



## Office of Unified Communications OUC (UC)

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### MISSION

The mission of the Office of Unified Communications (OUC) is to provide a fast, professional, and cost-effective response to emergency (911) and non-emergency (311) calls in the District. 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

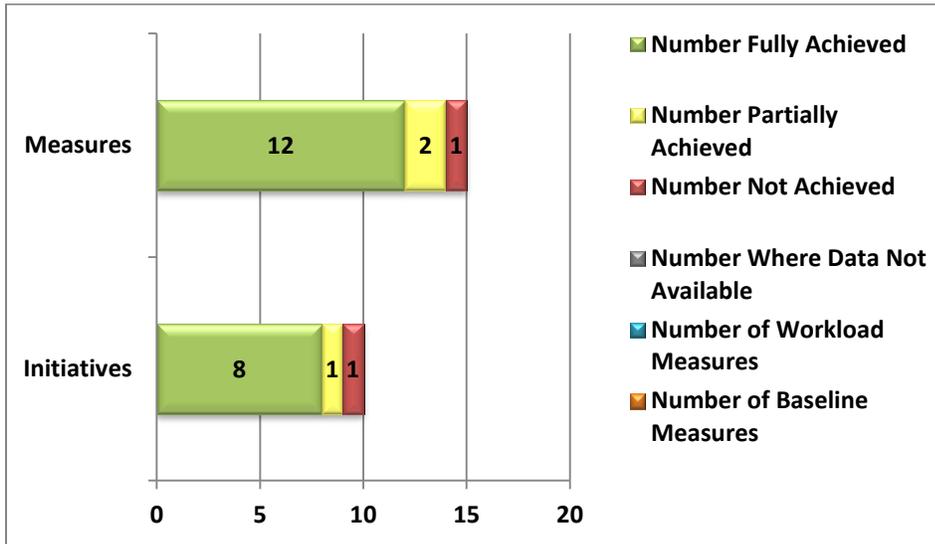
The Office of Unified Communications serves as answering point for emergency (911) and non-emergency (311) calls. The OUC develops and enforces policy directives and standards regarding public safety and non-public safety communications. It handles telephone reporting, provides audio transcribing, processes city service requests, and operates and maintains public safety and non-public safety voice radio technology. It also oversees all land and mobile radio systems tied to the response network in addition to managing building facilities that support call center and public safety voice radio technology.

### ACCOMPLISHMENTS

- ✓ **911 Call Speed of Answer Performance** - Handled 1.4 million (1,395,475) calls within 5 seconds 97.4% of the time. This performance is well above the national standard for 911 answer time. The National Emergency Number Association (NENA) which sets standards for 911 answer time recommends the following:  
Ninety-five (95%) of all 911 calls should be answered within twenty (20) seconds.  
Ninety percent (90%) should be answered within ten (10) seconds during the busy hour (the hour each day with the greatest call volume).  
**Job Creation**
- ✓ **911 Call Center Technology Infrastructure Enhancement** - Upgraded Computer Aided Dispatch (CAD) System to version 9.1 and replaced related hardware at the primary and back up facilities. The CAD system is used to electronically dispatch for Police, Fire and EMS events and was upgraded to ensure that all calls are dispatched efficiently, in keeping with current industry standards and best practices.  
**Public Safety**
- ✓ **311 Call Center Technology Infrastructure Enhancement** - Maximized responsiveness by reducing wait times for callers by introducing an IVR system to allow for automated call processing. The agency completed a pilot program using 300 parking meters and plans to pursue expanded implementation to include other similar, routine transactions in FY12.



## OVERVIEW OF AGENCY PERFORMANCE





## Performance Initiatives – Assessment Details

### Performance Assessment Key:

-  Fully achieved     Partially achieved     Not achieved     Data not reported

### 911 Emergency Operations Division

#### OBJECTIVE 1: Ensure fast and accurate responses to 911 (emergency) calls.

- **INITIATIVE 1.1: Utilize AQUA monitoring system to ensure adherence to National Academies of Emergency Dispatch NAED protocols.**

The use of the AQUA monitoring system has enabled the agency to hold staff accountable for using the NAED protocols. As a direct result there has been increased overall usage of and adherence to the protocols, which supports more appropriate and efficient resource utilization by MPD and Fire and EMS. Use of the protocols requires that all pertinent information is gathered for each call, which helps to ensure that police, fire and emergency medical professionals are well prepared to respond to incidents.

In FY11, 911 Operations supervisors monitored 750 calls on a monthly basis. At the beginning of the fiscal year we found that the protocols were followed on 70% of those calls. As a direct result of monitoring activities, which included side by side monitoring and one on one counseling sessions, protocol usage has increased to an average of 91%.

In accordance with the agency's FY11 performance plan, supervisors monitored approximately 9000 calls over the course of the fiscal year. Thus, this initiative was *fully achieved*.

- **INITIATIVE 1.2: Ensure that 911 calls for service are answered in a timely manner through the utilization of staff scheduling systems.**

The 911 Operations Division has consistently performed well above the national standard for 911 answer time, ending FY10 with 98% of calls answered within 5 seconds. In an effort to better manage resources and to realize fiscal savings, the agency used empirical data collected with Call Management Systems (software) to adjust staffing levels.

In FY11, the staffing model was modified from 15 call takers/day shift, 17 call takers/evening shift and 14 call takers/midnight shift to 12 call takers/day shift, 12 call takers/evening shift and 10 call takers/midnight shift. This adjustment was based on historical data gathered from CMS, which was used to compare performance and create a more appropriate staffing plan. Performance remained high despite the staffing change, with the operation ending the year with an average of 97.4% of calls being answered with 5 seconds. This performance is also well above the national standard for 911 answer time.

In accordance with the agency's FY11 performance plan, the agency reduced staffing by an average of 25% per shift, cutting operational costs and while maintaining performance. Thus, this initiative was *fully achieved*.



### **311 Non-emergency Operations Division**

**OBJECTIVE 1: Ensure timely, accurate, world-class customer service response to 311 (non-emergency) calls.**

● **INITIATIVE 1.1: Strengthen overall 311 service delivery.**

The 311 call taking operation integrated numerous agency call functions to make access to service efficient and easy for constituents. Previously, those calls were routed by skill, while call takers were cross trained to enable them to perform as “full-service providers”.

While efficiencies were gained by integrating these call operations, in FY11 the agency sought to maximize responsiveness by reducing wait times for callers both through cross training activities, as well as by introducing an IVR system to allow for automated call processing.

In accordance with the agency’s FY11 performance plan, 15 call takers were cross trained, bringing the total number of “full-service providers” to 35 before the end of the fiscal year. In addition, the telephony infrastructure was enhanced to include an IVR system. The agency completed a pilot program using 300 parking meters and plans to pursue expanded implementation to include other similar, routine transactions in FY12. Thus, this initiative was *fully achieved*.

● **INITIATIVE 1.2: Expand non-emergency call taking quality assurance program.**

The 311 call center is a high volume operation which manages over 1.8 million calls per year. As the demand for service increases, the agency has sought to enhance the customer interaction experience. To this end, the operation implemented a structured monitoring program to gauge and manage call taker performance. Call takers were rated by supervisors in the following categories: courtesy, knowledge, etiquette and overall impression on recorded and “live” calls. Performance was tracked in a database to document areas where improvement was needed. Individual counseling and feedback sessions were held as necessary. Supervisors also hosted twice weekly refresher sessions for call takers. In addition, they participated in at least 5 community engagement events to educate the public on services provided through the call center and to obtain constituent feedback on the operation’s performance.

In FY11, 311 Operations supervisors monitored 330 calls on a monthly basis. In accordance with the agency’s FY11 performance plan, the monitoring program was expanded to include recorded and “live” calls and supervisors monitored approximately 3970 calls over the course of the fiscal year. Thus, this initiative was *fully achieved*.

### **Technology Operations Division**

**OBJECTIVE 1: Enhance the District’s Emergency and non-emergency communications technology.**

● **INITIATIVE 1.1: Upgrade the District’s radio system.**

The Technology Operations Division began the multi-year upgrade of current radio technologies to the Project 25 (P25) standard. This initiative will significantly enhance the District’s ability to maintain robust radio interoperability both among District agencies, as well as with regional partners.

In FY11, 2000 fully encrypted, dual band radios were deployed to Metropolitan Police Department officers. In addition, the P25 system infrastructure design was completed and the new radio tower site location was coordinated.



In accordance with the agency's FY11 performance plan, Phase 1 of the P25 Upgrade is complete. Thus, this initiative was *fully achieved*.

● **INITIATIVE 1.2: Upgrade primary and back-up call center IT equipment.**

Responsiveness to 911 and 311 calls is made possible, in part, by ensuring that call center workstations, consoles, telephony and other IT equipment is fully operational. Accordingly, the Technology Operations Division replaces and upgrades equipment routinely.

In FY11, the agency replaced 40 CAD monitors, 71 CAD workstations and 117 telephony handsets at all call taker positions at the UCC. In addition, the equipment at the PSCC was swapped out with this equipment as planned.

In accordance with the agency's FY11 performance plan, 100% of the primary and back-up call center IT equipment was upgraded or replaced, thus this initiative was *fully achieved*.

● **INITIATIVE 1.3: Upgrade Computer Aided Dispatch software and hardware.**

The Computer Aided Dispatch (CAD) system is used to electronically dispatch for Police, Fire and EMS events. To ensure that the center is able to operate in keeping with current industry standards and best practices, the Technology Operations Division ensures that the CAD application and hardware are upgraded to the newest available version.

In FY11, the agency upgraded the CAD application to version 9.1. Two main CAD servers were replaced and the CAD database was upgraded to Microsoft SQL 2008 R2

In accordance with the agency's FY11 performance plan, 100% of the CAD workstations, to include hardware and software, were upgraded. Thus this initiative was *fully achieved*.

● **INITIATIVE 1.4: Enhance the District's Mobile Data computing capabilities.**

Mobile Data Computers (MDCs) have been deployed to Police, Fire and EMS to support efforts to enhance responsiveness to incidents. Mobile Data Terminals (MDTs) and personal digital assistants (PDAs) enable field responders to communicate with quickly with 911 dispatchers. They can also be used to display mapping and information such as CAD drawings, diagrams and safety information, which enhance situational awareness.

In FY11, the agency deployed 30 PDAs. However, a delay in the integration of the Mobile for Public Safety (MPS) application system impeded progress on plans to upgrade the MDTs.

The agency planned to distribute 150 PDAs and upgrade all of the MDTs with the latest version of MPS. Thus, this initiative was *not achieved*.

### **Transcription Division**

**OBJECTIVE 1: Implement a process that efficiently improves the overall performance of case management for the Assistant States Attorney's office.**

● **INITIATIVE 1: Conduct a joint needs based assessment with the Assistant States Attorney's Office.**

The Transcription Division pulls 911 audio recordings and files upon the Assistant United States Attorney's Office's (AUSA) request for use in court proceedings. The manual process of submitting requested files was inefficient and costly. To address these issues the Transcription Unit conducted



a case management analysis of 800 AUSA cases submitted over a four week period. It was determined that it took 15-45 to process each case, for a total of 15-20 cases processed per staff member, per day. The Division sought to automate the process to make the requested files more readily available for AUSA, and as a cost cutting measure.

In FY11, the agency implemented the use of a File Transfer Protocol (FTP) server, a universal network drive, to ensure that all requested 911 communications files were uploaded in a centralized location for front and end users. After implementation, 100% of the cases were uploaded to the server through the end of the fiscal year.

In accordance with the agency's FY11 performance plan to improve operational processes and enhance efficiency this initiative was *fully achieved*.

● **INITIATIVE 2: Implement an enhanced quality based system that provides more efficient service to stakeholders.**

In FY11, in collaboration with Assistant United States Attorney's Office (AUSA), the Transcription Unit drafted specifications for a user-friendly, universal system for front and end users for requesting 911 communications files. As a result, the Remedy tracking system was identified for use for this purpose and the Office of the Chief Technology Officer began development of the database in Remedy, based on the outlined specifications.

Since work on this database is still underway, the Transcription Unit began using Internet Quorum (IQ) to process requests from AUSA. After implementation of IQ and for the remainder of the fiscal year, all cases were processed through the database, which features time stamping, automatic workflow number assignment and tracking.

The agency has implemented a short term solution for enhancing AUSA request management and anticipates that the long term solution will be in place before the end of FY12. Thus, this initiative was *partially achieved*.



## Performance Initiatives – Assessment Details

### Performance Assessment Key:

● Fully achieved     
 ● Partially achieved     
 ● Not achieved     
 ● Data not reported

		Measure Name	FY2010 YE Actual	FY2011 YE Target	FY2011 YE Revised Target	FY2011 YE Actual	FY2011 YE Rating	Budget Program
<b>911 Emergency Operations Division</b>								
●	1.1	Percent of 911 calls answered within 5 seconds	97.84%	97%		97.40%	100.41%	EMERGENCY OPERATIONS (911) DIVISION
●	1.2	Percent of 911 calls (wire line and wireless) abandoned	1.21%	3%		1.72%	174.08%	EMERGENCY OPERATIONS (911) DIVISION
●	1.3	Percent of 911 calls in which call to queue is 75 seconds or less	0	80%		100.17%	125.21%	EMERGENCY OPERATIONS (911) DIVISION
●	1.4	Percent of current call takers trained and active as Universal Call Takers	84.33%	100%		91.57%	91.57%	
●	1.5	Percent of current call takers that are conversationally bilingual	24.02%	20%		27.71%	138.55%	
<b>311 Non-Emergency Operations Division</b>								
●	1.1	Percent of 311 calls answered within 90 seconds	0	75%		74.80%	99.73%	NON-EMERGENCY OPERATIONS (311) DIVISION
●	1.2	Percent of 311 calls abandoned	0	8%		7.07%	113.21%	NON-EMERGENCY OPERATIONS (311) DIVISION



		Measure Name	FY2010 YE Actual	FY2011 YE Target	FY2011 YE Revised Target	FY2011 YE Actual	FY2011 YE Rating	Budget Program
<b>Technology Operations Divisions</b>								
●	1.1	Percent of time radio system is available	0	99.94%		99.99%	100.05%	EMERGENCY OPERATIONS (911) DIVISION
●	1.2	Percent of time 911/311 telephony system is available	0	99.92%		99.99%	100.07%	EMERGENCY OPERATIONS (911) DIVISION
●	1.3	Percent of time Computer Aided Dispatch (CAD) system is available	0	99.94%		99.99%	100.05%	EMERGENCY OPERATIONS (911) DIVISION
●	1.4	Percent of time Mobile Data Terminal repairs are completed within 24 hours	99	99%		72.95%	73.69%	EMERGENCY OPERATIONS (911) DIVISION
<b>Transcription Division</b>								
●	1.1	Percentage of FOIA requests satisfied within the legislated timeframe (15 days)	98%	100%		100%	100%	
●	1.2	Percentage of completed AUSA packages delivered within established delivery timeframe (5 business days)	98.92%	100%		100%	100%	
●	1.3	Percentage of completed OAG packages delivered within requested timeframe (varies)	99.63%	100%		100%	100%	



		<b>Measure Name</b>	<b>FY2010 YE Actual</b>	<b>FY2011 YE Target</b>	<b>FY2011 YE Revised Target</b>	<b>FY2011 YE Actual</b>	<b>FY2011 YE Rating</b>	<b>Budget Program</b>
●	1.4	Percentage of internal investigation requests regarding service complaints completed within 72 hours	96.7%	100%		100%	100%	