

2018

DEPARTMENT

results
minneapolis

911

Results Minneapolis is changing.

The Strategic Planning and Analysis team (City Coordinator's Office) is leading an evolution of the City's Results Minneapolis program. These changes reflect recommendations of a recent program assessment completed by What Works Cities, a Bloomberg Philanthropies initiative, and the Center for Government Excellence at Johns Hopkins University. [See the assessment to learn more about the changes.](#)

Note: The Strategic Planning and Analysis team is working with City departments on a rolling basis to select a core set of performance metrics to report on each year. This department has not yet completed the process. Therefore, **the performance metrics in this report are interim metrics for 2018 and may be subject to change.**

Performance summary

Enterprise priorities (page 3): Workforce diversity, Spending with diverse suppliers
Department priorities (page 4): Workforce development, Physical environment

Budget program	2017 Budget	Performance measure	2017 Performance	Data trend	Status indicator: Red/yellow/green
911 Call Handling and Dispatch Operations	\$10.4M	<ol style="list-style-type: none"> Percent of calls answered within 15 seconds Percent of calls answered within 40 seconds 	<ol style="list-style-type: none"> 99% 99% 	<ol style="list-style-type: none"> Increase 	<ol style="list-style-type: none"> 

Enterprise Priorities

Workforce diversity

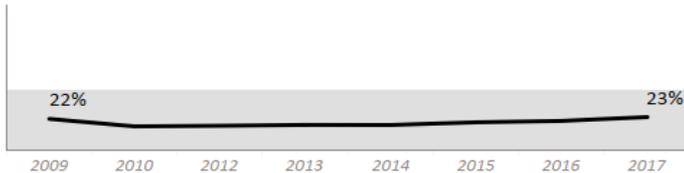
Does not meet 2022 enterprise goal of 41% people of color
Exceeds 2022 enterprise goal of 45% women

We have worked with HR to revamp the recruitment for 911 Dispatchers by holding information sessions, expanded the reach of new recruitment materials to different communities and utilized social media to produce a diverse applicant pool.

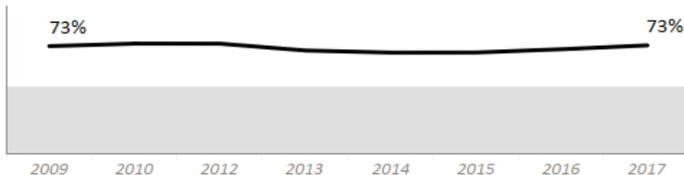
- Communities include: East African community, Latino community, Southeast Asian community, American Indian community
- Barriers removed: eliminated a day of testing, streamlined MPD background intake process, added back realistic job previews and tours of the 911 center
- Partnered with HIRED, Inc. to launch a pathways program for the 911 Dispatcher position, of which 66% of the cohort participants are people of color.

Workforce diversity (2009-2017)

People of color



Women



Notes:

- (1) Grey shading indicates enterprise goals (41% people of color and 45% women).
- (2) 311 employees were part of the 911 department in 2009. In 2011, 911 was folded into the Regulatory Services department. In January 2012, 911 was split out of Regulatory Services, back into its own department.

Spending with diverse suppliers

Lower than Citywide percent diverse spending

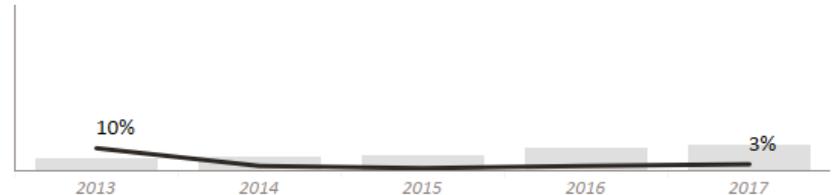
Lower than Citywide percent spending with minority-owned suppliers

Similar to Citywide percent spending with non-minority women-owned suppliers

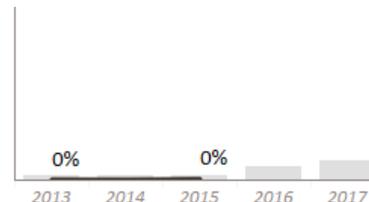
- The majority of 911 spending is for technology in support of the 911 program. In 2015, 2016, and 2017 several large technology projects were awarded to the successful vendors through the city's competitive bid program.
- Where the department has discretion in choosing vendors, 911 actively works with purchasing to select diverse suppliers in support of city goals.

Spending with diverse suppliers (2013-2017)

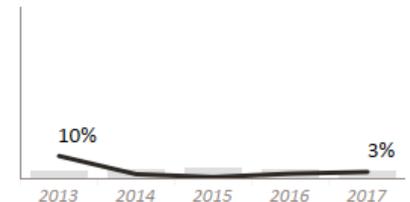
Overall



Minority (all genders)



Non-minority women



Notes:

- (1) Grey shading indicates Citywide percent for each year.
- (2) Data does not reflect the entire budget. Data reflects discretionary spending with for-profit primary suppliers.

Department Priorities

Workforce Development

911 continues to focus on recruiting and hiring to fill all authorized positions. This includes a focus on hiring 911 career-oriented candidates from our new Pathways partnership program.

We continue to work to enhance our entry level training and build a robust quality assurance program as we pursue accreditation.

Most separations from 911 are voluntary.

We continue to expand our extensive on-the-job training which includes peer training coaches and have built a robust quality assurance program as we pursue accreditation. In addition, we have a number of health and wellness resources available to employees including peer support groups and team activities.

Performance measures

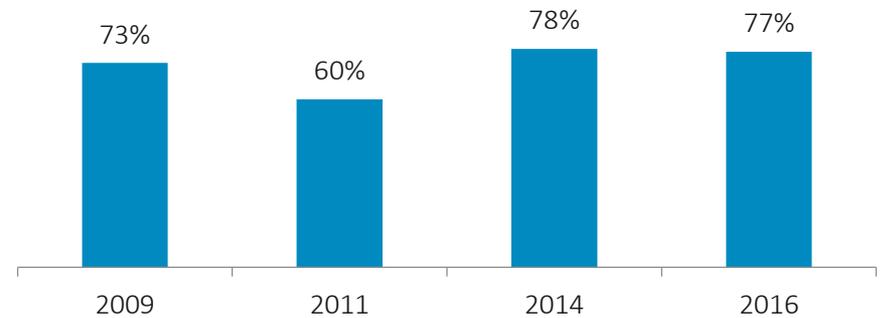
911 Turnover



Physical Environment

- The physical environment has consistently been one of the greatest areas of opportunity for as long as the city has been conducting employee engagement surveys.
- 911 in partnership with Facility Services and the Municipal Building Commission (MBC) has an active project to develop recommendations for optimizing the 911 workspace, along with replacing the 911 furniture which has reached end-of-life. We expect recommendations to be ready by late 2018.

911 Employee Engagement Survey: Percent who rated Physical Work Environment as Unfavorable



911 Call Handling and Dispatch Operations

Program description : 911 is the link between the public and emergency public safety response. Professional, supportive and engaged 911 staff receive, prioritize, dispatch and manage public safety response throughout the city.

Analysis

- 911 calls should be answered as quickly as possible. The revised national standard is 95% of calls answered in 15 seconds or less, and 99% in 40 seconds or less. Prior to May of 2015, 911 did not have the capability to accurately measure caller wait time.
- Answer times can vary according to season (summer is busier) and other factors such as large storms and events that generate a large number of calls reporting a single incident.
- How long a caller may wait to have their call answered is determined by how many dispatchers are available in the system. 911 has made strategic staffing and scheduling adjustments and continuously improves procedures to assure the lowest wait times.
- With the acquisition of our new 911 call handling system, we have improved analytics.
- Since 2015, 911 caller wait times consistently meet or exceed national standards.

Performance measures

911 Answer Time



Action planned for 2018

- Working on getting better metrics for individual staff performance:
 - Agent work time metrics (time available versus scheduled work time)

Minneapolis

911

Greatest Hits 2017

- Established Incident Dispatch Team
- Implemented Priority Dispatch Call taking system
- 50 Community Outreach Team Presentations
- Career Pathways Project with Partners
- Developed Key Workplace Behaviors



Engaged
Supportive
Professional