OUC Roadmap

	Recommendation	Actions	Owner	Due Date	Current Status
Technology- Centric	Evaluate and reduce the number of event types and associated priorities	Work to reduce the police call types with MPD taskforce	911 Ops Chief/ MPD	**Reductions were made on 10/3/22. In progress with new protocol implementation**	OUC and MPD conducted the working session to reduce the call types and realign call types for dispatch and TRU.
		Work to reduce the fire call types with the FEMS liaison	911 Ops Chief/ FEMS	**In Progress with FEMS Medical Director**	Working with Medical Director to reduce the number of call types. Having recurring meetings to discuss progress. OUC IT is working to mainstream cards in CBD and will implement in PowerPhone.
	Streamline the call entry data formatting in the CAD system	Streamline CAD data	Technology/CAD Vendor	**In progress and will be complete with new protocol implementation**	Migrating to new protocol system which will help to streamline the call entry formatting in CAD.
	Assess and improve the integration of the scripted protocols into the call handling process	Work to ensure the protocols are being used by all call takers as prescribed to ensure the right information is received in dispatch each time.	OPSD	**In progress and will be complete with new protocol implementation**	Migrating to new protocol system which will help to streamline the call entry formatting in CAD.
	Train staff on use of Location Determining Technologies (LDT) followed by alert supervision and QA to monitor use	Train staff to use LDT	IT Team	**Complete**	Call Takers demonstrate this monthly to OUC 911 Supervisors and Managers.
		Ensure supervisors are super users and understand how it works	911 Operations Managers	**Complete**	Completed training in February 2022.
		Have QA team conduct spot checks to ensure its use	QA Team	**Ongoing**	QA team and Transcription team review LDT screens against address input to ensure compliance on all calls that go through the QA process.

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	Configure the work screen landscape of applications to bring the LDT solutions forefront in process and visibility. Do not allow other applications to pop up in front of the maps and other LDTs displayed on Screen	Order a fourth monitor for each call taking position	IT Team	**Complete**	Added monitors to all call taker positions.
Operations	Reduce improvising and adlibbing by adhering to the scripted questions in the CBD call processing standard	Back to Basics training was conducted by OPSD for all TEOs. Continue quarterly training in some capacity.	OPSD	**Ongoing**	Migrating to new protocol system which will help to streamline the call processing of each call. QA Team is reviewing calls and providing feedback.
	Ensure the complete acquisition and entering of all caller/reporting party information	The QA team will need to focus on this as a metric for call taking	QA Team	**Complete**	QA team reviews a percentage of calls each week and provides feedback within five (5) days. Added two new employees to the QA team.
	Verify address information as defined in OUC policy. Adapt policy to adapt immediate confirmation of location if an exact match is found between caller reported location and LDT map pinpointing of location. This will save time in gathering information.	Develop a policy to verify address using LDT similar to how it is verified using ALI	Policy Officer	**In progress**	QA team and Transcription team review LDT screens against address input to ensure compliance on all calls that go through the QA process. There is a policy in place for address verification.
	Require the use of LDTs to locate a caller that cannon immediately state a precise location of an	Develop a policy that directs TEOs to use the address being provided by the LDT	Policy Officer	**Complete**	QA team and Transcription team review LDT screens against address input to ensure compliance on all calls that go through the QA process.

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	incident, and in situations where the caller does not know the address of an incident.	information if an exact address cannot be verified by the caller.			
	Require apartment numbers to be collected and entered in CAD in the appropriate field and format for dispatch to responders.	Train all new and experienced TEOs to use the same format for entering Apartment #s. Conduct QA checks on addresses to ensure this is happening	OPSD	**Complete**	Training completed and QA team reviews during quality assurance reviews.
	Monitor and encourage a method(s) for selecting the correct Chief Complaint (call type).	Continued training for all TEOs on the correct Chief Complaint code	OPSD/ Operations Supervisors	**Ongoing**	Migrating to new protocol system which will allow for the correct chief complaint to be automatically chosen based on how the questions are answered by the caller.
	Improve customer service through QA review and follow up and requiring training and in-service (ongoing education) that addresses tone, inflection, and professional presentation.	Review and follow up with Q2 reviews from transcription monthly	Transcription	**Ongoing**	New members have been added to the QA team and customer service courses have been added to the catalog of courses being offered.
Dispatch	Addition of an automated dispatch function to the CAD system and the FEMS dispatch process to meet the 60 second notification to units	Review the possibility of this with FEMS	911 Operations/ IT	**Discussion began on 4/30/22**	The 911 Operations Chief has been discussing this with the new FEMS Liaison. Decision will be made this month.

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Supervision	OUC develop and assign a minimum of three (3) supervisors around the clock on the operations floor with assigned discipline focus on call-taking, MPD dispatch, and FEMS dispatch	Currently there are three supervisors on each shift Identify tenured employees who can act in an assist role on each shift when supervisors are out	911 Operations	**Complete**	Each shift now has a minimum of four supervisors.
	A fourth supervisor be added as an available resource intended to provide backup to the on-duty supervisors and for the performance of required administrative duties such as evaluations, QA reviews and follow-up, scheduling and call outs.	Hire a fourth supervisor for each shift.	911 Chief	**Complete**	Each shift now has a minimum of four supervisors.
Translation Services	Determine if there are additional applications that would augment or replace this service	Certified bilingual call takers and dispatchers	PIO	**Complete**	The translation service vendor provided a dedicated line to OUC with priority.
	Investigate how translation processes are called upon to ensure maximum efficiencies and reduce call processing times through automation	Ensure ease of ability to transfer calls	911 Operations/IT	**Complete**	Genovation keypads were installed at each workstation for ease of transferring calls to the Language Line.

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Culture Issues	Implementing recommendations cited for improving supervision, training, and QA, and thereby improve culture	Expand the training and development of supervisors specifically in leadership and soft skills	OPSD	**Ongoing**	All supervisors will be required to take the CMCP Course. Additionally, all new supervisors will partake in a developed 40 hour course that incorporates City government requirements, managing 911 centers, and an 8-hour emotional intelligence course.
		Include refresher or in-service training in call etiquette, professional tone	OPSD	**Complete**	Call etiquette and customer service modules are now a part of all courses offered through OPSD.
		Enforce OPSD policy for returning completed QA reviews and for follow-up to ensure the behavior is not repeated	QA Team	**Complete**	New team members were added to QA team to ensure more feedback is returned within the five (5) days. The QA team was relocated back to the OPSD office for collaboration in closing the loop of the training cycle. Trends are recognized and shared with training.
Quality Assurance	Improve documentation concerning the completion and follow-up of QA reviews with staff	Work to upgrade NICE QA forms and process	QA Team and IT	**In progress and will be complete with new protocol implementation**	PowerPhone has a quality assurance module that has been procured and will be used to complete quality assurance reviews. In the meantime, the QA team is using the forms different and meet regularly to discuss how they're scoring and providing feedback.

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Provide timely feedback to staff through OPSD. Industry best practice requires that QA reviews are completed within a few days of the call occurring, whenever possible, and that feedback be provided to the call-taker as soon as possible thereafter.	Work to upgrade feedback forms and conduct all feedback within five (5) days of the calls	QA Team	**In progress and will be complete with new protocol implementation**	New team members were added to QA team to ensure more feedback is returned within the five (5) days.
Track corrective behavior outcomes including compliance to protocols and customer service. Ensure any training, action plans, or required coaching is discussed and documented, along with a set time for follow-up and conclusion	Develop a training tracking database with a jacket for each employee	OPSD/ 911 Operations	**Complete**	PowerDMS has been procured and is integrated.
Evaluate and document the results of remediation training efforts	Create a database for training initiatives for individuals	OPSD/ 911 Operations	**Complete**	PowerDMS has been procured and is integrated.
Use the quality assurance data to identify training and process gaps and trends throughout the center.	QA report to include trends for the agency and each individual shift. QA & Training meeting monthly to identify the trends and develop training	QA Team and OPSD	**Complete**	The QA team was relocated back to the OPSD office for collaboration in closing the loop of the training cycle.

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	Use this data to create a quality improvement program that addresses additional training, policy changes, and support for consistent improvement in call-taker performance.	Using national standards, develop a program that addresses quality improvement	Deputy Director and QA Team	**Complete**	Quality Improvement program has been developed and an individualized remedial training program occurs when necessary. Those employees who are not responding to remedial training partake in a developed 40-hour one-on-one course with a member of the OPSD team. After that course, progress is monitored and appropriate action is taken.
Staffing	Schedule staffing of call-taking positions according to predictable spikes in call volume over a 24-hour period	Develop a policy for minimum staffing numbers for days and night shifts. Review quarterly upcoming events/holidays/expected increases using the ECaTS program	Operations Managers/Policy Officer	**Complete**	ECaTS predictive staffing program is used to determined scheduling needs. Managers are responsible to get staffing numbers from the shift supervisors one week ahead of schedule to ensure accurate staffing.
	Review the daily break schedule of the MPD dispatchers with a view to maximize staff availability.	Ensure and enforce standardized police dispatch numbers that are needed daily	Operations Managers	**Complete**	Break schedules are adequate and in accordance with CBA.
	Consider consolidating the back-up dispatcher role to support multiple (two or more) channels rather than a one-to-one assignment.	Review increasing channels on MPD dispatch to assist with the volume of traffic	911 Operations/ MPD Taskforce	**Ongoing**	Discussions on feasibility are occurring with MPD.

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	Maintain staffing levels as outlined in Table 15 that includes consideration and staff count to address known and projected turnover as detailed	Review audit staffing numbers to ensure there are minimum staffing levels for the center	HR	**Ongoing**	Recruitment is ongoing with entry level training courses starting every few months. 17 new TEOs are scheduled to start on January 16th.
GIS	GIS team continues with their current business processes.	Continue with practice	GIS	**Complete**	Continuing with practice
	Continue regular in-depth analysis of the GIS, ALI, and MSAG data to ensure synchronization.	Continue with practice	GIS	**Complete**	Continuing with practice