



FY 2014 PERFORMANCE PLAN Office of Unified Communications

MISSION

The mission of the Office of Unified Communications (OUC) is to provide a fast, professional, and cost-effective response to 911 calls for public safety and 311 calls for city services in the District of Columbia. The OUC also provides centralized, District-wide coordination and management of public safety voice radio technology and other public safety wireless and data communication systems and resources.

SUMMARY OF SERVICES

The 911 Operations Division develops and enforces policy directives and standards regarding public safety communications. The 311 Operations Division processes city service requests and handles telephone reporting of specific crimes. The Technology Operations Division operates and maintains public safety voice radio technology and oversees all land and mobile radio systems tied to the response network. The Transcriptions Division provides audio transcribing for the District of Columbia Metropolitan Police Department (DCMPD), the District of Columbia Fire and Emergency Services (DCFEMS) and the 311 Operations Division. Agency Management administers programs supporting the call center and public safety communications. In addition, Agency Management oversees the employee performance management system, new employee training and in-service training for OUC personnel.

PERFORMANCE PLAN DIVISIONS

- Emergency (911) Operations Division
- Non-Emergency (311) Operations Division
- Technology Operations Division
- Transcription and Quality Division
- Agency Management¹

AGENCY WORKLOAD MEASURES

Measure	FY 2011 Actual	FY 2012 Actual	FY 2013 YTD ²
Total number of inbound 911 calls	1,431,952	1,428,429	1,014,290
Total number of inbound 311 calls	1,854,201	2,070,106	1,453,545
Total number of service requests entered into the customer relationship management system by 311 call takers	355,530	317,332	135,257

¹ The (1000) Agency Management division includes (100F) Agency Financial Operations.

² Data is accurate as of the 3rd quarter of 2013.



Emergency (911) Operations Division

SUMMARY OF SERVICES

The 911 Operations Division receives and processes 911 calls accurately and efficiently. Police and fire incidents are created through Computer Aided Dispatch (CAD) and transferred to DCFEMS and/or DCMPD, as well as additional agencies in the National Capitol Region (NCR), by voice transmission and computer to computer aided dispatch. Emergency Operations personnel receive ongoing training and updates through the agency's Training Unit.

OBJECTIVE 1: Provide efficient, professional and cost effective responses to 911 calls.

INITIATIVE 1.1: Realign resources to better manage abandoned call volume.

The agency receives approximately 1.4 million 911 calls annually. On average, less than 2% of all calls are abandoned, which typically means that the caller disconnects the call before it is handled by an agent. Anecdotal evidence suggests that the agency experiences a spike in abandoned calls around incidents witnessed by multiple individuals, such as traffic accidents or large fires. At other times it can be difficult to pinpoint the cause of abandoned call spikes. To ensure that the agency is most responsive to all 911 calls, the agency is seeking to formalize its abandoned call management process.

In particular, the agency will explore the use of call scheduling software, which features automated call back technology, to implement a process that ensures that abandoned calls are handled in more consistent and formalized manner.

Completion Date: January, 2014.

INITIATIVE 1.2: Analyze performance data and trends to review efficacy of operations shift model adjustment.

Beginning in FY12 through FY13, the agency embarked on the following activities to make the most appropriate adjustment to the shift model, from the 10 hour shift to the 12.5 hour shift:

- Used empirical data to ensure that staffing levels meet predicted increases in the demand for 911 services;
- Utilized Call Management Systems (CMS) software to track call availability data to analyze overall responsiveness to 911 calls; and
- Utilized workforce management reports to identify resource needs and the best staffing and shift model for peak performance.

In June 2013, the agency implemented the new shift model. Throughout FY13 and in FY14, the agency plans to perform a comprehensive review of the new model to evaluate its success and to determine whether other adjustments are necessary.

Completion Date: June, 2014.



INITIATIVE 1.3: Market the availability of Smart911 in the District to support efforts to provide enhanced and more efficient dispatching (One City Action Plan 3.1.6).

In FY12, the OUC officially launched the Smart911 initiative. With Smart911, citizens can create a free safety profile for their household providing critical, lifesaving data to 9-1-1 in the event of an emergency call. First responders will have access to vital information like floor plans, medical conditions and more before they arrive at a scene.

In FY14, the OUC plans to continue its collaboration with the Office of the Chief Technology Officer (OCTO), using the Digital Inclusion Mobile Tech Lab, “Connect DC,” to pursue community outreach efforts at various citywide events. The agency will also seek to partner with DCPL, DCPS, Gallaudet University, the Office of Aging, and Children’s National Medical Center as other avenues to market the tool.

Completion Date: January, 2015.

KEY PERFORMANCE INDICATORS – 911 Operations Division

Measures	FY 2012 Actual	FY2013 Target	FY 2013 YTD ³	FY 2014 Projections	FY 2015 Projections	FY 2016 Projections
Percent of 911 calls answered within 5 seconds	96.11%	97%	91.69%	97%	97%	97%
Percent of 911 calls (wire line and wireless) abandoned	2.83%	2.5%	2.7%	2.5%	2.5%	2.5%
Percent of current call takers trained and active as Universal Call Takers	91.46%	100%	91.46%	100%	100%	100%
Percent of current call takers that are conversationally bi-lingual	85.37%	20%	85.37%	20%	20%	20%
Percent of day’s minimum staffing levels met.	100%	100%	100%	100%	100%	100%
Percent of calls in which call to queue is 90 seconds or less	51.49%	80%	54%	80%	80%	80%

³ Data is accurate as of the 3rd quarter of 2013.



Non-Emergency (311) Operations Division

SUMMARY OF SERVICES

The 311 Operations Division is the access point for residents and visitors requiring DC government services and/or information.

OBJECTIVE 1: Provide efficient, professional and cost effective responses to 311 calls.

INITIATIVE 1.1: Increase call center services by integrating other District Government program call volume into the 311 portfolio.

In FY14, the agency will continue to work with other government agencies to support better call volume management and service request submission automation. The agency will also develop a customer service call driver tool. This tool will be populated with historical data to develop a formula that clearly articulates the financial support needed to broaden the division’s portfolio. This formula will be used to appropriately assess the cost of integrating individual agency program call volume.

Completion Date: January, 2014.

INITIATIVE 1.2: Upgrade 311 service request application.

The agency will upgrade application with the most robust and highest integrated service request management technology available. In addition, though the enhancement, the OUC anticipates providing customers with a more interactive platform and easier access to service request status updates. **Completion Date: December, 2013**

INITIATIVE 1.3: Interactive Voice Response System (IVR) Enhancement.

To make call handling more efficient, the 311 Operations Division implemented an Interactive Voice Response (IVR) system which enables 311 to continuously improve its customer service and lower costs, as some caller queries can be resolved less expensively than with a live operator.

In FY13, the 311 Operation will expand its use of the Interactive Voice Response System (IVR) to automate additional city service business processes. In addition, DMV ACD messages will be further streamlined to provide improved instructions for frequently asked questions. **Completion Date: January, 2014**

KEY PERFORMANCE INDICATORS – 311 Operations Division

Measures	FY 2012 Actual	FY 2012 Target	FY 2013 YTD ⁴	FY 2014 Projection	FY 2015 Projection	FY 2016 Projection
Percent of calls abandoned for 311	8.5%	8%	4%	8%	8%	8%
Percent of 311 calls answered within 90 seconds	77%	75%	82%	75%	77%	80%
Percent of calls handled in 4 minutes or less	N/A	N/A	94%	95%	95%	97%

⁴ Data is accurate as of the 3rd quarter of 2013.



Technology Operations Division

SUMMARY OF SERVICES

The Technology Division of the OUC provides centralized, District-wide coordination and management of public safety and other city services communications technology, including voice radio, 911/311 telephony, computer aided dispatch systems (CAD), citizen interaction relationship management (CIRM) systems, mobile data computing systems (MDC) and other technologies, including wireless and data communication systems and resources.

OBJECTIVE 1: Provide State-Of-The-Art Emergency and Non-Emergency Communications Technology.

INITIATIVE 1.1: Phase 3 of the upgrade to the District's radio system.

Under this initiative the OUC will continue the multi-year upgrade of current radio technologies to the Project 25 (P25) standard. This final phase of the initiative will upgrade all DCFEMS radios and upgrade the 800 MHz radio system infrastructure. This initiative will significantly enhance the District's ability to maintain robust radio interoperability both among District agencies, as well as with regional partners and enhance system redundancy. **Completion Date: March, 2014.**

INITIATIVE 1.2: Enhance the District's mobile data computing capabilities.

In FY14, the Technology Division will replace all MDC equipment for all MPD and FEMS users. Also, in conjunction with plans to continue the installation and upgrade of these units the agency will also implement Mobile VPN, Mobile routers, and Radio Over IP in first responder vehicles as well. This initiative will enhance mobile computing capabilities by allowing field users to have persistent wireless connectivity, single sign-on, robust data security, multiple wireless access capability, and the ability to securely connect multiple wireless devices. **Completion Date: September, 2014.**

INITIATIVE 1.3: Upgrade 911/311 Telephony Workstations.

Under this initiative the OUC will upgrade all 911/311 Telephony Workstations to run on Windows 7 and the latest version of the Computer Telephony Integration (CTI) application. This technology refresh will allow Agents to switch to a more robust sound module that will not be susceptible to server failovers or power fluctuations. This upgrade will also position the District to start building the foundation for NG911 future deployment. **Completion Date: September, 2014.**

INITIATIVE 1.4: Upgrade the agency's computer aided dispatching system.

The agency will upgrade its Computer Aided Dispatch (CAD) application to the latest available version compatible with Windows 7. This will improve response time, fostering better reporting and information sharing, and bettering inter-agency communications. **Completion Date: December, 2014.**



INITIATIVE 1.5: Upgrade environmental equipment at radio tower sites.

The agency will upgrade environmental equipment, which includes both HVAC systems and uninterrupted power source (UPS) devices at all radio sites. The equipment is at least 10 years old and should be replaced to ensure optimal efficiency of radio equipment at the sites. Although started in FY14, this will be a multi-year effort that will extend into FY15. **Completion Date: September, 2014.**

KEY PERFORMANCE INDICATORS – *Technology Operations Division*

Measures	FY 2012 Actual	FY 2012 Target	FY 2013 YTD⁵	FY 2014 Projection	FY 2015 Projection	FY 2016 Projection
Percent of time radio system is available	99%	99%	99%	99%	99%	99%
Percent of time 911/311 telephony system is available	99%	99%	99%	99%	99%	99%
Percent of time Computer Aided Dispatch (CAD) system is available	99%	99%	99%	99%	99%	99%
Percent of time OUC responds to Mobile Data Terminal repairs within 24hrs	99%	99%	99%	99%	99%	99%

⁵ Data is accurate as of the 3rd quarter of 2013.



Transcription Division

SUMMARY OF SERVICES

The Transcription Section provides audio transcriptions of conversations between field providers, call takers, dispatchers, and callers requesting services of DCMPD, DCFEMS and other public safety and governmental organizations.

OBJECTIVE 1: Provide consistent support to our Federal and District partners to ensure quality information is transferred in a timely manner.

INITIATIVE 1.1: Maximize operational efficiency by leveraging full use an enhanced request management system.

The agency will implement a solution that provides comprehensive tracking of all incoming requests. The intent is to streamline and standardize the process for managing the workflow process related to requests for 911/311 communication data. This enhancement will also enable the agency to run reports and measure performance.

Completion Date: December, 2014.

KEY PERFORMANCE INDICATORS – *Transcription Division*

Measures	FY 2012 Actual	FY 2012 Target	FY 2013 YTD⁶	FY 2014 Projection	FY 2015 Projection	FY 2016 Projection
Assistant United States Attorney package completion within mandated timeline	100%	100%	100%	100%	100%	100%
Office of Attorney General package completion within mandated timeline	100%	100%	100%	100%	100%	100%
Completion of internal investigations within 72 hours	100%	100%	100%	100%	100%	100%

⁶ Data is accurate as of the 3rd quarter of 2013.



Agency Management

SUMMARY OF SERVICES

Agency Management administers programs supporting call center and public safety communications. In addition, Agency Management oversees the employee performance management system, new employee training and in-service training for OUC personnel.

OBJECTIVE 1: Provide Quality Administrative Support For All Agency Personnel To Support Customer Service and Public Safety Communications.

INITIATIVE 1.1: Enhance operational effectiveness by auditing its major programs and perform remediation activities in areas where improvement is needed.

Each division will perform a quality assurance review on all of the processes and practices that directly or indirectly impact the agency's key performance indicators. Processes and practices that are critical to the quality of the operation which have been identified as needing improvement will be prioritized and recommended improvements and plans for remediation will be developed. **Completion Date: October, 2013**

INITIATIVE 1.2: Hold employees accountable for performance based on results of issues identified in FY13 through the individual performance planning process.

Each supervisor and manager has been trained to use the evaluation tools necessary to provide fair and individual assessments of employee performance. Each employee of the OUC will be provided with their individual performance plan and will be held accountable for performance. Supervisors and managers will be responsible for pinpointing areas of improvement for each employee under their supervision and for taking the appropriate action to support the remediation those issues, through training or other actions where necessary. **Completion Date: December, 2013.**

INITIATIVE 1.3: Formalize the agency's asset management program.

The agency has intensified its focus on trimming agency spending. As part of this effort, the agency has closely examined historical supply expenditures and established more prudent budgets for frequently procured goods and services, as well as blanket purchase agreements to better control spending around these items and to expedite the procurement process. To further ensure that the agency has access to critical goods and services, as needed and without delay, an inventory control manager has been appointed and will be expected to manage the following throughout FY14 and beyond:

- asset management
- inventory forecasting
- inventory valuation
- physical inventory
- replenishment
- returns and demand forecasting

Completion Date: September, 2014



INITIATIVE 1.4: Enhance training instruction for recertification and in-service training.

The agency will audit its training records to identify curriculum gaps and individual employee needs. The agency recently implemented an online training system which will begin to be used to manage the remediation of these gaps as well as all recertification and in-service training of employees.

In addition, the agency will continue to design and recommend position specific training curriculums for staff and create a variety of training opportunities including webinars, in-service quizzes, and instructor-led and other online training activities and classes.

Completion Date: October, 2014.

INITIATIVE 1.5: Update Emergency Response plans for the UCC and PSCC.

The agency will update emergency evacuation plans with support from the Office of Risk Management and under the General Industry Standard 29 CFR 1910.38. These plans will include required evacuation plans and ensure that the agency has a plan of action to secure the safety of its employees in the event of an emergency.

Completion Date: October, 2014.

INITIATIVE 1.6: Update and communicate policies and procedures for Vehicle Accountability as dictated by the Mayor’s policy on fleet management.

The agency’s Fleet Certifying Official will continue to work in cooperation with the agency’s Risk Officer to help ensure a safe driving culture for agency employees and to mitigate exposures of risk to ensure the safety of them and other motorists. This will be achieved by ensuring that Mayor’s Order 2009-160, Government and Personal Vehicle Operators Accountability Policy, is disseminated to agency vehicle operators and that all guidelines outlined therein are strictly adhered to. **Completion Date: July, 2014.**

KEY PERFORMANCE INDICATORS – Agency Management

Measures	FY 2012 Actual	FY 2012 Target	FY 2013 YTD ⁷	FY 2014 Projection	FY 2015 Projection	FY 2016 Projection
Total Number of community engagement and 911 education activities	N/A	N/A	41	40	45	50
Percent of time OUC’s grade.dc.gov customer satisfaction rating is rated “B” or better	N/A	N/A	100%	75%	80%	80%
Percent of expendable budget spent with Certified Business Enterprises	32.76	50%	13.55%	50%	50%	50%

⁷ Data is accurate as of the 3rd quarter of 2013.