

Office of Unified Communications FY2022

Agency Office of Unified Communications

Agency Code UCO

Fiscal Year 2022

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.

Strategic Objectives

Objective Number	Strategic Objective
1	Provide efficient, professional and cost effective responses to 911 communications.
2	Provide efficient, professional and cost effective responses to interactions initiated through 311 platforms.
3	Provide state-of-the-art emergency and non-emergency communications.
4	Create and maintain a highly efficient, transparent, and responsive District government.

Key Performance Indicators (KPIs)

Measure	Directionality	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Target
1 - Provide efficient, professional and cost effective responses to 911 communications. (5 Measures)					
Percent of 911 calls answered within 10 seconds	Up is Better	85.5%	91.8%	90.5%	90%
Percent of 911 calls which move from queue to dispatch in 60 seconds or less	Up is Better	63.9%	67.7%	67.1%	75%
Total number of sustained 911 complaints	Down is Better	22	23	49	0
Percent of 911 calls in which call to queue is 90 seconds or less	Up is Better	66.3%	69.1%	74%	75%
Percentage of QA/QI 911 call reviews that receive a rating of 80% or better	Up is Better	85.8%	95.6%	92.2%	75%
2 - Provide efficient, professional and cost effective responses to interactions initiated through 311 platforms. (2 Measures)					
Percent of 311 calls handled by a live agent in 4 minutes or less	Up is Better	75.1%	72.4%	66.8%	80%
Percent of 311 calls answered by a live agent within 90 seconds	Up is Better	88.8%	70%	62.6%	75%
3 - Provide state-of-the-art emergency and non-emergency communications. (3 Measures)					
Percent of time the OUC responds to Mobile Data Terminal repairs within 24 hours	Up is Better	100%	99%	99%	99%
Percent of time the OUC responds to radio equipment repair requests within 24 hours	Up is Better	100%	99%	99%	99%
Percent of tablet connectivity uptime	Up is Better	99%	99%	99%	90%
4 - Create and maintain a highly efficient, transparent, and responsive District government. (3 Measures)					
Percent of Time OUC's grade.dc.gov Customer Service Satisfaction Rating is "B" or Better	Up is Better	100%	100%	100%	100%
Percent of records requests fulfilled within mandated time frames	Up is Better	97.5%	100%	100%	85%
Total number of residents reached through community engagement and 911 education activities	Up is Better	35,500	15,000	25,000	5000

Operations

Operations Title	Operations Description	Type of Operations
1 - Provide efficient, professional and cost effective responses to 911 communications. (2 Activities)		
Answers all incoming 911 calls	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.	Daily Service
Dispatches MPD and FEMS units/apparatus in response to 911 calls	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.	Daily Service
2 - Provide efficient, professional and cost effective responses to interactions initiated through 311 platforms. (3 Activities)		
Answers all incoming 311 calls	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.	Daily Service

Operations Title	Operations Description	Type of Operations
Supports city service request processing for servicing agencies (DPW, DOT, DOEE, etc.)	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.	Daily Service
Provides service request status updates and information for servicing agencies	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.	Daily Service
3 - Provide state-of-the-art emergency and non-emergency communications. (3 Activities)		
Manages the District's public safety communications and city service request platforms and infrastructure	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.	Key Project
Develops public safety communications policies and maintains and purchases all related equipment and facilities	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.	Key Project
Provides 24 hour technical support and maintenance on all public safety communications devices and equipment	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.	Daily Service
4 - Create and maintain a highly efficient, transparent, and responsive District government. (2 Activities)		
Serves as custodian of all 911 and 311 communications records	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 the general public to fulfill FOIA requests, to local public safety agencies for internal administrative reviews and to federal government agencies for use during criminal and civil court proceedings.	Daily Service
Authenticates 911 and 311 records in criminal and civil proceedings	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.	Daily Service

Workload Measures (WMs)

Measure	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual
1 - Answers all incoming 911 calls (2 Measures)			
Total number of events created in CAD	989,141	884,958	797,950
Total Number of Inbound 911 Calls	1,373,732	1,309,481	1,235,955
2 - Answers all incoming 311 calls (2 Measures)			
Total number of service requests entered into the customer relationship management system by 311 agents	551,204	308,680	367,538
Total Number of Inbound 311 Calls	1,724,350	1,842,883	2,148,888
4 - Serves as custodian of all 911 and 311 communications records (1 Measure)			
Number of agency held records released to stakeholders upon request	9267	8868	7724

Strategic Initiatives

Strategic Initiative Title	Strategic Initiative Description	Proposed Completion Date
Answers all incoming 311 calls (1 Strategic Initiative)		
Increase utilization of 311 by residents of Wards 7 and 8	In FY22, the OUC will leverage federal relief dollars to 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.	09-30-2022
Answers all incoming 911 calls (4 Strategic initiatives)		
PSCC Infrastructure remodel	In FY22, OUC will continue to use capital funding to remodel the Public Safety Call Center (PSCC), the OUC's secondary operations site. This remodel is being completed in a phased approach spanning at least 3 years. 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.	09-30-2022

Strategic Initiative Title	Strategic Initiative Description	Proposed Completion Date
Educate and empower supervisors to improve service delivery and employee performance	In FY22, the agency will develop and implement a Supervisor Development Initiative to improve the quality of active management of emergency and non-emergency call takers and dispatchers. The initiative will incorporate management benchmarks from high-performing large urban call centers and deploy new and continuing training to incumbent and new supervisors. The initiative will cover (1) timekeeping and family and medical leave program management; (2) performance management; (3) crisis communications and conflict resolution; (4) engagement on policy compliance; and (5) managing and responding to client agency needs and expectations. This initiative will begin to address a primary recommendation of the 2021 ODCA's report on 911 emergency operations.	09-30-2022
Ensure fiscal responsibility by maximizing carrier charges and payment processes for investments in public safety communications staffing and infrastructure	In FY22, OUC will manage an audit of carrier charges/payments for e911 fees to ensure the agency is exercising fiscal responsibility by maximizing carrier charges and payment processes for investments in public safety communications staffing and infrastructure. The agency will work with OCP to seek bids and select an external firm, facilitate agency staff participation in the audit process, and be prepared to make recommendations to the Executive regarding potential changes to operations of the fund.	09-30-2022
Create alternative responses to 911 calls	In FY22, the Agency will continue to support efforts to help create new pathways for resolution of the city's 911 calls. This will include its work with the Department of Behavioral Health to identify additional call types that could be more appropriately handled by mental health support practitioners. As the current pilot transitions to Phase 2, in December 2021, the Agency will also seek to accept additional call types, expand its operational hours to 24/7, provide specialized training, and conduct enhanced and more formalized evaluations of the program's effectiveness.	09-30-2022
Manages the District's public safety communications and city service request platforms and infrastructure (1 Strategic Initiative)		
4D Tower Demolition and Replacement	In FY22, the agency will continue supporting the phased effort, projected to span 6 years, which includes the demolition and build of a new 500 ft. tower on the current 4D grounds. The new tower will meet industry standards and code regulations and will have a significantly smaller footprint. In FY22, the agency anticipates that significant progress will be made, including the procurement and execution of the demolition aspect of the project, as well as ground breaking for installation of the new tower.	09-30-2022
Serves as custodian of all 911 and 311 communications records (1 Strategic Initiative)		
Establish highly effective and efficient operations through the use of data assessments and analytics	In FY22, the OUC will create a culture of quality by continuous measurement and assessment of performance. The agency will train all employees on basic quality management principles and provide employees with access to quality data. Collecting, analyzing, and reporting quality data will enable leaders to adjust goals as necessary. This will set a cultural expectation that the status quo is not enough; our goal is to create a culture of relentless improvement. We will use recognition, comparative analysis (based on industry standards) and story-telling to associate excellent performance with excellent outcomes. "We measure to improve".	09-30-2022
Supports city service request processing for servicing agencies (DPW, DOT, DOEE, etc.) (1 Strategic Initiative)		
Ensure racial equity in all programs, offerings, and services	In FY22, the Office of Unified Communications will pursue a comprehensive approach to advancing racial equity for historically marginalized and/or underserved communities. To advance racial equity, decision-makers, policy developers, process-analyzers will be required to include addendums to all decisions, policies, and processes to include verbiage as to how it will either enhance racial equity or if there is a concern it could build on the practice of institutionalized and systemic racism. To achieve this, we will: <ol style="list-style-type: none"> 1. Collect and report on demographic data as it pertains to 911 and 311 whenever possible. 2. Design and deliver programs and training that provide more access and voice to communities of color. 3. Identify potential barriers to services that impact historically marginalized residents of color. 	09-30-2022

▼ American Rescue Plan Act WMs

Measure	ARPA Expenditure Code	ARPA Initiative	ARPA Sub-Initiative	ARPA Project Name	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual
1 - Answers all incoming 911 calls (3 Measures)							
Total number of 911 calls for service eligible for diversion to DBH's Access Help Line	6.01	Alternative 911 Response	Expanded CRT/Check on Welfare	Expand 911 Call Center Capacity	New in 2022	New in 2022	New in 2022
Total number of 911 calls for service diverted to DBH AHL or a behavioral health specialist/clinician	6.01	Alternative 911 Response	Expanded CRT/Check on Welfare	Expand 911 Call Center Capacity	New in 2022	New in 2022	New in 2022
Total number of non-emergency police reports completed by OUC's Telephone Reporting Unit (TRU)	6.01	Alternative 911 Response	Expanded CRT/Check on Welfare	Expand 911 Call Center Capacity	New in 2022	New in 2022	New in 2022