

**CITY OF MINNEAPOLIS
911/311 DEPARTMENT
2007-2011 BUSINESS PLAN**

FEBRUARY 2007

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JED; 11/06/2006

Who Are We?

PRELUDE: THE 911 AND 311 CENTERS, TOGETHER, ARE THE GATEWAYS TO THE CITY OF MINNEAPOLIS SERVICES (911 FOR EMERGENCY; 311 FOR NON-EMERGENCY)

Mission

The Minneapolis Emergency Communications (**911**) Center's mission is to operate, in a professional manner, a complete public safety answering point and dispatching service for police, fire, and emergency medical service to support the needs of residents, visitors, and businesses in the City of Minneapolis.

Minneapolis **311** serves as the single point of contact to the City of Minneapolis for all non-emergency requests for information and services.

311:

- simplifies citizen access to city services and information
- enables city employees to deliver services more effectively
- tracks requests for service delivery from inception to completion
- provides access to city services by voice, e-mail and the web

Values

Caring:

- Honesty / Respect
 - Teamwork / Partnership
 - Empowerment / Involvement
 - Loyalty / Dedication
 - Golden / Platinum Rule
 - Trust
 - Patience
 - Compassion
 - Sense of Humor

Capability:

- Competence
 - Professionalism
 - Innovation / Creativity
 - Mentoring / Nurturing

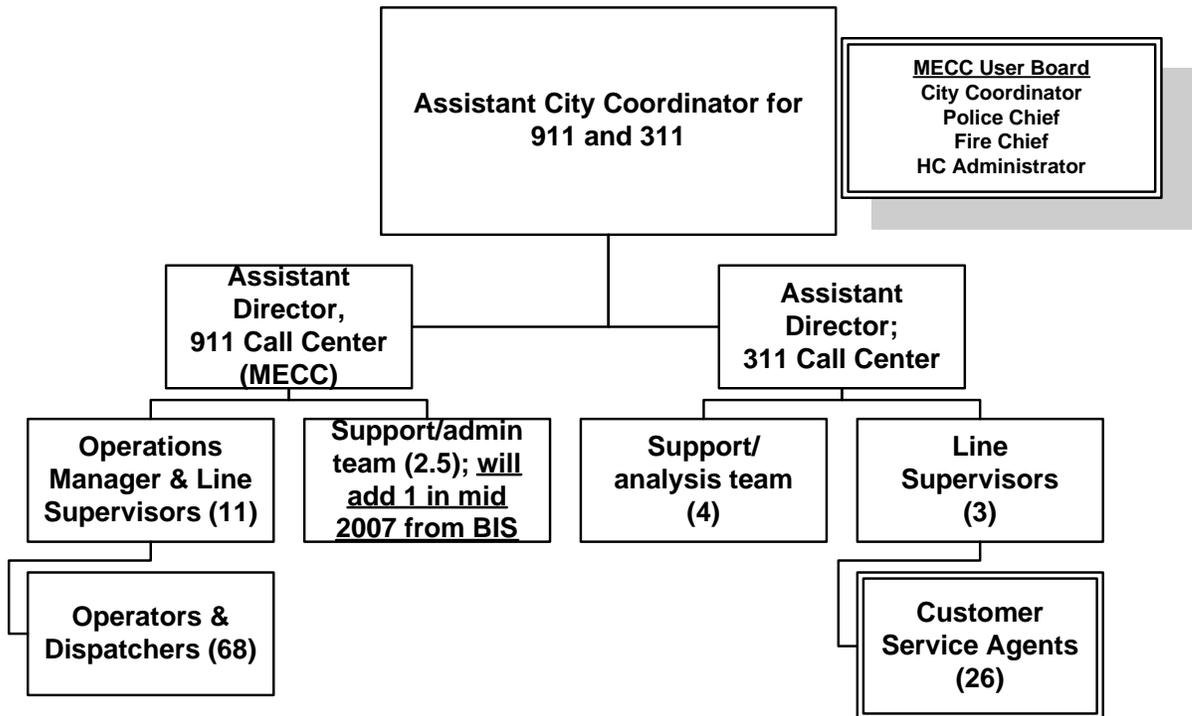
Caring x Capability = Performance Excellence

Business Line Descriptions

1. EMERGENCY PUBLIC SAFETY COMMUNICATIONS SERVICES (911)
 - Answer 911 calls for service
 - Dispatch emergency responders
 - Conduct various administrative tasks in support of internal customers

2. NON-EMERGENCY CITY GOVERNMENT INFORMATION PROVISION AND SERVICE REQUEST INITIATION (311);
 - Answer questions via a “knowledge base” or transfer to those who can
 - Initiate request for services via the “Frontlink” Customer Relationship Management system
 - Provide data on all contacts to inform the continuous improvement activities of the city’s departments.

Organization Chart



What Do We Want To Achieve?

Vision

Minneapolis 911/311 provides world-class call center and public safety dispatch services for residents and visitors to the City of Minneapolis. The people, processes, and technology of 911 and 311 operate in partnership to provide easy access to all city services and information at all times.

Department Goals, Objectives and Measures

(Aligned with City goals and strategic directions)

City Goal	City Strategic Direction	Department Goal	Objective	Measure
Safe Place...	G ³ Gone; Crime Reduction	Improve effectiveness & efficiency of 911& 311 business processes	Consistently accommodate citizens' needs for government information and service initiation	Answer time; 90% of 911 calls will be answered in less than 10 seconds; 100% in less than 40seconds; 90% in 20 sec for 311
				Abandoned calls; less than 10% in 911 and less than 5% in 311
				Radio usage is near or less than 30% saturated (e.g. 18 minutes per hour or less)
				Cost per contact; measured against operational budget (911&311)

City Goal	City Strategic Direction	Department Goal	Objective	Measure
			Improve resident satisfaction	Seek 95% resident satisfaction rating on citizen survey.
				First call resolution at 85% (311)
				Citizen complaints < 1 in 20,000 calls (911 & 311)
			Ensure high priority calls are rapidly assigned to emergency responders	Pending time is at 2005 levels or better (911)
Safe Place; Connected Communities	G ³ Gone; Crime Reduction	Semper Paratus (always ready) for 911	Ensure critical systems are reliable (and/or backed up)	Up-time percentages for E-911, CAD, and radio systems
Connected Communities; One Minneapolis	Customer Focused...Services, Close Race & Class Gaps; Equitable City Services	Ensure a highly qualified, trained and diverse workforce in 911 and 311.	Attract and retain a highly qualified, diverse workforce	Percentage of workforce who are in protected classes.
			Ensure a highly qualified staff	Percent of employees who are evaluated as fully trained and qualified to perform all functions expected of the position (e.g. Police/Fire Dispatchers are trained and are performing both the Police and Fire dispatching roles).

City Goal	City Strategic Direction	Department Goal	Objective	Measure
Connected Communities (continued)			Maintain a positive departmental culture	Percent positive responses in employee surveys
				Retention rate
One Minneapolis	Equitable City Services...	Expand 311 Center services; ensure it becomes THE de facto non-emergency gateway for city information & services.	Offer services to external partners (schools, parks, libraries, tourism-related orgs and suburbs) while ensuring 16 city departments are fully accommodated	Expand through self service . Develop baseline (how much self-service is used) in Q4 of '06 and double each quarter in '07.

Key Enterprise Initiatives

(Community Engagement, Sustainability Plan, LEP & EIM)

Community Engagement

As service organizations, both 911 and 311 Centers rely heavily on effective liaisons with the served communities, both external and internal to city government. Public education and interchange is an on-going function for 911 (actually mandated by State statute) and has been a staple of 311 community interactions in its brief history also. Many public forums are visited by 911 and 311 employees simultaneously.

The very nature of a call center's work lends itself to responses to the caller. Above and beyond just answering questions and fulfilling service needs (both emergency and non-emergency), the data collected on the calls is analyzed to determine areas of emphasis for the call centers and the internal departments that the service requests or questions relate to. For example, trends of calls about unkempt houses in a small geographic area become instructive to the Police Department and to Regulatory Services. Outreach beyond this passive analysis is also anticipated through customer surveying.

It should be emphasized that much of what is developed for work processes and procedures in both call centers rely heavily on interaction with the internal customer departments and organizations (PD, FD, and ambulance for 911 and all departments and a growing number of external agencies such as United Way's 211 and the County for 311). For 911 the new computer aided dispatch system has required an extensive reviews of police, fire, and ambulance response procedures – we view this as community engagement. Similarly, the work that 311 personnel do with internal customers to develop the knowledgebase or to produce the scripts for service requests has required extensive business process analysis and certainly some reengineering of same.

(Preliminary table of actions follows on next page)

DEPARTMENT ACTIONS					
AREA	2006	2007	2008	2009	STATUS (to be filled in June '07, '08,'09,'10 & '11)
APPLICATION OF THE CE PROCESS MODEL	Request a presentation about the CE Process Model as needed (Done; 8/21/06)	Apply the CE Process Model to a minimum of 25%-30% of your CE projects	Apply the CE Process Model to a minimum of one-half (50%) of your CE projects	Apply the CE Process Model to All (100%) of your CE projects	
	Promote the use of the CE Process Model or its integration to enhance similar existing processes in your department.	Request CE consultation as needed			
TRAINING	Send department's staff to CE training session (train the trainer style)				
	Request customized CE training for your department as needed				
BUSINESS PLAN	Designate department's CE representative: Heather Alex; (911) & Mark Dronen (311)	Incorporate CE in your department's Business Plan			
	Request individual meetings to customize this initiative into your business plan. (First one accomplished; 8/21/06)	Participate in future interdepartmental work groups and projects as needed			
	Prepare inventory of the current CE activities performed by your department.	Inventory summer/fall of '06: 911 Center: Community meeting visits for public education and Q&A (sometimes leads to re-evaluation of practices and procedures); Customer complaint interaction (also sometimes leads to			

		<p>process/procedure changes and/or leads to decisions on employee performance management); Various internal meetings/workgroups seek feedback from internal customers on processes/procedure continuous improvement (Fire Dispatch Improvement Team, CAD process flow diagramming and reengineering with PD, FD, HCMC and U of M, MECC Roundtable, Interoperability meetings), CAD interface discussions with HCSO, HCMC, Ramsey/St. Paul 911, LOGIS, and NMMC).</p> <p>311 Center: Public education through community meetings (which sometimes leads to process/procedure continuous improvement changes); Continuous improvement sought during calls from the residents (including a service request type that logs customer complaints and thus leads to process improvements); internal meetings/processes that engage all participating discussions such as the weekly “change control” meetings that set and evaluate priorities for changes and next steps and training sessions from departmental subject matter experts that lead to best practices documentation for how to deal with callers calling on the subjects taught.</p>			
EVALUATION		Currently projecting that 911 will evaluate CAD-related projects such as interfacing and process reengineering. 311 will focus on process improvement through the change control process and improvement of the knowledge base through interaction with departmental liaison personnel including subject matter experts who advise/train.	Annual review of a minimum of one-half (50%) of your CE projects.	Annual review of all (100%) of your CE projects.	
		Evaluate the impact of your department’s CE activities.			
		Participate in the Annual CE best practices showcase event.			
CE WEB SYSTEM Internal communication and public participation tool (under consideration)	Great possibilities for CE regarding the 311/CRM processes and procedures.	Participate on the development of the Web System as needed	Send staff to training session on the use of the Web System. Departments start using the web system	Use the web system in your CE projects.	

Sustainability Plan

Sustainability Representative: John Dejung Phone: X5909

Sustainability through the service organizations of 911 and 311 will be approached primarily with an educational perspective. That is, we aim to educate both the department's employees and those who come into contact with the department (especially through the non-emergency interactions that 311 has with residents). Some of the education will encourage and empower employees to become personally involved. Additionally, some of the education will allow employees to pass information to the public through the telephone and e-mail interactions they have, even if the information is just a very brief mention that the City of Minneapolis is encouraging awareness and action regarding XYZ and/or to provide a link to more information on the internet.

First New Activity:

Affected Sustainability Indicator(s): All (potentially)

Description of Activity: Contact each City of Minneapolis department head via e-mail and through department heads' meetings to offer the services of the Frontlink CRM application for sustainability initiatives. The CRM knowledge base could be augmented and indexed to provide information ranging from health issues to environmental improvements. The Center could even, other operational priorities and time permitting, ask callers if they'd like information on such and such (and direct them to the appropriate web site). Strive for one piece of sustainability information for each department being served by the 311 Center.

How will you evaluate success? If 50% or more of the departments participate, success will be assumed. And, success will be determined anecdotally, regarding the residents' response.

Second New Activity:

Affected Sustainability Indicator(s): First 12 ('07)....all by end of year '08.

Description of Activity: Conduct a 'sustainability topic of the month' program for internal and external education. Each month, research will be done to provide information on a selected sustainability indicator/factor. That information will be provided to each 311 Customer Service Agent (CSA) to preview (for internal "education" and lifestyle guidance) and will be indexed into the 311 knowledge base. The topic will be offered to each caller, time permitting, with the focus being on follow-up web research by the caller (and CSAs can offer to send an e-mail with the link to the information for the convenience of the caller). All 911 personnel will be briefed on each topic during roll calls each month.

How will you evaluate success? Anecdotally; from feedback that CSAs get from callers.

Third New Activity:

Affected Sustainability Indicator(s): 8 per year (4 selected by the LMCs; 911 & 311)

Description of Activity: Engage the 911 and 311 labor-management committees (LMCs) to embrace 4 sustainability items (1 per quarter) each year. The Labor-Management Committees would choose a sustainability issue to focus on each quarter (such as they have already for wellness/walking). The LMCs would elicit participation from and education on these items amongst the committee members and the rank and file (with non-financial support from management). The involvement would range anywhere from information sharing to personal participation in community not-for-profit organizations contributing to the efforts.

How will you evaluate success? Anecdotally.

Fourth New Activity:

Affected Sustainability Indicator(s): Affordable housing

Description of Activity: Provide mortgage foreclosure counseling referral services in cooperation with the Home Ownership Preservation Foundation (HOPF) and the Home Ownership Center. The 311 easy-to-remember phone number will be advertised to Minneapolis residents as the gateway to mortgage foreclosure counseling services. Callers will be referred to the expert mortgage counselors available 7X24 through the HOPF's 1-888-995-HOPE number. If/when the counselee wants or needs face-to-face service, the 311 Agent and/or the HOPF counselors will have the ability to link the caller to the Home Ownership Center's counseling services.

How will you evaluate success? Number of callers referred to the HOPF counseling service, and, ultimately, in the trend in foreclosures measured in the City compared to before the service started.

Limited English Proficiency (LEP)

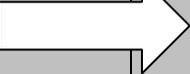
The 911 Center has been a pioneer in providing services to those with limited or no English speaking abilities. The Language Line™ has been used extensively for 911 Operators and Limited English Proficiency callers to communicate to answer the callers' questions and to provide emergency responder services to those in need. The language services are paid for by the State of Minnesota 911 program (albeit with some hesitation in recent years).

The 911 Center is completely outfitted to assist those who are hard of hearing or who cannot speak (assuming they are calling using a TDD/TDY device that allows them to type their questions/concerns).

The 911 Center will continue to assess the costs-benefits of training or hiring 911 Operators with Spanish speaking skills.

The 311 Center is poised to excel at serving callers with limited English proficiency. The Language Line, Incorporated capability has been contracted for. In addition, the hiring process provided Spanish speaking agents who routinely assist Spanish speakers directly.

Both call centers have excellent TTY (formerly known as TDD – telephone for the deaf & dumb) capabilities. The 911 Center has automatic detection and answer features built into the phone system; a silent call or one that is emitting tones from a TTY will be dealt with through text messages back and forth over the 'phone'. The 311 Center has an innovative and effective "TEXTNET" service that is an internet service available for creating a TTY conversation. Both Centers' personnel are trained to handle TTY calls effectively.

STRATEGIES 	OBJECTIVES 	ENTERPRISE ACTIVITIES 	DEPARTMENT SPECIFIC ACTIVITIES AND/OR STATUS REPORTS (2006-2007)
Integrate practices of language access into operations of every City department	Build awareness about legal mandates of language access services in each department	<ul style="list-style-type: none"> ▪ Designate LEP liaisons in department ▪ Define liaison responsibilities ▪ Establish and support on-going departmental LEP workgroup(s) (Workgroups usually meet once per month for 2 hours) 	<ul style="list-style-type: none"> ▪ Done for '06 ▪ Continuous improvement efforts anticipated in 2007 and following
Define protocols and service activities for language access compliance in each department	Provide notice to limited English speakers of their right to free service	<ul style="list-style-type: none"> ▪ Utilize multiple communication channels (signage, language blocks, website, bulletins, etc.) to disseminate information about how to obtain and use language services 	<ul style="list-style-type: none"> ▪ Done for '06 ▪ Continuous improvement efforts anticipated in 2007 and

			following
	Identify the LEP persons living in Minneapolis and the City services they use	<ul style="list-style-type: none"> ▪ Assess level (low/medium/high) of frequency and intensity of LEP interaction in department to determine service gaps ▪ Develop mechanisms to track services provided to LEP individuals 	<ul style="list-style-type: none"> ▪ Done ▪ Continuous improvement efforts anticipated in 2007 and following.
	Offer free, timely spoken language interpretation services for LEP individuals	<ul style="list-style-type: none"> ▪ Establish decision tree for determining whether to use internal or external interpreters ▪ Set up telephonic interpreting account ▪ Use work tools and guides for working with interpreters 	<ul style="list-style-type: none"> ▪ Done ▪ Continuous improvement efforts anticipated in 2007 and following
	Provide free written language translations of vital documents	<ul style="list-style-type: none"> ▪ Select which documents are vital and will be translated ▪ Use checklists for preparing documents for translation 	<ul style="list-style-type: none"> ▪ Done ▪ Continuous improvement efforts anticipated in 2007 and following
	Hiring to meet multilingual needs	<ul style="list-style-type: none"> ▪ Work with HR to have multilingual capability a consideration or qualification in job announcements 	<ul style="list-style-type: none"> ▪ Done ▪ Continuous improvement efforts anticipated in 2007 and following
	Train to ensure that City staff is familiar with legal mandates and best practices for serving LEP individuals	<ul style="list-style-type: none"> ▪ Identify and utilize training opportunities to promote an increased understanding and awareness of improved communications through language access (e.g. new employee orientation, videos, departmental presentations website and discussions) available to City staff ▪ Encourage use of resources and tools posted on CityTalk to facilitate consistent LEP service 	<ul style="list-style-type: none"> ▪ Done ▪ Continuous improvement efforts anticipated in 2007 and following

Enterprise Information Management (EIM)

911 / 311

Governance, Structure and Staffing

The EIM Representative for the 911/311 Department is Assistant Director Thomas Donohoe. The designated subject matter experts for 911/311 are Nancy Martin (911) and Mark Dronen (311).

Business Plan

A meeting was held with Craig Steiner and Deb Parker to develop a specific EIM action plan for 911/311.

EIM will be incorporated into the 911/311 business plan aligned with the technology plan and EIM will be considered in any organizational changes.

Project Planning

All projects initiated by the 911/311 business plan will include an analysis for possible EIM requirements. The PMO office of BIS will be required to include funding for this analysis in their project plan.

Training and Compliance

911/311 will fund necessary training for all staff assigned to EIM roles as part of the compliance integration phase.

(EIM Plan tables follow on subsequent pages)

**EIM Project Inventory – 911 / 311
2007 Business Plan – Updated September 29, 2006**

Project #	Project Name/Description	Budget	Key Contacts	Due Date	Current Status
880F5008	MECC/CAD: Replace the existing computer aided dispatch system in MECC with a new product from Tri-Tech.	\$4.2 million	Dave Roth, PM John Dejung, Sponsor	1 st Qtr 2007	Project Status: Implementation is underway. EIM Impact: There are several aspects of this project that have EIM impact. Spatial and attribute data about properties is being gathered and integrated. Call recording solutions are being explored. An EIM audit of this project should be performed to be sure that issues are being addressed as needed. *Current CAD needs a retention schedule
	311 Recording		Don Stickney (owner)	Complete	Project Status: 311 resolution for remaining issues. EIM Impact: There are electronic records management issues with this project. An EIM audit of this project should be performed to be sure that issues are being addressed as needed. *Current and prior 911 recording systems need retention schedules
880F5682	Call Logger Recorder Police Precinct Recordings are stored on recording server in 911		C. Peterson, PM	Complete	Project Status: PC rollout complete. Storage policies under discussion? EIM Impact: Need to verify that storage policies reflect EIM standards.
880F6422	Emergency Operations Center and Sensor Center		Rocco Forte and John Dejung	Early 2009	Project Status: Early stages of planning EIM Impact: As part of City's emergency response planning and operations, its likely there will be new information assets or new

					requirements placed on existing assets. EIM analyst should be included in the BA team assigned to examine requirements.
880F6125	Shotspotter Detection System		Mike Rohricht	4 th Qtr 2006	Project status: Near completion. EIM Impact: Data will be stored on server in MECC but the MPD is the owner custodian. Needs EIM analysis for retention.
	CML 911 Telephone System		Tom Donohoe	Complete	EIM Impact: Needs EIM analysis for retention. *Previous phone system records needs EIM analysis for retention
	311 Telephone System		Don Stickney	Complete	EIM Impact: Needs EIM analysis for retention
	Frontlink Interface with SWIS	\$50,000	Don Stickney	2007	EIM Impact: Need to verify that storage policies reflect EIM standards.
	Auto Attendant IVR	\$120,000	Don Stickney	2007	EIM Impact: Need to verify that storage policies reflect EIM standards.
	Frontlink Business Process Management (BPM)	\$130,000	Don Stickney	2007	EIM Impact: Need to verify that storage policies reflect EIM standards.
	Frontlink Business Process Management (BPM)	\$40,000	Don Stickney	2008	EIM Impact: Need to verify that storage policies reflect EIM standards.
	Upgrade Frontlink Application to v 7.0	\$100,000	Don Stickney	2008	EIM Impact: Need to verify that storage policies reflect EIM standards.
	Virtual 311 Agent	\$75,000	Don Stickney	2008	EIM Impact: Need to verify that storage policies reflect EIM standards.
	311 Web Chat	\$100,000	Don Stickney	2009	EIM Impact: Need to verify that storage policies reflect EIM standards.

What Resources Are We Going To Use?

Finance Plan

INTRODUCTION

Funding for the 911 Division is primarily from the General Fund. A small amount of revenue (\$50K) is received from Hennepin County Medical Center (HCMC) for use of the City's computer aided dispatch (CAD) system. And, approximately \$500K annually comes to the City for the 911 operations via the State of Minnesota from the 911 surcharge collections on each phone subscriber's phone bill. This surcharge funding is restricted, by State of Minnesota statute, in its use. It can be used for hardware, software, and training for 911 services. Historically, the surcharge has been used primarily for large capital purchases such as the E-911 phone hardware and software and for the CAD purchase. State law was changed in '05 increasing the allotment of the surcharge to the 911 Centers. This jump, from about \$250K to about \$500K, has been instrumental in covering the costs of recurring expenses for the maintenance of the new CAD system.

The 311 Center's operational funding has been coming from an allocation from each city department based on the forecasted amount of activity that the 311 Center would provide for each department. Thus, as the City Council pronounced in '05, the Center operations have been budget neutral across the City departments. The Mayor's recommended 2007 budget changes the way these allocations are collected – not the amount of the allocations. Department budgets in the general fund have been reduced and 311 will no longer collect revenue. The general fund overhead charges have been adjusted to collect support from non-general fund departments. When complete and convincing steady-state information on the actual amount of activity the 311 Center is doing for each department, the opportunity exists for re-allocation of these expenses.

The Mayor's budget also recommends a one-time allotment of \$80K to the 911 Center in order to pay the overtime costs needed to train all the 911 Center personnel on the new CAD system in early 2007.

If 7X24 operations for the 311 Center are wanted in '08 or subsequent years about \$350K additional dollars would be needed. This funding/staffing should accommodate the assumed 10% call increase per year through the next 5 years.

The budget could see a significant increase in expenditures starting in 2009 for what I have dubbed the "Sensor Center". The Sensor Center is a concept that is being studied for possible inclusion in the Emergency Operations Center (EOC) and Fire Training Center complex. The Sensor Center would house hardware,

software, and staff that would provide “situational awareness” information to decision-makers in the EOC during times of emergency. In order to ensure the systems are always ready for EOC activations and in order to not have to duplicate the monitoring and analysis of these systems in disparate locations, the concept includes having the Sensor Center operational at all times. During “peacetime” the Center can support police and fire with information from safety cameras, systems such as the Shotspotter system, traffic information and the like. I believe the salaries and operational budgets for the staff may fall into the 911/311 department. This addition is not included in the strategy table that follows immediately because of the very preliminary nature of this project. The budget would be new dollars; the 911 and 311 Centers would need to operate as before; the Sensor Center would not bring efficiencies to them.

(STRATEGY TABULATIONS BEGIN ON THE NEXT PAGE)

Strategy Table:

FINANCIAL STRATEGIES	WHICH PERFORMANCE MEASURES WILL CHANGE AND HOW?	SHORT-TERM ACTIONS (ONE YEAR)	LONG-TERM ACTIONS (TWO TO FIVE YEARS)
Financial strategies coming from lessons learned from historical financial data and prior financial plans			
<p>Re-allocate the expenses for the 311 Center operations among the 16 city departments based on at least a full year's worth of data on what amount of 311 activity is done on behalf of each department.</p>	<p>First-call resolution could be enhanced as departments realize they are paying for work the 311 Center must do for them. The departments will be prompted to work more closely than ever with 311 to ensure the department's portion of the knowledge base is perfected (which allows 311 to answer the departments' questions for them).</p>	<p>Work with the Finance Department and the department heads to make a convincing and credible case for the allocation models and outcomes. (DONE)</p>	<p>Re-assess the allocation each biennium thereafter.</p>
<p>Continue to work with the Police and Fire Departments, as well as the external customers such as the U of M, Park Police and HCMC to contribute funds to cover the recurring costs (and recapitalization funding) for the new CAD system maintenance and support.</p>	<p>Fully funded maintenance contracts and the availability of support personnel will greatly improve the chances that the "up time for crucial technologies" measure will be improved.</p>	<p>Continue to work with BIS and the external customers to ensure the agreed-upon allocations from them are credited into the BIS coffers to pay the maintenance and managed services contracts.</p>	<p>Ensure that the re-capitalization funds (approximately \$90K per year from the collections from the users) are held for the re-fresh of the CAD servers near the end of the 5-year horizon.</p>
<p>Grow the 911 division staff by 1 FTE in mid-'07 following the cutover to the new</p>	<p>Up-time of the CAD and E-911 phone system could be enhanced. Clearly, the utilization of the</p>	<p>Advertise and fill the job in late '06 (using CAD project funds). Convert the funding to</p>	<p>Assess the effectiveness of the partnership between the 911 application support asset and the</p>

CAD system for application support (CAD, E-911, etc).	complex systems by 911 rank and file can be improved through the work of this on-scene "power user".	operating funds, obtained from BIS in the second quarter of '07, after CAD goes "live".	BIS application support personnel, both in concert with the vendor support personnel and processes.
Financial strategies produced from creative reallocation exercise			
Utilize the 911 Center for some after-hours and/or weekend 311 Operations. This action allows Supervisory personnel from the 911 Center to assist 311 personnel if any pressing supervisory intervention is needed. The Supervisory staffing in the 311 Division is thus reduced. There is also the possibility that at-home agents can be used successfully for the 311 operations.	Cost per call is decreased and customer satisfaction (assuming the demand for after-hours 311 Operations is significant) is improved.	Any and all material union issues need to be worked through, as will any practical considerations regarding 911 supervisors being in a position to assist 311 personnel. Likewise, the technological changes needed to facilitate 311 operations in the 911 Center must be accomplished.	Investigate cross-training of the 911 Supervisors and/or crossing-training of the 311 personnel to do 911 Operator duties.
Use part-time personnel, such as University students, to staff the 311 Center after-hours and on weekends.	Cost per call is reduced. And, some ancillary benefits, such as future City of Minneapolis employment of university students might ensue.	Produce a training and proficiency testing program that will ensure that part-time workers are completely competent despite fewer hours of work per week.	On-going QA monitoring to assess the effectiveness of the average part-time worker compared to the full-time worker.
Emphasize self-service for 311; both for knowledge base and service request topics.	Cost per call should be reduced (assuming that the technology to implement self-service is cheaper than staff).	Make the prevalent service requests available on the web (to add to the 12-15 that will be implemented in '06). Investigate the use of interactive voice response (IVR) technology for self-service.	Implement web-chat

Expand to organizations external to the City of Minneapolis departments and seek revenue for services rendered on behalf of those organizations or jurisdictions.	Increased revenue; decreased cost per call due to the power of call center consolidation.	Continue meeting with independent Boards, suburbs, and other organizations such as the former GMCVA to encourage partnership and cost-sharing.	Implement logical and cost-beneficial partnerships. Determine 311 Center expansion needs if/when the partnerships overwhelm the infrastructure at the current 311 Center.
Combine the support staff; clerical and technical	Defer	Assess in '07	Implement for '08, if indicated.
Financial strategies to meet the financial direction			
Reduce professional services expenditures for the 911 Operations (when CAD and E-911 phone systems are fully implemented and as the in-house expertise of the Applications Analyst is proven)	No impact in '07 while CAD vendor personnel will be on-site. Up-time for CAD in future years might decrease if the application proves troublesome.	Rely on 911 surcharge for any remaining consultancy needs.	Build back the professional services budget line item if/when necessary (will also depend on the cost of BIS internal consultations).
Reduce 311 budget for aerial photography.	A small negative impact on customer satisfaction and efficiency (cost per call) of the 311 Center might occur unless City GIS offerings are improved.	Work with BIS to encourage the implementation of an oblique angle orthographic photography capability and/or to purchase the "Pictometry" (or similar) capability.	
Defer the purchase of radio dispatching capability in the 311 Center beyond the use of handheld portables for 911 back-up use.	No ability to serve departments such as public works in their dispatching work via radio.	None	Assess the on-going need for radio dispatching versus phone or computer-to-computer wireless "dispatching" in light of the ubiquitous wireless infrastructure present in the City of Minneapolis.
Eliminate the postage budget for the 311 operation.	Small customer satisfaction and awareness gap (no ability to directly send, via US Mail, reports and information on City of Minneapolis services).	Work with the Communications Department staff to continue to provide resident education and awareness of 311 services on behalf of the City.	Assess and respond.

Utilize overtime in the 911 division in lieu of FTE to expand the staffing for those days, times, and/or seasons when demand dictates in '07	If allowed to become a recurring tactic, this measure will lead to burnout, more errors, and reduced retention in the 911 staff.	Use OT funds accumulated from funds that become available as attrition occurs during the year.	Convert OT tactic to additional FTE if the '06 and '07 demands for police dispatch and 911 call answering indicate that the '05/'06 peak in operations will continue.
If approved; seek funding for 5 new FTE to augment the 911 Center staffing. If not approved, determine what staff can be transferred to or augmented by 311 staff.	911 answer time and abandon call rate can approach the goals; 90% of 9-1-1 calls answered in 10 seconds and abandon call rate approaching 7%.	If new funding is not provided, seek to reduce the hours of operation of the 311 Center and/or reduce the availability of the 311Center (from 90% of calls in 20 seconds to 80% in 20 seconds).	Seek to build back the 311 Center availability through more use of self-service tactics. Also, seek to further consolidate the City of Minneapolis call centers into 311 so as to gain efficiencies with a smaller number of additional employees.
Financial strategies related to loss prevention			
Invigorate the "health and safety" subcommittees of the 911 and 311 labor-management committees to improve wellness and reduce accidents.	Assessment from employee surveys and by viewing claims activity/data.	Guide the work of the LMCs to include loss prevention as a salient part of their work.	Assess results and respond.

City of Minneapolis
911/311
Financial Plan (in thousands of dollars)

	2004 Actual	2005 Actual	2006 Budget	2007 Budget	% Chg from 2006 Budget	2008 Forecast	2009 Forecast	2010 Forecast	2011 Forecast
Revenues:									
Charges for Service	51	51	2,650	50		50	50	50	50
Grants	280	415	500	518		518	518	518	518
Revenues to meet the financial forecast:			-	-		-	-	-	-
Total	331	466	3,150	568		568	568	568	568
General Fund Expenditures:									
Salaries/Wages	4,471	4,683	6,004	6,536	8.9%	6,800	6,936	7,076	7,206
Benefits	1,216	1,299	1,867	1,865	-0.1%	2,000	2,040	2,080	2,120
Contractual Services	176	509	1,301	837	-35.7%	900	918	936	954
Operating Costs	305	309	573	331	-42.2%	350	357	365	372
Equipment	6		9	10	n/a				
Total General Fund	6,174	6,800	9,754	9,579	-1.8%	9,810	10,173	10,580	11,029
Expenditure changes to meet the financial forecast: Will manage with 2.0% increase; except for funded expansions to service such as 311 Center weekend (and future 7X24 hour) hours and/or for a "Sensor Center" function.									
Total General Fund	6,174	6,800	9,754	9,579	-1.8%	9,810	10,173	10,580	11,029
Grant Funds									
Contractual Services	156	743	4,284	1,056	-75.4%	118	118	118	118
Operating Costs	8	30	500	518	n/a				
Equipment		206				400	400	400	400
Total grants	164	979	4,784	1,574	-67.1%	518	518	518	518
Expenditure changes to meet the financial forecast: None; \$518 is 911 surcharge revenues, expected to be essentially level in the future.									
Total	6,338	7,779	14,538	11,153	-23.3%	10,328	10,691	11,098	11,547
Difference	(6,007)	(7,313)	(11,388)	(10,585)		(9,760)	(10,123)	(10,530)	(10,979)
General fund coverage									

WHAT HAVE YOU LEARNED ABOUT YOUR BUSINESS AS A RESULT OF PRIOR FINANCE PLANS?

The most salient lesson-learned is the fact that the allocation of funds for 311 Center operations from each department (providing "skin in the game" for each of them) has prompted a healthy scrutiny of the level of effort that 311 provides for each department. In those cases where the allocation seems more than the services returned, the conversation has prompted discussions of how the knowledge base could be expanded/improved and/or how service requests could be produced to transfer some of that department's work to the 311 Agents. For those departments "getting off easy", the prospect of paying more for the services in the future if/when the cost-sharing is reapportioned, has produced some of the same conversations (i.e. "If I feel now that I'm paying lots and I haven't 'saved' effort or FTE in my department, maybe I should do so and thus

also be invested in a better knowledge base and/or more service request automation or web services that the 311 Agents can complete for my department”).

The 911 Center needs additional funding for staffing beyond what the 5-year direction anticipated. At least 3 FTE (three 911 Operators) = \$ 196,875 needed (5 FTE and \$328K would be better). However, in 2007 this shortage will be filled with overtime and only when absolutely needed.

Calls into the 911 Center are on the increase. At the current pace, the total calls for 2006 will be at an all-time high of about 738K calls (the previous high was 732K in '96). Whereas calls to the 7-digit administrative lines are about stagnant (some now are going to 311), callers dialing 911 are increasing at a pace of about 6% annually in the last 3 years (current rate of increase in '06 is 9.7%). Given that each 911 Operator answers, on average, 18.5K calls per year and that the calls have increased from 647K (in '02) to what is projected to be 738K (in '06), the increased workload represents 5 FTE. During that same '02 to '06 timeframe, budget restrictions have forced a decrease of 4.5 FTE, or a net loss in capacity of 9.5 FTE. It is time to build back the 911 Operator staff. For now, given the budget constraints and the recent addition of an Enhanced-911 phone switch (May, 2006) that provides automatic call distribution, the overtime approach will be pursued in lieu of FTE increases.

In the 911 Division, the lesson continues to be that, with a minimum level staffing specified and needed at any given time, the overtime budget soars when training or attrition of any sort (permanent, detailing to other duties, or FMLA) occurs. The overtime budget simply has proven to be inadequate as the permanent staffing levels have decreased at the same time the demand for services has increased. Continued use of overtime to cover the staffing shortages will work only if the volume of activity decreases in '07 and beyond compared to the '05 and '06 levels.

CONTINGENCY PLANS

<p>Scenario A – 25% reduction in revenue from each department to fund the 311 Center operations</p>	<p>The 311 Center would reduce Agent FTE by 5, but retain the current 16-hour per day operating hours. Self-service would be emphasized through the media and by the Agents when they did talk with residents. Service level would suffer considerably; going from 90% of calls answered in 20 seconds to something more like 90% of</p>
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	calls answered in 45 seconds. Additionally, non-personnel spending would decrease by about \$200K, eliminating any possibility of continuous improvement or expansion (all resources would have to focus on status quo/operations).
Scenario C – CDBG Elimination	N/A
Scenario D - Enterprise fund reductions	N/A
Scenario E – Worst Case: 911 funding is reduced by ~15% and the 911 surcharge is concurrently cut in half (back to '04 levels).	<p>The MECC would need to layoff approximately 12 FTE (perhaps 1 manager, 1 office worker, 1 supervisor and 9 Operators or Dispatchers. The operations floor staffing would have to be cut as follows: 1 Dispatcher and 1 Operator position from every shift would be cut (because it takes 4.5 – 5.5 FTE to cover each “seat” on a 7 X 24 X 365 basis). Minimum staffing reduction of 1 Operator and 1 Dispatcher on each shift would mean that 911 answer time would suffer noticeably and/or that Channel 7 operations for the MPD would have to be eliminated. 3 channel dispatch would be the maximum possible and the relief dispatcher would always have to be the standby Fire Dispatcher (what MECC calls FO2).</p> <p>The reduction in surcharge revenues would require that about \$250K per year would have to be found (charged to police and fire users perhaps) to fund the maintenance contract for the new CAD system.</p>
Scenario F – Internal service fund choices	N/A

Workforce Plan

911 / 311

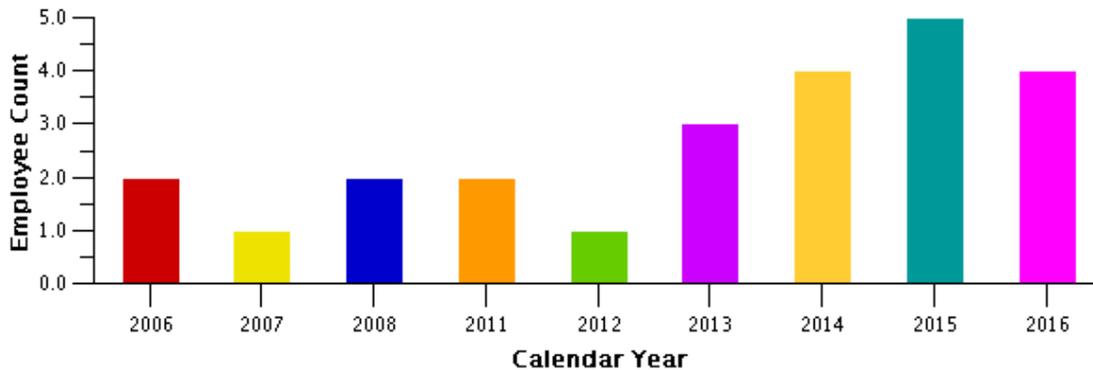
Small, but manageable **gaps** exist between reality and best practices or best case for the workforce in the 911/311 operations.

- a. A gap between current competencies and accelerating technological change, especially wireless communications (911 / 311), new VisiCad system (911), new Frontlink service requests and knowledge base expansion (311) being implemented in 2007. The technology is moving so fast that training is becoming a constant necessity; one that is done at the expense of having people answering the phones or dispatching emergency response units.
- b. A gap between recruiting and hiring processes and maintaining a qualified applicant pool. It is increasingly difficult to find qualified personnel and then to keep them interested in the job long enough to get them through the hiring and background check process.
- c. A gap between changing performance expectations and staff development capacity. In the spirit of continuous improvement, we expect that performance will improve in the call centers and that the quality assurance and performance appraisal processes will show where those improvements should be focused.

A very happy situation exists in a couple areas that many departments struggle with.

- a. A gap in increasing diversity of the community and the current workforce demographics is non-existent in 311 and not a significant problem in 911. The diversity in 311 is a shining example of success; it is often said the 311 staff is comprised of a “majority of minorities”. 911 is also diverse, but not as pronounced as 311. The lack of Spanish speakers in 911 is a gap (that is managed by the use of the Language Line, Inc translators).
- b. A gap between future retirements and succession plans is an issue that needs very little attention during this 5-year timeframe (see potential retirements below.)

of Employees Eligible to Retire in 10 years



The strategies to address the above-listed gaps include:

- a. Implementation of the first phase of a Quality Assurance (QA) Plan, which will be developed and refined over the next three to five years. The QA plan will address the gap between current performance management efforts and continuous improvement. It will also link to training requirements (weaknesses in performance will be addressed with more/better training in those areas that are weak). The 911 Division plans a major technology training initiative in early 2007 in conjunction with the implementation of the new CAD system.
- b. The 911 Center will also be exploring ways to develop a pool of applicants to fill future vacancies. This will help to close the small gap between retirements and a dwindling applicant pool. In the near-term, it will be focused on successfully filling positions that are vacated due to attrition (about 12-14% annually). These efforts will include outreach to educational institutions and law enforcement schools to reach candidates who may be pursuing a law enforcement education and may be unaware of the 911 opportunities.
- c. Addressing the gap between existing performance management efforts and effective employee development, 911 / 311 will focus on conducting regular performance appraisals (95% of employees received appraisals in 2005 as the first part of this objective). Performance appraisals will now include a professional development plan to identify career paths for employees to increase mobility and retention, not only in the 911/311 department, but for other appropriate jobs/fields. The performance measuring will leverage the quality assurance efforts already begun in earnest in 2006.

d. 311 will be investigating the advantages and disadvantages of an employee work-from-home / tele-commute strategy. This strategy will only be needed in what we hope are rare circumstances such as:

- i. Snow emergencies where staff cannot get to the 311 Center;
- ii. Emergencies such as pandemic flu or more short-term acute emergencies during which more personnel will be needed to staff the phones.
- iii. Those occasions where the 911 operations take over the 311 physical space due to loss of capability at City Hall.
- iv. When the physical plant becomes too small for normal operations (the number of staff needed to handle calls, increased by partnerships with external agencies, for example, cannot fit into the space now available at the 311 Center).

Developing a diversity strategy to attract, develop and retain employees who have the talent and competencies needed to meet the department's future goals is done, but will need to be exercised as staff vacancies occur. Before the 311 Center recruiting began, the implementation team agreed to the following diversity statement and set their sights high.

Our commitment to building a 311 Center as rich in Diversity as the City we serve.

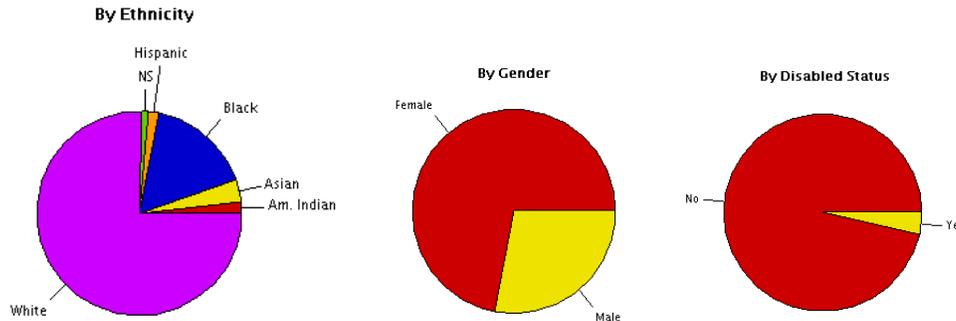
*We aspire to make the City's new 311 Center
an environment as rich in diversity and energy
as the citizens we serve. We want to
fully and effectively utilize the talents,
backgrounds, experiences and perspectives of each employee
to provide the highest level of service possible
to Minneapolis citizens, its visitors
and fellow City employees.*

*We believe a diverse Center –
in terms of race, gender, age, ethnicity, disability,
personality, parental status, religious affiliation,
sexual orientation, background and language –
will enrich our performance
and our ability to respond effectively
to the needs of a diverse population.*

The lofty ideals articulated in this statement have largely been realized in the makeup of the 311 Center staff.

911 / 311

The following charts reflect the diversity make-up of the department.



Having celebrated the success to date, the 911 / 311 department recognizes that it must continue to focus on the process to attract, develop and retain a diverse workforce. To continue to manage this potential gap and to improve the 911 diversity pool to more completely reflect the makeup of the residents they serve, we plan to work with Human Resources to identify potential partnerships with institutions such as schools, community groups, other city departments, and Minneapolis Employment & Training Program (METP) for recruiting applicants.

Another gap exists between the time a desirable candidate is identified, and the time at which a job offer can be made. A lengthy police background investigation is required, and candidates find other employment in the meantime. The 911 / 311 department will continue to examine the hiring and screening process to ensure efficiency and effectiveness.

In addition, all staff will attend Diversity Awareness training, and the supervisors will attend Diversity for Leaders training. This on-going effort builds on the highly successful "Customer Care Academy" that 311 employees went through in the 7 weeks before the 311 Center was opened to the public.

The 2004 employee survey provided valuable information to the department. The 911 Center/MECC (311 didn't participate...wasn't yet formed) employee survey response team identified several themes that included:

- Communication
 - Recommendation: more center-specific information available in roll calls; quarterly reports on current issues; copies of meeting minutes available to staff; uniformity and clarity on information and goals; request staff input; upper management attend roll calls and be more available to middle and dog watches; informal chats and contact with staff; recognize employees with not only written “Good Job” citations but with verbal compliments; reassure staff that supervisors will stand behind employees when complaints are unfounded.
 - Reward: staff and management informed and involved; improved morale

- Accountability
 - Recommendation: Evaluate and maintain minimum standards regardless of the supervisor working. Standards will be set regarding the counting of Channel 7 trained only operators. Overtime schedules will be double checked by another supervisor before being posted.
 - Reward: Equitable overtime scheduling center-wide

- Supervision
 - Recommendation: Supervisors need to be consistent in following rules and guidelines so that employees do not receive confusing or mixed messages. Take action on employee complaints and explain those actions to the complainant (within data practices guidelines). Assure the employee that his or her complaint has been heard.
 - Reward: Employees knowledge of the objectives for the center and each specific shift, along with the tools to meet the objectives. Employees are listened to and informed of outcomes when complaints are made.

- Feedback
 - Recommendation: Supervisors provide regular annual performance appraisals and timely Quality Checks. Give regular constructive feedback via informal conversations and CAD messages.
 - Reward: Employees have a clear understanding of expectations, know what good performance entails and are able to set goals for improvement.

- Training
 - Recommendation: Supervisory review of all Daily Observation Reports (DOR's) as well as the final evaluation (including live monitoring) prior to signing off a new employee. Continued training and professional development of the Communication Training Officer (CTO) Corps aligned to the department mission, vision and values.
 - Reward: Consistency makes everyone's job easier. Training is aligned to specific goals that are understood by all. CTOs function as a cohesive team.

Key strategies to address the challenges include:

- Implementing a department newsletter, edited by employees (done)
- Implementing a labor-management committee (done)
- Continue "message of the week" information bulletin to all staff
- QA Program has been implemented
- Focus on feedback (95% of employees received a performance review in 2005)
- Greater accountability for adhering to staffing minimums
- Develop an internal communications plan for survey items and issues
- Compare 2006 survey results to measure performance
- Implement 311 Labor Management Committee (LMC) Employee Recognition Subcommittee.
 - Comply with the policy framework adopted by the City Council in December of 2001

Workforce Plan Development Template (Step #4)
911 / 311

2007 Business Plan – Updated September 26, 2006

Key Workforce Objective:	Measurement:	Short-Term Actions (< One Year):	Status: To be completed 2007, 2008, 2009, 2010, 2011	Long-Term Actions (1-5 Years):
Performance Management, including professional development plans*ensure that Individual Development Plans (IDP's) are consistent with succession plans	# of employees who are up to date on performance appraisals # of completed Individual Development plans	<ul style="list-style-type: none"> • Ensure that all employees are brought up to date on performance appraisals • As part of the performance appraisal process, identify career paths for employees to increase mobility and retention 	01/01/2007 3 rd Quarter 2007	<ul style="list-style-type: none"> • All employees receive annual performance evaluation • Each employee has an Individual Development plan in place • Mentoring • Explore certification processes

<p>Employee Survey Response</p> <p>The MECC employee survey response team identified several themes and made recommendations to address issues.</p> <p>Themes included:</p> <ul style="list-style-type: none"> ➤ Communication ➤ Accountability ➤ Feedback ➤ Supervision ➤ Training 	<p>Results of 2006 survey compared to 2004 survey</p>	<ul style="list-style-type: none"> ● Evaluate and finalize recommendation from MECC Survey Response Team ● Implemented department newsletter (employee-edited) ● Implemented Labor-Management Committee ● Started "message of the week" information bulletin from upper management to all staff ● Minimum staffing SOP updated and adhered to ● QA program initialized ● 95% of employees received PA's in 2005 ● Analyze findings from 2006 survey and identify additional short and long-term actions ● Conducted 7 Habits Training for supervisory staff 	<p>Completed 4th Quarter 2005</p> <p>Started 3rd Quarter 2006</p> <p>Started 1st Quarter 2006</p> <p>Started 2nd Quarter 2006</p> <p>3rd Quarter 2006</p> <p>4th Quarter 2005</p> <p>2007</p> <p>2nd Quarter 2006</p>	<ul style="list-style-type: none"> ● Develop a communications plan for survey items and issues
<p>Diversity Strategy</p>	<p># of Leadership Team (Supervisors/Managers) completing Diversity for Leaders training</p> <p># of employees who have completed Diversity Basic Education and Awareness Training</p> <p>Department demographics mirror community served</p>	<ul style="list-style-type: none"> ● Diversity Awareness Training required for all 911 / 311 Staff ● Develop a target recruiting strategy aimed at diversity for filling future MECC/311 vacancies 	<p>4 Quarter 2007</p> <p>2 Quarter 2007</p>	<ul style="list-style-type: none"> ● Align organizational structure to accommodate diversity initiatives ● Develop an employee diversity sub-committee of LMC
<p>Key Workforce Issue #1:</p> <p>Quality Assurance Program:</p> <p>Goal: Each employee has QA reviews per month</p> <p>Index goal vs. index actual center-wide</p> <p>Goal: Internal/External Customer Surveys are conducted</p>	<p># of QA's per month per employee</p> <p>Survey statistics (% of return and satisfaction ratings)</p> <p># Complaints received (success would show a decrease from pre-program #)</p> <p>#Training gaps identified</p>	<ul style="list-style-type: none"> ● Implement Phases I and II of the QA ● Identify what these are ● Implement Phase II of the program ● Investigate ongoing 311 customer satisfaction measurement process 	<p>4th Quarter 2006</p> <p>1st Quarter 2007</p> <p>4th Quarter 2006</p>	<ul style="list-style-type: none"> ● Automate the QA process for ease of application and timeliness of delivery ● Integrate QA findings/statistics with department training program

<p>Key Workforce Issue #2:</p> <p>Developing an effective recruiting strategy for diversity and retention</p> <p>Examine the hiring process to ensure efficiency and effectiveness (timeline is currently very long resulting in candidates finding other work before a job offer can be made)</p>	<p>Retention/attrition rates</p> <p>Diversity of workforce</p>	<ul style="list-style-type: none"> • Work with Human Resources to identify potential partnerships with institutions such as schools for applicant pools 	<p>4th Quarter 2006</p>	<ul style="list-style-type: none"> • Develop partnerships with community groups, other city departments, and educational institutions/programs to enhance the applicant pool
<p>Key Workforce Issue #3:</p> <p>Technology Learning: Training employees on the use of new technology and related business processes.</p>	<p># of employees completing training of identified applications</p> <p># of employees demonstrating competency on new systems</p> <p># of employees demonstrating competency on application of new business processes</p>	<ul style="list-style-type: none"> • Train all 911 employees in new CAD & business processes: 03/01/2007 • Develop an evaluation tool to measure technology and process competencies • Train all 311 employees on new Service Requests processes & Knowledge e • Provide 311 employees with Departmental Subject Matter Expert (SME) Training 	<p>1st Quarter 2007</p> <p>Ongoing</p> <p>Ongoing</p>	<ul style="list-style-type: none"> • Explore and plan E-learning opportunities
<p>Key Workforce Issue #4:</p> <p>Succession Planning (related to IDP's) /Mentoring</p> <p>Includes Business continuity & key knowledge back-up</p>	<p># of employees with trained back-up in place</p> <p># of succession plans in place</p>	<ul style="list-style-type: none"> • Identify ways to increase internal capacity of ECC staff to perform in multiple assignments and at higher levels • Identify key positions where back-ups need to be in place • Identify key competencies/tasks for each position in the department 	<p>2nd Quarter 2007</p> <p>4th Quarter 2006</p>	<ul style="list-style-type: none"> • Plans in place

Technology Plan

911 TECHNOLOGY PLAN

MECC (the 911 division) is in the process of replacing the computer aided dispatch (CAD) system. This is a 4.2 million dollar project (plus recurring costs) that has been underway for more than a year. The PMO of BIS has managed the project since the outset. The system will be maintained by a partnership of MECC, BIS, Unisys and the vendor (TriTech).

Future changes are inevitable as the call center and dispatching industries attempt to keep pace with technological changes. The 800 MHz radio system will likely be upgraded during the 5 year span addressed by this plan. MECC is a primary user but the system is owned by the Radio Shop. Depending on technology advances the recently installed 911 telephone system will also potentially be replaced. The CAD system (due to be operational in the 1st quarter of 2007) will be viable for the next 5 years or more because of the complexity of replacing it. Technology infrastructure in the MECC facility will likely have to be increased to effectively deliver increased data (VOIP, streaming video, telematics, etc.).

Consolidation of data collected as a part of the dispatching process into a single repository will expedite the development of reporting tools. Custom reports need to be developed by staff, as they are not available from the application vendor to meet the needs MECC and its various customers (Police, Fire, City Attorney, etc.) have shown. Customer departments clearly need access to data stored in MECC. When reports are created, those customers could directly access the MECC databases to get necessary information and statistics without requiring MECC assistance.

As important as the hardware and software is to this technology plan, 911 employees need to maintain their skills for utilizing Windows applications and learn and retain the specifics of each application. This is where the technology and workplace plans have their closest nexus.

A key to proper utilization of the new CAD system is accurate GIS information. GIS updates must be made in a timely manner to ensure accurate dispatch of emergency personnel.

Although no major technological equipment acquisitions are planned, the CAD servers may have to be replaced during this 5 years time period. As stated earlier, depending on technological advancements the phone system may also need to be replaced.

(Technology Action Plan Table follows on the next page)

TECHNOLOGY ACTION PLAN TABLE (911)

Business Technology Need	Desired outcome/result	When	One-time costs	Ongoing Costs	Source of Funding
CAD servers will need refreshing about 5 years from start	CAD will continue to enjoy high reliability from fail-safe servers.	2011	~\$300K	\$90K annually	\$90K annually will be put away for recapitalization starting in '07.
New 911 Phone System	Ability to process VOIP calls more effectively	2010 (?)	\$1.5 million	\$100,000.00	Grant/911 surcharge
Sensor Center	Monitor electronic devices (shotspotter, Bait vehicles, cameras, etc)	2009	Unknown (Part of EOC construction project)	Unknown; in planning stages only	Grant

311 TECHNOLOGY PLAN

The 311 technology plan takes into account the changes in requirements that customers contacting 311 will have over the next 5 years. These changes represent an evolution in how and when 311 customers will want to conduct business with Minneapolis 311 and the City of Minneapolis.

Over the next 5 years, 311 will continue to evolve as the primary number to call for non-emergency services and information. Necessarily, 311 will need to continue to fully represent the enterprise of the City of Minneapolis as a whole.

To accomplish this, the following actions are anticipated:

- *Frontlink integration with the SWIS application in order to enable 311 agents to enter basic service requests for Solid Waste and Recycling.*
- *The opportunity exists for 311 to cost effectively expand customer self service capabilities by utilizing current state of the art Voice Recognition Automated Attendant and Interactive Voice Response (IVR) technologies. Such technologies could be used as an adjunct to the “high touch” approach to customer service currently deployed at 311 and provide additional call answering capabilities without having to add to the current 311 staffing model.*
- *Frontlink Business Process Modeling (BPM) and Computer Telephony Integration (CTI) modules are needed to improve functionality, efficiency and meet 311 growth. These modules will serve to provide the additional analytics, service request configuration and tracking needed to support further enterprise wide performance measurement.*

- *A new version upgrade (Version 7.0) to the Lagan Frontlink Customer Relationship Management (CRM) application will become available in 2007. This new version will provide even more functionality and flexibility.*
- *Virtual 311 Agent (work from home) - 311 plans to acquire equipment, networks and services required to support the 311 Virtual Agent initiatives. This equipment may include workstations, modems, desks, printers, phone devices etc.. Virtual agent capability could provide a cost effective method for meeting the demands of a fluctuating work load while also providing support for the City's emergency preparedness and disaster recovery plans.*
- *Customer use of web enabled technology (text messaging and multiple e-mail "conversations" handled simultaneously by Agents)) will grow significantly thus creating a customer demand for access to 311 through a web chat environment. 311 channels will need to be adapted to accommodate this requirement.*
- *All aspects of 311 reporting will be addressed over the next 5 years. This includes analysis for scheduling and forecasting within the 311 center. Additionally, Frontlink CRM data base analysis will help determine trends and patterns so as to become proactive in addressing issues and concerns to the public.*
- *Employees across the enterprise will need training on new Frontlink capabilities. This will include end user training along with application support staff training.*

(Technology Action Plan Table follows on the next page)

Technology Action Plan Table – 311

Business Technology Need	Desired outcome/result	When	One-time costs	Ongoing Costs	Source of Funding
Frontlink Interface with SWIS	Provide ability for the 311 agent to enter service requests for solid waste and recycling services.	2007	\$50,000	\$5,000	311 budget and SW&R budget
Auto Attendant IVR	Provide voice recognition auto attendant capability for people wanting to contact City personnel.	2007	\$120,000	\$12,000	Operating budget savings and CLIC.
Frontlink Business Process Management (BPM)	Ability to provide complicated work flow and service request configuration.	2007	\$130,000	\$13,000	Operating budget savings and CLIC.
Frontlink Computer Telephony Integration (CTI)	Ability to provide Frontlink and Pro Center integration for multi media contacts (call and email) to support screen pop, outbound preview dialing etc..	2008	\$40,000	\$4,000	Operating budget savings and CLIC.
Upgrade Frontlink Application to v 7.0	Provides automated load testing tools, audit, consent based security and eligibility screening engine. Addresses all scalability issues and object data model extensions.	2008	\$100,000	\$0	Operating budget and CLIC.
Virtual 311 Agent	Ability to provide 311 agent work from home capabilities to augment staffing and meet growth.	2008	\$75,000	\$7,500	Operating budget savings and CLIC.
311 Web Chat	Ability to provide web chat environment to meet customer demands.	2009	\$100,000	\$10,000	Operating budget savings and CLIC.

Equipment and Space Plan

911/311				
Strategic Space and Facilities Plan				

Planned Changes and Improvements to Existing Spaces 2007 - 2011				
Division	Current Location	Planned Location	Planned Action 2007-2011	Planned Action 2012-2017
911 MECC	City Hall Basement	Same	Note 1	
911 MECC	City Hall Sub Basement	Same	Note 3	
311 One Call	3rd Precinct 3rd Floor		Note 2	
911 MECC	City Hall Sub Basement and Basement	Same	Note 4	
911 MECC	City Hall Room B61	Same	Note 5	

General Notes:
1) Potential 3rd Pcnt. Second floor expansion, incoming Call Center - EM response, Potential
2) Convert current equipment room to office space for supervisors, when space becomes available within the room due to removal of equipment.
3) Remove PDU in sub basement and replacewith electricity breaker board and replace PDU in
4) Add 3 ton cooling system for redundancy as part of CAD project

Allocation and Cost of Current Space 2007		
Location	Allocation	2007 Costs
3rd Precinct	5,034 SqFt	\$ 75,510
City Hall Sub Basement	5,190 SqFt	\$ -
City Hall Basement	8,589 SqFt	\$ -

Exception Plan for Assets (Non-Fleet, Non-Technology)
1) -----
2) -----
3) -----

Ergonomics/Furniture Changes
1) As needed
2) -----
3) -----

Other
1) -----
2) -----
3) -----

Measures, Data and Targets

Measure Name	2003 Data	2004 Data	2005 Data	2006 Data (thru May)	2007 Target	2011 Target
911 answer time (sec)	6.09	6.51	6.4	6.36	5.5	5.5
911 Pending time *	2min 19 sec	2m 17 sec	2m 51 sec	2m 58 sec	2 min	1 min
911 Citizen satisfaction	91%	89%	93%	N/A	95%	98%
911 complaints (total/% sustained)	106/65%	115/64%	88/56%	24/37%	50/33%	25/15%
Abandon calls; 911/311 %	10%/NA	10.5%/NA	11%/NA	12%/3%	10%/3%	7%/3%
311 answer time (sec)	N/A	N/A	N/A	9 sec	9 sec	9 sec
311 calls answered (<20 sec)	N/A	N/A	N/A	93.6%	90%	90%
311 first-call resolution	N/A	N/A	N/A	67%	85%	90%
Citizen satisfaction	75%	N/A	75%	N/A	95%	98%
Cost per contact for 911/311	N/A	\$9.25/NA	\$9.99/NA	\$10.40/\$8.91	\$10/\$7	\$10/\$5

*PENDING TIME = ELAPSED TIME FROM CAD ENTRY TO DISPATCH (FOR HIGH PRIORITY CALLS ONLY)

Appendix A: Staff Direction Q&A

Staff Directions (from the 911/311 5-year plan briefing to W&M; November 2006):

- 1. What would it take from a funding standpoint to get us to the 2011 goals for answer time and abandoned calls for 911; and why we would want to do better than the national benchmarks on those performance measures?**

First, for reference, recall that the “national benchmark” is 90% of calls to 9-1-1 should be answered in 10 seconds or less. See the reiteration of the goals as laid out in the 5-year plan and the PPT that was presented to the W&M committee:

GOAL TOPIC	2007 GOAL	2011 GOAL
911 call answer time		
5-year plan	5.5 seconds	5.5 seconds
PPT to W&M	90% in < 10 seconds	95% in < 10 seconds
911 call abandonment rate		
5-year plan	10 %	3%
PPT to W&M	<10%	<7%
FTE needed to attain	5	9-10

The two presentations were somewhat inconsistent. The yellow-highlighted items are those that will persist in the 5-year plan and are recommended for approval.

Regarding what it would take fiscally to attain these standards:

- Preliminary staffing estimates require adding staff to equal ~5 FTE, based on Erlang-C call center staffing formulae and relief factor calculations recently re-calculated. The cost of these additional 5 FTE would be ~\$325K.
- While 90% of calls answered in ten seconds or less is a good benchmark, any call that rings well beyond that carries a risk of abandonment, as well as the risk of injury or property damage. As the largest PSAP in the region (only Chicago is larger) we would be setting an example for the industry and reinforcing our commitment to excellence. Without raising the 90% goal (average) to 95%, close scrutiny of staffing levels must be maintained so that the historically busier times will not be prone to undue delay. Beefing up summer, weekend, evening staffing will help this effort and will be done to the extent possible.
- A goal of answering 95% of 9-1-1 calls in 10 seconds or less would require the additional staff mentioned in the first bullet (efficiency is

tapped out) PLUS another 4-5 FTE. Raising the goal that high would ensure that busy shifts (such as the evenings, especially in the summer and Thursday – Saturdays) have staffing that will allow for a better chance to meet the 90% goal. In other words, to meet or approach the goal (90%) when shifts get unpredictably busy, the staffing needs to be sufficient for exceeding the goal on average (95%). If we simply rebalance the staffing to put more people onto the busier shifts, the “critical mass” or minimum number of staff we need to keep the lights on might not be met during the slower shifts/times that we shift the staff away from. 911 is at bare minimums for the slower shifts and below the staffing needed for the busier shifts (for the 90% goal or the 95% goal).

- 4% abandon rate is the “rule of thumb” goal for private sector call centers. As a rule, abandonment rate for 9-1-1 calls is higher because:
 - Some wireless phones still have a “1” or “9” digit that automatically dials 9-1-1 if pressed (on purpose or by mistake) for more than a second, and;
 - Misdials of a 3-digit number (especially one that starts with the “9” that is the precursor for an international and many PBX outbound calls) add to the abandonment rate for 9-1-1.
- However, a 10% abandonment rate is too high and somewhat a result of the slow answer times during busy shifts. This slow answer time (remedied by the staffing increase suggested previously) keeps the abandon rate high and in fact exacerbates things (the abandoned calls require a somewhat-manual redialing by the 9-1-1 Operators which puts them further behind trying to answer the incoming queue). We believe that a faster answer time, coupled with advances in the wireless phones and the PBX phone systems will combine to bring the abandon rate into the single digits.

2. To what extent would weekend hours and overnight hours in 311 increase customer satisfaction?

- 311 being open 11 PM to 7 AM would provide minimal increase in external customer satisfaction. 311 being open over night would be more of a service to specific internal customers than it would be to external customers.
- 311 being open on weekends would have a much greater impact on customer satisfaction. Through initial analysis being open 8 AM – 6 PM Saturday and 10 AM – 4 PM Sunday would provide the greatest benefit. 311 conducted an unannounced pilot in July, 2006 and was open 2 Saturdays with a profound positive response from the callers. During both of those trials, several hundred calls were answered. Other data that has been collected since then indicates that citizens continue to try to reach 3-1-1 hundreds of times during the weekends.

3. Advise if all city functions and services will be incorporated into 311 as part of the long term business plan, and if not, which services and functions would not be incorporated.

- It is envisioned that 911 and 311 will be the only numbers that people in Minneapolis will need to know in order to receive city services and information.
- The largest concentration of calls that haven't already been diverted to the 311 Center are calls going to the Utility Billing and Solid Waste and Recycling call centers. There is diverging opinions among the staff supporting the various call centers on if/how to incorporate themselves into the 311 Center. The recommended approach (911/311 opinion) is to have all calls go initially to 3-1-1 where the 311 Center staff can/will triage the calls. "Tier 1" calls, which are those that can be answered easily with the "knowledge base" or those that can be the subject of a service request that can be fulfilled by the experts in the resolving departments (Finance and Public Works in these examples), will be sent forward by 311 staff to the correct back office operation. The advantages include the power of consolidation (a large call center can answered more calls less expensively...for a variety of reasons) and the fact that the 311 Center is already open for business many more hours than the U/B and SW&R call centers. Staff is pursuing this direction with a fair amount of institutional resistance. A slight variation to this solution is to continue to rely on the Utility Billing interactive voice response (IVR) system that culls out about 30% of the Utility Billing calls (because it can 'automatically' answer the callers' questions/issues). The next step, after the initial IVR opportunity, would be a "live answer" for a call going to 311 for routine questions/requests and routing to the Utility Billing call center for questions/requests that are clearly "Tier 2". The goal in all cases would continue to be a balance between efficiency and a favorable customer experience (with the nod going to the customer experience).

4. Address the impact on the business plan relating to the request for staffing the emergency operation center and the long term plan for emergency preparedness.

This is a longer term issue that would need to be addressed in the 2008 (if the RNC expedites the project) or 2009 budget. It needs to be reiterated that this function/staffing is in addition to that for the current 911/311 staff; the need for the Sensor Center (now being referred to as the "Strategic Information Center" by BIS) staffing is new and different from the 911 Center function/staff. It would not supplant the roles of the 911 Center.

- Staff would have to be increased in order to monitor the devices planned at the new EOC. To have 7x24 coverage, the staff would have to be increased by a minimum of 9 or 10 monitor/dispatcher (or perhaps a new/different classification of line) personnel and 4 or 5 supervisors (this is a premature estimate; more analysis needs to be done to lock in the numbers...please view this as an “order of magnitude” consideration).
 - a. Another option being considered (primarily by BIS) is staffing via their department, focusing on the technologist needs for operating the hardware and software.
 - b. The 911/311 view at this point in time is to recommend that BIS provide just technological support (perhaps just a handful or less FTE) to assist the monitor/dispatcher personnel in their duties by keeping the equipment operational. The primary function of the SIC/Sensor Center is to monitor sensors such as cameras (with the help of monitoring software) and then make operational decisions on who to contact and/or dispatch for response. Arguably, this role is akin to what the 911 Center personnel do now.
- 311 will also play a significant role in the long term plan for emergency preparedness. Such scenarios have already been played out in cities like Hampton, VA and Miami, FL where major weather related emergencies proved the value of 311 as part of emergency preparedness. This role is to be available for the onslaught of calls related to the emergency that are not life and death issues that the 911 Center needs to be available for.

5. Looking at expanding the partnerships with other cities and potential counties; what are the parameters and what efforts will be taken to promote and encourage them?

The recent City Council study session as well as an internal staff strategic advisory group are both seeming to encourage 311 staff to concentrate their efforts on first ensuring that we have done all that is needed to be done for the city’s 17 departments, then (concurrently, to the extent that planning resources allow) include the independent Boards, before moving to expand beyond our city limits. Having said that, there may be a need/desire to work regionally on a 311 availability for the Republican National Convention. The RNC may not have been considered by the Council and the internal strategic advisory committee during the conversations referred to above.

- Minneapolis 311’s core competency is related to municipal- related information and services. It would be logical that any partnerships with other cities and counties follow this model. Costing for such 311 services would be for the benefit of cost relief to Minneapolis citizens.

- For 911, virtual partnering and interoperability can be extended beyond that already afforded by the 800 MHz radio system to include the exchange of information via the computer aided dispatch (CAD) systems. CAD to CAD interfaces have already been discussed with the surrounding communities. If there is grant money for the ‘spoke and hub’ concept, Minneapolis would be in the center of all CAD activity in the Metro and would be the conduit for inter-CAD communications between those surrounding cities. Conversations with and interest from the following agencies has been accomplished:
 - a. HCSO
 - b. Ramsey/St. Paul 911
 - c. State Patrol 911
 - d. LOGIS (provides CAD for many of the surrounding 911 centers)

6. Address potential efficiencies in 311; and what are some efficiencies that we could gain in terms of lightening the burdens of city staff and departments.

- Potential efficiencies in 311 processes will occur at both the front office and the back office.
 - a. Front office efficiencies will continue to be gained in the 311 contact center as improvements in knowledge base and service request offerings improve overall first call resolution. Additionally, as the knowledge base improves, web sites will necessarily be improved allowing customers to better self serve and find the answers to their questions. Further, the self service capability via the internet for service requests will continue to grow, enabling more and more customers to enter their own service requests that can go directly to the back office for resolution.
 - b. Back office efficiencies will continue to spawn as access to meaningful data is made available. This information will provide the basis for measures and comparisons with process re-engineering and improvements being the outcome.
- In the future, perhaps soon, voice-activated self-service will be explored and could allow more “growth from within” (handle more contacts with the same FTE). Cost-benefit analyses has and will be done on these systems to ensure that the technology investment is less expensive than adding staff to absorb the increase in contacts that will be coming to the 311 Center.

7. Address 311 assisting 911; and the cross-training issues.

- Generally, the business processes and systems related to 911 are entirely different than those related to 311. Frankly, cross-training

opportunities for 311 are more aligned with business processes in other departments than they are with 911.

- Opportunities for 311 assisting 911 may be found in certain contingency situations where minimally cross-trained 311 staff could do initial screening of incoming calls, sending emergency calls directly to 911 for handling while placing non-emergency calls (that they can't handle themselves) on hold for the experienced public safety 911 operators to handle. In addition, 311 staff could potentially assist 911 by processing requests for utility services (XCEL Energy) and city services (Public Works, Forestry) in severe weather or disaster situations.
- Some other "administrative" duties of 911 could be considered for 311 handling. These functions include the logging of off-duty police onto the CAD system when they begin an off-duty assignment, entries into the NCIC computer system for missing juveniles, and accomplishing driver's license and warrant checks for PD personnel. In each of these cases, access to and training on systems not currently used by 311 staff would be required.
- 911 staffing needs supercede those of 311; it might lead to reapportioning of staff if/when 911 remains less than fully able to meet performance objectives (such as answer time). This situation could occur on a short-term basis (e.g. RNC or due to a disaster) or it might become (or continue to be) a chronic situation due to unusually high day-to-day call volume due to high crime or some other situation that increases contacts with the 911 call center.

8. Provide a more comprehensive plan on technology needs.

- Except for normal system version upgrades, following the implementation of the new CAD system, most significant technology issues will have been addressed for the 911 Center. However, there will be emerging technology needs driven by customers demanding additional options for accessing 911 and 311 services and information.
- Alternative communications methods will have to be addressed in the near future. The current population relies on text messaging to a great degree. It will not be long before the demand for 911 and 311 to respond to these text messages will be made. This applies to other communication methods, such as video-relay services taking the place of TTY/TDD capabilities for the deaf or hard of hearing.
- Similarly, the 911 industry is moving steadily toward a "next generation" of telephone system access that will utilize and leverage the use of internet protocol. The advantages of this next generation include better handling of data and video alongside voice communications as well as a virtual linking of call centers (this will add to the interoperability already mentioned – 800 MHz radio and CAD-to-CAD sharing). NG9-1-1 will replace the current telephone hardware

and software that is in place at MECC. An estimate for implementation is difficult to be accurate about, but it appears this system may begin to be common by the end of this decade.

- 911/311 is 'at the table' with BIS, PD, and FD and is assisting with the construction of a public safety technology roadmap.
- Similarly, 911/311 is participating in planning for the new EOC and the potential for an adjacent "Sensor Center" (or strategic information center) that will involve considerable new technology and/or the centralization of existing technology and monitoring methods (in this latter category is ShotSpotter, bait vehicle monitoring, camera monitoring, and bank robber tracking).

Appendix B – Tactics

Tactics and Department Initiatives (November 6, 2006)

Department Goal	Objective	Tactics
Improve effectiveness & efficiency of 911 business processes	Maintain or exceed national benchmarks and standards	1. Fully utilize the automatic call distribution (ACD) features of the new E-911 phone system purchased in May 2006. ACD should speed answer time.
		2. Utilize the reports module of the new E-911 phone system to show individual, shift, and Center-wide performance measures; task Supervisors with continuously improving the individuals' measures for answer time.
		3. Utilize the quality assurance features of the Higher Ground recording system purchased in late '05.
		4. Continue to measure "pending time" (the time it takes to get a responding squad dispatched); ensure that Dispatchers are individually doing everything they can to speed this measure.
		5. Continue staffing (even if OT is necessary) for 4-channel dispatch on Wed – Sat from May through September. This will give each Dispatcher the ability to better coordinate their respective squads, keep the radio saturation down near the nationally-recognized benchmark of 30% and thus tend to improve "pending time".
	Explore consolidation and joint acquisition of HW/SW with others;	1. Fully analyze a merger or partnership with Hennepin County Sheriff's Dispatch operations (both co-location and remote

	balance budget with public safety benefits to find optimal approach.	operations with combined management).
		2. Fully analyze joint procurement of salient hardware and software with other relevant organizations, including analysis of joining the Metropolitan Emergency Services Board (MESB) next generation 911 network and regional data center initiative
	Improve resident satisfaction	1. Measure overall response time (from when the phone call is answered until the response units arrive)...doable when the new CAD goes operational in March '07.
Department Goal	Objective	Tactics
	Improve resident satisfaction (continued)	2. Focus on customer expectation management, providing the 311 alternative for non-emergency issues (rather than no action as in the past), and providing the Operators with more training on engaging in "verbal judo".
	Ensure high priority calls are rapidly assigned to emergency responders	1. Focus pending and response time data/discussions on Priority 0 and Priority 1 calls.
Semper Paratus (always ready) for 911	Ensure critical systems are reliable (and/or backed up)	1. Measure the success of the new and highly reliable systems (800 MHz radio, E-911 phones, and CAD).
		2. Ensure that back-up systems are working through implementation and testing. Radio and E-911 now have back-ups for business continuity. CAD will have multiple back-ups upon implementation in March of '07.
Ensure a highly qualified, trained and diverse workforce in 911 and 311.	Attract and retain a highly qualified, diverse workforce	1. Continue to work with Human Resources to ensure that notices of job openings go to community groups representing the diverse communities comprising Minneapolis.
	Ensure a highly qualified staff	1. Continuously improve the excellent entry level training in 911.
		2. Ensure the "customer care academy" training is replicated for new 311 employees.
		3. Focus on refresher training for veteran 911 and 311 employees using roll calls (911), team meetings (311), subject matter expert (SME) training sessions (311), and on-line opportunities (911 & 311).
	Maintain a positive departmental culture	1. Focus on the values statement that dictates a balance between competency and compassion. Ensure through communications, inclusion, and some

		outside activities that the work group is socially and professionally including each other (from all levels in the hierarchy to each other).
Optimize efficiency & effectiveness of processes for 311	Consistently accommodate citizens' needs for government information and service initiation	1. Work with departmental liaisons and Subject Matter Experts (SMEs) to ensure that the knowledge base optimally answers the questions that should be handled in the 311 Center.
		2. Work with departmental liaisons and SMEs to ensure that service request scripts and processes are providing one-stop work order initiation.
	Consistently accommodate citizens' needs for government information and service initiation (continued)	3. Review, with the departmental resolvers, the processes that seem to be troublesome or somehow inefficient or unsatisfactory from the customers' perspectives.
		4. Strive through tactics 1 and 2 to provide "first call resolution" (no transfer or referral to the resolving departments) in 85% of the cases.
Expand 311 Center services	Offer services to external partners and 16 city departments who are not fully accommodated	1. Meet with and explore both knowledge base and service request initiation for external Boards, jurisdictions, and other organizations. Seek cost coverage for service requests. Focus first on those organizations that the typical Minneapolis resident might think would be provided by the City of Minneapolis government (parks, libraries, etc).
	Expand through self-service offerings	1. Expand the self-service work-order initiation (via the web) to more and more of the common service requests, especially those that are "simple" for the resident to self-initiate.
		2. Utilize interactive voice response (IVR) capabilities, especially after-hours and when the Agents are busy...to offer and remind self-service options to callers.
		3. Work with the Communications Department to advertise the availability of the self-service options.
		4. Explore (in '06 and early '07) the 'web chat' possibilities for conducting "parallel processing" by Agents.
	Fully incorporate independent Boards (MPHA, Parks, Schools, Library)	2. If offer of services is rebuffed, seek approval via the Board's themselves.