



LINCOLN EMERGENCY COMMUNICATIONS 2007 ANNUAL REPORT



A Nationally Accredited Communications Center

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CITY OF LINCOLN NEBRASKA

MAYOR CHRIS BEUTLER

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February 2008

Dear Citizens and Members of the City Council,

As Mayor of Lincoln, I am pleased to present the 2007 annual report of the Lincoln Emergency Communications / 911 Center, a division of the City Finance Department. This report highlights the personnel, activities and accomplishments of the division over the past year.

The entire community can take pride in the fact that our Emergency Communications Center is one of the best of its kind in the country. The Emergency Communications Center and Radio Shop provide outstanding service to public safety agencies in the City, County and surrounding area. That translates into a higher level of protection for the citizens of this community.

As you review this annual report, I am sure that you will agree that we are indeed fortunate to have these dedicated professionals working every day to keep us safe. On behalf of all residents, I want to thank our call takers, dispatchers, technicians and administrators for their excellent public service.

Sincerely,

Chris Beutler
Mayor of Lincoln



Mayor Beutler,
City Council members,
Fellow citizens:

I am pleased to submit our 2007 Annual Report. It was a very good year for the Lincoln Emergency Communications Center. Just a few of our accomplishments in 2007 were –

- The Division continued our work as a CALEA “Flagship” agency as we prepare for our next reaccreditation in 2008.
- The Division awarded the third annual Capital City Footprinter’s Dispatcher of the Year Award to Emergency Services Dispatcher III Mark Murphy. Mark is a 2-time winner!
- The Division processed 25 citizen complaints, 10 were sustained or determined to be a violation of policy. While the number of complaints was up over last year (17), the number sustained remained the same, an improvement of 20 %!
- The Division averaged over 31,000 incoming/outgoing telephone calls per month in 2007.
- The Division successfully drilled at the Emergency Communications Center Back-up Center with full operation transferred to that site several times during this reporting year.
- The Division processed 341,454 incidents resulting in 149,818 calls for service for the Center’s 14 User agencies, including the Lincoln Police Department, Lincoln Fire & Rescue, and Lancaster County Sheriff’s Office.
- The Division processed 681 audio/record requests for evidentiary purposes related to case work for User Agencies, County and City Attorneys, Public Defender and other local defense attorneys.
- The Division continued to operate efficiently with existing staff and an ever-increasing call volume of which over 60% is consistently cellular.
- The Division completed implementation of our Enhanced Wireless Phase 2 project for locating cellular callers with all of our cellular carriers, giving us the ability to locate callers from a latitudinal /longitudinal coordinate.

While 2007 presented some challenges, none was too great to overcome and we look forward to the future, fulfilling our mission of providing 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.

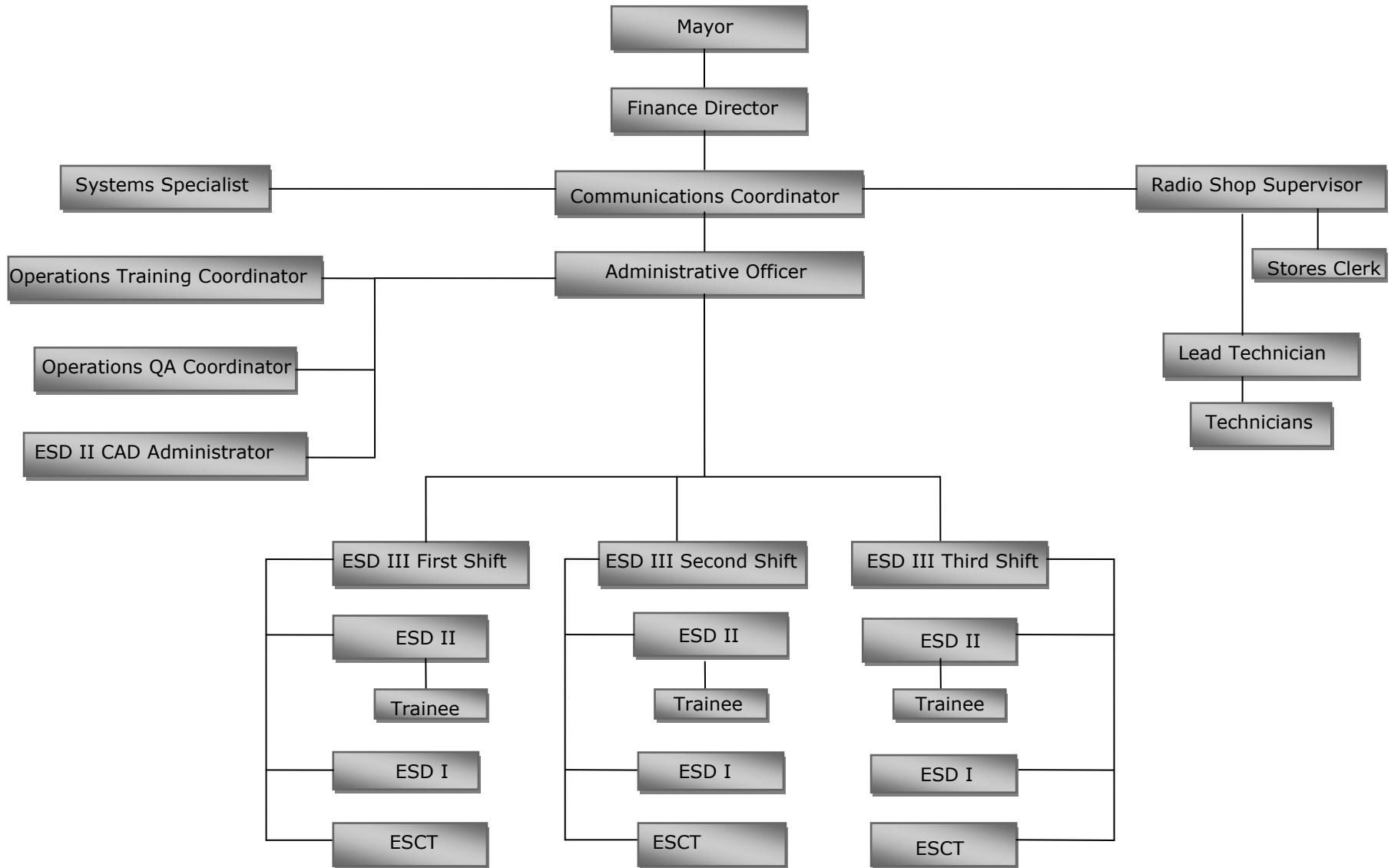
Mission

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 the division
- Maintain accredited status

ORGANIZATION STRUCTURE



POSITION FUNCTIONS AND RESPONSIBILITIES

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, workflow, 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.

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.

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 troubleshooting problems. The CAD administrator is required to have extensive knowledge of the computer hardware and software used by the center, 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 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, and 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 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.

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.

PERSONNEL ALLOCATION - 2007

	Management	Operations	Support	Total
Communications Coordinator	1			1
Administrative Officer	1			1
Operations Training Coordinator	1			1
Operations QA Coordinator	1			1
Radio Shop Supervisor	1			1
		TOTAL		5
ESD III		3		3
ESD II		22		22
ESD II/Cad Administrator		1		1
ESD I		9.5		9.5
Emergency Service Call Taker		2		2
Lead Radio Shop Technician		1		1
		TOTAL		38.5
Systems Specialist			1	1
Radio Shop Technician			3	3
Stores Clerk II			1	1
		TOTAL		5

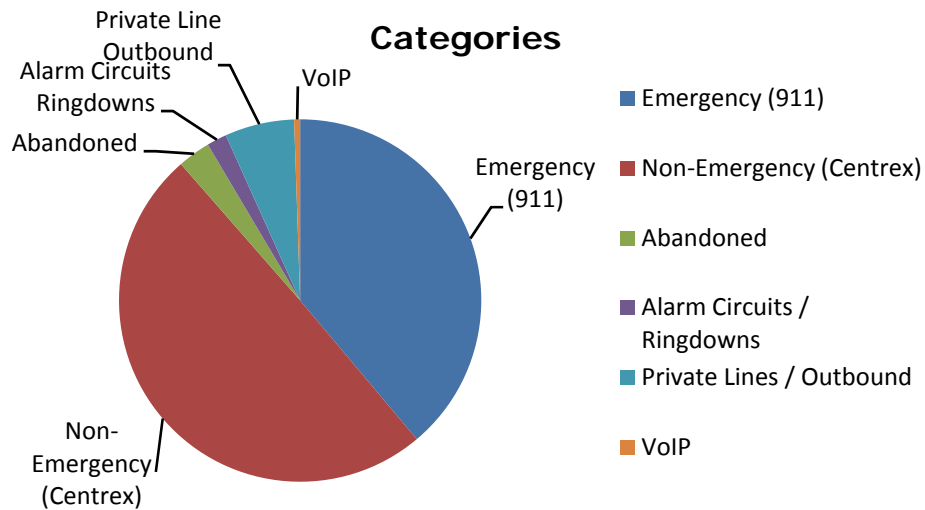
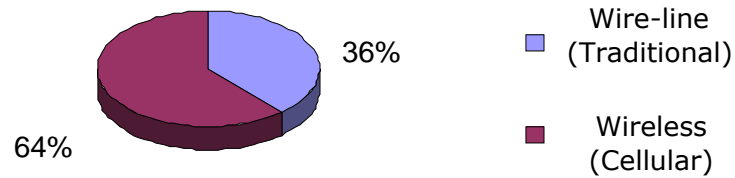


Emergency Communications 911



CALL CATEGORIES AND VOLUMES

**2007
Wireless to Wire-line
Comparison**



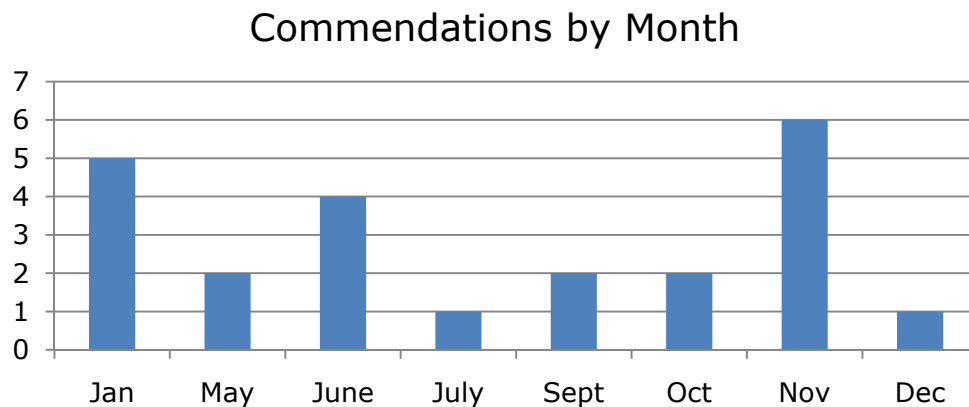
Category	Volume	
Emergency (911)	(44%)	159,345
Non-Emergency (Centrex)	(56%)	202,802
Next 4 included in Emergency and Non- Emergency Totals		
Abandoned	(3.3%)	11,950
Alarm Circuits/Ringdowns	(1.9%)	6,880
Private Lines/Outbound	(6.9%)	24,988
VoIP	(0.6%)	2,172

COMPUTER AIDED DISPATCH SUMMARY – 2007

The Lincoln-Lancaster County 911 Center processes approximately 360,000 emergency and non-emergency telephone calls per year. During the year **2007**, these telephone calls resulted in 149,818 calls for service from user agencies and citizen requests. The Lincoln-Lancaster County 911 Center professionally handles calls for 14 agencies, including service in the City of Lincoln, Lancaster County and a portion of six surrounding counties.

	LAW ENFORCEMENT		FIRE/MEDICAL		COMBINED ACTIVITY	
	Monthly	Cumulative Monthly	Monthly	Cumulative	Monthly	Cumulative Total
January	25,757	25,757	1,605	1,605	27,362	27,362
February	23,280	49,037	1,568	3,173	24,848	52,210
March	27,942	76,979	1,641	4,814	29,583	81,793
April	27,012	103,991	1,648	6,462	28,660	110,453
May	29,150	133,141	1,764	8,226	30,914	141,367
June	29,977	163,118	1,781	10,007	31,758	173,125
July	32,997	196,115	1,886	11,893	34,883	208,008
August	26,863	222,978	1,869	13,762	28,732	236,740
September	25,722	248,700	1,751	15,513	27,473	264,213
October	26,557	275,257	1,745	17,258	28,302	292,515
November	23,549	298,806	1,578	18,836	25,127	317,642
December	22,135	320,941	1,677	20,513	23,812	341,454
TOTAL	320,941	320,941	20,513	20,513	341,454	341,454

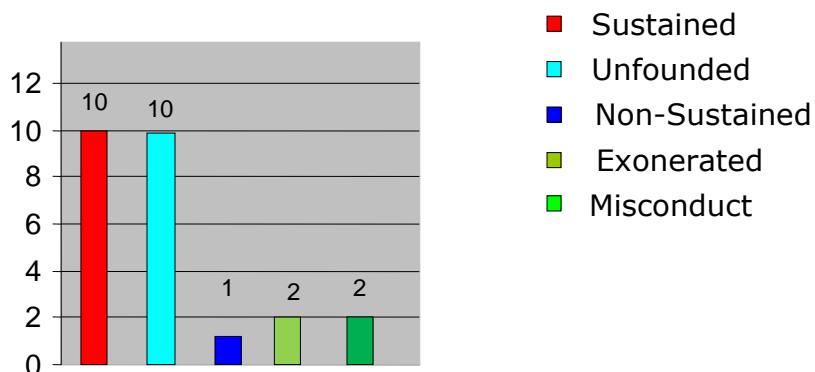
Of the nearly 150,000 calls for service, 911 Center personnel received **23** Commendations from Lincoln-Lancaster County Citizens, User Agencies, and Internal Personnel.



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 Communications Center provides ongoing continuing education opportunities for staff in order to maintain and enhance job performance and to best utilize this feedback information

The Emergency Communications Center received 25 citizen complaints during 2007. 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 that 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.

2007 Citizen Complaints



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

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

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

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

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

AWARD RECIPIENTS - 2007

EMERGENCY MEDICAL DISPATCHER OF THE YEAR

Craig Nickum

FOOTPRINTER'S DISPATCHER OF THE YEAR

Mark Murphy

TRAINER OF THE YEAR

Gregg Witfoth

PHOENIX AWARDS

<i>Becky Lyons</i>	<i>Linda Flaherty</i>
<i>Becky Pierzina</i>	<i>Linda Thurber</i>
<i>Brenda Roby</i>	<i>Lindsey Scheer</i>
<i>Bryan Kelly</i>	<i>Lisa Pachunka</i>
<i>Chad Schmidt</i>	<i>Lori Yaussi</i>
<i>Craig Nickum</i>	<i>Megan Ellis</i>
<i>Dave Rood</i>	<i>Sarah Kate Sandquist</i>
<i>Denny Roth</i>	<i>Shara Scattergood</i>
<i>Jen Quade</i>	<i>Shelly Becker</i>
<i>Jodi Standley</i>	<i>Steve Phillips</i>
<i>Kari Byers</i>	<i>Tara Garza</i>
<i>Kelly Davila</i>	<i>Tim Flaherty</i>
<i>Kevin Campbell</i>	<i>Troy Cordle</i>

COMMENDATIONS

There were 23 commendations received by Emergency Communications Center personnel during 2007 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 2007 were:

Alissa Gunning
Becky Pierzina
Brenda Roby
Bryan Kelly
Chad Schmidt (2)
Dave Rood (2)
Donita Elrod
Kari Byers
Kelly Davila
Kevin Campbell
Linda Thurber
Lisa Pachunka
Luann Hamilton (3)
Mark Murphy
Matt Buser
Megan Ellis (2)
Tara Garza
Tim Flaherty

FOOTPRINTER'S "DISPATCHER OF THE YEAR"

Mark Murphy, a Dispatch Supervisor with the 911 Center, was recognized on April 22, 2007 with the third annual Footprinter's "Dispatcher of the Year" award at the Capital City Footprinter's Association Banquet. The award was also celebrated during National Telecommunicator's Week.



Mark Murphy, (back left) a Dispatch Supervisor in the 911 Center with his Dispatcher of the Year award.
Also pictured are Lora Meyers (University of Nebraska Lincoln Police Dispatch),
and Steve Hamer (Nebraska State Patrol Dispatch)

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. "Mark does an outstanding job for us, and this is truly a well deserved award," said Julie Righter, 911 Center Communications Manager. "His skills as a dispatcher are excellent, and he is a definite asset to the 911 Center."

PUBLIC EDUCATION



In 2007, the Lincoln 911 Center continued its tradition of community involvement by conducting tours for Lincoln Public Schools students beginning with 3rd graders through Criminal Justice classes at the high school level. Approximately 935 school students toured the 911 Center in 2007. Each of the 15 tour groups 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, this year we

participated in one Church Fair.

Another aspect of our service to the community involves providing staff of the Lincoln 911 Center for public education by making presentations to 2nd grade teachers during their in-service day. This presentation has enabled the 911 Center Public Education Committee to teach young children how to use 911. With the help of the Red E Fox video, which is designed specifically for Kindergarten to 2nd 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 911. Ever mindful of sensitive subjects, the Public Education Committee members gently guide the discussions 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 911 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 2007, we discovered that Elliott School had a dire need. We spoke with Principal Deann Currin and she indicated that they had 11 students that did not have and were unable to purchase coats for the winter, as well as many other students that did not have sufficient hats and mittens.

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 too was also filled with donations, including some from local businesses around town who generated either cash or clothing.

On December 14, Dispatchers Mark Murphy and Megan Ellis delivered hats, mittens, gloves, scarves, coats as well as socks, and sweatpants to Principal Currin representing a total contribution of over \$1,400.00! We had a few late contributions that allowed us to make a second delivery to Hawthorne School and we completely outfitted the entire 1st grade with mittens.

Lincoln 911 Center dispatchers also participated in the annual Food Bank drive (collecting 567 pounds of food), United Way Fund Drive (67% participation), and collecting much needed items for the Capital Humane Society residents.



Megan Ellis and Principal Currin



Mark Murphy and Principal Currin



Elliott kids and their mittens

TELECOMMUNICATIONS

In 2007, we continued to see more cellular 911 calls than landline 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 441-6000. 911 should be used for true emergencies. The 911 and 441-6000 lines are dedicated telephone trunks that provide 911 dispatchers with the ability to see phone numbers, addresses, and names to assist them in pinpointing a caller's location. This is called Automatic Location Identification or ALI.

Specially designated telephone trunks are installed for cellular phone calls received at the 911 Center as well. 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. By the end of March 2007, all cellular carriers serving Lancaster County were upgraded to the Phase II location system. Phase II provides 911 dispatchers with the telephone number and location by plotting the latitude and longitude that appears on the ALI screen when a cellular 911 call is received. Dispatchers have the capability to retransmit a call, if necessary, (as long as the cell phone call remains connected) to continue to update and re-plot the location within 100 meters. 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 dedicated trunks for VoIP calls. Some examples of VoIP phone companies are Time Warner, 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.

We also continue to explore new technologies and next generation 911 services such as receiving text messages, interoperability with other Public Service Access Points (PSAP's) and Internet based integrated application 911 networking.

In the past 15 years, innovations in communications technology have created the need for a more advanced system for the public to access emergency care. While the existing E911 system has been a success story for more than 30 years, technological advances have stretched it to its limit. New wireless and IP-based devices that are capable of delivering messages via text and video are being developed and utilized at a steadily increasing rate, thus greatly expanding the need for 911 centers to be able to accept these and other sources of emergency data.¹



¹ NENA's Blueprint Steers 911 Into The Future: by Roger Hixson, Bob Cobb, and Patrick Halley
National Emergency Number Association (NENA)

TRAINING DIVISION

Hiring

The Lincoln Emergency Communications Center accepted applications for Emergency Service Dispatcher I (ESDI), during December 2006 resulting in 130 applicants for the position.

Testing was held on January 11, 2007 with 69 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 that 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 three receiving job offers. The three new hires began Classroom training on September 9, 2007.

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 2007 was 29.41 hours. Some of the training topics offered during 2007, were Alertness Management training, Tactical Dispatch Training, EMD Quality Assurance training, CAD refresher training, and NIMS (National Incident Management System) training.

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 '2006 Trainer of the Year' was awarded in 2007 to Gregg Witfoth. "Gregg has displayed a complete desire to ensure the trainees are provided with the correct information and given every opportunity to succeed. He has always been willing to assist in training classes and does an excellent job with instruction. Gregg was also the '2004 Trainer of the Year' so this recognition goes to prove his continued dedication to the training program as well as his excellence of service to the Center.



2006 Trainer of the Year Gregg Witfoth (left) Communications Coordinator Julie
Righter, Operations/Training Coordinator 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 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.)

During 2007, 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 QA procedures. Implementation of the new QA program began January 11th, 2007. Due to staffing concerns and changes in supervisory staff, the QA program was minimized during the summer shift rotation and suspended during the fall shift rotation pending the hiring of replacement shift supervision.

Results

In 2007, random Quality Assurance reviews were completed for each dispatcher, initially at the rate of one review per month. The goal compliance average is based on a rating scale of zero to one hundred percent with 80 to 100% being the desired performance standard. One hundred seventeen reviews were completed, averaging 3 reviews per employee. 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 94.99% 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

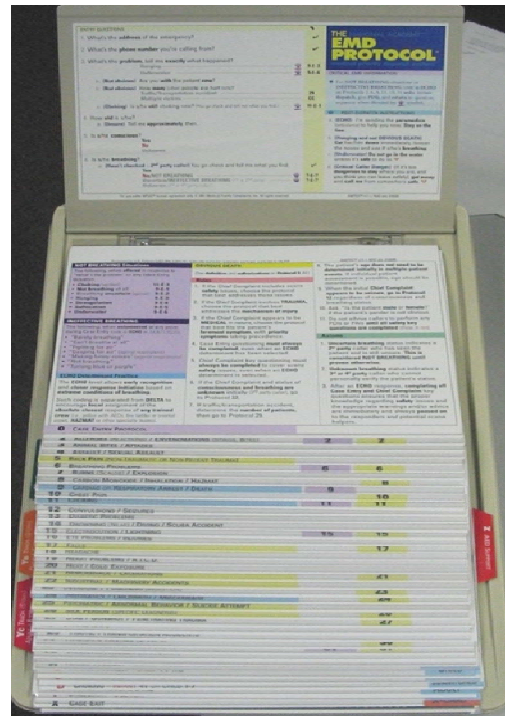
The Lincoln 911 Emergency Communications Center (LECC) utilizes the Priority Dispatch System's Emergency Medical Dispatch Program (EMD) in handling requests for emergency medical assistance. All of our dispatcher's are EMD certified. The EMD program is a set of cards that direct the dispatcher to ask 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 comprised of thirty-three (33) protocols including specific Post-Dispatch and Pre-Arrival instructions. The first thirty-two (32) protocols are geared toward the 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 2007, Quality Assurance reviews were completed on approximately 11% of the total call volume, 1225 randomly chosen requests for emergency medical assistance. This is an average of 35 reviews per dispatcher. In addition, 13 Action Plan reviews were conducted to assist specific staff with increasing their overall EMD compliance. This is a significant decrease from the 110 Action Plan reviews completed in 2006. 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 has 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.



LINCOLN INCIDENT DISPATCH TEAM

The Lincoln Emergency Communications Center Incident Dispatch Team (IDT), now in its third year of operation, continues to grow and evolve. 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.



IDT TEAM - 2007

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. Therefore, the IDT is available to assist in handling the communications, accountability and documentation tasks in the command post during a major incident.



Incident Commander and IDT staff
coordinating on-scene

In recent years, a trend has spread across the nation to develop specialized on-scene, field dispatchers to fill this important role. Incident Dispatchers have become a recognized resource that allows the Incident Commander to focus on tactical decision-making.

The use of Incident Dispatchers includes Fire/EMS and Law Enforcement operations during large-scale incidents, special events or other extended operations where an Incident Commander believes IDT support may be of assistance. During 2007, the Incident Dispatch Team responded to pre-planned events - 2; structure fires - 2; standbys - 3; 1 NSP special detail (multi-day), and 2 full-scale exercises.



IDT and LSO TRU Team

The Lincoln Incident Dispatch team has received standardized training in incident management, documentation, command post operations, and NIMS. The team participates in ongoing training that includes periodic full-scale training exercises with user agencies, Emergency Management and outside agencies. In addition, incident dispatching provides new avenues for career development while enhancing the dispatcher's role within the public safety system. Participation provides dispatchers with an excellent opportunity to further professional development and knowledge of command post functions.

ACCREDITATION

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.

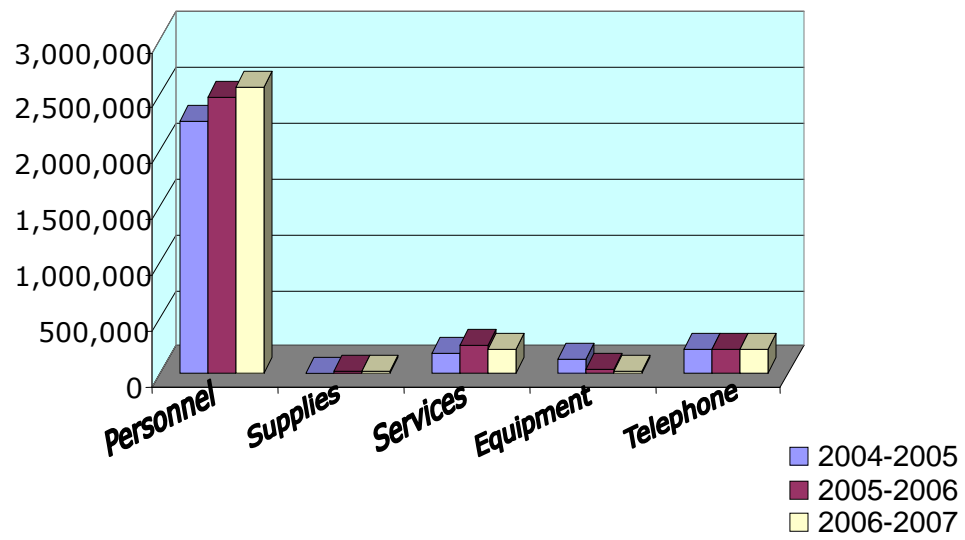
Accreditation is awarded for three years, during which time co-managers Linda Thurber and Linda Flaherty must submit annual reports attesting continued compliance with the standards under which we were initially accredited. At the end of the three-year period, two certified Assessors from CALEA are brought 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. We are currently preparing for our next on-site in April 2008.

During our last re-accreditation in Boston in 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. The 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.

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

BUDGET



2004-2005	\$2,837,910	
2005-2006	\$3,029,912	+6.77%
2006-2007	\$3,062,170	+1.06%

RADIO MAINTENANCE



ANNUAL ACTIVITY SUMMARY

Once again this year, special projects are demanding considerable time of the Radio Maintenance Shop. Maintaining the critical radio infrastructure including the 911 Center and the City's 800 MHz trunking system is the top priority of the shop, however one-time projects not directly related to system maintenance are becoming more frequent. Chief among these projects this year is 800 MHz re-banding. In addition to re-banding creating numerous "housekeeping" tasks, the Radio Shop staff is providing their expertise in wireless systems to assist with state and regional planning as well as grant guidance in addition to numerous smaller projects.

Completion of the initial Lancaster County TICP² by the Emergency Communications Division was an important look into the future for us in public safety communication. In addition to many agencies becoming quite dependent on cellular phones, many challenges were observed when events draw together a multi-jurisdictional response.



Tara Garza (911) and Chief Borer (LFR) in the Operations Section trailer at the TICP validation exercise

Several weaknesses will require capital investments, but others are as simple as modifications to policies or changing the programming in a responder's radios. Fortunately several budget items in FY 08/09 as well as the ongoing work of 800 MHz rebanding will enable several TICP objectives to be achieved soon³. Even with the TICP document completed and only months old, we are updating several sections to reflect changes. Everyone is encouraged to contact Julie Righter for a copy of the TICP or to learn how the TICP affects you.

Rebanding, a nation-wide project undertaken by Sprint/Nextel to "refarm" the 800 MHz spectrum for those of us using high-profile⁴ tower sites is in full-swing. Days will go by where all of us in the shop are involved in some rebanding task. Ron Erickson and Nick Zabka have made a tremendous effort to remove old incompatible radio terminals from the City's fleet of vehicles and replace them with modern ones. Often this is dirty work that has to be performed in less than ideal conditions. The good news is that Nextel is paying for the time and equipment required. Many of these tasks are being done after-hours and weekends to ensure we keep up with our routine workloads as well.

² Tactical Interoperable Communication Plan, a Federally mandated (DHS) "living" document detailing plans presently in place, and future objectives of communications systems.

³ One priority outcome was having more voice channels in common. While all agencies enjoy numerous private channels, there are only 1-2 channels that are common to all agencies. Programming, as a result of rebanding will allow us to accommodate this present issue.

⁴ In contrast to cellular services that use numerous low-power low-tower sites to achieve micro-coverage areas for high subscriber unit density.

With nearly all of the new equipment received, every square foot of the radio shop is crowded. Even with the addition of two 20 foot global shipping containers (both full) it's often a maze of boxes to get through the shop. Although each radio install relieves some of our storage issues, all of the old bulky multi-piece radios have to be stored until they can be shipped back to Nextel.

Several of us in the shop are involved with communications planning with neighboring local governments, as well as extensive work with the State of Nebraska. For many years our radio system and model of cooperation among agencies has been viewed as an optimum model. While most of our success is due to the culture of the public safety agencies in Lancaster County, we do our best to impart our help to others with technology and perhaps a better understanding of what sets the City of Lincoln apart. Many State Agencies such as Nebraska Health & Human Services, the Nebraska State Patrol, University of Nebraska Lincoln Police Department, and State Fire Marshall who use radios on our system have come to see us as an important resource as they try to achieve what we already have across the entire State. The results of these relationships are manifold, having a robust critical-communications network is paramount to all first responders in the State and as a direct result of our work we are able to direct hundreds of thousands of dollars in grant dollars to projects within our County.



Teresa Hammond, in the cold trying to find a little more space for just one more shipment! The blue connex box is for the new and beige is for the old. (The portion of the building pictured is the Radio Shop)

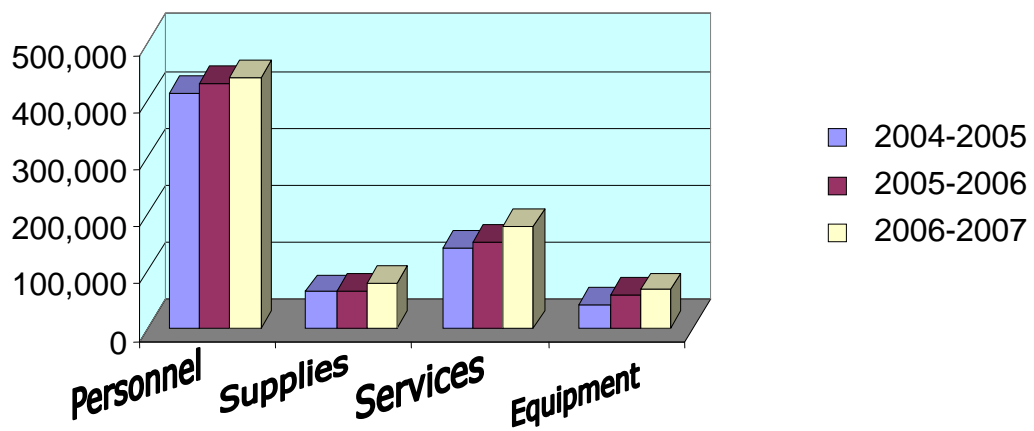
ACCOMPLISHMENTS IN 2007

- In cooperation with the Lincoln Police Department (LPD), previous year (2006) Crown Victoria cruisers were upfitted with OpenSky data modems and the older-slower EDACs modems were removed to be redeployed for voice applications.
- Continued maintenance and improvements of Lincoln Fire and Rescue's wireless voice/data platforms. Perhaps not well known, but every Fire Apparatus has six assorted radios maintained by the Radio Shop, and each of the Medic Units has five.
- This year we worked with Digital Recorders Inc, StarTran's Intelligent Transportation Systems (ITS) integrator on meshing the technologies of intelligent buses⁵ with the existing two-way radio and holiday tour systems.
- Assisted in design of a permanent solution to bridge the City's LAN transport to LPD's Northeast Substation.
- Put OpenSky, MA Com's 21st century wireless system, into production for many police cruisers. From now into the future, all LPD mobile data will use OpenSky technology. While presently used strictly for data, the Voice Features of OpenSky literally make this a full-featured wireless system for voice and data.
- Design and installation of communications infrastructure into Emergency Management's "Mobile Emergency Operations Center". This included an array of radios for use in the southeast (Nebraska) region as well as 3 dispatch positions that can be redeployed into an office building for disaster operations.
- Maintenance of a quickly-deployable large capacity (60KW) generator. Purchased for the purpose of powering LPD's North East Substation, this asset could be pushed anywhere power is needed including standing ready as yet one more layer of redundancy to the 5 stationary units we maintain at critical facilities.



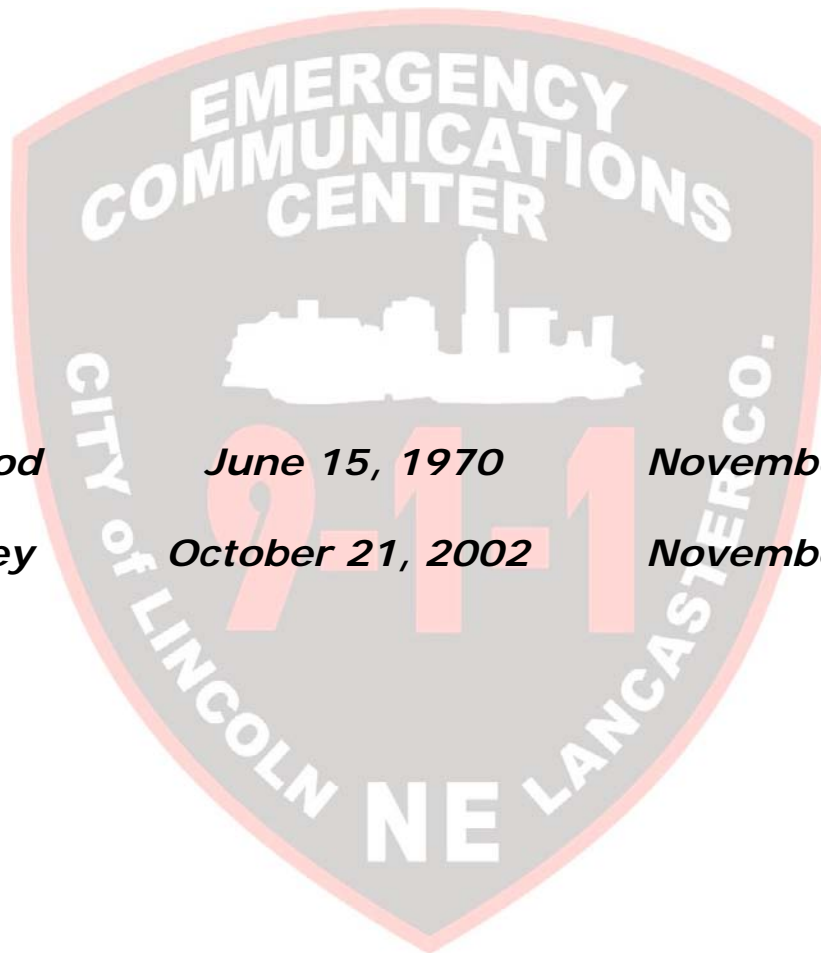
⁵ Systems are now in place that keeps track of passenger counts, spatial awareness for automated announcement (talking bus) of upcoming stops, and some telemetry capable of allowing administrators in the home office to know bus location information.

RADIO SHOP BUDGET



2004-2005	\$662,484	
2005-2006	\$706,130	+6.59%
2006-2007	\$766,624	+8.57%

RETIREMENTS



Donita Elrod

June 15, 1970

November 30, 2008

Carol Ripley

October 21, 2002

November 30, 2008