



## FY 2015 Performance Accountability Report OFFICE OF UNIFIED COMMUNICATIONS

### 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. 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 develops and enforces policy directives and standards regarding public safety communications. 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.

### OVERVIEW – AGENCY PERFORMANCE

The following section provides a summary of OUC performance in FY 2015 by listing OUC's top three accomplishments, and a summary of its progress achieving its initiatives and progress on key performance indicators.

### TOP THREE ACCOMPLISHMENTS

The top three accomplishments of OUC in FY 2015 are as follows:

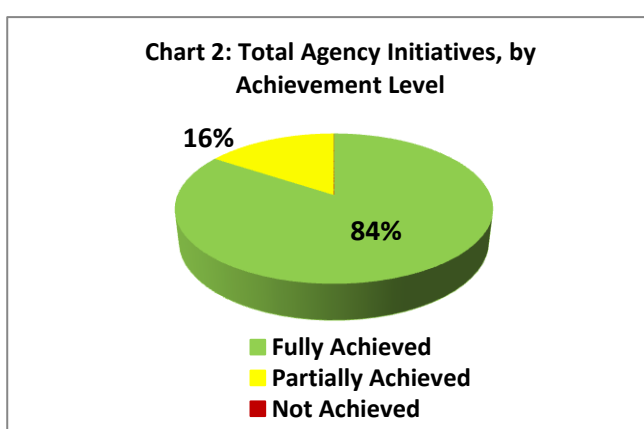
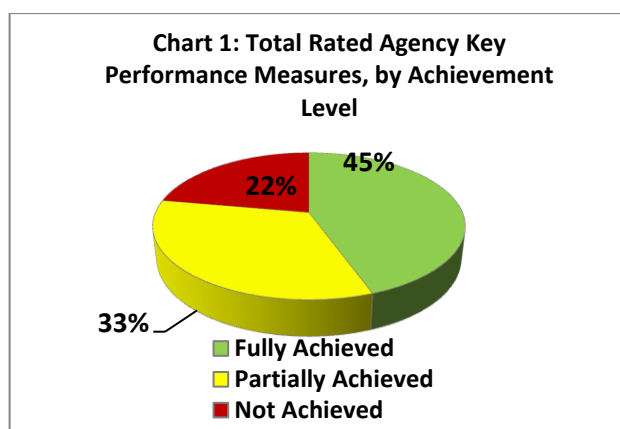
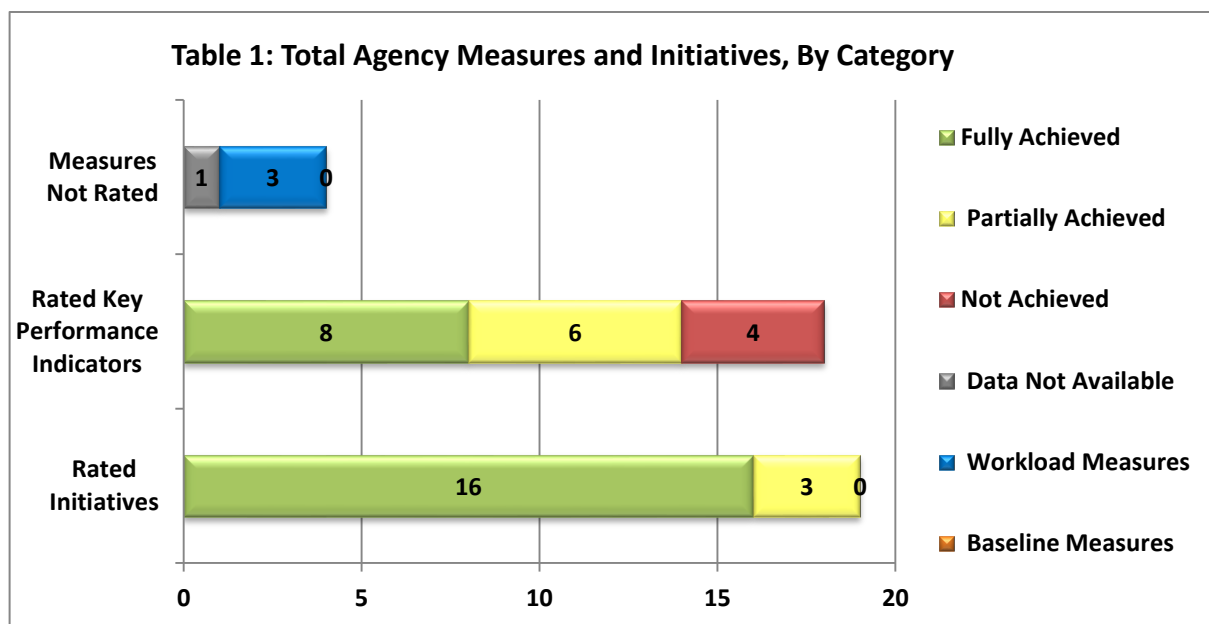
- ✓ Integration of Next Generation 311 Client Relationship Manager (SalesForce).
- ✓ Full Class of TEOs and Dispatchers Released to 911 Operations.



- ✓ Onsite Simulation Lab Installation.

## SUMMARY OF PROGRESS TOWARD COMPLETING FY 2015 INITIATIVES AND PROGRESS ON KEY PERFORMANCE INDICATORS

Table 1 (see below) shows the overall progress the OUC made on completing its initiatives, and how overall progress is being made on achieving the agency’s objectives, as measured by their key performance indicators.





Default KPI Rating:	
$\geq 100\%$	Fully Achieved
75 - 99.99%	Partially Achieved
$< 75\%$	Not Achieved

In FY 2015, OUC fully achieved more than 80 percent its initiatives and almost half of its rated key performance measures. **Table 1** provides a breakdown of the total number of performance metrics OUC uses, including key performance indicators and workload measures, initiatives, and whether or not some of those items were achieved, partially achieved or not achieved. **Chart 1** displays the overall progress being made on achieving OUC objectives, as measured by their rated key performance indicators. Please note that chart 2 contains only rated performance measures. Rated performance measures do not include measures where data is not available, workload measures or baseline measures. **Chart 2** displays the overall progress OUC made on completing its initiatives, by level of achievement.

The next sections provide greater detail on the specific metrics and initiatives for OUC in FY 2015.

## PERFORMANCE INITIATIVES – ASSESSMENT DETAILS

### Emergency (911) Operations Division

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

##### **INITIATIVE 1.1: Implement operations shift model adjustments based on analysis of performance data. (Age-Friendly DC Goal: Domain #9).**

In June 2013, the agency implemented a new shift model, from 10 hours to 12.5 hour shifts. Throughout FY13 and in FY14, the agency performed a comprehensive review of the 12.5 shift model to evaluate its success and to determine whether other adjustments were necessary. Upon the completion of this assessment, the agency intends to make any other further adjustments to ensure optimal performance of the operation.

**Completion Date: June 2015.**

##### **Performance Assessment Key: Fully Achieved.**

Analysis of operations performance following the implementation 12.5 hour shift was conducted throughout FY15. In fact, the agency recorded surging call volume and made a number of adjustments to ensure optimal performance throughout the fiscal year. Specifically, minimum staffing levels were adjusted and the operation's SWING day was moved from Friday to Sunday. Sunday has historically seen lower call volume, even with the overall increase in call volume. Preliminary data suggests that the average speed of answer and abandoned call rate has improved on Fridays, and has remained steady on Sundays.



**INITIATIVE 1.2: Market the availability of Smart911 in the District to support efforts to provide enhanced and more efficient dispatching. (Age-Friendly DC Goal: Domain #9).**

In FY12, the OUC officially launched the Smart911 initiative. With Smart911, citizens can create a free safety profile for their household providing critical, lifesaving data to 9-1-1 in the event of an emergency call. First responders will have access to vital information like floor plans, medical conditions and more before they arrive at a scene.








In FY14, the OUC continued its collaboration with the Office of the Chief Technology Officer (OCTO), using the Digital Inclusion Mobile Tech Lab, “Connect DC,” to pursue community outreach efforts at various citywide events. In FY15, the agency will also seek to proactively pursue other opportunities to showcase the SMART911 application and reach specific targeted populations, including seniors and youth.

**Completion Date: January 2016.**

 **Performance Assessment Key: Fully Achieved.**

In FY15, the agency participated in 69 events citywide to support SMART911 registration. The agency also provided SMART911 materials for countless other events participated in by the Homeland Security and Emergency Management Agency, the Fire and Emergency Medical Services Department and the DC Office on Aging.

**KEY PERFORMANCE INDICATORS-911 Operations Division**

   	KPI	Measure	FY 2014 YE Actual	FY 2015 YE Target	FY 2015 YE Revised Target	FY 2015 YE Actual	FY 2015 YE Rating	Budget Program
	1.1	Percent of 911 calls answered within 5 seconds	92%	97%	97%	92.44%	95.3%	EMERGENCY OPERATIONS (911) DIVISION
	1.2	Percent of 911 calls (wire line and wireless) abandoned	3.6%	2.5%	2.5%	3.51%	71.26%	EMERGENCY OPERATIONS (911) DIVISION
	1.3	Percent of current call takers trained and active as Universal Call Takers	95%	100%	100%	100%	100%	EMERGENCY OPERATIONS (911) DIVISION



●	1.4	Percent of current call takers that are conversationally bi-lingual	14.63%	20%	20%	14.71%	73.53%	EMERGENCY OPERATIONS (911) DIVISION
●	1.5	Percent of day's minimum staffing levels met	100%	100%	100%	100%	100%	EMERGENCY OPERATIONS (911) DIVISION
●	1.6	Percent of calls in which call to queue is 90 seconds or less	77.23%	80%	80%	50%	50%	EMERGENCY OPERATIONS (911) DIVISION

### Non-Emergency (311) Operations Division

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

##### **INITIATIVE 1.1: Analyze 311's portfolio to explore ways of optimizing the customer experience.**

In FY15, the agency will continue to work with servicing agencies, including DPW, DDOT, DMV and others to support better call volume management and service request submission automation.

The agency will also continue its work on the development of a customer service call driver tool. This tool will enable the agency to clearly articulate the financial support needed to integrate a servicing agency's program call volume.

**Completion Date: January 2015.**

##### ● **Performance Assessment Key: Fully Achieved.**

The agency continued participation in regular stakeholder meetings to plan for service request management enhancements and program modifications throughout the fiscal year. In particular, the OUC partnered closely with DPW and DDOT to ensure the smooth transition to the upgraded 311 service request application, hosting weekly focus groups and daily discussions to address specific areas of concern prior to roll out. Since roll out at the end of FY15, the OUC has provided system training and maintenance support and will continue to do so throughout FY16.

Lastly, the agency continued its efforts to develop a cost driver tool to more clearly illustrate the cost of services provided and managed by the agency. Specifically, efforts were undertaken to revise the costing method to assign agencies usage cost bands based on their



prior year's usage rate. As a result, a number of radio MOUs were revised, approved and executed using the newly developed costing & MOU template.

**INITIATIVE 1.2: Upgrade 311 service request application.**

The agency will upgrade the application with the most robust and highest integrated service request management technology available. In addition, through this enhancement, the OUC anticipates providing customers with a more interactive platform and easier access to service request status updates.

**Completion Date: December 2014.**

● **Performance Assessment Key: Fully Achieved.**

The OUC fully migrated to an upgraded 311 system in July 2015. The new system delivers improved services featuring an enhanced citizen's portal, a more user friendly mobile application, and better mapping.

**OBJECTIVE 2: Empower 311 Operations to provide specialized public safety support to emergency operations during emergency events.**

**INITIATIVE 1.1: Pilot emergency liaison training to 311 customer service representatives.**

Emergency Liaison training equips individuals with the tools to synthesize incoming information during crisis situations and provide situation updates and intelligence to emergency response personnel. In tandem with this training, 311 representatives will also learn to use SMART Prepare. SMARTPrepare is a tool that securely maintains information about city residents which can be used by public safety officials to plan for and respond during disasters and emergencies like power outages, transportation interruptions and evacuations.

**Completion Date: Not Given.**

● **Performance Assessment Key: Fully Achieved.**

Operations staff completed both emergency liaison training as well as training on how to use SMART Prepare.

**INITIATIVE 1.2: Market the availability of SMARTPrepare in the District.**

In FY12, the OUC officially launched Smart911, which enables citizens to create free safety profiles for their households, thus providing critical, lifesaving data to 9-1-1 in the event of an emergency call. In FY14, the OUC continued its collaboration with the Office of the Chief Technology Officer (OCTO), using the Digital Inclusion Mobile Tech Lab, "Connect DC," to pursue community outreach efforts at various citywide events.

Also in FY14, the OUC coordinated the procurement of the complimentary application SMARTPrepare, which enables residents to provide public safety officials with data that can be useful during disaster and crisis responses. Through FY15 the agency will market its



availability to bolster its ability to provide emergency services for vulnerable populations within the community.

**Completion Date: September 2016.**

**Performance Assessment Key: Fully Achieved.**

In FY15, the agency participated in 69 events citywide to supporting SMART911 registration and disseminating information about SMARTPrepare. The agency also provided SMARTPrepare materials for countless other events participated in by the Homeland Security and Emergency Management Agency, the Fire and Emergency Medical Services Department and the DC Office on Aging.

**KEY PERFORMANCE INDICATORS-Non Emergency (311) Operations Division**

			FY 2014 YE Actual	FY 2015 YE Target	FY 2015 YE Revised Target	FY 2015 YE Actual	FY 2015 YE Rating	Budget Program
	1.1	Percent of calls abandoned for 311	11%	8%	8%	13.44%	59.5%	NON-EMERGENCY OPERATIONS (311) DIVISION
	1.2	Percent of 311 calls answered within 90 seconds	61%	77%	77%	66.36%	86.19%	NON-EMERGENCY OPERATIONS (311) DIVISION
	1.3	Percent of calls handled in 4 minutes or less	89%	95%	95%	83.12%	87.49%	NON-EMERGENCY OPERATIONS (311) DIVISION

**Technology Operations 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.**

Under this initiative the OUC will continue the multi-year upgrade of current radio technologies to the Project 25 (P25) standard. This final phase of the initiative will upgrade all



DCFEMS radios and upgrade the 800 MHz radio system infrastructure. This initiative will significantly enhance the District's ability to maintain robust radio interoperability both among District agencies, as well as with regional partners and enhance system redundancy.  
**Completion Date: January 2015.**

● **Performance Assessment Key: Fully Achieved.**

The OUC completed Phase 3 of the District's radio system on schedule in FY15. Phase 3 consisted of upgrading the 800 MHz radio system infrastructure and all DCFEMS radios. This multi-year upgrade significantly enhanced system redundancy and the District's ability to maintain robust radio interoperability among District agencies and regional partners.

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

In FY14, the Technology Division began replacing all MDC equipment for all MPD and FEMS users. The agency will continue this effort in FY15 and will also implement Mobile VPN, Mobile routers, and Radio Over IP in first responder vehicles as well. This initiative will enhance mobile computing capabilities by allowing field users to have persistent wireless connectivity, single sign-on, robust data security, multiple wireless access capability, and the ability to securely connect multiple wireless devices.

**Completion Date: September 2014.**

● **Performance Assessment Key: Fully Achieved.**

The OUC replaced MDC equipment for all MPD and FEMS users in December 2014. Mobile VPN was successfully implemented on 1400 devices, enabling all devices to operate through MVPN in a secure manner. In addition, mobile routers were implemented in over 750 units/vehicles. This initiative enhanced mobile routing capabilities and enabled users to have consistent wireless connectivity, robust data security, multiple wireless access capability and the ability to securely connect multiple wireless devices.

**INITIATIVE 1.3: Upgrade 911/311 Telephony Workstations.**

Under this initiative the OUC will continue the upgrade of all 911/311 Telephony Workstations to run on Windows 7 and the latest version of the Computer Telephony Integration (CTI) application. This technology refresh will allow agents to switch to a more robust sound module that will not be susceptible to server failovers or power fluctuations. This upgrade will help position the District to start building the foundation for NG911 future deployment.

**Completion Date: September 2015.**

● **Performance Assessment Key: Fully Achieved.**

The first phase of the 911/311 telephony upgrade is complete. Related systems and application enhancements for both the 911 and 311 Operations programs were also finalized in preparation for the 911 CTI integration. The next phase of the upgrade (911 CTI





Integration) will be completed by September 2016. This work better positions the District for easier progression toward the NG911 environment.

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

The agency will upgrade its Computer Aided Dispatch (CAD) application to the latest available version compatible with Windows 7. This will improve response time, fostering better reporting and information sharing, and bettering inter-agency communications.

**Completion Date: December 2014.**

**Performance Assessment Key: Fully Achieved.**

- The OUC successfully upgraded the agency’s Computer Aided Dispatch (CAD) application in December 2014. The new application, CAD 9.3, has improved response times, provides enhanced reporting and analytical features, and improves inter-agency communication and data sharing.

**INITIATIVE 1.5: Onsite simulation lab installation.**

The OUC will install a state of the art Testing and Simulation Lab that will feature new technology systems, software and applications. This lab will support the OUC’s efforts to bolster the agency’s technical infrastructure by enabling onsite product and equipment demonstrations and simulations.

**Completion Date: January 2015.**

**Performance Assessment Key: Fully Achieved.**

- The OUC successfully concluded phase 1 of the onsite testing and simulation lab by completing construction and the furniture installation. OUC will complete phase 2 of the lab, which includes system integration, in early FY16.

**KEY PERFORMANCE INDICATORS-Technology Operations Division**

	KPI	Measure	FY 2014 YE Actual	FY 2015 YE Target	FY 2015 YE Revised Target	FY 2015 YE Actual	FY 2015 YE Rating	Budget Program
	1.1	Percent of time radio system is available	99%	99%	99%	100%	100%	TECHNOLOGY OPERATIONS DIVISION
	1.2	Percent of time 911/311 telephony system is available	99%	99%	99%	100%	100%	EMERGENCY OPERATIONS (911) DIVISION



	1.3	Percent of time Computer Aided Dispatch (CAD) system is available	99%	99%	99%	100%	100%	EMERGENCY OPERATIONS (911) DIVISION
	1.4	Percent of time OUC responds to Mobile Data Terminal repairs within 24hrs	99%	99%	99%	97.95%	98.94%	TECHNOLOGY OPERATIONS DIVISION

### Transcription 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.**

The agency will implement a solution that provides comprehensive tracking of all incoming requests. The intent is to streamline and standardize the process for managing the workflow process related to requests for 911/311 communication data. This enhancement will also enable the agency to run reports and measure performance.

**Completion Date: December 2014.**

**Performance Assessment Key: Fully Achieved.**

In FY15 the agency began utilizing the Remedy Force tracking system to better manage the process of handling incoming requests for 311/911 communication data. In fact, OUC partnered with OCTO to design specialty features in the system to enhance the front end user experience. This system enables the agency to easily run trending and performance reports.

### KEY PERFORMANCE INDICATORS-Transcription Division

   	KPI	Measure	FY 2014 YE Actual	FY 2015 YE Target	FY 2015 YE Revised Target	FY 2015 YE Actual	FY 2015 YE Rating	Budget Program
	1.1	Percent of time assistant United States Attorney package completion	100%	100%	100%	93.05%	93.05%	TRANSCRIPTION & QUALITY DIVISION



		within mandated timeline						
●	1.2	Percent of Office of Attorney General package completion within mandated timeline	100%	100%	100%	90%	90%	TRANSCRIPTION & QUALITY DIVISION
●	1.3	Percent of internal investigations completed within 72 hours	100%	100%	100%	0%	0%	TRANSCRIPTION & QUALITY DIVISION

### Agency Management

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

##### **INITIATIVE 1.1: Hold employees accountable for performance based on results of issues identified in FY13 through the individual performance planning process.**

Each supervisor and manager has been trained to use the evaluation tools necessary to provide fair and individual assessments of employee performance. Each employee of the OUC will be provided with their individual performance plan and will be held accountable for performance. Supervisors and managers will be responsible for pinpointing areas of improvement for each employee under their supervision and for taking the appropriate action to support the remediation those issues, through training or other actions where necessary.

**Completion Date: December 2014.**

##### ● **Performance Assessment Key: Fully Achieved.**

During FY14, 92.39% of employees had performance plans and the agency evidenced further improvement by FY15, realizing 100% compliance on this initiative.

##### **INITIATIVE 1.2: Initiate all the components related to recruitment to enhance the operations staffing of the agency.**

The agency will seek 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.

**Completion Date: June 2016.**



● **Performance Assessment Key: Fully Achieved.**

In FY15, the OUC added a total of 36 - 911 emergency operations personnel, including both telephone equipment operators and dispatchers, to its staffing pool. In addition, the agency's Human Resources Division introduced competency based screening to aid in identifying candidates most suitable for careers in public safety.

**INITIATIVE 1.3: Enhance training instruction for recertification and in-service training.**

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.

**Completion Date: October 2015.**

● **Performance Assessment Key: Fully Achieved.**

In early FY15, the agency developed and finalized a formal indoctrination program to assist in the development process for agency new hires. The training included in this program consisted of 392 hours of classroom instruction and 320 hours of on-the-job-training, which satisfies both fundamental and specialized training requirements. In addition, the agency hired a Training and Organizational Development Officer to manage and coordinate training programs and other related initiatives, while engaging the support of partner agencies including the Metropolitan Police and Fire and Emergency Service departments. Lastly, the agency introduced its Certified Training Officer program, in which the support of longer tenured staff was enlisted to aid in bridging the gap between training exercises and the live operation.

**INITIATIVE 1.4: Update Emergency Response plans for the UCC and PSCC.**

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.

**Completion Date: October 2015.**

● **Performance Assessment Key: Partially Achieved.**

In FY15 the agency reviewed existing plans and began drafting revisions. Due to several staffing transitions, the agency was unable to finalize the plans. However, at the end of FY15 a new Risk Officer was identified and the agency anticipates being able to complete plans for both sites in FY16.

**OBJECTIVE 2: Solidify the Agency's Brand Image And Name Recognition In Conjunction With Its Service Portfolio.**



**INITIATIVE 2.1: Initiate a public education, identification, branding and marketing campaign.**

The OUC 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 develop PSAs that will provide agency overview information, as well as specific 911 and 311 Operations service information.

**Completion Date: January 2015.**

● **Performance Assessment Key: Partially Achieved.**

In FY15 the agency made aggressive efforts to engage with the public via social media, through its website and through participation in nearly 100 community events and activities. Also during the fiscal year, the agency worked with a vendor to secure still images and videos and also to develop scripting and conduct interviews for 3 PSAs; agency overview, 911 Operations and 311 Operations overviews. By the end of the fiscal year approximately 85% of this effort was complete. The agency anticipates airing the completed PSAs in FY16.

**INITIATIVE 2.2: Create a proactive schedule of interaction with District residents. (Age-Friendly DC Goal: Domain #7).**

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 neighborhood community meetings and events.

**Completion Date: Not Given.**

**Performance Assessment Key: Partially Achieved.**

- In conjunction with the DC Office on Aging, the agency supported approximately 50 events during which educational and promotional materials were disseminated. The agency also hosted several focus groups to share program enhancements with targeted groups. In FY16, the agency anticipates the full implementation of a Citizen Engagement Academy to which targeted groups will be invited to participate.

**OBJECTIVE 3: Oversee the implementation of agency-wide priorities.**

**INITIATIVE 3.1: Conduct agency sustainability assessment using OCA approved criteria developed by DDOE and OP in accordance with Mayor's Order 2013-209.**

Within one hundred twenty (120) days after the City Administrator approves sustainability assessment criteria developed jointly by the District Department of the Environment and the Office of Planning, each agency head subject to the authority of the mayor shall use the criteria to evaluate the sustainability of their respective operations in accordance with the requirements of Mayor's Order 2013-209, the Sustainable DC Transformation Order, and



submit to his or her responsible Deputy Mayor and the Office of the City Administrator the results of the agency's internal assessment.

**Completion Date: April 2015.**

**● Performance Assessment Key: Fully Achieved.**

The agency completed its agency sustainability assessment using OCA approved criteria and submitted the results to the Office of the City Administrator.

**KEY PERFORMANCE INDICATORS-Agency Management**

   	KPI	Measure	FY 2014 YE Actual	FY 2015 YE Target	FY 2015 YE Revised Target	FY 2015 YE Actual	FY 2015 YE Rating	Budget Program
	2.1	Total Number of community engagement and 911/311 education activities	82	60	60	69	115%	AGENCY MANAGEMENT PROGRAM
	2.2	Percent of time OUC's grade.dc.gov customer satisfaction rating is rated "B" or better	100%	80%	80%	100%	100%	AGENCY MANAGEMENT PROGRAM
	1.1	Percent of expendable budget spent with Certified Business Enterprises	100%	50%	50%	172.27%	344.53%	AGENCY FINANCIAL OPERATIONS

**WORKLOAD MEASURES – APPENDIX**

**WORKLOAD MEASURES ●**

Measure Name	FY 2013 YE Actual	FY 2014 YE Actual	FY 2015 YE Actual	Budget Program
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Total number of inbound 911 calls	1,368,582	1,276,943	1,464,943	OFFICE OF THE DIRECTOR
Total number of inbound 311 calls	1,272,290	1,201,351	1,802,897	OFFICE OF THE DIRECTOR
Total number of service requests entered into the customer relationship management system by 311 call takers	164,427	198,529	335,478	OFFICE OF THE DIRECTOR