Office of Unified Communications FY2018

▼ FY2018 Performance Accountability Report

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, 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.

▼ FY18 Top Accomplishments

What is the accomplishment that your agency wants to highlight?	How did this accomplishment impact residents of DC?	How did this accomplishment impact your agency?
911 Criteria Based Dispatching (CBD) Protocol Launch	CBD enhances the efficiency of the dispatch process. Benefits of this protocol include reduced caller frustration due to more common sense-based caller interviewing/probing, more relevant triage of medical patients and improved utilization of emergency response resources.	In addition to helping to improve employee morale, the introduction of CBD will also result in significant cost savings related to training and software maintenance and support for the agency.
Nurse Triage Line Integration	In coordination with FEMS, the agency integrated programming that enables secondary telephonic medical triage (STMT) to transfer low acuity calls away from the emergency medical system to a secondary screening process that determines the most appropriate resources. The benefits of implementation include reduced wait times for ambulances as well as less emergency room overcrowding.	Supporting a system that redirects patients to more appropriate healthcare resources and options can reduce the strain on the emergency dispatching system.
Industry and National Recognition - 311 Operations	In FY18, the agency employed several innovative technical strategies while transitioning LEAP program participants to FTEs under the 311 division. The combination of these efforts resulted in significant performance improvements. As a result, the operation received a "Service to the Citizen Award", which is given to organizations that demonstrate ingenuity in employing strategies and best practices for improving citizen experiences, and was also nationally recognized as a Trailblazer in the public sector by the industry's foremost CRM platform vendor.	The agency has recognized enhanced customer satisfaction with its core services, which has influenced employee morale.

▼ 2018 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.**

▼ 2018 Key Performance Indicators

Measure	Freq	Target	Q1	Q2	Q3	Q4	FY2018	KPI Status	Explanation
1 - Provide efficient, professional and cost effective responses to 911 communications (4 Measures)									
Percent of 911 calls which move from queue to dispatch in 60 seconds or less	Quarterly	75%	68.6%	69.6%	55.6%	54%	60.8%	Unmet	The majority of all 911 calls are for police service. In the past fiscal year, the agency has seen the number of calls for service gradually increase. The time between queue to dispatch is directly related to MPD unit availability for dispatch.
Total number of sustained 911 complaints	Annually	0	Annual Measure	Annual Measure	Annual Measure	Annual Measure	25	Unmet	OUC received a total of 43 complaints in FY18. Customer service was the most frequent type of complaint received. In FY18, major systems and the infrastructure of the 911 call taking/dispatching system, including the telephony platform, the protocol system and the emergency medical call triaging methods were completely overhauled. As the agency's professional standards division continues to identify areas of concern, the agency anticipates that sustained complaints will decline. The agency manages approximately 1.4 million 911 calls annually and the number of complaints received in FY18 represents less than .01% of this call volume.
Percent of 911 calls in which call to queue is 90 seconds or less	Quarterly	75%	51.6%	49.8%	61.4%	66.6%	58.5%	Unmet	In FY18, the agency implemented Criteria Based Dispatching. This new common sense based protocol system enhances the efficiency of the dispatch process and the agency recognized steady improvement after implementation. The agency anticipates continued improved performance as 911 operations employees become more familiar with the new protocol system.
Percent of 911 calls answered within 10 seconds	Quarterly	90%	91.9%	89.2%	82.2%	83.3%	86.4%	Nearly Met	In April 2018, the agency replaced its aging telephony system. The timing of how calls are presented/dropped into queue has changed and there was a learning curve for call takers in the new system. In addition, the agency has seen a gradual

Measure	Freq	Target	Q1	Q2	Q3	Q4	FY2018	KPI Status	Explanation
									increase in 911 calls, which impacts call taker availability. However, the agency anticipates continued gradual improvement in performance, such as what was seen since the introduction of the telephony system and through Q2& Q3 going forward.
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	Quarterly	97%	73.8%	73.8%	73.9%	75.2%	74.2%	Unmet	Performance around this KPI has improved greatly since FY16, and gradually so through FY17 to date. In FY18, the agency analyzed performance metrics and determined that DMV calls, among the top 3 of al lcustomer call types, average 6-7 minutes in length. This performance impacts the overall call handling time average. In FY19, the agency will explore this metric to determine if performance can be improved.
Percent of 311 calls answered by a live agent within 90 seconds	Quarterly	80%	86.6%	93.5%	91.3%	92.7%	91%	Met	
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	Annually	99%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	100%	Met	
Percent of time the OUC responds to radio equipment repair requests within 24 hours	Annually	99%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	100%	Met	
Percent of tablet connectivity uptime	Quarterly	90%	98%	99%	99%	97%	98.3%	Met	
4 - Create and maintain a highly efficient, transparent and responsive District government. (3 Measures)**									
Total number of residents reached through community	Annually	15,000	Annual Measure	Annual Measure	Annual Measure	Annual Measure	40,800	Met	

Measure	Freq	Target	Q1	Q2	Q3	Q4	FY2018	KPI Status	Explanation
engagement and 911 education activities									
Percent of Time OUC's grade.dc.gov Customer Service Satisfaction Rating is "B" or Better	Quarterly	100%	100%	100%	100%	100%	100%	Met	
Percent of records requests fulfilled within mandated time frames	Annually	80%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	99.9%	Met	

**We've revisited a project to standardize District wide measures for the Objective "Create and maintain a highly efficient, transparent and responsive District government." New measures will be tracked in FY18 and FY19 and published starting in the FY19 Performance Plan.

2018 Workload Measures

Measure	Freq	Q1	Q2	Q3	Q4	FY 2018
1 - Answers all incoming 911 calls (2 Measures)						
Total Number of Inbound 911 Calls	Annually	Annual Measure	Annual Measure	Annual Measure	Annual Measure	1,286,681
Total number of events created in CAD	Annually	Annual Measure	Annual Measure	Annual Measure	Annual Measure	957,482
2 - Answers all incoming 311 calls (2 Measures)						
Total Number of Inbound 311 Calls	Annually	Annual Measure	Annual Measure	Annual Measure	Annual Measure	1,690,354
Total number of service requests entered into the customer relationship management system by 311 agents	Annually	Annual Measure	Annual Measure	Annual Measure	Annual Measure	560,271
4 - Serves as custodian of all 911 and 311 communications records (1 Measure)						
Percent of agency held records released to stakeholders upon request	Annually	Annual Measure	Annual Measure	Annual Measure	Annual Measure	100%

2018 Strategic Initiatives

Title	Description	Complete to Date	Status Update	Explanation
311 CALL TAKING ACTIVITY (1 Strategic Initiative)				
311 Customer Care Partnership Expansion	In FY18, OUC will add DCRA, DGS and OCFO (Central Collections Unit) as new clients to fulfill service requests and respond to customer service needs for identified services.	Complete	In Q4 of FY18, the agency continued its participation on the EOM/DOT taskforce. The agency aslo added the "pet waste" service request type for the Office of the Clean City and a commercial enforcement service request type related to styrofoam and plastic for DDOE. Also in Q4, the agency began work on a platform interface with DGS to support parks and recreation maintenance and upkeep service request types.	
911 CALL TAKING ACTIVITY (4 Strategic initiatives)				
Targeted Community Engagement	OUC will enhance citywide partnerships with government agencies and community groups to showcase the 911 and 311 operations. The intent is to gain constituent buy in and support, minimize confusion and decrease service related complaints. This activity will also provide a channel to allow citizens to interact more directly with OUC personnel and enable the agency to proactively educate the public on OUC's role in the public service continuum.	Complete	Through Q4 of FY18, the OUC leveraged its industry partnerships and social media and outreach platforms to proactively publicize its critical prorgrams and services. In particular, the OUC's 311 platform vendor, Salesforce, pushed video profiles and two live podcasts featuring 311 super users and LEAP participant integration success stories. In addition, the agency's radio equipment vendor, Motorola, created a series of 911 emergency services profiles on the agency and published them nationwide.	
911 Education Campaign	OUC will launch a PR campaign that will aim to educate the public on appropriate uses of the 911 system. The campaign will utilize broadcast and social media outlets to educate the residents on what circumstances constitute an appropriate call to 911 and what to expect when interacting with 911 call takers.	Complete	The first edition of the newsletter was sent to subscribers during the last week of July. In addition, the agency's community action team hosted information sessions at numerous events citywide, including ANC and neighborhood community meetings. MPD also allowed the agency to partner with their outreach teams to to incorporate 911 education programming into their Officer Friendly program. In particular, the agency introduced the Cell Phone Sally character which has proven to be a valuable tool in teaching children how to call 911.	
Nurse Triage Line Integration	FEMS and OUC will work to integrate a third party vendor that will provide Secondary Telephonic Medical Triage (STMT) to transfer low acuity 911 callers away from the emergency medical system to a secondary screening process to determine appropriate resources.	Complete	In Q2, OUC continued its participation in regular meetings to discuss the implementation of the NTL as well as its cooperation with FEMS on the development of a targeted, customized outreach strategy to help educate residents about access to healthcare. NTL went live on 4/19/18.	

Title	Description	Complete to Date	Status Update	Explanation
911 DISPATCHING ACTIVITY (2 Strategic initiatives)				
PulsePoint Launch	PulsePoint is a mobile application that alerts CPR-trained bystanders about a nearby sudden cardiac arrest (SCA) event and lets them know the location of the closest AED. In FY 2018, the Office of Unified Communications (OUC), in partnership with DCFEMS, will introduce this application in the District, as well as a communications campaign to support it.	Complete	Pulse Point was officially launched in November 2017. The program is operating as intended with no issues to report.	
Launch New Dispatch Protocol System	In FY18, OUC will continue its partnership with FEMS to implement "criteria based" dispatching to enhance the efficiency of the dispatch process. Results of this transition will include less caller frustration due to a more common sense based interview protocol, more relevant triage of medical patients, improved utilization of emergency medical response resources and significant cost savings related to software training, maintenance and support.	Complete	Through Q2, all emergency operations staff was trained on the new protocol and the agency's OPSD offered additional refresher and remedial support to employees upon request. The agency officially transitioned to the the new protocol on 4/19/18. The agency is currently working with the previous protocol vendor to decommission their product.	
INFORMATION TECHNOLOGY (3 Strategic initiatives)				
THOR Mobile Command Unit Integration	Tactical Homeland Operations Response (THOR) is a two-story, 80-foot long mobile communications command center designed to help public-safety answering points (PSAPs) maintain operations when their call centers are down or overwhelmed by traffic in crisis situations. In FY18 the agency intends to finalize the procurement of the vehicle,which was secured through HSEMA grant funds, and begin to fully outfit it. THOR is capable of supporting up to 17 call-taker or dispatch positions and can be used as a full service PSAP during COOP scenarios.	Complete	Systems operations training was completed in Q3. OUC staff is now fully capable of operating the unit. Also in Q3, the unit's microwave connection was completed. The agency has since also hosted several tours for industry officials including FCC Chairman Michael O'Reilly.

At this time network design activities are ongoing. | |
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| PSCC Infrastructure Remodel | In FY18, OUC will utilize capital funding to remodel the Public Safety Call Center (PSCC), the OUC's secondary operations site. The remodel will be completed in a phased approach spanning three years. Work to be completed includes upgrading electrical systems, HVAC upgrades, alarm systems, UPS replacement battery, space configurations, audio/visual display and redesign of the call floor to improve the work environment for operations staff and the advancement of technology to better align with industry standards. | 0-24% | The contract award for the back -up emergency power generator is estimated to be completed by November 15, 2018. DGS continues to review cost estimates for the design of the remaining building systems and space renovation. | Progress on this initiative is on track, but is a multi-phased project and completion was not expected this fiscal year. |

Title	Description	Complete to Date	Status Update	Explanation
TRANSCRIPTION & QUALITY DIVISION (1 Strategic Initiative)				
Streamline Records Request Process	In FY18, the agency will seek to further streamline and centralize its records request process. In particular, these requests include those that are not subject to provisions granted under FOIA, such as intra-District requests made by other DC govt agencies.	Complete	In Q4, in addition to upgrading the service request platform, the division fully on-boarded new staff support and redistributed the workload. As a result of these staff transitions, the division's responsiveness to requests improved significantly, enabling them to respond to 100% of their requests within the legislated time frames.	