

# Office of Unified Communications FY2016

**Agency** Office of Unified Communications

**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.

## 2016 Objectives

### FY16 Objectives

Objective Number	Objective Description
<b>Agency Management (3 Objectives)</b>	
1	Provide quality administrative support for all agency personnel to support customer service and public safety communications and oversee the implementation of agency-wide priorities.
2	Solidify the agency's brand image and name recognition in conjunction with its service portfolio.
3	Pursue rulemakings to implement the statutory and Mayoral authority that has been delegated to OUC.
<b>Emergency (911) Operations Division (1 Objective)</b>	
1	Provide efficient, professional and cost effective responses to 911 communications.
<b>Non-Emergency (311) Operations Division (1 Objective)</b>	
1	Provide efficient, professional and cost effective responses to interactions initiated through 311 platforms.
<b>Technology Operations Division (1 Objective)</b>	
1	Provide State-Of-The-Art Emergency and Non-Emergency Communications Technology.
<b>Transcription Division (1 Objective)</b>	
1	Provide consistent support to Federal and District partners to ensure quality information is transferred in a timely manner.

## 2016 Key Performance Indicators

Measure	Division	Frequency of Reporting	FY 2013	FY 2014	FY 2015	FY 2015 Target	FY 2016 Target
<b>1 - Provide efficient, professional and cost effective responses to 911 communications. (1 Measure)</b>							
Percent of calls answered within 5 seconds		Quarterly	92	92	91	97	97

<b>1 - Provide efficient, professional and cost effective responses to interactions initiated through 311 platforms. (2 Measures)</b>							
Percent of 311 calls answered by a live agent within 90 seconds		Quarterly	82	61	69	77	80
Percent of 311 calls handled by a live agent in 4 minutes or less		Quarterly	0	89	86	95	97
<b>1 - Provide quality administrative support for all agency personnel to support customer service and public safety communications and oversee the implementation of agency-wide priorities. (1 Measure)</b>							
Percent of expendable budget spent with Certified Business Enterprises		Annually	100	100	100	50	100
<b>1 - Provide State-Of-The-Art Emergency and Non-Emergency Communications Technology. (2 Measures)</b>							
Percent of time the OUC responds to Mobile Data Terminal repairs within 24 hours		Annually	99	99	99	99	99
Percent of time the OUC responds to radio equipment repair requests within 24 hours		Annually	99	99	99	99	99
<b>2 - Solidify the agency's brand image and name recognition in conjunction with its service portfolio. (1 Measure)</b>							
Total number of community engagement and 911 education activities		Annually	0	82	69	60	70

## 2016 Workload Measures

Measure	Frequency of Reporting	FY 2013	FY 2014	FY 2015
<b>Workload Measure (3 Measures)</b>				
Total Number of inbound 911 calls	Quarterly	1,368,582	1,276,943	1,438,990
Total Number of Inbound 311 Calls	Quarterly	1,272,290	1,201,351	1,775,228
Total Number of Service Requests Entered Into the Customer Relationship Management System by 311 Call Takers	Quarterly	315,217	343,049	335,478

## 2016 Initiatives

Objective Number	Objective Title	Initiative Number	Initiative Title	Initiative Description
<b>Agency Management - 1 (4 Initiatives)</b>				
1		1.1	Develop standard operating procedures for each agency division and review, update and finalize the agency's policies.	The agency will draft standard operating procedures and develop an employee handbook. The agency will also review and update, or draft new agency-wide and 911/311 operations policies in alignment with CALEA standards.

1		1.2	Initiate all the components related to recruitment to enhance the operations staffing of the agency.	The agency continue 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.
1		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. One of the primary focuses of this initiative is to ensure continuity and consistency in training delivery across all divisions.
1		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.

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**Agency Management - 2 (2 Initiatives)**

2		2.1	Continue public education, identification, and marketing campaign	The OUC is 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 air PSAs that will provide agency overview information, as well as specific 911 and 311 Operations service information. Elements of this campaign will also focus on decreasing the "misuse of 911 services" and providing information about how call taking protocols support the most efficient response to calls for service. The agency will also seek to continue its proactive engagement with the community through regular participation in neighborhood and community meetings and other activities.
2		2.2	Create a proactive schedule of interaction with District residents	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 participation in neighborhood community meetings and other events.

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**Agency Management - 3 (3 Initiatives)**

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3		3.1	Devise and seek the publication of citywide radio system standards	<p>The agency will develop standards that address the acquisition, operation, and maintenance of radio technology systems and services for all District agencies and departments; coordination with appropriate semi-governmental and private entities, the Federal Communications Commission, federal and state radio communications coordination organizations, and jurisdictions adjacent to or otherwise affecting the application or use of radio technology in the District; management of the building facilities supporting radio technology; radio communications towers, antennae, and related equipment and appurtenances used by District departments and agencies; processes for review of all agency proposals, purchase orders, and contracts for the acquisition of radio technology and call center technology systems, resources, and services, and recommend approval or disapproval to the Chief Procurement Officer in coordination with OCTO; and processes for review of radio technology budgets for District government departments and agencies in coordination with OCTO; development of information management plans, standards, systems, and procedures throughout the District government for radio technology; development of a radio technology strategic plan for the District.</p> <p>The purpose of this effort is to pursue rulemakings that implement OUC's statutory authority (DC Official Code § 1-327.54(3), (5)-(9) &amp; DC Official Code § 34-1802(a-1)), and the Mayoral authority that has been delegated to OUC in Mayor's Order 2009-85.</p>
3		3.2	Devise and seek the publication of call center standards	<p>The agency will develop standards that address standards for acquisition, operation, and maintenance of call center technology systems and services for all District agencies and departments; coordination with appropriate semi-governmental and private entities, and jurisdictions adjacent to or otherwise affecting the application or use of call center technology in the District; management of the building facilities supporting call center technology; and processes for review of call center technology budgets for District government departments and agencies in coordination with OCTO; development of information management plans, standards, systems, and procedures throughout the District government for call center technology; processes for development of a call center technology strategic plan for the District.</p> <p>The purpose of this effort is to pursue rulemakings that implement OUC's statutory authority (DC Official Code § 1-327.54(3), (5)-(9) &amp; DC Official Code § 34-1802(a-1)), and the Mayoral authority that has been delegated to OUC in Mayor's Order 2009-85.</p>

3		3.3	Devise and seek the publication of 911 assessment fund administration standards	<p>The agency will develop standards that outline the process for assessment, collection, and enforcement of tax imposed upon all local exchange carriers, including wireline and wireless carriers and interconnected Voice Over Internet Protocol ("VoIP") service providers, as defined by 47 C.F.R. § 9.3, that connect users who dial or enter the digits 9-1-1 to the District's public safety answering points, a monthly tax calculated on the basis of each individual telephone line sold or leased in the District.</p> <p>The purpose of this effort is to pursue rulemakings that implement OUC's statutory authority (DC Official Code § 1-327.54(3), (5)-(9) &amp; DC Official Code § 34-1802(a-1)), and the Mayoral authority that has been delegated to OUC in Mayor's Order 2009-85.</p>
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**Emergency (911) Operations Division - 1 (3 Initiatives)**

1		1.1	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>
1		1.3	Enhance customer interaction methods with Text-to-911 solution.	<p>In accordance with the Mayor's priority to expand successful policing strategies by investing in new technology, in FY15 the OUC began testing Text-to-911 functionality over its redundant network, identifying gaps from an operational, technical and/or network perspective. This testing was conducted to prepare for NextGeneration 9-1-1 functionalities which will enable the delivery of text messages, streaming videos, and pictures into the OUC. After deployment, the 911 Operations manager will monitor stakeholder feedback on the enhancement to recommend phase 2 modifications.</p>
1		1.4	Market the availability of Smart911 in the District to support efforts to provide enhanced and more efficient dispatching.	<p>Smart911 is a program that enables citizens to create a free safety profile for their households. These profiles provide critical, lifesaving data, such as floor plans and medical conditions to 9-1-1 call takers and dispatchers, which they in turn provide to police, fire and emergency medical personnel before they arrive at a scene.</p> <p>Through FY15, the agency continued its collaboration with DC Office on Aging, the Office of Human Rights, and the Homeland Security and Emergency Management Agency to participate in various citywide events, reaching a cross section of residents. In FY16, the agency will continue these partnerships and pursue other opportunities to showcase the SMART911 application to register more members of specific targeted populations, including seniors and youth.</p>

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**Non-Emergency (311) Operations Division - 1 (3 Initiatives)**

1		1.1	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.
1		1.2	Strengthen relationships with service agency partners and define role in service request process	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.  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.
1		1.2	Enhance customer interaction methods with Text-to-311 solution.	In FY15, the agency upgraded its service request application with the most robust and highest integrated service request management technology available. This enhancement enables the OUC to provide customers with a more interactive platform and easier access to service request status updates.  In FY16, the OUC will deploy an enhancement to the service request application which will feature the Text-to-311 capability. The 311 Operations manager will monitor stakeholder feedback on the enhancement to recommend phase 2 modifications.

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**Technology Operations Division - 1 (4 Initiatives)**

1			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.
1		1.1	Deploy a Text-to-911 solution.	In accordance with the Mayor's priority to expand successful policing strategies by investing in new technology, in FY15 the OUC began testing Text-to-911 functionality over its redundant network, identifying gaps from an operational, technical and/or network perspective. This testing was conducted to prepare for NextGeneration 9-1-1 functionalities which will enable the delivery of text messages, streaming videos, and pictures into the OUC. In FY16, the agency intends to fully deploy this solution.

1		1.2	Deploy a Text-to-311 solution.	In FY15, the agency upgraded its service request application with the most robust and highest integrated service request management technology available. This enhancement enables the OUC to provide customers with a more interactive platform and easier access to service request status updates. In FY16, the OUC will deploy an enhancement to the service request application which will feature the Text-to-311 capability.
1		1.4	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.

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**Transcription Division - 1 (3 Initiatives)**

1		1.1	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.
1		1.2	Conduct a customer satisfaction survey.	In FY16, the division will survey stakeholders to determine how their customer base could be better served. Based on results of the survey, the division will explore methods of enhancing of interactions with stakeholders and the medium of offerings.
1		1.3	Explore feasibility of integrating redaction software with digital voice logger recording software.	In FY16, the division will conclude its survey of stakeholders, which was undertaken to determine how its customer base could be better served. Based on results of the survey, the division will move forward in its exploration of methods to enhance interactions with stakeholders, as well as the current medium of offerings.

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