Office of the City Administrator

January 15, 2021

Fiscal Year (FY) 2020 was an unprecedented year for all DC residents, businesses and the District Government. In March 2020—the second quarter of the fiscal year—Mayor Bowser declared a public health emergency and District government quickly pivoted to respond to the COVID-19 global health pandemic. To align with recommended social distancing and public safety guidelines, in just one day, over 60 percent of District government employees transitioned to a telework posture. In addition, many District agencies limited or temporarily ceased most in-person activities and services.

The global health emergency required the District to significantly reallocate financial and personnel resources to respond to the pandemic. With the change in operations and a substantial decrease in revenues, the District's response required all agencies to determine how to best provide services to District residents, visitors and employees, while maintaining the necessary protocols to help slow the spread of COVID-19.

As such, the global health pandemic greatly impacted some agencies' abilities to meet their FY20 key performance indicators (KPIs) and strategic initiatives established prior to its onset as agencies shifted resources to respond to COVID-19. Therefore, outcomes for KPIs and strategic initiatives reflect a shift in District priorities and efforts during this crisis. While we continue to believe strongly in performance tracking to improve District services, the data for FY20 is not fully indicative of agencies' performance and should be reviewed factoring in the unprecedented challenges encountered in FY 2020.

Sincerely,

Kevin Donahue
Interim City Administrator

Office of Unified Communications FY2020

Agency	Office of Unified Communications **Agency Code** UC0 **Fiscal Year** 2020

Mission The mission of the Office of Unified Communications (OUC) is to provide accurate, professional and expedited service to the citizens and visitors of the District of Columbia. This service is performed by a team that handles emergency and non-emergency calls that are received when individuals dial 911and 311 in Washington, DC. OUC also provides centralized, District-wide coordination and management of public safety voice radio technology and other public safety communication systems and resources to District government agencies and several local, state, and federal partners.

Summary of Services

Emergency Calls
The Office of Unified Communications (OUC) handles 911 calls from people in Washington DC requesting police, fire and emergency medical services, with a goal to answer every call within ten seconds.

City Services & General Inquiries
OUC provides aone-stop customer service experience for residents and visitors of Washington DC via the 311 system. 311 is available24 hours a day, 365 days a year to inquire about city services or to request scheduled services such as trash removal, pothole repair, bulk pick-ups and recycling collection.

Citywide Radio Service
OUC provides centralized, District-wide coordination and management of public safety voice radio technology and other public safety wireless communication systems and resources. OUC provides these services to District agencies and other local, state, and federal entities within the National Capital Region.

911/311 Records Management
OUC maintains records and utilizes highly specialized archival systems to research files related to all911 and 311 communications. The purpose of this research is to provide audio files and other data to partnering local and federal government agencies, as well as the general public.

2020 Accomplishments

Accomplishment	Impact on Agency	Impact on Residents
Establishment of Industry Training Hub - In FY20, the agency partnered with industry advocacy and policy organizations to host a wide variety of training opportunities leveraging the use of virtual platforms. In fact, the agency hosted training opportunities for hundreds of organizations and individuals representing 41 states, the UK, Canada, Israel, Libya, Saudi Arabia, South Africa, the Philippines, Nigeria, and Italy.		
Support for COVID19 Medical Surge Build-Out at the Convention Center - OUC provided technical assistance by completing in-building wireless testing and identifying coverage gaps. OUC worked with the convention center's vendor to fix the gaps for complete Radio system coverage in the facility. OUC also provided radio channels for communication at the site as well as provided 25 Radio Cache radios, setup mobile wireless router, and 10 laptops for command post capabilities. OUC also provided IT technical support for any radio, wireless, and laptop related requests.		This effort was key in supporting the District's COVID-19 response and its ability to provide critical, life-saving care for District residents in the event that surge capacity had become necessary.
Full Continuity of Operations and Telework Transition - The agency transitioned its entire administrative staff, most 311 agents, and some non-emergency 911 call taking operations to telework seamlessly. Throughout this time every service provided by the agency continued without interruption, including through periods of government closure. In addition, the agency devised and executed a surge capacity plan for 911 call taking and FEMS and MPD dispatching which includes supplementing 911 staff with 311 staff should the need arise.	The OUC's 911 and 311 Operations employees continued to provide core services without interruption for the duration of this declared emergency.	Through the COVID-19 emergency, residents of the District have not experienced any interruptions to services provided by the OUC.

2020 Key Performance Indicators

Measure	Frequency	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Target	FY 2020 Quarter 1	FY 2020 Quarter 2	FY 2020 Quarter 3	FY 2020 Quarter 4	FY 2020 Actual	KPI Status	Explanation for Unmet FY 2020 Target
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%	85.5%	90%	89.9%	95.5%	91.8%	90.1%	91.8%	Met	
Percent of 911 calls which move from queue to dispatch in 60 seconds or less	Quarterly	66.7%	60.8%	63.9%	75%	65.8%	69.8%	67.9%	67.5%	67.7%	Nearly Met	Since FY18, the agency has seen steady improvement in this area. The agency has continued its collaborative work with partners at FEMS and particularly with MPD to reevaluate response plans. This fiscal year, OUC coordinated with MPD to transition several call types to the non-emergency queue decreasing the number call types that units need to respond in person to. Accordingly, with these and other efforts underway, the agency anticipates continual gains in this area of performance.
Total number of sustained 911 complaints	Annually	17	25	22	0	Annual Measure	Annual Measure	Annual Measure	Annual Measure	23	Unmet	The OUC's goal is perform with a 0% error rate. In FY20, the OUC handled a total of 1,309,481 911 calls. In FY20, the agency recorded a total of 43 complaints about performance, but found after investigating each claim that 23 were sustained. In all cases of a sustained complaint some sort of corrective action was taken, from suspension, counseling, additional training or policy change.

Measure	Frequency	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Target	FY 2020 Quarter 1	FY 2020 Quarter 2	FY 2020 Quarter 3	FY 2020 Quarter 4	FY 2020 Actual	KPI Status	Explanation for Unmet FY 2020 Target
Percent of 911 calls in which call to queue is 90 seconds or less	Quarterly	53.4%	58.5%	66.3%	75%	66.7%	70%	69.8%	70.1%	69.1%	Nearly Met	Performance around this area has significantly improved since FY17 and remains steady despite the new challenge that handling calls for the COVID-19 health emergency presented. The agency continues to partner with first responder agencies, particularly FEMS, to ensure the best triage of calls to so that the most appropriate dispatch is initiated for COVID related and other call types.
Percentage of QA/QI 911 call reviews that receive a rating of 80% or better	Quarterly	Not Available	New in 2019	85.8%	75%	91.3%	93.8%	98.6%	97.5%	95.6%	Met	
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	73.1%	74.2%	75.1%	97%	75.5%	75.2%	74.9%	64.8%	72.4%	Unmet	In FY20, the 311 Operation was particularly challenged by several circumstances related to the COVID-19 public health emergency. In particular at the height, the agency saw call volume spikes of up to 10,000 calls per day. Typical call volume averages out to be approximately 4500 per day. The spike in volume was due to the addition of new COVID management support call types and the government closure that impacted the delivery of service by servicing agencies.
Percent of 311 calls answered by a live agent within 90 seconds	Quarterly	80.4%	91%	88.8%	80%	81.6%	86.2%	64.3%	51%	70%	Unmet	In FY20, the 311 Operation was particularly challenged by several circumstances related to the COVID-19 public health emergency. In particular at the height, the agency saw call volume spikes of up to 10,000 calls per day. Typical call volume averages out to be approximately 4500 per day. The spike in volume was due to the addition of new COVID management support call types and the government closure that impacted the delivery of service by servicing agencies.
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%	100%	99%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	99%	Met	
Percent of time the OUC responds to radio equipment repair requests within 24 hours	Annually	100%	100%	100%	99%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	99%	Met	
Percent of tablet connectivity uptime	Quarterly	96.4%	98.3%	99%	90%	99%	99%	99%	99%	99%	Met	
4 - Create and maintain a highly efficient, transparent, and responsive District government. (3 Measures)												
Total number of residents reached through community engagement and 911 education activities	Annually	14,700	40,800	35,500	15,000	Annual Measure	Annual Measure	Annual Measure	Annual Measure	15,000	Met	

Measure	Frequency	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Target	FY 2020 Quarter 1	FY 2020 Quarter 2	FY 2020 Quarter 3	FY 2020 Quarter 4	FY 2020 Actual	KPI Status	Explanation for Unmet FY 2020 Target
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%	100%	Met	
Percent of records requests fulfilled within mandated time frames	Annually	90.2%	99.9%	97.5%	80%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	100%	Met	

2020 Workload Measures

Measure	FY 2018 Actual	FY 2019 Actual	FY 2020 Quarter 1	FY 2020 Quarter 2	FY 2020 Quarter 3	FY 2020 Quarter 4	FY 2020
1 - Answers all incoming 911 calls (2 Measures)							
Total Number of Inbound 911 Calls	1,286,681	1,373,732	Annual Measure	Annual Measure	Annual Measure	Annual Measure	1,309,481
Total number of events created in CAD	957,482	989,141	Annual Measure	Annual Measure	Annual Measure	Annual Measure	884,958
2 - Answers all incoming 311 calls (2 Measures)							
Total Number of Inbound 311 Calls	1,690,354	1,724,350	Annual Measure	Annual Measure	Annual Measure	Annual Measure	1,842,883
Total number of service requests entered into the customer relationship management system by 311 agents	560,271	551,204	Annual Measure	Annual Measure	Annual Measure	Annual Measure	308,680
4 - Serves as custodian of all 911 and 311 communications records (1 Measure)							
Number of agency held records released to stakeholders upon request	9126	9267	Annual Measure	Annual Measure	Annual Measure	Annual Measure	8868

2020 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 services. 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
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 all 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

Operations Header	Operations Title	Operations Description	Type of Operations
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

⯆ 2020 Strategic Initiatives

Strategic Initiative Title	Strategic Initiative Description	Completion to Date	Status Update	Explanation for Incomplete Initiative
Answers all incoming 311 calls (1 Strategic Initiative)				
Increase Utilization of 311 by Residents of Wards 7 and 8	In FY20, the OUC will continue its support of citywide initiatives that seek to encourage all District residents to improve their communities by requesting basic city services through 311 platforms. In addition, the agency will analyze 311 service request data to identify trends around the use of 311 in Wards 7 and 8 and then use that data to target residents there to help remove barriers and empower them to partner with the OUC to engage with the government to request basic city services. A goal of these efforts is to support blight and crime reduction in target areas as identified by MPD.	Complete	In Q4, the agency's community action team supported outreach efforts in coordination with MOCRS by participating in community walks in wards across the city, including both 7 and 8. In addition, the team proactively engaged with ANC commissioners in Ward 7 and Ward 8 to plan for a virtual open house that will be held in Q1 of FY21. The event, being planned with support from MOCRS, is tentatively scheduled for November 19, 2020.	
Answers all incoming 911 calls (2 Strategic initiatives)				
Regional Public Safety Communications Training Facility Establishment	In FY20, the OUC's Office of Professional Standards & Development will continue efforts to certify its training program & evolve it 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 will pursue the accreditation necessary to offer onsite continuing training opportunities to and 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	In Q4, OPSD continued to increase the visibility of federal grant-funded training offerings hosted by the agency. As of the end of Q4, OPSD hosted training opportunities for hundreds of organizations and individuals representing 41 states, the UK, Canada, Israel, Libya, Saudi Arabia, South Africa, the Philippines, Nigeria, and Italy.	
PSCC Infrastructure Remodel	In FY20, OUC will continue to use capital funding to remodel the Public Safety Call Center (PSCC), the OUC's secondary operations site. This remodel is being completed in a phased approach which spans three years. FY20 marks year 2 of this project. The work this fiscal year will include overall project design completion activities as well as the improvement and build-out of the radio/MDC workshops, the 1st floor kitchen, the bathrooms and the 911/311 call floor, to both improve the work environment for operations staff and advance the building's technical systems to better align with industry standards.	Complete	In Q4, the 35% design plan was completed and delivered. The 75% design plan is underway and is expected to be delivered in the Q1 of FY21.	
Manages the District's public safety communications and city service request platforms and infrastructure (5 Strategic initiatives)				
OUC IT Academy Development	The OUC's 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. In FY20, in conjunction with the agency's Office of Professional Standards and Development, the OUC's IT Division is creating an IT Academy to formalize training for new IT employees, support continuing education of existing employees and promote internal advancement. The Academy will focus on technical, functional and character building skills to ensure the development of well rounded agency employees capable of providing in-house maintenance of the agency's complex technical infrastructure, systems, programs and devices.	Complete	The agency announced the schedule and curriculum for its first virtual management training session for 20 OUC managers. The 12-day course, which will be held over a 3-month period, will cover essential leadership and management skills that will be actively practiced in day-to-day operations. The goal of the course is to enhance the cohesiveness of the OUC management team in order to build the soft and technical skills for all direct reports under and around their leadership. The training is modeled after the DCHR Certified Public Manager (CPM) program and is customized for the OUC.	
IT Hardware 911/311 Systems Enhancement	The OUC receives and processes a combined 3.5 million calls for 9ll and 311 calls annually. The agency facilitates centralized public safety communications which requires a 99.999% up-time of all critical systems. The OUC's hardware systems must be consistently secure, resilient and fully operational. Beginning in FY20, OUC will initiate a multi-year project to replace, enhance and procure critical major hardware components including additional storage capacity, system licensing, servers, switches and firewalls for 911 and 311 systems.	50-74%	The project team determined that the most cost-effective approach to completing this project was to coordinate the replacement of computers for the admin, training, and 311 divisions with the CAD hardware refresh. The replacement computers for 311 will be purchased with the CAD computers. The current CAD computers will be repurposed for admin use.	Procurement for this project is underway.
IT Software 911/311 Enhancements	OUC's 911/311 applications provide a reliable operational environment where critical functions can be performed quickly and efficiently. Scheduled software application upgrades are required to ensure optimal 911/311 performance. In FY20, OUC will initiate a multi-year project to implement functionality upgrades and enhancements to the Computer Aided Dispatch system and other critical operations software.	Complete	In Q4, the agency continued regular meetings and systems testing with all stakeholders, including FEMS and MPD. The CAD 9.4 upgrade is scheduled to occur on 10/26 at 2am.	
UCC Electrical Reconfiguration	The OUC requires backup power at all times so that public safety requests can be processed at its 911/311 operations centers. Power failure at these locations can cripple programming and lead to severe public safety communications challenges and interruptions. In FY20, OUC will upgrade the UCC's electrical redundancy by installing a back up power generator.	50-74%	In Q4, procurement activities for design and replacement of the UCC generators and a Programmable Logic Controller (PLC) switch continued.	Procurement for this project is still in progress.

Strategic Initiative Title	Strategic Initiative Description	Completion to Date	Status Update	Explanation for Incomplete Initiative
911/311 Radio Critical Infrastructure Enhancement	The OUC's Public Safety Communications Center (PSCC) is operated as the agency's secondary operations site and its primary radio engineering and programming location. In FY20, the OUC will continue its multi-year project to completely renovate and upgrade the PSCC's major systems and to more appropriately allocate space for the radio critical infrastructure and for ongoing redundancy of 911/311 operations.	Complete	In addition to continuing weekly WMATA system testing, in Q4 the agency also held a meeting with WMATA to discuss the tunnel consolette refresh project and share a radio codeplug for improved interoperability. The agency also scheduled a 4D tower climb to identify the 8TAC lines and antennas to support improved radio coverage in the National Mall area. Lastly, annual preventive maintenance was conducted at all 10 RF subsites.	
Provides 24 hour technical support and maintenance on all public safety communications devices and equipment (1 Strategic Initiative)				
Mobile Data Computer (MDC) Hardware Refresh for MPD and FEMS	OUC's IT Division is responsible for providing and maintaining mobile data computers (MDC) for both MPD and FEMS. MDCs are devices used in emergency vehicles to communicate with OUC dispatchers that display mapping and other information relevant to emergency response which enhance situational awareness and safety. In FY20, the Division will perform a complete MDC hardware refresh for MPD and FEMS. The MDCs currently deployed are approaching the end of their useful life and will be replaced with lighter weight devices that offer enhanced processing capabilities, extended battery life, additional convenience features such as blue tooth/remote use options, higher quality graphics and other user friendly enhancements. This replacement project will occur based on a strategic deployment plan, mutually agreed upon by MPD and FEMS to ensure the least impact on operations and inconvenience to users.	50-74%	The draft SOW has been completed. The agency continues to collaborate with MPD to gather requirements and finalize accessory requests.	This project is still in the procurement phase.
Supports city service request processing for servicing agencies (DPW, DOT, DOEE, etc.) (1 Strategic Initiative)				
311 Customer Care Partnership Expansion	In FY20, the agency will continue its partnerships with DGS and DCRA to incorporate additional service request types under the 311 portfolio. The agency will also explore new partnerships with DHS to support homelessness assistance services and the Department of Vehicles for Hire related to operator and passenger safety. Also, this fiscal year, the agency will draft language for a more formalized standard intra-agency agreement for District agencies around the incidental use of 311 services, such as call taking for a one time event or other program. Lastly, the agency will coordinate with the OCA to explore the implementation of a District government customer care survey/feedback mechanism.	Complete	In Q4, the 311 Operation continued to support the city's COVID-19 response efforts. In addition, the operation continued its partnership with DGS to incorporate additional service request types and began meeting with DC Water and HSEMA to explore the addition of a "flooding" service request type. Call volume remained atypically high throughout the quarter, with call takers handling upwards of 11,000 calls per day in some instances.	