OFFICE OF UNIFIED COMMUNICATIONS

HEROES IN HEADSETS

FY 19

ANNUAL REPORT

GOVERNMENT OF THE
DISTRICT OF COLUMBIA
MURIEL BOWSER, MAYOR

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MESSAGE FROM THE DIRECTOR

In Fiscal Year (FY) 19, we took the meaning of "Heroes in Headsets" to the next level. Employees from every division contributed to our success, bringing my vision for OUC to life.

We've accomplished so much this year, from the team that wears the headsets, to the support staff of these "Heroes," we are all in this together. There is a sense of pride I see EVERY DAY when I walk the halls of our offices. No matter where I turn, seeing someone in the OUC T-shirt brings a smile to my face.

Join me in taking a glance at what we've achieved. When I look back over the past year, I am amazed at all that we've accomplished. We work hard, and are sometimes exhausted, but we realize our reason and our purpose to "Answer the Call" for our great city and our great people.

As you read our annual report, you will learn more about all we've achieved and how we work together beyond the headsets. You'll see how we managed money, the initiatives we've launched, and the outreach we do in our community.

I always welcome feedback and promise to keep the momentum going in the years to come. It's such a great time to celebrate OUC's **Heroes in Headsets** and take **A Look Back!**

Peace,

Karima Holmes

Director

**DIRECTOR
KARIMA HOLMES**

OUC'S MONEY MATTERS

FY19 BUDGET HIGHLIGHT

OUC is committed to delivering emergency help quickly and effectively. Therefore, we are upgrading the 911 systems and networks on a regular basis. To support ongoing agency operations, required maintenance, and system upgrades, the OUC has a special purpose revenue fund, the E911 fund. Previously, the E911 funds have been used solely for non-personnel services. However, the laws governing the use of these funds were restructured in 2019, allowing the agency to use E911 funds for non-personnel and personnel services related to system maintenance and enhancements. Because of those changes, OUC was able to save almost $1 million of E911 funds by converting Information Technology contractors to full-time employees.

UNDERSTANDING THE OPERATING BUDGET

Budgeting can seem overwhelming, but we wanted to give you an idea of how much money we use to operate the agency. The most important thing to remember is that the budget is made up of four core components:

» **Local Funds** are generated by tax dollars. This money is approved by the Mayor and City Council to support the OUC operations.

» **Special Purpose Revenue (SPR),** also known as the E911 Fund, is revenue collected for both Personnel Services (PS) and Non-Personnel Services (NPS). Approximately $11.5 million is collected annually for the E911 Fund.

» **Personnel Services (PS)** are costs associated with Full Time Employees (FTE) for salaries and benefits.

» **Non-Personnel Services (NPS)** are costs associated with non-salary related items such as, supplies, equipment, services, and contracts.

Okay, so here is how your division is categorized in the budget:

The Agency Management Budget includes activities for the teams that are in Administration, Human Resources, Payroll, Training, Financial Operations Division, and Communications. There are also some funds that cover our partnership with the Office of the Chief Technology Officer (OCTO).

You may also know that we have a partnership with the Office of the Chief Financial Officer (OCFO).

OPERATING BUDGET (by Division)

$49.4 Million
TOTAL FY19 OPERATING BUDGET

The Agency Fiscal Operations budget covers those services to ensure that we are financially solvent and compliant throughout the fiscal year, so we have a team onsite at the Unified Command Center (UCC).

The 911 Emergency, Information Technology, and 311 Non-Emergency Operations Divisions make up 88% of the OUC's budget, as they function and provide support to the core operation and mission of the OUC.

We made a few changes in FY20, and will rename "Training and Quality Operations" to the "Office of Professional Standards and Development" to ensure it encompasses Transcription, Training and Quality Assurance personnel and funding.

Hopefully, this gives you an overview of the funds we use to operate the OUC daily!

$23.5 Million 911 Emergency Operation

$14.7 Million Technology Division

$5.5 Million 311 Non-Emergency Operation

$5.1 Million Agency Management

$369 Thousand Transcription & Quality Operations

$209 Thousand Agency Fiscal Operations

CAPITAL IMPROVEMENT BUDGET (FY19 - FY24)

$46.7 Million
SEVEN PROJECTS THAT THE OUC WILL BE WORKING ON IN THE COMING YEARS

In addition to the operating budget, the OUC receives funds to work on projects that may take a few years to complete. We pay for these projects from the Capital Improvement Budget.

The capital budget provides funding for the OUC's infrastructure, fixed assets and other capital needs. Through the capital budget's six-year Capital Improvements Plan, the OUC constructs or repairs facilities and acquires equipment, such as mobile data computers and first responder radios. General obligation bonds (or income tax revenue bonds) and federal grants primarily finance capital projects. Take a peek at the chart to learn more about the OUC's capital projects.

$21.4 Million
FEMS/MPD Radio Replacement

$8 Million
FEMS/MPD Mobile Data Computing Replacement

$5.8 Million
Infrastructure Improvements

$4 Million
Call Floor Console Replacements

$3 Million
Electrical Power Redundancy

$2.5 Million
911/311 Software Replacements

$2 Million
911/311 Hardware Replacements

FY19 ALLOTMENTS

In FY19, we obligated funds for the following projects:

$3.9 Million
Replace the consoles, electrical, cabling infrastructure of the UCC call floor

$2.1 Million
Replace the emergency power generators at the PSCC

$1.5 Million
Electrical improvements/design of a new power generator

SUPPORTING HEROES IN HEADSETS: YOUR EXECUTIVE TEAM

In FY19, the Agency Director revamped the structure of the agency so we can function as a stronger team with nearly 400 employees in three call centers (UCC, PSCC, THOR).

One major operational change was creating two positions, 311 Chief of Operations and 911 Chief of Operations, which independently lead each division.

As a result, we have seven divisions, led by a Chief, who all report to the Agency Director.

We also have onsite partners from the Office of the Chief Financial Officer (OCFO) and the Office of Contracts and Procurement (OCP), who work closely with each division to assist with financial services, contract management and procurement needs.

Karima Holmes
OUC DIRECTOR

Arrelle Anderson
CHIEF OF STAFF

Teddy Kavaleri
CHIEF INFORMATION OFFICER

LaJuan Sullivan
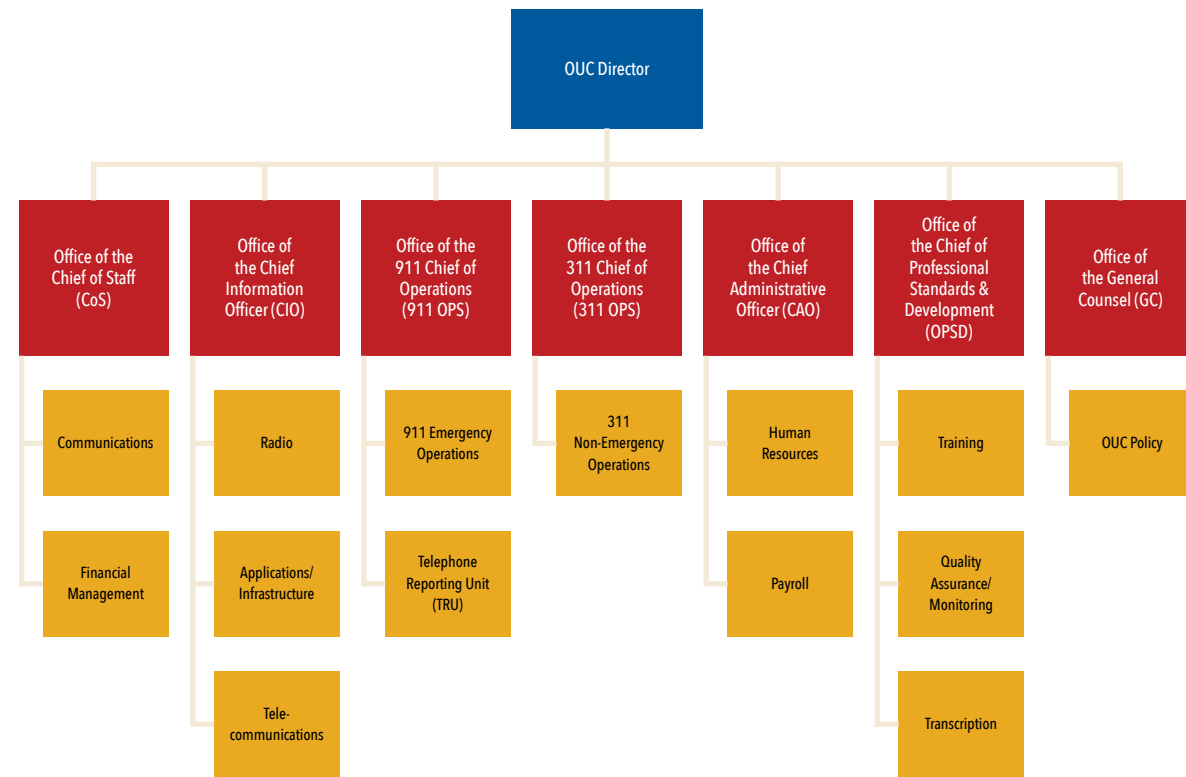911 CHIEF OF OPERATIONS

Erick Hines
311 CHIEF OF OPERATIONS

Yvonne McManus
CHIEF ADMINISTRATIVE OFFICER

Judy Duff
CHIEF OF PROFESSIONAL STANDARDS & DEVELOPMENT

Dionne Hayes
GENERAL COUNSEL

Organizational Chart

OUC Director

- **Office of the Chief of Staff (CoS)**
  - Communications
  - Financial Management
- **Office of the Chief Information Officer (CIO)**
  - Radio
  - Applications/ Infrastructure
  - Tele-communications
- **Office of the 911 Chief of Operations (911 OPS)**
  - 911 Emergency Operations
  - Telephone Reporting Unit (TRU)
- **Office of the 311 Chief of Operations (311 OPS)**
  - 311 Non-Emergency Operations
- **Office of the Chief Administrative Officer (CAO)**
  - Human Resources
  - Payroll
- **Office of the Chief of Professional Standards & Development (OPSD)**
  - Training
  - Quality Assurance/ Monitoring
  - Transcription
- **Office of the General Counsel (GC)**
  - OUC Policy

Office of the Director

Directs the development and overall operation of the OUC, establishes all related policies and procedures, and ensures agency alignment with the Executive Office of the Mayor (EOM).

Office of the Chief of Staff (CoS)

Responsible for assisting the Director in guiding and managing the overall strategic direction and success of the Agency. Manages the Communications Team that focuses on integrated marketing communications and Financial Operations Division that supports agency financial, risk, maintenance and fleet efforts.

Office of the Chief Information Officer (CIO)

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.

Office of the 911 Chief of Operations (911 OPS)

Receives and dispatches all 911 calls as the sole Public Safety Answering Point (PSAP) in the District in addition to the Telephone Reporting Unit (TRU) that assists with non-emergency police reports.

Office of the 311 Chief of Operations (311 OPS)

Serves as the access point for residents and visitors requiring DC government services and/or information. Serves as a one-stop conduit for convenient access to methods of requesting services from partner agencies and following up on their status.

Office of the Chief of Administrative Officer (CAO)

Provides oversight of administrative functions to include human resources, payroll and personnel supporting the management staff and personnel employed in the agency.

Professional Standards and Development (OPSD)

Trains employees on the 311/911 Operations team and monitors quality assurance and improvement of performance. The team also serves as the custodian of records and utilizes highly specialized archival systems to research files related to all 911 and 311 communications.

Office of the General Counsel (GC)

Provides legal advice and guidance to senior management in all areas of operations, programs, federal or local legislation and rules. Also manages the development of new legislation, rules and policies.

KEY PERFORMANCE INDICATORS (KPIs)

The EOM and The Office of the City Administrator (OCA) work together to monitor Key Performance Indicators (KPIs) for all District of Columbia government agencies. In FY19, The Office of Unified Communications' KPIs focused heavily on how we answer the call for emergency & non-emergency services and provide services to our partners. We also have core initiatives that measured how effective, transparent and responsive we are as an agency. These initiatives focused heavily on human resources, financial management, information technology, contracts and compliance.

Our goal is to give you a glimpse of how we are measured as an agency. If you want to learn more about how we actually performed, please visit The Office of the City Administrator's website for details.

HTTPS://OCA.DC.GOV/PAGE/PERFORMANCE-PLANS-AND-REPORTS-AGENCY

Provide efficient, professional, and cost-effective responses to

911 COMMUNICATIONS

Percent of 911 calls
ANSWERED WITHIN
10
SECONDS

Percent of 911 calls that go from
CALL TO QUEUE IN
90
SECONDS OR LESS

Percent of 911 calls moved from
QUEUE TO DISPATCH IN
60
SECONDS OR LESS

Total number of
SUSTAINED COMPLAINTS

Percent of QA/QI 911
CALL REVIEWS
that receive an
80%
OR BETTER

Provide efficient, professional, and cost-effective responses to interactions initiated through

311 PLATFORMS

Percent of 311 calls
ANSWERED BY A LIVE AGENT IN

90

SECONDS OR LESS

Percent of 311 calls
HANDLED BY A LIVE AGENT IN

4

MINUTES OR LESS

Provide state-of-the-art emergency and non-emergency communications with

INFORMATION TECHNOLOGY

Percent of time the OUC responds to
MOBILE DATA TERMINAL REPAIRS IN

24

HOURS OR LESS

Percent of time the OUC responds to
RADIO EQUIPMENT REPAIRS IN

24

HOURS OR LESS

Percent of
TABLET CONNECTIVITY UPTIME

Create and maintain a highly efficient,
transparent and responsive District government

HR MANAGEMENT

Average number of days to **FILL A VACANCY** from job posting to offer acceptance

Percent of eligible employees completing and finalizing a **PERFORMANCE PLAN** in PeopleSoft

Percent of eligible employees completing and finalizing a **PERFORMANCE EVALUATION** in PeopleSoft

CONTRACTS & PROCUREMENT

Percent of Small Business Enterprise (SBE) **ANNUAL GOAL SPENT**

FINANCIAL MANAGEMENT

Percent of Quick Payment Act Compliance eligible **INVOICES PAID WITHIN 30 DAYS**

Percent of **LOCAL BUDGET DE-OBLIGATION** to the general fund at the end of the year

IT POLICY & FOIA COMPLIANCE

Percent of **"OPEN" DATA SETS IDENTIFIED** by the annual Enterprise Dataset inventory published on the Open Data Portal

Percent of **FOIA REQUESTS PROCESSED** in more than **25 BUSINESS DAYS**

STRATEGIC FOCUS AREAS

In FY19, we were in the final stages of implementing initiatives from the OUC's Two-Year Strategic Plan (2017-2019). The plan consisted of 88 initiatives that spanned across six strategic focus areas. We are excited to share that 72% of the initiatives were implemented as a result of the efforts and momentum from our entire staff and leadership team. The remaining initiatives will be integrated into the forthcoming strategic plan, but we made strides, in FY19, to lay the foundation for the journey ahead.

72% INITIATIVES COMPLETED

1 Qualified & Engaged Staff

2 Customer Service & Citizen Engagement

3 Strong Partnerships

4 Continuous Training

5 Balanced Technology

6 Proper Governance

QUALIFIED & ENGAGED STAFF

Recruitment
» LEAP Program (DOES)
» District Leadership Program (DLP-DCHR)
» Community Partnerships

OUC Programs & Events
» OUC Detail Program
» State of the Agency
» Employee Recognition Programs
» Annual Events
» OUC Staff Retreats

Agency-Wide Inclusion
» OUC Intranet
» Management Meetings
» Staff Meetings
» Joint-Divisional Meetings

CUSTOMER SERVICE & CITIZEN ENGAGEMENT

Customer Service Standards
» 311/911 Call-Taker Customer Service Standards
» Revamp TRU Team
» Quality Assurance Efforts

Strategic Communications Plans
» Integrated Communications Plan
» Crisis Communications Plan
» Citizen Awareness Campaign

Awareness of 311 Services
» Added New DC Government Agencies
» National Presence of 311 Services
» Citizen Access to 311 Services

STRONG PARTNERSHIPS

Effective Communications
- » 311 Working Group
- » OUC/FEMS Communications Task Force
- » OUC/MPD Communications Task Force
- » OUC & FEMS/MPD Meet & Greets

Citizen Safety and Resources
- » Atrus AED/PulsePoint Application
- » CBD/NTL Integration
- » Smart911 App
- » RAVE Panic Button App

Multi-Agency Emergency Response Plans
- » OUC/HSEMA Emergency Response Plan (ERP)
- » Multi-Agency Table Top Exercises

National Exposure
- » Showcase OUC Employees and Programs
- » NENA, APCO, and NCR Awards & Participation

CONTINUOUS TRAINING

Job Knowledge
- » Call-Taker Training
- » Dispatcher Training
- » Refresher Trainings
- » Management Trainings

Career Advancement
- » District Government Certifications
- » Call Center Management Certifications
- » Professional Certifications

Multi-Agency Training
- » MPD Multidisciplinary Training
- » FEMS Multidisciplinary Training
- » OUC Multidisciplinary Training
- » Radio-Users Training
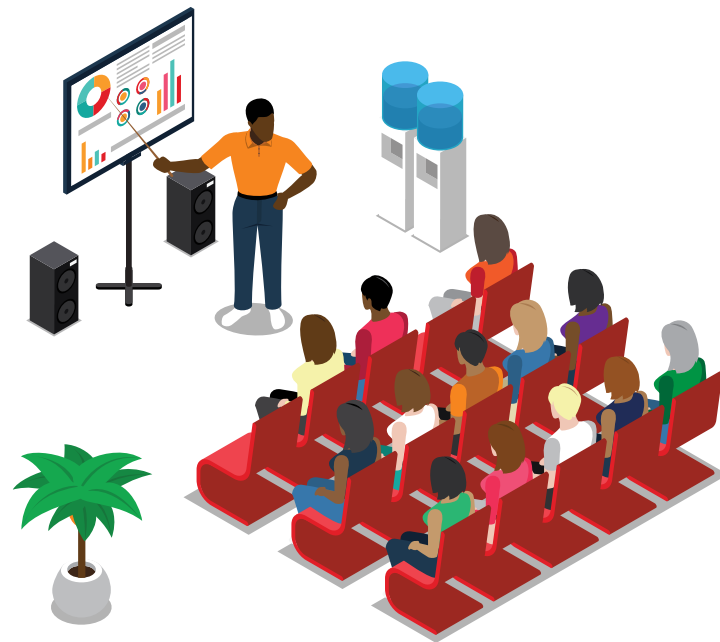
BALANCED TECHNOLOGY

Call Center Management

» NG911 Migration (i.e., ICC Phone System)
» Mobile Call Center (THOR)
» Police Non-Emergency Number

Enhancements of 311 Operation

» Social Media Service Requests
» Web Enhancements
» Mobile App & Text Capabilities
» Photo Integration

PROPER GOVERNANCE

Policies and Procedures

» Extend Collective Bargaining Agreement (CBA)
» OUC Leave Policy Enforcement
» UCC Emergency Response Plan
» Continuing of Operation Plan

Budget and Vendor Management

» Capital Project Management
» 911 Fund Revenue Enhancement
» Citywide Radio Usage MOU
» CBE/SBE Compliance & Reporting

Compliant Management and Investigative Data Requests

» Quickbase Complaint Monitoring & Reporting

Data Monitoring and Reporting

» OUC Annual Report
» Nurse Triage Line Call Data, Coding, & Utilization Report
» Smart911 Registration & Usage Report

OUR STORY: HIGHLIGHTS FOR FY19

UCC CALL FLOOR "FACELIFT"

After a decade, the call floor that is the primary home of the District's 311 and 911 operations received a facelift. We redesigned the layout and replaced consoles that were nearing the end of their life cycles. To create a workspace that supports the health and well-being of the operations staff, workstations were replaced with ergonomically designed furniture and equipment. The new chairs enable employees to sit as comfortably as possible, in the best possible position for them, throughout their shifts. Ergonomic desks allow for employees to sit at the right level for proper body alignment.

Rendering of new
consoles for the call floor

Call floor layout

THOR, upper level

THOR, lower level

THOR

Tactical Homeland Operations Resource (THOR) is a two-story, 80-foot long mobile communications command center designed to help the District maintain operations when DC911 and DC311 is down or overwhelmed by traffic in crisis situations.

The Office of Unified Communications acquired THOR in April 2018 for use during exercises, special events, and other activities as needed. The agency acquired THOR for $550,000 with Federal Grant funding. THOR's annual operating budget is an estimated $100,000.

THOR is capable of supporting up to 17 call-taker or dispatch positions and can be used as a full service PSAP during COOP scenarios.
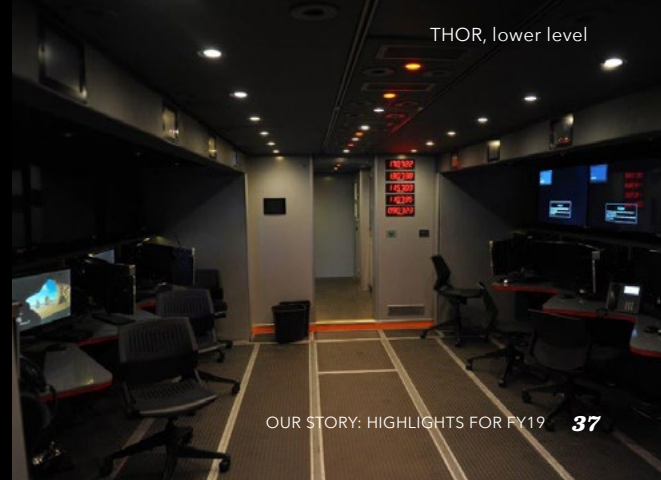
The vehicle is self-sufficient and includes:

» Generator

» UPS for power supply

» Multiple backhaul connectivity options which allow for network access

» Additional support vehicles and trailer

311 FEATURE ENHANCEMENTS

The 311 online portal and app has been upgraded! Customers can search for services using the Help feature. Published Service Level Agreements give customers immediate expectations for service resolution. Service descriptions help customers choose the correct services for their needs.
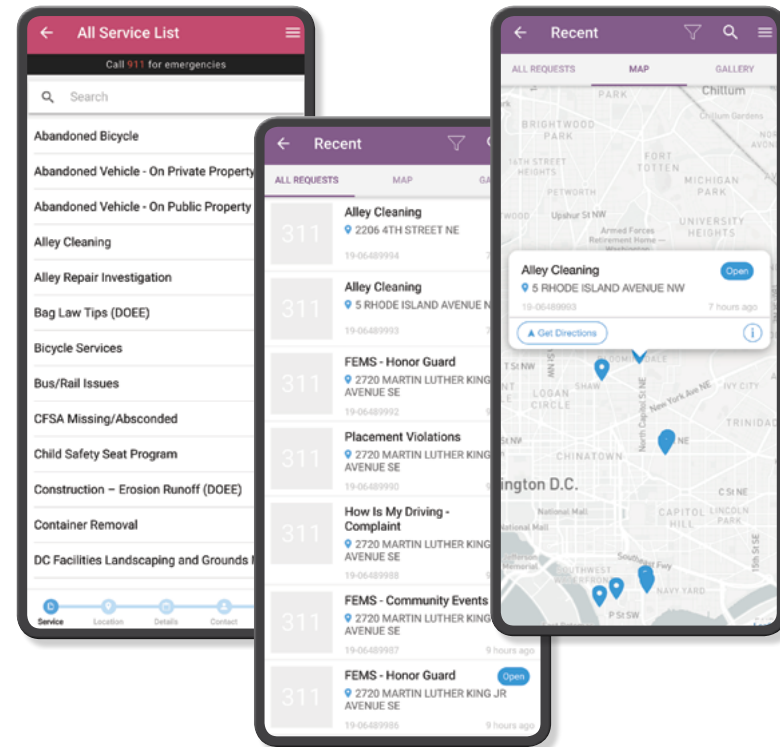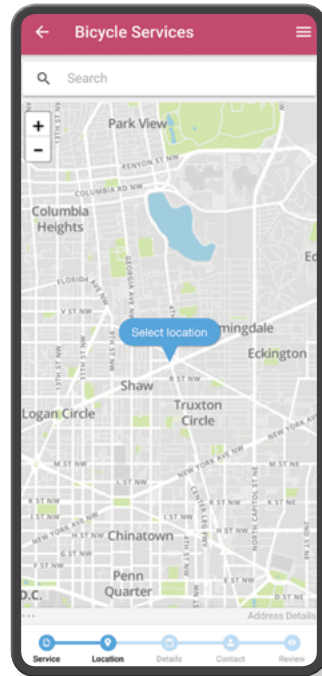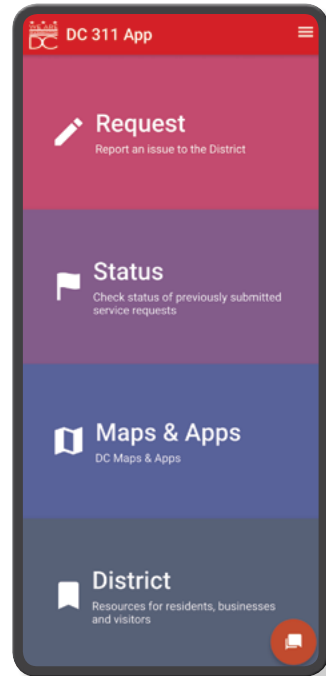
The Service Request wizard helps customers navigate the ticket submission process. Process-driven questions help ensure customers submit their issues under the right category or to a knowledge-based item. Customers can track the process from submission to completion.

EXPANDING OUR TEAM

In FY19, The Office of Unified Communications on-boarded two new classes of 311 customer services representatives, two classes of 911 call takers and one class of 911 dispatchers. In addition to 311/911 Operations, we welcomed new employees across all divisions, which truly helps us achieve our goals.

The OUC is dedicated to expanding our team to continue to meet the needs of the residents and visitors of the District of Columbia.

311 New Hire Class

911 TEO Class

911 Dispatcher Class

911 TEO Class

WE ANSWER THE CALL!

NEW TECHNOLOGY FOR DC GOVERNMENT EMPLOYEE SAFETY

The RAVE Panic Button is a mobile application that enables immediate, secure collaboration between responders and on-site personnel. Once activated, the application provides direct connection between 911, first responders, and the caller by leveraging existing 911 infrastructure. The app delivers critical details to 911 such as detailed caller location, floor plans, emergency exit locations, emergency contacts and key procedures.

Key on-site personnel are notified of an emergency immediately when a Panic Call is made to 9-1-1. Throughout the process, these users will continue to be provided situational updates in real time, so that they can take appropriate action.

Washington, DC's Office of Unified Communications partnered with the Mayor's Office and key District agencies to enhance school and workplace safety through the incorporation of the RAVE Panic Button into agencies' emergency response plans. There is:

» Coverage for all 100+ DC agencies, including the Charter Schools
» Deployment in over 400 locations
» Up to 35,000 Panic Button licenses/ app downloads
» Native integration with the RAVE 911 Suite at the OUC

Each DC Government building is a RAVE facility. What this means is there is a secure way to share critical information about each DC government building with 9-1-1 and other responders during an emergency. Employees have downloaded the RAVE panic button on their personal or work phones. In the event of an on-site crisis,
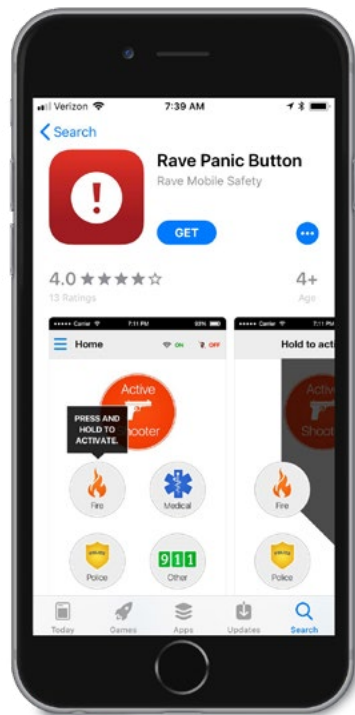
an organization member can activate the RAVE Panic Button app system by pushing one of the five emergency button types. Upon activation, the user's phone will immediately dial 9-1-1 and at the same time, a preset notification will be delivered to all necessary personnel including staff, and security.

When users push the panic button or call 9-1-1 from landlines or mobile phones from within the geographical boundaries of that location (as determined by the facility profile) the profile will immediately display within

the Smart911 console to the 9-1-1 dispatcher. The required employees, if not all, within the building will also be notified of an emergency at the same time of the 9-1-1 dispatchers. The 9-1-1 dispatchers can rapidly send the data to FEMS and MPD who will see a link to the building and employee information on their Computer Aided Dispatch system in addition to their normal notification of an emergency they need to respond to.

POLICE NON-EMERGENCY NUMBER

A non-emergency police line was incorporated in the District for constituents. This initiative allows District residents and visitors to report non-emergency police incidents on the designated 311 number. This non-emergency line improves the efficiency in 911 emergency call answering speed.

A few examples of non-emergency calls are:

» Noise Complaints
» Unoccupied Vehicle Related Incidents
» Vandalism, Destruction, or Property Damage
» Crimes or Incidents that happened in the past, no injury, and the suspect is no longer on the scene.

In any situation in which there is an immediate threat to life and safety, please call 9-1-1.

IMPROVING LOCATION ACCURACY

For many years, the biggest challenge in the 911 industry has been location accuracy. Today, approximately 80 percent of 911 calls come from mobile devices, but outdated landline-era infrastructure often makes it difficult for 911 centers to quickly and accurately obtain a mobile caller's location. Federal regulators estimate about 10,000 lives could be saved every year if first responders were able to get to a 911 caller just one minute faster. Technological improvements in location accuracy for mobile callers allow 911 call takers to receive vital information quickly, reducing the length of time between a call taker and a first responder being dispatched in an emergency. In partnership with Uber, Apple®, and RapidSOS, Mayor Muriel Bowser and the OUC are continuing to raise the bar for emergency communications across the District.

The OUC implemented a feature that enables an Uber driver or rider to initiate a 911 call via the Uber app's 911 Assistance feature. The RapidSOS Clearinghouse provides the OUC 911 call-takers and dispatchers with key user information. The driver or rider's location information, car make/model, and license plate number are populated in the OUC's call-handling software.

With RapidSOS, the OUC can also support users with features in Apple iOS 12 and above. The iPhones Operating System allows users to send fast and accurate device location to when a user dials 911. Users do not need to have an app installed on their iPhone for their location to be shared during a 911 call.

The OUC and marketing teams from both Uber and RapidSOS pitched the new Uber enhancements to NBC4 and was a featured story in February 2019. The new Apple iOS 12 enhancement was also included in the segment. A joint press release was published in coordination with the NBC4 reporter's video package.
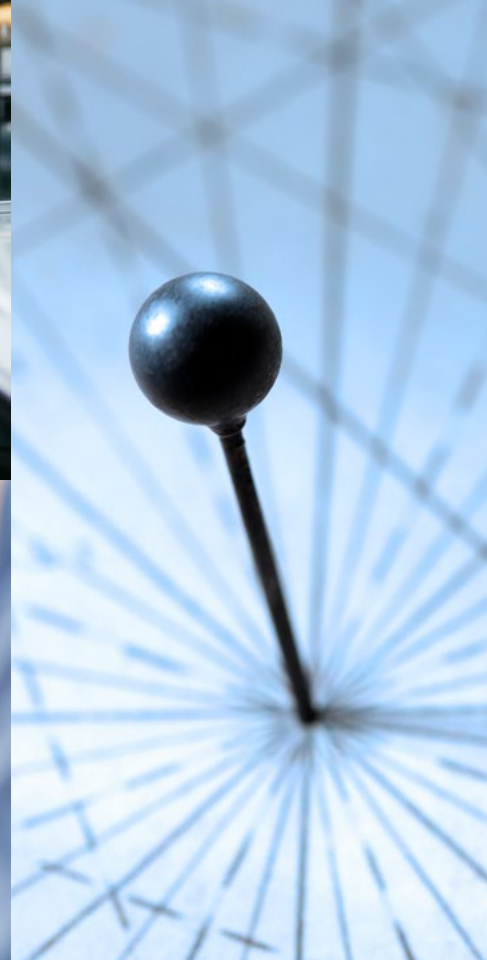
OUR HEROES IN HEADSETS IN THE COMMUNITY

The Office of Unified Communications provides critical public safety services to residents and visitors of the nation's capital. Because we serve as the city's communications lifeline, it is mission critical that we reach out to our community members to teach them about the many services that we provide.

OFFICER FRIENDLY

In FY19, the Metropolitan Police Department (MPD) relaunched the Officer Friendly Program, which features the OUC's youth education mascot Cell Phone Sally!

BIKES FOR KIDS

In 2018, the OUC and its various public safety partners built bikes that were later donated to the children in the Seventh District.

ROLL-OFF DAY

3-1-1 has been enthusiastically collaborating with the Mayor's Office of the Clean City at its Roll-Off Day events across the District. Roll-Off Day events allow residents to dispose of bulk trash and other debris, meet 3-1-1 Customer Service Representatives, report service requests, and learn about how they can reduce waste, save energy, and prevent pollution in our neighborhoods.

RIGHT CARE, RIGHT NOW COMMUNITY MEETINGS

In 2018, The Fire and Emergency Medical Services Department launched Phase II of its *Right Care, Right Now* initiative. The goals of the *Right Care, Right Now* program are to improve patients' health outcomes and preserve the DC Fire and EMS Department's resources for patients with serious or life threatening injuries and illnesses.

In partnership with our public safety partners at DC Fire and EMS, the OUC personnel participated in 40 Community Meetings in all eight Wards to discuss the changes coming to *Right Care, Right Now*.

THE JOURNEY AHEAD: 2020 & BEYOND

Our purpose is to serve as the communications gateway and lifeline to residents and visitors of Washington, DC. We are committed to ensuring the OUC employees have the knowledge, confidence and resources to remain engaged to achieve the mission of the agency.

In FY20 and FY21, we will focus heavily on improving the OUC from the inside out!

We have made great strides in building strong partnerships, community engagement and employee morale. Over the next two years, we will focus on equipping our employees with the knowledge and training that is necessary to soar.

We will also focus on working with non-traditional partners that have a larger reach to residents and visitors to the District. Our partnerships will be with other agencies in the pubic safety cluster in addition to educational and more diverse populations.

We will also focus on preparing staff members for career pathways from entry level to leadership positions. There are bridges that can be built to move employees *from* the call floor or *to* the call floor. We just want to make sure options exist.

We look forward to you maintaining the momentum as we prepare for the journey ahead!

#WeAnswerTheCall