February 22, 2023

The Honorable Brooke Pinto Chairperson
Committee on the Judiciary
Council of the District of Columbia
1350 Pennsylvania Avenue, N.W.
Washington, DC 20004

Dear Chairperson Pinto:

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.

Thank you for the opportunity to provide prehearing responses to your questions related to the Office of Unified Communications' FY22 performance.

Sincerely,

Heather McGaffin
Acting Director

A. ORGANIZATION AND OPERATIONS

1. Please provide a complete, up-to-date **organizational chart** for the agency and each division within the agency, including the names and titles of all senior personnel. Please include an explanation of the roles and responsibilities for each division and subdivision within the agency.
    ▪ Please include a list of the employees (name and title) for each subdivision and the number of vacant, frozen, and filled positions. For vacant positions, please indicate how long the position has been vacant.
    ▪ Please provide a narrative explanation of any changes to the organizational chart made during the previous year.

ATTACHMENT

Office of the Director -The Office of the Director is responsible for planning, organizing, and promoting programs that enhance and expand emergency and non-emergency customer service functions to the District of Columbia and its surrounding jurisdictions. It directs the development and overall operation of the OUC, establishes all related policies and procedures, and ensures agency alignment with the Deputy Mayor for Public Safety and Justice and the Mayor.

Office of the Chief of Staff - Under the direct supervision of the Director, this office is responsible for assisting the Director in guiding and managing the overall strategic direction and success of the Agency. This office is also expected to exercise originality and initiative in carrying out responsibilities. It ensures that the various divisions within the organization achieve agreed-upon goals while maximizing opportunities to achieve the mission of the agency. It provides oversight of both internal and external communications as well as agency budget and purchasing activities. It also manages the practical implementation of programmatic and technological enhancements of new programs between internal agency divisions and external agency partners.

Public Information and Community Outreach Division - The primary function of Public Information and Community Outreach Division is to serve as OUC's media liaison and frequently as the official communications division for the agency. Working with the Director, operational staff, and subject matter experts within the organization, the division responds to all press inquiries in a timely and informative fashion. In addition, the division identifies potential news items involving the agency and/or its personnel and works to gain the attention of news media. It develops promotional messaging and maintains the agency's social media strategy and itinerary. It serves as primary liaison between the agency and the Executive Office of the Mayor (EOM) Communications staff to keep EOM informed of emerging and on-going matters. The division serves on various citywide task forces designed to develop strategy and direction in communications activities and coordinate special events, such as press conferences, open houses, and community meetings, as assigned by the Director.

Office of the Chief Information Officer - The Technology Division provides centralized, District-wide coordination and management of public safety and other city services communications technology, including voice radio, 911/311 telephony, computer aided dispatch systems (CAD),

citizen interaction relationship management (CIRM) systems, mobile data computing systems (MDC) and other technologies, including wireless and data communication systems and resources.

In addition, the Division develops and enforces policy directives and standards regarding public safety and non-public safety communications; operates and maintains public safety and non-public safety voice radio technology; manages building facilities that support public safety voice radio technology and call center technology; and reviews and approves all agency proposals, purchase orders, and contracts for the acquisition of public safety voice radio technology and call center technology systems, resources, and services.

<u>Office of the Chief of 911 Operations</u> - Reporting directly to the Director, this office is responsible for the day-to-day planning, design, development, and coordination of all emergency operations, including the following:

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

Office of the Chief of 311 Operations - Reporting directly to the Director, this office is responsible for the day-to-day planning, design, development, and coordination of all police and fire/EMS non- emergency and city services, including the following:

<u>311 Operations Division</u> - The 311 Operations Division is the access point for residents and visitors requiring DC government services and/or information. This division supports the submission of scheduled service requests such as trash removal, pothole repair, bulk trash pick-ups, and recycling collection through a number of platforms, including telephone, web, and mobile applications. Users can also engage with the division to report a missed scheduled service, inquire about city agency phone numbers and hours of operation, and pursue other customer service-related items. To be clear, the OUC is not responsible for the provision of city services. Instead, the city agencies that provide such services have service-level agreements which outline the expected level of

performance for each request type. Accordingly, the 311 Division serves as a one- stop conduit for convenient access to methods of requesting services from partner agencies and following up on their status. Furthermore, the 311 Division does not close service request tickets; this is the responsibility of the respective agency. 311 Operations recently implemented a police non-emergency option. Residents and visitors of the District can now call 311 to report all police non-emergencies. The OUC and MPD define a non-emergency call as any call related to an incident that does not pose an immediate threat to the safety of individuals and/or incidents that occurred at least one hour before the initial request for police assistance is made.

Office of the Chief of Professional Standards - The Office of Professional Standards and Development (OPSD) is responsible for the training of new employees as well as continuing education and developmental training for incumbent employees from call takers to management. This division is also responsible for quality assurance and performance improvement.

OPSD develops, implements, and coordinates training with industry associations, partnering agencies, as well as internal departmental divisions. Training is conducted strategically to maintain a functional workforce that yields effective and efficient services to the citizens and visitors of the District. In addition, the division identifies shortfalls and best practices through a thorough Quality Assurance program. This identification allows for the agency to develop employees and programs that best address any quality improvement needs. The combination of training and quality assurance ensures that agency goals and objectives are met. The Office directs the activities of the Transcription Division, which serves as the custodian of records and utilizes highly specialized archival systems to research files related to all 911 and 311 communications. The purpose of this research is to provide audio files and other data to partnering local and federal government agencies, as well as the general public. Transcriptionists often testify in court on behalf of the agency to authenticate 911 calls and/or to explain event chronologies in both criminal and civil proceedings under direct examination by OAG and USAO attorneys.

Office of the Chief of Administration - This office is responsible for independently planning, designing, developing, coordinating, and directing the oversight of all administrative functions including human resources, payroll, and personnel administrative programs supporting the management staff and other personnel employed in the agency. In addition, Administrative Services oversees the employee performance management system, new employee onboarding, and policy adherence for OUC personnel.

Office of the Chief of Special Operations and Investigations - This office is responsible for managing special projects that include but are not limited to executive investigations, curriculum development and extensive research and data analysis to assess suitability of new initiatives that will potentially have considerable impact on agency-wide operations. The nature of this work is confidential and highly complex and requires the compilation of detailed reports, presentations and other documents that can be used by the Agency Director to make critical decisions directly related to carrying out the agency's core mission.

Office of the General Counsel - This office is responsible for managing the agency's legal affairs and the staff assigned to perform legal work. The overall function is to provide comprehensive legal service, counsel, recommendations, reviews and opinions regarding all functions and activities, both programmatic and administrative.

*The only change to the organizational chart made during the previous year is the addition of the Office of the General Counsel.

2. Please list each **new program** implemented by the agency during FY 2022 and FY 2023, to date. For each initiative please provide:
   ▪ A description of the initiative, including when begun and when completed (or expected to be completed);

- The funding required to implement the initiative;
- Any documented results of the initiative.

Alternatives to 911
The Harvard Kennedy School Government Performance Laboratory Technical Assistance Grant was awarded to the Washington, DC Office of Unified Communications and Department of Behavioral Health for the mental health diversion program between OUC and the DBH Access Help Line and Community Response Team initiative. This initiative officially kicked off in September 2022 and will remain active for one (1) calendar year. There was no funding needed to secure this grant and to date the team has seen progress in developing initiatives to be implemented to increase the volume of calls being transferred to the Access Help Line and away from the Metropolitan Police Department dispatch.

T-CPR Certification Program – Each year an estimated 350,000 sudden cardiac arrest (SCA) events occur in the United States in an out-of-hospital environment. Almost all these events result in a call for help to 911. Without quick intervention in the form of cardiopulmonary resuscitation (CPR) and defibrillation, death from SCA is certain. Telecommunicators are the true first responders and a critical link in the cardiac arrest chain of survival; a telecommunicator can make the difference between life and death. The program was initiated in August 2022. The total cost of implementation will be approximately $100,000 and includes the cost of training the workforce.

Emergency Communications Analyst
Personnel detailed to this pilot have been trained to support enhanced coordination and event analysis to ensure that 911 workflows are consistently smooth, from beginning to end. The goal of this pilot is to continue to home in on better ways of handling the complex incidents. Since the launch in January 2023, ECAs have collaborated to ensure efficiency and the proper handling of hundreds of 911 calls. There is no cost associated with the program and the Agency intends to continue the pilot for additional 90-day cycles for the foreseeable future.

SCC Location Accuracy Enhancement
The OUC purchased Intrados' Spatial Command & Control Center (SCC) mapping application to integrate into the OUC Intrado VIPER Power911 call handling system. This mapping solution can provide a shared, precise GIS mapping solution with authoritative GIS data, third-party resources, and powerful search tools, combining all the information needed to locate callers and dispatch services quickly, accurately, and safely. This application is in the pilot phase. This application was funded through an NG911 grant dispersed by the National 911 Office.

311 STORM Telephony System
The OUC migrated to an IP cloud-based voice solution with Content Guru STORM. CG STORM consolidates multiple services (from different DC GOV agencies) onto a single platform. These services include:
- **Call Back Assist / Virtual Hold**
- **Call Recording and Screen Recording**
- **Collaboration between Agents/Supervisors (Chat/IM)**
- **Reporting**
- **SalesForce CTI**
- **Natural Language Processing**
- **SMS Text-to-311**

3. Please provide a complete, up-to-date **position listing** for your agency, ordered by program and activity, and including the following information for each position:
   - Title of position;
   - Name of employee or statement that the position is vacant, unfunded, or proposed;
   - Date employee began in position;
   - Salary and fringe benefits (separately), including the specific grade, series, and step of position;
   - Job status (continuing/term/temporary/contract);
   - Whether the position must be filled to comply with federal or local law.

   Please note the date that the information was collected

   ATTACHED

   We do not have any positions that must be filled to comply with federal or local law.

4. Does the agency conduct annual **performance evaluations** of all of its employees, and was this done in FY 2022? Who conducts such evaluations? What are they performance measures by which employees are evaluated? What steps are taken to ensure that all agency employees are meeting individual job requirements? What steps are taken when an employee does not meet individual job requirements?

   The agency conducts annual performance evaluations of all its employees in accordance with the District's personnel regulations. Note that the agency head and general counsel are subject to a separate evaluation process. The performance measures by which each employee is evaluated are based on their official position and its relationship to the agency Key Performance Indicators (KPIs). The steps that are taken when an employee does not meet individual job requirements include performance discussions between the employee and his/her immediate supervisor to initially identify the areas for improvement. The employee can be given a Performance Improvement Plan (PIP) to facilitate a constructive discussion. The PIP provides the employee with the specific areas where improvement is required and a timeframe between 30 and 90 days to improve.

5. Please list all **employees detailed** to or from your agency, if any. Please 22provide the reason for the detail, the detailed employee's date of detail, and the detailed employee's projected date of return.

   There are no employees detailed to or from the Office of Unified Communications.

6. Please provide the position name, organization unit to which it is assigned, and hourly rate of any **contract workers** in your agency, and the company from which they are contracted.

Contractor	Unit	Vendor	Still Engaged?
Solomon Tadesse	IT	Triage	Yes
Guy Jouanelle	IT	Triage	No
Gavin Suares	IT	Triage	No
Anthony Watkins	IT	PC Net	No
Mathew Theisz	IT	Computer Aid Inc	Yes
Augustine Mathias	IT	Computer Aid Inc	Yes
Bonaventure Orock	IT	Computer Aid Inc	Yes
Samuel Hoover	IT	Computer Aid Inc	Yes
Julio Tchinda	IT	Computer Aid Inc	No
Silpa Joseph	IT	Computer Aid Inc	No
Damion Olds	IT	Computer Aid Inc	No
Total			**11**

*Contractors employed with OUC have been identified and processed through OCTO's workforce pipeline. Rates of pay are not negotiated or known by the agency.

7. Please provide the Committee with:
   - A list of all employees who receive cellphones or similar communications devices at agency expense.
     - Please provide the total cost for mobile communications and devices at the agency for FY 2022 and FY 2023 to date, including equipment and service plans.

FIRST NAME	LAST NAME	EMAIL	TITLE	DCGOV MOBILE TN
Denise	Alexander	denise.alexander@dc.gov	Supervisor	(202) 430-1803
Mathias	Augustine	augustine.mathias@dc.gov		(202) 380-5203
Norman	Bailey	norman.bailey@dc.gov	Manager	(202) 604-2264
Shauntze	Barnett	shauntze.barnett@dc.gov		(202) 430-3967
David	Belt	david.belt@dc.gov		(202) 302-8128
Ricky	Bender	ricky.bender@dc.gov	Supervisor	(202) 510-1172
Bianca	Bennett	bianca.bennett@dc.gov	Supervisor	(202) 281-5905
Daeja	Black	daeja.black@dc.gov		(202) 805-6396
Katrina	Branch	katrina.branch@dc.gov	Supervisor	(202) 549-2126
Rasheena	Brawner	rasheena.brawner@dc.gov		(202) 813-2532
Tipi	Brookins	tipi.brookins@dc.gov	OPSD Chief'	(202) 805-6332
Yasmin	Brown	yasmin.brown@dc.gov		(202) 568-9952
Mia	Brown	mia.brown@dc.gov		(202) 538-2568
Kelly	Brown	kelly.brown@dc.gov	Chief of Staff	(202) 664-7180
Ingrid	Bucksell	Ingrid.Bucksell@dc.gov		(202) 604-7037
William	Burdick	william.burdick@dc.gov		(202) 748-3655
Agustinus	Bustan	agustinus.bustan@dc.gov		(202) 748-3884
Zahid	Chohan	zahid.chohan@dc.gov	Manager	(202) 868-3752
Melvin	Claiborne II	melvin.claiborne@dc.gov		(202) 494-4368
DeReese	Collington	dereese.collington@dc.gov		(202) 538-4230
Latrice	Covington	latrice.covington@dc.gov	QA/QC	(202) 494-4306
Anthony	Covington	anthony.covington@dc.gov	Supervisor	(202) 341-2096
Osha	Daniels	osha.daniels3@dc.gov		(202) 803-3820
Colleen	Dreher-King	colleen.dreher-king@dc.gov		(202) 341-1597
Danielle	Drumgoole	Danielle.Drumgoole@dc.gov		(202) 868-3271
Charles "Chuck"	Drumming	charles.drumming@dc.gov		(202) 803-3372
Dag	Fisseha	dag.fisseha@dc.gov		(202) 236-4928
Robin	Ford	robin.ford@dc.gov		(202) 549-0421
John	Frank III	john.frankiii@dc.gov		(202) 281-6064
Alton	Gadsden	alton.gadsden@dc.gov	Supervisor	(202) 494-0429
Brittany	Galloway	brittany.galloway3@dc.gov		(202) 604-9558
Gina	Gay	Gina.Gay@dc.gov		(202) 430-1233
Camille	Glover	camille.glover1@dc.gov	General Counsel	(202) 570-2451
Brian	Gragasin	brian.gragasin@dc.gov		(202) 748-3901
Ryan	Hall	Ryan.Hall@dc.gov		(202) 281-9602

LaToya	Hansford	latoya.hansford@dc.gov	Manager	(202) 549-6499
Veeda	Harris	veeda.harris2@dc.gov		(202) 441-5192
De-Yan	Harris	deyan.harris@dc.gov		(202) 813-2533
Chanel	Harrison	chanel.harrison@dc.gov		(202) 549-6050
Kevin	Hartwig	kevin.hartwig@dc.gov	Manager	(202) 302-6455
Jordan	Haskell	jordan.haskell@dc.gov		(202) 438-9489
Cherinet	Hirut	hirut.cherinet@dc.gov	Manager	(202) 441-1598
Marlene	Hollins	marlene.hollins@dc.gov	Supervisor	(202) 604-7050
Lolita	Hoover	lolita.hoover1@dc.gov	OFCO-Detailed	(202) 549-5452
Marsha	Hott	marsha.hott@dc.gov		(202) 570-3972
Carla	Howard	carla.howard@dc.gov	Supervisor	(202) 227-8138
Tyrasha	Hubbard	Tyrasha.Hubbard@dc.gov	Supervisor	(202) 805-6417
Isoka	Hudson	Isoka.Hudson@dc.gov		(202) 494-4709
Felix	Igbedior	felix.igbedior@dc.gov		(202) 747-4452
Trayshelle	Jackson	trayshelle.jackson@dc.gov		(202) 868-2966
Ingrid	Jackson	ingrid.jackson@dc.gov	Chief Administrator	(202) 264-9292
Laquenceyer	Johnson	laquenceyer.johnson@dc.gov	Supervisor	(202) 568-9951
Mychelle	Jones	mychelle.jones1@dc.gov		(202) 549-6168
Alexandria	Jones	alexandria.jones@dc.gov	Supervisor	(202) 794-0292
Domingo	Juan	domingo.juan1@dc.gov		(202) 256-8725
Teddy	Kavaleri	Teddy.Kavaleri@dc.gov	Chief IT Officer	(202) 714-3701
Douglas	Kemp	douglas.kemp@dc.gov	OCFO-Detailed	(202) 841-7955
Jason	Lee	Jason.Lee@dc.gov		(202) 430-1937
Selena	MacArthur	Selena.MacArthur@dc.gov	Manager	(202) 603-0202
Vanessa	Marrow	Vanessa.Marrow@dc.gov	Supervisor	(202) 794-2199
Wayne	Matabar	wayne.matabar@dc.gov		(202) 340-8507
Christopher	Mayrant	christopher.mayrant@dc.gov		(202) 340-9317
Heather	McGaffin	heather.mcgaffin@dc.gov	Director	(202) 351-1558
Tadelech	Messgina	Tadelech.Messgina2@dc.gov		(202) 494-1657
Jareco	Middleton	jareco.middleton@dc.gov		(202) 740-4890
Karl	Millard	karl.millard@dc.gov	Manager	(202) 604-7051
Diamond	Milner-Allen	diamond@milner-allen@dc.gov		(202) 594-5604
Maria	Miranda	maria.miranda@dc.gov		(202) 997-5187
Anna	Noakes	anna.noakes1@dc.gov		(202) 805-6395
Sambeth	Norville	sambeth.norville@dc.gov		(202) 441-6456
Jonathan	Peterson	jonathan.peterson@dc.gov		(202) 570-2541
Ben	Petrovic	ben.petrovic@dc.gov		(202) 531-5794
Kevin	Quick	kevin.quick1@dc.gov		(202) 340-7381
Eric	Reist	eric.reist@dc.gov	Chief of Spc Inv	(202) 213-8241
James	Roberts	James.Roberts2@dc.gov		(202) 590-8980
Kipling	Ross	Kipling.Ross@dc.gov	Manager	(202) 868-3521
Evelyn	Ross	evelyn.ross@dc.gov	Supervisor	(202) 230-6599
Danson	Santo	santo.danson@dc.gov		(202) 549-6981
Robin	Scott	robin.scott@dc.gov		(202) 997-4709

Shawn	Shanks	shawn.shanks@dc.gov		(202) 538-9138
Robynn	Sharpe	robynn.sharpe@dc.gov		(202) 549-3835
Brittani	Staunton	brittani.staunton@dc.gov		(202) 302-6001
Denise	Stutson	Denise.Stutson@dc.gov	Supervisor	(202) 664-7221
Gavin	Suares	Gavin.Suares@dc.gov	Manager	(202) 725-7043
Yolanda	Taylor-Weems	Yolanda.Taylor-Weems@dc.gov		(202) 422-2297
Mathew	Theisz	mathew.theisz@dc.gov		(202) 480-5854
Marcellus	Walker	marcellus.walker2@dc.gov	Chief of 311 OPS	(202) 441-8110
Anthony	Watkiss	anthony.watkiss@dc.gov		(202) 215-1187
Donald	West	donald.west@dc.gov		(202) 253-3558
Ra'Sheer	Wilkins	rasheer.wilkins@dc.gov	Manager	(202) 538-3325
Calvin	Williams	calvin.williams@dc.gov	Manager	(202) 604-7043
Ebony	Williams	ebony.wiliams@dc.gov	Supervisor	(202) 281-5870
Clyde	Wilson	clyde.wilson@dc.gov		(202) 384-2952
Racharne	Wims	Racharne.Wims@dc.gov		(202) 748-2893
Jeff	Wobbleton	jeff.wobbleton@dc.gov	Chief of 911 OPS	(202) 257-2766
LaDonna	Wright	ladonna.wright@dc.gov	Supervisor	(202) 794-0342
Shadonna	Zackery	shadonna.zackery@dc.gov	Supervisor	(202) 430-2860
Awash	Zerihun	zeruhin.awash@dc.gov		(202) 344-9382

The total cost of these devices in FY22 through FY23 is approximately $49,600.

▪ A list of all vehicles owned, leased, or otherwise used by the agency and to whom the vehicle is assigned.

Vehicle Make and Model	Location	Tag#	Assignment	Accidents
Toyota Prius	UCC	10233	Administrative	N/A
Toyota Prius	UCC	10152	Administrative	N/A
Toyota Prius	UCC	10224	Administrative	N/A
Toyota Prius	UCC	10151	Administrative	N/A
Dodge Caravan	UCC	10183	Administrative	N/A
Chevrolet Silverado Pick U	UCC	11510	Director	N/A
Dodge Caravan	UCC	10186	Admin/Outreach	N/A
Dodge 15 Passenger van	UCC	10225	Emergency Vehicle	N/A

Chevrolet Silverado Pick U	PSCC	10192	Radio Shop	N/A
Dodge Caravan	PSCC	10188	Radio Shop	N/A
Dodge Caravan	PSCC	10187	Radio Shop	N/A
Dodge Caravan	PSCC	10184	Radio Shop	N/A
Dodge Caravan	PSCC	10185	Radio Shop	N/A
Dodge Caravan	PSCC	5664	Radio Shop	N/A
Dodge Caravan	PSCC	5745	Radio Shop	N/A
Trailer	PSCC	7836	Radio Shop	N/A
Dodge Ram	UCC	12051	THOR Support	N/A
Tractor	UCC	12073	THOR Support	N/A
Chevrolet Yukon	UCC	12052	THOR Support	N/A
Trailer	UCC	12492	THOR Support	N/A
Trailer	UCC	12493	THOR Support	N/A

- A list of employee bonuses or special award pay granted in FY 2022 and FY 2023, to date.

   ATTACHED

   In FY22, employee bonuses were awarded by the Office of the Mayor. I have attached the report detailing the names of the employees who received these bonuses and the amounts. There were no Special Pay Awards granted during the referenced period.

- A list of travel expenses, arranged by employee.

DATE	EMPLOYEE'S NAME	TITLE	TOTAL EXPENSE	JUSTIFICATION
FY 2022				
05/01/2022 - 05/05/2022	Marcellus Walker Jr.	Chief of Operations, 311	$1,917.90	2022 CS Week Engage 311 Conference, Phoenix, AZ
06/12/2022 - 06/15/2022	Heather McGaffin	Deputy Director	$2,354.16	NENA 2022 Conference, Louisville, KY
06/13/2022 - 06/17/2022	Robynn Sharpe	Training Specialist	$234.98	Instructional Presentation and Evaluation Skills, Emmitsburg, MD
06/13/2022 - 06/17/2022	Brittani Staunton	Training Specialist	$234.98	Instructional Presentation and

				Evaluation Skills, Emmitsburg, MD
06/20/2022 - 06/23/2022	Selena MacArthur	CAD/Telecommunications Program Manager	$2,309.98	2022 Hexagon Conference, Las Vegas, NV
06/27/2022 - 07/01/2022	Agustinus Bustan	IT Specialist	$1,536.70	FCC Spectrum Scanning Training, Vero Beach, FL
06/27/2022 - 07/01/2022	Benjamin Petrovic	Electronics Engineer	$1,722.14	FCC Spectrum Scanning Training, Vero Beach, FL
07/05/2022 - 07/12/2022	Veeda Harris	IT Specialist	$1,725.26	World Games 2022, Birmingham, AL
07/11/2022 - 07/18/2022	Felix Igbedior	Electronics Engineer	$2,447.45	World Games 2022, Birmingham, AL
08/06/2022 - 08/10/2022	Karima Holmes	Director	$2,748.63	APCO 2022, Anaheim, CA
08/07/2022 - 08/10/2022	Heather McGaffin	Deputy Director	$1,872.50	APCO 2022, Anaheim, CA
		Total:	**$19,104.68**	

- A list of the total overtime and worker's compensation payments paid in FY 2022 and FY 2023, to date.

   ATTACHED

8. Please provide a list of each **<u>collective bargaining agreement</u>** that is currently in effect for agency employees.

   ATTACHED

   There is only one (1) CBA for NAGE R3-07.

   - Please include the bargaining unit (name and local number), the duration of each agreement, and the number of employees covered.

   National Association of Government Employees (NAGE)/Service Employees International Union (SEIU) NAGE R3-07 Local

- Please provide, for each union, the union leader's name, title, and his or her contact information, including e-mail, phone, and address if available.

   Debbie Hart-Knox (President/National Vice President) NAGE Local R3-07, nage.r307@gmail.com, Debbie.knox16@gmail.com, (301) 675-2017 (Cell); (202) 715-7567 (Office)

- Please note if the agency is currently in bargaining and its anticipated completion date.

   The Agency is not currently in bargaining but anticipates that it may be within the next two (2) years.

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

Dataset Name	Application Name	Dataset Description	Sensitivity Flag	Classification Reason	Update Interval	Dataset Category	Earliest Record Date
Computer Aided Dispatch (CAD) Archive and Production	911 CAD (Computer Aided Dispatch) System	Computer Aided Dispatch (CAD) data is stored in the CAD database. This system tracks public safety events (Metropolitan Police Department, DC Fire EMS, DPW, and TRU) that are agency-originated or originated via a call to 911. In addition, select other agency operations (Telephone reporting unit reports; Department of Public Works tow requests) that are tracked in this database. The archive is updated near real-time and holds historical data.	PII, HIPAA, Other, Non-PII, Criminal Justice Information	The data contains personally identifiable information (PII), protected health information (PHI), and criminal justice information (CJIS). Therefore, the data is also exempt from disclosure under D.C. Code § 2-534(a)(2).	Real-Time/Near Real-Time	Public Safety	01/01/2008
311 City Service Requests	311 Capsule	Data from DC's 311 service request center. They represent all service requests such as abandoned automobiles, parking meter repair, and bulk trash pickup. Requests are received by the Office of Unified Communications (OUC) through the Mayor's Call Center (311 CRM), citizens' web intake at http://311.dc.gov, electronic, mobile, and US mail service, or via other methods of communication.	PII, Other	It contains personally identifiable information (PII) of requesters and is exempt from public disclosure under D.C. Code § 2-534(a)(2).	Real-Time/Near Real-Time	Public Services	12/23/2011
EDX Signal Pro	EDX Wireless Signal Pro	This dataset contains radio tower sites for public safety communications.	Non-PII, Critical Infrastructure Information	This dataset contains information about Critical Infrastructure. Unauthorized disclosure could cause major damage or injury. D.C. Code § 2-534(a)(3)(F) & (a)(15).	Weekly	Utility and Communication	08/28/2017

Union Time Request Application	QuickBase	Database for official communication with Union regarding employee leave requests.	PII, DC Govt Personnel	The data contains personally identifiable information (PII) and is exempt from disclosure under D.C. Code § 2-534(a)(2).	Daily	Administrative and Other Boundaries	04/22/2016
Emergency Call Tracking System (ECaTS)	911 Emergency Call Tracking System (ECaTS)	Emergency Call Tracking System (ECaTS) captures 911 call detail records for 911 calls, texts to 91,1, and SMS citizen messages. In addition, it delivers data reporting for 911 public safety answering points (PSAP) call handling, 911 Call statistics, and call type analysis.	PII, Other	Data contains contact-center analytics with publicly identifiable information (PII), including phone numbers contacting the system and names of personnel associated with call handling. Exempt under D.C. Code § 2-534(a)(2).	Real-Time/Near Real-Time	Utility and Communication	01/08/2014
Key Management Facility (KMF)	Radio Key Management Facility (KMF)	Encryption data for push-to-talk radios and talk groups radios are associated with. Includes a web app for reporting.	Non-PII, Critical Infrastructure Information	This dataset contains information about Critical Infrastructure. Unauthorized disclosure could cause major damage or injury. D.C. Code § 2-534(a)(3)(F) & (a)(15).	Weekly	Utility and Communication	09/04/2017
OUC IT Management Portal	QuickBase	IT Management Database. It contains information on planning, spending, budgeting, vendors, leave requests, radio tracking, building info, and project assignments.	PII, Other, Non-PII, Critical Infrastructure Information	The data contains personally identifiable information (PII) and Critical Infrastructure information. Exempt under D.C. Code § 2-534(a)(2) & (a)(15).	Daily	Administrative and Other Boundaries	10/01/2012
MOSCAD - Motorola Supervisory Control and Data Acquisition	Radio System	Reporting on historical simple network management protocol network events (SNMP traps) for environmental devices in ASTRO Digital Solutions Motorola radio system.	Non-PII, Critical Infrastructure Information	This dataset contains information about Critical Infrastructure. Unauthorized disclosure could cause major damage or injury. Exempt from public disclosure under D.C. Code § 2-534(a)(3)(F) & (a)(15).	Weekly	Utility and Communication	09/01/2010

911 Neptune Intelligence Computer Engineering (NICE) 911 and Dispatch Inform	NICE Inform and Database	Metadata for Neptune Intelligence Computer Engineering (NICE) voice recording of dispatching of 911 calls.	PII, Other	"Data contains contact-center analytics with publicly identifiable information (PII), including phone numbers contacting the system and names of personnel associated with call handling. Exempt from public disclosure under D.C. Code § 2-534(a)(2).	Real-Time/Near Real-Time	Utility and Communication	01/01/2020
Public Safety Network (PSN)	Public Safety Network (PSN)	Public Safety Network (PSN) provides the Office of Unified Communications (OUC) with new features and enhanced E911 reporting and analytics, including call summary, abandoned call analysis, call handling, and data visualization dashboards that include near real-time and playback call location by cell tower and sector.	PII, HIPAA, Other, Non-PII, Criminal Justice Information	The data contains personally identifiable information (PII), protected health information (PHI), and criminal justice information (CJIS).	Real-Time/Near Real-Time	Utility and Communication	10/07/2016
AT&T NG911 Data	AT&T/Intrado	Public safety-related data for NG911 XML location information, including Automatic Location Identification (ALI) data for incoming 911 calls and Text-to-911. Contains personal private information as well as information on Public Safety Entities.	PII, Other	The data contains personally identifiable information (PII) and is exempt from disclosure under D.C. Code § 2-534(a)(2).	Monthly	Utility and Communication	07/20/2021
OUC HR & QA Management Portal	QuickBase	Quality assurance (QA) management and Human Resources (HR) data related to personnel certification and performance. HR tracking related to contract personnel onboarding and certifications	PII, DC Govt Personnel	The data contains personally identifiable information (PII) and is exempt from disclosure from D.C. Code § 2-534(a)(2).	Daily	Administrative and Other Boundaries	03/13/2012

OUC Grant Management	QuickBase	Quarterly reporting for Homeland Security and Emergency Management Agency (HSEMA) grants. Holds working copies of data provided to HSEMA for a regional grant tracking database.	Non-PII, Critical Infrastructure Information	This dataset may contain information about Critical Infrastructure and is exempt from disclosure under D.C. Code § 2-534(a)(4) & (a)(15).	Quarterly	Public Safety	06/17/2015
Netmotion Mobility VPN	Mobile VPN and Mobile Routing	Secure Virtual Private Network (VPN) for mobile terminals used by Fire and Emergency Medical Services and Metropolitan Police Department (FEMS and MPD). Connects external mobile systems to the DC networked reporting function to include data on user sessions and various related s and reporting used to monitor critical systems.	Non-PII, Critical Infrastructure Information	s dataset contains information about Critical Infrastructure. Unauthorized disclosure could cause major damage or injury. Exempt pursuant to D.C. Code § 2-534(a)(3)(F) & (a)(15).	Real-Time/Near Real-Time	Utility and Communication	01/01/2022
OUC - Telephony	SharePoint	Track telephony carrier info, document test requests, maintenance, inventory, 9 and 11 circuit information.	Non-PII, Critical Infrastructure Information	This dataset contains information about Critical Infrastructure and is exempt from disclosure under D.C. Code § 2-534(a)(3)(F) & (a)(15).	Quarterly	Utility and Communication	01/01/2021
Certification of IT Review - Record Purging	QuickBase	Tracks record purging as part of the Office of Unified Communications record retention policy. This dataset contains information about Critical Infrastructure.	Non-PII, Critical Infrastructure Information	This dataset contains information about Critical Infrastructure and is exempt from disclosure under D.C. Code § 2-534(a)(3)(F) & (a)(15).	Quarterly	Administrative and Other Boundaries	06/30/2017
PulsePoint - Administration	PulsePoint	Web app showing alert data from Computer Aided Dispatch (CAD) system and automated external defibrillator (AED) location list utilized by PulsePoint for public notification. This is the admin	PII, HIPAA	The data may contain personally identifiable information (PII) and protected health information (PHI) and is exempt from disclosure under D.C. Code § 2-534(a)(2).	Real-Time/Near Real-Time	Public Safety	10/06/2017

		backend of the system.					
Sierra Wireless - AirLink Mobility Manager	Mobile VPN and Mobile Routing	"AirLink Mobility Manager" reporting system for information on Fire and Emergency Medical Services and Metropolitan Police Department (FEMS, MPD) general vehicle status, including GPS. This is part of the connectivity system for emergency vehicles.	Non-PII, Critical Infrastructure Information	This dataset contains information about Critical Infrastructure. Unauthorized disclosure could cause major damage or injury. Exempt under D.C. Code § 2-534(a)(3)(F) & (a)(15).	Real-Time/Near Real-Time	Utility and Communication	01/31/2022
OUC Non-Emergency Operations	QuickBase	311 personnel leave, training, and daily logs used by call floor supervisors.	PII, DC Govt Personnel	The data contains personally identifiable information (PII) and is exempt from public disclosure under D.C. Code § 2-534(a)(2).	Daily	Administrative and Other Boundaries	12/01/2009
OUC Emergency Operations	QuickBase	Personnel leave, case management (911 & 311), training, and daily logs used by 911 call floor supervisors.	PII, DC Govt Personnel	The data contains personally identifiable information (PII) and is exempt from disclosure under D.C. Code § 2-534(a)(2).	Daily	Administrative and Other Boundaries	12/01/2009
Radio Provisioning Manager - Radio	Radio System	Radio system/ subscriber provisioning data for ASTRO 25 system management portfolio.	Non-PII, Critical Infrastructure Information	This dataset contains information about Critical Infrastructure. Unauthorized disclosure could cause major damage or injury. Exempt under D.C. Code § 2-534(a)(3)(F) & (a)(15).	Daily	Utility and Communication	09/01/2010
911/311 Telephony Data	911/311 Telephony Avaya	Avaya is the previous telephone call system for incoming 311 calls. Analytic configuration parameters and contact-center metrics maintained	PII, Other	"Data contains contact-center analytics with publicly identifiable information (PII), including phone numbers contacting the system and names of personnel	Real-Time/Near Real-Time	Utility and Communication	01/01/2009

		and operated by DCNET. OUC has access to this data via the Avaya IQ reporting function and has direct access to the underlying data through Oracle. As of 8/11/21, the use of this system for incoming 311 calls has ended, but the dataset is still an active historicistically analysis.		associated with call handling. Exempt under D.C. Code § 2-534(a)(2).		
Motorola Unified Network Service (Now Called IMW)	Radio System	Users' status and locations for the Office of Unified Communication (OUC) administered radio system.	Non-PII, Critical Infrastructure Information	This dataset contains information about Critical Infrastructure. Unauthorized disclosure could cause major damage or injury. Exempt under D.C. Code § 2-534(a)(3)(F) & (a)(15).	Weekly	Utility and Communication 09/01/2015
Radio Unified Event Manager (UEM)	Radio System	Reports for simple network management protocol network events (SNMP traps) on the health of the radio system infrastructure. Part of ASTRO 25 system management portfolio.	Non-PII, Critical Infrastructure Information	This dataset contains information about Critical Infrastructure. Unauthorized disclosure could cause major damage or injury. Exempt under D.C. Code § 2-534(a)(3)(F) & (a)(15).	Daily	Utility and Communication 09/01/2010
Genesis Performance Management (Radio) - Radio Activity	Radio System	Radioactivity from Genesis. Genesis performance management solutions to monitor, manage and report on voice and data systems related to Motorola radio system. Contains all system-wide and inter-agency data to display real-time activity, send critical notifications, and archive data for forensic reporting and analysis.	Non-PII, Critical Infrastructure Information	This dataset contains information about Critical Infrastructure. Unauthorized disclosure could cause major damage or injury. Exempt under D.C. Code § 2-534(a)(3)(F) & (a)(15).	Weekly	Utility and Communication 03/01/2014

Radio Management Server	Radio System	Current radio status and subscriber setting information.	Non-PII, Critical Infrastructure Information	Critical public safety infrastructure details. Information could jeopardize officer safety. Exempt under D.C. Code § 2-534(a)(3)(F) .	Daily	Utility and Communication	03/28/2017
Radio Unified Network Configurator (UNC)	Radio System	Data contains details and versions of switches, routers, and other network infrastructure in the ASTRO 25 Motorola radio network.	Non-PII, Critical Infrastructure Information	This dataset contains information about Critical Infrastructure. Unauthorized disclosure could cause major damage or injury. Exempt from disclosure under D.C. Code § 2-534(a)(3)(F) & (a)(15).	Daily	Utility and Communication	09/01/2010
Radio User Configuration Server (UCS)	Radio System	User activity reports of radios in the network.	Non-PII, Critical Infrastructure Information	This dataset contains information about Critical Infrastructure. Unauthorized disclosure could cause major damage or injury. Exempt from disclosure under D.C. Code § 2-534(a)(3)(F) & (a)(15).	Daily	Utility and Communication	09/01/2010
Office of Professional Standards and Development Quality Assurance Review	Standalone Dataset	Quality Assurance review scoring for 911 call handling.	PII, DC Govt Personnel	The data contains personally identifiable information (PII) and is exempt from disclosure from D.C. Code § 2-534(a)(2).	Daily	Public Safety	10/01/2018
Office of Professional Standards and Development Personnel Training	Standalone Dataset	Tracking for training related to required certifications.	PII	The data contains personally identifiable information (PII) and is exempt from disclosure from D.C. Code § 2-534(a)(2).	Monthly	Public Safety	TBD
Employee Details	Standalone Dataset	Employee records (personal details, pay, leave, training)	PII, DC Govt Personnel	The data contains personally identifiable information (PII) and is exempt from disclosure from D.C. Code § 2-534(a)(2).	Daily	Government Operations	TBD

Radio Provisioning Manager	Radio System	Console system/ subscriber provisioning data for ASTRO 25 system management portfolio.	Non-PII, Critical Infrastructure Information	This dataset contains information about Critical Infrastructure. Unauthorized disclosure could cause major damage or injury. Exempt under D.C. Code § 2-534(a)(3)(F) & (a)(15).	Daily	Utility and Communication	09/01/2010
311 Telephony Data (new)	Storm	Storm is the telephone call system for incoming 311 calls and calls taker performance. It is maintained and operated by Content Guru and DCNET. OUC has access to this data via a portal interface and API. Metadata for 311 STORM audio and screen recording	PII, Other	"Data contains contact-center analytics with publicly identifiable information (PII), including phone numbers contacting the system and names of personnel associated with call handling. Exempt under D.C. Code § 2-534(a)(2).	Real-Time/Near Real-Time	Utility and Communication	08/11/2021
OUC IBW Program	QuickBase	The OUC IT Radio team uses them to manage buildings, towers, and equipment.	Non-PII, Critical Infrastructure Information	This dataset contains information about Critical Infrastructure.	No Info	Utility and Communication	12/19/2018
WAVE Data	Wave Radio PTT	Push to talk radio application	PII, Other	This dataset contains information about Critical Infrastructure. Unauthorized disclosure could cause major damage or injury. Exempt under D.C. Code § 2-534(a)(3)(F) & (a)(15).	Real-Time/Near Real-Time	Radio, Wave, OUC,	7/1/2014
911 Remittance Fee Database	QuickBooks	Lists telephony carriers (wholesalers, resellers, and facility-based providers) 911 fee remittance	Financial and Text information for Telecommunication Service Providers	This dataset contains information about Critical Infrastructure.	Monthly and quarterly	Utility and Communication	1/7/2014

10. Please describe the agency's procedures for investigating allegations of **sexual harassment** or misconduct committed by or against its employees. List and describe any allegations received by the agency in FY 2022 and FY 2023, to date, and whether and how those allegations were resolved.

OUC Procedures for Investigating Allegations of Sexual Harassment/Misconduct are in line with Mayor's Order 2017-313
Step 1: Sexual Harassment Complaint is submitted to Sexual Harassment Officer (SHO) or Alternate Sexual Harassment Officer.
Step 2: Once the complaint is received, SHO contacts the Complainant to schedule a discussion/interview and also the alleged harasser/accused. If necessary, separate parties are also contacted for discussion/interview.
Step 3: SHO will collect statements from complainant, alleged harasser, witnesses, and evidentiary materials, such as emails, text messages, and video, if available.
Step 4: SHO conducts interview(s) with Complainant, alleged harasser, and all witnesses.
Step 5: Upon review of investigation notes, statements, and any evidentiary materials, the SHO conducts any necessary follow-up interviews.
Step 6: Prepare investigation report and submit to General Counsel's office for review for legal sufficiency.
Step 7: Issue report and ensure recommendations for disciplinary actions are taken and other recommendations are followed up on (e.g., participating in trainings, etc.). Request assistance from General Counsel or other 11 senior leadership to ensure disciplinary actions and recommendations are acted on.
Step 8: General Counsel submits confidential report to MOLC.
Final Note: Employees have the right to EEO counseling for any alleged violations of the DC Human Rights Act and the Mayors Order 2017-313. EEO counseling is required prior to filing a complaint with OHR, for all allegations except sexual harassment. Employees with sexual harassment allegations may immediately file a complaint with OHR without having to first obtain an exit letter for an EEO Counselor. Regarding disciplinary matters, Chapter 16 of the District Personnel Manual (DPM) or the employee's Collective Bargaining Agreement (CBA), provide for appeals. Chapter 16 of the DPM provides for a grievance process. Employees covered by CBA's follow the negotiated grievance procedure under the CBA or the process detailed Chapter 16.

There are three allegations that the SHO is aware of from FY22 through FY23 to date. The first was investigated and proven to be inconclusive. The alleged harasser was given a letter of direction. In the case of the second complaint, the alleged victim was interviewed and based on the information gathered, no further action was taken. The third allegation is the subject of an ongoing investigation by DCHR.

11. For any **boards or commissions** associated with your agency, please provide a chart listing the following for each member:
    - The member's name;
    - Confirmation date;
    - Term expiration date;
    - Whether the member is a District resident or not;
    - Attendance at each meeting in FY 2022 and FY 2023, to date.
    - Please also identify any vacancies.

    There are no boards and commissions associated with OUC.

12. Please list the **task forces and organizations**, including those inside the government such as interagency task forces, of which the agency is a member and any associated membership dues paid.

    -Metropolitan Police Department and Communications Taskforce

-DCFEMS and Communications Taskforce
-School Safety Taskforce
-Hi-Rise Building Taskforce
-National Association of State 911 Administrators
-311 ENGAGE
-National Emergency Number Association (Dues Paid - $1550)
-Association of Public Safety Communications Officials (Dues Paid -$2401)

13. What has the agency done in the past year to make the activities of the agency more **transparent** to the public?

   The agency continues to prioritize transparency. However, in keeping with industry best practices and in accordance with guidance from its legal counsel, the District's privacy officer and other District regulations, the agency will continue to take every step possible to safeguard the privacy and security of 911 callers. That said, the agency created a Statistics and Data Page to include complaint information, the Audit Road map, key performance indicator performance for 911 & 311, FOIA Data, and our agency Performance Plan. We intend to continue to build that page out through the current fiscal year and beyond.

   Last year, we conducted the agency's first joint "hotwash" of a major incident and published the agency's first after action report in collaboration with both MPD and FEMS. Going forward, we will share as much information as possible when incidents arise that have a high degree of public interest, including performance missteps and plans for improvement.

   Last year we also increased community engagement at in person events and activities and on social media to be as accessible as possible to communities across the District. We prioritized reaching out and providing incident information directly to affected constituents whenever possible and appropriate.

14. How does the agency solicit **feedback** from customers? Please describe.
   ▪ What is the nature of comments received? Please describe.
   ▪ How has the agency changed its practices as a result of such feedback?

   For 311 Operations, a post call survey is available that a caller can elect to participate in via the 311 IVR to complete. The survey asks the caller to rate the call experience on a scale of 1-5 based on politeness, attentiveness, knowledge and if further assistance was requested by the 311 CSR.

   So far in FY23, 79% of the politeness surveys are rated a 5 or 4; 78% of the knowledge surveys are rated a 5 or 4; 80% of the attentiveness surveys are rated a 5 or 4, and 78% of the further assistance surveys are rated "Yes".

   The 311-management team uses the survey responses to ensure staff are providing top quality customer care for our residents and visitors. This data is combined with Quality Assurance reviews and escalated call tracking to identify specific subjects that CSRs need training and/or further assistance in handling calls.

In March 2023, the agency will launch its first ever online 911 feedback tool which will allow constituents to share positive feedback, suggestions, complaints or concerns with Agency.

15. Please complete the following chart about the residency of **new hires**:

Position Type	Total Number	Number who are District Residents
Continuing	31	20
Term	12	9
Temporary	3	2
Contract	11	Unknown

16. Please provide the agency's FY 2022 Performance Accountability Report.

ATTACHED

    B. BUDGET AND FINANCE

17. Please provide a chart showing the agency's **approved budget and actual spending**, by division, for FY 2022 and FY 2023, to date. In addition, please describe any variance between fiscal year appropriations and actual expenditures for each program and activity code.

ATTACHED

18. Please list any **reprogrammings**, in, out, or within, related to FY 2022 or FY 2023 funds. For each reprogramming, please list:
  - The reprogramming number;
  - The total amount of the reprogramming and the funding source (i.e., local, federal, SPR);
  - The sending or receiving agency name, if applicable;
  - The original purposes for which the funds were dedicated;
  - The reprogrammed use of funds.

FY 2022 REPROGRAMMING LIST					
LOCAL FUNDS				**Starting Budget**	**$29,036,076.45**
FISCAL YEAR	**FUND**	**DATE**	**SOAR DOC #**	**DESCRIPTION**	**AMOUNT**
2022	0100	6/24/2022	BJCUREP9	BUDGET ADJUSTMENT FROM PS TO NPS FOR SPENDING NEEDS	($489,005.84)
2022	0100	6/24/2022	BJCUREP9	BUDGET ADJUSTMENT TO NPS FROM PS FOR SPENDING NEEDS	$489,005.84
2022	0100	9/30/2022	BJREPRO1	YEAR-END CITYWIDE REPROGRAMMING	($1,039,999.70)

2022	0100	7/25/2022	BJUCFARP	REPROGRAMMING TO MPD FOR EOM HIRING INITIATIVE	($600,000.00)
2022	0100	9/7/2022	BJUCRP12	REPROGRAMMING FROM PS TO NPS FOR EMPLOYEE SETTLEMENT	($118,000.00)
2022	0100	9/7/2022	BJUCRP12	REPROGRAMMING TO NPS FROM PS FOR EMPLOYEE SETTLEMENT	$118,000.00
				Final Budget	**$27,396,076.75**

ARPA LOCAL REVENUE REPLACEMENT				**Starting Budget**	**$532,880.00**
FISCAL YEAR	**FUND**	**DATE**	**SOAR DOC #**	**DESCRIPTION**	**AMOUNT**
2022	1135	9/30/2022	BJARPACL	ARPA FUNDS CLOSE-OUT	($198,653.04)
				Final Budget	**$334,226.96**

SPECIAL PURPOSE REVENUE FUNDS				**Starting Budget**	**$24,801,478.50**
FISCAL YEAR	**FUND**	**DATE**	**SOAR DOC #**	**DESCRIPTION**	**AMOUNT**
2022	1555	9/30/2022	BJFAUCRP	BUDGET ADJUSTMENT TO ADD USE OF CERTIFIED REVENUE	$173,879.28
2022	1555	9/30/2022	BJSPRCLS	YEAR-END REDUCTION TO MATCH EXPENDITURES	($95,024.02)
2022	1630	9/30/2022	BJSPRCLS	YEAR-END REDUCTION TO MATCH EXPENDITURES	($1,670,589.45)
2022	1630	7/15/2022	BJUCRP10	NPS REPROGRAMMING TO SUPPORT BDA MONITORING	($150,000.00)
2022	1630	7/15/2022	BJUCRP10	NPS REPROGRAMMING TO SUPPORT BDA MONITORING	$150,000.00

19. Please provide a complete accounting for all **intra-District transfers** received by or transferred from the agency during FY 2022 and FY 2023, to date, including:
    - Buyer agency and Seller agency;
    - The program and activity codes and names in the sending and receiving agencies' budgets;
    - Funding source (i.e. local, federal, SPR);
    - Description of MOU services;
    - Total MOU amount, including any modifications;
    - The date funds were transferred to the receiving agency.

ATTACHED

20. Please provide a list of all **MOUs** in place during FY 2022 and FY 2023, to date, that are not listed in response to the question above.

    In addition to the DBH/OUC MOU for Harvard Kennedy Leadership Program, please see the other MOUs currently in place in the table below.

Buyer	Seller	MOU Description	Date Entered	Date Terminated
MPD	OUC	Radio MOU (Annual Auto-Renew)	2/15/2017	N / A
U.S. Dept. of the Interior	OUC / DC	MOA regarding the use of federal interoperability channels by non-federal entities	6/13/2022	6/12/2027
OUC	MD Dept of Information Technology	MOU for Radio interoperability	6/2/2022	6/30/2037
OUC	Harvard Kennedy School	Development and implementation of innovation initiatives.	7/22/2022	7/21/2023
OUC	DPR	Streaming opportunities through OUC's 311 call waiting and OUC's social media, for music produced by DC residents through DPR's recreational program offerings.	12/22/2022	9/30/2023

21. Please identify any **special purpose revenue accounts** maintained by, used by, or available for use by your agency during FY 2022 and FY 2023, to date. For each account, please list the following:
    - The revenue source name and code;
    - The source of funding;
    - A description of the program that generates the funds;
    - The amount of funds generated by each source or program in FY 2022 and FY 2023, to date;
    - Expenditures of funds, including the purpose of each expenditure, for FY 2022 and FY 2023, to date.

FY22 and FY23 Special Purpose Revenue Funds

Agency Fund: 1555 Reimbursement from other Government Agencies

Authority to Charge Fee: D.C. Official Code DC Code § 1-301.01(K);1-327.54;1-327.56

Authority to Dedicate: D.C. Official Code § DC Code 1-301.01(K);1-327.54;1-327.56

DESCRIPTION AND PURPOSE OF FUND: The purpose of this lapsing fund is to reimburse the Office of Unified Communications for the costs of providing radios, access to the District's radio communications network and 311 Service Request Management System (311 SRMS), the system used for data entry and tracking of requests submitted through the 311 mobile application and online through 311.DC.GOV, or directly through the servicing agency. These services are used by both The DC Water & Sewer Authority (DCWA) and the DC Housing Authority (DCHA).

DESCRIPTION OF REVENUE SOURCE: The fund receives revenue from reimbursements paid by other quasi-District agencies.

Fiscal Year	Agency	Fund Detail	Revenues	Expenditures
2022	**DCWA**	**1555 – Reimbursable from Other Governments**	**$147,231**	**$147,231**
2023*	**DCWA**	**1555 – Reimbursable from Other Governments**	**$122,153**	**$0.00**
2022	**DCHA**	**1555 – Reimbursable from Other Governments**	**$26,649**	**$26,649**
2023*	**DCHA**	**1555 – Reimbursable from Other Governments**	**$114,204**	**$0.00**

* As of 2/1/2023; Note: Journal entry to reclass Q1 expenditures to the fund is pending.

Agency Fund: 1630 911 & 311 Assessments

Authority to Charge Fee: D.C. Official Code § 34-1802; 34-1803

Authority to Dedicate: D.C. Official Code § 34-1802
DESCRIPTION AND PURPOSE OF FUND: The purpose of this non-lapsing fund is to defray technology and equipment costs directly incurred by the District of Columbia and its agencies and instrumentalities in providing a 911 system, and direct costs incurred by wireless carriers in providing wireless carriers in providing wireless E-911 service.

DESCRIPTION OF REVENUE SOURCE: The fund receives revenue from all telephone carriers licensed to do business in the District of Columbia. A set fee is assessed on each telephone landline, wireless line, voice over internet protocol, and Private Branch Exchange (PBX) line in service by each carrier. Carriers charge customers for E-911 fees on the monthly phone and remit the fees collected to the District on a quarterly basis.

Fiscal Year	Fund Detail	Revenue	Expenditures
2022*	**1630 – 911 & 311 Assessments**	**$12,147,976**	**$22,623,827**
2023**	**1630 – 911 & 311 Assessments**	**$3,100,000**	**$4,050,559**

*FY22 revenue included use of $10,475,851 in Certified Fund Balance

*****As of 2/1/2023; Note: Journal entry to reclass Q1 revenue to the fund is pending***.

22. Please provide a list of all projects for which your agency currently has **capital funds** available. Please include the following:
    ▪ A description of each project, including any projects to replace aging infrastructure (e.g., water mains and pipes);
    ▪ The amount of capital funds available for each project;
    ▪ A status report on each project, including a timeframe for completion;
    ▪ Planned remaining spending on the project.

ATTACHED

23. Please provide a complete accounting of all **federal grants** received for FY 2022 and FY 2023, to date, including the amount, the purpose for which the funds were granted, whether those purposes were achieved and, for FY 2022, the amount of any unspent funds that did not carry over.

Federal Grant Program	Federal Award Identification #	Subaward ID	SubAward Title / Purpose of Grant	Total Award	Start Date	End Date	Purpose Achieved?	Unspent Fu that did not carry over?
National Highway Traffic Safety Administration (NHTSA) 911 Grant Program	69N37619300000 911DC0	N / A	**NG911 Grant** The implementation of IP-enabled emergency services and applications enabled by Next Generation 911 services and 911-related training of public safety personnel.	$833,333.33	8/9/2019	3/31/2022	Yes	No
American Rescue Plan Act (ARPA)	N / A	N / A	**Alternative 911 Response** Expand 911 call center capacity to enable the direct dispatch of behavioral health teams.	$1,673,968.00	6/1/2021	9/30/2024	N / A – Project in Progress	No
FY2020 Homeland Security Grant Program Urban Areas Security initiative (UASI)	EMW-2020-SS-00057	1UCUA0	**Radio Cache (NCRCIG)** The purpose of this grant is to maintain the DC Radio cache, replace aging radio cache equipment / accessories, and train the staff that deploy radio cache assets.	$222,846.00	9/1/2020	12/31/2022	Yes	No
FY2021 Homeland Security Grant Program Urban Areas Security initiative (UASI)	EMW-2021-SS-00078	1UCUA1	**Radio Cache (NCRCIG)** The purpose of this grant is to maintain the DC Radio cache, replace aging radio cache equipment / accessories, and train the staff that deploy radio cache assets.	$222,846.00	9/1/2021	5/31/2023	N / A – Project in Progress	No
FY2022 Homeland Security Grant Program Urban Areas Security initiative (UASI)	EMW-2022-SS-00084	1UCUA2	**Radio Cache (NCRCIG)** The purpose of this grant is to maintain the DC Radio cache, replace aging radio cache equipment / accessories, and train the staff that deploy radio cache assets.	$222,846.00	9/1/2022	5/31/2024	N / A – Project in Progress	No

24. Please list each contract, procurement, lease, and grant ("**contract**") awarded, entered into, extended and option years exercised, by your agency during FY 2022 and FY 2023, to date. For each contract, please provide the following information, where applicable:
    ▪ The name of the contracting party;
    ▪ The nature of the contract, including the end product or service;
    ▪ The dollar amount of the contract, including budgeted amount and actually spent;
    ▪ The term of the contract;
    ▪ Whether the contract was competitively bid or not;
    ▪ The name of the agency's contract monitor and the results of any monitoring activity;
    ▪ Funding source;
    ▪ Whether the contract is available to the public online.

ATTACHED

25. Please provide the details of any **surplus** in the agency's budget for FY 2022, including:
    ▪ Total amount of the surplus;
    ▪ All projects and/or initiatives that contributed to the surplus.

    The OUC had a surplus of $1,639,999 in FY 2022. The surplus derived from vacancy savings and an over calculation of the agencies fringe benefits rate.

    C. LAWS, AUDITS, AND STUDIES

26. Please identify any **legislative requirements** that the agency lacks sufficient resources to properly implement.

    There are no legislative requirements that the agency lacks sufficient resources to properly implement currently.

27. Please identify any statutory or regulatory **impediments** to your agency's operations or mission.

    The only statutory or regulatory impediments to the agency's operations or mission is the fee charged by cellular carriers. The OUC would benefit from statutes or regulation that increased monthly fees charged by cellular carriers for 911 and emergency services to at least $2.00/month. Alternatively, legislation that increased hospitality fees could assist with 911 and emergency service operations or mission.

28. Please list all **regulations** for which the agency is responsible for oversight or implementation. Where available, 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.

29. Please explain the impact on your agency of any **federal legislation or regulations** adopted during FY 2022 that significantly affect agency operations or resources.

    There has been no federal legislation or regulations passed at the federal level during FY21 and FY22, to date, that significantly affects agency operations or resources.

30. Please provide a list of all studies, research papers, and analyses ("**studies**") the agency requested, prepared, or contracted for during FY 2022. Please state the status and purpose of each study.

    The agency did not request, prepare or contract for any studies, research papers or analyses in FY22.

31. Please list and describe any ongoing **investigations**, audits, or reports on your agency or any employee of your agency, or any investigations, studies, audits, or reports on your agency or any employee of your agency that were completed during FY 2022 and FY 2023, to date.

    1. Overtime audit by OIG (FY 22 and FY 23)
    2. 911 Reform Status Report (ODCA)

32. Please identify all **recommendations** identified by the Office of the Inspector General, D.C. Auditor, or other federal or local oversight entities during the previous 3 years. Please provide an update on what actions have

been taken to address these recommendations. If the recommendation has not been implemented, please explain why.

ATTACHMENT

33. Please list any **<u>reporting</u>** requirements required by Council legislation and whether the agency has met these requirements.

   Currently, there are no reporting requirements required by Council legislation. However, agency will continue to remain attentive if any reporting requirements come into effect.

34. Please list all pending **<u>lawsuits</u>** that name the agency as a party, and provide the case name, court where claim was filed, case docket number, and a brief description of the case.

   ATTACHED

35. Please list all **<u>settlements</u>** entered into by the agency or by the District on behalf of the agency in FY 2022 or FY 2023, to date, including any covered by D.C. Code § 2-402(a)(3), and provide the parties' names, the amount of the settlement, and if related to litigation, the case name and a brief description of the case. If unrelated to litigation, please describe the underlying issue or reason for the settlement (e.g. administrative complaint, etc.).

   There are no settlements executed by the agency or by the District on behalf of the agency, of any amount, in FY22 or FY23, to date.

36. Please list any **<u>administrative complaints or grievances</u>** that the agency received in FY 2022 and FY 2023, 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. For any complaints or grievances that were resolved in FY 2022 or FY 2023, to date, describe the resolution.

   ATTACHED

   D. <u>EQUITY</u>

37. How does the agency assess whether programs and services are equitably accessible to all District residents?
   - What were the results of any such assessments in FY 2022?
   - What changes did the agency make in FY 2022 and FY 2023, to date, or does the agency plan to make in FY 2023 and beyond, to address identified inequities in access to programs and services?
   - Does the agency have the resources needed to undertake these assessments? What would be needed for the agency to more effective identify and address inequities in access to agency programs and services

In FY22, the Office of Racial Equity conducted Racial Equity Impact Analysis of the 311-service request process. As a result of their findings, ORE recommended the following:

1. Set and make public a clear policy on bulk 311 requests
2. Evaluate requests for comment transparency and by-tract closure disparities
3. Continue to center programming and analyze request trends in Wards 7 and 8

4. Engage more directly and frequently with the Latino/a community and other communities with LEP/NEP members.

Work toward implementing each of these recommendations is underway and the agency continues to actively participate in ORE's Cohort 2 program which aims to support agency's efforts to successfully apply a racial equity lens across all government programs.

38. Does the agency have a racial or social equity statement or policy? Please share that document or policy statement with the Committee.
- How was the policy formulated?
- How is the policy used to inform agency decision-making?
- Does the agency have a division or dedicated staff that administer and enforce this policy?
- Does the agency assess its compliance with this policy? If so, how, and what were the results of the most recent assessment?

In April 2022, the agency identified its Racial Equity Officer and began work to address recommendations made by ORE in FY22 regarding the 311 service request process. Additionally, the REO created a rough draft of the agency's racial equity statement and circulated it among the executive team. This statement has not yet been finalized. However, with support from ORE, the agency is simultaneously in the process of developing a companion racial equity framework/plan specifically tailored to our agency operations. The REO continues to work with the executive team to discuss the statement and how ideals in the plan can be socialized across the workforce.

39. Does the agency have an internal equal employment opportunity statement or policy? Please share that document or policy statement with the Committee.
- How was the policy formulated?
- How is the statement or policy used to inform agency decision-making?
- Does the agency have a division or dedicated staff that administer and enforce this policy?
- Does the agency assess its compliance with this policy? If so, how, and what were the results of the most recent assessment?

The agency adheres to the policies published by the DC Office of Human Rights (OHR). Information is posted regarding informing employees of their rights and information to file a complaint of violation. The Office of the General Counsel and the Office of the Chief of Administration are responsible for ensuring agency compliance.

E. COVID-19 PANDEMIC RESPONSE

40. Please give an overview of any programs or initiatives the agency has started in response to COVID-19, to date, and whether each program or initiative is still in effect.

In FY21, the agency developed and executed a surge capacity training program to support 911 Operations in the event that personnel became incapacitated to ensure mission critical 911 services can still be provided. Through this program, personnel assigned to other agency divisions completed training in 911 call taker and police and fire and emergency medical

dispatch. Should it be necessary, these team members are prepared to support the emergency communications operations until a surge wanes.

41. Which of the agency's divisions are currently working remotely?
    ▪ What percentage of the agency's total employees currently work remotely?

    Approximately 85% of 311 Operations Division work remotely for four days of their 5-day tours of duty due to worksite space challenges. Our back-up center, the PSCC, is scheduled to undergo renovations in the Spring of 2023. Authority to host this hybrid/modified worksite model was temporarily granted by the DC Department of Human Resources (DCHR) until the renovations are complete.

    The agency is also exploring ways to implement a field work solution that would require 311 CSRs to perform duties in certain locations, like libraries, for example, in targeted communities while the renovations are being completed. Discussions about and development of this program is ongoing.

    ▪ Please provide a copy of the agency's Continuing Operations Plan and any remote working protocol.

    ATTACHED

42. How has the agency ensured that all staff have access to necessary equipment and a stable internet connection to work from home?

    The OUC provided all Teleworking staff with access to all necessary systems, resources, and hardware accessories necessary to complete employee-specific duties. The OUC working with OCTO implemented always on secure VPN and a cloud based 311 Telephony system that allowed all 311 functions to be handled remotely. All Teleworking staff were provided equipment that included laptop and cellphones or mi-fi devices that utilized the District's Enterprise Remote Access Zscaler VPN solution to securely connect to the district's network over the Internet via AT&T FirstNet MiFi devices and hot spot-enabled cellphones.

43. Was the agency a recipient of any federal grants stemming related to the COVID-19 pandemic during FY 2022 and FY 2023, to date, and, if so, how were those federal grant dollars used?

    The OUC did not receive any federal grants stemming related to the COVID-19 pandemic during FY 2022 and FY 2023, to date.

44. How has the agency updated its methods of communications and public engagement to connect with customers since the start of the pandemic?

    Since the start of the pandemic, the agency has taken part in many virtual ANC, CAC, PSA, and Neighborhood Association meetings, leveraging these events as opportunities to discuss the agency's performance and new initiatives.

    The agency leveraged its social media platforms to continue engagement with the community, to publicize PSAs and to share other information of great public interest. Notably, the

agency hosted a virtual town hall meeting for ANCs and community members in Ward 7 and 8 in early FY21. Other notable activities undertaken since that time include the initiation of parallel campaigns to both enhance community engagement with the 311 system and recognize 311 for its agility in serving the diverse needs of users. Specifically, the agency collaborated with the Office of Neighborhood Services and Engagement (ONSE) and the Mayor's Office of Community Relations and Services (MOCRS) to provide 311 user training to their personnel to help broaden our in-person reach to every District community beyond digital platforms.

<u>**Fiscal year 2022 Performance Oversight Questions (Part 2)**</u>
Office of Unified Communications

Training Programs

44.   What training programs did OUC conduct in FY22 and FY23, to date? What trainings are planned in FY23?

For FY22 through the current FY23, the Office of Unified Communications increased its' training program offerings. Below you will find the courses that were offered in FY22 and will be offered in FY23 along with course offerings new to the agency in FY23.

FY22
Emergency mental health dispatch course that included an 8-hr that equipped 9-1-1 Pros with the core emergency mental health dispatch knowledge they needed to immediately boost their confidence and performance with at-risk-callers. The course was a new science-driven best practice that incorporated resilience training to optimize the 9-1-1 Pro's real-time response during high-stress calls and assisted with avoiding the "cookie cutter" solutions and allowed dispatchers to think creatively using their own unique style with each unique call guided by good silence.

"The Workforce Playbook" was designed to empower employees and staff in professional and personal development. Employees and professionals learned how to use the power of their subconscious mind to unlock their true potential to enhance their performance for steady success. Employees were trained in the DISC personality assessment to grow personally and professionally. Overall, "The Workforce Playbook" was a curriculum created to instill a winning culture within the workplace.

Instructor development workshop hosted by the Louisiana State University gave insight into adult education and enhanced the instructional skills and styles of experienced instructors. The course focused on best teaching and training practices, and it enhanced understanding of instructor competencies set by the International Board for Standards for Training, Performance, and Instruction.

Communications Training Officer refresher training provided members, that act in the capacity of a communications training offer, the necessary tools and refresher of topics to provide coaching and instruction to new call takers that were trained on the operational floor of the OUC.

Rapid SOS Train the trainer course provided members of the training and quality assurance unit an overview of RapidSOS, such as what its' purpose is, background and foundational information, the differences between RapidSOS and Rave Smart 911, device-based hybrid locations, all location tool information, high level review of select data partners that could be beneficial for the agency, and suggested partnerships.

RQI Telecommunicator CPR training was delivered in an online, self-paced environment. The course was designed to complete while on duty at a console while eliminating impacts on staffing and/or overtime. Topics included understanding the first 600 seconds, identifying cardiac arrest, coaching high-quality telephone CPR, caller management, and special circumstances in resuscitation.

Quality Assurance Training 80-hr course for members of the training and quality assurance units included classroom instruction that included topics such as how to successfully log into the NICE system, how to successfully identify components of the NICE system, how to successfully locate a call or radio transmission, how to successfully identify correct channels and phone extensions, how to successfully save calls to a designated folder, how to complete an evaluation sheet via the form located in the quality assurance database, identify all steps in completing an evaluation (including once completed who the evaluation is assigned to), how to correctly define objective writing, how to complete an evaluation utilizing objective writing, and how to escalate an evaluation when performance is observed as unacceptable. The second week of this training gave members the ability to perform on the job task while be observed.

Addressing for NG911 taught call takers and dispatchers how to address the jurisdiction using industry standards and best practices, including campus, rural, and urban environments. This course gave a brief overview of GIS for non-GIS users and provided an understanding of the basics of addressing by utilizing different address systems and how address information is essential for 9-1-1. Students demonstrated data maintenance and quality control methodologies utilizing hands-on examples where possible.

Customer Service Basics Customer service skills for dispatchers is a critical class for all dispatchers and 9-1-1 personnel. Topics covered included, annoying and difficult callers, how to defuse anger, and officer/dispatcher relations.

Advanced Police Dispatching This exciting course built upon basic standards, protocols, and policies to help members advance to the next level of 9-1-1 call taking proficiency on their journey towards professional mastery. Topics included: handling infrequent but highly critical events, improving listening skills, and developing a plan to keep skills growing to meet new challenges.

Crisis Intervention The course was designed to teach and arm communications personnel with effective communications skills to not only get the needed information from the caller but also teach them how to use verbal communications skills to lower emotions and de-escalate the situation. This would aid in making the scene safer for emergency responders, with the goal of a peaceful resolution. The course included information on the Understanding of the Mentally Ill and tips on how to deal with them during an episode or break down. This course is a must for all 9-1-1 telecommunicators and their supervisors.

Center Training Officer Program In the PSAP, people are your most important resource. The course provided members with the proper framework to train new employees, which would lead to better performance and higher retention rates. The course covered proper documentation of performance, evaluation of performance, setting milestones, and developing a plan for trainee success.

Cybersecurity Fundamentals for the ECC provided emergency communications professionals with foundational knowledge of *cyberattacks*, including the anatomy of a *cyberattack*, signs of an ongoing *cyberattack*, and other helpful tools.

A Helping Hand: Peer Support in Your Communication The provider for this training wanted to use the emotional power of a victim's story to motivate and inspire 911 personnel to remember why they do what they do. The victim's story served as the emotional driving force for changes in the 9-1-1 system to minimize human error. Learning to take care of each other is crucial in this industry. Therefore, having the tools and resources at hand our team is in crisis or after a critical incident could make a huge difference in the health and well-being of communication centers. In this class, through instruction, hands on exercises, and scenario training, members learned how to set up a peer support team, learn debriefing and defusing skills, suicide awareness, listening skills, and compassion fatigue.

Human Trafficking Preparedness for the 911 Human trafficking is perhaps the fastest growing crime in our nation. Despite media awareness in recent times, human trafficking is almost hidden in many circumstances. It manifests itself in unimaginable ways and is growing at an incredible pace. In this full day course, Tina DeCola, from Las Vegas Fire and Rescue, taught 9-1-1 Professionals and Field Personnel critical factors about human trafficking, its link to other heinous crimes, and resources to aid them in these calls. Awareness and preparedness for this ever-growing threat is key to identifying victims and traffickers.

Center Manager Certification Program In emergency communications, effective leadership ensures that Supervisors and telecommunicators are doing the right thing and doing things right. The course was designed to equip recently hired, newly promoted, and aspiring PSAP and 9-1-1 Authority managers and supervisors with the tools needed to effectively manage their agency through a rigorous 40-hour course of lecture and lab-based education. For more seasoned 9-1-1 professionals, the CMCP also serves to fill in some of the gaps and strengthen core competencies required in emergency communications center management.

Active Shooter Crisis response encompasses technical, organizational, and cultural interoperability. Crises are unpredictable and endanger large segments of a population, often requiring focused or tailored responses. This creates the need for flexibility, preparedness, and adequately trained personnel capable of dealing with all-hazards events. Training should develop responders capable of rapidly assessing threats and acting accordingly, using ethical measures for mitigation, containment, and recovery. This course is built on the experiences of frontline telecommunicators who have worked active shooter incidents. Upon their recommendation, the course is structured along the arc of events that happen before, during and after an active shooter incident. The goal of the course was to educate telecommunicators about the intricate issues and

challenges posed by active shooter incidents, including preparedness for an incident, response to an incident and the role the telecommunicator plays following an incident.

Preventing Telecommunicator Tunnel Visions In this workshop, participants identified and discussed common problem areas that our telecommunicators experience in the performance of their duties. Members learned tips and tools that helped to identify and correct problems to ensure team members succeeded. Whether it's in-the-moment issues like freezing up when CAD doesn't work or when addresses do not validate, or systemic issues such as failure to follow protocols or errors resulting from inflexible QA questions, the course offered the training resources needed to get (and keep) call takers performing at their very best.

Enhanced Caller Management The course positioned members to become a better call taker, enhance professional skills, and improves outcomes for the OUC and the community served. From active listening to decision making, local knowledge to performing efficiently in a crisis, the journey to becoming a star performer under the headset starts here.

Interoperability and Mutual Aid Awareness Training Dispatchers had the opportunity to enhance their use and operation of the district's primary interoperability tools to best support inter-agency communications with local, regional, state, and federal responders. Topics covered included the meaning and importance of interoperability, NCR communications plan, the various interoperability options (i.e., Land Mobile Radio, Radio Interoperability Zones and Channels, Radio Cache, WAWAS, PMARS, Patching, Command Posts and Centers, Personnel Pairings). As well as, how to apply the ICS structure in the NCR through Scenario walk-throughs.

Quality Assurance: Achieving QA/QI in the PSAP The duties and responsibilities of those who serve our communities by accepting and processing emergency calls from the public have grown exponentially over recent years. The industry is challenged by the type and nature of the calls received. Factors that affect the quality of service received are the heavy workload, constant changes within the PSAP, changes in technology, as well as customer expectations. This course discussed the joint NENA/APCO Standard 1.107.1.201 and focused on the establishment of a quality improvement program for public safety communications personnel. NENA's Quality Assurance: Achieving QA/QI in the PSAP was delivered in an 8-hour course designed to emphasize the importance of a quality improvement programs with a focus on quality assurance reviews as a main tenant of the process.

Change Management in 911 In an industry where technology is rapidly changing it is key to ensure that our staff understands the change that will encounter and provide everyone on the team with the tools, they need to make the change effective. Managing employees through the change is a key part of success. Not only change of technology but also procedures, protocols, and management processes. This course provided attendees with basic strategies for adapting and dealing with change while also providing them with ideas about how to manage change effectively and successfully within the organization.

Leadership in 911 Center It's not the title that one attaches to their name, but it is the ability to effectively manage, motivate, and mediate that makes a person a leader in 911. This course was geared towards current or soon to be PSAP supervisors who wished to enhance their understanding

of the tools and traits for effective leadership in the communications center and within the public safety region. This course focused on the interpersonal elements common to 911, different manners of leadership, self-awareness, and moving from a transactional to a productive leadership style that utilizes remediation, negotiations, and reframing tools so that the focus remains on people.

Recruit, Hire, Retain, and Promote for Success Keeping PSAP fully staffed can be a challenge. Not only fully staffed but also with qualified and reliable employees. The PSAP culture plays a critical role in the retention of qualified employees. This course focused on creating a strong hiring policy, PSAP cultural environment and how to retain employees, ultimately supporting them throughout their careers. As employees find potential opportunities within the region, they can apply the knowledge gained from their current PSAP and brave the process in securing another career opportunity within the region. It is imperative that the public safety community understands the importance of the things needed to recruit, hire, retain, and promote employees, as these are things that will assist every agency will assist in the development of members that will branch into roles with more responsibility.

Suicide Intervention Suicide Prevention is designed to educate call-takers in crisis intervention. Topics included suicide attitudes, risk assessment of caller, risk assessment of responder and call-taker intervention. Since the rise of the pandemic the suicide rate continued to rise and call takers received more calls based on general distress. In the PSAP it is key to have staff trained on how to identify the suicide caller within seconds of the call. Employees learned how to properly deescalate if necessary and reduce factors that increased risk while increased factors that promoted resilience.

911 Least Wanted 911 Least Wanted focused on the problem people encountered while working in an emergency communications center. The chronic complainer, the terrible trainer, and the big bad bully are just a few of the types of least wanted people covered in detail. Focusing on how PSAP culture supports these negative individuals, how cliques empower informal chains of command and how to fix what is broken without becoming a part of the problem. Also included were frank assessments of how social media, personal electronics, and factors such as the Me-Too Movement impact personnel management.

Combating Complacency It can be very easy to slip into complacency when day to day tasks become familiar and almost routine in any profession. In the PSAP this can cause call takers and dispatchers to become less attentive, thorough, and potentially allow important standards to slip. In the interworking's of 911 across a regional scope of PSAPs, it is important that everyone receive the same training scope and perspectives to achieve one common goal. Every person's role in the PSAP is important and should be handled with attentiveness and great attention to detail. This course focused on preparing students for the unexpected while present at work, how to adapt, and how to maintain focus despite the ease of complacency.

 Crisis Negotiations This course was built on all the skills of basic telecommunicator training but has the specific goal of diving deeper into the nature of crises, their progression, and the most effective way to receive and process calls. Within its scope, the course provided an overview of crisis negotiations looking at the special concerns related to hostage situations, barricaded subjects, and persons with suicidal intent. By the end of the course, the students gained conceptual tools to

help understand crisis situations, they also attained tools to use when working to resolve these incidents.

Customer Service in Today's Public Safety Communications Providing satisfactory customer service in the high energy, often high stress field of public safety communications, is paramount to successful performance in this profession, both for the individual telecommunicator as well as the agency they represent. This course addressed all aspects of customer service and how it impacts our industry. Although intangible, customer service is a critical component that must be understood and applied in excellence to every situation.

Fundamentals of Tactical Dispatching Fundamentals of Tactical Dispatch course was designed for telecommunicators who want to enhance their knowledge, skills, and abilities so they can ultimately serve as a member of a tactical/incident dispatch team. The course used scenarios and practical exercises to explore the issues involved in working major events and responding to major incidents. Class work focused on sharpening the skills needed to fulfill the role and responsibilities for tactical dispatch. Classroom instruction was supplemented by practical exercises that helped students apply the lessons to the OUC's policies and procedures. Students not only learned topics relating to their individual performance but also learned how to work together in teams to manage events and incidents that require the coordination response of multiple agencies and multiple jurisdictions.

Human trafficking preparedness for the 911 Human trafficking is perhaps the fastest growing crime in our nation. Despite media awareness in recent times, human trafficking is hidden in many circumstances. It manifests itself in unimaginable ways and is growing at an incredible pace. According to Polaris, the global leader in the fight against human trafficking, more than 49,000 cases of human trafficking have been reported to the Human Trafficking Hotline in the last ten years. It is estimated that the total number of victims nationally reaches hundreds of thousands. In this full day course 9-1-1 professional learned critical factors about human trafficking, its link to other heinous crimes, and resources to aid them in these calls. Awareness and preparedness for this ever-growing threat is key to identifying victims and traffickers.

FY23 Public Safety Communications Staffing and Employee retention The
Next Generation of research had proven turnover rates for emergency communication centers (ECC) in the US were at 19%. It is common knowledge that the public safety communications industry has suffered from an inability to effectively recruit and maintain employees. This in turn has required ECCs across the country to invest millions of dollars in a vicious cycle of continuous recruitment, training new hires and overtime that merely addresses the symptoms of this issue and not the core problem. This course focuses on creating a strong hiring policy, provides over 300 tips, guidelines and effective practices on subjects ranging from creating effective shift schedules PSAP cultural environment and how to retain employees, ultimately supporting them throughout their careers. As employees find potential opportunities within the region, they can apply the knowledge gained from their current PSAP and brave the process in securing another career opportunity within the region. It is imperative that the public safety community understands the importance of the things needed to recruit, retain, and promote employees, as these are things that will assist every agency within the region, and in the long term, will assist in the development of members that will branch into roles with more responsibility.

FY23 Communications Training Officer Program provides comprehensive training on the roles and responsibilities of CTOs in running the OUC's training program. The course focuses on performance-based training and management and the need for standardized training with documentation. This CTO 6th Ed. course includes the essential elements of a CTO program based on the industry recognized "San Jose Model" while also incorporating the requirements set by the national standard for CTO programs — [APCO ANS 3.101.3-2017 Minimum Training Standards for Public Safety Communications Training Officers](#).

FY23 How to succeed in the workplace through effective communication The 8hr training will be broken down into 4 Modules 1. The Power of Thought focuses on reprogramming of the subconscious mind so that students will learn how to become the alignment of one mind for the betterment of the team. 2. The Art of Communication students will learn their personality, behavior, and communication style as well as the style of their teammates or co-workers. This training will eliminate conflict, create effective communication, and produce positive results and productivity. 3. Eliminating Imposter Syndrome, is dedicated to teaching students how to eliminate self-doubt and confidently serve their purpose in the workplace at the highest level. Confidence in the workplace is key. Students will learn to not only have confidence in themselves but also their team members. 4. Building a Winning Culture: dedicated to creating a winning culture and a healthy work environment. This module focuses more on the individual team member so that they can be empowered to be their best self.

FY23 Liability Issues in the 911 Center 9-1-1 center personnel face exposure to legal liability both inside and outside the workplace. While some of this is unavoidable due to the nature of the job, training and illustration of potential pitfalls can serve to minimize potential risk. Drawn from real-world experiences, this course provides practical suggestions on limiting PSAP personnel and 9-1-1 center liability. Attendees will hear about the concepts underlying legal terms like "liability," "damages," and "immunity." Lessons learned from court cases will be used to provide examples of procedural violations that formed the basis of lawsuits against PSAPs. The hiring and management of personnel and dispatch center operations will be examined from the standpoint of compliance with federal and state laws that regulate these areas. Finally, the concept of privacy in the dispatch center will be evaluated from a constitutional perspective and in light of the many rules governing the confidentiality of medical information.

FY23 Bullying and Negativity in Communications Center course examines how bullying occurs and how to combat the issue. This course will explore the nature of the problem, its impact on people and organizations, corrective actions that can be taken, and steps to foster and maintain civility in the communications center. Bullying is present in any workplace setting It is key to identify it and eliminate it professionally to have a healthy work environment. Students will develop the skills needed to effectively practice civil behavior, as well as demonstrate different ways organizations can systematically combat bullying and cultivate civility in the workplace.

FY23 Say This, Not That course will go over word tips and simple phrases that foster better communication and relationships. These tips will not only positively impact our callers and co-workers inside the OUC but will also make a huge positive impact with relationships with other PSAPS within the region and friends and family. There is a need to share vital data and

information across disciplines and jurisdictions to successfully respond to day-to-day incidents. To drive progress of such information sharing, there are some elements that should be considered in doing so. This course will also discuss the negative impacts of emotional suppression statements, and help the students understand normal human responses when someone is functioning under the emotional centers of the brain. Attendees will add soft customer service tools to their toolbox that they can use instantly after this class while on the call center floor, in communication amongst regional 911 centers, and in their everyday lives.

FY23 Surviving Stress is one of the most common words used in society today and something that each one of us will experience at some point in our life. Stress affects people of all ages, professions, and life situations. However, emergency communications as a profession that is inherently stressful with the various demands placed upon them by nature of the profession. Understanding these causes of stress in 911 Emergency will allow the public safety telecommunicator to recognize and mitigate some of the stressful situations that they may encounter. This course addresses how to detect stress within oneself and co-workers while providing measures to reduce its impact. We want to continue to have our employees at their best personal self so that that can perform efficiently and effectively while in the workplace.

FY 2023 Crisis negations The telecommunicator is the first voice in any crisis, the first point of contact the caller has with public safety and sometimes the first person in crisis has had with anybody in a long time. Crisis Negotiation calls are truly life or death incidents for the caller and perhaps for others involved in the incident. These calls are unlike emergencies that telecommunicators handle every day. A crisis does not have a clearcut response plan, its nature and outcome are hard to discern. There is no way to know how long it will take to resolve or by what means. Outcomes depend on the way responders interact with the person on the other end of the phone. The best preparation for telecommunicators is training as much as possible before they must handle a crisis call.

FY23 Emergency Communications Analyst was a course designed after measurable data was collected regarding operational needs. The training course provided students with the knowledge to assist with reduced notable call emails, standardizing notable call notifications, notification return times to supervisors, and how to analyze data for dissemination.

FY23 Telephone Equipment Operator training course in conjunction with performance prepares Telephone Equipment Operators (TEO) to effectively operate call taking positions and to perform all tasks required of the position when creating and documenting emergency and customer service response in the Office of Unified Communications (OUC) Unified Communications Center (UCC). The instructional goals will assist Telephone Equipment Operators (TEOs) with developing knowledge, skills, and abilities based on the building block adult performance-based training concept. Structured academics followed by structured on the job training, evaluation of job-related tasks and competencies will ensure performance and behaviors required for the position meet the customers standard of care and adheres to the OUC's standards, policies, and procedures.

FY23 Fire dispatcher refresher course will provide refresher instruction on how to initiate, coordinate, check, and provide deployment of apparatus for emergency medical, fire, rescue, and

hazmat events/incidents, dispatch in a precise established dispatch sequence, connect, convey, and clarify confirmed messages, fulfill requested resources for responding units and working incidents, and remain in contact with units while tracking and documenting response efforts related to apparatus and events/incidents. Fire and EMS radio dispatchers are the support and lifeline of Fire department crews, apparatus, and personnel. Fire and EMS dispatchers deciphers call for service information to ensure the most appropriate responses based on incident response factors and Fire and EMS department response plans.

FY23 Engine 22 fire dispatcher simulation training in coordination with the fire department, fire dispatchers receive four hours of hand-on refresher training in a simulated environment alongside the newly promoted fire department supervisors/managers. This training gives refresher training in the area of working an incident as if it was a real-life situation.

FY23 Police dispatcher refresher course will provide refresher instruction on the importance of reviewing calls for service for accurate incident response purposes, making decisions according to policies, SOP's, and FCC regulations, applying sound judgment for regarding communications incident control, ensuring officer safety and the ability to deploy units based on priority levels and needed resources, keeping track of and documenting units and events/incident over the air and in the computer aided dispatch (CAD) system. Police radio dispatchers are the support and lifeline of police officers and other law enforcement personnel. Their instruction and information give units direction regarding response to incidents or emergency calls otherwise known as calls for service.

FY23 Call taker refresher course will provide refresher instruction on how to answer, accept and respond to incoming calls for service, how to gather important information, document accurate pertinent information, assign the most appropriate and/accurate response per agency response plans, how to provide answers, referrals, and or resources to callers who are seeking assistance. Call takers will be reminded in this course that they are the first point of assistance for the public and are the supportive position to the Police, Fire, and EMS radio dispatchers. The call takers not only receive and process emergency and administrative calls for services (create events), but they also connect callers to additional resources for further assistance. Further instruction will include the reiteration that call takers must maintain a professional tone and demeanor while being calm, composed, and always having situational awareness, operate a Computer Aided Dispatch System (CAD) and other computer systems i.e., admin, SMART911, RapidSOS, and use additional location resources for verification purposes, and understand the geography of the District of Columbia and surrounding areas.

311 Operational Training FY22 through current FY23
Department of Motor vehicle services ticket training instructs on ticket information, payment, and adjudication to acquire the 2nd of 3 required skillsets.

Department of Motor vehicle services non-ticket instructs on driver and vehicle services to acquire the 3rd and final required skillset.

Live Agent Training instructs on technology and proper social media engagement regarding 311 & Department of Motor vehicle services.

311 City Services instructs on re-entry refresher of core city services and New Hire training for the Department of Energy and Environment Utility Affordability Programs and core city services.

Department of Energy and Environment training provides instruction on how to locate and learn the utility affordability programs' website, eligibility requirements, documentation, and how to apply to navigate DOEE's energy community online system for customer account information and application status, and to analyze and assist in customer support regarding utility affordability application status inquiries.

Department of Works training provides instruction on how to locate and define the types of sanitation and parking enforcement services utilizing the agency website and to analyze and apply agency requirements of eligibility and process to customer concerns and service requests for resolution.

District Department of Transportation Works training provides instruction on how to locate and define public space maintenance, management, and urban forestry services, and to analyze and apply agency requirements of eligibility and process to customer concerns and service requests for resolution.

Fire and Emergency Medical Services, Department of General Services, and Emergency Protocol training will provide instruction on how to identify and create service requests for fire safety education and inspection, community events, and fire smoke alarm applications, to identify and create service requests for DC facilities landscaping and grounds maintenance and the Department of Parks and Recreation's indoor and outdoor pools and dog and spray parks, and to identify and respond to human exposure and natural/structural damage by service request submission or routing information to the responsible agency.

Deputy Mayor of Operations and Infrastructure, Deputy Mayor of Health and Human Services, Deputy Mayor of Planning and Economic Development, Deputy Mayor of Education will provide instruction on how to identify each Deputy Mayor category and its subordinate DC government agencies, to utilize Deputy Mayor categories as a tool to associate the customer's concerns to a corresponding agency for assistance, and to review each agency's top 3 public-facing services as a demonstration of agency function.

Deputy Mayor of Public Safety and Justice, Mayor's Office of Community Affairs, Internal Services (Department of General Services, Office of the Chief Technology Officer, Office of Contracting and Procurement, Department of Human Resources, Office of Risk Management, Office of Disability Rights, Office of Labor Relations and Collective Bargaining) will provide instruction on how to identify each Deputy Mayor category and its subordinate DC government agencies, to utilize Deputy Mayor categories as a tool to associate the customer's concerns to a corresponding agency for assistance, and to review each agency's top public-facing services as a demonstration of agency function.

45.   Please provide an update on OUC's implementation of Title III Subtitle D of the Fiscal Year 2023 Budget Support Act of 2022 (D.C. Law 24-0167).

In August 2022, the agency identified a vendor that will support the implementation of the T-CPR certification program. Training sessions for the workforce is ongoing.

46.   What training deficiencies, if any, did the agency identify during FY22 and FY23, to date, and how did the agency update its curriculum accordingly?

Training deficiencies identified through review of completed quality assurance evaluations, daily observation reports, referrals from the transcription unit, the Office of Special Investigations, and other referrals, include attention to detail, collection of information, retention of information, completing all cycles of communication, professionalism, failure to enter calls accurately and efficiently for service, prematurely disconnecting callers prior to ensuring help was being sent, the use of CAD, absence of documentation, and location resources not being used.

In FY22, there was no standard in place for instruction and/or training. The curriculum is now standardized and being guided by the Association of Public Safety Officials (APCO) standards and the National Emergency Number Association (NENA) standards. Standardizing the training curriculum will assist with the delivery of information that ensures consistency and will ensure that everyone gets the same, high-quality training experience.

The curriculum has been updated in different areas to correct instruction, remediate, inform, and reiterate on the above deficiencies and training topics that have already been delivered. In FY22, it was identified that the tools that were in place to track a trainee's performance were not adequate. The standard evaluation guidelines (SEGs) define the competency levels for all required performance categories and any agency-specific requirements. The standard evaluation guidelines (SEGs) are intended to provide a fair and uniform scoring method to assess each trainee's progress. It is with these guidelines that the training program achieves a recognized level of standard, competency, and credibility. In FY22, the standard evaluation guidelines (SEGs) only included fourteen guidelines. In FY23, since the update to the standard evaluation guidelines to now include thirty-one guidelines, all of the SEGs have been followed, and the daily observation reports and the training task lists have been completed.

In FY22 there was nothing referred to as a trainee task list. In FY23, the agency will now use a trainee task list that uses agency-specific tasks and competencies to document the training process. The list contains all the tasks and competencies involved in the Emergency Telephone Equipment Operator's role and police, fire, and emergency medical services dispatchers. These task and competencies are directly related back to the categories in the Standardized Evaluation Guidelines (SEGs) that are reflected on the Daily Observation Report (DOR). The task list is compiled and stays with the trainee for the entire training process, in which gives a trainee clear expectation regarding performance and behavior. The daily observation report documents the trainee's level of performance for each required category and clearly identify areas of competency, outstanding performance, or the need for

remedial training. This document also provides timely updates regarding the trainee's level of performance so that if there are deficiencies identified they can be rectified in a timely manner.

The Communication Training Officer Program's tracking and evaluation documents will be updated as technology, policies, procedures, or any other type of change occurs. This ensures that all information needed is disseminated to each trainee.

In FY22, call floor introduction was touched upon in the form of retention exercises on the 911 operations floor. However, based on feedback, it was communicated that trainees wanted to gain more insight into the knowledge and understanding expectations prior to the start of classroom training. These retention exercises are now included in the FY23 new hire training program timeline along with a forty-hour introductory course. In FY23, all new hires will complete a forty-hour introductory course for telecommunicators that provides the essential and foundational training that 9-1-1 professionals need to deliver effective and efficient 9-1-1 service to the public. This introductory material will give new hires the ability to see what's ahead and the areas of knowledge and understanding that they will be expected to complete. The following core areas will be covered; health and wellness, legal concepts, emergency communications technology, interpersonal communication, call processing, emergency management, and quality assurance.

In FY22, there was no consistent process to track remediation efforts. In FY23, the agency has created a tracking for all referrals regarding remediation requests. Current members receive training as outlined in an established lesson plan specific to the area of deficiency.

In FY22, the training curriculum did not include the minimum training standards. In FY23 trainees will receive knowledge in the following core competencies areas and more; roles and responsibilities, legal concepts, interpersonal communication, emergency communications technology, call processing, emergency management, radio communication, stress management, quality assurance, and on-the-job training.

47. Please provide an update on any changes made to the supervisor training in FY22 and FY23, to date.

To date, the agency has created a specific management/supervisory leadership developmental training path which must be completed within one year of promotion or employment with the agency. This training will be offered quarterly at the cadence of two courses per quarter to newly promoted members and existing members of the management/supervisory team. Managers and supervisors will be evaluated, coached, and mentored by senior members of the executive staff. Included in this training path are the following courses;

Center Manager Certification Program- In emergency communications, effective leadership ensures that Supervisors and telecommunicators are doing the right thing and doing things right. The course was designed to equip recently hired, newly promoted, and aspiring PSAP and 9-1-1 Authority managers and supervisors with the tools needed to effectively manage their agency

through a rigorous 40-hour course of lecture and lab-based education. For more seasoned 9-1-1 professionals, the CMCP also serves to fill in some of the gaps and strengthen core competencies required in emergency communications center management.

Manager and Supervisor development course: MSS Managerial/Supervisory training course will provide existing and new members of management the core knowledge while in their roles. Some of the course topics included management roles, responsibilities, and expectations, management supervisory system, payroll, and time management, understanding special investigations, performance management, emergency response, and effective communication.

How to succeed in the workplace through effective communication. In modules, this training will cover; The power of thought, The art of communication/understanding the DISC behavioral styles, eliminating imposter syndrome discussing the cycle of belief and success, and building the winning culture.

Customer service and soft skills training- Topics and training on how to deal with difficult callers, words to use for extraordinary customer service, and how to defuse anger and responder relations.

Leadership in the 911 center- It's not the title that one attaches to their name, but it is the ability to effectively manage, motivate, and mediate that makes a person a leader in 911. This course was geared towards current or soon to be PSAP supervisors who wished to enhance their understanding of the tools and traits for effective leadership in the communications center and within the public safety region. This course focused on the interpersonal elements common to 911, different manners of leadership, self-awareness, and moving from a transactional to a productive leadership style that utilizes remediation, negotiations, and reframing tools so that the focus remains on people.

Lead, follow, get out the way- This one-of-a-kind leadership class will address leadership at all levels of the organization and will provide attendees with ways to improve the leadership in the OUC. Lead, Follow or Get out of the Way tackles the necessary components of leadership during times of high impact, high risk incidents that would require personnel to be working at their best. The OUC Supervisors will greatly benefit from this course equipping them with the knowledge to be leaders in instances/usage of large-scale incidents, especially instances where neighboring jurisdictions will be counting on each other to accomplish a task with the OUC.

    a. How many supervisors have received the Certified Manager Certification Program (CMCP) in FY22 and FY23, to date?

Currently there are a total of 13 supervisors that have obtained the Certified Manager Certification Program (CMCP) certification.

48. Please provide the agency's training schedule for new hires and continuing education during FY22 and FY23, to date.

Telephone Equipment Operators- *Outline/Timeline*

Discipline	Subject	Duration	Hours

NENA Virtual Course	911 Introductory Telecommunications Course	1 week	40 hours
Classroom training	Telephone Equipment Operator Issuance of Training Manual	6 weeks	240 hours
Near On- the-Job Training	Classroom and hands-on instruction	1 week	40 hours
WALES/NCIC	Intro to WALES /NCIC EAgent/Informer/ CAD Supplementals	1 week	40 hours
On-the-Job Training	Call Taking Position OUC Operations Floor with Communications Training Officer (Official observation/evaluation phase)	14 days	168 hours
Independent Work Evaluation	Performance Evaluation Only OUC Operation Floor (Final evaluation phase with observation)	1 week	40 hours
Retention Exercises	Detail and/or Assignment Conduct observations (work-related content)	1 week	40 hours
Independent QA	Quality Assurance Evaluation	1 week	40 hours

14 weeks/est. 4 months

311 Customer Service Representative- *Outline/Timeline*

Subject	Duration	Hours
Introduction	**1 day**	**8hrs**
Department of Energy and Environment Utility Affordability	**3 days**	**24hrs**
Department of Public Works	**4 days**	**32hrs**

District Department of Transportation	2 days	16hrs
Fire and Emergency Medical Services, Department of General Services, and Emergency Protocol	1 day	8hrs
Deputy Mayor of Operations and Infrastructure, Deputy Mayor of Health, and Human Services, Deputy Mayor of Planning and Economic Development, Deputy Mayor of Education	1 days	8hrs
Deputy Mayor of Public Safety and Justice, Mayor's Office of Community Affairs, Internal Services (Department of General Services, Office of the Chief Technology Officer, Office of Contracting and Procurement, Department of Human Resources, Office of Risk Management, Office of Disability Rights, Office of Labor Relations, and Collective Bargaining)	1 day	8hrs
In class Live Call Taking	5 days	40hrs
Comprehensive training exercise	1 day	8hrs

4 weeks/est. 1 month

Continuing education will be a requirement for all agency members that are 911 or 311 operational members. For members that currently hold a National Number Emergency Association (NENA) Emergency Number Professional (ENP) certification must complete continuing education courses as well. New technologies are integrated into emergency communications frequently. As such, agency members may need to develop new skillsets to keep pace. Agency members need to be trained often for new skills throughout their careers.

Continuing education is a vital element to this process, especially since the landscape of 911 is changing as legacy networks and systems migrate to NG911. Certain roles and responsibilities are ever evolving and ensuring that all agency members are aware of those changes helps to significantly reduce anxiety as well as personal and agency liability. Continuing education will include classroom and online training. Following industry best practices, agency members will receive a minimum of 24 hours of continuing education annually.

Some of the continuing education training topics to be covered in FY23 will include; mass casualty incidents, bomb threats, preparing for court testimony, press releases and media handling, carjackings, public works/utility contacts, computer-aided dispatch (CAD) information entry requirements, quality assurance/quality improvement (QA/QI), critical Incident stress management (CISM), social media Hate crimes, stress management, telecommunications device for the deaf

(TDD)/ teletypewriter (TTY), incident command, interpersonal relations and team building, listening skills, and aping.

49.   How did the agency ensure that MPD and FEMS personnel were cross-trained with call takers and dispatchers in FY22 and FY23, to date.

The specific MPD trainings that were conducted by personnel were:

- **New MPD recruits came and shadowed Universal Call Takers and MPD Dispatchers**

The specific FEMS training that were conducted by personnel were:

- **Training at Engine 22 with newly promoted FEMS Battalion Chiefs**
- **Mayday 2nd alarms**
- **Working fires**
- **Hazmat box alarms**
- **Rescues w/trapped individuals**
- **Box alarms for working fires**
- **Bridge training**

Staffing

50.   Please provide data on personnel attrition (retirement, resignation, termination, etc.) for FY22 and FY23, to date.

ATTACHED

51.   Please provide, as of January 26, 2023, the number of 911 call takers and the number of 911 call taker vacancies.

   a.   In FY22 and FY23, to date, how many 911 call takers separated from the agency, and what was the reason for their separation?

   Currently Employed - 72
   # of Vacancies – 37
   Separation report is attached – 22 separated in FY22 and FY23

52.   Please provide, as of January 26, 2023, the number of 911 dispatchers and the number of 911 dispatcher vacancies.

   a.   In FY22 and FY23, to date, how many 911 dispatchers separated from the agency, and what was the reason for their separation?

   Currently Employed - 92

# of Vacancies – 77
Separation report is attached – 6 separated in FY22 and FY23

53.   Please provide, as of January 26, 2023, the number of 311 call takers and the number of 311 call taker vacancies.

      a.   In FY22 and FY23, to date, how many 311 call takers separated from the agency, and what was the reason for their separation?

    Currently Employed - 44
    # of Vacancies – 17
    Separation report is attached – 10 separated in FY22 and FY23.

54.   Please provide the average number of dispatchers on duty per shift and the average number of calls dispatched by each individual for that shift. Please itemize each in FY22 and FY23, to date.

    In FY22 and FY23 to date, there were an average of 17 dispatchers on duty per shift and they dispatched an average of 105 calls per shift.

55.   Please provide an update on agency efforts to add five additional supervisory FTE positions to fulfill a supervisory model that has four supervisors on the floor for each shift.

    There have been seven (7) individuals promoted to supervisor roles in FY 2022 and FY2023 (to date). Additionally, two of the supervisors were designated as FEMS dispatch supervisors. Each of the four (4) shifts now have a minimum of four (4) supervisors.

56.   Please provide an update on the agency's efforts to create an emergency communications analyst position that would be responsible for monitoring performance metrics real time, identifying trends, forecasting, and predictive analytics?

    The first group of ECAs were trained during the first week of January 2023. They have been working on their shifts in this role solely. To date, they have had a positive impact by identifying issues that arose, correcting incorrect addresses, and linking calls that have similar circumstances in an effort to minimize duplicative efforts. This program is still in the pilot phase and will continued to be evaluated.

57.   Please provide an update on any progress made by the agency to hire additional certified bilingual call-takers.

    The agency has advertised our hard-to-fill vacancies at community events and hiring fairs for District residents. We are also working with DCHR to develop recruitment strategies to attract applicants for bi-lingual positions and will include bi-lingual language speaking as a preference when positions are posted.

58.   Please provide an update on agency efforts to analyze current call volumes using the ECaTS records management system in order to develop a staffing plan for both the day and night shifts.

Shift supervisors are given forecast reports one month in advance, with estimated call volume and the number of call takers needed to minimize wait times. Shift supervisors are then required to submit a staffing report to the Operations Manager one (1) week in advance for approval and to identify any gaps in staffing that may need to be filled.

59.   Please provide an update on the agency's review of staffing numbers as recommended by the DC Auditor.

This recommendation in the audit does not address a few areas of concern for the Agency. When you have a set number of call takers working a schedule that varies from your established schedule, those call takers also need to be supervised. Implementing a "power shift" would require additional supervision. The Agency has just within the past few months been able to address the supervisor audit recommendations and made necessary changes to those staffing levels. While the Agency has been able to shift the minimum staffing based on the day shift (0600-1800) call volume and the night shift (1800-0600) call volume; we have not implemented a "power shift".

The audit addresses staffing in two distinct ways, one to use the ECaTS forecasting model, which we do and then to use Table 7. The ECaTS forecasting model is more established; because of its dynamic ability to take into account time of year, where Table 7 is static and is an hourly average of 365 days.

911 Operations

60.   Please provide an update on the agency's efforts to switch to an algorithm-based dispatch system?

There is an automated dispatch system that fire initial dispatches can be switched to. DC FEMS and OUC are working to complete the review of this product and will most likely implement it. There is no system in the 911 dispatch industry known as an algorithm-based dispatch system.

61.   In FY22 and FY223, to date:

      a. How did the agency address 911 misuse?
      b. What strategies did the agency employ to reduce call volume?
      c. How many 911 misuse calls were received?
      d. What type of 911 misuse calls were received?

One of Mayor Bowser's priority goals is to create a safer, stronger DC. Accordingly, OUC collaborated with its public safety partners to carefully review basic programs and services to identify where we could collectively make services more efficient for District residents.

In our continued effort to safeguard the 911 communications system and help reserve the 911 line for true emergencies, we looked at a number of ways to offload non-critical calls whenever possible. A key effort around this initiative was the reintroduction of 311 as an

avenue to request non-emergency police services. To achieve this, the OUC's existing 311 and 911 call handling systems were modified to force the prioritization of non-emergency calls. Now, after dialing 3-1-1, callers can press Option 1 to report police non-emergencies like noise complaints, fender benders, vandalism, destruction of property, and for any crimes that have happened in the past with no reported injuries, and when the suspect is no longer on the scene.

The OUC does not formally track types of 911 misuse, but instead focuses on providing options for requesting non-emergency services and public education and community outreach.

62.   Please provide an update on the Text-to-911 program, including the number of event records for emergency services initiated via text.

In FY22 and FY23, the OUC responded to 7,454 Text-to-911 sessions and generated 587 CAD events.

63.   Please provide the number of "10-33s" received in FY22 and FY23, to date, by month, and by agency.

   a.   Please provide the dispatch time for each 10-33 received.

Month	Agency	CNT		Agency	Event Number	Month	Call2Disp Times
Oct-21	DCFEMS	3		DCFEMS	F210162480	Oct-21	29
Oct-21	MPD	15		DCFEMS	F210172205	Oct-21	77
Nov-21	DCFEMS	3		DCFEMS	F210188313	Nov-21	36
Nov-21	MPD	6		DCFEMS	F210203693	Dec-21	63
Dec-21	DCFEMS	1		DCFEMS	F220003544	Jan-22	19
Dec-21	MPD	9		DCFEMS	F220009253	Jan-22	17
Jan-21	DCFEMS	3		DCFEMS	F220015557	Jan-22	24
Jan-21	MPD	6		DCFEMS	F220023615	Feb-22	62
Feb-22	DCFEMS	1		DCFEMS	F220038741	Mar-22	24
Feb-22	MPD	6		DCFEMS	F220038887	Mar-22	47
Mar-22	DCFEMS	4		DCFEMS	F220039474	Mar-22	126
Mar-22	MPD	16		DCFEMS	F220039492	Mar-22	16
Apr-22	DCFEMS	4		DCFEMS	F220050419	Apr-22	22
Apr-22	MPD	14		DCFEMS	F220060439	Apr-22	27
May-22	DCFEMS	3		DCFEMS	F220062972	Apr-22	28
May-22	MPD	13		DCFEMS	F220068448	May-22	40
Jun-22	DCFEMS	9		DCFEMS	F220078470	May-22	80
Jun-22	MPD	22		DCFEMS	F220082861	May-22	76
Jul-22	DCFEMS	3		DCFEMS	F220092135	Jun-22	68
Jul-22	MPD	12		DCFEMS	F220092697	Jun-22	57
Aug-22	DCFEMS	6		DCFEMS	F220095068	Jun-22	51
Aug-22	MPD	14		DCFEMS	F220097286	Jun-22	24

Sep-22	DCFEMS	3	
Sep-22	MPD	13	
Oct-22	DCFEMS	5	
Oct-22	MPD	11	
Nov-22	DCFEMS	2	
Nov-22	MPD	8	
Dec-22	MPD	5	
Jan-23	DCFEMS	18	
Jan-23	MPD	13	
Feb-23	DCFEMS	11	
Feb-23	MPD	10	
Total		**272**	

DCFEMS	F220100599	Jun-22	30
DCFEMS	F220103374	Jun-22	121
DCFEMS	F220109404	Jul-22	94
DCFEMS	F220123473	Jul-22	69
DCFEMS	F220127135	Aug-22	26
DCFEMS	F220131698	Aug-22	34
DCFEMS	F220135360	Aug-22	24
DCFEMS	F220137377	Aug-22	76
DCFEMS	F220138281	Aug-22	74
DCFEMS	F220155759	Sep-22	80
DCFEMS	F220158956	Sep-22	66
DCFEMS	F220159332	Sep-22	45
MPD	I20210500799	Oct-21	38
MPD	I20210509150	Oct-21	0
MPD	I20210514718	Oct-21	24
MPD	I20210517651	Oct-21	95
MPD	I20210532533	Oct-21	91
MPD	I20210532773	Oct-21	117
MPD	I20210534254	Oct-21	0
MPD	I20210536488	Oct-21	51
MPD	I20210537110	Oct-21	46
MPD	I20210542112	Oct-21	0
MPD	I20210544187	Oct-21	59
MPD	I20210545427	Oct-21	64
MPD	I20210555489	Oct-21	0
MPD	I20210575339	Nov-21	77
MPD	I20210582071	Nov-21	38
MPD	I20210586896	Nov-21	62
MPD	I20210604615	Nov-21	85
MPD	I20210611130	Nov-21	12
MPD	I20210623171	Dec-21	92
MPD	I20210623185	Dec-21	59
MPD	I20210626253	Dec-21	0
MPD	I20210638222	Dec-21	42
MPD	I20210652599	Dec-21	80
MPD	I20210666909	Dec-21	423
MPD	I20210668253	Dec-21	0
MPD	I20220007652	Jan-22	29
MPD	I20220009782	Jan-22	0
MPD	I20220024253	Jan-22	43
MPD	I20220028332	Jan-22	269
MPD	I20220044362	Jan-22	24
MPD	I20220054812	Feb-22	43
MPD	I20220068541	Feb-22	0
MPD	I20220069975	Feb-22	1

MPD	I20220071315	Feb-22	133
MPD	I20220074976	Feb-22	224
MPD	I20220107402	Mar-22	32
MPD	I20220107488	Mar-22	101
MPD	I20220107529	Mar-22	91
MPD	I20220107530	Mar-22	137
MPD	I20220114218	Mar-22	56
MPD	I20220119984	Mar-22	34
MPD	I20220120388	Mar-22	61
MPD	I20220126111	Mar-22	310
MPD	I20220126119	Mar-22	55
MPD	I20220136031	Mar-22	31
MPD	I20220150024	Mar-22	112
MPD	I20220152776	Mar-22	0
MPD	I20220167088	Apr-22	199
MPD	I20220168653	Apr-22	63
MPD	I20220189771	Apr-22	23
MPD	I20220192432	Apr-22	179
MPD	I20220195330	Apr-22	0
MPD	I20220197110	Apr-22	130
MPD	I20220202372	Apr-22	1567
MPD	I20220202373	Apr-22	20
MPD	I20220208686	May-22	111
MPD	I20220226597	May-22	86
MPD	I20220245307	May-22	259
MPD	I20220245370	May-22	120
MPD	I20220247687	May-22	0
MPD	I20220271435	Jun-22	0
MPD	I20220280493	Jun-22	13
MPD	I20220286815	Jun-22	20
MPD	I20220288491	Jun-22	62
MPD	I20220288770	Jun-22	23
MPD	I20220293524	Jun-22	33
MPD	I20220294001	Jun-22	0
MPD	I20220295409	Jun-22	43
MPD	I20220295424	Jun-22	178
MPD	I20220301027	Jun-22	1271
MPD	I20220301781	Jun-22	24
MPD	I20220307779	Jun-22	29
MPD	I20220312255	Jun-22	8
MPD	I20220312391	Jun-22	45
MPD	I20220315668	Jun-22	95
MPD	I20220322749	Jun-22	587
MPD	I20220324573	Jun-22	66
MPD	I20220329086	Jul-22	0

MPD	I20220336554	Jul-22	145
MPD	I20220340409	Jul-22	62
MPD	I20220342125	Jul-22	36
MPD	I20220342924	Jul-22	75
MPD	I20220348625	Jul-22	0
MPD	I20220352232	Jul-22	125
MPD	I20220373303	Jul-22	1
MPD	I20220385079	Aug-22	190
MPD	I20220387148	Aug-22	109
MPD	I20220391857	Aug-22	109
MPD	I20220391858	Aug-22	0
MPD	I20220392137	Aug-22	107
MPD	I20220404432	Aug-22	0
MPD	I20220404449	Aug-22	64
MPD	I20220406027	Aug-22	186
MPD	I20220416320	Aug-22	88
MPD	I20220422408	Aug-22	28
MPD	I20220427706	Aug-22	95
MPD	I20220443370	Sep-22	0
MPD	I20220454633	Sep-22	25
MPD	I20220458939	Sep-22	45
MPD	I20220461031	Sep-22	63
MPD	I20220461317	Sep-22	46
MPD	I20220477067	Sep-22	309
MPD	I20220478179	Sep-22	72
MPD	I20220480333	Sep-22	81
MPD	I20220486935	Sep-22	214
MPD	I20220488131	Sep-22	61
DCFEMS	F220164409	Oct-22	155
DCFEMS	F220165159	Oct-22	137
DCFEMS	F220169676	Oct-22	90
DCFEMS	F220173186	Oct-22	54
DCFEMS	F220197506	Nov-22	53
DCFEMS	F230000361	Jan-23	110
DCFEMS	F230008149	Jan-23	41
DCFEMS	F230009030	Jan-23	16
DCFEMS	F230009159	Jan-23	36
DCFEMS	F230012605	Jan-23	18
DCFEMS	F230013897	Jan-23	8
MPD	I20220499920	Oct-22	62
MPD	I20220499929	Oct-22	2263
MPD	I20220504453	Oct-22	51
MPD	I20220504454	Oct-22	0
MPD	I20220520187	Oct-22	75
MPD	I20220520188	Oct-22	46

MPD	I20220530908	Oct-22	205
MPD	I20220538133	Oct-22	131
MPD	I20220554052	Nov-22	0
MPD	I20220557378	Nov-22	34
MPD	I20220572901	Nov-22	18
MPD	I20220585174	Nov-22	13
MPD	I20220590939	Nov-22	20
MPD	I20220601749	Nov-22	49
MPD	I20220622959	Dec-22	67
MPD	I20220622995	Dec-22	163
MPD	I20220633689	Dec-22	20
MPD	I20220649463	Dec-22	61
MPD	I20230006394	Jan-23	131
MPD	I20230015745	Jan-23	162
MPD	I20230025404	Jan-23	130
MPD	I20230027959	Jan-23	70
MPD	I20230029849	Jan-23	289
MPD	I20230050925	Jan-23	76
MPD	I20230057156	Feb-23	95
MPD	I20230059130	Feb-23	161
MPD	I20230059647	Feb-23	19
MPD	I20230061763	Feb-23	31
MPD	I20230061769	Feb-23	26
MPD	I20230064521	Feb-23	30
MPD	I20230074079	Feb-23	53
MPD	I20230077132	Feb-23	20

64. For each month in FY22 and FY23, to date, please provide, by type of call and priority, the:
    a. Total number and percent of 911 calls abandoned;
    b. Total number and percent of 911 calls answered;
    c. Average answer time for 911 calls;
    d. Percent of 911 calls answered within 10 seconds;
    e. Percent of 911 calls answered within 15 seconds;
    f. Percent of 911 calls answered within 20 seconds;
    g. Average call-to-queue time for 911 calls;
    h. Percent of 911 calls in which call-to-queue is 60 seconds or less;
    i. Percent of 911 calls in which call-to-queue is 90 seconds or less;
    j. Average queue-to-dispatch time for 911 calls;
    k. Average answer time for 311 calls;
    l. Percent of 311 calls answered by a live agent within 90 seconds; and
    m. Percent of 311 calls handled by a live agent within 4 minutes.

ATTACHED

65.   Please provide the average "drop time" by month and by provider (FEMS or AMR) in FY22 and FY23, to date.

OUC is not able to provide hospital "drop time" data.

66.   In table format, please provide the number of 911 calls dispatched to the wrong location, for the wrong purpose, or erroneously during test calls in FY22 and FY23, to date. Please include whether the calls were for FEMS/MPD, cause of error, and resolution/corrective action taken.

911 Calls Dispatched to Wrong Location (FY 2022)				
Street Name	**Month/Year**	**FEMS or MPD**	**Cause of Error**	**Resolution / Corrective Action**
Barnaby St SE	Sept/2022	FEMS	Call taking	
6th St SW	Sept/2022	FEMS	Call taking	
H St NE	Sept/2022	FEMS	Caller	N/A
Constitution Ave NW	Aug/2022	FEMS	Call taking	
Good Hope Rd SE	Aug/2022	FEMS	Caller	N/A
Kentucky Ave SE	Aug/2022	FEMS	Call taking	
Water St NW	Aug/2022	FEMS	Call taking	
4th Street SE	July/2022	FEMS	Call taking	
Savannah Terr SE	July/2022	FEMS	Call taking	
36th St SE	June/2022	FEMS	Call taking	
Main Dr NW	June/2022	FEMS	Call taking	
19th St SE and Mississippi Ave SE	June/2022	FEMS	Call taking	
1st St NW and Ingraham St NW	June/2022	FEMS	Call taking	
Iowa Ave NW	May/2022	FEMS	Call taking	
I St SE	May/2022	FEMS	Call taking	
16th St NW	May/2022	FEMS	Call taking	
T St SE	April/2022	FEMS	Call taking	
40th St NE and Anacostia Ave NE	April/2022	FEMS	Call taking	
Douglas Rd SE	April/2022	FEMS	Call taking	
14th St NW	April/2022	FEMS	Caller	N/A
4th St NE	March/2022	MPD	Call taking	
16th and Benning Rd NE	Feb/2022	FEMS	Call taking	
Ridgecrest Ct SE	Feb/2022	MPD	Call taking	
K St SE	Feb/2022	FEMS	Call taking	
E St SE	Jan/2022	FEMS	Caller	N/A

Taylor St NE	**Jan/2022**	**FEMS**	**Call taking**	
Galveston Pl SW	**Dec/2021**	**MPD**	**Call taking**	
Independence Ave SE	**Nov/2021**	**FEMS**	**Call taking**	
Gay St NE	**Nov/2021**	**FEMS**	**Call taking**	
Kenilworth Ave and I295	**Nov/2021**	**FEMS**	**Caller**	**N/A**
Florida Ave and R St NW	**Oct/2021**	**FEMS**	**Dispatching**	
Martin Luther King Jr Ave SE	**Oct/2021**	**FEMS**	**Dispatching**	
Warder St NW	**Oct/2021**	**FEMS**	**Call taking**	
2nd St NE	**Oct/2021**	**FEMS**	**Call taking**	
911 Calls Dispatched to Wrong Location (FY 2023*)				
Mass Ave NW	**Feb/2023**	**FEMS**	**Caller**	**N/A**
Hayes St NE	**Feb/2023**	**FEMS**	**Call taking**	**Pending**
6th St SW	**Feb/2023**	**FEMS**	**Call taking**	**OPSD****
Quincy St NW	**Feb/2023**	**FEMS**	**Call taking**	**Pending**
T St NW	**Feb/2023**	**MPD**	**Pending**	**Pending**
8th St NW	**Feb/2023**	**MPD**	**Call taking**	**Pending**
1st St NW	**Feb/2023**	**FEMS**	**Call taking**	**OPSD**
Michigan Ave NE	**Feb/2023**	**FEMS**	**Pending**	**Pending**
H Street NE	**Jan/2023**	**MPD**	**Pending**	**Pending**
16th Street NE	**Jan/2023**	**FEMS**	**Call taking**	**OPSD**
New Jersey Ave SE	**Jan/2023**	**FEMS**	**Call taking**	**Pending**
Main Dr NW	**Jan/2023**	**FEMS**	**Call taking**	**CAO*****
H St NE	**Jan/2023**	**FEMS**	**Caller**	**N/A**
M St NW	**Jan/2023**	**FEMS**	**Caller**	**N/A**
17th and Constitution	**Jan/2023**	**FEMS**	**Caller**	**N/A**
Hayes St NE	**Jan/2023**	**MPD**	**Pending**	**Pending**
E St SE	**Jan/2023**	**FEMS**	**Pending**	**Pending**
H St NW	**Jan/2023**	**FEMS**	**Pending**	**Pending**
Michigan Ave NE	**Jan/2023**	**FEMS**	**Pending**	**Pending**
L St NE	**Jan/2023**	**FEMS**	**Pending**	**Pending**
Eastern Ave NE	**Jan/2023**	**FEMS**	**Pending**	**Pending**
8th St NE	**Dec/2022**	**FEMS**	**Call taking**	**OPSD**
11th and Pennsylvania Ave NW	**Dec/2022**	**MPD**	**Call taking**	**Pending**
14th and Florida Ave NW	**Dec/2022**	**FEMS**	**Call taking**	**CAO**
Thomas Circle NW	**Nov/2022**	**MPD**	**Call taking**	**Pending**

Staples St NE	Nov/2022	FEMS	Caller	N/A
50th St SE	Nov/2022	FEMS	Caller	N/A
16th St NW	Nov/2022	FEMS	Call taking	Pending
N St NE	Nov/2022	FEMS	Call taking	Pending
28th St SE	Oct/2022	FEMS	Call taking	OPSD
Kenyon St NW	Oct/2022	FEMS	Call taking	OPSD
Rhode Island Ave NE	Oct/2022	FEMS	Call taking	OPSD
3rd St SE	Oct/2022	FEMS	Pending	Pending
21st St NE	Oct/2022	FEMS	Call taking	OPSD
14th St NW	Oct/2022	FEMS	Call taking	OPSD
Douglas St NE	Oct/2022	MPD	Call taking	OPSD

67. How many "radio patching" incidents occurred during FY22 and FY23, to date? In what instances might "radio patching" be used?

   Operations staff has been restricted from utilizing the patch function without supervisor authorization. There have been no patching incidents in FY22 or FY23 to date.

68. Please provide, in table format, the number of complaints related to 911 services in FY22 and FY23, to date. Please include a classification of the complaint, indicate whether the complaint was sustained or not sustained, how the complaint was received, and provide its outcome/corrective action.

911 Operations Feedback (FY 2022)			
Primary Complaint Classification	Sustained	Not Sustained	Not Applicable*
Address Not Correct	30	4	0
Delayed Dispatch	11	4	1
Extended Hold Times	0	1	0
Event Not Created	3	0	0
Appropriate Action Not Taken	7	0	0
Abrupt Call Disconnection	3	1	0
Comments Not Appropriate	0	1	0
Dispatch Not Correct	10	4	2
Information Provided Not Correct	1	1	0
Call Not Classified Correctly	7	6	0
Misinformed	1	1	0
Event Not Dispatched	1	4	0
Radio Policy Not Followed	7	1	0
Service Standards Not Followed	3	2	0
Protocol Not Implemented	0	1	0
Total (118)	84	31	3
911 Operations Feedback (FY 2023**)			
Address Not Correct	20	6	10

Delayed Dispatch	**0**	**1**	**1**
Extended Hold Times	**0**	**3**	**0**
Event Not Created	**1**	**0**	**0**
Appropriate Action Not Taken	**1**	**0**	**1**
Abrupt Call Disconnection	**0**	**0**	**0**
Comments Not Appropriate	**0**	**0**	**0**
Dispatch Not Correct	**0**	**0**	**1**
Information Provided Not Correct	**0**	**0**	**1**
Call Not Classified Correctly	**0**	**1**	**2**
Misinformed	**0**	**0**	**0**
Event Not Dispatched	**0**	**0**	**0**
Radio Policy Not Followed	**0**	**0**	**0**
Service Standards Not Followed	**0**	**0**	**1**
Protocol Not Implemented	**0**	**0**	**0**
Total (50)	**22**	**11**	**17**

69. Please provide call volume data, by MPD/FEMS, priority, and event type, for FY18 –FY23, to date.

    a. Please separately identify police non-emergency calls for service.

    ATTACHED

70. Please describe the activities of the OUC/FEMS Task Force and the OUC/MPD Task Force in FY22 and FY23, to date.

    These are the projects that the task force groups are currently engaged in:

    -CBD Event type revisions- reviewed all event types with Fire and Police (dual events) to update and consolidate
    -CAD remarks revisions- reviewed over 35,000 comments to add/delete
    -Fire 10-33 updates; emergency notification process updates
    -Nurse Triage workflow review
    -Implementation of new CAD2CAD process with NTL/AMR
    -AMR Available Units updates of the AMR transport availability process
    -T-CPR Certification
    -Drop Down Hospital Location process updates
    -FEMS Roll call training to support identification of event types
    -Formed the Public Safety Working group- MPD, FEMS and HSEMA; helps manage changes and workflow process; reviews of Metro access points; waterways; and radio exercise activities
    -Review of military installation dispatching processes
    -Review of Working fire vs upgrade notification process

71.   Please provide an update on the agency and MPD's efforts to have dispatchers review multiple channels on MPD dispatch to assist with the volume of traffic.

While the volume of traffic is high, there is more to dispatch than just the volume. Considerations also must be made for situational awareness for officer safety. Today, each of the police districts have officials who are monitoring the radio traffic in their respective districts, with "splitting the channels", you lose that situational awareness and increase the chances of reducing officer safety. Therefore, at this time, OUC with our MPD liaisons are not breaking up channels for MPD police districts. We have provided and can supplement additional tactical channels if needed and have demonstrated the ability to do so several times in FY22 to present.

311 Operations

72.   Please provide a chart indicating all 311 calls in FY22 and FY23, to date, categorized by the agency's services requested.

FY22		FY23	
CFSA	2,639	CFSA	636
DC Water	54	DC Water	20
DDOT	81,295	DDOT	25,292
DFHV	24	DFHV	10
DGS	598	DGS	143
DMV	19,814	DMV	6,857
DOB	5,192	DOB	1,603
DOEE	846	DOEE	281
DOH	13,819	DOH	4,447
DPW	276,615	DPW	90,699
FEMS	174	FEMS	58
ORM	595	ORM	262
Grand Totals	**401,665**	Grand Totals	**130,308**

73.   Please provide an update on the agency's plans to create a 311 workflow for requests from the Gun Violence EOC or MPD, or those that originate from within specific geofenced geographic block areas.

In FY23, the OUC continued its support of citywide initiatives that sought to encourage all District residents to improve their communities by requesting basic city services through 311 platforms. In addition, the agency began to analyze service request data to identify trends around the use of 311, particularly in Wards 7 and 8 to more directly target residents there and help remove barriers and empower them to partner with the OUC to engage with the government to request basic city services. A goal of these efforts is to support blight and crime reduction in target areas as identified as part of the Building Blocks DC initiative.

These efforts are ongoing.

74.   Please describe any agency community outreach efforts to residents in areas with high rates of gun violence to encourage increased use of 311.

In FY22, the 311 Ops team in partnership OUC Comms team have attended multiple events in the community, more specifically in Ward 7 & 8. More events listed below.

- **Community Walk with MPD Chief Contee at 24th Pl. SE @ Hartford St. SE.**
- **ANC 2E meeting**
- **ANC 3F meeting**
- **Social Media Live walk with ANC 6E04**
- **Social Media Live walk with ANC 4D03**
- **Social Media Live walk with ANC 7**
- **Social Media Live walk with ANC Commissioner Nigro**

75.   Please provide, in table format, the number of complaints related to 311 services in FY22 and FY23, to date. Please include a classification of the complaint, indicate whether the complaint was sustained or not sustained, and provide its outcome/corrective action.

311 Operations Feedback (FY 2022)			
Primary Complaint Classification	**Sustained**	**Not Sustained**	**Not Applicable**
Appropriate Action Not Taken	0	1	0
Abrupt Call Disconnection	0	1	0
Information Provided Not Correct	1	0	0
Service Standards Not Followed	5	6	0
Total (14)	6	8	0
311 Operations Feedback (FY 2023*)			
Primary Complaint Classification	**Sustained**	**Not Sustained**	**Not Applicable**
Appropriate Action Not Taken	0	0	0
Abrupt Call Disconnection	0	1	0
Information Provided Not Correct	1	0	0
Service Standards Not Followed	3	0	0
Total (5)	4	1	0

76.   Has the agency integrated or utilized a District agency's service requests into 311 in FY22 or FY23, to date?

- **DDOT – Dockless Vehicle Complaint (New)**
- **DDOT – Traffic Safety Input (Update)**
- **DDOT – Public Space Inspection (New)**
- **DDOT – Bicycle Services (Update)**
- **DDOT – Roadway Signs (Update)**
- **DPW – Public Space Litter Can Installation/New (Update)**
- **DPW – Graffiti Bridges (New)**
- **DGS – Grounds Maintenance (Update)**

77. Has the agency removed a District agency's serve requests from 311 in FY22 or FY23, to date?

    The agency has not removed any services, however we have updated and improved requests for services as described in the response to question #76.

78. Please describe the activities of the 311 Working Group in FY22 and FY23, to date.

    a. When did the 311 Working Group meet in FY22 and FY23, to date, and which agencies participated in these meetings?
    b. What specific changes, brought up through the 311 Working Group, has the agency implemented?

    The 311 Working group is currently identifying the process in which agencies partner with 311 and we communicate various updates. The goal is to collaborate more effectively on services that are vital to our residents. There have been no current implementations based on work conducted by the working group.
    The 311 working group meeting is organized and led by the City Administrator office. The dates of OUC's attendance are below.

    > **September 22, 2022**
    > **October 24, 2022**
    > **January 3, 2023**
    > **February 6, 2023**

Quality Assurance

79. Please provide an update on efforts made to improve the existence of documentation concerning the completion and follow-up of regular quality assurance reviews with personnel.

    In FY22 through FY23, the agency has made efforts to improve the existence of documentation concerning the completion and follow-up of regular quality assurance reviews with personnel.

    The first steps in ensuring quality assurance reviews were being completed was to provide the staffing to complete this task. In the start of FY22, there were two quality assurance

analysts that completed quality assurance reviews for the agency. This number wasn't quite sufficient to evaluate and complete regular feedback and follow-up sessions with all members.

The second step was to review, evaluate, and update position descriptions to align job tasks with the agency needs. This allowed the quality assurance unit to get assistance from the training unit to assist with feedback and follow-up sessions.

The third step taken was to create a systematic approach into the assignment of evaluations, determine which discipline assignments would be evaluated, and how often this would occur. The total number of members that were to be evaluated were evenly distributed to each member of the training and quality assurance unit. Based on the number of members assigned, that is the specific number of feedback sessions that unit members had to complete monthly, following industry best practice.

The last step of the process was to ensure that the training of training and quality assurance unit members was consistent. All members received eighty hours of comprehensive and hands-on training for all steps in the quality assurance evaluation process. Included in this training were the steps on how to document feedback sessions and the use of objective feedback.

    a. How is the agency working to ensure the scripted protocols are being used by all call-takers?

        Timely feedback is paramount in ensuring that call takers are using scripted protocols. Calls are reviewed daily. Call takers also can review their evaluations prior to meeting with a quality assurance and/or training unit member. This makes the feedback session more effective and productive. By identifying performance gaps with utilizing criteria-based protocol and bringing them to the attention of employees sooner, the agency can remediate the performance that much quicker through coaching and/or remedial training.

    b. Please provide an update on the creation of a training repository database to track QA/QI outcomes. When does the agency expect to generate the first quarterly report utilizing the data collected?

        Through the above efforts referenced, to date, documentation is consistent, the creation of a feedback tracker was completed, and all documentation regarding feedback sessions are kept in one centralized tracker that the training and quality assurance units use to update accordingly. This information is readily available for members of the executive staff should there be an inquiry regarding a member's performance and/or behavior. This information will be available during the second quarter to provide the agency's transparency efforts around performance improvement.

80.   Please provide an update on the agency's efforts to upgrade NICE Quality Assurance Forms.

In FY22, a review of the system used to complete quality assurance evaluations was completed and it was determined that the hand-built system does not accurately calculate percentages for calls evaluated. This has affected accurate tracking of evaluation percentages and agency morale because members were receiving scores that were not correct, and in some instances, a perfect evaluation would never be obtained based on the inaccurate scoring system.

Using the NICE evaluator forms will eliminate paper and improve efficiency by streamlining every aspect of the quality assurance process. With the NICE evaluator software, the agency is able to set up rules to select a specific number or percentage of calls (for each call taker, police, fire, or emergency medical dispatcher for a specific time period).

Automating this process means the training and quality assurance unit evaluators are going to get a true random sample. NICE evaluator forms will allow the agency to further refine automated call selections based on other criteria: call length, time of day, day of week, originating locations, or call type.

In addition, NICE evaluator software has a library of pre-built forms and a form builder to quickly create quality assurance forms for different protocols, roles, and incident types, by first setting up form sections and questions, then assigning weighting factors.

Lastly, the NICE quality assurance software will automatically tabulate the scores as evaluations are completed. This is extremely beneficial because it will make it possible to automatically generate reports in which will highlight performance metrics and trends. These insights will be applied to improving performance via one-on-one coaching sessions, or training on a broader scale.

81. What percentage of OPSD QA reviews were completed within five days of the calls during FY22 and FY23, to date?

During FY22, quality assurance reviews were completed daily, as per assignment to each quality assurance unit member. The percentage of reviews completed within five days was approximately 95%. This is measured by the number of members assigned to each training and quality assurance unit member's call que. The expectation is to complete quality assurance reviews within one to three days of receipt.

   a. How is the agency working to ensure QA reviews are completed within a few days of the call occurring?

Quality Assurance evaluations are completed daily based on a systematic approach of the assignment of evaluations, determining which discipline assignments are to be evaluated, and how often this occurs. The total number of members to be evaluated are evenly distributed to each member of the training and quality assurance unit. Based on the number of members assigned, that is the specific number of feedback sessions that unit members have to complete monthly, following industry best practices. This ensures that training and quality assurance

unit members are able to complete quality assurance evaluations within 1-3 days of assignment.

It is the expectation of all training and quality assurance unit members to complete their call queues by the end of each week. This also ensures that each member's workload stays consistent, and it allows time for each member to conduct their feedback sessions. Tracking occurs by review of monthly reporting that is provided to the unit manager and divisional chief.

82.   Please provide an update on the QA/QI Team's work to develop the process and metrics to measure the completeness and accuracy of all caller/reporting party information.

In FY22, OUC determined that the eCBD dispatch protocol system's integrated QA/QI program is inadequate primarily because the caller/reporting party information did not populate correctly, thereby hindering the ability to easily locate historical event records.

However, until the program is replaced, updates of the quality assurance evaluation form have been made that now, among other modifications, give the evaluator category descriptions to help them determine the most accurate score for each category. Such updates now allow the training and quality assurance unit to review metrics to determine the percentage of call takers who are not using the computer aided dispatch (CAD) system correctly, prompting remedial training.

83.   How is the agency tracking whether call-takers are utilizing LDTs to locate callers?

    a. How many spot checks have been conducted by the QA team in FY22 and FY23, to date?
    b. In what percentage of calls were LDTs utilized in the last year?
    c. What was the agency's response when call-takers were found to not be properly using the LDT?

The agency can track the use of LDT to locate callers by the use of quality assurance evaluations and the use of data obtained from investigations or referrals provided by the Office of Special Investigations. In completing quality assurance evaluations, training and quality assurance unit members have the ability to review screen recordings to see the information that was received at the time of the call and if the LDT aligns with the location information entered by the call taker. All documentation regarding the use and/or failure to use LDT information is noted in the call takers evaluation. In turn, reporting can be done specifically on the correct entry of location from completed evaluations. From investigations and the referrals from the Office of Special Investigations, this gives the training unit insight into the refresher training efforts needed to remediate any technology deficiencies, such as the use of LDTs.

The quality assurance team conducted spot checks in FY22 which were not tracked. The quality assurance team has now been assigned 100% quality assurance specific tasks that don't allow in-person spot checks. The increase of quality assurance reviews now will assist with daily feedback and coaching efforts when calls are identified where the call taker could have utilized their LTDs to further assist with call processing.

Alternative Emergency Responses

84.   Please provide an update on the Alternative Responses to Calls for Service Pilot Program, including calls diverted and outcomes.

        a. Please describe OUC's working relationship with DBH and DMPSJ on the Pilot Program.
        b. Please describe any efforts to educate the public on the Pilot Program.
        c. Please identify the members of the working group of community-based experts and practitioners in alternative responses to calls for service that advise on the Pilot Program's operations. How many times has the working group been convened, and when?
        d. Please provide the Pilot Program's protocols for identifying and dispatching calls for service.
        e. Please identify the number of calls for service eligible for diversion, broken down by day, period of time, and category of call for service, as well as the number of calls for service that were diverted, broken down by day, period of time, category of call for service, entity to which the calls for service were diverted, response time, the reason for significant delays in response time, and outcome of the call for service. Where is this information publicly available?

The Office of Unified Communications has maintained a robust relationship with the Department of Behavioral Health since March 2022. The interagency team meets weekly with the Harvard Kennedy School and additionally meets biweekly internally along with the DC Lab.

At this time, we are working together to develop a public education plan and to establish a stakeholders' working group comprised of subject matter experts and community partners. DBH is leading the effort to identify the most appropriate workgroup participants. The goal is to host the first stakeholder meeting by April 1, 2023.

The protocols to send to AHL are as follows:

Anyone over the age of 18, who is a first- or second-party caller and who has not ingested anything, or has a weapon and is experiencing one or more of the following:

· Asks for AHL directly

· Asks for a counselor

· Needing mental health help from someone

· Experiencing the feelings of suicide

· Feelings of not being worthy

Our work with AHL and the Harvard Kennedy School is in part to expand the call types that can be send to AHL from OUC.

85.   Please provide an update on the 988 Suicide and Crisis Hotline.

      a.   How has the agency worked with DBH to educate the public about the hotline?

OUC values its partnership with the Department of Behavioral Health (DBH) and looks forward to all opportunities to support all efforts to ensure that all callers receive the most appropriate care. Accordingly, OUC regularly uses its platforms to amplify related PSAs and messaging developed and promoted by DBH to inform the public of the availability of the 988 service.

86.   Please provide an update on the agency's work on the Nurse Triage Line ("NTL") in FY22 and FY23, to date.

      a.   What percentage of eligible calls are transferred to the NTL?
      b.   What training did the agency provide for call takers on the NTL?
      c.   Please provide a monthly breakdown of how many calls were transferred to the NTL since it began in April 2018, as well as a breakdown of how many of those calls were transferred back to 911.
      d.   What trends is the agency seeing in the reasons calls are transferred back?

The Agency identified an issue with how Nurse Triage was being utilized and how years of changing perimeters in NTL were negatively impacting the number of calls that were being sent to the NTL. In December of 2022, FEMS Medical Director, Dr. Robert Holman and the Chief of the OUC Office of Professional Standards and Development met to discuss barriers. In January 2023, a train the trainer session was held and in February of 2023, Dr. Holman delivered several training sessions to the call takers of the OUC. The Agency does not track the reasons calls are transferred back to dispatch – that is a function of FEMS and that data is kept and tracked by their agency.

Miscellaneous

87.   Please provide an update on the agency's efforts to improve its relationship and joint protocols with WMATA in FY22 and FY23, to date. Please speak to the agencies' interactions and lessons learned in response to incidents in the Metro system during this period.

It's important to note that the Agency has worked closely within the region through the Metropolitan Washington Council of Governments 911 Directors Committee to address the concerns with WMATA and incidents in the Metro system. Additionally, OUC has worked closely with DC FEMS who provided a liaison to the WMATA Rail Operations Center and directly communicates with the OUC FEMS Fire Liaison Officer during major events on the rails.

OUC has had monthly meetings with the WMATA and Metro Transit Police on operations and has provided our protocol card system to them in an effort to obtain the accurate information needed for dispatch of fire and medical emergencies.

The current director has also reached out to the WMATA general manager for a meeting to discuss the high profile issues regarding communications in emergencies.

88.   Regarding replacement of equipment:

    a. Please describe the agency's replacement schedule for its 911 and 311 communications equipment.

    b. How has the agency budgeted for future replacements? Where are these funds located (e.g. the E911 Fund, the capital budget)? Please explain what is reserved, and why.

The agency's replacement schedule for 911 and 311 communications equipment is based on shelf life of hardware and equipment, including necessary warranties and software licenses for applications and the OUC's public safety grade network. Replacement schedule is listed in the table below.

Please see the table below. The table lists the agency planned replacement equipment or software, the replacement cycle, the budgeted amount, and the funding source. The budget is allocated based on the vendor recommended lifecycle replacement, except for items 17,18, and 19 which are a onetime replacement on table below.

Item #	IT Hardware 911/311 Systems	Replacement Cycle	Budgeted Funding Source	Reserved Amount / Est Budget/cost	Last Replacement	Comment
1	911 System Servers and Data Storage	5 years	Capital	$54 0,000	FY20	
2	911 / 311 Workstations	3 years	Local	$400,000	FY21	
3	Digital Messaging Upgrade	5 years	Capital	$100,000	FY20	
4	Purvis Fire Alerting System Replacement	5 years	Capital	$100,000	FY23	Planned for this year
5	911 Viper Telephony System Upgrade	5 years	Capital	$1,500,000	FY22	
6	911 recording solutions (Nice) Installation Services	5 years	Capital	$250,000	FY20	
7	Cisco Switches , firewalls & Routers Upgrade , PM and , installation support	10 years	Capital	$2,345,000	FY15	
	IT SOFTWARE (911/311 APPLICATIONS)	**Replacement Cycle**	**Budgeted Funding Source**	**Reserved Amount / Est Budget**		
8	CAD/Application Upgrade	5 years	Capital	$750,000	FY20	
9	311 applications	5 years	Capital	$500,000	FY19	

	MDC REPLACEMENT FOR MPD & FEMS	Replacement Cycle	Budgeted Funding Source	Reserved Amount / Est Budget		
10	Toughbooks, Mobile routers, docking Stations	5 years	Capital	$11,421,341	FY14	Replacement is currently in progress
	UCC Electrical Reconfiguration	**Replacement Cycle**	**Budgeted Funding Source**	**Reserved Amount / Est Budget**		
11	Uninterrupted Power supply (UPS)	15 Years	Capital	$1,000,000	FY06	
12	Generators	20 years	Capital	$5,000,000	FY06	Replacement is currently in progress due to manufacturer end for support/parts
	MPD/ FEMS RADIO REPLACEMENT	**Replacement Cycle**	**Budgeted Funding Source**	**Reserved Amount / Est Budget**		
13	MPD/FEMS portables	10 years	Capital	None	FY10	just replaced FY22-FY23
14	MPD/FEMS Mobile radios, DVRS,	10 years	Capital	$11,113,959	FY15	
15	Consoletes, DOC, HSEMA radios	10 years	Capital	$3,190,439	FY16	
16	Radio repeaters, test equipment	10 years	Capital	$770,000	FY16	
	IT COMMUNICATION UPGRADES	**Replacement Cycle**	**Budgeted Funding Source**	**Reserved Amount / Est Budget**		
17	4Th District tower Replacement	N/A	Capital	$5,000,000	FY89	This is a onetime replacement due to structural issues with the current tower
18	Reeves radio site Relocation	N/A	Capital	$1,000,000	FY03	This replacement is due to a planned redevelopment of the current radio site
19	UDC radio site Relocation	N/A	Capital	$2,000,000	FY03	This replacement is due to a planned redevelopment of the current radio site
20	Replace two end of life radio site generators	20 years	Capital	$100,000	FY03	
21	Replace eight end of life radio site generators	20 years	Capital	$800,000	FY03	
22	Replace end of life batteries at 10 remote radio sites, UCC, and PSCC	5 years	Capital	$450,000	FY16-FY17	Scheduled to be replaced this year
23	End of life (EOL) Transmission, antenna system and lines replacement lines	10 years	Capital	$915,000	FY03	
24	Replace ST. Elisabeth radio shelter cutover during replacement	N/A	Capital	$400,000	FY98	
25	911 Remote radio sites UPS HVAC replacement	10 years	Capital	$1,000,000	FY16	

89. Please provide an update on the agency's work with FEMS and the Washington DC Waterways Working Group to add Common Place Names, navigational waypoints, and Aids to Navigation to the Computer-Assisted Dispatch (CAD) System.

The OUC continues to collaborate with FEMS to review and enhance water rescue response in CAD. This effort includes:

- **Review current protocol questions**
- **Review current CAD event types for water rescue**
- **Review best streamline effort to add water buoy and water markers into CAD as commonplace names**
- **Test 911 location accuracy for 911 calls off the water with the big-3 wireless communication service providers**