OFFICE OF UNIFIED COMMUNICATIONS

FY 2026 PERFORMANCE PLAN

NOVEMBER 26, 2025

GOVERNMENT OF THE DISTRICT OF COLUMBIA
MURIEL BOWSER, MAYOR

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1 INTRODUCTION

This document is the Fiscal Year 2026 Performance Plan for the Office of Unified Communications.

This Performance Plan is the first of two agency performance documents published each year. The Performance Plan is published twice annually – preliminarily when the Mayor's budget proposal is delivered, and again at the start of the fiscal year when budget decisions have been finalized. A companion document, the Performance Accountability Report (PAR), is published annually in January following the end of the fiscal year. Each PAR assesses agency performance relative to its annual Performance Plan.

Performance Plan Structure: Performance plans are comprised of agency Objectives, Administrative Structures (such as Divisions, Administrations, and Offices), Activities, Projects and related performance measures. The following describes these plan components, and the types of performance measures agencies use to assess their performance.

Objectives: Objectives are statements of the desired benefits that are expected from the performance of an agency's mission. They describe the goals of the agency.

Administrative Structures: Administrative Structures represent the organizational units of an agency, such as Departments, Divisions, or Offices.

Activities: Activities represent the programs and services an agency provides. They reflect what an agency does on a regular basis (e.g., processing permits).

Projects: Projects are planned efforts that end once a particular outcome or goal is achieved.

Measures: Performance Measures may be associated with any plan component, or with the agency overall. Performance Measures can answer broad questions about an agency's overall performance or the performance of an organizational unit, a program or service, or the implementation of a major project. Measures can answer questions like "How much did we do?", "How well did we do it?", "How quickly did we do it?", and "Is anyone better off?" as described in the table below.

Measures are printed in the Performance Plan along with the Objective, Administrative Structure, Activity, or Project that they measure.

Measure Type	Measure Description	Example
Quantity	Quantity measures assess the volume of work an agency performs. These measures can describe the inputs (e.g., requests or cases) that an agency receives or the work that an agency completes (e.g., licenses issued or cases closed). Quantity measures often start with the phrase "Number of...".	"Number of public art projects completed"
Quality	Quality measures assess how well an agency's work meets standards, specifications, resident needs, or resident expectations. These measures can directly describe the quality of decisions or products or they can assess resident feelings, like satisfaction.	"Percent of citations issued that were appealed"
Efficiency	Efficiency measures assess the resources an agency used to perform its work and the speed with which that work was performed. Efficiency measures can assess the unit cost to deliver a product or service, but typically these measures assess describe completion rates, processing times, and backlog.	"Percent of claims processed within 10 business days"

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Measure Type	Measure Description	Example
Outcome	Outcome measures assess the results or impact of an agency's work. These measures describe the intended ultimate benefits associated with a program or service.	"Percent of families returning to homelessness within 6-12 months"
Context	Context measures describe the circumstances or environment that the agency operates in. These measures are typically outside of the agency's direct control.	"Recidivism rate for 18-24 year-olds"
District-wide Indicators	District-wide indicators describe demographic, economic, and environmental trends in the District of Columbia that are relevant to the agency's work, but are not in the control of a single agency.	"Area median income"

Targets: Agencies set targets for most performance measures before the start of the fiscal year. Targets may represent goals, requirements, or national standards for a performance measure. Agencies strive to achieve targets each year, and agencies provide explanations for targets that are not met at the end of the fiscal year in the subsequent Performance Accountability Report.

Not all measures are associated with a target. Newly added measures do not require targets for the first year, as agencies determine a data-informed benchmark. Changes in some measures may not indicate better or worse performance. They may be "neutral" measures of demand or input or outside of the agency's direct control. In some cases, the relative improvement of a measure over a prior period is a more meaningful indicator than meeting or exceeding a particular numerical goal, so a target is not set.

2 OFFICE OF UNIFIED COMMUNICATIONS OVERVIEW

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 911and 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.

Summary of 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.

Objectives:

1. Provide efficient, professional and cost effective responses to 911 communications.
2. Provide efficient, professional and cost effective responses to interactions initiated through 311 platforms.
3. Provide state-of-the-art emergency and non-emergency communications.
4. Efficient, Transparent, and Responsive Government

Administrative Structures:

1. 911 Operations
2. 311 Operations
3. Office of Professional Standards and Development
4. OUC Information Technology
5. Office of the Director

3 OBJECTIVES

3.1 PROVIDE EFFICIENT, PROFESSIONAL AND COST EFFECTIVE RESPONSES TO 911 COMMUNICATIONS.

Answer emergency and non-emergency requests and dispatch the appropriate personnel to respond in a timely manner.

Measure Type	Measure	Directionality	FY2024	FY2025 Target	FY2025	FY2026 Target
Outcome	Percent of QA/QI 911 call reviews that receive a rating of 80% or better	Up is Better	94.1%	75%	84.97%	**75%**
Outcome	Total number of sustained 911 complaints	Down is Better	17	0	31	**0**
Efficiency	Percent of 911 calls answered within 15 seconds	Up is Better	New in 2026	New in 2026	New in 2026	**New in 2026**
Efficiency	Percent of 911 calls answered within 20 seconds	Up is Better	70.01%	90%	92.9%	**90%**
Efficiency	Percent of 911 calls in which call to queue is 90 seconds or less	Up is Better	70%	75%	64.3%	**75%**
Efficiency	Percent of 911 calls which move from queue to dispatch in 60 seconds or less	Up is Better	68%	75%	58.54%	**75%**

3.2 PROVIDE EFFICIENT, PROFESSIONAL AND COST EFFECTIVE RESPONSES TO INTERACTIONS INITIATED THROUGH 311 PLATFORMS.

Serve as the District's primary access point for city services and information.

Measure Type	Measure	Directionality	FY2024	FY2025 Target	FY2025	FY2026 Target
Outcome	Percent of 311 QA/QI telephone call reviews that receive a rating of 4 or better	Up is Better	80.9%	75%	86.26%	**75%**
Efficiency	Percent of 311 calls answered by a live agent within 90 seconds	Up is Better	93%	75%	84%	**75%**
Efficiency	Percent of 311 calls handled by a live agent in 4 minutes or less	Up is Better	70.32%	80%	70.65%	**80%**

3.3 PROVIDE STATE-OF-THE-ART EMERGENCY AND NON-EMERGENCY COMMUNICATIONS.

Procure and maintain public safety communications equipment and infrastructure.

Measure Type	Measure	Directionality	FY2024	FY2025 Target	FY2025	FY2026 Target
Efficiency	Percent of tablet connectivity uptime	Up is Better	99%	90%	99.25%	**93%**
Efficiency	Percent of time the OUC responds to Mobile Data Terminal repairs within 24 hours	Up is Better	99%	99%	99%	**99%**
Efficiency	Percent of time the OUC responds to radio equipment repair requests within 24 hours	Up is Better	99%	99%	99%	**99%**

3.4 EFFICIENT, TRANSPARENT, AND RESPONSIVE GOVERNMENT

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

Measure Type	Measure	Directionality	FY2024	FY2025 Target	FY2025	FY2026 Target
Quantity	Percent of 9-11 call takers trained in the District's Traffic Incident Management System	Up is Better	New in 2026	New in 2026	New in 2026	**No Data Record**
Quantity	Total number of residents reached through community engagement and 911 education activities	Up is Better	31,500	10,000	550,000	**25,000**
Outcome	Percent of agency staff who were employed as Management Supervisory Service (MSS) employees prior to 4/1 of the fiscal year that had completed an Advancing Racial Equity (AE204) training facilitated by ORE within the past two years	Up is Better	32.43%	Target not required	93.1%	**Target not required**
Outcome	Percent of employees that are District residents	Up is Better	52.11%	Target not required	51.54%	**Target not required**
Outcome	Percent of new hires that are District residents (Peoplesoft)	Up is Better	65.52%	Target not required	61.9%	**Target not required**
Outcome	Percent of new hires that are current District residents and received a high school diploma from a DCPS or a District Public Charter School, or received an equivalent credential from the District of Columbia (eRecruit)	Up is Better	52.44%	Target not required	33.33%	**Target not required**

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Measure Type	Measure	Directionality	FY2024	FY2025 Target	FY2025	FY2026 Target
Outcome	Percent of required contractor evaluations submitted to the Office of Contracting and Procurement on time	Up is Better	25%	Target not required	0%	**Target not required**
Efficiency	Percent of records requests fulfilled within mandated time frames	Up is Better	100%	100%	100%	**100%**

4 ADMINISTRATIVE STRUCTURES

4.1 911 OPERATIONS

The 911 Operations Division receives all 911 calls as the sole Public Safety Answering Point (PSAP) in the District. Highly trained call takers utilize specialized systems to answer calls and follow specific protocols to probe callers to ensure the most appropriate responses to their needs. Call takers enter caller-provided information to create incident records and electronically transfer each incident record onsite to highly trained dispatchers. These dispatchers are responsible for coordinating responses to incidents on behalf of the MPD and FEMS. Dispatchers also communicate with on-scene first responders to provide updates, coordinate support from additional units, and support on-scene responder safety as necessary.

4.2 311 OPERATIONS

The 311 Operations Division is the access point for residents and visitors requiring DC government services and/or information. This division supports the submission of scheduled service requests such as trash removal, pothole repair, bulk trash pick-ups, and recycling collection through a number of platforms, including telephone, web, and mobile applications. Users can also engage with the division to report a missed scheduled service, inquire about city agency phone numbers and hours of operation, and pursue other customer service-related items. 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. Accordingly, the 311 Division serves as a one-stop conduit for convenient access to methods of requesting services from partner agencies and following up on their status. Furthermore, the 311 Division does not close service request tickets; this is the responsibility of the respective agency. 311 Operations recently implemented a police non-emergency option. Residents and visitors of the District should dial 311 to report all police non-emergencies. The OUC and MPD define a non-emergency call as any call related to an incident that does not pose an immediate threat to the safety of individuals and/or incidents that occurred at least one hour before the initial request for police assistance is made.

4.3 OFFICE OF PROFESSIONAL STANDARDS AND DEVELOPMENT

The Office of Professional Standards and Development (OPSD) is responsible for the training of new employees as well as continuing education and developmental training for incumbent employees from call takers to management. This division is also responsible for quality assurance and performance improvement. OPSD develops, implements, and coordinates training with industry associations, partnering agencies, as well as internal departmental divisions. Training is conducted strategically to maintain a functional workforce that yields effective and efficient services to the citizens and visitors of the District. In addition, the division identifies shortfalls and best practices through a thorough Quality Assurance program. This identification allows for the agency to develop employees and programs that best address any quality improvement needs. The combination of training and quality assurance ensures that agency goals and objectives are met. The Office directs the activities of the Transcription Division, which 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 provide audio files and other data to partnering local and federal government agencies, as well as the general public. Transcriptionists often testify in court on behalf of the agency to authenticate 911 calls and/or to explain event chronologies in both criminal and civil proceedings under direct examination by OAG and USAO attorneys.

4.4 OUC INFORMATION TECHNOLOGY

The 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. In addition, the Division develops and enforces policy directives and standards regarding public safety and non-public safety communications; operates and maintains 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.

4.5 OFFICE OF THE DIRECTOR

The Office of the Director is responsible for planning, organizing, and promoting programs that enhance and expand emergency and non-emergency customer service functions to the District of Columbia and its surrounding jurisdictions. It directs the development and overall operation of the OUC, establishes all related policies and procedures, and ensures agency alignment with the Deputy Mayor for Public Safety and Justice and the Mayor. Offices and programs that report directly to the Office include the Office of the Chief Administrative Officer, the Office of the Chief of Staff, the Office of the General Counsel, the Office of Special Operations and Investigations, and Public Information and Community Outreach.

5 ACTIVITIES

5.1 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.

No Related Measures

5.2 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.

Measure Type	Measure	Directionality	FY2024	FY2025 Target	FY2025	FY2026 Target
Quantity	Total Number of Inbound 311 Calls	Neutral	744,598	Target not required	853,710	**Target not required**
Quantity	Total number of service requests entered into the customer relationship management system by 311 agents	Neutral	498,991	Target not required	895,096	**Target not required**

5.3 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.

No Related Measures

5.4 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.

No Related Measures

5.5 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.

No Related Measures

5.6 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.

No Related Measures

5.7 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.

Measure Type	Measure	Directionality	FY2024	FY2025 Target	FY2025	FY2026 Target
Efficiency	Total number of calls diverted away from the 911 system	Neutral	104,804	Target not required	7,416	**Target not required**
Outcome	Total number of 911 calls for service diverted to DBH's Access Help Line	Neutral	198	Target not required	524	**Target not required**
Quantity	Total number of 911 calls for service diverted to DDOT for motor vehicle collisions with no injuries	Neutral	36,753	Target not required	16,938	**Target not required**
Quantity	Total number of 911 calls for service diverted to the Nurse Triage Line	Neutral	11,434	Target not required	3,076	**Target not required**
Quantity	Total number of 911 calls for service eligible for diversion to DBH's Access Help Line	Neutral	198	Target not required	524	**Target not required**
Quantity	Total number of events created in CAD	Neutral	910,502	Target not required	895,908	**Target not required**
Quantity	Total Number of Inbound 911 Calls	Neutral	1,181,271	Target not required	901,227	**Target not required**
Quantity	Total number of non-emergency police reports completed by OUC's Telephone Reporting Unit (TRU)	Neutral	37,687	Target not required	35,461	**Target not required**

5.8 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.

No Related Measures

5.9 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.

No Related Measures

5.10 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.

Measure Type	Measure	Directionality	FY2024	FY2025 Target	FY2025	FY2026 Target
Quantity	Number of agency held records released to stakeholders upon request	Neutral	14,061	Target not required	18,480	**Target not required**

6 PROJECTS

6.1 ENHANCE ACCESSIBILITY TO 311 FOR LEP & NEP RESIDENTS

Proposed Completion Date: September 30, 2026

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 FY25, 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. In FY26, the 311 Operations Division will continue to leverage technology that will enable users to interact in their preferred language on the 311 portal and via the automated Interactive Voice Response (IVR) system.

6.2 MAINTAIN EMERGENCY COMMUNICATIONS STAFFING

Related Activity Name: Answers all incoming 911 calls

Proposed Completion Date: September 30, 2026

The Agency will continue enhanced efforts to recruit and retain qualified personnel. As part of this effort, not only will the Junior Academy program be broadened to include young adults, but also deliberately selected training and public safety environment exposure opportunities will be provided to participants. Additionally, partnerships with DCPS and Potomac Job Corps and Maryland Job Corps will be explored and potentially established to ensure that public safety communications careers become part of their vocational and technical programs. A 911 Operations Reserve Corps comprised of skilled personnel across the agency will be established so that they can be called up should the operation experience a need.

Related Measures:

- Total Number of Inbound 911 Calls

6.3 IMPROVE LOCATION ACCURACY CAPABILITIES

Related Administrative Structure: 911 Operations

Related Activity Name: Dispatches MPD and FEMS units/apparatus in response to 911 calls

Proposed Completion Date: September 30, 2026

Challenges related to 9-1-1 location accuracy on highways have led to delays in the dispatch of responders to highway traffic accidents. Frequently, 911 callers have difficulty accurately identifying their location or interpreting highway markers, impeding 9-1-1 call-takers from pinpointing incident locations. At times, dispatchers are compelled to deploy units in both directions, resulting in further response time delays. In FY25, OUC will enhance its training program to further empower 9-1-1 operations staff to proficiently implement CAD and GIS tools and to achieve greater location accuracy for emergency responses on highways. In FY26, OUC will continue to enhance its training program to further empower 9-1-1 operations staff to proficiently implement CAD and GIS tools and to achieve greater location accuracy for emergency responses on highways.

6.4 APCO INTERNATIONAL PROJECT 33 TRAINING PROGRAM CERTIFICATION

Proposed Completion Date: September 30, 2027

Training for public safety telecommunicators, both initial and continuing, is a critical element in providing essential services to the public in an ever-expanding and rapidly changing public safety environment. The APCO Agency

Training Program Certification (a Project 33 initiative) is a formal mechanism which leads to APCO certification of agency training programs. This certification is based upon an agency meeting or exceeding all requirements addressed in the APCO ANS 3.103.2-2015 Minimum Training Standards for Public Safety Telecommunicators.