

Office of Unified Communications FY2017

FY2017 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.

FY17 Top Accomplishments

Accomplishment	Impact on Agency	Impact on Residents
PulsePoint Integration	Integration of this program empowers residents with the ability to self activate in times of dire health emergencies, like sudden cardiac arrest. Offering this program may enhance the public's perception of the agency's performance around customer service.	Successfully partnered with FEMS to integrate PulsePoint, a technical solution that pairs AED need as entered in CAD with the closest known AED device. Early CPR and defibrillation can make a substantial difference in sudden cardiac arrest events.
Integration and Conversion of LEAP staff to Agency FTEs	This new agency staff have helped decrease 311 customer hold time and call abandonment rates and increased calls answered within service level. This performance directly impacts callers' perception of the level of customer service provided by the agency.	OUC successfully partnered with DOES to create additional full time job opportunities LEAP Program participants; converted 14 LEAP participants to FTEs in FY17. The agency completed the process for an additional 28 in early FY18. This initiative supports the Executive's priority goal around creating pathways to the middle class.
Text-to-911 Launch	Making emergency services available via text provides another convenient and accessible method for residents to request the services they need, thereby increasing customer satisfaction with agency.	The availability of Text-to-911 was publicly announced on 6/14. Text-to-911 led to the successful conclusion of at least 2 incidents in Q3. This service may be especially beneficial to hearing and speech impaired individuals or others who may be in situations in which it dangerous for them to speak, such as when the perpetrator is still present after a crime.

2017 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.**

2017 Key Performance Indicators

Measure	Freq	Target	Q1	Q2	Q3	Q4	FY 2017	KPI Status	Explanation
1 - Provide efficient, professional and cost effective responses to 911 communications (4 Measures)									
Percent of 911 Calls Answered Within 10 Seconds	Quarterly	90%	91.8%	92.9%	84.2%	92.7%	90.3%	Met	
Percent of Priority 1 Emergency (911) Calls in which Call to Queue is 90 Seconds or Less	Quarterly	75%	58.9%	53.7%	49.7%	50.6%	53.4%	Unmet	The agency's Call Flow Taskforce continued its work throughout FY17 to analyze emergency calls, from receipt to dispatch, to identify any technical, operational, relational or organizational issues that hinder quick call processing. While incremental improvement was noted in FY17, this work is ongoing. In addition, the agency explored introducing a new call taking protocol, Criteria Based Dispatching (CBD), which the agency anticipates will help reduce call to queue and queue to dispatch time. The agency is planning to go live with CBD in FY18.
Percent of Priority 1 Emergency (911) Calls in which Queue to Dispatch is 60 Seconds or Less	Quarterly	75%	62.6%	69.5%	67.5%	67.8%	66.7%	Unmet	The agency's Call Flow Taskforce continued its work throughout FY17 to analyze emergency calls, from receipt to dispatch, to identify any technical, operational, relational or organizational issues that hinder quick call processing. While incremental improvement was noted in FY17, this work is ongoing. In addition, the agency explored introducing a new call taking protocol, Criteria Based Dispatching (CBD), which the agency anticipates will help reduce call to queue and queue to dispatch time. The agency is planning to go live with CBD in FY18.
Number of Sustained 911 Complaints	Annually	0	Annual Measure	Annual Measure	Annual Measure	Annual Measure	17	Unmet	OUC received 36 complaints in FY 17 (52.8% unsustained and 47.2% sustained). Longer hold times, customer service and dispatch issues were the most frequent categories of complaints that were received. The agency received 10 less complaints in FY17 than in FY16. As the agency's

										professional standards division continues to train ops on issues of concern related to the identified trends and gaps, the agency anticipates that complaints will steadily decline. The agency manages approximately 1.4 million calls annually. The number of complaints received in FY17 represents less than .01% of the total call volume.
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2 - Provide efficient, professional and cost effective responses to interactions initiated through 311 platforms. (2 Measures)

Percent of 311 calls answered by a live agent within 90 seconds	Quarterly	80%	84%	80.4%	80.8%	76%	80.4%	Met	
Percent of 311 calls handled by a live agent in 4 minutes or less	Quarterly	97%	75.4%	71%	73.6%	72.4%	73.1%	Unmet	Although the goal for this measure was not met in FY17, actual call handle time only exceeded the target by an average of 30 seconds. Through FY17 the agency prioritized enhancing staffing to accommodate the growing volume of 311 calls received by the division. Throughout the fiscal year the agency on-boarded nearly 40 new 311 customer service representatives. Accordingly, much of FY17 was dedicated to related employee training. However, thus far in FY18, analysis of preliminary performance data shows that the agency is meeting and exceeding the goal for this KPI as expected.

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	
Percentage of tablet	Quarterly	90%	96.7%	96.7%	96.2%	96.2%	96.4%	Met	

connectivity uptime (FEMS)									
4 - Create and maintain a highly efficient, transparent and responsive District government.** (3 Measures)									
Total number of community engagement and 911 education activities	Annually	80	Annual Measure	Annual Measure	Annual Measure	Annual Measure	98	Met	
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	90.2%	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.

2017 Workload Measures

Measure	Freq	Q1	Q2	Q3	Q4	FY 2017
1 - Answers all incoming 911 calls (2 Measures)						
Total Number of Inbound 911 Calls	Annually	Annual Measure	Annual Measure	Annual Measure	Annual Measure	1282621
Total number of events created in CAD	Annually	Annual Measure	Annual Measure	Annual Measure	Annual Measure	967154
2 - Answers all incoming 311 calls (2 Measures)						
Total Number of Inbound 311 Calls	Annually	Annual Measure	Annual Measure	Annual Measure	Annual Measure	1028834
Total number of service requests entered into the customer relationship management system by 311 agents	Annually	Annual Measure	Annual Measure	Annual Measure	Annual Measure	579693
4 - Serves as custodian of all 911 and 311 communications records (1 Measure)						
Total number of agency held records released to stakeholders upon request	Annually	Annual Measure	Annual Measure	Annual Measure	Annual Measure	10220

Title	Description	Complete to Date	Status Update	Explanation
311 CALL TAKING ACTIVITY (3 Strategic initiatives)				
Introduce NG311 Enhancements	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	In Q4, the Division began the initial phases for the integration of software with Salesforce that will enable the receipt of pictures along with the submission of certain request types. In addition, the 311 internal interface was enhanced to enable servicing agencies to add service request closure confirmation and other related work notes.	
Strengthen relationships with service agency partners and define role in service request process	<p>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.</p> <p>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.</p>	Complete	In Q4, the agency continued its strong partnership with the largest servicing agencies including DPW, DOT and DMV. In addition, the OUC hosted 311 enhancement training sessions for these agencies.	
Broaden 311 Call Management Portfolio	The 311 Division will seek to further expand its capacity to manage additional call volume from District agency programs. In particular, the agency will on-board and fully train staff from the District's LEAP program to help support the current volume as well as the influx from newly incorporated programs. Agencies that may migrate call volume to 311 in FY17 include DCRA and DGS.	Complete	In Q4, the agency begin initializing work to add several new service request types available through 311 platforms including Vehicles for Hire, DPR Facilities, FEMS community engagement and DCRA grass and weeds, vacant property & trash and debris. The agency also successfully partnered with DOES to create additional full time job opportunities for LEAP Program participants; converted 14 LEAP participants to	

911 CALL TAKING ACTIVITY (1 Strategic Initiative)				
Analyze Call Flow Task Force Findings	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	The agency continued regular work group meetings in Q4. The primary focus of the work was to review call flow and identify and address practices that may negatively impact quick dispatch and response times. This work was directly tied to the integration of a new a new dispatching protocol, Criteria Based Dispatching, as the agency looks to transition away from Priority Dispatch.	
INFORMATION TECHNOLOGY (4 Strategic initiatives)				
Activate onsite simulation lab	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	In Q4, the agency continued to host vendor product validations and testing in the lab. In addition, the agency conducted equipment and software employee training for programming that will be introduced in FY18.	
Devise and Initiate Radio Tower (1700 RI Ave) Relocation Plan	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.	50-74%	Soil boring at the site is complete. However, environmental evaluation activities are ongoing.	An effective evaluation will define significant short-term and long-term effects of the project on the quality of its location's environment. It will also include the identification of ways to minimize, mitigate, or eliminate these effects and/or compensate for their impact. As such, due to a number of external factors including project complexity and regulations, this phase of the project may take additional time to complete.

Upgrade IT Infrastructure in Preparation for NG911 Environment	<p>The agency is moving forward on efforts to ensure the continuation of reliable and robust 9-1-1 telecommunication services by replacing the aging computer components and expanding the capabilities of the existing 9-1-1 telecommunication equipment to support Next Generation 9-1-1 (NG9-1-1).</p> <p>A key feature of this this initiative is the integration of Text-to-911 functionality at the OUC.</p>	Complete	<p>In Q4, the Division continued efforts to replace the agency's telephony infrastructure. To prepare for the switch over stress testing was conducted throughout quarter. Go live is scheduled for FY18.</p>	
Implement Use of Radio Mobile Application	<p>The OUC operates a Radio Over IP solution that allows smartphone users to communicate over a prioritized public safety network within unique, specified talk groups. The agency plans to integrate an app, for which functionality can be enabled on smart devices to mimic existing Motorola Radio equipment including the push-to-talk function and access to GPS tracking data. The app also has the capacity to facilitate communication with P25 users through a radio gateway. The solution enables public safety communications beyond the city-wide system coverage footprint in a more, nimble, user-friendly and convenient manner. It is also advantageous to secondary agencies that need radio services and communications capabilities with the District's public safety agencies.</p>	Complete	<p>In Q4, application testing was completed. In addition, the application was deemed stable and is available to all users.</p>	
TRANSCRIPTION & QUALITY DIVISION (1 Strategic Initiative)				
Enhance Customer Service Experience	<p>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.</p>	Complete	<p>In Q4, the Division began to integrate operations division employee details to help maintain performance and adherence to service level agreements. These details have specialized knowledge of 911 and 311 call management protocols and are uniquely equipped to support the division in satisfying requests for information.</p>	