



# Office of Unified Communications (OUC) FY2016 Performance Accountability Report (PAR)

## **Introduction**

The Performance Accountability Report (PAR) measures each agency's performance for the fiscal year against the agency's performance plan and includes major accomplishments, updates on initiatives' progress and key performance indicators (KPIs).

## **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.

## **Summary of Services**

The 911 Operations Division is responsible for answering 911 emergency calls and for dispatching MPD and FEMS to related incidents. The 311 Operations Division processes city service requests for multiple city agencies 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 Transcription Division provides audio transcribing for the Metropolitan Police Department (MPD), the Fire and Emergency Medical Services (FEMS) and the 311 Operations Division of OUC. 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.

## Overview – Agency Performance

The following section provides a summary of OUC performance in FY 2016 by listing OUC’s top accomplishments, and a summary of its progress achieving its initiatives and progress on key performance indicators.

### Top Agency Accomplishments

Accomplishment	Impact on Agency	Impact on Residents
Quick Send to Dispatch Implementation	Automated key feature of the call flow process making it consistent and more expedient.	Improved response times by enabling high priority calls to be sent for dispatch more quickly.
Institution of the Office of Professional Standards and Development	Created greater accountability by enabling the agency to self identify trends and other areas where attention is needed.	Residents now receive standardized and more professional assistance in response to calls for service.
Activation of the Simulation Lab	Enables the agency to complete end to end testing without operations interruptions.	Provides a ‘no impact’ live testing environment for emerging technologies and systems.
311 Enhancement Roll Out: Text to 311, Live Agent, Enhanced Portal, New Mobile Application	Redistributed workload and improved employee morale.	Reduced caller wait time and provided multiple avenues to request city services and information.

In FY 2016, OUC had 7 Key Performance Indicators. Of those, 0 were neutral. Of the remaining measures, 57% (4 KPIs) were met, 14% (1 KPIs) were nearly met, and 29% (2 KPIs) were unmet. In FY 2016, OUC had 22 Initiatives. Of those, 59% (13) were completed and 23% (5) were nearly completed, and 18% (4) were not completed. The next sections provide greater detail on the specific metrics and initiatives for OUC in FY 2016.

## FY16 Objectives

Division	Objective
Agency Management	Solidify the agency's brand image and name recognition in conjunction with its service portfolio.
Agency Management	Pursue rulemakings to implement the statutory and Mayoral authority that has been delegated to OUC.
Agency Management	Provide quality administrative support for all agency personnel to support customer service and public safety communications and oversee the implementation of agency-wide priorities.
Emergency (911) Operations Division	Provide efficient, professional and cost effective responses to 911 communications.
Non-Emergency (311) Operations Division	Provide efficient, professional and cost effective responses to interactions initiated through 311 platforms.
Technology Operations Division	Provide State-Of-The-Art Emergency and Non-Emergency Communications Technology.
Transcription Division	Provide consistent support to Federal and District partners to ensure quality information is transferred in a timely manner.

## FY16 KPIs

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

Measure	Target	Freq	Q1	Q2	Q3	Q4	Total	KPI Status	KPI Barriers
Percent of calls answered within 5 seconds	97	Q	87.62	94.07	93.23	86.2	90.1	Nearly Met	<p>Through most of FY16, the operation's staffing was insufficient. The agency filled a number of vacancies and new hires have completed training and were released to the operation to support call volume at FY end.</p> <p>According to NENA, ninety percent (90%) of all 9-1-1 calls arriving at the Public Safety Answering Point (PSAP) shall be answered within ten (10) seconds during the busy hour (the hour each day with the greatest call volume, as defined in the NENA Master Glossary). Ninety-five (95%) of all 9-1-1 calls should be answered within twenty (20) seconds. In FY17, the agency will measure performance based on this standard.</p>

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

Measure	Target	Freq	Q1	Q2	Q3	Q4	Total	KPI Status	KPI Barriers
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Percent of 311 calls answered by a live agent within 90 seconds	80	Q	46.12	34.12	48.25	35.85	39.8	Unmet	Through most of FY16, the operation's staffing was insufficient. The agency filled a number of vacancies and new hires have completed training and were released to the operation to support call volume at FY end. The agency also introduced enhanced and varied methods to make service requests, which has resulted in the operation meeting prescribed targets in 1st Q FY17.
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Percent of 311 calls handled by a live agent in 4 minutes or less	97	Q	60.4	46.48	34.84	40.96	44.4	Unmet	Through most of FY16, the operation's staffing was insufficient. The agency filled a number of vacancies and new hires have completed training and were released to the operation to support call volume at FY end. The agency also introduced enhanced and varied methods to make service requests, which has resulted in the operation meeting prescribed targets in 1st Q FY17.

Objective: Provide quality administrative support for all agency personnel to support customer service and public safety communications and oversee the implementation of agency-wide priorities.

Measure	Target	Freq	Q1	Q2	Q3	Q4	Total	KPI Status	KPI Barriers
Percent of expendable budget spent with Certified Business Enterprises	100	A					100	Met	

Objective: Provide State-Of-The-Art Emergency and Non-Emergency Communications Technology.

Measure	Target	Freq	Q1	Q2	Q3	Q4	Total	KPI Status	KPI Barriers
Percent of time the OUC responds to radio equipment repair requests within 24 hours	99	A					100	Met	
Percent of time the OUC responds to Mobile Data Terminal repairs within 24 hours	99	A					99.9	Met	

Objective: Solidify the agency’s brand image and name recognition in conjunction with its service portfolio.

Measure	Target	Freq	Q1	Q2	Q3	Q4	Total	KPI Status	KPI Barriers
Total number of community engagement and 911 education activities	70	A					73	Met	

## FY16 Workload Measures

Measure	Freq	Q1	Q2	Q3	Q4	Total
Total Number of inbound 911 calls	Q	358,977	322,271	350,311	365,396	1,396,955
Total Number of Inbound 311 Calls	Q	424,338	442,433	435,537	446,139	1,748,447
Total Number of Service Requests Entered Into the Customer Relationship Management System by 311 Call Takers	Q	69,465	85,247	92,104	149,055	395,871

## FY16 Initiatives

**Title: Develop standard operating procedures for each agency division and review, update and finalize the agency's policies.**

**Description:** The agency will draft standard operating procedures and develop an employee handbook. The agency will also review and update, or draft new agency-wide and 911/311 operations policies in alignment with CALEA standards.

**Complete to Date:** 50-74%

**Status Update:** A new team leader has been identified and a gap analysis and needs assessment has been drafted

**If Incomplete, Explanation:** The agency project management team experienced an unexpected transition during the fiscal year. Specifically, the project manager was separated from the agency and the group's progress was slowed significantly.

**Title: Initiate all the components related to recruitment to enhance the operations staffing of the agency.**

**Description:** The agency continue to round out its staffing and professional support resources through dedicated efforts to recruit, assess and hire qualified personnel, as well as by initiating and leveraging partnerships with industry groups and other District agencies.

**Complete to Date:** Complete

**Status Update:** The agency recruited, hired, assessed and hired professionals across all divisions of the agency. The agency's OPSD implemented more stringent skills assessment tools essential for hiring emergency communications personnel. In addition, the agency recently on-boarded 35 employees from DOES's LEAP academy program

**Title: Enhance training instruction for recertification and in-service training.**

**Description:** The agency will secure the support of dedicated personnel to manage the agency's training initiatives, curriculums, applications and programs. Through this initiative, the agency will seek to institutionalize a formalized educational program as well as resource development opportunities and plans for all personnel. One of the primary focuses of this initiative is to ensure continuity and consistency in training delivery across all divisions.

**Complete to Date:** Complete

**Status Update:** The agency has established a Professional Standards and Development Division, which is responsible for the administration of all quality assurance and training initiatives across the agency

**Title: Update Emergency Response plans for the UCC and PSCC.**

**Description:** The agency will update emergency evacuation plans with support from the Office of Risk Management and under the General Industry Standard 29 CFR 1910.38. These plans will include 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.

**Complete to Date:** 75-99%

**Status Update:** The plans have been drafted and are under review by the agency director

**If Incomplete, Explanation:** This initiative was recently assigned to the agency's Communications Liaison after the unexpected separation of the former project lead.

**Title: Continue public education, identification, and marketing campaign**

**Description:** The OUC is will continue to undertake identification, branding and marketing efforts to ensure that the vast array of specialized services provided by the agency as well as its role in the public safety arena are clearly understood by agency partners and the community at large. In particular, the agency will



air PSAs that will provide agency overview information, as well as specific 911 and 311 Operations service information. Elements of this campaign will also focus on decreasing the misuse of 911 services and providing information about how call taking protocols support the most efficient response to calls for service. The agency will also seek to continue its proactive engagement with the community through regular participation in neighborhood and community meetings and other activities.

**Complete to Date:** Complete

**Status Update:** The agency director partnered with ANCs to introduce herself as the new director and to highlight new initiatives across every ward

**Title: Create a proactive schedule of interaction with District residents**

**Description:** The agency intends to begin initiating agency sponsored events and other programs that enable it to provide educational and promotional materials, including new developed PSAs, to targeted populations within the community. While doing so, the agency will continue to maintain its support of partner agency sponsored events and other regular programming such as participation in neighborhood community meetings and other events.

**Complete to Date:** Complete

**Status Update:** The agency published a 311 PSA and is working with the vendor to finalize a 911 PSA and other collateral materials. OUC also contracted with OutFront Media to advertise 311 enhancements on city buses. This campaign is scheduled to run beginning in the first quarter of FY17

**Title: Devise and seek the publication of citywide radio system standards**

**Description:** The agency will develop standards that address the acquisition, operation, and maintenance of radio technology systems and services for all District agencies and departments; coordination with appropriate semi-governmental and private entities, the Federal Communications Commission, federal and state radio communications coordination organizations, and jurisdictions adjacent to or otherwise affecting the application or use of radio technology in the District; management of the building facilities supporting radio technology; radio communications towers, antennae, and related equipment and appurtenances used by District departments and agencies; processes for review of all agency proposals, purchase orders, and contracts for the acquisition of radio technology and call center technology systems, resources, and services, and recommend approval or disapproval to the Chief Procurement Officer in coordination with OCTO; and processes for review of radio technology budgets for District government departments and agencies in coordination with OCTO; development of information management plans, standards, systems, and procedures throughout the District government for radio technology; development of a radio technology strategic plan for the District. The purpose of this effort is to pursue rulemakings that implement OUC's statutory authority (DC Official Code 1-327.54(3), (5)-(9) and DC Official Code 34-1802(a-1)), and the Mayoral authority that has been delegated to OUC in Mayor's Order 2009-85.

**Complete to Date:** 50-74%

**Status Update:** The agency completed the review of all related MOUs, MOAs and other documents for inclusion of relevant material in the initial draft standards of use policy. Accordingly, the agency began to develop a final draft of citywide radio standards at the end of FY16. This work will continue in FY17 and it is anticipated that the standards will be published before fiscal year end.

**If Incomplete, Explanation:** A draft of these standards is under review by agency management and it is anticipated that the standards will be published before FY17 end.

**Title: Devise and seek the publication of call center standards**

**Description:** The agency will develop standards that address standards for acquisition, operation, and maintenance of call center technology systems and services for all District agencies and departments; coordination with appropriate semi-governmental and private entities, and jurisdictions adjacent to or otherwise affecting the application or use of call center technology in the District; management of the building facilities supporting call center technology; and processes for review of call center technology budgets for District government departments and agencies in coordination with OCTO; development of information management plans,

standards, systems, and procedures throughout the District government for call center technology; processes for development of a call center technology strategic plan for the District. The purpose of this effort is to pursue rulemakings that implement OUC's statutory authority (DC Official Code 1-327.54(3), (5)-(9) and DC Official Code 34-1802(a-1)), and the Mayoral authority that has been delegated to OUC in Mayor's Order 2009-85.

**Complete to Date:** 25-49%

**Status Update:** No significant efforts were undertaken on this initiative in FY16. Through the fiscal year the agency's primary focus was on the expansion of the 311 operation. Accordingly, call center standards development was deprioritized and no forward progress on the initiative was made

**If Incomplete, Explanation:** No significant efforts were undertaken on this initiative as agency's primary focus was on the expansion of the 311 operation. Accordingly, call center standards development has been deprioritized.

**Title: Devise and seek the publication of 911 assessment fund administration standards**

**Description:** The agency will develop standards that outline the process for assessment, collection, and enforcement of tax imposed upon all local exchange carriers, including wireline and wireless carriers and interconnected Voice Over Internet Protocol (VoIP) service providers, as defined by 47 C.F.R. 9.3, that connect users who dial or enter the digits 9-1-1 to the District's public safety answering points, a monthly tax calculated on the basis of each individual telephone line sold or leased in the District. The purpose of this effort is to pursue rulemakings that implement OUC's statutory authority (DC Official Code 1-327.54(3), (5)-(9) and DC Official Code 34-1802(a-1)), and the Mayoral authority that has been delegated to OUC in Mayor's Order 2009-85.

**Complete to Date:** 75-99%

**Status Update:** In FY16, the agency formed a working group of telephony, finance, and legal experts that meets regularly to develop the 911 assessment administration standards in the form of rulemaking. OUC anticipates proposing these rules in FY17

**If Incomplete, Explanation:** Related work is nearly complete and the agency anticipates proposing these rules in FY17.

**Title: Enhance Customer Service Experience**

**Description:** In the previous fiscal year, the Transcription Division surveyed its clients to gauge their level of satisfaction with service delivery, to include the current modes and methods of delivery, interactions with division staff and service request turn-around times. In FY17, the Division will seek to enhance its performance by implementing suggestions and recommendations gleaned from these client surveys.

**Complete to Date:** Complete

**Status Update:** Client feedback on surveys demonstrated the need to facilitate more convenient and secure data transfer. As a result, additional servers and/or access to servers was granted

**Title: Enhance customer interaction methods with Text-to-911 solution.**

**Description:** In accordance with the Mayor's priority to expand successful policing strategies by investing in new technology, in FY15 the OUC began testing Text-to-911 functionality over its redundant network, identifying gaps from an operational, technical and/or network perspective. This testing was conducted to prepare for NextGeneration 9-1-1 functionalities which will enable the delivery of text messages, streaming videos, and pictures into the OUC. After deployment, the 911 Operations manager will monitor stakeholder feedback on the enhancement to recommend phase 2 modifications.

**Complete to Date:** 75-99%

**Status Update:** The agency will be prepared to fully integrate the MSRP solution which will enable the delivery of pictures, text and video in the same queue as 911 voice calls, with the same priority by April 2017

**If Incomplete, Explanation:** The industry has not authorized the deployment of the MSRP solution.

**Title: Market the availability of Smart911 in the District to support efforts to provide enhanced and more efficient dispatching.**

**Description:** Smart911 is a program that enables citizens to create a free safety profile for their households. These profiles provide critical, lifesaving data, such as floor plans and medical conditions to 9-1-1 call takers and dispatchers, which they in turn provide to police, fire and emergency medical personnel before they arrive at a scene. Through FY15, the agency continued its collaboration with DC Office on Aging, the Office of Human Rights, and the Homeland Security and Emergency Management Agency to participate in various citywide events, reaching a cross section of residents. In FY16, the agency will continue these partnerships and pursue other opportunities to showcase the SMART911 application to register more members of specific targeted populations, including seniors and youth.

**Complete to Date:** Complete

**Status Update:** The agency continued marketing of the SMART911 tool, with partner agencies including FEMS and HSEMA, information about the program has reached a wider audience

**Title: Introduce NG311 Enhancements**

**Description:** The 311 Division will begin to offer the following enhancements to help improve the overall user experience: Text to 311, improved web portal, upgraded mobile app and a live chat feature.

**Complete to Date:** Complete

**Status Update:** All new enhancements have been fully deployed

**Title: Strengthen relationships with service agency partners and define role in service request process**

**Description:** In FY16, the Division will seek to enhance communication, collaboration and cross-training opportunities with service agency partners (DPW, DOT, DMV, DDOE and others) to close gaps in performance and ensure that the customers' perception of the District's service continuum is accurate. In particular, the 311 Division will work with the agencies to clarify their respective roles in the customer service request process for all stakeholders, including the general public. The agency will also update service request messaging to more accurately reflect request statuses and to outline next steps for more adequate management of customer expectations.

**Complete to Date:** Complete

**Status Update:** The agency has continued bi-weekly meetings with all stakeholders and agency partners. Modified service request message language has been drafted and will be integrated into the system in the first quarter of FY17.

**Title: Enhance customer interaction methods with Text-to-311 solution.**

**Description:** In FY15, the agency upgraded its service request application with the most robust and highest integrated service request management technology available. This enhancement enables the OUC to provide customers with a more interactive platform and easier access to service request status updates. In FY16, the OUC will deploy an enhancement to the service request application which will feature the Text-to-311 capability. The 311 Operations manager will monitor stakeholder feedback on the enhancement to recommend phase 2 modifications.

**Complete to Date:** Complete

**Status Update:** The agency fully launched the Text-to-311 function. Phase 2 enhancements to the service will include the ability to participate in live chat via text with 311 agents

**Title: Devise and Initiate Radio Tower (1700 RI Ave) Relocation Plan**

**Description:** The current radio tower site at 1700 Rhode Island Ave NE is being re-purposed. In FY16, the IT Division began initial analysis and identification of relocation sites to support this move. In FY17, the Division will undertake other high level tasks and project planning activities including seeking zoning and

neighborhood approval, FCC notification, FAA notification and approval, and design, delivery and installation of all related equipment at the new site.

**Complete to Date:** 50-74%

**Status Update:** A study to determine whether radio frequency emissions from the site are deemed harmful is being conducted. If it is determined that the emissions are harmful, antennas belonging to tenant entities, such as Verizon, will be required to remove or modify their equipment to come into compliance with the findings.

**If Incomplete, Explanation:** The project is still in the discovery and analysis phase.

**Title: Deploy a Text-to-911 solution.**

**Description:** In accordance with the Mayor's priority to expand successful policing strategies by investing in new technology, in FY15 the OUC began testing Text-to-911 functionality over its redundant network, identifying gaps from an operational, technical and/or network perspective. This testing was conducted to prepare for NextGeneration 9-1-1 functionalities which will enable the delivery of text messages, streaming videos, and pictures into the OUC. In FY16, the agency intends to fully deploy this solution.

**Complete to Date:** 75-99%

**Status Update:** The agency will be prepared to fully integrate the MSRP solution which will enable the delivery of pictures, text and video in the same queue as 911 voice calls, with the same priority by April 2017

**If Incomplete, Explanation:** The industry has not authorized deployment of the MSRP solution.

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**Complete to Date:** Complete

**Status Update:** The agency fully launched the Text-to-311 function. Phase 2 enhancements to the service will include the ability to participate in live chat via text with 311 agents

**Title: Activate onsite simulation lab**

**Description:** The OUC recently installed a state of the art testing and simulation lab. In FY17 the agency intends to fully activate the lab and simulate the use of new technology systems, software and applications in the lab. This lab supports the OUC's efforts to bolster its technical infrastructure by enabling controlled onsite product demonstrations and other pilots prior to full integration with the agency's live operations systems. Activation of the lab will afford the agency the more dynamic ability to safely test program modifications without impacting live operations.

**Complete to Date:** Complete

**Status Update:** The simulation lab grand opening took place in June. Since that time the agency has hosted numerous tours and demos of the agency's 311 and 911 Operations technologies

**Title: Analyze Call Flow Task Force Findings**

**Description:** In the previous fiscal year, the agency developed a Call Flow Task Force, comprised of key management and operations staff, to support its top to bottom assessment of the 911 call intake and management process. Much of the groups' focus was on the use of protocols and identifying and addressing

any impediments to quick and accurate dispatching. In FY 17, the assessment results will be analyzed and efforts to implement any necessary call management adjustments will be made.

**Complete to Date:** Complete

**Status Update:** The agency's newly developed Professional Standards Division has formalized methods for performing routine QA/QI on 911 calls. In conjunction, the agency's call flow task force has also continued its work on protocol, call classification and response plan reviews. The agency meets regularly with partner agencies to review additional recommendations and discuss other ways to enhance responses to calls for service

**Title: Conduct a customer satisfaction survey.**

**Description:** In FY16, the division will survey stakeholders to determine how their customer base could be better served. Based on results of the survey, the division will explore methods of enhancing of interactions with stakeholders and the medium of offerings.

**Complete to Date:** Complete

**Status Update:** The survey was developed and shared with stakeholders. The open response period was extended through the first quarter of FY17

**Title: Explore feasibility of integrating redaction software with digital voice logger recording software.**

**Description:** In FY16, the division will conclude its survey of stakeholders, which was undertaken to determine how its customer base could be better served. Based on results of the survey, the division will move forward in its exploration of methods to enhance interactions with stakeholders, as well as the current medium of offerings.

**Complete to Date:** 75-99%

**Status Update:** The redaction tool is scheduled to be available in FY17. It is only compatible with the newest version of the digital voice logger system currently used by the agency. The agency is intends to update the dvlr system by mid-year

**If Incomplete, Explanation:** The vendor's redaction product has not been pushed to market.