



# **Lincoln Emergency Communications 2005 Annual Report**



*A Nationally Accredited Communications Center*

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# CITY OF LINCOLN NEBRASKA

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May 2006

Dear Citizens and Members of the City Council,

As Mayor of Lincoln, it is my pleasure to present the Lincoln Emergency Communications 2005 Annual Report. This report provides information on the activities, personnel and accomplishments of the division in 2005.

The Lincoln Emergency Communications Center and City Radio Shop have done an excellent job providing service for the various public safety agencies within our City and County as well as the citizens of our community.

I am very proud of the Emergency Communications Center and recognize that it is one of the best in the country. As you look through this annual report, I'm sure that you will agree. I thank our calltakers, dispatchers, technicians and administrators for their public service to Lincoln.

Sincerely,

Coleen J. Seng  
Mayor of Lincoln



Mayor Seng,  
City Council members,  
Fellow citizens:

I am pleased to submit our inaugural annual report. It was a very good year for the Lincoln Emergency Communications Center. Just a few of our accomplishments in 2005 included:

- We were reaccredited by the Commission on Accreditation of Law Enforcement Agencies with special recognition as a CALEA "Flagship" agency.
- We awarded the first annual Capital City Footprinter's Dispatcher of the Year Award to Emergency Services Dispatcher III Mark Murphy.
- We processed 31 citizen complaints of which only seven were sustained or determined to be a violation of policy.
- We averaged over 32,000 incoming/outgoing telephone calls per month for those months in 2005 with available statistics.
- We successfully evacuated from the Law Enforcement and Justice Center during the September 14<sup>th</sup> water main break without missing one phone call or radio transmission.
- We successfully operated from the Back-Up Emergency Communications Center from September 14<sup>th</sup> through December 21<sup>st</sup>, 2005.
- We processed 352,431 incidents resulting in 158,525 calls for service for the Center's 17 User agencies, including the Lincoln Police Department, Lincoln Fire & Rescue and Lancaster County Sheriff's Office.

While 2005 presented some challenges, none were too great to overcome and we look forward to the future, fulfilling our mission of a high level of service to the community as well as our users.

Sincerely,

Julie J. Righter, ENP  
Communications Coordinator



## **Mission and Goals**

### ***Vision***

To serve and support the public safety communications needs of our customers in the most efficient and responsive manner possible.

### ***Mission***

To provide organized and/or protective communication services to any public or private agency by utilizing staff involvement and operating our integrated systems at the highest quality of service possible. The Center and Technical Services will be operated in a professional, courteous, cost-effective manner, accepting accountability for all actions.

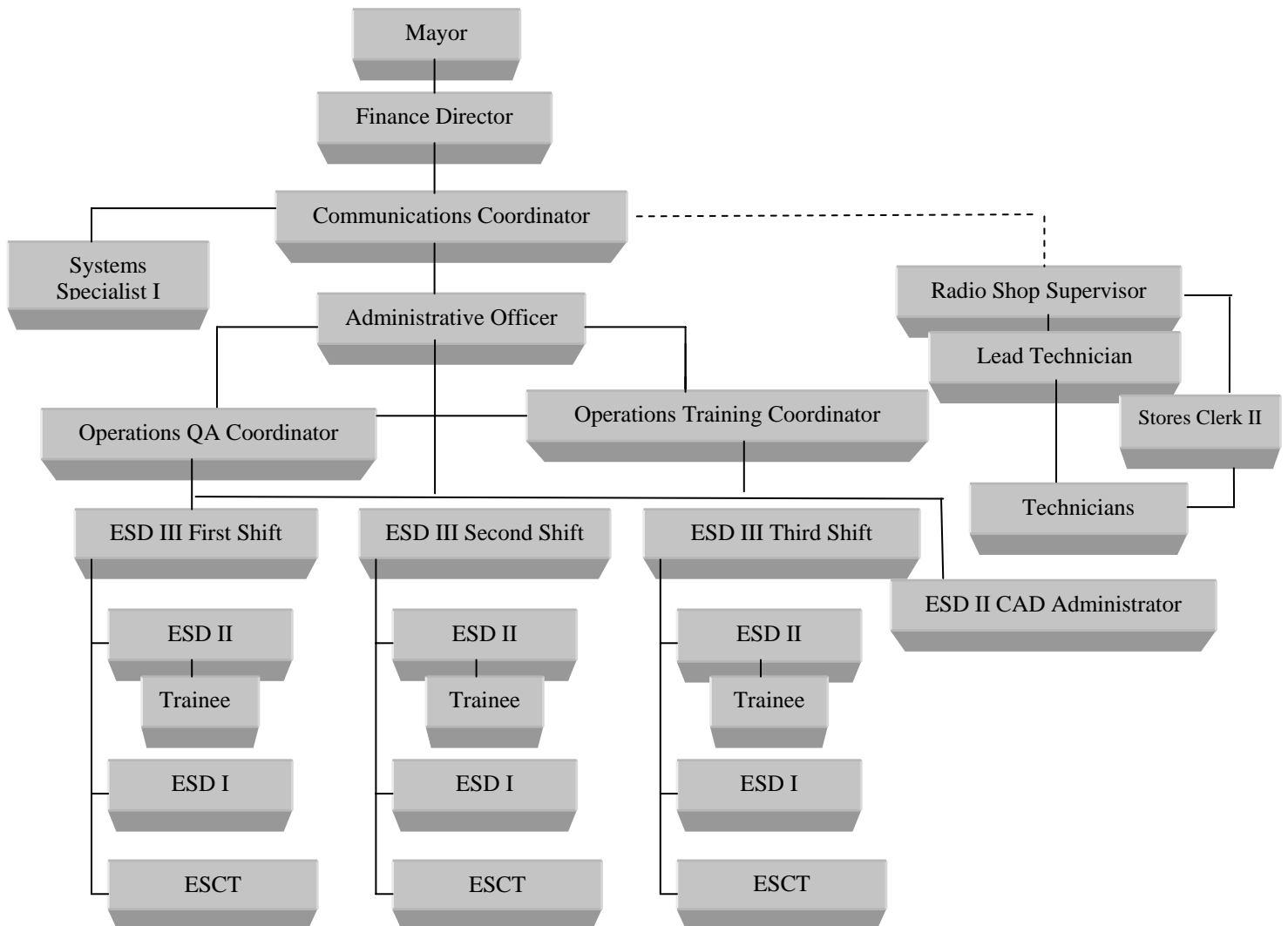
### ***Strategic Goals***

- Provide an ergonomically efficient and pleasant work environment.
- Upgrade equipment as needed and continuously explore technological advances toward the enhancement of services provided.
- Retain appropriate level of staff within the division.
- Respond to calls for service and other public needs promptly.
- Process calls for service appropriately in order to provide services which protect persons and property and resolve problems in a professional and courteous manner.
- Develop and maintain open relationships with other agencies, organizations and the public at large.
- Solicit information from customers concerning service provided by the division.
- Solicit information from staff concerning service provided by the division.
- Educate our customers.
- Minimize liability by providing training academy for new hires and continuing education for all personnel.
- Promote consistency in all processes 24 hours a day, seven days a week.
- Maintain a contingency plan.
- Manage the fiscal, capital, information and personnel resources of the Emergency Communications Center with efficiency and care.
- Recruit and retain quality employees, reflecting the diversity of our population.
- Determine future space and equipment requirements for the Communications Center and Technical Services.
- Enhance annual report for division

# Organizational Flow Chart

## Emergency Communications / 911

### Lincoln, Nebraska





# Lincoln Emergency Communications

## PERSONNEL ALLOCATIONS

Position Title	Management	Operations	Support	Total
Communications Coordinator	1			1
Administrative Officer	1			1
Operations Training Coordinator	1			1
Operations QA Coordinator	1			1
Systems Specialist I			1	1
Emergency Service Dispatcher III		3		3
Emergency Service Dispatcher II		16		16
Emergency Service Dispatcher II/Cad Administrator		1		1
Emergency Service Dispatcher I		12.5		12.5
Emergency Service Call Taker		2		2
Radio Shop Supervisor	1			1
Lead Radio Shop Technician		1		1
Radio Shop Technician			3	3
Stores Clerk II			1	1

# Organizational Chart

## Emergency Communications Center

### Lincoln, Lancaster County, Nebraska

#### Mayor

The Mayor is granted the power to exercise control over the enforcement of ordinances and applicable laws, the appointment and removal of certain officers or employees with the ultimate goal of protecting the health and safety of our citizens.

#### Finance Director

The finance director reports to the Mayor for financial planning, budgeting, accounting, revenue administration, treasury management, purchasing for the City and is the department head for the Emergency Communication Center.

#### Communications Coordinator

The Communications Coordinator reports directly to the Finance Director. This position assumes responsibility for administrative and technical work supervising and coordinating the total operation of the Emergency Communication Center and the City's radio communication system. This position is also referred to as manager both internally and by other agencies.

#### Administrative Officer

This position performs administrative duties as ordered by the Communication Coordinator. This work involves developing improved methods and procedures for department operation, work flow, reporting structures and cost control, participating in the preparation and administration of the budget, preparing and submitting statistical and operational reports and conducting research on assigned subjects. The Administrative Officer may act for the department head as required as well as exercising supervision over subordinate staff.

#### Operations Training Coordinator

This is an administrative and technical position directing the development and implementation of on the job training for emergency services dispatchers. Supervision is received from the Administrative Officer and Communication Coordinator with work being reviewed in the form of reports, conferences and effectiveness of the training program for Emergency Services Dispatchers.



## **Operations Quality Assurance Coordinator**

This position performs the duties related to the administration of the Emergency Medical Dispatch Quality Assurance Program, and other administrative duties as assigned by Center Management. Supervision is received from the Administrative Officer and Communications Coordinator with work being reviewed in the form of reports, conferences and effectiveness of EMD and quality assurance programs.

## **Emergency Services Dispatcher III**

This is a supervisory position, which coordinates the activities of the Emergency Communications Center on an assigned shift, including the supervision of Emergency Services Dispatchers and Call Takers. Supervision is received from the Administrative Officer with work reviewed in the form of reports and conferences.

## **Emergency Dispatcher II**

Work involves operating an emergency services console and other emergency services equipment, receiving and dispatching calls for police, sheriff units, fire/rescue companies within the emergency medical system. Responsibilities include operating radio consoles; CAD (computer aided dispatch); receiving calls via 911 emergency and non-emergency phone lines; performing emergency medical dispatch (EMD) screening and prioritization of all EMS calls; performing radio tests on communication equipment; maintaining logs and records of calls received with nature and disposition of each dispatch; maintaining CAD status monitor of units in/out of service; transferring referral calls to the proper local, state or federal agencies. In the absence of an Emergency Services Dispatcher III, the most senior employee on duty will assume the responsibility of supervisor for the shift. Work requires the prompt, efficient and accurate receiving, dispatching and processing of emergency services calls over 911 and related seven digit system from the general public and other authorized personnel requiring emergency actions by the police, sheriff, fire, EMS units, fire/rescue squads and other emergency services. All ESD II employees will be required to train probationary employees as assigned to them by management. Supervision is received from the shift supervisor.

## **Emergency Services Dispatcher II/CAD Administrator**

The employee assigned to this classification splits their time performing the duties of Emergency Services Dispatcher II and CAD administration. As the CAD administrator the employee is responsible for maintaining the GEO base table, performing routine back up and restoration of the CAD system, and trouble shooting problems. The CAD administrator is required to have extensive knowledge of the computer hardware and software used by the center, and maintains various reference files for use as a backup system, and consults with management and staff on design and implementation of new CAD related projects. Supervision is received from the Administrative Officer and Communications Coordinator in relation to CAD duties. Supervision when assigned dispatch duties received from shift supervisor.

## Emergency Services Dispatcher I

Work involves operating an emergency services radio console and other emergency communication equipment, receiving and dispatching calls for police, sheriff units, fire/rescue companies, and emergency medical system. Responsibilities include operating radio consoles; CAD (computer aided dispatch); receiving calls via 911 emergency and non-emergency phone lines; performing emergency medical dispatch (EMD) screening and prioritization of all EMS calls; performing radio tests on communication equipment; maintaining logs and records of calls received including nature and disposition of each dispatch; maintaining CAD status monitor of units in/out of service; transferring referral calls to the proper local, state or federal agencies. Work requires the prompt, efficient and accurate receiving, dispatching and processing of emergency services calls over 911 and related seven digit system from the general public and other authorized personnel requiring emergency actions by the police, sheriff, fire, EMS units, fire/rescue squads and other emergency services. Employees may be promoted to the classification of Emergency Services Dispatcher II after two years of services and successful completion of the promotion exam. Supervision is received from the shift supervisor.

## Emergency Services Call Taker

Work involves operating a computer aided dispatch (CAD) console, receiving and dispatching calls for fire/rescue companies, and emergency medical system. Responsibilities include operating radio consoles and related emergency communication equipment; receiving calls via 911 emergency and non-emergency phone lines; performing emergency medical dispatch (EMD) screening and prioritization of all EMS calls; performing radio tests on communication equipment; maintaining logs and records of calls received including nature and disposition of each dispatch; maintaining CAD status monitor of units in/out of service; transferring referral calls to the proper local, state or federal agencies. Requires prompt, effective and accurate receiving, dispatching and processing of emergency service calls over the 911 and related emergency system, from the general public and other authorized personnel requiring emergency action from fire, medical rescue squads or related emergency services. Supervision is received from the shift supervisor.

## Emergency Services Trainee

Newly hired employees perform the duties of an Emergency Services Dispatcher I under the supervision of an Emergency Services Dispatcher II or Emergency Services Dispatcher III. Newly hired employees will have a probation period of six months during which they will work several different shifts to provide exposure to all aspects of the working environment of the center. Supervision is received from the ESDII Trainer when assigned and shift supervisors as coordinated by the Operations Training Coordinator.

## **Systems Specialist I**

This position is responsible for technical work using computer programs and programming techniques in the development and maintenance of a program for a specific area within a total departmental operation. General supervision is received from an administrative superior with work being reviewed through effectiveness of programs.

## **Radio System Supervisor**

The radio shop supervisor is responsible for coordinating the supervision of the operations of the City's radio shop and for hiring, training, supervising and evaluation radio technicians involved in the installation, maintenance, and repair of radio equipment. Work involved includes design and oversight associated to the City's 800 MHz20 Channel EDACS Simulcast Trunking Radio System. The Radio Shop Supervisor reports to the Communications Coordinator.

## **Radio System Lead Technician**

Works involves the responsibility for programming, installing, testing, calibrating, repairing and operating microprocessor controlled radio and associated electronic equipment; also ordering and maintaining a supply of spare parts needed for the repair of defective equipment. Some supervision is exercised over subordinate employees. Supervision is received from the Radio System Supervisor.

## **Radio System Technicians**

Works involves the responsibility for programming, installing, testing, calibrating, repairing and operating microprocessor controlled radio and associated electronic equipment; also ordering and maintaining a supply of spare parts needed for the repair of defective equipment. Supervision is received from the Radio System Lead Technician and Radio System Supervisor.

## **Stores Clerk II**

The classification is a clerical position responsible for maintaining a storeroom and/or supply yard including the use of bookkeeping principals and practices. The store clerk is responsible for ordering, receipt, storage, maintenance and issuance of supplies materials and equipment. Supervision is received from the Radio Shop Lead Technician and Radio System Supervisor.



## **EMERGENCY COMMUNICATIONS/911 SECTION**

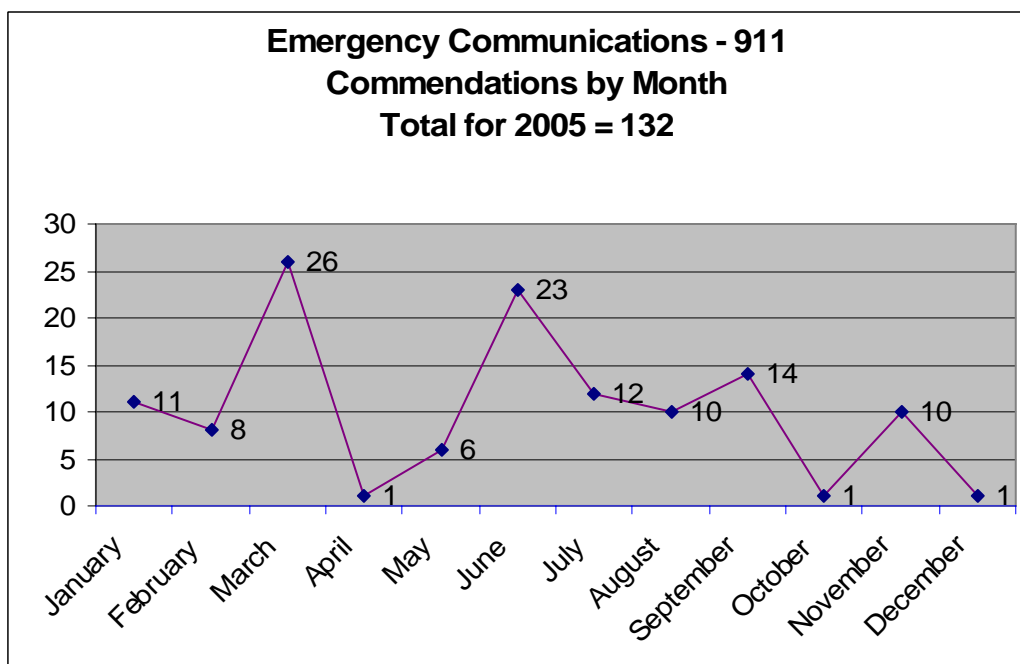


## EMERGENCY COMMUNICATIONS CENTER ANNUAL ACTIVITY SUMMARY – 2005

	LAW ENFORCEMENT		FIRE/MEDICAL		COMBINED CALLS	
	Monthly	Cumulative Monthly	Monthly	Cumulative	Monthly	Cumulative Total
2005	Totals	Totals	Totals	Monthly Totals	Totals	of All Calls
January	24,723	24,723	1,687	1,687	26,410	26,410
February	23,979	48,702	1,589	3,276	25,568	51,978
March	27,343	76,045	1,670	4,946	29,013	80,991
April	28,099	104,144	1,625	6,571	29,724	110,715
May	29,129	133,273	1,824	8,395	30,953	141,668
June	29,165	162,438	1,716	10,111	30,881	172,549
July	29,343	191,781	1,960	12,071	31,303	203,852
August	29,356	221,137	1,774	13,845	31,130	234,982
September	32,872	254,009	1,737	15,582	34,609	269,591
October	27,779	281,788	1,705	17,287	29,484	299,075
November	25,327	307,115	1,519	18,806	26,846	325,921
December	24,977	332,092	1,533	20,339	26,510	352,431
<b>TOTAL</b>	<b>332,092</b>	<b>332,092</b>	<b>20,339</b>		<b>352,431</b>	

The Lincoln-Lancaster County 911 Center processes approximately one-half million emergency and non-emergency telephone calls per year. During the year **2005**, these telephone calls resulted in 158,525 calls for service from user agencies and citizen requests. Of these 158,525 calls for service, 911 Center personnel received 132 Commendations from Lincoln-Lancaster County Citizens, User Agencies and Internal Personnel.

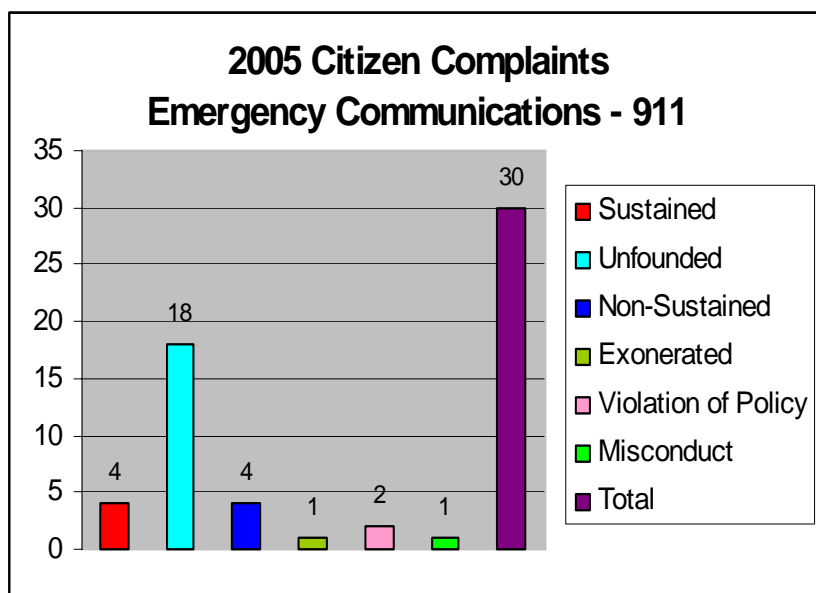
The Lincoln-Lancaster County 911 Center professionally handles calls for service in the City of Lincoln, Lancaster County and a portion of six surrounding counties. The Communications Center provides ongoing continuing education opportunities for staff in order to maintain and enhance job performance.



## Annual Activity Summary-2005

All personnel are instructed as to the procedures in place to facilitate the handling of complaints and commendations in order to gain public confidence. A customer service survey is completed at a minimum of once per calendar year. The survey is designed to assist in gaining information on the level of satisfaction and how services may be improved. In addition, citizens may contact the Lincoln-Lancaster 911 Center with feedback or questions at any time, by telephone at 402-441-7005 or email through this website using the "Email Feedback Form."

The Emergency Communications received a total of 30 citizen complaints during 2005. Allegations of misconduct or error on the part of Communications Center personnel require a conclusion of fact. The findings of fact are listed below with the chart of complaints. Appropriate training and/or corrective action is taken for those complaints which qualify as "sustained" or "misconduct/error not based on complaint." The Lincoln-Lancaster County 911 Center prides itself on providing high quality customer service to those it serves. Your feedback is very important to us.



**Sustained**-The investigation has disclosed sufficient evidence to determine the complaint is substantiated.

**Exonerated**-The investigation has determined the incident did occur, but the employee involved acted properly in accordance with policy.

**Non-Sustained**-The investigation has been unable to substantiate the complaint. There was insufficient evidence to prove or disprove the allegation.

**Unfounded**-The complaint is false or not factual; the incident did not occur as reported and there was no misconduct/error.

**Misconduct/error not based on Complaint**-Substantiated employee misconduct not previously alleged in the complaint, but determined through the investigation.

**Violation of Policy/Procedure**-Minor violations generally unintentional or due to lack of experience or training.

**Policy/Procedure Failure**-The employee acted within policy or procedural guidelines, or the issue in question does not fall within the scope of existing policy or procedure. This situation indicates the need for review and change of appropriate procedures or drafting of new policies.

## Hall of Justice Water Main Break Causes 911 to Evacuate

On September 14, 2005, a water main break at the Hall of Justice forced the evacuation of the 911 Center, as well as the Lincoln Police Department and Lancaster County Sheriff's Office. The break occurred just before 1900 hours and flooded nearly the entire bottom floor of the building. The main break occurred on the east side of the building, and the water quickly made its way westward, inundating elevator shafts and the building's electrical box, which are situated a few feet below ground level.



The rising water forced a staged evacuation of the 911 Center. Several staff members reported to the BackUp 911 Center in the Highlands, while the rest of the staff remained at the primary 911 Center to continue communications services. Once staff arrived at the BackUp Center, telephone lines were re-routed and operations were transitioned to the BackUp 911 Center with no interruption of service.



Basement of Hall of Justice – 9/15/05 00:30 hrs.



The evacuation of the primary 911 Center went exceptionally smooth. This is due in large part to the routine training staff receive and the periodic activations of the BackUp 911 Center. Operations of the 911 Center were successfully moved with no loss of service to the community or agencies served by the Center, only moments before the entire building suffered complete loss of power. It was approximately twelve weeks before operations could be moved back to the primary location.

# **2005 AWARD RECIPIENTS**

## **EMERGENCY MEDICAL DISPATCHER OF THE YEAR**

*Craig Nickum*

## **FOOTPRINTER'S DISPATCHER OF THE YEAR**

*Mark Murphy*

## **TRAINER OF THE YEAR**

*Gregg Witfoth*

## **PHOENIX AWARDS**

*Alisha Tyler*

*Becky Lyons*

*Becky Pierzina*

*Brenda Roby*

*Brett Thumann*

*Bryan Kelly*

*Cary Steele*

*Craig Nickum*

*Dave Rood*

*Gregg Witfoth*

*Jen DeBusk*

*Jen Quade*

*Jodi Standley*

*Keith Houfek*

*Kelly Davila*

*Kevin Campbell*

*Linda Flaherty*

*Lori Yaussi*

*Mark Murphy*

*Steve Phillips*

*Tim Flaherty*

*Troy Cordle*



## COMMENDATIONS

There were a total of 132 commendations received by Emergency Communications Center personnel during 2005. This marks a significant increase from the 45 commendations received during 2004. Commendations can be generated internally, by user agencies or from citizens in recognition of superior performance. Personnel receiving commendations during 2005 are:

*Alissa Gunning*  
*Becky Lyons*  
*Becky Pierzina*  
*Brenda Roby*  
*Brett Thumann*  
*Bryan Kelly*  
*Carol Ripley*  
*Cary Steele*  
*Chad Schmidt*  
*Charlene Wisbey*  
*Craig Nickum*  
*Dave Rood*  
*Donita Elrod*  
*Gregg Witfoth*  
*Jaime Johnson*  
*Jen DeBusk*  
*Jen Quade*  
*Jodi Standley*  
*Julie Righter*  
*Karen Cates*  
*Keith Houfek*  
*Kelly Davila*  
*Linda Flaherty*  
*Linda Thurber*  
*Lindsay Parr*  
*Lisa Pachunka*  
*Lori Yaussi*  
*Lu Hamilton*  
*Mark Murphy*  
*Matt Buser*  
*Megan Ellis*  
*Shara Scattergood*  
*Sharon Codr*  
*Shelly Becker*  
*Steve Phillips*  
*Tara Garza*  
*Tim Flaherty*  
*Troy Cordle*

# COMMUNITY INVOLVEMENT



Lincoln 9-1-1 Center Public Education involves numerous activities. Lincoln Public Schools and Lincoln Parochial schools include the 9-1-1 Center in their field trips for third and fourth graders. Routine tours are scheduled for Scout Troops, User Agencies as well as private citizen education groups and Neighborhood Associations.

In addition to the tours of our facilities, staff of the Lincoln 9-1-1 Center provide public education by making presentations to 2<sup>nd</sup> grade teachers during their inservice day. This presentation has enabled the 9-1-1 Center Public

Education Committee to teach young children how to use 9-1-1. With the help of the Red E Fox video which is designed specifically for Kindergarten to 2<sup>nd</sup> grade, we are able to interact with children in a positive learning



environment. Kids (like most adults) are always eager to tell their story of calling 9-1-1. Ever mindful of sensitive subjects, the Public Education Committee members gently guide the discussions so as to make a meaningful learning experience for the entire class of students. Positive feedback in the way of letters of thanks and drawings show that we are making a positive impression during these presentations. Members of the 9-1-1 center Public Education Committee are: Alissa Gunning, Brenda Roby, Chad Schmidt, Donita Elrod, Julie Righter, Mark Murphy, Matt Buser, Becky Lyons, Sharon Codr, Tara Garza and Troy Cordle.



9-1-1 Center staff also participate in fund raisers like the City Food Bank Drive, annual United Way Campaign, and decorate a mitten tree at Christmas. Spearheaded by Mark Murphy, 9-1-1 center staff solicit contributions from local businesses as well as staff to collect mittens, gloves, hats and scarves for the mitten tree which are then donated to a local domestic abuse shelter.

## **Emergency Communications Center Training Division Annual Report**

### **Hiring**

The Lincoln Emergency Communications Center accepted applications for Emergency Service Dispatcher I (ESDI), during March/April 2005 resulting in 205 applicants for the position. Testing was held on May 20, 2005 with 107 candidates completing the testing. The Lincoln Emergency Communications Center utilizes several testing mechanisms to screen applicants and an oral hiring board consisting of supervisory and Communications personnel. The testing consists of Profile Evaluations which includes the Wonderlic, Personality Profile Composite and Distraction Test as well as the Predictive Index test. Candidates scoring well were interviewed with three receiving job offers. The three new hires began Classroom training on July 11, 2005. Using the same hiring pool, interviews were again held on October 3rd, 2005. Three candidates were selected by the Hiring Board and began Classroom training on October 24, 2005. This put the 911 Center at full staffing level of 37.5 employees.

### **Training**

The Lincoln Emergency Communications Center New Employee Training Program consists of four program phases; Classroom, Phones, Law Enforcement, and Fire. The Classroom phase is the initial training of new employees teaching basic phone answering skills as well as policies and procedures. This phase usually lasts three weeks. During the phone phase, the trainee works with an experienced dispatcher trainer answering calls for service. The phone phase is usually completed within six weeks. The next phase is Law Enforcement Dispatch during which the trainee works with a trainer utilizing the radio system to dispatch calls for service and track unit activity. The Law Enforcement phase is usually completed within six to eight months. The final training phase is Fire Dispatch. The trainee learns what fire/medical resources are available and learns dispatch/response procedures for various incident types. This position also involves having primary responsibility for answering 911 lines. Duration of this phase is usually approximately two months.



Classroom Training Phase for new hires

Continuing education training is conducted regularly for all current staff members. The average number of in-service training hours per employee for 2005 was 25.1. Some training topics offered during 2005 were Terrorism Awareness training, Emergency Medical Dispatch, National Incident Management System (NIMS) training, Mission Critical training and computer based Incident Management (IS700) training for all staff.

### **Trainers**

All ESDII's & ESDIII's are involved in the training process. Trainers are responsible for following the training program guidelines, checklist and trainer guide to ensure the trainee receives all required training and it is documented. Evaluations are completed using the agency 'Standardized Rating Guidelines' to determine when training objectives have been met. A "Trainer of the Year" award is granted to a trainer for outstanding accomplishment based on efficient and effective performance as a trainer, overall attitude and communication with trainees and supervisors. Input is solicited from all shift supervisors regarding nominations for this award.

The Trainer of the Year was awarded in 2005 to Gregg Witfoth. "Gregg's capabilities, experience, and sense of humor make him one of our best trainers. He makes his charges feel very comfortable and opens an avenue for learning from the start. Gregg's unfailing patience and support have helped us train some of the most difficult personalities which has resulted in a group of excellent dispatchers. He is always willing and very capable of answering some of the more complicated questions, not only for his trainees, but for others as well. His leadership without intimidation is a welcome attribute." *Matt Buser, Operations Training Coordinator*



Julie Righter, Gregg Witfoth, Matt Buser

# Quality Assurance

## Introduction:

The vision statement of the Lincoln 911 Emergency Communications Center (LECC) is:

**To serve and support the public safety communications needs of our customers in the most efficient and responsive manner possible.**

In support of our vision, we have developed and implemented a Quality Assurance (QA) program to assist in providing our trained dispatchers with supportive tools to meet this goal.

## Overview:

The purpose of the Quality Assurance program is to assess the efficiency and effectiveness of service delivery. This program promotes the setting of goals and objectives, and monitors the extent to which they are met. The QA program covers call taking and radio dispatch communications for law enforcement and fire department services and customer service. (Note: Emergency medical services are reviewed in a separate EMD QA process.)

## Results:

In 2005, random Quality Assurance reviews were completed for each dispatcher at the rate of one review per month. This is an average of 12 reviews per dispatcher. The goal compliance average is based on a rating scale of one (1) to seven (7), with four (4) being the desired performance standard. Each review is completed using standardized rating guidelines based on our standard operating procedures.

The results of these reviews show the dispatchers as meeting the desired performance standard with an average rating of four (4) in all areas of work performance and customer service.

## Action:

Based on the overall findings of these reviews, recommendations for training needs are brought to the attention of the Training Coordinator. In order to enhance the effectiveness of the overall Quality Assurance Program, continued assessment and review is conducted by the Quality Assurance Coordinator and Shift Supervisors.

# Emergency Medical Dispatch

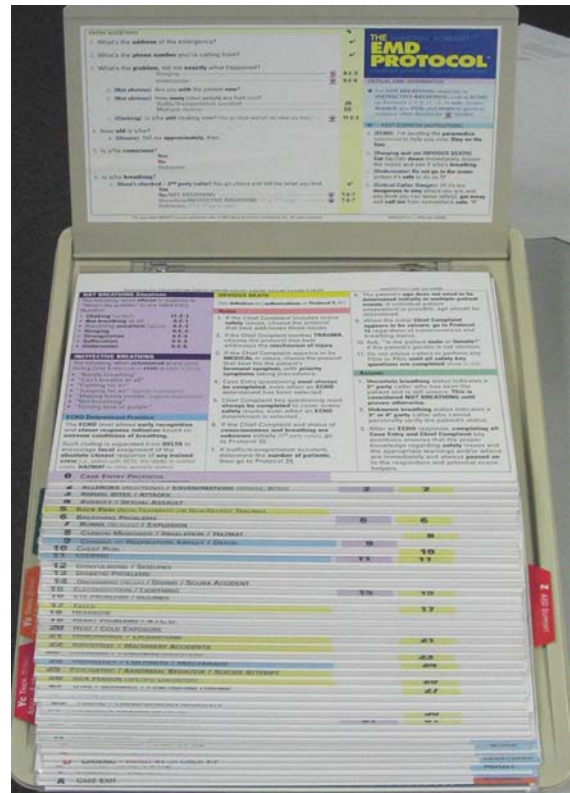
## Introduction:

The Lincoln 911 Emergency Communications Center (LECC) utilizes the Priority Dispatch System's Emergency Medical Dispatch Program (EMD) in handling requests for emergency medical assistance. All of our dispatcher's are EMD certified. The EMD program is a set of cards that direct the dispatcher to ask the caller a series of questions based on the nature of the medical emergency. This enables the dispatcher to determine the most appropriate medical response priority. EMD also provides written Post-Dispatch and Pre-Arrival instructions to give to callers when appropriate and possible.

Included in this process is a Quality Assurance program. All certified EMD dispatchers receive ongoing feedback on their performance based on guidelines established by the National Academies of Emergency Dispatch and EMS, Inc. The purpose of Quality Assurance is to provide a non-punitive means of assisting staff in maintaining a high level of performance.

## Overview:

The EMD card set is made up of thirty-three (33) protocols including specific Post-Dispatch and Pre-Arrival instructions. The first thirty-two (32) protocols are geared toward the general public by addressing medical emergencies such as difficulty breathing, seizures and traumatic injuries. These protocols include specific Post-Dispatch instructions based on the Chief Complaint and lead the dispatcher to detailed Pre-Arrival instructions as needed. Examples of Pre-Arrival instructions include step-by-step directions on how to perform CPR and childbirth delivery.



The remaining protocol is geared toward skilled care facilities. This protocol does not require specific Post-Dispatch and/or Pre-Arrival instructions as staff in these facilities possess medical skill and knowledge.

This report will focus on the Quality Assurance reviews based on the first thirty-two (32) protocols.

#### Results:

In 2005, Quality Assurance reviews were completed on 8.39% of the total call volume, or 971 randomly chosen requests for emergency medical assistance. This is an average of 30 reviews per dispatcher. The goal compliance average is 90% for each individual dispatcher and for the agency as a whole.

The following is an overview of protocol compliance for all staff:

January 10<sup>th</sup>, 2005- January 11<sup>th</sup>, 2006

\*2005 compliance average:  
88.55%

\*Number of protocols reviewed at 90% or above: 15

\*Number of protocols reviewed at 80%-89.99%: 9

\*Number of protocols reviewed at 70%-79.99%: 4

\*Number of protocols reviewed below 70%: 1

\*Total number of protocols reviewed 29

\*Total number of protocols: 32

#### Action:

Our staff receives individual and group training and education throughout the year based on the overall findings of these reviews. All staff also have access to a variety of self-education tools to help them maintain their skills. In order to maintain their certification with the EMD program, all staff are required to recertify every two years. This includes the successful completion of a written examination, twenty-four (24) hours of training and CPR certification.





## Incident Dispatch Team

Today's Incident Commanders have a tremendous amount of information to manage at the scene of a major incident. The need to simultaneously complete the functions of Operations, Plans, Logistics, Finance, Fire Tactics, Law Enforcement Tactics, coordinate and communicate on several different radio frequencies, while trying to focus on managing the incident is extremely taxing. These tasks have traditionally been completed by the Incident Commander alone or with valuable and highly trained Firefighters and Police Officers being assigned to handle communications, accountability and documentation tasks in the Incident Command Post. During the past several years, a national trend in the development of specialized on-scene, field dispatchers, known as Incident Dispatchers has evolved to fill this important role. The Lincoln Emergency Communications Center began development of its Incident Dispatch Team (IDT) in May of 2004.

The IDT provides unified command communications and support during major events by integrating into the existing command post team and operating under the National Incident Management System (NIMS) fulfilling a vital role.

Incident Dispatchers have become a recognized resource that allows the Incident Commander to focus on tactical decision making. Utilizing Incident Dispatchers at the scene of a major incidents and pre-planned special events maximizes effective communications, documentation and resource management.



Cary Steele records data in LSO TRU vehicle

Incidents, large and small, begin and end at the local level, so the concept of Incident Dispatchers is valuable to local law enforcement and Fire / EMS agencies as a situation progresses. The use of Incident Dispatchers is targeted toward both Fire/EMS and law enforcement operations during large scale disasters, SWAT, Hazmat, special pre-planned events or other extended operations in which an Incident Commander feels IDT support may be of assistance.

Incident Dispatching provides new avenues for career development while also enhancing the dispatcher's role within the public safety system. Incident Dispatchers are considered to be a valuable agency resource. It is an excellent opportunity for dispatchers to learn how a command post functions during a large scale mutual aid incident and how to assist in a command post environment.



With the support and assistance of the agencies we serve along with the Lancaster County Emergency Management agency, Lincoln Metropolitan Medical Response System and many hard working individuals, Incident Dispatch has become a reality in Lincoln, Nebraska.

During the year 2005, the Incident Dispatch Team responded to 19 incidents broken down into categories: HazMat – 3, Structure Fire/ LFR – 5, Rural Fire – 2, Search/Missing Adult /LSO- 1, Pre-planned events; Police Special Detail - 3, LFR/ NSP Special Detail – 1.

Full-scale training scenarios; LPD SWAT/ Hostage -1, LSO TRU/ Barricaded Subject – 1, LSO TRU/ US Marshall Tactical Tracking- 1, USPS/ LPD/LFR Biohazard Detection System-1, LFR/Burlington Northern Hazmat Exercise-1.

The Lincoln Incident Dispatch team is made up of six members, all of whom have received standardized training in incident management, documentation, command post operations and NIMS. The team participates in on-going training that includes periodic full-scale scenario training with user agencies.



IDT members: Cary Steele, Sharon Codr, Troy Cordle, Matt Buser, Becky Pierzina, Steve Phillips



IDT assists in LPD Special Robbery Detail command post in EOC

## Accreditation

Lincoln Emergency Communications Center began its initial accreditation process with the Commission on Accreditation for Law Enforcement Agencies, Inc. (CALEA) in August 2001. The accreditation program requires agencies to comply with up to 216 standards in six basic areas: organization, direction and authority, human resources, recruitment and selection, training, and operations. Lincoln is one of the few cities in the United States that Police, Fire and Communications have received national accreditation. The LECC became the 13th Public Safety Answering Point to receive national accreditation at the Cleveland conference in July 2002.

Accreditation is awarded for three years, during which time co-managers Linda Thurber and Linda Flaherty must submit annual reports attesting continued compliance with the standards under which we were initially accredited. Communication Coordinator Julie Righter describes accredited status as having brought greater consistency to LECC operations and services. Noting “We’ve put into place what we said we were going to do.” Coordinator Righter cited as an example the implementation of the Employee Incident Report and the resulting consistency among supervisors in their disciplinary responsibilities.

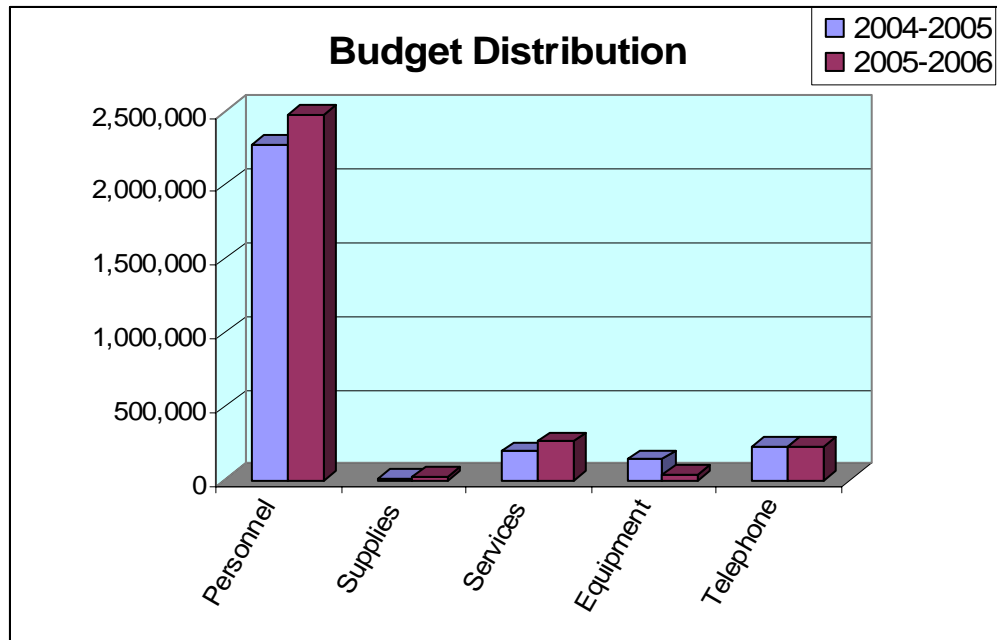
Assessors Chief Douglas Knight of the Vandalia, Ohio Division of Police and Communications Director (Ret.) Nathan McClure of Lynchburg, Virginia arrived on April 23, 2005 to examine all aspects of Lincoln Emergency Communications Center’s policy, procedures, management and operations. They reviewed written materials, interviewed individuals, and visited offices, tower sites, and other locations where compliance was witnessed. LECC was found to be in compliance with all applicable standards and was recommended for reaccreditation and Flagship status at the CALEA summer conference in Boston July 2005.

The CALEA Flagship Agency Program was created to acknowledge the expertise and achievements of some of the most successful CALEA accredited public safety agencies. A Flagship Agency represents an extraordinary example of excellence in an accredited agency. Flagship agencies are selected by CALEA staff by agency type and program, based primarily on their past performance. Lincoln Emergency Communications Center takes great pride in being the second communications agency in the country to receive Flagship status.



LECC is a member of the Public Safety Communications Support Network which was created as a support system for agencies in the accreditation program. Linda Flaherty serves as Vice President. Coordinator Julie Righter is a CALEA Assessor and has traveled throughout the United States performing on-site evaluations. Co-managers Linda Thurber and Linda Flaherty have assisted other agencies in achieving accreditation status by conducting mock assessments.

## EMERGENCY COMMUNICATIONS BUDGET



2004-2005	\$2,837,910	
2005-2006	\$3,029,912	+1.07

# RADIO MAINTENANCE SECTION

## 2005-2006 HIGHLIGHTS

Electromagnetic Land of Plenty:

City Of Lincoln's Newest Tower: "Arbor Road Site"

A popular advertisement states that "we don't make a lot of the products you buy; we make a lot of the products you buy better." The same can be said about the City of Lincoln's Radio Maintenance Section of Lincoln 911. Very few of the activities of the Radio Shop are directly in support of the Shop, but rather are close partnerships with those agencies that we are privileged to support. As such, not too many citizens know what we do, but they are probably familiar with the services provided by those who call upon us for the technical excellence of the City's diverse communications resources. It's with great pride that, even in the most threatening conditions, our radio systems are saving lives and protecting property day and night.

This year, the threatening conditions came from within: within minutes of water rushing into the lower level of the Hall of Justice, the Radio shop responded with all staff. Two teams worked to support Dispatch Operations continuity at the Backup 911 Center and ensure protection of critical infrastructure within the flooded building. With water rising under the floor, Radio Shop staff and LPD Sgt. Todd Beam worked to slow the water infiltration to the center, and prepared to find alternate power for the mission-critical equipment within the Hall of Justice. The latter endeavor was complicated by our standby power systems being submerged quite soon after the deluge. The bottom line: We gently brought mobile data applications down overnight, and experienced no downtime in operations for 911 and the Radio Systems. Some administrative equipment was lost as a result of flood damage, but the 24/7 systems were not damaged and remained available to the community throughout the ordeal.

The resultant work from the flood consumed a great amount of time during the year, but many other projects were started or continued as well. A short summary would include:



- Configuration of a new vehicle capable of both daily work and the special duty of hauling the cell-on-wheels (COW) as well as potential future use delivering trailered equipment such as generators and command posts.
- Increasing automation for activation of “outdoor warning devices” (aka: tornado sirens). This harmonized methods used by Rural Fire dispatch, and added some sorely needed real-estate to the Dispatcher’s workspace.

- Continued support for the safety of our community’s schools by working to provide weather alerting and possible future use in increased school security efforts. Now, every Lincoln Public School bus and School Office has a two-way path into Lincoln’s 911 and Emergency Operating Centers. Phone resources are often the first to go in a disaster, and only support point to point communication. Voice radio systems ameliorate these potential points of failure.
- Support for existing radio systems that were moved into the new Health Department facility.
- Routine radio installation as a result of fleet replacement and growth including nearly thirty Police vehicles.
- Commissioning new generation of digital-voice capable mobile and portable radios for LSO, LF&R, and LPD. Some more recent mobile equipment was able to be field upgraded to be digital-voice capable as well. Digital voice allows a higher level of security for tactical, confidential, and medical information.
- Coordination with various command post vehicles including the LSO Crime Scene van, the State of Nebraska Patrol, Department of Roads Command Posts and Helicopters, and the Lancaster County Environmental Response vehicle.
- Support for the annual 911 CALEA accreditation process through evidence of compliance to standards.
- Maintenance of all computer resources within 911 operations.
- Upgrade of uninterruptible power supply (UPS) systems for Lincoln 911. The one purchased and installed a decade ago was still running strong, but 911 has added a myriad of new systems demanding in excess of 100% out of the old system.
- Support for StarTran’s transit automation initiatives. Today, it looks as though StarTran will implement a solution through a private data carrier, but the Radio Shop and 911 has done what we can to help out with this undertaking.
- Integrating in-building radio coverage amplifiers for the area hospitals including interface to Saint Elizabeth’s state-of-the-art BriteCell fiber distributed coverage solution. This enables Community Health and Law Enforcement staff to enter these hospitals knowing they will have radio coverage.





More should be said about two major ongoing efforts by the City of Lincoln Radio Shop. Communications Interoperability and the Lincoln Fire and Rescue Mobile Data Project are significant areas of focus by the City of Lincoln Radio Shop.

**Fire Mobile Data** In close partnership, LPD Sgt. Todd Beam, the Radio Shop and Lincoln Fire and Rescue are implementing Mobile Data Terminals in LF&R's response vehicles. To the extent possible, we have leveraged our knowledge of mobile data hardware and software used by LPD to model an MDT solution for LF&R. One major difference: Police Cruisers know an average 8-10 hour shift and then get parked or driven by a new officer. In the case of Fire Apparatus, it is always on waiting for the next response. This has presented challenges including making sure the computer systems don't deplete the truck's power while they are parked for hours overnight.



Cyber Firefighter:  
LF&R Latest Arrival

Fire Dispatch operations continue to use parallel methods for now: The call is aired on the voice radio systems as well as the MDT system. This has allowed us to reduce the amount of time dispatchers have to repeat details of a call and is also needed as we still have not installed MDT systems into 100% of LF&Rs fleet.



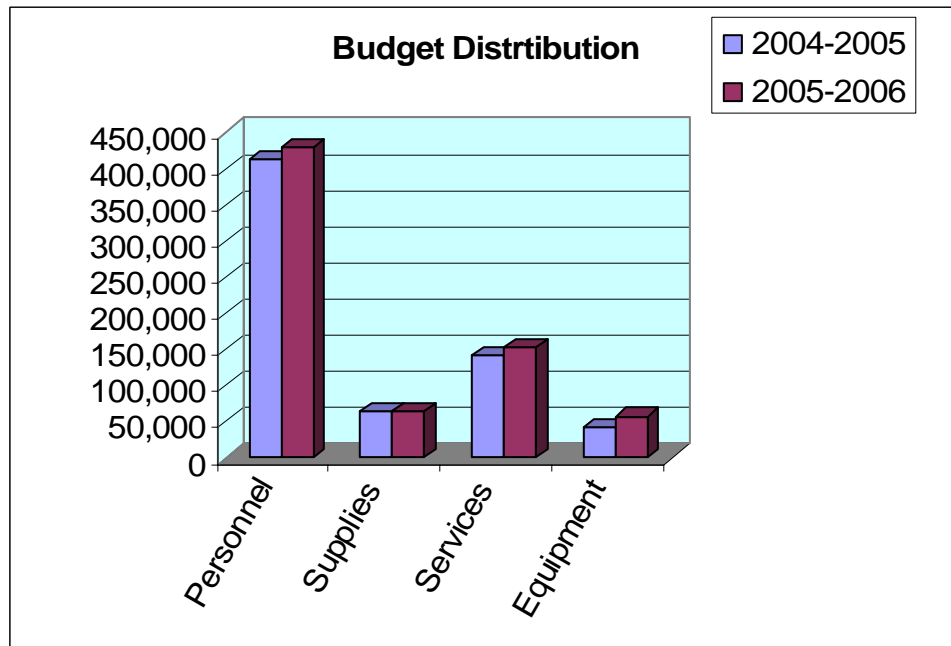
**Interoperability** Sept 11<sup>th</sup> and hurricanes of 2005 demonstrated issues of paramount importance for disaster mitigation and the role of Local Government. Chief among issues is radio communications. The National Response Plan and National Incident Management System (NIMS) provide the theoretical models for communications. But practical implementation and technical solutions are still left to the first responders.

In reality, institutional resistance and agency culture have more to do with the issue than pure technology. Even today many agencies look for a "magic bullet" that will make interoperability just happen ignoring the need to foster understanding of their neighboring-responders cultural differences.

Decisions in the past by City of Lincoln have made us an exception to the norms of medium-sized Local Governments. A decade later, we take for granted a Fire Inspector and a Police Officer or a Fire Truck and a Landfill tractor can easily communicate with each other.

The result has been that much of our effort has been to shore up relationships with neighboring counties and make things possible both for daily tactical communication and for less well defined responses such as dangerous weather or terrorism. Today, all counties adjacent to Lancaster, the Radio Shop, 911 and LPD know each other's staff by name and are becoming quite accustomed to working together in defining future communication issues and opportunities.

## RADIO SHOP BUDGET



2004-2005	\$662,484	
2005-2006	\$706,130	+1.06%