



FY09 PERFORMANCE PLAN

The Office of Unified Communications

MISSION

The mission of the Office of Unified Communications is to deliver world-class customer service to the residents, visitors, and other stakeholders of the District with efficient, professional, and cost-effective responses to emergency, non-emergency, and city service requests.

SUMMARY OF SERVICES

The Office of Unified Communications (OUC) provides the following services: answering point for emergency (911) and non-emergency (311) calls, telephone reporting, transcribing, city service request processing, radio engineering, and District-wide quality assurance testing.

OBJECTIVE 1: Ensure fast and accurate responses to 911 (emergency) calls.

INITIATIVE 1.1: Increase the number of Universal Call Takers.

Currently there are three types of 911 call takers: Police, Fire & EMS and Universal Call Takers (UCT). UCTs and police call takers answer the initial 911 calls. When answering the 911 line, UCT can provide service for all three call types. Police call takers have to transfer calls requiring Fire & EMS service to a UCT. This practice causes a delay in call processing due to the transfer.

The OUC will eliminate the transfer of calls by training all call takers to be UCTs so that calls for Police and Fire & EMS can be serviced by one call taker. Presently, 58 out of 96 (60%) OUC call takers are trained and performing services as UCTs. The OUC will train an additional 17 call takers to operate as UCTs by October 1, 2008. By October 1, 2009, the OUC will operate with 100% of call takers providing service as UCTs.

INITIATIVE 1.2: Enhance emergency call taking quality assurance program.

The purpose of this initiative is to ensure adherence to protocol by OUC call takers and dispatchers for improved service and consistency. Through monitoring calls for accuracy, responsiveness, and quality of customer service by supervisors and the Transcription Unit, OUC can consistently and accurately identify gaps in performance and take the necessary steps to improve operational efficacy.

In FY09, each supervisor will be responsible for monitoring 150 calls monthly. The Transcription Unit, which manages the recorded 911 calls and radio activity for investigations and FOIA requests, will also make available to management staff any recordings that they identify that indicate a need for improvement to the attention of the management staff. The OUC will also continue to provide feedback which can be used to manage performance and employee behaviors.

The OUC will implement new Fire and Law Enforcement protocol software currently used for emergency medical calls. The new protocols will allow the UCTs to quickly move through required key questioning and, if needed, provide pre-arrival and post-arrival instructions for fire and law enforcement calls.

INITIATIVE 1.3: Standardization of Call Taking Protocols.

The purpose of this initiative is to have all 911 call takers use the same protocol and procedure for each call that is received through 911. This standard will improve performance, accuracy, quality, and efficiency.



In FY09, all emergency operations employees will receive training and certification in emergency call taking. Priority Dispatch™ will train all emergency operations employees in the following protocols: Emergency Police Dispatch, and Emergency Fire Dispatch. This will complete the trio of call take protocols, to include Emergency Medical Dispatch, which is already in use.

The protocols used will provide consistent information to first responders, and aid in the safety of responders. All three call take protocols work interchangeably on the Intergraph CAD system.

OBJECTIVE 2: Ensure timely and accurate response to 311 (non-emergency) calls.

INITIATIVE 2.1: Enhance overall 311 service delivery.

In order to realize the full benefit of integrating other call functions into 311, OUC will structure training and development programs to maximize its service delivery capacity and further enhance responsiveness. In particular, this approach will be utilized to further enhance responsiveness to DMV calls. Since integrating DMV into 311, OUC has successfully cross-trained four individuals to facilitate call handling for both DMV and general 311 service calls. This has aided in improving service performance on the DMV line specifically. Continued efforts to merge the knowledge base of these two call programs will enhance service delivery performance.

We will train 100 percent of the transferred DMV employees to handle general 311 service calls during FY09. Additionally, we will increase the number of general 311 service providers to handle both DMV and general service calls by an additional seven in FY09 and seven more in FY10. This will increase the DMV service capacity by 100 percent.

INITIATIVE 2.2: Expand the “How’s Our Service” program.

To continually build on the “How’s Our Service” program, which solicits customer feedback, the OUC will tailor surveys to glean “The Voice of the Customer” and link responses directly to individuals facilitating the interaction. This effort is intended to influence service behaviors and to provide an additional performance assessment mechanism. This initiative will target 311 service calls and result in collecting 80 responses per week and assembling and reporting results quarterly.

INITIATIVE 2.3: Enhance constituent service through “one-stop” access.

Since establishing 311 as the single service solution for the city, we have successfully integrated 211- Answers Please as well as the Department of Health, the Department of Motor Vehicles and the Department of Consumer and Regulatory Affairs call centers. In our continuous efforts to make 311 the primary service entry into the District Government, we will seize additional opportunities to integrate other service access areas. In FY09, the OUC will expand the service capacity to include the Department of Energy and the Department of Employment Services and assist with the re-design of the Child and Family Services Hotline.

OBJECTIVE 3: Enhance the District’s communications technology.

INITIATIVE 3.1: Complete the District Statewide interoperability plan.

The District has a reliable radio system. This initiative will develop a detailed standard operating procedure (SOP) on District wide interoperability. This plan will enhance inter-agency communications as well as facilitate federal and national capital region communications.



INITIATIVE 3.2: Deploy ProQA priority Dispatch software for Police and Fire.

The OUC currently uses ProQA EMD for EMS emergency dispatching. This initiative will complete the installation and deployment of the ProQA software for Police and Fire dispatching support.

INITIATIVE 3.3: Enhance the District’s Mobile Data Computer installation and maintenance support.

The OUC will be providing 24/7 installation and maintenance support to MPD and FEMS mobile data computers and systems for over 1000 units. The OUC has a newly created division that will handle this function and respond to MDC repairs within 24 hours and 95 percent of the time.



PROPOSED KEY PERFORMANCE INDICATORS

Measure	FY07 Actual	FY08 Target	FY08 YE Actual	FY09 Projection	FY10 Projection	FY11 Projection
Objective 1						
Percent of 911 calls answered within 5 seconds	95.5%	96%	95.53%	96%	97%	97%
Percent of 911 calls (wire line and wireless) abandoned	2.7%	4%	2.18%	3.25%	3%	3%
Percent of current call-takers trained and active as Universal Call Takers	40%	60%	46.29%	60%	100%	N/A
Percent of current call-takers that are conversationally bi-lingual	10%	12%	21%	20%	20%	20%
Percent of calls abandoned for 727-1000 ¹	7.7%	10%	8.54%	8%	NA	N/A
Objective 2						
Percent of 311 calls answered within 30 seconds ²	N/A	80%	86.5%	85%	86%	87%
Objective 3						
Percent of time radio system is available	99.9%	N/A	99.9%	99.9%	99.9%	99.9%
Percent of time 911/311 telephony system is available	99.9%	N/A	99.9%	99.9%	99.9%	99.9%
Percent of time Computer Aided Dispatch (CAD) system is available	99.9%	N/A	99.9%	99.9%	99.9%	99.9%
Percent of time OUC responds to Mobile Data Terminal repairs within 24hrs	N/A	95%	N/A	95%	95%	95%

¹ 727-1000 will not merge into 311 until January 2009 and the telephone will continue to be operational throughout FY08.

² This measure is in line with industry standards and the future targets account for the merger of 727-1000.