



# **OFFICE OF UNIFIED COMMUNICATIONS**

## **FY 2023 PERFORMANCE ACCOUNTABILITY REPORT**

**JANUARY 16, 2024**

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# 1 OFFICE OF UNIFIED COMMUNICATIONS

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*Mission:* The mission of the Office of Unified Communications (OUC) is to provide accurate, professional and expedited service to the citizens and visitors of the District of Columbia. This service is performed by a team that handles emergency and non-emergency calls that are received when individuals dial 911 and 311 in Washington, DC. OUC also provides centralized, District-wide coordination and management of public safety voice radio technology and other public safety communication systems and resources to District government agencies and several local, state, and federal partners.

*Services:* **Emergency Calls:** The Office of Unified Communications (OUC) handles 911 calls from people in Washington DC requesting police, fire and emergency medical services, with a goal to answer every call within ten seconds. **City Services & General Inquiries:** OUC provides a one-stop customer service experience for residents and visitors of Washington DC via the 311 system. 311 is available 24 hours a day, 365 days a year to inquire about city services or to request scheduled services such as trash removal, pothole repair, bulk pick-ups and recycling collection. **Citywide Radio Service:** OUC provides centralized, District-wide coordination and management of public safety voice radio technology and other public safety wireless communication systems and resources. OUC provides these services to District agencies and other local, state, and federal entities within the National Capital Region. **911/311 Records Management:** OUC maintains records and utilizes highly specialized archival systems to research files related to all 911 and 311 communications. The purpose of this research is to provide audio files and other data to partnering local and federal government agencies, as well as the general public.

## 2 2023 ACCOMPLISHMENTS

Accomplishment	Impact on Agency	Impact on Residents
Launched first Junior Academy and graduated students from the program who represent 15 District schools	This program support the bolstering of a pipeline of qualified candidates to fill critical vacancies.	This free-of-cost, five (5) week program familiarized high school students with OUC career opportunities. This program provided participants with exposure to the public safety communications ecosystem and provided youth who represent and reflect DC residents, who understand our city and our culture, and who are invested in our communities, the opportunity to explore and develop career goals, learn from professionals and build a network.
Certified all 911 Operations personnel in telephone CPR (T-CPR) and achieved 89% accuracy in identifying the need for T-CPR, starting CPR timely, and giving exact CPR instructions on 911 calls	Certification ensured that the workforce was reminded and maintained the confidence to provide high-quality CPR.	The successful employment of T-CPR allowed numerous bystanders to save lives by beginning high-quality CPR until EMS arrived to provide defibrillation and other vital interventions.
Revamped critical vacancy recruitment program Shortened recruitment and onboarding process timeline by 50%; reduced 911 call taker vacancies by over 80%	911 call taker vacancies were reduced by 80%. The timeline of recruitment to onboarding was reduced by 50%.	To hire and retain committed and qualified members, the OUC has reinvented its recruitment process which includes implementing a Telecommunicator Prospect Day to make onboarding more efficient and incentivizing employment by introducing a \$2500 hiring bonus. Filling critical vacancies more quickly enables the agency to more readily meet its KPIs, thereby improving the 911 caller experience.

### 3 2023 OBJECTIVES

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#### Strategic Objective

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Provide efficient, professional and cost effective responses to 911 communications.

Provide efficient, professional and cost effective responses to interactions initiated through 311 platforms.

Provide state-of-the-art emergency and non-emergency communications.

Create and maintain a highly efficient, transparent, and responsive District government.

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## 4 2023 OPERATIONS

Operation Title	Operation Description
<b>Provide efficient, professional and cost effective responses to 911 communications.</b>	
Answers all incoming 911 calls: Daily Service	The 911 Operations Division receives all 911 calls in the District. Highly trained call takers utilize specialized telephony systems to answer calls and follow specific protocols to probe callers and ensure the most appropriate responses to their needs. In particular, call takers often provide crisis intervention services provide pre-arrival instructions for emergency medical calls. Call takers also enter caller provided information to create incident records and electronically transfer each incident record onsite to highly trained dispatchers. 911 call takers handle over 1.4 million calls annually.
Dispatches MPD and FEMS units/apparatus in response to 911 calls: Daily Service	Highly trained 911 dispatchers coordinate responses to incidents on behalf of MPD and FEMS. Using the Computer Aided Dispatch (CAD) system, dispatchers support and assist in the coordination of on-scene incident responses by first responder units and apparatus. Dispatchers are also responsible for monitoring units availability in the field and communicating with on-scene first responders to keep them apprised of new information or changes and to coordinate support from additional units as necessary. The 911 Operations Division manages over 400,000 CAD events annually.
<b>Provide efficient, professional and cost effective responses to interactions initiated through 311 platforms.</b>	
Answers all incoming 311 calls: Daily Service	The 311 Operations Division is the access point for residents and visitors requiring DC government services and/or information. The Division supports the dissemination of general information about the government, including telephone numbers, agency program details, agency hours of operation and other information. The Division handles approximately 2.1 million calls annually.
Provides service request status updates and information for servicing agencies: Daily Service	The Division engages with the public to take reports of missed scheduled services and provide service request status information to callers. To be clear, the OUC is not responsible for the provision of city services. Instead, the city agencies that provide such services have service level agreements which outline the expected level of performance for each request type. Further, the 311 Division does not close service request tickets.
Supports city service request processing for servicing agencies (DPW, DOT, DOEE, etc.): Daily Service	The Division supports the submission of scheduled service requests such as trash removal, pothole repair, bulk pick-ups and recycling collection, on behalf of partnering service agencies like DPW and DOT, through a number of platforms, including via telephone, web and mobile app. The agency also schedules driver's license testing for DMV and coordinates appointments for energy assistance applicants on behalf of the DOEE. In total, the Division currently takes over 120 service types for 12 different District agencies.
<b>Provide state-of-the-art emergency and non-emergency communications.</b>	
Manages the District's public safety communications and city service request platforms and infrastructure: Key Project	The Information Technology Division 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.

(continued)

Operation Title	Operation Description
Develops public safety communications policies and maintains and purchases all related equipment and facilities: Key Project	The Information Technology Division develops and enforces policy directives and standards regarding public safety and non-public safety communications; operates and maintains of public safety and non-public safety voice radio technology; manages building facilities that support public safety voice radio technology and call center technology; and reviews and approves all agency proposals, purchase orders, and contracts for the acquisition of public safety voice radio technology and call center technology systems, resources, and services.
Provides 24 hour technical support and maintenance on all public safety communications devices and equipment: Daily Service	The Information Technology Division provides 24x7, highly specialized tech support and maintenance for public safety communications devices, including tablets and radios, deployed to MPD and FEMS users in the field.
<b>Create and maintain a highly efficient, transparent, and responsive District government.</b>	
Authenticates 911 and 311 records in criminal and civil proceedings: Daily Service	Transcriptionists testify in court to authenticate 911 and 311 records and/or to explain event chronologies in both criminal & civil proceedings, under direct examination by judiciary entities.
Serves as custodian of all 911 and 311 communications records: Daily Service	The Transcription Division serves as the custodian of records and utilizes highly specialized archival systems to research files related to all 911 and 311 communications. The purpose of this research is to locate and create discrete audio files and other data to local public safety agencies for internal administrative reviews and to federal government agencies for use during criminal and civil court proceedings.

## 5 2023 STRATEGIC INITIATIVES

In FY 2023, Office of Unified Communications had 9 Strategic Initiatives and completed 77.78%.

Title	Description	Update
Integration of New Call Taking Protocol System	In FY23, the 911 Division will implement a new protocol system that will help improve the integration of scripted protocols into the call handling process. This new protocol system will also help to streamline the call entry data formatting in the CAD system.	Completed to date: Complete In Q4, deployment strategy meetings, hosted by SMEs and implementation managers from Power Phone, continued. Additional demo sessions were conducted, and initial training was provided for users. Testing of the system in the development mode is ongoing and go live is scheduled to occur on 1/9/2024.
Enhanced Quality Assurance Program	In FY23, the Office of Professional Standards and Development (OPSD) will enhance its administration of feedback and quality assurance program by providing timely feedback in accordance with industry best practices which require that QA reviews are completed and feedback provided as soon as possible. In addition, improved documentation will be maintained.	Completed to date: Complete By the end of Q4, OPSD successfully completed the integration and provisioning of a new quality assurance evaluation application. The new application provides the robust ability for accuracy, reporting, notifications to members, and documentation. All OPSD training and quality assurance members and FEMS CECQIT members have all received training on the application.
Create Alternative Responses to 911 Calls	In FY23, the Agency will continue to support efforts to help create new pathways for the resolution of the city's 911 calls. As part of the Harvard Kennedy School's 2022 Cohort, the Agency will receive technical support to further develop the District's diversion programs in coordination with DBH, MPD, and DYRS/JJAG; absconders and human trafficking victims, and others.	Completed to date: Complete In Q4, OUC worked in collaboration with DBH to make updates to the dispatch system, complete training and develop and update training bulletins and other materials and the OUC data analyst created weekly reports that detail the number of successful transfers and call dispositions for DBH and the advisory group. Work to further streamline the workflows continued as well.



PSCC In-  
frastructure  
Remodel

In FY23, OUC will continue to use capital funding to remodel the Public Safety Call Center (PSCC), the OUC's secondary operations site. The work this fiscal year will include overall project design completion activities as well as the improvement and build-out of the radio/MDC workshops, the 1st floor kitchen, the bathrooms, and the 911/311 call floor, to both improve the work environment for operations staff and advance the building's technical systems to better align with industry standards.

Completed to date: Complete  
In Q4, demolition and construction began. The contractor provided the agency with a project completion date of December 2024.

Increase  
Utilization  
of 311 by  
Residents  
of Wards 7  
and 8

In FY23, the 311 Operations Division will continue its support of citywide initiatives that seek to encourage all District residents to improve their communities by requesting basic city services through the 311 platforms. In addition, the agency will analyze 311 service request data to identify trends around the use of 311 in Wards 7 and 8 and then use that data to target residents there to help remove barriers and empower them to partner with the OUC to engage with the government to request basic city services. A goal of these efforts is to support blight and crime reduction in target areas as identified by MPD. In addition, OUC will seek to enhance its community engagement and strengthen its community partnerships by using virtual platforms to host open houses, information sessions, and other events. A key component of this effort is coordination with ANCs and other community leaders and workgroups to help focus outreach efforts.

Completed to date: Complete  
In Q4, the agency participated in 25 community events (virtual and in-person) aimed at supporting resident engagement with OUC services and programs.

Real-Time 911 Workflow Analysis	In FY23, the 911 Operations Division will integrate a new role on each shift that will be primarily responsible for real-time monitoring and analysis of 911 call workflows (from receipt to dispatch) to support enhanced situational awareness and to help decrease the span of control for supervisory staff, which will enable them to be more engaged with high priority calls.	Completed to date: Complete In Q3, the agency reviewed data from this program, and due to a variety of challenges, including staffing, this program was sunset.
NG911 Strategic Implementation Support for Workforce	In FY23, the Agency will engage an industry consulting firm to support the workforce's NG911 transition. This work will include extensive subject matter training, resourcing, operational enhancements, and development and documentation of new processes, policies and SOPs.	Completed to date: 0-24% The decision was made to suspend this initiative indefinitely. After an agency leadership transition, this initiative was reevaluated by current leadership and it was determined that a different approach will be explored in the next fiscal year.
Establish Vertical 911 Center	In FY23, the 911 Operation will graduate from horizontal operations which involves single discipline call takers and dispatchers to vertical operations which employs Emergency Communications Officers, who are cross-trained in ALL disciplines to include call taking, FEMS dispatch, and Police dispatch.	Completed to date: 0-24% The decision was made to suspend this initiative indefinitely. The agency experienced a leadership transition and current leadership determined that it was necessary to reevaluate the approach to this initiative.
Increase Racial Equity in the 311 Process	In FY22, the Office of Racial Equity recommended that OUC engage more directly and frequently with Latino/a communities and other communities with LEP/NEP members. Accordingly, in FY23, the Agency will take steps to ensure more meaningful engagement with the purpose of increasing targeted communities' participation in the 311 service request process.	Completed to date: Complete Through Q4, the outreach team solicited feedback from the public about racial equity in OUC programs and services using the external survey tool. Additionally, the draft racial equity plan was submitted to ORE for review and the agency's language access plan was finalized, In FY24, the 311 portal will feature Spanish language translations of the topmost utilized service request types. Additional language translations will be available within the next fiscal year as well.

## 6 2023 KEY PERFORMANCE INDICATORS AND WORKLOAD MEASURES

### Key Performance Indicators

Measure	Directionality	FY 2021	FY 2022	FY 2023 Q1	FY 2023 Q2	FY 2023 Q3	FY 2023 Q4	FY 2023	FY 2023 Target	Was 2023 KPI Met?	Explanation of Unmet KPI
<b>Provide efficient, professional and cost effective responses to 911 communications.</b>											
Percent of 911 calls answered within 10 seconds	Up is Better	90.5%	85.9%	76.1%	79.8%	61.1%	81%	74.4%	90%	Unmet	In 2020, NENA revised the 911 call processing standard to advise that 90% of calls should be answered within 15 seconds. and 95% of calls should be answered within 20 seconds. Performance around this KPI has continually improved and remained steady.
Percent of 911 calls which move from queue to dispatch in 60 seconds or less	Up is Better	67.1%	68.5%	68.8%	67.3%	57.5%	57.6%	61.9%	75%	Unmet	The agency has continued its collaborative work with partners at FEMS and MPD to reevaluate response plans and event types. This fiscal year, the agency also continued collaborations with both agencies, and also with DPW and DBH to identify eligible call types that could be addressed in alternative ways, thereby decreasing the number call types that require a first responder to be dispatched. With these efforts underway, the agency anticipates continual gains in this area of performance.
Total number of sustained 911 complaints	Down is Better	49	71	Annual Measure	Annual Measure	Annual Measure	Annual Measure	27	0	Unmet	In FY23, the 911 operation handled 1,795,100 calls. The goal will always be to provide excellent service on each call. For this reason, feedback on caller experiences is proactively solicited and used to make operational improvements and identify areas of concern.

Key Performance Indicators (continued)

Measure	Directionality	FY 2021	FY 2022	FY 2023 Q1	FY 2023 Q2	FY 2023 Q3	FY 2023 Q4	FY 2023	FY 2023 Target	Was 2023 KPI Met?	Explanation of Unmet KPI
Percent of 911 calls in which call to queue is 90 seconds or less	Up is Better	74%	72.7%	71.4%	70.4%	77.9%	78.8%	75.3%	75%	Met	
Percentage of QA/QI 911 call reviews that receive a rating of 80% or better	Up is Better	92.2%	90.5%	87.1%	87.5%	87%	87%	87.3%	75%	Met	
<b>Provide efficient, professional and cost effective responses to interactions initiated through 311 platforms.</b>											
Percent of 311 calls handled by a live agent in 4 minutes or less	Up is Better	66.8%	61.1%	54.9%	56.2%	73.1%	57.8%	61%	80%	Unmet	In FY23, the 311 Operation continued to experience higher call volume than seen historically. Calls for DMV programs and social and human services resources typically took agents longer than normal to handle and extended the average call handling time.
Percent of 311 calls answered by a live agent within 90 seconds	Up is Better	62.6%	83.2%	85.2%	89.3%	100%	80.9%	89.2%	75%	Met	
<b>Provide state-of-the-art emergency and non-emergency communications.</b>											
Percent of time the OUC responds to Mobile Data Terminal repairs within 24 hours	Up is Better	99%	100%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	99%	99%	Met	
Percent of time the OUC responds to radio equipment repair requests within 24 hours	Up is Better	99%	100%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	99%	99%	Met	
Percent of tablet connectivity uptime	Up is Better	99%	99.5%	93%	95%	97%	96%	95.3%	90%	Met	
<b>Create and maintain a highly efficient, transparent, and responsive District government.</b>											
Percent of records requests fulfilled within mandated time frames	Up is Better	100%	100%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	100%	85%	Met	
Total number of residents reached through community engagement and 911 education activities	Up is Better	25,000	25,000	Annual Measure	Annual Measure	Annual Measure	Annual Measure	31,500	7,500	Met	

Workload Measures

Measure	FY 2021	FY 2022	FY 2023 Q1	FY 2023 Q2	FY 2023 Q3	FY 2023 Q4	FY 2023
<b>Answers all incoming 911 calls</b>							
Total Number of Inbound 911 Calls	1,235,955	1,305,783	Annual Measure	Annual Measure	Annual Measure	Annual Measure	1,795,100
Total number of events created in CAD	797,950	801,495	Annual Measure	Annual Measure	Annual Measure	Annual Measure	1,006,216
Total number of 911 calls for service diverted to DBH AHL or a behavioral health specialist/clinician	Not Available	Not Available	Annual Measure	Annual Measure	Annual Measure	Annual Measure	205
Total number of non-emergency police reports completed by OUC's Telephone Reporting Unit (TRU)	Not Available	10,748	Annual Measure	Annual Measure	Annual Measure	Annual Measure	10,649
Total number of 911 calls for service eligible for diversion to DBH's Access Help Line	Not Available	Not Available	Annual Measure	Annual Measure	Annual Measure	Annual Measure	257
<b>Answers all incoming 311 calls</b>							
Total Number of Inbound 311 Calls	2,148,888	1,603,236	Annual Measure	Annual Measure	Annual Measure	Annual Measure	1,440,848
Total number of service requests entered into the customer relationship management system by 311 agents	367,538	409,249	Annual Measure	Annual Measure	Annual Measure	Annual Measure	440,398
<b>Serves as custodian of all 911 and 311 communications records</b>							
Number of agency held records released to stakeholders upon request	7,724	7,653	Annual Measure	Annual Measure	Annual Measure	Annual Measure	11,699