

## OUC Roadmap

	Recommendation	Actions	Owner	Due Date	Current Status
<b>Technology- Centric</b>	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	<b>6/1/22</b>	Working with MPD taskforce and Liaison to reduce the number of call types. This is not an OUC only function
		Work to reduce the fire call types with the FEMS liaison	911 Ops Chief/FEMS	<b>6/1/22</b>	Working with FEMS Communications Liaison to reduce the number of call types. This is not an OUC only function.
	Streamline the call entry data formatting in the CAD system	Streamline CAD data	Technology/CAD Vendor	<b>In progress with PowerPhone Implementation</b>	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	<b>In progress with PowerPhone Implementation</b>	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	<b>Complete</b>	Continued practice and education to reaffirm familiarity and comfortability with new and emerging technology.
		Ensure supervisors are super users and understand how it works	911 Operations Managers	<b>Complete</b>	Completed training in February.
		Have QA team conduct spot checks to ensure its use	QA Team	<b>Ongoing</b>	QA team and Transcription team review LDT screens against address input to ensure compliance on all calls that go through the QA process.
	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	Order a fourth monitor for each call taking position	IT Team	<b>Complete</b>	Added monitors to all call taker positions.

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	and other LDTs displayed on Screen				
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.
	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	Will monitor and build a policy around LDT policies when there is a stronger mandate on carriers to provide location to PSAPs	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 cannot immediately state a precise location of an incident, and in situations where the caller does not know the address of an incident.	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.	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.
	Require apartment numbers to be collected and entered in CAD in the	Train all new and experienced TEOS to use the same format for entering Apartment #s.	OPSD	Complete	Training completed and QA team reviews during quality assurance reviews.

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	appropriate field and format for dispatch to responders.	Conduct QA checks on addresses to ensure this is happening			
	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	4/30/22	The 911 Operations Chief has been discussing this with the FEMS Liaison.
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	10/1/2022	Each shift has three or four supervisors and two are designated FEMS dispatch supervisors. Additional supervisor positions have been allocated in FY'23.

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	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	10/1/22	Two shifts currently have four supervisor positions. Additional supervisor positions have been allocated in FY'23 which will allow for four on each shift.
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	Genevation keypads were installed at each workstation for ease of transferring calls to the Language Line.
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	Funding has been dedicated in FY'23 for all supervisors to participate in leadership and soft skill training. All 911 employees have or will have within FY'23 Center Manager Certification Program certification.
		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.

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		Enforce OPSD policy for returning completed QA reviews and for follow-up to ensure the behavior is not repeated	QA Team	<b>Complete</b>	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.
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	<b>In progress with PowerPhone Implementation</b>	PowerPhone has a quality assurance module that has been procured and will be used to complete quality assurance reviews.
	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	<b>In progress with PowerPhone Implementation</b>	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	<b>Complete</b>	PowerDMS has been procured and is integrated.

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	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.
	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 Individualized remedial training occurs when necessary.
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.
	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.

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	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	Discussion on feasibility are occurring with MPD.
	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.
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

	Total Number	Total Complete	%
<b>Recommendations in the Audit</b>	30	20	66.6%
<b>Actions to meet Recommendations</b>	35	25	71.4%