FY 2011 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 emergency (911) and non-emergency (311) calls in the District. 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 Office of Unified Communications serves as answering point for emergency (911) and non-emergency (311) calls. The OUC develops and enforces policy directives and standards regarding public safety and non-public safety communications. It handles telephone reporting, provides audio transcribing, processes city service requests, and operates and maintains public safety and non-public safety voice radio technology. It also oversees all land and mobile radio systems tied to the response network in addition to managing building facilities that support call center and public safety voice radio technology.

PERFORMANCE PLAN DIVISIONS
- 911 Operations Division
- 311 Operations Division
- Technology Operations Division:
- Transcription Division

AGENCY WORKLOAD MEASURES

Measure	FY2009 Actual	FY2010 YTD
Number of calls handled (received) by 911	1,371,629	1,000,767
Number of service requests taken by 311	350,000	375,466
Number of police reports taken by Telephone Reporting Unit	8,780	7,830
Total Transmission Requests fulfilled	Not Available	Not Available
Number of calls received by 311	2,693,592	1,859,237
Number of Radio Calls processed	11,540,718	8,277,023
Number of CAD events processed	881,794	773,724

911 Emergency Operations Division

SUMMARY OF SERVICES
The Emergency Operations Division receives and processes 911 calls accurately and efficiently. Police and fire incidents are created through Computer Aided Dispatch (CAD) and transferred to DC Fire and Emergency Services (FEMS) and/or DC Metropolitan Police Department (MPD), as well as additional agencies in the NCR, by voice transmission and computer to computer dispatch. Emergency Operations personnel receive ongoing training and updates through the Training Unit.

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

INITIATIVE 1.1: Utilize AQUA monitoring system to ensure adherence to National Academies of Emergency Dispatch NAED protocols.
OUC will monitor the employees daily using the AQUA monitoring system and provide the employees immediate feedback. This will be accomplished by tracking and documenting all statistical data to determine any problem areas or areas of opportunity. The division will conduct daily reminders and refresher trainings to improve employee awareness and performance, and coordinate with field providers and first responders in order to determine best practices. Finally, OUC will attend community meetings educating the public on our practices and procedures and obtaining their feedback and concerns as well. Completion Date – September 2011

INITIATIVE 1.2: Ensure that 911 calls for service are answered in a timely manner through the utilization of staff scheduling systems.
The division will schedule employees to meet minimum daily staffing to ensure that all calls are answered in a timely manner. Using empirical data, the division will adjust staffing levels to meet predicted increases in the demand for 911 services, including planned events and activations by FEMS, MPD, and HSEMA; in this way, OUC will maintain desired staffing levels through filling vacancies quickly. Finally, the division will utilize the Call Management Systems (CMS) software to track call statistic history to help improve 911 responsiveness to callers.

In FY10 the OUC performed well above the national standard for 911 answer time and ended the year with 98% of 911 calls answered within five (5) seconds. In FY11 we will continue to exceed the national standard set by the National Emergency Number Association (NENA). The National Emergency Number Association (NENA) which sets standards for 911 answer time recommends the following:

1) Ninety-five (95%) of all 911 calls should be answered within twenty (20) seconds.
2) Ninety percent (90%) should be answered within ten (10) seconds during the busy hour (the hour each day with the greatest call volume   Completion Date – September 2011.

PROPOSED KEY PERFORMANCE INDICATORS – 911 Emergency Operations Division

Measure	FY2009 Actual	FY2010 Target	FY2010 YTD	FY2011 Projection	FY2012 Projection	FY2013 Projection
Percent of 911 calls answered within 5 seconds[1]	96.45%	97%	97.84%	97%	97.2%	97.5%
Percent of 911 calls (wire line and wireless) abandoned	1.8%	3%	1.21%	3%	2.5%	2.5%
Percent of current call takers trained and active as Universal Call Takers	69.06%	100%	88.00%	100%	Not Available	Not Available
Percent of current call taker that are conversationally bi-lingual	21.58%	20%	23.47%	20%	20%	24%
Percent of days minimum staffing levels met.	Not Available	90%	Not Available	90%	98%	98%
Percent of calls in which call to queue is 90 seconds or less	Not Available	75%	Not Available	80%	82%	85%
Percent of 911 Police Priority 1 calls in which queue to dispatch is 90 seconds or less	Not Available	75%	Not Available	80%	82%	85%
Percent of 911 FEMS calls in which queue to dispatch is 90 seconds or less	Not Available	75%	Not Available	80%	82%	85%

311 Non-emergency Operations Division

SUMMARY OF SERVICES
311 is the access point for customers seeking assistance with situations that are not life-threatening, not serious or not currently in progress. It is the single access number for constituents, residents, and visitors in search of DC government services and information.

OBJECTIVE 1: Ensure timely, accurate, world-class customer service response to 311 (non-emergency) calls.

    INITIATIVE 1.1: Strengthen overall 311 service delivery.
    In order to realize the full benefit of integrating other call functions into 311, we will structure training and development programs to maximize our service delivery capacity and further enhance responsiveness. We will increase the number of employees that

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[1] This measure exceeds the national standard set by the National Emergency Number Association (NENA). NENA document 56-005 (2006) recommends that 90% of 911 calls be answered within ten seconds and that 95% of 911 calls be answered within twenty seconds.

operate as "full-service providers" from 20 to a total of 35 in FY11. Completion date – September 2011.

To enhance the existing technological structure, we will implement an Automated Voice Response System to enable automated call processing of routine transactions and information. This will provide call processing efficiencies and aide in aligning resources to better handle increasing call demand. Completion date – September 2011.

INITIATIVE 1.2: Expand non-emergency call taking quality assurance program.
Ensure adherence and consistency to prescribed service delivery standards through monitoring calls for accuracy, responsiveness, and quality of customer service by 311 team leaders and supervisors. This allows the OUC to identify performance gaps and take the necessary steps to improve quality and efficiency. OUC will monitor the employees daily and provide the employees immediate feedback. This will be accomplished by tracking and documenting all statistical data to determine any problem areas or areas of opportunity. The division will conduct monthly reminders and refresher trainings to improve employee awareness and performance, and coordinate with agency program areas to secure program updates. Finally, OUC will attend community meetings educating the public on our practices and procedures and obtaining their feedback and concerns as well. Completion date – September 2011.

PROPOSED KEY PERFORMANCE INDICATORS – 311 Non-emergency Operations Division

Measure	FY2009 Actual	FY2010 Target	FY2010 YTD	FY2011 Projection	FY2012 Projection	FY2013 Projection
Percent of calls abandoned for 727-1000[2]	7.98%	8%	7.77%	8%	8%	Not Available
Percent of 311 calls answered within 90 seconds[3]	48.4	85%	52.4	75%	75%	75%

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: Enhance the District's Emergency and non-emergency communications technology.

INITIATIVE 1.1: Upgrade the District's radio system.

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[2] 727-1000 merged with 311 in January 2009.
[3] This measure is in line with industry standards and the future targets account for the merger of 727-1000.

Under this initiative the OUC will begin a multi-year upgrade of current radio technologies to the APCO Project 25 (P25) standard. This initiative will consist of replacing all MPD radios, upgrading all FEMS radios, and upgrading the radio system. In FY11, 2000 MPD radios will be replaced and one Radio tower site will be rebuilt. This initiative will significantly enhance the District's ability to maintain robust radio interoperability both among District agencies, as well as with regional partners. Completion Date – September 2011.

INITIATIVE 1.2: Upgrade primary and back-up call center IT equipment.
This initiative will enhance the ability to respond to and manage calls at the District's 911 and 311 call centers by replacing all 911 and 311 call center workstations and consoles, phones, printers and copiers. In FY11, all Computer Aided Dispatch workstations, 911/311 phones, call floor printers, and all Telephony servers older than 5 years will be replaced.   Completion Date – September 2011.

INITIATIVE 1.3: Upgrade Computer Aided Dispatch software and hardware.
This initiative will support the upgrade of the Computer Aided Dispatch (CAD) application and hardware for 911 call processing and dispatching Police, EMS and Fire events to the latest available version to keep up with current industry standards and best practices. In FY11 CAD will be upgraded to version 9.1. Maintaining CAD ensures that the agency can properly respond to emergency situations within the District. Completion Date – May 2011.

INITIATIVE 1.4: Enhance the District's Mobile Data computing capabilities.
A large part of this initiative will ensure that OUC's client agencies operate with current technologies, application platforms, and up-to-date industry-accepted Standard Operating Procedures and best practices. OUC will continue to enhance mobile data computing by upgrading currently deployed mobile data computer (MDC) units and deploying new personal digital assistant (PDA) devices. In FY11, 150 PDA units will be deployed and mobile application will be upgraded to latest version Mobile for Public Safety (MPS). Completion Date – September 2011

INITIATIVE 1.5: Upgrade the Fire Station Alerting System.
This initiative will replace outdated fire station alerting system at all 34 fire stations and the 911 call centers. This will allow for new technology deployment for faster and accurate response and data sharing. In FY11, all 34 Fire Stations' alerting equipment and software will be replaced. Completion Date – September 2011.

PROPOSED KEY PERFORMANCE INDICATORS – Technology Operations Division

Measure	FY2009 Actual	FY2010 Target	FY2010 YTD	FY2011 Projection	FY2012 Projection	FY2013 Projection
Percent of time radio system is available	99.99%	99.92%	99.99%	99.94%	99.95%	99.95%

Percent of time 911/311 telephony system is available[4]	99.99%	99.92%	99.99%	99.92%	99.95%	99.95%
Percent of time Computer Aided Dispatch (CAD) system is available	99.99%	99.92%	99.99%	99.94%	99.95%	99.95%
Percent of time OUC responds to Mobile Data Terminal repairs within 24hrs[5]	100%	96%	100%	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 emergency and non-emergency service to members of the Metropolitan Police, Fire Emergency Medical Services Departments and other public safety and governmental organizations.

OBJECTIVE 1: Implement a process that efficiently improves the overall performance of case management for the Assistant States Attorney's office.

INITIATIVE 1: Conduct a joint needs based assessment with the Assistant States Attorney's Office.
The purpose of this initiative is to ensure the overall performance improves as it relates to case preparation for the Assistant States Attorney's Office. We will use imperical data to develop a comprehensive plan that will improve inefficiencies of the process. The data to be extracted will consist mostly of, but not limited to, the hours it takes from inception to completion and resolution of each case. Included in the assessment will be the cost associated with supplies and the residual effects of duplicate work. (January 2011).

INITIATIVE 2: Implement an enhanced quality based system that provides more efficient service to stakeholders.
To support the Assistant States Attorney's office mission in public safety, OUC will research ways to enhance inter-agency cooperation. The purpose of this initiative is to utilize the data gathered from a needs based assessment to identify a user friendly system that works for the front and end users. The gathered data will be presented to the Assistant States Attorney's Office in an attempt to jointly identify a comprehensive process. After extensive research, the OUC will provide multiple (at least two) options to be jointly assessed. This initiative will be completed by June 2011.

The OUC will develop a multi-phased process that will begin with information sharing, internal training and reporting education. During initial implementation, the OUC will conduct routine spot checks and provide regular analysis to the vested parties.

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[4] In accordance to NENA document 03-501 (2005).
[5] This measure is an industry standard; ICMA's FY2009 data report cites an average 81% of radio system repairs are completed within 24 hours within jurisdictions with populations over 100,000

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PROPOSED KEY PERFORMANCE INDICATORS – Transcription Division

Measure	FY2009 Actual	FY2010 Target	FY2010 YTD	FY2011 Projection	FY2012 Projection	FY2013 Projection
FOIA completion within legislated timeline (15 days)	85%	90%	95%	95%	95%	99%
AUSA package completion within mandated timeline	N/A	90%	95%	95%	95%	99%
OAG package completion within mandated timeline	95%	95%	97%	97%	97%	99%
Completion of internal investigation complaints within 72 hours	95%	95%	97%	97%	97%	99%

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