



FY 2013 PERFORMANCE PLAN
The 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

- 911 Operations Division
- 311 Operations Division
- Technology Operations Division
- Transcription Division
- Agency Management

AGENCY WORKLOAD MEASURES

Measures	FY 2010 Actual	FY 2011 Actual	FY 2012 YTD
Total number of inbound 911 calls	1,357,928	1,431,952	1,428,429
Total number of inbound 311 calls	1,669,542	1,854,201	1,531,818
Total number of service requests entered into CSR by 311 call takers	420,845	355,530	317,331



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: Resource realignment to promote efficient, professional and cost effective responses to 911 calls(including One City Action Plan Action 3.1.6).

INITIATIVE 1.1: Utilize workforce management tools to schedule and monitor employee productivity.

The agency will employ use of a workforce management application for 911 and 311 operation employees scheduling, which will move this function from paper-based to electronic, improving overall resource allocation. Completion Date: October, 2012.

- Will allow the agency to use call volume stats to analyze current staffing models to determine optimal future scheduling based on past performance and other data;
- Will allow management to pinpoint areas of concern, including specific individuals or trends around schedule adherence;
- Will enable more accurate forecasting of staffing needs for planned and special events, with the capacity to predict requirements for like events;
- Will enable integration with Peoplesoft so staff can make requests for schedule changes and swaps; and
- Will enable management to review schedule changes and provide the appropriate determination based on Service Level Agreements.

INITIATIVE 1.2: Analyze historical performance data and trends to adjust operations shift model.

To ensure the most appropriate model adjustment, the following activities will be performed:

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

Completion Date: March, 2013.

INITIATIVE 1.3: Hold employees accountable for performance based on results of issues identified in FY12 through the individual performance planning process.



In FY12, each supervisor and manager was trained to use the evaluation tools necessary to provide fair and individual assessments of employee performance. Each employee of the OUC was then provided with their individual performance plan and, in FY13, 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: September, 2013.

INITIATIVE 1.4: Market the availability of Smart911 in the District to support efforts to provide enhanced and more efficient dispatching (including One City Action Plan Action 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 FY13, the OUC plans to continue its collaboration with OCTO, using the Digital Inclusion Mobile Tech Lab, “Connect DC,” to pursue community outreach efforts at various citywide events. The OUC will also continue its major citywide media advertising campaign to drive constituents to register for this free service. WTOP, Channel 9, Metro, OCT, and several print mediums have been designated as the platforms for this effort. The agency will also seek to partner with DCPS, Gallaudet University, the Office of Aging, and Children’s National Medical Center as other avenues to market the tool. Completion Date: September, 2013.

KEY PERFORMANCE INDICATORS – 911 Operations Division

Measures	FY 2011 Actual	FY2012 Target	FY 2012 YTD	FY 2013 Projections	FY 2014 Projections	FY 2015 Projections
Percent of 911 calls answered within 5 seconds	97.4%	97.2%	93.42%	97%	97%	97%
Percent of 911 calls (wire line and wireless) abandoned	1.72%	2.5%	2.83%	2.5%	2.5%	2.5%
Percent of current call takers trained and active as Universal Call Takers	91.57%	100%	91.46%	100%	100%	100%
Percent of current call takers that are conversationally bi-lingual	27.71%	20%	17.07%	20%	20%	20%
Percent of day’s minimum staffing levels met.	99%	98%	100%	100%	100%	100%
Percent of calls in which call to queue is 90 seconds or less	100%	82%	42.22%	80%	80%	80%



311 Operations Division

SUMMARY OF SERVICES

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

OBJECTIVE 1: Improve 311 service delivery to District residents by promoting the use of 311 services.

INITIATIVE 1.1: Establish a marketing campaign to underscore the benefits of using 311 Online.

The 311 Operations Division was designed to streamline and modernize the way customers report problems with city services and to build a single database of customer requests. In FY12, to promote the use of 311 Online, the agency focused on providing real time updates and information via the agency's web site, while leveraging other established marketing resources and social media, such as the District's email banner announcement, and both Facebook and Twitter. Over the course of the fiscal year, our followers grew from 0 to over 1,000 followers. In addition, the agency introduced the new customized DC311 smartphone app. As a result, 311 now has 3 ways for customers to report city service issues; the citywide call center, 311Online and the DC311 smartphone app.

In FY13, OUC will launch a citywide media advertising campaign to strongly encourage customers to utilize the 311 app to manage their service request needs. Several large media outlets including WTOP, Channel 9, WMATA, as well as several print mediums, have been designated as the platforms to embark on this campaign.

In conjunction with the city's parking meter renumbering project, OUC will continue to brand its customized 311 app by introducing it as a convenient avenue for reporting broken meters in the District, thus reducing call volume to the citywide call center. Completion Date: September, 2013.

INITIATIVE 1.2: Increase 311 call center services by integrating other District Government call centers into the 311 portfolio.

In FY13, the OUC will partner with OTR to develop electronic service request submission through DC311 and online service request system, to assist with call compression during the 2012 tax season. Completion Date: April, 2013.

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

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 streamlined to provide improved instructions for frequently asked questions. Completion Date: January, 2013.

OBJECTIVE 2: Improve overall customer satisfaction of services received through the 311 Call Center by focusing on quality assurance and operational effectiveness activities

INITIATIVE 2.1: The 311 Operation will enhance its current quality assurance practices by creating a formalized Quality Assurance Program.

A formalized Quality Assurance Program will be achieved through the following activities:

- Develop call scripting to maintain consistency in service interactions;
- Develop calibration sessions to invite management feedback on 311 call center operations. This process allows management from various areas within the agency to listen to calls and offer suggestions and assistance by gaining a stronger perspective on operational challenges;
- Monitor 2500 calls monthly; and
- Implement effective coaching to improve CSR call quality.

Completion Date: January, 2013.

INITIATIVE 2.2: The 311 Operation will enhance its operational effectiveness by taking steps to identify, document and measure areas where improvement is needed.

The enhancement of operational effectiveness will be achieved through the following activities:

- Document procedures to improve call accuracy into 311 INFO intranet database.
- Increase call service responsiveness goal from 75% in 90 seconds to 80% in 90 seconds due to parking meter call extraction and increased utilization of online service request mechanisms.

Completion Date: September, 2013.

OBJECTIVE 3: Utilize workforce management tools to schedule and monitor employee productivity

INITIATIVE 3.1: The agency will employ use of a workforce management application for 911 and 311 operation employees scheduling, which will move this function from paper-based to electronic, improving overall resource allocation.

- Will allow the agency to use call volume stats to analyze current staffing models to determine optimal future scheduling based on past performance and other data;



- Will allow management to pinpoint areas of concern, including specific individuals or trends around schedule adherence;
- Will enable more accurate forecasting of staffing needs for planned and special events, with the capacity to predict requirements for like events;
- Will enable integration with Peoplesoft so staff can make requests for schedule changes and swaps; and
- Will enable management to review schedule changes and provide the appropriate determination based on SLAs.

Completion Date: September, 2013.

KEY PERFORMANCE INDICATORS – 311 Operations Division

Measures	FY 2011 Actual	FY 2012 Target	FY 2012 YTD	FY 2013 Projections	FY 2014 Projections	FY 2015 Projections
Percent of calls abandoned for 727-1000	6.91%	8%	8.5%	8%	8%	8%
Percent of 311 calls answered within 90 seconds	74.80%	75%	77%	75%	77%	80%



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: 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: September, 2013.

INITIATIVE 1.2: Enhance the District's Mobile Data computing capabilities.

In conjunction with plans to continue the installation and upgrade of Mobile Data Computers (MDC) and PDAs for DCMPD/DCFEMS/HSEMA, the agency is also preparing to implement Mobile VPN, Mobile routers, and Radio Over IP on DCMPD and DCFEMS MDCs. 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, 2013.

INITIATIVE 1.3: Deploy Emergency Call tracking System.

Under this initiative the OUC will upgrade reporting tools and monitoring capabilities to better leverage 9-1-1 call data management. This will allow the Public Safety Answering Point (PSAP) to capture traffic statistics generated by the wireline, wireless and VoIP carriers delivering 911 calls to the District. This initiative will provide for a variety of standard reports as well as the ability to generate fully customizable reports for network deployment, common platform enumeration (CPE) efficiency, PSAP operations, and tracking misrouted calls between National Capital Region jurisdictions. Completion Date: September, 2013.

INITIATIVE 1.4: 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, 2013.

KEY PERFORMANCE INDICATORS – *Technology Operations Division*

Measures	FY 2011 Actual	FY 2012 Target	FY 2012 YTD	FY 2013 Projections	FY 2014 Projections	FY 2015 Projections
Percent of time radio system is available	99%	99%	100%	99.95%	99.95%	99.95%
Percent of time 911/311 telephony system is available	99%	99%	100%	99.95%	99.95%	99.95%
Percent of time Computer Aided Dispatch (CAD) system is available	99%	99%	100%	99.95%	99.95%	99.95%
Percent of time OUC responds to Mobile Data Terminal repairs within 24hrs	72.95%	99%	81.66%	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: Maximize operational efficiency by leveraging full use an enhanced request management system.

The Transcription Division is collaborating with AUSA in using Remedy, a tracking resource database, which streamlines and standardizes the process for managing all AUSA requests for 911/311 communication data. The Transcription Unit will now track and manage all incoming requests in one centralized location and print historical reports and measure performance data by using the system.

In FY13, the agency will implement the use of flagging mechanisms in connection with Remedy to ensure the timeliness of workload completion, thus, improving the overall proficiency of the Transcription office. Completion Date: September, 2012.

KEY PERFORMANCE INDICATORS – *Transcription Division*

Measures	FY 2011 Actual	FY 2012 Target	FY 2012 YTD	FY 2013 Projections	FY 2014 Projections	FY 2015 Projections
FOIA completion within legislated timeline (15 days)	100%	100%	100%	100%	100%	100%
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 investigation complaints 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: Develop a quality workforce through employee development and training processes

INITIATIVE 1.1: Implement online training instruction for recertification and in-service training.

The OUC has established a database and online computer training program to manage recertification and in-service training of employees. The agency will Design and recommend position specific training curriculums for staff. In addition, a variety of online training opportunities will be created for staff of the agency, to include specialized training sessions such as webinars, in-service quizzes, instructor-led and other online training activities and classes. Completion Date: October, 2012.

OBJECTIVE 2: Enhance Administrative Services Unit's proficiency in providing human resources support for agency staff.

INITIATIVE 2.1 Establish and publish internal service level agreements related to Administrative Services processes.

The Administrative Services Unit will develop and document human resources related best practices. The Unit will measure performance, including timeliness and quality of end work output to identify areas of improvement and will make appropriate adjustments based on these findings. Completion Date: June, 2013.

OBJECTIVE 3: Enhance and maintain a viable an internal risk management program.

INITIATIVE 3.1: Create and Update Emergency Response plans for the UCC and PSCC.

The agency will develop written emergency evacuation plans with support from the Office of Risk Management and under the General Industry Standard 29 CFR 1910.38. This plan will include the 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, 2013.

INITIATIVE 3.2: Establish the Agency Risk Assessment and Control Committee (RACC), Building Emergency Response Team (BERT) and Safety Teams.

The agency will establish these teams to maintain a proactive, comprehensive program of risk assessment and control of the agency, in cooperation with the Office of Risk Management, that minimizes the frequency and severity and probability of losses to which the agency is exposed. In addition, the efforts of these teams will help to cultivate



awareness, understanding and support for risk and safety management initiatives in the agency as part of DC's strategic, integrated risk management program. Completion Date: October, 2013.

INITIATIVE 3.3: Update and establish policies and procedures for Vehicle Accountability as dictated by the Mayor's policy on fleet management.

The agency's Fleet Certifying Official will work in cooperation with the agency's Risk Officer to help ensure a safe driving culture for District government employees and to mitigate exposures of risk to ensure the safety of motorists and District employees. 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, 2013.

[No Key Performance Indicators – See Agency Workload Measurements]