

GROWING

UNITING & EVOLVING



STRONGER

together

OFFICE OF UNIFIED COMMUNICATIONS
STRATEGIC PLAN 2020-2022



WE ARE WASHINGTON
DC GOVERNMENT OF THE DISTRICT OF COLUMBIA
MURIEL BOWSER, MAYOR

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“
**SAVING
 LIVES ONE
 CALL AT
 A TIME.**
 ”



MESSAGE FROM THE DIRECTOR

Can you believe it's been almost 5 years that I have had the opportunity to be your leader?! When I look back over the years, I realize we have grown tremendously. It's important for me to say "we" because I am a different person and a better leader because of you.

When I reflect on my vision for the agency, we have accomplished what I set out for us to do. In the 2017-2019 Strategic Plan, we launched the Six (6) Strategic Focus Areas that I know you all are aware of because I hear them mentioned during meetings, in conversations and have seen the outcomes in our work. We should all be proud of the huge impact we have made for the residents and visitors of the District of Columbia. Our customer service has shined, our workforce is engaged, we've strengthened relationships with our partners across the city and we have collectively advanced through continuous training and emerging technologies. WE DID THAT!

As we look together at the journey ahead, I do want to make special note of the importance of mental and professional self-care. Accordingly, for the next few fiscal years, I am prioritizing the increase of professional development opportunities that will allow us to progress individually at OUC or wherever our careers might take us. Most importantly though, my goal is to firmly establish a culture that demonstrates acknowledgement of both the value we have placed on internal love for ourselves AND the work that we do for the residents, visitors and all stakeholders in the District. Being self-compassionate first is the only way that we can truly share our best selves as public servants.

I am very proud of the great relationships we've developed with our public safety and public services partners including MPD, FEMS, HSEMA, DPW, DMV, The Mayor's Office of the Clean City and so many other agencies across the District.

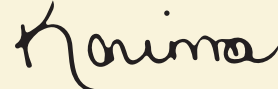
Looking forward, I am particularly excited about expanding the OUC's reach so that we can become a more valued resource for communities served by agencies like the Office of Disability Rights (ODR). Deepening our partnership with the Office of the Chief Technology Officer (OCTO) in the coming fiscal years is another focus that will be vital as we implement the last two phases of Next Generation 911 (NG911) and photo integration for 311 services.

The theme of our last strategic plan was "We Answer the Call," has actually become our motto for our commitment to our daily work. The world is very different from the time when we coined that phrase as our rallying cry, yet we remain united in dedication to that same mission. As the world continues to evolve, we need to evolve with it, still united in our purpose here. For that reason, you will see that this strategic plan includes insight from employee surveys and a new section called "Our Staff Voices." As we are guided by this plan, I encourage you to continue to share your voice and participate in work groups and initiatives so that our work continues to be the true collaboration that has resulted in the successes of our past fiscal years together.

As you read through this plan, you will notice that all of our initiatives are centered on training and development, governance, efficiency and communications, which are all fundamental to us achieving our personal goals and taking our overall performance to the next level.

So, consider this a personal invitation from me to you to join us on the road to growing stronger, together! I so look forward to what lies ahead. How about you?

Peace,



Karima Holmes

Director



OFFICE OF UNIFIED COMMUNICATIONS
GROWING STRONGER TOGETHER



WHO
we are

WHO WE ARE

Our Leader

Director Holmes ascended from Communications Officer to serve as the Executive Director of PSAPs in Georgia and Texas, before coming to DC. Here she overhauled the technical infrastructure, platforms, and critical programs by executing a telephony upgrade, implementing new 911 protocols, and refreshing all 311 platforms.

Director Holmes maintains relationships with 30 local and federal law enforcement agencies, deploys the cache of 8,000 radios for National Special Security Events and supports the Secret Service and all local presidential activities.

Director Holmes holds a B.A. in Criminal Justice and a Master of Public Administration with a concentration in Homeland Security. She is also a certified Emergency Number Professional and is a Registered Public Safety Leader.

Director Holmes also serves as the Vice Chair of the Metropolitan Washington Council of Governments 911 Directors Committee and is DC's state representative with National Association of State 911 Administrators. Recently she was appointed to the FirstNet Authority Board where she supports the development of the nation's first public safety communications platform dedicated to first responders.

Our Agency

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. Our personnel is highly trained and serve as a vital link in the District's emergency and non-emergency realm with our local, regional and federal partners.

OUC also provides centralized, District-wide coordination and management of public safety voice radio technology and other public safety wireless communication systems and resources to District Government agencies.

As the agency evolves, the OUC strives to exceed industry standards, improve agency performance, and provide exemplary customer service that aligns with the Washington D.C. Mayor Muriel Bowser's Safer, Stronger DC public safety initiative. Individuals work hard around the clock every second of every minute, every hour, every day of the year. Our actions and commitment have proven our team truly believes that *"we serve as the communications gateway and lifeline to residents and visitors of the nation's capital."*

Our Team

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 and Financial Operations Division.

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 (CAD) systems, Customer Relationship Management (CRM), systems, and mobile data computer (MDC) systems.

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 which processes 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 from partner agencies.

Office of the Chief of Administrative Officer (CAO)

Provides oversight of administrative functions to include human resources, payroll and personnel management.

Professional Standards and Development (OPSD)

Trains employees on the 311/911 Operations team and monitors quality assurance and improvement of performance. Utilizes highly specialized archival systems to research files related to all 911 and 311 communications.

Office of the General Counsel (OGC)

Provides legal advice and guidance to senior management and manages the development of new legislation, rules and policies.

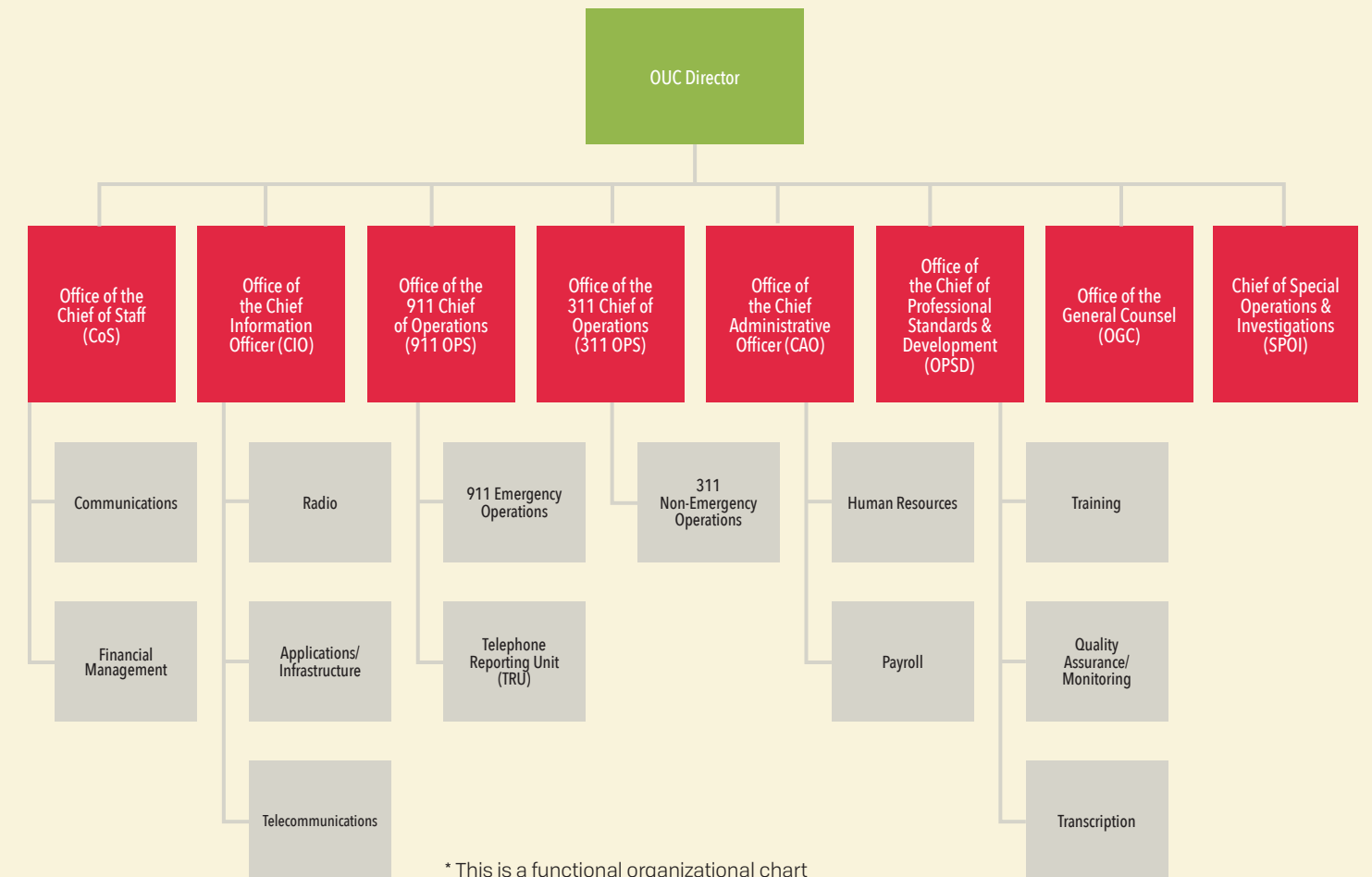
Office of Special Operations and Investigations (SPOI)

Manages highly confidential projects on behalf of the Agency Director, while supporting initiatives that impact core operations.

AGENCY ORGANIZATIONAL CHART

The OUC has eight (8) divisions that report to the Office of the Director. There are nearly 400 employees across the agency that work hard on a daily basis to execute the vision of the Agency Director.

There is also an onsite Agency Fiscal Officer (AFO) that reports to the District's Office of the Chief Financial Officer (OCFO) and an onsite contracting team that reports to the DC Office of Contracting and Procurement (OCP). Through both partnerships, we remain financially solvent and compliant as we manage and secure the necessary resources for our agency.



50

OUC's Total Operating Budget is over \$50 million.



12

911 calltakers and dispatchers work 12 hour shifts.



8

Many 311 calltakers work 8 hour shifts.

We receive over

3.5

million calls

each year including 911, 311
and other services.



We handle over

1.5

million 911 calls

each year for police, fire
and medical services.



We handle over

1.8

million 311 calls

each year for city services.

2

OFFICE OF UNIFIED COMMUNICATIONS
GROWING STRONGER TOGETHER



OUR
partners

Public Safety Partnerships

The Office of Unified Communications is responsible for managing emergency communication incidents and coordinating local, state, and federal authorities during local, regional and national emergencies. There are 39 law enforcement agencies, 11 military installations, 255 federal headquarter agencies, and 107 operation centers in the national capital region. The OUC acts as the central point of contact for 911 law enforcement contact. Our ongoing partnerships allow us to harness shared information, resources, and technology to maximize our public safety efforts in the community.

Metropolitan Police Department (MPD)

OUC and MPD work to respond to law enforcement emergency and non-emergency calls from the public. Police incidents are created, dispatched and transcribed by OUC to MPD.

Fire and Emergency Medical Services (FEMS)

OUC and FEMS work cooperatively to respond to requests for fire and medical services. OUC processes calls and dispatches appropriate FEMS units to fire and medical emergencies throughout the District.

American Medical Response (AMR)

OUC, FEMS, and AMR work cooperatively to respond to requests for low priority medical services. OUC processes calls and dispatches appropriate FEMS units to a given location. For all low priority medical calls for service, AMR is dispatched to the location for the transport.

Homeland Security and Emergency Management (HSEMA)

During major emergencies and large scale events the Office of Unified Communications provides centralized regional coordination and communications alongside DC HSEMA.

U.S. Park Police (USPP)

USPP officers investigate and detain individuals suspected of committing offenses against the United States and carry out services for many notable events conducted in the national parks. OUC & US Park Police coordinate activities as necessary for the safety of citizens in national parks.

U.S. Capitol Police (USCP)

The USCP safeguards the Congress, Members of Congress, employees, visitors, and Congressional buildings and grounds from crime, disruption, and terrorism. OUC and US Capitol Police coordinate activities as necessary.

U.S. Secret Service (USSS)

USSS is recognized for its central role in the protection of the nation's leaders and the financial and critical infrastructure of the United States. The Secret Service contributes to the Department of Homeland Security's common mission of protecting the American people from harm. OUC and The Secret Service coordinate activities as necessary for The White House or The President of the United States.

Federal Bureau of Investigation (FBI)

The FBI is the lead agency for intelligence, counter-terrorism and federal criminal violations. The agency's mission is to protect the American people and uphold the Constitution of the United States. OUC and the FBI coordinate activities as necessary to protect the citizens in Washington, DC.

Federal Emergency Management Agency (FEMA)

FEMA's mission is to support our citizens and first responders to ensure that as a nation we work together to build, sustain and improve our capability to prepare for, protect against, respond to, recover from and mitigate all hazards. OUC supports HSEMA to assist with emergency management.

311 Customer Service Partnerships

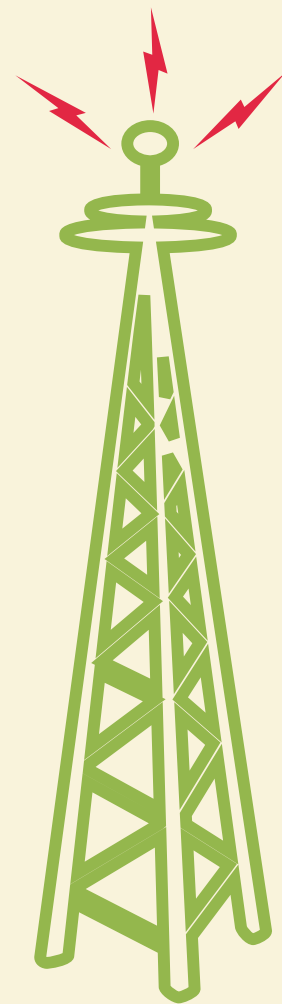
DC 311 is the access point for residents and visitors requiring DC government services and/or information. DC 311 has partnered with many DC Government agencies in the District to process city service requests.



District Agency	OUC Support Services
Child and Family Services Administration (CFSA)	Provide placement violations and web submissions
Department of Transportation (DDOT)	Provide call, web, mobile app, and text support
Department of Disability Services (DDS)	Provide call support
Department of Motor Vehicles (DMV)	Provide call, web, and mobile app support
Department of Energy and Environment (DOEE)	Provide energy assistance call support/service requests
Department of Aging and Community Living (DACL)	Manage calls after hours
Department of Human Services (DHS)	Call support for District residents with essential human needs for food, shelter, financial assistance, and healthcare
DC Health	Provide call, web, and mobile app support
Department of Public Works (DPW)	Provide call, web, and mobile app support
Fire and Emergency Medical Services (FEMS)	Provide IVR pass through and requests available online and web
Department of Youth Rehabilitation Services (DYRS)	Provide placement violations via online
Office of Risk Management (ORM)	Provide call, web, and mobile app support
Department of Consumer and Regulatory Affairs (DCRA)	Provide call, web and mobile app support for vacant property and abatement
Department of General Services (DGS)	Provide call, web, mobile app and text support for DC Facilities Landscaping and Grounds maintenance
Department of For-Hire Vehicles (DFHV)	Provide call, web, mobile app and text support for Lost/Found claims and discriminatory concerns
Mayor's Office of the Clean City (MOCC)	Provide call, web, mobile app and text support for Pet Waste concerns and participate in community events

Radio Service Partnerships

The OUC is the agency within the executive branch of the Government of the District of Columbia that controls and manages the District's Citywide Radio System. The OUC provides primary emergency and non-emergency communication services to the District agencies and other local, state, and federal entities within the Washington Metropolitan region. We are also part of the National Capital Region (NCR) radio cache, which gets deployed at large scale events like the inauguration, state funerals,



Agencies with Access to Citywide Radio System
Metropolitan Police Department
DC Fire and Emergency Medical Service Department
District of Columbia Public Library
University of the District of Columbia
District of Columbia Public Schools
District of Columbia Housing Authority
Department of Behavioral Health
Department of For-Hire Vehicles
Department of Aging and Community Living
Department of Human Services
Office of the Chief Medical Examiner
Serve DC
United States Secret Service
United States Capitol Police
Council of Government Public Safety Communication Members
Homeland Security Emergency Management Agency
DC Water
District Department of Transportation
Department of Youth Rehabilitation Services
Department of Corrections
Department of General Services
Department of Public Works
Department of Parks and Recreations
Alcoholic Beverage Regulation Administration
Department of Health
Office of the Chief Technology Officer
Department of Consumer and Regulatory Affairs
Federal Bureau of Investigation
United States Marshals Service
United States Mint Police

National & Regional Industry Partnerships

The OUC is very proud to have national and regional partners that provide access to policies and information that broadens our employees industry knowledge. Throughout the year, our partners hosts conferences, and offer trainings/certification programs that gives our staff the competitive edge for career advancement.

APCO International (APCO)

The Association of Public-Safety Communications Officials (APCO) is an international leader committed to providing complete public safety communications expertise, professional development, technical assistance, advocacy and outreach to benefit its members and the public.

Industry Council for Emergency Response Technologies (iCERT)

iCERT represents the best of the emergency communications industry, advocating for enhanced funding for emergency calling, bringing leaders together to share visions of a safer, more secure world through better communications, and studying the emergency communications arena and sharing expertise with other stakeholders. iCERT's committees and key-issue working groups provide excellent avenues for engagement and industry-wide impactful leadership and contributions to the cause of advancing emergency calling and communications technologies.

National Association of State 911 Administrators (NASNA)

The National Association of State 911 Administrators (NASNA) is the voice of the states on public policy issues impacting 911. State 911 leaders' expertise can assist industry associations, public policymakers, the private sector, and emergency communications professionals at all levels of government as they address complex issues surrounding the evolution of emergency communications. State 911 program administrators are the core membership of NASNA.

National Emergency Number Association (NENA)

NENA serves the public safety community as the only professional organization solely focused on 9-1-1 policy, technology, operations, and education issues. With more than 7,000 members in 48 chapters across North America and around the globe, NENA promotes the implementation and awareness of 9-1-1 and international three-digit emergency communications systems.

Public Safety and Homeland Security Bureau (PSHSB)

The FCC's Public Safety & Homeland Security Bureau (PSHSB) advises, makes recommendations to, or acts for the Commission under delegated authority, in all matters pertaining to public safety, homeland security, national security, emergency management and preparedness, disaster management, and ancillary operations. PSHSB develops, recommends, and administers the agency's policies and rules to advance the security and reliability of the nation's communications infrastructure as well as its public safety and emergency response capabilities.

Metropolitan Washington Council of Government (COG)

The Metropolitan Washington Council of Governments (COG) is an independent, nonprofit association, with a membership of 300 elected officials from 24 local governments, the Maryland and Virginia state legislatures, and U.S. Congress. COG connects leaders across borders to help shape strong communities and a better region. Every month, more than a thousand officials and experts come to COG to make connections, share information, and develop solutions to the region's major challenges.

NG911 Institute (NG9-1-1)

The NG9-1-1 Institute is a not-for-profit 501(c)(3) organization that works with the Congressional NextGen 9-1-1 Caucus to promote deployment of advanced and effective 9-1-1 and Next Generation 9-1-1 (collectively, NG9-1-1) services throughout the nation. Its national members are dedicated to advancing NG9-1-1 services. Members include public safety officials, telecommunication and industry professionals, policy makers, academia, and concerned citizens.

“ I’M FOREVER GRATEFUL TO BE PART OF THIS UNWAVERING AGENCY. ”

“ WE ARE A MAJOR STAPLE IN THIS CITY. ”

“ WE DO IMPORTANT WORK FOR OUR CITIZENS. ”

3

OFFICE OF UNIFIED COMMUNICATIONS
GROWING STRONGER TOGETHER



OUR
past success

2017-2019

Strategic Plan Success Story (75% of 84 Initiatives completed)

The OUC's Strategic Plan is a document that captures the Director's vision for the agency. The plan includes initiatives and projects that will help move the agency forward and develop our employees. In 2017, we laid the foundation with a two-year strategic plan that has paved the way for our newest plan. As you read through this document, take a peek at what we accomplished and implemented across the agency and what is on the horizon through Fiscal Year 2022.

3 Things to keep in mind:

1. In 2017-2019, we fully implemented projects by a certain date. Most of those projects support the core operation of OUC and are visible like Criteria-Based Dispatch (CBD), 311's Website, OUC's Intranet, Rave Panic Button App, and the ICC Phone System. Moving forward, these projects will be monitored for enhancements, maintenance, and upgrades.

2. In 2017-2019 there were initiatives that were a priority for the agency. They are now part of our daily operations and will be monitored by each division. Most of those initiatives positively impacted morale, team building, partnerships, and communications.

3. Now that these projects and initiatives are part of our daily operations, we will not include them in the 2020-2022 Strategic Plan. However, the few initiatives that were not implemented will be integrated and monitored for success.



Accomplishments

Focus Area #1

Qualified & Engaged Staff

- L.E.A.P. Participants (DOES)
- District Leadership Program (DCHR)
- Community Partnerships (Colleges/Universities)
- OUC Detail Program
- State of the Agency
- Employee Recognition Programs
- Community Action Team (CAT)
- Annual Events (CS Week/NPSTW/Spooky)
- OUC Staff Retreats
- Strategic Plan Roadshow
- OUC Intranet

Focus Area #2

Customer Service & Citizen Engagement

- TRU Team joined 9110PS
- Improve 311/911 Quality Assurance Efforts
- Implement Integrated Communications Plan
- Create Crisis Communications Plan
- Launch Citizen Awareness Campaigns for 311/911 Services
- Expand 311 Services to additional District Agencies
- Increase National Presence of 311 Services and Certifications
- Increase Citizen Awareness and Access to 311 Services

Focus Area #3

Strong Partnerships

- Involvement in OCA's 311 Working Group
- Launch OUC/FEMS Communications Task Force
- Launch OUC/MPD Communications Task Force
- Host OUC & MPD/FEMS Meet & Greets
- Assist FEMS with Atrus AED/Pulsepoint App
- CBD/NTL Integration
- Smart Facility Registration (DC Agencies)
- Rave Panic Button App Deployment
- Multi-Agency Emergency Response Plan (ERPs)
- Multi-Agency Tabletop Exercises
- Showcase OUC Employees & Programs
- Participate in NENA, APCO, NCR, and other public safety groups and conferences

Focus Area #4

Continuous Training & Development

- Continuous Dispatcher Training
- Refresher Trainings
- Management Trainings
- Performance Management
- District Government Certifications
- Emergency Management Certifications
- Professional Certifications
- MPD Multi-Disciplinary Trainings
- FEMS Multi-Disciplinary Trainings
- Radio Users Trainings

Focus Area #5

Balanced Technology

- NG911 Migration- ICC Phones
- Improved 311 Social Media Presences
- Improved 311 Website
- Enhanced 311 Mobile App & Text Capabilities
- Improved 311 Photo Integration for Quality Assurance
- Voice Enhancements (IVR)

Focus Area #6

Proper Governance

- Updated Policies & Procedures
- Extended Collective Bargaining Agreement (CBA)
- OUC Leave Policy Enforcement
- Capital Project Management
- 911 Revenue Fund Enhancement
- Citywide Radio Usage MOU
- CBE/SBE Compliance & Reporting
- Quickbase Complaint Monitoring & Reporting
- OUC Annual Report
- Nurse Triage Line Call Data Reporting
- Smart911 Registration & Usage Report
- PulsePoint Registration and Usage Report
- Rave Facility/Panic Button Registration & Usage Report

SWOT Analysis

As you read through the upcoming plan, you may wonder what the differences are between this strategic plan and the plan we JUST finished. Since we are continuously fine tuning our operations, we want to make certain that the Director's vision drives our employee's professional goals and objectives. We aligned ourselves with the Washington D.C. Mayor Muriel Bowser's Safer, Stronger DC public safety initiative., included employees' ideas, researched best practices, and assessed our strengths and weaknesses to develop initiatives that will move us forward.

The theme of our prior strategic plan, "We Answer the Call," has given us pride in our daily work, and has morphed into the way we communicate all things OUC. That is proof that our strategic plan is more than words on paper. As we implement the next plan, the Chief of Staff will monitor the progress of all initiatives and will work in partnership with each division to execute the initiatives.

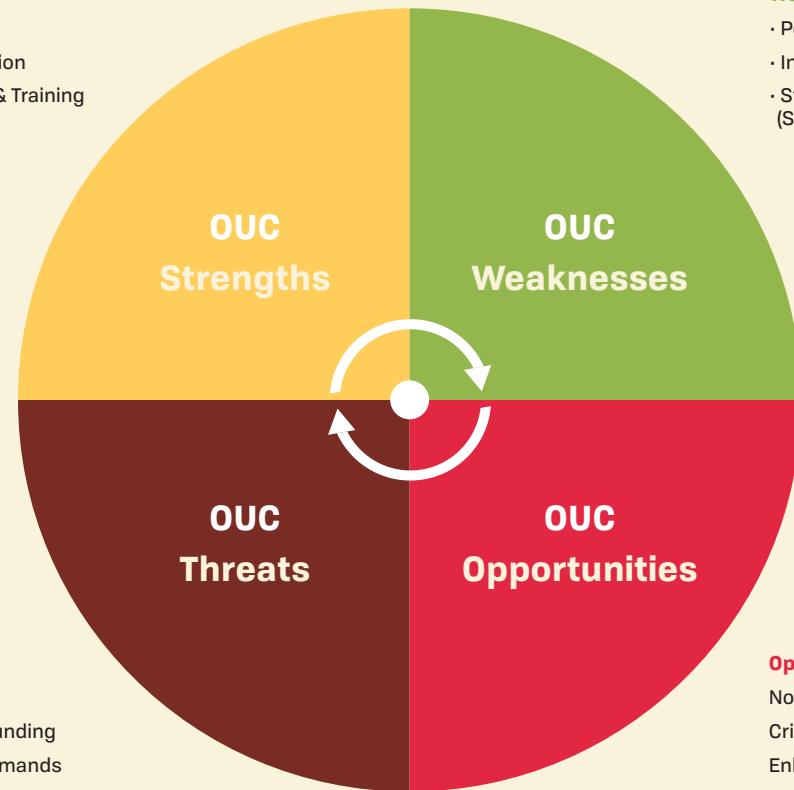
As we work to develop ourselves and bring awareness to the great work that we do, we ask that you continue to have the "Team OUC" pride and commit to "Growing Stronger, Together!" Executing the vision of the Director is our top priority and achieving our goals is the best pathway to success.

Strength (Internal)

- Fiscal Responsibility
- Positive Agency Reputation
- Employee Engagement & Training
- Advanced Technology & Redundancies

Weaknesses (Internal)

- Policy Enforcement
- Internal Communications
- Standard Operating Procedures (SOPs)



Threats (External)

- Global Crisis
- Decreased Revenue & Funding
- Telecommunications Demands

Opportunities (External)

- Non-Traditional Partnerships
- Crisis Management & Awareness
- Enhanced Technology for Residents



**OFFICE OF UNIFIED COMMUNICATIONS
GROWING STRONGER TOGETHER**



OUR
strategic plan
2020-2022

FOCUS AREA #1

Qualified & Engaged Staff

Strategic Goal

Expand resources to attract and hire the most qualified personnel, while engaging current employees in ways that create excitement through information sharing.

Objective 1 Agency Performance & Engagement

- Host KPI & Strategic Plan Performance Roundtables
- Support Office of the City Administrator's Employee 311 App Initiative

Objective 2 Agencywide Communications

- Improve Communication Channels between Managers and Staff
- Ensure Employees are Knowledgeable OUC Happenings

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

FOCUS AREA #2

Customer Service & Citizen Engagement

Strategic Goal

Empower employees to take pride in providing great customer service while engaging with others.

Objective 1 Customer Service Standards

- Improve Radio Communications Protocol
- Implement Mayoral Customer Service Standards
- Standardize 311 Social Media Protocols

Objective 2 Community Engagement

- Increase Community Engagement among 311 & 911 Management Teams

Provide efficient, professional, and cost-effective responses to interactions initiated through 311 PLATFORMS

90

Percent of 311 calls answered by a live agent in 90 seconds or less.



4

Percent of 311 calls handled by a live agent in 4 minutes or less.

FOCUS AREA #3

Strong Partnerships

Strategic Goal

Strengthen partnerships with District agencies and community organizations that support the mission of the Office of Unified Communications.

Objective 1 Public Safety

- Improve relationship with DC's Homeland Security & Emergency Management Agency (HSEMA)
- Enhance partnerships with agencies within the Deputy Mayor for Public Safety and Justice (DMPSJ) cluster
- Strengthen National Capital Region (NCR) public safety partnerships

Objective 2 Deputy Mayor Clusters

Expand partnerships and build new relationships with agencies in the following clusters:

- The Deputy Mayor for Education (DME)
- The Deputy Mayor for Health & Human Services (DMHHS)
- The Deputy Mayor for Operations and Infrastructure (DMOI)
- The Deputy Mayor for Planning & Economic Development (DMPED)
- Internal Services (IS)

Objective 3 Community Organizations

- Support NAGE Events & Programs (CISM/LMPC Forums)

FOCUS AREA #4

Continuous Training & Development

Strategic Goal

Offer training opportunities that will increase employee job knowledge and improve agency performance.

Objective 1 Career Advancement

- Broaden Employee Professional Development Opportunities
- Increase Number of Employees that Receive Certifications
- Expand internal career paths for OUC employees
- Revamp Certified Training Officer (CTO) Program
- Launch Director's Executive Leadership Mentorship Program

Objective 2 Training & Development

- Create OUC Development Tracks by Discipline (IT/Management/Training/Executive)
- Cross-train Operational Supervisors on Core Functions
- Ensure OPSD Team is cross-trained to deliver 311/911 Training Material
- Create Trainings that Enhance Critical Skills (311/911 OPS)
- Implement Multi-Disciplinary Skillset Training
- Host Divisional Open Houses/Roadshows (mini-EDP)

Objective 3 Agency Training Institute & Academies

- Secure Agency APCO P33 Certification
- Launch OUC Information Technology Academy
- Launch OUC Mini-Academy for Tenured Employees
- Design Internal Basic Academies for Calltakers & Dispatchers

FOCUS AREA #5

Balanced Technology

Strategic Goal

Ensure the appropriate resources are available to streamline operations and enhance technology for core services provided by the agency.

Objective 1 Standardization and Automation

- Implement Employee Ticket Management System
- Identify New Workforce Management System
- Automate Onboarding/Offboarding Process
- Implement Divisional Paperless Workflow Systems

Objective 2 Operational Enhancements & Integration

- Implement Phase IV of NG911
- THOR Standalone Readiness
- Enhance Learning Management System
- Secure Technology for Remote Environments
- Improve Telephone Reporting Unit (TRU) Non-Emergency Call Processing

Provide state-of-the-art emergency and non-emergency communication with Information Technology

24

Mobile Data Terminal repairs in 24 Hours or Less.



24

Radio equipment repairs in 24 Hours or Less.

FOCUS AREA #6

Proper Governance

Strategic Goal

Assure that the Office of Unified Communications has policies and procedures that govern operations, performance and fiscal management.

Objective 1 Policy Development

- Create IT Equipment Policy
- Update Language Access Policy
- Develop Data Governance Policy
- Create Media Policy
- Create Agency Telework Policy

Objective 2 Compliance

- Host Joint Roundtable: Proposing/Deciding Officials
- Conduct Joint- UCC Building Assessment for Emergency Response Plan
- Launch Risk Assessment Council Committee (RACC; Office of Risk Management)
- Standardize 311/911 Quality Assurance Benchmarks
- Develop OUC Crisis Management Plan

Objective 3 Monitoring & Governance

- Conduct ERP Emergency Drills & Exercises (UCC/PSCC)
- Standardize Records Retention Monitoring & Management
- Update and Develop Agencywide Standard Operating Procedures (SOPs)
- Research 911 Legislations
- Standardize Agency Complaints Process & Reporting
- Standardize Agency Investigative Process
- Monitor Overtime Spending & Management
- Implement Quality Assurance Dispatch Protocol



OFFICE OF UNIFIED COMMUNICATIONS
GROWING STRONGER TOGETHER



OUR *timeline*

“
I AM IMPRESSED
BY HOW THE
OUC EMPLOYEES
REACH OUT TO
THE COMMUNITY.
”

“
WE HAVE A
GREAT DIRECTOR
AND WE SERVE
THE PUBLIC.
”

“
WE ARE
THE EARS
UNTIL THE
EYES
ARRIVE.
”

FISCAL YEAR 2020 1ST QUARTER

(October 2019–December 2019)

 Qualified & Engaged Staff	 Customer Service & Citizen Engagement	 Strong Partnerships	 Continuous Training & Development	 Balanced Technology	 Proper Governance
Ensure Employees are Knowledgeable of OUC Happenings	Increase Community Engagement with 311/911 Management Teams	DC Homeland Security & Emergency Management (HSEMA) NAGE Events/Programs	Broaden Employee Professional Development Opportunities		Monitor Overtime Spending & Management







FISCAL YEAR 2020 2ND QUARTER

(January 2020–March 2020)

 Qualified & Engaged Staff	 Customer Service & Citizen Engagement	 Strong Partnerships	 Continuous Training & Development	 Balanced Technology	 Proper Governance
		Assistant City Administrator/ Internal Services (IS) Agencies			

FISCAL YEAR 2020 3RD QUARTER

(April 2020–June 2020)

 Qualified & Engaged Staff	 Customer Service & Citizen Engagement	 Strong Partnerships	 Continuous Training & Development	 Balanced Technology	 Proper Governance
		Deputy Mayor for Operations and Infrastructure (DMOI) Agencies			

FISCAL YEAR 2020 4TH QUARTER

(July 2020–September 2020)

 Qualified & Engaged Staff	 Customer Service & Citizen Engagement	 Strong Partnerships	 Continuous Training & Development	 Balanced Technology	 Proper Governance
	Standardize 311 Social Media Protocols	Deputy Mayor for Public Safety and Justice (DMPSJ) Agencies	Launch Director's Executive Leadership Mentorship Program	Secure Technology for Remote Environments	Standardize Records Retention Monitoring & Management Create Media Policy Update Language Access Policy Create Agency Telework Policy

FISCAL YEAR 2021 1ST QUARTER (October 2020–December 2020)

Qualified & Engaged Staff	Customer Service & Citizen Engagement	Strong Partnerships	Continuous Training & Development	Balanced Technology	Proper Governance
Support Office of the City Administrator's Employee 311 App Initiative		National Capital Region (NCR) Public Safety Partnerships	Expand internal career paths for Employees	Implement Employee Ticket Management Automate Onboarding/Offboarding Process	Host Joint Roundtable: Proposing/Deciding Officials-- Standardize Agency Investigation Process Create IT Equipment Policy Develop OUC's Crisis Management Plan

FISCAL YEAR 2021 3RD QUARTER (April 2021–June 2021)

Qualified & Engaged Staff	Customer Service & Citizen Engagement	Strong Partnerships	Continuous Training & Development	Balanced Technology	Proper Governance
	Improve 911 Radio Communications Protocol		Implement Multi-Disciplinary Skillset Trainings		Implement Quality Assurance Dispatch Protocol Research 911 Legislation

FISCAL YEAR 2021 2ND QUARTER (January 2021–March 2021)

Qualified & Engaged Staff	Customer Service & Citizen Engagement	Strong Partnerships	Continuous Training & Development	Balanced Technology	Proper Governance
KPI/Strategic Plan Roundtables	Implement Mayoral Customer Service Standards		Design Internal Basic Academies for Calltakers & Dispatchers Revamp Certified Training Officer (CTO) Program Ensure OPSD Team is Cross-Trained to Deliver 311/911 Training Material	Implement Phase IV of NG911 Implement Divisional Paperless Workflow Systems Enhance Learning Management System	Standardize Agency Complaints Process & Reporting

FISCAL YEAR 2021 4TH QUARTER (July 2021–September 2021)

Qualified & Engaged Staff	Customer Service & Citizen Engagement	Strong Partnerships	Continuous Training & Development	Balanced Technology	Proper Governance
Improve Communications: Managers/Staff			Create OUC Development Tracks by Discipline Increase Number of Employees that Receive Certifications Create Trainings that Enhance Critical Skills (311/911 Operations) Launch OUC IT Academy Launch Mini-Academy for Tenured Employees	Identify New Workforce Management System Implement Phase V of NG911	Standardize 311/911 Quality Assurance Benchmarks)

FISCAL YEAR 2022 1ST QUARTER

(October 2021–December 2021)

Qualified & Engaged Staff	Customer Service & Citizen Engagement	Strong Partnerships	Continuous Training & Development	Balanced Technology	Proper Governance
			Cross Train Operational Supervisors of Core Functions	Improve Telephone Reporting Unit (TRU) Non-Emergency Call Processing	Develop Data Governance Policy

FISCAL YEAR 2022 2ND QUARTER

(January 2022–March 2022)

Qualified & Engaged Staff	Customer Service & Citizen Engagement	Strong Partnerships	Continuous Training & Development	Balanced Technology	Proper Governance
		Deputy Mayor for Planning and Economic Development (DMPED) Agencies	Secure Agency P33 Certification		Conduct Joint-UCC Building Assessments for Emergency Response Plan Conduct ERP Emergency Drills & Exercises (UCC/ PSCC)

FISCAL YEAR 2022 3RD QUARTER

(April 2022–June 2022)

Qualified & Engaged Staff	Customer Service & Citizen Engagement	Strong Partnerships	Continuous Training & Development	Balanced Technology	Proper Governance
		Deputy Mayor of Health and Human Services (DMHHS) agencies			Launch ORM's Risk Assessment Council Committee (RACC)

FISCAL YEAR 2022 4TH QUARTER

(July 2022–September 2022)

Qualified & Engaged Staff	Customer Service & Citizen Engagement	Strong Partnerships	Continuous Training & Development	Balanced Technology	Proper Governance
		Deputy Mayor for Education (DME) Agencies	Host Divisional Open Houses (mini-EDP)	THOR Standalone Readiness	Update/Develop Agencies Standard Operating Procedures (SOPs)



Believe it or not, soon it will be time to plan for what OUC will accomplish by September 2023. It sounds like it is far away, but based on the way we accomplish our goals, we'll be there before we know. Let's start laying the foundation, together.

It starts with a passing thought or whatever you may desire. Imagine having a newly renovated Public Safety Communications Center (PSCC) or having a completely paperless scheduling system across the agency. What about having legislation that governs callers that may be abusing our call center??!!! Maybe even recreational activities in the breakroom?

Can you think of anything else you'd like us to put in place at OUC? If so, be sure you share your ideas with your leadership team and participate at our events. We are constantly looking for feedback whether in writing or just responding to our live polls and surveys. Your voice truly matters.

Always remember, you make us who we are today! Stay encouraged and continue to smile bright as we answer the call!

WE handle over

10,000

calls a DAY!



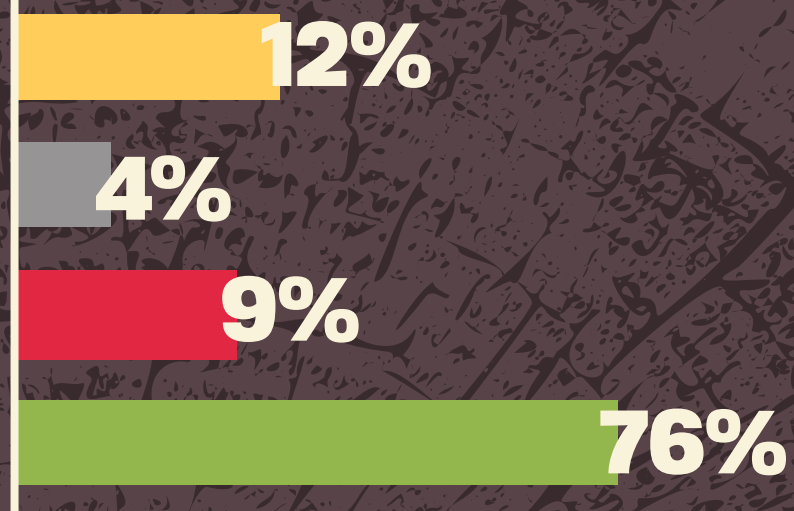
OFFICE OF UNIFIED COMMUNICATIONS
GROWING STRONGER TOGETHER

OUR
staff voices



We want to make sure employees are fully engaged in the OUC. What will work best?

BETTER COMMUNICATION OF INFORMATION FROM MY MANAGERS/SUPERVISORS.



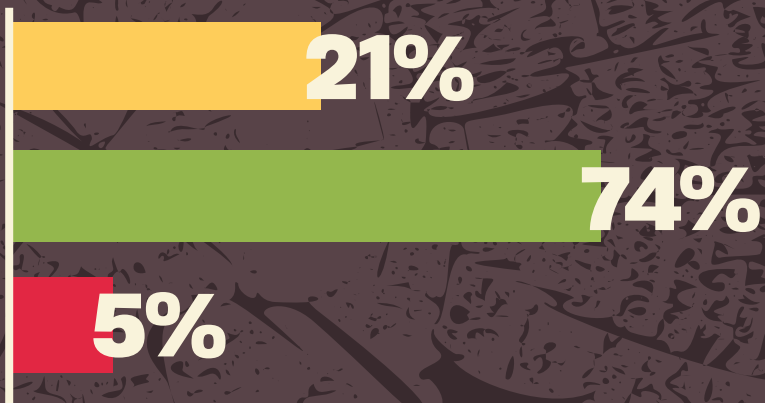
SHARE KNOWLEDGE AND INFORMATION BETWEEN TEAMS IN MY DIVISION.

CREATIVE WAYS TO LEARN ABOUT OTHER OUC DIVISIONS.

ALL THE ABOVE

Have you downloaded the DC-311 App?

YES

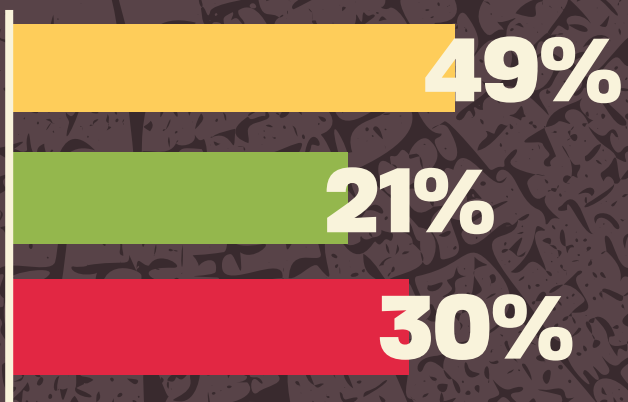


NO

NOT INTERESTED

Is it time to replace our agency tagline "We Answer the Call"?

NO, WE LOVE IT!



YES, IT IS STALE

MAYBE NEXT GO ROUND

“

OUR BUILDING FEELS LIKE HOME AWAY FROM HOME.

”

“

OUC REACHES THE YOUNGER GENERATION IN A POSITIVE WAY.

”



“ I LOVE SERVING THE COMMUNITY AND VISITORS OF OUR GREAT CITY. ”



“ WE ARE THE BEHIND THE SCENE FOOT SOLDIERS. ”



“ WE ARE GROWING STRONGER TOGETHER. ”





GROWING STRONGER
UNITE & EVOLVE
together

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GOVERNMENT OF THE DISTRICT OF COLUMBIA
DC MURIEL BOWSER, MAYOR