



## Lincoln Emergency Communications 2006 Annual Report



*A Nationally Accredited Communications Center*

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# CITY OF LINCOLN NEBRASKA

MAYOR COLEEN J. SENG

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March, 2007

Dear Citizens and Members of the City Council,

As Mayor of Lincoln, it is my pleasure to present the Lincoln Emergency Communications 2006 Annual Report. This report provides information on the activities, personnel and accomplishments of the division in 2006.

The Lincoln Emergency Communications Center and City Radio Shop continue to do an excellent job of providing services 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 review this annual report, I am sure that you will agree. I thank the 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 2006 Annual Report. It was very good year for the Lincoln Emergency Communications Center. Just a few of our accomplishments in 2006 were –

- We continued our work as a CALEA “Flagship” agency as we prepare for our next reaccreditation in 2008.
- We awarded the second annual Capital City Footprinter’s Dispatcher of the Year Award to Emergency Services Dispatcher II Brenda Roby.
- We processed 17 citizen complaints, ten were sustained or determined to be a violation of policy.
- We averaged over 31,000 incoming/outgoing telephone calls per month in 2006.
- We successfully drilled at the Emergency Communications Center Back-up Center with full operation transferred to that site several times during this reporting year.
- We processed 347,096 incidents resulting in 156,480 calls for service for the Center’s 14 User agencies, including the Lincoln Police Department, Lincoln Fire & Rescue and Lancaster County Sheriff’s Office.
- We continued to operate efficiently with existing staff and an ever increasing call volume of which over 60% is consistently cellular.
- We implemented Enhanced Wireless Phase 2 Wireless locating for cellular callers with all but one of our cellular carriers; giving us the ability to locate callers from a latitudinal /longitudinal coordinate.

While 2006 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***

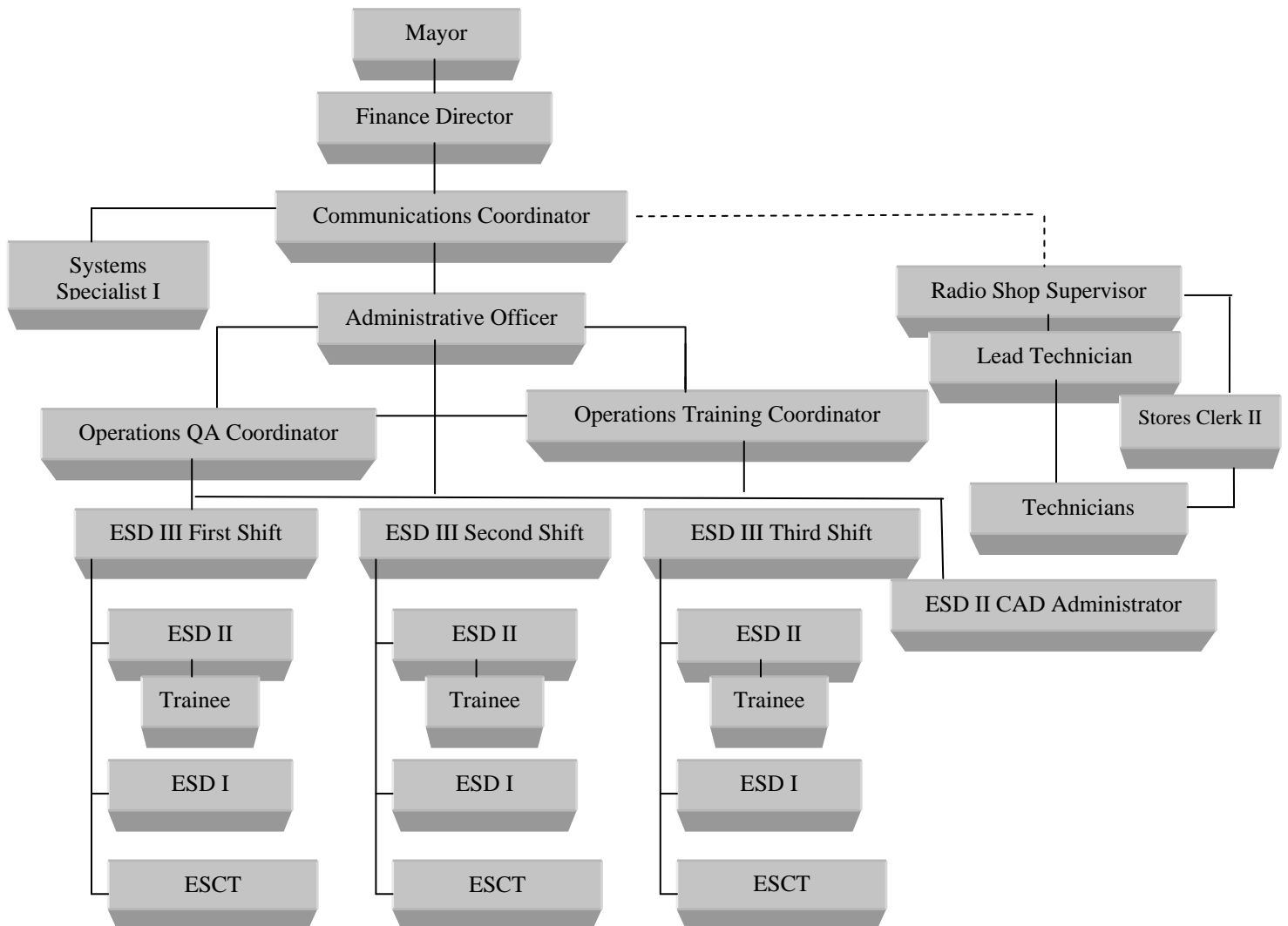
- Provide an ergonomically efficient and pleasant work environment.
- Upgrade equipment as needed and continuously explore technological advances toward the enhancement of services provided.
- Retain appropriate level of staff within the division.
- Respond to calls for service and other public needs 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

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# Organizational Flow Chart

## Emergency Communications / 911

### Lincoln, Nebraska





# Lincoln Emergency Communications

## PERSONNEL ALLOCATIONS - 2006

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		21		21
Emergency Service Dispatcher II/Cad Administrator		1		1
Emergency Service Dispatcher I		7.5		7.5
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 stores 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.

12/06



## EMERGENCY COMMUNICATIONS/911 SECTION

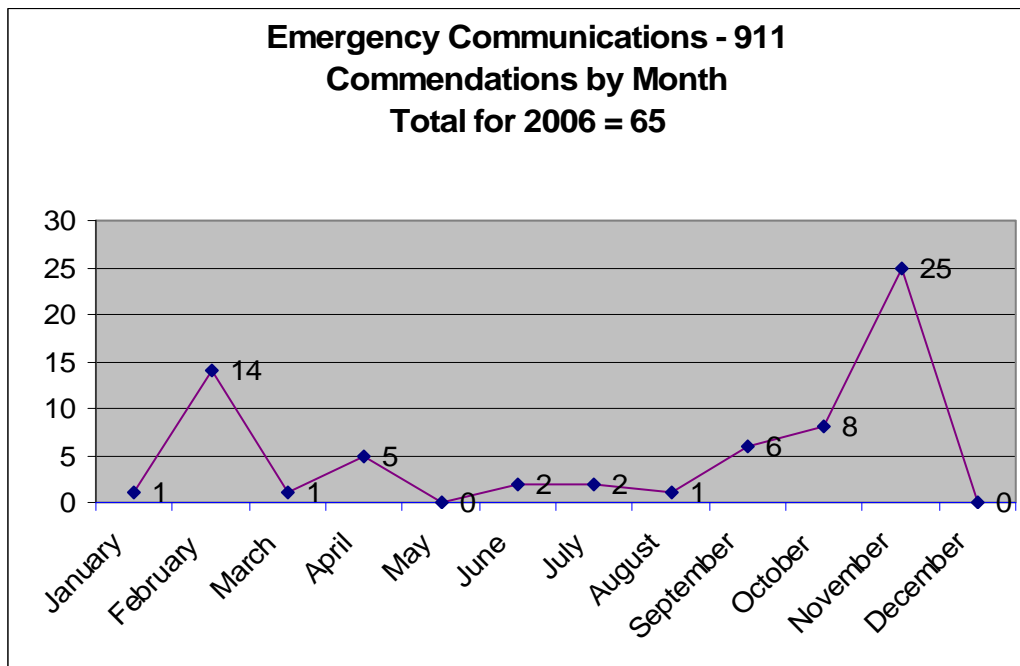


## EMERGENCY COMMUNICATIONS CENTER ANNUAL ACTIVITY SUMMARY – 2006

	LAW ENFORCEMENT		FIRE/MEDICAL		COMBINED CALLS	
	Monthly	Cumulative Monthly	Monthly	Cumulative	Monthly	Cumulative Total
2006	Totals	Totals	Totals	Monthly Totals	Totals	of All Calls
January	27,533	27,533	1631	1631	29,164	29,164
February	24,227	51,760	1537	3168	25,764	54,978
March	27,433	79,193	1554	4,722	28,987	83,195
April	27,480	106,673	1614	6,336	29,094	113,009
May	28,801	135,474	1688	8,024	30,489	143,498
June	28,098	163,572	1737	9,761	29,835	173,333
July	29,874	193,446	1,832	11,593	31,706	205,039
August	28,896	235,642	1,707	13,300	30,603	235,642
September	27,529	249,871	1,685	14,985	29,214	264,856
October	27,273	277,144	1,702	16,687	28,975	293,831
November	24,761	301,905	1,517	18,204	26,278	320,109
December	25,343	327,248	1,644	19,848	26,987	347,096
<b>TOTAL</b>	<b>327,248</b>	<b>327,248</b>	<b>19,848</b>		<b>347,096</b>	

The Lincoln-Lancaster County 911 Center processes approximately one-half million emergency and non-emergency telephone calls per year. During the year **2006**, these telephone calls resulted in 156,480 calls for service from user agencies and citizen requests. Of these 156,480 calls for service, 911 Center personnel received 65 Commendations from Lincoln-Lancaster County Citizens, User Agencies and Internal Personnel.

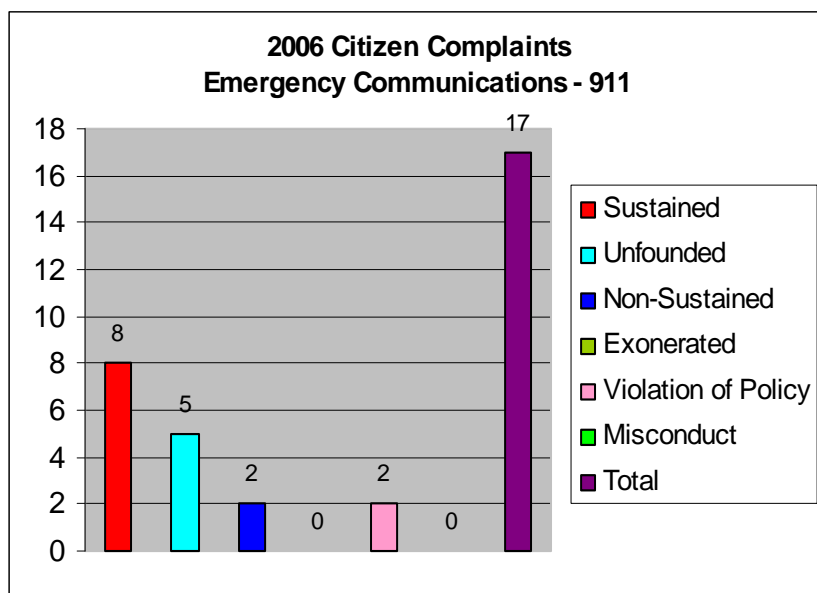
The Lincoln-Lancaster County 911 Center professionally handles calls for service in the City of Lincoln, Lancaster County and a portion of six surrounding counties. The Communications Center provides ongoing continuing education opportunities for staff in order to maintain and enhance job performance.



## Annual Activity Summary-2006

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 17 citizen complaints during 2006. 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.

## TELECOMMUNICATIONS SECTION

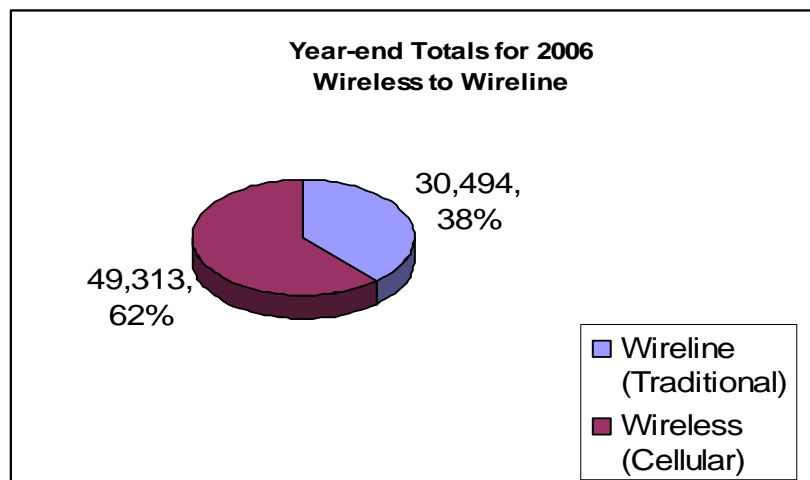
In 2006, we continued to see more cellular 911 calls than land line phone calls. We also have seen a continued growth in the number of VoIP (Voice over Internet Protocol) calls that come into the 911 Center.

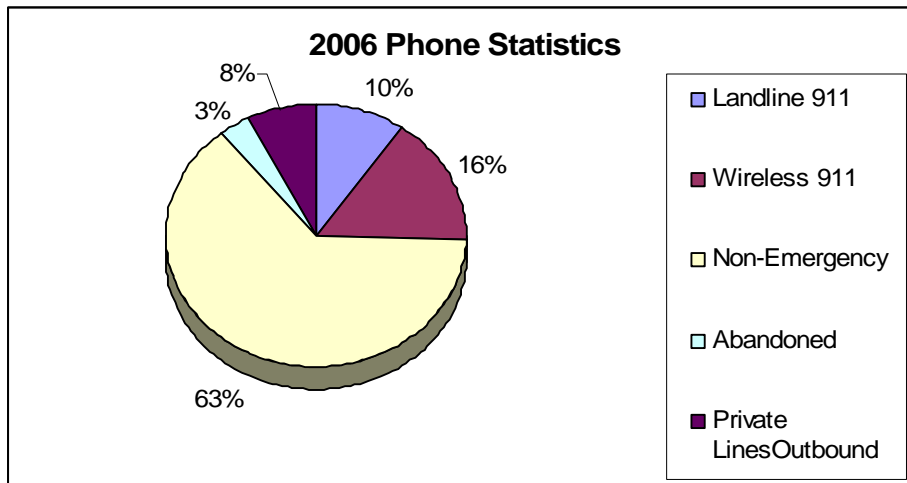
On an average day, the Lincoln 911 Center will receive approximately 1,000 calls. The heaviest volume of calls are received on the non-emergency number of 441-6000. Non-emergency lines are just that...to be used for non-emergencies and 911 dispatchers do not see your address or telephone number. 911 should be used for all true emergencies. The 911 land lines are special telephone trunks that provide 911 dispatchers with the ability to see your phone number, address and your name to assist them when it may be necessary to find someone. This is called the ALI or Automatic Location Identification.

Special telephone trunks are installed for all of the cellular calls received at the 911 center. Depending on the type of cellular phone that is being used, the dispatcher may or may not be able to locate you in an emergency. All cellular carriers serving Lancaster County are currently Phase I. Phase I provides 911 dispatchers with your cellular telephone number and the location of the cellular tower that you are hitting at the time of the call. By the end of March, 2007, all cellular carriers serving Lancaster County will be upgraded to Phase II. Phase II provides 911 dispatchers with the telephone number and location by plotting the latitude and longitude that appears on the screen when a 911 call is placed from a Phase II cellular phone. Dispatchers have the capability to retransmit your call (as long as you are connected) to continue to plot the location. If a caller is using a prepaid cellular phone with Phase II capability, their location can be plotted, however they cannot be called back because there is no telephone number associated with prepaid wireless phones.

The Lincoln 911 Center has also installed special trunks for VoIP calls. Some examples of VoIP phone companies are Vonage, SunRocket, etc. When placing a call to 911 using this technology, caller information may or may not appear on the dispatchers screen. It is important for all subscribers of this technology to ask the vendors how 911 is handled with their company.

Several graphs have been included indicating the volume and types of calls that are answered at the Lincoln 911 Center.





Types of Calls	Total calls for 2006
Landline 911	30,497
Wireless 911	49,313
Non-Emergency	242,070
Abandoned	12,119
Alarm Circuits/Ringdowns	8,909
Private Lines/Outbound	28,441
VoIP	2,557
<b>Totals</b>	<b>373,906</b>



# 2006 AWARD RECIPIENTS

## EMERGENCY MEDICAL DISPATCHER OF THE YEAR

*Craig Nickum*

## FOOTPRINTER'S DISPATCHER OF THE YEAR

*Brenda Roby*

## TRAINER OF THE YEAR

*Dave Rood*

## PHOENIX AWARDS

*Becky Pierzina  
Brenda Roby  
Cary Steele  
Craig Nickum  
Denny Roth  
Gregg Witfoth  
Jen DeBusk  
Jen Quade  
Jodi Standley  
Keith Houfek  
Kevin Campbell  
Linda Flaherty  
Lisa Pachunka  
Lori Yaussi  
Shara Scattergood  
Shelly Becker  
Tara Garza  
Tim Flaherty*

## COMMENDATIONS

There were a total of 65 commendations received by Emergency Communications Center personnel during 2006 with some employees receiving numerous commendations indicated in parenthesis. These commendations can be generated internally, by user agencies or from citizens in recognition of superior performance. Personnel receiving commendations during 2006 are:

*Becky Lyons (4)*  
*Becky Pierzina*  
*Brenda Roby (2)*  
*Brett Thumann (2)*  
*Bryan Kelly (5)*  
*Cary Steele (2)*  
*Chad Schmidt*  
*Charlene Wisbey (4)*  
*Craig Nickum (1)*  
*Dave Rood (2)*  
*Denny Roth*  
*Jen Quade (3)*  
*Jodi Standley (3)*  
*Karen Cates*  
*Kari Byers*  
*Keith Houfek*  
*Kelly Davila*  
*Kevin Campbell (4)*  
*Linda Thurber (2)*  
*Lindsay Parr (3)*  
*Lisa Pachunka (2)*  
*Mark Murphy (3)*  
*Matt Buser*  
*Megan Ellis (2)*  
*Shara Scattergood*  
*Sharon Codr (2)*  
*Shelly Becker (2)*  
*Steve Phillips (2)*  
*Tara Garza (3)*  
*Tim Flaherty*  
*Troy Cordle (2)*

# PUBLIC EDUCATION



In 2006, the Lincoln 9-1-1 Center continued its tradition of community involvement by conducting tours for Lincoln Public Schools students beginning with 3<sup>rd</sup> graders through Criminal Justice classes at the high school level. Approximately 1,100 school students toured the 911 Center in 2006. Each tour group was given information about 911, when to call 911, when to use the non-emergency lines and what to expect when they do call 911.

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.

## COMMUNITY INVOLVEMENT

For the third consecutive year, Lincoln's 911 dispatchers gathered mittens, scarves and stocking caps for needy Lincoln Children. For 2006, dispatcher Jodi Standley suggested the winter clothing items be donated to kids at Hawthorne Elementary School where Standley's mother teaches first grade. Dispatchers and other staff initially hung their donations on a small Christmas tree in the 911 Center; but it quickly became apparent that tree would not be large enough and another tree was set up and it to was also filled with donations, including some from local businesses around town who generated either cash or clothing. On December 11, dispatchers Murphy and Standley delivered eight sacks of items to Hawthorne Elementary principal Cindy Schwaninger. "911 dispatchers are very dedicated to the community and feel very strongly about helping children in any way they can" said Matt Buser, operations training coordinator for the 911 Center.



From left: Schwaninger, Murphy, Kimi Standley, Jodi Standley

Lincoln 911 Center dispatchers also participate in the annual Food Bank drive, United Fund Drive, and much needed items for the Capital Humane Society residents.

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

Brenda Roby, a dispatcher with the 911 Center, was recognized on April 22, 2006 with the second annual Footprinter's "Dispatcher of the Year" award at the Capital City Footprinter's Association Banquet. The banquet was part of the 911 Center's 2006 National Telecommunicator's Week celebration.



From left: Julie Righter, Brenda Roby, Don Herz, Sharon Codr

The award's selection criteria includes a formula of Emergency Medical Dispatcher scores, commendations received, most recent performance rating score and overall relationship with superiors and co-workers. "Brenda does an outstanding job for us, and this is truly a deserved award." said Julie Righter, 911 Center Communications Manager. "Her skills as a dispatcher are excellent, and she is a definite asset to the 911 Center."



Presenting the award to Brenda are Lancaster County Sheriff Terry Wagner and Matt Buser, Operations Training Coordinator, Lincoln 911

## ***MAYOR'S AWARD OF EXCELLENCE***

Rebecca Lyons, an Emergency Dispatcher in the 911 Emergency Communications Center, was presented the Mayor's Award of Excellence in June, 2006 by Mayor Coleen J. Seng at the July 10<sup>th</sup> City Council Meeting. The monthly award recognizes City employees who consistently provide exemplary service and work that demonstrates personal commitment to the City.

Lyons was nominated for her handling of a 911 call from a cell phone in January of 2006. The call was from a teenager who friend began having a seizure while they were out walking. The caller did not know where they were and could see no addresses or street signs in the area. Lyons asked if the caller could provide the license plate number from any vehicles parked in driveways nearby. After getting registration information from the Police Department, Lyons was able to pinpoint the address and send medical response. Righter praised Lyons for her ingenuity and for making every effort to locate the course of the call. Award winners receive a \$100 US savings bond and a day off with pay and a plaque.



From Left, Mayor Seng, Rebecca Lyons and Don Herz



## **Training Section Annual Report**

### **Hiring**

The Lincoln Emergency Communications Center accepted applications for Emergency Service Dispatcher I (ESDI), during May/June 2006 resulting in 158 applicants for the position. Testing was held on June 20, 2006 with 86 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. Additional screenings were added in 2006 to include a vision and hearing test as well as a Psychological evaluation. Candidates scoring well were interviewed with two receiving job offers. The two new hires began Classroom training on August 21, 2006.

### **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. The Phone phase is where the trainee will sit with an experienced dispatcher trainer and answers real calls for service. This phase is usually completed in five to six weeks. The next phase is Law Enforcement dispatching where they again sit with a trainer utilizing the radio system, they will dispatch calls for service. This phase will take anywhere from four to eight months. The final phase is Fire dispatching where they learn which fire or medical units to send to the various types of fire and medical calls for service. In this phase the trainee will also be answering 911 phone calls and usually takes two months to complete.

Continuing education training is conducted regularly for all current staff members. The average number of in-service training hours per employee for 2006 was 23.9 hours. Some of the training topics offered during 2006 were Telecommunicator Liability, Suicidal Intervention, OnStar training, Dispatcher Stress, Hostage Negotiation, National Incident Management System (NIMS) training, as well as computer based Incident Management 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 as well as supervisors. Input is solicited from all shift supervisors regarding nominations for this award.

The Trainer of the Year was awarded in 2006 to Dave Rood. “Dave’s approach to training was very positive and constructive, always challenging his trainee to perform at a top level. His organization for the day’s training is very thought out and detailed, and always done with a purpose.” *Matt Buser Operations Training Coordinator*



From Left: Julie Righter, Dave Rood, Matt Buser

# Quality Assurance Section Annual Report

## 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 maintained 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, including customer service. (Note: Emergency medical services are reviewed in a separate EMD QA process.)

## Results:

In 2006, 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.

During 2006, the Quality Assurance Coordinator, in conjunction with the Shift Supervisors, took an in-depth look at the existing QA program. This process resulted in the redesign of the Quality Assurance procedures. Implementation of the new QA program is anticipated for January 11, 2007.



# Emergency Medical Dispatch Section Annual Report

## Introduction:

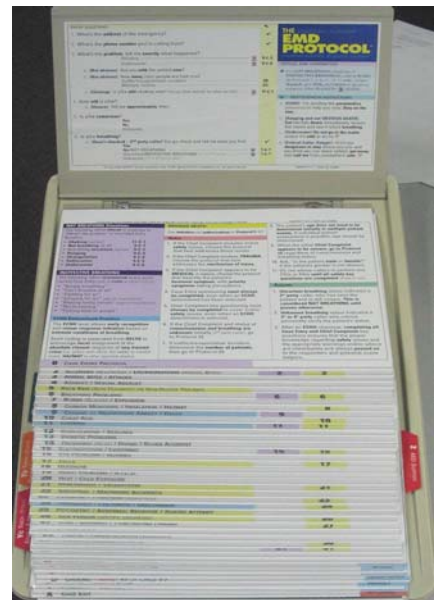
The Lincoln 911 Emergency Communications Center (LECC) utilizes the Priority Dispatch System's Emergency Medical Dispatch Program (EMD) in handling requests for emergency medical assistance. All of our dispatcher's are EMD certified. The EMD program is a set of cards that direct the dispatcher to ask 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.



## **Results:**

In 2006, Quality Assurance reviews were completed on approximately 11% of the total call volume, 1300 randomly chosen requests for emergency medical assistance. This is an average of 36 reviews per dispatcher. In addition, 110 Action Plan reviews were conducted to assist specific staff with increasing their overall EMD compliance.

The goal compliance average is 90% for each individual dispatcher and for the agency as a whole.

## **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 Section

The Lincoln Emergency Communications Center began development of its Incident Dispatch Team (IDT) in May of 2004 with its first deployment in July of the same year.

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.

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.

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.

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.

With the assistance of Emergency Management, IDT has acquired an ambulance (pictured) for responses. The Communications vehicle provides a space for the incident dispatcher and command staff to work from.



*Blue Angels Air Show, September, 2006*

During the year 2006, the Incident Dispatch Team responded to six incidents including two multi-day pre-planned events broken down into the following categories: Structure Fire/ LFR - 2 Pre-planned events; Police Special Detail - 1, NSP Special Detail- 1, ANG Special Detail - 1, Full-scale Active Shooter Scenario/LSO -1.

IDT members conducted four presentations during 2006 to assist other agencies desiring to create incident dispatch team programs. These included presentations in North Platte, Kearney, Iowa and Florida. Since assisting Kearney in July, they have now become the second agency in the state of Nebraska to have an IDT as a resource.

The Lincoln Incident Dispatch team is made up of eight 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.



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.



Ambulance for use as command post during activation of the Incident Dispatch Team.

## ACCREDITATION SECTION

The 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. At the end of the three year period two certified Assessors from CALEA are brought to our Communication Center to verify compliance with all aspects of Lincoln Emergency Communications Center's policy, procedures, management and operations. They review written materials, interview individuals, and visit offices, tower sites, and other locations.



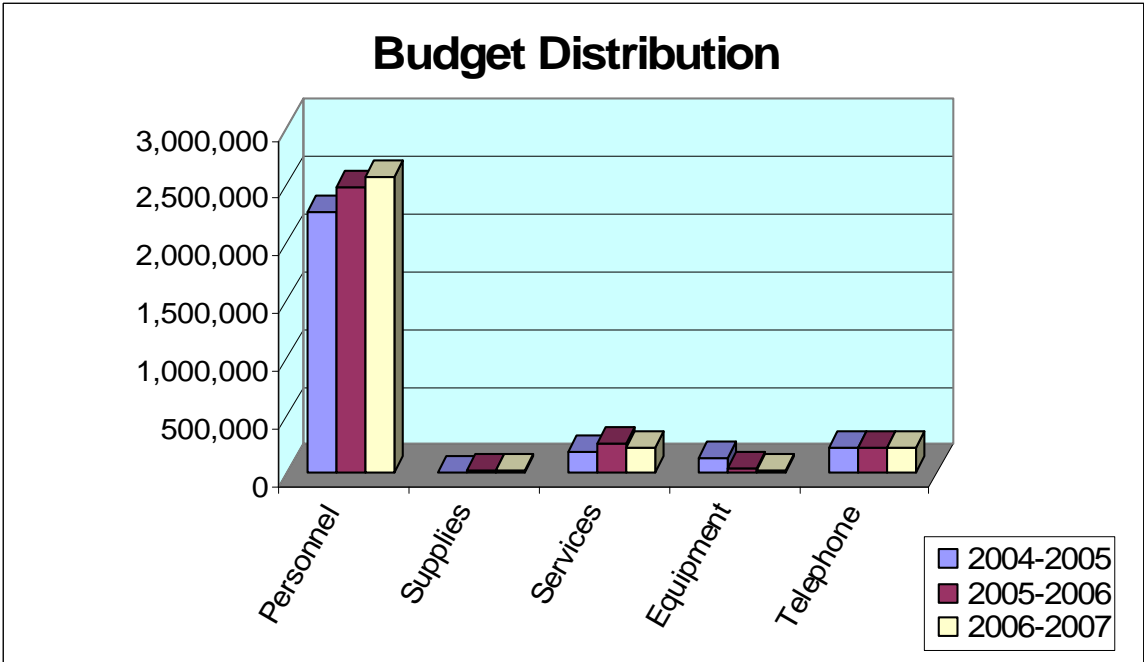
**Linda Flaherty & Linda Thurber**

During our last re-accreditation in Boston 2005 LECC was recognized as a Flagship Agency. 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.

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.

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	\$2,938.910	
2005-2006	\$3,029,912	+3.10%
2006-2007	\$3,062,170	+1.06%



# RADIO MAINTENANCE SECTION

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## 2006-2007 HIGHLIGHTS

As always seems to be the case, the 2006 fiscal year has been anything but routine for the City of Lincoln Radio Shop. Just the very nature of wireless communication and mobile government prevents us from having many activities that are “routine”.

The awareness of our community’s need to mitigate an “All Hazards Incident” has forged how the many stakeholders surrounding the Radio Shop view radio communications. Events like ice storms and fires in Western Nebraska, as well as national events such as V-Tech and the Amish School Shootings in Lancaster County, PA have broadened the scope of what constitutes “All Hazards”. The net result is new agencies depending on the support from the Radio Shop, and an ever-changing diversity in the type of support we provide.



Pete and Nick survey the damage from the Valentine wildfire along with Jeff from a Motorola Shop in SD

While the demand on public safety radio systems is burgeoning, the Federal Department of Homeland Security and the State of Nebraska has increased their focus on interoperable communications systems and developing plans for the same. DHS grants have enhanced technology available to those in need of interoperable radio communication. Although this allowed many agencies to replace old equipment without impacting local taxes; it remains challenging for the Radio Shop to manage the workload that has come from such enhancements.

Keeping up with the continual maintenance of existing systems along with the additional workload of Homeland Security initiatives is

challenging, but there is perhaps an even greater challenge: **Rebanding**. In order to relieve interference and allow greater capabilities, Sprint/Nextel has agreed with licensees in 800 MHz to shuffle the band-use plan to eliminate interleaving of services. In the end, the City and other 800 licensees will end up in a separate portion of the 800 Mhz spectrum isolated from Nextel's channels. This will help Nextel in the future, but it means that many of our systems have to be modified or even replaced for this to happen. As mentioned above, most public safety radios have been replaced by DHS grants. For these agencies, all that needs to be done is simply reprogram their new equipment. Other radios, such as StarTran's, are very old and need to be replaced in order to function in the future. Even others such as the County's Rural Fire Departments will have to actually discontinue operations on one frequency while beginning with new frequencies. Needless to say, downtime is not an option when dealing with these types of agencies.

This is a significant investment on Nextel's part in order to compensate us for the changes to be made. Nextel will be providing compensation in different ways. Nextel issues us radios equivalent to replace those unable to function in the future. Also, the time and materials needed to remove old and install new radios into vehicles will be paid for. Because of the additional burden of rebanding, much of the work will result in overtime to accomplish rebanding tasks. When the contract is completed, Nextel will provide us with several hundred radios and almost \$200K to cover our expenses.

The TICP was another significant effort undertaken by LPD, 911 and the Radio Shop. Developing a Tactical Interoperable Communications Plan and a validation exercise conducted in June is a major milestone for everyone in Lancaster Co. The TICP is invaluable in terms of local readiness. The no-fault nature of the validation exercise provided us with an independent perspective of what we are doing well, as well as strategies and priorities to redress issues as time and funding allows. TICP completion also allows us to continue to receive interoperable grants from DHS, and continue to serve as a leader in Nebraska in Emergency Communications. Everyone is encouraged to contact Julie Righter about the TICP process. It is an ongoing initiative and has served as a catalyst for many excellent discussions amongst City and County agencies. The TICP is as much or more about the people/governance issues as it is technical.



# 06-07 At-A-Glance

- Installation of voice and data terminals into 25 new Crown Victoria Cruisers for LPD. This year marks the first year Mobile Data systems use LPD's new OpenSky Data network instead of the City primary two-way system.
- Provided coverage assistance to Cherry County 911 when their main transmit tower was brought to the ground in a wildfire. The City's Cell on Wheels (COW) was installed and operational for the last seven months of 2006.
- Continued automation of StarTran's Holiday Light Tour buses to allow multiplex of local music programming with narration by City staff located in lead-car.
- Installation of wireless backhaul to eliminate the need for leased network connections to LPD's new Northeast Substation.
- Engineering and migration of existing radio simulcast circuits onto a new microwave system provided by DHS grants to enhance system protection and fault tolerance. Commissioning of new microwave system was also crucial in the operation of OpenSky/Network First, an initiative the Radio Shop and LPD are working on to enhance interoperability and provide more robust mobile data operations.
- Installation of back up radio systems at Arbor Road Tower, the City's newest tower also provided through DHS grants.
- Completion of installation phase of Lincoln Fire and Rescue's mobile data project.
- Continued support for the Lower Platte South NRD's flood warning systems. For many years now, the City's Radio System has served as the conduit for real-time flood gauge data. The spring months of 07 put these systems to the test.

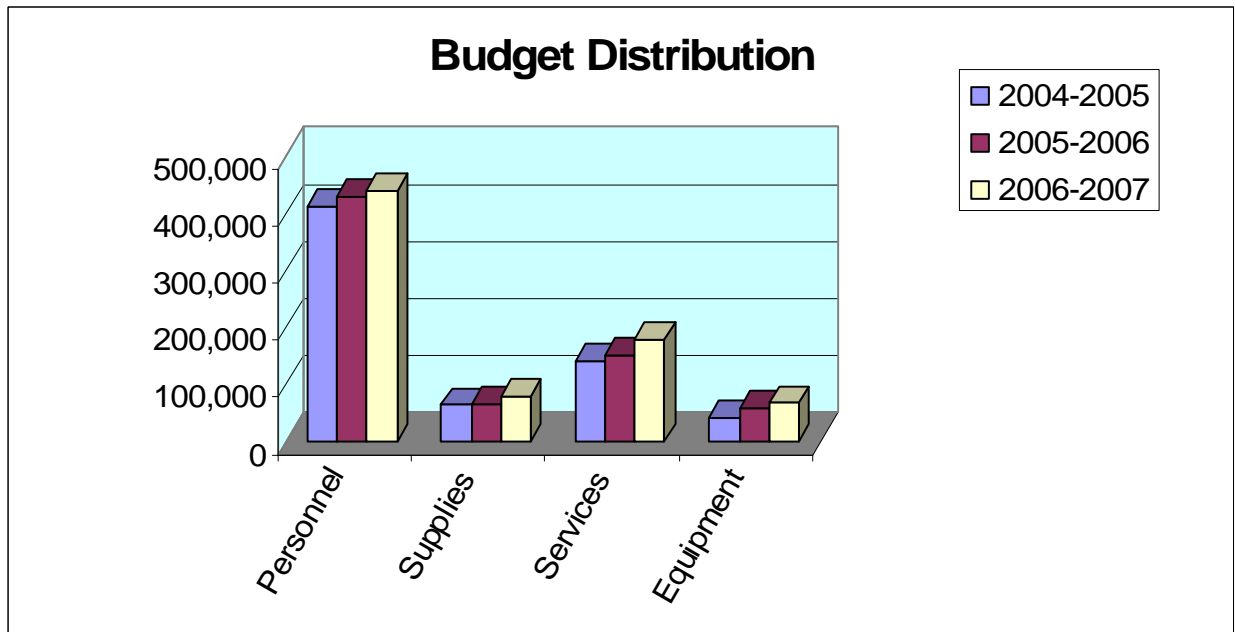


New beside old: Twice as many paths, quadruple the capacity. Same footprint. 10 years newer. That's microwave technology.



Nick at the Fire Maintenance facility putting the final touches on Air 14—one of the last to get a new voice terminal (radio that is).

## RADIO SHOP BUDGET



2004-2005	\$662,484	
2005-2006	\$706,130	+1.06%
2006-2007	\$766,624	+1.08%