

**Office of Unified Communications and Office of the
Chief Technology Officer Action Plan Related to
Outages at the Unified Communications Center**

August 2024

22-Point Action Plan: 2024-25

The table below represents the Office of Unified Communications (OUC) and Office of the Chief Technology Officer (OCTO) plan of actions, effectively immediately, that will reduce the risk of a measurable systems outage within the OUC datacenter due to technology. This plan focuses on necessary improvements to the workforce of both OUC and OCTO, methods to reduce the risk and effect of systems outages, and pathway to continuous improvement for the teams responsible for the 365x24x7 coverage of all systems within the OUC. OCTO will lead in tracking the completion of each step in this plan and will update this plan as additional needs are defined in collaboration with OUC, Office of the Deputy Mayor for Public Safety and Justice and Office of the City Administrator. The success of this action plan will be measured through completion of the outlined steps in a timely manner, a measurable reduction in the risk of IT changes and incidents within the OUC, and a 75% reduction in IT incidents leading to downtime within the DC911 call center within a 3-month timeframe.

#	Strategic Priority	Impacted Agencies	Description
1	Develop Additional Expertise	OUC, OCTO	Become a competitive employer in the DC area's overly competitive IT labor market to ensure we have some of the region's most qualified and motivated technologists in an effort to maintain and operate a stable and resilient technical infrastructure.
2	Develop Additional Expertise	OUC, OCTO	OCTO is reassigning two personnel, an employee familiar with OUC IT operations and a senior engineer.
3	Develop Additional Expertise	OCTO, DCHR	Ensure the OCTO and OUC IT Teams have a well-developed plan to document change management, conduct peer reviews of all work, complete after-action reports, and have clear communication for how systems should operate, how changes will be made, and what expectations are.
4	Develop Additional Expertise	OCTO, DCHR	Increase the training for individuals making 911 specific trainings and certifications available to those IT personnel who will be working on the City's 911 system.
5	Develop Additional Expertise	OUC, OCTO	Any change to any system at OUC will have a dual point of approval, by the OUC and OCTO Directors. The Directors will receive a full report of what is being changed, how it will be changed, any anticipated challenges and a plan to overcome those challenges.
6	Develop Additional Expertise	OUC, OCTO	Any changes made to the OUC systems will be done in the simulation environment first so that outcomes can be closely monitors and any challenges can be identified prior to widespread deployment.
7	Develop Additional Expertise	OUC, OCTO	Changes will be made during an overnight time period where there is minimal impact to operations. A back-up time will be identified in case there is a large-scale event, such as a working structure fire or barricade happening at the time of the change window.

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8	Develop Additional Expertise	OUC, MPD, FEMS	The Director and/or Deputy Director will be on the floor during all changes along with the Chief Information Officer from OUC in case decisions have to be made. MPD and FEMS will be invited to have decision makers on hand too, such as the OUC Commander and OUC Fire Battalion Chief.
9	Develop Additional Expertise/Assess and Troubleshoot Infrastructure	OUC, OCTO, OCP	The agencies will bring in a managed service company with expertise in database management and expertise in cloud administration, which OUC technology relies heavily on to collaborate with during steady states and during times when troubleshooting is necessary.
10	Develop Additional Expertise/Assess and Troubleshoot Infrastructure	OUC, OCTO, OCP	OCTO and OUC will bring in a third-party support system to help monitor the systems and alert when there is an issue. The third party has the ability to act as a clearinghouse for solutions since they're being used across the nation.
11	Develop Additional Expertise/Advance Capital Investments	OUC, OCTO	Enhancing monitoring of OUC IT system within the OUC IT team, NOC and appropriate OCTO teams including Network, Security and Server Engineering groups.
12	Develop Additional Expertise	OUC, MPD, FEMS, OCTO	Have regularly scheduled meetings with the IT teams within the Public Safety and Justice cluster that use CAD and other like systems to identify issues, discuss changes, and plan for next steps.
13	Develop Additional Expertise/Advance Capital Investments	OUC, OCTO	OUC and OCTO are evaluating all systems and vendor support to ensure there are escalation processes and a clear understanding of the criticality of the agency.

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14	Develop Additional Expertise	OUC, OCTO, DCHR	Additional positions will be added to the organizational structure of OUC to support the systems from the inside. Positions will be geared toward adding industry experts to the staff at OUC.
15	Develop Additional Expertise	OUC, OCTO, DCHR, OCP	OCTO will provide a list of recommended training and certifications for IT staff at OUC as changes are made.
16	Develop Additional Expertise	OUC, OCTO, All Agency CIOs	OCTO will share lessons learned across government agencies from IT incidents.
17	Move Up Capital Investments/Assess and Troubleshoot Infrastructure	OUC, OCTO, OCA/OBP, OCP	OUC and OCTO are evaluating the current hardware and are making investments to replace the hardware now instead of waiting until October or later, to ensure the most optimal day to day use.
18	Move Up Capital Investments/Assess and Troubleshoot Infrastructure	OCTO	Inventory will be done and the purchase any additional equipment will occur to ensure there is the necessary supply of material for the OCTO network infrastructure.
19	Move Up Capital Investments	OCTO, DGS, HSEMA	Move up capital investments to be able to monitor building management systems, such as power to buildings – which can affect critical systems such as OUC.
20	Move Up Capital Investments/Assess and Troubleshoot Infrastructure	OCTO	Build redundancy by breaking the OUC infrastructure into smaller segments, such as the two locations – UCC and PSCC, so challenges have a lower chance to have widespread issues.

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21	Move Up Capital Investments/Assess and Troubleshoot Infrastructure	OUC, OCTO	Closely monitor the increased workload at OUC to ensure the hardware and infrastructure are keeping pace with the demand.
22	Assess and Troubleshoot Operational Gaps	DMPSJ, OUC, FEMS	Development of joint committee of OUC and FEMS to develop processes, policies, and procedures for call processing, dispatching, and the continuity of operations during times of non-normalized operations.