



OFFICE OF UNIFIED COMMUNICATIONS

FY 2022 PERFORMANCE AND ACCOUNTABILITY REPORT

JANUARY 15, 2023

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1 OFFICE OF UNIFIED COMMUNICATIONS

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 911 and 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.

Services: 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. OUC provides a one-stop customer service experience for residents and visitors of Washington DC via the 311 system. 311 is available 24 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. 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. OUC maintains records and utilizes highly specialized archival systems to research files related to all 911 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.

2 2022 ACCOMPLISHMENTS

Accomplishment	Impact on Agency	Impact on Residents
Integrated and Established a T-CPR Certification Program	Implementing a quality program in T-CPR and achieving adherence to the performance standards equips our personnel with another tool that enables them to perform their jobs most efficiently and save countless lives.	Each year an estimated 350,000 sudden cardiac arrest (SCA) events occur in the United States in an out-of-hospital environment. Almost all of these events result in a call for help to 911. Without quick intervention in the form of cardiopulmonary resuscitation (CPR) and defibrillation, death from SCA is certain. Telecommunicators are the true first responders and a critical link in the cardiac arrest chain of survival; a telecommunicator can make the difference between life and death.
DCPS Active Shooter Response Support	This collaboration with DCPS helps ensure that in the tragic event of an active shooter in DCPS facilities that 911 personnel will be able to more aptly support the dispatch of first responders with situational awareness information such as floor plans, school community contact information, and more.	Worked with DCPS and the vendor for our Active Shooter Panic Button to ensure all school employees have updated access and are trained on how to use it for the 2022-2023 school year. The Agency secured the vendor who conducted a week-long training and worked with individual administrators and staff members to update profiles and distribution lists.
Accepted into Harvard Kennedy School's Alternative 911 Emergency Response Implementation Cohort	This technical support will enable the agency to focus on its areas of subject matter expertise while supporting the transition away from traditional methods of 911 call management to more progressive and appropriate processes and systems.	This secures technical support for District diversion programs with DBH, Nurse Triage Line, and MPD non-emergency incidents and will help solidify and institutionalize alternative responses to 911 calls which will help further free up police officers for true emergencies. It also helps enables the Agency to take a smart approach in establishing new partnerships with additional agencies such as DYRS/JJAG to help get appropriate support for both absconders and human trafficking victims.

3 2022 OBJECTIVES

Strategic Objective	Number of Measures	Number of Operations
Provide efficient, professional and cost effective responses to 911 communications.	5	2
Provide efficient, professional and cost effective responses to interactions initiated through 311 platforms.	2	3
Provide state-of-the-art emergency and non-emergency communications.	3	3
Create and maintain a highly efficient, transparent, and responsive District government.	14	2

4 2022 OPERATIONS

Operation Title	Operation Description	Type of Operation
Provide efficient, professional and cost effective responses to 911 communications.		
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
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
Provide efficient, professional and cost effective responses to interactions initiated through 311 platforms.		
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
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

(continued)

Operation Title	Operation Description	Type of Operation
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
Provide state-of-the-art emergency and non-emergency communications.		
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
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
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
Create and maintain a highly efficient, transparent, and responsive District government.		
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
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

5 2022 STRATEGIC INITIATIVES

In FY 2022, Office of Unified Communications had 8 Strategic Initiatives and completed 100%.

Title	Description	Completion to Date	Update	Explanation for Incomplete Initiative
Increase utilization of 311 by residents of Wards 7 and 8	In FY22, the OUC will leverage federal relief dollars to continue its support of citywide initiatives that seek to encourage all District residents to improve their communities by requesting basic city services through the 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. In addition, OUC will seek to enhance its community engagement and strengthen its community partnerships by using virtual platforms to host open houses, information sessions, and other events. A key component of this effort is coordination with ANCs and other community leaders and workgroups to help focus outreach efforts.	Complete	In Q4, the agency participated in several community engagement events to support public education and raise the visibility of access to services through 311 platforms. In particular the agency was represented at all 202 for Peace Community Pop Up Resource Fairs in Wards 4,5,7 and 8 and hosted several tours for members of MPD's Community Engagement Academy, to name a few outreach activities.	

PSCC In- frastructure remodel	In FY22, 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 spanning at least 3 years. 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	The contracting officer changed in Q4, but the review of the solicitation was completed despite this transition. The Agency anticipates the solicitation release in early November 2022.
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Educate and empower supervisors to improve service delivery and employee perform- ance	In FY22, the agency will develop and implement a Supervisor Development Initiative to improve the quality of active management of emergency and non-emergency call takers and dispatchers. The initiative will incorporate management benchmarks from high-performing large urban call centers and deploy new and continuing training to incumbent and new supervisors. The initiative will cover (1) timekeeping and family and medical leave program management; (2) performance management; (3) crisis communications and conflict resolution; (4) engagement on policy compliance; and (5) managing and responding to client agency needs and expectations. This initiative will begin to address a primary recommendation of the 2021 ODCA's report on 911 emergency operations.	Complete	In addition to continuing to offer specialized training opportunities for supervisory staff, such as an onsite center manager certification course, OPSD completed mapping for Management/Supervisory leadership developmental training which must be completed within 1 year of promotion or employment with the OUC. This training will be offered quarterly at the cadence of 2 courses per quarter.
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<p>Ensure fiscal responsibility by maximizing carrier charges and payment processes for investments in public safety communications staffing and infrastructure</p>	<p>In FY22, OUC will manage an audit of carrier charges/payments for e911 fees to ensure the agency is exercising fiscal responsibility by maximizing carrier charges and payment processes for investments in public safety communications staffing and infrastructure. The agency will work with OCP to seek bids and select an external firm, facilitate agency staff participation in the audit process, and be prepared to make recommendations to the Executive regarding potential changes to operations of the fund.</p>	<p>Complete</p>	<p>Under new agency leadership, it was determined that a new strategy needs to be developed, which includes collaboration with the OCFO, to ensure the ability and authorization to audit the carriers. The agency's leadership team will regroup and discuss in Q2 of FY23.</p>
<p>Create alternative responses to 911 calls</p>	<p>In FY22, the Agency will continue to support efforts to help create new pathways for resolution of the city's 911 calls. This will include its work with the Department of Behavioral Health to identify additional call types that could be more appropriately handled by mental health support practitioners. As the current pilot transitions to Phase 2, in December 2021, the Agency will also seek to accept additional call types, expand its operational hours to 24/7, provide specialized training, and conduct enhanced and more formalized evaluations of the program's effectiveness.</p>	<p>Complete</p>	<p>In Q4, the agency was accepted into Harvard Kennedy School's Alternative 911 Emergency Response Implementation Cohort. The technical support team has hosted kick-off meetings with OUC and DBH and will be on-site to begin research and assessments on October 26 and 27.</p>
<p>4D Tower Demolition and Re-placement</p>	<p>In FY22, the agency will continue supporting the phased effort, projected to span 6 years, which includes the demolition and build of a new 500 ft. tower on the current 4D grounds. The new tower will meet industry standards and code regulations and will have a significantly smaller footprint. In FY22, the agency anticipates that significant progress will be made, including the procurement and execution of the demolition aspect of the project, as well as ground breaking for installation of the new tower.</p>	<p>Complete</p>	<p>In Q4, DGS submitted a change order to the design vendor as parking for MPD has been prioritized. The change order includes a temporary parking design plan.</p>

<p>Establish highly effective and efficient operations through the use of data assessments and analytics</p>	<p>In FY22, the OUC will create a culture of quality by continuous measurement and assessment of performance. The agency will train all employees on basic quality management principles and provide employees with access to quality data. Collecting, analyzing, and reporting quality data will enable leaders to adjust goals as necessary. This will set a cultural expectation that the status quo is not enough; our goal is to create a culture of relentless improvement. We will use recognition, comparative analysis (based on industry standards) and story-telling to associate excellent performance with excellent outcomes. "We measure to improve".</p>	<p>Complete</p>	<p>In Q4, division managers continued performance data review meetings with the agency's data analyst and were required to produce monthly reports that included key performance metrics. These reports were used to inform the director about the status of programs and performance successes and challenges.</p>
<p>Ensure racial equity in all programs, offerings, and services</p>	<p>In FY22, the Office of Unified Communications will pursue a comprehensive approach to advancing racial equity for historically marginalized and/or underserved communities. To advance racial equity, decision-makers, policy developers, process-analyzers will be required to include addendums to all decisions, policies, and processes to include verbiage as to how it will either enhance racial equity or if there is a concern it could build on the practice of institutionalized and systemic racism. To achieve this, we will: 1. Collect and report on demographic data as it pertains to 911 and 311 whenever possible. 2. Design and deliver programs and training that provide more access and voice to communities of color. 3. Identify potential barriers to services that impact historically marginalized residents of color.</p>	<p>Complete</p>	<p>In Q4, OUC joined Cohort 2 of the Office of Racial Equity's program.</p>

6 2022 KEY PERFORMANCE INDICATORS AND WORKLOAD MEASURES

Key Performance Indicators

Measure	Directionality	FY 2020	FY 2021	FY 2022 Target	FY 2022 Q1	FY 2022 Q2	FY 2022 Q3	FY 2022 Q4	FY 2022	Was 2022 KPI Met?	Explanation of Unmet KPI
Provide efficient, professional and cost effective responses to 911 communications.											
Percent of 911 calls answered within 10 seconds	Up is Better	91.8%	90.5%	90%	91%	91.6%	80.4%	79.7%	85.9%	Nearly Met	Performance around this KPI has continually improved and remained strong. In 2020, NENA revised the 911 call processing standard to advise that 90% of calls should be answered within 15 seconds, and 95% of calls should be answered within 20 seconds. OUC consistently meets these revised industry measures.

Key Performance Indicators (continued)

Measure	Directionality	FY 2020	FY 2021	FY 2022 Target	FY 2022 Q1	FY 2022 Q2	FY 2022 Q3	FY 2022 Q4	FY 2022	Was 2022 KPI Met?	Explanation of Unmet KPI
Percent of 911 calls which move from queue to dispatch in 60 seconds or less	Up is Better	67.7%	67.1%	75%	68.6%	70.7%	67.7%	67.3%	68.5%	Nearly Met	Performance in this area remains consistent though not meeting the target. The agency has continued its collaborative work with partners at FEMS and MPD to reevaluate response plans and event types. This fiscal year, the agency also continued collaborations with both agencies, and also with DPW and DBH to identify eligible call types that could be addressed in alternative ways, thereby decreasing the number call types that require a first responder to be dispatched. With these efforts underway, the agency anticipates continual gains in this area of performance.

Key Performance Indicators (continued)

Measure	Directionality	FY 2020	FY 2021	FY 2022 Target	FY 2022 Q1	FY 2022 Q2	FY 2022 Q3	FY 2022 Q4	FY 2022	Was 2022 KPI Met?	Explanation of Unmet KPI
Total number of sustained 911 complaints	Down is Better	23	49	0	Annual Measure	Annual Measure	Annual Measure	Annual Measure	71	Unmet	The OUC's goal is to perform with a 0% error rate. In FY22, the Agency handled a total of 1.4 million 911 calls. During this period, OUC recorded a total of 71 sustained complaints. In all cases of a sustained complaint some sort of corrective action was taken, from suspension, counseling, additional training, or policy change.
Percent of 911 calls in which call to queue is 90 seconds or less	Up is Better	69.1%	74%	75%	76%	73.3%	70.7%	70.8%	72.7%	Nearly Met	Performance in this area continues to improve year over year and remains steady despite the increase in call volume and violent crime reported through the 911 system. The agency continues to partner with first responder agencies to ensure the best triage of calls so that the most appropriate dispatch is initiated for all call types.
Percentage of QA/QI 911 call reviews that receive a rating of 80% or better	Up is Better	95.6%	92.2%	75%	92.5%	90.5%	91.7%	87.3%	90.5%	Met	

Provide efficient, professional and cost effective responses to interactions initiated through 311 platforms.

Key Performance Indicators (continued)

Measure	Directionality	FY 2020	FY 2021	FY 2022 Target	FY 2022 Q1	FY 2022 Q2	FY 2022 Q3	FY 2022 Q4	FY 2022	Was 2022 KPI Met?	Explanation of Unmet KPI
Percent of 311 calls handled by a live agent in 4 minutes or less	Up is Better	72.4%	66.8%	80%	64.5%	61.6%	60.8%	57.4%	61.1%	Unmet	In FY22, the 311 Operation continued to be challenged by call volume spikes for DMV programs and social and human services resources which typically took agents longer than normal to handle.
Percent of 311 calls answered by a live agent within 90 seconds	Up is Better	70%	62.6%	75%	86.8%	93.6%	86.1%	66.1%	83.2%	Met	
Provide state-of-the-art emergency and non-emergency communications.											
Percent of time the OUC responds to Mobile Data Terminal repairs within 24 hours	Up is Better	99%	99%	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	Up is Better	99%	99%	99%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	100%	Met	
Percent of tablet connectivity uptime	Up is Better	99%	99%	90%	100%	100%	99%	99%	99.5%	Met	
Create and maintain a highly efficient, transparent, and responsive District government.											
Percent of Time OUC's grade.dc.gov Customer Service Satisfaction Rating is "B" or Better	Up is Better	100%	100%	100%	100%	100%	100%	100%	100%	Met	
Percent of records requests fulfilled within mandated time frames	Up is Better	100%	100%	85%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	100%	Met	
Total number of residents reached through community engagement and 911 education activities	Up is Better	15,000	25,000	5000	Annual Measure	Annual Measure	Annual Measure	Annual Measure	25,000	Met	

Workload Measures

Measure	FY 2020	FY 2021	FY 2022 Q1	FY 2022 Q2	FY 2022 Q3	FY 2022 Q4	FY 2022
Answers all incoming 911 calls							
Total number of 911 calls for service eligible for diversion to DBH's Access Help Line	New in 2022	New in 2022	Annual Measure	Annual Measure	Annual Measure	Annual Measure	No data available
Total Number of Inbound 911 Calls	1,309,481	1,235,955	Annual Measure	Annual Measure	Annual Measure	Annual Measure	1,305,783
Total number of events created in CAD	884,958	797,950	Annual Measure	Annual Measure	Annual Measure	Annual Measure	801,495
Total number of 911 calls for service diverted to DBH AHL or a behavioral health specialist/clinician	New in 2022	New in 2022	Annual Measure	Annual Measure	Annual Measure	Annual Measure	No data available
Total number of non-emergency police reports completed by OUC's Telephone Reporting Unit (TRU)	New in 2022	New in 2022	Annual Measure	Annual Measure	Annual Measure	Annual Measure	10,748
Answers all incoming 311 calls							
Total Number of Inbound 311 Calls	1,842,883	2,148,888	Annual Measure	Annual Measure	Annual Measure	Annual Measure	1,603,236
Total number of service requests entered into the customer relationship management system by 311 agents	308,680	367,538	Annual Measure	Annual Measure	Annual Measure	Annual Measure	409,249
Serves as custodian of all 911 and 311 communications records							
Number of agency held records released to stakeholders upon request	8868	7724	Annual Measure	Annual Measure	Annual Measure	Annual Measure	7653