

Office of Unified Communications FY2019

Agency Office of Unified Communications

Agency Code UCO

Fiscal Year 2019

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.

2019 Accomplishments

Accomplishment	Impact on Agency	Impact on Residents
THOR Command Unit Integration	Integration of THOR enabled the agency to further exercise its COOP plans and allows for more flexibility and expansion of its operations activities.	Full integration of the THOR Command Unit provides redundancy for the 911 and 311 operations, which is critical in continuing operations in extreme and disaster scenarios. Redundancy is pivotal in public safety communications and citizen access to services.
Non-Emergency Call Management	Offloading of non-emergency calls enables 911 call takers to more efficiently manage all calls for service.	Using 311 to route non-emergency police calls for service allows 911 emergency calls to take priority in the emergency response queue. This activity preserves the 911 line for true emergencies.
311 Customer Care Portfolio Expansion - Inclusion of DPR/DGS Grounds Maintenance Service Request Types	Integration of the DPR/DGS grounds maintenance service request types enhances customer satisfaction with access to city services and has indirectly improved employee morale in that callers are less frustrated with their interactions with agents regarding these service request types.	Incorporating additional service request types under the 311 portfolio enhances customer satisfaction with access to city services and information.

2019 Key Performance Indicators

Measure	Frequency	FY 2017 Actual	FY 2018 Actual	FY 2019 Target	FY 2019 Q1	FY 2019 Q2	FY 2019 Q3	FY 2019 Q4	FY 2019 Actual	KPI Status	Explanation
1 - Provide efficient, professional and cost effective responses to 911 communications. (5 Measures)											
Percent of 911 calls answered within 10 seconds	Quarterly	90.3%	86.4%	90%	85.1%	87%	84.6%	85.7%	85.5%	Nearly Met	Performance around this KPI has continually improved since FY18. A finding of a call management review, conducted after the implementation of a new telephony system, was a change in the timing of how calls are presented/dropped into queue. Also in FY19 the agency faced several denial of service attempts which slightly impacted overall performance related to this measure. Accordingly, OUC continuously monitors this KPI and makes real-time technical adjustments and provides related ongoing training and support for the call takers to ensure optimal performance despite these challenges.

Measure	Frequency	FY 2017 Actual	FY 2018 Actual	FY 2019 Target	FY 2019 Q1	FY 2019 Q2	FY 2019 Q3	FY 2019 Q4	FY 2019 Actual	KPI Status	Explanation
Percent of 911 calls which move from queue to dispatch in 60 seconds or less	Quarterly	66.7%	60.8%	75%	63.3%	65.9%	62.7%	63.8%	63.9%	Unmet	The majority of all 911 calls are for police service. The time between queue to dispatch is directly related to MPD unit availability for dispatch. In FY19 the agency partnered with MPD to convene a joint task force that sought to review performance and address mutual challenges related to calls for service. This task force will continue this work through FY20.
Total number of sustained 911 complaints	Annually	17	25	0	Annual Measure	Annual Measure	Annual Measure	Annual Measure	22	Unmet	The agency's professional standards division is tasked with identifying areas of concern and working closely with the operations division to address areas of performance opportunity. The agency manages approximately 1.4 million 911 calls annually and the number of complaints received in FY19 represents less than .01% of this call volume.
Percent of 911 calls in which call to queue is 90 seconds or less	Quarterly	53.4%	58.5%	75%	66%	67.3%	66.8%	65.5%	66.3%	Unmet	Since the implementation of Criteria Based Dispatching, a new common sense based protocol system that enhances the efficiency of the dispatch process, the agency has recognized steady improvement in this area. The agency anticipates continued improved performance as 911 operations employees become more familiar with the new protocol system. In fact, the agency saw significant improvement in this KPI in FY19 over FY18.
Percentage of QA/QI 911 call reviews that receive a rating of 80% or better	Quarterly	New in 2019	New in 2019	75%	87.9%	79.7%	79.7%	90.7%	85.8%	Met	
2 - Provide efficient, professional and cost effective responses to interactions initiated through 311 platforms. (2 Measures)											

Measure	Frequency	FY 2017 Actual	FY 2018 Actual	FY 2019 Target	FY 2019 Q1	FY 2019 Q2	FY 2019 Q3	FY 2019 Q4	FY 2019 Actual	KPI Status	Explanation
Percent of 311 calls handled by a live agent in 4 minutes or less	Quarterly	73.1%	74.2%	97%	76.4%	76.2%	74.4%	73.1%	75.1%	Unmet	In FY18, the agency found that DMV calls, which are among the top 3 of all call types, average 6-7 minutes in length, thus impacting the overall call handling average. Also in FY19, while the popularity of 311 services increased, the agency added several new service request types to its portfolio as well. OUC anticipates that as 311 agents become more familiar with the new service request types improved performance will be realized by the agency.􀀃
Percent of 311 calls answered by a live agent within 90 seconds	Quarterly	80.4%	91%	80%	93.3%	94.1%	85.3%	82.4%	88.8%	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	100%	100%	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	100%	100%	99%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	100%	Met	
Percent of tablet connectivity uptime	Quarterly	96.4%	98.3%	90%	98%	99%	99%	99%	98.8%	Met	
4 - Create and maintain a highly efficient, transparent and responsive District government. (11 Measures)											
Total number of residents reached through community engagement and 911 education activities	Annually	14,700	40,800	15,000	Annual Measure	Annual Measure	Annual Measure	Annual Measure	35,500	Met	
Percent of Time OUC's grade.dc.gov Customer Service Satisfaction Rating is "B" or Better	Quarterly	100%	100%	100%	100%	100%	100%	100%	100%	Met	
Percent of records requests fulfilled within mandated time frames	Annually	90.2%	99.9%	80%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	97.5%	Met	

Measure	Frequency	FY 2017 Actual	FY 2018 Actual	FY 2019 Target	FY 2019 Q1	FY 2019 Q2	FY 2019 Q3	FY 2019 Q4	FY 2019 Actual	KPI Status	Explanation
HR MANAGEMENT - Percent of eligible employees completing and finalizing a performance plan in PeopleSoft (Updated by OCA)	Annually	New in 2019	New in 2019	Not Available	Annual Measure	Annual Measure	Annual Measure	Annual Measure	97.2%	No Target Set	
HR MANAGEMENT - Percent of eligible employee performance evaluations completed and finalized in PeopleSoft (Updated by OCA)	Annually	New in 2019	New in 2019	Not Available	Annual Measure	Annual Measure	Annual Measure	Annual Measure	Waiting on Data	No Target Set	
FINANCIAL MANAGEMENT - Quick Payment Act Compliance - Percent of QPA eligible invoices paid within 30 days (Updated by OCA)	Annually	New in 2019	New in 2019	Not Available	Annual Measure	Annual Measure	Annual Measure	Annual Measure	99.4%	No Target Set	
FINANCIAL MANAGEMENT - Percent of local budget de-obligated to the general fund at the end of year (Updated by OCA)	Annually	New in 2019	New in 2019	Not Available	Annual Measure	Annual Measure	Annual Measure	Annual Measure	Waiting on Data	No Target Set	
CONTRACTS AND PROCUREMENT - Percent of Small Business Enterprise (SBE) annual goal spent (Updated by OCA)	Annually	New in 2019	New in 2019	100%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	Waiting on Data		
IT POLICY AND FOIA COMPLIANCE - Percent of "open" data sets identified by the annual Enterprise Dataset Inventory published on the Open Data Portal - (Updated by OCA)	Annually	New in 2019	New in 2019	Not Available	Annual Measure	Annual Measure	Annual Measure	Annual Measure	100%	No Target Set	
IT POLICY AND FOIA COMPLIANCE - Percent of FOIA Requests Processed in more than 25 business days - statute requirements allow 15 business days and a 10 day extension - (Updated by OCA)	Annually	New in 2019	New in 2019	Not Available	Annual Measure	Annual Measure	Annual Measure	Annual Measure	Waiting on Data	No Target Set	

Measure	Frequency	FY 2017 Actual	FY 2018 Actual	FY 2019 Target	FY 2019 Q1	FY 2019 Q2	FY 2019 Q3	FY 2019 Q4	FY 2019 Actual	KPI Status	Explanation
HR MANAGEMENT - Average number of days to fill vacancy from post to offer acceptance (Updated by OCA)	Annually	New in 2019	New in 2019	New in 2019	Annual Measure	Annual Measure	Annual Measure	Annual Measure	Waiting on Data	No Target Set	

*The HR management, financial Management, IT policy and FOIA compliance, and Contracts and Procurement measures were collected for all mayoral agencies in FY 2019. OCA calculates these measure based on summary-level data from various agencies, and cannot verify the accuracy of any calculations that were made to the source data prior to its receipt by OCA. The 2019 DC Enterprise Data Inventory (EDI), which contains data on "open" data sets published on DC's Open Data Portal, is current as of March 9, 2019. Due to data lags, FY 2019 data for the following core business measures will be published in March 2020: Contracts and Procurement - Percent of Small Business Enterprise (SBE) annual goal spent; Financial Management - Percent of local budget de-obligated to the general fund at the end of year; Human Resource Management - Average number of days to fill vacancy from post to offer acceptance; Human Resource Management - Percent of eligible employee performance evaluations completed and finalized in PeopleSoft; and IT Policy and Freedom of Information Act (FOIA) Compliance - Percent of FOIA Requests Processed in more than 25 business days - statute requirements allow 15 business days and a 10 day extension.

2019 Workload Measures

Measure	FY 2017 Actual	FY 2018 Actual	FY 2019 Q1	FY 2019 Q2	FY 2019 Q3	FY 2019 Q4	FY 2019 Actual
1 - Answers all incoming 911 calls (2 Measures)							
Total Number of Inbound 911 Calls	1,282,621	1,286,681	Annual Measure	Annual Measure	Annual Measure	Annual Measure	1,373,732
Total number of events created in CAD	967,154	957,482	Annual Measure	Annual Measure	Annual Measure	Annual Measure	989,141
2 - Answers all incoming 311 calls (2 Measures)							
Total Number of Inbound 311 Calls	1,028,834	1,690,354	Annual Measure	Annual Measure	Annual Measure	Annual Measure	1,724,350
Total number of service requests entered into the customer relationship management system by 311 agents	579,693	560,271	Annual Measure	Annual Measure	Annual Measure	Annual Measure	551,204
4 - Serves as custodian of all 911 and 311 communications records (1 Measure)							
Number of agency held records released to stakeholders upon request	10,220	9126	Annual Measure	Annual Measure	Annual Measure	Annual Measure	9267

2019 Operations

Operations Header	Operations Title	Operations Description	Type of Operations
1 - Provide efficient, professional and cost effective responses to 911 communications. (2 Activities)			
911 CALL TAKING ACTIVITY	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
911 DISPATCHING ACTIVITY	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)			
311 CALL TAKING ACTIVITY	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 Header	Operations Title	Operations Description	Type of Operations
311 CALL TAKING ACTIVITY	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
311 CALL TAKING ACTIVITY	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)			
INFORMATION TECHNOLOGY	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
INFORMATION TECHNOLOGY	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
INFORMATION TECHNOLOGY	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)			
TRANSCRIPTION & QUALITY DIVISION	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
TRANSCRIPTION & QUALITY DIVISION	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

2019 Strategic Initiatives

Strategic Initiative Title	Strategic Initiative Description	Completion to Date	Status Update	Explanation for Incomplete Initiative
Answers all incoming 911 calls (2 Strategic initiatives)				
Regional Public Safety Communications Training Facility Establishment	In FY19, OUC's Office of Professional Standards & Development will lead the initiative to certify its training program & evolve to an accredited regional public safety communications training center. Public safety agencies use the APCO International Agency Training Program Certification (Project 33) as a formal mechanism to ensure their training programs meet APCO American National Standards (ANS). Once OUC meets Project 33 standards, the agency intends to move forward on pursuing the accreditation necessary to offer onsite continuing training opportunities to & with regional partners. This will expand the long-term liaison relationships OUC maintains with jurisdictions across the National Capital Region (NCR) & enhance the local network of public safety communications professionals.	Complete	Procurement of the LMS system is complete. In Q4, the agency began to build out system requirements in preparation for roll out in Q2. The agency also continued to extend invitations for critical continuing education modules to regional partners to maintain a strong, collaborative partnership in the interim between full establishment of the training facility.	
Non-Emergency Call Management	In FY19, the OUC will create a Non Emergency Call Handling Taskforce, in partnership with MPD, that will identify all non-emergency call types and establish protocols which outline the priority settings in relation to 911 calls handled through the call distribution queue of the telephony systems' Automatic Call Distribution (ACD) program. The intent of this activity is to ensure that truly emergent calls are handled first and as efficiently as possible.	Complete	This initiative was completed in Q1. Feedback from the community and other stakeholders has been overwhelmingly positive. Value/impact data review is ongoing.	

Strategic Initiative Title	Strategic Initiative Description	Completion to Date	Status Update	Explanation for Incomplete Initiative
Dispatches MPD and FEMS units/apparatus in response to 911 calls (2 Strategic initiatives)				
Citywide Panic Button Implementation	<p>In FY19, the OUC will implement the Panic Button app across District government agencies and facilities. This app enables the immediate notification of on-site personnel during incidents and can initiate emergency procedures before first responders arrive.</p> <p>Other comparably-sized jurisdictions that have implemented the Panic Button are in New York: Nassau County (population 1.3M); Suffolk County (population 1.5M). Comprehensive user training has been highlighted as a factor in successful implementation, as it can decrease false alarms being triggered and improve site administrator management. OUC is also coordinating with the vendor/agency partners to avoid pitfalls around use of the app as a notification system rather than a public safety response mechanism. Lastly, OUC will remain engaged with site partners to ensure that accurate/updated floorplans and contact details are readily available during incident notifications.</p>	75-99%	In Q4, nine (9) additional agencies were onboarded, bringing the total to 56 of the 125 agencies. The approach that we adopted in Q3 has helped us monitor performance. The agencies in the following clusters have 100% of their agencies onboarded: Deputy Mayor for Education (DME), Deputy Mayor for Health & Human Services (DMHHS), and Office of the City Administrator (OCA). The Deputy Mayor for Public Safety & Justice (DMPSJ) has one agency remaining. Targeted completion date for remaining Mayoral agencies/offices is November 30, 2019 and for Quasi agencies/offices is January 31, 2020.	This initiative is being completed using a phased approach. The target completion date is January 31, 2020, and the agency is on track to meet this target.
Exploration of Methods to Improve Caller Location Accuracy	Wireless location accuracy depends largely on the capabilities of location determination technologies (LDT) used by wireless carriers to provide wireless E9-1-1 Phase II service. In FY19, the OUC will explore and seek to employ available emerging technologies that enhance the delivery of caller location information into the PSAP.	Complete	In Q4, the agency redoubled efforts to identify locations in the city that residents and visitors may have trouble accurately providing address information for. These locations include areas where new streets have been added and the related mapping is now modified. The agency's training division is employing new techniques and methods to provide ongoing refresher training to operations staff. Other related refresher training was also conducted for the Rapid SOS software.	
Manages the District's public safety communications and city service request platforms and infrastructure (2 Strategic initiatives)				
PSCC Infrastructure Remodel	<p>In FY19, OUC will utilize capital funding to continue the remodel of 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.</p> <p>The emergency power generators will be installed and the design for the remaining building systems and space layout will be complete by the end of FY19.</p>	50-74%	This project was delayed by one month due to required abatement of the old natural gas lines at the site. Gas abatement services are now complete. The concrete pad was demolished and pouring of new concrete will occur on 10/24. After curing of the concrete, the new generators will be set in place in preparation for connection. The delivery of the new generators is scheduled for 11/4/19. Approximately 1/3 of the cost of the generator replacement is being covered by a Hazard Mitigation Grant through HSEMA. Lastly, the procurement for the design of the remaining building spaces and systems is ready to award. The vendor is updating their insurance coverages to comply with ORM requirements before the contract is awarded.	Progress on this initiative is on track, but it is a multi-phased project and completion was not expected this fiscal year.
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 FY19, the agency intends to complete efforts to fully outfit the unit in preparation for use during exercises, special events and other activities as needed. 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	In Q4, the agency completed the outfitting of the unit and maintained it as a hot tertiary site for the agency's call operations. During the week of August 11, 2019, the unit was moved to Baltimore for APCO 2019. The APCO International's Annual Conference & Expo is the premier event for public safety communications officials. While on display in the exhibit hall at this event, OUC 911 and 311 call takers were aboard taking live calls from DC, showcasing the both unit's potential use and value during COOP scenarios. Lastly, in late September, the OUC partnered with FEMS to offer training space aboard THOR for their personnel preparing for their roles in the paramedic call taking pilot.	
Supports city service request processing for servicing agencies (DPW, DOT, DOEE, etc.) (1 Strategic Initiative)				

Strategic Initiative Title	Strategic Initiative Description	Completion to Date	Status Update	Explanation for Incomplete Initiative
311 Customer Care Partnership Expansion	In FY19, in partnership with DGS, OUC will incorporate the "facility maintenance" service request type to its 311 portfolio for DCPS and DPR.	Complete	In Q4, the DPR/DCPS facilities maintenance service request types were fully launched. In addition, the 311 division began meeting with outreach partners with MPD, ERS and MOCRs to plan coordinated efforts around citizen engagement with residents of Wards 7 and 8. This work included participation in CORE team walks in those neighborhoods. Lastly in Q4, the agency began developing strategic plans to support methods of encouraging DC government employees to download the 311 mobile app.	