

GOVERNMENT OF THE DISTRICT OF COLUMBIA
Office of Unified Communications

Muriel Bowser
Mayor



Heather McGaffin
Director

February 1, 2024

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' FY23 performance.

Sincerely,

Heather McGaffin
Director



ORGANIZATION AND OPERATIONS

1. Please provide the agency's mission statement.

The mission of the Office of Unified Communications (OUC) is to provide accurate, professional, and expedited service to the citizens and visitors of the District of Columbia. This service is performed by a team that handles emergency and non-emergency calls that are received when individuals dial 911 and 311 in Washington, DC. OUC also provides centralized, District-wide coordination and management of public safety voice radio technology and other public safety communication systems and resources to District government agencies and several local, state, and federal partners.

In FY23, OUC handled:

- **Approximately 1.77 million 911 calls for service. The District's 911 call center is one of the busiest in the country, historically ranking as the 4th busiest center behind those of New York City, Chicago, and Los Angeles.**
 - **Approximately 1.44 million 311 calls for service.**
2. 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.
 - a. 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 see Attachment Q#2.

2. Please provide a narrative explanation of any major changes to the organizational chart made during the previous year.

The only major change made to the organizational chart in FY23 was the addition of an Agency Wellness Coordinator position. This employee will report to the Agency Director and serve as an ambassador for employee well-being. They will act as OUC's main point of contact on wellness-related programs and campaigns, assist DCHR with monitoring and evaluation to ensure employees are being effectively engaged with substantive programming, encourage employee participation in wellness activities, and create enthusiasm around leading a healthy lifestyle.
3. Please list each new program implemented by the agency during FY 2023 and FY 2024, to date. For each initiative please provide:
 - a. A description of the initiative, including when begun and when completed (or expected to be completed);
 - b. The funding required to implement the initiative;
 - c. Any documented results of the initiative.

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. This program was launched in late FY22, and the entire workforce was trained and certified in FY23. In FY23, the Agency achieved 89% accuracy in identifying the need for T-CPR, starting CPR timely, and giving exact CPR instructions on 911 calls.

OUC Junior Academy

The Junior Academy was launched in FY23. This free of cost, five (5) week program aims to familiarize high school students to OUC career opportunities with hopes to onboard participants who have a passion for public safety and serving residents. The sessions include:

- An overview of 911 and 311 communications and call handling simulations
- A question-and-answer session with OUC leadership
- A mock CritiCall test, the national pre-employment test for 911 call takers and dispatchers
- Visits with our public safety partners at DC Metropolitan Police Department (MPD) and DC Fire and Emergency Medical Services Department (DC Fire and EMS)
- A graduation ceremony and certificate of completion

So far, the Agency has hosted a total of two (2) cohorts with participating students from 17 schools across the city. The next cohort of the OUC Junior Academy will begin in March 2024.

OUC Community Engagement Academy

The Community Engagement Academy was launched to provide an opportunity for stakeholders to learn firsthand about emergency and non-emergency operations and how OUC works with its public safety partners to keep residents and visitors of the nation's capital safe. Through this program, participants gained insight into the daily operations of the District's 911 and 311 Communications center.

The following sessions and presentations were offered to participants:

- History of the Office of Unified Communications
- Tour of our Operations floor
- Overview of 911 and 311 Operations
- Overview of the District's new call-taking protocol system
- Overview of our emergency and non-emergency IT systems and networks
- Q&A with OUC leadership

The Agency has hosted a total of two (2) cohorts thus far.

PowerPhone Total Response Protocol System

OUC is in the final phase of its transition from the electronic Criteria Base Dispatch (eCBD) call taking protocol system to PowerPhone Total Response, a standards-based call processing protocol system. PowerPhone Total Response will ensure that call takers have at their fingertips technology that is responsive to callers' needs. This technology uses a proven and patented investigative questioning approach that helps enhance caller and responder safety.

PowerPhone Total Response was procured in FY23 for \$541,752. OUC collaborated closely with MPD and FEMS to ensure a seamless transition and all users have been trained on the system.

Recruitment and Hiring Incentive Program

Hiring in the 911 space across the nation has been extremely difficult because of, and since the pandemic. Last summer's publication, "Pulse of 911 Survey" published by the National Emergency Number Association (NENA), along with an industry leader, was an eye-opening report with feedback from a majority of the more than 6,600 911 Centers in the United States. It highlighted challenges faced by centers across the country, including some at OUC. For these reasons, identifying new and innovative ways to recruit and retain has been an Agency priority since February 2023.

To hire and retain committed and qualified members, OUC has reinvented its recruitment program which includes implementing a Telecommunicator Prospect Day to make onboarding more efficient and incentivizing employment by introducing a \$2,500 hiring bonus. Filling critical vacancies more quickly enables the Agency to more readily meet its KPIs, thereby improving the 911 caller experience.

Additionally, to help OUC quickly fill vacancies with qualified personnel and enable interested retired professionals from MPD and FEMS the opportunity to continue their careers utilizing their public safety knowledge and expertise, OUC supports the advancement of Bill B25 – 0610, the Retired Firefighter and Police Officer Redeployment Act of 2023.

4. 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:
 - a. Title of position;
 - b. Name of employee or statement that the position is vacant, unfunded, or proposed;
 - c. Date employee began in position;
 - d. Salary and fringe benefits (separately), including the specific grade, series, and step of position;

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OUC

- e. Job status (continuing/term/temporary/contract);
- f. Whether the position must be filled to comply with federal or local law.

Please note the date that the information was collected.

Please see Attachment Q#4.

5. Please provide a list of all memoranda of understanding (“MOU”) entered into by your agency during FY 23 and FY 24, to date, as well as any MOU currently in force. For each, indicate the date on which the MOU was entered and the termination date (if applicable).

Fiscal Year	Buyer	Seller	Description of MOU Services	MOU Amount	Date Entered	Termination Date
FY2023	HSEMA	OUC	1UCUA2 - Radio Cache (NCRICG)	\$222,846.00	12/7/2022	6/7/2024
FY2023	HSEMA	OUC	2UCUA2 - CAD Info Sharing	\$300,000.00	12/7/2022	10/7/2023
FY2023	DOEE	OUC	311 - Licenses	\$11,037.84	10/14/2022	9/30/2023
FY2023	DC Water	OUC	Radio – Radio System Usage & Custom Support Services	\$90,476.15	3/6/2023	9/30/2023
FY2023	Serve DC	OUC	Citywide MOU - Radio Services	\$1,993.67	12/1/2022	9/30/2023
FY2023	OUC	FEMS	CPR/AED Training for OUC employees	\$12,100.00	3/14/2023	9/30/2023
FY2023	OUC	DSLBD	DES Licenses	\$443.34	5/4/2023	9/30/2023
FY2023	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.	\$6,000.00	12/22/2022	9/30/2023
FY2023	DBH	OUC	9-1-1 Call Diversion and Co-Location of Staff	\$0.00	4/13/2023	9/30/2023
FY2023	OUC	Harvard Kennedy School	Development and implementation of innovation initiatives	\$0.00	7/22/2022	7/21/2023
FY2023	U.S. Dept. of the Interior	OUC / DC	MOA regarding the use of federal interoperability channels by non-federal entities	\$0.00	6/13/2022	6/12/2027
FY2023	OUC	MD Dept of Information Technology	MOU for Radio interoperability	\$0.00	6/2/2022	6/30/2037
FY2023	OUC	MPD	Radio MOU (Annual Auto-Renew)	\$0.00	2/15/2017	N / A
FY2024	OUC	DCHR	Employee compliance /suitability screenings	\$20,482.90	9/21/2023	9/30/2024

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Fiscal Year	Buyer	Seller	Description of MOU Services	MOU Amount	Date Entered	Termination Date
FY2024	Serve DC	OUC	Citywide Fixed Cost MOU - Radio System Usage and Custom Support Services	\$1,993.67	10/1/2023	9/30/2024
FY2024	DCPS	OUC	Citywide Fixed Cost MOU - Radio System Usage and Custom Support Services	\$26,598.67	10/1/2023	9/30/2024
FY2024	DGS	OUC	311 - Licenses	\$5,542.34	11/2/2023	9/30/2024
FY2024	OUC	FEMS	CPR/AED Training for OUC employees	\$12,100.00	11/9/2023	9/30/2024
FY2024	DC Water	OUC	311 - Customer Service Reps	\$126,448.09	11/10/2023	9/30/2024
FY2024	DC Water	OUC	Radio – Radio System Usage & Custom Support Services	\$88,238.87	11/10/2023	9/30/2024
FY2024	DOEE	OUC	311 - Low Income Energy Assistance Program	\$374,697.07	11/29/2023	9/30/2024
FY2024	DCHA	OUC	Radio – Radio System Usage & Custom Support Services	\$33,298.67	11/30/2023	9/30/2024
FY2024	DOEE	OUC	311 - Licenses	\$12,588.61	12/11/2023	9/30/2024
FY2024	HSEMA	OUC	1UCUA3 - Radio Cache (NCRIG)	\$242,843.00	1/22/2024	6/7/2025
FY2024	HSEMA	OUC	2UCUA3 - CAD Info Sharing	\$300,000.00	1/22/2024	10/7/2024
FY2024	DDOT	OUC	311 - Licenses / Custom Support Services - <i>Pending Execution</i>	\$9,294.42		
FY2024	CFSA	OUC	311 - Licenses / Custom Support Services - <i>Pending Execution</i>	\$39,169.54		
FY2024	OUC	OCTO	DCNET Services - <i>Pending Execution</i>	\$572,958.04		
FY2024	OUC	OCTO	GIS and Data Analyst Services - <i>Pending Executed</i>	\$227,000.00		
FY2024	OUC	MPD	Radio MOU (Annual Auto-Renew)	\$0.00	2/15/2017	N / A
FY2024	OUC	MD Dept of Information Technology	MOU for Radio interoperability	\$0.00	6/2/2022	6/30/2037
FY2024	U.S. Dept. of the Interior	OUC / DC	MOA regarding the use of federal interoperability channels by non-federal entities	\$0.00	6/13/2022	6/12/2027
FY2024	DBH	OUC	9-1-1 Call Diversion and Co-Location of Staff - <i>Pending Execution</i>	\$0.00		

6. Please provide a list of each collective bargaining agreement that is currently in effect for agency employees.

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

Collective Bargaining Agreement Between the District of Columbia Government and compensation Units 1 and 2 (Effective October 1, 2021, through September 30, 2025) AND Working Condition Agreement Between District of Columbia Government Office of Unified Communications and National Association of Government Employees Service International Union Local R3-07 (Effective October 1, 2015 – September 30, 2017 – still in effect until a new CBA is ratified.)

The Agency is currently in bargaining and anticipates completion by March 2024. There are 342 positions covered by the union and 278 currently filled.

- b. 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, Office of Unified Communications, 2720 Martin Luther King, Jr. Avenue, SE, Washington, DC 20032, (202) 715-7567

7. Please provide the agency's FY 2023 Performance Accountability Report.

Please see Attachment Q#7.

BUDGET AND FINANCE

8. Please provide a chart showing the agency's approved budget and actual spending, by division, for FY 2023 and FY 2024, to date. In addition, please describe any variance between fiscal year appropriations and actual expenditures for each program and activity code.

Please see Attachment Q#8.

9. Please list any reprogrammings, in, out, or within, related to FY 2023 or FY 2024 funds. For each reprogramming, please list:

- a. The reprogramming number;
- b. The total amount of the reprogramming and the funding source (i.e., local, federal, SPR);
- c. The sending or receiving agency name, if applicable;
- d. The original purposes for which the funds were dedicated;
- e. The reprogrammed use of funds.

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FISCAL YEAR	FUND	DATE	DIFS #	Original Purpose	Use	DESCRIPTION	AMOUNT
2023	Local	5/10/2023	REPROG-492	911 Call Ops salaries	Employee wellness, PSCC renovation, fleet replacement, hiring/retention initiatives	MOVED \$490,000 FROM PS TO NPS	\$490,000.00
2023	Local			911 Call Ops salaries	To fund OCFO Budget Analyst position	MOVED \$43,145 FROM PS TO PS	\$43,145.00
Final Budget							\$533,145.00
SPR Fund						Starting Budget	\$14,980,086.94
FISCAL YEAR	FUND	DATE	DIFS #	Original Purpose	Use	DESCRIPTION	AMOUNT
2023	SPR		REPROG-1082	IT maintenance	Reallocation of costs from Local funds for WMATA Reimbursable MOU to SPR	SPR budget authority moved to FEMS	(\$309,072.81)
Final Budget							\$14,671,014.13

10. Please provide a complete accounting for all intra-District transfers received by or transferred from the agency during FY 2023 and FY 2024, to date, including:

- a. Buyer agency and Seller agency;
- b. The program and activity codes and names in the sending and receiving agencies' budgets;
- c. Funding source (i.e. local, federal, SPR);
- d. Description of MOU services;
- e. Total MOU amount, including any modifications;
- f. The date funds were transferred to the receiving agency.

J&PS Performance Oversight Responses (FY23-24)
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FY 2023 MEMORANDA OF UNDERSTANDING (MOU) - SELLER SUMMARY								
Buyer: Office of Unified Communications (UC0)								
BUYING AGENCY	DESCRIPTION OF SERVICES PROVIDED	PROJECT NUMBER	AWARD NUMBER	AMOUNT	EXPENDITURE	AVAILABLE BALANCE	Start Date	End Date
Department of General Services (DGS)	Radio Services	400032	1000010	138,782	138,782	0	10/1/2022	9/30/2023
DC Human Resources (DCHR)	Radio Services	401374	6000003	1,994	0	1,994	10/1/2022	9/30/2023
Homeland Security and Emergency Management Agency (HSEMA)	Interoperable Communications, Planning, Training and	Various	Various	932,325	932,325	0	10/1/2022	9/30/2023
Homeland Security and Emergency Management Agency (HSEMA)	Radio Services	Various	Various	125,399	125,399	0	10/1/2022	9/30/2023
DC Public Library (DCPL)	Radio Services	400094	1000031	13,299	13,287	12	10/1/2022	9/30/2023
Department of Licensing and Consumer Protection (DCRA)	Radio Services	400158	1000036	2,000	1,998	2	10/1/2022	9/30/2023
Fire and Emergency Medical Services (FEMS)	311 SRMS Services	400753	1000189	6,081	6,081	0	10/1/2022	9/30/2023
Fire and Emergency Medical Services (FEMS)	AMR Radio Services	400754	1000190	61,734	61,734	0	10/1/2022	9/30/2023
Fire and Emergency Medical Services (FEMS)	FEMS Custom Radio Services	400755	1000191	158,427	158,427	0	10/1/2022	9/30/2023
Department of Corrections (DOC)	DOC Custom Radio Services	401358	1000437	176,573	176,573	0	10/1/2022	9/30/2023
Department of Forensic Sciences (DFS)	Radio Services	400248	1000065	13,298	13,287	12	10/1/2022	9/30/2023
Office of the Chief Medical Examiner (OCME)	Radio Services	400751	1000212	1,994	1,994	0	10/1/2022	9/30/2023
DC Public Schools (DCPS)	Radio Services	401429	1000471	26,599	26,599	0	10/1/2022	9/30/2023
Department of Parks and Recreation (DPR)	Radio Services	400469	6000029	11,733	11,722	10	10/1/2022	9/30/2023
Department of Health	Radio Services	400479	Various	27,126	27,126	0	10/1/2022	9/30/2023
Department of Youth Rehabilitation Services (DYRS)	Radio Services	400581	1000110	104,856	104,856	0	10/1/2022	9/30/2023
District Department of Transportation (DDOT)	Radio Services	401388	2000827	39,863	39,863	0	10/1/2022	9/30/2023
District Department of Transportation (DDOT)	311 Call Center Services	401389	2000827	11,993	11,993	0	3/28/2023	9/30/2023
District Department of Transportation (DDOT)	CAD Support Services	401354	2000827	14,884	14,884	0	10/1/2022	9/30/2023
Department of Energy and Environment (DOEE)	LIHEAP Services	400592	2000972	357,980	357,980	0	10/1/2022	9/30/2023
Deputy Mayor for Operations and Infrastructure (DMOI)	311 Call Center Services	401469	1000160	2,707	2,707	0	10/1/2022	9/30/2023
Department of Public Works (DPW)	Radio Services	400607	1000161	93,783	93,700	83	10/1/2022	9/30/2023
Department of Public Works (DPW)	311 Call Center Services	401545	1000323	30,094	30,094	0	10/1/2022	9/30/2023
Alcoholic Beverage and Cannabis Administration (ABCA)	Radio Services	400631	6000110	2,000	1,998	2	10/1/2022	9/30/2023
Department of Behavioral Health (DBH)	Radio Services	401870	1000675	26,599	26,599	0	10/1/2022	9/30/2023
Department of For-Hire Vehicles (DFHV)	Radio Services	400718	6000117	1,994	1,994	0	10/1/2022	9/30/2023
Office of the Chief Technology Officer (CTO)	Radio Services	400723	6000118	1,931	1,931	0	10/1/2022	9/30/2023
DC Water Authority (DCWA)	Radio/311 Services	201683	6000180	122,153	122,153	0	10/1/2022	9/30/2023
DC Housing Authority (DCHA)	Radio Services	201836	6000214	114,204	114,204	0	10/1/2022	9/30/2023
Department of Human Services (DHS)	Radio Services	401459	2000754	6,649	6,649	0	10/1/2022	9/30/2023
TOTAL				2,629,051	2,626,937	2,114		

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FY 2024 MEMORANDA OF UNDERSTANDING (MOU) - SELLER SUMMARY							
Buyer: Office of Unified Communications (UC0)							
BUYING AGENCY	DESCRIPTION OF SERVICES PROVIDED	PROJECT NUMBER	AWARD NUMBER	AMOUNT	AVAILABLE BALANCE	Start Date	End Date
Department of General Services (DGS)	Radio Services	400032	1000010	79,616	79,616	10/1/2023	9/30/2024
Homeland Security and DC Public Library (DCPL)	Interoperable Communications, Radio Services	401092	2000034	104,535	104,535	10/1/2023	9/30/2024
Department of Buildings	Radio Services	4000094	1000031	6,649	6,649	10/1/2023	9/30/2024
Fire and Emergency Medical Services (FEMS)	Radio Services	401661	1000039	2,000	2,000	10/1/2023	9/30/2024
Fire and Emergency Medical Services (FEMS)	311 SRMS Services	400753	1000189	6,081	6,081	10/1/2023	9/30/2024
Fire and Emergency Medical Services (FEMS)	AMR Radio Services	400754	1000190	53,199	53,199	10/1/2023	9/30/2024
Fire and Emergency Medical Services (FEMS)	FEMS Custom Radio Services	400755	1000191	158,727	158,727	10/1/2023	9/30/2024
Department of Corrections (DOC)	DOC Custom Radio Services	401900	1000437	176,573	176,573	10/1/2023	9/30/2024
Department of Forensic Sciences (DFS)	Radio Services	400248	1000065	26,599	26,599	10/1/2023	9/30/2024
Office of the Chief Medical Examiner (OCME)	Radio Services	400751	1000566	2,300	2,300	10/1/2023	9/30/2024
Department of Parks and Recreation (DPR)	Radio Services	400469	Various	11,736	11,736	10/1/2023	9/30/2024
Department of Health (DOH)	Radio Services	400479	Various	26,154	26,154	10/1/2023	9/30/2024
Department of Health (DOH)	311 SRMS Services	401882	60000223	26,259	26,259	10/1/2023	9/30/2024
Department of Human Services (DHS)	Radio Services	401459	2001647	1,994	1,994	10/1/2023	9/30/2024
Department of Youth Rehabilitation Services (DYRS)	Radio Services	400581	1000110	102,749	102,749	10/1/2023	9/30/2024
District Department of Transportation (DDOT)	Radio Services	401389	2001664	79,799	79,799	10/1/2023	9/30/2024
District Department of Transportation (DDOT)	CAD Support Services	401534	2001664	24,178	24,178	10/1/2023	9/30/2024
Deputy Mayor for Operations and Infrastructure (DMOI)	311 Call Center Services	401469	1000160	3,098	3,098	10/1/2023	9/30/2024
Department of Public Works (DPW)	Radio Services	400607	1000161	91,783	91,783	10/1/2023	9/30/2024
Department of Public Works (DPW)	311 Call Center Services	401545	1000323	34,416	34,416	10/1/2023	9/30/2024
Alcoholic Beverage and Cannabis Administration (ABCA)	Radio Services	400631	1000579	2,000	2,000	10/1/2023	9/30/2024
Department of Behavioral Health (DBH)	Radio Services	401735	6000117	26,599	26,599	10/1/2023	9/30/2024
Department of For-Hire Vehicles (DFHV)	Radio Services	400718	6000118	1,994	1,994	10/1/2023	9/30/2024
Office of the Chief Technology Officer (OCTO)	Radio Services	400723	6000118	1,934	1,934	10/1/2023	9/30/2024
TOTAL				1,050,969	1,050,969		

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FY 2023 MEMORANDA OF UNDERSTANDING (MOU) - BUYER								
Buyer: Office of Unified Communications (UC0)								
BUYING AGENCY	DESCRIPTION OF SERVICES PROVIDED	PROJECT NUMBER	AWARD NUMBER	AMOUNT	EXPENDITURE	AVAILABLE BALANCE	Start Date	End Date
Office of Finance and Resource Management (OFRM)	RTS/Non-DCNet	401044	6000146	10,000	56	9,944	10/1/2022	9/30/2023
Office of the Chief Financial Officer (OCFO)	FY23 Single Audit	401687	6000146	1,574	1,573	0	10/1/2022	9/30/2023
DC Human Resources (DCHR)	DCHR Suitability Services	400772	6000124	59,480	18,124	41,356	10/1/2022	9/30/2023
Department of Public Works (DPW)	Fleet Management	700731	6000119	53,022	53,022	0	10/1/2022	9/30/2023
Office of the Chief Technology Officer (CTO)	Network services and support	Various	Various	1,264,518	1,067,862	196,656	10/1/2022	9/30/2023
Fire and Emergency Medical Services (FEMS)	PSJC Shared Services Support	400771	6000123	10,000	0	10,000	10/1/2022	9/30/2023
Office of the Chief Procurement Officer (OCP)	P-Card	201334	6000119	92,000	64,820	27,180	10/1/2022	9/30/2023
TOTAL				1,490,593	1,205,458	285,136		

FY 2024 MEMORANDA OF UNDERSTANDING (MOU) - BUYER								
Buyer: Office of Unified Communications (UC0)								
BUYING AGENCY	DESCRIPTION OF SERVICES PROVIDED	PROJECT NUMBER	AWARD NUMBER	AMOUNT	EXPENDITURE/OBLIGATION	AVAILABLE BALANCE	Start Date	End Date
DC Human Resources (DCHR)	Executive Leadership Program	401873	6000146	12,791	0	12,791	10/1/2023	9/30/2024
Office of the Chief Technology Officer (CTO)	Network services and support	Various	Various	771,288	118,424	652,864	10/1/2023	9/30/2024
Office of the Chief Procurement Officer (OCP)	P-Card	201334	6000146	193,547		193,547	10/1/2023	9/30/2024
TOTAL				977,627	118,424	859,203		

11. Please provide a list of all MOUs in place during FY 2023 and FY 2024, to date, that are not listed in response to the question above.

Fiscal Year	Buyer	Seller	Description of MOU Services	MOU Amount	Date Entered	Termination Date
FY23	HSEMA	OUC	1UCUA2 - Radio Cache (NCRICG)	\$222,846.00	12/7/2022	6/7/2024
FY23	HSEMA	OUC	2UCUA2 - CAD Info Sharing	\$300,000.00	12/7/2022	10/7/2023
FY23	DOEE	OUC	311 - Licenses	\$11,037.84	10/14/2022	9/30/2023
FY23	DC Water	OUC	Radio – Radio System Usage & Custom Support Services	\$90,476.15	3/6/2023	9/30/2023
FY23	Serve DC	OUC	Citywide MOU - Radio Services	\$1,993.67	12/1/2022	9/30/2023
FY23	OUC	FEMS	CPR/AED Training for OUC employees	\$12,100.00	3/14/2023	9/30/2023
FY23	OUC	DSLBD	DES Licenses	\$443.34	5/4/2023	9/30/2023
FY23	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.	\$6,000.00	12/22/2022	9/30/2023
FY23	DBH	OUC	9-1-1 Call Diversion and Co-Location of Staff	\$0.00	4/13/2023	9/30/2023
FY23	OUC	Harvard Kennedy School	Development and implementation of innovation initiatives	\$0.00	7/22/2022	7/21/2023

J&PS Performance Oversight Responses (FY23-24)

OUC

Fiscal Year	Buyer	Seller	Description of MOU Services	MOU Amount	Date Entered	Termination Date
FY23	U.S. Dept. of the Interior	OUC / DC	MOA regarding the use of federal interoperability channels by non-federal entities	\$0.00	6/13/2022	6/12/2027
FY23	OUC	MD Dept of Information Technology	MOU for Radio interoperability	\$0.00	6/2/2022	6/30/2037
FY23	OUC	MPD	Radio MOU (Annual Auto-Renew)	\$0.00	2/15/2017	N / A
FY24	OUC	DCHR	Employee compliance /suitability screenings	\$20,482.90	9/21/2023	9/30/2024
FY24	Serve DC	OUC	Citywide Fixed Cost MOU - Radio System Usage and Custom Support Services	\$1,993.67	10/1/2023	9/30/2024
FY24	DCPS	OUC	Citywide Fixed Cost MOU - Radio System Usage and Custom Support Services	\$26,598.67	10/1/2023	9/30/2024
FY24	DGS	OUC	311 - Licenses	\$5,542.34	11/2/2023	9/30/2024
FY24	OUC	FEMS	CPR/AED Training for OUC employees	\$12,100.00	11/9/2023	9/30/2024
FY24	DC Water	OUC	311 - Customer Service Reps	\$126,448.09	11/10/2023	9/30/2024
FY24	DC Water	OUC	Radio – Radio System Usage & Custom Support Services	\$88,238.87	11/10/2023	9/30/2024
FY24	DOEE	OUC	311 - Low Income Energy Assistance Program	\$374,697.07	11/29/2023	9/30/2024
FY24	DCHA	OUC	Radio – Radio System Usage & Custom Support Services	\$33,298.67	11/30/2023	9/30/2024
FY24	DOEE	OUC	311 - Licenses	\$12,588.61	12/11/2023	9/30/2024
FY24	HSEMA	OUC	1UCUA3 - Radio Cache (NCRCIG)	\$242,843.00	1/22/2024	6/7/2025
FY24	HSEMA	OUC	2UCUA3 - CAD Info Sharing	\$300,000.00	1/22/2024	10/7/2024
FY24	DDOT	OUC	311 - Licenses / Custom Support Services - <i>Pending Execution</i>	\$9,294.42		
FY24	CFSA	OUC	311 - Licenses / Custom Support Services - <i>Pending Execution</i>	\$39,169.54		
FY24	OUC	OCTO	DCNET Services - <i>Pending Execution</i>	\$572,958.04		
FY24	OUC	OCTO	GIS and Data Analyst Services - <i>Pending Executed</i>	\$227,000.00		
FY24	OUC	MPD	Radio MOU (Annual Auto-Renew)	\$0.00	2/15/2017	N / A
FY24	OUC	MD Dept of Information Technology	MOU for Radio interoperability	\$0.00	6/2/2022	6/30/2037

J&PS Performance Oversight Responses (FY23-24)
 OUC

Fiscal Year	Buyer	Seller	Description of MOU Services	MOU Amount	Date Entered	Termination Date
FY24	U.S. Dept. of the Interior	OUC / DC	MOA regarding the use of federal interoperability channels by non-federal entities	\$0.00	6/13/2022	6/12/2027
FY24	DBH	OUC	9-1-1 Call Diversion and Co-Location of Staff - Pending Execution	\$0.00		

12. Please identify any special purpose revenue accounts maintained by, used by, or available for use by your agency during FY 2023 and FY 2024, to date. For each account, please list the following:

- a. The revenue source name and code;
- b. The source of funding;
- c. A description of the program that generates the funds;
- d. The amount of funds generated by each source or program in FY 2023 and FY 2024, to date;
- e. Expenditures of funds, including the purpose of each expenditure, for FY 2023 and FY 2024, to date.

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 OUC 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 DC Water 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
2023	DCWA	1555 – Reimbursable from Other Governments	\$122,153	\$122,153
2024*	DCWA	1555 – Reimbursable from Other Governments	\$0.00	\$0.00
2023	DCHA	1555 – Reimbursable from Other Governments	\$114,204	\$114,204
2024*	DCHA	1555 – Reimbursable from Other Governments	\$0.00	\$0.00

** As of 2/1/2024; 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 customers with 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 their monthly phone bills and remit the fees collected to the District on a quarterly basis.

Fiscal Year	Fund Detail	Revenue	Expenditures
2023	1060382 – 911 & 311 Assessments	\$13,880,505	\$11,546,166
2024*	1060382 – 911 & 311 Assessments	\$195,303	\$6,269,662

**Revenue not due from Carriers until 15 days from end of quarter, per legislation governing the Fund*

Fiscal Year	Fund Detail	Revenue	Expenditures
2023*	1060232 – Prepaid Wireless Fees	\$338,293	\$1,999,993
2024	1060382 – Prepaid Wireless Fees	\$77,247	\$23,649

**Expenditures supported by \$1,661,700 in fund balance*

13. Please provide a list of all projects for which your agency currently has capital funds available.

Please include the following:

- a. A description of each project, including any projects to replace aging infrastructure (e.g., water mains and pipes);
- b. The amount of capital funds available for each project;
- c. A status report on each project, including a timeframe for completion;
- d. Planned remaining spending on the project.

J&PS Performance Oversight Responses (FY23-24)
 OUC

Project Title	Project Description	Project Status	ALLOTMENT BALANCE Available Funds As of 1/22/24	AUTHORITY BALANCE Planned Remaining Spending
IT Hardware 911/311 Systems	This project replaces, enhances, and upgrades critical 911 and 311 hardware components such as the telephony system, Next Generation 9-1-1 call processing hardware (VIPER), system licensing, servers, switches, and firewall. The Agency facilitates centralized public safety communications which require a 99.999% up-time for all critical systems. Scheduled upgrades are required on the OUC's hardware to ensure 911 / 311 systems are consistently secure, resilient, and fully operational.	<p>Complete – Avaya Agent for Desktop Software, Cisco Nexus Switches for UCC and PSCC, Dell Server Hardware Refresh, Exagrid Network Storage Solution, 311 and CAD Workstation Replacement, VIPER Hardware Replacement, Fire Station Alerting System, and Refresh ASA Firewall Replacement</p> <p>Upcoming – 911 Data Center Assessment & Reconfiguration (9/30/25), Replacement Servers, Storage, and Digital Messaging (9/30/26), VIPER Hardware Replacement and NICE Replacement (9/30/27), Fire Station Alerting System (9/30/28)</p>	\$2,584,500.01	\$4,974,500.01
UCC Electrical Reconfiguration	The UCC is operating with aging electrical equipment that require replacement. Several power outages have caused impact to 911 operations. This project upgrades the facility to a Tier 4 facility and replaces aging equipment and increasing redundancy and availability.	<p>Complete - Arc flash study, implementation of PLC Monitoring, Siemens Light Panels Replacement, UCC Electrical Protection Devices Adjustment, Automate Breaker failover, UCC PLC & SCADA System Upgrade, UCC Automatic Transfer Switch (ATS) and Surge Protection Device Replacement, ATS and Generator Docking Station implementation, and PSCC Power Shoreline implementation for THOR and Power lines for PSCC</p> <p>In Progress - UCC Generator Replacement & Reconfiguration (12/31/24)</p>	\$803,846.83	\$803,846.83

J&PS Performance Oversight Responses (FY23-24)
 OUC

Project Title	Project Description	Project Status	ALLOTMENT BALANCE Available Funds As of 1/22/24	AUTHORITY BALANCE Planned Remaining Spending
IT Software (911/311 Applications)	This project replaces or upgrades 911-311 software applications for security and performance enhancements as recommended by the manufacturer. Specifically, this project funds the major software upgrade of the 911 Computer Aided Dispatch (CAD) system every five years.	<p>Complete – CAD 9.4 Upgrade, Power911 Upgrade, NICE Systems Refresh, VMWare Enterprise Licenses, Ivanti LANDesk services, and ECaTS i3 Logger Implementation</p> <p>In Progress – 311 Upgrade – Multilanguage Translation (9/30/25)</p> <p>Upcoming – CAD Upgrade (9/30/26)</p>	\$61,078.10	\$1,411,078.10
IT and Communications Upgrade	This project funds the upgrade or relocation of critical communications infrastructure used for 911-311 emergency communications. Radio sites infrastructure such as communication towers, electrical infrastructure equipment such as generators, UPS, tower, antennas, equipment shelters need to be upgraded based on the lifecycle of the equipment.	<p>Complete - Initial analysis of 4D tower to include Geotech study / foundation analysis, Reeves Radio Site Relocation</p> <p>In Progress – UPS Battery Replacement (6/1/24), Design services for 4D tower demolition and rebuild (6/1/24), UDC Radio Site Relocation (12/1/24)</p> <p>Upcoming - Demolition of old towers and construction of new 4D tower (12/31/25)</p>	\$5,959,509.92	\$8,574,509.92
MDC Replacement for MPD & FEMS	This project replaces end of life Mobile Data Computing equipment for FEMS and MPD. The equipment includes Laptops, Mobile routers, and mounting equipment. Since the equipment is used in a rugged environment, it needs to be replaced every 5 years.	<p>Complete – Installation of new MDC equipment (5/24/23)</p> <p>Upcoming – FY28 MDC Hardware Replacement</p>	\$0.01	\$11,421,341.01

J&PS Performance Oversight Responses (FY23-24)
 OUC

Project Title	Project Description	Project Status	ALLOTMENT BALANCE Available Funds As of 1/22/24	AUTHORITY BALANCE Planned Remaining Spending
MPD/ FEMS Radio Replacement	This project replaces MPD/ FEMS radios based on manufacturer specified end of life of the radios deployed. This is a multi-year replacement project based on the initial deployment date of agency radios.	<p>Complete - 5537 portable radios were ordered and delivered. 990 FEMS new radios have been deployed. 3822 radios have been deployed to MPD</p> <p>In Progress- Deployment of 723 Portable radios for MPD, Ordered 350 FEMS mobiles and 50 MPD motorcycle radios</p> <p>Upcoming - 937 Mobile Radios for MPD and 110 vehicular repeaters (FY25), Virtual Prime site,160 9-1-1 consolettes and 500 replacement radios for DC Gov agencies (FY26), Replacement radio site diagnostic equipment, DOC Repeaters, and Aeroflex 3920B Series Digital test equipment (FY27), Dispatch consoles (FY28)</p>	\$151,646.73	\$15,226,044.73
911/311 Radio Critical Infrastructure	This capital project addresses significant concerns with the PSCC's HVAC, electrical, fire suppression, and external / internal finishes to ensure stabilization of the building systems and reconfigure the space to accommodate normal 911-311 operations.	<p>Complete - Replacement of PSCC Generator and emergency power system upgrades and PSCC Reno Design</p> <p>In Progress – PSCC Renovation Construction and Console Replacement (12/31/24)</p>	\$14,641,473.24	\$14,641,473.24
Bidirectional Amplifiers for Radio Coverage	Several indoor MPD buildings require radio coverage enhancements due to lack of adequate indoor radio coverage to communicate effectively with field personnel. This project installs Bidirectional Amplifiers (BDA) in mission critical MPD buildings. Funding is allocated over 3 years.	In Progress – Implementation of MPD bi-directional amplifiers (BDA) and FirstNet DAS system (9/30/24)	\$973,082.26	\$973,082.26

J&PS Performance Oversight Responses (FY23-24)
 OUC

Project Title	Project Description	Project Status	ALLOTMENT BALANCE <i>Available Funds As of 1/22/24</i>	AUTHORITY BALANCE <i>Planned Remaining Spending</i>
FirstNet Distributed Antenna System Deployment	Several indoor MPD buildings require FirstNet cellphone coverage enhancements due to inadequate FirstNet services to communicate effectively with field personnel via FirstNet. This project supplements critical MPD inbuilding FirstNet coverage not included in FirstNet's plan.	In Progress – Implementation of MPD FirstNet DAS system (9/30/24)	\$707,037.42	\$707,037.42

14. Please provide a complete accounting of all federal grants received for FY 2023 and FY 2024, to date, including the amount, the purpose for which the funds were granted, whether those purposes were achieved and, for FY 2023, the amount of any unspent funds that did not carry over.

OUC did not receive any federal grants in FY23 or in FY24 to date.

15. Please list each contract, procurement, lease, and grant (“contract”) awarded, entered into, extended and option years exercised, by your agency during FY 2023 and FY 2024, to date. For each contract, please provide the following information, where applicable:

- a. The name of the contracting party;
- b. The nature of the contract, including the end product or service;
- c. The dollar amount of the contract, including budgeted amount and actually spent;
- d. The term of the contract;
- e. Whether the contract was competitively bid or not;
- f. The name of the agency’s contract monitor and the results of any monitoring activity;
- g. Funding source;
- h. Whether the contract is available to the public online.

Please see Attachment Q#15.

16. Please provide the details of any surplus in the agency’s budget for FY 2023, including:

- a. Total amount of the surplus;
- b. All projects and/or initiatives that contributed to the surplus.

There is a surplus of \$3.3 million in Local funds, due to the salary lapse, with a vacancy rate of 20% (83 vacancies out of 423 approved FTEs) for FY23. The Agency experienced

an atypical spike in attrition as some personnel retired and/or sought other employment opportunities in the post pandemic work environment. Additionally, some of the attrition is a result of enhanced performance management and quality improvement measures.

OUC utilized \$500,000 in ARPA local revenue replacement funds to support implementation costs of a new 911 call processing protocol system. The funds for this purchase would have otherwise come from the Special Revenue (SPR) fund.

17. For FY 2023 and FY 2024 to date, please provide the number of contracts and procurements executed by your agency. Please indicate how many contracts and procurements were for an amount under \$250,000, how many were for an amount between \$250,000-\$999,999, and how many were for an amount over \$1 million.

Value	Number of Contracts / Procurement
\$0 to \$249,999	210
\$250,000-\$999,999	27
\$1,000,000 or greater	7
Total	244

LAWS, AUDITS, AND STUDIES

18. 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 2023 or FY 2024, to date.

- 1. Overtime Audit (OIG; completed in FY23)**
- 2. 911 Reform Status Report (ODCA; completed in FY23)**

19. Please list any reports the agency is required by Council legislation to prepare and whether the agency has met these requirements.

- a. Are there any required regular reports that the agency believes are unduly burdensome and/or underutilized by the Council or the public? If so, please provide details on each such report and, to the extent feasible, an estimate of the budget and/or person-hours required to prepare each report.

There is a minimum staffing requirement report required by Council legislation. The Agency has met this requirement and continues to comply by regularly uploading updated information on a dashboard on its website.

At this time, there are no required regular reports that the Agency believes are unduly burdensome and/or underutilized by the Council or the public.

20. Please list all lawsuits filed in FY23 or FY24, to date 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.

The Agency is not named in any lawsuits filed in FY23 or FY24 to date.

21. Please list all settlements entered into by the agency or by the District on behalf of the agency in FY 2023 or FY 2024, 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 have been no settlements executed by the Agency or by the District on behalf of the Agency, of any amount, in FY23 or FY24 to date.

22. Please list any administrative complaints or grievances that the agency received in FY 2023 and FY 2024, 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 2023 or FY 2024, to date, describe the resolution.

Date Grievance Rec'd	Step	Action	Outcome
1/13/2023	2	Rescind 20-day Suspension; Restore ability to work overtime; reimbursement of pay in full	Granted in Part and Denied
4/6/2023	2	Rescind Official Reprimand	Granted in Part and Denied
4/7/2023	2	CBA, Article 3-Employee Rights; Appropriate Training for 311 leadership; Accountability for all 311 managers	Granted in Part and Denied
4/10/2023	2	CBA, Article 3-Employee Rights; Appropriate Training for 311 leadership; Accountability for all 311 managers	Granted in Part and Denied
4/12/2023	2	Rescind Official Reprimand, Apology from employee, Address employee for violation; Adhere to CBA	Denied
4/14/2023	2	CBA, Article 3-Employee Rights; Adhere to the Employee Conduct; Mentorship and Training for employee; Accountability; Written apology	Granted in Part and Denied
4/24/2023	3	Rescind 20-day Suspension; Restore ability to work overtime; reimbursement of pay in full	Granted in Part and Denied
5/1/2023	2	CBA, Preamble Section B, C, D, E and Article 3, Section A, Submit written apology, Bar employee from OUC operations floor, Training, Accountability	Granted in Part and Denied

J&PS Performance Oversight Responses (FY23-24)
 OUC

5/2/2023	3	CBA, Article 3-Employee Rights; Adhere to the Employee Conduct; Mentorship and Training for employee; Accountability; Written apology	Granted in Part and Denied
5/2/2023; 5/10/2023	3	CBA, Article 3-Employee Rights; Appropriate Training for 311 leadership; Accountability for all 311 managers	No action requested of Agency
5/23/2023	3	Rescind Official Reprimand, Apology from employee, Address employee for violation; Adhere to CBA	Granted in Part and Denied
5/26/2023	Group Grievance	Mandating Overtime	Granted in Part and Denied
7/3/2023	2	Rescind 20-day Suspension	Denied
7/14/2023	2	Rescind 3-day Suspension	Denied
7/28/2023	RFI	311 Operations EE List	Completed
7/30/2023	RFI	Request for Holdover List	Completed
7/30/2023	4	Overtime	
8/7/2023	2	Rescind 3-day suspension suspension and restore lost pay	Accepted
8/11/2023	Group Grievance	Violation of Article 23 1. Adhere to the CB Article 23, Section C 2. Acknowledge @ member identified as a TEO and/or Dispatcher volunteer time to count within the hold over list. Follow procedures as described within Section C; ask for volunteers and then select members in inverse seniority 4. Make holdover list by a TEO and/or Dispatcher available.	No action- Abided
8/11/2023	Group Grievance	Violation of Article 3 (Employee Rights) Request an investigation is held by OUC-HR unit of the numerous concerns that have been spoken and unspoken	Accepted
8/11/2023	Group Grievance	Misinterpretation and Misapplication of Article 23- Administration of Overtime	Desired Actions are being abided- No action
8/25/2023	RFI	2023-2024 Leave Calendar for 911	Completed
8/28/2023	Reference Grievance/ Complaint	Equal Pay and Compensation Discrimination	Pending
9/1/2023	2	Rescind Official Reprimand	Denied

9/5/2023	2	Article 3 & 18	Substantiated
9/8/2023	2	Article 3- Employee Rights	Substantiated
9/8/2023	2	Article 3- Employee Rights	
9/20/2023	Reference Response	Rescind reprimand to verbal counseling	Denied
10/20/2023	2	Rescind 2-day suspension	Denied
11/30/2023	2	CBA Article 3 & 18	Substantiated
11/30/2023	2	Rescind Reprimand	Granted in Part and Denied
12/15/2023	2	CBA Article 3 & 23; Fair treatment for workforce	Substantiated
12/15/2023	2	Rescind Reprimand	Denied

WORKPLACE ISSUES AND EQUITY

23. 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 2023 and FY 2024, to date, and whether and how those allegations were resolved.

OUC's procedures for investigating allegations of sexual harassment/misconduct are in alignment with Mayor's Order 2023-131, and are as follows:

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 and the alleged harasser/accused to schedule individual discussions/interviews. 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 it 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 agency senior leadership to ensure disciplinary actions and recommendations are acted on.

Step 8: General Counsel submits confidential report to MOLC.

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), provides for appeals. Chapter 16 of the DPM provides for a grievance process. Employees covered by a CBA follow the negotiated grievance procedure under the CBA or the process detailed in Chapter 16.

There are five (5) allegations that the SHO is aware of in FY23 to date. The first three were investigated and proven to be unsubstantiated. In the case of the fourth complaint, the alleged victim has been interviewed. Before the SHO could proceed with the investigation, the alleged harasser resigned from the Agency. The fifth allegation is the subject of an ongoing investigation.

24. The District defines racial equity as “the elimination of racial disparities such that race no longer predicts opportunities, outcomes, or the distribution of resources for residents of the District, particularly for persons of color and Black residents.” What are three areas, programs, or initiatives within your agency where you see the most opportunity to make progress toward racial equity?

OUC is committed to addressing three priorities impacting racial equity: increasing bilingual staffing, continuing to center programming and analyze request trends in Wards 7 and 8, and engaging more directly and frequently with the Latino/a community and others with LEP/NEP members. To ensure achievement of these strategic objectives, OUC has Identified a diversity, inclusion, and racial equity program lead and a language access coordinator, who are participating members of Office of Racial Equity's (ORE) planning and development cohort. Thus far, OUC has developed a racial equity mission statement that aligns with the ORE's vision and mission for the District and created its draft racial equity action plan.

25. In FY23 and FY24, to date, what are two ways that your agency has addressed racial inequities internally or through the services you provide?

Through FY23 to present, OUC has engaged with more than 30,000 residents at dozens of community events and resource fairs to raise visibility of services available through 311 platforms in the targeted communities across the city, and particularly in Wards 7 and 8. Additionally, the Agency continues to capitalize on all opportunities to recruit additional bilingual staff and explore the certification of incumbent staff who are bilingual. Further, by the end of FY25, the Agency will have launched an enhanced service request portal and mobile app that features the ability to translate 50 service request types to Spanish and an additional 100 in the six (6) most spoken languages in the District.

AGENCY-SPECIFIC QUESTIONS

Training Programs

26. What training programs did OUC conduct in FY23 and FY24, to date? What trainings are planned in FY24?

FY23 – 911 Operations Training

- **How to succeed in the workplace through effective communication**
- **Liability Issues in the 911 Center**
- **Customer Service Basics**
- **911 Least Wanted 911 Least Wanted**
- **Crisis Intervention**
- **Bullying and Negativity in Communications Center**
- **Lead, Follow, or Get Out of the Way**
- **Combating Complacency**
- **Survive and Thrive Core Stress Resilience Training**
- **Active Shooter**
- **Suicide Intervention**
- **Preventing Telecommunicator Tunnel**
- **Leadership in 911**
- **Addressing for NG911**
- **Enhanced Caller Management**
- **Quality Assurance: Achieving QA/QI in the PSAP**
- **Say This, Not That**
- **A Helping Hand: Peer Support in Your Communication**
- **Advanced Police Dispatching**
- **Recruit, Hire, Retain, and Promote for Success**
- **Center Manager Certification Program**
- **Human Trafficking Preparedness for the 911.**
- **Building 911 Life Bridges to Suicide Callers**
- **Change Management in 911**
- **Quality Assurance Training (80-hr course)**
- **RQI Telecommunicator T-CPR**
- **Communications Training Officer Program**
- **Emergency Communications Analyst Program**
- **Telephone Equipment Operator training course**
- **Call Taker Refresher Training**
- **Fire dispatcher Refresher Training**
- **Telecommunicator Core Competencies**
- **Power DMS End User Training**
- **Nurse Triage Line (NTL) Refresher Training**
- **Metropolitan Washington Council of Governments Leadership Training**
- **National Emergency Number Association - Z axis and Indoor Maps Training**
- **National Emergency Number Association - 911's role in responding to rail incidents Training**
- **Water Incidents Training**
- **Racial Equity Training**

- **Language Access**
- **911 Homicide Training**
- **Handling Bomb Threats and Swatting Training**
- **eCBD Medical Protocol Medical Facility Training**
- **Federal Emergency Management Agency-Introduction to Incident Command System, Basic Command System for Initial Response, and Intro to National Incident Management**
- **INTRADO Power 911 Phone System Training**
- **Location Determining Technology Training**
- **Diversity in the Communications Center**
- **Leadership**
- **Surviving Difficult Calls**
- **Swift Water Rescue**
- **Public Mental Health**
- **Sympathy vs. Empathy**
- **Hazardous Materials, Chemical Spills, and Electric Vehicle Incidents**
- **Callers in Crisis**

FY24 – 911 Operations Training

- **Building High Morale Teams**
- **Survive and Thrive Core Stress Resilience Training**
- **Foundations of Emergency Mental Health Dispatch**
- **Association for Public Safety Officials Fire Service Communications**
- **Managing Mental Health**
- **Leading with Synergistic Empowerment**
- **Be An Encourager in the Communications Center**
- **Giving Feedback and Handling Criticism**
- **First Responder Round Table**
- **Am I Just a Dispatcher**
- **How to Save a life**
- **Total Disaster Response**
- **The Team-Building Playbook: How to Succeed in the Workplace through Effective Communication**
- **Telecommunicator Core Competencies**
- **Feedback Fluency**
- **Kingsman and Heritage Island Training**
- **Domestic Violence Training**
- **LGBTQIA and Cultural Competency Training**
- **Harvard Kennedy School Driving Government Performance: Alternative 911 Emergency Response**
- **Emergency Medical, Police, and Fire Call-Taking Certification**

Other In-Service Training Topics:

- **Geography and mapping**

- **Suicidal Callers**
- **Your role in employee retention**
- **Domestic Violence**
- **Officer Safety**
- **Customer Service**
- **Balance home/work/healthy lifestyle**
- **Critical Incidents**
- **Hard conversations with co-workers**
- **Positivity**
- **Swatting**
- **Compassion fatigue**
- **Active Assailant updates**

FY23 - FY24 - 311 Operations Training

- **Department of Motor vehicle services ticket training**
- **Department of Motor vehicle services non-ticket training**
- **Live Agent Training**
- **311 City Services**
- **Department of Energy and Environment training**
- **Department of Public Works training**
- **District Department of Transportation training**
- **Fire and Emergency Medical Services, Department of General Services, and Emergency Protocol training Deputy Mayor of Operations and Infrastructure, Deputy Mayor of Health and Human Services, Deputy Mayor of Planning and Economic Development, Deputy Mayor of Education**
- **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)**

27. In its FY22 responses, the agency noted, with regard to OUC's implementation of Title III Subtitle D of the Fiscal Year 2023 Budget Support Act of 2022 (D.C. Law 24-0167), that in August 2022 a vendor was selected to support the T-CPR certification program and that training was ongoing. What is the status of the training now?

To date, all 911 dispatchers and call takers have received their initial certification in T-CPR training. Going forward after implementation, Power Phone Total Response will provide T-CPR certifications and biannual recertifications.

28. What training deficiencies, if any, did the agency identify during FY23 and FY24, to date, and how did the agency update its curriculum accordingly?

In FY23 to date, challenges with the use of Location Determining Technology (LDT): Recognition of Nurse Triage Line (NTL) eligible incidents, delivery of CPR instructions

based on the American Heart Association (AHA) guidelines, and customer service were identified as areas where additional training was needed.

In response, the Agency conducted in-person observation sessions with each call taker to ensure thorough understanding of the use of Location Determining Technology (LDT). Observations were 30 minutes to 1 hour in length and documentation was added to each member's training file detailing whether further explanation and/or hands support was provided. To address NTL diversion deficiencies, OUC worked closely with FEMS to provide refresher training sessions to all operations employees. Also, in coordination with FEMS, the Agency's training team provided CPR training modules. Separately, the workforce was trained and certified in T-CPR in FY23 and subsequently achieved 89% accuracy in identifying the need for T-CPR, starting CPR timely, and giving exact CPR instructions on 911 calls.

Lastly, enhanced customer service and professionalism training modules were added to the training curriculum and the workforce was provided with the current standard evaluation guidelines to ensure awareness of performance expectations in this area.

29. Please provide an update on any changes made to the supervisor training in FY23 and FY24, to date.

In FY23, a 32-hour administrative training course that will be delivered in FY24 was designed for all supervisors. This training includes an overview of management roles, responsibilities, and expectations, understanding the OUC strategic plan, unconscious bias, cultural sensitivity, racial equity mission, and action plan, management supervisory systems and tools, payroll and time entry, leave management, understanding special investigations and managements role, FMLA and managing employees on FMLA, sexual harassment prevention, workplace bullying, management and ethics, reasonable suspicion, ADA Title I and II, performance management, administrative write-up and role of the deciding official, management resources for self and team wellness, the emergency response plan and management expectations, and liability prevention.

- a. How many supervisors have received the Certified Manager Certification Program (CMCP) in FY23 and FY24, to date, since the 13 total identified in the agency's FY22 responses?

Six (6) supervisors received the Certified Manager Certification in FY23 to date.

30. Please provide the agency's training schedule for new hires and continuing education during FY23 and FY24, to date.

Telephone Equipment Operators (911 Call Takers); 16 weeks

Discipline	Subject	Duration	Hours
NENA Virtual Course	911 Introductory Telecommunications Course	1 week	40 hours

J&PS Performance Oversight Responses (FY23-24)

OUC

Classroom training	Telephone Equipment Operator Issuance of Training Manual	7 weeks	280 hours
Near On- the-Job Training	Classroom and hands-on instruction	2 weeks	80 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

Customer Service Representatives (311 CSRs); 8 weeks

Discipline	Subject	Duration	Hours
Classroom training	Customer Service Representative Issuance of Training Manual	5 weeks	240 hours
On-the-job Observation Phase	Performance Evaluation Only OUC Operations Floor (Final evaluation phase with observation)	1 week	40 hours

J&PS Performance Oversight Responses (FY23-24)

OUC

Retention Exercises	Detail and/or Assignment Conduct observations (work-related content)	1 week	40 hours
Independent on-the-job Phase	Training Specialist Evaluation	1 week	40 hours

All OUC Employees are required to complete, at minimum, 40 hours of training every fiscal year unless the operational needs of the Agency dictate that additional hours are necessary.

Employees designated as Career Service (CS) in the offices under the Chief of Staff, Chief Administrative Officer, Chief Technology Officer, Finance, General Counsel, and the Office of the Deputy Director are required to complete a minimum of 24 hours of training each fiscal year. Additionally, all OUC employees are required to complete sexual harassment, cybersecurity, and mental health or wellness trainings as mandated by the District of Columbia government.

31. How did the agency ensure that MPD and FEMS personnel were cross-trained with call takers and dispatchers in FY23 and FY24, to date?

In FY23, FEMS personnel, along with OUC Training Specialists, completed Feedback Fluency training to assist with quality assurance reviews. During this training, scenarios were discussed that provided FEMS personnel further background into the tasks of a call taker.

Additionally, MPD cadets and tenured members completed chair-side observations during which they were paired with call takers and dispatchers to observe real time incident handling.

Staffing

Please provide data on personnel attrition (retirement, resignation, termination, etc.) for FY23 and FY24, to date.

Position Title	Description	Reason
Dispatcher	Retirement	Social Security Award
IT Specialist	Retirement	Retirement
311 CSR	Retirement	Social Security Award
311 CSR	Retirement	Retirement
Program Analyst	Retirement	Voluntary Retirement Award
IT Specialist	Retirement	Normal Retirement
Watch Commander	Retirement	Voluntary Retirement Award

J&PS Performance Oversight Responses (FY23-24)

OUC

Operations Manager	Retirement	Voluntary Retirement Award
Dispatcher	Retirement	Social Security Award
Dispatcher	Retirement	Social Security Award
Telecomm Equipment Operator	Retirement	Social Security Award
Telecomm Equipment Operator	Termination	Misconduct
Telecomm Equipment Operator	Termination	During Probation/Trial Period
Telecomm Equipment Operator	Termination	Resignation
Watch Commander	Termination	Other/Unknown
Watch Commander	Termination	Resignation
Telecomm Equipment Operator	Termination	Resignation
Program Analyst	Termination	During Probation/Trial Period
Telecomm Equipment Operator	Termination	Misconduct
Telecomm Equipment Operator	Termination	During Probation/Trial Period
Telecomm Transcriptionist	Termination	Resignation
Telecomm Equipment Operator	Termination	Resignation
311 CSR	Termination	Misconduct
Telecomm Equipment Operator	Termination	Resignation
Telecomm Equipment Operator	Termination	During Probation/Trial Period
311 CSR	Termination	Resignation
Telecomm Equipment Operator	Termination	Resignation
Telecomm Equipment Operator	Termination	During Probation/Trial Period
Telecomm Equipment Operator	Termination	During Probation/Trial Period
Telecomm Equipment Operator	Termination	During Probation/Trial Period
311 CSR	Termination	Resignation
Training Specialist	Termination	During Probation/Trial Period
Director, OUC	Termination	Resignation
Telecomm Equipment Operator	Termination	During Probation/Trial Period
Supervisory 311 CSR	Termination	Other/Unknown
Telecomm Equipment Operator	Termination	Resignation
Telecomm Equipment Operator	Termination	Resignation
Asst Watch Commander	Termination	Other/Unknown
Telecomm Equipment Operator	Termination	Misconduct
311 CSR	Termination	During Probation/Trial Period
Telecomm Equipment Operator	Termination	Resignation
Training Specialist	Termination	During Probation/Trial Period
311 CSR	Termination	Expiration of Appointment
Telecomm Equipment Operator	Termination	Resignation
Computer Assistant	Termination	Resignation
Dispatcher	Termination	Death
Telecomm Equipment Operator	Termination	Misconduct
IT Specialist	Termination	Resignation
Telecomm Equipment Operator	Termination	During Probation/Trial Period
Telecomm Equipment Operator	Termination	Expiration of Appointment

J&PS Performance Oversight Responses (FY23-24)

OUC

Computer Assistant	Termination	End Temporary Employment
Chief of Spec Ops and Investigations	Termination	During Probation/Trial Period
Telecomm Equipment Operator	Termination	Resignation
311 CSR	Termination	During Probation/Trial Period
Telecomm Equipment Operator	Termination	During Probation/Trial Period
Telecomm Equipment Operator	Termination	Resignation
311 CSR	Termination	Resignation
Dispatcher	Termination	Misconduct
Asst Watch Commander	Termination	Other/Unknown
Training Specialist	Termination	Resignation
Telecomm Equipment Operator	Termination	Resignation
IT Specialist	Termination	Resignation
Telecomm Equipment Operator	Termination	During Probation/Trial Period
Chief of Operations (911)	Termination	Resignation
311 CSR	Termination	Misconduct

32. Please provide, as of December 31, 2023, the number of 911 call takers and the number of 911 call taker vacancies.

As of December 31, 2023, there were 88 call takers and 17 call taker vacancies.

a. In FY23 and FY24, to date, how many 911 call takers separated from the agency, and what was the reason for their separation?

In FY23 and FY24 to date, a total of 28 911 call takers separated from the Agency; 12 resignations, 10 removals during probationary period, four removals for misconduct, one expiration of appointment, one retirement.

33. Please provide, as of December 31, 2023, the number of 911 dispatchers and the number of 911 dispatcher vacancies.

As of December 31, 2023, there were 79 dispatchers and 29 dispatcher vacancies.

a. In FY23 and FY24, to date, how many 911 dispatchers separated from the agency, and what was the reason for their separation?

In FY23 and FY24 to date, a total of five (5) 911 dispatchers separated from the Agency; 3 retirements, 1 death, 1 removal for misconduct.

34. Please provide, as of December 31, 2023, the number of 311 call takers and the number of 311 call taker vacancies.

As of December 31, 2023, there were 62 customer service representatives and 16 customer service representative vacancies.

- a. In FY23 and FY24, to date, how many 311 call takers separated from the agency, and what was the reason for their separation?

In FY23 and FY24 to date, a total of ten (10) customer service representatives separated from the Agency; three resignations, two removals during probationary period, two removals for misconduct, two retirements, one expiration of appointment.

35. 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 FY23 and FY24, to date.

In FY23, there were an average of six (6) FEMS dispatchers on duty per shift and they dispatched an average of 529 calls per shift. In FY23, there were an average of 13 MPD dispatchers on duty per shift and they dispatched on average 1329 calls per shift.

To date in FY24, there have been an average of six (6) FEMS dispatchers on duty per shift and they have dispatched an average of 887 calls per shift. To date in FY24, there have been an average of 13 MPD per shift and they have dispatched on average 2,131 calls per shift.

- a. Please provide an update on agency efforts to add 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 FY23 and FY24 to date. Additionally, one of the supervisors was designated as a Watch Commander and the other was designated as an Operations Manager. Each of the four (4) shifts now has a minimum of four (4) supervisors.

36. Please provide an update on the agency's efforts to improve its performance Dashboard in light of the recommendations from the D.C. Auditor and the public at the October 5, 2023 hearing on OUC operations and Bill 25-344.

The Agency's performance dashboard was launched as a beta site in FY23. In addition to uploading more up to date performance data and graphic depictions of process workflows, OUC continues to [solicit the public's feedback](#) on it to ensure that the site is as user friendly and as useful as possible.

37. Please provide an update on any progress made by the agency to hire additional certified bilingual call-takers. How many such call-takers are currently at work on the floor?

The Agency continues to advertise hard-to-fill vacancies at community events and hiring fairs in communities across the District. We are also working with DCHR to develop recruitment strategies to attract bilingual applicants and will include bilingualism as a preference when positions are posted.

Currently, OUC utilizes Language Line Solutions to fulfil its translation needs. This solution enables the Agency to maximize employee efficiency, reduce costs, and achieve total understanding with all we serve. In addition, Language Line’s professional translators are able to use industry specific terminology and are covered by liability insurance.

38. 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 two (2) weeks in advance for approval and to identify any gaps in staffing that may need to be filled.

Please provide an update on which shifts are prone to understaffing and how the agency is handling that problem.

Day 1, Night 1, and all Sunday Swing Shifts are prone to understaffing due to manpower shortages. The Agency upstuffs by recruiting for overtime, realigning staffing to address shortages, and is prioritizing recruiting and onboarding new employees to meet staffing needs.

911 Operations

39. Please provide an update on the agency’s efforts to switch to Power Phone.

The Agency currently uses the electronic Criteria Base Dispatch (eCBD) system. In October 2022, the decision was made that a new call protocol system would need to be procured to ensure emergency and non-emergency calls for services are able to be processed in accordance with the National Emergency Number Association (NENA) Standard for 9-1-1 Call Processing and the Association of Public Safety Communications Officials (APCO) standards. The eCBD product is fragile, archaic, and no longer technically or operationally sound. Further, the system does not effectively help determine appropriate responses to calls for service and there is no offline, back-up system that provides pre-arrival or post-dispatch instructions. This means that in the event of a protocol system failure, call takers may not be able to properly process calls or give post-dispatch or pre-arrival instructions, including those for CPR, child birthing, or choking incidents.

The contract for PowerPhone Total Response was awarded on April 21, 2023. Since that time, the Agency’s Office of Professional Standards and Development has trained the entire workforce, including the Agency’s executive leadership team, on the use of the system.

A working group comprised of OUC 911 Operations, IT, and OPSD staff and OCTO, DBH, MPD, and FEMS members was established to review call types, adjust trigger points, and test the system. Technical adjustments and testing have been ongoing since November 2023.

The go live is scheduled for February 20, 2024.

40. In FY23 and FY24, to date:

- a. Now that the agency, compliant with emergency and temporary legislation, posts data on 911 misuse, how is the agency handling this issue?
- b. What type of 911 misuse calls were received?

The Agency continues to prioritize initiatives that help offload non-critical calls to more appropriate programs whenever possible. A key component of this effort is the continued use of the modified 311 and 911 call handling systems which force the prioritization of non-emergency calls. After dialing 3-1-1, callers should 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 Agency's focus on the development and public education about the availability of the DBH Access Help Line, DDOT Motor Vehicle Collision with No Injuries, DPW Parking Enforcement, and FEMS Nurse Triage Line call diversion programs is another key element of this work.

Misuse calls are defined as calls that do not require an emergency response or those that are not appropriate for diversion. These call types include prank calls, butt dials, and swatting attempts, to name a few.

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

In FY23, the 213 CAD events were initiated based on texts to 911, and in FY24, 105 CAD events were initiated.

42. Please provide the number of "10-33s" (code used by law enforcement officers for "Emergency, all units standby") received in FY23 and FY24, to date, by month, and by agency.

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

Please see Attachment Q#42

43. For each month in FY23 and FY24, to date, please provide (as consistent with the emergency and temporary legislation requiring the posting of such data), 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;

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- 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.

Please see Attachment Q#43.

44. 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 FY23 and FY24, to date. Please include whether the calls were for FEMS/MPD, cause of error, and resolution/corrective action taken.

FY23

Address	Month/Year	FEMS/MPD	Cause of Error	Resolution/Corrective Action
Georgia /Hemlock	Sept. 2023	MPD	Call taker	Training
5300 blk of East Capitol St SE	Sept. 2023	MPD/FEMS	Call taker	Training
2900 blk of Van Ness St NW	Sept. 2023	MPD	Call Taker	Training
1300 blk of Longfellow NW	Sept. 2023	FEMS	Call Taker	Corrective Action
500 blk of N St SW	Sept. 2023	FEMS	Call Taker	Training
4300 blk of 3 rd St SE	Sept. 2023	FEMS	Call Taker	Training
1500 blk of Franklin St NE	Sept. 2023	FEMS	Call Taker	Training
200 blk of RI Ave NE	Aug. 2023	FEMS	Call Taker	Corrective Action
500 blk of Peabody St NW	July 2023	FEMS	Call Taker	Corrective Action
5400 blk of Butler St SW	June 2023	FEMS	Call Taker	Training
300 blk of 40 th St NE	June 2023	FEMS	Call Taker	Training
East Capitol St NE	June 2023	FEMS	Call Taker	Training
Connecticut Ave NW	May 2023	FEMS	Call Taker	Training
1300 blk of Main Dr NW	April 2023	FEMS	Call Taker	Training
600 blk of Milwaukee Pl SE	April 2023	FEMS	Call Taker	Training
4400 blk of Mass Ave NW	April 2023	FEMS	Call Taker	Corrective Action
19 th /Mississippi Ave SE	Mar. 2023	FEMS	Call Taker	Training
1500 blk of 41 st St SE	Mar. 2023	FEMS	Call Taker	Training
3100 blk of Buena Terr. SE	Mar. 2023	FEMS	Call Taker	Training

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600 blk of Milwaukee Pl SE	Mar. 2023	FEMS	Call Taker	Training
1200 blk of U St NW	Mar. 2023	FEMS	Call Taker	Training
New Jersey Ave SE	Mar. 2023	FEMS	Call Taker	Training
Quincy Street	Feb. 2023	FEMS	Call Taker	Training
1700 blk of I ST NE	Feb. 2023	FEMS/MPD	Call Taker	Training
Hayes ST NE	Feb. 2023	FEMS	Call Taker	Corrective Action
900 blk of 1 st St NW	Feb. 2023	FEMS/MPD	Call Taker	Training
L St NE	Jan. 2023	FEMS	Call Taker	Training
3200 blk of M St NW	Jan. 2023	FEMS	Call Taker	Training
1300 blk of Main Dr. NW	Jan. 2023	FEMS	Call Taker	Corrective Action
16 th St NE	Jan. 2023	FEMS	Call Taker	Training
2200 blk 14 th St NW	Dec. 2022	FEMS	Call Taker	Corrective Action
Thomas Circle NW	Nov. 2022	MPD	Call Taker	Training
N St NE	Nov. 2022	FEMS	Call Taker	Training
28 th St NE	Oct. 2022	FEMS	Call Taker	Training
Elm St NW	Oct. 2022	FEMS	Call Taker	OPSD
4400 blk of Douglas ST NE	Oct. 2022	MPD	Call Taker	Training
3700 blk Jay St NE	Oct. 2022	MPD	Call Taker	Training
900 Blk 6 th St	Oct. 2022	FEMS	Call Taker	N/A

FY24

Street Name	Month/Year	FEMS/ MPD	Cause of Error	Resolution/ Corrective Action
Unit block of 47 th St SE	Jan. 2024	MPD	Call Taker	Training
1800 blk of Q St SE	Jan. 2024	MPD	Call Taker	Training
5100 Connecticut Ave NW	Dec. 2023	MPD	Call Taker	Training
Metropolitan Branch Trail/ M St NE	Dec. 2023	FEMS	Call Taker	Training
1300 blk of New York Ave NW	Nov. 2023	FEMS	Caller	Training
4200 blk of East Capitol St. SE	Nov. 2023	MPD	Call Taker	Training
3400 blk of Connecticut Ave NW	Oct. 2023	MPD	Call Taker	Training
1100 blk of 4 th St SW,101	Oct. 2023	FEMS	Call Taker	Training
1000 blk of 6 th St NE,4	Oct. 2023	FEMS	Call Taker	Training

45. In its FY22 responses, the agency reported no radio patching in FY22 and FY23, to date. Is this also true of FY23 and FY24, to date?

“Patching” is a generic term for connecting the audio of talk groups, and individual units that normally talk on different channels. Dynamic regrouping is a type of patch that temporarily brings multiple and/or individual talk groups together into a single temporary talk group.

Patching occurs when authorized by operations managers and supervisors to support the mission of the Agency in maintaining unit availability and resource allocation. Patching is not permitted during the management of priority incidents or during periods of high call influx.

Patching was authorized in FY23 and in FY24, to date.

46. Please provide, in table format, the number of complaints related to 911 services in FY23 and FY24, 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. In the FY22 response, the agency's chart seemed to omit the outcome/corrective action of these complaints. Please provide such information.

Reported By	Concern	Sustained	Actions Taken
Resident	Long Hold Time	N/A	Leave restriction in place and all available call takers working
Resident	Long Hold Time	N/A	Staffing was increased to the maximum number of call takers we had available.
DC Council- P. Mendelson	Long Hold Time	N/A	Followed up to seek information about other calls in case a incident needed to be filed with the FCC for carrier non delivery
Supervisor	Wrong Address	Yes	Discipline and OPSD
Supervisor	Wrong Address	No	None
Supervisor	Wrong Address	Yes	Referred to OPSD/documented step 1
DC Council- C. Allen	Long Arrival Time for MPD	N/A	Responded to the CM and sent to MPD for awareness.
DC Council- C. Allen	Long Arrival Time for MPD	N/A	Responded to the CM and sent to MPD for awareness.
FEMS	Wrong Address	Yes	Referred to OPSD and documented step 1.
Resident	911 Hang Up	No	Retrain to only warm transfer and let the caller know they will hear silence and a click.
DC Council- T. White	MPD not getting calls for noise or gatherings of people	No	Explained the noise complaint situation- currently these are classified as a "non-emergency" and go to 311 for call entry. OUC will review policy with MPD.
ODR- from resident	911 text service returned a message to call	Yes	Working with neighboring jurisdictions and the text session provider to determine why this was not delivered to OUC.
Resident	MPD did not arrive/OUC did not enter call/Call taker hung up	No	PG was notified of the problem. There was a Verizon 911 issue that day that created the transfer issue.

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Various	There was a delay in response to flooding at District Dogs		
DC Council- B. Pinto and B. Nadeau	MPD did not arrive/OUC did not enter the call		Responded with timeline and notified MPD for awareness.
Resident	The resident stated they waited more than 15 seconds to be connected to a call taker.	Yes	OUC is working to hire more 911 call takers to minimize the call wait times.
DC Council	A resident called 911 to report an active carjacking on the 300 block of 10 th Street, NE, but could not get through to get a hold message.	Yes	OUC is working to hire more 911 call takers to minimize the call wait times.
DC Council	A resident reported long hold times and states they were never connected to OUC.	Yes	32.882 seconds is greater than the target of 10 seconds. A response to CM Parker was made explaining the situation due to high call volume due to a shooting.
Social media	Non-answer of radio	No	There was no violation of policy. OUC has worked with radio vendor to determine if there was a technical issue with the patching of the channels.
DC Council	A resident called 911 to report an active robbery on the 2000 block of D Street, NE. The resident claims that they were on hold for at least 2 minutes and could not get through to a call-taker before hanging up.	Yes	OUC is working to hire more 911 call takers to minimize the call wait times.
DC Council	A resident called 911 to report that a woman at the Eastern Market Metro station platform was attempting to jump in front a train. According to the resident's account, it took a full 10 minutes for paramedics to arrive. While the resident was on the phone with the 911 call taker, the resident claims that the call taker did not seem to share the constituent's sense of urgency, and even told the resident that the resident was slowing down the process by not giving an adequate	No	None. All protocol was appropriately followed.

J&PS Performance Oversight Responses (FY23-24)

OUC

	physical description of the woman.		
Supervisor	Wrong address	Yes	Personnel
Supervisor	Wrong address	Yes	Personnel
Supervisor	Wrong address	Yes	Personnel
Resident	A resident stated that they were walking down East Capitol Street, between 12 th and 11 th SE, when they heard a loud thud followed by panicked shouts/screams and then a child crying. The resident dialed 911 and stated they were placed on hold for 5 minutes.	Yes	OUC responded directly to the resident. OUC is working to hire more 911 call takers to minimize the call wait times.
DC Council - Pinto	A resident reported a delay in dispatch. The resident advised that an individual experiencing a mental health crisis as he moved around to various locations "in the center of Glover Park." The caller advised that they would not remain in the area and did not want to meet with officers on scene.	No	OUC responded to CM Pinto's office.
OUC	Wrong address	Yes	Personnel
OUC	Wrong address	Yes	Personnel
Resident	A resident stated they experienced long wait times when calling to report sounds of gunshots near Kennedy Street.	Yes	OUC spoke directly with the resident. OUC is working to hire more 911 call takers to minimize the call wait times.

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 OUC

DC Council - Pinto	A resident stated that responders were not dispatched in response to their call reporting an assault that occurred near Franklin Park.	No	None. All protocol was appropriately followed.
DC Council - Pinto	A resident stated that they received "no response from 911".	No	None. All protocol was appropriately followed.
Resident	A resident stated MPD never arrived after they contacted OUC for a noise complaint. The dispatcher stated that an officer would address the issue momentarily, but they state that over 2 hours later, no police had arrived.	No	None. All protocol was appropriately followed.
DC Council - Z. Parker	Residents advised they called 911 for a shooting and MPD was only dispatched for sound of gunshots	No	None. All protocol was appropriately followed.
Mayor's Office	A resident called 911 at 12:23 AM to report a man talking to himself at the front of their building. The resident called back at 1:07 AM and stated that MPD never arrived and that the man now had a metal object he was bending and that the man was possibly attempting to break into the building.	No	None. All protocol was appropriately followed.
Supervisor	Dispatch changed the quadrant of the city from SE to NE without notifying the units.	Yes	Personnel
Supervisor	Dispatched the incident as a cardiac arrest. Notes stated the person was stabbed.	Yes	Personnel
MPD	MPD received a report for a Burglary in progress. The complainant was a 12-year-old boy who was home alone. He told MPD that when he first called 911, the call taker hung up on him thinking he was engaging in a prank.	No	None. All protocol was appropriately followed.

J&PS Performance Oversight Responses (FY23-24)
 OUC

DC Council- C. Allen	A resident reported that they called to report an assault and robbery. The resident states they were placed on hold and that the call taker was "impatient and questioned the information that the constituent was providing."	Partially	OUC responded directly to the CM's office. OUC is working to hire more 911 call takers to minimize wait times.
Resident	A resident called 911 to report an erratic driver. The resident states that 911 did not answer, but they recieved an automatic callback and were subsequently placed on hold.	Yes	OUC spoke directly with the resident. OUC is working to hire more 911 call takers to minimize the call wait times.
Resident	A resident stated they called 911 several times to request assistance for a panhandler walking into traffic and the call was not answered for 9 minutes. The resident states they received an automatic call back and were placed on hold.	TBD	OUC is working with IT to locate the call.
Resident	The resident stated they called 911 for a check-the-welfare seven times and was not connected to a live person nor received a call back.	Partially	OUC responded directly to the resident to remind them not to hang up when dialing 911. OUC is working to hire more 911 call takers to minimize the call wait times.
Supervisor	Channel 012 dispatcher was not responsive to FEMS for multiple minutes.	Yes	OUC is working with the vendor to determine root cause.
Media request	A resident reported they were told to wait 48 hours for an officer response after reporting thefts from auto. They reported they were never contacted and unable to file a police report.	Yes	Personnel
Constituent	A resident reported they were involved in a hit and run and dialed 911 to make a report. The resident was told they would receive a call back within 48 hours of the initial call by TRU but did not receive a call back within 48 hours.	Partially	OUC referred the complaint to MPD-TRU for follow up.

J&PS Performance Oversight Responses (FY23-24)
OUC

Constituent	A resident called 911 to report a stopped vehicle that was causing traffic. The resident reported that the police did not arrive on scene for 40 minutes.	No	None. All protocol was appropriately followed.
Constituent	A resident stated they called 911 five times and 911 did not answer.	No	OUC reported incident to the FCC.

47. Please provide call volume data, by MPD/FEMS, priority, and event type, for FY23–FY24, to date.

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

Please see Attachment Q#47.

48. Please describe the decisional outcomes or recommendations of the OUC/FEMS Task Force and the OUC/MPD Task Force.

Through FY23 to present, much of the focus of the work in these task forces has been on review and functionality demos of the PowerPhone Total Response call processing protocol system to prepare for a seamless transition from eCBD, and the upcoming go-live on February 20, 2024.

49. 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. In its FY22 responses, the agency said that it would not “break up channels for MPD police districts” but has “provided and can supplement additional tactical channels if needed.” How many times has the agency provided such “additional tactical channels” and in what situations, in FY23 and FY24, to date?

The Agency continues to work closely with MPD to support their operational needs related to radio communications upon request. Requests for additional tactical channels are immediately fulfilled but are not tracked by the Agency.

311 Operations

50. Please provide a chart indicating all 311 calls in FY23 and FY24, to date, categorized by the agency’s services requested.

DC Government Information			
	FY 2023	FY 2024	Grand Total
211	5,202	541	5,743
911	2,546	725	3,271

J&PS Performance Oversight Responses (FY23-24)
 OUC

Administrative Hearings (Office of)	87	33	120
African Affairs (Office on)	5	1	6
Aging (Office of)	1,778	549	2,327
Alcoholic Beverage and Cannabis Administration	-	8	8
Alcoholic Beverage Regulation Administration	25	1	26
Asian & Pacific Islander Affairs (Office of)	2	-	2
Attorney General (Office of the)	223	74	297
Auditor (Office of the)	3	2	5
Behavioral Health (Department of)	621	180	801
Board of Elections (Office of)	331	30	361
Buildings (Department of)	2,085	677	2,762
Chief Financial Officer (Office of the)	616	144	760
Chief Technology Officer (Office of the)	85	13	98
Child and Family Services Agency	203	67	270
City Administrator (Office of the) Clean City (Office of the)	11	1	12
Communications (Office of) Community Affairs (Office of)	97	14	111
Community Relations and Services (Office of)	124	69	193
Consolidated Forensic Lab	1	1	2
Consumer and Regulatory Affairs (Department of)	27	-	27
Contracting and Procurement (Office of)	14	1	15
Corrections (Department of)	155	48	203
Council (DC)	1,120	349	1,469
DC Bar Association	35	15	50
DC Circulator	30	20	50
DC Commission on the Arts and Humanities	11	3	14

J&PS Performance Oversight Responses (FY23-24)
 OUC

DC Heat Emergency	6	3	9
DC Housing Authority	1,375	405	1,780
DC Public Library	289	70	359
DC Public Schools	373	237	610
DC Taxicab Commission	36	16	52
DC Water	2,472	1,063	3,535
Disability Rights (Office of)	53	17	70
Disability Services (Department on)	215	62	277
Education (Office of the Deputy Mayor for)	58	16	74
Employment Services (Department of)	704	160	864
Environment (Department of the)	27,504	11,101	38,605
Executive Office of the Mayor	1,577	481	2,058
Fire and Emergency Medical Services	415	133	548
First Amendment Activity	6	2	8
General Counsel to the Mayor (Office of)	178	53	231
General Services (Department of)	2,823	697	3,520
Health (Department of)	3,953	996	4,949
Health and Human Services	821	185	1,006
Health Care Finance (Department of)	172	75	247
HIV/AIDS Hepatitis STD and TB Administration	3	1	4
Homeland Security and Emergency Management Agency	136	44	180
Housing and Community Development (Department of)	927	233	1,160
Human Resources (Department of)	471	190	661
Human Rights (Office of)	85	39	124
Human Services (Department of)	5,768	2,052	7,820

J&PS Performance Oversight Responses (FY23-24)
 OUC

Inspector General (Office of the)	31	17	48
Insurance Securities and Banking (Department of)	73	26	99
Internal DMV	48,222	12,417	60,639
Justice Grants Administration	25	7	32
Labor Relations and Collective Bargaining (Office of)	8	-	8
Latino Affairs (Office on)	17	2	19
Lesbian Gay Bisexual and Transgender Affairs (Office of)	6	-	6
Licensing and Consumer Protection (Department of)	849	299	1,148
Medical Examiner (Office of the Chief)	44	12	56
Metropolitan Police Department	1,502	582	2,084
Motion Picture and Television Development (Office of)	27	7	34
Motor Vehicles (Department of)	74,305	21,203	95,508
Neighborhood Advisory Commission (ANC)	121	23	144
Parks and Recreation (Department of)	595	110	705
Partnerships and Grants Services (Office of)	10	3	13
Pepco	1,300	296	1,596
Planning (Office of)	56	12	68
Planning and Economic Development (Deputy Mayor for)	32	5	37
Policy and Legislative Affairs (Office of)	2	-	2
Public Employee Relations Board	6	-	6
Public Schools (DC)	135	66	201
Public Service Commission	89	21	110
Public Works (Department of)	33,187	9,319	42,506
Rehabilitation Services Administration	13	2	15
Religious Affairs (Office of)	7	1	8

J&PS Performance Oversight Responses (FY23-24)
 OUC

Returning Citizen Affairs (Office on)	31	7	38
Risk Management (Office of)	289	76	365
Secretary of the District of Columbia (Office of the)	31	16	47
Serve DC	26	41	67
Small and Local Business Development (Department of)	36	11	47
St. Elizabeth's Hospital	32	3	35
State Superintendent of Education (Office of the)	140	35	175
Stay DC	9	2	11
Strong Families	4	-	4
Superior Court (DC)	1,167	367	1,534
Talent and Appointments (Office of)	3	-	3
Tax and Revenue (Office of)	2,368	399	2,767
Tenant Advocate	404	121	525
Transportation (Department of)	5,560	1,429	6,989
University of the District of Columbia	13	7	20
Veterans Affairs (Office of)	64	16	80
Victim Services (Office of)	58	11	69
Washington Convention and Sports Authority	4	3	7
Washington Gas	357	106	463
WMATA (Metro)	292	110	402
Women's Policy and Initiatives (Office on)	4	1	5
Youth Advisory Council	2	1	3
Youth Rehabilitation Services (Department of)	19	5	24
Zoning (Office of)	21	4	25
Grand Total	237,453	69,098	306,551

Agency Service Requests			
Agency	FY 2023	FY 2024	Grand Total
CFSA	1,837	1,389	3,226
DC Water	90	85	175
DDOT	84,369	19,932	104,301
DFHV	35	13	48
DGS	722	266	988
DMV	20,048	5,485	25,533
DOB	5,002	1,366	6,368
DOEE	911	217	1,128
DOH	17,747	4,371	22,118
DPW	286,206	85,472	371,678
FEMS	148	48	196
ORM	740	169	909
Grand Total	417,855	118,813	536,668

51. In its FY22 responses, the agency remarked that it in FY23 supported “citywide initiatives” with the aim of getting residents to make service requests through 311 by “identifying trends” and gathering “data.” What are the trends and how has OUC supported such initiatives (and which initiatives in particular)? Please describe any ongoing and new agency community outreach efforts to residents in areas with high rates of gun violence to encourage increased use of 311.

As shown in the table below, service request submissions in Wards 7 and 8 have increased year over year in FY22 and FY23. The Agency’s participation in CORE team walks and its “Live with an ANC” events were highly effective in engaging with communities and presented opportunities for the public to learn more about how DC 311 supports the removal of blight.

Additionally, in early Spring 2024 the DC 311 App/Portal will be accessible in Spanish and the Dynamic IVR will be available in the District’s topmost spoken six (6) languages in addition to English. OUC anticipates that this will remove a long-standing barrier to equitable access to services and the number of service requests submitted via 311 platforms will continue to increase.

Lastly, in partnership with MPD, the agency continues to track Safety Sensitive related service requests and provide a daily report to agencies under the Deputy Mayor of Operations and Infrastructure for escalated responses to applicable service requests.

Service Requests by Ward					
Ward	FY 2021	FY 2022	FY 2023	FY 2024	Grand Total
Ward 1	36,856	51,437	50,446	14,448	153,187
Ward 2	31,138	47,358	49,576	12,850	140,922

J&PS Performance Oversight Responses (FY23-24)
 OUC

Ward 3	28,440	32,372	35,585	11,208	107,605
Ward 4	49,011	54,524	59,227	17,429	180,191
Ward 5	50,825	59,564	63,627	16,838	190,854
Ward 6	55,363	58,550	57,931	18,009	189,853
Ward 7	40,122	51,945	55,033	15,103	162,203
Ward 8	40,883	39,288	44,583	12,265	137,019
Grand Total	332,638	395,038	416,008	118,150	1,261,834

52. Please provide, in table format, the number of complaints related to 311 services in FY23 and FY24, to date. Please include a classification of the complaint, indicate whether the complaint was sustained or not sustained, and provide its outcome/corrective action. In the charts offered in the agency's FY22 response, the outcome/corrective action element seemed to be omitted. Please provide such information.

Date of Incident	Outcome	Type of Complaint	Next Steps
12/20/2023	Not Sustained	Poor Customer Service	
11/13/2023	Sustained	Poor Customer Service	Disciplinary Action
10/13/2023	Not Sustained	Rude Call Taker	
9/26/2023	Sustained	Poor Customer Service	Coaching and Additional Training Provided
9/22/2023	Sustained	Poor Customer Service	Coaching and Additional Training Provided
9/22/2023	Sustained	Poor Customer Service	Coaching and Additional Training Provided
9/13/2023	Not Sustained	Other	
8/3/2023	Sustained	Rude Call Taker	Disciplinary Action
7/13/2023	Sustained	Incorrect Information Provided	Coaching and Additional Training Provided
5/1/2023	Sustained	Wrong Information	Coaching and Additional Training Provided
5/1/2023	Not Sustained	Poor Customer Service	
3/20/2023	Not Sustained	Wrong Information	
3/15/2023	Sustained	Rude Call Taker	Coaching and Additional Training Provided
3/6/2023	Sustained	Poor Customer Service	Disciplinary Action
2/27/2023	Sustained	Poor Customer Service	Disciplinary Action
2/9/2023	Not Sustained	Call taker abruptly disconnected customer	
1/23/2023	Sustained	Rude Call Taker	Disciplinary Action
1/17/2023	Sustained	Poor Customer Service	Coaching and Additional Training Provided
11/23/2022	Sustained	Poor Customer Service	Disciplinary Action
10/27/2022	Sustained	Wrong Information	Coaching and Additional Training Provided

53. Has the agency integrated or utilized a District agency's service requests into 311 in FY23 or FY24, to date?

Yes, the Agency newly integrated or updated the following service request types in FY23 to date.

- **DDOT - Public Space Inspection (Update)**
- **DDOT - Sidewalk Repair Investigation (Update)**
- **DDOT – Roadway Striping/Marking (Update)**
- **DDOT – Dockless Vehicle Parking Complaint (Update)**
- **DDOT – Bus/Rail Issues (Update)**
- **DPW – Missed Curbside Compost Collection (New)**
- **DPW – Lost/Stolen/Broken Compost Bin or Opt-out of pilot program (New)**
- **DPW – Reporting Electronics in Trash (Update)**
- **DPW – Leaf Collection Missed (Update)**
- **DGS – Playground Maintenance (New)**
- **DGS – Overflowing Recycling Can (New)**
- **DGS – Grass Mowing Services Missed (Update)**
- **DOEE – Construction Erosion Runoff (Update)**
- **DOEE – Green Infrastructure Maintenance (New)**
- **CFSA – 211 Warmline Service Request (New)**
- **DC Water – Customer Flooding (Update)**

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

No, the Agency has not removed any District agency's service requests from 311 in FY22, or FY23, to date.

55. 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 following agencies participated in the 311 Working Group meeting on the dates listed below.

Participating Agencies

- **DOB**
- **DDOT**
- **DGS**
- **DPW**
- **MOCRS**
- **OCTO**

- OUC
- DMOI
- DMPSJ
- Internal Services
- ORE

Working Group Meeting Dates

- 10/24/2022
- 1/3/2023
- 2/6/2023
- 4/20/2023
- 6/5/2023
- 7/24/2023
- 10/16/2023
- 12/12/2023

The new integrations and updates discussed in the response to question #53 are specific changes brought forward through the 311 Working Group meetings.

Quality Assurance

56. 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.

The Agency's Quality Assurance and Training team members populate a feedback tracker that provides an overview of each review session conducted. This enables the Agency to better track performance and behaviors and identify trends and areas of concern.

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

The Agency has procured, provisioned, and is in the process of transitioning to the Power Phone Total Response call protocol processing system. This system will make the caller interrogation and triaging portion of call processing consistent and more efficient.

- 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?

The Agency has procured, provisioned, and implemented the Frontline Training Tracker and Quality Assurance solution. The training tracker provides a repository for all Agency training, continuing education, and any additional elective training that an Agency member completes. The tracker also provides certification date reminders to help avoid lapses.

The QA tracker provides a more transparent view into the process of quality assurance. Now, the Agency is able to track performance with specificity including percentage ratings, missed caller interview questions and overall performance-based event type. This enables OUC to identify where additional training is needed and if operational updates are necessary.

57. Please provide a status update on the upgrade of NICE Quality Assurance Forms.

NICE provided an update that enables OUC to complete quality assurance evaluations within the NICE recording system and the quality assurance forms are APCO/NENA standardized; however, this solution is not customized for OUC and is not an optimal solution. Instead, the newly implemented Frontline Training Tracker and Quality Assurance system discussed in the response to question 57 is utilized for this purpose.

58. What percentage of OPSD QA reviews were completed within five days of the calls during FY23 and FY24, to date?

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

In FY23 to date, approximately 80% of QA reviews have been completed within five (5) days of the calls.

Ensuring that all quality assurance and training specialist team members are trained in delivering feedback has increased OUC's ability to deliver immediate feedback. OUC has standardized the quality assurance process to align with the NENA and APCO Standard that outlines that effective feedback should occur between 1-5 days of the call. Given this progress, it is anticipated that the percentage of reviews completed within five (5) days will continue to increase.

59. 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 its FY22 responses, the agency stated that the eCBD dispatch protocol QA/QI was "inadequate" but that the program was not yet replaced so that the "quality assurance evaluation form" was updated as a stopgap way to evaluate caller/reporting party information. What other measures has the agency taken?

The new Frontline Quality Assurance system now includes specific questions such as, "Was caller's name obtained?" and "Was caller's telephone number obtained?" and the system features the ability to query compliance for asking those specific questions.

60. How is the agency tracking whether call-takers are utilizing LDTs to locate callers other than through "quality assurance evaluations" and from "investigations or referrals" from the Office of Special Investigations?

In FY23, OUC's quality assurance and training team members completed in-person observation sessions with each call taker to ensure that they thoroughly understand the use

of Location Determining Technology (LDT). Observations were 30 minutes to 1 hour in length and documentation was added to each member’s training file detailing whether further explanation and/or hands support was provided.

- a. In its FY22 responses, the agency stated that no spot checks were tracked in FY22 and in FY23 the “quality assurance team has now been assigned 100% quality assurance specific tasks that don’t allow in-person spot checks” since there is now “daily feedback and coaching efforts” for specific issues. Since spot checks have not been used in FY22 and FY23, to date, is there a gap in quality assurance monitoring?

There is no gap in quality assurance monitoring. The images below from the Frontline Quality Assurance dashboard show performance to date for the month of January 2024.

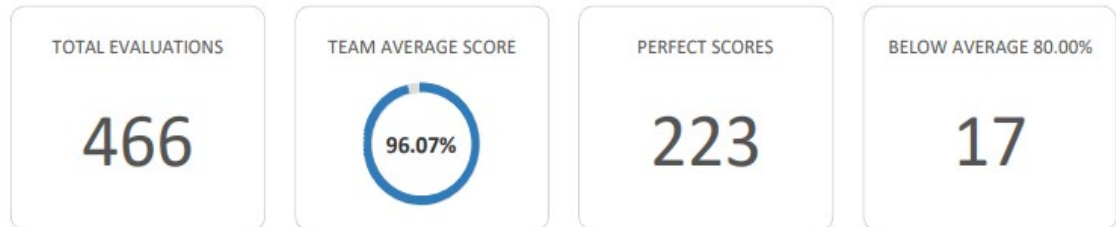


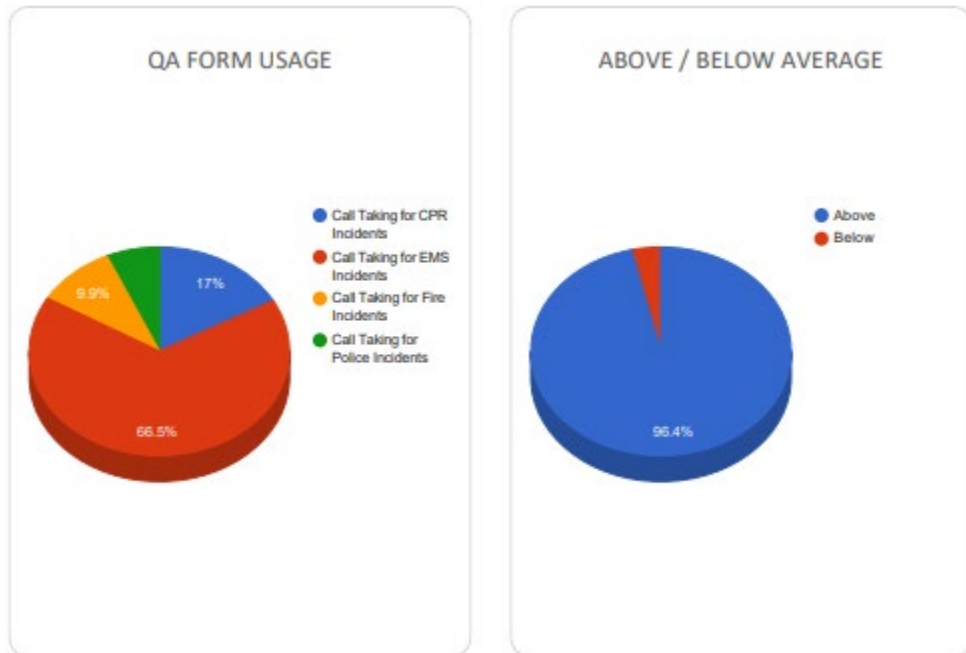
DC Office of Unified Communications

QA Dashboard

Report Date: 1/24/2024

DASHBOARD - THIS MONTH





- b. In what percentage of calls were LDTs utilized in the last year? The FY22 responses did not answer this question.

There is no way to determine the percentage of calls Location Determining Technology (LDT) was utilized on. However, during quality assurance reviews and while conducting call reviews and investigation, OUC is able to view screen captures to evaluate whether LDT information was available to the call taker during the live call.

- c. What was the agency’s response when call-takers were found to not be properly using the LDT? The FY22 responses did not answer this question, other than reporting that the Office of Special Investigations can show LDT information (“use and/or failure to use LDT”).

If call-takers were found to not be properly using the Location Determining Technology (LDT) and if this was received based on a referral, for the first instance a one-hour feedback training session is completed. For the second occurrence, a four-hour feedback training session is completed. For a third occurrence, the member is scheduled for a classroom remedial training refresher. If after a classroom remedial training refresher has been completed, and a call taker has another occurrence where they were found to not properly utilize LDT information, the member is referred to HR for further disciplinary action.

Alternative Emergency Responses

61. Please provide an update on the stakeholder meeting that was projected to take place on April 1, 2023 among DBH, the Harvard Kennedy School, and the DC Lab to “develop a public education plan to establish a stakeholders’ working group comprised of subject matter experts and community partners.”

DBH, HKS, The DC Lab, MPD, and FEMS met on March 23, 2023, to create a public education piece on the agency’s mental health crisis response and diversion. OUC continues to work with groups such as Substance Abuse and Mental Health Services Administrations and local organizations. The Harvard Kennedy School technical assistance grant has been extended for the District through a successful application process led by OUC and DBH. This work will continue with HKS to strengthen the diversion program.

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, besides publicizing PSAs about 988?

The 988 line is a federal initiative that was launched to connect callers directly to the Suicide and Crisis Lifeline nationwide. This hotline is not an OUC program. However, as OUC is committed to supporting all efforts to ensure that all callers receive the most appropriate care, OUC continues to use its platforms to amplify related PSAs and messaging developed and promoted by DBH, the FCC, the Department of Health and Human Services’ Substance Abuse and Mental Health Services Administration, and others.

62. 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?

Through FY22 to date, the Agency has continued to work closely with FEMS Medical Director Dr. Robert Holman to discuss challenges and barriers. In FY23, several refresher training sessions were delivered by Dr. Holman to 911 call takers.

It is anticipated that the implementation of PowerPhone Total Response will exponentially increase the number of transfers to the NTL due to the prescriptive nature of the new protocol system and the triggers set by FEMS which were uploaded in the protocol system.

FEMS tracks NTL performance as well as the transfers back to 911 and reasons for those transfers and would need to provide that data.

After-Action Reports

63. Please describe OUC’s policy on publicly releasing after-action reports.

- a. Under what circumstances does OUC create an after-action report?
- b. What material is always released after an after-action report is created?
- c. Under what circumstances will OUC release the complete after-action report, as opposed to an executive summary?

Typically, After Action Reports (AAR) are prepared by the Homeland Security and Emergency Management Agency (HSEMA). OUC complies with all activities undertaken to coordinate and collaborate with stakeholders to summarize observations and key takeaways following responses to emergency incidents and those that have a significant impact on public safety.

64. In response to questions from the Committee after an October 2023 roundtable on OUC operations, OUC stated that it provides information to individuals upon request, “pursuant to the provisions of applicable District of Columbia and federal law, while ensuring that legally exempted information is protected from disclosure.”
- a. Please list the provisions of “applicable DC and federal law” being cited in this case that would prevent the sharing of particular information.

D.C. Code

-§ 16–2333. Police and other law enforcement records.

-§ 2–534(a). Exemptions from disclosure.

Federal Legislation or Pending Legislation

5 USC §552

- b. Please cite the legal exemptions that protect particular pieces of information from disclosure.

D.C. Code

-§ 16–2333. Police and other law enforcement records.

-§ 2–534(a). Exemptions from disclosure.

Federal Legislation or Pending Legislation

5 USC §552

65. Under what circumstances will OUC release the Computer-Aided Dispatch (CAD) reports related to an incident? What is the basis for OUC’s policy to not publicly release these reports?

It is the policy of OUC to release information regarding matters pursuant to the provisions of applicable District of Columbia and federal law while ensuring that legally exempted information is protected from disclosure.

CAD reports are not released to the media or the public. However, in alignment with the Agency’s FOIA policy, CAD reports may be released to requestors who have sufficiently proven that they themselves are the 911 callers for whom a dispatch was initiated or are the caller’s official representative.

66. OUC stated in October 2023 post-hearing responses that it “does not provide specific comments or information about matters that are under official internal review or external review by a law enforcement entity, such as the Metropolitan Police Department.”

a. How long does an average internal review take?

It depends on the complexity of the incident and how quickly records can be located. In many cases internal reviews can be completed within 72 hours. There are some reviews that can take weeks or months to complete.

b. How many internal reviews are currently pending?

There are no internal reviews pending currently.

c. Who determines whether an incident is under internal review?

Generally, internal reviews are initiated immediately following significant or notable incidents or when the Agency receives feedback regarding performance related to a specific incident. The goal of internal reviews is to determine whether performance can be improved or corrected.

d. Who determines when an internal review is closed?

Internal reviews are closed once all related records are identified and reviewed, and a final determination is made.

e. Once an internal review is closed, what is OUC’s policy regarding the information released to the public?

It is the policy of OUC to release information regarding matters pursuant to the provisions of applicable District of Columbia and federal law while ensuring that legally exempted information is protected from disclosure.

Specific Incidents

67. On October 29, 2023, there was a mishandled EMS call where DC Fire & EMS was sent to 13th and Upshur NE instead of 13th and Upshur NW. Recordings demonstrate that the 911 caller provided the correct address twice.

a. Has the agency reviewed this incident? If so, what was the result of the agency’s review?

b. What did the LDT information indicate for this call?

c. Why was this error not posted on the Performance Dashboard?

This incident was flagged by a supervisor in the minutes immediately following the call for service. An internal review was conducted, and the findings were consistent with the supervisor’s documentation to Agency leadership about the improper handling of this call.

The Performance Dashboard provides monthly findings on performance concerns brought to our attention by residents, Council members, our public safety partners, and information gathered to reply to media requests. FOIA requests are not included on the dashboard.

68. On April 30, 2023, the family of Bernard Baker Jr. called 911 to report a cardiac arrest. They were placed on hold for multiple minutes and ambulances did not arrive for at least 11 minutes.
- How many call takers were on shift and how many were actively “under headset” in the 3:00 a.m. hour on April 30?
 - Has OUC conducted an investigation into this incident? If not, why not? If so, what has OUC’s investigation into this incident shown?
 - Does OUC plan to release this information?

Information about this incident is not available for release to the public at this time.

69. In response to questions from the Committee in October 2023, OUC stated that it was drafting an after-action report about the flash flooding incident that occurred on Rhode Island Avenue NE on August 14, 2023 (the “District Dogs incident”).
- When will OUC release this after-action report?
 - What factors account for the duration of the investigation? How many investigations have taken more than four months in FY22, FY23, and FY24?

The District has acknowledged the flash flooding event at District Dogs was tragic and families lost beloved pets.

In response to this unusual indoor flash flooding incident, on August 14, in the hours following the initial incident, OUC immediately conducted an internal review, and following coordination with Fire and EMS, a timeline of events was established on August 16. OUC subsequently worked alongside the DC Fire and EMS Department to create a protocol for flooding inside where there is a personal safety risk inclusive of the appropriate questions to determine the right response code is dispatched. The protocol was created, and all employees were trained by September 9. Additionally, OUC implemented a procedure that call takers will use water rescue and/or building collapse call types for indoor flooding conditions when life/lives are in danger. A protocol was created, and all employees were trained on September 9.

OUC ensures the National Emergency Number Association Standards for 911 call processing are used in the development of this and all call types used in DC. OUC conducted a training along with a comprehensive assessment for call takers on the new procedure related to calls for indoor flooding and has worked with DC Fire and EMS to provide additional training to call takers and dispatchers on flooding situations.

70. On November 28, 2023 at about 10:14 a.m., OUC failed to answer the EMS channel for Northeast and Southeast, known as Channel 11. There are numerous other similar reports.

OUC

Generally, what are the main causes of these failures to answer the EMS channel? Are the reasons different from failure to answer calls to 911 from the public?

OUC manages the District's Citywide Radio System network which supports over 7,000 radios and over 10 million radio push-to-talk transmissions annually. As with every 911 call, in accordance with Agency policy, every effort is made to immediately respond or acknowledge every transmission.

Miscellaneous

71. Please provide an update on the agency's efforts to improve its relationship and joint protocols with WMATA in FY23 and FY24, to date. Please speak to the agencies' interactions and lessons learned in response to incidents in the Metro system during this period.

The Agency Director is the co-chair of the Metropolitan Washington Council of Governments 911 Directors Subcommittee. That group has been leading the charge in developing and ameliorating joint protocols and improved bidirectional communications. These efforts will remain ongoing.

72. Regarding replacement of equipment: Please provide an updated table, to date, listing planned replacement equipment or software, the replacement cycle, budgeted amount, and funding source.

Please see Attachment #Q72.

73. Please provide an update on the agency's work with FEMS and the Washington DC Waterways Working Group. In the FY22 responses, the agency stated that it was "reviewing" protocols and other matters for water rescue, as well as "test[ing] 911 location accuracy." What are the results of these reviews and tests?

OUC continues to work alongside DC FEMS and MPD Harbor Patrol on reviewing protocols and improving responses particularly on waterways and for water centric responses. Training has been conducted by FEMS for OUC call takers and all protocols, including waterway incidents, have been reviewed and responses have been changed as necessary. OUC has a detailed Operations Officer from FEMS and MPD to review all training to ensure call responses and call taker and dispatcher training align with actual field operations.

74. What is OUC's policy on patching radio channels together, allowing a single dispatcher to handle multiple channels at a time? Please list any changes to this policy over the last two years and the rationale for the changes, if applicable.

"Patching" is a generic term for connecting the audio of talk groups, and individual units that normally talk on different channels. Dynamic regrouping is a type of patch that temporarily brings multiple and/or individual talk groups together into a single temporary talk group.

Patching only occurs when authorized by operations managers to support the mission of the Agency in maintaining unit availability and resource allocation. Patching is not permitted during the management of priority incidents or during periods of high call influx.

Patching was authorized in FY23 and in FY24, to date.