



## **REQUEST FOR PROPOSALS (RFP No.: ODCA- RFP-2020-03)**

### **Audit of Office of Unified Communications (OUC) 911 Operations Division**

**Date:** September 24, 2020

**Questions Due by:** October 9, 2020

**Proposal Due Date:** October 16, 2020, 5 p.m. EST

**Contact:**  
Mr. Will Perkins  
Analyst  
Office of the District of Columbia Auditor  
717 14<sup>th</sup> Street N.W., Suite 900  
Washington, DC 20005  
Email: [will.perkins@dc.gov](mailto:will.perkins@dc.gov)

**ALL NOTIFICATIONS, RELEASES AND AMENDMENTS WILL BE POSTED AT:  
[www.dcauditor.org](http://www.dcauditor.org)**

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## **SECTION I—SUMMARY INFORMATION**

<b><u>Project Title:</u></b>	Audit of Office of Unified Communications (OUC) 911 Operations Division
<b><u>Issuing Agency:</u></b>	Office of the District of Columbia Auditor
<b><u>Proposal due:</u></b>	5 PM EDT on October 16, 2020.
<b><u>Submit proposals to:</u></b>	Mr. Will Perkins, Analyst Office of the District of Columbia Auditor  Email: <a href="mailto:will.perkins@dc.gov">will.perkins@dc.gov</a>
	Submittals received after the stated time will be returned unopened and will not be considered. ODCA will select the proposal that shows the greatest ability to provide the best and most complete effort. The selection of a qualified proposal will be made no later than October 23, 2020.
<b><u>Schedule:</u></b>	Public posting of Request for Proposal – September 25, 2020 Proposals Due to ODCA – 5 PM on October 16, 2020 Selection – October 23, 2020 Contract Executed – No later than close of business November 6, 2020
<b><u>File format:</u></b>	Digital PDF copy, sent via email to Will Perkins (will.perkins@dc.gov) with Kathleen Patterson, D.C. Auditor, copied (kathy.patterson@dc.gov).
<b><u>Performance Schedule:</u></b>	The actual schedule for performance of the project will be negotiated with the successful Proposer. ODCA wishes to hold as closely as possible to the following schedule:  <b><u>November 9, 2020</u></b> – Notice to proceed issued to the Consultant following full execution of contract. <b><u>No Later than November 13, 2020</u></b> – Meet with ODCA to identify research issues, clarify objectives, and agree on timeline. <b><u>April 1, 2021</u></b> – Provide preliminary report of findings and recommendations. <b><u>May 15, 2021</u></b> – Provide final report.

## **SECTION II—BACKGROUND**

The mission of the Office of the D.C. Auditor is to support the Council of the District of Columbia by conducting performance audits that improve the economy, efficiency, and

accountability of the D.C. Government. From time to time we contract with outside consulting firms for audits and evaluations. The agency has independent procurement authority and is not bound by the Procurement Practices Reform Act.<sup>1</sup> As part of a commitment to transparency and competitive contracting, we often seek one or more proposals before entering into a contract for consulting services. The agency has broad authority including “access to all books, accounts, records, reports, findings, and all other papers, things, or property belonging to or in use by” all sectors of the District government.<sup>2</sup>

The Office of Unified Communications (OUC) was established in 2004 to “centralize the customer service functions and activities of the District’s 911, 311 and 727-1000 systems, and other facilities for emergency, non-emergency, and citizen service calls.”<sup>3</sup> OUC’s 911 Operations Division handles all 911 calls in the District, splitting their primary responsibilities between call takers and dispatchers. OUC call takers answer incoming calls from the public, recording information to create incident records for dispatchers. OUC dispatchers then coordinate incident responses for the Metropolitan Police Department (MPD) and the District of Columbia Fire and Emergency Medical Service Department (FEMS).

Recent events call into question the effectiveness of OUC’s 911 Operations Division. The National Transportation Safety Board (NTSB), found that OUC’s call processing “delayed the emergency response” to the Washington Metropolitan Area Transit Authority (WMATA) L’Enfant Plaza Station electrical arcing and smoke accident on January 12, 2015.<sup>4</sup> NTSB recommended that OUC audit its public service answer point (PSAP) to “(1) determine the average length of time that call takers use to process an emergency call and dispatch emergency service and (2) compare those results with those of other comparable PSAPs”.<sup>5</sup> To date, no such audit has occurred. Following a fatal house fire at 708 Kennedy Street, NW in 2019, Advisory Neighborhood Commission (ANC) 4B voted to request an audit of OUC.<sup>6</sup> Recent media coverage also calls into doubt OUC’s ability to dispatch MPD and FEMS units to the correct location in a timely manner.<sup>7</sup>

This audit will evaluate the effectiveness of OUC’s 911 Operations Division against national standards, review a sample of 911 call recording and data, evaluate OUC culture and training, review OUC’s technological capabilities, and review OUC’s internal investigations of past incidents.

This will be a time and materials contract with a Not-to-Exceed amount, commencing immediately following the contract execution date. All work must be completed no later than September 15, 2021.

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<sup>1</sup> See D.C. Code § 2-351.05(c)(10). ODCA is not subject to the provisions of the Act, with the exception of the requirement to undergo Council review and approval of multiyear contracts or contracts in excess of \$1 million during a 12-month period. See D.C. Code § 2-352.02.

<sup>2</sup> See D.C. Code § 1-204.55.

<sup>3</sup> See Fiscal Year 2005 Budget Support Act of 2004, Law L15-205, § 3203. Codified at D.C. Code § 1-327.52(a)

<sup>4</sup> National Transportation Safety Board, “Washington Metropolitan Area Transit Authority L’Enfant Plaza Station Electrical Arcing and Smoke Accident Report” NTSB/RAR-16/01, PB2016-103217, Adopted May 3, 2016.

<sup>5</sup> Ibid, page 97.

<sup>6</sup> Advisory Neighborhood Commission 4B, “4B ODCA Letter on OUC final”, May 27, 2020.

<sup>7</sup> The Kojo Nnamdi Show, “911 in the DMV: When Help is Not On The Way”, September 3, 2020.

## SECTION III—SCOPE OF WORK

The evaluation will include but not be limited to the tasks outlined below.

1. Assess OUC 911 operations against national standards, including:
  - a. Call processing time (call to queue)
    - i. What % of calls meet standards?
    - ii. Determine OUC's mean & median call processing times.
    - iii. Break down answers by Ward and agency (MPD & FEMS separately).
  - b. Appropriate call prioritization
    - i. What % of each call priority (Alpha – Echo) does OUC receive?
    - ii. What % of calls are mis-prioritized?
    - iii. For mis-prioritized calls, calculate the mean & median delay in seconds added to total call times.
    - iv. Break down answers by Ward and agency (MPD & FEMS separately).
  - c. Call dispatch time (queue to dispatch)
    - i. What % of calls meet standards?
    - ii. Determine OUC's mean & median call dispatch times.
    - iii. Break down answers by Ward and agency (MPD, FEMS & AMR separately).
  - d. Total call times (call-taking & dispatching)
    - i. What % of calls meet standards?
    - ii. Determine OUC's mean & median call dispatch times.
    - iii. Break down answers by Ward and agency (MPD & FEMS separately).
2. Review a sample of 911 call recordings, Compute Aided Dispatch (CAD) data and radio dispatches, along with any related internal documentation to determine if:
  - a. Accurate and relevant information was communicated to MPD/FEMS units
    - i. Call purpose
    - ii. Appropriate call prioritization
    - iii. Call location
    - iv. Appropriate number of MPD/FEMS units dispatched
  - b. MPD/FEMS units were dispatched to the correct location
    - i. How often are unnecessary or duplicative units dispatched to the same incident?
    - ii. What % of OUC dispatches are cancelled due to dispatcher error?
    - iii. How often do MPD or FEMS responding units overrule OUC dispatchers?
  - c. MPD/FEMS units reach the correct location in a timely manner
    - i. How often do units reach the location within time limits?
3. Evaluate OUC culture and training, including:
  - a. Training elements
    - i. District geography

- ii. Call Center policies and procedures
  - iii. Coordination with surrounding jurisdictions
- b. Staffing
  - i. Experience in the field and with OUC
  - ii. Sufficiently staffed during peak call times
  - iii. Languages spoken

4. Review OUC's technological capabilities, including:

- a. Pinpoint caller location
  - i. How well does OUC software locate cell phone callers?
  - ii. How does OUC handle issues in the Anacostia or Potomac rivers?
- b. Computer-Aided Dispatch
  - i. How well do scripted questions guide call-takers to collect necessary information in an efficient manner?
  - ii. How well can call-takers deviate from the script when necessary?
  - iii. What protocols are in place if the CAD system fails?
  - iv. Are there areas in which OUC's CAD system inhibits call taker and dispatcher performance?

5. Review OUC's internal investigations, including:

- a. How does OUC determine when an investigation is warranted?
- b. What patterns have investigations uncovered?
- c. Are investigations conducted according to policy, and are through investigations conducted?
- d. Are the judgments and conclusions of internal investigations sound?
- e. Review a sample of incidents for what transpired, what was the extent of the investigation, what actions were taken, and what information was made public, with specific incidents to be determined in consultation with ODCA.

6. Produce draft and final reports with the results of any of the above tasks undertaken. The final report completed by the consultant will be released publicly by ODCA accompanied by a letter of introduction by the D.C. Auditor.

7. Prepare and provide briefings to Councilmembers, D.C. government entities, and the press, as needed and as directed by ODCA.

All materials created in the performance of this project are the property of ODCA and are to be transferred to ODCA within 15 days of the issuance of the final report.<sup>8</sup>

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<sup>8</sup>The successful Proposer, who ultimately completes the work successfully, will be permitted to use their research in subsequent projects, with appropriate attribution that the information was learned and/or developed as part of their contract with ODCA and only after ODCA has released its report.

## **SECTION IV—FORMAT**

Proposers shall submit an electronic copy in pdf format to [will.perkins@dc.gov](mailto:will.perkins@dc.gov), copying [kathy.patterson@dc.gov](mailto:kathy.patterson@dc.gov). ODCA will not accept any proposals submitted via fax. Proposals shall be marked: “Proposal in Response to Solicitation No. **ODCA- RFP-2020-03**.”

### **Proposal Guidelines and Requirements:**

Each Proposer must demonstrate in their proposal that they have the professional capabilities needed to complete this project. At a minimum, the proposal should contain the following:

**Prior experience and qualifications.** The Proposer should describe prior experience in performing similar research and knowledge of improving the operational effectiveness of 911 emergency call centers. The Proposer should offer any additional, innovative ideas of research approaches. The Proposer is encouraged to provide examples of (or links to) reports based on similar work on public campaign finance.

**Proposed project team members.** The Proposer must identify the person who will lead the work described and any additional team members and their qualifications, including a resume for each individual that describes the qualifications applicable to the performance of the tasks for which they would be responsible. Proposer must provide the billable hourly rate for each team member, which must comply with Wage Determination No. 2015-4281, Revision No. 7, dated July 25, 2017, issued by the U.S. Department of Labor in accordance with the Service Contract Act (41 U.S.C. 351 et seq.).

The Contractor may only make personnel changes during the audit with ODCA approval. In its request for such approval, the Contractor shall provide a resume and the billable hourly rate for each individual to be added to the project. The resume shall describe the qualifications applicable to the performance of the tasks for which the individual would be responsible.

**Project schedule.** Provide a calendar to define the proposed project schedule.

**Cost proposal.** The cost proposal shall consist of the Proposer’s best price for a time and materials contract with a Not-To-Exceed Amount. The cost proposal shall include the following categories:

- A base hourly rate for each of the persons/positions named in the Proposed Project Team Members section above, along with an estimate of how many hours each will devote to the project, broken down by each item on the Scope of Work.
- Expenses. Reimbursable out-of-pocket travel expenses for travel to D.C. shall be allowed on a per diem basis for the Washington, D.C., metropolitan area according to the schedule established by the General Services Administration. Expenditures in excess of those amounts, or for other items, shall not be reimbursed without prior written approval.

The Proposer shall include both cost for services and reimbursement for out-of-pocket expenditures in the proposal's Not-To-Exceed Amount.

**Forms and documents.** Please submit electronic copies in .pdf format of the following documents:

- Certificate of Clean Hands, obtained from the Office of Tax and Revenue according to the instructions available at <https://otr.cfo.dc.gov/page/certificate-clean-hands>.
- D.C. Basic Business License, and any other required licenses, registrations, or certifications, or certification of intent to obtain them or exemption from such requirements (see "Legal Status of Proposer", below).
- A signed electronic copy of the Application for Certificate of Good Standing (Attachment A)
- A signed electronic copy of the Tax Certification Affidavit (Attachment B)

## **SIGNING OF PROPOSALS**

The Contractor shall sign the proposal and print or type its name on the Solicitation, Offer, and Award form of this solicitation. Each proposal must show a full business address and telephone number of the Proposer and be signed by the person or persons legally authorized to sign contracts. Erasures or other changes must be initialed by the person signing the proposal. Proposals signed by an agent shall be accompanied by evidence of that agent's authority, unless that evidence has been previously furnished to the Contracting Officer.

All correspondence concerning the proposal or resulting contract will be mailed or emailed to the address shown on the proposal in the absence of written instructions from the Proposer or Contractor to the contrary. Any proposal submitted by a partnership must be signed with the partnership name by a general partner with authority to bind the partnership. Any proposal submitted by a corporation must be signed with the name of the corporation followed by the signature and title of the person having authority to sign for the corporation. Proposers shall complete and sign all Representations, Certifications, and Acknowledgments as appropriate. Failure to do so may result in a proposal rejection.

## **LEGAL STATUS OF PROPOSER**

Each proposal must provide the following information:

- Name, address, telephone number, D-U-N-S number and federal tax identification number of the Proposer.
- An electronic copy in .pdf format of the Proposer's D.C. Basic Business License. If the Proposer is a corporation or partnership and does not provide a copy of its license, registration or certification to transact business in the District of Columbia, the Proposer shall certify its intent to obtain the necessary license, registration or certification prior to contract award or its exemption from such requirements.

- If the Proposer is a partnership or joint venture, the names and addresses of the general partners or individual members of the joint venture, and copies of any joint venture or teaming agreements.

## **SECTION V—SELECTION CRITERIA**

Proposals will be evaluated, and selection will be made in consideration of the following criteria:

### **Proposal Evaluation**

- Proposer’s expertise, knowledge and experience in public service answer points (PSAPs), 911 call taking and dispatch, and emergency incident response protocols (50 points)
- Proposer’s past experience in evaluating and making recommendations to government entities for improving the operational effectiveness of 911 emergency call centers (20 points)
- Proposer’s experience and familiarity with the District of Columbia, the Office of Unified Communications (OUC), the Metropolitan Police Department (MPD) and the District of Columbia Fire and Emergency Medical Service Department (FEMS) (10 points)
- Cost of proposal (20 points)

### **Minimum Qualifications**

The Proposer must meet all the following minimum qualifications:

- Prior experience conducting similar research of comparable size, scope, and complexity as that described in the Scope of Work.
- Ability to perform within strict timetables and deadlines.

## **SECTION VI—GENERAL REQUIREMENTS**

### **Single Point of Contact/Clarifying Information**

The sole point of contact for proposal questions and all other contractual matters relating to this RFP, as well as requests for clarifying information may be submitted via email to:

**Name:** Mr. Will Perkins  
**Title:** Analyst  
**Email:** [will.perkins@dc.gov](mailto:will.perkins@dc.gov)

To assure that no prospective Proposer may obtain a competitive advantage because of acquisition of information unknown to other prospective Proposer, answers to all written questions received will be posted on the Office of the District of Columbia Auditor’s website under RFP No.: ODCA-RFP-2020-03.

## **RFP Availability**

The request for proposals will be published on the Office of the District of Columbia Auditor's website at [www.dcauditor.org](http://www.dcauditor.org). A request for proposal also may be obtained by written request to:

**Name:** Mr. Will Perkins  
**Title:** Analyst  
**Email:** [will.perkins@dc.gov](mailto:will.perkins@dc.gov)

## **APPLICABILITY OF STANDARD CONTRACT PROVISIONS**

The following document is hereby incorporated by reference and made a part of this solicitation and any resulting contract: Standard Contract Provisions for use with District of Columbia Government Supply and Services contracts (March 2007). These Provisions may be found here: [http://ocp.dc.gov/sites/default/files/dc/sites/ocp/publication/attachments/OCP\\_Channel%202\\_9%20Solicitation%20Attachments\\_standard\\_contract\\_provisions\\_0307.pdf](http://ocp.dc.gov/sites/default/files/dc/sites/ocp/publication/attachments/OCP_Channel%202_9%20Solicitation%20Attachments_standard_contract_provisions_0307.pdf)

## **INVOICE REQUIREMENTS**

The Contractor shall register with OCP vendor system by submitting Pass Master Supplier Form (MSF) to [DCVendorSupport@dc.gov](mailto:DCVendorSupport@dc.gov) in order to receive electronic Purchase Orders. In addition, the Contractor shall register and create an account with the D.C. Vendor Portal at [vendorportal.dc.gov](http://vendorportal.dc.gov) and submit all invoices through it. Cost for services and out-of-pocket reimbursable expenditures shall be combined into one invoice each month, submitted no later than 10 days after the end of the month, except for the September 2021 invoice which must be submitted no later than October 7, 2021. Invoices for reimbursable out-of-pocket expenditures shall include supporting documentation. Invoices for cost for services and reimbursable expenses will be paid by ODCA to Consultant within 30 days of receiving complete invoice and documentation.

## **DISTRICT EMPLOYEES NOT TO BENEFIT CERTIFICATION**

Each Proposer shall check one of the following:

No person listed in Clause 13 of the SCP, "District Employees Not to Benefit" will benefit from this contract.

The following person(s) listed in Clause 13 may benefit from this contract. For each person listed, attach the affidavit required by Clause 13 of the SCP.

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## **WITHDRAWAL OR MODIFICATION OF PROPOSALS**

A Proposer may modify or withdraw its proposal upon written or email notice if received at the location designated in the solicitation for submission of proposals, but not later than the exact time set for opening of proposals.

## **SECTION VII—SPECIAL PROVISIONS**

### **Preference for Certified Business Enterprises Operating in the District of Columbia**

Under the provisions of the “Small, Local, and Disadvantaged Business Enterprise Development and Assistance Act of 2005” as amended, D.C. Code §§ 2-218.01 *et seq.*); 27 DCMR § 800 *et seq.*; preferences shall be given to Proposers that are certified by the Department of Small and Local Business Development (DSLBD) as being a Certified Business Enterprise. There are six categories of certification: Local Business Enterprise (LBE), a Small Business Enterprise (SBE), Disadvantaged Business Enterprise (DBE), Resident Owned Business (ROB), Longtime Resident Business (LRB), and Local Business Enterprise with Principal Offices Located in an Enterprise Zone (DZE). (A copy of the certification acknowledgment letter must be submitted with the Proposer’s submission and, if applicable, the Technical Proposal.) In accordance with these laws, the following preferences shall be awarded in evaluating a Proposer’s proposal (Proposers may qualify for more than one of these categories, and no CBE is entitled to more than 12 points.):

<b>CBE Category:</b>	<b>Points</b>
Small Business Enterprise	3
Resident-Owned Business	5
Longtime Resident Business	5
Local Business Enterprise	2
Enterprise Zone	2
Disadvantaged Business Enterprise	2
Veteran-Owned Business Enterprise	2
Development Enterprise Zone	2
Local Manufacturing Business Enterprise	2

## **SECTION VIII—ATTACHMENTS**

Attachment A: Application for Certificate of Good Standing

Attachment B: Tax Certification Affidavit

**Attachment A**  
**Application for Certificate of Good Standing**



DEPARTMENT OF CONSUMER AND REGULATORY AFFAIRS  
BUSINESS AND PROFESSIONAL LICENSING ADMINISTRATION  
CORPORATIONS DIVISION

Government  
Of the District of Columbia  
DCRA  
Corporations Division  
P.O. Box 92300  
WASHINGTON, D.C. 20090

**APPLICATION FOR CERTIFICATE OF GOOD STANDING**

The name of the organization: \_\_\_\_\_

My mailing address is: \_\_\_\_\_

Date: \_\_\_\_\_

Please check the "box" for the appropriate certificate and note the fee, make check payable to "DC Treasurer."

Select organization type:

- Business Corporation fee: \$15.00
- Nonprofit Corporation fee: \$30.00
- Limited Liability Company fee: \$15.00
- Limited Partnership fee: \$18.00
- Limited Liability Partnership fee: \$20.00
- Cooperative Association fee: \$ 1.00

By \_\_\_\_\_

Signature Name

Title \_\_\_\_\_

(Type or print)

Upon mailing the form, you will receive a response within 10 working days.

**Please retain a copy for your records, make check payable to The D. C. Treasurer.**

**For General Information Call:  
The Corporations Division - (202) 442-4432**

**Please check our corporate website to view organizations required to register, to search business names, to obtain step-by-step guidelines to register an organization, to search registered organizations, and to download forms and documents. Simply log onto our website at [www.dcra.dc.gov](http://www.dcra.dc.gov), click on "Corporate Registrations" and procedure as prompted.**

**To ensure timely and accurate processing of this document, mail all required forms and payment to:**

**Department of Consumer and Regulatory Affairs  
Corporations Division  
P.O. Box 92300  
Washington, D.C. 20090**

**For Overnight Delivery send to:  
Corporate  
Bank of America  
Attention: D.C. Government  
Wholesale Lockbox # 92300  
Mail code MD4-301-18-04  
18th floor  
225 North Calvert Street  
Baltimore, Maryland 21202**

## Attachment B

### Tax Certification Affidavit

# GOVERNMENT OF THE DISTRICT OF COLUMBIA

Office of the Chief Financial Officer

Office of Tax and Revenue



## TAX CERTIFICATION AFFIDAVIT

**THIS AFFIDAVIT IS TO BE COMPLETED ONLY BY THOSE WHO ARE REGISTERED TO CONDUCT BUSINESS IN THE DISTRICT OF COLUMBIA.**

Date

**Authorized Agent**

**Name of Organization/Entity**

**Business Address (include zip code)**

**Business Phone Number**

**Authorized Agent**

**Principal Officer Name and Title**

**Square and Lot Information**

**Federal Identification Number**

**Contract Number**

**Unemployment Insurance Account No.**

I hereby authorize the District of Columbia, Office of the Chief Financial Officer, Office of Tax and Revenue to release my tax information to an authorized representative of the District of Columbia agency with which I am seeking to enter into a contractual relationship. I understand that the information released will be limited to whether or not I am in compliance with the District of Columbia tax laws and regulations solely for the purpose of determining my eligibility to enter into a contractual relationship with a District of Columbia agency. I further authorize that this consent be valid for one year from the date of this authorization.

I hereby certify that I am in compliance with the applicable tax filing and payment requirements of the District of Columbia. The Office of Tax and Revenue is hereby authorized to verify the above information with the appropriate government authorities.

**Signature of Authorizing Agent**

**Title**

The penalty for making false statement is a fine not to exceed \$5,000.00, imprisonment for not more than 180 days, or both, as prescribed by D.C. Official Code §47-4106.