



FY 2015 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 2012 Actual	FY 2013 Actual	FY2014 Actual
Total number of inbound 911 calls	1,428,429	1,368,582	1,276,943
Total number of inbound 311 calls	2,070,106	1,272,290	1,201,351
Total number of service requests entered into the customer relationship management system by 311 call takers	355,530	164,427	198,529

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



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: Implement operations shift model adjustments based on analysis of performance data.

In June 2013, the agency implemented a new shift model, from 10 hours to 12.5 hour shifts. Throughout FY13 and in FY14, the agency performed a comprehensive review of the 12.5 shift model to evaluate its success and to determine whether other adjustments were necessary. Upon the completion of this assessment, the agency intends to make any other further adjustments to ensure optimal performance of the operation.

Completion Date: June, 2015.

INITIATIVE 1.2: 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, Age-Friendly DC Goal: Domain # 9).

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, continued 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. In FY15, the agency will also seek to proactively pursue other opportunities to showcase the SMART911 application and reach specific targeted populations, including seniors and youth.

Completion Date: January, 2016.



KEY PERFORMANCE INDICATORS – 911 Operations Division

Measures	FY 2013 Actual	FY 2014 Target	FY 2014 Actual	FY 2015 Projections	FY 2016 Projections	FY 2017 Projection
Percent of 911 calls answered within 5 seconds	92%	97%	92%	97%	97%	97%
Percent of 911 calls (wire line and wireless) abandoned	3%	2.5%	3.6%	2.5%	2.5%	2.5%
Percent of current call takers trained and active as Universal Call Takers	91.46%	100%	95%	100%	100%	100%
Percent of current call takers that are conversationally bi-lingual	14.63%	20%	14.63%	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	55%	80%	77.23%	80%	80%	80%



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: Analyze 311's portfolio to explore ways of optimizing the customer experience.

In FY15, the agency will continue to work with servicing agencies, including DPW, DDOT, DMV and others to support better call volume management and service request submission automation. **(Completion Date: Not Given.)**

The agency will also continue its work on the development of a customer service call driver tool. This too will enable the agency to clearly articulate the financial support needed to integrate a servicing agency's program call volume.

Completion Date: January, 2015.

INITIATIVE 1.2: Upgrade 311 service request application.

The agency will upgrade the application with the most robust and highest integrated service request management technology available. In addition, through this enhancement, the OUC anticipates providing customers with a more interactive platform and easier access to service request status updates. **Completion Date: December, 2014**

OBJECTIVE 2: Empower 311 Operations to provide specialized public safety support to emergency operations during emergency events.

INITIATIVE 1.1: Pilot emergency liaison training to 311 customer service representatives (Age-Friendly DC Goal: Domain # 9).

Emergency Liaison training equips individuals with the tools to synthesize incoming information during crisis situations and provide situation updates and intelligence to emergency response personnel. In tandem with this training, 311 representatives will also learn to use SMART Prepare. SMARTPrepare is a tool that securely maintains information about city residents which can be used by public safety officials to plan for and respond during disasters and emergencies like power outages, transportation interruptions and evacuations. **(Completion Date: Not Given.)**

INITIATIVE 1.2: Market the availability of SMARTPrepare in the District (Age-Friendly DC Goal: Domain # 9).

In FY12, the OUC officially launched Smart911, which enables citizens to create free safety profiles for their households, thus providing critical, lifesaving data to 9-1-1 in the event of an emergency call. In FY14, the OUC continued 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.



Also in FY14, the OUC coordinated the procurement of the complimentary application SMARTPrepare, which enables residents to provide public safety officials with data that can be useful during disaster and crisis responses. Through FY15 the agency will market its availability to bolster its ability to provide emergency services for vulnerable populations within the community. **Completion Date: September, 2016.**

KEY PERFORMANCE INDICATORS – 311 Operations Division

Measures	FY 2013 Actual	FY 2014 Target	FY 2014 Actual	FY 2015 Projection	FY 2016 Projection	FY 2017 Projection
Percent of calls abandoned for 311	4%	8%	11%	8%	8%	8%
Percent of 311 calls answered within 90 seconds	82%	75%	61%	77%	80%	80%
Percent of calls handled in 4 minutes or less	94%	95%	89%	95%	97%	97%



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: January, 2015.**

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

In FY14, the Technology Division began replacing all MDC equipment for all MPD and FEMS users. The agency will continue this effort in FY15 and 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 continue the upgrade of 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 help position the District to start building the foundation for NG911 future deployment. **Completion Date: September, 2015.**

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: Onsite simulation lab installation.

The OUC will install a state of the art Testing and Simulation Lab that will feature new technology systems, software and applications. This lab will support the OUC's efforts to bolster the agency's technical infrastructure by enabling onsite product and equipment demonstrations and simulations. **Completion Date: January, 2015.**



KEY PERFORMANCE INDICATORS – *Technology Operations Division*

Measures	FY 2013 Actual	FY 2014 Target	FY 2014 Actual	FY 2015 Projection	FY 2016 Projection	FY 2017 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%



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 2013 Actual	FY 2014 Target	FY 2014 Actual	FY 2015 Projection	FY 2016 Projection	FY 2017 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%



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: 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, 2014.**

INITIATIVE 1.2: Initiate all the components related to recruitment to enhance the operations staffing of the agency. The agency will seek to round out its staffing and professional support resources through dedicated efforts to recruit, assess and hire qualified personnel, as well as by initiating and leveraging partnerships with industry groups and other District agencies.

Completion Date: June, 2016

INITIATIVE 1.3: Enhance training instruction for recertification and in-service training.

The agency will secure the support of dedicated personnel to manage the agency's training initiatives, curriculums, applications and programs. Through this initiative, the agency will seek to institutionalize a formalized educational program as well as resource development opportunities and plans for all personnel.

Completion Date: October, 2015.

INITIATIVE 1.4: 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, 2015.



OBJECTIVE 2: Solidify the Agency’s Brand Image And Name Recognition In Conjunction With Its Service Portfolio.

INITIATIVE 2.1: Initiate a public education, identification, branding and marketing campaign (Age-Friendly DC Goal: Domain # 7).

The OUC is will continue to undertake identification, branding and marketing efforts to ensure that the vast array of specialized services provided by the agency as well as its role in the public safety arena are clearly understood by agency partners and the community at large. In particular, the agency will develop PSAs that will provide agency overview information, as well as specific 911 and 311 Operations service information.

Completion Date: January, 2015.

INITIATIVE 2.2: Create a proactive schedule of interaction with District residents (Age-Friendly DC Goal: Domain # 7).

The agency intends to begin initiating agency sponsored events and other programs that enable it to provide educational and promotional materials, including new developed PSAs, to targeted populations within the community. While doing so, the agency will continue to maintain its support of partner agency sponsored events and other regular programming such as neighborhood community meetings and events. **(Completion Date: Not Given.)**

OBJECTIVE 3: Oversee the implementation of agency-wide priorities.

INITIATIVE 3.1: Conduct agency sustainability assessment using OCA approved criteria developed by DDOE and OP in accordance with Mayor’s Order 2013-209 (Sustainable DC Governance Goal 1, Action 1.2; Built Environment Goal 3)

Within one hundred twenty (120) days after the City Administrator approves sustainability assessment criteria developed jointly by the District Department of the Environment and the Office of Planning, each agency head subject to the authority of the mayor shall use the criteria to evaluate the sustainability of their respective operations in accordance with the requirements of Mayor’s Order 2013-209, the Sustainable DC Transformation Order, and submit to his or her responsible Deputy Mayor and the Office of the City Administrator the results of the agency’s internal assessment.

Completion Date: April 2015

KEY PERFORMANCE INDICATORS – Agency Management

Measures	FY 2013 Actual	FY 2014 Target	FY 2014 Actual	FY 2015 Projection	FY 2016 Projection	FY 2017 Projection
Total Number of community engagement and 911 education activities	41	40	82	60	70	80
Percent of time OUC’s grade.dc.gov customer satisfaction rating is rated “B” or better	100%	75%	100%	80%	80%	80%
Percent of expendable budget spent with Certified Business Enterprises	64%	50%	100%	50%	50%	50%