Office of Unified Communications
OUC *(UC0)*

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. The OUC also provides centralized, District-wide coordination and management of public safety voice radio technology and other public safety wireless and data communication systems and resources.

SUMMARY OF SERVICES

The 911 Operations Division is responsible for answering 911 emergency calls and for dispatching units for police, fire and emergency medical incidents. The 311 Operations Division processes city service requests 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 Transcriptions Division provides audio transcribing for the District of Columbia Metropolitan Police Department (DCMPD), the District of Columbia Fire and Emergency Services (DCFEMS) and the 311 Operations Division. 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.
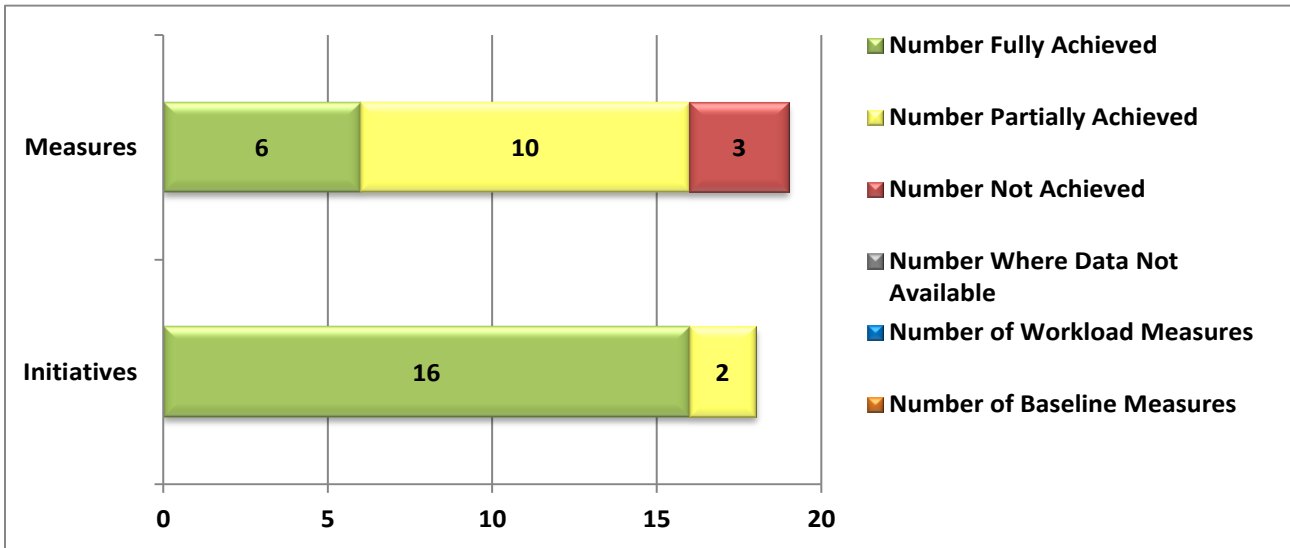
ACCOMPLISHMENTS

✓ Completion of Agency Strategic Plan – This included top to bottom agency business practice and industry best practices review, as well as cost model structure development for standard services provided by the agency.

✓ Training Division Revitalization – This included an audit which identified training curriculum gaps and individual employee development needs. We then provided multiple training opportunities to aide in enhancing the knowledge base of agency employees, which included enabling

✓ Citizen-Engaged Designated Community 2013-2015 Designation (311) – Was recognized due to excellence in multi-channel contact centers and best practices for the use of Citizen Relationship/Records Management (CRM) systems, 311 services, web portal technology, telephony systems and mobile communications infrastructure.
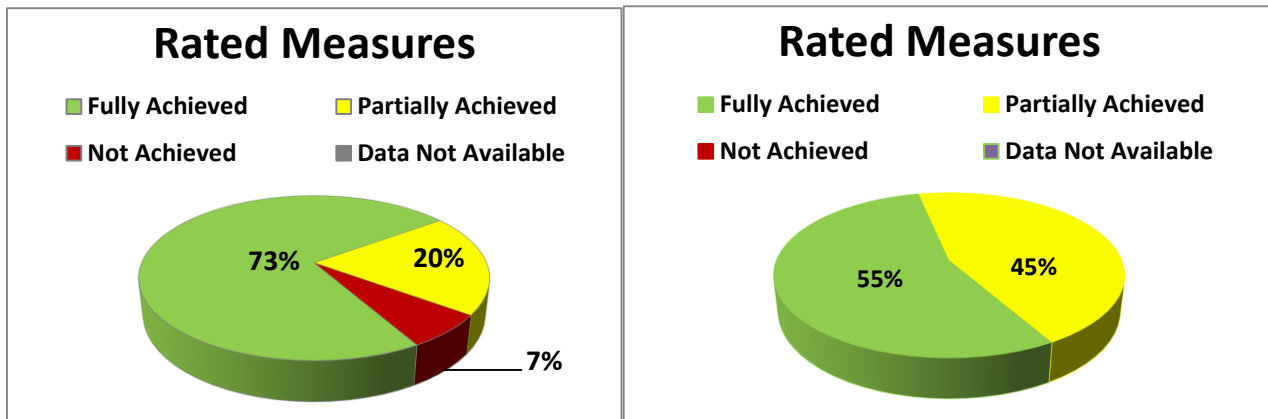
TOTAL MEASURES AND INITIATIVES

Legend:
- Number Fully Achieved
- Number Partially Achieved
- Number Not Achieved
- Number Where Data Not Available
- Number of Workload Measures
- Number of Baseline Measures

Measures: 6, 10, 3
Initiatives: 16, 2

RATED MEASURES AND INITIATIVES

Rated Measures
- Fully Achieved
- Partially Achieved
- Not Achieved
- Data Not Available

73%   20%   7%

Rated Measures
- Fully Achieved
- Partially Achieved
- Not Achieved
- Data Not Available

55%   45%

Note: Workload and Baseline Measurements are not included

Default KPI Rating:	
>= 100%	Fully Achieved
75 - 99.99%	Partially Achieved
< 75%	Not Achieved

Performance Assessment Key:

🟢 Fully achieved   🟡 Partially achieved   🔴 Not achieved   ⚪ Data not reported

Agency Management

OBJECTIVE 1: Provide Quality Administrative Support For All Agency Personnel To Support Customer Service and Public Safety Communications.

INITIATIVE 1.1: Enhance operational effectiveness by auditing its major programs and perform remediation activities in areas where improvement is needed.

🟢 **Fully Achieved -** Each division performed quality assurance reviews of major programs to determine if remediation was needed. Each division took the appropriate steps to begin remediation of performance gaps. A few examples of this work, by division, include the following:

- **Administrative Division** – Conducted payroll processing procedure reviews and an employee training and certification audit.
- **Financial Operations Division** – Evaluated procurement efficiency, fleet management; and CSBE compliance.
- **911 Operations Division** – Analyzed modified shift (10 Hour to 12.5 Hour) model.
- **311 Operations Division** – Performed CSR application and client relationship management systems reviews.
- **Transcription Division** – Conducted FOIA management and calls for service processing reviews.

INITIATIVE 1.2: Hold employees accountable for performance based on results of issues identified in FY 13 through the individual performance planning process.

🟢 **Fully Achieved -** 100% of FY2013 performance plans were reviewed and completed within the target time frame. The agency completed 100% of the 2014 plans for the agency's active employees.

INITIATIVE 1.3: Formalize the agency's asset management program.

🟢 **Fully Achieved -** The agency's Asset Manager position was officially filled by agency in September. Since that time, the Asset Manager has worked with the Information Technology Division to develop an Inventory Management System for the agency's fixed assets. It is anticipated that the enhanced tracking system will provide improved asset location tracking, the ability to better forecast for asset replacements, and will enable easier reporting on inventory valuation.

INITIATIVE 1.4: Enhance training instruction for recertification and in-service training.

🟢 **Fully Achieved -** An audit to identify training curriculum gaps and individual employee needs was completed by the agency's Education Committee. To begin to fill training gaps as identified through the audit, the agency offered a number of courses to the staff. Specifically, emergency operations employees completed over 200 certification courses throughout the fiscal year and achieved recertification requirements as necessary to maintain certifications in CPR, police, fire and emergency medical protocols.

In addition, approximately 86% of the staff satisfied APCO's prerequisite training requirement by completing the Basic Telecommunicator course. In addition, they participated in Active Shooter training, as well as agency coordinated, on-site training courses including Language Access, Ethics and

Classification and Compensation Reform.   In addition to instructor led courses, several online courses were offered during the fiscal year, to include: CAD Mapping Updates, Chemical Suicide and WALES recertification.

INITIATIVE 1.5: Update Emergency Response (ERP) plans for the UCC and PSCC.

● **Partially Achieved -** The PSCC ERP was updated. The UCC ERP was not updated by the end of the fiscal year.

INITIATIVE 1.6: Update and communicate policies and procedures for Vehicle Accountability as dictated by the Mayor's policy on fleet management.

● **Fully Achieved -** All agency vehicle operators were required to sign a "Vehicle Operator's Acknowledgement Form" and provide a valid copy of their valid driver's license. In addition, vehicle request procedures were established and disseminated to staff. The vehicle request procedures provide for better scheduling of fleet vehicles and provide the fleet coordinator with a tool to track overall vehicle usage.

Emergency (911) Operations Division

OBJECTIVE 1: Provide efficient, professional and cost effective responses to 911 calls.

INITIATIVE 1.1: Realign resources to better manage abandoned call volume.

● **Partially Achieved -** The agency has partially implemented the workforce management tool, Community Workforce. This tool is currently being utilized to manage and plan staffing for day-to-day operations as well as special events (4th of July, State of the Union, New Year's Eve, and other historically busy call volume days).   Possible future enhancements include use of the tool's leave request management feature.

In addition, the agency is in the process of filling its vacant 911 operations positions and will be able to deploy the new employees as needed based on analysis and reports generated through the workforce management tool.

INITIATIVE 1.2: Analyze performance data and trends to review efficacy of operations shift model adjustment.

● **Fully Achieved -** The agency completed the analysis of efficiencies gained through the shift model adjustment. Analysis findings reveal that a number of efficiencies were gained due to the model adjustment. Specifically, the agency is now able to 1)provide employees with additional training opportunities, 2)authorize more scheduled time off for employees and 3)develop and execute staffing plans based on historical data related to peak call volume times.

INITIATIVE 1.3: Market the availability of Smart911 in the District to support efforts to provide enhanced and more efficient dispatching (One City Action Plan 3.1.6).

● **Fully Achieved -** The OUC continued to market Smart 911 throughout FY14. Specific examples of this activity as are follows:
- Partnered with DC Department on Aging (DCOA), signing up nearly 500 District seniors for Smart911, and providing information to 2000+ at 18 events.
- Partnered with DC Department of Parks and Recreation (DPR) providing 911 Education to youth, and provided Smart 911 materials to their parents at 16 sessions at 13 DPR sites, touching 344 youth
Partnered with the Office of Asian and Pacific Islander Affairs (OAPIA) to both host and attend multiple events to bring programming to their communities
- Partnered with the Office of the Chief Technology Officer (OCTO) to utilize the Connect DC Mobile

Tech Lab for onsite Smart911 registration
- Partnered with the DC Senior Foster Care Program to register their 200 +members for Smart911/Smart Prepare

Non-Emergency (311) Operation Division

OBJECTIVE 1: Provide efficient, professional and cost effective responses to 311 calls.

INITIATIVE 1.1: Increase call center services by integrating other District Government program call volume into the 311 portfolio.

● **Fully Achieved -** In FY14, DC311 provided new services to OCTO for their ConnectDC program and DDOE to track complaints about idling vehicles, bag tax issues and other environmental concerns.

INITIATIVE 1.2: Upgrade 311 service request application.

● **Fully Achieved** - The agency identified the replacement application and plans to fully introduce the enhanced 311 Service Request System by the first quarter of FY15.

INITIATIVE 1.3: Interactive Voice Response System (IVR) Enhancement.

● **Fully Achieved -** The agency implemented an enhanced IVR function for 311 Operations. A detailed script was written to clarify the customer options for the 311 menu. This streamlined customers' ability to access DMV information regarding tickets, real-ID requirements, driving tests and license renewal questions. The agency also utilized the IVR enhancement to meet the challenges of DPW's trash can deployment and collection services.

Technology Operation Division

OBJECTIVE 1: Provide State-Of-The-Art Emergency and Non-Emergency Communications Technology.

INITIATIVE 1.1: Phase 3 of the upgrade to the District's radio system.

● **Fully Achieved -** In FY14 the agency completed the installation of a P25 radio system repeater system and issued over 300 first responders with corresponding portable radios.

INITIATIVE 1.2: Enhance the District's mobile data computing capabilities.

● **Fully Achieved -** In FY14 the agency deployed a new MDT team to support the current fleet of aging mobile units. In addition, the agency instituted a Secure and Mobile Virtual Private Network (MVPN) with over 1300 active users. Other efforts around this initiative include the installation of 280 mobile routers for MPD and FEMS vehicles and the deployment of over 70 new CF31 MDC laptops for MPD. The evaluation and validation of new Getac 11.5in Windows 7 tablets was completed as well.

INITIATIVE 1.3: Upgrade 911/311 Telephony Workstations.

● **Fully Achieved -** All 911 and 311 call handling workstations have been replaced. This included migration from Windows XP to Windows 7 and adding new sound arbitration modules for call processing.

INITIATIVE 1.4: Upgrade the agency's computer aided dispatching system.

● **Fully Achieved -** The application (CAD 9.3) has been executed in the test environment and new virtual servers have been installed. Cutover will occur in the first quarter of FY15.

INITIATIVE 1.5: Upgrade environmental equipment at radio tower sites.

Fully Achieved - Equipment selection and site validation have been completed and procurement is in the final stages. All radio sites will have new HVAC and Uninterrupted Power Supply systems(UPS) by
● March 2015.

Transcription and Quality Division

OBJECTIVE 1: Provide consistent support to our Federal and District partners to ensure quality information is transferred in a timely manner.

INITIATIVE 1.1: Maximize operational efficiency by leveraging full use an enhanced request management system.

● **Fully Achieved -** The agency implemented a secure web-based tracking solution for the Transcription and Quality Division. This tool allows users and supervisors to actively track all requests that have been submitted to the office, where the requests have come from, which agent has been assigned to each case, and the amount of time it takes for a request to be completed. The system makes reporting more intuitive and dashboards let supervisors assess office productivity at a glance. In FY2015, the agency will continue to improve the tool, so that customers are able to access their own reports.

Performance Initiatives – Assessment Details

Performance Assessment Key:

🟢 Fully achieved   🟡 Partially achieved   🔴 Not achieved   ⚪ Data not reported   🔵 Workload Measure

	KPI	Measure Name	FY2013 YE Actual	FY2014 YE Target	FY2014 YE Revised Target	FY2014 YE Actual	FY2014 YE Rating	Budget Program
Agency Management								
🟢	1.1	Community Engagement and 911 Education Activities	0	40		82	205%	AGENCY MANAGEMENT PROGRAM
🟢	1.2	Percent of Time OUC's grade.dc.gov Customer Satisfaction Rating is Rated "B" or Better	0	100		100%	100%	AGENCY MANAGEMENT PROGRAM
🟢	1.3	Percent of Exependable Budget Spent with Certified Business Enterprises	0	50		100%	100%	AGENCY MANAGEMENT PROGRAM
Emergency (911) Operations Divisions								
🟡	1.1	Percent of 911 calls answered within 5 seconds	91.69	97		91.34%	94.17%	EMERGENCY OPERATIONS (911) DIVISION
🔴	1.2	Percent of 911 Calls (wireline and wireless) Abandoned	2.7	2.5		3.63%	68.84%	EMERGENCY OPERATIONS (911) DIVISION
🔴	1.3	Percent of Current Call Takers Trained and Active as Universal Call Takers (UCT)	91.46	100		66.25%	66.25%	EMERGENCY OPERATIONS (911) DIVISION
🟢	1.4	Percent of Call Takers That are Conversationally Bi-Lingual	20	20		25%	125%	EMERGENCY OPERATIONS (911) DIVISION
🟢	1.5	Percent of Days Minimum Staffing Levels are Met	100	100		100%	100%	EMERGENCY OPERATIONS (911) DIVISION
🟡	1.6	Percent of Priority 1 Calls in which call to queue is 90 seconds or less	51.49	80		70.66%	88.33%	EMERGENCY OPERATIONS (911) DIVISION
Non-Emergency (311) Operations								
🔴	1.1	Percent of 311 Calls Abandoned	4	8		11.85%	67.50%	NON-EMERGENCY OPERATIONS (311) DIVISION
🟡	1.2	Percent of 311 Calls Answered Within 90 Seconds	82	75		65.01%	86.68%	NON-EMERGENCY OPERATIONS (311) DIVISION
🟡	1.3	Percent of Calls Handled Within 4 Minutes or Less	0	94		85.60%	91.07%	NON-EMERGENCY OPERATIONS (311) DIVISION

	KPI	Measure Name	FY2013 YE Actual	FY2014 YE Target	FY2014 YE Revised Target	FY2014 YE Actual	FY2014 YE Rating	Budget Program
Transportation Operations Division								
🟡	1.1	Percent of Time Radio System is Available	99	99		99.99%	99.99%	TECHNOLOGY OPERATIONS DIVISION
🟡	1.2	Percent of Time 911/311 Telephony System is Available	99	99		99.99%	99.99%	TECHNOLOGY OPERATIONS DIVISION
🟡	1.3	Percent of Time Computer Aided Dispatch (CAD) System is Available	99	99		99.99%	99.99%	TECHNOLOGY OPERATIONS DIVISION
🟡	1.4	Percent of Time OUC Responds to Mobile Data Terminal Repairs Within 24hrs	99	99		99.99%	99.99%	TECHNOLOGY OPERATIONS DIVISION
Transcription and Quality Division								
🟡	1.1	Percent of Time Assistant United States Attorney Packages Completed Within Mandated Timeline	100	100		98.36%	98.36%	TRANSCRIP-TION & QUALITY DIVISION
🟡	1.2	Percent of Attorney General Packages Completed Within Mandated Timeline	100	100		99.58%	99.58%	TRANSCRIP-TION & QUALITY DIVISION
🟢	1.3	Percent of Internal Investigations Completed Within 72 Hours	100	100		100%	100%	TRANSCRIP-TION & QUALITY DIVISION