OUC Roadmap – March 2024 Update

	#	Recommendation	#	Actions	Progress	Current Status
Technology- Centric	R1	Evaluate and reduce the number of event types and associated priorities	R1.1	Work to reduce the police call types with MPD taskforce	**Complete**	OUC Operations staff worked with MPD to reduce call types from individual report types to event types. These changes are being trained on in training and will be fully in effect with the launch of the new call protocol system. -training was completely changed to make sure call takers understood this.
			R1.2	Work to reduce the fire call types with the FEMS liaison	**Complete**	Worked with FEMS and the City's Medical Director to reduce and change the number of call types. -training was completely changed to make sure call takers understood this.
	R2	Streamline the call entry data formatting in the CAD system	R2.1	Streamline CAD data	**Complete**	All collected data is now available in CAD for responders to use.
	R3	Assess and improve the integration of the scripted protocols into the call handling process	R3.1	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.	**Complete**	All call takers have been trained or retrained using a more up to date training program for call entry. All OUC training now meets the national minimum required training standards. Trainers are all now APCO certified since 3/2023 and all call takers will be certified with PowerPhone. Call takers were not certified with eCBD because there was not certification process with that call processing solution.

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						Call handling and processing training is underway. Everyone will be certified by 1/9/2023.
	R4	Train staff on use of Location Determining Technologies (LDT) followed by alert supervision and QA to monitor use	R4.1	Train staff to use LDT	**Complete**	Call Takers demonstrate this monthly to OUC 911 Supervisors and Managers. Any identified issues are report to the Office of the Deputy Director for a full investigation—determination is then made for retraining or disciplinary action
			R4.2	Ensure supervisors are super users and understand how it works	**Complete**	Completed training in February 2022.
			R4.3	Have QA team conduct spot checks to ensure its use	**Complete and Ongoing**	QA team and Transcription team review LDT screens against address input to ensure compliance on all calls that go through the QA process.
	R5	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	R5.1	Order a fourth monitor for each call taking position	**Complete**	Added monitors to all call taker positions.
Operations	R6	Reduce improvising and adlibbing by adhering to the scripted questions in the CBD call processing standard	R6.1	Back to Basics training was conducted by OPSD for all TEOs. Continue quarterly training in some capacity.	**Complete and ongoing**	Migrating to new protocol system; training has started for this process. QA Team is reviewing calls and providing feedback. Remedial training is mandated for non-compliance with this.

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	R7	Ensure the complete acquisition and entering of all caller/reporting party information	R7.1	The QA team will need to focus on this as a metric for call taking	**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. FEMS is also providing feedback.
	R8	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.	R8.1	Develop a policy to verify address using LDT similar to how it is verified using ALI	**In progress**	There is a policy in place for address verification that is not specific to LDT. To date, only 65% of our calls received are using LDT and therefore a full policy switch would not be beneficial to the overall goal.
	R9	Require the use of LDTs to locate a caller that cannon immediately state a precise location of an incident, and in situations where the caller does not know the address of an incident.	R9.1	Develop a policy that directs TEOs to use the address being provided by the LDT information if an exact address cannot be verified by the caller.	**Complete**	QA team and Transcription team review LDT screens against address input to ensure compliance on all calls that go through the QA process.
	R10	Require apartment numbers to be collected and entered in CAD in the appropriate field and format for dispatch to responders.	R10.1	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	**Complete**	Training completed and QA team reviews during quality assurance reviews.
	R11	Monitor and encourage a method(s) for	R11.1	Continued training for all TEOs on the correct Chief Complaint code	**Complete**	Migrating to new protocol system which will allow for the correct chief complaint

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		selecting the correct Chief Complaint (call type).				to be automatically chosen based on how the questions are answered by the caller. Call takers and dispatchers have completed courses most recently for the new Chief Complaints since the reduction of call types occurred.
	R12	Improve customer service through QA review and follow up and requiring training and in-service (ongoing education) that addresses tone, inflection, and professional presentation.	R12.1	Review and follow up with Q2 reviews from transcription monthly	**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	R13	Addition of an automated dispatch function to the CAD system and the FEMS dispatch process to meet the 60 second notification to units	R13.1	Review the possibility of this with FEMS	**In progress**	PURVIS equipment has reinstalled at PSCC and UCC to make this functional. OUC staff worked with the FEMS Union and established a working group with FEMS first responders and are testing solutions to ensure any decision in this arena that is made is conducive to their needs on the receiving end at the fire stations.

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Supervision	R14	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	R14.1	Identify tenured employees who can act in an assist role on each shift when supervisors are out	**Complete**	Each shift now has a minimum of four supervisors. Now have authorized for 5 supervisors on each shift, 1 Watch Commander and 4 Assistant Watch Commanders. They are assigned to the disciplines.
	R15	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.	R15.1	Hire a fourth supervisor for each shift.	**Complete**	Each shift now has a minimum of four supervisors. An administrative program manager was added to the Operations team to assist with scheduling and other administrative duties.
Translation Services	R16	Determine if there are additional applications that would augment or replace this service	R16.1	Certified bilingual call takers and dispatchers	**Complete**	The translation service vendor provided a dedicated line to OUC with priority.
	R17	Investigate how translation processes are called upon to ensure maximum efficiencies and reduce call processing times through automation	R17.1	Ensure ease of ability to transfer calls	**Complete**	Genovation keypads were installed at each workstation for ease of transferring calls to the Language Line.

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Culture Issues	R18	Implementing recommendations cited for improving supervision, training, and QA, and thereby improve culture	R18.1	Expand the training and development of supervisors specifically in leadership and soft skills	**Complete and ongoing**	All current supervisors are certified through the NENA Center Manager Certification Program (CMCP). All new supervisors will be required to take the CMCP Course. Additionally, all current supervisors have and new supervisors will be required to partake in a developed 40 hour course that incorporates City government requirements, managing 911 centers, and an 8-hour emotional intelligence course. There is now a continuing education policy in place at OUC that went into effect on 10/12/2023.
			R18.2	Include refresher or in-service training in call etiquette, professional tone	**Complete**	Call etiquette and customer service modules are now a part of all courses offered through OPSD.
			R18.3	Enforce OPSD policy for returning completed QA reviews and for follow-up to ensure the behavior is not repeated	**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	R19	Improve documentation concerning the completion and follow-up of QA reviews with staff	R19.1	Work to upgrade NICE QA forms and process	**Complete**	OUC now uses Frontline Public Safety Quality Assurance Evaluations to complete quality assurance feedback for all staff members.

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	R20	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.	R20.1	Work to upgrade feedback forms and conduct all feedback within five (5) days of the calls	**Complete**	All feedback is returned within five (5) days to the call takers and their supervisors.
	R21	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	R21.1	Develop a training tracking database with a jacket for each employee	**Complete**	We have launched PowerDMS
	R22	Evaluate and document the results of remediation training efforts	R22.1	Create a database for training initiatives for individuals	**Complete**	Launched PowerDMS. It is being used by all staff at OUC across all divisions.
	R23	Use the quality assurance data to identify training and process gaps and trends throughout the center.	R23.1	QA report to include trends for the agency and each individual shift. QA & Training meeting monthly to identify the trends and develop training	**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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	R24	Use this data to create a quality improvement program that addresses additional training, policy changes, and support for consistent improvement in call-taker performance.	R24.1	Using national standards, develop a program that addresses quality improvement	**Complete**	The Quality Improvement program was 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. All quality assurance and improvement using the national standards.
Staffing	R25	Schedule staffing of call-taking positions according to predictable spikes in call volume over a 24-hour period	R25.1	Develop a policy for minimum staffing numbers for days and night shifts. Review quarterly upcoming events/holidays/expected increases using the ECaTS program	**Complete**	ECaTS predictive staffing program is used to determined scheduling needs. However, additional erlang-c calculations are done for staffing. There are static staffing numbers on the day and night shifts. Those minimum numbers are increased as necessary. Managers are responsible for getting staffing numbers from the shift supervisors one week ahead of schedule to ensure accurate staffing.
	R26	Review the daily break schedule of the MPD dispatchers with a view to maximize staff availability.	R26.1	Ensure and enforce standardized police dispatch numbers that are needed daily	**Complete**	Break schedules are adequate and in accordance with CBA.

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	R27	Consider consolidating the back-up dispatcher role to support multiple (two or more) channels rather than a one-to-one assignment.	R27.1	Review increasing channels on MPD dispatch to assist with the volume of traffic	**This is a tabled discussion with MPD for the time being. Will review in late 2024 to see if the situation has changed.**	After discussions with MPD, it is not feasible at this time for MPD to operate in this manner. They do not have the capacity at this time for each district to operate on multiple channels.
	R28	Maintain staffing levels as outlined in Table 15 that includes consideration and staff count to address known and projected turnover as detailed	R28.1	Review audit staffing numbers to ensure there are minimum staffing levels for the center	**Ongoing**	Recruitment is ongoing with entry level training courses starting every few months. External hiring is occurring for all positions and OUC is in support of current legislation that will allow retired MPD and FEMS employees to be hired at OUC. 23 new TEOs started on 9/25/2023 13 new TEOs starting on 1/7/2024 A detailed strategic recruiting and hiring process has been implemented. There is formalized training for call taking and both dispatch disciplines.
GIS	R29	GIS team continues with their current business processes.	R29.1	Continue with practice	**Complete**	Continuing with practice

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	R30	Continue regular in-depth analysis of the GIS, ALI, and MSAG data to ensure synchronization.	R30.1	Continue with practice	**Complete**	Continuing with practice

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