



**OFFICE OF UNIFIED COMMUNICATIONS
FY 2024 PERFORMANCE PLAN**

DECEMBER 1, 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: 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 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. **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 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 2024 OBJECTIVES

Strategic Objective

Provide efficient, professional and cost effective responses to 911 communications.

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

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

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

3 2024 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

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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.		
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

(continued)

Operation Title	Operation Description	Type of Operation
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 local public safety agencies for internal administrative reviews and to federal government agencies for use during criminal and civil court proceedings.	Daily Service

4 2024 STRATEGIC INITIATIVES

Title	Description	Proposed Completion Date
Increase Volume of 911 Call Diversions	In FY24, 911 Operations will seek to increase the number of eligible diversion calls that are successfully diverted to FEMS Nurse Triage Line, DBH Access Health Line, DDOT non-injury auto accident line, and DPW parking enforcement. The newly integrated call taking protocol system, Power Phone, features key words and triggers that will streamline the call taker prompts to certain event types including those for diversion programs like NTL and AHL.	9/30/2024
Enhance Accessibility to 311 for LEP & NEP Residents	OUC is prioritizing efforts to help eliminate language-based discrimination, enabling DC residents, workers, and visitors to receive equivalent information and services from the DC government, regardless of what language they speak. In FY24, the 311 Operations Division will leverage technology that will enable users to interact in their preferred language (English or Spanish) on the 311 portal. Also, 311 callers will be able to select their preferred language (English, Amharic, Chinese, French, Korean and Vietnamese) to make service requests via the automated Interactive Voice Response (IVR) system.	9/30/2024
Integrate New Call Taking Protocol System	In FY24, the 911 Division will continue the integration of a new protocol system that will standardize questions for every call, provide enhanced prearrival instructions focused on scene safety and evidence preservation, and streamline call entry data formatting in the dispatching system.	9/30/2024
Remodel PSCC Infrastructure	In FY24, OUC will continue to use capital funding to remodel the Public Safety Call Center (PSCC), the OUC's secondary operations site. The work this fiscal year will include 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.	9/30/2024
Increase Utilization of 311 by Residents of Wards 7 and 8	In FY24, 311 Ops will support citywide initiatives that encourage all residents to improve their communities by requesting city services through 311. The agency will analyze 311 request data to identify use trends in Wards 7 and 8 and use that data to target residents to help remove barriers to engaging with the government to request basic city services. This work will focus on centering the voices of BIPOC residents through improved outreach. A goal of these efforts is to support blight and crime reduction in target areas as identified by MPD. In addition, OUC will 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.	9/30/2024

Cross-Train 911 Personnel	Cross-training builds the skills of the workforce and empowers staff to provide support during peaks. In FY24, all 911 Ops personnel will be cross-trained to perform the call taker role. The goal is to ensure that personnel who carry out other roles aside from call taking (dispatchers & supervisors) are cross-trained as call takers. At least 75 employees will be cross-trained. We anticipate a reduction in the mandatory overtime needed to attain call taker minimum staffing. We will track overtime savings in FY24. We also anticipate increased quality of service on calls and dispatches.	9/30/2024
Improve Customer Service Provision	In FY24, the 311 Operation will create a more comprehensive quality assurance and improvement program to leverage the “Executive Order on Transforming Federal Customer Experience and Service Delivery to Rebuild Trust in Government” to establish consistent and high standards for customer care across all 311 platforms by developing procedures, training staff on customer service best practices, and implementing feedback mechanisms to continuously improve customer satisfaction and experience.	9/30/2024
Update Agency’s Risk Posture and Security Profile	In FY24, the IT Division will assess and make updates to the agency’s risk posture and security profile and implement CISA best practices which include a wide range of cybersecurity industry standards related to the federal government’s Executive Order 14028.	9/30/2024
Evaluate and Integrate NG911/311 Solutions	In FY24, the IT Division will evaluate enhanced NG 911 solutions like Intrado SCC, RapidSOS, Rave, RapidDeploy, and others, as well as the possibility of leveraging Microsoft Azure, Amazon AWS, OCTO cloud, Intrado hosted CPE, CAD in cloud, Motorola Core in cloud. Also in FY24, the Division will evaluate the implementation of enhanced text 311, re-evaluate cloud phone system solutions, Chat Bot, and fully integrated IVR.	9/30/2024

5 2024 KEY PERFORMANCE INDICATORS AND WORKLOAD MEASURES

Key Performance Indicators

Measure	Directionality	FY 2021	FY 2022	FY 2023	FY 2024 Target
Provide efficient, professional and cost effective responses to 911 communications.					
Percent of 911 calls which move from queue to dispatch in 60 seconds or less	Up is Better	67.1%	68.5%	61.9%	75%
Total number of sustained 911 complaints	Down is Better	49	71	Not Available	0
Percent of 911 calls in which call to queue is 90 seconds or less	Up is Better	74%	72.7%	75.3%	75%
Percentage of QA/QI 911 call reviews that receive a rating of 80% or better	Up is Better	92.2%	90.5%	Not Available	75%
Percent of 911 calls answered within 15 seconds	Up is Better	92.8%	New in 2024	New in 2024	90%
Provide efficient, professional and cost effective responses to interactions initiated through 311 platforms.					
Percent of 311 calls handled by a live agent in 4 minutes or less	Up is Better	66.8%	61.1%	61%	80%
Percent of 311 calls answered by a live agent within 90 seconds	Up is Better	62.6%	83.2%	89.2%	75%
Percent of 311 QA/QI telephone call reviews that receive a rating of 4 or better	Up is Better	New in 2024	New in 2024	New in 2024	Not Yet Available
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%	100%	99%	99%
Percent of time the OUC responds to radio equipment repair requests within 24 hours	Up is Better	99%	100%	99%	99%
Percent of tablet connectivity uptime	Up is Better	99%	99.5%	95.3%	90%
Create and maintain a highly efficient, transparent, and responsive District government.					
Percent of records requests fulfilled within mandated time frames	Up is Better	100%	100%	100%	85%
Total number of residents reached through community engagement and 911 education activities	Up is Better	25,000	25,000	31,500	7500

Workload Measures

Measure	FY 2021	FY 2022	FY 2023
Answers all incoming 911 calls			
Total Number of Inbound 911 Calls	1,235,955	1,305,783	1,795,100
Total number of events created in CAD	797,950	801,495	1,006,216
Total number of non-emergency police reports completed by OUC's Telephone Reporting Unit (TRU)	New in 2022	10,748	Not Available
Total number of 911 calls for service eligible for diversion to DBH's Access Help Line	New in 2022	Not Available	Not Available
Total number of 911 calls for service diverted to DBH's Access Help Line	New in 2022	Not Available	Not Available
Total number of 911 calls for service diverted to the Nurse Triage Line	New in 2024	New in 2024	New in 2024
Total number of calls diverted away from the 911 system	New in 2024	New in 2024	New in 2024
Total number of 911 calls for service diverted to DBH's Access Help Line	New in 2024	New in 2024	New in 2024
Total number of 911 calls for service diverted to DDOT for motor vehicle collisions with no injuries	New in 2024	New in 2024	New in 2024
Answers all incoming 311 calls			
Total Number of Inbound 311 Calls	2,148,888	1,603,236	1,440,848
Total number of service requests entered into the customer relationship management system by 311 agents	367,538	409,249	440,398
Serves as custodian of all 911 and 311 communications records			
Number of agency held records released to stakeholders upon request	7,724	7,653	11,699