition: The costs of demolishing and removing existing structures on a Property may be considered for Property Enhancements.

4.12. Public Art: Providing for the placement of Public Art on the Property.

4.13. Participation Limitations: The potential matching Grant for each type of Enhancement would be the lesser of the Maximum Percentage or Maximum Per Enhancement Category Amount. The Applicant is responsible for the remaining costs of the Enhancement and must complete the full Enhancement to be eligible for the matching Grant.

4.13.1. Maximum Percentage: A Maximum Percentage of fifty percent (50%) shall be the maximum percentage of the total cost of any Enhancement that the City will grant the Applicant.

4.13.2. Maximum Per Enhancement Category: A Maximum Amount of five thousand dollars (\$5,000) is the maximum dollar amount to be granted for any category of Enhancement.

4.13.3. Accumulative Maximum Grant: Notwithstanding the Maximum Percentage and Maximum Per Enhancement Category limitations for each type of Enhancement, no Property or Business may receive more than five thousand dollars (\$5,000) in matching Grants during one 12-month period. The following examples are provided to clarify different application scenarios:

- A. Example 1: Applicant desires to do \$12,000 in eligible Landscape Enhancements. By Policy, the maximum Grant allowed by the Max Percentage (50%) would be \$6,000, but the maximum Grant allowed by the Max Per Category would be \$5,000. The lesser of the two is \$5,000 which would be the maximum matching Grant for the \$12,000 landscaping project. Further, within a 12-month period the Applicant cannot receive additional grants for any Enhancements (per Section 4.13.3).
- B. Example 2: Applicant desires to do \$8,000 in eligible Landscape Enhancements. By Policy, the maximum Grant allowed by the Max Percentage (50%) would be \$4,000, and the maximum Grant allowed by the Max Per Category would be \$5,000. The lesser of the two is \$4,000 which would be the maximum matching Grant for the \$8,000 landscaping project. Further, within a twelve-month period the Applicant cannot receive more grants for Landscape Enhancements (per Section 3.1.8), but may apply and receive a second matching Grant, not to exceed \$1,000 (\$5,000 max - \$4,000 Grant) for any Enhancement category *other than* Landscaping.

Section 5.

Grant Priorities

The City has determined that the following are priorities for the benefits of this Policy. The evaluation of the merits of any Application shall take into consideration whether or not the Application also meets these priorities.

5.1. Preferred Areas: The following areas of the City are areas of priority for implementation of this Policy:

5.1.1. Transportation Corridors including; Saginaw Blvd, Bailey Boswell Rd, Old Decatur Rd, Blue Mound Rd (west side), McLeroy Blvd; and

5.1.2. Downtown areas.

5.2. Preferred Businesses: The following types of businesses are a priority for implementation of this Policy:

5.2.1. Retail;

5.2.2. Restaurants;

5.2.3. Professional Office;

5.2.4. Industrial and manufacturing; and

5.2.5. Any sales-tax generating business.

Section 6.

Administrative Procedures

Following are the Administrative Procedures regarding the Application for and approval of Building Improvement Grants:

6.1. Pre-Submittal: All Applicants are encouraged to meet with Staff prior to preparation of an Application.

Applicants should contact the following to set up a meeting.

Department of Economic Development
333 West McLeroy Blvd, Saginaw, TX 76179
(817) 230-0331

6.2. Application: The submittal of an Application is required prior to any evaluation of the request for Building Improvement Grants. The Application shall be on a form prepared by Staff and available on the City's website or at the location noted in 6.1.

6.2.1. Required Information: The following shall be included with the Application:

- A. Proof of ownership of the Property;
- B. Photographs of the existing Property;
- C. Drawings, renderings, plans of the proposed Enhancements;
- D. Written description of the Enhancements including building materials and color schemes to be used;
- E. Construction Cost estimate; and
- F. If Applicant is not the Property owner:
 - i. Written approval of the Application from the owner;
 - and ii. Copy of the signed lease agreement.

6.2.2. Amendments: Staff may amend the form of the Application as needed to more efficiently evaluate the merits of requested Enhancements.

6.3. Review & Evaluation: Following are criteria to review and evaluate the Application:

6.3.1. Review Criteria:

- A. Completeness of Application: Completeness of the Application; including all required attachments.
- B. Grant Priorities: Whether the Application includes a targeted business classification or whether it is located in a targeted improvement area as defined in Section 5.

- C. Impact: An estimation of the impact that the Enhancements might have, particularly as a catalyst for continued private investment.
- D. Non-funded Improvements: Are the improvements associated with the Grant part of a larger effort to enhance the Property.
- E. Elimination of a Non-Conformity: Do the Enhancements eliminate a legal non-conforming aspect of the Property.

6.3.2. Staff Evaluation and Recommendation: The coordinating Staff member shall convene a team of the appropriate persons to evaluate the Application. Upon review, such team shall prepare a recommendation to forward to the Board.

- A. Site Visit: Prior to formal evaluation of the Application, the Applicant shall allow Staff the opportunity to visit the Property to verify its status prior to any Enhancements.

6.4. Approval: The Board shall make the final decision regarding the merits of the Application and the appropriate Property Enhancement Grant to be given, if any, if funds are available as pre-approved by the Council for the funding period. If approval of the Application requires funds not pre-approved by the Council, the board will prepare a recommendation to forward to the Council for final approval. Upon approval of a matching Grant, the Board shall enter into an Agreement with the Applicant on a form acceptable to the City Attorney. The Agreement, at a minimum, must contain the following: 6.4.1. Enhancements: List the specifications of the proposed Enhancements on the Property.

6.4.2. Access: Provide the City and Staff access to the Property to ensure that the Enhancements or repairs are made according to the specifications and conditions in the Agreement.

6.4.3. Grant: Provide for the procedures of the matching Grant payment.

6.4.4. Recapture Provisions: Provide for the repayment of a Grant if the Applicant or the condition of the Property do not fulfill all obligations required under the Agreement. The City may take any remedy necessary to recover the funds, including filing a lien on the Property.

6.5. Pre-Construction Meeting: If the matching Grant is approved as noted above, and if deemed necessary by Staff, the Applicant must attend a pre-construction meeting with Staff to coordinate any required permits, execute Grant documents, and resolve any questions either party might have.

6.6. Notice to Proceed: Upon approval as noted above, Staff shall prepare and issue a written Notice to Proceed authorizing the Applicant to begin work on the Enhancements. The Notice to Proceed shall in no event be regarded as the issuance or approval of a building permit or any other construction permits.

6.6.1. Required: All Grant documents, including the Agreement with the City, must be executed and all required permits must be received prior to issuance of the Notice to Proceed.

- 6.6.2. Beginning of Work: All work must begin within sixty (60) days of the issuance of the Notice to Proceed.
- 6.6.3. Completion of Work: All work for approved projects must be complete within ninety (90) days of the Notice to Proceed unless an Applicant's written request for extension is granted in writing by the Board.
- 6.7. Construction: All construction shall be in accordance with all requirements for permitting and inspection required by the City.
- 6.8. Verification: Upon completion and approval of the work by the City, Staff shall verify that the work has been performed as authorized in the approval action.
- 6.8.1. Documentation: The Applicant shall provide Staff with documentation necessary to determine the Construction Costs of the Enhancements as approved, e.g. copies of paid contractor invoices, receipts or processed checks. Construction Costs not supported by adequate documentation shall not be eligible for reimbursement.
- 6.9. Payment: Upon verification of compliance with the approval action, Staff shall cause a check to be issued to the Applicant in the approved amount.
- 6.9.1. Cost Overruns: Any costs above and beyond the amounts approved shall be the responsibility of the Applicant.

Section 7.

Applicant / Owner Certifications

The Application shall include the following certifications which shall be affirmed by the Applicant / Owner by signing the Application.

- 7.1. Application Accuracy: The information provided in the Application, and all that may have been affixed thereto, is true and correct, and that the City may rely on all of the information therein contained, and all that may have been affixed thereto, as being true and correct.
- 7.2. Compliance: I (we) certify that I am (we are) solely responsible for all safety conditions and compliance with all safety regulations, building codes, ordinance and other applicable regulations. Neither approval of an Application nor payment of a Grant upon completion of the project shall constitute approval of the project by any City department or Staff or a waiver by the City of any safety regulation, building code, ordinance or other applicable regulation.
- 7.3. Insurance: I (we) certify that I (we) maintain sufficient insurance coverage for property damage and personal injury liability relating to the project.
- 7.4. Maintenance: I (we) certify that the Enhancements, once approved by the City shall be maintained for a period of three (3) years from the date of payment. No changes shall be made without prior written approval from the City.

- 7.5. Discretionary Rights: I (we) certify that I (we) acknowledge that the City has the absolute right of discretion in deciding whether or not to approve a matching Grant relative to the Application, whether or not such discretion is deemed arbitrary or without basis in fact including the right to approve or disapprove a Grant on terms and conditions that are contrary to the guidelines of this policy.
- 7.6. Policy Promotion: I (we) authorize the City to use an approved project to promote the merits of this Policy, including but not limited to displaying a sign at the Property or Business during and within thirty (30) days after construction, and using photographs and descriptions of the project in distribution material, press releases, social media and on the City's website.
- 7.7. Indemnification: I (we) certify that I am (we are) solely responsible for overseeing the work, and will not seek to hold the City, the Board, and / or their agents, employees, officers, and / or directors liable for any property damage, personal injury, or other loss related in any way to this Policy, and by submission of an Application, agree to indemnify the City, the Board, and / or their agents, employees, officers, and / or directors from any claims or damages resulting from the project, including reasonable attorney fees.

Section 8.

General Provisions

- 8.1. Termination: The City has the right to terminate any agreement under this Policy for any reason.
- 8.2. Changes During Construction: If an Applicant seeks to change the scope of their project after a Grant has been approved, the Applicant shall meet with Staff to discuss the desired change. Staff has the authorization to approve minor modifications during construction. Any other desired modification shall be placed before the approving body for reconsideration.
- 8.3. Flexibility: The terms and conditions of this Policy are a guideline for the Board during their deliberation and evaluation. The City reserves the right to modify the terms and conditions herein at any time, including for any pending application, and may approve a Grant on terms and conditions contrary to the guidelines set forth in this policy.
- 8.4. Section or Other Headings: Section or other headings contained in this Policy are for reference purposes only and shall not affect in any way the meaning or interpretation of this Policy.
- 8.5. Severability: In the event that any provision of this Policy is determined to be illegal, invalid, or unenforceable, then, and in that event, it is the intention that the remainder of this Policy shall not be affected thereby.

-- The remainder of this page purposefully left blank. --



City of Saginaw

City Council Memorandum

Prepared By: Janice England

Action regarding approval of Requests for Payment Under Beltmill PID Reimbursement Agreement--Kim Quin, Finance Director

Meeting	Agenda Group	
Tuesday, January 2, 2024, 6:00 PM	Consent Agenda	Item: 2D
Reference File		

BACKGROUND/DISCUSSION:

The Beltmill Public Improvement District (PID) was created by the City Council on March 6, 2021 and a reimbursement agreement with Beltmill Saginaw, LLC was approved by the City Council on December 7, 2021. Collections of assessments began in February of 2022. All assessments collected for the PID must be used for improvements within the PID. Only property owners within the PID are assessed; there are no tax revenues or other fees paid by Saginaw citizens that contribute toward the improvements within the PID. To date the only expenditures from the Beltmill PID have been monthly administrative fees. The first payment request of \$472,041.66 has been made by Beltmill Saginaw, LLC for authorized improvements made within the district. The improvements include roads, water and sewer, and storm drainage infrastructure. These improvements total \$1,511,730.92.

Zachary Little from P3 Works, the PID Administrator, will be present at the City Council meeting to answer any questions.

FINANCIAL IMPACT:

The requested reimbursement payment of \$472,041.66 will be paid from the Beltmill PID Fund balance (previously collected assessments) and the anticipated 2024 request for \$472,341.66 will be paid from the 2024 assessment collections. The Beltmill PID Fund budget will be adjusted at mid-year to account for these payments.

RECOMMENDATION:

Staff recommends approval of payments in compliance with the Beltmill Saginaw, LLC reimbursement agreement approved by the City Council on December 7, 2021.

Attachments

Beltmill PID reimb request #1.pdf

**Request for Payment Under PID Reimbursement Agreement -
Beltmill Public Improvement District**

City of Saginaw, Texas
333 West McLeroy Blvd
Saginaw, Texas 76179
Attn: City Administrator

Beltmill Saginaw, LLC
3045 Lackland Rd
Fort Worth, Texas 76116
Attn: Don Allen

Taylor, Olson, Adkins, Sralla & Elam, L.L.P
6000 Western Place, Suite 200
Fort Worth, Texas 76107
Attn: Bryn D. Meredith

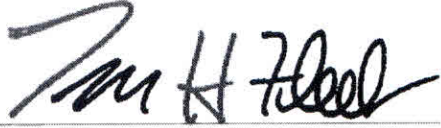
Shupe Ventura, PLLC
9406 Biscayne Blvd
Dallas, Texas 75218
Attn: Roxanne Sheehan

As authorized by Section 3.3 of the *PID Reimbursement Agreement – Saginaw Beltmill Public Improvement District*, effective as of December 7, 2021 by and between Beltmill Saginaw, LLC, a Texas limited liability company (the "**Developer**") and the City of Saginaw, Texas (the "**City**"), the revenue stream related to the Authorized Improvements (as defined in the Reimbursement Agreement) constructed for the benefit of Beltmill Public Improvement District (the "**District**") is to be paid pursuant to the Reimbursement Agreement.

The undersigned is an agent for the Developer and requests the 1/31/2023 payment by the City from the PID Reimbursement Account of the PID Reimbursement Fund in the amount provided in the Annual Service Plan Update ("**Principle Amount Remaining**") for costs, plus interest, incurred for the acquisition, installation and/or construction of Authorized Improvements (as defined in the Reimbursement Agreement) for the benefit of the District. The City may rely on this notice received from the Developer without obligation to investigate or confirm the validity of the information provided herein. The Developer waives all rights or claims against the City for any funds paid under this notice. Payments should be made to Developer at:

Bank Name:	<u>Vantage Bank</u>
Bank Address:	<u>San Antonio, TX</u>
ABA No.:	<u>114915272</u>
Account Name:	<u>Beltmill Saginaw, LLC</u>
Account No.:	<u>108025684</u>
Beneficiary's Name:	<u>Beltmill Saginaw, LLC</u>

Sincerely,
Beltmill Saginaw, LLC

By: 
Tim H Fleet, Manager

Date: 1/15/23

SAP Update Year: 2022	Collection year 1/31/2023
Annual Installment Amount	\$495,451.66
Reimbursement Agreement principal and interest portion of Annual Installment	\$472,041.66
Reimbursement Agreement principal and interest portion of Annual Installment Collected Amount	\$472,041.66
Reimbursement Agreement Amount paid to Developer	\$472,041.66

City Dated payment:	Authorized by:
Bank Name: Wire Amount: Wire confirmation: <input type="checkbox"/> attached	

Beltmill PID

Billed	\$ Per Ann. Inst. Schedule	% Per Ann. Inst. Schedule	\$ Billed Per % from Ann. Inst. Schedule
Principal	\$ 74,691.66	15.08%	\$ 74,691.66
Interest	\$ 397,350.00	80.25%	\$ 397,350.00
Annual Collection Costs	\$ 23,110.00	4.67%	\$ 23,110.00
Total Annual Installment	\$ 495,151.66	100.00%	\$ 495,151.66

Annual Installment Collected as of Distribution #1 \$ 495,151.66

Available Distribution #1 to Developer \$ 472,041.66

Available Distribution #1 to City Admin \$ 23,110.00

Fully Reimbursed? Yes

Remaining Due to Developer \$ -

Remaining Due to City Admin \$ -

Total Remaining Annual Installment \$ -

CERTIFICATE FOR PAYMENT FORM

Certificate for Payment No. 1

The undersigned is an agent for Beltmill Saginaw, LLC, a Texas limited liability company (the "Developer") and requests certification of Actual Costs of Authorized Improvements eligible to be reimbursed to the Developer (or to the person designated by the Developer) from the PID Reimbursement Fund in the amount of \$ 1,511,730.92 under the terms of Reimbursement Agreement, from the City of Saginaw, Texas (the "City") for labor, materials, fees, and/or other general costs related to the creation, acquisition, or construction of certain Authorized Improvements providing a special benefit to property within the Saginaw Beltmill Public Improvement District. Unless otherwise defined, any capitalized terms used herein shall have the meanings ascribed to them in the PID Reimbursement Agreement – Saginaw Beltmill Public Improvement District between the Developer and the City (the "Reimbursement Agreement").

In connection with the above referenced payment, the Developer represents and warrants to the City as follows:

1. The undersigned is a duly authorized officer of the Developer, is qualified to execute this Certificate for Payment Form on behalf of the Developer, and is knowledgeable as to the matters set forth herein.
2. The payment requested for the below referenced Authorized Improvements has not been the subject of any prior payment request submitted for the same work to the City or, if previously requested, no disbursement was made with respect thereto.
3. The amount listed for the Authorized Improvements below is a true and accurate representation of the Actual Costs associated with the creation, acquisition, or construction of said Authorized Improvements, and such costs (i) are in compliance with the Reimbursement Agreement, and (ii) are consistent with the Service and Assessment Plan.
4. The Developer is in compliance with the terms and provisions of the Reimbursement Agreement and the Service and Assessment Plan.
5. The Developer has timely paid all ad valorem taxes and annual installments of special assessments it owes or an entity the Developer controls owes, located in the Saginaw Beltmill Public Improvement District and has no outstanding delinquencies for such assessments.
6. The work with respect to the Authorized Improvements referenced below (or its completed segment) has been completed, and the City has inspected such Authorized Improvements (or its completed segment).

7. The Developer agrees to cooperate with the City in conducting its review of the requested payment, and agrees to provide additional information and documentation as is reasonably necessary for the City to complete said review.

8. No more than ninety-five percent (95%) of the budgeted or contracted hard costs for the Authorized Improvements identified may be paid until the work with respect to such Authorized Improvements (or segment) has been completed and the City has accepted such Authorized Improvements (or segment thereof). One hundred percent (100%) of soft costs (e.g., engineering costs, inspection fees and the like) may be paid prior to City acceptance of such Authorized Improvements (or segment).

Certification of Costs requested are as follows:

Payee	PID Authorized Improvement	Amount
Belmill Saginaw, LLC	Roads	\$ 48,568.75
	Water	\$ 551,133.00
	Sanitary Sewer	\$ 451,844.89
	Storm Drainage	\$ 460,184.28
	Landscaping and Parks	\$ 0.00
	Soft Costs	\$ 0.00
	Total:	\$ 1,511,730.92

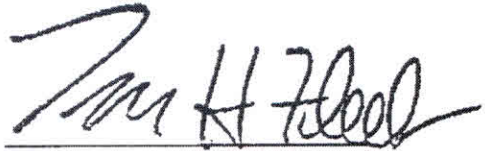
Attached hereto are receipts, purchase orders, change orders, and similar instruments which support and validate the above requested payments. Also attached hereto are "bills paid" affidavits and supporting documentation in the standard form for City construction projects.

Pursuant to the Reimbursement Agreement, after receiving this payment request, the City has inspected the Authorized Improvements (or completed segment) and confirmed that said work has been completed in accordance with approved plans and all Applicable Laws.

I hereby declare that the above representations and warranties are true and correct.

SAGINAW BELTMILL, LLC
a Texas limited liability company

By:

A handwritten signature in black ink, appearing to read "Tom H. Flood", written over a horizontal line.

Name:

8/28/23

APPROVAL OF REQUEST BY CITY

The City is in receipt of the attached Certificate for Payment, acknowledges the Certificate for Payment, acknowledges that the Authorized Improvements (or completed segment thereof) covered by the certificate have been inspected by the City, and otherwise finds the Certificate for Payment to be in order. After reviewing the Certificate for Payment, the City approves the certification of costs above, in order to consider eligible requests for payment from the PID Reimbursement Fund to the Developer or to any person designated by the Developer as listed and directed on such future annual installment payment request form.

CITY OF SAGINAW, TEXAS

By:

Name:

Title:

Date

Gabe Reaume
Gabe Reaume
City Manager
10/9/23



City of Saginaw City Council Memorandum

Prepared By: Janice England

PUBLIC HEARING--Consideration and Action Regarding Approval to Consider an Ordinance Amending the Zoning Ordinance of the City of Saginaw regarding a Change to the Development Plan for the Square Planned Development (the Shoppes) on approximately 4.9 acres out of the Benjamin Thomas Survey, Abstract 14971, Tract 3B03A (per TAD) (Ordinance No. 2024-02)--Susy Victor-Trevino, Planning Manager

Meeting	Agenda Group	
Tuesday, January 2, 2024, 6:00 PM	Public Hearings	Item: 5A
Reference File		

BACKGROUND/DISCUSSION:

This item is a public hearing. The City of Saginaw Planning and Zoning Division has received a formal request from Sagar Hamani (applicant) to amend the Square Planned Development's Development Plan as described in Exhibit C. The applicant is requesting that the development plan be altered to change the layout of the building for their development from two separate buildings to one building with a parking variation. The developer is requesting this amendment to satisfy the intent of its altered site plan.

On 12/12/23 the Planning and Zoning Commission voted to recommend approval to the City Council 3-1. Motion passed.

FINANCIAL IMPACT:

N/A

RECOMMENDATION:

Staff recommends approval.

Attachments

City Council- PZ Packet Pages (12.12.23).pdf



Shoppes at the Square Development Plan Amendment

Date: January 02, 2024

To: City Council

From: Susy Victor-Trevino, Planning Manager

Subject: Consideration and Action Regarding Approval to Consider an Ordinance Amending the Zoning Ordinance of the City of Saginaw, Texas, Regarding a Change to the Development Plan for the Square Planned Development (the Shoppes) on the approximate 4.9 acres out of the Benjamin Thomas Survey, Abstract 14971, Tract 3B03A (Per TAD).

Background/Discussion:

The City of Saginaw Planning and Zoning Division has received a formal request from Sagar Hamani (applicant) to amend the Square Planned Development's Development Plan as described in Exhibit C. The applicant is requesting that the development plan be altered to change the layout of the building for their development from two separate buildings to one building with a parking variation.

The developer is requesting this amendment to satisfy the intent of its altered site plan.

Staff Recommendation:

Staff recommends approval.

Attachments:

PD Amendment Application, Property Description, Proposed and Approved Development Plan Exhibits, Newspaper Notice

CITY OF SAGINAW
PLANNING AND ZONING COMMISSION APPLICATION
APPLICATION FOR REQUEST TO CHANGE ZONING

CASE NUMBER: _____

All information required in the Zoning Ordinance #2002-04 and/or the Subdivision Ordinance # 2006-10 of the City of Saginaw must be received in the Building Inspection Office by 12:00 noon on the 28th day (always a Tuesday) prior to the Planning and Zoning Commission meeting. Zoning change requests must be accompanied by Exhibits showing existing zoning and proposed zoning.

The office personnel will strictly adhere to the submittal deadline date and time. THERE WILL BE NO EXCEPTIONS. Failure to submit the appropriate signed applications, required information, engineering details, or payment of the required fees will result in refusal of the application.

Acceptance of an application IS NOT A GUARANTEE that an applicant's case will be scheduled for a SPECIFIC AGENDA DATE. After reviewing the application the office personnel will contact the applicant for any required corrections. The agenda date will set after compliance by the applicant of all the required information has been submitted and approved for submittal to the City of Saginaw or Planning and Zoning Commission for consideration.

REQUEST FOR CONSIDERATION OF

ZONING CHANGE (x) PLANNED DEVELOPMENT () DEVELOPMENT PLAN ()

FLOODWAY OR FLOODPLAIN DEVELOPMENT ()

CURRENT ZONING: PD (CC) PROPOSED ZONING: PD (CC)

LEGAL DESCRIPTION: *(fill in the one that applies)*

LOT: SEE ATTACHED LEGAL DESCRIPTION BLOCK: SEE ATTACHED LEGAL DESCRIPTION ADDITION: SEE ATTACHED LEGAL DESCRIPTION

TRACT: 1 ABSTRACT: 1497 SURVEY: THOMAS BENJAMIN
(IF LEGAL DESCRIPTION IS TOO LONG ATTACH A COMPLETE COPY)

ADDRESS and/ or LOCATION OF PROPERTY: SOUTH SIDE OF SAGINAW SQUARE BLVD. AT
N. SAGINAW BOULEVARD (US HWY. 287 BUS.)

NAME OF PROPOSED DEVELOPMENT: SHOPPES AT THE SQUARE - SAGINAW

TOTAL ACREAGE OF PROPERTY: 2.103 ACRES

REASON FOR ZONING REQUEST: (please be specific)

The approved development plan for PD 2019-07 shows 2 Retail / Restaurant pad sites on the south
side of Saginaw Square Blvd. at N. Saginaw Boulevard (US HWY. 287 Bus.), we request that the 2 Retail /
Restaurant pad sites be combined into 1 Retail / Restaurant pad site.

(Use additional sheets and attach if necessary)

CURRENT ZONING: PD (CC)

REQUESTED ZONING: PD (CC)

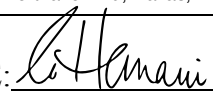
I hereby certify that I will follow all Ordinances as set forth by the city of Saginaw with respect to my Subdivision and understand that copies of the Zoning Ordinance and Subdivision Ordinance are available for my purchase. I further understand that the payment of the required fees does not in any way guarantee approval of my request or obligate the city in any way to refund said fees.

OWNER'S SIGNATURE:  PHONE #: 469-713-9955

and/or OPTION HOLDER: _____ PHONE #: _____

OWNER'S NAME:(Please Print) Farooq Wazirali

OWNER'S ADDRESS: 2667 Northaven Rd, Dallas, TX 75229

APPLICANT'S SIGNATURE:  PHONE #: 469-328-4787

APPLICANT'S NAME: Sagar Hemani

APPLICANT'S ADDRESS: 2667 Northaven Rd, Dallas TX 75229

FOR CITY USE ONLY DO NOT WRITE BELOW THIS LINE

RECEIVED BY: _____ DATE: _____ TIME: _____

FEE FOR APPLICATION: _____ RECEIPT #: _____

SUBMITTED INFORMATION REVIEWED BY: _____

PLANNING AND ZONING COMMISSION MEETING DATE: _____

ACTION TAKEN: _____

CITY COUNCIL MEETING DATE: _____

ACTION TAKEN: _____

PROPERTY DESCRIPTION
Saginaw Retail – 2.10 Acres

STATE IF TEXAS)(
COUNTY OF TARRANT)(

BEING A TRACT OF LAND SITUATED IN THE BENJAMIN THOMAS SURVEY, ABSTRACT NO. 1497, CITY OF SAGINAW, TARRANT COUNTY, TEXAS AND BEING PART OF TRACTS 1 & 2 AS DESCRIBED IN DEED TO AM & JK DEVELOPMENT. LLC, ACCORDING TO COUNTY CLERK'S INSTRUMENT NUMBER 21758083, OFFICIAL PUBLIC RECORDS, TARRANT COUNTY, TEXAS AND BEING MORE PARTICULARLY DESCRIBED AS FOLLOWS

BEGINNING at a point on the Southwesterly right-of-way line of U.S. Highway 287 Business, (N. Saginaw Blvd.) (a variable width right-of-way), South 37deg 02 min 38 sec East, along the said Southwesterly right-of-way of said U.S. Highway 287 Business, a distance of 451.20 feet to a point for corner;

THENCE, North 89 deg 23min 40 sec East departing the southwesterly right-of-way line of said U.S. Highway 287 Business a distance of 312.00 feet to a point for corner;

THENCE, North 37deg 02 min 38 sec West a distance of 217.42 feet to a point for corner;

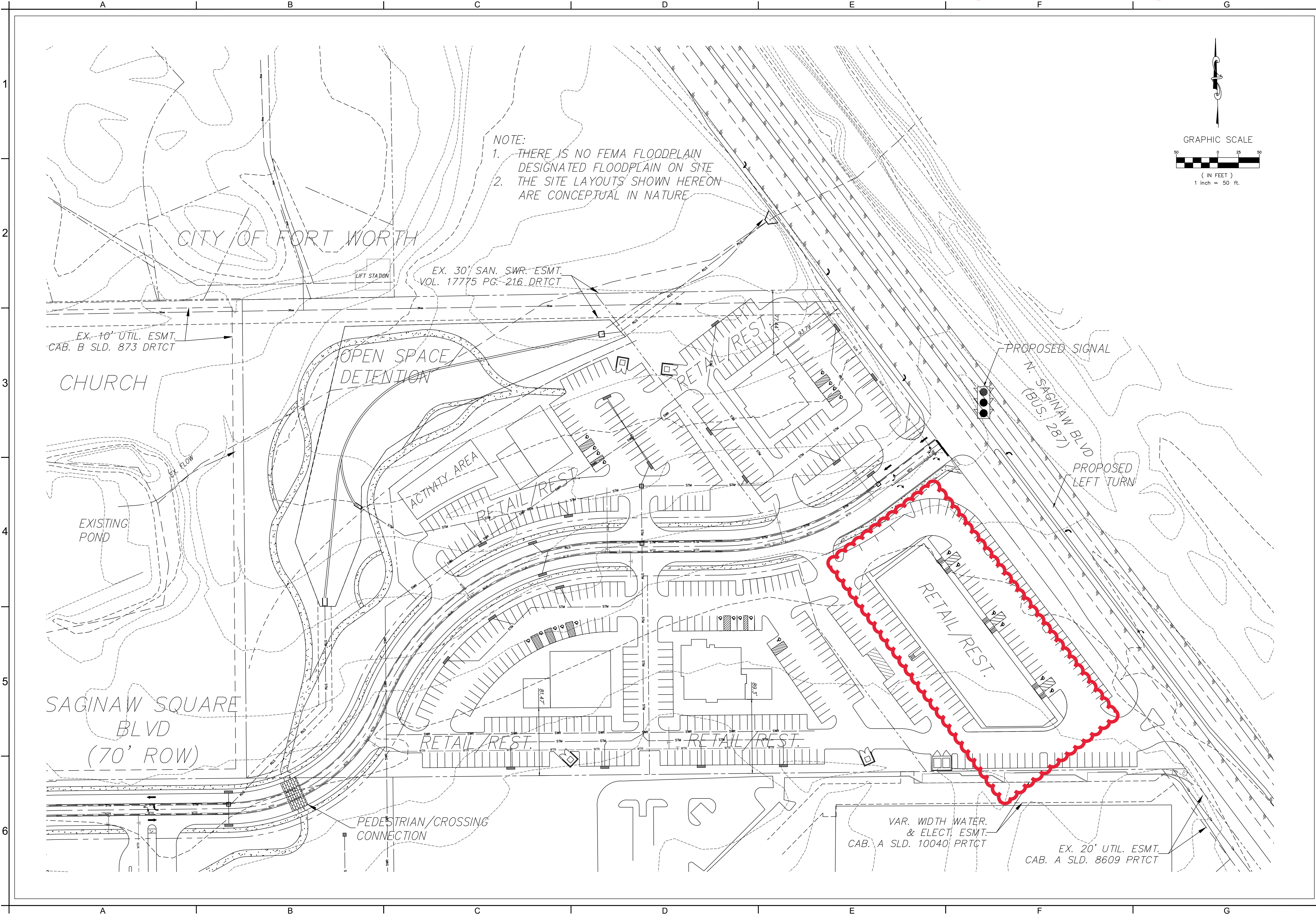
THENCE, North 16 deg 22 min 07 sec West a distance of 79.90 feet to a point for corner, said point being on the easterly right-of-way line of said Hillcrest Road (a 70' right-of-way), and being the beginning of a non-tangent curve to the left, with a radius of 335.00 feet, a Delta of 20deg 32 min 03 sec, chord bearing and distance of South 63 deg 13 min 29 sec West, 119.42 feet

Along said curve, an arc distance of 120.06 feet to a point for corner;

THENCE, North 52 deg 57 min 22 sec East a distance of 100.26 feet to a point for corner;

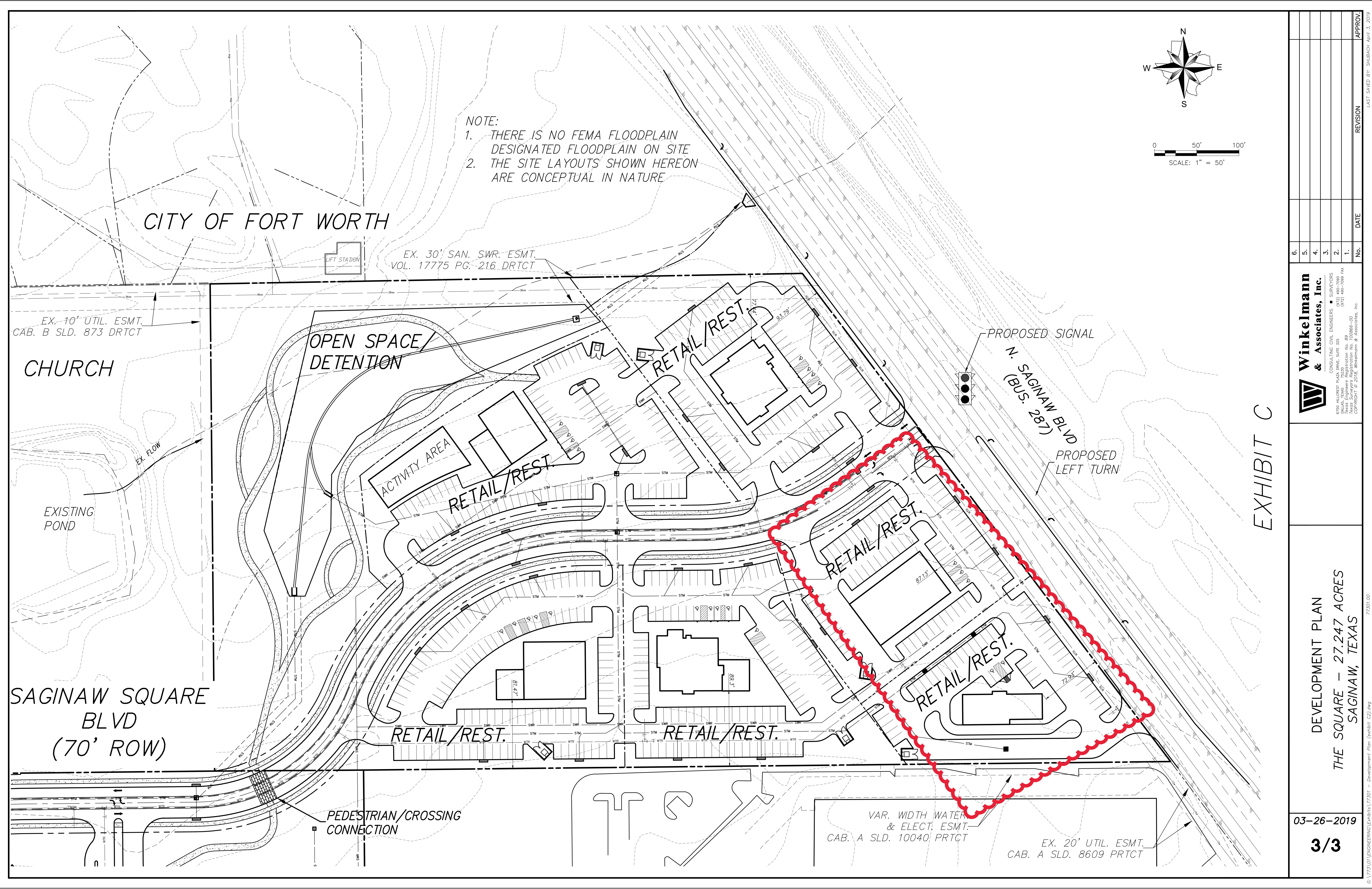
THENCE, South 82 deg 02 min 38 sec East, a distance of 7.07 feet to the POINT OF BEGINNING and containing 2.103 acres (91,607 Square Feet) of land more or less.

Proposed Development Plan



CLIENT:				PROJECT:				SHEET TITLE:			
DRAWN BY: JDC				DESIGNER: JDC				REVIEWER:			
U.S. PROJECT: 231027											
SHEET								1			
DEVELOPMENT PLAN THE SQUARE - 27.247 ACRES SAGINAW, TEXAS								URBAN STRATEGY 4222 Main Street Dallas, Texas 75226 Firm Registration #F-2252 www.urbanstrategy.us TEL: 214-396-2339			
NO.				DATE				REVISION			

Approved Development Plan



REVISION		DATE	APPROVED
6.			
5.			
4.			
3.			
2.			
1.			
No.			

Winkelmann & Associates, Inc.

CONSULTING CIVIL ENGINEERS • SURVEYORS

6750 HILLCREST PLAZA, SUITE 325
FARMERSBURGH, TEXAS 76046
Phone: 817-490-7099
Fax: 817-490-7099
www.winkelmann.com

6750 HILLCREST PLAZA, SUITE 325
FARMERSBURGH, TEXAS 76046
Phone: 817-490-7099
Fax: 817-490-7099
www.winkelmann.com

Consulting Civil Engineers & Surveyors, Inc.

DEVELOPMENT PLAN
THE SQUARE – 27.247 ACRES
SAGINAW, TEXAS

03-26-2019
3/3

LAST SAVED BY: SHUBACH April 3, 2019

77301.00

No. 8 Alabama upends No. 1 Georgia to claim SEC title

Field Level Media

Jalen Milroe passed for two touchdowns and No. 8 Alabama notched a crucial upset by dispatching top-ranked Georgia 27-24 in the Southeastern Conference title game on Saturday in Atlanta.

Jermaine Burton and Jamarion Miller caught touchdown passes, and Roydell Williams scored on a run as the Crimson Tide (12-1) won their 11 consecutive game. The victory snapped Georgia’s SEC record 29-game winning streak and greatly bolsters Alabama’s hopes of crashing the four-team College Football Playoff field.

“That’s not really for me to say,” Crimson Tide coach Nick Saban said. “We did our part. We did what we had to do to have a chance.”

Kendall Milton rushed for two touchdowns and Carson Beck added one for Georgia (12-1). Beck completed 21 of 29 passes for 243 yards.

Bulldogs star Brock Bowers played despite an ankle injury but was largely ineffective, with five receptions for 53 yards.

The two-time defending national champion Bulldogs lost to Alabama for the eighth time in the past nine meetings.

Georgia coach Kirby Smart said it shouldn’t be tough for the CFP selection committee to know that his club should be

part of the playoffs.

“It’s not the most deserving, it’s the best four teams,” Smart said. “If (we’re) not one of the best four teams out there, I don’t believe any man or woman sitting on that committee doesn’t believe that’s not one of the best teams. It was No. 1 coming into (this game).”

Milroe was 13-of-23 passing for 192 yards for the Crimson Tide and was named MVP of the game. He said the team has been fueled by offseason chatter that the program wasn’t going to be as good as it was in past campaigns.

“The biggest thing was in the offseason when a lot of people doubted this team, I never gave up on this team,” Milroe said. “We had a purpose before anybody had an opinion of us. Our motto was, ‘Let all naysayers know.’”

A 28-yard punt return by Anthony Evans III provided life to the Bulldogs early in the fourth quarter and preceded a four-play, 35-yard drive. Beck scored from the 1 to bring Georgia within 20-17.

But the Crimson Tide answered with a nine-play, 75-yard drive. Williams scored on a 1-yard plunge to restore the 10-point lead with 5:47 remaining.

Georgia responded with its own 75-yard drive. Milton scored from the 1 on the 10th play to cut Alabama’s lead to 27-24 with 2:52 left.

When the Crimson Tide got the ball back, Milroe

twice ran for first downs as Alabama ran out the clock.

“I’ve never been prouder of a group of guys than these guys because Georgia has a really good team, a great team, with great

coaches,” Saban said. “But our guys overcame it. They showed today and proved that they can win against anybody.”

Alabama spotted Georgia a touchdown and then scored 17 consecutive points for a 17-7 halftime lead.

After the Crimson Tide went three-and-out on their first possession, the Bulldogs traveled 83 yards on eight plays on their first

excursion. Milton capped it with a 17-yard scoring burst with 9:31 left in the period.

Alabama got on the board on Will Reichard’s 43-yard field goal with 3:43 left in the quarter. That boot gave Reichard 533 career points and made him the NCAA’s all-time scorer, breaking a tie with former Navy quarterback Keenan Reynolds (530 points, 2012-15).

Classified

FIND. BUY. SELL.

classifieds.star.telegram.com

SELL YOUR STUFF FAST!

817.390.7400

VISA MASTERCARD DISCOVER AMERICAN EXPRESS

Legals

CITY OF GRAND PRAIRIE
PUBLIC NOTIFICATION

You are hereby notified of the opportunity for written comments or telephone comments concerning the application for site approval of a temporary concrete batch plant for a period not to exceed twelve (12) months (January 1, 2024, to December 26, 2024) proposed by McMahon Contracting. This plant will support the paving, Drainage, and Water Improvements to Day Miir Road, a shared project with the City of Mansfield TX and Grand Prairie TX. Plant will be located on the south side of 1355 E Seeton Road, Grand Prairie, TX, in Tarrant County. If you have any questions or comments concerning this temporary concrete batch plant, write or call Noreen Housewright, Director of Engineering Services, P. O. Box 534045, City of Grand Prairie, Texas 75053-4045, Phone #972-237-8321. IFL0149318 Nov 28,Dec 4 2023

CITY OF ARLINGTON
ORDINANCE

The Arlington City Council passed the following ordinance at a meeting on November 28, 2023 This ordinance to become effective with second publication in accordance with the City Charter.

Ordinance No. 23-067

An ordinance changing the zoning classification on certain property known as 2505 Brown Boulevard to Residential Medium Density-12 (RM-12) uses; amending the Zoning District Map accordingly

Ordinance No. 23-068

An ordinance changing the zoning classification on certain property known as 1809 Southeast Parkway to Planned Development (PD) for Residential Single-Family-5 (RS-5) uses, with a Development Plan; amending the Zoning District Map accordingly IFL0150424 Dec 4-5 2023

Invitation to Bid

Newkirk Novak Construction Partners is seeking Structural & Misc. Steel proposals for the Kearney School District Southview Elementary Addition Project. The project consists of a new admin suite addition, including a new vestibule, reception, main entry area with offices, conference room, etc. Bids are due by December 13th at 2:00 PM. Please contact Jackson Newkirk or Ben Vanderau at jackson.newkirk@newkirknovak.com or ben.vanderau@newkirknovak.com for plans or questions at 913-488-7641. IFL0150214 Dec 4 2023

The Crowley Independent School District is accepting Request for Proposals for the following: RFP-034-2024 Styrofoam Recycle Units- Middle School Use; RFP-035-2024 Kitchen Exhaust Hood, Floor and Ceiling Surface Cleaning; RFP-036-2023-2024 Kitchen Equipment- Refrigerators and Heated Cabinets.

Detailed information on how to submit to the request for proposal may be obtained from Crowley ISD Purchasing website <https://www.crowleyisdtx.org/Page/2393>. The proposals will advertise on November 27, 2023 and again on December 4, 2023. The Request for Proposals for Styrofoam Recycle Units- Middle School Use will close on December 13, 2023 promptly at 2pm CST. The Request for Proposals for Kitchen Exhaust Hood, Floor and Ceiling Surface Cleaning will close on December 14, 2023 promptly at 2pm CST. The Request for Proposals for Kitchen Equipment- Refrigerators and Heated Cabinets will close on December 15, 2023 promptly at 2pm CST. Please read submittal instructions carefully before responding to any part of the advertised RFP. Crowley ISD reserves the right to accept or reject any or all Request for Proposals. IFL0148547 Nov 27,Dec 4 2023

NOTICE TO CREDITORS NO. 24CV1123-cv-02037(3)

Notice is hereby given that Letters of Administration on the ESTATE OF BUCK WALTMAN, Deceased, were granted to the undersigned by the Chancery Court, First Judicial District of Harrison County, Mississippi, on the 9th day of November, 2023, and all persons having claims against said Estate are hereby notified to present their claims to the Clerk of said Court, Post Office Drawer CC, Gulfport, MS 39502. And to have them probated and allowed within ninety (90) days from the date of the first publication of this notice, failure to do so will bar the claim.

THIS, the 20th day of November, 2023. CYNTHIA WALTMAN, ADMINISTRATRIX

MARK V. WATTS (MSB 102204) HORNSBY WATTS, PLLC 1025 HOWARD AVE. BILOXI, MISSISSIPPI 39532 TELEPHONE: (228) 207-2990 FACSIMILE (866) 271-4393 mww@hornsbywatts.com IFL0148194 Nov 20,27,Dec 4 2023

CITY OF SAGINAW
PUBLIC NOTICE

The City of Saginaw Planning and Zoning Commission will conduct a Public Hearing at 6:00 p.m. on December 12, 2023 to consider a change in the Square Planned Development District for the Shoppes development, providing development standards and development plans, located at the corner of Saginaw Square Blvd. and Saginaw Blvd. The Saginaw City Council will conduct a Public Hearing at 6:00 p.m. on January 02, 2024 to consider the above-mentioned request for a zoning amendment, contingent upon the receipt of a report regarding the zoning amendment from the Planning and Zoning Commission. Both meetings will be at the City of Saginaw City Hall located at 333 W. McLeary Boulevard, Saginaw, Texas, 76179. FINAL ACTION IS TAKEN BY CITY COUNCIL ON PUBLIC HEARING CASES.

Please direct any question regarding this matter to Susy Victor, Planning Manager, 817-2340-0440. IFL0150297 Dec 4 2023



GARY COSBY JR. USA TODAY NETWORK

Alabama linebacker Trezmen Marshall (17) celebrates after recovering a Georgia fumble on Saturday in the SEC Championship game in Atlanta.

Stars bash Lightning behind seven different goal scorers

Field Level Media

Dallas’ top three lines scored goals inside the first eight minutes as the Stars whipped the visiting Tampa Bay Lightning in an 8-1 rout Saturday afternoon.

Jason Robertson hit the net twice, and Joe Pavelski had a marker and two assists. Mason Marchment, Jamie Benn and Thomas Harley totaled a goal and an assist apiece. Tyler Seguin and Sam Steel also scored, while Jani Hakanpaa and Roope Hintz each posted two helpers.

Goaltender Jake Oettinger made 32 saves and won for just the second time in his past five starts (2-2-1).

In matching its season-high in goals, Dallas moved to 7-2-2 in its past 11 contests.

Victor Hedman recorded a power-play goal for Tampa Bay. Netminder Andrei Vasilevskiy stopped 19 of 25 shots and lost for the third time in four outings since his return from back surgery. Jonas Johansson allowed two goals on nine shots in the final period.

Pavelski and Tampa Bay’s Nikita Kucherov (assist) stretched their point streaks to nine games.

In the first of two meetings over three days, Dal-

las overwhelmed the Lightning with a three-goal, first-period onslaught.

After winning a faceoff in the right circle in the offensive end, Seguin skated through the slot and batted in a waist-high rebound off Marchment’s shot just 61 seconds in for his eighth goal.

Robertson scored on a bad angle shot that rattled in off Vasilevskiy at 6:28. And just over a minute later, Benn got behind the Lightning defense on a breakaway and tallied his fifth for a 3-0 advantage.

That prompted a timeout from Lightning coach Jon Cooper, who ripped into his team for the poor defensive effort.

Tampa Bay then cut it to 3-1 after a double-minor high-sticking infraction on Miro Heiskanen.


Playing in his 999th game, Hedman pounded home his fifth tally on the front end of the consecutive power plays.

Marchment made it 4-1 in the second when he whipped in his seventh marker at 3.42.

Battling out front late in the last seconds of the Stars’ first power play, Pavelski redirected his team-leading 11th goal off a shot by Harley. Robertson’s second goal (eighth overall) pushed it to 6-1.

Harley and Steel rounded out the scoring in the final frame.

TEXAS COMMISSION ON ENVIRONMENTAL QUALITY



AMENDED Consolidated Notice of Public Meeting, Receipt of Application and Intent to Obtain Permit and Notice of Application and Preliminary Decision

Proposed Air Quality Permit No. 172856

APPLICATION. J7 Ready Mix, LLC, has applied to the Texas Commission on Environmental Quality (TCEQ) for the issuance of Permit No. 172856. This application would authorize construction of a Concrete Batch Plant located at 5428 East Farm to Market Road 1187, Burleson, Tarrant County, Texas 76028. **AVISO DE IDIOMA ALTERNATIVO.** El aviso de idioma alternativo en español está disponible en <https://www.tceq.texas.gov/permitting/air/newsourcesreview/airpermits-pendingpermit-apps>. This link to an electronic map of the site or facility's general location is provided as a public courtesy and not part of the application or notice. For exact location, refer to application. <https://gisweb.tceq.texas.gov/LocationMapper/?marker=97245393.32579117&level=13>. The proposed facility will emit the following air contaminants: particulate matter including (but not limited to) aggregate, cement, road dust, and particulate matter with diameters of 10 microns or less and 2.5 microns or less.

This application was submitted to the TCEQ on May 22, 2023. The executive director has completed the administrative and technical reviews of the application and determined that the application meets all of the requirements of a standard permit authorized by 30 TAC § 116.611, which would establish the conditions under which the plant must operate. The executive director has made a preliminary decision to issue the registration because it meets all applicable rules. The application, executive director's preliminary decision, and standard permit will be available for viewing and copying at the TCEQ central office, the TCEQ Dallas/Fort Worth regional office, and at the *Crowley Public Library located at 409 South Oak Street, Crowley, Tarrant County, Texas 76036* beginning the first day of publication of this notice. The facility's compliance file, if any exists, is available for public review at the TCEQ Dallas/Fort Worth Regional Office, 2309 Gravel Dr. Fort Worth, Texas. Visit www.tceq.texas.gov/goto/cbp to review the standard permit.

Public Comment/Public Meeting. You may submit public comments to the Office of the Chief Clerk at the address below. The TCEQ will hold a public meeting on this application because it was requested by a local legislator. The TCEQ will consider all public comments in developing a final decision on the application. A public meeting will be held and will consist of two parts, an Informal Discussion Period and a Formal Comment Period. A public meeting is not a contested case hearing under the Administrative Procedure Act. During the Informal Discussion Period, the public will be encouraged to ask questions of the applicant and TCEQ staff concerning the permit application. The comments and questions submitted orally during the Informal Discussion Period will not be considered before a decision is reached on the permit application, and no formal response will be made. Responses will be provided orally during the Informal Discussion Period. During the Formal Comment Period on the permit application, members of the public may state their formal comments orally into the official record. At the conclusion of the comment period, all formal comments will be considered before a decision is reached on the permit application. A written response to all formal comments will be prepared by the executive director and will be sent to each person who submits a formal comment or who requested to be on the mailing list for this permit application and provides a mailing address. Only relevant and material issues raised during the Formal Comment Period can be considered if a contested case hearing is granted on this permit application.

The Public Meeting is to be held:
Monday, December 11, 2023 at 7:00 PM
Anchorage Event Center, LLC
403 E Broad Street
Mansfield, Texas 76063

Persons with disabilities who need special accommodations at the meeting should call the Office of the Chief Clerk at 512-239-3300 or 1-800-RELAY-TX (TDD) at least five business days prior to the meeting.

You may submit additional written public comments within 30 days of the date of newspaper publication of this notice in the manner set forth in the AGENCY CONTACTS AND INFORMATION paragraph below, or by the date of the public meeting, whichever is later. After the deadline for public comment, the executive director will consider the comments and prepare a response to all public comment. The response to comments, along with the executive director's decision on the application will be mailed to everyone who submitted public comments or is on a mailing list for this application.

Contested Case Hearing. You may request a contested case hearing. A contested case hearing is a legal proceeding similar to a civil trial in state district court. Unless a written request for a contested case hearing is filed within 30 days from this notice, the executive director may approve the application.

A person who may be affected by emissions of air contaminants from the facility is entitled to request a hearing. To request a hearing, a person must actually reside in a permanent residence within 440 yards of the proposed plant. If requesting a contested case hearing, you must submit the following: (1) your name (or for a group or association, an official representative), mailing address, daytime phone number; (2) applicant's name and registration number; (3) the statement "[I/we] request a contested case hearing;" (4) a specific description of how you would be adversely affected by the application and air emissions from the facility in a way not common to the general public; (5) the location and distance of your property relative to the facility; (6) a description of how you use the property which may be impacted by the facility; and (7) a list of all disputed issues of fact that you submit during the comment period. If the request is made by a group or association, one or more members who have standing to request a hearing must be identified by name and physical address. The interests which the group or association seeks to protect must be identified. You may submit your proposed adjustments to the application which would satisfy your concerns. See Contacts section.

TCEQ Action. After the deadline for public comments, the executive director will consider the comments and prepare a response to all relevant and material, or significant public comments. The executive director's decision on the application, and any response to comments, will be mailed to all persons on the mailing list. If no timely contested case hearing requests are received, or if all hearing requests are withdrawn, the executive director may issue final approval of the application. If all timely hearing requests are not withdrawn, the executive director will not issue final approval of the permit and will forward the application and requests to the Commissioners for their consideration at a scheduled commission meeting. The Commission may only grant a request for a contested case hearing on issues the requestor submitted in their timely comments that were not subsequently withdrawn. If a hearing is granted, the subject of a hearing will be limited to disputed issues of fact or mixed questions of fact and law relating to relevant and material air quality concerns submitted during the comment period. Issues such as property values, noise, traffic safety, and zoning are outside of the Commission's jurisdiction to address in this proceeding.

MAILING LIST. You may ask to be placed on a mailing list to receive additional information on this specific application by sending a written request to the Office of the Chief Clerk. See Contacts section.

INFORMATION AVAILABLE ONLINE. For details about the status of the application, visit the Commissioners' Integrated Database (CID) at www.tceq.texas.gov/goto/cid. Once you have access to the CID using the link, enter the permit number at the top of this notice.

CONTACTS. Public comments and requests must be submitted either electronically at www14.tceq.texas.gov/epic/eComment/, or in writing to the Texas Commission on Environmental Quality, Office of the Chief Clerk, MC-105, P.O. Box 13087, Austin, Texas 78711-3087. Please be aware that any contact information you provide, including your name, phone number, email address and physical address will become part of the agency's public record. For more information about this application or the permitting process, please call the TCEQ Public Education Program toll free at 1800687-4040 or visit their website at www.tceq.texas.gov/goto/pep. Si desea información en Español, puede llamar al 1-800-687-4040.

Further information may also be obtained from J7 Ready Mix, LLC, 5515 E Highway 67, Alvarado, TX 76009-6818 or by calling Mr. Chad Nerren, Project Manager at (936) 635-6524.

Amended Notice Issuance Date: November 17, 2023

Legals

CITY OF GRAND PRAIRIE
ADVERTISEMENT FOR BIDS

Sealed bids will be received at the office of the Purchasing division, 300 W. Main Street, Grand Prairie, Texas, until Friday, December 15, 2023 at 10:00 AM, and publicly opened and read at that time for the purchase of the following:

BID # 23223 – Fleet Hydraulic Equipment Maintenance & Repair

Further information and specifications may be obtained by contacting the city's bid distribution partner, Planet Bids at <https://pbsystem.planetbids.com/portal/53284/portal-home>, or the Office of the Purchasing division, 300 W. Main Street, Grand Prairie, Texas, (972) 237-8271.

The city reserves the right to reject any or all bids and to waive formalities. The city also reserves the right to purchase these items through state awarded contracts or other intergovernmental agreements when it is in the best interest of the city.

Mike Rieth
Buyer
IPL0149318
Nov 27,Dec 4 2023

NOTICE OF REQUIREMENT TO COMPLY WITH THE SUBDIVISION AND SERVICE EXTENSION POLICY OF BETHESDA WATER SUPPLY CORPORATION

Pursuant to Chapter 13.2502 of the Texas Water Code, Bethesda Water Supply Corporation hereby gives notice that any person who subdivides land by dividing any lot, tract or parcel of land, within the service area of Bethesda Water Supply Corporation, Certificate of Convenience and Necessity No.10089 & No. 2200068, into two or more lots or sites for the purpose of sale or development, whether immediate or future, including re-subdivision of land for which a plat has been filed and recorded or requests more than two water or sewer service connections on a single contiguous tract of land must comply with Section F, Developer, Subdivision and Non-Standard Service Requirements (the "Subdivision Policy") contained in Bethesda Water Supply Corporation's tariff.

Bethesda Water Supply Corporation is not required to extend retail water or sewer utility service to a service applicant in a subdivision where the developer of the subdivision has failed to comply with the Subdivision Policy. Applicable elements of the Subdivision include:

Evaluation by Bethesda Water Supply Corporation of the impact a proposed subdivision service extension will make on Bethesda Water Supply Corporation's water supply service system and payment of the costs for this evaluation;

Payment of reasonable costs or fees by the developer for providing water supply service capacity;

Payment of fees for reserving water supply capacity;

Forfeiture of reserved water supply service capacity for failure to pay applicable fees;

Payment of costs of any improvements to Bethesda Water Supply Corporation's system that are necessary to provide the water service;

Construction according to design approved by Bethesda Water Supply Corporation and dedication by the developer of water facilities within the subdivision following inspection.

Bethesda Water Supply Corporation's tariff and a map showing Bethesda Water Supply Corporation's service area may be reviewed at Bethesda Waters Supply Corporation's offices, at 509 S Burleson Blvd., the tariff and service area map also are filed of record at the Texas Commission on Environmental Quality in Austin, Texas and may be reviewed by contacting the TCEQ, c/o Utility Rates and Services Section, Water Utilities Division, P.O. Box 13087, Austin, Texas 78711. IFL0149982 Dec 1,4-8,11-15,18 2023

Service Directory

Concrete

EPOXY GARAGE FLOORS
Call Creative Works at 682-358-1970. 27 years experience.

Home & Business Improvement

Fence and deck repair power washing 8178080372

All Phases home/rentals/remodel/repairs, handyman, 25yrs of satisfied customers & friends 817-455-1382

Interior/Exterior Painting

Tape/Bed/Texture. Minor repairs. Free Estimates. 45 Years of Experience. (817) 825-1011

for your home improvement needs call 817-602-7265. decks, patio covers, stairs, framing, trellis, siding, doors, windows carpentry

THE MASON MENDER

Mailbox repairs, tuck pointing, cracks **817-455-9252**

PLUMBING

A to Z Military/Senior Disc All Repairs 24/7-FREE est. 817-323-3418

Lawn/Garden/Landscaping/Trees

Jeremy's lawn service
Leaf clean ups , gutters cleaning, servicing : nrh, hurst, Bedford and West Arlington!! Jeremy 817-569-0326

Oak Firewood Seasoned

\$320/cord, \$220/half delivered & stacked. Call **817-925-9606**

JOSE'S TREE SERVICE

Tree Removal/Tree Trimming & Brush Clearing. Full Ins./Senior/Military Disc Sm. Jobs on Land Clearing/We Beat Any Price Call Us At 817-724-2180 We Sell Firewood

Misc. Service

WE POWDER COAT PATIO FURNITURE. LONGHORN 817-759-2224

Split Seasoned Oak

\$300 1/2 \$500 cord. Delivered and stacked. Cash only. 817-243-6827

Roofing

victor sanchez roofing and remodeling
concrete driveway sidewalk patio free estimate 8173238432 cc

NEED MORE ROOM?

Let Classifieds Help Star-Telegram

STAR-TELEGRAM.COM



City of Saginaw

City Council Memorandum

Prepared By: Janice England

Consideration and Action regarding Consolidating Emergency Dispatch Services with Lake Worth--Russell Ragsdale, Police Chief

Meeting	Agenda Group	
Tuesday, January 2, 2024, 6:00 PM	Business	Item: 6A
Reference File		

BACKGROUND/DISCUSSION:

In August the police department first proposed consolidating our emergency call center with Lake Worth. Council seemed to receive this information well and requested that we continue to research the proposal. Since that time we have provided an update and now are prepared to make a formal recommendation towards consolidation. Attached to this agenda item are a memo, explaining the consolidation along with some history and reports from Tarrant County 9-1-1, and the Interlocal agreement (ILA).

FINANCIAL IMPACT:

First year impacts are a slight reduction in costs. Second year impacts are a slight increase in costs when compared to us keeping our dispatch service in-house. However, this does not include the cost for replacing a voice recorder (9-1-1 and police radio), dispatch furniture (all furniture in the unit is more than 16 years old and is needing to be replaced and/or upgraded) or other upgrades to IT related hardware/software associated with our recent audit of the dispatch center and other CJIS related concerns..

RECOMMENDATION:

Staff recommends that consolidation with the City of Lake Worth for joint emergency communications be approved.

Attachments

Saginaw Lake Worth Agreement - Dispatch 12.18.2023 - Final.pdf

Dispatch consolidation memo.pdf

Tarrant County 911 District_PSAP Assessment_1JUN2023_Final.pdf

STATE OF TEXAS §
 § **INTERLOCAL COOPERATION AGREEMENT**
COUNTY OF TARRANT §

THIS INTERLOCAL AGREEMENT for Dispatch Services (“Agreement”) is entered into by and between Parties the City of Lake Worth, Texas (“Lake Worth”) a home rule city, and the City of Saginaw, Texas (“Saginaw”), a home rule city by and through their authorized representatives. Lake Worth and Saginaw are at times each referred to herein as a “Party” or collectively as the “Parties.”

RECITALS

WHEREAS, the Parties wish to join into an agreement for combining public safety dispatching services between the Parties in order to provide their residents and businesses with a more effective and efficient delivery of these key public safety services under the terms and conditions of this Agreement and pursuant to the provisions of Chapter 791 of the Texas Government Code (otherwise knowns as the Interlocal Cooperation Act) and specifically Section 791.006 of the Texas Government Code, as amended; and

WHEREAS, Lake Worth has adequate facilities available to perform the dispatching and services for both Parties; and

WHEREAS, all payments for dispatching service to be made hereunder shall be made from current revenues available to the paying Party, in conformity with the provisions of the Government Code, and the Parties have concluded that this Agreement fairly compensates the performing Party for the dispatching services being provided hereunder and the Parties believe that this Agreement is in the best interests of their citizens;

NOW, THEREFORE, in consideration for the mutual promises and consideration provided for herein, , Lake Worth and Saginaw do hereby agree to the following:

SECTION 1. All matters stated above are found to be true and correct and are incorporated herein by reference as if copied in their entirety.

SECTION 2. Term and Termination:

A. This Agreement shall be for two one-year terms with the First Term commencing January 1, 2024, and ending September 30, 2024, and the Second Term commencing on October 1, 2024 and ending on September 30, 2025 and may be extended thereafter by mutual consent of the Parties hereto, in two-year increments.

B. This Agreement may be terminated on the occurrence of either of the following:

1. Either Party may terminate the Agreement by providing the other Party written notice of termination at least one hundred and eighty (180) days prior to the anticipated date of termination; or
 2. Mutual agreement of termination of the Agreement, executed in writing by both Parties, without the requisite one hundred and eighty (180) days prior written notice.
- C. In the event of a termination, Lake Worth shall be compensated on a pro-rata basis for all Services performed to the termination date. In the event of termination, should Lake Worth be over-compensated on a pro-rata basis for all Services performed to the termination date, Saginaw shall be reimbursed on a pro-rata basis for all such over-compensation. Receipt of payment and/or reimbursement shall not constitute a waiver of any claim that may otherwise arise out of this Agreement.

SECTION 3. Services to be Provided by Lake Worth: Lake Worth hereby agrees to provide to Saginaw the following equipment, services, personnel and facilities relating to the following:

- A. DISPATCH SERVICES: Lake Worth will furnish Saginaw all public safety dispatch services for the Saginaw Police Department using the police dispatch system of Lake Worth. This shall include:
1. Dispatching of all Police calls for service and after hours' public works calls ("Services") received from, or pertaining to, Saginaw.
 2. Process, rescind, confirm and otherwise manage warrants for Saginaw.
 3. Provide at its own expense, access to radio channels for Saginaw officers to communicate with the Lake Worth Police Dispatcher and such will be subject to any applicable State, local or Federal requirements or guidelines. If the Lake Worth Police Department changes radio frequencies, requiring a reprogramming of the Saginaw radios, Lake Worth will pay for the initial re-programming of Saginaw radios, in use at the time of transition, onto the new system.
 4. Provide CAD (Computer Aided Dispatch) service with the Spillman system hosted by Lake Worth.
 5. Provide remote access to the Lake Worth Spillman server for adding users and generating management reports.

SECTION 4. Services to be Provided by Saginaw: Saginaw hereby agrees to provide to Lake Worth the following:

- A. DISPATCH SERVICES: Saginaw will provide the following in relation to Dispatch:

1. Will provide, at its own expense, any and all communications equipment necessary for its officers to communicate with the Lake Worth Police Dispatcher. This shall include all programming, maintenance and care of such equipment and such will all be subject to any applicable State, local or Federal requirements or guidelines. If a transition to a new radio system is required, Saginaw will provide all radios for reprogramming as scheduled, any radios not scheduled or in use at the time of the transition will be the responsibility of Saginaw to program.
 2. Will provide all Saginaw police tablets to Lake Worth so that they may be updated and remain compatible with Spillman software.
 3. Will replace, at its sole cost, Saginaw police tablets on a similar basis and schedule as that of Lake Worth or at a time as reasonably requested by Lake Worth.
- B. The Saginaw Police Department will observe and comply with all standards, rules and ordinances of Lake Worth and/or any applicable State or Federal laws as they relate to the use of dispatch services.
- C. In return for and in consideration of services provided herein, Saginaw also agrees to pay Lake Worth on a monthly basis beginning thirty (30) days from the commencement date of this Agreement, unless otherwise subsequently agreed by both Parties. Payments shall be made promptly, no later than thirty (30) days after receipt of a monthly invoice from Lake Worth for such services. All such payments will be in equal installments and, in the event of any year during the term of this Agreement in which the term of such Agreement will be less than one (1) year, all such payments shall be adjusted on a pro rata basis using the annual figures, as follows:
1. The sum of four hundred and twenty-nine thousand six hundred and fifty-three dollars (\$429,653 annually), \$47,739.00 monthly, with the ninth month being \$47,741.00, during the First Term of this Agreement for dispatch services.
 2. The sum of six hundred and one thousand five hundred and eleven dollars (\$601,511 annually), \$50,125.00 monthly, with the twelfth month being \$50,136.00, during the Second Term of this Agreement for dispatch services.

SECTION 5. Notices: All notices required or provided for in this Agreement shall be sent to the following parties by certified mail, return receipt requested:

Stacey Almond
City Manager
The City of Lake Worth
3805 Adam Grubb
Lake Worth, Texas 76135

Gabe Reaume
City Manager
City of Saginaw

333 West McLeroy Blvd
Saginaw, Texas 76179

SECTION 6. Venue: This Agreement is performable in Tarrant County, Texas. Mandatory venue for any legal dispute arising as a result of or pursuant to this Agreement shall lie in Tarrant County, Texas.

SECTION 7. Liability: Pursuant to Texas Government Code section 791.006(b), the Parties to this inter-local Agreement hereby assign liability for any civil liability that arises from the furnishing of services under this Agreement as follows:

To the extent that immunity from suit is waived by the Texas Tort Claims Act, each Party shall be solely responsible for any civil liability arising from the conduct of its own employees, regardless of whether such employees are performing duties at the request of or under the authority, direction, suggestion, or order of the other Party. Each Party shall be solely responsible for any and all benefits applicable to its own employees, including but not limited to wage, salary, pension, worker's compensation, disability, and medical expenses. The assignment of liability provided by this Agreement is intended to be different than liability otherwise assigned under Texas Government Code section 791.006(b) which provides that the governmental unit that requests and obtains the services in the absence of the contract is responsible for any civil liability that arises from the furnishing of those services. Each Party hereby waives all claims against the other Party for compensation for any loss, damage, personal injury, or death occurring as a consequence of the performance of this Agreement.

SECTION 8. It is expressly agreed and understood that, in the execution of this Agreement, the Parties do not waive nor shall be deemed hereby to waive any immunity or defense that would otherwise be available to or against claims arising in the exercise of governmental functions relating hereto or otherwise. By entering into this Agreement, the Parties do not create any obligation, express or implied, other than those set forth herein and this Agreement shall not create any rights in any parties not signatory hereto.

SECTION 9. Each Party to this Agreement shall comply with any and all applicable laws, rules and regulations, as amended, whether Federal, State or local, in the performance of its obligations under this Agreement and shall be responsible for requiring each of its officials, members and employees, as the case may be, to comply with such laws, rules and regulations, as they pertain to that person in such capacity.

SECTION 10. The recitals set forth above are incorporated into and constitute a part of this Agreement. This Agreement is the entire agreement of the parties hereto respecting the subject matter thereof and supersedes any and all prior or contemporaneous written or oral agreements, statements or understanding respecting that subject matter. It is stipulated and agreed that all provisions of this Agreement, including, without limitation, any general provisions, are material, and that note of the parties hereto has made or relied on any representation or express or implied warranty regarding the subject matter hereof that is not expressly set forth in this Agreement.

SECTION 11. No waiver or modification of this Agreement or of any rights or obligations

hereunder shall be valid or binding, unless and until it is in a writing expressly providing for such waiver or modification in clear and unequivocal terms and signed by the Parties.

SECTION 12. Except as may be permitted under this Agreement, no Party hereto shall assign any of that Party's rights or delegate any of that Party's duties, under this Agreement, without the prior written consent of the other Party hereto.

SECTION 13. In the event that any performance by either Party of any of its obligations under this Agreement shall be in any way prevented, interrupted or delayed by an act of God, acts of war, riot or civil commotion, by an act of State, by strikes, fire or flood, or by the occurrence of any other event or development beyond the control of either Party, the Parties shall be excused from such performance for such period of time as is reasonably necessary after such occurrence abates for the effects thereof to have dissipated or for the Parties to have effected a reasonable recovery therefrom, as the case may be.

SECTION 14. If any provision of this Agreement is determined by a court of competent jurisdiction to be unenforceable for any reason, then: (a) such unenforceable provision shall be deleted from this Agreement; (b) the unenforceable provision shall, to the extent possible, be rewritten to be enforceable and to give effect to the intent of the parties; and (c) the remainder of this Agreement shall remain in full force and effect and shall be interpreted to give effect to the intent of the Parties.

SECTION 15. The Parties state and certify that their signatories to this Agreement are lawfully and duly authorized to sign this Agreement on behalf of Lake Worth and Saginaw and that any and all motions and/or resolutions necessary to extend such authority have been duly passed by vote of the City Council and are in full force and effect at the time the signatories execute this Agreement on behalf of the Parties.

SECTION 16. This Agreement may be executed in a number of identical counterparts, each of which shall be deemed an original for all purposes. An electronic mail and/or facsimile signature will also be deemed to constitute an original if properly executed and delivered to the other Party.

SECTION 17. Independent Contractor. Except as otherwise expressly provided herein, Lake Worth and Saginaw agree and acknowledge that each entity is not an agent of the other entity and that each entity is responsible for its own acts, forbearance, negligence and deeds, and for those of its agents or employees in conjunction with the performance of work covered under this Agreement.

IN WITNESS WHEREOF, the Agreement is effective on this the ____ day of _____, 2023 (the “Effective Date”).

CITY OF LAKE WORTH, TEXAS

By: _____
Stacey Almond
City Manager

Date: _____

CITY OF SAGINAW, TEXAS

By: _____
Gabe Reaume
City Manager

Date: _____

ATTEST:

By: _____
Holly Fimbres
City Secretary



SAGINAW POLICE DEPARTMENT INFORMATIONAL MEMO

TO: City Council Members,
Gabe Reaume, and Lee Howell

FROM: Russell Ragsdale

REF: Dispatch Consolidation Recommendation

DATE: December 27, 2023

With direction from council, the police department has been investigating the possibility of consolidating our Emergency Dispatch Services with the City of Lake Worth. We have made this proposal to enhance efficiency, improve resource allocation and address the issues that we believe will be required in the upcoming years. By moving towards consolidation in a voluntary manner, we have a say in what that looks like. If we take a back seat and just let things play out over time, we likely will be assigned to a larger center and have no say in what that partnership looks like or what it will cost.

I want to provide some history on this proposal since it has spanned the course of nearly five months since its initial discussion with council and just over 21 months since its first consideration with Tarrant County 9-1-1 and other West Tarrant Police Agencies.

- The West Tarrant Police Chiefs Association (WTPCA) began talking about and proposing consolidation in several areas, namely: Emergency Communications, SWAT, Honor Guard, Crisis Intervention, Crash Reconstruction, Peer Support and Jail. These meetings began in March of 2022 and involved eight agencies.
 - Three agencies consolidated under the White Settlement consortium. The largest factor here was that these agencies did not subscribe to the Fort Radio system, or were unable to continue their dispatch center due to staffing vacancies. White Settlement has their own radio system, and was able to take on small agencies with little added cost, and marketed their consortium as such. Their ILA's contain a mandatory 5% increase in cost for every year of participation with contracts being 10 years in length.
 - Two agencies are proposing consolidation with Lake Worth: Lake Worth and Saginaw.
 - There are several other agencies that have taken a wait and see approach to determine how well things work. Those agencies are Azle, River Oaks and EMS-ISD. All of these agencies are current subscribers to the Fort Worth Radio System, and all are planning to move to the Motorola-Spillman FLEX CAD/RMS.
 - Our consolidation unit has also been approached by Haltom City and Richland Hills from an informative stance at this point.
 - As previously mentioned during our presentation, the more agencies that join, the cheaper our unit will be, since the fixed costs are shared among a larger group.

- Why two emergency communication consortiums?
 - The White Settlement consortium is controlled by White Settlement. They control the policies and costs and anyone participating in their shared services will need to conform to White Settlement and its policies. This is a traditional approach, but one that I believe leads to participants not being happy with the end product since they have no say in how or when changes, policies, or cost take effect.
 - Our proposed consortium is controlled by an Executive Board, made up of the chiefs who represent the consolidation, and committees made up of our field “Experts” within each agency. This gives us some control over policies, future costs, and how/when changes take effect.
 - We visited with departments who were in traditional consortiums and learned what the negative trade-offs were and tried to develop a proposal that would negate the negatives and make the positives stronger.
 - a. One of these areas of concern is how the joint communications center is labeled. If it keeps an agency name then it leads to confusion among citizens outside of that particular agency. Our proposed unit will be called the North West Emergency Communications Center (NWECC)
 - b. Traditional approaches also lead to employee dissatisfaction due to communication employees belonging to one agency and not developing relations with other agency employees. Our proposal has the communications center having its own name, and representing the individual agencies. We have a marketing and educational campaign prepared to advise citizens. We also have planned employee events for the agencies and dispatch to get together and develop working relationships.
- Tarrant County 9-1-1 authorized a study to be completed on the condition of our regional 911 system. The study was initiated in November of 2022 and completed in July of 2023. That study was previously shared with council and is attached to this action item for reference.
 - The TC911 study suggested that consolidated centers would be a necessity in the future of NextGen 911 simply due to cost. The agency has already stopped annual funding to Public Service Answering Points (PSAP's) in anticipation of equipment costs moving forward. The agency has also determined that under current funding policies, it will not be able to sustain annual funding without consolidation.
 - TC911 has been involved in the WTPCA meetings and provided direction for the groups moving forward.

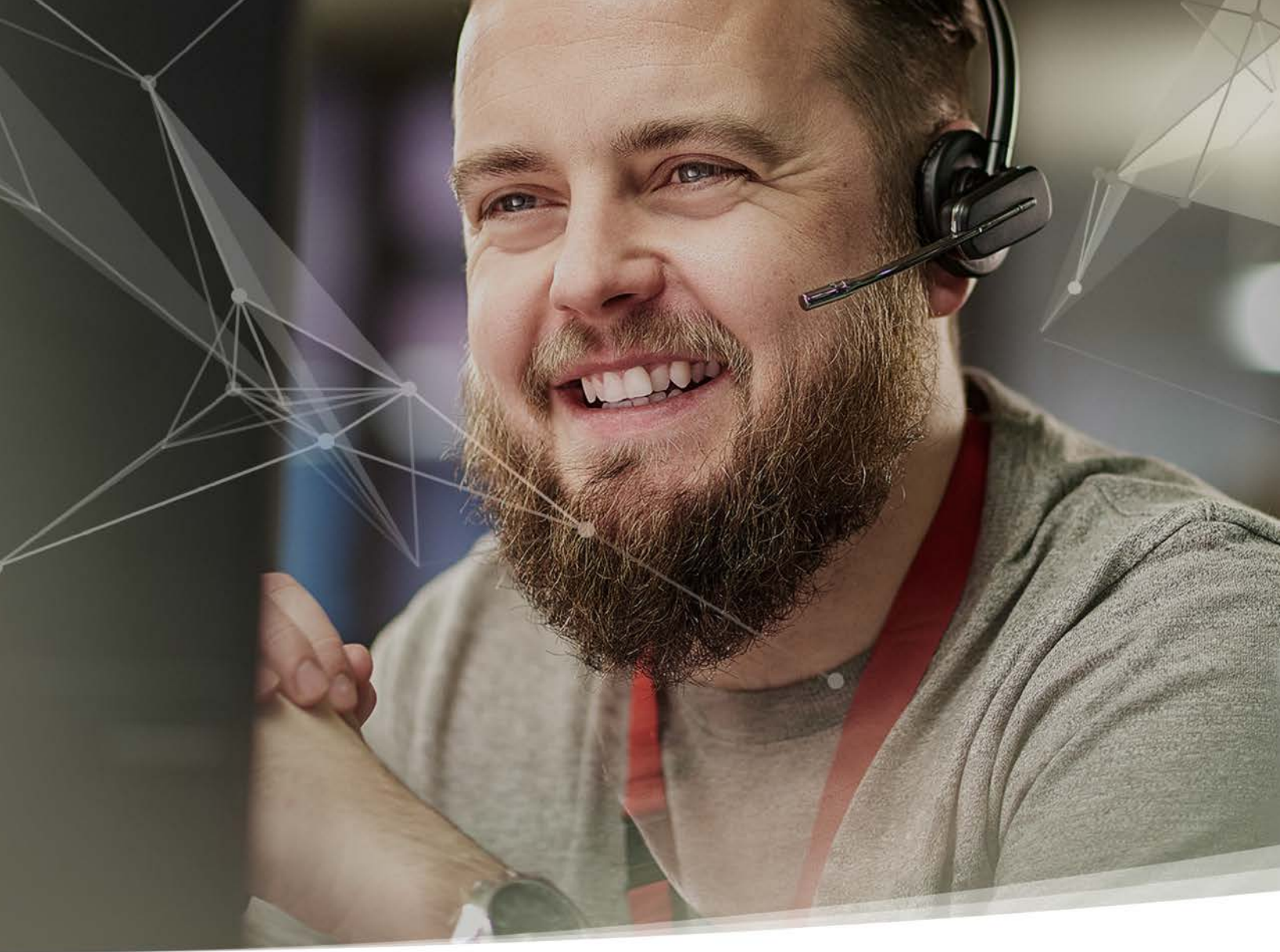
- Concerns of Council during our first presentation-
 - Employees would have to apply for their jobs.
 - This was done in a very informal manner. Every one of our employees have passed the background process and are prepared to receive a conditional job offer. The job offer will only occur if this consolidation is approved. All of our dispatchers intend to accept the job offer if offered. Lake Worth is matching the employee's tenure with benefits as if our employee worked in Lake Worth all along. Most are also getting small raises to match a step already offered by Lake Worth based on tenure. Job offers will only be made if the merger is approved.
 - How will our officers trust dispatchers they do not know-
 - In most larger agencies, and in all metro type agencies, both in state and out, dispatch centers are not inside the Police facility. There is never a need for officers and dispatchers to interact. Trust develops when the dispatcher provides the assistance the officer needs, whether it is information or an assist unit. With that being said- our goal is to have quarterly events where dispatchers and officers, from all agencies involved, get together and put faces to names.
 - How will phones be answered-
 - As mentioned previously, the proposed consolidation has a unique name- the Northwest Emergency Communication Center (NWECC). Admin lines will be answered in this manner, however, 9-1-1 lines will likely be answered as "9-1-1, What is your Emergency" much like they have been answered in the past. We have an entire marketing campaign ready to launch to advise citizens of the changes, which will reduce confusion. This is something that was not done when our Fire Department joined FTW Fire Dispatch. Our marketing campaign includes social media postings and flyers that can be distributed in water bills, etc...
 - How will complaints be handled-
 - There was concern that should a citizen have a complaint against dispatch that it would require the citizen to go to or call Lake Worth PD, which was not really acceptable. Complaints can be handled a number of ways:
 - a. citizen can come to our PD and fill out a complaint form, which we will send to NWECC for investigation,
 - b. Citizen can go online and under the department's webpage, can choose the link to file a complaint, which will go to the NWECC, or
 - c. they can scan a QR code, both online or in the PD lobby and complete the complaint process, which will also go straight to NWECC.

➤ Effectiveness of the unit:

- Lake Worth dispatch is already an APCO accredited emergency dispatch center, one of the few in our region. With that comes a good deal of statistical reporting. Our council asked specifically about Key Performance Areas (KPA's) and Key Performance Indicators (KPI's).
 - KPA's will generally be the macro look at primary areas of focus, such as call taking, dispatching, technical system functionality and quality assurance/quality improvement programs
 - KPI's are more of a micro look into the KPA's, such as:
 - a. % of 911 calls answered within x number of seconds,
 - b. Avg call time duration,
 - c. % of abandoned calls,
 - d. % of calls dispatched with x seconds
 - e. Call pending time by priority, etc...

I believe this merger or consolidation is a big benefit to the City of Saginaw. Like any merger, there will be some growing pains. During our training period, we have made several adjustments, with many more to be made, I'm sure. But all-in-all we have maintained more dispatchers on the console, higher call volume with shorter time in que, fewer dropped/abandoned calls and our responsiveness to calls has been at or above the levels it was previously. This is during a training period, where these statistics should actually be less impressive due to employees being trained on a new system, but we have actually seen the opposite.

It is my sincere recommendation that Council approve the Ila authorizing the cities of Lake Worth and Saginaw to consolidate their emergency call centers into the Northwest Emergency Call Center (NWECC). The ILA is for two 1-year terms, the first being January 2024 to September 30, 2024 and the second being October 1, 2024 to September 30, 2025, and then renewable for 2-year increments. There is also a clause to terminate the agreement by either party with 180 days advanced written notice.



Public Safety Answering Point Regionalization Study

Final Report

Prepared July 2023

Tarrant County 9-1-1 District, Texas



Acknowledgments

Mission Critical Partners, LLC (MCP) would like to acknowledge everyone who contributed to this report in ways big and small. We are grateful to the Tarrant County 9-1-1 District, public safety answering point (PSAP) staff, and community leaders for their participation and support during this study. Throughout the study, MCP found participants to be passionate about making a change and a willingness to support each other, their communities, and their cities.

We wish to acknowledge the engagement and commitment to improving public safety response to emergencies and non-emergency community needs. We appreciate the opportunity and trust the Tarrant County 9-1-1 District and PSAPs have placed in MCP to serve you.

Table of Contents

Acknowledgments.....	i
Executive Summary	1
1 Introduction	7
2 Methodology	10
3 Current State Findings and Analysis	13
3.1 Leadership and Planning	13
3.1.1 Governance and Organizational Structure.....	14
3.1.2 Leadership and Planning	16
3.2 Revenue and Expenses.....	21
3.2.1 District Funding	21
3.2.2 PSAP Operating Budgets.....	23
3.3 Operations	27
Functions, Workload, and Duty Assignments	27
3.3.1 Call Transfers	32
3.3.2 Training	34
3.3.3 Standard Operating Procedures	35
3.3.4 Use of Call Processing Protocols and T-CPR.....	35
3.3.5 Quality Assurance and Performance Management	36
3.4 Personnel and Workforce Management	38
3.4.1 Staffing	38
3.4.2 Abandoned Call Rate	41
3.4.3 Supervision and Span of Control	41
3.4.4 Recruiting	41
3.4.5 Retention	42
3.4.6 Salaries and Benefits	44
3.5 Technology and Systems in Use	45
3.5.1 Call-Handling Equipment	46
3.5.2 Computer-aided Dispatch and Records Management Systems.....	46
3.5.3 Geographic Information Systems.....	46
3.5.4 Radio	47
3.5.5 Logging Recorder.....	47
3.5.6 Other Systems and Software	47
3.5.7 Alert and Warning Systems.....	47
3.5.8 Network and Technical Support	47
3.6 Facilities	48
3.6.1 Primary Facilities.....	48
3.6.2 Backup Facilities	49
4 Future Opportunities and Considerations	50
4.1 Organic versus Inorganic Regionalization	52
4.1.1 Physical Consolidation – Tier 1	54
4.1.2 Technology and Shared Systems-based Regionalization	57
4.1.3 Policy and Operations-based Regionalization	58

4.2	Funding	62
4.3	Organic Regionalization Strategic Plan	62
4.3.1	Cybersecurity Governance.....	63
5	Conclusion	64
	Appendix A: Standards, Accrediting Organizations, and State Rules	65
	Appendix B: Cybersecurity Resources and Standards	70
	Appendix C: 9-1-1 Surcharge – User Fees by State	71
	Appendix D: PSAP Wages	76
	Appendix E: PSAP Technology and Systems in Use.....	78
	Appendix F: PSAP Consolidation Benchmark Criteria Roadmap.....	83
	Appendix G: Consolidation Alliance Profile	86

Table of Figures

Figure 1: Emergency Communications Ecosystem	2
Figure 2: Regionalization Tiered Approach.....	4
Figure 3: Regionalization Feasibility Focus Areas	10
Figure 4: Planning	17
Figure 5: District Budget 2021 to 2023	22
Figure 6: Performance Management Cycle	
Figure 7: Direct Impacts on Retention	43
Figure 8: Emergency Communications Ecosystem	50
Figure 9: District Stakeholder Priorities.....	52
Figure 10: Values of Organic Regionalization.....	53
Figure 11: Regionalization Tiered Approach.....	54
Figure 12: Policies and Operations-based Regionalization	59

Table of Tables

Table 1: PSAP Demographics	7
Table 2: PSAP Authority	14
Table 3: Leadership Planning Summary	17
Table 4: PSAP Cost per Call Sampling.....	24
Table 5: Non-Core Duties	28
Table 6: 2022 9-1-1 and Administrative Call Volume Overview	30
Table 7: District Call Transfers.....	32
Table 8: Staffing and Turnover	39
Table 9: PSAP Sizes	48
Table 10: PSAP Facilities with Space/Expansion Potential.....	55
Table 11: Virtual Regionalization Strengths and Challenges.....	58

Executive Summary

The Tarrant County 9-1-1 District (District) engaged Mission Critical Partners, LLC (MCP) to explore how it can more effectively support its 37 public safety answering points (PSAPs) comprised of 26 primary, 4 secondary, and 7 backup centers¹ in meeting service delivery expectations, which are increasingly more demanding. To accomplish this task, MCP completed a comprehensive holistic assessment of 28 primary and secondary PSAPs'² current state of public safety communications services, including leadership and planning, revenue and expenses, operations, personnel and workforce management, technology and systems, and facilities. The overarching concern? *How does the county, with support from the District, maintain or improve service levels while supporting a system that is affordable?* Respectfully acknowledging that the provision of 9-1-1 and dispatch services is a local issue and the political realities within the District, the District's goal is to explore opportunities with PSAP stakeholders to improve services provided to the communities served by the District.

At the onset of this project, stakeholders highlighted their current challenges and desires:

- Being fiscally smart by reducing duplicate systems, equipment, and operations, and spending money to improve service levels.
- Improving communications and efficiencies, resulting in quicker response.
- Reducing the risk of errors by limiting transfers and routing callers to the correct PSAP initially.
- Offering stakeholders a look at the big picture.
- Being more intentional with telecommunicator health and wellbeing.
- Providing a level of quality for all agencies that they have not been able to achieve.
- Allowing all stakeholders to have a voice and be heard.

The expanding emergency communications ecosystem (Figure 1) is complex, quickly advancing, and always evolving. In many instances, data is increasing faster than agencies can keep up with, resulting in smaller PSAPs continuously being left behind. Regardless of size, PSAPs that are unwilling to explore their options run the risk of exacerbating the problem by creating holes in the ecosystem, increasing risk exposure, and introducing points of failure into what, on the surface, appears to be an efficient and effective system. This challenge is further complicated by the public's expectations of what advancing technologies can deliver to them, which directly impacts service delivery expectations.

¹ Four backup centers are controlled by the District and three by local municipalities.

² During the course of this study, Sansom Park and Westworth Village consolidated with White Settlement, changing the number of primary PSAPs from 28 to 26.

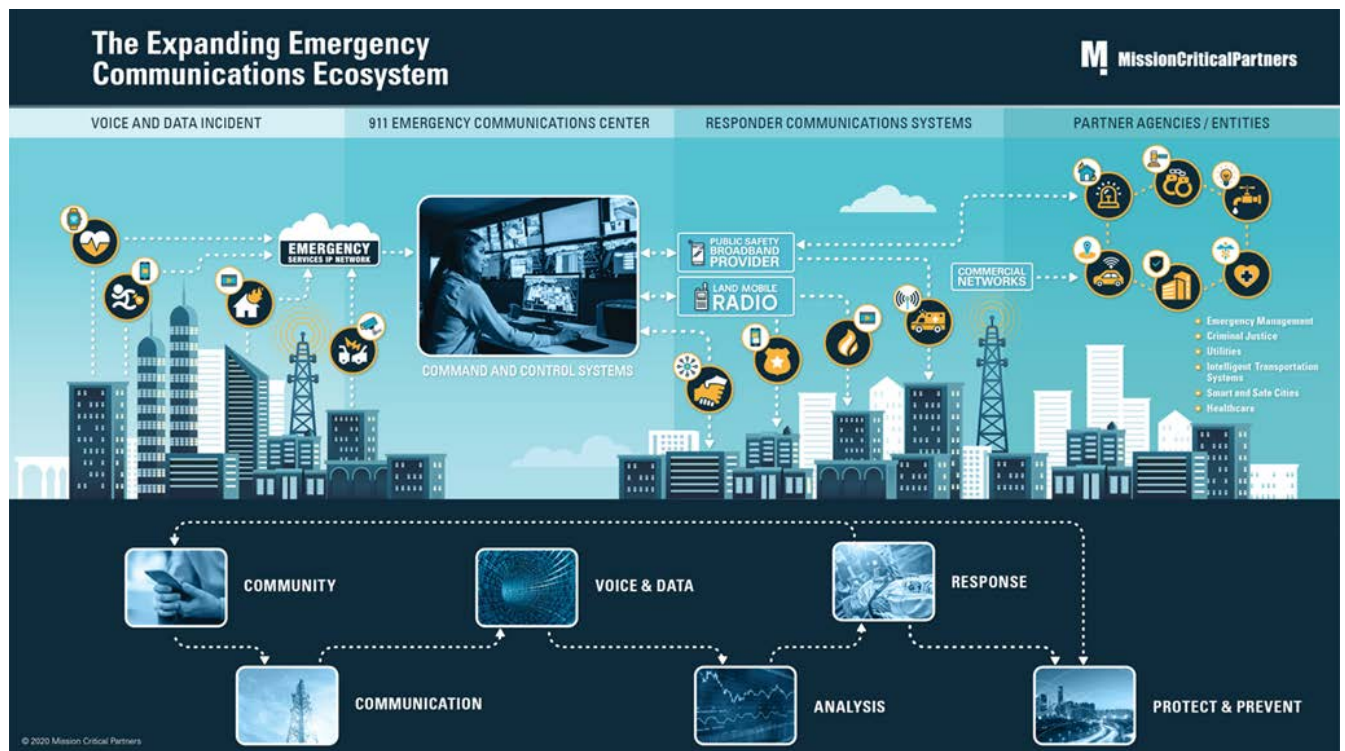


Figure 1: Emergency Communications Ecosystem

Essentially, there are 28 separate and independently operated ecosystems—each with their own priorities—operating 24 x 7, serving a dense population of more than two million people in the county. The public safety communications ecosystem as it exists today in the District has inherent challenges and areas of risk that are articulated throughout this report.

Another driver of this study is the need to build a roadmap that will provide the District with fiscal sustainability. Established in 1985, the District has never increased its fees for wireline phones, which are set at \$0.20 per line. Wireline fees throughout the state range from \$0.20 to \$1.85 per line. In addition to lower-than-average revenue from devices, the District is impacted by rising operating costs and exorbitant capital costs related to advancing technologies, specifically with the call-handling equipment (CHE). When this study began, District staff estimated that reserves would be depleted by 2025 and local governments will be forced to cover the gap of both operating and capital costs for their individual PSAPs that are currently covered by the District (e.g., CHE and infrastructure); however, the Board took action to ensure the District can support the 9-1-1 equipment and infrastructure.

The findings of MCP's analysis affirm the District's concerns regarding sustainability and operational efficiencies. This report provides a snapshot of the current conditions discovered during data gathering, process reviews, and operational analysis, which were conducted in the second half of 2022. It also contains recommendations—actionable initiatives—resulting from the key findings to achieve short-, mid-, and long-term

goals and objectives. Overall, the recommendations address the key findings noted below and lend themselves well to support the District's current activities and future planning efforts.

Key Findings	
<ul style="list-style-type: none"> • The PSAPs are supported by the District, with a Board of Managers (Board) consisting of appointed and elected officials, which provides technologies, training, and programs related to 9-1-1 call processing. • Most PSAPs have flat organizational structures with little or no opportunity for career advancement. • There are opportunities throughout the District for more planning—both independent and joint (i.e., strategic, continuity of operations [COOP], disaster recovery [DR], change management, and cybersecurity). • The District's wireline rates are some of the lowest in the state. • If there is a major budget shortfall or capital expense, the District uses unrestricted reserves to cover the costs. • Leveraging technology and shared systems, some PSAP systems are already virtually consolidated and supported by District infrastructure. • Current PSAP core technology could be leveraged to improve situational awareness and interoperability between agencies (e.g., ability to route calls within the CHE and share incidents in the computer-aided dispatch [CAD] system). • Non-core (ancillary) functions that are not commonly found in PSAPs managed independently of law enforcement, fire, and emergency medical services (EMS) (e.g., detention/jail duties, walkup window, and other administrative and records support duties) are prevalent throughout the District. 	<ul style="list-style-type: none"> • Administrative phone calls comprise more than 50% of the overall call volume and, in some cases, more than 85%. • Most PSAPs in the District perform call-taker duties simultaneously with dispatching and there are no clearly defined functions. • The majority of PSAPs in the District are small, with one to two positions and a minimum of one or two employees per shift. • PSAP staff reported significant challenges related to recruiting and retention, including wage disparity and low applicant pools. • The low staffing limits the capacity potential of the majority of PSAPs in the District and creates an environment that may challenge a PSAP to effectively manage a workload surge. • It is a common practice throughout the District to have sworn personnel cover shortages when necessary. • Calls are not set to rollover between PSAPs when a PSAP becomes overloaded. If a PSAP is overloaded, callers will get a fast busy tone when attempting a call. • Misrouted wireless 9-1-1 calls are a common occurrence. • The majority of PSAPs in the District are classified as small and are at capacity for current operations with limited ability to expand without significant cost. • Many PSAPs lack the ability to support staff from another agency for a prolonged period. • The majority of PSAPs have no viable long-term backup facility that could house mission-critical equipment and staff.

A holistic quantitative and qualitative analysis of the above findings identified multiple areas in which service levels and operational and fiscal efficiencies could be gained and improved on a broader level through organic regionalization.

Organic regionalization occurs naturally without external forces (e.g., funded or unfunded government mandate) when stakeholders work collaboratively toward a common goal focused on improving emergency response outcomes. There are three categories or levels of organic regionalization that would improve operational efficiencies within the District: physical consolidation, policy and operations, and technology and shared systems, which can be achieved organically through a tiered approach:

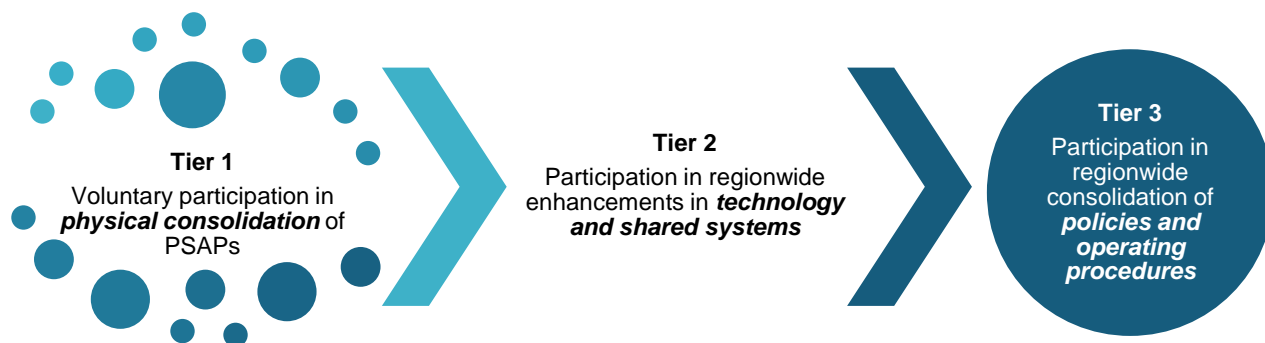


Figure 2: Regionalization Tiered Approach

The three levels of organic regionalization can be executed concurrently or independently. Two levels (policy/operations and technology/shared systems) can be implemented as effective building blocks to full or physical regionalization.

The following reasons provide further support for a regionalization of the PSAPs operating under the purview of the District:

- Reduce 9-1-1 call transfers³
- Eliminate occurrences where one employee is on duty at a time
- Eliminate occurrences where unqualified personnel are working in the PSAP (e.g., sworn personnel without adequate training)
- Improve staffing to provide enhanced coverage 24 hours a day, seven days a week (24 x 7)
- Reduce staffing shortages
- Eliminate duplicative support services
- Decrease the number of points of infiltration for cybersecurity risks
- Eliminate cost duplication to operate the 28 separate and independent PSAPs assessed
- Provide a shared quality assurance/quality improvement (QA/QI) program
- Assure more consistent and effective service delivery
- Provide greater opportunities for interagency response, backup, situational awareness, and data sharing

³ Transfers cannot be eliminated unless all agencies join the consolidation effort.

- Eliminate call workflows that inherently include two or more 9-1-1 call transfers⁴
- Provide District-wide zero-minute response to most fire and emergency medical calls for service⁵
- Expand the workspace in the PSAP
- Reduce operational complexity of the combined call-taker/dispatcher position, which can improve training completion statistics
- Minimize budget competition between field and dispatch personnel
- Lead to operational and capital cost savings
- Provide for improved COOP and DR plans
- Improve radio communications and interoperability among responders
- Standardize processes to promote community education, trust, and support
- Adhere to training and QA requirements to improve service and reduce mistakes
- Adhere to Texas Commission on Law Enforcement (TCOLE)⁶ training requirements

Organic regionalization is not easy to accomplish and can often take years to achieve. Given the complexity of these opportunities, MCP recommends that the District, with valued input from PSAP staff and stakeholders, consider developing a long-term strategic plan to help guide organic regionalization.

- A strategic plan is essential to an organization's ability to achieve its long-term goals proactively and incrementally.
- A concise and well-formatted strategic plan, which establishes annual commitments (initiatives) and maintains a rhythm for alignment and accountability, can mitigate distractions that do not enhance emergency response.
- District stakeholders can benefit from an effective and executable strategic plan, factoring in MCP's findings and recommendations, to help improve public safety emergency response within the District.

Without regionalization, and without reducing the number of independent ecosystems operating in a compressed area, many PSAPs within the District are bound to the current state and constraints in their efforts to provide a higher, more efficient level of service. The most prevalent constraints throughout the District are a lack of viable candidates to fill operational vacancies and unavoidable increasing technology costs. These challenges would be difficult to mitigate without regionalization because of the sheer number of PSAPs that exist today in the District.

⁴ MCP has found that eliminating double transfers is a best practice. This finding is supported by states such as Florida that have such requirements incorporated into their state 9-1-1 plans. Florida E-911 Plan, Section 3.2.3(B) says the following about double transfers: "With a transferred call, the caller must never be procedurally required to talk with more than two people: the primary PSAP 911 call taker and the call taker at the remote agency. There shall be no inherent double transfers."

⁵ "Pre-Arrival Instructions (or PAI's) [*sic*] provide potentially life-saving, scripted instructions for callers trapped in a sinking vehicle or structure fire, water rescue incidents, a person who is on fire, a caller who is in danger but not trapped, or a situation where there is a HAZMAT danger. Collectively, these protocols and instructions are referred to as Dispatch Life Support Instructions. Dispatch Life Support Instructions make it possible for properly trained call takers to provide a Zero Minute Response™." Priority Dispatch, 2020. <https://prioritydispatch.net/emd-cardset/> Zero-minute response cannot be fully realized unless dispatch agencies in the county join the effort.

⁶ <http://www.tcole.texas.gov/content/training-requirements>

To be successful, MCP acknowledges that it is best when organic regionalization is initiated at the local level, outside the purview of the District; however, the District supports using this information and approach to promote the achievement of standards and best practices while advocating for actions that will result in efficiencies and provide consistent emergency communications throughout the region.

1 Introduction

The Tarrant County 9-1-1 District (District) contracted Mission Critical Partners (MCP) to perform a comprehensive assessment of the public safety answering points (PSAPs) operating within the District, including their operations, administration, technology, facilities, and operating expenses. District entities cover approximately 865 square miles.⁷ Within the District, and the purview of this study, are 37 PSAPs comprised of 26 primary, 4 secondary, and 7 backup centers. Collectively, the PSAPs serve the region's approximately 2.1 million residents, numerous law enforcement, fire/rescue, emergency medical services (EMS) transport agencies, and countless visitors.

A primary PSAP is the initial point of entry for all 9-1-1 calls that originate within its service area. Typically calls requiring law enforcement, fire, or EMS response are received and then directly dispatched by a PSAP without the need for call transfers. The demographics for the respective PSAPs are shown in the table below.

Table 1: PSAP Demographics⁸

PSAP Location	Primary Workstation	Population	Square Miles (rounded)	Annual 9-1-1 Volume (2022)	Percentage of 9-1-1 Call Volume
Arlington PD ⁹	28 plus 11 backup	392,786	96	283,733	14.20%
Azle PD	2	13,518	9	7,073	0.35%
Bedford PD	4	49,187	10	26,581	1.33%
Benbrook PD	4	24,605	11	11,970	0.60%
Burleson PD	4	51,618	28	19,626	0.98%
Crowley PD	2	19,333	7	7,917	0.40%
Dalworthington Gardens DPS ¹⁰	2	2,247 ¹¹	1.8	1,669	0.08%
Dallas Fort Worth Airport (DFW)	5 plus 3 backup	63 million customers annually ¹²	N/A	31,846	1.59%
Eules PD	6	60,500	16	27,979	1.40%

⁷ <https://www.census.gov/quickfacts/tarrantcountytexas>

⁸ Ibid

⁹ Police Department

¹⁰ Department of Public Safety

¹¹ [Dalworthington Gardens, Texas Population 2023 \(worldpopulationreview.com\)](#)

¹² [Dallas/Fort Worth International Airport | Visit Dallas](#)

PSAP Location	Primary Workstation	Population	Square Miles (rounded)	Annual 9-1-1 Volume (2022)	Percentage of 9-1-1 Call Volume
Fort Worth FD ¹³	9 plus 6 backup	938,508	347	83,145	4.16%
Fort Worth PD	35 plus 21 backup			767,799	38.43%
Grand Prairie PD	16 plus 6 backup	197,347	73	116,711	5.84%
Grapevine PD	7	50,872	32	29,368	1.47%
Hurst PD	6	40,055	32	25,691	1.29%
Irving FD ¹⁴	5 plus 3 backup	254,198	67	21,414	1.07%
Irving PD	16 plus 8 backup			154,316	7.72%
Lake Worth PD ¹⁵	3	6,922 ¹⁶	2.5	9,791	0.49%
Mansfield PD	6	74,368	37	40,103	2.01%
MedStar Mobile Healthcare ¹⁷	10	1.14 million	483	133,921	6.70%
NETCOM ¹⁸	7	112,000	66	37,425	1.87%
North Richland Hills PD	9 plus 4 backup	70,209	18	73,050	3.66%
Pantego PD	2	2,467 ¹⁹	1	2,093	0.10%
River Oaks PD	2	7,524	2	2,865	0.14%
Saginaw PD	3	24,011	8	10,538	0.53%
Tarrant County Regional Communications ²⁰	2	6,067	2	13,824	0.69%

¹³ Fort Worth Fire Department is a secondary PSAP.

¹⁴ Irving Fire Department is a secondary PSAP.

¹⁵ Includes call volume and population for Blue Mound Police Department, which will be joining the Lake Worth PSAP on or before June 1, 2023. Blue Mound's population is 2,359 with 678 annual 9-1-1 calls.

¹⁶ [Lake Worth, Texas Population 2023 \(worldpopulationreview.com\)](https://www.worldpopulationreview.com/cities/lake-worth-texas-population-2023)

¹⁷ MedStar is a private for-profit secondary PSAP. <https://www.medstar911.org/>

¹⁸ Northeast Tarrant Communications Center

¹⁹ [Pantego, Texas Population 2023 \(worldpopulationreview.com\)](https://www.worldpopulationreview.com/cities/pantego-texas-population-2023)

²⁰ Forest Hill consolidated with Tarrant County Regional Communications (formally Everman) on January 18, 2023. Forest Hill serves a population of 13,883 and has 10,901 9-1-1 calls annually.

PSAP Location	Primary Workstation	Population	Square Miles (rounded)	Annual 9-1-1 Volume (2022)	Percentage of 9-1-1 Call Volume
Tarrant County SO ²¹	8	2.1 million	865	39,272	1.97%
Westover Hills PD	2	635 ²²	0.7	226	0.01%
White Settlement PD ²³	4	25,995 ²⁴	6	17,745	0.89%
Total	209	2.1 million²⁵	865²⁶	1,997,691	100%

Based on the size categories described in the National 911 Program's *Next Generation 911 Cost Estimate: A Report to Congress* published in 2018²⁷, 18 PSAPs included in this study are considered small (1 to 6 positions²⁸), eight are considered medium (7 to 20 positions), and two are considered large (21 to 50 positions). The 28 PSAPs assessed have anywhere from one to approximately 26 telecommunicators on duty on any given shift.

It is not unusual for small PSAPs to be assigned ancillary duties that are not related to services critical to 9-1-1. These typically include answering 10-digit administrative lines and handling after-hours requests from individuals seeking other administrative or routine municipal services. Almost all the PSAPs within the county require their telecommunicators to conduct other work, such as records and administrative tasks, outside of answering emergency phone calls, analyzing information, dispatching, and accounting for field responders (see Section 3.3.1).

²¹ Sheriff's Office

²² [Westover Hills, Texas Population 2023 \(worldpopulationreview.com\)](https://worldpopulationreview.com/country-rankings/westover-hills-texas-population-2023)

²³ Westworth Village consolidated with White Settlement on October 25, 2022. Westworth Village has a population of 2,590 ([Westworth Village, TX - Profile data - Census Reporter](#)) and approximately 1,083 9-1-1 calls annually. Sansom Park is shuttering its doors and moving to White Settlement in late May 2023.

²⁴ [U.S. Census Bureau QuickFacts: White Settlement city, Texas](#)

²⁵ Total population for Tarrant County, Texas

²⁶ Total square miles for Tarrant County, Texas

²⁷ [Next Generation 911 Cost Estimate Report to Congress 2018.pdf](#)

²⁸ A position, otherwise known as a workstation, is the physical console that the telecommunicators sit at to answer emergency calls and dispatch.

2 Methodology

This was a collaborative effort by the District, Board of Managers (Board), and stakeholders. Serving as the project core team for this engagement, District staff assisted MCP in its assessment by coordinating introductions, supporting data gathering efforts, and overcoming obstacles. During the study, MCP focused on five factors, shown in Figure 3, with special attention on determining opportunities to achieve efficiencies that would mutually benefit the collective 37 PSAPs as well as field responders and citizens.

Data Collection

A success factor of this project is the input of respective PSAP and District staff, and the data provided by all participants. Studies such as these require a significant amount of historical and current data that allows MCP to assess each factor.

This PSAP regionalization study spanned ten months. During this time, MCP collected data, thoughts, and ideas in several manners, including a review of historical District and PSAP data, individual stakeholder interviews, regional town hall sessions, focus group sessions, virtual PSAP tours, and in-person tours.

The current and historical data MCP elicited from each PSAP and interviews and town halls focused on the areas outlined below. Each area is a critical component of a PSAP and, when reviewed, opportunities to reduce risk and improve operational efficiencies often can be identified.

Leadership and Planning	Operations	Workforce	Technology	Facilities
<ul style="list-style-type: none">•Organizational structure•Governance•Budget•Strategic planning•Continuity of operations•Change management	<ul style="list-style-type: none">•Policies, procedures, and protocols•Quality assurance (QA) and performance management	<ul style="list-style-type: none">•Recruiting•Hiring•Training•Retention•Staffing•Workload•Compensation	<ul style="list-style-type: none">•Redundancy•Maintenance and replacement•Interoperability	<ul style="list-style-type: none">•Primary•Backup•Expansion capabilities•Infrastructure

Figure 3: Regionalization Feasibility Focus Areas

Individual Interviews with Stakeholders

To gain an in-depth understanding of key issues, MCP invited select stakeholders and staff, identified below, with subject-matter-specific responsibilities from each entity to participate in remote interviews.

- Elected and appointed officials
- District and PSAP executive leadership
- PSAP managers and supervisors
- PSAP operations
- Support staff (information technology [IT], finance, human resources [HR])

Follow-up sessions were conducted periodically with staff to clarify data.

Regional Town Hall Sessions

MCP invited PSAP staff and stakeholders from each entity to participate in multiple town hall sessions over the course of three different in-person visits to the District. Participants were guided through introductions, an overview of the project, and keys to success. Each session was led by an MCP facilitator who worked with participants from the PSAPs and District to identify challenges and areas where opportunities exist for efficiencies. The information gained from the town hall sessions was balanced with other data and information outlined in this section to identify realistic recommendations.

Town hall participants included:

- Elected officials, Tarrant County (County) administration, and municipality administrators
- District Board and staff
- PSAP executive leadership
- Managerial and supervisory personnel
- Front-line staff
- Training personnel
- IT and other support staff
- Finance staff
- HR staff

PSAP In-person Tours

The MCP team toured selected PSAPs to observe operations, inspect facilities and equipment, and interview staff.

Online Data Collection

Data was requested from the District so that conclusions could be drawn and recommendations made. The data requested included financials, telephone statistics, and technology information.

Data was also requested from the PSAPs through an online survey tool for detailed information related to staffing, operations, technologies, facilities, and other factors relevant to the study. After extensive outreach and follow up, of the 28 PSAPs solicited to participate, 22 (67%) responded (hereafter referred to as survey respondents).

Findings and Analysis

The findings and analysis section of this report contains information garnered through data collection and research, which details the current state of the PSAPs, as well as the analytical portions of the study that measure findings to national standards and best practices, as well as MCP's industry experience and knowledge.

- **Standard** – something established by authority, custom, or general consent as a model or example²⁹

²⁹ "Standard," Merriam-Webster, 2020. <https://www.merriam-webster.com/dictionary/standard>

- **Best Practice** – a procedure that has been shown by research and experience to produce optimal results and that is established or proposed as a standard suitable for widespread adoption³⁰
- **Industry Experience** – primarily involves a minimum of ten years of combined education, work experience, and specialization in a respective industry or market segment

The data and information provided ranged from hard numbers (quantitative data) to opinions and anecdotal input (qualitative data). For data that was more quantitative, MCP relied on established public safety metrics to assess and evaluate factors related to PSAP operations. Where data was qualitative or metrics have not previously been established, MCP drew on its collective industry experience and awareness of best practices to create those metrics and assess the status of the PSAPs.

Throughout this report, MCP endeavors to make clear where analysis and findings are based on measurable, quantitative data and where MCP necessarily draws its findings from inherently more subjective evaluations. MCP's years of experience have demonstrated that subjective assessments—backed by thoughtful and unbiased comparisons with public safety and private industry best practices, along with industry exposure—are just as meaningful and important as hard, quantitative evaluations. Subjective input is properly utilized when the assessors critically review the input and do not settle for the regurgitation of unsubstantiated opinions. Both play a role in identifying where the PSAPs stand today and where they should place their priorities in crafting a plan to address critical areas at risk—whether that be in the form of shared services opportunities or through consolidation.

Findings Summary

These summaries convey conclusions from the facts or information presented and reviewed. The content highlights the main points or key messages learned or understood from something MCP reviewed, experienced, or observed.

Report and Presentation

A draft report was developed and submitted to the project team; shortly thereafter, MCP met with the project team to answer questions and discuss items that required further explanation or added content.

Within a specified period, the final report was presented to all key stakeholders and staff with a focus on inclusion, feedback, and proposed next steps.

³⁰ “Best Practice,” Merriam-Webster, 2020. <https://www.merriam-webster.com/dictionary/best%20practice>

3 Current State Findings and Analysis

To make practical and actionable recommendations in the future state, MCP analyzed the current state of the PSAPs throughout the District, which provided an occasion for the project team, staff, and stakeholders to identify opportunities to improve emergency response outcomes. The goal of this study and specifically the key findings and recommendations, well-position the District and its entity PSAPs to make future decisions that mitigate risk and minimize costs while maintaining the highest level of service delivery for field responders and the citizens served.

3.1 Leadership and Planning



Key Findings

- All PSAPs except Burleson, MedStar, and Tarrant County Regional Communications are a division under a law enforcement or fire agency, which means they are governed at the municipal level; Burleson and Tarrant County Regional Communications (formerly Everman) are overseen by a civilian department head (see Table 2).
- The District is governed by a Board comprised of appointed and elected officials.
- The PSAPs are supported by the District, which provides technologies, training, and programs related to 9-1-1 call processing.
- Most PSAPs have flat organizational structures with little or no opportunity for career advancement.
- Outside of the District-provided contingency, 14% of the PSAPs³¹ do not have one or more of the following plans in place—strategic, continuity of operations (COOP), disaster recovery (DR), change management, and cybersecurity (see Table 4).
- There is little to no joint strategic planning between the PSAPs.

An organization's leadership and planning have a direct and crucial effect on the success or failure of a public safety entity. Leadership and planning go together—without proper leadership, the best plans often go awry, and without proper planning, the best leaders often falter. Sir Winston Churchill is credited with the saying, “*He who fails to plan is planning to fail.*” This is as true in each branch of public safety—including public safety communications—as it is in any business.

Management, administrative oversight, and governance of public safety communications operations and systems are separate issues. Management involves day-to-day PSAP operations, administrative oversight involves policy that establishes and is accountable for overall municipal system performance, while governance involves an even higher level of supervision, generally in a multi-jurisdiction environment.

In a 9-1-1 system serving multiple jurisdictions, management, in whatever form it takes, must be able to allocate funds, prioritize

Leadership:

- Establish a clear vision
- Share the vision
- Provide information, knowledge, and methods
- Coordinate and balance conflict

³¹ This percentage does not include seven PSAPs that did not respond to the survey.

operations, and generally carry out the PSAP's mission and vision. To provide assurance that this is possible, some form of governance is necessary.

These factors become important as the nation and the District move away from analog technology and toward a Next Generation 9-1-1 (NG9-1-1) environment where strategies for virtual regionalization focus on sharing data and services.

3.1.1 Governance and Organizational Structure

The District is governed by a Board comprised of two members appointed by the City of Fort Worth and one each appointed by the Commissioners Court, the City of Arlington, the City of Grand Prairie, the City of Irving, and the Tarrant County Mayor's Council. One non-voting member represents the major service supplier. The District will influence or be influenced by one or more policy-making boards or some other governing body. Varying agency by agency, region by region, and state to state, policy-making bodies, whether formally or informally formed, differ in their purpose, composition, roles, responsibilities, authority, and legislative capabilities, to name a few.

The District's mission is to "continuously provide reliable, accurate, responsive, and effective emergency communication networks and services to our member jurisdictions ensuring the protection of life and property for citizens in our community."³²

Each District member is a separate legal and administrative entity apart from its membership in the District. Each public safety agency is responsible for providing 9-1-1 service to its respective community through the operation and management of a PSAP, also known as a 9-1-1 center, dispatch center, or emergency communications center (ECC). All PSAP personnel, 10-digit non-emergency and administrative telephones, radios, computer-aided dispatch (CAD) systems, and facilities are managed and funded locally.

MCP found the PSAPs to be well supported by the District, which exerts strong leadership influence by virtue of its Board, which as previously noted, is comprised of elected and appointed officials by County commissions and city/town councils of the communities in which the District serves. The District has direct control over its offerings of PSAP training, geographic information system (GIS) services, and delivery of emergency telephone systems and related technology to its entity agencies. It can encourage and support PSAPs by providing operational best practices and guidelines but cannot require entities to change how they operate.

At the local level, all but three PSAPs (Burleson, MedStar, and Tarrant County Regional Communications) within the District are a division within the organizational structure of law enforcement or fire departments, which means they are governed at the municipal or county level and directed by a police chief, fire chief, or sheriff (see Table 2).

Table 2: PSAP Authority

Authority	PSAP
Fire Chief	Fort Worth FD and Irving FD
Police Chief	Arlington, Azle, Bedford, Benbrook, Crowley, Dalworthington Gardens, DFW, Euless, Fort Worth PD, Grand Prairie, Grapevine, Hurst, Irving PD, Lake Worth,

³² <https://www.tc911.org/culture/missionobjectivegoal/>

Authority	PSAP
	Mansfield, NETCOM, North Richland Hills, Pantego, River Oaks, Saginaw, Westover Hills, White Settlement
Sheriff	Tarrant County
Other	Burleson, MedStar, Tarrant County Regional Communications

PSAPs that are divisions or units within law enforcement or fire departments are generally supervised by sworn command staff. Even with supervisory support provided by civilian dispatch supervisors, this structure can be challenging at times because field resource needs usually take priority over PSAP needs. PSAP organizational structures in smaller agencies, or within another department, are generally flat, with little or no opportunity for career advancement. Alternatively, PSAP organizations that operate independently are generally more vertical, with more internal support and career growth opportunities. A lack of career growth opportunities can result in high turnover and loss of experienced staff as individuals desiring leadership advancement and higher levels of financial compensation seek employment elsewhere.

There are several active initiatives in the region where there is clear leadership influence for technological advancements and physical consolidation initiatives:

- Interoperable radio system
- Tarrant County call-handling equipment (CHE) system and infrastructure
- Past and recent consolidations

The outcomes of these initiatives, noted below, and others are the result of effective and collaborative relationships between management, administration, and the governing body, which can result in operational efficiencies leading ultimately to improved emergency response:

- Standardization of operations and equipment
- Improved quality and reliability of the 9-1-1 system
- Cost savings through the sharing of resources
- Standardization of services (e.g., T-CPR³³, EMD³⁴, call processing times, call drops, limited or no call transfers) and establishing customer expectations
- Funding leverage and accountability
- Purchasing power, plus improved and/or coordinated purchasing decisions
- Faster adoption of new technology
- Greater level of overall cooperation and coordination

Through governance and organizational structures, MCP found a broad range of leadership influence within the county. MCP also found a strong sense of ownership, deep silos, competition between PSAPs for employees, and many competing public safety priorities (e.g., staffing and capital [technology, facilities, other capital needs]).

³³ Telecommunicator cardiopulmonary resuscitation; instructions provided to bystanders over the telephone.
[Telecommunicator CPR | American Heart Association CPR & First Aid](#)

³⁴ Emergency medical dispatch

- Reduced response times
- Decreased loss of life and property

With 28 independent PSAPs of various sizes, a PSAP leader's ability to support the effective implementation of quality care by achieving buy-in from stakeholders, building trust as leaders, and using local data to support their decision-making processes is difficult. Although it may be challenging for these leaders to stay engaged and be effective in persuading executives, getting buy-in for PSAP needs such as staffing, funding, technology, facilities, and access to external resources is critical. It is common for PSAPs to compete with other priority public safety needs that are more visible to the public.

The modern public safety communications ecosystem is a technologically sophisticated environment that is essential to effective emergency response operations. With the direction in which the public safety communications ecosystem is headed, more than ever before, consistent, stable, and dedicated 9-1-1-focused leadership is essential to PSAP success. Dedicated leaders with a commitment to 9-1-1 possess qualities that allow them to overcome barriers faced in leadership efforts. Placing individuals in positions of oversight to gain experience across all levels of an organization can be problematic, especially for PSAPs.

The diverse independent operations of the primary and secondary PSAPs assessed along with the backup centers, combined with the mission of public safety, is why it is so important to implement cybersecurity governance. Cybersecurity governance is concerned with all information processes—physical and electronic—regardless of whether they involve technology, people, or relationships with external partners. Cybersecurity is concerned with the comprehensive aspects of information and overall protection at all points within the lifecycle of information used within the organization. When implemented, cybersecurity governance will answer four questions:

- Are we doing the right things?
- Are we doing them the right way?
- Are we getting them done well?
- Are we seeing the expected benefits?

Given the interrelationship and integration between public safety technologies and systems, governance, and planning play an integral role in protecting PSAPs and other county and city agencies that may be impacted downstream if there is an attack. This can be seen every day across the country when a department falls victim to a cybersecurity attack and the ripple effect affects other agencies. A close-to-home recent example of the level of risk involved and the subsequent fallout is the ransomware attack that occurred in Dallas in May 2023. More than 200 servers and functional areas of local government and infrastructure, including Dallas PD and dispatch, were impacted.³⁵

3.1.2 Leadership and Planning

An essential prerequisite to leadership and planning is a shift from passive to active governance. Active governance is an ideal that is often difficult to achieve. The governmental process characteristically involves people who bring their ideas, experiences, preferences, and other strengths to the policy-making table. Active governance is achieved through an ongoing discourse that attempts to capture all considerations involved in assuring that stakeholder interests are reasonably addressed and reflected in policy.

³⁵ [City of Dallas impacted by ransomware attack, police computer dispatch system down \(fox4news.com\)](https://www.fox4news.com/story/news/crime/2023/05/11/dallas-police-dispatch-system-down-ransomware-attack/7048486002/)

Formal planning for the PSAP includes but is not limited to strategic (including short- and long-term financial planning), change management, and continuity of operations. Figure 4 defines change and identifies the related steps to achieving the desired outcomes.

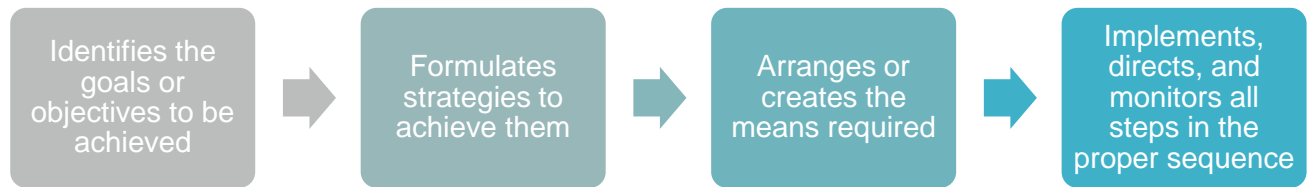


Figure 4: Planning

Throughout the District, MCP found opportunities for more planning—independently and jointly. The following table includes common plans that, according to best practice, would be part of a PSAP operation and whether they are in place at the respective PSAPs.

Table 3: Leadership Planning Summary

PSAP Location	SOPs ³⁶	Strategic Plan	Change Management Policy	COOP Plan	Cybersecurity Plan	Security Plan
Arlington PD	Yes	Yes	No	Yes	Yes	Yes
Azle PD	In Development	Yes	Yes	Yes	Yes	Yes
Bedford PD	Not Reported (N/R)					
Benbrook PD	No – Use Training Manual	No	No	Yes	Yes	Yes
Burleson PD	Yes	No	No	Yes	Yes	Yes
Crowley PD	Yes	Yes	Yes	Yes	Yes	Yes
Dalworthington Gardens DPS	Yes	Yes	No	Yes	Yes	Yes
DFW	Yes	Yes	Yes	Yes	Yes	Yes
Eules PD	N/R					

³⁶ Standard operating procedures

PSAP Location	SOPs ³⁶	Strategic Plan	Change Management Policy	COOP Plan	Cybersecurity Plan	Security Plan
Fort Worth FD	Yes	Yes	Yes	Yes	Yes	Yes
Fort Worth PD	Yes	Yes	No	Yes	Yes	Yes
Grand Prairie PD	Yes	Yes	No	Yes	Yes	Yes
Grapevine PD	In Development	Yes	Yes	Yes	Yes	Yes
Hurst PD	Yes	Yes	No	Yes	Yes	Yes
Irving FD	N/R					
Irving PD	Yes	Unknown	Unknown	Unknown	Unknown	Unknown
Lake Worth PD	Yes	Yes	No	No	Yes	Yes
Mansfield PD	Yes	Yes	No	No	Yes	Yes
MedStar Mobile Healthcare	Yes	Yes	Yes	Yes	Yes	Yes
NETCOM	Department General Orders/SOPs	Yes	Yes	Yes	Yes	Yes
North Richland Hills PD	Yes	Yes	No	Yes	Yes	Yes
Pantego PD	Yes	Yes	No	Yes	No	No
River Oaks	N/R					
Saginaw PD	Yes	Yes	No	Yes	No	Yes
Tarrant County Regional Communications	Yes	No	No	Yes	Yes	Yes
Tarrant County SO	N/R					
Westover Hills PD	Yes	Yes	No	Yes	Yes	Yes
White Settlement PD	N/R					

The most commonly missing planning element is the lack of a change management policy, with 14 of the 22 (64%) survey respondents advising they did not have one (and covering 10.6% of the overall missing elements).

This is followed by three PSAPs reporting they do not have a strategic plan. MCP did not ask if the strategic plans were PSAP-specific or incorporated into the broader department or municipal strategic plan. MCP's experience, however, would venture that the latter is the case, leaving the PSAPs (especially when combined with the lack of a change management policy) in a state of limbo except for the support provided by the District.

Strategic Planning

A strategic plan is essential to an organization's ability to achieve, proactively and incrementally, its long-term goals. Of the 22 survey respondents, 18 have a formal written strategic plan for their organization.³⁷ The public safety communications ecosystem is a technologically sophisticated environment that is essential to effective emergency response operations. The more complex the ecosystem becomes and the faster it expands, the harder it is to maintain clarity of direction and alignment. There are multiple components of PSAP operations that should be included in short- and long-range planning to sustain current operations and plan for and meet future budgetary needs (e.g., facility, technology, equipment, etc.).

Outside of some PSAPs with neighboring jurisdictions, there is a lack of District-wide strategic planning between the PSAPs. This has created challenges with regionalization planning because plans are handled at the local level and between a limited number of agencies, which tends to have a silo effect on the outcomes. In other words, planning is limited to a small number of neighboring jurisdictions and is not a coordinated effort across the District, which is a missed opportunity because of the commonalities between the PSAPs.

Except for managing initiatives within established budgets, on schedule, and providing the outcomes established in the scope, much of what is considered best practice from an organizational leadership perspective is subjective. The ability to execute initiatives is partly due to leadership's influence and effectiveness in navigating the political landscape to meet mission-critical needs, such as approvals for additional employees, technologies, facilities, funding, and access to support resources.

Change Management Planning

The change management process is a series of tasks outlined for a seamless transition from a current state to a future state without obstructing the workflow or suffering any damage. Of the 22 survey respondents, seven have formal change management plans for technology and security upgrades, but not for operational and policy changes.

A change management plan is an essential tool that helps determine if policy changes and initiatives will provide value to the organization. While providing clarity, it also maintains alignment of projects and initiatives with the organization's strategic goals and objectives and helps mitigate mission-creep and change fatigue.

If using effective organizational leadership tools such as a strategic plan and change management workflow, leaders should have the foundation to effectively execute initiatives. The absence of these tools does not mean that leaders cannot be effective; however, introducing ideas in alignment with an organization's strategic plan and an established change management plan help staff view initiatives as positive to their mission performance with minimal disruptions, keep mission-creep to a minimum, and protect staff from change fatigue. To garner

³⁷ Key staff from 12 PSAPs were interviewed, and they were unaware if a strategic plan exists for their organization.

commitment and support, leaders that are effective typically engage a diverse group of staff, including line-level personnel, to review initiatives.

COOP and DR Planning

Continuity is defined as “[t]he ability to provide uninterrupted services and support, while maintaining organizational viability, before, during, and after an event that disrupts normal operations.”³⁸ A COOP plan is a tool intended to aid an organization in preparing for, responding to, and recovering from a disruptive event. Unfortunately, as with other essential services, public safety personnel, facilities, equipment, and communication infrastructure are susceptible to a wide range of digital and physical threats. As such, the public safety sector is one of 16 critical infrastructure sectors defined under Presidential Policy Directive (PPD) 7 and PPD 21 and addressed by the National Infrastructure Protection Plan (NIPP).

COOP and DR planning identify how critical operations will continue under a broad range of circumstances. Of the 22 survey respondents, 19 have a formal COOP plan; most had phone reroutes and limited evacuation plans. Several PSAPs have no or very limited mission-critical capabilities at their evacuation or overflow locations and, in some cases, calls roll to jurisdictions that have limited staff on duty to manage a surge.

It is likely that gaps exist between the current plans and the common elements, which highlights the importance of not only planning on an individual level, but jointly to ensure that calls can get to the field responders as expeditiously as possible. This underscores the complexities of 28 independent PSAPs, which can be difficult with little joint planning. Communities place a high level of trust in 9-1-1 systems and the ability of public safety agencies to deliver services regardless of emergency circumstances.

Cybersecurity Planning

Cybersecurity threats have increased exponentially in recent years. It is no longer a matter of if but when an agency will be directly or indirectly involved in a cyberattack. PSAPs are a vulnerable and valuable target for attacks; effective and strategic cybersecurity planning, in addition to proper training, mitigation strategies, and protections, is necessary to sustain operations. Cybersecurity planning should be supported and initiated at the top of any organization, as it impacts all aspects of the organization. Of the 22 survey respondents, 19 reported having a cybersecurity plan. The level of cybersecurity planning, however, varies greatly between PSAPs. Given the condition and age of some of the mission-critical systems and equipment in use, there are likely vulnerabilities that could be mitigated through additional planning, policies, and protections.

Although the District has robust cybersecurity measures in place to protect the CHE, there is a line of demarcation where cybersecurity from the District services ends, and municipal services begin; it is in this space that the PSAPs are vulnerable to various cyber threats. Any major cyberattack on one PSAP is likely to have an impact on the other PSAPs, especially if the attack impacts core operations (answering emergency phone calls and dispatching field responders), requiring a neighboring PSAP to take over core duties.

With proper planning, a regionalization effort that combines resources can eliminate potential attack vectors or points of entry into the organization and ultimately reduce risk. When strategically planned and implemented, this type of alignment can maximize resources—both technical and personnel—further enhancing the cybersecurity posture and keeping the cybercriminals at bay.

³⁸ [Federal Continuity Directive 1 - January 17, 2017 \(fema.gov\)](https://www.fema.gov/federal-continuity-directive-1)

Joint planning and ongoing cybersecurity awareness training can be key here. Given the level of threat to public safety from cyberspace, there are numerous standards and best practices that may be used for cybersecurity planning. These can be found in Appendix B.

3.2 Revenue and Expenses



Key Findings

- The District's wireline rates are some of the lowest in the state.
- Wireline revenue is 31% of the District's revenue.
- If there is a major budget shortfall or capital expense, the District uses unrestricted reserves to cover the cost.

Funding is a key area of concern for PSAPs nationwide. Without appropriate funding, PSAPs are not able to upgrade technology as required, schedule staffing appropriately, or complete day-to-day operations efficiently. Funding can be identified from multiple sources, but without adequate funding, PSAPs become stagnant and the efficiency of the provision of 9-1-1 and emergency services suffers.

In many cases, PSAPs have been forced to seek alternate sources of funding as local and/or state funding is not adequate to support operations. Grant funding, while not as plentiful as in years past, is a viable source of funding especially for technology projects such as NG9-1-1 system implementation or radio system replacement. However, once the grant period of performance ends, agencies must be prepared to continue funding operations and maintenance. Funding can also be in the form of cost savings, particularly from realizing economies of scale. A purchase made by multiple entities to benefit all (cost-sharing) tends to reduce the cost to each individual PSAP versus purchases made separately. Cost savings can also be made by using existing contract vehicles, where appropriate, to reduce funding needs.

3.2.1 District Funding

In Texas, by statute³⁹, the wireless 9-1-1 service fee is collected and distributed by the Commission on State Emergency Communications, while the wireline fees are set and collected locally. Annually, the District receives approximately \$18 million in revenue. The District's income from wireline fees, is 31% of its income and at \$0.20, the wireline rate is the lowest in the state, which ranges from \$0.20 to \$1.85. Incidentally, as of 2021, it is also one of the lowest in the country—in the bottom seven states.⁴⁰ District leadership have been advocating at the state legislative level for a wireless device rate increase, which is set at \$0.50 statewide, to \$0.85 per wireless device (an increase of \$0.35). According to the Federal Communications Commission (FCC), wireline/Voice over Internet Protocol (VoIP) rates in the state of Texas range from:

- Residential: \$0.20 to \$1.44; 6% to 8% of the base rate of charges of predominate telecommunications provider

The District's current operating expenses are approximately \$24 million annually, which means its operating expenses are exceeding its revenue—by approximately \$6 million this budget year.

³⁹ Health & Safety Code Section 771.0711

⁴⁰ [9-1-1 Surcharge - User Fees by State - National Emergency Number Association \(nena.org\)](https://www.nena.org/9-1-1-Surcharge-User-Fees-by-State)

- Business: \$0.75 to \$5.58; 6% to 8% of the base rate of charges of predominate telecommunications provider
- Trunks: \$0.50 to \$8.33; 6% to 8% of the base rate of charges of predominate telecommunications provider⁴¹

Nationally, there is a wide variance between states for surcharge rates and user fees (see Appendix C).

In fiscal year 2023, the District's operating expenses are budgeted for \$15.3 million; in addition, \$9 million is budgeted for Next Generation Core Services (NGCS), bringing the total to \$24.3 million. This means the total expenditures are exceeding revenue by approximately \$5.5 million for this budget year.

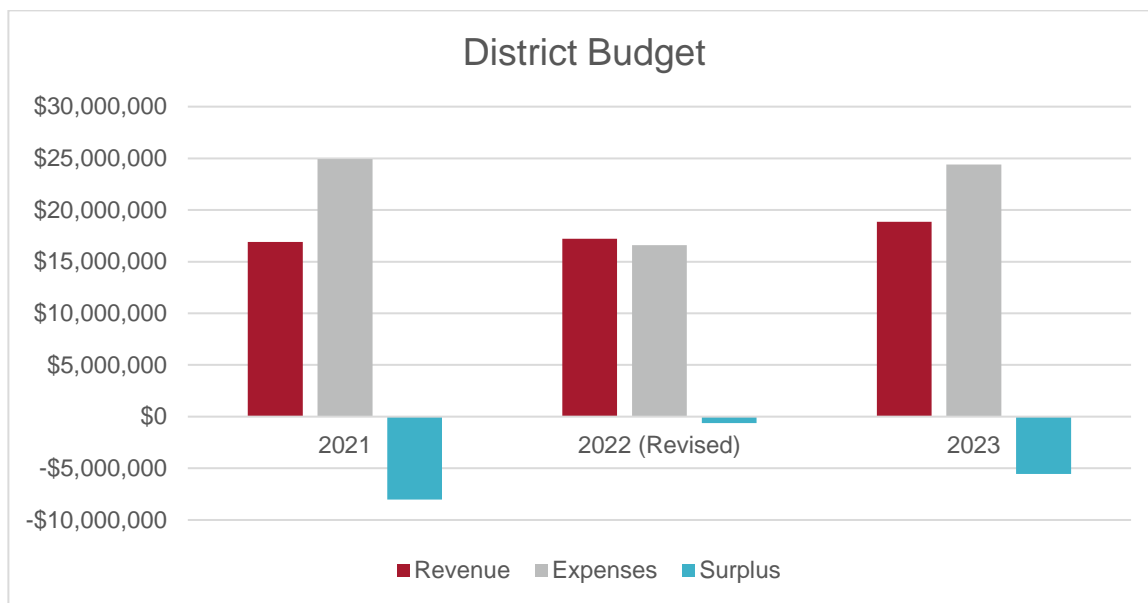


Figure 5: District Budget 2021 to 2023

Staff reported that there are no reserves for special purposes, as all surplus revenue goes into general (unencumbered) reserves during the budget process and the Board determines how the reserves will be spent.

According to staff, in 2010, there was a surplus of reserve funds, and the Board decided to provide a one-time reimbursement to each primary PSAP, which totaled approximately \$1 million. The allowable use of 9-1-1 fees under the assistance program, based on state legislation, was for “local agencies and states to fund any communication system, technology or support activity that directly provides the ability to deliver 911 voice and data information between the ‘entry point’ to the 911 system and the first responder.” The Board eventually decided to establish an assistance program that would provide funds to the primary PSAPs annually. The assistance program funding was allocated based on population; however, each PSAP was guaranteed a minimum of \$5,000 regardless of its population. In 2014, the District created a second assistance fund, using approximately \$2 million in surplus revenue, to support radio interoperability. All cities that maintain a radio system were eligible for interoperability funding, which was also based on population size, with a minimum of \$5,000 provided to each city participating in the program. In both scenarios, the assistance programs were at a

⁴¹ [Fourteenth Annual Fee Report State Filings | Federal Communications Commission \(fcc.gov\)](#)

flat rate and not based on a percentage of the surplus or budget. Due to rising operating costs and the migration to NG9-1-1, a moratorium was placed on both assistance funds in October 2022 to provide the Board some time to reassess the impacts of the programs long term. In April 2023, the Board decided to eliminate both programs indefinitely.

The surplus that both assistance programs pulled from is the same reserve fund that is used to cover budget deficits and any unforeseen major capital expenses. To put this into perspective, the CHE will need to be upgraded and replaced in 2027. This upgrade is outside of the NG9-1-1 migration project. Staff estimate that the cost to upgrade the CHE and replace outdated equipment will be approximately \$40,000 per position. With 330 positions, the cost impact is approximately \$13.2 million, which does not include network costs and backroom equipment. This could have a significant impact on PSAPs locally if the District does not have the revenue to cover the expenses.

The migration to NG9-1-1 will be a substantial investment. As noted above, it is anticipated that the capital costs of the migration will be covered by a grant; however, the maintenance costs (outside of year one) will likely exceed \$9 million annually to support both the network and NGCS. Based on the current operating budget, this will increase expenses by more than \$9 million and expedite the depletion of reserves two-fold if revenue is not increased at the state level. To prepare for the costs of migrating to NG9-1-1, the District has had to reduce its budget by almost \$3 million. District staff reported that the largest reductions to the budget have centered around the network, training, and public education.

Aside from advancing technology costs due to NG9-1-1, the District is facing a potential facility need because of an eminent domain situation, which will further strain reserves and reduce surplus revenue.

Although the District has taken incremental steps to alleviate the impacts of rising costs with stagnant outdated device fees revenue from the state, the cost of technology has continued to outpace the District's ability to support it, which has created a sense of urgency to shift the paradigm. The Board decision to dissolve the assistance program is the first step to support the 9-1-1 infrastructure.

3.2.2 PSAP Operating Budgets

Since most PSAPs operate as a division under a law enforcement agency, their budgets are embedded into the law enforcement budgets, which makes it difficult to determine true operating expenses. Most agencies reported little overhead and other costs, with personnel costs totaling the largest portion of their overall operating budget expenses. All PSAPs subsidize operating budgets with general funds because the 9-1-1 funding only pays for the CHE and basic training and does not pay for workforce expenses (telecommunicator wages and benefits).

A common factor to examine for fiscal efficiencies is the cost per 9-1-1 call. In other words, how much does it cost the PSAP to deliver services on a per-call basis? The same calculation can be factored on a per-capita basis.

Only 11 of the survey respondents provided budget information and, in some cases, the information was not entirely complete because of how integrated the budgets are within their respective department budget. Of the

PSAPs that responded, the range was \$14.00 per call to \$177 per call when the operating budget was divided by the number of 9-1-1 calls. In MCP's experience, an optimal cost is less than \$40 per 9-1-1 call.

The following table includes a cost-per-call sampling based on the 9-1-1 call volume reported by the District and the budget information submitted through the survey. Many PSAPs included only personnel costs so all other costs to operate are not factored into the cost per 9-1-1 call calculation.

In most cases, an assumption can be made that the cost per call is higher than what was reported, not only because some PSAPs only included the personnel costs but also because of how much of the operating budget is covered by the department budget that the PSAP falls under.

Table 4: PSAP Cost per Call Sampling

PSAP Location	Annual 9-1-1 Volume (2022)	Reported Operating Budget	Cost per 9-1-1 Call (rounded)	Notes
Arlington PD	283,733	\$10,937,979	\$39	Personnel, overhead, and other costs included.
Azle PD	7,073	\$502,351	\$71	Personnel and other costs included; does not include IT support.
Bedford PD	26,581	\$985,450	\$37	<i>Budget estimate based on 13 full-time employees at \$56,151 annual wage + 35% benefits. This estimate does not include overhead.</i>
Benbrook PD	11,970	\$893,055	\$75	Personnel and other costs included.
Burleson PD	19,626	\$1.5 million	\$76	<i>Budget estimate based on 22 full-time employees at \$50,014 annual wage + 35% benefits. This estimate does not include overhead.</i>
Crowley PD	7,917	\$626,440	\$79	Personnel costs only.
Dalworthington Gardens DPS	1,669	<i>\$345,263</i>	<i>\$207</i>	<i>Budget estimate based on 4 full-time employees at \$46,500 annual wage + 35% benefits. This estimate does not include overhead, other costs, or the additional 2 full-time employees it would take to cover a 24 x 7 shift.</i>
DFW	31,846	5,638,710	\$177	Personnel costs only.

PSAP Location	Annual 9-1-1 Volume (2022)	Reported Operating Budget	Cost per 9-1-1 Call (rounded)	Notes
Eules PD	27,979	\$1.1 million	\$39	<i>Budget estimate based on 13 full-time employees at \$64,093 annual wage + 35% benefits. This estimate does not include overhead.</i>
Fort Worth FD	83,145	\$4,823,992	\$58	Personnel and other costs included.
Fort Worth PD	767,799	\$10,394,963	\$14	Personnel costs only.
Grand Prairie PD	116,711	\$4,454,047	\$38	Includes personnel and overhead budget; does not include IT budget.
Grapevine PD	29,368	\$2 million	\$68	<i>Budget estimate based on 23 full-time employees at \$64,522 annual wage + 35% benefits. This estimate does not include overhead.</i>
Hurst PD	25,691	\$920,000	\$36	Includes personnel, overhead, and operating budget; PSAP reported significant staffing shortages impacting the budget.
Irving FD	21,414	\$1.7 million	\$79	<i>Budget estimate based on 20 full-time employees at \$65,532 annual wage + 35% benefits. This estimate does not include overhead.</i>
Irving PD	154,316	\$5.3 million	\$34	<i>Budget estimate based on 60 full-time employees at \$65,532 annual wage + 35% benefits. This estimate does not include overhead.</i>
Lake Worth PD	9,791	\$533,625	\$55	Personnel costs only; PSAP noted all other costs covered by PD.
Mansfield PD	40,103	\$2.1 million	\$52	<i>Budget estimate based on 24 full-time employees at \$65,500 annual wage + 35% benefits. This estimate does not include overhead.</i>
MedStar Mobile Healthcare	133,921	\$2,816,590	\$21	Personnel costs only.

PSAP Location	Annual 9-1-1 Volume (2022)	Reported Operating Budget	Cost per 9-1-1 Call (rounded)	Notes
NETCOM	37,425	\$1.6 million	\$43	<i>Budget estimate based on 21 full-time employees at \$56,243 annual wage + 35% benefits. This estimate does not include overhead.</i>
North Richland Hills PD	73,050	\$1,845,672	\$25	Personnel, other costs, and overhead included.
Pantego PD	2,093	<i>\$290,250</i>	<i>\$139</i>	<i>Budget estimate based on 4 full-time employees at 47,500 annual wage + 35% benefits. This estimate does not include overhead.</i>
River Oaks PD	2,865	\$319,950	\$112	<i>Budget estimate based on 6 full-time employees (covers one position 24 x 7) at \$39,500 annual wage + 35% benefits. This estimate does not include overhead.</i>
Saginaw PD	10,538	\$765,566	\$73	Personnel and other costs included.
Tarrant County Regional Communications	13,824	\$1,466,864	\$106	<i>Personnel and other costs included. These numbers were reported prior to consolidation with Tarrant Co Fire Alarm.</i>
Tarrant County SO	39,272	\$1.6 million	\$41	<i>Budget estimate based on 24 full-time employees at \$50,003 annual wage + 35% benefits. This estimate does not include overhead.</i>
Westover Hills PD	226	\$336,150	\$1,487	<i>Budget estimate based on 6 full-time employees (covers one position 24 x 7) at \$41,500 annual wage + 35% benefits. This estimate does not include overhead.</i>
White Settlement PD	17,745	\$1.3 million	\$73	<i>Budget estimate based on 18 full-time employees at \$54,700 annual wage + 35% benefits. This estimate does not include overhead.</i>

3.3 Operations



Key Findings

- Non-core (ancillary) functions that are not commonly found in standalone PSAPs include detention/jail duties, a walkup window, triaging administrative calls, and other law enforcement-related administrative and records support duties.
- Administrative phone calls comprise more than 50% of the overall call volume and, in some cases, administrative phone calls comprise more than 85% of the volume.
- With support from the District, the PSAPs provide an average of 15 to 36 hours of continuing education annually.
- Fifteen survey respondents reported having a quality assurance/quality improvement (QA/QI) program.
- Twelve survey respondents reported they provide EMD.
- The majority of PSAPs in the District cross-train their telecommunicators to answer emergency calls and dispatch police and/or fire/EMS, with most telecommunicators performing call-taker duties simultaneously while dispatching with no clear separation of functions.

Functions, Workload, and Duty Assignments

Combined, the PSAPs process more than two million 9-1-1 calls annually. In addition to core functions (emergency call processing, analyzing of data, dispatching, and accounting for field responders), the PSAPs also have non-core (ancillary) functions that range from administrative duties to booking and jail duties. Non-core functions that are being performed today include:

- **Jail duties** include receiving and processing inmates, pat downs, serving meals, jail checks, and supervising inmates.
- **Security** includes monitoring interior and exterior security cameras, including remote city facilities and parking lots.
- **Administrative duties** include administrative call triaging and processing administrative-related requests and inquiries (internal and/or external).
- **Walkup window** includes actively staffing the main lobby/walkup window of the police department and handling requests, processing transactions involving cash, requests for records, and fingerprinting.
- **Vehicle releases** include all administrative duties related to towed and impounded vehicles.
- **City/county services** include supporting the police department and other city departments (e.g., animal control, public works) and providing related services and/or making notifications (e.g., medical examiner, funeral homes, and other county/city departments).
- **Early warning system notifications (tornado sirens/mass notifications)** include activating the severe weather sirens, making related notifications, and conducting other mass notifications.
- **Warrants/Records** include tasks related to entering, modifying, removing, and/or processing warrants, sex offender registries, and other protective orders; processing bonds; issuing and logging court dates; and criminal history inquiries.

MCP found the non-core functions to be more prevalent in the PSAPs that are a division of a law enforcement agency. Non-traditional PSAPs, such as DFW, have more unique (airport-specific) non-core functions such as access control, increased camera monitoring, and public address notifications. MedStar has a unique ancillary duty related to processing non-emergency requests for ambulance transports, which includes capturing billing information. The most common non-core duties in the region are administrative, warrants/records, security camera monitoring, walkup window, and support services, as shown in the table below.

Table 5: Non-Core Duties

PSAP Location	Jail Duties	Security (Active Monitor)	Administrative Duties	Walkup Window	Vehicle Releases	City/County Services	Early Warning System Notifications	Warrants/Records
Arlington PD								✓
Azle PD	✓	✓	✓	✓	✓	✓	✓	✓
Benbrook PD		✓	✓	✓	✓	✓		✓
Burleson PD	✓	✓	✓		✓	✓	✓	✓
Crowley PD	✓	✓	✓	✓	✓	✓	✓	✓
Dalworthington Gardens DPS	✓		✓	✓				✓
DFW		✓	✓					✓
Euless PD	None reported							
Fort Worth FD			✓			✓	✓	✓
Fort Worth PD		✓	✓					✓
Grand Prairie PD		✓	✓			✓	✓	✓
Grapevine PD	✓	✓	✓	✓		✓	✓	✓
Hurst PD	✓	✓	✓				✓	✓
Irving PD						✓		✓
Lake Worth PD	✓	✓	✓	✓		✓	✓	✓
Mansfield PD		✓	✓			✓		✓

PSAP Location	Jail Duties	Security (Active Monitor)	Administrative Duties	Walkup Window	Vehicle Releases	City/County Services	Early Warning System Notifications	Warrants/Records
MedStar Mobile Healthcare			✓					
NETCOM		✓					✓	✓
North Richland Hills PD	✓	✓	✓			✓		✓
Pantego PD	✓		✓	✓				✓
River Oaks PD	None Reported							
Saginaw PD	✓	✓		✓		✓		✓
Tarrant County Regional Communications			✓	✓	✓	✓	✓	✓
Tarrant County SO	None Reported							
Westover Hills PD		✓		✓	✓			
White Settlement PD	None Reported							

While it is not unusual for PSAP staff to be assigned ancillary duties, especially when the PSAP is a division of a law enforcement agency, it can significantly impact the utilization rate⁴² of telecommunicators and, at times, be particularly challenging for telecommunicators to juggle the non-core duties with higher priority emergency communications. Further, agencies that require their telecommunicators to perform certain jail duties may create scenarios (e.g., direct inmate interaction) where the telecommunicator is taken away from their primary duties of answering emergency calls, dispatching, and accounting for field responders, which is inherently risky if there is only one telecommunicator on duty.

Approximately 46% of the PSAPs in the District operate with a minimum of one or two telecommunicators per shift.⁴³ Many PSAPs in the District cross-train their telecommunicators to answer emergency calls and dispatch police and/or fire/EMS. Cross-training can benefit PSAPs in many ways, including increasing productivity, allowing for more effective succession planning, and reducing staffing needs; however, PSAPs integrating call-

⁴² Utilization is the percentage of time each shift that staff are *available* to do their respective job.

⁴³ This calculation includes some assumptions for agencies that did not respond to the survey.

taker duties simultaneously with dispatching are prone to mishaps due to the lack of separate or clearly defined functions.

An area of particular concern that was noted during the town hall discussions and staff interviews is the workload from handling non-emergency and administrative calls. As shown in the table that follows, almost 76% of the PSAPs report administrative call volumes in excess of 50% of their overall call volume. For 31% of those PSAPs, the administrative call volume (70% or greater) far exceeds the emergency call volume.

It is common for administrative calls to take longer for call processing than emergency calls, as sometimes they can be more involved and complex than simply gathering the location and nature, then dispatching field responders. Based on industry experience, MCP estimates that administrative calls range from 120 to 150 seconds per call and 9-1-1 calls on average range from 90 to 100 seconds. The more involved administrative calls can be taxing on PSAPs that have only one telecommunicator on duty who is also handling emergency calls and dispatching field responders. Administrative call processing often requires telecommunicators to place people on hold while they handle higher priority tasks, which contributes to longer call processing times or can unintentionally delay the answering of emergency calls or radio transmissions.

Table 6: 2022 9-1-1 and Administrative Call Volume Overview

PSAP Location	Annual 9-1-1 Volume (2022)	10-Digit Call Volume	Admin ⁴⁴ Call Volume	Total Call Volume	Emergency Call Volume (% of total)	Admin Call Volume (% of total)
Arlington PD	283,733	9,844	181,315	474,892	62%	38%
Azle PD	7,073	153	41,393	48,619	15%	85%
Bedford PD	26,581	925	59,688	87,194	32%	68%
Benbrook PD	11,970	140	22,789	34,899	35%	65%
Burleson PD	19,626	500	27,572	47,698	42%	58%
Crowley PD	7,917	380	18,497	26,794	31%	69%
Dalworthington Gardens DPS	1,669	532	256	2,457	90%	10%
DFW	31,846	149	103,427	135,422	24%	76%
Euless PD	27,979	451	75,429	103,859	27%	73%
Fort Worth FD	83,145	1,885	76,055	161,085	53%	47%
Fort Worth PD	767,799	27,012	584,332	1,379,143	58%	42%

⁴⁴ Administrative

PSAP Location	Annual 9-1-1 Volume (2022)	10-Digit Call Volume	Admin ⁴⁴ Call Volume	Total Call Volume	Emergency Call Volume (% of total)	Admin Call Volume (% of total)
Grand Prairie PD	116,711	4,798	190,571	312,080	39%	61%
Grapevine PD	29,368	174	78,232	107,774	27%	73%
Hurst PD	25,691	1,984	53,753	81,428	34%	66%
Irving FD	21,414	2,568	29,307	53,289	45%	55%
Irving PD	154,316	1,730	314,817	470,863	33%	67%
Lake Worth PD	9,791	324	30,426	40,541	25%	75%
Mansfield PD	40,103	590	68,089	108,782	37%	63%
MedStar Mobile Healthcare	133,921	0	148,912	282,833	47%	53%
NETCOM	37,425	291	26,606	64,322	59%	41%
North Richland Hills PD	73,050	2,602	141,125	216,777	35%	65%
Pantego PD	2,093	272	7,522	9,887	24%	76%
River Oaks PD	2,865	146	18,204	21,215	14%	86%
Saginaw PD	10,538	87	39,028	49,653	21%	79%
Tarrant County Regional Communications	13,824	684	45,829	60,337	24%	76%
Tarrant County SO	39,272	345	132,735	172,352	23%	77%
Westover Hills PD	226	71	806	1,103	27%	73%
White Settlement PD	17,745	339	4,166	22,250	81%	19%
Total	1,997,691	58,976	2,520,881	4,577,548		

3.3.1 Call Transfers

When there are multiple PSAPs operating near each other, there are inherent call transfers. Whether the emergency call came in on a cellular line that was misrouted or there is a need to route the call elsewhere for police, fire, or EMS to be dispatched, transfers are routine. In 2022, callers (including on 9-1-1 lines) were transferred between PSAPs throughout the District approximately 340,680⁴⁵ times, which is 39 call transfers an hour. The following table breaks down the call transfers and includes the most common PSAPs that calls were transferred to or from.

Table 7: District Call Transfers

PSAP Location	Transfer To	Transfer From	Total Transfers	Common Transfer Locations
Arlington PD	13,225	11,524	24,749	City of Dallas, Fort Worth PD, Grand Prairie PD, Mansfield PD
Azle PD	1,228	2,301	3,529	Fort Worth PD, Lake Worth PD, Tarrant County SO, Tarrant County Regional Communications
Bedford PD	2,364	2,316	4,680	Euless PD, Grapevine PD, Fort Worth PD, Hurst PD, NETCOM
Benbrook PD	1,277	2,187	3,464	Fort Worth PD, Tarrant County SO, MedStar
Burleson PD	1,647	5,248	6,895	Crowley PD, Fort Worth PD, MedStar, Tarrant County SO
Crowley PD	952	722	1,674	Burleson PD, Fort Worth PD, Tarrant County SO
Dalworthington Gardens DPS	431	65	496	Arlington PD
DFW	1,023	2,494	3,517	Euless PD, Grapevine PD, Irving PD
Euless PD	2,448	3,267	5,715	Bedford PD, Fort Worth PD, Grapevine PD, Hurst PD, Irving PD, NETCOM
Fort Worth FD	82,588	39,584	122,172	Fort Worth PD, Lake Worth PD, MedStar, Saginaw PD
Fort Worth PD	33,044	177,454	210,498	Arlington PD, Bedford PD, Benbrook PD, Burleson PD, Crowley PD, Euless PD, Fort Worth FD, Grand Prairie PD, Hurst PD, Lake Worth PD, Mansfield PD, MedStar, NETCOM, North Richland Hills PD, River Oaks PD, Saginaw PD, Sansom Park (White Settlement beginning June 2023), Tarrant County

⁴⁵ This number represents outbound transfers only.

PSAP Location	Transfer To	Transfer From	Total Transfers	Common Transfer Locations
				SO, Tarrant County Regional Communications, White Settlement PD
Grand Prairie PD	7,796	9,714	17,510	Arlington PD, City of Dallas, Fort Worth PD, Irving PD, Mansfield PD
Grapevine PD	3,213	1,203	4,416	DFW, Euless PD, Irving PD, NETCOM
Hurst PD	2683	4,046	6,729	Bedford PD, Euless PD, Fort Worth PD, NETCOM, North Richland Hills PD
Irving FD	20,581	477	21,058	Irving PD
Irving PD	4,389	25,544	29,933	Arlington PD, City of Dallas, DFW, Euless PD, Grand Prairie PD, Irving FD
Lake Worth PD	1,139	3,752	4,891	Fort Worth PD, Fort Worth FD, MedStar, Tarrant County SO
Mansfield PD	2,546	3,560	6,106	Arlington PD, Fort Worth PD, Grand Prairie PD, Tarrant County SO
MedStar Mobile Healthcare	133,082	2,271	135,353	Benbrook PD, Burleson PD, Tarrant County Regional Communications, Fort Worth FD, Fort Worth PD, Lake Worth PD, North Richland Hills PD, River Oaks PD, Saginaw PD, Sansom Park, Tarrant County SO
NETCOM	1,633	3,697	5,330	Fort Worth PD, Grapevine PD, Hurst PD, North Richland Hills PD
North Richland Hills PD	4,659	10,530	15,189	Fort Worth PD, Hurst PD, MedStar, NETCOM
Pantego PD	714	199	913	Arlington PD
River Oaks PD	526	835	1,361	Fort Worth PD, MedStar
Saginaw PD	856	3,204	4,060	Fort Worth PD, Fort Worth FD, MedStar
Tarrant County SO	2,810	15,539	18,349	Azle PD, Benbrook PD, Burleson PD, Crowley PD, Fort Worth PD, Mansfield PD, MedStar, Sansom Park, Tarrant County Regional Communications

PSAP Location	Transfer To	Transfer From	Total Transfers	Common Transfer Locations
Tarrant County Regional Communications	12,500	5,536	18,036	Azle PD, Fort Worth PD, MedStar, Tarrant County SO, White Settlement PD
Westover Hills PD	37	45	82	Fort Worth PD, MedStar
White Settlement PD	1,289	2,115	3,404	Fort Worth PD, MedStar, Tarrant County SO
Total	340,680	339,429	680,109	

Based on MCP's industry experience, call transfers generally take approximately 90 seconds on average. Transfers have inherent risk because callers may be lost in the transfer or may be transferred to multiple locations—either because they were sent initially to the wrong PSAP or the call had to be transferred a second or third time because it involved other agencies. Often, callers must convey their information to call-takers more than once because they were transferred to another agency for dispatch, which can extend the amount of time it takes to get proper field responders dispatched. Using a factor of 90 seconds to calculate the time it takes to transfer approximately 340,000 calls annually is a staggering 8,500 hours of work.

3.3.2 Training

All survey respondents report they have a structured training program; they are predominantly homegrown programs not developed from national standards or best practices. Most of the smaller PSAPs conduct new hire training with on-the-job training (OJT) and very little to no classroom training.

The Texas Commission on Law Enforcement (TCOLE) requires telecommunicators in the state to be licensed.⁴⁶ The District is a contracted training provider for TCOLE and offers both initial basic training for telecommunicators and continuing education classes. Telecommunicators in the state must complete a minimum of 20 hours of continuing education every two years. The national standard recommends a minimum of 24 hours every two years.⁴⁷ Agencies, however, reported an average of 15 to 36 hours annually for continuing education. While agencies generally reported that they are willing to send veteran employees to any available training, they are limited by staffing constraints. The District reported that PSAPs routinely take advantage of their training offerings. All courses offered by the District are in-person and free of charge. TCOLE's licensure program for telecommunications aligns with the Association of Public-Safety Communications Officials (APCO) International standard *APCO ANS Minimum Training Standards for Public Safety Telecommunicator*⁴⁸ and the National 911 Program's *Recommended Minimum Training Guidelines for the Telecommunicator*⁴⁹.

⁴⁶ [Telecommunications Officers | Texas Commission on Law Enforcement](#)

⁴⁷ [APCO ANS Minimum Training Standards for Public Safety Telecommunicators](#)

⁴⁸ Ibid

⁴⁹ [Recommended 911 Minimum Training for Telecommunicators | 911.gov](#)

3.3.3 Standard Operating Procedures

As noted in Table 3, 14 survey respondents reported they have SOPs or standard operating guidelines (SOGs). Four PSAPs reported having no SOPs or are developing them. Some smaller PSAPs have SOPs that fall under their host law enforcement agency but apply to emergency call processing and dispatching.

A well-researched SOP is one that relies on information gathered from agencies or sources outside one's own. A well-designed SOP is one that covers the information it claims to and should be confined to a limited topic and not drift into other areas. A well-written SOP is one that is easy to understand and follow; it should have a logical flow and not use confusing language. A key to good SOPs is that they must be well-trained to be effective. Training on SOPs can take several forms, including using software programs that track the status of employee reviews, and can vary depending on the level to which an agency is already trained.

Current and accurate are the final two components of good SOPs. Even the best-written SOP manual will become obsolete if it is not regularly reviewed and updated, which necessitates a policy that defines the timeframe and how SOPs will be reviewed and updated if necessary. An annual review of every policy is generally a best practice. Relevancy, content, accuracy, and applicability should be considered, as should changes in the organization's technology, structure, and size.

It is essential to risk management that PSAPs have clearly defined SOPs that present a set of uniform procedures for every member of the agency to follow. In addition to being well-researched, well-designed, well-written, well-trained, current, and accurate, it is important the SOPs are readily available and accessible to all staff, preferably in electronic format.

PSAPs are unique and require SOPs that are applicable to actual PSAP operations, technologies, and facilities. SOPs are directly tied to performance management, service levels, and risk mitigation. Efficiencies may be gained in the District by developing model templates that can be easily adapted and applied to PSAPs in need of SOPs.

3.3.4 Use of Call Processing Protocols and T-CPR

Twelve of the survey respondents use commercially available structured protocols for emergency medical incidents. Several PSAPs transfer callers to other PSAPs and agencies that provide EMD and are responsible for dispatching medical responders. As not every PSAP offers EMD and there may be a transfer or no EMD provided at all, there is disparity in EMD services offered to callers across the District. A resident or visitor driving through the District cannot be confident that they will receive this potentially lifesaving service that has become an expected level of service and standard of care across the country. The ability to provide EMD is further complicated by the fact that some PSAPs have only one telecommunicator on duty (see Section 3.4.1), which is not a best practice and makes it challenging to work through an extended medical call.

Conversely, and not considered a standard of care, no PSAPs utilize commercially available structured protocols for law enforcement (EPD⁵⁰) opting to rely on SOPs. Only Fort Worth FD uses structured protocols for fire incidents (EFD⁵¹).

Whether commercially available or built in-house, a clearly defined, standard procedure for call-taking is important to PSAP operations as it promotes uniformity of process, reinforces training, and reduces errors. Standardized protocols (i.e., EMD) were first developed for emergency medical calls to provide consistent zero medical-response-time guidance by asking questions in the proper order, thereby maximizing caller information

⁵⁰ Emergency police dispatch

⁵¹ Emergency fire dispatch

and improving field response, while also providing pre-arrival instructions until field responders arrive.⁵² The provision of EMD has become an expected standard of care by the public. Whether an organization uses a third-party set of protocols or has developed its own, it is important that the protocols and any pre-arrival instructions are clearly defined and align with standards, even voluntary standards such as those developed by the American Society for Testing and Materials (ASTM).

In September 2021, Texas passed House Bill 786 requiring all dispatchers and telecommunicators to receive and complete training in T-CPR; however, the State does not mandate that T-CPR will actually be provided to callers. In addition to the 12 PSAPs that use a structured EMD protocol, Dalworthington Gardens DPS noted it provides T-CPR. This is an area where service levels could be more consistently provided across the District; the newly signed T-CPR requirement is a step in the right direction.

3.3.5 Quality Assurance and Performance Management

Fifteen of the survey respondents use metrics and/or QA to monitor and improve the performance of their overall operation and personnel. Performance management, including QA, provides for holistic organizational success and includes everyone in a PSAP from telecommunicators to managers and directors. The process is cyclical and is a means to assure that everyone understands their respective roles and responsibilities, has the resources to complete them, be successful, and meets expectations. The performance management cycle includes five elements: plan, monitor, review, improve, and measure.

One of the easiest ways to evaluate an organization using this cycle is to review key performance indicators (KPIs). KPIs are a set of quantifiable performance measures used by an agency to gauge progress toward meeting its strategic and operational goals. KPIs—such as abandoned call rate (see 3.4.2), 9-1-1 call wait times, pick up to queue, queue to dispatch, non-emergency call-wait times, and total call processing times—can all be used to measure PSAP performance. Using these measurements, an organization's leadership can begin to evaluate if emergency and non-emergency requests for service are processed in a timely manner. If the numbers fall outside of what would be considered the norm for a PSAP—National Emergency Number Association (NENA) and National Fire Protection Association (NFPA) call answering standards, for example—leadership can establish processes or procedures to help move these values more toward the norm. Once implemented, leadership can re-evaluate the statistics to determine if there has been an improvement.

QA is another way the performance management cycle can be applied. According to the American Society for Quality (ASQ), QA is “part of quality management focused on providing confidence that quality requirements will



Figure 6: Performance Management Cycle

⁵² “Pre-Arrival Instructions (or PAI’s) [sic] provide potentially life-saving, scripted instructions for callers trapped in a sinking vehicle or structure fire, water rescue incidents, a person who is on fire, a caller who is in danger but not trapped, or a situation where there is a HAZMAT danger. Collectively, these protocols and instructions are referred to as Dispatch Life Support Instructions. Dispatch Life Support Instructions make it possible for properly trained calltakers to provide a Zero Minute Response™.” Priority Dispatch, 2020. <https://prioritydispatch.net/emd-cardset/>

be fulfilled.”⁵³ In a PSAP, this equates to “all actions taken to ensure that standards and procedures are adhered to and that delivered products or services meet performance requirements.”⁵⁴

Other KPIs should be integrated into a QA program to monitor and improve the overall performance of personnel and the PSAP as a whole. It is important for PSAPs to monitor and measure various KPIs with the intent of improving performance. It is also important to establish a standardized QA and effective feedback process for telecommunicators. This is a best practice that can identify areas that are consistently meeting the expectations of the organization and those that are falling short.

There are several national standards that can be used to establish and support performance measurement and QA programs:

- APCO/NENA ANS 1.107.1-2015, *Standard for the Establishment of a Quality Assurance and Quality Improvement Program for Public Safety Answering Points*
 - This standard requires that at least 2% of all calls for service are reviewed (call-taking and dispatch for a single incident are conducted under separate review processes), unless prohibitive.
- APCO ANS 3.106.2-2017, *Core Competencies and Minimum Training Standards for Public Safety Communications Quality Assurance Evaluators (QAE)*
- APCO ANS 1.118.1-2020, *Key Performance Indicators for Public Safety Communications Personnel*

Performance measurements and QA can improve the efficiencies of the PSAPs and the overall service levels of the region by providing agencies with quantifiable and qualifiable data and information on where adjustments are needed. It can often be difficult for smaller PSAPs to proactively perform QA and monitor other performance metrics because of limited support staff.

⁵³ “Quality Assurance vs. Quality Control.” American Society for Quality. <https://asq.org/quality-resources/quality-assurance-vs-control>

⁵⁴ “Standard for the Establishment of a Quality Assurance and Quality Improvement Program for Public Safety Answering Points.” APCO/NENA ANS 1.107.1-2015. https://cdn.ymaws.com/www.nena.org/resource/resmgr/Standards/APCO-NENA_ANS_1.107.1.2015_Q.pdf

3.4 Personnel and Workforce Management



Key Findings

- The majority of PSAPs in the District are small, with two positions and a minimum of one or two employees per shift.
- PSAP staff reported significant challenges with disparate telecommunicator wages across the District that cause competition for limited applicants.
- The average starting wage range for telecommunicators in the District is approximately \$46,711 to \$63,007.
- For the PSAPs that have one to two telecommunicators on duty, the capacity potential is limited and may make it difficult to effectively manage a call surge.
- It is a common practice throughout the District for the smaller PSAPs to have sworn personnel cover shortages when necessary.
- The majority of PSAPs experience challenges related to hiring and retaining qualified applicants.

Today, organizations throughout the world face many challenges in the management of their personnel—their human capital—and public safety agencies are no exception. Personnel management is different from organizational leadership and involves a variety of functions that encompass more than just staffing, including personnel planning, development, and compensation to name a few.

The HR function in any organization is important. Without proper attention, even the best organizations can falter. One of the most critical HR functions within any PSAP is that of personnel management. Personnel are an agency's greatest asset, and proper management must be exercised to maintain an effective and efficient operation. Personnel management is a specialized aspect of an organization's overall HR management practices that focuses on those policies and practices by which the agency hires and develops its workforce.

Many PSAPs across the country are struggling with staffing shortages. Tenured employees are retiring, while others simply leave for any number of reasons—shift work, the hours, childcare issues, stress, and better pay in the private sector. In addition to limited applicant pools, often-stringent job qualifications (e.g., background checks, prior drug usage) disqualify many, as do the lengthy application processes; it is not unusual for many PSAPs to have processes that take upwards of six months from application to start date. Thus, PSAPs often find themselves with a revolving door for staff; unfortunately, many are not able to fill the vacancies before more staff leave, creating an even larger gap.

3.4.1 Staffing

As shown in the following table, the majority of PSAPs in the District have one telecommunicator on duty at any given time. Throughout the District, dispatch positions are covered by mostly civilian telecommunicators; however, Fort Worth FD dispatch and Irving FD are solely sworn firefighters.

Table 8: Staffing and Turnover

PSAP Location	TCs ⁵⁵ (Authorized Strength)	Minimum Staffing per Shift (TCs)	Optimal Staffing per Shift (TCs)	Current Retention
Arlington PD	88	15 to 20	19 to 24	80%
Azle PD	8	2	3	100%
Bedford PD	13	2 ⁵⁶	2	85%
Benbrook PD	8	1	1	62.5%
Burleson PD	18	2 to 3	4	83%
Crowley PD	9	1	2	89%
Dalworthington Gardens DPS	4	1	1	75%
DFW	37	2	4	53%
Eules PD	13 ⁵⁷	2	2	N/R
Fort Worth FD	27	5	6-8	96%
Fort Worth PD	166	26 (average)	31 (average)	84%
Grand Prairie PD	40	8 to 9	11	90%
Grapevine PD	23	3	6 – Days 5 – Evenings	70%
Hurst PD	12	2	3	75%
Irving FD	20	3 ⁵⁸	3	100%
Irving PD	60	8	11	67%
Lake Worth PD	6	1	2	100%
Mansfield PD	24	4	5	89%

⁵⁵ Telecommunicators

⁵⁶ Bedford PD did not respond to this question. Based on an authorized strength of 13, MCP assumed a minimum of two telecommunicators per shift.

⁵⁷ Eules PD did not respond to the survey. Based on call volume, MCP estimated approximately 13 telecommunicators to fill two positions 24 x 7.

⁵⁸ This information was not provided by Irving FD. Based on an authorized strength of 20, MCP assumed a minimum of three telecommunicators on duty per shift.

PSAP Location	TCs ⁵⁵ (Authorized Strength)	Minimum Staffing per Shift (TCs)	Optimal Staffing per Shift (TCs)	Current Retention
MedStar Mobile Healthcare	43	5 to 8 depending on shift	7 to 12 depending on shift	89%
NETCOM	21	3 to 4	5	81%
North Richland Hills PD	25	3 to 4	5 to 6	84%
Pantego PD	5	1	1	100%
River Oaks PD ⁵⁹	6	1	1	N/R
Saginaw PD	7	1	2	86%
Tarrant County Regional Communications	15	4	5 to 6	87.5%
Tarrant County SO ⁶⁰	24	4	4	N/R
Westover Hills PD	4	1	1	100%
White Settlement ⁶¹	18	3	3	N/R

The majority of telecommunicators working throughout the District are cross-trained and there are very few PSAPs with a separation between the call-taker and dispatcher roles. In other words, most often the call-taker is also responsible for dispatching the call and handling other non-core duties. The low staffing levels in the smaller PSAPs limit the capacity potential of the majority of PSAPs and create an environment that may be challenging if a PSAP needed to manage a workload surge and/or call overflow from neighboring agencies.

Staff from smaller one-seat PSAPs reported that it is common practice to have sworn personnel (e.g., law enforcement officers) cover a primary call-take/dispatch position when there is an unforeseen vacancy or call surge requiring additional manpower. This is not considered an industry best practice and may present a significant risk to the system if the sworn personnel do not have the same training as the civilian licensed telecommunicators.

⁵⁹ River Oaks did not respond to this question. Based on call volume, MCP assumed a minimum of six to staff one position 24 x 7.

⁶⁰ Tarrant County SO did not respond to the survey. MCP assumes, based on call volume, that there is a minimum of four on duty and an authorized strength of 24.

⁶¹ White Settlement did not participate in the survey. Based on call volume, MCP assumed a minimum of 18 to staff three positions 24 x 7.

3.4.2 Abandoned Call Rate

Another metric to determine optimal staffing levels is the abandoned call rate. An abandoned call is defined by NENA as “[a]n emergency Call in which the caller disconnects before the Call can be answered by the PSAP (Public Safety Answering Point).”

The District’s abandoned call rate has hovered between 10.88% (2022) and 14.93% (2021) for the last two years.

Every center will experience abandoned calls; the goal is to keep them as low as possible. There are many reasons for abandoned calls, including those who “pocket dial,” realize they have misdialed, or become frustrated waiting for an answer and hang up. When staff are on another line, incoming calls cannot be answered right away. Regardless of the reason, this creates additional work as staff must try to re-establish contact with the caller to determine if there is an actual emergency.

There is no industry metric for a “normal” number of abandoned calls. In MCP’s experience, an abandoned call rate of 8% or less is attainable when a center is appropriately staffed. In the 2021 Talkdesk Global Contact Center KPI Benchmarking Report, the average abandonment rate for government and the public sector in 2020 was 7.44%. MetricNet, a performance benchmarking company in McLean, Virginia, for IT and call centers, suggests an optimal range for abandoned calls is between 4% and 7%. While the focus of these companies is on the service industry, not the 911 industry, there is a correlation between the two. The industries are answering calls from the public in response to their stated mission or objective.

More recently, 8% to 10% is the average abandonment rate for some industries, which is where the District as a whole was in 2022.

3.4.3 Supervision and Span of Control

The span of control guidance in general used to be clear with three to seven direct reports per supervisor, with five considered ideal. However, new guidance regarding the span of control is how many people can be effectively managed, leaving it up to each agency to determine the number.

The International Customer Management Institute (ICMI) notes, “In contact centers, somewhere between 8 and 12 agents per supervisor makes sense in many centers. But a 5:1 or 20:1 ratio may be equally justifiable – there’s simply no alternative to understanding your own unique environment and making a decision that is right for you.”

In the District, supervision is most commonly the responsibility of law enforcement command personnel, supported by a frontline supervisor or PSAP manager. Some of the larger PSAPs have dedicated supervisors and executive-level civilian oversight. It is common for PSAPs throughout the District to have working supervisors that are part of minimum staffing and assist with emergency call processing and dispatching police, fire, and/or EMS. When supervisors are not available, opportunities for training, performance monitoring and feedback, and correction are inhibited. This puts undue stress on employees and leaves the organization vulnerable to risk due to lapses in service. This is particularly important where the telecommunicator has other ancillary duties.

In cases where there is one telecommunicator on duty without dedicated supervision, this leaves the responsibility for handling problems to the lone telecommunicator, no matter their level of experience.

3.4.4 Recruiting

It is becoming increasingly more difficult to recruit candidates for the position of telecommunicator within the state of Texas and across the nation. There is great concern that the staffing shortages in public safety

communications will increase in the NG9-1-1 environment and will be exasperated by a workforce that desires more work-life balance. Staff interviewed reported low interest in the position and reduced viable applicant pools. In some cases, PSAPs are receiving a sparse two viable applicants per job posting, which is not sustainable. This is a common issue in all sectors of public safety, which was exacerbated by COVID and “the great resignation.” Having 28 PSAPs in the District creates unnecessary competition for applicants among the PSAPs in addition to the private sector.

The process of hiring is often long and arduous, especially when compared to the private sector, and many District entities reported that they are trying to streamline the hiring process and reduce the application-to-hiring time. Each PSAP is approaching this independently and at significant duplication of effort and costs when considering that those who leave typically do so within three to six months, at which point the PSAP must initiate the hiring process all over again.

While there are no recruiting or hiring standards, several best practices can help PSAPs achieve success in choosing the right applicant for the position and onboarding them. NENA and APCO both offer courses, staffing and retention reports, and related occupational standards geared toward PSAP staffing.

An effective recruiting program engages a broad spectrum of outreach sources, is reflective of the community’s makeup, and considers external influencers, particularly those along municipal and jurisdictional lines. When assessing recruiting practices, agencies should consider:

- Use of social media and external websites
- Application source tracking
- Currency of eligibility requirements
- Response to job postings
- Dedicated and staffed recruiting program
- Pipeline approach to recruitment
- Use of self-elimination tools
- Use of value propositions
- Diversity of recruiting opportunities
- Continual posting strategies

Establishing and maintaining an effective recruiting process is another program that can often be difficult to maintain with limited resources.

3.4.5 Retention

Employee retention is a challenge that continues to strain PSAPs across the nation and the District is no exception. Only eight survey respondents reported they were at authorized telecommunicator strength. All survey respondents listed low applicant pools as a top challenge. Low applicant pools and significant challenges with retention dominated interviews and focused discussions. Almost every staff person interviewed noted that staffing has not been consistent year to year.

A 2017 update to APCO’s previous staffing and retention study concluded that the average retention rate for PSAPs is 71%.⁶² The average retention rate in the District, based on survey responses, is 86%; however, there

⁶² Project RETAINS: Staffing and Retention in Public Safety Answering Points (PSAPs): A Supplemental Study.” APCO Project Retains, APCO International. <https://www.apcointl.org/resources/staffing-retention/project-retains/>

are several PSAPs that have a retention rate below 70%, which causes significant operational challenges with staffing the number of employees to handle the workload. As highlighted in Table 8, numerous PSAPs are operating below their optimal staffing level because they cannot fill the vacancies.

An earlier APCO Project RETAINS report stated, “The strongest and best predictor of a high retention rate was having all authorized positions filled and being fully staffed.”

When queried, the PSAPs highlighted the following areas as having the most challenging direct impact on retention (in order of most prevalent):

According to SHRM, direct replacement costs can be as high as 50% to 60% of an employee’s salary but when factoring in indirect and direct costs such as unemployment, COBRA administration, and overtime to make up lost productivity, the total cost per individual can skyrocket to up to 200%.

Work-Life Balance	Employees are unwilling or unable to work the shifts needed to meet service level demand in a 24 x 7 operating environment.
Performance and Workload	New hires cannot meet minimum performance expectations and service levels.
Viable Applicants	Applicant pools for telecommunicator positions are too low to recruit qualified candidates.
Wages and Benefits	Wages and benefits are not competitive enough to recruit and retain qualified candidates and employees.

Figure 7: Direct Impacts on Retention

Based on MCP’s experiences and numerous interactions with PSAPs and industry professionals, an effective retention program is one in which the organization is consistently within 5% of filling all authorized positions and can achieve an outcome where 80% of employees still are on the job three years later.

The long-term implications of continued turnover open the door for more people to leave. Unfortunately, smaller PSAPs often are impacted to a greater degree than larger centers that have more staff to absorb the resulting vacancy.

The more work demanded, the less desirable the working conditions, and the more turnover created. The more turnover created the higher the budgetary impacts. When more turnover is created, this leads to more work being demanded from existing staff and less desirable working conditions. It can increase to the point that a PSAP may never see a “full staff” level again. However, not all turnover is bad. “Some turnover is healthy because it weeds out the disengaged ...”⁶³

Turnover is expensive. According to the Society for Human Resource Management (SHRM)⁶⁴, direct replacement costs can be as high as 50% to 60% of an employee’s salary but when factoring in indirect and direct costs such as unemployment, Consolidated Omnibus Budget Reconciliation Act (COBRA) administration,

⁶³ Fox, Adrienne. “Drive Turnover Down.” SHRM. July 1, 2012. <https://www.shrm.org/hr-today/news/hr-magazine/pages/0712fox.aspx>

⁶⁴ [Retaining Talent: A Guide to Analyzing and Managing Employee Turnover \(shrm.org\)](https://www.shrm.org/hr-today/news/hr-magazine/pages/0712fox.aspx)

and overtime to make up lost productivity, the total cost per individual can skyrocket to up to 200%. Based on those statistics and a telecommunicator's annual salary in the District of \$46,711 on average, excluding benefits, (see Section 3.4.6), the cost to an agency of losing and replacing a single telecommunicator can range between \$23,356 and \$93,422.

The problem in public safety, however, is that with an industry annual turnover rate between 25% and 30%, PSAPs are not replacing single positions, rather they are in a state of constant recruiting and hiring. A state that can no longer even be considered cyclical and cannot be managed through traditional HR means.

Based on PSAP data (Table 8), with 720 telecommunicators District-wide—an average of 26 per agency—experiencing an average 14% turnover (Table 8), PSAPs may at any point be actively recruiting for approximately 101 positions District-wide (four per agency). Using the same average salary example (\$46,711) and multiplying that out, the cost of turnover ranges District-wide from \$2,358,906 to \$9,435,622 (\$84,247 to \$336,987 per PSAP on average).

3.4.6 Salaries and Benefits

According to the United States (U.S.) Bureau of Labor Statistics and U.S. Department of Labor, the median wage for police, fire, and ambulance dispatchers is \$46,670 or \$22.44 an hour (2021).⁶⁵ Wage ranges in the District PSAPs are generally at or above the national median range (see Appendix D). The average starting wage for telecommunicators in the District is approximately \$46,711. The average top-out wage in the District is approximately \$63,007. The average wages do not include the wages for the Fort Worth FD PSAP because sworn firefighters staff the PSAP and their wage range is significantly higher than telecommunicators (\$63,806 – \$88,697) and even Fort Worth PD dispatchers.

Given the proximity of the PSAPs, there is competition among them when it comes to hiring. Those agencies that lag below the average are prone to losing employees to other 9-1-1 centers that may pay more or have more desirable benefits. Alternatively, several PSAPs have comparable wages to other PSAPs in the District, and if their workload is lower than a neighboring PSAP but the wages and benefits are similar, a candidate may find the position more desirable.

There is also considerable risk with competition from private sector companies for the PSAPs that are at the low end of the scale. This disparity and competition include benefits, which significantly impact a PSAP's ability to attract and retain employees, especially given the level of responsibility, volume of work, and requirement to work shifts outside of normal business hours.

During town halls, staff and stakeholders reported significant raises and adjustments to the starting wages were made by some larger PSAPs; in some cases, this resulted in an increase of 20% or more. These increases further exacerbated the existing challenges caused by having 28 PSAPs operating and competing in the District and the overall recruiting market in the region. While in general PSAP staff have traditionally been underpaid nationwide, the impacts of what essentially have become “bidding wars,” as PSAPs respond by making similar adjustments, negatively impact retention for others because they lose employees to higher paying PSAPs. This highlights the importance of regionalization efforts, regular compensation studies that determine comparative salaries and benefits within the District, as well as an opportunity for District entities to establish common compensation ranges—otherwise the PSAPs will continue to compete against each other for finite applicant pools.

⁶⁵ [Police, Fire, and Ambulance Dispatchers: Occupational Outlook Handbook: U.S. Bureau of Labor Statistics \(bls.gov\)](https://www.bls.gov/occupational-outlook-handbook/)

3.5 Technology and Systems in Use



Key Findings

- The PSAP CHE systems are already virtually consolidated and supported by District infrastructure.
- An Emergency Services Internet Protocol (IP) network (ESInet) exists between all District CHE hosts and the PSAPs.
- Current core technology could be leveraged to improve situational awareness and interoperability between agencies (e.g., ability to route calls within the CHE and share incidents in CAD).
- Calls do not automatically reroute to other PSAPs during surges or overflows. However, to mitigate against 9-1-1 calls going unanswered during 9-1-1 network outages and PSAP problems, calls can be manually rerouted to another PSAP through a make-busy switch located at each PSAP.
- Misrouted wireless 9-1-1 calls are a common occurrence.
- Radio coverage is not a barrier to regionalization as all District field responders use a common Motorola 800-megahertz (MHz) radio system, which is not provided by the District.
- In addition to shared talkgroups, each PSAP operates its own dispatch talkgroup for law and fire/EMS.

Public safety dispatch operations are heavily dependent on IT infrastructure, computer systems, and multiple applications. Mission-critical systems include 9-1-1 CHE, CAD systems, radio dispatch consoles, GIS databases and mapping, and data/voice logging recorders. This IT infrastructure is critical to the daily public safety mission and provides interoperability with other PSAPs and field responders.

Interoperability: The ability of two or more systems or components to exchange information and to use the information that has been exchanged.

Critical systems and infrastructure can be very costly to acquire and maintain. Increasing technology costs have become a primary issue, often driving funding needs and dispatch regionalization efforts in the U.S. Officials in many jurisdictions have pursued PSAP regionalization to reduce capital expenditures and operating costs. Software maintenance agreements and upgrades increase the total cost of ownership over the life of a system. Reducing the number of PSAPs often is intended to eliminate the need to purchase and maintain multiple systems within the same geographic area. Appendix E contains a table summarizing the various technologies and systems deployed in the PSAPs that completed the survey. The Motorola VESTA® 9-1-1 CHE was not included in the table because it is already in all participating PSAPs.

The core technology systems in use by District entities and the network that supports these applications lay the foundation for regionalization. As further described in this section, all PSAPs share the same CHE, radio system, and GIS.

3.5.1 Call-Handling Equipment

The District provides Motorola VESTA 9-1-1 CHE to all its agencies. It maintains the CHE servers connected by a primary ESInet. When this study began in August 2022, the CHE was not NG9-1-1-compliant; however, this changed in March 2023—as part of a separate project managed by the District, the last PSAP was upgraded to VESTA version 7.9, which is compliant.

The District also operates a lab CHE system for testing configuration changes and software upgrades prior to production deployment.

The CHE supports roaming profiles, which means a user from one PSAP can go to another PSAP on the same system⁶⁶, log in, and have all their own 9-1-1 lines (and administrative lines if those lines are not down at the home PSAP). The challenge lies in the fact that a neighboring PSAP may not have space to accommodate additional telecommunicators.

The ANI/ALI⁶⁷ database is provided by Intrado. While the District has worked with cellphone carriers to update the cell tower routing to the correct PSAP, staff reported that misrouted wireless calls are still a common occurrence.

All PSAPs provide text-to-9-1-1.

PSAP administrative phone lines are a mix of standalone systems with some integrated into the 9-1-1 CHE.

3.5.2 Computer-aided Dispatch and Records Management Systems

The District does not provide CAD systems for its PSAPs. Each agency selects its own CAD system and records management system (RMS). The following CAD systems are currently in use:

- Central Square (ONESolution, TriTech, Zuercher)
- CRIMES⁶⁸
- CrimeStar
- Hexagon
- Motorola-Spillman
- Superion
- Tyler

The District provides a serial converter to allow the CHE to deliver the CAD spill to the respective CAD system. The use of mobile data terminals (MDTs) varies by agency.

3.5.3 Geographic Information Systems

The District has a full-time GIS coordinator and currently uses 911Datamaster tools to manage the GIS data and ALI/MSAG⁶⁹ data. The GIS coordinator receives information from the PSAPs regarding new address ranges and streets as well as ALI discrepancies and coordinates with Intrado to have the updates added to the ALI/MSAG databases. The District manages updates to the GIS map.

⁶⁶ The District maintains two systems (system one and system two) for live PSAP traffic and a third system (system three) testing prior to implementation.

⁶⁷ Automatic number identification/Automatic location identification

⁶⁸ Criminal Research, Information Management, and Evaluation System

⁶⁹ Master street address guide

Secondary wireless location services are provided by RapidSOS, either in an over-the-top (OTT) manner or integrated with VESTA 9-1-1.

3.5.4 Radio

The primary radio system in use within the District's service area is the North Texas Interoperable Radio Network⁷⁰ (NTIRN) Project 25 (P25) Phase II⁷¹ Motorola 800 MHz trunked radio system. The system includes individual, group, and mutual aid talkgroups. The system supports police, fire, EMS, and public works users. A majority of the law enforcement and fire agencies are dispatched on individual dedicated primary agency talkgroups. Agencies operate on shared talkgroups. Additional shared talkgroups are used for automatic mutual aid. Fire agencies operate on automatic mutual aid and use a law interoperability calling talkgroup for a common response channel. The City of Dallas operates on a separate system and is currently working with Tarrant County to join the two systems to improve interoperability, particularly along their common border.

Some EMS calls are handled by private EMS resources. The PSAPs have no direct radio communications with these units.

The majority of the PSAPs utilize Motorola MCC 7500 consoles. One PSAP indicated it uses Zetron consoles and several did not provide a response. The PSAPs have the ability to share resources or have backup profiles created. Each PSAP has a backup console radio in the event of a console failure.

3.5.5 Logging Recorder

The PSAPs use a variety of logging recorders. The majority use the Eventide platform; NICE and Higher Ground recorders are also deployed in the region. The PSAPs procure the logging recorders for their specific agency needs and record 9-1-1 lines, administrative lines, 10-digit emergency lines, call transfers to administrative lines, and field responder radio traffic. Most solutions are digital; five solutions are analog only.

The VESTA 9-1-1 system logs all 9-1-1 calls and provides instant recall recorder (IRR) functionality at the consoles.

3.5.6 Other Systems and Software

Many PSAPs support closed-circuit television (CCTV) camera feeds from the respective police department facility, jail, community facilities, or schools. Telecommunicators are sometimes responsible for the remote control of jail or police station doors and, in some cases, fire department bay doors.

3.5.7 Alert and Warning Systems

Several fire station alerting (FSA) systems are deployed in the region, including Locution, Motorola, US Digital Designs (USDD), Westnet, and Zetron. ActiveAlert (formerly Active911) and PageGate are also used for alerting some fire departments in the region.

Some PSAPs use SirenGPS for outbound alerting to schools and businesses of emergency situations nearby.

3.5.8 Network and Technical Support

The network backbone for the District is provided by an Ethernet network as a primary ESInet that supports CHE. An Ethernet network also connects the four hosts to each other, and a mix of Ethernet and other network

⁷⁰ Formerly Fort Worth Regional Network

⁷¹ [Project 25 - APCO International \(apcointl.org\) Interoperability Standard](https://apcointl.org/InteroperabilityStandard)

connectivity connects the respective PSAPs to the hosts. A wireless network provides backup connectivity to the PSAPs.

District system administrators support all PSAPs' CHE.

3.6 Facilities



Key Findings

- Except for Irving FD and MedStar, all remaining PSAPs are in a law enforcement facility.
- Of the 28 PSAPs assessed, 18 are classified as small, with two to six positions, and are at capacity for current operations with limited ability to expand without significant cost.
- The majority of PSAPs have no viable long-term backup facility that could house mission-critical equipment and staff.
- The four RBU centers have a total of 41 backup CHE positions.
- Many PSAPs lack the in-house ability to accommodate staff from another agency for a prolonged period.
- The District controls four backup facilities for 9-1-1 call processing.

3.6.1 Primary Facilities

Except for Irving FD and MedStar, all PSAPs are located within law enforcement facilities. Each facility is supported by a backup generator and individual uninterruptible power supply (UPS) units for mission-critical equipment. Of the existing PSAPs, most are not suitable for hosting a regional communications center. Some of the larger agencies have available space for expansion, but that is largely because they are understaffed and running with fewer employees (DFW, Irving PD, and Fort Worth PD).

Based on the size categories described in the National 911 Program's *Next Generation 911 Cost Estimate: A Report to Congress* published in 2018, 18 PSAPs are classified as small, eight are medium, and two are large.

Table 9: PSAP Sizes

PSAP Size	PSAP Locations
Small – 2 to 6 Positions	Azle PD, Bedford PD, Benbrook PD, Burleson PD, Crowley PD, Dalworthington Gardens DPS, DFW, Euless PD, Hurst PD, Irving FD, Lake Worth PD, Mansfield PD, Pantego PD, River Oaks PD, Saginaw PD, Tarrant County Regional Communications, Westover Hills PD, White Settlement PD
Medium – 7 to 20 Positions	Fort Worth FD, Grand Prairie PD, Grapevine PD, Irving PD, MedStar, NETCOM, North Richland Hills PD, Tarrant County SO
Large – 21 to 50 Positions	Arlington PD and Fort Worth PD

As highlighted in Sections 3.3.2 and 3.4.1, most PSAPs operating in the District have limited capacity to handle overflow or significant call surges for any extended period of time, requiring additional staffed positions.

The PSAPs that have two to three workstations (Azle PD, Crowley PD, Dalworthington Gardens DPS, Lake Worth PD, Pantego PD, River Oaks PD, Saginaw PD, Tarrant County Regional Communications, and Westover Hills PD) are very limited in their capacity to take on additional workload.

3.6.2 Backup Facilities

The District has three of the four backup sites capable of taking inbound 9-1-1 calls: RBU Northeast (12 positions), RBU Northwest (14 positions), and RBU South (11 positions). Some RBU centers are located in District facilities and others in secured local government buildings.

The VESTA 9-1-1 CHE supports roaming profiles that allow a user from any agency on the same system (system one or system two) to log in at any other location and have access to their home agency's 9-1-1 lines and administrative lines (if connected to the CHE). There are radio consoles at each RBU but no station alerting equipment. Without connectivity back to the respective CAD system, there is no access to CAD. This highlights the limited capabilities throughout the District.

The RBU centers provide viable backup locations for call routing. However, there are problems with call delivery to field responders because the RBU centers are not equipped with CAD or station alerting.

4 Future Opportunities and Considerations

Since 9-1-1's inception in 1968, public safety officials have continued to leverage technology advancements to make emergency responses more efficient and effective. The counterbalance is these advancements occurred in distinct silos that unintentionally developed within the emergency communications ecosystem such as enhanced 9-1-1 service, CAD, and digital radio networks.

Today, the industry stands on the precipice of another technology transformation—NG9-1-1. As public safety moves through this transformation to NG9-1-1 over the next several years and beyond, it is more critical than ever before that PSAPs begin thinking of the ecosystem holistically.

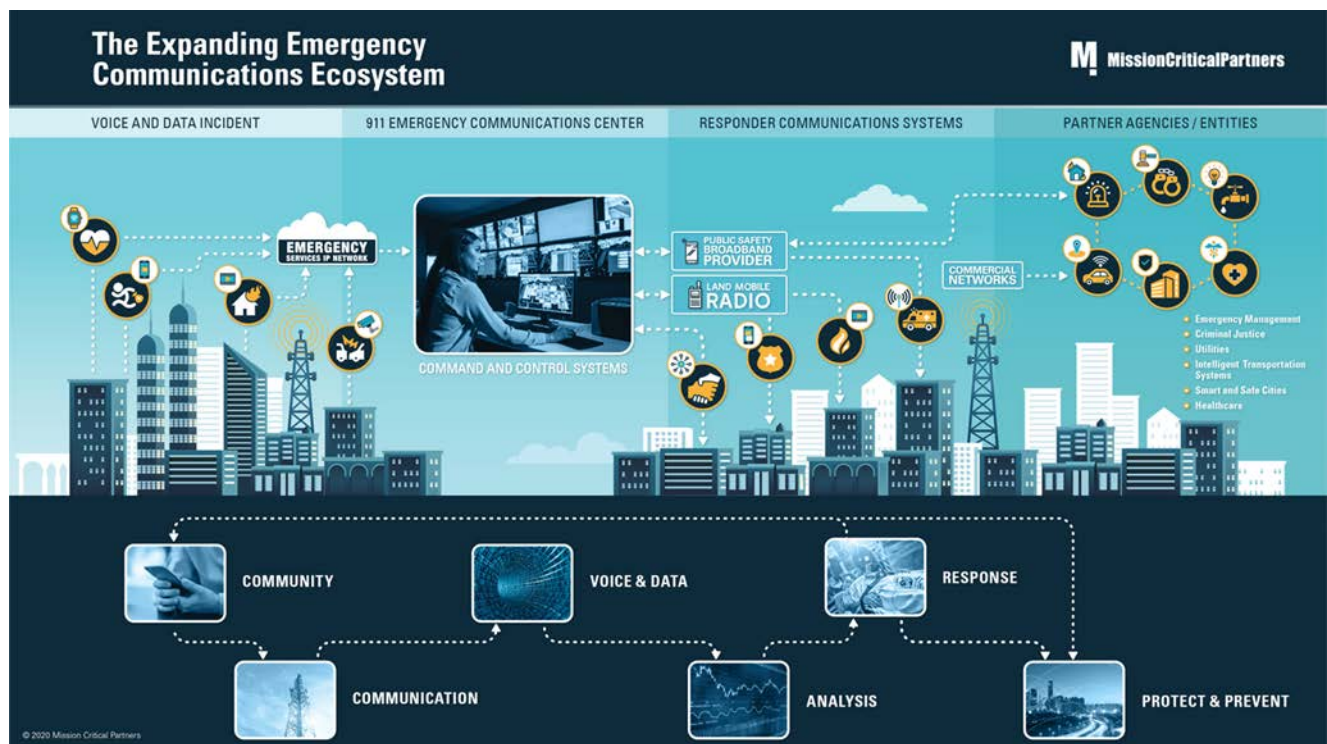


Figure 8: Emergency Communications Ecosystem

In many instances, data is evolving faster than agencies can keep up, resulting in smaller PSAPs continuously being left behind. Regardless of size, those that are unwilling to explore their options run the risk of exacerbating the problem by creating holes in the ecosystem, increasing risk exposure, and introducing points of failure into what, on the surface, appears to be an efficient and effective system.

The District is continuously focused on its mission to “provide reliable, accurate, responsive, and effective emergency communication networks and services to its member jurisdictions ensuring the protection of life and property for citizens in its community.” Changing technology creates opportunities for regional partnerships between the District’s PSAPs as NG9-1-1 functionality supports a larger platform of interoperability than the legacy phone system could.

NG9-1-1 will be a facilitating factor for the operational advantages that regionalization affords, such as improved roaming profiles, better COOP and DR plans, and increased sharing of data, software, and radio channels—

possibly offering an opportunity to reduce the number of PSAPs in the District. This will require a greater amount of group participation, collaboration, administrative oversight, and governance. Just the fact that the District and entity PSAPs included in this study recognize the value of exploring alternative operating solutions, and even though the process of being assessed can be uncomfortable, benefits will be realized. Benefits include the opportunity to learn where PSAPs currently reside within the ecosystem, receive insight into where the ecosystem is going locally and nationally, and discover how the District and entity PSAPs can best leverage each agency's strengths to provide a best-in-class solution to serve the constituents and field responders across the District.

Essentially, there are 28 ecosystems serving a compressed population of more than two million people in the county, which has inherent challenges and areas of risk that have been articulated throughout this report.

Regionalization has the potential to help mitigate risk throughout the District and improve operational and fiscal efficiencies. There are real opportunities with regionalization to improve operational efficiencies, including fiscal and economies of scale.

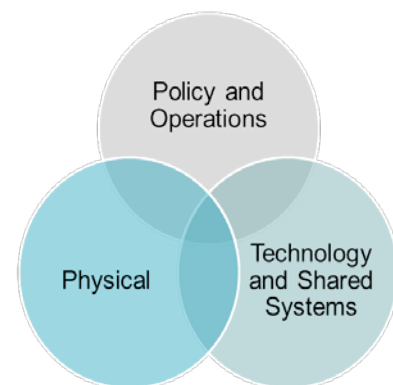
There are three symbiotic elements of organic regionalization that, based on the findings and recommendations contained in this report, would offer operational efficiencies within the District:

- Policy and operations
- Technology and shared systems
- Physical (facility-based)

The three elements of regionalization are interrelated and may be executed sequentially or concurrently. As more initiatives are deployed within each element, the benefits will be experienced exponentially.

Future state opportunities and considerations establish a baseline that allows leadership and stakeholders involved with the District to have a clear vision, goals to attain that vision, and metrics by which success can be measured. Findings and recommendations to offer operational efficiencies for the PSAPs operating within the District have been explained throughout this report. A holistic analysis of the findings and recommendations has identified additional opportunities within the District to improve service levels and operations through organic rather than mandated regionalization.

The goal of this section is to focus on how the District and entity PSAPs, through organic regionalization, can transform challenges and risks into opportunities. It is important to keep the following five factors at the forefront, as these were consistently emphasized during interviews with District stakeholders:



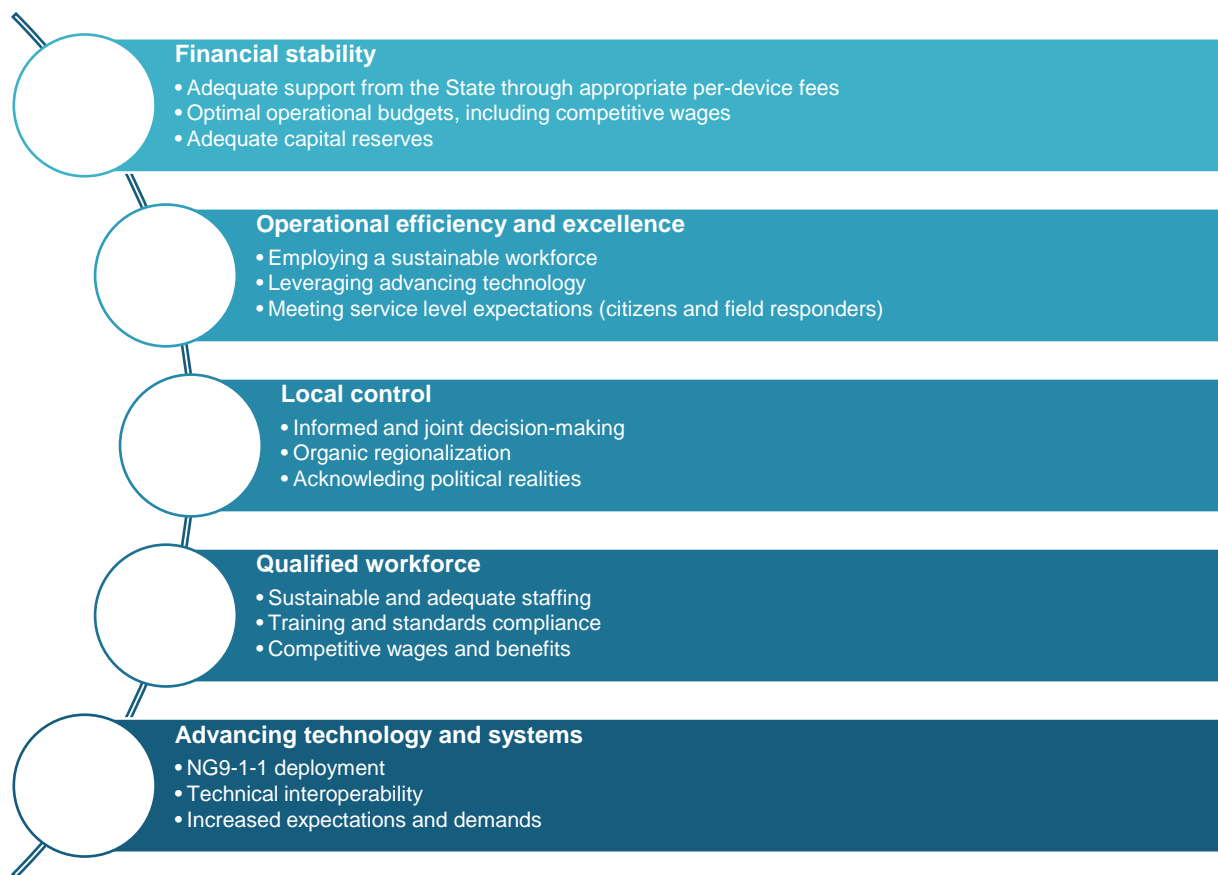


Figure 9: District Stakeholder Priorities

4.1 Organic versus Inorganic Regionalization

“Regionalization can be defined as two or more communities (or organizations, or agencies) that join together in a formal, mutually-beneficial working relationship to optimize services provided to the customers of their communities (or organizations, or agencies).”⁷² This can be achieved inorganically, which occurs when there are outside forces at play (e.g., state mandate such as in Illinois and Ohio) or it can occur organically. Organic regionalization is more natural and evolves out of a voluntary, cooperative effort to improve the emergency response, such as in Nebraska and Palm Beach County, Florida, where no mandates exist. Given the local control and the political climate in Texas, inorganic regionalization is unlikely in the near future, so the challenge is how to encourage agencies to put aside politics and focus on what they have to gain—rather than speculating

⁷² [NASNA - 911 Regionalization - Tools and Information \(nasna911.org\)](https://www.nasna911.org/)

on what they have to lose—and come together to achieve organic regionalization for the greater good of emergency communications services that are delivered daily throughout the District.

A study conducted in 2010 by the Communications, Security, Reliability and Interoperability Council (CSRIC)⁷³ identified five values of consolidation, shown in Figure 11; regionalization has the same values. These values not only hold true today, but they are also areas identified in this report where opportunities exist to gain efficiencies and improve services throughout the District. The values highlighted below can be leveraged through organic regionalization in the form of policies and operations, technologies, and facilities.

The challenge is how to encourage agencies to put aside politics and focus on what they have to gain—rather than speculating on what they have to lose—and come together to achieve organic regionalization for the greater good of emergency communications services that are delivered daily throughout the county.

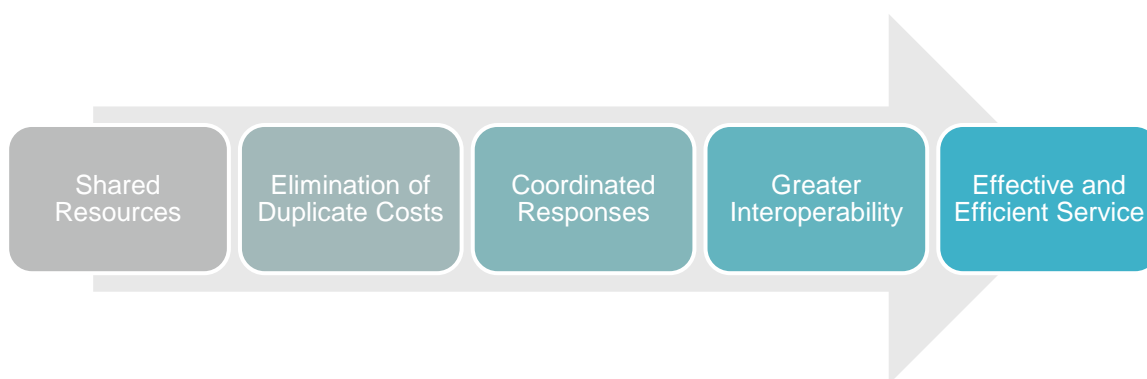


Figure 10: Values of Organic Regionalization

- **Shared Resources** – Shared resources include policies, operations, and any other support services (e.g., IT, GIS, administration, HR).
- **Elimination of Duplicate Costs** – Duplicate costs related to administration, operations, technologies, and facilities may be significantly reduced and, in many cases, eliminated through organic regionalization.
- **Coordinated Responses** – Coordinated responses address joint responses, including automatic and mutual aid, and other shared responses that would be coordinated from the same PSAP rather than 28 individual entities. Examples include multi-jurisdictional responses to grass fires, pursuits, and mass casualty incidents, all of which require a coordinated response.
- **Greater Interoperability** – Interoperability expands with regionalization, enabling the sharing of mission-critical equipment and technologies (e.g., CHE, CAD, radio).
- **Effective and Efficient Service** – Efficiencies will often occur, and service levels improve, when regionalization is properly executed. Call transfers are often reduced as the number of PSAPs decreases as there is less opportunity for misroutes, and situational awareness is improved through regionalization. There are often improvements that can be gained in all functional areas of a PSAP

⁷³ [WORKING GROUP 1A \(fcc.gov\)](#)

(workforce, operations, personnel and workforce, training, performance management, leadership and planning, technology, facilities, and organizational structure) as the number of PSAPs decreases.

A key to organic regionalization is recognizing that there are efficiencies to be gained, and then working to establish shared and common practices throughout the District. District entities—the PSAPs and their respective agencies—must realize the benefits far outweigh any perceived and imagined losses.

The following sections outline a vision for a tiered approach that supports organic regionalization of the PSAPs in the District that includes the three elements (policy and operations, technology and shared systems, and physical [facility-based]).

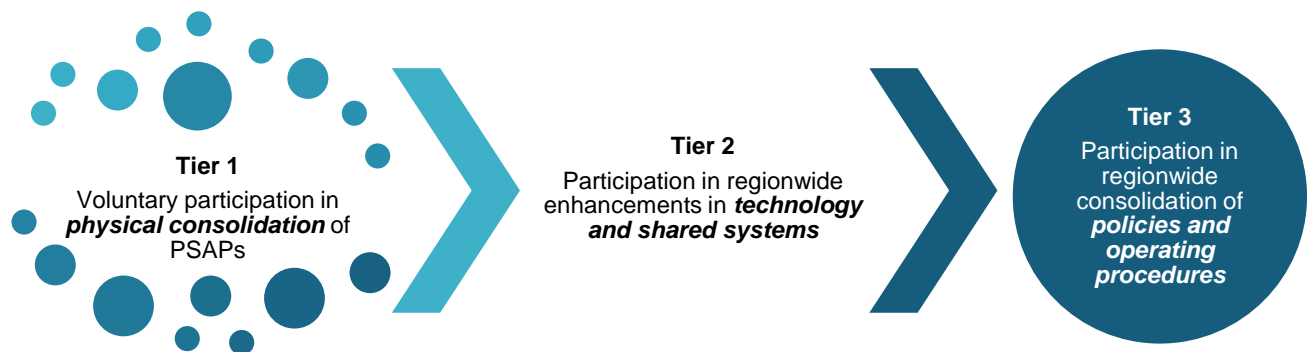


Figure 11: Regionalization Tiered Approach

4.1.1 Physical Consolidation – Tier 1

On the positive side, when this study was initiated, there were 33 primary and secondary PSAPs in the District. Over the course of this project, MCP has watched that number decrease to 26. The most recent PSAPs in the District to physically co-locate, consolidate, or a combination thereof are:

- Co-location and Consolidation: Tarrant County Fire Alarm first co-located with Everman to become Tarrant County Regional Communications followed by Forest Hill consolidating with Tarrant County Regional Communications
- Consolidation: Sansom Park, Westworth and White Settlement

There are other PSAPs (Azle PD and Lake Worth PD) that are adding new agencies and continuing to explore consolidation because they recognize the opportunities with organic regionalization and have expressed an interest in developing joint operations with other PSAPs in the area. Lake Worth PD will be bringing on Blue Mound and Azle will be adding Pelican Bay as agencies served before June 1, 2023. These two moves are due to Sansom Park PD closing its PSAP doors and contracting with White Settlement PD for 9-1-1 and dispatch services.

Although the decision to regionalize remains a local decision, based on industry standards and best practices, there are criteria that can serve as key indicators as to whether a PSAP should consider regionalization. These criteria should be viewed as a starting point for building a PSAP consolidation roadmap and for collaborative

and educational discussions with stakeholders on how to improve service levels and increase operational and fiscal efficiencies (see Appendix F). MCP has broken these down into two categories as follows:

Category One Criteria	Category Two Criteria
<ul style="list-style-type: none"> Population served is less than or equal to 25,000. 	<ul style="list-style-type: none"> Population served is less than or equal to 50,000.
<ul style="list-style-type: none"> 9-1-1 call volume is 1% or less than the total call volume in the District. 	<ul style="list-style-type: none"> 9-1-1 call volume is 2% or less than the total call volume in the District.
<ul style="list-style-type: none"> The cost per 9-1-1 call exceeds \$40 per call. 	<ul style="list-style-type: none"> The cost per 9-1-1 call exceeds \$30 per call.
<ul style="list-style-type: none"> The agency has no more than two primary workstations. 	<ul style="list-style-type: none"> The agency has no more than four primary workstations.
<ul style="list-style-type: none"> The minimum staffing per shift is two or less. 	<ul style="list-style-type: none"> The minimum staffing per shift is four or less.
<ul style="list-style-type: none"> Agency retention is less than or equal to 75%. 	<ul style="list-style-type: none"> Agency retention is less than or equal to 80%.
<ul style="list-style-type: none"> Outbound transfers are greater than or equal to 25% of the total call volume. 	<ul style="list-style-type: none"> Outbound transfers are greater than or equal to 25% of the total call volume.
<ul style="list-style-type: none"> EMD to provide pre-arrival instructions is provided in house. 	<ul style="list-style-type: none"> EMD to provide pre-arrival instructions is provided via transfer.
<ul style="list-style-type: none"> Total administrative call volume is greater than the 9-1-1 call volume. 	<ul style="list-style-type: none"> Total administrative call volume is greater than the 9-1-1 call volume.

If a PSAP has five or more Category One attributes, it meets the criteria for MCP to strongly recommend exploring a physical consolidation and alliance with a neighboring PSAP. This is not to say that the agency that meets this benchmark should be absorbed by another PSAP as there could be numerous factors, including available opportunities for facility expansion, available funding, and others that could drive such decisions away from what, on the surface, may appear obvious. Agencies that meet a combined total of five Category One and Category Two attributes are not as strongly recommended to explore physical consolidation but are encouraged to maintain a watchful eye for opportunities to participate in an alliance.

The following survey respondents reported having some potential for expansion in their current or planned facilities.

Table 10: PSAP Facilities with Space/Expansion Potential

PSAP Location	Expansion Potential
MedStar	MedStar has an area slightly larger than the current PSAP that could be viable for expansion. Classrooms upstairs could also be converted to house dispatch/call center operations.

PSAP Location	Expansion Potential
Lake Worth PD	Lake Worth PD is purchasing replacement consoles. Lake Worth PD also reported the potential to expand into a common area of the facility for a larger expansion project.
Benbrook PD	Benbrook is planning a new police facility but has not begun formal programming.
Arlington PD	There is potential at Arlington PD, with vacant space in the operations center; however, it would require furniture replacement with smaller consoles and a different furniture configuration.
NETCOM	NETCOM has plans to expand the facility in the future.
Grand Prairie PD	Grand Prairie PD can host several additional call-takers and dispatch positions.
Grapevine PD	Grapevine PD can add new positions and possibly expand with remodeling.
Mansfield PD	Mansfield PD is planning a new facility.
Dalworthington Gardens DPS	Dalworthington Gardens DPS is working on a building rebuild currently.
North Richland Hills PD	Two administrative call-taking stations can be outfitted to fill positions.
Azle PD	Azle PD can reconfigure the layout of the center, and there is a possibility to relocate the center to another part of the building that has more space.
Tarrant County Regional Communications	Yes.

As highlighted by one of the stakeholders in a town hall session, the term “regionalization” has the propensity to be misinterpreted by some because of other regional efforts at the local level. Physical regionalization should be viewed as a consolidation involving multiple jurisdictions and the goals should be efficiency while maintaining or exceeding current service levels.

In discussing real-world examples with PSAPs in the District that have already consolidated, there are ways to overcome common barriers to consolidation if agencies are willing to work together. For example, Tarrant County Regional Communications discussed in a town hall the importance of including an advisory board, which is made up of representatives from the agencies served, so the agencies continue to have a voice and control over the operation. They also discussed the importance of QA post-consolidation to ensure there has been no degradation of services provided. These are only two best practices in a long list of strategies that make consolidations across the country successful. Physical consolidations are very complex, and the planning can be extensive. If coordinated and planned properly, there are many advantages to physical consolidation, as highlighted throughout this section of the report.

Given that the decision to regionalize remains at the local level in Texas, regionalization (including consolidation) will continue to expand voluntarily. Based on lessons learned both in the region and nationwide, when it comes to the likelihood that a consolidation effort will be viewed as successful or not, MCP encourages stakeholders to consider building a consolidation alliance profile to identify those agencies that may be considered a better fit both operationally and culturally. Appendix G provides an outline of an alliance profile that considers numerous factors beyond the original Category One and Category Two benchmark criteria.

4.1.2 Technology and Shared Systems-based Regionalization

Outside of physical consolidation or collocation, another form of regionalization that can be leveraged to improve emergency response is a technology and systems-based regionalization.

Although there is room to expand the program, the District is already engaged in technology and systems-based regionalization. These alternatives are foundational forms of regionalization that can help pave the way to physical consolidation and, at the same time, reduce costs and risks inherently associated with maintaining 28 independent primary and secondary PSAPs and backup centers and move toward improving emergency response.

Technology and shared systems-based regionalization have already made considerable progress in the District with the CHE and regional radio system. While this is a great start, virtualization can also include other systems such as logging recorders, CAD systems, and FSA systems. In most cases, an FSA system can be expanded to cover neighboring departments by adding the station hardware and some licenses and configuring the additional department into the FSA system and the CAD system (the department may already be in the CAD system, just not enabled to the FSA system). Cloud technologies and hosted software eliminate the need for in-house servers and the associated building space, utility expense, and IT maintenance and support. With the shared systems already in place, operations would be enhanced by allowing the current PSAP operational design to remain the same, with an additional layer of failover and redundancy. The governance is already in place within the District to provide for sharing of technology costs.

For PSAPs that are unwilling or unable to participate in physical consolidation by coming together under one organizational structure and/or co-locating in a single structure, leveraging the technology and shared systems already in place as well as future enhancements could help to improve emergency response outcomes and reduce operating costs in some cases. For example, call transfers, which are highlighted in Section 3.3.2, may be reduced through CAD-to-CAD capabilities or by consolidating select CAD systems.

As highlighted during the governance town hall meeting, there has been an emphasis in recent years on how people can contact 9-1-1 using a variety of methods outside of making traditional wireline phone calls. There must continue to be a focus on how calls can be answered remotely, which would be more appealing for employees and more competitive with certain private sector jobs. The traditional way of tethering employees to a workstation for 8-, 12-, or 16-hour shifts is not as tolerated as it was just a few years ago and the industry should continue to leverage emerging technology that can support a different way of processing calls.

Strengths and challenges related to a virtual (technology-based) regional consolidation are outlined in the following table.

Table 11: Virtual Regionalization Strengths and Challenges

	Strengths	Challenges
Economics	<ul style="list-style-type: none"> It is a service option for any agency that is not ready to commit to physical consolidation Potential cost savings for participating agencies 	<ul style="list-style-type: none"> Requires capital expenditure; cost savings may not be immediately realized Shared systems are more complex than standalone systems Will have related cost impacts to consolidate systems and technologies
Service	<ul style="list-style-type: none"> Retains agency autonomy Participating entities can serve as a backup Reduces/eliminates call transfers 	<ul style="list-style-type: none"> Governance may not agree on data to be shared
Mutual-aid Communication	<ul style="list-style-type: none"> Shared situational awareness, mapping, and other systems if governance allows data to be shared Interoperability is improved CAD-to-CAD and other integration and interfaces are leveraged 	<ul style="list-style-type: none"> May be disagreements on systems and configuration Not all users are on the same CAD system
Other Considerations	<ul style="list-style-type: none"> May provide a foundation for physical consolidation 	<ul style="list-style-type: none"> More sophisticated cybersecurity is needed on shared systems as there are more points of entry

A redundant, resilient, sustainable network is the foundation of shared technology. The District has built a robust network that is capable of supporting additional applications beyond the CHE. Such additional network traffic would require appropriate engineering to ensure the traffic did not intermingle or disrupt CHE traffic. Such traffic might include regional CAD, FSA, PSAP-to-PSAP ringdown lines, and other IP-based public safety applications. As with any change to a production network or system, the addition of any application or traffic to the network will require careful planning and management.

4.1.3 Policy and Operations-based Regionalization

The third option for improving emergency response through regionalization for those that are not quite ready to entertain physical or technology-based regionalization or are looking to supplement the region from a broader perspective, is policy and operations-based regionalization.

There are three elements of policy and operations-based regionalization: operations, support, and the workforce. Based on the findings highlighted in this report, MCP determined multiple areas where policy and operations-based regionalization could offer operational efficiencies throughout the District regardless of any individual agency's move to or plans for physical consolidation.

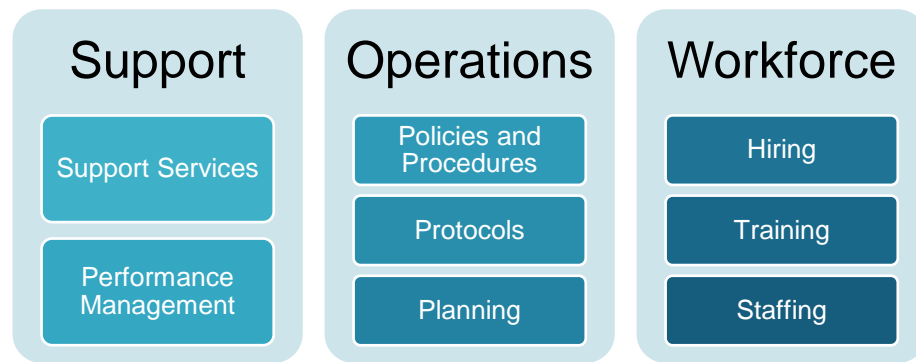


Figure 12: Policies and Operations-based Regionalization

Support

Support Services

Support services are those tasks that are outside of the primary operation of answering emergency calls and dispatching field responders, such as:

- IT – hardware and software support for systems that are not already supported by the District.
- GIS – support for mapping systems outside of the District.
- Radio systems – support for the radio systems and infrastructure.
- Performance management – QA and other performance areas related to the PSAP, including personnel.
- Training – any initiatives related to training new or veteran telecommunicators and support staff.
- Administrative, clerical, and facilities – HR, administrative, facilities maintenance, and other services not covered above.

A key success factor noted by stakeholders for this project was the goal of improving service levels and improving regional cooperation and joint planning. Support services is an area where collaboration and cooperation can be leveraged to centralize responsibilities and achieve both goals. Shared support services opportunities include the following:

- IT support for the technology that is not currently supported by the District would improve performance and security.
- Support for mapping systems and GIS outside of the District would enhance a PSAP's ability to locate incidents and field responders.
- Support for performance management may provide a consistent level of services throughout the District as PSAPs work cooperatively together.
- Support for more accessible training would enhance the knowledge and performance of telecommunicators and supervisors.
- Administrative support, including facilities, may address gaps that currently exist.
- Any regionalization involving support services has the potential to reduce operating costs.

Performance Management

Performance management focuses on improving a PSAP's output through continual improvement of internal processes. QA programs and other programs that establish and measure KPIs are essential in a PSAP. As noted in Section 3.3.6, there is a need to improve performance management, particularly QA, in the District. Examples of how performance management can be regionalized include the following:

- Regional performance management policies and procedures, based on industry standards and best practices, can establish benchmarks throughout the District that could make service delivery levels more consistent and reduce risk.
- Performance management templates, including rating criteria, would provide PSAPs with an objective means to measure operational performance and personnel. This also would provide more statistical data on how the District performs as a whole (e.g., call-handling statistics).
- Other performance management opportunities exist that are related to shared support services.

Operations

Policies and Procedures

Effective policies and procedures are essential to PSAP risk management. There are opportunities in the District to establish more uniform policies and procedures based on industry standards and best practices. Developing regional policies and procedures in common operating areas, especially those that involve overlapping service areas and mutual aid, may provide the following opportunities:

- Improved coordinated responses and service levels.
- Close or narrow the gap for agencies in the District that do not currently have SOPs.
- Increased consistency of services throughout the District.
- Reduced errors and risk exposure.

Memoranda of understanding (MOUs) or similar types of agreements to support organic regionalization will be necessary to achieve the intended outcomes.

Protocols

Establishing regional protocols is another example of policy and operations-based regionalization. Protocols or call guides support the call-handling process. These tools, especially EMD, provide pre-arrival instructions when warranted and, in many cases, improve the safety of citizens and field responders. The use of protocols provides structure that can be objectively assessed by the agency through a QA program. Regionalizing and establishing uniform protocols may provide the following opportunities:

- Improved service level consistency and standards of care throughout the District (e.g., citizen and responder safety, pre-arrival instructions).
- Reduced errors and risk exposure.
- Decreased trainee washout rates.
- Uniform call processing procedures that can be objectively measured.

Planning

Regionalized planning and development of regional templates have the potential to benefit multiple agencies. Such actions may provide the following opportunities:

- Developing regional COOP plans in common operating areas, especially operational areas that involve overlapping jurisdictions and mutual aid, may improve coordinated responses.
- Developing regional templates in common operating areas would close or narrow the gap for PSAPs that do not currently have a COOP plan.

Workforce

Hiring and retaining an adequate workforce to effectively manage the workload remains one of the greatest challenges in public safety communications today. Cost impacts of benefits such as Family Medical Leave Act (FMLA) compliance, healthcare and pensions, and steady turnover has crippled PSAPs across the country. As mentioned in Section 3.4.5, hiring and onboarding processes are time-consuming and costly. As highlighted throughout this report, it is anticipated that challenges related to sustaining a stable workforce, especially in 28 individual primary and secondary PSAPs, will only increase as technology advances and public expectations continue to grow. These challenges, especially for smaller agencies with a limited workforce and resources, are detrimental.

In analyzing the current state of the PSAPs within the District, MCP identified several areas where regionalization may bring operational efficiencies.

Recruiting and Hiring

Using best practices for recruiting, selection, and hiring can improve retention and, thus, reduce the costs of onboarding. Maintaining starting pay in a similar range within a region could deter job hopping. A “one-stop shop” for recruiting and selecting applicants, including the development of a common regional application that can be submitted online could be considered as a shared and/or outsourced resource with the final hiring and progression left to a respective PSAP. Examples of how the PSAPs can improve hiring efficiencies include the following:

- Develop a recruitment repository for sharing recruiting materials among jurisdictions.
- Develop a regional recruiting consortium, including shared services for hiring (e.g., joint applicant testing/screening).

There is significant competition among the PSAPs from a recruiting standpoint as the PSAPs continue to compete against each other with a limited applicant pool. To improve retention, several PSAPs in recent years have substantially increased their wages—some more than 20%. It was reported by staff and stakeholders during the town hall meetings that this impacted some of the smaller PSAPs that could not compete with the wage increase and lost trained telecommunicators that were incentivized to leave for a higher wage. PSAPs should work to calibrate wages in the District to reduce recruiting competition.

Training

There is consistency among PSAPs regarding training, with substantial support from the District. As noted in this report, the State already has minimum training requirements that align with national standards and best practices; the District provides that training at no cost to the PSAPs. Although the number of hours may vary, common operating environments and structures exist, as well as common training content. Regionalizing and consolidating the already robust training offered through the District is an area that can be expanded throughout

the region, with the goal of a more centralized approach because there are continuing education requirements and other training needs outside of basic certification. Improving the training approach would provide the following opportunities:

- Leveraging the training provided by the District and developing joint training curriculums and other training resources can improve the overall telecommunicator success rate and performance.
- Joint training initiatives can reduce cost impacts on individual PSAPs through shared staff and by combining resources to administer training (e.g., shared classes).
- Centralized training can reduce duplicate training efforts that currently occur.

Staffing

Although internal policies, procedures, and tools may vary, the job of a telecommunicator is similar throughout the District. Other components of policy and operations-based regionalization can provide a foundation for efforts related to staffing.

Many PSAPs operate with minimal staffing, which can be a challenge when unforeseen vacancies occur. PSAPs rely on neighboring PSAPs to support their operations in the event of an evacuation or other significant event resulting in call surge, with little to no training on agency-specific procedures.

Staffing opportunities exist to improve operational efficiencies and continuity of operations. Several PSAPs operate with one or two telecommunicators on duty at any given time, which can make it very challenging to manage the workload during a call surge or an event in a neighboring community that spills over into the PSAP.

Policy and operational regionalization may provide the following staffing-related opportunities:

- Shared staff can provide a level of consistency that does not exist today.
- Shared staff could offer cost-savings when there are unforeseen vacancies or surges in workload requiring supplemented staff.
- Where supported by technology, shared staff may provide an opportunity to supplement staffing in centers with a very low call volume.

4.2 Funding

At the District and State level, there is more work to be done to continue to advocate for an increase in the wireless per-device fee. Although the District is fiscally sound today, the District has identified significant capital impact costs coming in the future, including NG9-1-1 deployment and the need for a new facility as it is faced with the sale of the current space.

4.3 Organic Regionalization Strategic Plan

Organic regionalization is not easy to accomplish and with the number of PSAPs in the District it will likely take years to achieve. However, with every consolidation, as has been demonstrated, the public safety communications ecosystem in the District becomes stronger, more resilient, and more operationally efficient—paving the way for more improvements in the future.

Given the complexity of these opportunities, MCP recommends that the District, with valued input from PSAP staff and stakeholders, consider developing a long-term strategic plan to guide organic regionalization.

Collaborative development of a regionalization strategic plan can effectively establish goals for results focused on improving emergency response outcomes throughout the region. A regionalization strategic plan will:

- Establish commitment to regionalization.
- Align District entity PSAPs with industry best practices.
- Provide accountability.
- Improve transparency and relationships.
- Develop consensus among leadership for any participating PSAPs.
- Promote stability of purpose and priorities.
- Memorialize the vision and direction beyond current leadership.
- Provide support and direction for the development and execution of any policy and operations, technology and shared services, and physical regionalization initiatives.

The most prevalent constraints throughout the District are a lack of qualified candidates to fill vacant telecommunicator positions and increasing technology costs. Without regionalization, many PSAPs within the District are bound to the current state and constrained in their efforts to provide a higher, more efficient level of service. Rising technology costs may, at some point, diminish the District's ability to continue to support current technologies and services, which means costs will need to be covered locally. A strategic plan will help set a course for the District and the PSAPs to expand regionalization efforts and, most importantly, collaboratively develop a roadmap that includes a sustainable funding model to support future operations.

PSAPs across the country, including in Texas, are following similar paths as the District to explore regionalization as agencies recognize the value and efficiencies of sharing technologies, services, and common practices.

MCP acknowledges that organic regionalization is initiated locally, outside of the District's purview; however, the District supports using this information and approach to promote the achievement of standards and best practices while advocating for actions that will result in efficiencies and provide consistent emergency communications throughout the region.

4.3.1 Cybersecurity Governance

Given the sophistication of the public safety ecosystem and the continual threat that exists for the PSAPs, it is imperative to implement cybersecurity governance. This will ensure that a comprehensive cybersecurity strategy will be integrated within the operational environment and prevent interruptions from cyberattacks or any other threats. By embracing, adopting, and enacting cybersecurity governance, the PSAPs can ensure that they are doing things the right way, getting them done well, and seeing the expected benefits. When realigning any type of resources through a regionalization effort, having that strategy in place will ensure that all resources work together in harmony.

5 Conclusion

Daily, dedicated communications staff in each of the District's entity PSAPs work to assure that all field responders and members of the community are served when emergencies arise. For years, staff have done this under more than challenging conditions. Based upon MCP's interaction with the PSAPs during the course of this study, it is clear that leadership at all levels desires a public safety communications system that provides reliable and consistent services to the community and field responders.

There are significant concerns about the ability to sustain what the District and municipalities have today, but also how to enhance it and mitigate those occurrences where minimum service levels are not being met. There are additional challenges with providing similar services throughout the District, which is difficult to do with a collective of 37 different primary and secondary PSAPs, and associated backup centers, operating independently. This can impact the public because depending on where you are in the District, and which PSAP your call is routed to, you may receive different services than someone else in another part of the District. For example, not all the PSAPs provide EMD without a transfer and some PSAPs do not provide T-CPR, which results in disparate levels of service depending on where the call originated. How does this disparity get aligned? The other factor in all of this is the human factor. The workforce itself is not sustainable and falls far short of being adequate to meet the workload, which is taxing on the employees that do stay.

Organic regionalization will take time but can help the District achieve shared reliable and consistent services. The tasks currently being worked on, along with the overall recommendations presented, lend themselves well to support the current activities and future regionalization planning efforts. To help guide success over the long term, MCP encourages the District and its entity PSAPs to move forward with the next steps expeditiously. For the PSAPs, this includes reviewing the recommendations articulated in Section 3 of this report and engaging in efforts to explore efficiencies locally; for the District, it includes working with PSAPs and stakeholders to develop a regionalization strategic plan.

While there are great strides being made in various aspects of the public safety communications systems in the District, there are many areas where improvements will be beneficial for the continued success of the region. Acting on the areas of improvement will move the region towards the "regionalized" state and improve emergency response outcomes.

Appendix A: Standards, Accrediting Organizations, and State Rules

Throughout the country, PSAPs adopt and use industry standards and best practices to promote the effectiveness of the 9-1-1 center and provide the best possible service to citizens and field responders. Measurable standards create an objective view of 9-1-1 operations and provide for consistent interactions with the public and field responders.

Standards and best practices most often used in PSAPs are from APCO and NENA as well as NFPA, specifically NFPA 1225, *Standard for Emergency Services Communications*, and standards from CALEA, particularly *Standards for Public Safety Communications Agencies*. NENA, APCO, and NFPA are each an American National Standards Institute (ANSI)-accredited standards development organization (SDO).

Standards Organizations

APCO

The Association of Public-Safety Communication Officials International (APCO) “is the world’s oldest and largest organization of public safety communications professionals ... The association supports its members – and the general public – by providing industry expertise, professional development, technical assistance, advocacy and outreach.”⁷⁴ APCO has undertaken many projects over the years. Two notable projects are Project 25 (P25), the development of standards for digital telecommunications technology, and Project 33, the development of a telecommunications training standard. In Project 33, APCO collaborated with NENA “to evaluate what type of standardized training programs (if any) each state had. This information helped APCO build the foundation for APCO ANS 3.103.2: Minimum Training Standards for Public Safety Telecommunicators, which is the minimum standard used today.”⁷⁵

NENA

The National Emergency Number Association (NENA), a non-profit corporation, is dedicated to a “public made safer and more secure through universally available state-of-the-art 9-1-1 systems and trained 9-1-1 professionals.”⁷⁶ NENA’s mission is to improve “9-1-1 through research, standards development, training, education, outreach, and advocacy.”⁷⁷ NENA has several topic-specific committees that develop PSAP-related recommendations and standards and other information documents pertaining to PSAP operations. NENA recommendations and standards give PSAPs the tools needed to maintain a consistent level of service and work in relation to their peers in neighboring counties and states.

NENA-STA-020.1-2020, *NENA Standard for 9-1-1 Call Processing*, states, “Ninety percent (90%) of all 9-1-1 calls arriving at the Public Safety Answering Point (PSAP) SHALL be answered within (\leq) fifteen (15) seconds. Ninety-five (95%) of all 9-1-1 calls SHOULD be answered within (\leq) twenty (20) seconds.”⁷⁸

⁷⁴ [About APCO - APCO International \(apcointl.org\)](http://apcointl.org)

⁷⁵ [Projects - APCO International \(apcointl.org\)](http://apcointl.org)

⁷⁶ “NENA’s Mission,” National Emergency Number Association, <http://www.nena.org/?page=Mission>.

⁷⁷ Ibid.

⁷⁸ “NENA Standard for 9-1-1 Call Processing,” National Emergency Number Association,” April 16, 2020, https://cdn.ymaws.com/www.nena.org/resource/resmgr/standards/nena-sta-020.1-2020_911_call.pdf, page 8 of 26.

NFPA

Also, a non-profit organization, the National Fire Protection Association (NFPA) “delivers information and knowledge through more than 300 consensus codes and standards, research, training, education, outreach, and advocacy ...”⁷⁹ NFPA 1225 (Edition 2022) Chapter 15 sets forth the standards for PSAP operations.⁸⁰ Chapter 15.4 addresses operating procedures.

Section 15.4.1 states, “Ninety-percent of events received on emergency lines shall be answered within 15 seconds, and 95 percent of events shall be answered within 20 seconds.”

NFPA further defines call processing times. Section 15.4.3 states, “Call processing time shall include the time from call answer to initial notification of the responding ERU(s).” (ERU is defined as emergency response unit.) Explanatory material for this section states, in part:

Transfers, especially multiple transfers, have the impact of making compliance with the overall processing time standard nearly impossible. Given the life safety implications for critical incidents, PSAPs should make every effort to reduce/eliminate transfers, thereby reducing the amount of time required to answer, process, transfer, and dispatch alarms.

Section 15.4.4 states, “Emergency event processing for the highest prioritization level emergency events ... shall be completed within 60 seconds, 90 percent of the time.” Sections 15.4.4.1 and 15.4.4.2 provide the highest prioritization call types.

NFPA does not address law enforcement call processing and dispatching times, allowing the jurisdictions to establish time frames for dispatch in accordance with respective SOPs.

Chapter 15.1 addresses management.

Section 15.1.1 states, “All system operations shall be under the control of a manager, director, or supervisor of the jurisdiction served by the system.”

Section 15.1.3 states, “Personnel in supervisory roles shall receive supervisory training as defined by the AHJ.” (AHJ is defined as the Authority Having Jurisdiction.)

15.1.4 states, “The AHJ shall be responsible for initial and ongoing training in supervisory skills for personnel in supervisory roles.”

Chapter 15.3 addresses staffing.

Section 15.3.1 states, “There shall be a minimum of two qualified telecommunicators on duty and present in the communications center at all times.”

Section 15.3.4 states, “Supervision shall be provided when more than two telecommunicators are on duty.”

Explanatory material for this section states:

The supervisor position(s) in the communications center are provided in addition to the telecommunicators positions. Although supervisory personnel are intended to be available for problem solving, the supervisor position is permitted to be a working position.

⁷⁹ [NFPA overview](#)

⁸⁰ All quoted material that follows for NFPA 1225 Chapter 15 and annex material is attributed to the standard, which can be found here: [NFPA 1225: Standard for Emergency Services Communications](#).

Section 15.3.4.1 states, “Supervision shall be provided by personnel located within the communications center who are familiar with the operations and procedures of the communications center.”

Section 15.3.4.2 states, “The supervisor shall be allowed to provide short-term relief coverage for a telecommunicator, provided that the telecommunicator does not leave the communications center and is available for immediate recall as defined in the policies and procedures of the AHJ.”

Accrediting Organizations

Accrediting organizations also develop standards with which agencies applying for respective accreditation must comply.

CALEA

Communications centers can seek independent accreditation through the Commission on Accreditation for Law Enforcement Agencies (CALEA) Public Safety Communications Accreditation Program, which includes 207 standards.

The Public Safety Communications Accreditation Program provides a communications center, or the communications unit of a public safety agency, with a process to systemically review and internally assess its operations and procedures.

This program requires organizations to collect and analyze important data for the purpose of making sound operational and administrative business decisions, creating leadership and practitioner-accountability.

In addition, the focus is on quality assurance, interoperability, emerging technologies, risk analysis, asset security, resources access, contemporary training, and a range of other operational functions.⁸¹

CAAS

The Commission on Accreditation of Ambulance Services (CAAS) is the accrediting body for ambulance services. CAAS is an independent commission that “established a comprehensive series of standards for the ambulance service industry.”⁸² The CAAS standards are designed to help increase operational efficiency and decrease risk and liability across the entire spectrum of the organization, often exceeding standards established at the local or state level. While CAAS does not accredit PSAPs, Section 204 of the standards addresses communications centers, stating, “efficient call taking, effective resource deployment, and continuous communications capabilities are required to maintain an effective EMS agency.”⁸³ There are seven applicable areas within Section 204:

- 204.01 – Policies and Procedures
- 204.02 – Contingency Plans
- 204.03 – Preventive Maintenance
- 204.04 – Training
- 204.05 – Licensure

⁸¹ [Communications | CALEA® | The Commission on Accreditation for Law Enforcement Agencies, Inc.](#)

⁸² [About CAAS – Commission on Accreditation of Ambulance Services \(CAAS\)](#)

⁸³ [Standard Summaries – Commission on Accreditation of Ambulance Services \(CAAS\)](#)

IAED

The International Academies of Emergency Dispatch (IAED) “sets and maintains a set of universal standards for emergency responders to ensure consistent, high-quality care worldwide. It supports the advancement of certified emergency dispatchers who, with proper education and training, can serve their communities with utmost technical competence and integrity.”⁸⁴

Entities that utilize the IAED’s internationally recognized protocols, available through Priority Dispatch Corporation (PDC), can apply to become an Accredited Center of Excellence (ACE).

Protocols

The IAED defines a protocol as “a highly-defined procedure placed into a reference system...designed to lead the call-taker through a predictable, repeatable, and verifiable process for a specific situation.”⁸⁵ “Protocols have become an integral part of modern day, emergency dispatch operations. Protocols reduce variance, ensure a continuity of care, reduce liability, standardize response decisions, and provide a basis for performance measurement and quality improvement efforts.”⁸⁶

Protocols involve a set of scripted questions designed to elicit as much information from the caller as possible.⁸⁷ At case entry, essential information is gathered in a standardized format, including the address of the incident, the caller’s phone number and name, and the problem. Once the problem or chief complaint has been identified, questioning continues to help assess scene safety, prioritize the response, select appropriate instructions for the caller, and provide pertinent information for responders. The questions are designed to be asked verbatim and in order. Where the answer is obvious, questions may be skipped. Post-dispatch instructions are designed to provide for responders’ and the caller’s safety. If necessary, pre-arrival instructions—potentially lifesaving, scripted instructions— are provided.

The pros of dispatch protocol include standardization, the ability to provide uniformed instructions and the ability to prioritize responses. A structured protocol can provide consistent answers to pre-determined questions that may improve the way dispatchers communicate with units in the field. Even more importantly, it has been shown to save lives.

*Yet some industry experts prefer to rely on a dispatcher's experience when handling a situation. They feel that stringent use of protocols may lead dispatchers to becoming more of a robot— or at least feeling like ... a robot— than a skilled professional. Increased scrutiny of a dispatcher's performance can also lead to negative morale issues.*⁸⁸

⁸⁴ [About the IAED - IAED \(emergencydispatch.org\)](http://www.emergencydispatch.org)

⁸⁵ The National Academies of Emergency Dispatch® (2011) *Emergency Telecommunicator Course Manual*, Edition 3. Salt Lake City, Utah: Priority Press.

⁸⁶ “Protocol Use in Emergency Dispatch: An Evolving Standard of Care,” 911 Magazine.com, May 13, 2011, <http://dispatchingdiscussions.blogspot.com/2013/05/protocol-use-in-emergency-dispatch.html>.

⁸⁷ While there are numerous vendors for dispatch protocols, the terminology and information referenced is from Priority Dispatch; other vendors may have slightly differing terms and sequencing.

⁸⁸ Scott, Mike. “Dispatch Protocol Systems, The Good the Bad and the Ugly.” 911 Magazine. February 2003.

State of Texas

TCOLE sets forth minimum standards for enrollment and initial licensing for law enforcement telecommunicators in Texas. Upon application approval, TCOLE will issue a temporary telecommunicator license. The applicant must successfully complete the 80-hour basic telecommunicator licensing course and exam within 12 months of the original appointment date. Thereafter, telecommunicators must complete 20 hours of continuing education every two years to maintain licensure. There are no other state agencies that set forth requirements for 9-1-1 telecommunicators.⁸⁹

⁸⁹ <https://www.tcole.texas.gov/content/telecommunications-officers>

Appendix B: Cybersecurity Resources and Standards

APCO, *An Introduction to Cybersecurity: A Guide for PSAPs*, Version 1.0, July 2016.

<https://www.911.gov/assets/An-Introduction-to-Cybersecurity-A-Guide-For-PSAPs-1638566090.pdf>

APCO, *Broadband Implications for the PSAP: Analyzing the Future of Emergency Communications*.

<https://www.apcointl.org/ext/pages/p43/p43book.html>

APCO, *Cybersecurity Training for Public Safety Communications Personnel*, APCO 3.110.1-2019.

<https://www.apcointl.org/standards/standards-to-download/>

FBI, *FBI Tech Tuesday: Protecting Against PII Theft*. <https://www.fbi.gov/contact-us/field-offices/phoenix/news/press-releases/fbi-tech-tuesday-protecting-against-pii-theft>

FCC, Task Force on Optimal PSAP Architecture (TFOPA), *Final Report*. <https://www.fcc.gov/about-fcc/advisory-committees/general/task-force-optimal-public-safety-answering-point>

Federal Trade Commission (FTC) Consumer Information, Computer Security.

<https://www.consumer.ftc.gov/articles/0009-computer-security>

FTC Consumer Information, Tips for Using Public Wi-Fi Networks. <https://www.consumer.ftc.gov/articles/0014-tips-using-public-wi-fi-networks>

Information Technology Laboratory, Security for Enterprise Telework and Remote Access Solutions.

https://ws680.nist.gov/publication/get_pdf.cfm?pub_id=903007

National Institute of Standards and Technology (NIST), *Framework for Improving Critical Infrastructure Cybersecurity*, Version 1.1, April 16, 2018.

<https://nvlpubs.nist.gov/nistpubs/CSWP/NIST.CSWP.04162018.pdf>

NIST, *Guide for Cybersecurity Event Recovery*. <https://csrc.nist.gov/publications/detail/sp/800-184/final>

NIST, National Cybersecurity Center of Excellence, *Mobile Device Security: Cloud and Hybrid Builds*.

<https://www.nccoe.nist.gov/projects/building-blocks/mobile-device-security/cloud-hybrid>

Appendix C: 9-1-1 Surcharge – User Fees by State⁹⁰

State	Wireline	Wireless	VoIP
Alabama	\$1.86	\$1.86 \$1.86 prepaid	\$1.86
Alaska	\$0.00 – \$2.00	\$0.00 – \$2.00	
Arizona	\$0.20	\$0.20 0.80% of sale – prepaid	\$0.20
Arkansas	5% – 12% of tariff rates	\$1.30 10% point of sale – prepaid	\$1.30
California	\$0.30	\$0.30 \$0.30 prepaid	\$0.30
Colorado	\$0.70 – \$3.00 (max) \$0.10 statewide fee	\$0.70 – \$3.00 (max) \$0.10 statewide fee \$1.38 point of sale – prepaid	\$0.70 – \$3.00 (max) \$0.10 statewide fee
Connecticut	\$0.57	\$0.57 \$0.57 point of sale – prepaid	\$0.57
Alaska	\$0.00 – \$2.00	\$0.00 – \$2.00	\$0.47
Delaware	\$0.60	\$0.60 \$0.60 prepaid	\$0.60
District of Columbia	\$0.76 wireline \$0.62 Centrex \$4.96 PBX ⁹¹ trunk	\$0.76 2.0% point of sale – prepaid	\$0.76
Florida	\$0.40 – \$0.44 (max)	\$0.40 \$0.40 prepaid	\$0.40

⁹⁰ 9-1-1 Surcharge - User Fees by State - National Emergency Number Association (nena.org)

⁹¹ Private branch exchange

State	Wireline	Wireless	VoIP
Georgia	\$1.50	\$1.50 \$1.50 prepaid	\$1.50
Hawaii	\$0.27	\$0.66	\$0.66
Idaho	\$1.00 – \$1.25 (max)	\$1.00 – \$1.25 (max) 2.5% of sale – prepaid	\$1.00 – \$1.25 (max)
Illinois	\$1.50 \$5.00 City of Chicago	\$1.50 \$5.00 City of Chicago 9.0% of sale City of Chicago – prepaid 3% of retail sale – prepaid	\$1.50 \$5.00 City of Chicago
Indiana	\$1.00	\$1.00 \$1.00 point of sale – prepaid	\$1.00
Iowa	\$1.00 (max)	\$1.00 \$0.51 point of sale – prepaid	\$1.00
Kansas	\$0.90	\$0.90 2.06% of retail sale – prepaid	\$0.90
Kentucky	\$0.32 – \$4.00	\$0.70 \$0.93 point of sale – prepaid	\$0.32 – \$4.00
Louisiana	\$0.38 – \$1.25 residential \$0.99 – \$6.00 business	\$0.85 – \$1.25 4% of retail sale – prepaid	\$0.38 – \$1.25
Maine	\$0.35	\$0.35 \$0.35 point of sale – prepaid	\$0.35
Maryland	\$1.25	\$1.25 \$0.60 of retail sale – prepaid	\$1.25
Massachusetts	\$1.00	\$1.00	\$1.00

State	Wireline	Wireless	VoIP
		\$1.00 prepaid	
Michigan	\$0.25 state fee \$0.00 – \$3.00 by county	\$0.25 state fee \$0.00 – \$3.00 by county 5% point of sale – prepaid	\$0.25 state fee \$0.00 – \$3.00 by county
Minnesota	\$0.95	\$0.95 \$0.95 point of sale – prepaid	\$0.95
Mississippi	\$1.00 residential \$2.00 commercial	\$1.00 \$1.00 prepaid	\$1.00
Missouri	2% – 15% of base rate (45 counties) 1/8% – 1% of sales tax (51 counties) Unfunded – (19 counties)	3% statewide fee – prepaid	
Montana	\$1.00	\$1.00 \$1.00 prepaid	\$1.00
Nebraska	\$0.50 – \$1.00	\$0.45 – \$0.70 1.1% of retail sale – prepaid	
Nevada	Varies by jurisdiction – property tax and/or surcharge	Must be equal to wireline surcharge	
New Hampshire	\$0.75	\$0.75 \$0.75 point of sale – prepaid	\$0.75
New Jersey	\$0.90	\$0.90	\$0.90
New Mexico	\$0.51	\$0.51 1.38% of retail sale – prepaid	\$0.51
New York	\$0.35 – \$1.00	\$1.20 – \$1.50	\$0.35

State	Wireline	Wireless	VoIP
North Carolina	\$0.65	\$0.65 \$0.65 point of sale – prepaid	\$0.65
North Dakota	\$1.50 – \$2.00 (max)	\$1.50 – \$2.00 (max) 2.5% point of sale – prepaid	\$1.50 – 2.00 (max)
Ohio	\$0.50 (max) Legally limited to a few counties, no general surcharge.	\$0.25 0.5% point of sale – prepaid	
Oklahoma	3% – 15% of base rate	\$0.75 (approx. 61 counties) \$0.75 point of sale – prepaid	\$0.75
Oregon	\$1.25	\$1.25 \$1.25 point of sale – prepaid	\$1.25
Pennsylvania	\$1.65	\$1.65 \$1.65 point of sale – prepaid	\$1.65
Rhode Island	\$1.00	\$1.26 2.5% point of sale – prepaid	\$1.26
South Carolina	\$0.45 – \$1.00	\$0.62 \$0.62 prepaid	\$0.45 - \$1.00
South Dakota	\$1.25	\$1.25 2% point of sale – prepaid	\$1.25
Tennessee	\$1.50	\$1.50 \$1.50 point of sale – prepaid	\$1.50
Texas	\$0.50 State program Fees vary – district	\$0.50 State program 2% of sales – prepaid	\$0.50 State program Fees vary – district
Utah	\$0.71 local fee plus \$0.09 state fee	\$0.71 local fee plus \$0.09 state fee	\$0.71 local fee plus \$0.09 state fee

State	Wireline	Wireless	VoIP
		1.78% point of sale – prepaid	
Vermont	Universal Service Funding	Universal Service Funding 2.4% of retail sale – prepaid	
Virginia	\$0.75	\$0.75 \$0.50 prepaid	\$0.75
Washington	\$0.25 statewide \$0.70 by counties	\$0.25 statewide \$0.70 by counties \$0.25 statewide – prepaid \$0.70 by counties – prepaid	\$0.25 statewide \$0.70 by counties
West Virginia	\$0.98 – \$6.40 by county	\$3.00 6% point of sale – prepaid	\$0.98 – \$6.40 by county
Wisconsin	\$0.16 – \$0.40 (max)	None	
Wyoming	\$0.25 – \$0.75	\$0.25 – \$0.75 1.5% point of sale – prepaid	\$0.25 – \$0.75

Appendix D: PSAP Wages

PSAP Location	Entry	Top Tier	Mean
Arlington PD	\$38,626	\$57,949	\$48,288
Azle PD	\$44,096	\$45,718	\$44,907
Bedford PD	\$54,912	\$57,390	\$56,151
Benbrook PD	\$56,710	\$75,997	\$66,354
Burleson PD	\$40,011	\$60,017	\$50,014
Crowley PD	\$43,243	\$63,502	\$53,373
Dalworthington Gardens DPS	\$46,500		\$46,500
DFW	\$39,900	\$77,200	\$58,550
Eules PD ⁹²	\$56,316	\$71,869	\$64,093
Fort Worth FD	\$63,806	\$88,697	\$76,252
Fort Worth PD	\$31,077	\$41,177	\$36,127
Grand Prairie PD	\$53,040	\$80,841	\$66,941
Grapevine PD	\$53,768	\$75,275	\$64,522
Hurst PD	\$50,690	\$69,035	\$59,863
Irving PD	\$54,384	\$76,680	\$65,532
Lake Worth PD	\$46,200	\$60,281	\$53,241
Mansfield PD	\$55,000	\$76,000	\$65,500
MedStar Mobile Healthcare	\$44,545	\$64,730	\$54,638
NETCOM	\$48,464	\$64,022	\$56,243
North Richland Hills PD	\$53,315	\$66,668	\$59,992
Pantego PD	\$45,000	\$50,000	\$47,500
River Oaks PD	\$37,000	\$42,000	\$39,500

⁹² [Dispatcher | Current Job Opportunities | Eules, TX \(eulesstx.gov\)](#)

PSAP Location	Entry	Top Tier	Mean
Saginaw PD	\$41,259	\$52,265	\$46,762
Tarrant County Regional Communications	\$42,224	\$57,554	\$49,889
Tarrant County SO	\$50,003		\$50,003
Westover Hills PD	\$41,500		\$41,500
White Settlement PD	\$54,700		\$54,700 ⁹³

⁹³ Wage information for White Settlement PD telecommunicators was not provided and could not be determined based on publicly available information. MCP used the mean wage of District agencies: \$54,700 annually.

Appendix E: PSAP Technology and Systems in Use

The information in the table that follows was compiled from the PSAP survey responses; not all PSAPs responded.

PSAP	CAD	CAD-to-CAD	Applications	Other Apps	Radio	Radio System	Logging Recorder	FSA	OTT & Integrated Apps
Arlington PD	Hexagon	No	RMS, JMS ⁹⁴ , MDTs, ProQA, Other	Motorola PTT ⁹⁵ , Motorola GPS for PLT, utility body worn cameras, MEDS electronic patient reports, ESO	Motorola MCC 7500	P25 800 MHz Phase 2, 3-site simulcast trunked system with encrypted and clear talkgroups	NICE Inform	Zetron through radio consoles	N/A
Azle PD	CRIMES	No We are talking about migrating with Motorola and host for other sites within next two years	RMS, JMS, MDTs	N/A	Motorola	Conventional	HigherGround Commercial Electronics	N/A	SirenGPS, RapidSOS
Benbrook PD	CRIMES	No	RMS, JMS, MDTs		Motorola APX600Xe	Trunked	Eventide NexLog 740	Active911	No

⁹⁴ Jail management system

⁹⁵ Push-to-talk

PSAP	CAD	CAD-to-CAD	Applications	Other Apps	Radio	Radio System	Logging Recorder	FSA	OTT & Integrated Apps
Burleson PD	CentralSquare	MedStar	RMS, JMS, MDTs, ProQA		Motorola MCC 7500	Trunked	Eventide NexLog DX740	USDD Phoenix G2	ASAP ⁹⁶ alarm monitoring (ASAP to PSAP), Active911
Crowley PD	CRIMES	No	RMS, JMS, MDTs, Other	Property and evidence with bar coding capabilities; records expungement/sealing	Motorola MCC 7500e	P25 Interoperability	Eventide NexLog	No	RapidSOS
Dalworthington Gardens DPS	CRIMES	No			Motorola 800 MHz	800	Mediaworks	No	RapidSOS (not used), Active911
DFW	CentralSquare TriTech	No	RMS, JMS, MDTs		EF Johnson radios/Zetron is the application used to log into the radio	UHF ⁹⁷ , VHF ⁹⁸ and trunked	Mediaworks	Westnet	No
Fort Worth FD	CentralSquare	Fort Worth PD, MedStar, and ASAP to PSAP.	RMS, JMS, MDTs, Other	Interface to Image Trend and First Due	Motorola MCC 7500	Trunked	Eventide	Locution	Rapid SOS, First Due, ASAP to PSAP, Red Alert

⁹⁶ Automated Secure Alarm Protocol

⁹⁷ Ultra high frequency

⁹⁸ Very high frequency

PSAP	CAD	CAD-to-CAD	Applications	Other Apps	Radio	Radio System	Logging Recorder	FSA	OTT & Integrated Apps
		Burleson PD in the near future.							
Fort Worth PD	CentralSquare	Fort Worth FD, MedStar	RMS, JMS, MDTs		Motorola MCC 7550	Trunked	Eventide NexLog DX Series	No	Rapid SOS
Grand Prairie PD	Superion	No	RMS, JMS, MDTs, ProQA, Other	Phoenix G2 toning interface, ASAP to PSAP, VESTA	Motorola MCC 7500		Eventide - Mediaworks	Phoenix G2	No
Grapevine PD	CRIMES	No	RMS, JMS, MDTs, Other	TLETS ⁹⁹	Motorola MCC 7500 Elite Dispatch	Trunked	NICE	Station alerts through the radio system	Rapid SOS through 9-1-1 system, First Due is automatic page out
Hurst PD	CentralSquare ONESolution	Tarrant County	RMS, JMS, MDTs		Motorola MCC 7500 Elite	Trunk	NICE	PageGate	VESTA 9-1-1
Irving PD	CentralSquare	No	RMS, JMS, MDTs		Motorola ASTRO® Phase II P25 radios	Trunked 800 MHz	HigherGround 4	N/A	Yes

⁹⁹ Texas Law Enforcement Telecommunications System

PSAP	CAD	CAD-to-CAD	Applications	Other Apps	Radio	Radio System	Logging Recorder	FSA	OTT & Integrated Apps
Lake Worth PD	Motorola	N/A	RMS, JMS, MDTs, Other	Mentalix Fingerprints, RapidSOS, Command Solutions	Motorola MCC 7500 Elite Dispatch	Digital	Eventide 740DX	N/A	RapidSOS is integrated into our CAD
Mansfield PD	CentralSquare ONESolution	No	RMS, JMS, MDTs, ProQA, Other	CryWolf, LiveScan, TLETS, P2P, P2C, FIREHOUSE, DragonForce, Incode, VESA, NICE Inform	Motorola MCC 7500 Console	700/800 MHz P25 trunked wide area connected to Fort Worth and Irving core	ATO NICE Inform	Station alert via radio console and consolettes	ActiveAlert
Medstar Mobile Healthcare	Logis	Fort Worth PD, Fort Worth FD, Burleson PD	RMS, JMS, MDTs, ProQA, Other	VESTA ANI/ALI, Twilio (SMS), Outlook 365, Vairkko (scheduling software)	Motorola MCC 7500 Elite	P25	NICE R8	No	RapidSOS is already integrated with VESTA Maps
NETCOM	CentralSquare	No	RMS, JMS, MDTs, Other	NICE QA, FIREHOUSE, ESO, internal EMD	Motorola	Trunked	NICE	No	SirenGPS, RapidSOS
North Richland Hills PD	Motorola	No	RMS, JMS, MDTs, Other	ERS, ESO, Incode,	Motorola MCC 7500	UHF	Eventide	Alert toning initiated through radio consoles	No

PSAP	CAD	CAD-to-CAD	Applications	Other Apps	Radio	Radio System	Logging Recorder	FSA	OTT & Integrated Apps
Pantego PD	Tyler Technologies	N/A	RMS, JMS, MDTs		Motorola	Trunked	Vista Com	Yes	RapidSOS
Saginaw PD	CRIMES	N/A	RMS, JMS, MDTs	N/A	Motorola MCC 7500		HigherGround Capture911	N/A	RapidSOS
Tarrant County Regional Communications	CRIMES and RedNMX	We have merged with Forest Hill CAD servers and are in conversation with other departments to have CAD-to-CAD	RMS, JMS, MDTs, ProQA		Motorola MCC 7500	Conventional and trunked	NICE	Fire dispatchers use station alerting for the majority of the FDs that we dispatch for	Yes
Westover Hills PD	CrimeStar	N/A	RMS, JMS		Motorola	On Fort Worth 800 MHz			

Appendix F: PSAP Consolidation Benchmark Criteria Roadmap

If a PSAP has five or more Category One attributes, it meets the criteria for MCP to strongly recommend exploring a physical consolidation and alliance with a neighboring PSAP. This is not to say that the agency that meets this benchmark should be absorbed by another PSAP as there could be numerous factors, including available opportunities for facility expansion, available funding, and others that could drive such decisions away from what, on the surface, may appear obvious.

PSAP Location	Population	District 9-1-1 Call Volume	Cost per Call	Primary Workstation	Min. Staffing Per Shift	Retention	Outbound Transfers	EMD	Admin Call Volume	Number of Category One Criteria Met
Category One Criteria	≤25k	≤1%	≥\$40	≤2	≤2	≤75%	≥25%	Ø	≥911 Vol.	
Category Two Criteria	≤50k	≤2%	≥\$30	≤4	≤4	≤80%	≥25%	xfer.	≥911 Vol.	
Report Reference	Table 1	Table 1	Table 4	Table 1	Table 8	Table 8	Table 7	Section 3.3.5	Table 6	
Azle PD	13,518	0.35%	\$71	2	2	100%	33%	No	85%	8
Saginaw PD	24,011	0.53%	\$73	3	1	86%	30%	No	79%	8
Crowley PD	19,333	0.40%	\$79	2	1	89%	9%	No	69%	7
Lake Worth PD	6,922	0.49%	\$55	3	1	100%	38%	No	75%	7
River Oaks PD	7,524	0.14%	\$112	2	1	N/R	29%	N/R	86%	7
Pantego PD	2,467	0.10%	\$139	2	1	100%	10%	No	76%	7
Westover Hills PD	635	0.01%	\$1,487	2	1	100%	20%	No	73%	7

PSAP Location	Population	District 9-1-1 Call Volume	Cost per Call	Primary Workstation	Min. Staffing Per Shift	Retention	Outbound Transfers	EMD	Admin Call Volume	Number of Category One Criteria Met
Category One Criteria	≤25k	≤1%	≥\$40	≤2	≤2	≤75%	≥25%	Ø	≥911 Vol.	
Category Two Criteria	≤50k	≤2%	≥\$30	≤4	≤4	≤80%	≥25%	xfer.	≥911 Vol.	
Report Reference	Table 1	Table 1	Table 4	Table 1	Table 8	Table 8	Table 7	Section 3.3.5	Table 6	
Tarrant County Regional Communications	6,067	0.69%	\$106	2	4	87.5%	90%	Yes	76%	6
Benbrook PD	24,605	0.60%	\$75	4	N/R	62.5%	18%	Yes	65%	6
Burleson PD	51,618	0.98%	\$76	4	2 to 3	83%	27%	Yes	58%	5
Dalworthington Gardens DPS	2,302	0.08%	\$207	2	1	75%	4%	T-CPR	10%	5
DFW	63 million annually	1.59%	\$177	5	2	53%	8%	Yes	76%	4
Hurst PD	40,055	1.28%	\$36	6	2	75%	16%	Yes	66%	3
Irving PD	254,198	7.72%	\$34	16	8	67%	17%	No	67%	3
Fort Worth FD	938,508	4.16%	\$58	9	5	96%	48%	No	42%	3
White Settlement PD	25,995	0.88%	\$73	4	3	N/R	12%	N/R	19%	2
Grapevine PD	50,872	1.47%	\$68	7	3	70%	4%	Yes	73%	2
Euless PD	60,500	1.40%	\$39	6	2	N/R	12%	N/R	73%	2

PSAP Location	Population	District 9-1-1 Call Volume	Cost per Call	Primary Workstation	Min. Staffing Per Shift	Retention	Outbound Transfers	EMD	Admin Call Volume	Number of Category One Criteria Met
Category One Criteria	≤25k	≤1%	≥\$40	≤2	≤2	≤75%	≥25%	Ø	≥911 Vol.	
Category Two Criteria	≤50k	≤2%	≥\$30	≤4	≤4	≤80%	≥25%	xfer.	≥911 Vol.	
Report Reference	Table 1	Table 1	Table 4	Table 1	Table 8	Table 8	Table 7	Section 3.3.5	Table 6	
Irving FD	254,198	1.07%	\$79	5	3	100%	2%	N/R	55%	2
Mansfield PD	74,368	2.01%	\$52	6	4	89%	9%	Yes	63%	2
Bedford PD	49,187	1.33%	\$37	4	2	85%	9%	N/R	68%	1
NETCOM	112,000	1.87%	\$43	7	3 to 4	81%	10%	Yes	41%	1
Grand Prairie PD	197,347	5.84%	\$38	16	8 to 9	90%	8%	Yes	61%	1
North Richland Hills PD	70,209	3.66%	\$25	9	3 to 4	84%	18%	Yes	65%	1
Tarrant County SO	2.1 million	1.97%	\$41	8	4	N/R	14%	N/R	77%	1
Fort Worth PD	938,508	38.43%	\$14	35	26	84%	23%	No	47%	1
MedStar Mobile Healthcare	1.14 million	6.70%	\$21	10	5 to 8	89%	2%	Yes	53%	1
Arlington PD	392,786	14.20%	\$39	28	15 to 20	80%	4%	Yes	38%	0

Appendix G: Consolidation Alliance Profile

A consolidation alliance profile allows a PSAP to identify those agencies that may be a fit both operationally and culturally. The outline that follows considers numerous factors beyond the original Category One and Category Two benchmark criteria.

Consolidation Alliance Profile			
Profile Questions (*Consolidation Benchmark Criteria)	Your Agency (Identify Must Haves/Nice to Haves)	Prospect A	Prospect B
History and Demographics			
• Years in operation			
• Population*			
– Projected growth			
• Geography			
– Contiguous borders			
– Mutual aid			
• 9-1-1 call volume*			
• 10-digit call volume*			
• Transfers			
– Outbound*			
– Inbound			

Consolidation Alliance Profile			
Profile Questions (*Consolidation Benchmark Criteria)	Your Agency (Identify Must Haves/Nice to Haves)	Prospect A	Prospect B
• Minimum staffing per shift*			
• Number of workstations*			
• Other agencies dispatched			
• Cost per call*			
Services Provided			
• Call-taking			
– EMD			
– EFD			
– EPD			
– Nurse Navigation			
– ASAP to PSAP			
– Other			
• Dispatching			
– Law enforcement			
– Fire			

Consolidation Alliance Profile			
Profile Questions (*Consolidation Benchmark Criteria)	Your Agency (Identify Must Haves/Nice to Haves)	Prospect A	Prospect B
- EMS			
• Administrative duties			
• 3-1-1			
• Jail duties			
• Security camera monitoring			
• Access control			
• Support city/county services			
• Walkup window			
• Vehicle releases			
• Early warning system notifications			
• Warrants/Records			
• Public address notifications			
• Billing/Payment receipt			
• Alternative response			

Consolidation Alliance Profile			
Profile Questions (*Consolidation Benchmark Criteria)	Your Agency (Identify Must Haves/Nice to Haves)	Prospect A	Prospect B
Staffing			
• Full-time			
– Telecommunicators			
– Communications training officers			
– Shift supervisors			
– Managers			
– Training coordinator			
– QA coordinator			
– Director			
• Part-time			
• IT			
– In-house			
– Municipal			
– Outsourced			
• Persistent vacancies			

Consolidation Alliance Profile			
Profile Questions (*Consolidation Benchmark Criteria)	Your Agency (Identify Must Haves/Nice to Haves)	Prospect A	Prospect B
Culture			
• Core values defined			
• Strategic plan			
• Change management policy			
• Employee engagement scores			
• Recognition programs			
• Career advancement			
• Training completion statistics			
• Retention rate*			
Finances			
• Budget			
• Revenue sources			
• Projections			
• Capital improvement projects			

Consolidation Alliance Profile			
Profile Questions (*Consolidation Benchmark Criteria)	Your Agency (Identify Must Haves/Nice to Haves)	Prospect A	Prospect B
Facilities			
• Sufficient space exists			
• Renovations of existing space would be needed and/or are possible			
• A new facility would be required			
Political Environment (stakeholder and constituent support)			
• Elected officials			
• Executive leadership			
• Field personnel			
• PSAP personnel			
• Constituents			
Technology and Systems in Use			
• CAD			
• RMS			
• CHE			

Consolidation Alliance Profile			
Profile Questions (*Consolidation Benchmark Criteria)	Your Agency (Identify Must Haves/Nice to Haves)	Prospect A	Prospect B
– NG9-1-1 or legacy 9-1-1			
• Radio			
– Radio coverage			
• FSA system			
• Logging recorder			
• Cybersecurity policies and practices			
• Applications			
Legal and Media Exposure			
• Threatened/Pending lawsuits			
• Media			
– Negative coverage			
– Positive coverage			
Organizational Structure			
• Management plans			
• Workforce integration			

Consolidation Alliance Profile			
Profile Questions (*Consolidation Benchmark Criteria)	Your Agency (Identify Must Haves/Nice to Haves)	Prospect A	Prospect B
- Positions			
- Seniority			
- Wages and benefits			



City of Saginaw

City Council Memorandum

Prepared By: Melanie McManus

Consideration and Action regarding Resolution 2024-01, Revisions to the City of Saginaw Personnel Policies-- Melanie McManus, HR Director

Meeting	Agenda Group	
Tuesday, January 2, 2024, 6:00 PM	Business	Item: 6B
Reference File		

BACKGROUND/DISCUSSION:

Resolution No. 2024-01

Requesting revisions to the City of Saginaw Personnel Policy Manual, Chapter 5 Leaves, Section 5.1 Holidays

The current holiday policy is comprised of the following:

- (7) Federal Holidays: New Year's Day, Good Friday, Memorial Day, Independence Day, Labor Day/Sept. 11, Thanksgiving Day and Christmas Day
- (2) Commonly observe holidays: Day after Thanksgiving and Christmas Eve
- (2) Floating holidays must be used by December 31st.

Floating holiday challenges:

- a. Employees working an alternate work schedule earn fewer floating holiday hours than the number of hours they are scheduled to work.
- b. Employees waiting until the end of the year to use the floating holiday hours make it difficult for department scheduling to ensure adequate coverage.
- c. Part-time employees do not qualify for floating holiday hours.

The revised policy will replace the two floating holidays with two federal holidays: Martin Luther King Jr. Day and President's Day.

FINANCIAL IMPACT:

N/A

RECOMMENDATION:

Staff recommends approval.

Attachments

Resolution No. 2024-01 - Revisions to the City of Saginaw Personnel Policy Chapter 5, Section 5.1 Holidays.pdf

Current Policy - CHAPTER 5, Section 5.1 Holidays.pdf

CITY OF SAGINAW RESOLUTION NO. 2024-01

**A RESOLUTION OF THE CITY OF SAGINAW, TEXAS TO APPROVE
REVISIONS TO THE CITY OF SAGINAW PERSONNEL POLICIES,
AND APPROVING THE SAID CITY OF SAGINAW PERSONNEL
POLICIES MANUAL AS SO REVISED**

WHEREAS, the City Staff has prepared revisions to the City of Saginaw, Texas Personnel Policies Manual, as originally adopted on November 17, 1988, and as heretofore revised on June 7, 1988; February 20, 1990; June 16, 1992; and December 6, 1994; April 6, 1999, May 19, 2009; August 18, 2009; December 1, 2009; April 20, 2010; September 7, 2010; August 16, 2011; June 19, 2012; August 20, 2013; September 6, 2014; September 1, 2015; January 5, 2016; December 6, 2016; January 21, 2020; February 2, 2021; May 3, 2022; November 7, 2023; December 5, 2023; and

WHEREAS, the City Council has heretofore reviewed the proposed revisions as set forth in the attached exhibit;

NOW, THEREFORE: BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF SAGINAW, TEXAS:

1. That the City Council of the City of Saginaw, Texas does hereby formally approve the proposed revisions of the City of Saginaw Personnel Policies Manual, as presented to the City Council at the regular meeting of said City Council on the 2nd day of January, 2024 and set forth in the attached exhibit and reflected by the minutes of said meeting.

2. That henceforth the Personnel Policies Manual incorporating the said revisions, and bearing the date of January 2, 2024, be and is hereby adopted and approved as the City of Saginaw Personnel Policies Manual effective with the adoption of this resolution on January 2, 2024.

ADOPTED AND APPROVED this 2nd day of January, 2024.

APPROVED:

Todd Flipppo, Mayor

ATTEST:

Janice England, City Secretary

APPROVED AS TO FORM AND LEGALITY:

Bryn Meredith, City Attorney

CHAPTER 5 LEAVES

5.1 HOLIDAYS

The purpose of this policy is to identify the rules and procedures regarding employee compensation for official holidays of the City. All permanent full-time and permanent part-time employees are immediately eligible for paid time off for an official City holiday. Time off for holidays will be paid at the eligible employee's regular hourly rate of pay and will be considered time worked for purposes of calculating overtime pay or compensatory time accrual.

The following holidays are official City holidays.

New Year's Day	Labor Day/September 11 (observed) for Fire
Martin Luther King Day	Thanksgiving Day
Presidents Day	Day After Thanksgiving
Good Friday	Christmas Eve
Memorial Day	Christmas Day
Independence Day	

Generally, holidays occurring on Saturday will be observed on the preceding Friday, and holidays occurring on Sunday will be observed on the following Monday. Exceptions to the dates that holidays are observed are at the discretion of the City Manager.

Public Safety shift employees who work varying schedules will observe the actual holidays if they fall on Saturdays or Sundays when scheduled to work on certain holidays and receive pay according to the City's current policies.

Eligibility for Holiday Pay

Employees on the payroll as full-time or part-time employees on the holiday shall be eligible for holiday pay at their base hourly rate of pay. Employees who would normally work on a day of the week observed as a holiday will be paid for the number of hours normally worked on that day had the holiday not occurred.

Temporary or Seasonal employees may be granted paid holidays at the City Manager's discretion.

Work during Holidays

Full-time and part-time employees (other than public safety shift employees) required to work on a holiday shall receive holiday pay as defined above, plus the regular rate of pay or straight comp time hours for all hours worked on said holiday.

Holiday during Leave

Employees on vacation or approved sick leave on a designated holiday shall be paid holiday pay and not charged with vacation or sick leave for the day. Employees on leave without pay both the day before and the date after a holiday shall be considered as a leave without pay on the holiday and shall not be paid for the holiday. Similarly, employees absent without leave either the day before or the day after a holiday shall be considered absent without leave on the holiday and shall not receive pay for the holiday. Employees must submit a doctor's note if they are sick the day before or after a holiday to receive compensation.

General Information

Department Heads shall ensure that employees working non-traditional schedules or on shifts receive the benefit of the full number of official paid holidays.

Department Heads shall determine an alternate holiday to fit with the operational needs of the department, or if said holiday falls on the department's regularly scheduled days off.

CHAPTER 5 LEAVES

5.1 HOLIDAYS

New Year's Day, Good Friday, Memorial Day, Independence Day, Labor Day/September 11 (observed) for Fire, Thanksgiving Day, the day after Thanksgiving Day, Christmas Eve Day, Christmas Day, two floating days and any other days as may be declared by the City Council shall be observed as official holidays for City employees in accordance with the following rules

- (a) as many employees as possible shall be given each holiday off, consistent with the maintenance of essential City functions. Any non-exempt employee who works a full shift on a City-approved holiday will be given one (1) extra day of vacation time in addition to his or her regular vacation leave benefits in lieu of such holiday. Example: If an employee works less than two hours, they will be paid for two hours and if they work over three hours, they are paid for the hours worked at the overtime rate;
- (b) all regular employees shall be entitled to all paid holidays, however an employee must complete six (6) months of service with the City before the floating holidays will be given;
- (c) all part time employees who would normally have worked on a day of the week observed as a holiday shall be entitled to holidays with pay for the number of hours they would have worked on that day had the holiday not occurred. Part time employees will not be given floating holidays;
- (d) temporary/seasonal employees may be granted paid holidays at the City Manager's discretion;
- (e) Department Heads shall insure that employees working unusual schedules or on shifts receive benefit of the full number of official paid holidays;
- (f) if the holiday falls on Saturday, the preceding Friday shall be observed, and if a holiday falls on Sunday, the following Monday shall be observed, or as determined by the City Manager;
- (g) employees taking vacation that includes an authorized holiday during their paid time off will be paid for the holiday without that day being charged against the employee's paid vacation time.

- (h) employees not taking vacation leave must be in pay status (an employee must be working their normal scheduled shifts before and after the holiday) on that holiday as well as their scheduled work day before and after the holiday in order to receive pay for a holiday.
- (i) if an employee is sick their normal scheduled work day before or after a holiday, a doctor's excuse is required in order to receive pay for the holiday;
- (j) employees desiring to observe religious holidays not coinciding with official holidays may be given time off without pay or may be authorized to use accrued vacation leave.
- (k) effective January 1, 2011, all floating holidays must be used in the year they are earned. Beginning December 31, 2011 and each December 31 thereafter, floating holidays hours will be zeroed out.



City of Saginaw

City Council Memorandum

Prepared By: Janice England

Consideration and Action regarding Award of Bid for Saginaw Switchyard Expansion--Laura Presley, City Engineer

Meeting	Agenda Group	
Tuesday, January 2, 2024, 6:00 PM	Business	Item: 6C
Reference File		

BACKGROUND/DISCUSSION:

On December 13, 2023, bids were received for the Saginaw Switchyard Expansion Project. A total of six bids were received. Kimley-Horn and Associates, Inc. has reviewed the lowest bidder's qualifications and has verified the contractor's bonding company is licensed in the State of Texas. Based on these reviews, it appears that MHB Construction is the lowest responsive bidder. A copy of the bid tabulation sheet is included in the attachments.

FINANCIAL IMPACT:

The financial impact will be \$246,774.25.

RECOMMENDATION:

It is recommended that the bid for the Saginaw Switchyard Expansion be awarded to MHB Construction in the amount of \$246,774.25.

Attachments

Saginaw Switchyard_Bid Recommendation.pdf

Saginaw Switchyard_Bid Tab.pdf



December 18, 2023

Mr. Randy Newsom
City of Saginaw
205 Brenda Lane
Saginaw, TX 76179

Re: Bid Results
Saginaw Switchyard Expansion

Dear Mr. Newsom:

On December 13, 2023, Saginaw received bids for the Saginaw Switchyard Expansion project. The following bid proposals were received:

Contractor	Total Base Bid
AT Construction LLC	\$258,142.55
Cole Construction, Inc.	\$268,430.00
T.F. Harper & Associates, LP	\$269,711.00
308 Construction, LLC	\$289,999.99
Fort Worth Civil Constructors, LLC	\$293,583.70
MHB Construction	\$246,774.25

Kimley-Horn and Associates, Inc. has reviewed the lowest bidder's qualifications and has verified that the Contractor's bonding company is licensed in the State of Texas. Based on these reviews, it appears that MHB Construction is the lowest responsive bidder.

Enclosed is a copy of the bid tabulation for your reference. Kimley-Horn's final OPCC for this project was \$250,000.

Should you have any questions or comments, please do not hesitate to contact me.

Sincerely,

KIMLEY-HORN AND ASSOCIATES, INC.
TBPE No. F-928

Laura Presley, P.L.A.

Enclosure

Copy to: Mr. Gabe Reaume, City Manager, City of Saginaw

CHECKED BY:

Laura Presley

Laura Presley, PLA 12/18/23

Owner:City of Saginaw

Job No.:061003161

Project:Saginaw Switchyard Expansion

Date:December 13, 2023

				BIDDER 1		BIDDER 2		BIDDER 3		BIDDER 4		BIDDER 5		BIDDER 6	
				AT Construction LLC 8219 Mossberg Drive Arlington, TX 76002		Cole Construction Inc. 10315 Alta Vista Road Fort Worth, TX 76244		T.F. Harper & Associates, LP 1685 S FM 1626 Buda, TX 78610		308 Construction, LLC 11835 Hilltop Road Argyle, TX 76226		Fort Worth Civil Constructors, LLC 4860 Mark IV Parkway Fort Worth, TX 76106		MHB Construction 2912 W. Pafford St. Fort Worth, TX 76110	
Item No.	Item Description	Quantity	Unit	Unit Price	Item Cost	Unit Price	Item Cost	Unit Price	Item Cost	Unit Price	Item Cost	Unit Price	Item Cost	Unit Price	Item Cost
Base Bid															
1	40'x50' Pavilion	1	LS	\$88,000.00	\$88,000.00	\$114,000.00	\$114,000.00	\$72,727.00	\$72,727.00	\$78,840.00	\$78,840.00	\$99,460.00	\$99,460.00	\$83,424.00	\$83,424.00
2	Pavilion Foundation	1	LS	\$21,500.00	\$21,500.00	\$12,960.00	\$12,960.00	\$47,870.00	\$47,870.00	\$24,300.00	\$24,300.00	\$13,615.00	\$13,615.00	\$11,100.00	\$11,100.00
3	Striping and Signing	1	LS	\$7,500.00	\$7,500.00	\$2,600.00	\$2,600.00	\$3,620.00	\$3,620.00	\$1,620.00	\$1,620.00	\$1,200.00	\$1,200.00	\$1,000.00	\$1,000.00
4	Standard Concrete Sidewalk	325	SF	\$10.00	\$3,250.00	\$11.00	\$3,575.00	\$35.00	\$11,375.00	\$27.00	\$8,775.00	\$34.00	\$11,050.00	\$24.00	\$7,800.00
5	Decomposed Granite (4" Depth)	96	CY	\$200.00	\$19,200.00	\$171.00	\$16,416.00	\$25.00	\$7,200.00	\$151.20	\$14,515.20	\$313.00	\$30,048.00	\$237.00	\$22,752.00
6	12" Concrete Mow Strip	185	LF	\$10.00	\$1,850.00	\$32.00	\$5,920.00	\$52.00	\$9,620.00	\$21.60	\$3,996.00	\$97.00	\$17,945.00	\$34.51	\$6,385.00
7	Mobilization	1	LS	\$14,000.00	\$14,000.00	\$24,000.00	\$24,000.00	\$16,075.00	\$16,075.00	\$24,840.00	\$24,840.00	\$19,717.00	\$19,717.00	\$10,000.00	\$10,000.00
8	Demolition and Removals	1	LS	\$7,500.00	\$7,500.00	\$3,200.00	\$3,200.00	\$14,820.00	\$14,820.00	\$10,800.00	\$10,800.00	\$3,800.00	\$3,800.00	\$2,347.00	\$2,347.00
9	Fine Grading and Earthwork	1	LS	\$7,500.00	\$7,500.00	\$15,200.00	\$15,200.00	\$5,925.00	\$5,925.00	\$34,560.00	\$34,560.00	\$3,000.00	\$3,000.00	\$4,000.00	\$4,000.00
10	Site Drainage	1	LS	\$7,500.00	\$7,500.00	\$2,800.00	\$2,800.00	\$8,350.00	\$8,350.00	\$5,400.00	\$5,400.00	\$2,200.00	\$2,200.00	\$2,000.00	\$2,000.00
11	Large Canopy Trees (3" Caliper)	20	EA	\$750.00	\$15,000.00	\$960.00	\$19,200.00	\$700.00	\$14,000.00	\$702.00	\$14,040.00	\$900.00	\$18,000.00	\$1,200.00	\$24,000.00
12	Common Bermuda	7,119	SF	\$1.45	\$10,322.55	\$1.00	\$7,119.00	\$0.80	\$7,119.00	\$1.89	\$13,454.91	\$1.50	\$10,678.50	\$1.75	\$12,458.25
13	Irrigation System	1	LS	\$10,000.00	\$10,000.00	\$12,120.00	\$12,120.00	\$18,130.00	\$18,130.00	\$16,200.00	\$16,200.00	\$14,400.00	\$14,400.00	\$13,000.00	\$13,000.00
14	Hardwood Mulch - 4' dia. Tree Rings	252	SF	\$10.00	\$2,520.00	\$5.00	\$1,260.00	\$2,480.00	\$2,480.00	\$19.44	\$4,898.88	\$6.35	\$1,600.20	\$4.00	\$1,008.00
15	Accent Lighting	1	LS	\$12,500.00	\$12,500.00	\$1,840.00	\$1,840.00	\$2,970.00	\$2,970.00	\$2,160.00	\$2,160.00	\$4,500.00	\$4,500.00	\$12,500.00	\$12,500.00
16	Wiring and Circuitry	1	LS	\$7,500.00	\$7,500.00	\$2,620.00	\$2,620.00	\$17,530.00	\$17,530.00	\$5,400.00	\$5,400.00	\$17,900.00	\$17,900.00	\$12,500.00	\$12,500.00
17	Temporary Erosion, Sedimentation, and Water Pollution Prevention and Control	1	LS	\$7,500.00	\$7,500.00	\$9,600.00	\$9,600.00	\$1,240.00	\$1,240.00	\$5,400.00	\$5,400.00	\$11,470.00	\$11,470.00	\$9,000.00	\$9,000.00
18	Existing Irrigation Restoration	1	LS	\$5,000.00	\$5,000.00	\$4,000.00	\$4,000.00	\$760.00	\$760.00	\$10,800.00	\$10,800.00	\$3,000.00	\$3,000.00	\$1,500.00	\$1,500.00
19	Project Allowance	1	LS	\$10,000.00	\$10,000.00	\$10,000.00	\$10,000.00	\$10,000.00	\$10,000.00	\$10,000.00	\$10,000.00	\$10,000.00	\$10,000.00	\$10,000.00	\$10,000.00
Total Base Bid				\$258,142.55		\$268,430.00		\$269,711.00		\$289,999.99		\$293,583.70		\$246,774.25	



City of Saginaw

City Council Memorandum

Prepared By: Janice England

Consideration and Action regarding Employee Survey Participation Results--Melanie McManus, HR Director

Meeting	Agenda Group	
Tuesday, January 2, 2024, 6:00 PM	Business	Item: 6E
Reference File		

BACKGROUND/DISCUSSION:

During the September 6, 2023, meeting, the Mayor and Council discussed how to reward employee survey participation. As a token of appreciation, employees would receive a half-day off work with 80% participation. The results of the survey came in at 88% participation.

FINANCIAL IMPACT:

N/A

RECOMMENDATION:

Staff recommends that the half-day off work be based on the employee's hourly work schedule.



City of Saginaw

City Council Memorandum

Prepared By: Janice England

WORKSHOP--Roundabout at Knowles Dr. and W. McLeroy Blvd.--Councilmember Bighorse & Mayor Pro-Tem Junkersfeld

Meeting	Agenda Group	
Tuesday, January 2, 2024, 6:00 PM	Business	Item: 6F
Reference File		

BACKGROUND/DISCUSSION:

Councilmember Bighorse and Mayor Pro-Tem Junkersfeld requested this item be placed on the agenda.

Project Recap

On December 1, 2020 (before the May 2021 bond election) the City Council, led by Councilmembers Farr and Tucker, directed the City Engineer to design a single-lane roundabout for Knowles Drive and McLeroy Blvd.

After reviewing construction plans for the roundabout following the May 2nd, 2023, the City Council approved the construction contract unanimously for Knowles Phase 2 & 3, featuring the roundabout at Knowles/McLeroy on May 16th, 2023.

The roundabout design has the full support of the City Engineer, Fire Chief, and Director of Public Works.

Addressing Misconceptions:

- Pedestrians won't be crossing in the middle, they will be crossing outside of the actual intersection similar to the way it is with a signal. There will be raised pedestrian crossings with illumination and flashing signs activated by pedestrians located 35 feet from the roundabout (see image).
- Instead of crossing both lanes of traffic at a signalized intersection, the roundabout crossing allows pedestrians to go "half way" before reaching a safe point. This is especially important for children and the elderly.
- Raised pedestrian crossings will slow down traffic and are approximately 3 inches tall, specifically designed to allow fire apparatus safe clearance.
- A roundabout moves traffic through an intersection more efficiently than a signal, leading to less traffic backups. This is particularly important considering there are schools to the east and west of the intersection.
- Accidents at signalized intersections are at higher speeds and thus more dangerous than at intersections with roundabouts, where speeds are verified by traffic safety data to be lower.

FINANCIAL IMPACT:

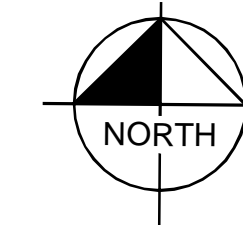
N/A

RECOMMENDATION:

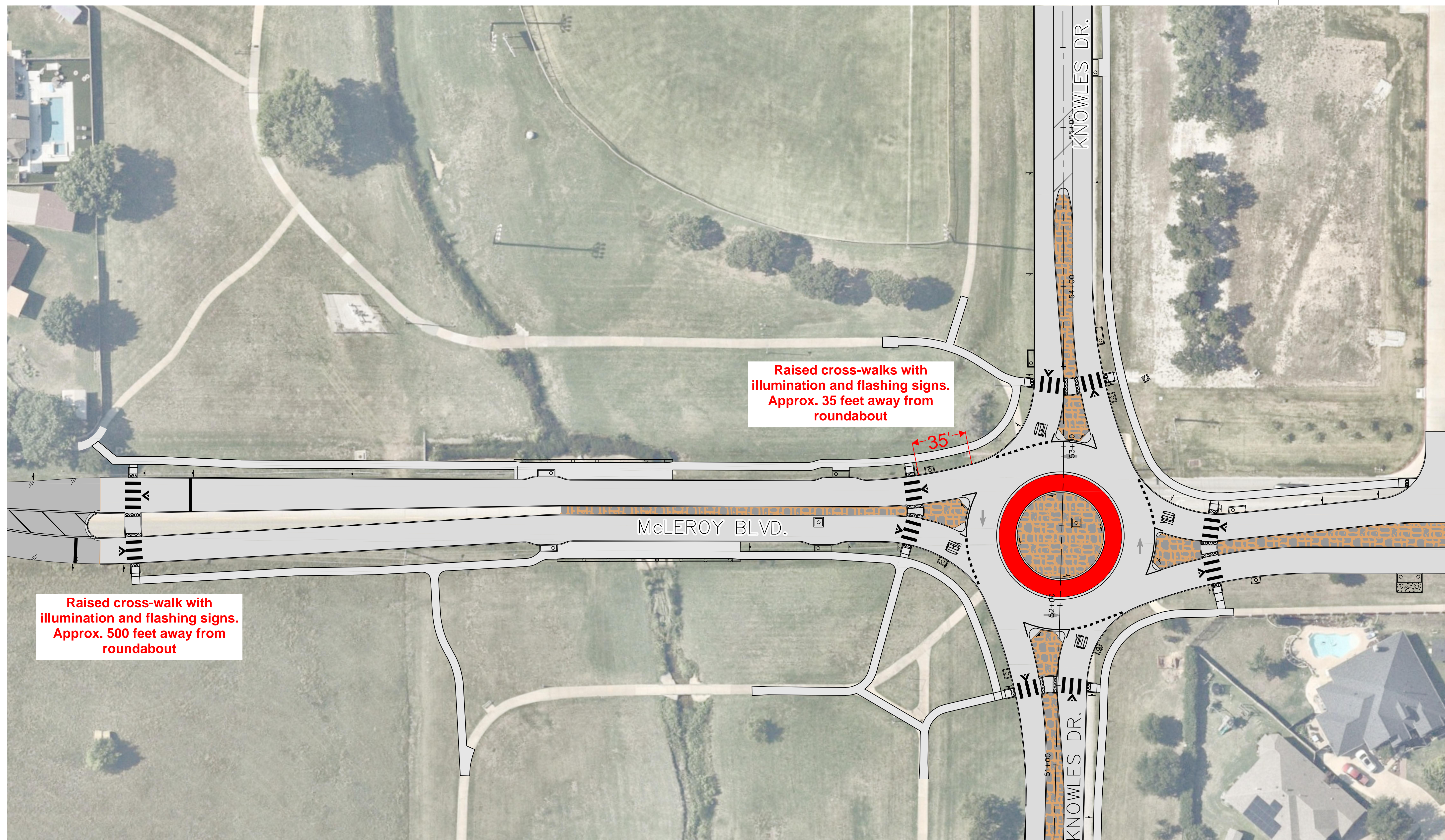
N/A

Attachments

McLeroy-Knowles Exhibit--Roundabout.pdf



GRAPHIC SCALE IN FEET
0 15 30 60
IF SHEET IS 11x17, SCALE IS 1"=60'.



KNOWLES DR AND MCLEROY BLVD - ROUNDABOUT LAYOUT



City of Saginaw

City Council Memorandum

Prepared By: Janice England

WORKSHOP--2023 Work Plan Review & 2024 Project Discussion--Gabe Reaume, City Manager

Meeting	Agenda Group	
Tuesday, January 2, 2024, 6:00 PM	Business	Item: 6G
Reference File		

BACKGROUND/DISCUSSION:

City Manager Reaume will give a brief presentation regarding the 2023 Work Plan Projects. He will also present proposed projects for the 2024 Work Plan.

FINANCIAL IMPACT:

N/A

RECOMMENDATION:

N/A

Attachments

2023 Work Plan Project Summary.pdf



2023 WORK PLAN SUMMARY

Employee Survey

An employee survey was conducted by OnPointe Insights. Results were presented to the City Council on November 7th. A follow-up employee group was formed to review suggestions led by ACM Howell.

Employee Suggestion/Incentive Program

The City Council approved an employee suggestion and incentive program on December 5th. The program is based on one previously in place several years ago.

Customer Service Request Reporting

Staff presented on December 5th to the City Council about the new reporting system, IWorq. It has since been launched. Staff is working on implementation out in the field.

Parks Action Plan

Staff held a Town Hall meeting on parks improvements on November 15th. Recommendations were to proceed with improvements to Opal Jo Jennings and Brian Schwengler Parks. The public provided feedback on elements of design and playground themes/colors.

Additional pavilion and parking space for The Switchyard has been designed and bid for construction in early 2024.

Bond Project Delivery: Knowles Phase 2/3 and Library/Senior Center

Knowles Phase 2/3: The City Council awarded a construction contract unanimously on May 16th. Construction is in progress.

Library/Senior Center: A ground breaking was held December 5th. Construction is in progress.

Salary Compression and Market Adjustment Study and Action

Baker Tilly is conducting a Classification and Compensation Study which Council approved at the August 15th meeting. A status update on 10 DFW cities selected for comparison was sent to the City Council in October. A report is expected in January with a presentation to the City Council to follow.

The City Council adopted a compensation philosophy by resolution in August outlining consistent cost of living adjustments and step adjustments.

Public Works and Animal Shelter Facility Needs/Planning

Architects have presented to the City Council the findings of the needs assessment for both Public Works (“old” library renovation) and the Animal Shelter (August 1st).

Focused Code of Ordinance Updates

Completed updates include the Carport and Off-Street parking ordinances (two of the more challenging ones) and the creation of the SHIP program. An ordinance review specific to Code Compliance was conducted via workshop with the City Council in September.

Video Communications

After workshops with the City Council, the public education and governmental (PEG) channel will be resurrected on cable/Roku/Youtube. Staff is in the process of acquiring video equipment and support contracts as approved by the City Council in the FY24 Budget. We expect content to go live in 2024.

2022 Survey Action Plan

The new fiscal year includes Community Engagement funds to educate residents on things like recycling, watering restrictions, and code compliance. Notable additions have included a citywide digital newsletter, holding multiple Town Hall meetings, and a construction project update sent to all residents through the utility bill.

Stray Animal/Shelter Occupancy/Management Plan

Staff and the Animal Advisory Board recommended a multi-pet and foster permit to lessen demands on shelter space. These were approved by the City Council in September. Staff and the Animal Advisory Board are reviewing occupancy management procedures, with continued discussion and recommendations expected in January 2024.

Public Safety Camera (Flock) Program

At the July 18th City Council meeting a workshop was held introducing the Flock system. During the August 15th CCPD meeting and City Council Meeting the Flock system received approval for funding for fiscal year 2024.

Cameras have been ordered and are awaiting shipment and installation.