

AGENDA
CITY COUNCIL BRIEFING MEETING
WEDNESDAY, OCTOBER 18, 2017
CITY HALL
1500 MARILLA STREET
DALLAS, TEXAS 75201
9:00 A.M.

9:00 am Invocation and Pledge of Allegiance 6ES

 Special Presentations

 Open Microphone Speakers

VOTING AGENDA 6ES

1. Approval of Minutes of the September 20, 2017 City Council Meeting
2. Consideration of appointments to boards and commissions and the evaluation and duties of board and commission members (List of nominees is available in the City Secretary's Office)

BRIEFINGS 6ES

- A. 2018 City Calendar
- B. Overview of 911 Call Center Operations

Lunch

- C. 311 System - Customer Request Management System Replacement

AGENDA
CITY COUNCIL BRIEFING MEETING
WEDNESDAY, OCTOBER 18, 2017

Open Microphone Speakers

6ES

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

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

EXECUTIVE SESSION NOTICE

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

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

Memorandum



CITY OF DALLAS

DATE October 12, 2017

TO Honorable Mayor and Members of the City Council

SUBJECT **2018 City Calendar**

On Wednesday, October 16, 2017, the Office of Budget will brief the City Council on the 2018 City Calendar. I have attached the briefing materials for your review.

Please let me know if you need additional information.

A handwritten signature in blue ink that reads "M. Elizabeth Reich".

M. Elizabeth Reich
Chief Financial Officer

Attachment

c: T.C. Broadnax, City Manager
Larry Casto, City Attorney
Craig D. Kinton, City Auditor
Billerae Johnson, City Secretary (Interim)
Daniel F. Solis, Administrative Judge
Kimberly Bizer Tolbert, Chief of Staff to the City Manager
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Joey Zapata, Assistant City Manager
Raquel Favela, Chief of Economic Development & Neighborhood Services
Nadia Chandler Hardy, Chief of Community Services
Theresa O'Donnell, Chief of Resilience
Directors and Assistant Directors

2018 City Calendar

**City Council Briefing
October 18, 2017**

**Elizabeth Reich,
Chief Financial Officer
City of Dallas**

**Jack Ireland, Director
Office of Financial Services
City of Dallas**



Presentation Overview

Review the City Calendar for January 2018 through December 2018

- City Council meetings
- Council Committee meetings
- Campaign Finance Reports
- Council-staff planning session
- FY 2018-19 annual and FY 2019-20 planned budget development schedule
- City Holidays

Next Steps



City Council Meetings

Regular meetings of the City Council are typically scheduled on each Wednesday (except 5th Wednesday)

- 1st and 3rd Wednesday – briefing meetings typically begin at 9 a.m. at City Hall in room 6E-South
- 2nd and 4th Wednesday – agenda meetings typically begin at 9 a.m. at City Hall in the Council Chambers
- 5th Wednesday – typically no meeting

City Council Meetings

Some City Council meetings have been cancelled, moved, or adjusted:

- February 21 – cancel (City Council 2-day offsite retreat)
- March 7 – cancel (Spring recess)
- March 14 – cancel (Spring recess and National League of Cities Congressional City Conference)
- July – cancel (July recess in accordance with Council resolution #90-2673)
- September 19 – move to Tuesday, September 18 (Yom Kippur)
- October 10 – cancel (Texas Municipal League Conference)
- November 7 – move to Tuesday, November 6 (National League of Cities Summit)
- November 21 – cancel (week of Thanksgiving)
- December 19 – cancel (week before Christmas)
- December 26 – cancel (week before New Year's)

Committees – 1st and 3rd Mondays

Economic Development & Housing

- 9 a.m. to 10:30 a.m.

Human & Social Needs

- 11 a.m. to 12:30 p.m.

Government Performance & Financial Management

- 1 p.m. to 2:30 p.m.



Economic Development & Housing 9 a.m. to 10:30 a.m.	Human & Social Needs 11 a.m. to 12:30 p.m.	Government Performance & Financial Management 1 p.m. to 2:30 p.m.
January 8 (Monday) – Moved to 2 nd Monday (New Year's Day) January 22 (Monday) – Moved to 4 th Monday (New Year's Day)		
February 5 (Monday) February 20 (Tuesday) – Moved from Monday to Tuesday (Presidents' Day)		
March 5 (Monday) – Cancelled (Spring Recess) March 19 (Monday)		
April 2 (Monday) April 16 (Monday)		
May 7 (Monday) May 21 (Monday)		
June 4 (Monday) June 18 (Monday)		
July 2 (Monday) – Cancelled (July recess) July 16 (Monday) – Cancelled (July recess)		
August 6 (Monday) August 20 (Monday)		
September 4 (Tuesday) – Moved from Monday to Tuesday (Labor Day/ Cesar E. Chavez Day) September 17 (Monday)		
October 1 (Monday) October 15 (Monday)		
November 5 (Monday) November 19 (Monday) – Cancelled (Thanksgiving)		
December 3 (Monday) December 17 (Monday) – Cancelled (week before Christmas)		

Committees – 2nd and 4th Mondays

Quality of Life, Arts, & Culture

- 9 a.m. to 10:30 a.m.

Public Safety & Criminal Justice

- 11 a.m. to 12:30 p.m.

Mobility Solutions, Infrastructure, & Sustainability

- 1 p.m. to 2:30 p.m.

Quality of Life, Arts, & Culture 9 a.m. to 10:30 a.m.	Public Safety & Criminal Justice 11 a.m. to 12:30 p.m.	Mobility Solutions, Infrastructure, & Sustainability 1 p.m. to 2:30 p.m.
January 16 (Tuesday) – Moved to 3 rd week (New Year’s Day); moved from Monday to Tuesday (Martin Luther King Day) January 29 (Monday) – Moved to 5 th Monday (New Year’s Day)		
February 12 (Monday) February 26 (Monday)		
March 12 (Monday) – Cancelled (Spring Recess and National League of Cities Congressional City Conference) March 26 (Monday)		
April 9 (Monday) April 23 (Monday)		
May 14 (Monday) May 29 (Tuesday) – Moved from Monday to Tuesday (Memorial Day)		
June 11 (Monday) June 25 (Monday)		
July 9 (Monday) – Cancelled (July recess) July 23 (Monday) – Cancelled (July recess)		
August 13 (Monday) August 27 (Monday)		
September 10 (Monday) – Cancelled (Rosh Hashanah) September 24 (Monday)		
October 8 (Monday) October 22 (Monday)		
November 12 (Monday) November 26 (Monday)		
December 10 (Monday) December 24 (Monday) – Cancelled (week before New Year’s)		

Campaign Finance Report Due Dates

Council campaign dates are mandated by the State and subject to change

- January 15 – Semi-annual campaign finance report due
- July 15 – Semi-annual campaign finance report due

Council – Staff Planning Session

Council and staff planning meetings are scheduled for:

- Wednesday, February 21
- Thursday, February 22



Budget Development Schedule

FY 2018-19 Annual and FY 2019-20 Planned Budget

March 21	Budget Workshop
March 28	Budget Public Hearing
May 2	Budget Workshop
May 9	Budget Public Hearing
June 20	Budget Workshop
July 25	Appraisal Districts certify 2018 tax roll
August 14	Budget Workshop: City Manager's Recommended Budget and other related briefings
August 15	Budget Workshop: Briefings of multiple Strategic Priorities
August 16 – 30	Budget Town Hall Meetings



Budget Development Schedule

FY 2018-19 Annual and FY 2019-20 Planned Budget

August 20	Three committees consider budget amendments
August 22	Budget Public Hearing
August 27	Three committees consider budget amendments
August 29	Budget Workshop: Committee Chairs report Committee disposition of budget amendments *straw votes anticipated
September 5	Budget Workshop: Consider Amendments and Adopt Budget on First Reading
September 5	Tax Rate Public Hearing #1 (if necessary)
September 11	Budget Workshop (optional)
September 12	Tax Rate Public Hearing #2 (if necessary)
September 18	Adopt Budget on Second Reading, Adopt Tax Rate, and approve other budget related items
October 1	Begin FY 2018-19

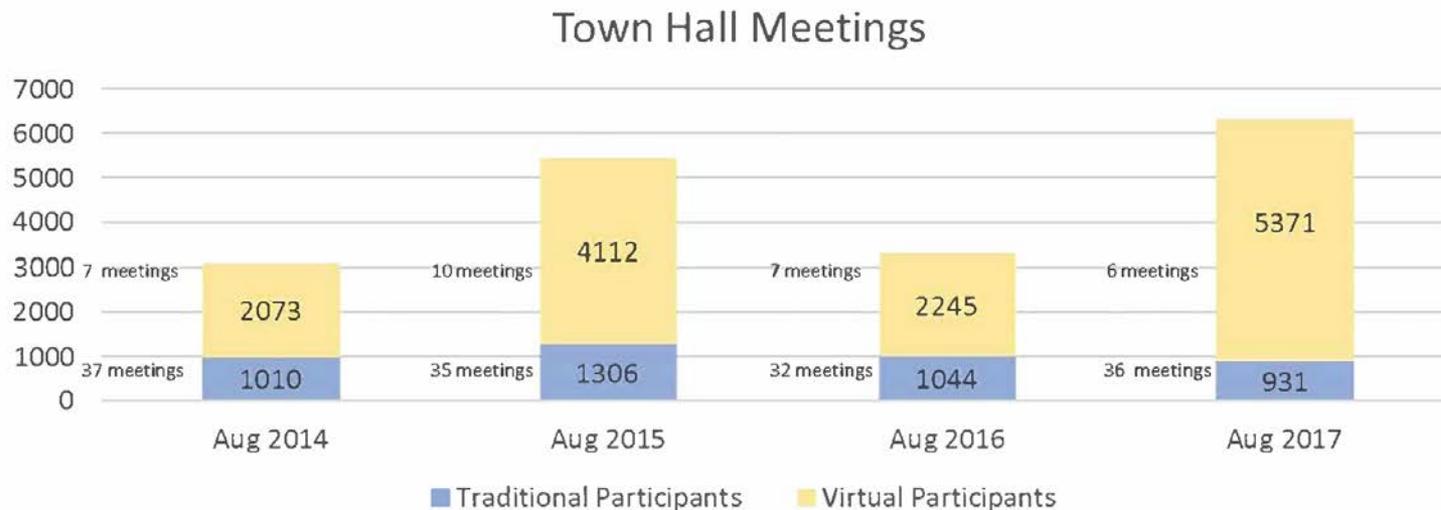
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Town Hall Meetings

Council Members host town hall meetings during August to discuss the City Manager's recommended budget and receive input from constituents

- Traditional meetings are held at district locations
- Virtual meetings are webcast and by phone



City Holidays

Based on Personnel Rules, Section 34-25, the City recognizes the following holidays:

Monday, January 1	New Year's Day (January 1)
Monday, January 15	Martin Luther King, Jr. Day (3 rd Monday in January)
Monday, February 19	Presidents' Day (3 rd Monday in February)
Monday, May 28	Memorial Day (last Monday in May)
Wednesday, July 4	Independence Day (July 4)
Monday, September 3	Labor Day/Cesar E. Chavez Day (1 st Monday in September)
Thursday, November 22	Thanksgiving Day (4 th Thursday in November)
Friday, November 23	Day After Thanksgiving (4 th Friday in November)
Tuesday, December 25	Christmas Day (December 25)

Next Steps

Adoption of the 2018 Calendar is scheduled for City Council consideration on October 25, 2017



2018 City Calendar

**City Council Briefing
October 18, 2017**

**Elizabeth Reich,
Chief Financial Officer
City of Dallas**

**Jack Ireland, Director
Office of Financial Services
City of Dallas**



Memorandum



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

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

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



Jon Fortune
Assistant City Manager

[Attachment]

cc: T.C. Broadnax, City Manager
Larry Casto, City Attorney
Craig D. Kinton, City Auditor
Billerae Johnson, City Secretary (Interim)
Daniel F. Solis, Administrative Judge
Kimberly Bizer Tolbert, Chief of Staff to the City Manager
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M. Elizabeth Reich, Chief Financial Officer
Nadia Chandler Hardy, Chief of Community Services
Raquel Favela, Chief of Economic Development & Neighborhood Services
Theresa O'Donnell, Chief of Resilience
Directors and Assistant Directors

Overview of 911 Call Center Operations

Dallas City Council
October 18, 2017

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



Purpose

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

Dallas 911 Call Center

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

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

911 Call Center Performance Goal

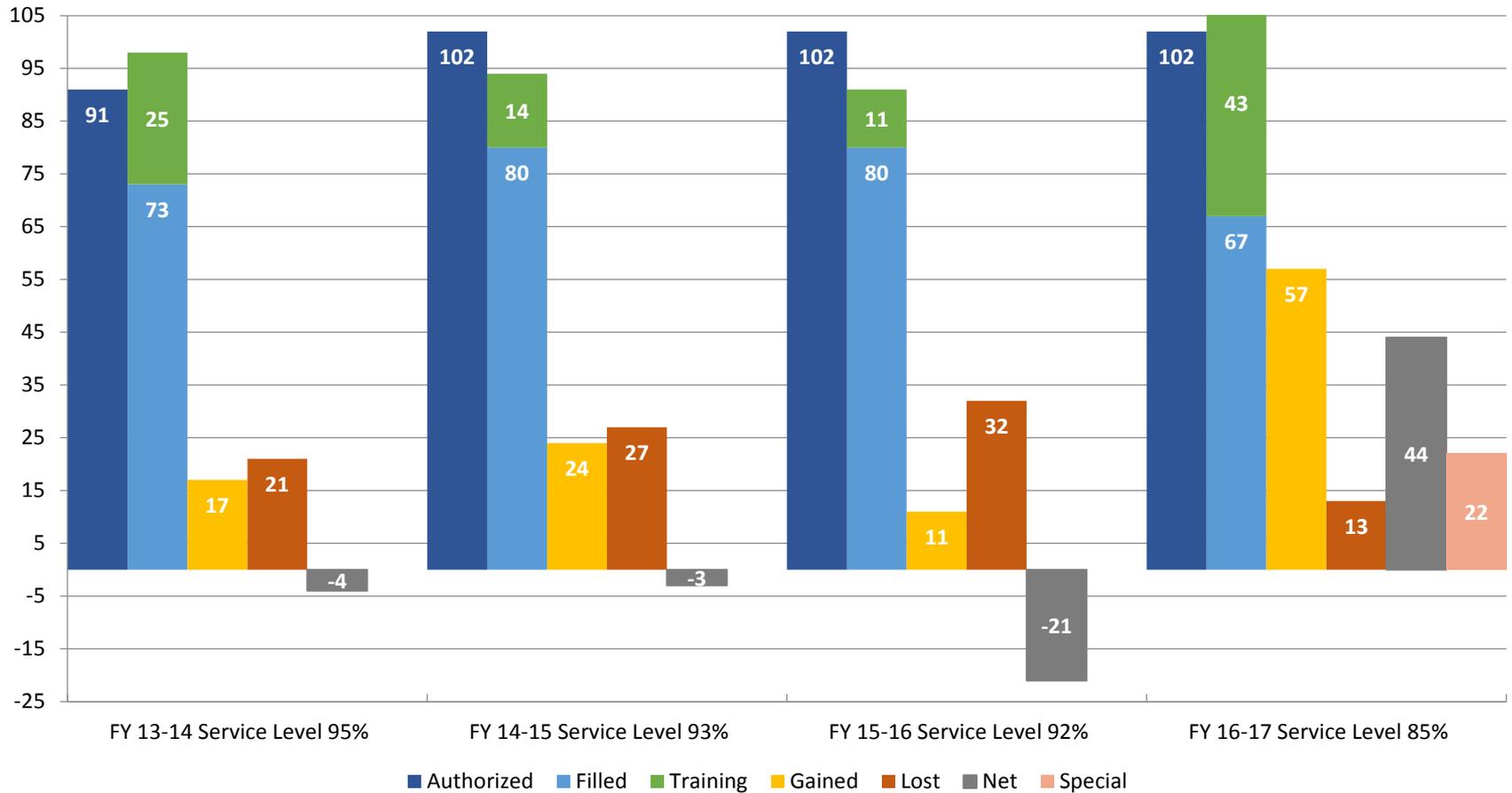
- Dallas Police Department performance measure goal is to answer 90% of all calls within 10 seconds. This is reflected as the service level
- Many other cities use a similar standard:
 - San Diego
 - Cincinnati
 - Fort Worth
 - San Francisco
 - San Antonio

Service Level

October 2016 – September 2017

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

911 Communications Staffing



Staffing Levels

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



Special Assignment Officers

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

Hiring Process Improvements

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

Center for Performance Excellence

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

Center for Performance Excellence

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

Call Center Improvements Completed

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

Continuous Improvements

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

Continuous Improvements

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

Technology Improvements

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

Appendix



Tasks

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

Tasks

Monthly Tasks

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

Completed Tasks

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

Non-Funded Tasks

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

Overview of 911 Call Center Operations

Dallas City Council
October 18, 2017

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



Memorandum



CITY OF DALLAS

DATE October 12, 2017

TO Honorable Mayor and Members of the City Council

SUBJECT **311 System – Customer Request Management System Replacement**

On Wednesday, October 18, 2017, William Finch, Chief Information Officer of Communication & Information Services and Margaret Wright, Managing Director of the 311 Customer Service Center, will brief the council on the 311 System – Customer Request Management System Replacement.

This briefing will provide information on the proposed service request software, procurement process, visual samples of the software, and the implementation plan. The briefing materials are attached for your review.

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

A handwritten signature in blue ink that reads "M. Elizabeth Reich".

M. Elizabeth Reich
Chief Financial Officer

Attachment

c: T.C. Broadnax, City Manager
Larry Casto, City Attorney
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Directors and Assistant Directors

311 System - Customer Request Management System Replacement

**Dallas City Council
October 18, 2017**

**William Finch, CIO
Communication & Information Services**

**Margaret Wright, Managing Director
311 Customer Service Center
City of Dallas**



Presentation Overview

- Background/History
- Procurement Process
- Screen Shots
- Implementation Plan
- Next Steps



Background/History

- Customer Request Management System = CRM System
- Documents, routes and tracks 400,000 service requests annually for 311 non-emergency services received by phone, online, or via app
- Current software (Motorola) in use since 2002



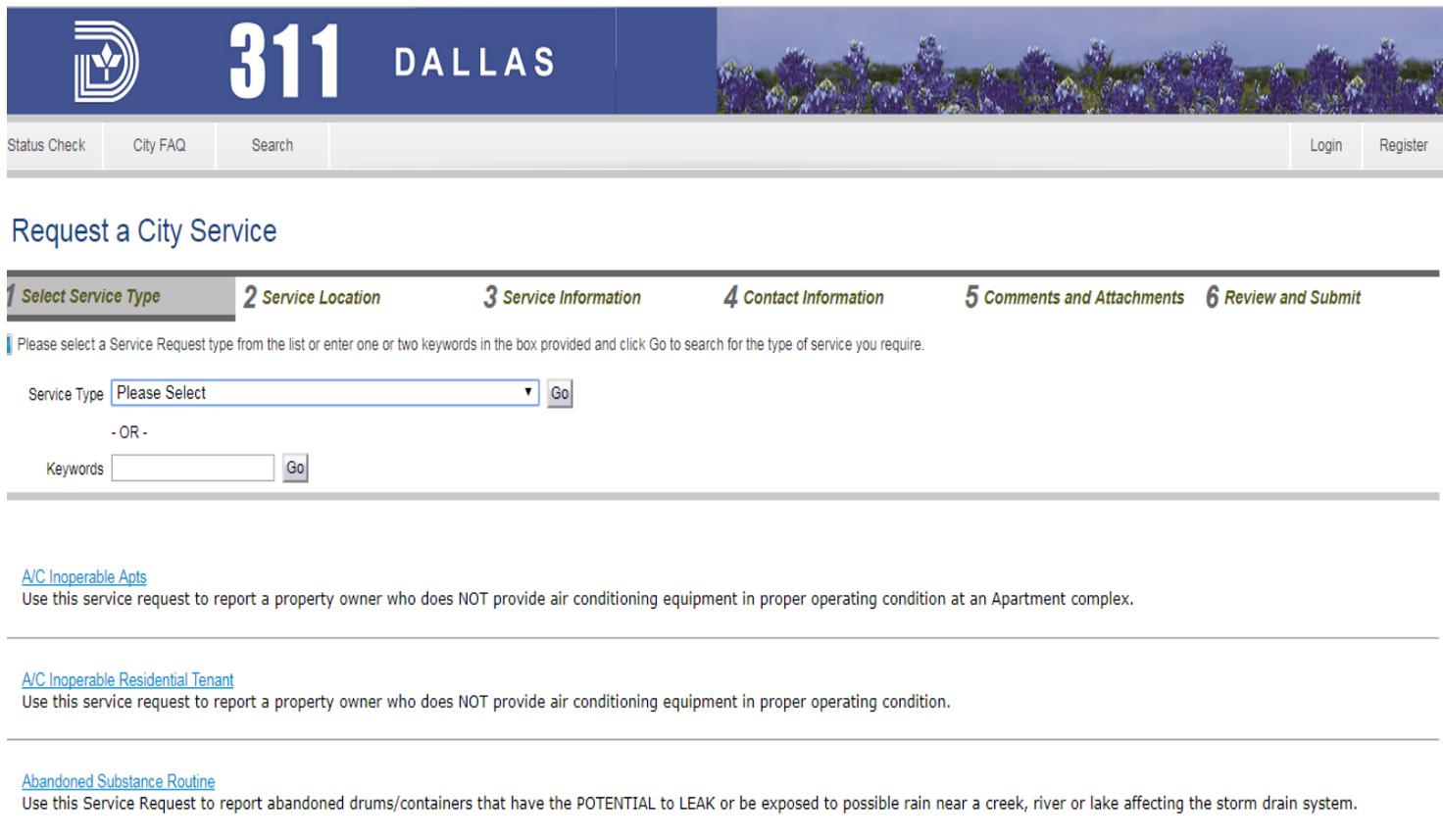
Background/History, cont'd

- 311 Customer Service Center
 - Open 24/7/365
 - Handles over 1 million calls per year (311, Water Customer Service, Court Services)
 - Dispatches urgent calls for field services for 6 departments
- CRM system administration
 - Configures, routes and reports on 400+ service request types handled by 38 City departments
- GIS mapping of service requests

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Background/History, cont'd



The screenshot shows the 311 Dallas website interface. At the top, there is a navigation bar with the 311 Dallas logo and a search bar. Below the navigation bar, there are links for 'Status Check', 'City FAQ', and 'Search'. On the right side of the navigation bar, there are links for 'Login' and 'Register'. The main content area is titled 'Request a City Service' and features a progress bar with six steps: 1. Select Service Type, 2. Service Location, 3. Service Information, 4. Contact Information, 5. Comments and Attachments, and 6. Review and Submit. Below the progress bar, there is a text prompt: 'Please select a Service Request type from the list or enter one or two keywords in the box provided and click Go to search for the type of service you require.' The form includes a 'Service Type' dropdown menu with 'Please Select' as the current selection, a 'Go' button, and a '- OR -' separator. Below this, there is a 'Keywords' input field and another 'Go' button. The form is divided into sections by horizontal lines. The first section is titled 'A/C Inoperable Apts' and contains the text: 'Use this service request to report a property owner who does NOT provide air conditioning equipment in proper operating condition at an Apartment complex.' The second section is titled 'A/C Inoperable Residential Tenant' and contains the text: 'Use this service request to report a property owner who does NOT provide air conditioning equipment in proper operating condition.' The third section is titled 'Abandoned Substance Routine' and contains the text: 'Use this Service Request to report abandoned drums/containers that have the POTENTIAL to LEAK or be exposed to possible rain near a creek, river or lake affecting the storm drain system.'

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Customer Concerns

- Current system is outdated
- Has any work been done on my service request?
- My service request is closed, but I don't see any progress on the problem
- What do you mean, “unable to confirm/locate problem”?
- The mapping function on the mobile app doesn't work



Customer Service Goals for New System

- Visibility for customers through the life cycle of service request
- Easier service request creation and management
- Communication about service requests via customer's preferred channel (text, email, online, app, social media)
- Improved visualization of service request activity (dashboards, maps)

7



Procurement Process

- Request For Proposal advertised September 2016
- Notifications sent to
 - 391 vendors
 - 25 chambers of commerce
 - 2 advocacy groups (i.e. DFW Minority Business Council and Women's Business Council-Southwest)
- Fourteen proposals received November 2016



Evaluation Process

- Evaluation committee consisted of employees from the following departments:
 - 311 Customer Service Center
 - Code Compliance
 - Communication and Information Services
 - Office of Budget
 - Sanitation Services
 - Public Works
 - Office of Procurement Services*

*Office of Procurement Services only evaluated the proposed pricing

Evaluation Process, cont'd

- Evaluation Criteria:
 - Cost 30 points
 - Capability and Expertise 15 points
 - Functional match to City Requirements 20 points
 - Technical match to City Requirements 20 points
 - Business Inclusion & Development Plan 15 points
- Fifty-five percent of possible points focused on vendor's capability and how well proposed solution matches City's needs

Evaluation Process, cont'd

- On-site presentations made in March & April 2017 by:
 - Incapsulate/Salesforce
 - IBM/Microsoft
 - NTT Data/Salesforce
 - AST Corporation/Oracle
 - 3Di, Inc.
- Incapsulate and IBM teams were then shortlisted for further consideration and final scores
- Selected vendor team: Incapsulate/Salesforce

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Salesforce CRM

- Salesforce is ranked as the world's leading cloud-based Customer Service Operation platform
- Salesforce's Software-as-a-Service Government cloud platform is secure, scalable and reliable
- Data stored on the Salesforce platform is replicated to alternate Salesforce data centers in other areas of the U.S. to support the City's business continuity objectives

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Addressing Customer Pain Points

- Ability to change/transfer a service request type without changing the service request number or closing the original request
- Service Request activity-based notifications
- Dashboards, improved mapping, and reporting
- CRM Cloud Based = always on the most up-to-date version of the software

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311 Experience

- Incapsulate/Salesforce team implemented conversion from Motorola CRM to Salesforce for Washington, DC 311 and Baltimore 311 (in progress)
- Salesforce CRM also used by Denver, Boston, Orange County, and Indianapolis 311 centers



Screen Shots

- Service Request Input (web and mobile app)
- Dashboard samples



Citizen View 1—Select the Request



City of Dallas

Register Login 

Request Status All Services Questions

 How can we help? 

Get Help With:

- Popular Service Requests**
Substandard Structure 
- Garbage**
Garbage Roll Cart - Commercial, Garbage Roll Cart - Residential, Reside... 
- Health**
Odor Complaint 
- Notifications**
Emergency Notification, General Notification 
- Weed Control**
High Weeds, High Weeds Apts 
- Other**
Substandard Structure - Apt - CCS 

Other:

Substandard Structure - Apt - CCS 
No description available

Citizen View 2—Select Location

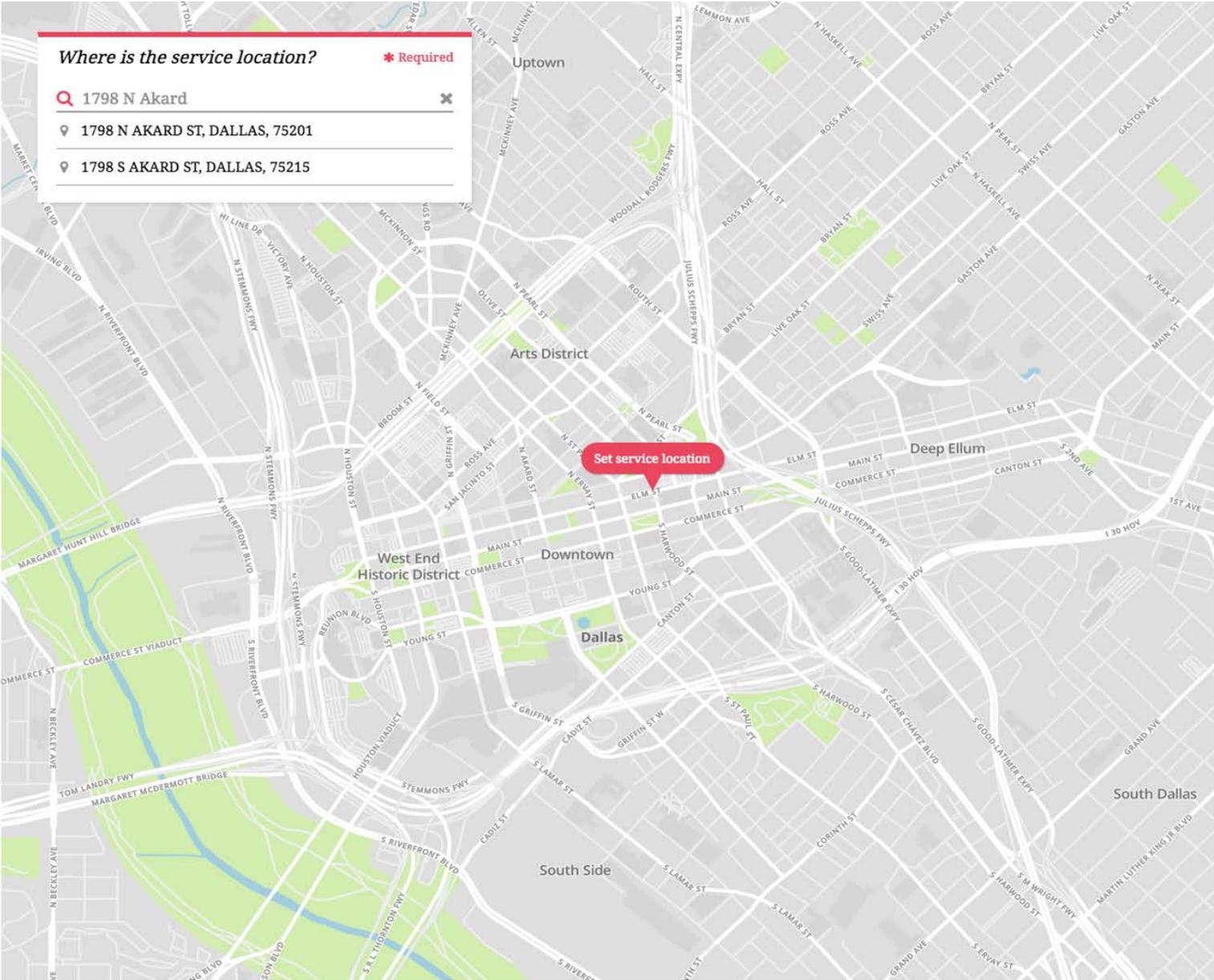
Service
Substandard
Structure - Apt -
CCS

Location

Details

Contact

Submit



Citizen View 3—Describe Issue



Service

Substandard
Structure - Apt -
CCS



Location

1798 N AKARD ST



Details

All required
details provided.



Contact



ERT (ESTIMATED RESPONSE TIME) IS 10 DAYS.

Is the location tenant or owner occupied?

- Owner
- Tenant
- Unknown

Does it appear as if people are living in the building?

- Yes
- No
- Do not know

Is there fire damage?

- Yes
- No
- Do not know

Additional Information

There is damage to the building

Upload a photo



Next

Citizen View 3—Review Report

-  **Service**
Substandard
Structure - Apt -
CCS
-  **Location**
1798 N AKARD ST
-  **Details**
All required
details provided.
-  **Contact**
All required
details provided.
-  **Submit**

Please review your report before submitting

Service

Service Request
Substandard Structure - Apt - CCS



Location

Service Location
1798 N AKARD ST



Details

Is the location tenant or owner occupied?
Tenant

Does it appear as if people are living in the building?
Yes

Is there fire damage?
Yes

Additional Information
There is also water damage



Contact

Name
John Doe

Email Address
John.Doe@test.com

Phone Number
214-555-1212



Submit

Citizen View 5—Get Service Request Number

-  **Service**
Substandard
Structure - Apt -
CCS
-  **Location**
1798 N AKARD ST
-  **Details**
All required
details provided.
-  **Contact**
All required
details provided.
-  **Submit**
17-00884211

Thank you.

Your service request has been submitted.



Service request number is

17-00884211

You can view your request updates/status [here](#).



Service Resolution Estimate
10 Business Days

Expected Resolution Date
September 20, 2017

Citizen View 6—View List of Recent Requests

Recent Service Requests



- Substandard Structure - Apt - CCS
17-00884211

 Open
2 minutes ago

- Substandard Structure
17-00884210

 Open
9 minutes ago

- Substandard Structure
17-00884209

 Open
5 hours ago

- Substandard Structure
17-00884208

 Open
5 hours ago

- Substandard Structure - Apt - CCS
17-00884207

 Open
7 hours ago

- Substandard Structure
17-00884206

 Open
19 hours ago

Substandard Structure - Apt - CCS
17-00884211

Open

Address:
1798 N Akard St, Dallas, TX 75201, USA

Created:
September 6, 2017

Received Via:
Web

Service Activities						
Action	Activity	Outcome	Status	Created Date	Activity Outcome	Outcome Applied Outcome
Edit Del	Initial Inspection		Complete	9/6/2017	Violation Confirmed	Violation Confirmed
Edit Del	Assign Crew		Not Started	9/6/2017		
Edit Del	Contact Customer by Telephone at the Beginning of the Process		Complete	9/6/2017	Customer could not be contacted - Voicemail left	Customer could not be contacted

Citizen View 7—View Map of Recent Requests

Recent Service Requests



- Substandard Structure - Apt - CCS** Open
 17-00884185 3 minutes ago

- Substandard Structure** Open
 17-00884184 6 days ago

- High Weeds** Open
 17-00884183 14 days ago

- Substandard Structure** Open
 17-00884182 22 days ago

- Substandard Structure** Closed
 17-00884181 a month ago

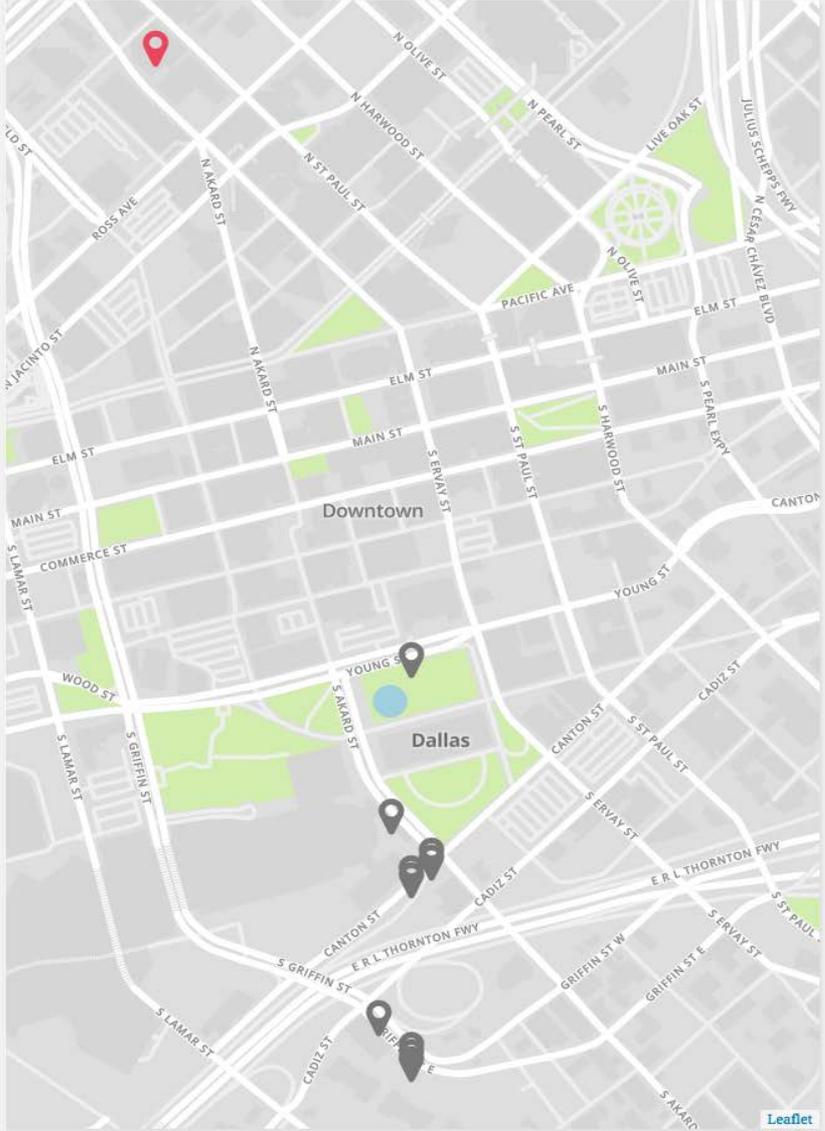
- Substandard Structure** Open
 17-00884180 a month ago

- Garbage Roll Cart - Residential** Open
 17-00884179 a month ago

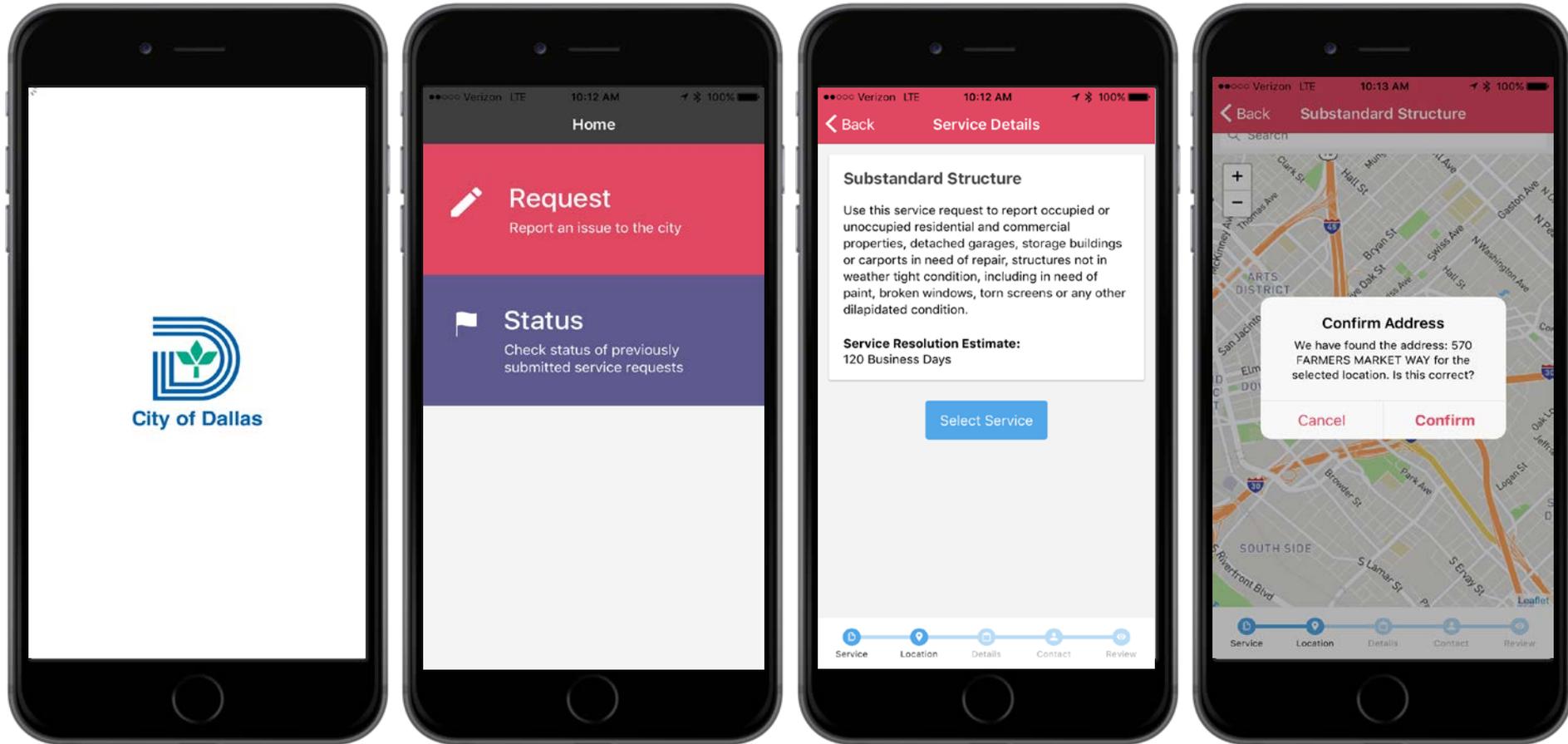
- High Weeds** Open
 17-00884178 a month ago

- Garbage Roll Cart - Residential** Open
 17-00884177 a month ago

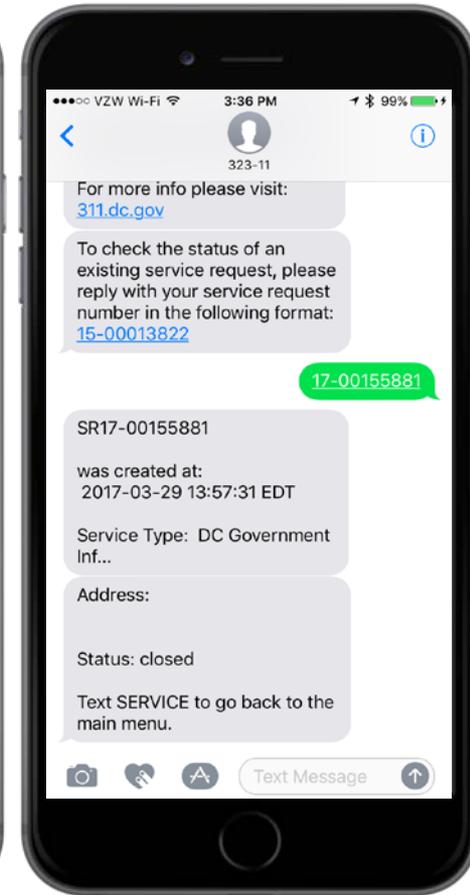
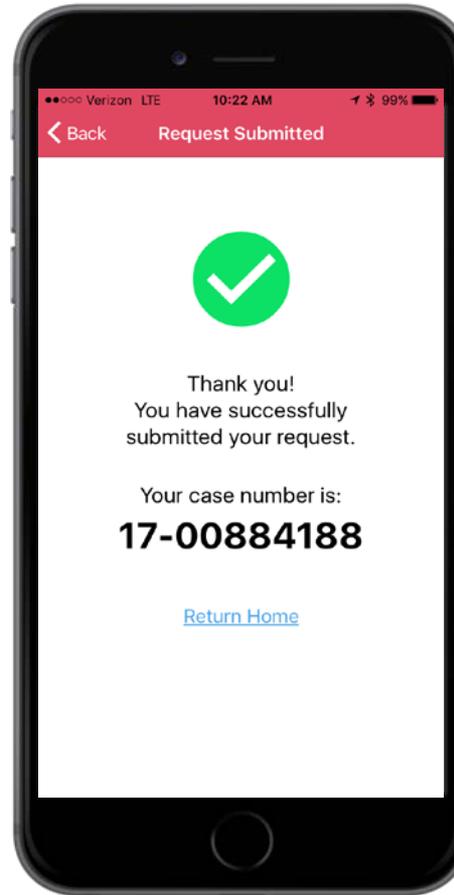
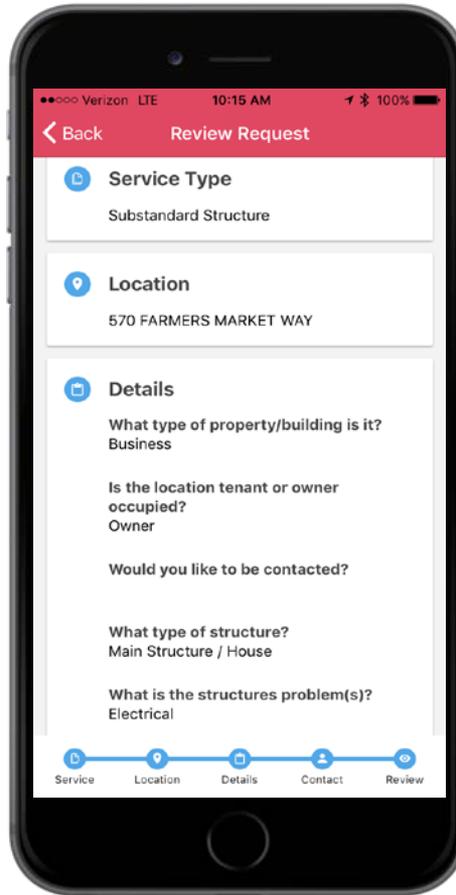
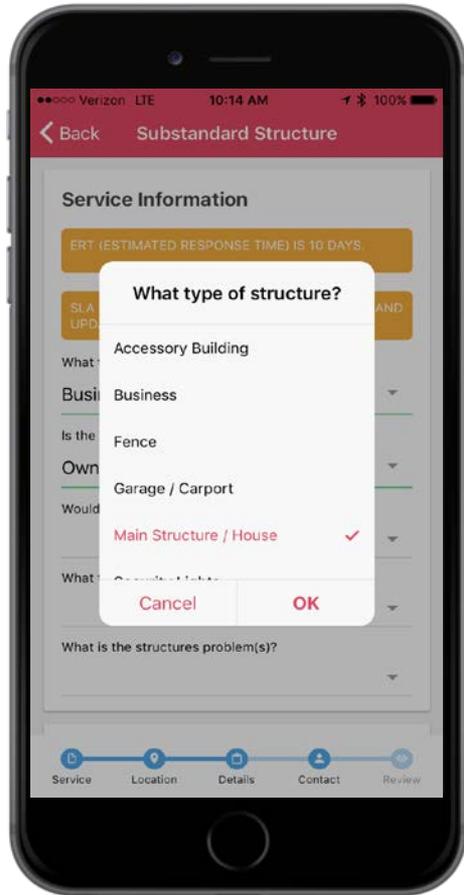
- Garbage Roll Cart - Residential** Closed
 17-00884176 a month ago



Citizen View 7—Sample Request via Mobile App



Citizen View 8—Sample Mobile App Confirmation



Council View 3—Citywide Overview



DASHBOARD

Service Request Responsiveness KPIs

Use this dashboard to track trends in city responsiveness to service requests based on service request volume, priority, and resolution time.

As of Aug 23, 2017 10:41 AM Viewing as Disha Albert

Refresh Edit

Open Service Requests

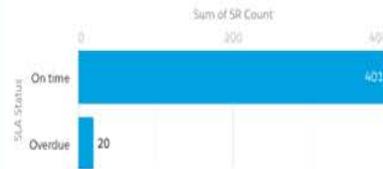
Realtime



View Report

Open SR's SLA Status

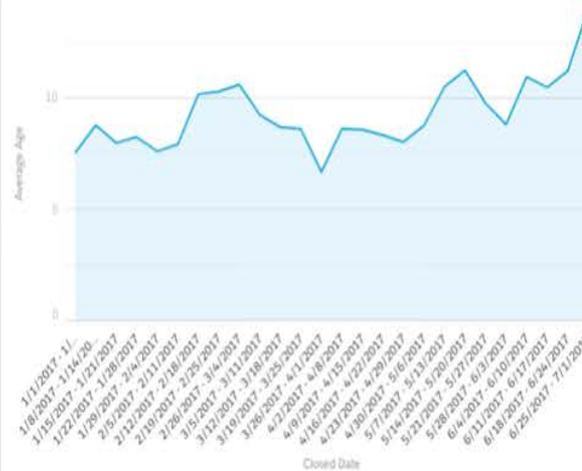
Realtime



View Report

Average SR Resolution Time

Year to Date



View Report

Opened Service Requests, by week

Last 120 Days



View Report

SR Resolution Time (Days)

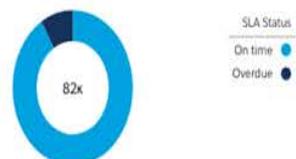
Last 120 Days



View Report

Cases Closed On Time

Last 120 days



View Report

Closed Service Requests, by week

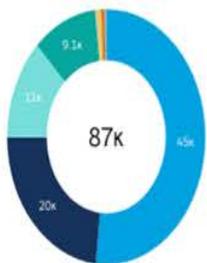
Last 120 Days



View Report

Channel Distribution

Last 120 Days



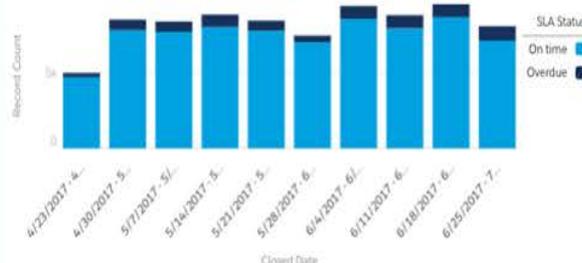
Service Request Origin

- Phone
- Proactive
- Web
- Mobile Apps
- Mass Entry
- Police/Fire Dispatch
- Radio
- 311 IVR
- E-Mail
- City Hall on the GO

View Report

Trend in On Time Closures

Last 120 days



View Report

Priority Distribution

Last 120 days



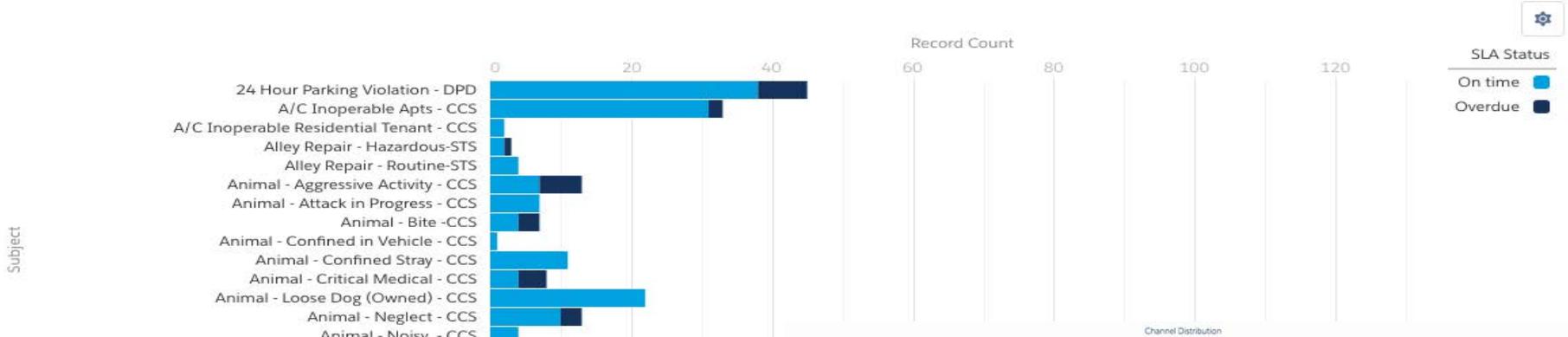
View Report

Council View 4—Citywide Data

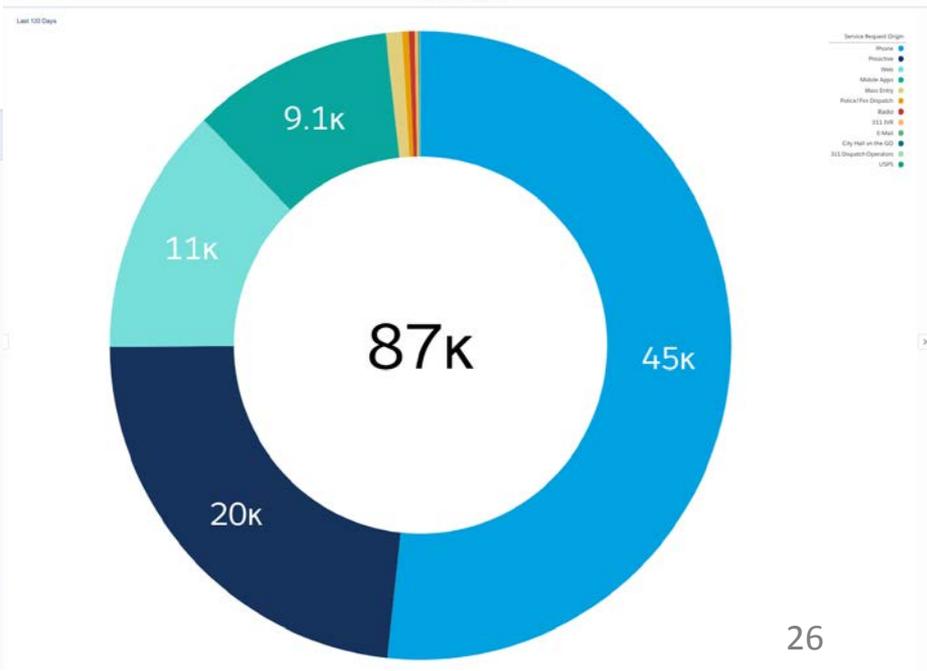
REPORT Cases Opened Today



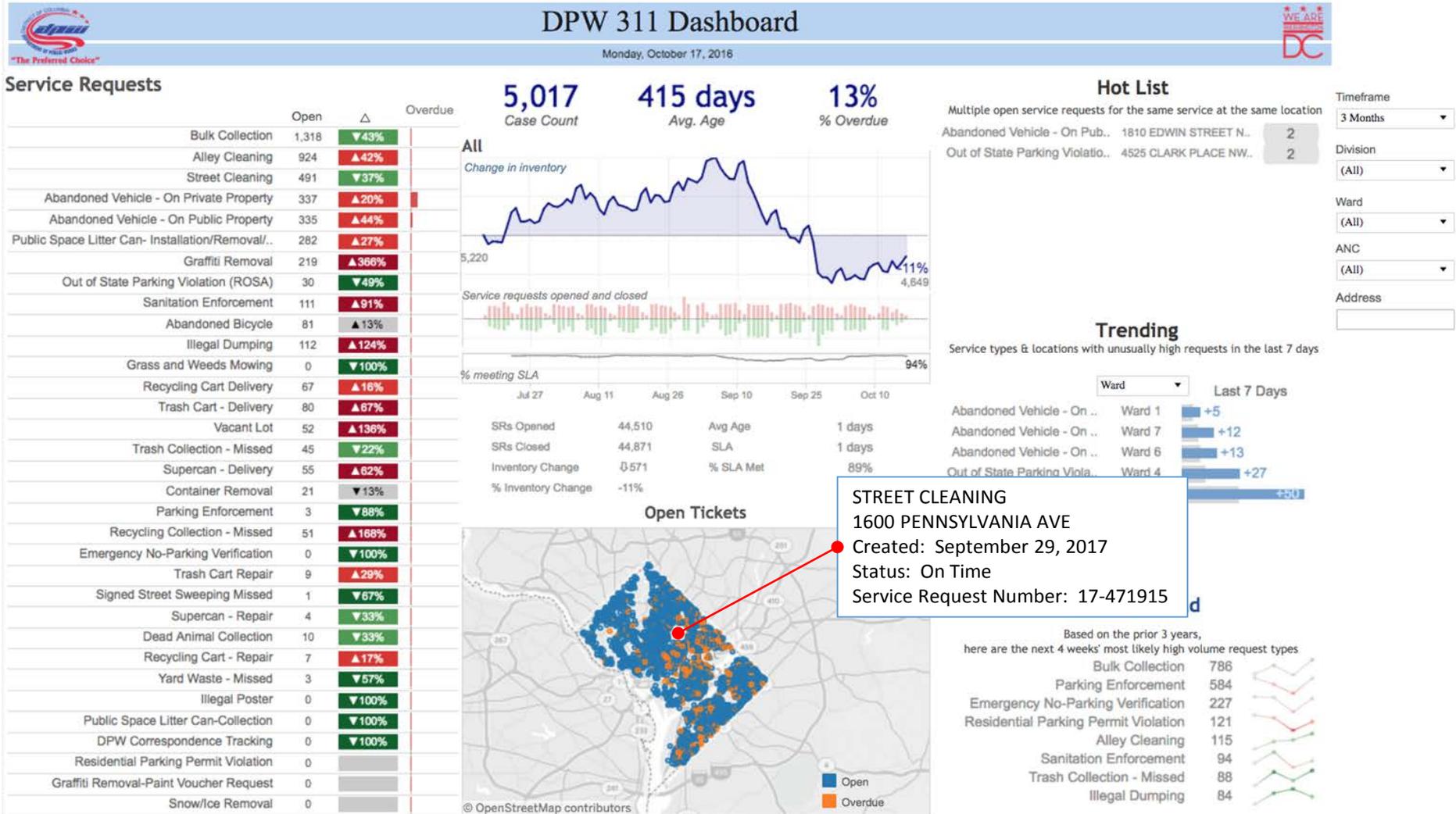
Total Records
1,697



SUBJECT ↑	SLA STATUS ↑	SERVICE REQUEST OWNER ↑
24 Hour Parking Violation - DPD (45 records)	On time (38 records)	Dirk Nowitzki (38 records)



City of Washington DC 311 - Department View



Implementation Plan

- Project Kickoff: November 2017
- Customer Journey Mapping sessions
 - Get the “outside-in” perspective
 - Identify the most significant customer touchpoints
- Streamline number of service request (SR) types
 - Simplify the steps to report issues
 - Minimize City jargon

Implementation Plan, cont'd

- Configure system
 - Service Requests
 - Knowledgebase
 - Dashboards and reports
 - Mobile app
 - Integration with other City systems
- Migrate existing data to new system
- Train 800+ city staff
- Estimated go-live: August 2018

Next Steps

- Council consideration of contract authorization on October 25
- Progress reports to Government Performance & Financial Management committee during project implementation



311 System - Customer Request Management System Replacement

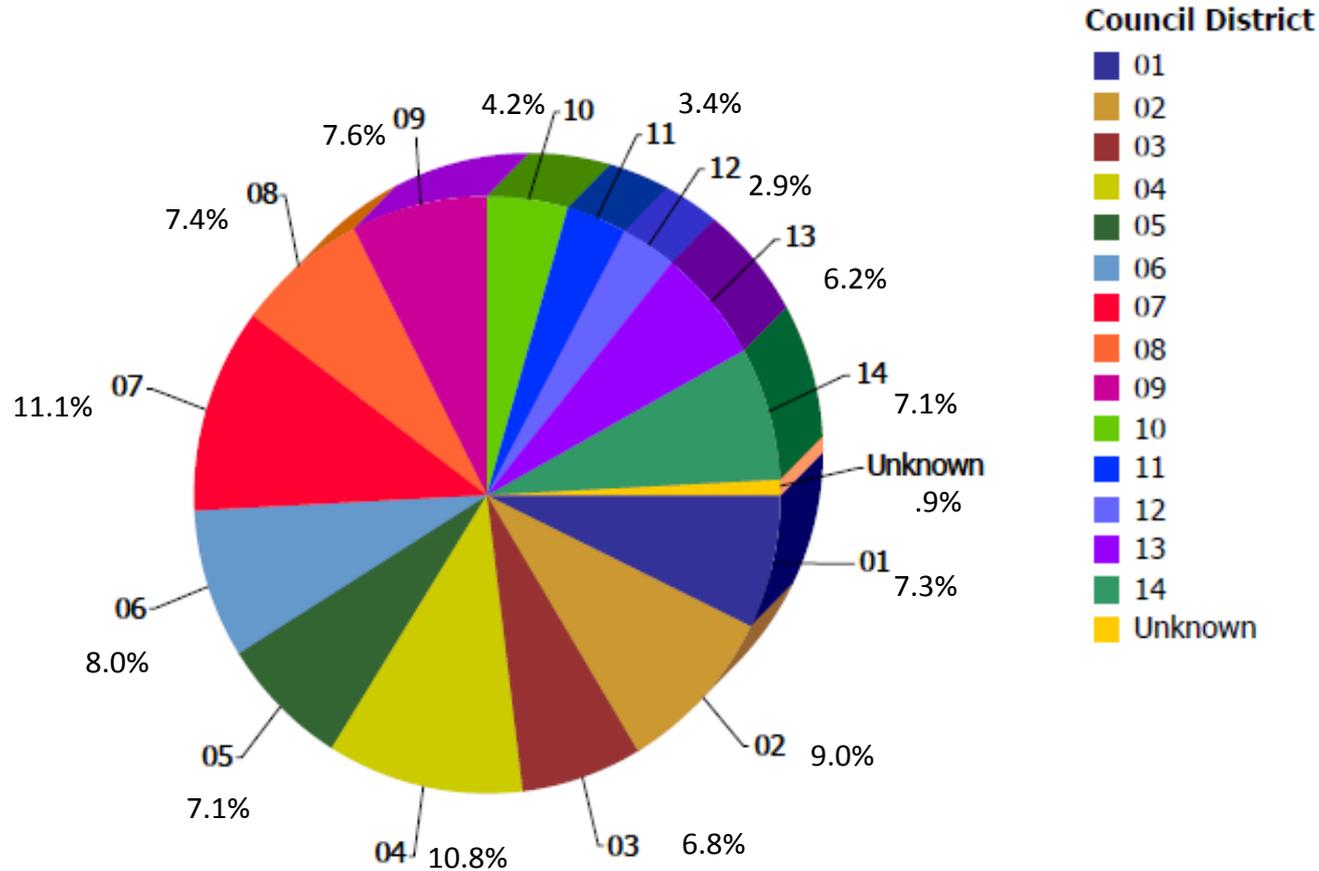
**Dallas City Council
October 18, 2017**

**William Finch, CIO
Communication & Information Services**

**Margaret Wright, Managing Director
311 Customer Service Center
City of Dallas**



Appendix: Service Request Volume by District FY 16-17



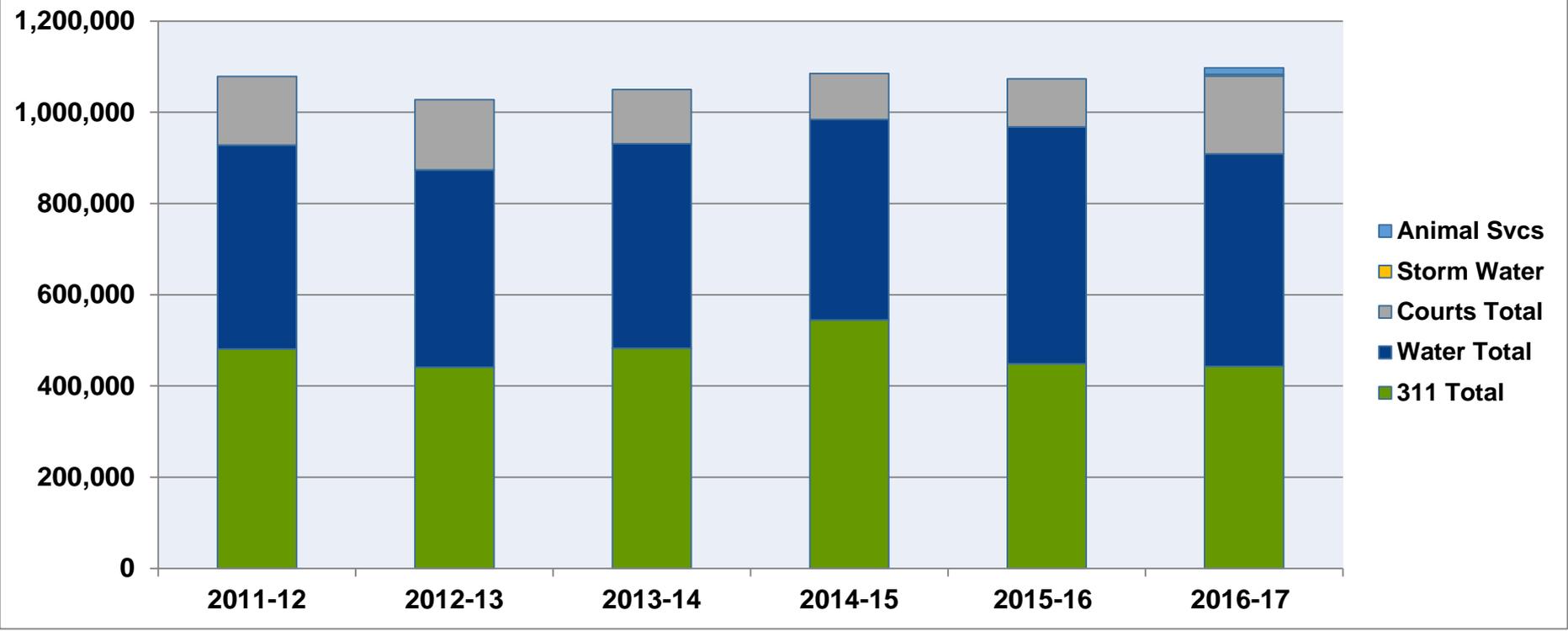
Appendix: Most Common Service Requests FY 17

Service Request Type	Number Created	SLA Goal	Average Days to Close	Total On-Time
High Weeds	27,126	20 days	16	60.6%
Litter	24,019	20 days	16	62.1%
Garbage Roll Cart	21,426	7 days	2.2	100%
Signs - Public Right of Way	18,858	5 days	.6	95.9%
Garbage - Missed	18,436	3 days	.9	99.3%
Obstruction Alley/ Sidewalk/Street	16,439	45 days	19	87.2%
Dead Animal Pick Up	14,935	1 day	.3	97.3%
Recycling Roll Cart	13,441	7 days	2.6	95.81
Bulky Trash Violations	11,597	7 days	5.1	79.4%
24 Hour Parking Violation	10,795	7 days	3.9	89.3%



Appendix: 311 Call Volume

311 Customer Service Center Call Volume



Final Score Tabulation

Vendor	Cost 30%	Experience & Capability 15%	Functional Match 20%	Technical Match 20%	Business Inclusion & Development 15%	Total Score
Incapsulate/ Salesforce	23.12	14.00	18.14	17.00	15.00	87.26
IBM/ Microsoft	30.00	11.14	13.43	15.00	15.00	84.57

Vendor	Cost 30%	Experience & Capability 15%	Functional Match 20%	Technical Match 20%	Business Inclusion & Development 15%	Total Score w/out price
Incapsulate/ Salesforce	--	14.00	18.14	17.00	15.00	64.14
IBM/ Microsoft	--	11.14	13.43	15.00	15.00	54.17