

GOVERNMENT OF THE DISTRICT OF COLUMBIA
Office of Unified Communications

Muriel Bowser
Mayor



Heather McGaffin
Director

January 22, 2026

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 2025-2026 performance.

Sincerely,

A handwritten signature in blue ink that reads "Heather McGaffin".

Heather McGaffin
Director



Governance and Personnel

1. Please provide a complete and current organizational chart for the agency and each division and subdivision within the agency, including:
 - a. The names and titles of all senior personnel;
 - b. A description of the roles and responsibilities for each division and subdivision;
 - c. A narrative explanation of any changes to the organizational chart made in the last calendar year; and
 - d. An indication of whether any positions in the chart are vacant.

Please see attachment Q#1.

2. Please provide a complete, up-to-date list of contract workers working directly for your agency, ordered by program and activity, and including the following information for each position:
 - a. Title of position;
 - b. Indication that the position is filled or vacant;
 - c. Date employee began in the position;
 - d. Whether the position must be filled to comply with federal or local law;
 - e. If applicable, the federal or local law that requires the position be filled;
 - f. The entity from which they are contracted; and
 - g. The contracted annual cost.

Program/ Activity	Title of Position	Vacant / Filled	Date Employee began in the position	Position must be filled to comply with federal or local law?	If applicable, federal or local law that requires position to be filled?	Entity from which they are contracted?	Contracted Annual Cost
911 Call Floor / MDC/ Radio	IT Services (PT Support)	Vacant		No	N/A	Computer Aid Inc	\$68,666.80
911 Call Floor / MDC/ Radio	IT Services (PT Support)	Vacant		No	N/A	Computer Aid Inc	\$68,666.80
911 Call Floor / MDC/ Radio	IT Services (PT Support)	Vacant		No	N/A	Computer Aid Inc	\$68,666.80
CAD/ Telephony	Telephony Program Analyst	Filled	2024	No	N/A	Computer Aid Inc	\$209,601.60
CAD/ Telephony	Database Administrator	Filled	2025	No	N/A	Computer Aid Inc	\$57,116.80
CAD/ Telephony	Data Analyst	Vacant		No	N/A	Computer Aid Inc	\$208,000.00
CAD/ Telephony	911 Applications Coordinator	Vacant		No	N/A	Computer Aid Inc	\$155,792.00
IT Program	IT Specialist	Filled	2023	No	N/A	Computer Aid Inc	\$72,800.00
IT Program	OUC Data Center Facilities Engineer - Master	Filled	2024	No	N/A	Computer Aid Inc	\$259,916.80
IT Program	IT Services Tier II (Evening)	Filled	2025	No	N/A	Computer Aid Inc	\$134,742.40
IT Program	OUC Facilities Engineer	Vacant		No	N/A	Computer Aid Inc	\$209,601.60
Management	OUC Project Coordinator	Filled	2025	No	N/A	Computer Aid Inc	\$155,792.00
Management	OUC Program Manager - Master	Filled	2008	No	N/A	Computer Aid Inc	\$294,840.00
Management	Business Systems Analyst	Vacant		No	N/A	Computer Aid Inc	\$240,240.00
Radio and MDC	OUC SME - RF Engineer/IBW Consultant - Senior	Filled	2024	No	N/A	Computer Aid Inc	\$233,043.20
Radio and MDC	RF Engineer	Filled	2016	No	N/A	Computer Aid Inc	\$233,043.20
Radio and MDC	RF Engineer	Filled	2025	No	N/A	Computer Aid Inc	\$233,043.20
Radio and MDC	OUC SME - RF Engineer/IBW Consultant - Senior	Filled	2025	No	N/A	Computer Aid Inc	\$233,043.20
		18					\$3,136,616.40

3. Please provide, for each month of FY25 through FY26 to date, the net number of personnel separated from and hired to the agency.

FY25 Net Number of Separations and Hires												
Month	Oct	Nov	Dec	Jan	Feb	March	April	May	June	July	Aug	Sept
Separations	7	6	5	3	7	8	10	9	1	6	4	3
Hires	2	21	9	1	1	0	2	6	8	1	6	11

FY26 Net Number of Separations and Hires				
Month	Oct	Nov	Dec	Jan
Separations	5	3	1	3
Hires	0	0	0	3

4. Does the agency conduct annual performance evaluations of all its employees? If so, who conducts such evaluations? What steps are taken to ensure that all office employees are meeting individual job requirements?

Yes, OUC conducts annual performance evaluations of its employees. These evaluations are required under the District Personnel Manual (DPM) Chapter 14. Following the structured, multi-step performance management process, managers are required to draft individual performance plans which define goals, competencies, and specific expectations, monitor progress and provide continuous coaching and host performance discussions and mid-year check-ins, and complete the final evaluation. If an employee does not meet expectations, managers may issue performance improvement plans which outline deficiencies, required improvements, and timelines.

5. Please provide the following for each collective bargaining agreement that is currently in effect for agency employees:
- The bargaining unit (name and local number);
NAGE R-07
 - The start and end date of each agreement;
The current agreement was initially effective from October 1, 2015 – September 30, 2017. This version of the CBA is currently still in effect.
 - The number of employees covered; **285 employees are covered.**
 - Whether the agency is currently bargaining;
The Agency is currently working with OLRCB to negotiate a new Master CBA with NAGE.
 - If currently bargaining, anticipated completion date;
Summer 2026
For each agreement, the union leader's name title and contact information;
Union President – Debbie Knox
Email: debbie.knox@dc.gov
Phone: (202)715-7567
 - A copy of the ratified collective bargaining agreement.
[NAGE R3-07 \(OUC\) - FY 2016-2017.pdf](#)
6. Please list all employees currently detailed to or from your agency. For each detailed employee, include:
- The reason for the detail;
 - The job duties if detailed to your agency;
 - The start date of detail;
 - The agency the employee is detailed to/from; and
 - The projected date of return.

There are no employees currently detailed to or from OUC.

7. Please provide a copy of your agency’s Schedule A, as of the date of receipt of this questionnaire.

Please see attachment Q#7.

8. Please provide a list and description of all memorandums of understanding and memorandums of agreement in effect during [previous fiscal year] and [current fiscal year], to date.

Fiscal Year	Buyer	Seller	Description of MOU Services
FY2025	ABCA	OUC	Radio - Custom Support Services
FY2025	CFSA	OUC	311 - Licenses / Custom Support Services
FY2025	Citywide	OUC	Citywide Fixed Cost MOU - Radio System Usage and Custom Support Services
FY2025	DBH	OUC	9-1-1 Call Diversion and Co-Location of Staff
FY2025	DC Water	OUC	311 - Customer Service Reps
FY2025	DC Water	OUC	Radio – Radio System Usage & Custom Support Services
FY2025	DCHA	OUC	Radio – Radio System Usage & Custom Support Services
FY2025	DDOT	OUC	311 - Licenses
FY2025	DDOT	OUC	CAD Services
FY2025	DDOT	OUC	Highway Safety Office Grant
FY2025	DFHV	OUC	Radio - Custom Support Services
FY2025	DGS	OUC	311 - Licenses
FY2025	DMOI	OUC	311 - Licenses
FY2025	DOEE	OUC	311 - Licenses
FY2025	DOEE	OUC	311 - Low Income Energy Assistance Program
FY2025	DOH	OUC	311 - Licenses
FY2025	DOH	OUC	Radio - Custom Support Services
FY2025	DPR	OUC	Radio - Custom Support Services
FY2025	DPW	OUC	311 - Licenses
FY2025	DPW	OUC	Radio - Custom Support Services
FY2025	FEMS	OUC	311 - Licenses
FY2025	FEMS	OUC	IT Services
FY2025	HSEMA	OUC	1UCSH4 - CAD Info Sharing
FY2025	HSEMA	OUC	1UCUA4 - Radio Cache (NCRICG)
FY2025	HSEMA	OUC	Radio - Custom Support Services
FY2025	HSEMA	OUC	Reverse911
FY2025	MedStar	OUC	Radio Support Services for helicopter ambulance operations
FY2025	OUC	Catholic U	Field Education
FY2025	OUC	DGS	Protective Services - Security
FY2025	OUC	FEMS	CPR/AED Training for OUC employees - <i>Pending Execution</i>
FY2025	OUC	JobCorps	Work-Based Learning Internship Program Agreement
FY2025	OUC	MD Dept of Information Technology	MOU for Radio interoperability

Fiscal Year	Buyer	Seller	Description of MOU Services
FY2025	OUC	MPD	Radio MOU (Annual Auto-Renew)
FY2025	OUC	OCTO	Citywide Fixed Cost MOU - OCTO IT Assessment
FY2025	OUC	OCTO	DCNET Services
FY2025	OUC	OCTO	GIS and Data Analyst Services
FY2025	U.S. Dept. of the Interior	OUC / DC	MOA regarding the use of federal interoperability channels by non-federal entities
FY2026	Citywide	OUC	Citywide Fixed Cost MOU - Radio System Usage and Custom Support Services
FY2026	DBH	OUC	9-1-1 Call Diversion and Co-Location of Staff - Pending Execution
FY2026	DC Water	OUC	311 - Customer Service Reps - Pending Execution
FY2026	DC Water	OUC	Radio – Radio System Usage & Custom Support Services - Pending Execution
FY2026	DCHA	OUC	Radio – Radio System Usage & Custom Support Services - Pending Execution
FY2026	DDOT	OUC	311 - Licenses - Pending Execution
FY2026	DDOT	OUC	CAD Services - Pending Execution
FY2026	DDOT	OUC	Highway Safety Office Grant
FY2026	DGS	OUC	311 - Licenses
FY2026	DOEE	OUC	311 - Licenses - Pending Execution
FY2026	DOEE	OUC	311 - Low Income Energy Assistance Program
FY2026	DOH	OUC	311 - Licenses
FY2026	DPW	OUC	311 - Licenses - Pending Execution
FY2026	FEMS	OUC	IT Services - Pending Execution
FY2026	HSEMA	OUC	Reverse911 - Pending Execution
FY2026	MedStar	OUC	Radio Support Services for helicopter ambulance operations - Pending Execution
FY2026	NDW	OUC	911 call routing - Pending Execution
FY2026	ORM	OUC	311 - Licenses - Pending Execution
FY2026	OUC	Catholic U	Field Education
FY2026	OUC	DGS	Protective Services - Security
FY2026	OUC	JobCorps	Work-Based Learning Internship Program Agreement - Pending Execution
FY2026	OUC	MPD	Radio MOU (Annual Auto-Renew)
FY2026	OUC	OCTO	DCNET Services - Pending Execution
FY2026	OUC	OCTO	GIS and Data Analyst Services
FY2026	OUC	OCTO	Network Equipment Replacement - Opt Yr 1
FY2026	OUC	OCTO	Network Equipment Replacement - Opt Yr 2
FY2026	OUC	OCTO	Virtual Server Migration - Pending Execution

Finance and Budget

9. Please provide a status report, including timeframe of completion, for all projects for which your agency currently has capital funds available.

Project Title	Project Description	Project Status	ALLOTMENT BALANCE Available Funds As of 1/13/26	AUTHORITY BALANCE Planned Remaining Spending
IT Hardware 911/311 Systems	This project replaces, enhances, and upgrades critical 911 and 311 hardware components such as the telephony system, Next Generation 9-1-1 call processing hardware (VIPER), system licensing, servers, switches, and firewall. The agency facilitates centralized public safety communications which require a 99.999% up-time for all critical systems. Scheduled upgrades are required on the OUC's hardware to ensure 911 / 311 systems are consistently secure, resilient, and fully operational.	<p>Complete – Avaya Agent for Desktop Software, Cisco Nexus Switches for UCC and PSCC, Dell Server Hardware Refresh, Exagrid Network Storage Solution, 311 and CAD Workstation Replacement, VIPER Hardware Replacement, Fire Station Alerting System, and Refresh ASA Firewall Replacement, PSCC, ODC1, THOR, ODC2, switches and routers replacement</p> <p>In Progress – Datacenter Network Refresh of routers and switches at UCC (4/30/26)</p> <p>Upcoming – UCC Annex buildout for dispatcher training (FY26-FY27), Replacement Servers, Storage, and Digital Messaging (9/30/26), 911 Telephony System Upgrade and NICE Upgrade (9/30/27), Fire Station Alerting System (9/30/28), Server migration (09/30/26)</p>	\$2,429,231.55	\$4,136,274.55
UCC Electrical Reconfiguration	The UCC is operating with aging electrical equipment that require replacement. Several power outages have caused impact to 911 operations. This project upgrades the facility to a Tier 4 facility and replaces aging equipment and increasing redundancy and availability.	<p>Complete - Arc flash study, implementation of PLC Monitoring, Siemens Light Panels Replacement, UCC Electrical Protection Devices Adjustment, Automate Breaker failover, UCC PLC & SCADA System Upgrade, UCC Automatic Transfer Switch (ATS) and Surge Protection Device Replacement, ATS and Generator replacement, Temporary Generator Docking Station implementation, and PSCC Powerlines and Shoreline, UCC Generator Replacement & Reconfiguration (05/16/25), UCC Chiller Replacement (12/30/25)</p> <p>Upcoming – Chiller pump and motor replacement and HVAC Design (FY26), replacement HVAC system for the datacenter, replacement of Building Automation System (BAS), and three cooling towers (FY27), STS switch replacement (FY27)</p>	\$5,403,868.36	\$6,519,918.36

Project Title	Project Description	Project Status	ALLOTMENT BALANCE Available Funds As of 1/13/26	AUTHORITY BALANCE Planned Remaining Spending
IT Software (911/311 Applications)	This project replaces or upgrades 911-311 software applications for security and performance enhancements as recommended by the manufacturer. Specifically, this project funds the major software upgrade of the 911 Computer Aided Dispatch (CAD) system every five years.	<p>Complete – CAD 9.4 Upgrade, Power911 Upgrade, NICE Systems Refresh, VMWare Enterprise Licenses, Ivanti LANDesk services, and ECaTS i3 Logger Implementation, 311 AWS Upgrade / Enhancements 02/13/25), Telestaff Scheduling Software Implementation</p> <p>In Progress – 311 AWS (9/30/26)</p> <p>Upcoming – CAD On Call Upgrade (9/30/27)</p>	\$1,251,238.50	\$1,251,238.50
IT and Communications Upgrade	This project funds the upgrade or relocation of critical communications infrastructure used for 911-311 emergency communications. Radio sites infrastructure such as communication towers, electrical infrastructure equipment such as generators, UPS, tower, antennas, equipment shelters need to be upgraded based on the lifecycle of the equipment.	<p>Complete - Initial analysis of 4D tower to include Geotech study / foundation analysis, Reeves Radio Site Relocation, Radio sites UPS Battery Replacement, UDC Radio Site Relocation, Design services for 4D tower demolition and rebuild.</p> <p>Upcoming - Demolition of old towers and construction of new 4D tower (6/1/26), replacement of two radio site generators (FY26), replacement of St Elizabeth radio site shelter (FY26), replacement of two radio transmission antenna lines (FY26-27), replacement of UCC and PSCC UPS (FY27), Replace UPS and HVAC at radio sites (FY28), Radios sites upgrades to meet federal physical security requirements (FY26)</p>	\$1,424,015.41	\$5,626,515.41
MDC Replacement for MPD & FEMS	This project replaces end of life Mobile Data Computing equipment for FEMS and MPD. The equipment includes Laptops, Mobile routers, and mounting equipment. Since the equipment is used in a rugged environment, it needs to be replaced every 5 years.	<p>Complete – Installation of new MDC equipment (5/24/23)</p> <p>In Progress – FEMS Antenna Replacement (6/1/26)</p> <p>Upcoming – MDC Hardware Replacement (FY28)</p>	\$0	\$15,402,774.00
MPD/ FEMS Radio Replacement	This project replaces MPD/ FEMS radios based on <u>manufacturer</u> specified end of life of the radios deployed. This is a multi-year replacement project based on the initial deployment date of agency radios.	<p>Complete - 4600 portable radios have been purchased and deployed, and purchased 364 FEMS mobile radios, Purchased 50 MPD Motorcycle mobile radios with 30 deployed.</p> <p>In Progress – Purchase and deployment of 30 vehicular repeaters (6/1/26), deploy and</p>	\$89,421.19	\$12,750,958.19

Project Title	Project Description	Project Status	ALLOTMENT BALANCE Available Funds As of 1/13/26	AUTHORITY BALANCE Planned Remaining Spending
		purchase 800 MPD mobiles (9/30/26) Upcoming – Virtual Prime Site (12/31/26), and replacement radios for DC Gov agencies (FY26-FY27), Deployment of 160 9-1-1 consolettes (FY27), 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, PSCC Console Replacement, and Phase 1 of PSCC Renovation In Progress – PSCC Elevator Replacement (3/27)	\$39,273.21	\$39,273.21
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 (5/31/2026)	\$1,144,242.45	\$1,144,242.45
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 (10/31/2026)	\$617,126.00	\$617,126.00

10. Please provide copies of all budget enhancement requests (The Form B or similar form) submitted in the formulation of the FY25 and FY26 proposed budgets.

This request asks for information that is protected from disclosure by the deliberative process and executive privileges.

11. Please list all budget enhancements in FY26 and provide a status report on the implementation of each enhancement.

- **An increase of \$1,293,617 to support pay parity for 911 and 311 operational staff.**
 - **The agency is working with DCHR to process all pay parity increases for impacted 911 and 311 staff. The pay increases are expected to be completed in**

the coming weeks, and retroactive payments will be made back to the beginning of FY26.

- **A one-time increase of \$1,056,000 to support recruitment and retention incentives for staff in hard to fill and retain positions.**
 - **OUC is continuing the \$2,500 signing bonus for new hires in 911 operations to strengthen recruitment for these hard to fill positions. Additionally, monthly performance bonuses target roles with persistent vacancies and supports broader efforts to stabilize 911 staffing levels.**

12. Please fill out the attached spreadsheet titled “Question 12 Grants Received,” and list all federal and/or private grants received by your agency in FY25 and FY26 to date, current balances, and indicate any that lapsed during or at the end of [previous fiscal year].
- a. Please submit the completed document in both Excel and PDF formats.
 - b. Please include your Agency Code in the filename (e.g., question_12_AB0_2026.xls).

Please see attachment Q#12.

13. List all grants issued by your agency in FY25 and FY26, to date in the attachment labeled “Question 13 Grants Issued”.
- a. Please submit the completed document in both Excel and PDF formats.
 - b. Please include your Agency Code in the filename (e.g., Question_13_AB0_2026.xls).

None.

Operations

14. Please provide the Committee with a list of all vehicles owned or leased by the agency; the purpose of the vehicle; the division the vehicle is assigned to, if applicable; and whether the vehicle is assigned to an individual employee.

TAG #	Division	Location	Year	Type of Vehicle	Vehicle Identifications Number	Assigned to an Individual
10152	Administration	UCC	2013	Toyota Prius	JTDKDTB33D1533370	No
10183	Outreach	UCC	2013	Dodge Grand Caravan	2C4RDGCG4DR814371	No
10185	Radio Shop	PSCC	2013	Dodge Grand Caravan	2C4RDGCGXDR814651	No
10187	Radio Shop	PSCC	2013	Dodge Grand Caravan	2C4RDGCG2DR603007	No
10188	Radio Shop	PSCC	2013	Dodge Grand Caravan	2CR4DGCGXDR772904	No
10192	Director	UCC	2015	Chevrolet Silverado Pick Up	3GCUKPEC3EG138724	No

10223	Administration	UCC	2013	Toyota Prius	JTDKDTB31D1542181	No
10224	Administration	PSCC	2013	Toyota Prius	JTDKDTB3XD1545211	No
10225	Radio Shop	UCC	2013	15 Passenger Van (Ford)	1FBSS3BLXDDDB33721	No
11510	IT Support	PSCC	2019	Chevrolet Silverado Pick Up	1GC1KUE82GF246849	No
11514	Radio Shop	PSCC	2017	Chevy Cruz	2T1BURHE6GC715320	No
11784	Administration	UCC	2016	Toyota Corolla	1G1BC5SM0H7275506	No
12073	Radio Shop	UCC	2010	Tractor (THOR)	1FUJGLDR6ASAR1478	No
12492	Radio Shop	PSCC	2010	Trailer (THOR)	1T9EC53228W296066	No
12493	Radio Shop	PSCC	2010	Trailer (THOR)	5NHUAMZ22BY013568	No
14805	Radio Shop	PSCC	2010	Trailer (THOR)	TS2426PS074399	No
112051	IT Support	UCC	2010	Dodge Ram	1GC1KUE82GF246849	No
112052	IT Support	PSCC	2010	GMC Yukon	1GKFK16318R179284	No

15. For each objective and activity in the agency’s FY25 Performance Plan, please list:
- a. The measure of greatest improvement for the agency, and the actions the agency took to improve that measure’s outcome, efficiency or quantity; and
 - b. For all measures with missed targets (if any), explain the actions the agency is taking to improve that measure’s outcome, efficiency, or quantity.

Please see attachment Q#15.

16. List all new objectives, activities and projects in the agency’s [current fiscal year] Performance Plan and explain why they were added.

Please see attachment Q#16.

17. Describe problems and challenges, including chronic maintenance issues and design flaws, in agency-owned or leased facilities.
- a. What capital or operating projects arose from these issues in FY25 and FY26 to date, including cost and actions taken?

The Public Safety Communications Center (PSCC) renovation was completed in December 2025 and the work completed addressed maintenance issues with aging mechanical systems and the lack of space planning to accommodate full continuation of operations away from the Unified Communications Center (UCC). This \$19.2 million capital project replaced all major building systems, power generators, roofing, plumbing and electrical. Additionally, the call operations floor was expanded, the main entrance vestibule was expanded, and new call center workstations were installed.

The UCC is now 21 years old and some of the original building systems providing electrical redundancy and building HVAC have experienced maintenance issues. The UCC operates with aging electrical equipment that requires replacement. Several power outages have impacted 911 operations. The “CERCE” capital project upgrades the facility to a Tier 4 facility and replaces aging equipment and increasing redundancy and availability. With this \$17.6 million capital project, the OUC has completed an Arc Flash study, implementation of PLC Monitoring, Siemens Light Panels Replacement, UCC Electrical Protection Devices adjustment, automated breaker failover, UCC PLC and 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 installation. Also completed was the UCC generator replacement and reconfiguration (05/16/25) and UCC Chiller Replacement (12/30/25).

Upcoming replacements include Chiller pump and motor replacement and HVAC Design (FY26), replacement HVAC system for the datacenter, replacement of Building Automation System (BAS), and three cooling towers (FY27), STS switch replacement (FY27).

18. Please list each new initiative implemented by the agency during FY25 and FY26 to date. For each new initiative, please provide:
- c. A description of the initiative;
 - d. Actual start date;
 - e. Actual or anticipated end date;
 - f. The funding required to implement the initiative;
 - g. Whether the initiative was mandated by legislative action;
 - h. Problems or challenges faced in the program’s implementation;
 - i. The metrics the agency is collecting to measure the initiative’s success; and
 - j. An assessment of the initiative’s success thus far.

Fiscal Year	Initiative	Description	Start Date	Anticipated End Date	Funding Source	Mandated by Legislation	Challenges	Metrics
FY25	GovWorx	Quality Assurance Application for 911 Operations	May-25	Dec-25		N/A		N/A
FY26	RSOS Unite	Deploy an alternative Location Determining Technology application.	Aug-25	Jan-26	SPR	N/A	Need to work on a single sign on solution with the provider.	N/A
FY26	What-3-Words	Introduce a new 911 location description. W3W	Sep-25	Jan-26	SPR	N/A	This solution is bundled with RSOS Unite.	N/A

FY26	RSOS OTT	Introduce 911 Over-the-Top applications to the 911 workflow for MPD and FEMS. Some of these workflow considerations collaboration with FEMS FLO/ELO and MPD RTCC.	Jan-25	May-26	SPR	N/A	Workflow enhancements need to be reviewed with MPD and FEMS.	N/A
FY26	RSOS Communicator	Deploy a translations/transcription application for telecommunicators during 911 call. The OUC will transition to this application to support a more streamlined and timely response for non-English generated 911 calls.	Not Started	Sep-26	HSO Grant	N/A	Not Applicable	N/A
FY26	Harmony AI Bot	Deploy a solution that will route 10-digit routed alarm calls to an AI Chatbot to generate a CAD event.	Not Started	Sep-26	SPR	N/A	Not Applicable	N/A

19. Please list any legislation that impacts your agency from FY25 and FY26 and provide a status report on the agency’s implementation related to each piece of legislation.

PR26-0108—Sense of the Council on Supporting Humane and Trauma-Informed Responses to Behavioral Health Crises Resolution of 2025. Resolution introduced on February 28, 2025, PR26-0108 addressed the District’s behavioral health response for residents and visitors experiencing mental health and substance use emergencies. The Council proposed various tactics to augment emergency behavioral crisis response, helpline operations, warm handoffs for services, expanding community-based crisis beds and observation beds, increasing bilingual and culturally competent staff, and supporting the Co-Response Team model that pairs crisis intervention officers with behavioral health specialists. The resolution proposes enhanced trauma-informed, person-centered de-escalation and connection to services over criminalization, while offering care from trained professionals during behavioral health emergencies. As this is a resolution - there are no implementation actions. The resolution passed and was signed, enacted and adopted on December 16, 2025.

20. Customer feedback

- a. How does the agency solicit feedback from customers (i.e., District residents served)? Please describe.
- b. What has the agency learned from this feedback?

- c. How has the agency changed its practices because of such feedback?

The agency solicits feedback in various ways. A DC311 Resident Satisfaction survey is available on all 311 platforms and customers. In FY25 more than 90% of the feedback received about interactions with our 311 Customer Service Representatives was positive. Customers are also encouraged to submit feedback about agency services using [feedback forms](#) on our website.

OUC created a [Performance Dashboard](#) which provides insight into the agency's work including 911 call handling, dispatching, staffing, and other performance data. OUC is building a culture of continuous improvement and the feedback we receive is taken very seriously and is used to make services and processes more accessible and convenient. The 911 Operation handled over 1.4 million calls and through FY25 to present, it continues to exceed the national 911 call-answering time standard of 95% of calls answered within 20 seconds by answering 98% of 911 calls within four seconds.

Laws, Audits, and Reports

21. Please identify any legislative modifications that would enable the agency to better meet its mission.

The introduction of legislation and regulatory updates to 911 definitions in the existing code, Title 34, Chapter 18 would support the agency in meeting its mission. OUC started its transition to the Next Generation 911 (NG911) environment in 2015.

Title 34, Chapter 18 needs to be updated to include 911 definitions and terms which acknowledge NG911 Internet Protocol based solutions and technologies. OUC transitioned from an Enhanced 911 (E911) state to a NG911 state. This code has not been updated since it was published in 2008.

22. Please identify any regulatory impediments to your agency's operations.

There are no regulatory impediments to the agency's operations.

23. 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 FY25 and FY26 to date.

An investigation by Metropolitan Police Department (MPD) into an OUC Telephone Reporting Unit employee closed on October 21, 2025.

An investigation by the Department of Justice (DOJ) regarding OUC's text to 911, TTY and TDD process for hearing impaired/disabled callers was closed on December 5, 2025.

Participating in two open Office of the District of Columbia Auditor audits including a DCHR Public Safety Staff Availability Audit and a DPW Missed Trash and Recycling Audit.

24. Please identify and provide an update on what actions have been taken to address all recommendations made during the previous three years by:
- Office of the Inspector General;
 - D.C. Auditor;
 - Internal audit; and
 - Any other federal or local oversight entities.

OUC implemented all actions to address recommendations made in the previous three years by all federal and local oversight entities. In addition, the agency continues to fully comply with requirements for its Performance Dashboard established by the Secure DC Omnibus Amendment Act of 2024, D.C. Law 25-0175.

25. Please list all pending lawsuits in which the agency, or its officers or employees acting in their official capacities, are named as defendants, and for each case provide the following:
- The case name;
 - Court where the suit was filed;
 - Case docket number;
 - Case status; and
 - A brief description of the case

Matter Description	Client Sort	Area of Law	Opened Date	Status	Outcome date	Brief Summary	Request for Relief	Backpay or Settlement Amount (If Applicable)
Employee v. OUC	OUC	Employment Litigation	1/22/2025	Open/Pending	N/A	Employee appealed termination during Term appointment. Employee is term, so OEA has to decide if it has jurisdiction over the matter.	Employee does not officially ask for job reinstatement, but this is insinuated in filing.	N/A
Employee v. OUC	OUC	Employment Litigation	11/15/2025	Open/Pending	N/A	Employee alleges wrongful termination connected to ADA and FMLA requests. Employee also alleges improper ADA and FMLA processes resulted in AWOL's and subsequent termination.	Reinstatement and backpay.	N/A

26. Please list the total amount of money the agency or the District, on behalf of the agency, expended to settle claims against it, or its officers or employees acting in their official capacities, in FY25 and FY26 to date.

The agency spent \$8,000.00 to settle a claim against it in FY25 and has not expended any money in FY26 to date for a settlement.

27. Please list each settlement the agency or the District, on behalf of the agency, entered into in FY25 and FY26 to date that involved claims against the agency, or its officers or employees in their official capacity, including any settlements covered by D.C. Code § 2-402(a)(3). For each settlement, provide:
- The amount of the settlement;

The agency expended \$8,000.00 to settle a claim against it in FY25.

- If related to litigation, the case name and brief description; and

Employee v. OUC: Employee, a Telecommunications Equipment Operator (TEO) alleged wrongful termination and employee admitted that Employee could no longer fulfill the essential functions of the position but requested ADA.

- c. If unrelated to litigation, please describe the underlying issue or reason for the settlement (e.g. administrative complaint, etc.).

N/A.

28. Please list all administrative complaints or grievances that the agency received in FY25 and FY26 to date. For each complaint, list:

- a. The source of complaint;
- b. The process utilized to respond to the complaint or grievance;
- c. Any changes to agency policies or procedures that resulted from the complaint or grievance; and
- d. If resolved describe the resolution.

Date Grievance Rec'd	Step	Action	Outcome
October 1, 2024	Step 3	<ul style="list-style-type: none"> • Adhere to the past practice of providing all material to include the audio data to NAGE R3-07. • OUC agrees to meet to bargain over past practice of providing all material to include audio data to NAGE R3-07. 	Granted
October 18, 2024	Step 2	<ul style="list-style-type: none"> • Immediately 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 have 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. 	Partially Granted Partially Denied
October 18, 2024	Step 2	<ul style="list-style-type: none"> • Immediately 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 have 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	Step 1	<ul style="list-style-type: none"> • Rescind the Written Reprimand; and • Any other acts that will make the employee "whole". 	Denied
November 14, 2024	Step 1	<ul style="list-style-type: none"> • Immediately adhere to the contract, Preamble Section B, C and D, Article 3 - Employee Rights, Article 23 Administration of Overtime; and any other remedy deemed appropriate. 	No Response
November 16, 2024	Step 1	<ul style="list-style-type: none"> • Immediately adhere to the contract, Preamble Section B, C and D, Article 3 - Employee Rights, Article 23 Administration of Overtime and any other remedy deemed appropriate. 	No Response
November 25, 2024	Step 2	<ul style="list-style-type: none"> • Rescind the Written Reprimand; and • Any other acts that will make the employee "whole". 	Denied
November 28, 2024	Step 1	<ul style="list-style-type: none"> • Rescind the 3 days suspension; • Agency provide training as it pertains to handling DBH (Department of Behavioral Health) calls; and • Any other acts that will make the employee "whole". 	Denied

December 4, 2024	Step 2	<ul style="list-style-type: none"> • 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.); and • Any other acts that will make the employee "whole". 	Denied
December 26, 2024	Step 2	<ul style="list-style-type: none"> • Immediately adhere to the contract; Preamble Section B, C, and D, Article 3- Employee Rights, Article 23 - Administration of Overtime; and • Any other remedy deemed appropriate. 	Denied
December 26, 2024	Step 1	<ul style="list-style-type: none"> • Adhere to the CBA, Article 18 - Leave Administration, Section C - Sick Leave; and • Administer training to supervisor regarding the proper way to address a union member who is requesting sick leave. 	Denied
December 27, 2024	Step 2	<p>Immediately adhere to the contract: Preamble Section B, C, and D, Article 3- Employee Rights, Article 23 - Administration of Overtime; and</p> <ul style="list-style-type: none"> • Any other remedy deemed appropriate. 	Denied
January 7, 2025	Step 3	<ul style="list-style-type: none"> • Immediately rescind any and all stated and/or implied "Leave Restrictions" invoked upon any and all collective bargaining unit employees of NAGE R3-07; • 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 does 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 Employee who was forced to use unscheduled leave as a result of the past dates of leave; and restriction - the conversion of unscheduled to scheduled leave; and • Any and all relief deemed appropriate. 	Granted
January 12, 2025	Step 2	<ul style="list-style-type: none"> • Adhere to the CBA, Article 18 - Leave Administration, Section C - Sick Leave; • Adhere to the CBA, Article 4 - Non-Discrimination; • Administer training to Ms. Ebony Williams regarding the proper way to address a union member who is requesting scheduled leave in accordance with the CBA, Article 18; and • Any other acts that will make the employee "whole." 	Partially Granted Partially Denied
January 13, 2025	Step 3	<ol style="list-style-type: none"> 1. Rescind the Written Reprimand. 2. Any other acts that will make the employee "whole". 	Granted
February 26, 2025	Step 3	<ul style="list-style-type: none"> • Training for supervisors specific to effectively communicating with employees; • Immediately adhere to the contract, Preamble Section B, C, and D, Article 3 - Employee Rights and Article 23 -Administration of Overtime; and • Any other remedy deemed appropriate. 	Granted
March 12, 2025	Step 1	<ul style="list-style-type: none"> • Rescinding of the verbal; and • Counseling in addition to supervisor adhering to the process to have members work beyond their schedule shift in accordance with the CBA, Article 23, Section C. 	No Response
March 12, 2025	Step 1	<ul style="list-style-type: none"> • Requests the rescinding of the verbal counseling; and • In addition to supervisor adhering to the process not to have 	No Response

		members work beyond their schedule shift in accordance with the cba, Article 23, Section C.	
March 21, 2025	Step 1	<ul style="list-style-type: none"> • Requested a resolution to the matter; 	Denied
March 26, 2025	Step 3	<ul style="list-style-type: none"> • Adhere to the CBA, Article 18 - Leave Administration, Section C - Sick Leave; • Adhere to the CBA, Article 4 - Non-Discrimination; • Administer training to supervisor regarding the proper way to address a union member who is requesting scheduled leave in accordance with the CBA, Article 18; and • Any other acts that will make the employee "whole". 	Pending
April 10, 2025	Step 2	<ul style="list-style-type: none"> • Requested a resolution to the matter. 	Denied
April 10, 2025	Step 2	<ul style="list-style-type: none"> • Rescind the verbal counseling; and • Supervisor adheres to the process of having members work beyond their scheduled shift in accordance with the CBA, Article 23, Section C. 	Denied
April 11, 2025	Step 2	<ul style="list-style-type: none"> • Rescind the Verbal Counseling; and • Rescind the Official Reprimand. 	Denied
April 15, 2025	Step 2	<ul style="list-style-type: none"> • Rescind of the verbal counseling; and • Supervisor adhering to the process to have members work beyond their schedule shift in accordance with the CBA, Article 23, Section C. 	Denied
April 23, 2025	Step 1	<ul style="list-style-type: none"> • Adhere to the CBA, Article 3 – Employee Rights, Section A and Section D; • Adhere to the CBA, Article 9 – Safety and Health, Section K; • Adhere to the agency issued policy, 2022-100-101, Employee Conduct, Item 5.2, sub-section 5.2.1; • Adhere to Chapter 13 Selection and Assignments for training section 1306; and • Any and all other remedies deemed appropriate to make employee whole. 	Dismissed
May 7, 2025	Step 2	<ul style="list-style-type: none"> • Adhere to the CBA, Article 3 – Employee Rights, Section A; • Adhere to the CBA, Article 9 – Safety and Health, Section K; • Adhere to the agency issued policy, 2022-100-101, Employee Conduct, Item 5.2; • Adhere to sub-section 5.2.1; and • Any and all other remedies deemed appropriate to make employee whole. 	Denied
May 12, 2025	Step 1	<ul style="list-style-type: none"> • Adhere to the CBA, Article 23 - Administration of Overtime, Section C; • Adhere to the MOA Twelve (12) Hour Shift; and • All other remedies deemed appropriate to make employee whole. 	Granted in Part Denied in Part
May 12, 2025	Step 1	<ul style="list-style-type: none"> • Adhere to the CBA, Article 23 – Administration of Overtime, Section C; • Adhere to the MOA Twelve (12) Hour Shift; and • All other remedies deemed appropriate to make employee whole. 	Granted in Part Denied in Part
May 17, 2025	Step 3	<ul style="list-style-type: none"> • Rescind the verbal counseling; • Supervisor adheres to the process of having members work beyond their scheduled shift in accordance with the CBA, Article 23, Section C; and • Employee requests a meeting with Director. 	Granted in Part Denied in Part
May 19, 2025	Step 1	<ul style="list-style-type: none"> • Adhere to the CBA, Article 23 - Administration of Overtime, Section C; • Adhere to the MOA Twelve (12) Hour Shift; and • All other remedies deemed appropriate to make employee whole. 	Granted

May 21, 2025	Step 1	<ul style="list-style-type: none"> • Adhere to the CBA, Article 23 – Administration of Overtime, Section C; • Adhere to Agency issued OUC Policy 2023-200-201; • Adhere to the MOA Twelve (12) Hour Shift; and • All other remedies deemed appropriate to make employee whole. 	Denied
May 22, 2025	Step 3	<ul style="list-style-type: none"> • Rescinding of the verbal counseling and the official reprimand for their failure to adhere and perform in the capacity of a manager. 	Pending
May 22, 2025	Step 3	<ul style="list-style-type: none"> • Requested a resolution to the matter. 	Granted
May 23, 2025	Step 2	<ul style="list-style-type: none"> • Adhere to the CBA, Article 3 – Employee Rights, Section A and Section D; • Adhere to the CBA, Article 9 – Safety and Health, Section K; • Adhere to the agency issued policy, 2022-100-101, Employee Conduct, Item 5.2, sub-section 5.2.1; • Adhere to Chapter 13 Selection and Assignments for training section 1306; and • Any and all other remedies deemed appropriate to make employee whole. 	Dismissed with Prejudice
May 27, 2025	Step 2	<ul style="list-style-type: none"> • Adhere to the CBA, Article 23 – Administration of Overtime, Section C; • Adhere to the MOA Twelve (12) Hour Shift; and • All other remedies deemed appropriate to make employee whole. 	Denied
May 31, 2025	Step 2	<ul style="list-style-type: none"> • Adhere to the CBA, Article 23 – Administration of Overtime, Section C; • Adhere to the MOA Twelve (12) Hour Shift; and • All other remedies deemed appropriate to make employee whole. 	Denied
<ul style="list-style-type: none"> • June 11, 2025 • June 23, 2025 	Step 2	<ul style="list-style-type: none"> • Adhere to the CBA, Article 23 – Administration of Overtime, Section C; • Adhere to Agency issued OUC Policy 2023-200-201; • Adhere to the MOA Twelve (12) Hour Shift; and • All other remedies deemed appropriate to make employee whole. 	Denied
June 20, 2025	Step 1	<ul style="list-style-type: none"> • Adhere to the CBA, Article 3- Employee Rights; • Adhere to the CBA, Article 21 - Grievance / Arbitration Procedure; • Adhere to the CBA, Article 23 - Administration of Overtime, Section C; and • All other remedies deemed appropriate to make employee whole. 	Granted
June 20, 2025	Step 1	<ul style="list-style-type: none"> • Adhere to the CBA, Article 3 - Employee Rights, Section A; • Adhere to the CBA Article 4, Non - Discrimination, Section H; • Adhere to the CBA, Article 9- Safety and Health, Section K; • Adhere to the CBA, Article 13 - Probationary Employees; • Adhere to the agency issued policy, 2022-100-101, Employee Conduct, Item 5.2, subsection 5.2.1; and • Any and all other remedies deemed appropriate to make employee whole. 	Granted
June 20, 2025	Step 1	<ul style="list-style-type: none"> • Adhere to the CBA, Article 29, Seniority Section A; • All other remedies deemed appropriate to make employee whole; 	Dismissed
June 18, 2025	Step 3	<ul style="list-style-type: none"> • Adhere to the CBA, Article 3 – Employee Rights, Section A; • Adhere to the CBA, Article 9 – Safety and Health, Section K; • Schedule an in-person meeting with Director; and • Any and all other remedies deemed appropriate to make employee whole. 	Pending
June 24, 2025	Step 2	<ul style="list-style-type: none"> • Adhere to the CBA, Article 23 - Administration of Overtime, Section C; • Adhere to the MOA Twelve (12) Hour Shift; and • All other remedies deemed appropriate to make employee whole. 	Denied

June 27, 2025	Step 1	<ul style="list-style-type: none"> • Adhere to the CBA, Article 25, Union Representation; • Adhere to all Union Representatives official union time request; and • All other remedies deemed appropriate to make employee whole. 	Dismissed
June 27, 2025	Step 1	<ul style="list-style-type: none"> • Adhere to the CBA, Article 3, Employee Rights; • Adhere to Past Practices relating to the Viewing of the Leave Book/Calendar; and • All other remedies deemed appropriate to make employee whole. 	Denied
July 7, 2025	Step 1	<ul style="list-style-type: none"> • Adhere to the CBA, Article 3 - Employee Rights, Section A; • Adhere to the CBA, Article 18 - Leave Administration, Section C and D; and • Any and all other remedies deemed appropriate to make employee whole. 	Dismissed
July 8, 2025	Step 3	<ul style="list-style-type: none"> • Adhere to the CBA, Article 23 – Administration of Overtime, Section C; • Adhere to the MOA Twelve (12) Hour Shift; and • All other remedies deemed appropriate to make employee whole. 	Denied
July 8, 2025	Step 3	<ul style="list-style-type: none"> • Adhere to the CBA, Article 23 – Administration of Overtime, Section C; • Adhere to the MOA Twelve (12) Hour Shift; • All other remedies deemed appropriate to make employee whole; and • Schedule an in-person meeting with Director. 	Denied
July 8, 2025	Step 3	<ul style="list-style-type: none"> • Adhere to the CBA, Article 3 – Employee Rights, Section A and Section D; • Adhere to the CBA, Article 9 – Safety and Health, Section K; • Adhere to the agency issued policy, 2022-100-101, Employee Conduct, Item 5.2, sub-section 5.2.1; and • Adhere to Chapter 13 Selection and Assignments for training section 1306. 	Granted
July 3, 2025	Step 1	<ul style="list-style-type: none"> • Immediately adhere to the contract, Preamble B, C, & D, and the DPM; • Ensure all members of management are following the same guidelines when issuing breaks; and • Any and all relief deemed appropriate. 	Denied
July 16, 2025	Step 2	<ul style="list-style-type: none"> • Immediately adhere to the contract, Preamble BC & D, and the DPM; • Ensure all members of management are following the same guidelines when issuing breaks; and • Any and all relief deemed appropriate. 	Dismiss
July 30, 2025	Step 2	<ul style="list-style-type: none"> • Adhere to the CBA, Article 3, Employee Rights; • Adhere to Past Practices relating to the Viewing of the Leave Book/Calendar; and • All other remedies deemed appropriate to make employee whole. 	Dismissed with Prejudice
July 31, 2025	Step 2	<ul style="list-style-type: none"> • Adhere to the CBA, Article 3 – Employee Rights, Section A; • Adhere to the CBA, Article 18 – Leave Administration, Section C and D; and • Any and all other remedies deemed appropriate to make employee whole. 	Denied
August 4, 2025	Step 2	<ul style="list-style-type: none"> • Immediately adhere to the contract, Preamble B, C, & D, and the DPM; • Ensure all members of management are following the same guidelines when issuing breaks; and • Any and all relief deemed appropriate. 	Dismissed

August 8, 2025	Step 1	<ul style="list-style-type: none"> • Adhere to the CBA, Article 29 – Seniority, Section A; • Allow employee to remain on overnight shift; and • Any and all other remedies deemed appropriate to make employee whole. 	Denied
August 11, 2025	Step 2	<ul style="list-style-type: none"> • Adhere to the CBA, Article 3- Employee Rights; • Adhere to the CBA, Article 21 – Grievance / Arbitration Procedure; • Adhere to the CBA, Article 23 – Administration of Overtime, Section C; and • All other remedies deemed appropriate to make employee whole. 	Denied
August 13, 2025	Step 3	<ul style="list-style-type: none"> • Immediately adhere to the contract, Preamble BC & D; • Ensure all members of management are following the same guidelines when issuing breaks; and • Any and all relief deemed appropriate. 	No Response
September 4, 2025	Step 1	<ul style="list-style-type: none"> • Adhere to the CBA, Article 3, Employee Rights; • Adhere to Article 23; Section A and Section C; and • All other remedies deemed appropriate to make employee whole. 	Denied
September 5, 2025	Step 3	<ul style="list-style-type: none"> • Meeting with the Director; • Adhere to the CBA, Article 3 – Employee Rights, Section A; • Adhere to the CBA, Article 18 – Leave Administration, Section C and D; and • Any and all other remedies deemed appropriate to make employee whole. 	Granted
September 5, 2025	Step 2	<ul style="list-style-type: none"> • Adhere to the CBA, Article 29, Seniority Section A; • Adhere to CBA, Article 6, Position Management Classification; • Adhere to Article 3, Employee rights; and • All other remedies deemed appropriate to make employee whole. 	Denied
September 8, 2025	Step 1	<ul style="list-style-type: none"> • Adhere to the CBA, Article 23 – Administration of Overtime, Section C; • Adhere to the MOA Twelve (12) Hour Shift; and • All other remedies deemed appropriate to make employee whole. 	Pending
September 15, 2025	Step 3	<ul style="list-style-type: none"> • Meeting with the Director (Virtual meeting if possible as employee is currently recovering from an injury); • Immediately adhere to the contract, Preamble A, B, C, and D – Article 29 Seniority; • Allow employee to switch her Sunday Swing Shift if seniority permits; and • Any other remedies that are deemed appropriate. 	Granted
September 16, 2025	Step 1	<ul style="list-style-type: none"> • Rescind the Official Reprimand; and • Any and all other remedies deemed appropriate to make employee whole. 	Denied
September 25, 2025	Step 1	<ul style="list-style-type: none"> • Adhere to the CBA, Article 10 – Training Licensing and Certifications; • Adhere to the CBA, Article 3 – Employee Rights; • Adhere to the CBA, Article 24 – Scheduling Hours of Work; • Agency issue a formal written apology to all CBU members impacted, acknowledging the privacy violation and confirming corrective measures; and • Any and all other remedies deemed appropriate to make any CBU employees affected whole. 	Denied
October 3, 2025	Step 2	<ul style="list-style-type: none"> • Have a conversation with employee in order to ensure adherence from manager as well as employee to the ERisk and the OUC Policy 2020-200-103 is requested; • Rescinding of the Official Reprimand; and 	Denied

		<ul style="list-style-type: none"> • Any and all other remedies deemed appropriate to make employee whole, outside of what has already been cited with this grievance. 	
October 7, 2025	Step 2	<ul style="list-style-type: none"> • Adhere to the CBA, Article 9 – Safety and Health, Section K; • Adhere to the CBA, Article 3 Section A-B; • Adhere to the agency issued policy, Employee Conduct; • Provide coaching to management on fair enforcement; constructive communication, anti-retaliation, and anti-bullying compliance; • Adhere to the Agency Issued Policy, The OUC Anti Bullying and Harassment Policy; • Adhere to the DPM I-2019-8 Maintaining A healthy Workplace Anti- Bullying Policy; and • Any and all other remedies deemed appropriate to employee whole. 	Denied
October 7, 2025	Step 2	<ul style="list-style-type: none"> • Adhere to the CBA, Article 3, Employee Rights; • Adhere to Article 23; Section A and Section C; and • All other remedies deemed appropriate to make employee whole. 	Denied
October 8, 2025	Step 4	<ul style="list-style-type: none"> • Immediately adhere to the contract, Preamble BC & D, and the DPM; • Ensure all members of management are following the same guidelines when issuing breaks; and • Any and all relief deemed appropriate. 	Pending arbitration
October 9, 2025	Step 2	<ul style="list-style-type: none"> • Adhere to the CBA, Article 3, Employee Rights; • Adhere to Past Practice - NAGE R3-07 Members - View the Leave Calendar; and • All other remedies deemed appropriate to make employee whole. 	Dismissed with Prejudice
October 14, 2025	Step 1	<ul style="list-style-type: none"> • Adhere to the CBA, Article 9 – Safety and Health, Section K; • Adhere to the CBA, Article 3 Section A-B; • Adhere to the agency issued policy, Employee Conduct; • Adhere to the Agency Issued Policy, The OUC Anti Bullying and Harassment Policy; • Adhere to the DPM I-2019-8 Maintaining A healthy Workplace Anti- Bullying Policy; • Administer the appropriate action in accordance with Chapter 16 of the District of Columbia Government Personnel Manual to ensure matters of this nature are not repeated by manager; and • Any and all other remedies deemed appropriate to employee whole. 	Denied
October 20, 2025	Step 1	<ul style="list-style-type: none"> • Adhere to CBA, Article 3, Section(s) A and B; • Adhere to CBA, Article 9, Section K; • Adhere to the eDPM, I-2019-8, Maintaining a Healthy Workplace: Anti-Bullying Policy; • Adhere to the OUC Policy, 2025-100-103, Anti-Bullying and Harassment; • Administer the appropriate action in accordance to Chapter 16 of the District of Columbia Government District Personnel Manual to ensure matters of this nature to do not occur again by manager; and • Any and all other remedies deemed appropriate to make employee whole. 	Dismissed
October 24, 2025	Step 2	<ul style="list-style-type: none"> • Having a conversation with Mr. Petrovic in order to ensure adherence from Mr. Hartwig as well as Mr. Petrovic to the ERisk and the OUC Policy 2020-200-103 is requested; • Rescinding of the Official Reprimand; and • Any and all other remedies deemed appropriate to make employee whole, outside of what has already been cited with this grievance. 	Denied

October 20, 2025	Step 2	<ul style="list-style-type: none"> • Adhere to the CBA, Article 23 – Administration of Overtime, Section C; • Adhere to the CBA Article 3- Employee Rights Section A; • Adhere to the DPM Chapter 12 – Hours of Work, Legal Holidays, and Leave – Section 1201.3; • Adhere to the MOA Twelve (12) Hour Shift; and • All other remedies deemed appropriate to make employee whole. 	Denied
October 23, 2025	Step 2	<ul style="list-style-type: none"> • Adhere to the CBA, Article 10 – Training Licensing and Certifications; • Adhere to the CBA, Article 3 – Employee Rights; • Adhere to the CBA, Article 24 – Scheduling Hours of Work; • The Agency issue a formal written apology to all CBU members impacted, acknowledging the privacy violation and confirming corrective measures; and • Any and all other remedies deemed appropriate to make any CBU employees affected whole. 	Dismissed with Prejudice
October 23, 2025	Step 1	<ul style="list-style-type: none"> • Adhere to the CBA, Article 3 - Employee Rights, Section A; • Adhere to the CBA, Article 19 – Discipline; • That the verbal counseling dated October 8, 2025, be rescinded and removed from all personnel and supervisory files; • That management formally acknowledge that no current written policy prohibits channel patching, and that any future restrictions be issued in writing and properly trained to all dispatchers before enforcement; • That management and union jointly reaffirm the long-standing operational practice of dispatcher cooperation and channel patching during staffing shortages, in accordance with past practice and public-safety needs; • That no further adverse action be taken against me regarding these incidents; and • Any and all other remedies deemed appropriate to make employee whole. 	Denied
October 31, 2025	Step 1	<ul style="list-style-type: none"> • Adhere to the CBA, Article 9 - Safety and Health, Section K; • Adhere to the CBA , Article 3 Section A–B; • Adhere to the agency issued policy, Employee Conduct; • Adhere to the Agency Issued Policy, The OUC Anti Bullying and Harassment Policy; • Adhere to the DPM /-2019-8 Maintaining A healthy Workplace Anti-Bullying Policy; and • Any and all other remedies deemed appropriate to employee whole. 	Denied

November 2, 2025	Step 1	<ul style="list-style-type: none"> • Adhere to the CBA, Article 9 – Safety and Health, Section K; • Adhere to the CBA, Article 3 Section A-B; • Adhere to the agency issued policy, Employee Conduct; • Adhere to the Agency Issued Policy, The OUC Anti Bullying and Harassment Policy; • Adhere to the DPM I-2019-8 Maintaining A healthy Workplace Anti- Bullying Policy; • Administer the appropriate action in accordance with Chapter 16 of the District of Columbia Government Personnel Manual to ensure matters of this nature to do not occur again by manager; and • Any and all other remedies deemed appropriate to employee whole. 	Denied
November 3, 2025	Step 1	<ul style="list-style-type: none"> • Adhere to the CBA, Article 3 Section A; • Adhere to the CBA Article 9 – Section K; • Immediate rescission of the nine (9)-day suspension and removal of all related documentation from employee’s official personnel file; • Restoration of all lost wages, benefits, and leave, making employee whole for any financial or professional harm suffered as a result of this unjust action; • Formal acknowledgment and corrective action by the agency to ensure compliance with Article 19 (Discipline) of the Collective Bargaining Agreement, DPM Chapter 16, and EDPM §1618.3, including adherence to due process and progressive-discipline standards in all future cases; • Assurance of non-retaliation, ensuring that employee and any other employee who exercises their contractual or statutory rights are free from further adverse treatment, intimidation, or reprisal; • Opportunity for retraining or coaching, if deemed necessary, in lieu of punitive discipline, consistent with the corrective intent of progressive discipline and the agency’s duty to support employee improvement rather than impose disproportionate punishment; • Adhere to the Douglas Factors; • Adhere to the DPM Chapter 16; and • Any and all other remedies deemed appropriate to make employee whole. 	Denied
November 5, 2025	Step 2	<ul style="list-style-type: none"> • Adhere to CBA, Article 3, Section(s) A and B; • Adhere to CBA, Article 9, Section K; • Adhere to the eDPM, 1-2019-8, Maintaining a Healthy Workplace: Anti-Bullying Policy; • Adhere to the OUC Policy, 2025-100-103, Anti-Bullying and Harassment; • Administer the appropriate action in accordance with Chapter 16 of the District of Columbia Government District Personnel Manual to ensure matters of this nature to do not occur again by manager; and • Any and all other remedies deemed appropriate to make employee whole. 	Dismissed with Prejudice
November 25, 2025	Step 1	<ul style="list-style-type: none"> • Adhere to the CBA, Article 9 – Safety and Health, Section K; • Adhere to the CBA, Article 3 Section A–B; • Adhere to the agency issued policy, Employee Conduct; • Adhere to the Agency Issued Policy, The OUC Anti Bullying and Harassment Policy; • Adhere to the DPM I-2019-8 Maintaining A healthy Workplace Anti- Bullying Policy; and 	Dismissed

		<ul style="list-style-type: none"> • Any and all other remedies deemed appropriate to make employee whole. 	
December 3, 2025	Step 2	<ul style="list-style-type: none"> • Adhere to the CBA, Article 9 – Safety and Health, Section K; • Adhere to the CBA, Article 3 Section A–B; • Provide written assurance to Ms. Dickens affirming her right to a workplace free of intimidation and retaliation; • Adhere to the agency issued policy, Employee Conduct; • Adhere to the Agency Issued Policy, The OUC Anti Bullying and Harassment Policy; • Adhere to the DPM I-2019-8 Maintaining A healthy Workplace Anti- Bullying Policy; • Direct manager to avoid non-essential contact during the grievance process; and • Any and all other remedies deemed appropriate to employee whole. 	<ul style="list-style-type: none"> • Granted in Part • Denied in Part
December 4, 2025	Step 3	<ul style="list-style-type: none"> • Affirm that employee health concerns must be considered during overtime assignments; and • All other remedies deemed appropriate to make employee whole. 	Pending
December 4, 2025	Step 2	<ul style="list-style-type: none"> • Adhere to OUC Anti-Bullying and Harassment Policy (2025-100-103) §2.2; • Adhere to OUC Anti-Bullying and Harassment Policy (2025-100-103) §5.2.1; • Adhere to OUC Anti-Bullying and Harassment Policy (2025-100-103) §5.8; • Adhere to OUC Anti-Bullying and Harassment Policy (2025-100-103) §10.3.3; • Adhere to OUC Employee Conduct Policy (2022-100-101) §4.24; • Adhere to OUC Employee Conduct Policy (2022-100-101) §5.2.1; • Adhere to OUC Employee Conduct Policy (2022-100-101) §5.2.1.7; • Adhere to OUC Employee Conduct Policy (2022-100-101) §5.5.1; • Adhere to DPM I-2019-8; • Adhere to DC Code 32-1311; and • Adhere to DC Code § 1-617.01 (b). 	Denied
December 4, 2025	Step 2	<ul style="list-style-type: none"> • Adhere to the CBA, Article 9 – Safety and Health, Section K; • Adhere to the CBA, Article 3 Section A-B; • Adhere to the agency issued policy, Employee Conduct; • Adhere to the Agency Issued Policy, The OUC Anti Bullying and Harassment Policy; • Adhere to the DPM I-2019-8 Maintaining A healthy Workplace Anti- Bullying Policy; • Administer the appropriate action in accordance with Chapter 16 of the District of Columbia Government Personnel Manual to ensure matters of this nature to do not occur again by manager; and • Any and all other remedies deemed appropriate to employee whole. 	Denied
December 15, 2025	Step 1	<ul style="list-style-type: none"> • Adhere to the CBA, Article 9 – Safety and Health, Section K; • Adhere to the CBA, Article 3 Section A-B; • Adhere to the agency issued policy, Employee Conduct; • Adhere to the Agency Issued Policy, The OUC Anti Bullying and Harassment Policy; • Adhere to the DPM I-2019-8 Maintaining A healthy Workplace Anti-Bullying Policy; and • Any and all other remedies deemed appropriate to employee whole. 	Denied

December 23, 2025	Step 2	<ul style="list-style-type: none"> • Adhere to the CBA, Article 3 - Employee Rights, Section A; • Adhere to the CBA, Article 19 – Discipline; • That the verbal counseling dated October 8, 2025, be rescinded and removed from all personnel and supervisory files; • That management formally acknowledge that no current written policy prohibits channel patching, and that any future restrictions be issued in writing and properly trained to all • dispatchers before enforcement. • That management and union jointly reaffirm the long-standing operational practice of dispatcher cooperation and channel patching during staffing shortages, in accordance with past practice and public-safety needs; • That no further adverse action be taken against me regarding these incidents; and • Any and all other remedies deemed appropriate to make employee whole. 	Denied
December 24, 2025	Step 3	<ul style="list-style-type: none"> • Adhere to CBA, Article 3, Section(s) A and B; • Adhere to CBA, Article 9, Section K; • Adhere to the eDPM, 1-2019-8, Maintaining a Healthy Workplace: Anti-Bullying Policy; • Adhere to the OUC Policy, 2025-100-103, Anti-Bullying and Harassment; • Administer the appropriate action in accordance with Chapter 16 of the District of Columbia Government District Personnel Manual to ensure matters of this nature to do not occur again by manager; and • Any and all other remedies deemed appropriate to make employee whole. 	Withdrawn

29. Is the agency currently party to any active non-disclosure agreements? If so, please provide all allowable information on all such agreements, including:

- a. The number of agreements;
- b. The department(s) within the agency associated with each agreement; and
- c. Whether any agreements are required for specific positions (please list each position by division and program and indicate whether the position is contracted)

OUC is currently a party to 24 active non-disclosure agreements. The IT division of the agency is associated with all these agreements which have been executed with vendors for Computer Aided Dispatch (CAD) data.

Data

30. In filterable and sortable spreadsheet, please list all electronic databases maintained by your agency, including the following:

- a. A detailed description of the information tracked within each system;
- b. The age of the system and any discussion of substantial upgrades that have been made or are planned to the system; and
- c. Whether the public can be granted access to all or part of each system.

Please see attached Q#30.

31. Please provide a list of all studies, research papers, and analyses (“studies”) the agency or an agency’s employee requested, prepared, presented or contracted for during FY25. For each study please list:
- a. The status;
 - b. The purpose; and
 - c. A link (if published) to the study, research paper or analysis.

The agency did not undertake or contract for any studies, research paper, or analyses in FY25.

Agency-Specific Questions

Training Programs

32. What training programs did OUC conduct in FY 2025 and FY 2026, to date?

In FY25, the agency earned from the Association of Public-Safety Communications Officials (APCO) its first training program accreditation, which acknowledges that OUC’s training program meets national standards. APCO is an international industry organization that provides complete public safety communications expertise, professional development, technical assistance, advocacy, and outreach.

In alignment with the industry’s expectation that the agency will continue to provide robust, highly specific and experiential learning opportunities for all of its employees, OUC offered the following training sessions in FY25 and FY26 to date:

DC DMV Refresher Training -311

Introduction to Frontline Training Tracker - OPSD

311 AWS Training – 311

National Weather Service Dispatcher Training - PowerDMS

APCO Communications Center Supervisor – APCO

Understanding Bias in the Workplace - NENA

When It’s Your Own- HeroLight

Comms Coach Onboarding – OPSD

Resilience Retreat – HeroLight

Human Trafficking- HeroLight

Location Verification – OPSD

CPR Round Table – OPSD

CTO/QA Training, Tracking, and Systems- OPSD

MSS Perception, Communication, and Conflict Resolution- OPSD

Leadership in 911- NENA

Train the Trainer – Intrado 911

Performance Management Training

KnowBe4 Security Awareness- OCTO

911 Center Supervisor – NENA

Call Taking SOP/CPR Training- OPSD
CALEA Overview
CAD Refresher – Hexagon
The Big Ones- HeroLight
OUC Americans with Disabilities Act- Manager Disability Sensitivity and Awareness
Fundamentals of NG911- APCO
Fundamentals of Tactical Dispatch- APCO
Understanding Douglass Factors
FMLA/Leave Management

- a. What trainings are planned in FY 2026?

In FY26, MSS employees are participating in a six-week leadership summit with industry leaders. Employees will take several industry-based training courses and will take courses focused on mental health callers; domestic violence callers; swatting; and cybersecurity. Additionally, the center is expected to be a pilot center for a newly devised Traffic Incident Management course developed specifically for telecommunicators.

33. 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 98% of all 911 dispatchers and call takers have been recertified. Those who have not yet completed this certification were on extended leave. When employees return from extended leave, they must complete T-CPR certification or recertification based on their length of leave before they are able to take or dispatch emergency calls for service.

34. In the past, the agency has 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. What were the identified training deficiencies, if any, for FY 2025 and FY 2026, to date?

The agency focused on mental health callers and diversion programs in FY25. In FY26, OUC will focus on swatting calls and training on new technologies including those that increase our ability to determine location without a physical address.

- b. What other training deficiencies has the agency noted from FY 2025 and FY 2026 to date?

OUC will continue to focus on mental health callers and swatting.

- c. What kinds of technological updates, such as AI, or additional personnel training are being used to address quality assurance, LDT, and translation issues?

In FY25, a new mapping application that supports LDT was piloted. This mapping application is more robust, interactive, and will provide additional location descriptions like What-3-Words. This LDT application will support Over the Top (OTT) applications for MPD and DC Fire and Emergency Medical Services Department (FEMS).

35. Please provide an update on any changes made to the supervisor training in FY 2025 and FY 2026 to date.

In FY26, all supervisors are participating in a Leadership Summit, a six-week comprehensive program with focus on supervising in a 911 and 311 center. Additionally, there is a six-week course for all new supervisors to participate in that covers a myriad of operational, technical, and administrative responsibilities.

The vendor providing this training is comprised of public safety practitioners with more than 200 years of combined experience in the profession, and who either currently lead or have led emergency communications centers (ECCs) around the United States. Industry approved diagnostic methodologies and best practices are being used to assess the current state and to develop an action plan to drive operational excellence.

36. How many supervisors have received the Certified Manager Certification Program (CMCP) in FY 2025 and FY 2026, to date, since the 13 total identified in last year's responses?

No additional supervisors received the CMCP certification in FY25 and FY26 to date.

37. Please provide the agency's training schedule for new hires and continuing education during FY 2025 and FY 2026 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

38. Besides ride-alongs and sit-alongs, how did the agency ensure that the Metropolitan Police Department (“MPD”) and the Fire and Emergency Medical Services Department (Fire and EMS) personnel were cross-trained with call takers and dispatchers in FY 2025 and FY 2026 to date?

In FY25, in addition to ride-alongs and sit-alongs, OUC personnel participated in various exercises and hosted and participated in onsite and offsite training sessions with MPD and FEMS. OUC also resumed its participation in weekly simulations with FEMS officials at the old E-22 firehouse and now also participate in cadet scenario role playing simulations at MPD’s training academy.

a. With what frequency are MPD and Fire and EMS sharing response-plans with OUC?

MPD does not rely on response plans in CAD. OUC and FEMS initiated a project earlier this year to review FEMS response plans. The team meets bi-weekly. This exercise is to review all FEMS response plans in CAD. There are 822 FEMS response plans provisioned in the DC CAD system. The team has completed review of 15% of them.

b. When was the last time that the joint OUC, MPD, and Fire and EMS working group met together? How many meetings were held in FY 2025 and FY 2026 to date?

The Office of the Deputy Mayor for Public Safety and Justice (DMPSJ) led this initiative. OUC refers questions to DMPSJ.

Staffing

39. Please provide data on personnel attrition (retirement, resignation, termination, etc.) for FY 2025 and FY 2026 to date.

Position Title	Descr	PAR Efft Date	Reason Descr	NOA Description
Telecommunications Equipment O	Hire	9/8/2025	New Position	Career - Probation
Telecommunications Equipment O	Termination	11/13/2024	During Probation/Trial Period	Term. during prob/trial
Telecommunications Equipment O	Hire	12/30/2024	New Position	Career - Probation
Telecommunications Equipment O	Termination	8/22/2025	Resignation	Resignation
Telecomm Equipment Operator	Termination	8/27/2025	Resignation	Resignation
Watch Commander	Hire	5/19/2025	New Position	MSS Appt
Telecommunications Equipment O	Hire	11/4/2024	New Position	Career - Probation
Telecommunications Equipment O	Hire	11/4/2024	New Position	Career - Probation
Telecommunications Equipment O	Hire	12/30/2024	New Position	Career - Probation
Call Center Operations Mgr	Termination	5/1/2025	Resignation	Resignation
Training and Organizational De	Termination	4/5/2025	Resignation	Resignation
Telecommunications Equipment O	Rehire	11/4/2024	Rehire	Career - Probation
Customer Service Rep	Termination	4/18/2025	During Probation/Trial Period	Term. during prob/trial
Customer Service Rep	Termination	12/14/2024	Resignation	Resignation
Asst Watch Commander	Termination	5/30/2025	Other/Unknown	Termination
Telecommunications Equipment O	Hire	12/30/2024	New Position	Career - Probation
Dispatcher	Rehire	7/28/2025	Rehire	Term Appt NTE
Dispatcher	Retirement	5/31/2025	Voluntary Retirement	SSA/DC Plan
Telecomm Equipment Operator	Termination	6/5/2025	Resignation	Resignation
Telecommunications Equipment O	Termination	2/1/2025	Resignation	Resignation
Telecomm Equipment Operator	Retirement	12/1/2024	Normal Retirement	SSA/DC Plan
Customer Service Rep.	Termination	11/15/2025	End Temporary Employment	Termination
Telecommunications Equipment O	Hire	12/30/2024	New Position	Career - Probation
Telecommunications Equipment O	Termination	9/21/2025	Resignation	Resignation
IT Program Manager	Termination	12/18/2024	Other/Unknown	Termination
Computer Assistant	Termination	11/27/2024	Other/Unknown	Termination
Telecommunications Equipment O	Hire	5/19/2025	New Position	Career - Probation
Telecommunications Equipment O	Termination	9/24/2025	Resignation	Resignation
Dispatcher	Hire	1/13/2025	New Position	Career - Probation
Telecommunications Equipment O	Hire	11/4/2024	New Position	Career - Probation
Telecommunications Equipment O	Termination	10/8/2025	Resignation	Resignation
Dispatcher	Hire	6/16/2025	New Position	Career - Probation
Telecommunications Equipment O	Termination	10/15/2024	Resignation	Resignation
Customer Service Rep.	Retirement	11/1/2025	Voluntary Retirement	SSA/DC Plan
Telecommunications Equipment O	Termination	7/24/2025	During Probation/Trial Period	Term. during prob/trial
Dispatcher	Termination	10/7/2025	Attendance	Removal
Telecommunications Equipment O	Hire	11/4/2024	New Position	Career - Probation
Telecommunications Equipment O	Hire	11/4/2024	New Position	Career - Probation

Telecommunications Equipment O Dispatcher	Termination	7/19/2025	During Probation/Trial Period	Term. during prob/trial
	Termination	4/18/2025	Resignation	Resignation
Telecommunications Equipment O Customer Service Rep	Termination	2/15/2025	During Probation/Trial Period	Term. during prob/trial
	Termination	8/9/2025	Resignation	Resignation
	Rehire	5/19/2025	Rehire	Career - Probation
Telecommunications Equipment O	Termination	3/12/2025	Resignation	Resignation
Telecomm Equipment Operator	Termination	12/4/2024	Resignation	Resignation
Telecommunications Equipment O	Hire	11/18/2024	New Position	Career - Probation
Telecommunications Equipment O	Termination	5/14/2025	During Probation/Trial Period	Term. during prob/trial
Dispatcher	Termination	1/3/2025	Resignation	Resignation
Telecommunications Equipment O	Hire	11/4/2024	New Position	Career - Probation
Telecommunications Equipment O	Hire	11/4/2024	New Position	Career - Probation
Watch Commander	Rehire	12/16/2024	Rehire	MSS Appt
Telecomm Equipment Operator	Termination	2/8/2025	Resignation	Resignation
Telecommunications Equipment O	Hire	11/4/2024	New Position	Career - Probation
Management Analyst	Termination	5/20/2025	Other/Unknown	Termination
Telecommunications Equipment O	Hire	5/19/2025	New Position	Career - Probation
Telecommunications Equipment O	Termination	7/12/2025	During Probation/Trial Period	Term. during prob/trial
Telecommunications Equipment O	Hire	11/4/2024	New Position	Career - Probation
Telecommunications Equipment O	Termination	2/5/2025	During Probation/Trial Period	Term. during prob/trial
Telecommunications Equipment O	Hire	12/30/2024	New Position	Career - Probation
Telecommunications Equipment O	Hire	11/4/2024	New Position	Career - Probation
Telecommunications Equipment O	Hire	11/18/2024	New Position	Career - Probation
Telecommunications Equipment O	Termination	3/14/2025	During Probation/Trial Period	Term. during prob/trial
Telecommunications Equipment O	Termination	10/12/2024	During Probation/Trial Period	Term. during prob/trial
Telecommunications Equipment O	Termination	11/17/2024	During Probation/Trial Period	Term. during prob/trial
Telecommunications Equipment O	Termination	7/12/2025	During Probation/Trial Period	Term. during prob/trial
Telecommunications Equipment O	Rehire	5/19/2025	Rehire	Career - Probation
Telecommunications Equipment O	Hire	12/30/2024	New Position	Career - Probation
Dispatcher	Termination	4/8/2025	Resignation	Resignation
Telecommunications Equipment O	Termination	3/29/2025	During Probation/Trial Period	Term. during prob/trial
Chief Administrative Officer	Retirement	7/19/2025	Normal Retirement	SSA/DC Plan
Customer Service Rep	Termination	10/13/2025	End Temporary Employment	Termination
Dispatcher	Hire	2/10/2025	New Position	Career - Probation
Asst Watch Commander	Termination	11/23/2025	Other/Unknown	Separation-MSS
Asst Watch Commander	Termination	5/22/2025	Resignation	Resignation
Dispatcher	Termination	10/19/2025	Resignation	Resignation
Telecommunications Equipment O	Termination	5/21/2025	During Probation/Trial Period	Term. during prob/trial
Telecomm Equipment Operator	Termination	12/29/2024	Resignation	Resignation
Telecommunications Equipment O	Hire	9/8/2025	New Position	Career - Probation
Dispatcher	Hire	9/8/2025	New Position	Career - Probation
Telecommunications Equipment O	Hire	9/8/2025	New Position	Career - Probation
Dispatcher	Hire	6/16/2025	New Position	Career - Probation
Telecommunications Equipment O	Hire	11/4/2024	New Position	Career - Probation

Telecommunications Equipment O	Hire	11/18/2024	New Position	Career - Probation
Telecommunications Equipment O	Termination	2/15/2025	During Probation/Trial Period	Term. during prob/trial
Electronics Engineer	Termination	11/27/2024	Other/Unknown	Termination
Telecommunications Equipment O	Termination	11/2/2024	During Probation/Trial Period	Termination
Telecommunications Equipment O	Rehire	9/8/2025	Rehire	Career - Probation
Telecommunications Equipment O	Termination	5/22/2025	During Probation/Trial Period	Term. during prob/trial
Telecommunications Equipment O	Hire	11/18/2024	New Position	Career - Probation
Computer Assistant	Termination	3/13/2025	During Probation/Trial Period	Term. during prob/trial
Staff Assistant	Hire	10/7/2024	New Position	Term Appt NTE
Telecommunications Equipment O	Termination	10/19/2024	Resignation	Resignation
Public Information Officer	Termination	1/25/2025	Resignation	Resignation
Telecommunications Equipment O	Hire	9/8/2025	New Position	Career - Probation
Telecommunications Equipment O	Termination	10/19/2024	During Probation/Trial Period	Term. during prob/trial
Telecommunications Equipment O	Hire	11/18/2024	New Position	Career - Probation
Telecommunications Equipment O	Termination	3/15/2025	During Probation/Trial Period	Term. during prob/trial
Dispatcher	Rehire	9/22/2025	Rehire	Career - Probation
Telecommunications Equipment O	Hire	9/8/2025	New Position	Career - Probation
Telecommunications Equipment O	Hire	6/30/2025	New Position	Career - Probation
Policy Analyst	Termination	4/5/2025	During Probation/Trial Period	Term. during prob/trial
Telecommunications Equipment O	Hire	6/30/2025	New Position	Career - Probation
Telecommunications Equipment O	Termination	4/19/2025	Resignation	Resignation
Telecommunications Equipment O	Hire	12/30/2024	New Position	Career - Probation
Telecommunications Equipment O	Hire	11/4/2024	New Position	Career - Probation
Telecommunications Equipment O	Termination	2/15/2025	During Probation/Trial Period	Term. during prob/trial
Telecomm Equipment Operator	Termination	12/2/2025	Misconduct	Removal
Telecommunications Equipment O	Termination	2/8/2025	During Probation/Trial Period	Term. during prob/trial
Dispatcher	Retirement	11/1/2024	Voluntary Retirement Award	Retirement-Voluntary
Telecommunications Equipment O	Termination	3/15/2025	During Probation/Trial Period	Term. during prob/trial
Telecommunications Equipment O	Hire	11/4/2024	New Position	Career - Probation
Telecommunications Equipment O	Rehire	6/30/2025	Rehire	Career - Probation
Customer Service Rep	Termination	2/27/2025	During Probation/Trial Period	Term. during prob/trial
Customer Service Rep	Termination	9/10/2025	End Temporary Employment	Termination
Telecomm Equipment Operator	Termination	5/31/2025	Resignation	Resignation
Attorney Advisor	Termination	12/10/2024	Resignation	Resignation
Telecommunications Equipment O	Hire	6/30/2025	New Position	Career - Probation
Telecommunications Equipment O	Termination	5/24/2025	Resignation	Resignation
Dispatcher	Termination	8/15/2025	Resignation	Resignation
Telecommunications Equipment O	Termination	3/22/2025	During Probation/Trial Period	Term. during prob/trial
Telecommunications Equipment O	Rehire	11/4/2024	Rehire	Career - Probation
Customer Service Rep	Hire	12/30/2024	Temporary Appointment	Temporary Appt NTE
Customer Service Rep	Termination	4/9/2025	During Probation/Trial Period	Term. during prob/trial
Dispatcher	Rehire	9/8/2025	Rehire	Career - Probation
Dispatcher	Termination	11/27/2025	Resignation	Resignation
Telecommunications Equipment O	Termination	10/12/2024	During Probation/Trial Period	Term. during prob/trial

INFORMATION TECHNOLOGY SPECIAL	Termination	3/4/2025	Expiration of Appointment	Termination-Exp of Appt
Telecomm Equipment Operator	Termination	7/19/2025	Misconduct	Removal
Dispatcher	Rehire	4/21/2025	Rehire	Career - Probation
Telecommunications Equipment O	Termination	10/2/2024	Resignation	Resignation
Asst Watch Commander	Termination	4/30/2025	Resignation	Resignation
Asst Watch Commander	Rehire	10/21/2024	Rehire	MSS Appt
Chief of Professional Standard	Termination	4/19/2025	Resignation	Resignation
Telecommunications Equipment O	Hire	9/8/2025	New Position	Career - Probation
Dispatcher	Hire	1/13/2025	New Position	Career - Probation
Telecommunications Equipment O	Hire	12/30/2024	New Position	Career - Probation
Dispatcher	Hire	5/19/2025	New Position	Career - Probation
Dispatcher	Hire	6/16/2025	New Position	Career - Probation
Asst Watch Commander	Rehire	10/21/2024	Rehire	MSS Appt
Dispatcher	Hire	4/21/2025	New Position	Career - Probation

40. Please provide, as of December 31, 2025, the number of filled 911 call taker positions and the number of 911 call taker vacancies.

As of December 31, 2025, there were 82 filled 911 call taker positions and 28 vacant.

a. In FY 2025 and FY 2026 to date, how many 911 call takers separated from the agency? What was the reason for their separation?

In FY25, 41 911 call takers separated from the agency (16 resignations, 1 misconduct, 21 separated during probationary period, 1 retirement).

In FY26 to date, 2 911 call takers separated from the agency (1 resignation, 1 misconduct).

41. Please provide, as of December 31, 2025, the number of filled 911 dispatcher positions and the number of 911 dispatcher vacancies.

As of December 31, 2025, there were 102 filled dispatcher positions and 11 vacant.

a. In FY 2025 and FY 2026 to date, how many 911 dispatchers separated from the agency? What was the reason for their separation?

In FY25, six (6) dispatchers separated from the agency (4 resignations, 2 retirements). In FY26 to date, four (4) dispatchers separated from the agency (3 resignations, 1 removal).

42. Please provide, as of December 31, 2025, the number of filled 311 call taker positions and the number of 311 call taker vacancies.

As of December 31, 2025, there were 68 filled 311 call taker positions and 16 vacant.

- a. In FY 2025 and FY 2026 to date, how many 311 call takers separated from the agency? What was the reason for their separation?

In FY25, six (6) 311 call takers separated from the agency (2 resignations, 3 separated during probationary period, 1 end of temporary appointment).

In FY26 to date, three (3) 311 call takers separated (2 end of temporary appointment, 1 retirement).

43. 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 2025 and FY 2026 to date.

Staffing and call volume information is available on the [Performance Dashboard](#).

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

There are two (2) remaining vacant supervisory positions to be recruited within the next month. Once these vacancies are filled, each shift will have five (5) supervisors; 1 Watch Commander, 2 Assistant Watch Commanders (Police and Fire/EMS), and 3 Assistant Watch Commanders (Call Taking).

44. 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.

- a. What percentage of general and specific incident "concern" or complaint forms lead to postings on the dashboard?

All specific incident concerns received that have been investigated are posted on the dashboard.

- b. How often does OUC and Fire and EMS communicate about complaints and CD1s and post appropriate CD1s to the dashboard?

OUC collaborates closely with a designated FEMS liaison, whose office is on the operations floor, who raises concerns about any dispatching issues that they are made aware of by field units or other stakeholders in weekly standing meetings. All complaints brought to our attention by FEMS and the FEMS liaison are posted on the Performance Dashboard.

- c. Does OUC include complaints from firefighters in its tally of errors that are investigated and reported on the dashboard?

Same as above.

45. 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)?
- What technological or personnel innovations has the agency instituted in order to accommodate the multilingualism of District residents and visitors?

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.

OUC utilizes Language Line Solutions to fulfil its translation needs. With priority access, 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.

46. 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. In last year's responses, the agency mentioned that it was working with the City Administrator's Lab "to explore the use of predictive models to better understand how call volume trends and other factors influence resource needs." What was the outcome of this?

OUC uses the Erlang C Formula, an industry best practice, to properly forecast the ideal minimum staffing levels for each shift. This formula calculates staffing needs based on historical call volume, average time spent per call, including all "wrap-up" work after the call has ended, and the target percentage of calls to be answered within a specific time frame, as set by the National Emergency Number Association (NENA). In FY25, the average daily 911 call volume was approximately 2,460 calls. The minimum staffing forecast during that period was approximately 12 call takers. For every shift, OUC staffed over the forecasted need to ensure that call takers could take breaks and so that we could handle unanticipated spikes as efficiently as possible.

47. 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?

Understaffing issues have decreased significantly and in FY25, strategic investments from Mayor Bowser in technology, training, and personnel have resulted in OUC exceeding the national 911 call-answering time standard of 95% of calls answered within 20 seconds by answering 98% of 911 calls within four seconds.

911 Operations

48. Please describe any technological disruptions or operational difficulties with Power Phone.

In FY25, there were reports of the Total Response application freezing. OUC is working with the provider to stabilize the application and a solution to this issue includes an upgrade to the application scheduled for 3QFY26.

- a. Please describe how updates are made to PowerPhone protocols by other agencies.

Update requests from stakeholders are submitted to OUC and reviewed and assessed to determine the impact on 911 workflows. Once changes are agreed upon and approved by impacted stakeholders, they are applied in the test environment, training curriculums are developed, and the change is then deployed in the live environment.

Reports of potential issues or concerns with a chief complaint may come from 911 Operations, the quality assurance team, MPD or FEMS. These reports are reviewed to determine whether the issue requires an application fix or is a training opportunity. Fixes are reviewed with the event type owner (FEMS or MPD), then the fix is applied in the production environment, and adjusted in the Total Response protocol system.

Collaborative post-go-live meetings between OUC and FEMS and FEMS's Office of the Medical Director are ongoing. The effort to review all 26 of the EMS chief complaints in Total Response has been underway since November 2024 and is 50% complete. Review of Fire Chief and Police Chief complaints with MPD will be conducted once it is complete.

- b. It has been shared with the Committee that one of the Powerphone call codes, known as "BLS unconscious," is not consistent with national standards, which requires that any patient who falls unconscious be dispatched advanced life support (ALS). How was this call code determined and how are the response-plans developed and inputted into PowerPhone?

DC FEMS's Office of the Medical Director is the business owner of the questions (and triggers) provisioned in the Total Response protocol system. BLSUNCONSCIOUS was previously called PERSONDOWN. FEMS creates response plans for each event type and OUC loads the response plans into the dispatching system. Response plans are not "inputted" into the protocol system. For additional questions regarding questions and triggers provisioned in Total Response, please contact FEMS.

49. In FY 2025 and FY 2026 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 Department of Behavioral Health (DBH) Access Help Line, District Department of Transportation (DDOT) Motor Vehicle Collision with No Injuries, Department of Public Works (DPW) Parking Enforcement, and Fire and Emergency Medical Services (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.

In FY25 and FY26 to date, 5,192 misuse calls were received.

50. 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.

Year	Incoming	# of Text-to-911 CAD events	Percentage
2024	6,161	407	6.61%
2025	5,375	502	9.34%
Total	11,536	909	7.88%

51. Please provide the number of “10-33s” (code used by law enforcement officers for “Emergency, all units standby”) received in FY 2025 and FY 2026 to date, disaggregated by month and by agency.

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

Please see attachment Q#51.

52. For each month in FY 2025 and FY 2026 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#52.

53. 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 2025 and FY 2026, to date. Please include whether the calls were for FEMS or MPD, the cause of error, and any resolution or corrective action taken.

Data regarding erroneous dispatches in FY25 and FY26, to date can be found on the [Agency's Performance Dashboard](#).

54. Please provide, in table format, a summary of the number of complaints related to 911 services in FY 2025 and FY 2026 to date, that have been posted on the dashboard. 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 FY25 and FY26 to date can be found on the [Agency's Performance Dashboard](#).

55. Please provide call volume data—disaggregated by MPD/FEMS, priority, and event type—for each month of FY 2025 and FY 2026 to date.
- a. Please separately identify police non-emergency calls for service.

Please see attachment Q#55.

56. 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 responses to emergencies are as appropriate and efficient as possible.

311 Operations

57. Please provide a chart indicating all 311 calls in FY 2025 and FY 2026 to date, disaggregated by fiscal year and categorized by the agency's services requested.

Please see attachment #57.

58. In last year’s responses regarding 311, it was noted that “in Ward 7, there was a small increase in services requests from FY 2023 to FY 2024” and that in “Ward 8 there was a minor decrease from FY 2023 to FY 2024.”

a. What ward-specific trends in service requests has the agency observed in FY 2025 and FY 2026 to date?

- **Ward 6 leads Parking Enforcement and missed collections (Trash and Recycling) in FY25 to date.**
- **Ward 4 leads Bulk Collection and Supercan (delivery & repair) in FY25 to date.**
- **Ward 7 leads Illegal Dumping in FY25 to date.**
- **Ward 1 leads Rodent Inspection & Treatment in FY25 to date.**
- **Ward 2 has a high volume of Parking Enforcement and missed collections consistent with central business/residential mix.**
- **Ward 3 continues to have the lowest volume of service requests overall, with higher Scheduled Yard Waste relative to other wards; some missed collections noted but not significantly high compared to other wards.**
- **Ward 5 also has high Illegal Dumping and Rodent volumes; these hotspots persist from FY25. Bulk Collection requests remain moderately high as well.**

Specific questions on trends and responses to service requests should be directed to the respective service providing agency.

b. What other trends has the agency observed in FY 2025 and FY 2026 to date? If there are increases or decreases in service requests in particular wards, please list those wards, the service request-type increased/decreased, and number of increased/decreased requests.

Ward	FY25 Q1	FY26 to date	Δ (FY26–FY25)
Ward 1	12,952	13,200	+248
Ward 2	12,001	10,625	-1,376
Ward 3	10,045	9,498	-547
Ward 4	16,295	16,747	+452
Ward 5	17,872	16,097	-1,775
Ward 6	16,600	15,416	-1,184
Ward 7	15,475	14,766	-709
Ward 8	13,019	9,783	-3,236
Grand Total	114,259	106,132	-8,127

Ward 1 (Δ total: +248)

Increases:

- **Recycling Collection – Missed: +482 (241 → 723)**
- **Trash Collection – Missed: +403 (431 → 834)**
- **Container Removal: +148 (113 → 261)**

- **Scheduled Yard Waste: +92** (518 → 610)
- **Bulk Collection: +80** (1,442 → 1,522)

Decreases:

- **Illegal Dumping: -309** (1,296 → 987)
- **Public Space Inspection: -169** (226 → 57)
- **Roadway Signs: -160** (400 → 240)
- **Trash Cart – Delivery: -141** (624 → 483)
- **Streetlight Repair Investigation: -102** (186 → 84)

Ward 2 (Δ total: -1,376)

Increases:

- **Parking Enforcement: +315** (1,889 → 2,204)
- **Recycling Collection – Missed: +224** (128 → 352)
- **Container Removal: +202** (104 → 306)
- **Trash Collection – Missed: +135** (349 → 484)

Decreases:

- **Parking Meter Repair: -531** (739 → 208)
- **Sidewalk Repair: -217** (386 → 169)
- **Streetlight Repair Investigation: -115** (270 → 155)
- **Illegal Dumping: -134** (591 → 457)
- **Recycling Cart Delivery: -72** (235 → 163)

Ward 3 (Δ total: -547)

Increases:

- **Trash Collection – Missed: +167** (305 → 472)
- **Recycling Collection – Missed: +166** (286 → 452)
- **Container Removal: +160** (176 → 336)
- **Supercan – Repair: +66** (59 → 125)
- **Scheduled Yard Waste: +53** (1,381 → 1,434)

Decreases:

- **Supercan – Delivery: -103** (552 → 449)
- **Parking Enforcement: -265** (989 → 724)
- **Public Space Inspection: -71** (130 → 59)
- **Recycling Cart Delivery: -53** (320 → 267)
- **Illegal Dumping: -56** (190 → 134)

Ward 4 (Δ total: +452)

Increases:

- **Container Removal: +317** (204 → 521)
- **Recycling Collection – Missed: +368** (438 → 806)
- **Trash Collection – Missed: +261** (642 → 903)
- **Supercan – Repair: +139** (89 → 228)
- **Supercan – Delivery: +76** (896 → 972)

Decreases:

- **Illegal Dumping: -475** (1,129 → 654)
- **Public Space Inspection: -165** (233 → 68)

- **Parking Enforcement: -128** (1,375 → 1,247)
- **Recycling Cart Delivery: -20** (428 → 408)
- **Sidewalk Repair: -28** (148 → 120)

Ward 5 (Δ total: -1,775)

Increases:

- **Container Removal: +249** (243 → 492)
- **Supercan – Delivery: +97** (782 → 879)
- **Trash Cart Repair: +44** (67 → 111)
- **Recycling Collection – Missed: +202** (445 → 647)
- **Supercan – Repair: +23** (97 → 120)

Decreases:

- **Illegal Dumping: -676** (1,830 → 1,154)
- **Parking Enforcement: -213** (1,918 → 1,705)
- **Public Space Inspection: -167** (245 → 78)
- **Streetlight Repair Investigation: -127** (262 → 135)
- **Recycling Cart Delivery: -83** (436 → 353)

Ward 6 (Δ total: -1,184)

Increases:

- **Recycling Collection – Missed: +533** (304 → 837)
- **Trash Collection – Missed: +430** (597 → 1,027)
- **Trash Cart Repair: +40** (44 → 84)
- **Container Removal: +112** (106 → 218)

Decreases:

- **Parking Enforcement: -673** (3,130 → 2,457) — largest single drop in any ward for this category.
- **Sidewalk Repair: -202** (283 → 81)
- **Streetlight Repair Investigation: -179** (344 → 165)
- **Recycling Cart Delivery: -45** (411 → 366)
- **Public Space Inspection: -38** (114 → 76)

Ward 7 (Δ total: -709)

Increases:

- **Trash Collection – Missed: +347** (612 → 959)
- **Supercan – Delivery: +159** (538 → 697)
- **Supercan – Repair: +132** (59 → 191)
- **Trash Cart Repair: +62** (51 → 113)

Decreases:

- **Illegal Dumping: -174** (1,419 → 1,245)
- **Streetlight Repair Investigation: -110** (327 → 217)
- **Recycling Cart Delivery: -41** (272 → 231)
- **Public Space Inspection: -47** (96 → 49)
- **Sidewalk Repair: -3** (66 → 63)

Ward 8 (Δ total: -3,236)

Increases:

- **Supercan – Delivery: +116** (344 → 460)
- **Recycling Collection – Missed: +131** (102 → 233)
- **Trash Collection – Missed: +131** (332 → 463)
- **Container Removal: +100** (38 → 138)
- **Supercan – Repair: +46** (27 → 73)

Decreases:

- **Illegal Dumping: -321** (896 → 575)
- **Parking Enforcement: -144** (1,418 → 1,274)
- **Recycling Cart Delivery: -31** (119 → 88)
- **Public Space Inspection: -40** (70 → 30)
- **Streetlight Repair Investigation: -79** (145 → 66)

- 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?

Success is tracked based on analytics available in the multilingual DC 311 App/Portal. In FY26, OUC will continue its work with the Office of Human Rights, the Office of Racial Equity, the Mayor’s Office of Latino Affairs, and others to help build trust with non-English speaking communities.

OUC is currently testing Dynamic IVR software which will enable the agency to more efficiently serve all seven of the District’s most commonly spoken languages in alignment with the Language Access Act of 2004.

OUC’s 311 Division is continually recognized for providing innovative service to District residents. In fact, in December 2025, the Office of the Chief Technology Officer (OCTO) and OUC were awarded the [StateScoop 2025 LocalSmart Local IT Innovation of the Year Award](#) for evolving DC311 into a modern, AI-powered platform, that introduces intelligent call routing, automated agent evaluations, and real-time citizen feedback—making services faster, smarter, and more responsive. These innovations not only improved the resident experience but set a new standard for transparency, efficiency, and excellence in local government service delivery.

59. Please provide, in table format, the number of complaints related to 311 services in FY 2025 and FY 2026 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.

FY25 and FY26 Complaints			
Outcome	Type of Complaint	Date of Incident	Next Steps
Sustained	poor customer service	11/13/2025	Disciplinary Action
Sustained	call terminated by agent	11/10/2025	Disciplinary Action
Sustained	poor customer service	8/25/2025	Disciplinary Action
Not Sustained	poor customer service	8/11/2025	N/A
Sustained	poor customer service	7/23/2025	Disciplinary Action
Sustained	rude call taker	4/23/2025	Coaching and additional training
Sustained	incorrect info provided	4/1/2025	Coaching and additional training
Sustained	incorrect info provided	3/27/2025	Coaching and additional training
Not Sustained	incorrect info provided	3/27/2025	N/A
Not Sustained	poor customer service	3/17/2025	Coaching and additional training
Sustained	poor customer service	3/11/2025	Coaching and additional training
Not Sustained	poor customer service	2/24/2025	N/A
Not Sustained	poor customer service	2/24/2025	N/A
Not Sustained	poor customer service	2/24/2025	N/A
Not Sustained	poor customer service	2/24/2025	N/A
Not Sustained	poor customer service	2/24/2025	N/A
Sustained	incorrect info provided	1/7/2025	Coaching and additional training
Not Sustained	rude call taker	10/25/2024	N/A
Not Sustained	incorrect info provided	10/13/2024	N/A

60. Has the agency integrated or utilized any new District agency service requests into 311 in FY 2025 or FY 2026, to date?

In FY25 to date, service request types for DMV’s Automated Traffic Enforcement Equity pilot, DDOT’s Bus/Rail Issues and Office of Cable Television, Film, Music and Entertainment’s Down Cable Wires Inspection were made available.

a. Has the agency made any progress in providing a 311 service request option for snow shoveling? Currently District residents may only make such requests by phone.

This service request is owned by the DPW/DDOT Snow team and OUC is prepared to update the service request upon the snow team’s request.

61. Has the agency removed any existing District agency’s service requests from 311 in FY 2025 or FY 2026, to date?

No existing District agency’s service requests have been removed from 311 in FY25 or FY26 to date.

62. Please describe the activities of the 311 Working Group in FY 2025 and FY 2026 to date.

FY 2025 Activities (Oct 2024 – Sep 2025)

Governance & Coordination

- **Main POC from the Office of the City Administrator for all service request discussions and working group coordination appointed**

Service Request (SR) Review & Updates

- **DDOT:** Updated and creating five SR types for clarity and routing
- **DPW:**
 - Proposed new Bike Lane Cleaning SR, redirecting from Bicycle Services
 - Reviewed SRs for Illegal Dumping, Graffiti Removal, and Neighborhood Cleanup
- **DMPSJ:** Removed Safety Sensitive category from SR taxonomy
- **DGS:**
 - Addressed Dog Park maintenance SR
 - Planned Playground Maintenance SR enhancements (location submission, ward filter, searchable list)
 - Prepared for mowing season SR adjustments

Resident Engagement

- Added Resident Feedback link on the portal (planned for implementation)

Technology & Data

- **OCTO:**
 - Advanced Amazon Connect deployment for 311 telephony
- Planned 311 and 911 dashboards for monthly reporting
- Initiated mapping feature updates and insights/use-case document

FY26 Activities to Date (Oct 2025 – Jan 2026)

Operational Enhancements

- Continued SR governance and taxonomy updates from FY 2025
- Implemented portal feedback link and began tracking resident input
- Advanced mapping features for ward-level visualization of SRs

Technology Deployment

- Amazon Connect rollout progressed; Spanish language IVR and language menu added
- NLU pilot expanded to handle common SR intents (e.g., down wires, missed trash)
- Addressed audio issues in IVR and call flows

Performance & Transparency

- Published monthly 311 dashboard (and 911 dashboard) for City Administrator and stakeholders
- Shared illegal dumping PPT and graffiti removal updates for operational alignment

Strategic Positioning

- Framed 311 as a “place of authority” for viewing end-to-end service processes
- Discussed integration of mapping and analytics for proactive service delivery

- a. When did the 311 Working Group meet in FY 2025 and FY 2026 to date, and which agencies participated in these meetings?

OUC did not track agency participation, but the 311 Working Group met on the following dates:

- December 11, 2024
- February 12, 2025
- April 10, 2025

- June 10, 2025
- October 10, 2025
- December 10, 2025

- 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 portal be enhanced to include a feedback mechanism for residents. A link has been added to the portal and OUC is able to track feedback from residents submitted there.

Quality Assurance

63. 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 any updates on QA/QI outcomes.
- 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.**

64. What percentage of Office of Professional Standards and Development QA reviews were completed on the day of a flagged event or by the next business day of the calls during FY 2025 and FY 2026 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 over 90% in FY 2025 to date. The OUC 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.

65. 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.

OUC's quality assurance team fully adheres to [APCO/NENA ANS 1.107.2-2025](#). This standard defines the recommended minimum components of a quality assurance/quality improvement (QA/QI) program within an emergency communications center (ECC) and outlines best practices for implementing a QA/QI program to evaluate the performance of public safety communications personnel. It also provides the minimum requirements for the evaluation and quality assurance of call processing to ensure a consistent, effective, and efficient level of service.

Alternative Emergency Responses

66. Please provide an update on the agency's work on the Nurse Triage Line (NTL) in FY 2025 and FY 2026, to date:

- a. What data does OUC currently collect related to Nurse Triage Line transfers, including call volume, call type, transfer success, and disposition?

OUC generates daily reports of NTL events from CAD for FEMS. This report includes a list of NTL dispositions.

- b. What criteria or call-type protocols does OUC use to determine whether a caller is eligible to be transferred to the NTL rather than dispatched to an ambulance?

FEMS's Office of Medical Director provided the criteria and call-type protocols to be configured into Total Response. Since FEMS is the business owner of the Fire and EMS chief complaints in Total Response protocol application.

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

OUC defers to FEMS to provide this data.

- d. From January 2025, to date, how many call-taker overrides have there been of recommendations from the system for NTL transfers?

On average, 4% of the EMS events processed each day are overridden. Call-taker overrides can occur for several reasons, including technical issues with the interface, nurse availability, and caller refusals.

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

OUC defers to FEMS to provide this data.

- f. What training or clinical decision-support tools, if any, are provided to 911 call takers to guide the assessment of non-emergency medical calls prior to transferring a caller to the Right Care, Right Now NTL?

FEMS's Office of the Medical Director guides the training and clinical decisions to 911 telecommunicators to trigger NTL CAD events from the Total Response protocol application.

- g. Please provide a monthly breakdown of how many calls were transferred to the NTL from January 2025, to date, as well as a breakdown of how many of those calls were transferred back to 911.
- i. How many calls that were transferred from the 911 Call Center to the Right Care, Right Now Nurse Triage Line were subsequently rerouted back to the 911 Call Center?

OUC does not track this performance and defers to FEMS.

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

OUC defers to FEMS to provide this information but can share that calls are sometimes transferred back to 911 due to technical issues with the interface, nurse availability, and caller refusals.

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

OUC does not track this performance and defers to FEMS.

67. Does OUC track whether a call transferred to the Nurse Triage Line ultimately results in:
- a. Non-emergency medical transportation;
 - b. Referral to a clinic or urgent care center; or
 - c. Emergency ambulance dispatch?

OUC does not track patient outcomes.

68. If the answer to question 60 is affirmative, please provide the total number of call transfers for each category from FY 2024 and FY 2025 to date.

N/A.

69. How does OUC assess whether the NTL and NEMT pathway are helping to reduce unnecessary ambulance dispatches and improve 911 system efficiency?

OUC does not assess whether the NTL and NEMT pathways help reduce unnecessary ambulance dispatches.

70. How many “refresher trainings,” and what kind, were conducted from FY 2025 and FY 2026 to date for the NTL?

In FY25 to date, FEMS (via the Office of the Medical Director) conducted four (4) overviews and refresher training sessions on the NTL Diversion Program for all call takers and dispatchers during roll calls for day and night shifts. Additionally, OUC hosted a mandatory, 2-day CAD refresher module which included a review of 911 workflow processes on

diversion programs. Lastly, Total Response provided refresher and train the trainer training for the agency's training specialists, which included modules on 911 workflow components related to NTL event creation and handling.

Specific Incidents

71. **12/2/2025, 5:19am:** The Committee has received reports that OUC allegedly failed to answer the Channel 12 radio for four minutes and that the dispatcher also allegedly delayed telling firefighters and medics that the call-taker was still on the line with the caller and that the caller was unresponsive to questions.
- a. What occurred here? Please provide a detailed timeline, if available.
 - b. Is the agency investigating this call?
 - c. If an investigation is complete, what did it find?
 - d. If there is no investigation planned for this incident, please explain why.

There are a number of mechanisms by which OUC partner agencies, the Council, and the public can submit both general and incident specific concerns. This can include direct communication from MPD or FEMS or the Council or the submission of a complaint from the public via the feedback form on OUC's website. All of these methods allow for OUC to obtain requisite information to conduct an investigation, report the findings to the individual(s) making the complaint or inquiry and post publicly in accordance with statutory mandates.

The incident in question was not raised to OUC and thus the agency has not conducted an investigation.

72. **11/21/2025 11:30pm:** The Committee has received reports that OUC allegedly sent three different responses within four minutes to the same car crash at Georgia Avenue and Upshur Street NW.
- a. Is the agency investigating this call? If an investigation is complete, what did it find?
 - b. If there is no investigation planned for this incident, please explain why.

There are a number of mechanisms by which OUC partner agencies, the Council, and the public can submit both general and incident specific concerns. This can include direct communication from MPD or FEMS or the Council or the submission of a complaint from the public via the feedback form on OUC's website. All of these methods allow for OUC to obtain requisite information to conduct an investigation, report the findings to the individual(s) making the complaint or inquiry and post publicly in accordance with statutory mandates.

The incident in question was not raised to OUC and thus the agency has not conducted an investigation.

73. **11/20/2025 4:50pm:** The Committee has received reports that a call for MPD needing EMS at 2600 Connecticut Avenue NW was sent to 2600 Wisconsin Avenue NW.
- a. Is the agency investigating this call?
 - b. If an investigation is complete, what did it find?

- c. If there is no investigation planned for this incident, please explain why.

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The incident in question was not raised to OUC and thus the agency has not conducted an investigation.

74. **11/17/2025:** The Committee has received reports that OUC sent a fire call meant for 60th and East NE to 6th and East NE on Capitol Hill.
 - a. Is the agency investigating this call?
 - b. If an investigation is complete, what did it find?
 - c. If there is no investigation planned for this incident, please explain why.

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The incident in question was not raised to OUC and thus the agency has not conducted an investigation.

75. **11/2/2025 10:38pm:** The Committee has received reports that AMR Ambulance 43 called a 10-33, meaning they needed police help immediately. It has been alleged to the Committee that a dispatcher provided the wrong information on which AMR unit needed help and which radio channel was handling the 10-33. Similarly, on 7/31/2025 at 12:35 p.m., it has been alleged that it took a dispatcher more than 2 minutes and 30 seconds to understand that Truck 13 was reporting they were in a neighborhood with shots fired around them (the apparatus ended up with bullet holes).
 - a. Is the agency investigating this call?
 - b. If an investigation is complete, what did it find?
 - c. If there is no investigation planned for this incident, please explain why.

There are a number of mechanisms by which OUC partner agencies, the Council, and the public can submit both general and incident specific concerns. This can include direct communication from MPD or FEMS or the Council or the submission of a complaint from the public via the feedback form on OUC's website. All of these methods allow for OUC to obtain requisite information to conduct an investigation, report the findings to the

individual(s) making the complaint or inquiry and post publicly in accordance with statutory mandates.

76. **7/5/2025:** The Committee has received reports that at least four times this year, OUC has allegedly mixed up calls between Madison Drive on the Mall and Madison Street four miles away. This also occurred, according to these reports, twice on 5/14/2025, and once on 1/31/2025.
- a. Is the agency investigating this call?
 - b. If an investigation is complete, what did it find?
 - c. If there is no investigation planned for this incident, please explain why.

An incident involving an incorrect dispatch to these streets on 6/3/2025 was raised with the agency and subsequently investigated. For the 6/3/2025 incident, it was determined the call taker did not effectively use location determining technology to pinpoint the incident location. The 6/3/2025 incident is listed on the Performance Dashboard.

Miscellaneous

77. Please provide an update on the agency's efforts to improve its relationship and joint protocols with WMATA in FY 2025 and FY 2026 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 2025 and FY 2026, 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. OUC has provided both support and guidance, and sent all related policies and procedures, to their newly onboarded Communications Manager. Lastly, 911 operations personnel and training team members participated in site visits and best practice sharing meetings.

In July 2025, at the annual Association of Public-Safety Communications Officials (APCO) conference, OUC's Technology Division received the large center [Technology Leadership Award](#) for demonstrating the highest levels of professional conduct and outstanding performance in the line of duty for this work with WMATA, multiple solution integrations and for maintaining a secure and reliable operations infrastructure for 911 and 311 operations.

78. 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#78.

79. In FY 2025 and FY 2026, to date, how many transferred calls from OUC to the Department of Behavioral Health (DBH) were not picked up?

OUC does not track the number of calls not picked up by DBH.

80. Please provide an update on the Washington DC Waterways Working Group's work to add Common Place Names, navigational waypoints, and Aids to Navigation to the Computer-Assisted Dispatch (CAD) System. Is there an established timeline for completion?

OUC is not a member of working group; however, in FY25, the agency added water markers and buoys into a mapping solution it is piloting with FEMS to enhance and support water rescues.

81. Please provide an update on OUC's computer-aided dispatch (CAD) network's connection to any regional Cad-to-CAD systems. In last year's responses, the agency reported that "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 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." When will testing be completed for this functionality to go live?

OUC connected an interface to the National Capitol Region's CAD2CAD IP-based platform in 2022. However, the CAD provider for Prince George County MD, Montgomery County MD, Prince William County VA, Loudoun County VA, and the Metropolitan Washington Airport Authority (MWAA) needed more time to migrate to the new platform which delayed DC's transition to CAD2CAD.

In July 2025, the CAD provider started CAD2CAD testing on the upgraded IP-based GDX CAD2CAD platform. The NCR has been hosting extensive and exhaustive testing across all NCR jurisdictions. OUC and FEMS participate in these exercises.

In FY26, OUC and FEMS will continue to assess 911 workflow enhancements to support CAD2CAD operations between OUC and FEMS, work with the OCTO DC GIS team to update the DC CAD map with NCR jurisdiction CAD maps and identify sustainment and maintenance steps for CAD2CAD since ongoing NCR CAD map updates will be necessary.

82. Do all of the shifts now have Fire and EMS-trained supervisors, if not are there efforts to include Fire and EMS-trained supervisors on shift?

Yes, all shifts will now have Fire and EMS-trained supervisors.

a. What is the agency's approach to supervisors?

The agency's approach to supervisors is to ensure that on every shift, supervisors have specific skill sets, ranging from technical proficiency in CAD systems to interpersonal skills for managing high-stress, complex and traumatic incidents. Supervisors on each shift should have technical, rational/analytical skills, command presence, and human skills, while fostering a supportive, communicative and efficient work environment.

83. What percentage of the new hires that came aboard in the last two years are still working at OUC?

Call Takers 64%
Dispatchers 92%
Supervisors 100%

84. What is OUC's policy on usage of OUC computers for personal activities such as playing video games and engaging in online shopping?

- Does the agency monitor such activities?
- If someone is found to have engaged in such activities, what is the agency's follow-up?

Use of OUC computers for personal activities such as playing video games and engaging in online shopping is not permitted. In alignment with best practices to secure the technology infrastructure, OUC in coordination with OCTO has made hundreds of websites inaccessible on operations consoles. If someone is found to have violated an agency policy, progressive discipline is administered.

85. What is the agency's policy on sleeping on-shift in the 911 center?

- How does the agency ensure that supervisors enforce rules around on-shift sleeping?
- How many times in the last year has the agency disciplined an employee for on-shift sleeping?
- Have any radio calls been missed because a dispatcher was sleeping on the shift?
- Is on-shift sleeping considered grounds for termination?

Sleeping on-shift in the 911 center is not permitted and supervisors are responsible for enforcing this and all policies. In the last year, no 911 Operations employees have been disciplined for on-shift sleeping, nor is the agency aware of any radio calls being missed because a dispatcher was sleeping on-shift. There is an investigation currently underway regarding allegations about a non-operations employee sleeping while on duty. Employees found to be sleeping-on while on duty are subject to progressive discipline in accordance with the District's Personnel Manual.

86. How many CD1 forms has the agency received from DC Fire and EMS in FY 2025 and FY 2026, to date?

OUC has not received any CD1 forms from DC Fire and EMS in FY25 or FY26 to date.

87. Of the CD1s received in FY 2025 and FY2026, to date, how many has the agency responded to and how many remain outstanding?

OUC has not received any CD1 forms from DC Fire and EMS in FY25 or FY26 to date.

88. What is the process for investigating and substantiating complaints in CD1s? If a complaint is substantiated is it posted to the Performance Dashboard?

OUC collaborates closely with a designated FEMS liaison, whose office is on the operations floor, who raises concerns about any dispatching issues that they are made aware of by field units or other stakeholders in weekly standing meetings. All complaints brought to our attention by FEMS and the FEMS liaison are posted on the Performance Dashboard.

89. How many substantiated CD1-complaints were posted on the Dashboard in FY 2025 and FY 2026, to date?

OUC has not received any CD1 forms; however, the agency collaborates closely with a designated FEMS liaison, whose office is on the operations floor, who raises concerns about any dispatching issues that they are made aware of by field units or other stakeholders in weekly standing meetings. All complaints brought to our attention by FEMS and their liaison are posted on the Performance Dashboard.

90. The agency website says that information about a 911 call can be disclosed solely to the individuals directly involved in that incident. What kind of information does the agency provide to the public concerning allegations about how a 911 call was handled?

Summarized, anonymized information about 911 complaints are accessible on the Performance Dashboard. The incident date, reporter, the concern/allegation, findings, whether the concern/allegation is sustained, and the action taken by the agency is also posted there.

91. How often does the agency drill on promptly dispatching emergency law enforcement help to Fire and EMS?

Training on dispatching emergency law enforcement help to Fire and EMS is part of frequent and continuous emergency communications workflow refreshers.

92. Does the CAD software warn and have the means to signal when duplicative dispatches to a single location are sent?

There is a mechanism in the dispatching system that alerts the 911 call taker if a location they are trying to create a CAD event for has already been created. Once alerted, call takers are trained to enter the address to validate whether there is an active event already associated with a location. Industry best practice guidance dictates a call taker never assumes that an additional call from the same location is for the same event.

Mental and Behavioral Health

93. How many mental health calls were received in FY 2025 and FY 2026, to date?

- **FY 2025**
 - **Total mental and behavioral health related calls received: 797**
 - **Handled by DBH: 345**
 - **Not handled by DBH: 452**

- **FY 2026 to date**
 - **Total mental and behavioral health related calls received: 838**
 - **Handled by DBH: 320**
 - **Not handled by DBH: 518**

- **Combined total for FY 2025 and FY 2026 to date**
 - **Total calls received: 1,635**
 - **Handled by DBH: 665**
 - **Not handled by DBH: 970**

94. How many 911 calls in the last two years were routed to DBH’s crisis response teams?

a. What have been the outcomes of calls routed to DBH?

OUC does not track post transfer actions, deployments, or outcomes.

95. How many calls about non-emergency events did OUC receive in the last two years?

a. Where were those calls routed?

Based on the data, 970 mental and behavioral health related calls over the last two years were not handled by DBH and were routed to other agencies. Of those 970 calls:

- **Routed to MPD and FEMS based on PowerPhone triage**
- **Routed according to caller information, call type, and safety indicators present at the time of the call**

NOTE: The data reflects that these calls were determined at intake to require a law enforcement or medical response rather than DBH handling.

96. How many calls about non-violent events did OUC receive in the last two years?

a. Where were those calls routed?

The dataset does not independently classify calls as violent or non-violent. It identifies mental and behavioral health related calls and whether DBH handled them. Using that framework:

- **665 calls were routed to DBH**
- **970 calls were routed to MPD or DCFEMS**

NOTE: For calls not handled by DBH that did not present immediate safety concerns, routing decisions were still guided by the Total Response protocol system, which determines the most appropriate responding agency based on the information available during the call.

97. What response-plans govern whether a behavioral-health-related call is dispatched to DBH?

As with all 911 call event types, OUC integrated the questions and triggers provided by DBH into the Total Response protocol system. Based on how the caller answers the questions, the Total Response system determines if the call should be diverted to DBH’s Access Help Line.

98. What quality-assurance systems exist to monitor whether call-takers are correctly identifying behavioral-health indicators?

OUC's quality assurance team systematically reviews calls and scores them against industry standards for accuracy, procedure adherence, and communication skills. If performance deficiencies are noted, call takers must participate in quality improvement sessions and refresher trainings.

On December 5, 2025, OUC implemented GovWorxs' Comms Coach AI Solution that is performing quality assurance checks on all 911 calls.

The fully integrated AWS solution is performing quality assurance checks on all 311 calls.