

GOVERNMENT OF THE DISTRICT OF COLUMBIA
Office of Unified Communications

Muriel Bowser
Mayor



Karima Holmes
Acting Director

February 12, 2016

The Honorable Kenyon McDuffie
Chairman, Committee on the Judiciary
Council of the District of Columbia
1350 Pennsylvania Avenue, N.W., Suite 402
Washington, DC 20004

Dear Chairman McDuffie:

In response to the Committee on the Judiciary's performance oversight questions related to the Office of Unified Communications (OUC), I respectfully submit the following information.

General Questions

1. Please provide, as an attachment to your answers, a current organizational chart for the agency, including the number of vacant, frozen, and filled FTEs in each division or subdivision. Include the names and titles of all senior personnel. Also provide the date that the information was collected on the chart.

SEE ATTACHMENT

- a. Please provide an explanation of the roles and responsibilities for each division and subdivision.

Agency Divisions

- **Emergency (911) Operations Division**
- **Non-Emergency (311) Operations Division**
- **Technology Operations Division**
- **Transcription and Quality Division**
- **Agency Management**

Emergency (911) Operations Division

The 911 Operations Division receives and processes 911calls for service. Police and fire incidents are created through Computer Aided Dispatch (CAD) and transferred to DCFEMS and/or DCMPD, as well as additional agencies in the National Capitol Region (NCR), by voice transmission and computer to computer aided dispatch for response.



Non-Emergency (311) Operations Division

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 pick-ups and recycling collection through a number of platforms, including via telephone, web and mobile app. Users can also engage with the division to report a missed scheduled service, inquire about city agency phone numbers and hours of operation, and to pursue other customer service-related items.

Technology Operations Division

The Technology Division of the OUC 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.

Transcription Division

The Transcription Section provides audio transcriptions of conversations between field providers, call takers, dispatchers, and callers requesting services of DCMPD, DCFEMS and other public safety and governmental organizations.

Agency Management

Agency Management administers programs supporting call center and public safety communications. In addition, Agency Management oversees the human resources process and the agency's employee performance management system.

b. Please provide a narrative explanation of any changes made during the previous year.

For the first time in over 5 years the agency graduated a class of new Call Takers (10) and Dispatchers (12) during FY15. In addition, a new class of 13 Call Takers advanced to Operations on February 7, 2016.

The number of 311 Supervisors increased from two (2) to three (3). In FY16, the agency intends to promote one of the three to a Call Center Manager.

2. Please provide, as an attachment, a current Schedule A for the agency, which identifies all employees by title/position, current salaries, fringe benefits, and program. This Schedule A should also indicate if the positions are continuing/term/temporary/contract and whether they are vacant or frozen positions.
 - a. For each vacant position, please provide the status of the agency's efforts to fill the position, as well as the position number, the title, the program number, the activity number, the grade, the salary, and the fringe associated with each position. Please also indicate whether the position must be filled to comply with Federal or local law.
 - b. For each filled position, please provide the employee's length of service with the agency.

SEE ATTACHMENT

3. Please list all employees detailed to or from your agency, if any. For each employee identified, please provide the name of the agency the employee is detailed to or from, the reason for the detail, the date of the detail, and the employee’s projected date of return.

Employee:	Agency :	Reason:	Date:
Adrienne Day	Office of the State Superintendent of Education	Fill Vacancy	May 19, 2015 to Current

***This employee has been serving as the agency’s General Counsel and recently accepted an offer from the agency and will officially onboard on 2/21/16.**

4. Please provide the Committee with:
- a. A list of all employees who received or retained cellphones, personal digital assistants, or similar communications devices at agency expense in FY15 and FY16, to date;

Employee/Contractor Name	Status	Cell Phone	Wi-Fi/ Devices	Tablet/Ipads
Adrienne Day	Active	X		
Alex Morris	Active	X		X
Alton Gadsden	Active	X		
Andre Lunsford	Active	X		
Barbara Stays	Active	X		
Basil Flores	Active	X	X	X
Brittany Galloway	Active	X	X	X
Calandra Lawrence	Active	X		
Calvin Williams	Active	X		
Cheryl Gatlin	Active	X		
Clyde Wilson	Active	X		X
Colleen Dreher-King	Active	X		
Dag Fisseha	Active	X	X	
Daryl Staats	Active	X		
David Belt	Active	X		
Denise Stutson	Active	X		
Dionne Boone	Active	X		
Donald West	Active	X		
Edward Washington	Active	X	X	
Elma McCoy	Active	X		

Erick Hines	Active	X	X	X
Felix Igbedior	Active	X		
Gavin Suarez	Active	X		
Gizele Richards	Active	X	X	X
Gladys Rodriguez	Active	X		
Ingrid Bucksell	Active	X		X
James Roberts	Active	X		
Javier Mascorro	Active	X	X	X
Jeff Wobbleton	Active	X		
Jennifer Greene	INACTIVE	X	X	X
Jonathan Peterson	Active	X		
Karim Abdullah	Active	X	X	
Karima Holmes	Active	X		X
Karl Millard	Active	X		
Karl Pearson	Active	X		
Kathy Burton	Active	X		X
Kelly Brown	Active	X		X
Lachaiiah Nakka	Active	X		
Lajuan Sullivan	Active	X		
Laquencyer Johnson	Active	X		
Lavear Crews	Active	X		
Lajuan Ribbon	Active	X		
Leo Bustan	Active	X		
Madhavan Chakravarthi	Active	X		
Majid Bejjaji	Active	X		X
Marcellus Walker	Active	X		
Maria Miranda	Active	X		X
Marlene Hollins	Active	X		
Marsha Hott	Active	X		
Mary Morgan	INACTIVE	X		
Melaku Tefera	Active	X		
Robert Aufderheide	INACTIVE	X		
Setrena Ford	Active	X		
Shaun Baldonado	Active	X		
Sheikia Thomas	Active	X		
Stephen Williams	INACTIVE	X	X	X
Steve Matthews	Active	X		X
Tammie Creamer	Active	X	X	
TeddyKavaleri	Active	X	X	X
Terrell Debnam	Active	X		
Thomas Mann	Active	X		

TIBEBE GOSHU	INACTIVE	X		X
Tim Ramlogan	Active	X		X
Vu Hoang	Active	X		
Yasmin Brown	Active	X		X
Yolanda Taylor-Weems	Active	X		
Yvonne McManus	Active	X		X

- b. A list of all vehicles owned, leased, or otherwise used by the agency and to whom the vehicle is assigned, as well as a description of all vehicle accidents involving the agency's vehicles in FY15 and FY16, to date;

Vehicle Make and Model	Location	Tag#	Assignment	Accidents
Toyota Prius	UCC	10223	Director	none
Toyota Prius	UCC	10152	Administrative	none
Toyota Prius	UCC	10224	I.T Department	none
Toyota Prius	UCC	10151	Administrative	none
Dodge Caravan	UCC	10183	Administrative	none
Dodge Caravan	UCC	10186	Outreach use	none
Dodge 15 Passenger Van	UCC	10225	Emergency Vehicle	none
Chevrolet Silverado Pick up	PSCC	10192	Radio Shop	none
Dodge Caravan	PSCC	10188	Radio Shop	none
Dodge Caravan	PSCC	10187	Radio Shop	none
Dodge Caravan	PSCC	10184	Radio Shop	none
Dodge Caravan	PSCC	10185	Radio Shop	none
Dodge Caravan	PSCC	5664	Radio Shop	none
Dodge Caravan	PSCC	5745	Radio Shop	none
Trailer	PSCC	7836	Radio Shop	none

- c. A list of employee bonuses or special award pay granted in FY15 and FY16, to date;

Employee Bonuses	
FY15	-0-
FY16	\$13,954.13 – Retirement Incentive

- d. A list of travel expenses, arranged by employee for FY15 and FY16, to date, including the justification for travel; and

Date	Employee's Name	Title	Travel Expense	Justification	Travel Frequency
FY 2015					
10/28/2014 - 10/30/2014	Denise E. Stutson	Transcription Supervisor	\$823.98	FOIA Training, Gaithersburg, MD	One Time
10/28/2014 - 10/30/2014	Tammie Creamer	Transcription	\$822.39	FOIA Training, Gaithersburg, MD	One Time
11/04/2014 - 11/06/2014	Javier Mascorro	Deputy CIO	\$421.06	CAD East Coast Users Group Meeting, Richmond, VA	One Time
11/04/2014 - 11/06/2014	Stephen Williams	Chief of Operations	\$473.06	CAD East Coast Users Group Meeting, Richmond, VA	One Time
09/14/2015 - 09/16/2015	Teodros Kavaleri	Chief IT Officer	\$1,317.00	Hands-on Training and Certification, San Francisco, CA	One Time
Total: \$3,857.49					

Date	Employee's Name	Title	Travel Expenses	Justification	Travel Frequency
FY 2016					
10/06/2015 - 10/08/2015	Timothy Ramlogan	IT Infrastructure Program Manager	\$1,899.44	2015 Fall SPOC FirstNet Meeting, Westminster, CO	One Time
Total: \$1,899.44					

- e. A list of the total overtime and workers' compensation payments paid in FY15 and FY16, to date, including the number of employees who received overtime and workers' compensation payments.

Expenditure	FY15	Number of Employees	FY16	Number of Employees
Overtime	\$2,217,486.80	245	\$619,425.15	185
Workers' Compensation	\$80,441.11	21	\$43,041.86	14

5. With regard to the use of communication devices:

- a. What procedures are in place to track which individuals or units are assigned mobile devices (including, but not limited to smartphones, laptops, and tablet computers)? Please include how the usage of these devices is controlled.

Each mobile communication device request is thoroughly reviewed and an appropriate data plan is identified for each user to limit and manage overages. A

Bi-annual review of all data plans is also conducted to help manage usage control.

- b. How does your agency limit the costs associated with its mobile devices?

The OUC runs “zero usage reports” on a quarterly basis; devices with zero usage undergo additional review and based on the outcome, are scheduled for disconnection or are reassigned. Agency Telecom Coordinators (ATC’s) are required to certify telephone numbers twice a year. Numbers that aren’t certified are included for suspension/ disconnection.

- c. For FY15 and FY16, to date, what was the total cost including, but not limited to, equipment and service plans for mobile communications and devices?

The FY 15 budget for Wireless was \$469,105.26. The FY 16 budget for Wireless is \$1,063,451.21, with \$130,730 spent to date.

The wireless budget for FY16 was adjusted by 126% because the OUC absorbed close to 950 accounts from MPD and FEMS in FY15. Accounts from MPD and FEMS were transferred to the OUC to manage MDC (Mobile Data Computer) devices for MPD and FEMS.

6. Please provide a chart showing your agency’s approved budget and actual spending, by division, for FY15 and FY16, to date. In addition, please describe any variance between fiscal year appropriations and actual expenditures.

SEE ATTACHMENT

7. For FY15 and FY16, to date, please list all intra-District transfers to or from the agency.

SEE ATTACHMENT

8. For FY15 and FY16, to date, please identify any special purpose revenue funds maintained by, used by, or available for use by the agency. For each fund identified, provide: (1) the revenue source name and code; (2) the source of funding; (3) a description of the program that generates the funds; (4) the amount of funds generated by each source or program; and (5) expenditures of funds, including the purpose of each expenditure.

SEE ATTACHMENT

9. Please list each contract, procurement, lease, and grant (“contract”) awarded, entered into, extended, and option years exercised, by your agency during FY15 and FY16, to date. For each contract, please provide the following information, where applicable:

- a. The name of the contracting party;
- b. The nature of the contract, including the end product or service;

- c. The dollar amount of the contract, including budgeted amount and actually spent;
- d. The term of the contract;
- e. Whether the contract was competitively bid;
- f. The name of the agency's contract monitor and the results of any monitoring activity;
and
- g. Funding source.

SEE ATTACHMENT

10. For FY15 and FY16, to date, please list any purchase card spending by the agency, the employee making each expenditure, and the general purpose for each expenditure.

SEE ATTACHMENT

11. Please list all memoranda of understanding (MOU) entered into by your agency during FY15 and FY16, to date, as well as any memoranda of understanding currently in force. For each, indicate the date entered and the termination date.

Agency	FY15 Date MOU Entered	FY15 Termination Date
DCRA	10/1/2014	9/30/2015
Serve DC	10/1/2014	9/30/2015
DDOE - LIEHAP	10/1/2014	9/30/2015
DDOE - 311	10/1/2014	9/30/2015
OCME	10/1/2014	9/30/2015
DHS	10/1/2014	9/30/2015
ABRA	10/1/2014	9/30/2015
DCTC	10/1/2014	9/30/2015
DPW	10/1/2014	9/30/2015
DBH	10/1/2014	9/30/2015
DCHA	10/1/2014	9/30/2015
DCPS	10/1/2014	9/30/2015
DCPL	10/1/2014	9/30/2015
DGS	10/1/2014	9/30/2015
DOC	10/1/2014	9/30/2015
DYRS	10/1/2014	9/30/2015
DCOA	10/1/2014	9/30/2015
DCWater	10/1/2014	9/30/2015
FEMS	10/1/2014	9/30/2015

DDOT	10/1/2014	9/30/2015
DOH	10/1/2014	9/30/2015
DYRS	10/1/2014	9/30/2015
HSEMA	10/1/2014	9/30/2015
OCTO	10/1/2014	9/30/2015

Agency	FY16 Date MOU Entered	FY16 Termination Date
DDOE - LIEHAP	10/1/2015	9/30/2016
OCTO	10/1/2015	9/30/2016

12. Please list the ways, other than memoranda of understanding, in which the agency collaborated with analogous agencies in other jurisdictions, with federal agencies, or with non-governmental organizations in FY15 and FY16, to date.

The OUC is an active participant with the Council of Governments. In particular, the agency sits on a number of public safety communications subcommittees, including the 911 Directors Committee, the Fire, EMS and Police Communications subcommittee, and the WMATA Systems and Communications Improvement Working group.

In addition, the OUC, FEMS and MPD meet regularly, often weekly, to discuss issues related to their respective agencies. The OUC also supports citywide and regional IT initiatives such as CAD TO CAD sharing, radio interoperability efforts and through the deployment of the radio cache for major events.

The OUC has begun the planning for creating a “users group” for district agencies our 311 operations serve. This group will meet with 311 management to ensure we are optimizing our services and processes with these agencies and their objectives. We will also capture information needed for our call takers to correctly collect information from callers and/or direct them to the proper departments to assist them.

13. Please describe any anticipated spending pressures for FY16. Include a description of the pressure, the estimated amount, and any proposed solutions.

The agency is currently projecting a spending pressure in the overtime budget of \$506,149. The 911 Operations staffing plans require 17 call takers and 19 dispatchers, per shift, during peak hours of operations. Overtime hours have been being used to support minimum staffing levels. At the end of FY15, the agency hired 13 call takers that were released to Operations in the second quarter of FY16. The agency anticipates that this

supplement will reduce the need for overtime hours. Further, the agency has requested additional funding to increase the overtime budget and personnel.

14. Please list all currently open capital projects, including an update on all capital projects under the agency’s purview in FY15 and FY16, to date, including the amount budgeted, actual dollars spent, and any remaining balances. In addition, please provide:
- a. An update on all capital projects begun, in progress, or concluded in FY14, FY15, and FY16, to date, including the amount budgeted, actual dollars spent, and any remaining balances.

Fiscal Year	Project	Budgeted Amount	Amount Spent or Obligated	Balance, if any
FY14	UCC UPS Replacement (including warranties)	\$247,000	\$247,000	\$0
FY14	HVAC replacement	\$300,000	\$300,000	\$0
FY14	911 Backup Center ATS	\$70,000	70,000	\$0
FY14	PSCC UPS upgrade	\$425,000	\$425,000	\$0
FY14	FEMS Radio Replacement	\$4,000,000	4,000,000	\$0
FY15	Infrastructure upgrades to the secondary Pepco power feed	\$6,600,000	\$6,237,000	\$363,000
FY15	Mobile Data Computer Upgrades	\$12,400,000	12,400,000	\$0
FY15	IT LAN/WAN network upgrade	\$2,450,000	\$2,450,000	\$0
FY15	UCC Chiller replacement	\$900,000	\$900,000	\$0
FY15	311 system upgrade	\$925,000	\$925,000	\$0
FY16	NG911 Upgrade	\$3,700,000	\$3,520,000	\$180,000
FY16	Switchgear replacement	\$300,000	\$300,000	\$0
FY16	Radio system redundancy	\$460,000	\$460,000	\$0
FY16	Radio sites environmental	\$1,200,000	\$1,200,000	\$0
	Total	\$33,977,000	\$33,434,000	\$543,000

- b. An update on all capital projects planned for FY16, FY17, FY18, FY19, FY20, and FY21.

NG911 Call Center Enhancement –

- **FY16 - Next Generation 911 system upgrade – replace aging call taking and call processing equipment. Expected go live end of Calendar year 2016**

- c. Do the capital projects begun, in progress, or concluded in FY14, FY15, or FY16 to date have an impact on the operating budget of the agency? If so, please provide an accounting of such impact.

There will be ongoing maintenance for the NG911/NG311 initiative. Support will include 911 location database management, interoperability functionalities with neighboring jurisdictions, NG911 call handling, CAD integration and radio enhancements.

15. Please provide, as an attachment, a list of all budget enhancement requests (including, but not limited to, capital improvement needs), for FY15 and FY16, to date. For each, include a description of the need and the amount of funding requested.

The OUC did not request budget enhancements for FY15.

16. Please list, in chronological order, every reprogramming in FY15 and FY16, to date, that impacted the agency, including those that moved funds into the agency, out of the agency, and within the agency. Include the revised, final budget for your agency after the reprogramming for FY15 and FY16. For each reprogramming, list the date, the amount, the rationale, and the reprogramming number.

SEE ATTACHMENT

17. Please list each grant or sub-grant received by your agency in FY15 and FY16, to date. List the date, amount, and purpose of the grant or sub-grant received.

Year	Index Code	PCA	Approved Budget	Project Title
2016	1UCU4	UC4U1	10,000.00	FY14 Radio Cache (NCR Radio Cache)
			45,000.00	
	1UCU4 Total		55,000.00	
	1UCU5	UC5U1	22,872.00	FY15 Radio Cache (NCR Radio Cache)
			142,075.00	
	1UCU5 Total		164,947.00	
	2UCU4	UC4U2	78,187.39	FY14 CAD Information Sharing
			119,728.00	
	2UCU4 Total		197,915.39	
	2UCU5	UC5U2	225,000.00	FY15 CAD Information Sharing
			75,000.00	
	2UCU5 Total		300,000.00	
	3UCU4	UC4U3	206,048.89	FY15 Radio Interoperability Training
			0.00	

3UCU4 Total	206,048.89
	923,911.28
	923,911.28

18. How many FTEs are dependent on grant funding? What are the terms of this funding? If it is set to expire, what plans (if any) are in place to continue funding?

None of the FTEs employed by the Office of Unified Communications are dependent on grant funding.

19. Please list all pending lawsuits that name the agency as a party. Please identify which cases on the list are lawsuits that potentially expose the city to significant financial liability and/or will result in a change in agency practices, and the current status of the litigation. Please provide the extent of each claim, regardless of its likelihood of success. For those identified, please include an explanation about the issues involved in each case.

There are no pending lawsuits that name the agency as a party.

20. Please provide the total number of administrative complaints or grievances that the agency received in FY15 and FY16, to date, broken down by source. Please describe the process utilized to respond to any complaints and grievances received and any changes to agency policies or procedures that have resulted from complaints or grievances received.

Administrative Complaint or Grievance		
Source	FY15	FY16
EEO	2	3
OEA	3	0
OLRCB	1	0
OHR	0	2
Grievance	0	1
Total	6	6

For EEO and OHR complaints, the process requires the parties to first state whether they are willing to engage in mediation. Next, the agency submits its response to the factual allegations of the complainant. If the issue is not resolved informally through mediation, then the EEO or OHR investigator investigates the allegations and issues a determination. Each of the matters listed above for EEO and OHR were either dismissed with no findings, or are currently being processed. As a result, no policy changes have been deemed necessary. For OLRCB grievances, the agency liaises with OLRCB to attempt to resolve the matter. If the matter cannot be settled, and the issue is subject to arbitration, OLRCB and the Union select an arbitrator and proceed to arbitration. The one OLRCB matter listed below is an unfair labor practice claim filed with PERB. In such cases, OLRCB represents the agency before the Board. As that matter is still pending, it has not produced any changes to agency policies or procedures. For OEA matters, the agency had a practice of referring these matters to the Office of the Attorney General for a period during FY15 while the General Counsel was transitioning to another agency. One of the OEA matters

was resolved by settlement. Another OEA matter was dismissed by OEA for lack of jurisdiction. In the final matter, an agency Reduction in Force was overturned by default for failure to answer the complaint. As the merits of the case were not reached, and OEA issued no findings about the sufficiency of the RIF, no agency policies or procedures were changed.

21. Please list and describe any ongoing investigations, audits, or reports on the agency or any employee of the agency, or any investigations, studies, audits, or reports on the agency or any employee of the agency that were completed during FY15 and FY16, to date, along with the agency's compliance or non-compliance with any recommendations.

- **NTSB – WMATA Incident – January 2015**

- **The OUC has been fully cooperative in the NTSB's investigation of this incident. The preliminary report issued by the NTSB did not include any recommendations for the OUC. However, the OUC has implemented the following:**

- **Provided WMATA with a 10 digit telephone number which, instead of ringing at the supervisor's desk, rings directly to a 911 call taker;**
- **Created a call taker worksheet that supports the processing of calls received from WMATA employees regarding WMATA incidents;**
- **Coordinated additional roll call training opportunities for OUC call takers with FEMS;**
- **Perform weekly radio testing in Metro tunnels and platform areas;**
and
- **Began participating in meetings with WMATA's Office of Emergency Management.**

A final report is expected to be published in the near future.

- **2015 E911/311 Fund Audit of Financial Statements**

- **The audit resulted in no material findings.**

- **Office of Inspector General – (Confidential) Special Evaluation of Four Incidents with Delayed Response**

- **This evaluation is ongoing.**

22. Please provide, as an attachment, a copy of the agency's FY15 performance plan. Please explain which performance plan objectives were completed in FY15 and whether or not they were completed on time and within budget. If they were not, please provide an explanation.

SEE ATTACHED

23. Please provide, as an attachment, a copy of your agency's FY16 performance plan as submitted to the Office of the City Administrator.

SEE ATTACHED

24. Please provide the number of FOIA requests for FY15 and FY16, to date. Include the number granted, partially granted, denied, and pending. In addition, please provide the average response time, the estimated number of FTEs required to process requests, and the estimated number of hours spent responding to these requests.

SEE ATTACHED

25. ;Please provide a list of all studies, research papers, reports, and analyses that the agency prepared, or contracted for, during FY15 and FY16, to date. Please state the status and purpose of each. Please submit a hard copy to the Committee.

E911 Wireless Calls Routing Optimization and Consulting Services. The purpose of this initiative is to gather and analyze empirical call data for wireless service provider (WSP) cellular towers providing E911 service in the District of Columbia. This analysis is ongoing.

This scope seeks support in the following three main areas to support 911 wireless location accuracy for the District of Columbia:

- i. E911 Reporting and Analytics package: including call summary, abandoned call analysis, call handling, and parsed call data display.**
- ii. Data visualization Dashboards: including near real-time and playback call location by cell tower and sector**
- iii. Wireless 911 optimization: provide a technical overview and identify technical routing errors in the District's wireless telecommunication infrastructure including detailed monthly analysis and reporting. Work is in progress to initiate call routing corrections with the Big-4 wireless carriers; AT&T Mobility, Sprint PSC, T-Mobile and Verizon Wireless.**

OUC Operational Analysis and Consulting Services. This analysis is ongoing.

- i. Provide the OUC with a thorough analysis of the "As-Is" state of the OUC, an operational vision for the OUC, and the technologies and business processes needed to attain the documented vision. In addition, the strategic plan shall provide a breakdown of the costs / cost drivers associated with current and envisioned services and functions of the OUC. The strategic plan shall serve as a critical tool in evolving the OUC as a leader in emergency and non-emergency communication services.**

26. How does the agency solicit feedback from customers? Please describe.

Since October 2012, the Office of Unified Communications has been a participant in the District's Grade.DC program. This program enables our customers to rate our performance and offer feedback through the completion of short online surveys. Utilizing the data collected from these surveys and via our social media accounts, the OUC receives a daily assessment of our performance and a monthly overall grade. This allows the agency to pinpoint areas where improvement is needed. In addition, customers that complete the surveys are asked for their contact information which we use to personally engage with them. This is particularly useful when we receive negative feedback so that we can provide resolution to the issues presented.

Methods of soliciting customer participation in the Grade.DC program include the following:

- **311 customer service representatives invite customers to participate the survey at the conclusion of each call**
- **Customers in queue hear messaging that explains the Grade.DC program**
- **Agency representatives provide handouts to participants of community events and meetings**

Prior to migrating to our new CRM powered by Salesforce, OUC created a 311 Super User Focus Group. Two focus group sessions were offered at the John A. Wilson Building on April 13, 2016 to announce our upcoming enhancements to the new citizen portal and mobile application, and to solicit feedback from our most active 311 users. Our staff provided a demo of the new product and solicited additional feedback through a short survey. The event was well received and participants were appreciative of the opportunity to offer meaningful input prior to product launch.

a. What has the agency learned from this feedback?

- **We have learned that the public views the OUC, particularly 311 as a provider of outstanding service. A number of our 311 customer service representatives have repeatedly received glowing accolades for their provision of service.**
- **We have also learned that OUC should explore ways of better defining its role in city services for the public. Often the negative feedback we receive is related to the actual service provided by our partners.**
- **Further, we have learned that closing out service request tickets prematurely by our partners remains an ongoing problem though this issue seems to have decreased in FY15.**
- **Lastly, we have learned that there is a growing population of residents who enjoy tweeting city service issues and requests, and utilizing the mobile app for reporting city service issues.**

b. How has the agency changed its practices as a result of such feedback?

- **Customers noted that the 311 call tree was too long and complicated. In response we shortened the basic option messages and added a new one that provides a message with more detailed instructions that callers can select to listen to.**
- **Increased opportunities to engage directly with customers through the Grade.DC program gave us the opportunity to better define OUC's role and limitations in resolving city service issues for the public.**
- **Customers complained that their addresses were not populating correctly on the 311 mobile application. In response, OUC worked with OCTO to ensure that the new Salesforce powered platform had better mapping in the Master Address Repository (MAR).**
- **Customers complained that they were getting insufficient communication regarding the closing of their 311 service requests. In response, OUC ensured that the new Salesforce powered platform would require our service partners to include justification for the closure of service requests.**
- **The agency used the data-based performance metrics to create an employee recognition program to acknowledge our agency's top performers.**

Personnel

1. Please separately list each employee whose salary was \$100,000 or more in FY15 and FY16, to date. Provide the name, position number, position title, program number, activity number, salary, and fringe. In addition, state the amount of any overtime or bonus pay received by each employee on the list.

SEE ATTACHMENT

2. Please list in descending order the top 25 overtime earners in your agency in FY15 and FY16, to date. For each, state the employee's name, position number, position title, program number, activity number, salary, fringe, and the aggregate amount of overtime pay earned.

Office of Unified Communications									
TOP 25 - FY 2016 OVERTIME EARNERS BY EMPLOYEE									
Agency Code	Fiscal Year	Program Number	Activity Number	Employee Name	Position Number	Position Title	Salary	Fringe	Overtime Pay thru 12/31
UCO	16	2000	2010	Abrha,Nebeyeluel A	00014410	Telecomm Equip Operator - Bili	58,069.00	16,491.60	18,531.85
UCO	16	2000	2020	Miller,Alfreda E	00032019	Dispatcher	66,916.00	19,004.14	17,656.01
UCO	16	2000	2020	Johnson,Victoria M	00023028	Dispatcher	73,500.00	20,874.00	17,332.57
UCO	16	2000	2020	Brown,Sharane H	00018117	Dispatcher	73,500.00	20,874.00	15,989.78
UCO	16	2000	2020	Marable,Michael M	00022757	Dispatcher	73,500.00	20,874.00	15,936.78
UCO	16	2000	2010	Oliver,Alice M	00027113	Telecomm Equipment Operator	59,601.00	16,926.68	15,232.83
UCO	16	2000	2020	Williams,Tracey P	00019135	Dispatcher	73,500.00	20,874.00	14,239.77
UCO	16	2000	2020	Brown,Crystal L	00023182	Dispatcher	73,500.00	20,874.00	13,657.57
UCO	16	2000	2020	Ramsey,Christa J	00017203	Dispatcher	66,916.00	19,004.14	13,341.38
UCO	16	2000	2020	Williams,Michelle P	00032025	Dispatcher	73,500.00	20,874.00	13,251.20
UCO	16	2000	2020	Serpas,Dominga D	00019348	Dispatcher	73,500.00	20,874.00	12,509.13
UCO	16	2000	2020	Tasker,Teresa L	00018439	Dispatcher	68,778.00	19,532.95	12,449.48
UCO	16	2000	2010	Williams,Clarence J	00032213	Telecomm Equipment Operator	58,069.00	16,491.60	12,203.59
UCO	16	2000	2020	Velasco,Ana M	00007934	Dispatcher	73,500.00	20,874.00	11,942.05
UCO	16	2000	2020	Poole,Lora A	00018346	Dispatcher	73,500.00	20,874.00	11,802.40
UCO	16	2000	2020	Jenkins,Kelly	00023795	Dispatcher	73,500.00	20,874.00	11,430.52
UCO	16	2000	2010	Akinsola,Aladegoke E	00019453	Telecomm Equipment Operator	61,133.00	17,361.77	10,594.68
UCO	16	2000	2020	Sanford, Virginia G	00012153	Dispatcher	68,778.00	19,532.95	9,566.93
UCO	16	2000	2020	Johnson,La Quencey c	00021171	Asst Watch Commander	76,366.32	21,688.03	9,509.08
UCO	16	2000	2020	Gadsden,Alton T	00046702	Asst Watch Commander	80,277.19	22,798.72	9,365.05
UCO	16	2000	2020	Jones,Sharon L	00026494	Telecomm Equipment Operator	62,665.00	17,796.86	9,279.24
UCO	16	2000	2020	Johnson Stewart,Veronica A	00026738	Dispatcher	77,576.00	22,031.58	8,285.37
UCO	16	2000	2020	Millard,Ava O	00026953	Dispatcher	73,500.00	20,874.00	8,268.75
UCO	16	2000	2010	Darby,Alita B	00025934	Telecomm Equipment Operator	61,133.00	17,361.77	8,229.44
UCO	16	2000	2020	Knox,Debbie Ann	00036698	Dispatcher	74,364.00	21,119.38	8,205.07
AGENCY GRAND TOTAL							\$1,749,141.51	\$496,756.19	\$308,810.51

3. For FY15 and FY16, to date, please provide a list of employee bonuses or special award pay granted that identifies the employee receiving the bonus or special pay, the amount received, and the reason for the bonus or special pay.

Employee Bonuses	
FY15	-0-
FY16	\$13,954.13 – Retirement Incentive

4. Please provide each collective bargaining agreement that is currently in effect for agency employees. Please include the bargaining unit and the duration of each agreement.

Office of Unified Communications and National Association of Government Employees Service Employee International Union Local R3-05

- **Bargaining Unit: All telephone operators, dispatchers, trainers, radio shop employees, communications technicians and clerical staff of the Office of Unified Communications excluding managers, supervisors, confidential employees, or any employee engaged in personnel work other than in a purely clerical capacity**

- **Original duration was through September 30, 2010; duration was extended due to bargaining for a successor agreement, which is close to execution.**

5. Does the agency conduct annual performance evaluations of all its employees? Who conducts such evaluations? What steps are taken to ensure that all agency employees are meeting individual job requirements?

Yes, individual performance evaluations are conducted for all active agency employees. Evaluations are conducted by each individual’s immediate supervisor. To ensure that all employees are meeting individual job requirements, supervisors develop individual employee performance plans and meet with employees regularly to review their individual goals and critical indicator results. In addition, a mid-year and year-end performance review is conducted with each active employee.

6. Please provide a breakdown of personnel by division according to gender, race, and ethnicity.

SEE ATTACHED

7. Please provide the monthly attrition rates for each month in FY15 and FY16, to date.

FY2015		Separations	Filled Positions	Attrition Rate
Oct	2014	4	286.3	1.40
Nov	2014	4	283.8	1.41
Dec	2014	1	281.8	0.35
Jan	2015	4	284.3	1.41
Feb	2015	3	305.3	0.98
Mar	2015	3	301.5	1.00
Apr	2015	3	300.8	1.00
May	2015	2	300.8	0.66
Jun	2015	2	297.8	0.67
Jul	2015	2	295.3	0.68
Aug	2015	2	292.3	0.68
Sep	2015	2	291.3	0.69
FY2016		Separations	Filled Positions	Attrition Rate
Oct	2015	2	304.3	0.66
Nov	2015	0	300.3	0.00
Dec	2015	0	302.3	0.00
Jan	2016	1	304.3	0.33

Agency Operations

1. Please list each new program implemented by the agency during FY15 and FY16, to date. For each initiative please provide:
 - a. A description of the initiative;
 - b. The funding required to implement to the initiative; and
 - c. Any documented results of the initiative.

Text-to-911

Text-to-911 deployment is to fulfill a FCC mandate for telecommunication providers (TSPs) who use telephone numbers to route text messages, to deliver applicable location information for any Text-to-911 notifications, to a PSAP.

The OUC deployed an interim solution for Text-to-911 through a pilot program with the Big-4 wireless carriers. The Big-4 are AT&T Mobility, Sprint PCS, T-Mobile and Verizon Wireless. The interim solution was launched with existing OUC infrastructure through a web browser method. This also resulted in no additional funding necessary to deploy the pilot program. The purpose of the pilot program was to test functionalities of text-to-911 and to assess operational needs to support Text-to-911.

The end state for a Text-to-911 solution will be through a CAD integrated NG911 call handling solution that will enable text-to-911 and 911 voice calls to be responded in the same ACD (Automatic Call Distributor) queue. This solution will also enable Transferring of Text-to-911 to neighboring PSAPs/jurisdictions, and vice-versa.

NG311

NextGeneration311

The OUC's plan to enhance and improve the District's 311 services is through a NG311 plan. The plan includes a replacement with a robust and redundant 311 Customer Record Management (CRM) platform. This reliable cloud based platform is compliant with OCTO security network requirements, FedRAMP certified, and is a next generation grade enhanced city service that will enhance customer user experience.

The 311 CRM platform provides the OUC with the flexibility to develop and manage agency applications, manage a bevy of service request types, build communities, enhanced data interoperability, including real time dashboards. Text-to-311 is a component of NG311. The OUC is currently testing and plan to deploy Text-to-311 in March/April 2016. The OUC currently supports 12 agencies on this platform, 300 licenses and over 280 agency-users.

2. Please explain the impact on your agency of any legislation passed at the federal level during FY15 and FY16, to date, which significantly affected agency operations. If regulations are the shared responsibility of multiple agencies, please note.

There was no federal legislation in FY15 or FY16, to date, that significantly affected agency operations.

3. Please list all regulations for which the agency is responsible for oversight or implementation. Please list by chapter and subject heading, including the date of the most recent revision.

There are no regulations for which the agency is responsible for oversight or implementation.

4. Please identify all electronic databases maintained by your agency, including the following:
 - a. A detailed description of the information tracked within each system;
 - b. **The age of the system and any discussion of substantial upgrades that have been made or are planned to the system; and**
 - c. Whether the public can be granted access to all or part of each system.

Database Type	Database	Purpose	System Age	Planned or Completed Replacement
911	AVAYA IQ/CMS	The Avaya contains performance statistics for the system. The public does not have access to this database; only select OUC personnel and contractors have access to this data. The Call Management System (CMS) database displays call statistics.	90 days	FY16
911	ECaTS	This database contains call records and statistics. The public does not have access to this database.	5	Late FY16/Early FY17
911	PSN	This database contains call records and statistics. The public does not have access to this database.	1	FY20
911 and 311	911/311 Audio Recording	This database contains 911/311 recordings. The public only has access to this data upon the submission of a FOIA request.	3.5	Late FY16/Early FY17
311	CRM Data	This database contains 311 service requests and other data. The public does have access to most of the data in this database.	1	FY20
IT	IT Trouble Ticket Systems	This database contains IT trouble tickets and an inventory of IT assets. The public does not have access to this database.	2	Managed by OCTO
IT	Asset Management	This database contains IT trouble tickets and an inventory of IT assets. The public does not have access to this database.	2	Managed by OCTO

CAD	CAD Database	Computer Aided Dispatch (CAD) data is stored in the CAD database. Because this data often contains Personally Identifiable Information, the OUC only provides the public with access upon submission of a FOIA request.	2	FY21
Radio	Radio System Database	Contains multiple data bases including RF sites, Dispatch Consoles, Radios & Talk group information and radio GPS. The public does not have access to this database.	3	FY21
IT	QuickBase	Agency internal operational tracking	N/A	Managed by OCTO

5. Please identify any statutory or regulatory impediments to your agency’s operations, including any outstanding legislative requirements of the agency (e.g. implementation of rulemakings).

There are no statutory or regulatory impediments to the OUC’s operations.

6. Please discuss the agency’s approach to training.

a. How many in-person training programs took place in FY15 and FY16, to date?

The Office of Unified Communications is committed to employee development. In FY 15, 22 in-person training programs were held for OUC existing employees, 30 for 911 call taker and dispatcher trainees, and eight (8) for 311 trainees.

In FY 16 to date, 30 in-person training programs were held for 911 call taker trainees and 10 for existing employees.

b. Please provide outcomes of any training.

Twenty-one new 911 hires completed classroom and chair-side instruction and participated in a graduation ceremony in FY15. Thirteen additional new hires recently completed training and have been released to Operations as well.

Additional OUC training outcomes include certification or recertification for employees.

c. What training deficiencies, if any, did the agency identify during FY15 and FY16?

The following training deficiencies have been identified:

1) The need for a full-time dedicated training staff within the agency. Full time training staff (on and off the floor) would increase agency outcomes, such as the

creation and customization of curricula, hands-on training, and the development of manuals and guides.

2) Ability to provide more robust remedial training program for 311 and 911 employees who are returning to work after leaves of absence or who may require specialized or customized training programs to build or enhance required skills.

- d. Please provide OUC's training schedule for new hires and on-board call takers (both 911 and 311) during FY15 and FY16, to date.

New Hire Training:

311 - New 311 employees received six (6) weeks of training or 256 hours and two (2) weeks of supervised call handling. The training program included the following:

- **Agency and DC Government Overview and Orientation**
- **DMV—title and registration, parking, suspensions, boot, towing, etc.**
- **DDOE**
- **Customer Care**
- **TRU**
- **311 Geography**
- **Workstation Systems/Application Training**
- **DC Government Training Requirements: Ethics, Language Access, GLBT**

911 - New 911 employees received ten weeks or 392 hours of training.

The training program included the following:

- **Agency and DC Government Overview and Orientation**
- **DC Government Training Requirements: Ethics, Language Access, GLBT**
- **Nationally Certified Dispatch Instruction: Police, Fire, and Emergency Services - Protocols and Software (Priority Dispatch)**
- **Nationally Certified Courses: Basic Public Safety Telecommunications, and Active Shooter Incidents**
- **CPR**
- **Geography**
- **Customer Service**
- **Telephony**
- **Smart 911**
- **OUC's Continuity of Operations Plan**
- **Computer Aided Dispatch (CAD)**
- **311 and Telephone Reporting Unit: Roles, Responsibilities and Coding**
- **D.C. Code**
- **National Incident Management**
- **Additional targeted and scenario-based training related to OUC and public safety partner codes, policies and procedures**
- **Required Online Courses: Conflict Resolution, Diversity, and Suspicious Activity Reporting (SAR)**

- Ride-a-longs with agency partners—Police, Fire, and Emergency Medical Services
- 320 hours of chair-side instruction from Communications Training Officers (CTOs)

In addition, new recruits rotate on both a.m. and p.m. shifts in order to experience performance trends (*i.e., call volume, types, and time of day*).

Dispatch trainees, after being trained as a “Universal” Telecommunications Equipment Operators, receive an additional 80 hours of classroom and 400 hours of chair-side instruction.

Continuing Education – FY 15:

22 Continuing Education Courses

- Health and Wellness in the Dispatch Center
- CPR Certification/Recertification
- DMV Training for New Hires
- Sentinel Training
- 311 Operations Overview
- Advanced EMD Certification
- Advanced EFD Certification
- Advanced EPD Certification
- Active Shooter Incidents Certification
- Public Safety Telecommunicator I Certification
- Communications Center Supervisor
- Communications Training Officer
- Resume Building and Interviewing Skills
- 311Force Training
- Cobalt Training for TRU employees
- EMD Quality Assurance Certification
- Customer Service in Public Safety Communications Centers Certification
- DOEE Energy Assistance
- Language Access
- EFD Quality Assurance Certification
- EPD Quality Assurance Certification
- ProQA software and advanced EMD, EPD, EFD scenarios

Continuing Education - FY 16 to date:

10 Continuing Education Courses

- Language Access, Civil Rights for Employees,
- Core Certification Courses for EFD and Quality Assurance for EMD for 911 employees
- CPR
- WALES is in progress

- **DMV Ticket Training and Refresher for 311 employees**
- **CAD Train-the-Trainer for CTOs and IT personnel**
- **CIO (Crisis Intervention Officer) Train-the-Trainer for two of our CTOs**
- **Compression Only CPR**

7. Does the agency's command center qualify for national certification?

The agency itself is not nationally certified, however, our 911 employees are Nationally Certified as Emergency Dispatchers. In FY14, the agency began the process of becoming certified by APCO under the APCO – P33 Training Program Certification. One of the initial steps in this process is for all emergency operations front line employees to obtain the APCO Public Safety Telecommunicator designation. Accordingly, nearly all of the agency's Emergency Operations employees were trained by the end of FY15.

1. Why are medical calls dispatched over two channels?

All DCFEMS calls are dispatched on one main channel. After the units are dispatched, the units switch to another frequency depending on the type of call and location of call. EMS calls in NE/SE utilize one channel after dispatch and EMS calls in NW/SW utilize a different channel. This is done to minimize the amount of radio traffic on a particular channel, allowing units to effectively and efficiently communicate with each other and with dispatch.

8. Has the agency implemented Phase 2 cell phone data location capability? If not, why not?

1. What shortcomings has the agency experienced as a result of not implementing Phase 2 cell phone data location capability?

The OUC completed deployment of Wireless Phase-II with the Big-4 wireless carriers (AT&T Mobility, Sprint PCS, T-Mobile and Verizon Wireless) more than 10-years ago. If for any reason location data does not display or comes in via Phase I, call takers are trained to rebid (or retransmit / refresh) to get an estimated latitude / longitude of the caller via Phase II.

9. Please detail the status of the following projects:

a. **Underground Commercial Power Feed to UCC;**

This project adds an underground commercial power feed from a grid other than the one currently servicing the Unified Communications Center (UCC). It will reduce the facility's exposure to disrupted commercial power. The facility houses the OUC's emergency and non-emergency call centers, HSEMA's Emergency Operations Center (EOC), and serves as the Mayor's Disaster Hub in incidents of natural and man-made disasters.

This project is being managed by the Department of General Services, with an estimated completion date of 2Q2016.

- b. IT and Communications Upgrades – IT LAN/WAN architecture;**
The OUC is working with OCTO DCNET to enhance and upgrade the IT LAN/WAN infrastructure. The enhancement will enable the OUC to replace outdated network elements and provide a fully redundant and highly scalable and reliable network infrastructure. The network will also enable the OUC to implement deliver a quality and secure communication and connectivity between agencies and for inter-agency traffic, provide the road map for Next Generation 911 Interoperability and provide future business requirements for voice and video applications over IP multimedia services, such as, Voice over IP (VoIP), WLAN access points, IP surveillance cameras, and other IP technology devices.

- c. Integration of Citywide Security Cameras with CAD system;**
This project includes connecting security cameras and other complementary systems to the CAD system for use by both dispatchers/call takers as well as units in the field.

This project has not started.

- d. Mobile Data Terminal Upgrades and Licenses;**
This project included procuring new MDC hardware and associated application licenses to replace end of service devices currently in use by the DC Public Safety fleet, which includes MPD and FEMS.

This project is complete.

- e. Next Generation 9-1-1;**
This project will be implemented in a phased approach. The OUC will implement NG911 with a CAD integrated 911 call handling and 911 call routing replacement towards the end of calendar year 2016. The NG911 plan for the OUC will include a NG911 interoperability with neighboring jurisdictions in 4Q2017, and implement components for i3 routing shortly thereafter. Next Generation 911 integrated call handling equipment will enable the District of Columbia to include the 911 call handling and the ability to receive text messages and video in emergency situations from callers.

- f. Design and Coordination of Public Safety Wireless Network (FirstNet);**
This project consists of supporting the design and coordination for implementing a public safety dedicated broadband network in collaboration with the FCC and the Commerce Department thru FirstNet. FirstNet recently issued a RFP for a vendor. This is a multi-year, collaborative initiative with various public safety entities at local, state and federal levels.

- g. Upgrade of power backup system at communications sites;**

This project will refresh and replace aging radio communication sites backup power equipment including generators and UPS (10 sites). The estimated completion date for this initiative is proposed for 3Q2016.

h. PSCC reconfiguration/enhancements;

This project includes redesigning the PSCC to accommodate 911 and 311 operations in a long-term COOP situation. The redesign of the PSCC would enable the accommodation to support (double) 311 call-taker workstation positions than currently possible. Equipment upgrades and other enhancements will occur as well. A complete architectural and engineering assessment has been completed.

i. Fire Radio fleet replacement;

This project involved the replacement of 1000 front line FEMS radios to P25 Phase 2.

This project is complete.

j. MPD Mobile VPN and Mobile Router project;

This project consisted of deploying mobile router solutions for the District's frontline first response units. This will allow for a greater number of wireless devices to be connected and thus increase officer safety as well as improve response times.

This project is complete.

k. Capital Enhancements of the Secondary PSAP site

The OUC replaced three (3) unreliable Automatic Transfer Switches (ATS) at the Public Safety Communications Center (PSCC). In addition, the OUC replaced aging and unreliable utility switchgear, generator switchgear, generators, critical cooling system and implemented Building Automation System (BAS) at the Public Safety Communications Center (PSCC). ATS was replaced in FY14. Main switch gear will be replaced by March 2016.

10. Please explain the auditing process for fees associated with the 1630 and 1631 funds.

- a. Please provide a full accounting of the E911 Fund for FY14, FY15, and FY16, to date. A full accounting includes the starting balance and revenues, itemization by source of funding (e.g. E911 tax revenue, interest earned, transferred from the consumer protection fund, etc.), a list of expenditures, and current balance.

SEE ATTACHMENT

11. Please indicate how the agency has implemented the 2015 recommendations of the Deputy Mayor for Public Safety and Justice's *Report on 1309 Rhode Island Ave., Ne: January 25, 2015*, including:

- a. Dispatching protocol;
- b. In service refresher training;
- c. Technology updates;
- d. Status updates; and
- e. A review of the entire dispatch process.

Dispatching protocol – When a call is dispatched to a unit through the Fire Station Alerting System, it is done through a computerized automated standard voice. The call is audible over the station alerting system and heard throughout the fire house. A scroll bar reader board publishes the call so that it is visible as well as audible. At the same time, an electronic message is sent to the iMobile lap top computer that is in every FEMS apparatus. Any updates to assignments in iMobile are accompanied by an audible alert as well as a color change reflecting the updated information. The unit hears the dispatch and signals “En route” via the iMobile system within the vehicle.

In addition to the above notifications mentioned above, dispatchers now also verify the address with the unit over the radio. Also the units are required to repeat the destination address back to the dispatcher to ensure that the unit has the correct address.

In service refresher training – Additional training continues to be provided to all call takers and dispatchers at OUC. This training focuses on targeting update buttons and adding notes and comments to event slips. This helps ensure that information is properly communicated to the assigned units from the dispatcher.

Technology updates – OUC has worked with the vendor to see what changes can be made to the iMobile system so that updates are more noticeable to the individuals in the vehicle.

Status updates – Previously, once a call had been dispatched, dispatchers were not responsible for checking on the status of the unit to see if the unit had left the station or arrived on scene. Dispatchers are now responsible for orally checking on the status of any unit taking more than two minutes to leave the station and eight minutes to arrive on scene. Dispatchers must also update CAD with “AOS” (Arrived on Scene), after it is voiced.

Review of entire dispatch process - A taskforce chaired by the previous Deputy Mayor for Public Safety and Justice, including key stakeholders from FEMS, OUC and outside subject matter experts convened regularly to analyze the dispatch process. OUC and FEMS continue their collaborative efforts by meeting on a regular basis to improve and ensure a more seamless dispatch process.

12. What are the agency’s top five priorities? Please provide a detailed explanation for how the agency expects to achieve or work toward these priorities in FY16.

Operations Staffing and Adequate Coverage

OUC's mission is to provide efficient and responsive emergency and non-emergency communications services for the District of Columbia's public safety agencies, as well as over a dozen agencies that provide basic city services to both our residents and visitors. Steadily over the years, along with the increase in the city's population and requisite call volume, the OUC has seen its workload related to the demand for 911/311 services grow. Until very recently, operations staffing levels have not seen enough positive movement to keep pace with this surge. The center is now trending at over 3 million calls received annually. On a "busy" day, this means that our 911 staff is taking close to 4500 calls; 311, close to 5,000. Maintaining a laser-like focus on carrying out our mission, we must also take aggressive steps toward ensuring that our center continues to adequately handle its workload without jeopardizing customer service and expeditiousness.

This fiscal year, funds were reprogrammed to accommodate the onboarding of staff to address the predicted continual rise in calls for service. In particular, this needed onboarding supports 911 Operations staffing and affords the division more flexibility to offer varied and frequent opportunities and modes of training. I am confident that this will result in more adept management of the rising volume and help bolster our center's performance in keeping with industry standards. We will also more deeply assess our current 311 Operations to measure its workload/output ratio and prepare for the further expansion of its portfolio. Key in the systematic approach being taken in broadening the operation's scope is ensuring that performance is not compromised, but enhanced, and remains on par with both industry standards and customer expectation.

Agency-wide Employee Development

The OUC's lack of a structured training program was identified during FY14 and partially addressed with the institution of a full time training position within the Administration Division of the agency. However, while the agency has seen some improvement with regard to employee development, with 300+ employees, the need for a more vigorous, well rounded and comprehensive program is obvious. Specifically, we are prioritizing the establishment of a training approach that formalizes and indoctrinates intensive new employee training, certification upkeep, quality assurance, and continuing education, with particular focus on customer service, geography, interagency and intra-agency relationship building and business and emotional intelligence. In the coming year, we will pair formalizing training and quality assurance with the introduction of best practices by dedicated staff that focuses on curriculum building, training delivery, quality assurance monitoring and professional development support for the entire agency. This will allow the center to evolve and maintain a work environment that is by all accounts productive, the ultimate result being gold standard performance across all of the agency's key performance indicators.

Recently, the OUC has faced challenges related to call processing and dispatch handling. More often than not, these issues have been raised by external sources. The incorporation of a quality assurance program that enables the agency to be proactive in identifying problem areas and combating them before they spiral, is key. As such, the agency's new training approach, coupled with more formalized performance monitoring, places the

agency a step ahead in honing in on issues, identifying any noncompliance, recognizing positive performance and identifying trends and regressions.

Effective and Efficient Call Processing

Emergency communications have evolved over the last decade; best practices have been revised and replanted. Enhanced 911 has become the legacy framework and we are now gearing up for Next Generation 911. 911 centers across the globe are encountering a new generation of incoming call types. We are at the onset of the need for rapid location accuracy, better call interrogation and reliable call to dispatch. The ultimate goal is the right balance of expeditiousness and accurate information gathering. As the OUC embraces this transitioning environment, we will take special care to thoroughly evaluate our current methods of call taking and dispatching. As such, we will focus on ensuring that our techniques are in line with national standards and account for the public's expectations about how services should be provided.

To begin, the agency's 911 Operations team will conduct a top to bottom analysis of current protocols, honing in on specific concerns including those around caller interrogation and information verification, where efficiencies in call processing can be found and whether any outdated or obsolete processes are in place. The agency will engage subject matter experts; from call takers to upper management. Led by the Director, this workgroup will benchmark with similar PSAPs and seek innovative tools, whether technological or agent applied, to assist in streamlining the call management process. We will also solicit and welcome input from our public safety partners and stakeholders in ensuring that the continuum of incident response is not hampered by any of our procedures.

Community Outreach/Engagement

The District's 911/311 call center, which receives over 3 million calls for service annually, is staffed by highly skilled, dedicated and professional call takers and dispatchers. While not minimizing the errs of our operations, in the coming months we will take a more active stance on highlighting externally the many successes we can claim on a daily basis. Accordingly, the agency's public affairs team has been tasked with more proactively engaging the community and finding innovative ways to solicit their feedback. In the future, we look forward more open dialogue with stakeholders, rolling out a citizen engagement academy, hosting open houses and focus groups, as well as sharing targeted public service announcements and more. We recognize that an important component in enhancing the general public's perception of the agency is aggressive outreach and education, as well as strengthening the relational tie with our stakeholders and partners. This means that we will be focused on opening the channels of communication, being as transparent possible and working diligently all the while to build trust.

Critical Infrastructure Funding

OUC carries a critical technological responsibility for the District, particularly related to public safety communications. These essential communication programs and systems include the maintenance of over 8,000 radios for multiple agencies, mobile data computers, a complex computer aided dispatch system, as well as the management and procurement of a number of other highly specialized systems, applications and equipment. Historically, the

agency has relied on annual revenue collections and the remaining SPR fund balance to support its operating budgets. To be clear, SPR funds are collected through a special purpose tax imposed on carriers of telephone services. Well documented changes in the wireline landscape have directly caused a decline in the generation of revenue supporting the fund. While the center has been able to support its operating budget with SPR funds, the E911 Fund balance will soon be depleted. In fact, after FY17 the SPR fund balance will be fully depleted. Annual SPR collections (approximately \$11M) do not support the annual operating budget. The current variance is between \$7-8M per year.

In the coming year, we will continue to look at newly introduced industry mandates, trends and the evolution toward NG911/311, while seeking the commitment of funds to remain aligned with the proper upgrade, replacement and maintenance schedule necessary for uninterrupted continuity of programming.

13. In table format, please provide the number of 911 calls dispatched to the wrong location or for the wrong purpose in calendar year 2015 and calendar year 2016, to date. Group the calls by Fire, EMS, or MPD, and cause for error.

	2015	2016	Cause for Error
Fire	2	1	Call taker failed to follow procedure
Medical	2	0	Call taker failed to follow procedure
Police	1	0	Call taker failed to follow procedure

14. Please provide, as of January 31, 2016, the number of 911 universal call takers and the number of 911 call taker vacancies.
- In FY15, how many 911 universal call takers were transferred, resigned, or otherwise left the agency? Please also provide this information for FY16, to date.
 - How many universal call takers currently are trained, but not active? If any, please explain why they are not active.

As of January 31, 2016		
Total Universal Call Takers	137	
911 Telecommunication Operator Vacancies	2	
	FY15	FY16
Transferred	3	0
Resigned/Terminated	17	0
Left the Agency	6	0

The agency has 2 Universal Call Takers that are not currently active, both of whom are on extended leave associated with Workers Compensation matters.

15. Please provide the average number of call takers on duty per shift and the average number of calls taken by each individual for that shift. Please itemize each month in FY15 and FY16, to date, by 911 and 311 calls.

SEE ATTACHMENT

16. How many 911 bilingual call takers and dispatchers does the agency employ?

The agency employs 22 bilingual call takers and dispatchers.

- a. Please categorize each number by language spoken.

**Amharic – 2
 Farsi – 1
 Spanish – 18
 Yoruba – 1**

- b. Please detail how each bilingual dispatcher is deployed by shift.

	Schedule 1		Schedule 2	
	12 Hour	8 Hour	12 Hour	8 Hour
Days	5	4	6	3
Evenings	N/A	4	N/A	5
Nights	6	3	5	3

- c. Does the agency believe it has adequately accommodated callers who are not English-language speakers? If so, please explain how.

In addition to on-site interpretation, by speed dial, operators have immediate access to Language Line Solutions (LLS). LLS provides interpreters, over-the-phone in more than 200 languages, with priority call placement for 9-1-1 services.

17. What is the procedure for a call taker if there are no available police, fire, or EMS units for dispatch?

In the event an MPD dispatcher does not have an available unit to dispatch for a pending request, the dispatcher will check the board to make sure all units have been timed checked and cleared from previous runs. If the board is accurate, the dispatcher will then attempt to reroute a unit that is assigned to a report for the pending priority incident. If those

options are exhausted, the final option is to raise an official over the air to assist with unit availability.

In the event a FEMS dispatcher does not have an available unit to dispatch for a pending request, the dispatcher will check the board to make sure all units have been timed checked and cleared from previous runs. If the board is accurate, the dispatcher will request a unit from the closest jurisdiction to the pending incident for transport or assistance. An EMS supervisor is notified at this point so that their respective hospitals can be checked for unit availability.

- a. How often does this occur?

The OUC handled over 1.4 million calls and dispatched resources for just under 1 million incidents in FY15. Call volume is dependent on a number of variables including weather and time of day. Therefore, it is difficult to predict when there may be a period of time when there are no available units. However, to address this situational concern, the Operation devised and follows the process outlined above.

- 18. For each month in FY15 and FY16, to date, please provide the total number of 911 calls abandoned, answered, answered within five seconds, and calls dispatched.

Interval	Arrivals	Handles	Abandons	% Abandons	Avg. Abandon Dur.
Oct 2014	120,858	117,361	3,429	3%	00:00:13
Nov 2014	106,376	104,317	2,006	2%	00:00:12
Dec 2014	108,508	106,357	2,089	2%	00:00:12
Jan 2015	107,131	104,944	2,106	2%	00:00:11
Feb 2015	98,150	95,879	2,221	2%	00:00:11
Mar 2015	115,545	112,595	2,895	3%	00:00:12
Apr 2015	122,643	118,562	4,008	3%	00:00:15
May 2015	135,637	129,282	6,262	5%	00:00:16
Jun 2015	136,906	129,750	7,094	5%	00:00:15
Jul 2015	143,843	136,378	7,397	5%	00:00:16
Aug 2015	136,107	130,618	5,435	4%	00:00:15
Sep 2015	129,895	125,323	4,526	3%	00:00:14
Summary	1,461,599	1,411,366	49,468	3%	00:00:14

Interval	Arrivals	Handles	Abandons	% Abandons	Avg. Abandon Dur.
Oct 2015	127,750	125,176	2,538	2%	00:00:11
Nov 2015	115,975	113,638	2,308	2%	00:00:12
Dec 2015	115,262	113,761	1,465	1%	00:00:12
Jan 2016	95,589	93,742	1,808	2%	00:00:24
Summary	454,576	446,317	8,119	2%	00:00:14

- 19. For FY15 and FY16, to date, please provide the incremental average answer times for 311 calls.

Interval	Accepts	0 - 5	6 - 10	11 - 15	16 - 20	21 - 30	31 - 45	46 - 60	> 60
Oct 2014	59,923	24,758	1,685	1,417	1,243	2,183	2,715	2,313	23,609
Nov 2014	52,435	31,418	1,517	1,280	1,163	1,909	2,249	1,861	11,038
Dec 2014	54,583	30,591	1,468	1,262	1,186	2,241	2,780	2,122	12,933
Jan 2015	63,306	32,694	1,770	1,412	1,320	2,161	2,626	2,276	19,047
Feb 2015	60,237	35,745	1,625	1,394	1,333	2,202	2,666	2,189	13,083
Mar 2015	70,503	36,624	1,831	1,627	1,552	2,638	3,259	2,817	20,155
Apr 2015	64,780	36,227	1,647	1,453	1,361	2,453	2,972	2,415	16,252
May 2015	61,185	38,054	1,493	1,240	1,190	2,127	2,483	2,065	12,533
Jun 2015	66,550	27,596	1,582	1,524	1,418	2,694	3,393	2,894	25,449
Jul 2015	62,087	22,648	1,215	1,151	1,034	1,948	2,603	2,194	29,294
Aug 2015	54,083	23,911	1,057	986	933	1,762	2,357	2,125	20,952
Sep 2015	50,203	30,741	1,099	1,052	928	1,664	2,166	1,737	10,816
Summary	719,875	371,007	17,989	15,798	14,661	25,982	32,269	27,008	215,161

Interval	Accepts	0 - 5	6 - 10	11 - 15	16 - 20	21 - 30	31 - 45	46 - 60	> 60
Oct 2015	49,441	28,214	1,146	917	912	1,589	1,934	1,510	13,219
Nov 2015	44,210	21,260	936	888	790	1,551	1,878	1,566	15,341
Dec 2015	42,268	16,808	933	796	692	1,241	1,545	1,371	18,882
Jan 2016	49,557	16,995	1,309	1,113	947	1,511	1,663	1,297	24,722
Summary	185,476	83,277	4,324	3,714	3,341	5,892	7,020	5,744	72,164

20. Please describe how the agency improved collaboration among the Fire and Emergency Medical Services Department and the Metropolitan Police Department in FY15 and FY16, to date.

The assigned Liaisons for MPD and FEMS continue to meet two to three times a week with either the 911 Operations Manager or the Chief of Operations Manager to discuss policy changes, dispatch changes, complaints, roll call refreshers, upcoming events in the city and other ways of fostering working relationships.

21. For each month in FY15 and FY16, to date, please provide the agency's average (mean, median, or mode) answer time for 911 and 311 calls.
- a. Please also provide a chart indicating average times in which 911 calls were dispatched. Calculate the time starting with the call taker answering the call to the time the responder was dispatched (NOTE: Please do not calculate the call was sent to dispatch).

SEE ATTACHMENTS

22. How does a call taker or CAD prioritize urgency of medical calls when multiple calls are waiting for transport?

Call takers process medical calls utilizing emergency medical dispatch. This system prioritizes the call based on how the caller responds to questions related to the incident.

Each CAD event type has a priority assigned to it and the dispatcher utilizes this information to prioritize the incident and response plan that has been created by FEMS.

23. Please provide in table format the number of complaints related to 911 services in FY15 and FY16, to date.
- a. Indicate how many rose to the level of joint investigation.
 - b. Include the category of each complaint.

SEE ATTACHMENT

24. Please provide in table format the number of complaints related to 311 services in FY15 and FY16, to date.
- a. Indicate how many rose to the level of joint investigation.
 - b. Include the category of each complaint.

SEE ATTACHMENT

25. Please provide a chart indicating all 311 calls in FY15 and FY16, to date, categorized by the agency requested.
- a. How does OUC ensure that call takers are referring the caller to the correct agency?

The agency regularly performs quality assurance monitoring on calls to 311 to make sure customer service representatives are following correct standards and procedures for processing each call, including referring callers to the correct agency.

FY15

Servicing Agency: - (1,140 records)
Servicing Agency: CFSa (2,339 records)
Servicing Agency: DCRA (94 records)
Servicing Agency: DDOE (244 records)
Servicing Agency: DDOT (133,990 records)
Servicing Agency: DDS (298 records)
Servicing Agency: DMHHS (34 records)
Servicing Agency: DMV (12,769 records)
Servicing Agency: DOH (2,450 records)
Servicing Agency: DPR (30 records)
Servicing Agency: DPW (140,019 records)
Servicing Agency: DYRS (3,787 records)
Servicing Agency: FEMS (1,483 records)
Servicing Agency: ORM (603 records)
Servicing Agency: OUC (33,724 records)
Servicing Agency: SNOW (2,383 records)
Grand Totals (335,387 records)

FY16

Servicing Agency: - (86 records)
Servicing Agency: CFSa (664 records)
Servicing Agency: DC-ICH (38 records)
Servicing Agency: DDOE (34 records)
Servicing Agency: DDOT (28,362 records)
Servicing Agency: DDS (76 records)
Servicing Agency: DMV (4,541 records)
Servicing Agency: DOEE (102 records)
Servicing Agency: DOH (726 records)
Servicing Agency: DPW (59,967 records)
Servicing Agency: FEMS (551 records)
Servicing Agency: ORM (167 records)
Servicing Agency: OUC (7,158 records)
Servicing Agency: OUC - SNOW (69 records)
Servicing Agency: Serve DC (6,393 records)
Grand Totals (108,934 records)

26. Regarding replacement of equipment:

- a. Please describe OUC's replacement schedule for its 911 communications equipment and its 311 communications equipment.

Replacement schedules are based on shelf life of hardware and equipment, including necessary warranties and software licenses for applications and the OUC's public safety grade network.

- b. Does OUC budget for future replacements? If so, where are these funds located (e.g. the E911 Fund, the capital budget)? Please explain what is reserved, and why.

Yes, the OUC does budget for future replacements. Funding sources include SPR, Capital, and sub-grant funding. The OUC actively participates in the Capital Budget request process and provides a list of the critical needs. The OUC adheres to the OCFO and OCP's finance and procurement processes in relation to financing projects.

27. What other jurisdictions have call volume comparable to the District's?

Many jurisdictions benchmark with the District for its unified call center model for both 911 and 311. However, in regard to 311, agency program services provided by call centers vary across the country. San Francisco, CA, for example, takes service requests for their local utility companies. Additionally, some 311 call centers process non-emergency police calls, whereas in the District, these call types are handled by 911 call takers. For that reason it is difficult to list comparable 311 centers.

Jurisdictions that have 911 call volume comparable to the District are Fairfax County, Virginia, Prince George's County, Maryland, Indianapolis, Indiana and San Francisco, California.

- a. What strategies is the agency employing to reduce call volume?

The 311 Operation took 1.8 million calls in FY15. OUC has identified high call drivers and integrated additional 311 service request types into its IVR or call management system; for example, the broken parking meter repair hotline which enable users to enter a request without having to interact with a 311 agent. We have also embraced social media trends, activating @311DCGov, the OUC's Twitter account, to interact, respond, educate, and troubleshoot citizen concerns. In addition, the DMV call tree has been streamlined to enhance the customer experience and decrease frustration related to single call resolution. We have also increased the 311 online offerings with our new Salesforce powered CRM to provide

varied and convenient access to service through both an improved citizen portal and the mobile application, DC311.

The 911 Operation took 1.4 million calls in FY15. The District participates in the Automated Security Alarm Protocol program (ASAP) This program automates 911 alarm call delivery directly to dispatchers thru CAD by-passing 911 call takers which helps reduce call handling time, call volume reduction, and potential errors in data entry.

In FY16 the agency will air PSAs that provide overviews of both the 311 and 911 Operations and highlight NG911 and 311 which will feature text

b. What public education programs will OUC create to manage emergency call misuse?

In FY15 the agency made aggressive efforts to engage with the public via social media, through its website and through participation in nearly 100 community events and activities. Also during the fiscal year, the agency worked with a vendor to secure still images and videos and also to develop scripting and conduct interviews for 3 PSAs; agency overview, 911 Operations and 311 Operations overviews. These PSAs will discuss use and misuse of both numbers. The agency anticipates airing the completed PSAs in FY16.

28. How will OUC, FEMS, and the new ambulance private transport vendor handle call reception and dispatch, including scene operations and quality assurance? Please discuss in detail OUC's role in the implementation of the contract, including dispatch protocol differences, personnel, and costs.

FEMS is the lead agency on the ambulance private transport project. The OUC is acting in a support role and is actively collaborating with FEMS on their efforts to flesh out details about related dispatch protocols.

29. How is OUC integrating MPD officers, and FEMS firefighters and EMS providers to complete joint training classes with OUC public call takers and dispatchers?

OUC integrates FEMS and MPD officers in learning about call-floor operations. New recruits sit chairside with OUC's call taker and dispatcher Communications Training Officers. FEMS and MPD recruits are able to listen to calls and view how they are processed and services dispatched. They are provided with a tour of OUC and given an overview of the roles and responsibilities of personnel. Similarly, OUC call taker and dispatcher trainees visit and receive instruction at the FEMS and MPD academies and in the field on the roles and responsibilities of personnel, specialized units, and apparatus. OUC employees are required to be certified in police, fire, and emergency services. FEMS and MPD personnel are invited to complete these training programs with OUC call takers and dispatchers. Additionally, the training coordinator and operations manager work with

MPD and FEMS academy and liaison personnel to engage in training opportunities that support enhanced cooperation, understanding, and communication. Most recently, OUC call takers and dispatchers received compression only training from our FEMS partners and OUC CTOs participated in a MPD academy class on the Crisis Intervention Officer program.

30. What are the agency's current requirements for the following:

a. Continuing education classes;

Forty-eight (48) CDEs are required of 911 employees to maintain certification. Employees are required to participate in daily roll call sessions where refresher, resource, or new policy and procedural training is provided. Some FY15 topics included ProQA Protocols, Text to 911, Metro Drill Information, CAD location update, and Active Shooter. Also, 911 employees participate in IT system/application refreshers.

b. Training; and

New Hire 311- Six weeks of classroom instruction and two weeks of supervised call handling

New Hire 911 – Ten weeks of classroom instruction and up to 12 weeks of on-the-job (chair-side) training for call taking, with an additional two weeks of classroom instruction for dispatching, and up to 12 weeks of on-the-job training

Remedial training is customized, based on individual needs, but currently includes on-the-job coaching and mentoring.

c. Certification.

Certifications for 911

- **CPR**
- **Emergency Medical Dispatch**
- **Emergency Fire Dispatch**
- **Emergency Police Dispatch**
- **Active Shooter Incidents**
- **Public Safety Telecommunicator I**
- **WALES**
- **Communications Training Officer is a certified course requirement for targeted subject-matter experts from 911. Future expansion to 311 Operations is planned.**
- **Customer Service**

Certifications for 311

- Customer Service
- AIRS (Alliance Information Referral Standards) “211” (*not required but is beneficial to employees and provided at no cost by United Way as their funding allows*)

31. Do call takers and dispatchers participate in hands-on training requirements?

Call Takers and Dispatchers participate in hands-on training, which is a requirement in the new hire training programs as well as a key component of remedial and refresher training. More specific examples of trainings that require hands on activity are Compression Only CPR, Mouth to Mouth CPR, WALES, and Priority Dispatch training for Police, Fire and Medical certifications

32. How often are the APCO International personnel working with employees, specifically those who are not trainees?

Communications Training Officers, certified through APCO International, provide targeted one-on-one coaching and mentoring to peers. They have also been utilized to assist in providing existing employees with refresher training on call classification. These CTOs also work with new employees to help introduce them to the call process, work flow of dispatching and understanding the Priority Dispatch protocols.

33. Do you have concerns about implementing a smartphone application that can alert and summon residents trained in cardiopulmonary resuscitation (CPR) to begin resuscitation efforts while medical services providers are en route to an emergency event?

FEMS is the lead agency on this project. OUC’s IT Division remains actively engaged with FEMS’s IT Division as this application is explored and is providing support on the development of a strategy for possible implementation.

34. Does OUC have a mechanism by which call takers are updated on recently constructed infrastructure, and in particular, new housing stock?

OCTO DCGIS makes routine updates to ensure address validation. Related updates to the 911 CAD system take place every 90 to 180 days. GIS In-service Overview Training is routinely provided to all 911 call takers and dispatchers during roll calls.

35. Are universal call takers useful, or is it purely a staffing benefit?

Universal call takers provide several benefits to the agency. The OUC handles all three types of calls for dispatch, fire, police and medical. Call takers must be proficient in all three protocols. Dispatchers have been cross trained and now have to sit in the call taker seat once a week to remain proficiency. Recently, the UCT has afforded the Operation with the flexibility to move dispatchers to call taker positions to support the management of the increased call volume. Further, Universal call takers are particularly useful because a

large number of incidents require dual dispatch for police/fire and medical services. This skill enables a single employee to move forward on processing all call types, eliminating the delay involved in transferring from a single skilled call taker to another single skilled call taker.

36. When was the last time the CAD system was updated?

The last time the CAD system was updated was 12/2/15.

37. How many questions are asked before dispatching units to the scene?

Five to six questions (within the initial 30 seconds) are asked before the call is sent for dispatch, depending on information provided by the caller. Immediate dispatch is initiated when CPR instructions need to be given, reports of a drowning or a person on fire. In those incidences the address, phone number and “tell me exactly what happened” are the three questions asked.

- a. How has that process been modified in FY15 and FY16, to date?

No modification has been made to the process, however related refresher training is scheduled for all call takers and dispatchers FY16.

38. How does OUC address stress-related issues for call takers and dispatchers?

The OUC understands the notion of secondary trauma. As a result, we have an active employee assistance program through INOVA Health, which offers a myriad of counseling services (via phone or onsite) in areas such as work-life, wellness, and Rapid Response Critical Incident. The OUC provides unrestricted employee access to a “Quiet Room”; which provides a calm yet peaceful environment for decompression, away from the call floor. In addition, supervisors routinely monitor employee behavior at the conclusion of high risk events, such as infant death, suicides, injured officer/fireman, multi-fatality incidents, etc. Employees are given additional break times, as needed. Also, in an effort to properly equip all OUC personnel, the OUC has partnered with the Department of Behavioral Health to participate in a train-the-trainer, for ‘Anticipate, Plan and Deter’, a resiliency self-help on-line tool.

39. In early 2015, a toddler choked and the closest available unit was not dispatched. What internal review did OUC conduct of the call taker and dispatcher involved in the incident? What procedures, if any, were modified as a result of that event?

The OUC conducted an internal review of actions taken by all staff involved in the management of this incident. The OUC found that Priority Dispatch protocols were followed by both the call taker and dispatcher without fault. Specifically, the information received was triaged as required and the proper classification was made and appropriate response plan was activated. No procedures were modified as a result of that event.

40. Which recommendations were implemented as a result of the “Final Investigative Report Concerning DC Fire and Emergency Medical Services Department Response to Warren Street, N.W., CS-15-0010”?

The OUC was not found to be at fault in the Warren Street incident and no recommendations were provided to the agency in the report. However, the agency is working to support modifications that FEMS has pursued. Specifically, OUC dispatchers have been advised to perform secondary follow ups on paramedic engine companies in support of the protocols followed by the FLOs.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Karima Holmes', written in a cursive style.

Karima Holmes
Acting Director