

## OUC Roadmap

	Recommendation	Actions	Owner	Due Date	Updates
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	6/1/22	<p>6/2022 – Discussions continue with MPD to work to reduce the number of event types in CAD.</p> <p>8/2022 –MPD leadership briefed on the migration to a new emergency call handling software; understanding there is also a need to reduce call types to eliminate confusion. Discussions were documented that as OUC transitions to the new software, it would be the perfect time to reduce the number of call types.</p> <p>9/2022 – MPD is working to reduce the number of call types. These call types are owned by respective agencies. OUC began work around securing a new emergency call handling software that will require the number of event types to be reduced. Discussion has continued since the first audit to reduce the call types. However, this action is not owned by OUC; but rather</p>

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					the partner agencies we support.
		Work to reduce the fire call types with the FEMS liaison	911 Ops Chief/ FEMS	6/1/22	<p>4/2022 – Public Safety Net demonstration; conversation with FEMS leadership regarding the large number of call types in CBD.</p> <p>6/2022 – Met with the Bureau Chief of Emergency Communications at DC FEMS. Discussions continue with FEMS to work to reduce the number of event types in CAD.</p> <p>8/2022 –FEMS leadership briefed on OUC’s migration to a new emergency call handling software; understanding there is also a need to reduce call types to eliminate confusion. Discussions were documented that as OUC transitions to the new software, it would be the optimal time to reduce the number of call types.</p> <p>9/2022 – FEMS participated in a demonstration of the call handling software; discussion about reducing the number of event types as a follow up</p>

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					to the first discussion which covered that the right timing to make the transition and reduce the number of call types is before implementation of the call handling software.
	Streamline the call entry data formatting in the CAD system		Technology/CAD Vendor	6/1/22	<p>5/2022—Reviewed current CAD system call entry workflows with call takers.</p> <p>6/2022 – Participated in demonstration of the Public Safety Net solution presented by FEMS. Participated in demonstration of PowerPhone solution and held benchmarking sessions with like-sized PSAPs on their experience with PowerPhone.</p> <p>7/2022 – Made the decision to move forward with the procurement of PowerPhone to replace CBD since the CBD vendor no longer provides technical support or maintenance of the product and PowerPhone aligns with national standards and best practices within the industry.</p>

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					<p>8/2022 – Had technical discussions with PowerPhone regarding interface integration with the CAD system.</p> <p>9/2022 – Hosted demonstration of PowerPhone for FEMS and walked through the process of how the PowerPhone product better aligns with the needs of our residents, call takers, and agencies we support.</p>
	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		<p>4/2022 – New Chief of 911 is appointed and begins to gather feedback from call takers who advise that the CBD workflows potentially cause inadvertent call misclassifications. Search begins for an enhanced and more appropriate solution.</p> <p>6/2022 – New OPSD Chief is appointed, and discussions continue regarding the integration of a new call processing solution. Based on call taker feedback, user comfortability sessions for all call takers continue to be held in the interim between</p>

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					<p>identifying and implementing a new solution. QA continues to review calls.</p> <p>7/2022 – Vacant training positions that had been previously being used to serve other roles are realigned to OPSD to bolster quality assurance program. Additionally, new positions are identified for FY23 for OPSD to increase the number of QA positions, so that more quality assurance checks can be completed.</p> <p>8/2022 – Training position is reassigned to complete QA reviews on large scale incidents and to collaborate with FEMS on CPR calls.</p> <p>9/2022 – New hire interviews are conducted and additional OPSD personnel are hired to complete QA reviews and identify training program deficiencies and needs.</p>
	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	<p>2/2022 – Completed by IT Team</p> <p>9/2022 – Monthly compliance checks are conducted by the Operations Managers to ensure call taker compliance and that they are</p>

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					using LDT resources when available.
		Ensure supervisors are super users and understand how it works	911 Operations Managers	4/1/22	2/22/2022 –Completed training with RAVE.
		Have QA team conduct spot checks to ensure its use	QA Team	ongoing	In progress and is being completed on each QA review. 6/2022 – Formal performance reports are being provided to the to the OPSD Chief and trainers. 7/2022 – OPSD Chief and Operations Chief develop and formalize a process flow for identifying employees who could benefit from remedial training and ensuring it is provided by Certified Training Officers (CTOs). As areas of concern are identified, additional training is conducted.
	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	4/30/22	<b>In Progress – monitors are ordered and will be reconfigured. Supervisors' positions are complete.</b> 6/2022 – All call taker work stations outfitted with a fourth monitor. Supervisors, Operations Managers, and IT staff assisted with

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					configuration. Ongoing checks are conducted to ensure mapping and LDT is always visible.
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	6/2022 – New OPSD Chief is appointed. QA team is moved back under OPSD (previously moved by Interim Director to Operations) to improve the flow of information and areas of concern found during QA checks to training team. 7/2022 – OPSD Chief and Operations Chief develop and formalize a process flow for identifying employees who could benefit from remedial training and ensuring it is provided by Certified Training Officers (CTOs). As areas of concern are identified, additional training is conducted. Made the decision to move forward with the procurement of PowerPhone to replace CBD since the CBD vendor no longer provides technical support or maintenance of the product and PowerPhone aligns with national

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					standards and best practices within the industry.
	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	Ongoing	6/2022 – QA team reviews calls and conducts follow-up conversations with employees within five (5) days. Information also is disseminated to OPSD and Operations. Trends are identified and addressed with remedial training.
	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	4/15/22	6/2022 – Standard operating procedures are modified; training is ongoing and call takers are spot checked by operations managers and supervisors for compliance. 9/2022 – Ongoing review and spot checks continue to be completed monthly.
	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	4/15/22	6/2022 – Standard operating procedures are modified; training is ongoing and call takers are spot checked by operations managers and supervisors for compliance. 9/2022 – Ongoing review and spot checks continue to be completed monthly.
	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.	OPSD	5/1/22	5/2022 – Training conducted for all call takers. 6/2022 – QA team continuously conducting spot

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		Conduct QA checks on addresses to ensure this is happening			checks and reporting when there are trends or noticeable deficiencies.
	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	5/1/22 & ongoing	<p>4/2022 – Refresher training conducted in roll calls.</p> <p>7/2022 – Made the decision to move forward with the procurement of PowerPhone to replace CBD. CBD allowed for call takers to gather similar information; but yet still make disparate decisions on a response code/call classification. PowerPhone eliminates that and defines a call type based on the questioning sequence. OPSD Chief and Operations Chief develop and formalize a process flow for identifying employees who could benefit from remedial training and ensuring it is provided by Certified Training Officers (CTOs). As areas of concern are identified, additional training is conducted.</p> <p>9/2022 – QA continues to report any identified issues and OPSD creates a remedial training and performance management plan for the individual including</p>

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					appropriate personnel actions.
	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	6/2022— QA team reviews calls and conducts follow-up conversations with employees within five (5) days. Information on areas of concern are shared with OPSD and Operations. Trends are identified and addressed with remedial training. 7/2022 – OPSD Chief identifies need to increase the number of staff members on the QA team. 9/2022 – Additional team members are added to QA team. Transcription continued to conduct Q2 reviews on all calls they process related to fulfilling requests from the OAG and US Attorney’s Office.
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	6/2022 – Discussion with FEMS. FEMS shared concerns that the automated dispatch function is not a capability they prefer be optimized. 9/2022 – 911 Operations Chief discusses with newly assigned chiefs the reasoning for this recommendation on 9/6/2022.

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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	Ongoing	There are currently three supervisors on each shift. 4/2022 – Positions are filled and all shifts have at least three supervisors. 5/2022 – Two additional Watch Commanders are hired to perform specifically as fire/EMS call management supervisors. 6/2022 – Additional Watch Commander positions are identified for FY23 to add discipline specific supervisors to each area (call taking, law enforcement, and fire/EMS). 7/2022 – Supervisors begin training and continue to train to learn disciplines they were not previously as familiar with. 8/2022—Space is identified in FEMS pod for fire/EMS call management supervisor on operations floor.
	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	4/2022 – OUC worked with EOM to identify funding for 5 additional positions. 9/2022 – OUC working to ensure the newly funded positions in FY23 will be filled by the first full pay period in FY23.

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Translation Services	Determine if there are additional applications that would augment or replace this service	Certified bilingual call takers and dispatchers	PIO	9/30/22	5/2022 – Participated in multicultural and bilingual job fairs. Revamped our recruitment literature to ensure it reached a wider audience. 6/2022 – Translation services vendor provides 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	7/1/22	4/2022 – Generation Keypads were installed at each console for ease of transferring calls to the Language Line. 6/2022 – Translation service vendor provided a dedicated line to OUC with priority.
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	6/30/22	5/2022 – HR appointed a team member to develop training for supervisors. 6/2022 – All supervisors who had not previously taken Center Manager Certification Program (CMCP) participated in the course. 7/2022 – OPSD Chief commits to setting aside funding in FY23 for all 911 supervisors to participate in leadership and soft skill training.

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		Include refresher or in-service training in call etiquette, professional tone	OPSD	4/1/22	6/2022 – New OPSD Chief makes a commitment to have call etiquette woven into all courses. Customer Service classes are added into the cadre of courses offered through the interoperability grant funded courses, which are available to all employees.
		Enforce OPSD policy for returning completed QA reviews and for follow-up to ensure the behavior is not repeated	QA Team	Ongoing	<b>QA team reviews calls in person and using feedback forms.</b> 6/2022 – QA team is providing feedback to call takers within five (5) days. 9/2022 – QA team is expanded to allow for more reviews to be completed and feedback to be returned.

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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	6/1/22	<p>5/2022 – NICE upgrade allows for new forms to be developed.</p> <p>6/2022 – Realization made that moving to a new emergency call processing software requires a new QA process.</p> <p>7/2022 – Identified PowerPhone as the replacement call processing software and determined their QA program would also be procured, implemented, and used for quality assurance.</p>
	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	Ongoing	<p><b>Calls are being reviewed with the TEOs with a QA officer and supervisor</b></p> <p>7/2022 – New OPSD Chief reviews and ameliorates QA process to ensure timely reviews.</p> <p>9/2022 – QA team is expanded to allow for more reviews to be completed and feedback to be returned.</p>

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	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	9/30/22	7/2022 – Jackets are made for all employees. The new OPSD Chief participated in demos for related software. 8/2022 – Power DMS is procured. 9/2022 – Power DMS is integrated.
	Evaluate and document the results of remediation training efforts	Create a database for training initiatives for individuals	OPSD/ 911 Operations	9/30/22	7/2022 – OPSD Chief and Operations Chief develop and formalize a process flow for identifying employees who could benefit from remedial training and ensuring it is provided by Certified Training Officers (CTOs). As areas of concern are identified, additional training is conducted. 8/2022 – Power DMS is procured 9/2022 – Power DMS 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	4/1/22	6/2022 – New OPSD Chief is appointed. QA team is moved back under OPSD (previously moved by Interim Director to Operations) to improve the flow of information found during QA checks to training team.

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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	7/1/22	<p>6/2022 – New OPSD Chief is appointed. QA team is moved back under OPSD (previously moved by Interim Director to Operations) to improve the flow of information found during QA checks to training team.</p> <p>9/2022 – Quality Improvement program is well underway with revamped reviews, courses, and trainings that are directly related to identified deficiencies and trends in call taking and dispatching. Individualized remedial training process is in place as a collaborative effort between OPSD and Operations.</p>

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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	Policy by 6/1/22 and ongoing review	4/2022 – Staffing adjustments are made to enhance support based on shift and peak volume periods. 6/2022 – New 911 Operations Chief has Operations Managers using predictive scheduling resource in ECATS to ensure adequate staffing. 9/2022 – Regularly using ECATS for scheduling.
	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	Ongoing	6/2022 – Managers and supervisors are enforcing the break schedules to ensure adequate staffing. 9/2022 – Managers and supervisors continue to ensure break schedules are adequate.
	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	7/2022 – Discussions about increasing the number of channels had with MPD liaison. 9/2022 – No decision has been made at this time.

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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	6/2022 – Minimum staffing levels are being achieved. 7/2022 – New class of call takers starts. 8/2022 – New recruitment opens for a class to start in 11/2022.
GIS	GIS team continues with their current business processes.		GIS	Ongoing	<b>Ongoing</b> 9/2022 – No updates; OCTO GIS continues with their current processes.
	Continue regular in-depth analysis of the GIS, ALI, and MSAG data to ensure synchronization.		GIS	Ongoing	<b>Ongoing</b> 9/2022 – No updates; OCTO GIS continues with their current processes.