February 3, 2025

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' FY 2024-2025 performance.

Sincerely,

Heather McGaffin
Acting 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 FY24, OUC handled:

- **Approximately 1.68 million 911 emergency calls.**
- **Approximately 1.51 million 311 city services and information calls.**

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 see attachment Q#2.

> a. Please include an explanation of the roles and responsibilities for each division and subdivision within the agency.
>
> **Office of the Director - The Office of the Director is responsible for planning, organizing, and promoting programs that enhance and expand emergency and non-emergency customer service functions to the District of Columbia and its surrounding jurisdictions. It directs the development and overall operation of the OUC, establishes all related policies and procedures, and ensures agency alignment with the Deputy Mayor for Public Safety and Justice and the Mayor.**
>
> **Office of the Chief of Staff - Under the direct supervision of the Director, this office is responsible for assisting the Director in guiding and managing the overall strategic direction and success of the Agency. This office is also expected to exercise originality and initiative in carrying out responsibilities. It ensures that the various divisions within the organization achieve agreed-upon goals while maximizing opportunities to achieve the mission of the agency. It provides oversight of both internal and external communications as well as agency budget and purchasing activities. It also manages the practical implementation of programmatic and technological enhancements of new programs between internal agency divisions and external agency partners.**
>
> **The agency's Wellness Coordinator reports to the Chief of Staff and related employee wellness, workplace culture, and employee engagement programs and activities are administered by this office.**
>
> **Public Information and Community Outreach Division - The primary function of the Public Information and Community Outreach Division is to serve as OUC's**

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

Office of the Chief Information Officer - The Technology Division provides centralized, District-wide coordination and management of public safety and other city services communications technology, including voice radio, 911/311 telephony, computer aided dispatch systems (CAD), citizen interaction relationship management (CIRM) systems, mobile data computing systems (MDC), and other technologies, including wireless and data communication systems and resources.

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

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

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

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

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

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

OPSD develops, implements, and coordinates training with industry associations, partnering agencies, as well as internal departmental divisions. Training is conducted strategically to maintain a functional workforce that yields effective and efficient services to the residents and visitors of the District. In addition, the division identifies shortfalls and best practices through a thorough Quality Assurance program. This identification allows for the agency to develop employees and programs that best address any quality improvement needs. The combination of training and quality assurance ensures that agency goals and objectives are met.

OPSD also directs the activities of the Transcription Division, which serves as the custodian of records and utilizes highly specialized archival systems to research files related to all 911 and 311 communications. The purpose of this research is to provide audio files and other data to partnering local and federal government agencies, as well as the public. Transcriptionists often testify in court on behalf of the agency to authenticate 911 calls or to explain event chronologies in both

criminal and civil proceedings under direct examination by the Office of Attorney General (OAG) and United States Attorney's Office for the District of Columbia (USAO) attorneys.

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

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

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

b.   Please include a list of the employees (name and title) for each subdivision and the number of vacant, frozen, and filled positions for each subdivision. For vacant positions, please indicate how long the position has been vacant and the date on which the vacant position was posted for re-hiring, if applicable.
Please see attachment Q#2b

c.   Has your agency experienced a hiring freeze at any point in FY 2024 or FY 2025? If yes, please indicate the dates of the freeze.
The agency has not experienced a hiring freeze at any point in FY 2024 or FY 2025.

d.   Please provide a narrative explanation of any major changes to the organizational chart made during the previous year.
There were no major changes to the organizational chart made in the previous year.

3.   Please list each new program implemented by the agency during FY 2024 and FY 2025, to date. For each initiative please provide:
   a.   A description of the initiative, including when it began and when it was completed or is expected to be completed;
   b.   The funding required to implement the initiative; and

    c.   Any documented results of the initiative.

Total Response Power Phone Protocol System, a standards-based call processing protocol system, was integrated into the 911 call taking operation on February 29, 2024. Total Response Power Phone helps ensure that call takers have technology that is responsive to callers' needs at their fingertips. This technology uses a proven and patented investigative questioning approach that helps enhance caller and responder safety. Total Response Power Phone 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.

OUC Workforce Wellness Coordination – In FY 2024, the Agency's first Wellness Coordinator was onboarded. The Coordinator administers a comprehensive wellness program by coordinating, planning, and facilitating a broad range of mental, physical, and financial work-life balance focused activities and programs for all employees. This work also includes hosting classes, speakers, seminars, personal training, and wellness assessments that promote healthy lifestyles. In FY 2025, the Coordinator designed and opened the Agency's first onsite wellness room, a dedicated, private, and restorative space. The cost of outfitting the room was $5,500.

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;
    e.   Job status (continuing/term/temporary/contract); and
    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 ("MOUs") entered into by your agency during FY 2024 and FY 2025, to date, as well as any MOUs currently in effect. 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
FY2024	CFSA	OUC	311 - Licenses / Custom Support Services - *Pending Execution*	$49,503.51	8/6/2024	9/30/2024
FY2024	Citywide	OUC	Citywide Fixed Cost MOU - Radio System Usage and	$830,037.91	10/1/2023	9/30/2024

			Custom Support Services			
FY2024	DBH	OUC	9-1-1 Call Diversion and Co-Location of Staff	$0.00	4/18/2024	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	DCHA	OUC	Radio – Radio System Usage & Custom Support Services	$33,298.67	11/30/2023	9/30/2024
FY2024	DDOT	OUC	311 - Licenses / Custom Support Services	$9,294.42	4/16/2024	9/30/2024
FY2024	DDOT	OUC	CAD Services	$18,179.54	3/18/2024	9/30/2024
FY2024	DGS	OUC	311 - Licenses	$5,542.34	11/2/2023	9/30/2024
FY2024	DMOI	OUC	311 - Licenses	$1,549.07	11/2/2023	9/30/2024
FY2024	DOEE	OUC	311 - Licenses	$12,588.61	12/11/2023	9/30/2024
FY2024	DOEE	OUC	311 - Low Income Energy Assistance Program	$374,697.07	11/29/2023	9/30/2024
FY2024	DOH	OUC	311 - Licenses	$26,259.13	10/3/2023	9/30/2024
FY2024	DOH	OUC	Radio - Custom Support Services	$2,652.00	4/23/2024	9/30/2024
FY2024	DPW	OUC	311 - Licenses	$29,300.10	10/24/2023	9/30/2024
FY2024	DYRS	OUC	Radio - Custom Support Services	$9,000.00	4/12/2024	9/30/2025
FY2024	FEMS	OUC	311 - Licenses	$6,960.42	10/3/2023	9/30/2024
FY2024	FEMS	OUC	IT Services	$152,408.92	10/24/2023	9/30/2024
FY2024	HSEMA	OUC	1UCUA3 - Radio Cache (NCRCIG)	$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	OUC	DCHR	Executive Leadership Program	$12,791.10	10/3/2023	9/30/2024
FY2024	OUC	OCTO	Citywide Fixed Cost MOU - OCTO IT Assessment	$406,356.00	10/1/2023	9/30/2024

FY2024	OUC	FEMS	CPR/AED Training for OUC employees	$12,100.00	11/9/2023	9/30/2024
FY2024	OUC	OCTO	DCNET Services	$572,958.04	2/16/2024	9/30/2024
FY2024	OUC	DCHR	Employee compliance /suitability screenings	$20,482.90	9/21/2023	9/30/2024
FY2024	OUC	OCTO	GIS and Data Analyst Services	$227,000.00	2/16/2024	9/30/2024
FY2024	OUC	MD Dept of Information Technology	MOU for Radio interoperability	$0.00	6/2/2022	6/30/2037
FY2024	OUC	MPD	Radio MOU (Annual Auto-Renew)	$0.00	2/15/2017	N / A
FY2024	OUC	OCTO	Fiber Backhaul for iDAS	$489,000.38	8/5/2024	9/30/2024
FY2024	OUC	OCTO	DCNET Services for UDC Relocation	$99,519.47	8/28/2024	9/30/2024
FY2024	OUC	DGS	Protective Services - Security	$67,995.36	8/5/2024	9/30/2024
FY2024	OUC	OCTO	Datacenters Network Refresh	$1,876,146.63	9/3/2024	9/30/2024
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
FY2025	CFSA	OUC	311 - Licenses / Custom Support Services	$40,272.08	10/17/2024	9/30/2025
FY2025	Citywide	OUC	Citywide Fixed Cost MOU - Radio System Usage and Custom Support Services	$738,269.33	10/1/2024	9/30/2025
FY2025	DBH	OUC	9-1-1 Call Diversion and Co-Location of Staff - *Pending Execution*	$0.00		
FY2025	DC Water	OUC	311 - Customer Service Reps	$130,002.45	10/12/2024	9/30/2024
FY2025	DC Water	OUC	Radio – Radio System Usage &	$98,192.15		

			Custom Support Services - *Pending Execution*			
FY2025	DCHA	OUC	Radio – Radio System Usage & Custom Support Services - *Pending Execution*	$46,409.07		
FY2025	DDOT	OUC	311 - Licenses / Custom Support Services	$9,943.86	1/13/2024	9/30/2025
FY2025	DDOT	OUC	CAD Services - *Pending Execution*	$19,088.92		
FY2025	DGS	OUC	311 - Licenses	$0.00	10/15/2024	9/30/2025
FY2025	DMOI	OUC	311 - Licenses	$1,657.31	10/25/2024	9/30/2025
FY2025	DOEE	OUC	311 - Licenses - *Pending Execution*	$16,738.40		
FY2025	DOEE	OUC	311 - Low Income Energy Assistance Program	$385,035.42	10/11/2024	9/30/2025
FY2025	DOH	OUC	311 - Licenses	$27,912.78	10/29/2024	9/30/2025
FY2025	DOH	OUC	Radio - Custom Support Services - *Pending Execution*	$2,652.00		
FY2025	DPR	OUC	Radio - Custom Support Services	$6,539.56	12/5/2024	9/30/2025
FY2025	DPW	OUC	311 - Licenses - *Pending Execution*	$31,241.78		
FY2025	DPW	OUC	Radio - Custom Support Services	$3,000.00	10/28/2024	9/30/2025
FY2025	FEMS	OUC	311 - Licenses - *Pending Execution*	$7,446.67		
FY2025	FEMS	OUC	IT Services - *Pending Execution*	$152,408.92		
FY2025	HSEMA	OUC	1UCUA4 - Radio Cache (NCRCIG)	$242,843.00	10/4/2024	6/7/2026
FY2025	HSEMA	OUC	1UCSH4 - CAD Info Sharing	$300,000.00	10/4/2024	10/7/2025

FY2025	MedStar	OUC	Radio Support Services for helicopter ambulance operations	$0.00	11/21/2024	9/30/2025
FY2025	OUC	OCTO	Citywide Fixed Cost MOU - OCTO IT Assessment	$491,754.72	10/1/2024	9/30/2025
FY2025	OUC	FEMS	CPR/AED Training for OUC employees - *Pending Execution*	$12,100.00		
FY2025	OUC	OCTO	DCNET Services - *Pending Execution*	$1,339,405.52		
FY2025	OUC	OCTO	GIS and Data Analyst Services	$227,000.00	1/6/2025	9/30/2025
FY2025	OUC	MD Dept of Information Technology	MOU for Radio interoperability	$1.00	6/2/2022	6/30/2037
FY2025	OUC	MPD	Radio MOU (Annual Auto-Renew)	$1.00	2/16/2017	N / A
FY2025	OUC	Job Corps	Work-Based Learning Internship Program Agreement	$0.00	1/3/2025	9/30/2025
FY2025	OUC	DGS	Protective Services - Security	$623,624.40	10/2/2024	9/30/2025
FY2025	OUC	Catholic U	Field Education - *Pending Execution*	$0.00		
FY2025	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
FY2025	DDOT	OUC	Highway Safety Office Grant	$350,000	10/1/2024	9/30/2025

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.)

There are 342 positions covered by the union and 308 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

c. Please note if the agency is currently in bargaining and, if so, its anticipated completion date.
The agency is not currently in bargaining.

7. Please provide the agency's FY 2024 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 2024 and FY 2025, to date. In addition, please describe any variance between fiscal year appropriations and actual expenditures for each program and activity code.
Please see attachments Q#8 Part 1 and Part 2.

9. Please list any reprogrammings, in, out, or within, related to FY 2024 or FY 2025 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; and
   e.   The reprogrammed use of funds.
Please see attachment Q#9

10. Please provide a complete accounting for all intra-District transfers received by or transferred from the agency during FY 2024 and FY 2025, 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; and
    f.   The date funds were transferred to the receiving agency.
Please see attachments Q#10 Part 1 and Part 2

11. Please identify any special purpose revenue accounts maintained by, used by, or available for use by your agency during FY 2024 and FY 2025, 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 2024 and FY 2025, to date; and
    e.   Expenditures of funds, including the purpose of each expenditure, for FY 2024 and FY 2025, to date.
Please see attachments Q#11 Part 1 and Part 2

12. 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; and
    d.   Planned remaining spending on the project.

Project Title	Project Description	Project Status	ALLOTMENT BALANCE *Available Funds As of 1/27/25*	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	**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	**$1,531,216.39**	**$4,835,216.39**

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	required on the OUC's hardware to ensure 911 / 311 systems are consistently secure, resilient, and fully operational.	**In Progress** – Datacenter Network Refresh of routers and switches at four locations (9/30/25) **Upcoming** – 911 Data Center Assessment & Reconfiguration (9/30/25), Replacement Servers, Storage, and Digital Messaging (12/30/25), 911 Telephony System Upgrade and NICE Upgrade (9/30/27), Fire Station Alerting System (9/30/28)		
UCC Electrical Reconfiguration	The UCC facility is operating with aging electrical equipment that require replacement. Several power outages have impacted OUC's 911 operations. This project upgrades the facility to a Tier 4 facility and replaces aging equipment and increasing redundancy and availability.	**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 replacement, Temporary Generator Docking Station implementation, and PSCC Powerlines and Shoreline **In Progress** - UCC Generator Replacement & Reconfiguration (05/16/25) **Upcoming** – UCC Chiller Replacement (9/30/26), UCC Parking Lot Reconfiguration for Microgrid (5/31/26)	$592,759.55	$592,759.55
IT Software (911/311 Applications)	This project replaces or upgrades 911-311 software applications for security and performance enhancements as recommended by the manufacturer.	**Complete** – CAD 9.4 Upgrade, Power911 Upgrade, NICE Systems Refresh, VMWare Enterprise Licenses, Ivanti	$519,840.10	$1,369,840.10

	Specifically, this project funds the major software upgrade of the 911 Computer Aided Dispatch (CAD) system every five years.	LANDesk services, and ECaTS i3 Logger Implementation **In Progress** – 311 AWS Upgrade / Enhancements 02/13/25), Telestaff Scheduling Software Implementation (6/1/25) **Upcoming** – CAD Upgrade (9/30/26)		
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.	**Complete** - Initial analysis of 4D tower to include Geotech study / foundation analysis, Reeves Radio Site Relocation, Radio sites UPS Battery Replacement, UDC Radio Site Relocation **In Progress** – Design services for 4D tower demolition and rebuild (6/1/25) **Upcoming** - Demolition of old towers and construction of new 4D tower (12/31/26)	$5,391,692.94	$9,118,692.94
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.	**Complete** – Installation of new MDC equipment (5/24/23) **In Progress** – FEMS Antenna Replacement **Upcoming** – FY28 MDC Hardware Replacement 09/30/28	$386,551.81	$12,710,026.81
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.	**Complete** - 4600 portable radios have been purchased and deployed, and purchased 364 FEMS mobile radios, Purchased 50 MPD Motorcycle mobile radios with 30 deployed.	$777,198.33	$4,737,691.33

		In Progress – Purchase and deployment of 110 vehicular repeaters (DVRS), 937 MPD mobiles, 4 radio consoles for PSCC **Upcoming** – Virtual Prime Site (03/30/26). Deployment of 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)		
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.	**Complete** - Replacement of PSCC Generator and emergency power system upgrades and PSCC Renovation Design **In Progress** – PSCC Renovation Construction and Console Replacement (6/1/25)	$1,122,086.11	$1,122,086.11
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 (6/30/25)	$468,760.85	$468,760.85
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 (11/30/25)	$20,000.01	$20,000.01

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13. Please provide a complete accounting of all federal grants received for FY 2024 and FY 2025, to date, including the amount, the purpose for which the funds were granted, whether those purposes were achieved and, for FY 2024, the amount of any unspent funds that did not carry over.
The OUC was not a direct recipient of any federal grants in FY 2024 or in FY 2025.

14. Please list each contract, procurement, lease, and grant ("contract") awarded, entered into, extended and option years exercised, by your agency during FY 2024 and FY 2025, 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 or not the contract was competitively bid;
    f.   The name of the agency's contract monitor and the results of any monitoring activity;
    g.   Funding source; and
    h.   Whether the contract is available to the public online.
    Please see attachment Q#14

15. Please provide the details of any surplus in the agency's budget for FY 2024, including:
    a.   Total amount of the surplus; and
    b.   All projects and/or initiatives that contributed to the surplus.

Fund		Account Category Description (Parent Level 3)	Total	Comments
1010001	Local funds	Personnel services	-$129,854.12	Net impact of COLA
		Non-personnel services	$150,314.39	Net impact underspending due to lower than budget actual costs
	Local funds total		$20,460.27	
1060232	Prepaid wireless 911 charges	Non-personnel services	$11,005.81	Net impact underspending due to lower than budget actual costs
	Prepaid wireless 911 charges total		$11,005.81	
Grand Total			**$31,466.08**	

16. For FY 2024 and FY 2025 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-$999,9999, and how many were for an amount over $1 million.

15

Value	Number of Contracts / Procurement
$0 to $249,999	260
$250,000-$999,9999	18
$1,000,000 or greater	7
Total	**285**

LAWS, AUDITS, AND STUDIES

17. 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 2024 or FY 2025, to date.
There is an ongoing investigation being handled by the Metropolitan Police Department (MPD) into a Telephone Reporting Unit (TRU) employee of OUC.

There is an ongoing investigation by Department of Justice (DOJ) regarding OUC's text to 911, teletypewriter (TTY), and Telecommunications Device for the Deaf (TDD) process for hearing impaired/disabled callers.

There is an ongoing inspection of OUC's risk mitigation structure.

There is an ongoing technical assessment and a strategic guidance development project underway.

The OUC is undergoing the accreditation process, which is certified by the Commission on Accreditation for Law Enforcement Agencies (CALEA).

Please list any reports the agency is required by law to prepare and whether the agency has met these requirements.
Monthly minimum staffing and dashboard 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 the agency website.

Annual FOIA Report -- D.C. Official Code § 2–538(a). This requirement was met in Fiscal Year 2024 and was met by February 1, 2025.

BEGA Filer Report – D.C. Official Code § 1-1162.25(c). This requirement was met in Fiscal Year 2024 and is expected to be met again by March 1, 2025.

Financial Disclosure Review Report – D.C. Official Code § 1-1162.25(b). This requirement was met in FY 2024 and is expected to be met again by June 1, 2025.

   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.

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.

19. Please list all lawsuits filed in FY 2024 and FY 2025 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.
Please see attachment Q#19

20. Please list all settlements entered into by the agency or by the District on behalf of the agency in FY 2024 and FY 2025 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).
There have been no settlements executed by the Agency or by the District on behalf of the Agency, of any amount, in FY 2024 or FY 2025 to date.

21. Please list any administrative complaints or grievances that the agency received in FY 2024 and FY 2025 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 2024 or FY 2025 to date, describe the resolution.

Date Grievance Rec'd	Step	Action	Outcome
August 8, 2024	1	• Adhere to the CBA between the Union and the Agency. • Any other acts that will make the bargaining units "whole".	Denied
August 9, 2024	1	• Review of specific promotional actions in which employee applied and was not selected. • Any, and all actions that will make the employee whole.	Denied
September 6, 2024	2	• Adhere to the contract: Preamble. Section D, Article 3-Employee Rights. • Review of promotional actions in which employee applied and was not selected, as well written documentation specific to why employee was deemed not qualified for the position. • Any, and all actions that will make the employee whole.	Denied
September 25, 2024	1	• Adhere to the contract, Preamble Section B, C & D; Article 3 - Employee Rights; and Article 29 - Seniority. • Allow employee to switch her Sunday swing shift if their seniority permits. • Provide the Union with the names, and seniority dates of TEO's on all three Sunday swing shifts for D1, D2, N1, and N2.	Denied
September 25, 2024		• Adhere to the CBA between the Union and the Agency regarding Working Conditions. • Issue a bonus to an employee who was in a leave status throughout the incentive program eligibility period.	Denied
October 1, 2024	3	• Adhere to the past practice of providing all material to include the audio data to NAGE R3-07. • OUC agree to meet to bargain over past practice of providing all material to include audio data to NAGE R3-07.	Granted

October 9, 2024	3	• Hire the Union Employee for the advertised training position in accordance with adherence to the contract preamble. • Make the employee "whole".	Denied
October 18, 2024	2	• Rescind the October 1, 2024, 911 Operations Unit leave restriction; • Adhere to the CBA and the DPM when issuing leave restrictions; • Adhere to the Step 3 OUC Response lifting the leave restriction; • Allow any employee who has been forced to use unscheduled leave as a result of the October 1, 2024, leave restriction to convert said leave to scheduled leave; and • Any and all relief deemed appropriate.	Granted in Part and Denied in Part
October 18, 2024	2	• Rescind the October 1, 2024, 911 Operations Unit leave restriction; • Adhere to the CBA and the DPM when issuing leave restrictions; • Adhere to the Step 3 OUC Response lifting the leave restriction; • Allow any employee who has been forced to use unscheduled leave as a result of the October 1, 2024, leave restriction to convert said leave to scheduled leave; and • Any and all relief deemed appropriate.	Granted
October 22, 2024	1	• Rescind the Written Reprimand. • Any other acts that will make the employee "whole".	Denied at Step 1
October 29, 2024	4	• Arbitration requested by the Union regarding the reorganization/realignment of the Telephone Reporting Unit	Pending
November 25, 2024	2	• Rescind the Written Reprimand. • Any other acts that will make the employee "whole".	Denied at Step 2
November 28, 2024	1	• Rescind the 3 days suspension. • Agency provided training as it pertains to handling DBH (Department of Behavioral Health) calls. • Any other acts that will make the employee "whole".	Denied at Step 1
December 4, 2024	2	• Rescind the Agency's final decision to suspend for five (5) days. • Advise Management to be specific when assigning instructions for training(s) (date, time, aux status, etc.). • Any other acts that will make the employee "whole".	Denied
December 26, 2024	2	• Adhere to the contract: Preamble Section B, C, and D, Article 3- Employee Rights, Article 23 - Administration of Overtime • Any other remedy deemed appropriate.	Denied at Step 2
December 27, 2024	2	• Ahere to the contract: Preamble Section B, C, and Article 3- Employee Rights, Article 23 - Administration of Overtime • Any other remedy deemed appropriate.	Denied at Step 2
January 7, 2025	3	• Rescind any and all stated and/or implied "Leave Restrictions" invoked upon any and all collective bargaining unit employees of NAGE R3-07;	Granted

		• All OUC Managers who are tasked with managing any and all Collective Bargaining Unit Employees of NAGE R3-07 adhere to the CBA and the DPM when issuing leave restrictions; • All Collective Bargaining Unit Employees who have used expected tardiness and/or the first hour during the dates initiated by the OUC 911 and 311 Operations Managers honor their request without penalty; • OUC do not penalize a Collective Bargaining Unit Employee who desires to use unscheduled leave within the proper notification process outside of the leave restriction; • Any and all Collective Bargaining Unit Employees who was forced to use unscheduled leave as a result of the past dates of leave restriction - the conversion of unscheduled to scheduled leave. • Any and all relief deemed appropriate.	
January 12, 2025	2	• Adhere to the CBA, Article 18 - Leave Administration, Section C - Sick Leave. • Adhere to the CBA, Article 4 - Non-Discrimination • Administer training to employee regarding the proper way to address a union member who is requesting scheduled leave in accordance with the CBA. • Any other acts that will make the employee "whole."	Granted in Part and Denied in Part

WORKPLACE ISSUES AND EQUITY

22. 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 2024 and FY 2025 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.

Employees have the right to EEO counseling for any alleged violations of the DC Human Rights Act and the Mayor's 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 FY 2024 and FY 2025 to date. One of the cases could not be completed because the employee was terminated by the Agency for unrelated causes. Two cases were found to be unsubstantiated, a fourth case

has been substantiated, and progressive discipline is being drafted for issuance, and a fifth case is currently being investigated.

23. 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?

    The Agency continues to support citywide initiatives that encourage all residents to improve their communities by requesting city services through 311. The service request data is analyzed to identify use trends in Wards 7 and 8 and to target communities with the goal of removing barriers to engaging with the government to request basic city services. This work focuses on centering the voices of BIPOC residents through enhanced and targeted outreach. The intent of these efforts is to reduce blight and crime, specifically in target areas as identified by MPD. A key component of this effort is coordination with ANCs and other community leaders and workgroups to help focus outreach efforts and offer appropriate programming, information sessions, and other engagement opportunities.

    Additionally, the Agency hosts a Junior Academy program, a free, five (5) week training that aims to familiarize District high school students and young adults with OUC career opportunities with hopes to onboard those who have a passion for public safety and serving residents. Cohorts are hosted every spring and fall, and the next cohort is scheduled to begin in Spring 2025.

    OUC also maintains an active role in the District's racial equity and inclusion efforts. As a member of Cohort 2 of the Office of Racial Equity's Racial Equity Action Team, internal scans are conducted that focus on ensuring that policy decisions and programs are evaluated through a racial equity lens to help make meaningful progress toward a more racially equitable city.

    In conjunction with this effort, all employees are required to complete Advancing Racial Equity: The Role of Government and Unconscious Bias training, with the expectation that each employee will apply skills and knowledge gained across all their internal and external communications and interactions.

24. In FY 2024 and FY 2025 to date, what are two ways that your agency has addressed racial inequities internally or through the services you provide?

    The agency has taken meaningful steps to address racial equity both internally and externally through a range of impactful initiatives in FY 2024 and FY 2025 to date. Internally, we conducted two surveys: the first assessed the Agency's climate regarding diversity, equity and inclusion, providing valuable insights to guide the development and implementation of our drafted Racial Equity Action Plan with ORE, and the second gathered employee input on their cultural and country/state origins to foster unity and celebrate diversity. These efforts culminated in the Agency's first Unity in Diversity Day

Celebration on November 13, 2024, recognizing and celebrating the unique cultures of our workforce. We also established a Racial Equity Task Force, which meets regularly to discuss and advance equity-focused goals. Additionally, all employees are required to complete Advancing Racial Equity: The Role of Government and Unconscious Bias training, with the expectation that each employee will apply skills and knowledge gained across all their internal and external communications and interactions.

Externally, we partnered with agency partners and other stakeholders, such as the MPD and the Mayor's Office of Asian and Pacific Islander Affairs, to support engagement events including the Diwali Celebration and outreach to senior citizens at the Wah Luck House in Chinatown, reflecting our commitment to inclusion and fostering community partnerships.

AGENCY-SPECIFIC QUESTIONS
Training Programs

25. What training programs did OUC conduct in FY 2024 and FY 2025, to date?
    a. What trainings are planned in FY 2025?

    Trainings Conducted in FY 2024 (Total of 88 Training Topics)
    •   **311 Last Customer Service**
    •   **311 Service Skills**
    •   **911 Wellness Summit**
    •   **Active Shooter and Emergency Preparedness**
    •   **Active Assailant**
    •   **Advancing Racial Equity**
    •   **Am I just a Dispatcher**
    •   **Association of Public Safety Communications Officials Communications Training Officer (CTO) Program Certification**
    •   **Association of Public Safety Communications Officials Fire Service Communication Certification**
    •   **Association of Public Safety Communications Officials Law Enforcement Communications Certification**
    •   **Association of Public Safety Communications Officials Conference**
    •   **Barricade Incident Handling**
    •   **Balance home/work/healthy lifestyle**
    •   **Be an Encourager in the Communications Center**
    •   **Behavioral Threat Assessment**
    •   **Building Morale**
    •   **Caller in Crisis**
    •   **Center Management Certification Program (CMCP)**
    •   **Cisco Information Security Systems**
    •   **Cardiopulmonary Resuscitation (CPR) Certification**
    •   **Compassion Fatigue**
    •   **Criminal Justice Information Systems Training**
    •   **Critical Incidents**
    •   **Customer Service**

- **Cultural Training Ranch**
- **DC FEMS Department Ride Along Familiarization**
- **DC Police Department Ride Along Familiarization**
- **DC OUC Dispatcher Perspective Ride Along Familiarization**
- **DDOT DC Highway Safety Office Impact**
- **Diversity in the Community**
- **Domestic Violence**
- **Event / Chief Complaint**
- **Expanding Your Communications Skills**
- **Feedback Fluency**
- **Federal Emergency Management Agency Independent Study Courses 100, 200, 144, 800, and IPAWs**
- **Fire and Medical Dispatch New Hire Training**
- **Emergency Medical, Police, and Fire Call Taking Certification**
- **Emergency Medical, Police, and Fire Dispatch Certification**
- **First Responder Round Table**
- **Frontline Daily Observation Reports**
- **Giving Feedback and Handling Criticism**
- **How to Save a Life**
- **Hard Conversations with Co-workers**
- **Harvard Kennedy School Driving Government Performance: Alternative 911 Emergency Response**
- **Hazardous Materials, Chemical Spills, Electrical Vehicle Incidents**
- **Improving Service to Callers with Disabilities**
- **Interoperable Trainings**
- **Irate Customer**
- **Labor Management Committee Training**
- **Law Enforcement Dispatch New Hire Training**
- **Leadership**
- **Leading with Synergistic Empowerment**
- **Location Determining Technology Training**
- **Managing Mental Health**
- **Mental Health Training**
- **MPD Incident Management Training**
- **MPD Training Academy**
- **MSS Ops Chief Complaint Refresher**
- **NICE Informer**
- **Officer Safety**
- **OCTO Cyber Security**
- **OUC Training Academy**
- **OUC Skillset Training - call taking, law enforcement dispatch, fire and medical dispatch**
- **PACE Planning**
- **Performing Through Change**
- **Police Dispatch Refresher**
- **Positivity Training**

- **Sexual Harassment Training 131**
- **Power of Mindful Communication**
- **Total Response Power Phone Certification**
- **Total Response Power Phone End User Training**
- **Progressive Discipline**
- **Racial Equity**
- **Reset Refuel Refocus**
- **Role Call Reversal**
- **Self-Awareness**
- **Suicide Intervention**
- **Suicidal Callers**
- **Survive and Thrive Core Stress Resilience Training**
- **Sympathy vs. Empathy**
- **Systems Training**
- **Swatting**
- **Telecommunicator Core Competencies**
- **Telecommunications Equipment Operator New Hire Training**
- **Total Disaster Response**
- **The Team - Building Playbook: How to succeed in the workplace through effective communication**
- **Unconventional Leadership for Unconventional Times**
- **Your Role in Employee Retention**

<u>Training Completed and to be Conducted in FY 2025 (Total of 95 Training Topics)</u>
- **311 Service Skills**
- **911 Standards and Best Practices Conference**
- **8 Keys to a More Respectful Workplace**
- **Active Shooter and Emergency Preparedness**
- **Active Assailant**
- **Addressing Next Generation 911**
- **Advancing Racial Equity**
- **Amazon Web Services**
- **Americans with Disabilities (ADA)**
- **Association of Public Safety Communications Officials (APCO) Communications Training Officer (CTO) Program Certification**
- **Association of Public Safety Communications Officials (APCO) Registered Public Safety Leader Certification**
- **Association of Public Safety Communications Officials (APCO) Fire Service Communication**
- **Association of Public Safety Communications Officials (APCO) Law Enforcement Communications**
- **Association of Public Safety Communications Officials (APCO) Supervisor**
- **Association of Public Safety Communications Officials (APCO) Communications Center Manager**
- **Association of Public Safety Communications Officials (APCO) Conference**
- **Basic Selling Skills from A to Z**

- **Basic Life Support Instructor Certification**
- **Cause Right, Prevent Wrong- Perception, Communications, and Conflict Resolution**
- **Chief Complaint, Incident Response Factors, and Incident Response Plans**
- **Cisco Information Security Systems**
- **Cardiopulmonary Resuscitation (CPR) Certification**
- **CPR Life Link Training**
- **Computer Aided Dispatch System Training**
- **Criminal Justice Information Systems Training**
- **Critical Incidents**
- **Customer Service**
- **DC FEMS Department Ride Along Familiarization**
- **DC Police Department Ride Along Familiarization**
- **DC OUC Dispatcher Perspective Ride Along Familiarization**
- **DDOT DC Highway Safety Office Impact**
- **DC Trails and Waterways**
- **Diversity in the Community**
- **Domestic Violence**
- **Federal Emergency Management Agency Independent Study Courses 100, 200, 144, 800, and IPAWs**
- **Fire and Medical Dispatch New Hire Training**
- **Emergency Medical, Police, and Fire Call Taking Certification**
- **Emergency Medical, Police, and Fire Dispatch Certification**
- **Everyday Leading 101**
- **First Responder Round Table**
- **Fundamentals of Next Generation 911**
- **Frontline Daily Observation Reports**
- **Family Medical Leave Act (FMLA)**
- **Fostering Customer Service**
- **Generations at Work**
- **Geographic Information Systems**
- **Handling Despondent and Suicidal Callers**
- **Handling fire, medical, hazmat, service-related calls for service**
- **Handling law enforcement related calls for service**
- **Handling Diversion Program related calls for service**
- **Handling Mental Health Related Calls**
- **How to be a Terrible Team Member**
- **HSEMA- Behavioral Threat Assessment**
- **Interoperable Trainings**
- **Intro to Next Generation 911**
- **Kingman Island Geography Water and Land Familiarization**
- **Managing Stress in 311 / 911**
- **Managing Mental Health**
- **Mental Health Training**
- **MPD Incident Management Training**
- **MPD Training Academy**

- **Mutual Aid Emergency Communications**
- **National Emergency Number Association (NENA) 911 Center Supervisor**
- **National Emergency Number Association (NENA) Leadership in 911**
- **National Emergency Number Association (NENA) QA/QI in the PSAP**
- **NG 911 Enhancing Public Safety Services Through Emergency Medical Dispatch Training and Technology (NGA)**
- **NICE Informer**
- **Officer Safety**
- **OCTO Cyber Security**
- **OUC Training Academy**
- **OUC Skillset Training - call taking, law enforcement dispatch, fire and medical dispatch**
- **OUC Skillset Training – DMV Ticket, Non-Ticket, and Core City Services**
- **PACE Planning**
- **Performing Through Change**
- **Power of Mindful Communication**
- **Power of Mindful Communication**
- **Total Response Power Phone Certification**
- **Total Response Power Phone End User Training**
- **Progressive Discipline**
- **Neurodiversity at Work**
- **OUC Skillset Training - call taking, law enforcement dispatch, fire and medical dispatch**
- **OUC Skillset Training – DMV Ticket, Non-Ticket, and Core City Services**
- **LGBTQIA and Cultural Competency**
- **Location Determining Technology Training**
- **Service Matters Round Table**
- **Service Sims Challenge**
- **Systems Training**
- **Swatting Refresher**
- **Standard Operating Procedure (SOP) 911-100-001 Call Processing in Systems**
- **Standard Operating Procedure (SOP) 911-300-001 Fire Dispatch**
- **Telecommunicator Core Competencies**
- **Telecommunications Equipment Operator New Hire Training**
- **Telephone Doctor Customer Service Skills**
- **Verbal Judo and Bridging Generational Gaps**
- **What to Say When Team Building**

26. In last year's responses, the agency reported that "all 911 dispatchers and call takers have received their initial certification in T-CPR training" and that, with Power Phone Total Response in place, the agency would "provide T-CPR certifications and biannual recertifications." What is the status of these certifications and recertifications?

Approximately 97% of all 911 dispatchers and call takers have been recertified. Those who have not yet completed this certification were on extended leave.

27. In last year's responses, the agency identified the following training deficiencies: "challenges with the use of Location Determining Technology (LDT); recognition Nurse Triage Line (NTL) eligible incidents, delivery of CPR instructions based on the American Heart Association (AHA) guidelines, and customer service." The agency also explained the steps taken to address these deficiencies.

    a. By what metric(s) is the agency evaluating successful amelioration of these training deficiencies?

    b. What other training deficiencies has the agency noted from FY 2024 and FY 2025 to date?

To address the concern regarding the use of LDT, a standard operating procedure for the call-taking process was developed. This procedure outlines nine (9) steps for receiving and processing calls for service utilizing the phone system, reviewing data provided by location determining technology, and engaging the computer aided dispatch and the protocol system. Operations personnel participated in training on the procedure which included a workflow simulation and then were required to perform the procedure independently while being observed by a Training Specialist. Each employee was required to acknowledge with a signature that they received this training and can perform the procedure as directed.
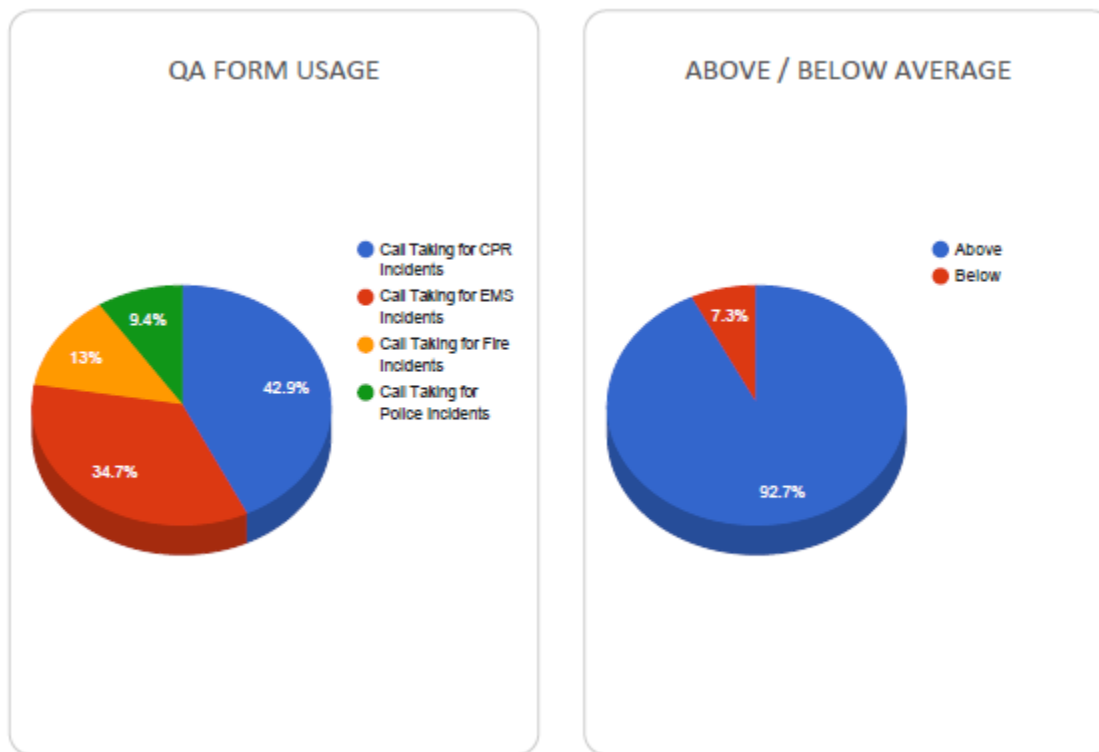
Regarding recognition of NTL eligible events, collaboration with FEMS is ongoing. In addition, with the onboarding of a 911 Diversion Program Manager, additional analysis of workflows and performance data, gains continue with an increased volume of transfers. Relatedly, in FY 2024, CPR/T-CPR Link training with the Maryland Resuscitation Academy was completed by operations personnel. This session focused on training, quality improvement practices, and data collection for TCPR and EMS services.

Notably, in FY 2024, quality assurance evaluation methods were enhanced through the implementation of barrier keyword indicators on the electronic quality assurance assessment form. Now, a category is marked "Yes" if it was required and the call taker performed correctly, "No" if the category was required but not performed or performed incorrectly, "Refused" if the caller did not comply with instructions, and "N/A" if it was not applicable or required on the call being evaluated.

Previously, performance points were deducted when the call taker faced a barrier while processing the call. Barriers are challenges often associated with the caller that may delay the start of T-CPR (ex. line disconnected, language barrier, caller unresponsive, caller overly distraught/ hysterical, caller refused to perform CPR, unable to move the patient, caller is not with the patient, patient's status changed, etc.)

Targeted training on identifying the need for CPR, starting chest compression, pre-arrival instructions, and redirection tactics in response to barriers was also delivered in FY 2024.

No additional deficiencies have been identified thus far in FY 2025.

QA FORM USAGE

- Call Taking for CPR Incidents
- Call Taking for EMS Incidents
- Call Taking for Fire Incidents
- Call Taking for Police Incidents

42.9%
34.7%
13%
9.4%

ABOVE / BELOW AVERAGE

- Above
- Below

92.7%
7.3%

QA TRACKER

QA Dashboard
Report Date: 1/27/2025

DC Office of Unified Communications

**DASHBOARD - CUSTOM
(1/25/2024 - 1/25/2025)**

TOTAL EVALUATIONS	TEAM AVERAGE SCORE	PERFECT SCORES	BELOW AVERAGE 80.00%
5,674	94.56%	2,084	413
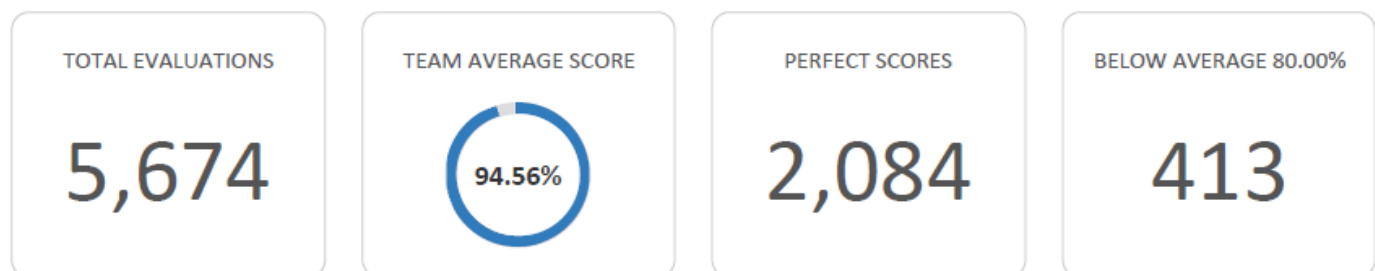
28. Please provide an update on any changes made to the supervisor training in FY 2024 and FY 2025 to date.

In addition to being cross trained to more adeptly perform all emergency operations skillsets, supervisors are required to complete Cause Right, Prevent Wrong in Everyday Leading Training, which is perception, communication, and conflict resolution training, and are required to become Certified Communications Training Officers (CTO) within the first 90 days of hire. Additionally, supervisors are required to complete NENA 911 Communication Center Supervisor Training or APCO Communication Center Supervisor Training, as well as modules regarding 24/7 operations staffing, leave administration, continuity of operations, and recognizing unusual employee stress and distress. Other industry certifications, such as the Registered Public Safety Leader Certification, are also being voluntarily pursued.

29. How many supervisors have received the Certified Manager Certification Program (CMCP) in FY 2024 and FY 2025, to date, since the 13 total identified in last year's responses?

    Since 2024, seven (7) additional supervisors have received the CMCP Certification.

30. Please provide the agency's training schedule for new hires and continuing education during FY 2024 and FY 2025 to date.

Quarterly Training Schedule FY2025	
Q1	
Training	Date / Month
New Hire TEOs	November, December
New Hire Dispatchers	December
Promotional Police Dispatcher	August, January
Telephone Doctor Customer Service Collection	December
T-CPR	November
SOP 911-100-001 Call Taking Process in Systems	November
Frontline Daily Observation Reports	December
Communications Training Officer Train the Trainer	December 17-19
Inservice	On-going
Independent Course Studies	On-going
Q2	
Training	Date / Month
Behavioral Threat Assessment	January
DMV Ticket Services	February
DMV Non-Ticket Services	February
Amazon Web Services	February
LGBTQIA Culture Competency	February
Kingman Island	February
Basic Life Support and Heart Saver Certification	February 26

Diversion Program Training	February
Communications Training Officer Program	TBD
Waterways and Trails	March
APCO RPL	Intervals
APCO Fire Service Communication	TBD
APCO Law Enforcement Communications	TBD
APCO Communications Center Supervisor	Intervals
NENA 911 Center Supervisor	February 3-5
NENA Leadership in 911	February 20
Hero Light Bridging Generational Gaps and Verbal Judo	March 10-14
NENA QA QI in the PSAP	March 24
APCO Communication Center Manager	Intervals
Cause Right, Prevent Wrong- Perception, Communications, and Conflict Resolution	Intervals
Chief Complaint, Incident Response Factors, and Incident Response Plans	Intervals
Dispatcher Cross Training	Intervals
Inservice	On-going
Independent Course Studies	On-going
Q3	
Training	Date / Month
Hero Light Managing 911 and 311 Stress	April 7-11
Handling Rescue Incidents	Groups
Handling Fire Incidents	Groups
NG 911 Course	TBD
GIS	TBD
Job Corp TEO	April 20
Dispatcher Cross Training	Groups
Inservice	On-going
Independent Course Studies	On-going
Q4	
Training	Date / Month
Customer Service	July
Hero Light Managing Mental Health Related Calls	August 11-15
The Power of Mindful Communications	August
Hero Light Handling Despondent and Suicidal Callers	September 15-19
Domestic Violence	TBD
Systems Refresher	TBD
Dispatcher Cross Training	Intervals

Inservice	On-going
Independent Course Studies	On-going

31. How did the agency ensure that the Metropolitan Police Department ("MPD") and the Fire and Emergency Medical Services Department (FEMS) personnel were cross-trained with call takers and dispatchers in FY 2024 and FY 2025 to date?

In FY 2024 and FY 2025 to date, to support cross-training and familiarization efforts, OUC personnel participated in ride-alongs with both MPD and FEMS. MPD and FEMS personnel participated in call taking and dispatchers sit-alongs.

Staffing

32. Please provide data on personnel attrition (retirement, resignation, termination, etc.) for FY 2024 and FY 2025 to date.

FY24 Attrition Report

Position Title	Action	Action Description	Description
Telecomm Equipment Operator	Hire	New Position	Career - Probation
Telecomm Equipment Operator	Hire	New Position	Career - Probation
Customer Service Rep.	Hire	Temporary Appointment	Term Appt NTE
Telecomm Equipment Operator	Hire	New Position	Career - Probation
Customer Service Rep.	Hire	Temporary Appointment	Term Appt NTE
Computer Assistant	Hire	New Position	Career - Probation
Telecomm Equipment Operator	Hire	New Position	Career - Probation
Telecomm Equipment Operator	Hire	New Position	Career - Probation
Telecomm Equipment Operator	Hire	New Position	Career - Probation
Telecomm Equipment Operator	Hire	New Position	Career - Probation
Telecomm Equipment Operator	Hire	New Position	Career - Probation
Telecomm Equipment Operator	Hire	New Position	Career - Probation
IT Specialist	Hire	New Position	Career - Probation
Telecomm Equipment Operator	Hire	New Position	Career - Probation
Dispatcher	Hire	Temporary Appointment	Temporary Appt NTE
Customer Service Rep.	Hire	Temporary Appointment	Term Appt NTE
Telecomm Equipment Operator	Hire	New Position	Career - Probation
Computer Assistant	Hire	New Position	Career - Probation
Telecomm Equipment Operator	Hire	New Position	Career - Probation
Telecomm Equipment Operator	Hire	New Position	Career - Probation
Watch Commander	Hire	New Position	MSS Appt
Telecomm Equipment Operator	Hire	New Position	Career - Probation
Customer Service Rep.	Hire	Temporary Appointment	Term Appt NTE
Customer Service Rep.	Hire	Temporary Appointment	Temporary Appt NTE
Telecomm Equipment Operator	Hire	New Position	Career - Probation
Computer Assistant	Hire	New Position	Career - Probation
Telecomm Equipment Operator	Hire	New Position	Career - Probation

Customer Service Rep.	Hire	Temporary Appointment	Temporary Appt NTE
Telecomm Equipment Operator	Hire	New Position	Career - Probation
Telecomm Equipment Operator	Hire	New Position	Career - Probation
Telecomm Equipment Operator	Hire	New Position	Career - Probation
Telecomm Equipment Operator	Hire	New Position	Career - Probation
Customer Service Rep.	Hire	Temporary Appointment	Term Appt NTE
Dispatcher	Hire	Temporary Assignment	Temporary Appt NTE
Customer Service Rep.	Hire	New Position	Term Appt NTE
Telecomm Equipment Operator	Hire	New Position	Career - Probation
Customer Service Rep.	Hire	Temporary Appointment	Term Appt NTE
Telecomm Equipment Operator	Hire	New Position	Career - Probation
Customer Service Rep.	Hire	Temporary Appointment	Term Appt NTE
Telecomm Equipment Operator	Hire	New Position	Career - Probation
Telecomm Equipment Operator	Hire	New Position	Career - Probation
Training Specialist	Hire	New Position	Career - Probation
Dispatcher	Hire	Temporary Appointment	Temporary Appt NTE
Telecomm Equipment Operator	Rehire	Rehire	Career - Probation
Customer Service Rep.	Rehire	Rehire	Term Appt NTE
Training Specialist	Rehire	Rehire	Career - Probation
Customer Service Rep.	Rehire	Rehire	Term Appt NTE
Customer Service Rep.	Rehire	Rehire	Term Appt NTE
Program Analyst	Rehire	Rehire	Career - Probation
Asst Watch Commander	Rehire	Rehire	MSS Appt
Human Resources Specialist	Rehire	Rehire	Reins-Career
Telecomm Equipment Operator	Rehire	Rehire	Reins-Career
Telecomm Equipment Operator	Rehire	Rehire	Career - Probation
Dispatcher	Rehire	Rehire	Temporary Appt NTE
Customer Service Rep.	Rehire	Rehire	Term Appt NTE
Telecomm Equipment Operator	Rehire	Rehire	Career - Probation
Policy Analyst	Rehire	Rehire	Term Appt NTE
Telecomm Equipment Operator	Rehire	Rehire	Career - Probation
Telecomm Equipment Operator	Rehire	Rehire	Career - Probation
Telecomm Equipment Operator	Rehire	Rehire	Career - Probation
Asst Watch Commander	Rehire	Rehire	MSS Appt
Customer Service Rep.	Rehire	Rehire	Term Appt NTE
Asst Watch Commander	Retirement	Voluntary Retirement Award	Retirement-Voluntary
Dispatcher	Retirement	Social Security Award	SSA/DC Plan
Dispatcher	Retirement	Voluntary Retirement Award	Retirement-Voluntary
Dispatcher	Retirement	Voluntary Retirement Award	Retirement-Voluntary
Dispatcher	Retirement	Social Security Award	SSA/DC Plan
Dispatcher	Retirement	Social Security Award	SSA/DC Plan
Dispatcher	Retirement	Social Security Award	SSA/DC Plan
Customer Service Specialist	Retirement	Disability Retirement	SSA/DC Plan

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Dispatcher	Retirement	Voluntary Retirement Award	Retirement-Voluntary
Telecomm Equipment Operator	Termination	During Probation	Term. during prob/trial
Watch Commander	Termination	Other/Unknown	Separation-MSS
Telecomm Equipment Operator	Termination	During Probation	Term. during prob/trial
Program Analyst	Termination	During Probation	Term. during prob/trial
Telecomm Equipment Operator	Termination	During Probation	Term. during prob/trial
Emp. & Labor Rel. Advisor	Termination	Resignation	Resignation
Telecomm Equipment Operator	Termination	During Probation	Term. during prob/trial
Telecomm Equipment Operator	Termination	During Probation	Termination
Customer Service Rep.	Termination	During Probation	Term. during prob/trial
Telecomm Equipment Operator	Termination	During Probation	Term. during prob/trial
Telecomm Equipment Operator	Termination	During Probation	Term. during prob/trial
Customer Service Rep.	Termination	Expiration of Appointment	Termination-Exp of Appt
Information Technology Special	Termination	Resignation	Resignation
Dispatcher	Termination	Resignation	Resignation
Human Resources Specialist	Termination	Resignation	Resignation
Dispatcher	Termination	Death	Death
Telecomm Equipment Operator	Termination	During Probation	Term. during prob/trial
Telecomm Equipment Operator	Termination	During Probation	Term. during prob/trial
Telecomm Equipment Operator	Termination	Misconduct	Termination
Asst Watch Commander	Termination	Other/Unknown	Separation-MSS
Telecomm Equipment Operator	Termination	Misconduct	Removal
Human Resources Specialist	Termination	Resignation	Resignation
Telecomm Equipment Operator	Termination	Resignation	Resignation
Telecomm Equipment Operator	Termination	Resignation	Resignation
Telecomm Equipment Operator	Termination	Resignation	Resignation
Customer Service Rep.	Termination	Expiration of Appointment	Termination-Exp of Appt
Telecomm Equipment Operator	Termination	Resignation	Resignation
Customer Service Rep.	Termination	Expiration of Appointment	Termination-Exp of Appt
Dispatcher	Termination	Death	Death
Customer Service Rep.	Termination	Misconduct	Removal
Info Technology Specialist	Termination	Resignation	Resignation
Customer Service Representative	Termination	Resignation	Resignation
Telecomm Equipment Operator	Termination	Resignation	Resignation
Telecomm Equipment Operator	Termination	Resignation	Resignation
Telecomm Equipment Operator	Termination	Resignation	Resignation
Telecomm Equipment Operator	Termination	Resignation	Resignation
Training Specialist	Termination	Resignation	Resignation
Telecomm Equipment Operator	Termination	Resignation	Resignation
Telecomm Equipment Operator	Termination	Resignation	Resignation
Customer Service Rep.	Termination	Resignation	Resignation
Dispatcher	Termination	Resignation	Resignation
Customer Service Representative	Termination	Resignation	Resignation

Telecomm Equipment Operator	Termination	Resignation	Resignation
Watch Commander	Termination	Resignation	Resignation
Telecomm Equipment Operator	Termination	Resignation	Resignation
Telecomm Equipment Operator	Termination	Resignation	Resignation
Training Specialist	Termination	Resignation	Resignation
Wellness Coordinator	Transfer	Conversion	Conv to Career Appt

FY25 Attrition Report

Position Title	Action	Action Description	Description
Telecomm Equipment Operator	Hire	New Position	Career - Probation
Telecomm Equipment Operator	Hire	New Position	Career - Probation
Telecomm Equipment Operator	Hire	New Position	Career - Probation
Telecomm Equipment Operator	Hire	New Position	Career - Probation
Telecomm Equipment Operator	Hire	New Position	Career - Probation
Telecomm Equipment Operator	Hire	New Position	Career - Probation
Dispatcher	Hire	New Position	Career - Probation
Telecomm Equipment Operator	Hire	New Position	Career - Probation
Telecomm Equipment Operator	Hire	New Position	Career - Probation
Telecomm Equipment Operator	Hire	New Position	Career - Probation
Telecomm Equipment Operator	Hire	New Position	Career - Probation
Telecomm Equipment Operator	Hire	New Position	Career - Probation
Telecomm Equipment Operator	Hire	New Position	Career - Probation
Telecomm Equipment Operator	Hire	New Position	Career - Probation
Telecomm Equipment Operator	Hire	New Position	Career - Probation
Telecomm Equipment Operator	Hire	New Position	Career - Probation
Telecomm Equipment Operator	Hire	New Position	Career - Probation
Telecomm Equipment Operator	Hire	New Position	Career - Probation
Telecomm Equipment Operator	Hire	New Position	Career - Probation
Telecomm Equipment Operator	Hire	New Position	Career - Probation
Telecomm Equipment Operator	Hire	New Position	Career - Probation
Telecomm Equipment Operator	Hire	New Position	Career - Probation
Staff Assistant	Hire	New Position	Term Appt NTE
Telecomm Equipment Operator	Hire	New Position	Career - Probation
Telecomm Equipment Operator	Hire	New Position	Career - Probation
Telecomm Equipment Operator	Hire	New Position	Career - Probation
Telecomm Equipment Operator	Hire	New Position	Career - Probation
Customer Service Rep.	Hire	Temporary Appointment	Temporary Appt NTE
Dispatcher	Hire	New Position	Career - Probation
Telecomm Equipment Operator	Hire	New Position	Career - Probation
Telecomm Equipment Operator	Rehire	Rehire	Career - Probation
Watch Commander	Rehire	Rehire	MSS Appt
Telecomm Equipment Operator	Rehire	Rehire	Career - Probation
Asst Watch Commander	Rehire	Rehire	MSS Appt

Asst Watch Commander	Rehire	Rehire	MSS Appt
Telecomm Equipment Operator	Retirement	Normal Retirement	SSA/DC Plan
Dispatcher	Retirement	Voluntary Retirement Award	Retirement-Voluntary
Telecomm Equipment Operator	Termination	During Probation/Trial Period	Term. during prob/trial
Customer Service Representative	Termination	Resignation	Resignation
IT Program Manager	Termination	Other/Unknown	Termination
Computer Assistant	Termination	Other/Unknown	Termination
Telecomm Equipment Operator	Termination	Resignation	Resignation
Telecomm Equipment Operator	Termination	Resignation	Resignation
Dispatcher	Termination	Resignation	Resignation
Telecomm Equipment Operator	Termination	During Probation/Trial Period	Term. during prob/trial
Telecomm Equipment Operator	Termination	During Probation/Trial Period	Term. during prob/trial
Telecomm Equipment Operator	Termination	Resignation	Resignation
Electronics Engineer	Termination	Other/Unknown	Termination
Telecomm Equipment Operator	Termination	During Probation/Trial Period	Termination
Telecomm Equipment Operator	Termination	Resignation	Resignation
Public Information Officer	Termination	Resignation	Resignation
Telecomm Equipment Operator	Termination	During Probation/Trial Period	Term. during prob/trial
Attorney Advisor	Termination	Resignation	Resignation
Telecomm Equipment Operator	Termination	During Probation/Trial Period	Term. during prob/trial
Telecomm Equipment Operator	Termination	Resignation	Resignation

33. Please provide, as of December 31, 2024, the number of filled 911 call taker positions and the number of 911 call taker vacancies.

    a. In FY 2024 and FY 2025 to date, how many 911 call takers separated from the agency? What was the reason for their separation?

911 Call Takers as of 12/31/2024

Filled – 93
Vacant - 14

FY 2024 Separations – 24
2 – Misconduct
13 – Resignation
9 – Termination During Probation

FY 2025 Separations – 12
1 – Retirement
5 – Resignation
6 – Termination During Probation

34. Please provide, as of December 31, 2024, the number of filled 911 dispatcher positions and the number of 911 dispatcher vacancies.

a. In FY 2024 and FY 2025 to date, how many 911 dispatchers separated from the agency? What was the reason for their separation?

Dispatchers as of 12/31/2024

Filled – 90
Vacant - 24

FY 2024 Separations – 4
2 – Death
2 – Resignation

FY 2025 Separations – 2
1 – Retirement
1 – Resignation

35. Please provide, as of December 31, 2024, the number of filled 311 call taker positions and the number of 311 call taker vacancies.

      a. In FY 2024 and FY 2025 to date, how many 311 call takers separated from the agency? What was the reason for their separation?

311 Call Takers as of 12/31/2024

Filled – 71
Vacant - 9

FY 2024 Separations –8
3 – Expiration of Appointment
1 - Misconduct
3 – Resignation
1 – Termination During Probation

FY 2025 Separations – 1
1 – Resignation

36. Please provide the average number of dispatchers on duty per shift and the average number of calls dispatched by each individual for that shift per month. Please itemize each in FY 2024 and FY 2025 to date.

In FY 2024 and FY 2025, the average number of dispatchers on duty per shift was 20. In the same period, the average number of calls dispatched by each individual is 63. Please see the Performance Dashboard to view related data and metrics.

      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.

In Q1 of FY 2025, two (2) Assistant Watch Commanders (AWC) and one (1) Watch Commander (WC) were onboarded. Recruitment efforts are currently underway for additional candidates to fill AWC and WC vacancies. To identify the leaders with deep public safety communications expertise, we have posted recruitment announcements on industry job boards to reach candidates across the region and beyond.

37. Please provide an update on the agency's efforts to comply with requirements for its Performance Dashboard established by the Secure DC Omnibus Amendment Act of 2024, D.C. Law 25-0175.

    The Agency has made every effort to comply with the requirements for its Performance Dashboard established by the Secure DC Omnibus Amendment Act of 2024, D.C. Law 25-0175.

38. Please provide an update on any progress made by the agency to hire additional certified bilingual call-takers. On average, how many such call-takers are on the floor per hour (or per shift?)?

    The Agency continues to advertise hard-to-fill vacancies at community events and attend the District's public safety hiring fairs and other recruitment events across the city. We are also working with DCHR to develop recruitment strategies to attract bilingual applicants.

    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 can use industry specific terminology and are covered by liability insurance.

39. Please provide an update on any changes to the agency's efforts to develop a staffing plan for both the day and night shifts by analyzing current call volumes using the ECaTS records management system.

    The Agency continues to work closely with the Office of the City Administrator's Lab @ DC to analyze ECaTS records and to explore the use of predictive models to better understand how call volume trends and other factors influence resource needs.

40. Please provide an update on Day 1, Night 1, and Sunday Swing shift understaffing issues. What steps has the agency taken or does the agency plan to take, to address these understaffing issues?

    In FY 2024, 911 Operations vacancies were reduced by 90%. In addition to strategically deploying new personnel to understaffed shifts, emergency communications personnel are being cross-trained to create multi-skilled operators able to perform in multiple roles across the operation.

911 Operations

41. Please describe any technological disruptions or operational difficulties with Power Phone since its installation.

   There have not been any technological disruptions or operational difficulties with Total Response Power Phone since its installation.

42. In FY 2024 and FY 2025 to date:
   a. In addition to public education campaigns, how is the agency handling 911 misuse calls ?
   b. Please specify the number and type of 911 misuse calls received.

   The Agency continues to prioritize initiatives to 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 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.

   Since the Agency began reporting 911 misuse calls received on its <u>Performance Dashboard</u> to date, 2,520 misuse calls have been received.

43. Please provide an update on the Text-to-911 program, including the number of event records for emergency services initiated via text, since last year's response.

   In FY 2024, 210 CAD events were initiated based on Text-to-911, and in FY 2025, 73 CAD events were initiated based on Text-to-911.

44. Please provide the number of "10-33s" (code used by law enforcement officers for "Emergency, all units standby") received in FY 2024 and FY 2025 to date, disaggregated by month and by agency.

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

   Please see attachment Q#44

45. For each month in FY 2024 and FY 2025 to date, please provide the:

    a.   Average and maximum call-to-answer times for 911 calls;
    b.   Average and maximum answer-to-dispatch times for 911 calls;
    c.   The total number of 911 calls;
    d.   The number of 911 calls in the queue for over 15 seconds;
    e.   Total number and percent of 911 calls abandoned;
    f.   Total number and percent of 911 calls answered;
    g.   Average and maximum queue-to-dispatch time for Priority 1 calls to FEMS and MPD;
    h.   Average and maximum time of call-to-arrival-on-the-scene times for Priority 1 calls to FEMS and MPD;
    i.   The percentage of emergency services calls that led to dispatch of advanced life support;
    j.   Percent of 911 calls answered within 10 seconds;
    k.   Percent of 911 calls answered within 15 seconds;
    l.   Percent of 911 calls answered within 20 seconds;
    m.   Percent of 911 calls in which call-to-queue is 60 seconds or less;
    n.   Percent of 911 calls in which call-to-queue is 90 seconds or less;
    o.   Average answer time for 311 calls;
    p.   Percent of 311 calls answered by a live agent within 90 seconds; and
    q.   Percent of 311 calls handled by a live agent within 4 minutes.

Please see attachment Q#45

46. 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 FY 2024 and FY 2025, to date. Please include whether the calls were for FEMS or MPD, the cause of error, and any resolution or corrective action taken.

    In FY 2024, OUC handled 1.68 million 911 calls, 18 of which were dispatched to the wrong location or for the wrong purpose. Of these dispatches, nine (9) were for FEMS and nine (9) were for MPD. In each of these cases, OUC personnel caused the error. Refresher training and/or the appropriate personnel action was taken in all instances.

    Thus far in in FY 2025, OUC has handled approximately 300,000 911 calls, seven (7) of which were dispatched to the wrong location or for the wrong purpose. One (1) of these dispatches was related to a test call. Of these dispatches, six (6) were for FEMS and one (1) was for MPD. In each of these cases refresher training and/or the appropriate personnel action was taken.

47. Please provide, in table format, the number of complaints related to 911 services in FY 2024 and FY 2025 to date. Please include a classification of the complaint, indicate whether the complaint was sustained or not sustained, how the complaint was received, and the outcome or corrective action.

    Complaints regarding 911 services and FY 2024 and FY 2025 to date can be found on the Agency's <u>Performance Dashboard</u>.

48. Please provide call volume data—disaggregated by MPD/FEMS, priority, and event type—for each month of FY 2024 and FY 2025 to date.
    a. Please separately identify police non-emergency calls for service.

    Please see attachment Q#48

49. Please describe the decisional outcomes or recommendations of the OUC/FEMS Task Force and the OUC/MPD Task Force since the installation of the Power Phone Total Response call processing protocol system.

    OUC continues to regularly collaborate with MPD and FEMS to review event types, associated workflows, and response plans so adjustments can be made to help ensure that responses to emergencies are as appropriate and efficient as possible.

311 Operations

50. Please provide a chart indicating all 311 calls in FY 2024 and FY 2025 to date, disaggregated by fiscal year and categorized by the agency's services requested.

    Please see attachment Q#50

51. In last year's responses regarding 311, it was noted that "service request submissions in Wards 7 and 8 have increased year over year in FY22 and FY23."
    a. Have Wards 7 and 8 continued to trend upwards in service requests in FY 2024 and FY 2025 to date?

    In Ward 7, there was a small increase in service requests from FY 2023 to FY 2024. In Ward 8, there was a minor decrease from FY 2023 to FY 2024.

    b. What other trends has the agency observed in FY 2024 and FY 2025 to date?

    There has been an increase in service requests made in five of the eight wards.

    c. How is the agency tracking the success, in terms of accessibility, of the implementation of a multilingual DC 311 App/Portal and Dynamic IVR?

    The Agency relies on user feedback to ascertain the level of satisfaction with the app, portal, and dynamic IVR. The 311 Social Media team also shares user insights and overall sentiment about 311 platforms, which continue to be highly positive.

    d. Since the dissolution of DMOI at the end of FY 2024, how has the agency updated, if at all, its process for tracking safety-sensitive-related service requests?

OUC continues to track safety-sensitive service requests and still notifies stakeholders of them as had been done previously.

52. Please provide, in table format, the number of complaints related to 311 services in FY 2024 and FY 2025 to date. Please include a classification of the complaint, indicate whether the complaint was sustained or not sustained, and provide its outcome and next steps, such as corrective action.

    See attachment Q#52

53. Has the agency integrated or utilized any new District agency service requests into 311 in FY 2024 or FY 2025, to date?

    In partnership with the Child and Family Services Agency (CFSA), OUC/311 Ops created the "211 Warmline" service request for staff to capture residents' needs.

    In partnership with the Department of General Services (DGS), OUC/311 Ops created the "DGS – Overflowing Recycling Can" service request for recycle collection at Department of Parks and Recreation (DPR) facilities.

    In partnership with the Department on Energy and the Environment (DOEE), OUC/311 Ops created the "Green Infrastructure Maintenance" service request to report the need for maintenance of green infrastructure such as rain gardens, green roofs, permeable pavements, cisterns, and stream restoration projects.

    62. Has the agency considered providing a 311 service request option for snow shoveling?

    The Agency continually explores opportunities to make the service request process more convenient for the public. Currently, District residents may only make snow shoveling requests by phone.

54. Has the agency removed any existing District agency's service requests from 311 in FY 2023 or FY 2024, to date?

    No service requests were removed from 311 in FY 2024 or FY 2025 to date.

55. Please describe the activities of the 311 Working Group in FY 2024 and FY 2025 to date.
    a. When did the 311 Working Group meet in FY 2024 and FY 2025 to date, and which agencies participated in these meetings?

    Representatives from all 311 Working Group agencies participated in the meetings on the following dates.
    - **12/11/2024**
    - **8/15/2024**
    - **6/6/2024**
    - **4/4/2024**
    - **12/12/2023**

- **10/16/2023**

b. What specific changes did the 311 Working Group recommend and which of those changes has the agency implemented?

The 311 Working Group recommended the following changes and actions to implement. Each recommendation has been completed or is underway.

Enabling detailed responses for SR closures based on complaints received from residents.

Live Callback Survey.

Updated CRM and telephony system to support improved customer experience.

Consolidated snow related SR.

Shared 311 workflow process.

Quality Assurance

56. Please provide an update on the findings from the Quality Assurance and Training Team's feedback tracker, such as trends, performance, and concerns.
    a. How is the agency working to ensure the scripted protocols are being used by all call-takers?

    Call takers receive continuing education, on-going quality assurance reviews with feedback, improvement sessions, or remedial plans indicating acceptable performance, identified deficiencies, and needed actions to ensure improved performance. Screen capture, audio, and transcript reviews during quality assurance or review of the call for service chronology help ensure that call takers follow the call taking protocol.

    b. Please provide an update on QA/QI outcomes after the installation of the Power Phone Total Response "protocol processing system."

    Since the integration of Power Phone Total Response, significant improvement has been noted in assessment areas that indicate whether the call taker provided appropriate pre-arrival instructions and in the order in which information is collected and relayed to responding agencies.

57. What percentage of Office of Professional Standards and Development QA reviews were completed within five days of the calls during FY 2024 and FY 2025 to date, disaggregated by fiscal year?
    a. Has the percentage of QA reviews completed within a few days of the call increased since last year's responses?

Yes, the percentage of QA reviews completed within five days of the call has increased from 80% in FY 2024 to 89% in FY 2025 to date. In fact, the QA team routinely completes quality assurance reviews as soon as 48 hours after the date of the call. Referral QA reviews are typically completed on the same day or by the next business day.

58. In addition to the new Frontline Quality Assurance system questions mentioned in last year's responses, please provide an update on the Quality Assurance and Training Team's work to develop a process and metrics to evaluate the completeness and accuracy of all caller/reporting party information.

The Quality Assurance and Training Team has established a standard operating procedure, redefined standardized evaluation guidelines, and trained call takers to independently perform the nine (9) defined steps that call takers must follow when processing calls for service. This helps to quickly and consistently identify unacceptable and acceptable performance, to target trends and deficiencies, and to complete evaluations based on clearly defined standardized evaluation guidelines.

The Frontline Quality Assurance system features a performance dashboard on which metrics are displayed. Highly specific and customized performance reports can also be generated in the system.

59. As mentioned in last year's responses, the agency conducts observational "quality assurance evaluations" and "investigations or referrals" to determine whether Location Determining Technologies (LDTs) have been properly used. Has the agency found a systematic way to track the percentage of calls on which LDTs are utilized in the last year?

The purpose of utilizing location determining technology is to help confirm the locations of emergencies. Call takers can use LDTs to cross reference location information provided by callers, to identify location discrepancies, or to obtain location information when the caller cannot verbally provide it.

While the Agency has been unable to develop a systematic way to track the percentage of calls on which LDT was utilized, the quality assurance form used during call reviews includes a question specific to incident location verification. Specifically, this question requires the call reviewer to enter "No" if the location was not verified per the standard operating procedure and LDT training.

Call takers are trained to click/hover the mouse over the estimated location during the location verification process. This can be seen in screen captures during call reconstruction. During call reconstruction, the quality assurance team assesses whether the location verbally provided by the caller is geographically verified in the computer aided dispatch system and confirmed via LDT.

Alternative Emergency Responses
60. Please provide an update on the agency's work on the Nurse Triage Line (NTL) in FY 2024 and FY 2025, to date.

    a. What total number of calls are eligible to be transferred to the NTL?

    b. What percentage of eligible calls are transferred to the NTL?

    c. What training did the agency provide for call takers on the NTL?

    d. Please provide a monthly breakdown of how many calls were transferred to the NTL from January 2024, to date, as well as a breakdown of how many of those calls were transferred back to 911.

    e. What trends is the agency seeing in the reasons calls are transferred back to 911?

    f. Please describe any changing trends in the volume of call transfers to the NTL since the installation of Power Phone?

Through FY 2024 and FY 2025 to date, the Agency has continued to work closely with the FEMS Medical Director's Office to discuss challenges and barriers to the NTL. In FY 2024, several refresher training sessions were delivered to 911 call takers by FEMS. Since the implementation of Total Response Power Phone, the number of transfers to the NTL has increased significantly 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 related data to answer subsections a-e of this question.

61. How many "refresher trainings," and what kind, were conducted from FY 2024 and FY 2025 to date for the NTL?

In FY 2024 to date, there were four (4) refresher training courses related to the NTL diversion. These courses included Total Response Power Phone, Event Type/Chief Complaint Review, In Service Skillset, and Call Taking in Systems training.

Specific Incidents

62. 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.

    a. Is information available for public release concerning this incident? If so, does OUC plan to release this information? If not, please explain the rationale.

    b. How many call takers were on shift and how many were actively "under headset" in the 3:00 a.m. hour on April 30, 2023?

    c. Has OUC conducted an investigation into this incident? If not, why not? If so, what has OUC's investigation into this incident shown?

Information or records related to this incident, including staffing levels, is not available for disclosure to the public.

Note: The Committee intends to follow up with a short addendum with questions about other specific incidents next week.

Miscellaneous

63. Please provide an update on the agency's efforts to improve its relationship and joint protocols with WMATA in FY 2024 and FY 2025 to date. Please speak to the agencies' interactions and lessons learned in response to any incidents, if any, in the Metro system during this period.

    In FY 2024 and FY 2025, OUC's Technology Division continued to conduct radio signal testing in all WMATA train lines to proactively identify, remedy, and report coverage issues throughout the rail system. Also, during Emergency Operations Center activations, OUC collaborated with WMATA representatives to ensure effective coordination and monitoring and the ability to act quickly in response to emergency incidents within the system. Lastly, 911 operations personnel and training team members participated in site visits and best practice sharing meetings.

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

    Please see attachment Q#64

65. Please describe the training, overseen by a detailed Operations Officer from FEMS and MPD, that call takers receive on responding to waterway incidents.

    New call takers are trained on responding to waterway incidents by OUC training staff during onboarding, and refresher training and site visits are conducted for tenured personnel as part of their yearly continuing education, as well. Training call takers receive on responding to waterway incidents is not overseen by Operations Officers from FEMS or MPD. However, OUC, FEMS and MPD meet regularly to confer on best practices, incident reviews, and incident management information sharing and policy and procedure reviews.

Incident questions

1. **Mistaken addresses or duplicate responses:** Section 3207b((b)(1) of <u>DC Law L25-0175</u> requires the following from the agency:

   (b) On a monthly basis, the Office shall collect and publicly post the following information on the Office's website:

   (1) Descriptions of each call-handling issue, including mistaken addresses, duplicate responses, or any other error or omission reported by the Council, other agencies, the news media, OUC staff, or other sources, as well as the cause of the issue, whether the issue was sustained, and the corrective action taken by the Office.

   a. The Office of Unified Communications (OUC) Performance Dashboard for calendar year 2024 posts at least three incidents of mistaken addresses (March 29, May 12, August 14). Were these the only instances of any mistaken addresses reported to the agency?
      i. If not, please provide, in table form, all mistaken addresses or duplicate responses for FY 2024 and FY 2025, to date, as well as the cause of the issue, whether the issue was sustained, and the corrective action taken by the agency.

   Mistaken addresses discovered internally or reported to the Agency are posted on the <u>Performance Dashboard</u> as soon as they are received.

2. **Anacostia River incident:** On April 20, 2023, there were three deaths when a car plunged into the Anacostia River under the Frederick Douglass Bridge. Fire, EMS, and police were dispatched by OUC to the 11th Street Bridge. On July 28, 2023, OUC posted the <u>executive summary</u> of an after-action report (AAR) concerning this incident.
   a. What were the reasons for which the full AAR was not released on July 28, 2023?
   b. Would the agency be willing to share the full AAR? If not, please explain the rationale.

   The Agency does not have any insight into decisions made regarding the release of an action after report (AAR). OUC is not the owner of the AAR, thus does not decide whether it can be shared with Council or the public.

3. **Patching and radio channel monitoring** The OUC dashboard reports that on February 29, 2024, "the radio channel was not answered by the dispatcher in a timely manner" leading to personnel action and training. The dashboard also reports that on August 4, 2024, a dispatcher "incorrectly patched" radio channels and that on August 6, 2024 another dispatcher caused a delay by dispatching "another call of lesser priority."

   a. Did any other incidents concerning incorrect patching, a lack of radio monitoring or abandonment of active emergency radio channels, inconsistent with industry- or agency-best practices, occur over FY 2024 and FY 2025, to date?
      i. If so, please list the incidents in table form.
      ii. What written communications to staff or other actions (such as the kinds of training implemented) has the Director taken to address incorrect patching, lack of monitoring, or abandonment of emergency radio channels?
   b. If a dispatcher has more than one incident where they fail to patch correctly or monitor emergency radio traffic according to industry- or agency- best practices, what kind of personnel action or training is taken?

Incidents concerning incorrect patching, a lack of radio monitoring, or abandonment of active emergency radio channels are posted on the Agency's <u>Performance Dashboard</u> when they are discovered.

When incidents occur that appear not to be aligned with the Agency's policies and procedures and industry best practices, these matters are referred to the Quality Assurance Team so the event can be thoroughly reviewed. If it is determined that an employee's performance did not meet expectations, they may be provided with refresher training, and if certain criteria are met, progressive discipline is administered.

4. **DC FEMS Aid Agreement with Arlington County Fire Department** There is an automatic mutual aid agreement between DC Fire & EMS and the Arlington County Fire Department according to which OUC alerts Arlington County 911 to emergencies on the Potomac River Bridges and the river.
   a. Please describe this automatic mutual aid agreement.
      i. What steps have been taken to implement the program?
      ii. Are the agreement and notification systems working?
         1. If so, can any steps be taken to enhance the agreement?
         2. If not, what steps have been taken to correct or enhance the mutual aid agreement and notification systems?

   OUC is not a signing party to this agreement, thus FEMS would need to describe its provisions and what is committed to therein.

   b. Have there been any instances where Arlington County was not timely notified and this caused a delayed dispatch?
      i. If so, please describe the cause of the issue, whether it was sustained, and what corrective action was taken.

   Per OUC protocol, timely notifications to surrounding jurisdictions are made whenever an incident occurs that may have impacts beyond the District's boundaries. To OUC's knowledge, there have not been instances when Arlington County was not notified in a timely manner.

   c. Is OUC's computer-aided dispatch (CAD) network connected to any regional CAD-to-CAD systems?
      i. If so, please explain how a regional CAD-to-CAD system works.
      ii. If not connected to a regional CAD-to-CAD system, please explain the reasons why.

   Yes, OUC's CAD system is connected to the National Capital Region's (NCR) IP-based platform. However, the testing by the regional CAD-to-CAD network's CAD provider has not been completed with OUC and some other regional 911 centers. Once this testing is completed with OUC and all the 911 centers in the NCR, it will be possible for this CAD-to-CAD functionality to go live.