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Chapter 1

ROLES AND RESPONSIBILITIES/HISTORY OF TELECOMMUNICATIONS

Introduction, Mission, Terminology

Each year more than 240 million 911 calls are made in the United States. In many areas, over eighty percent come from wireless devices. These calls are routed to thousands of Public Safety Answering Points (PSAPs) where skilled dedicated Public Safety Telecommunicators process, analyze and prioritize calls while dispatching the appropriate public safety responders.

Telecommunicators are the competent, unseen voices that give the caller hope. They may perform call-talking, dispatching, record keeping, and any other duties assigned. Whatever the job requires; a professional Telecommunicator can withstand the pressure and take the lead in coordinating an appropriate response.

Throughout this manual, you will see many acronyms and/or terminologies used. There is a glossary at the end of this manual to assist you in identifying each. It is important that you know what each of these means, as you yourself will soon be using these terms. If at any time during this training, you do not understand or know what an acronym or terminology is/means – ask.

The History of Public Safety Telecommunications

Before the invention of telephones, there were a number of different systems utilized by the public to communicate emergencies.

A citizen in the community was designated the “town crier”. [They had to be able to read, write and were protected by law.] A real command that was often heard was “Don’t shoot the messenger.” Their responsibility was to notify the community by sounding out an alarm in the event of an unusual incident such as a fire or crime.

Years later “Watchman” replaced the town crier and retained the responsibility of warning citizens in the event of an emergency.

In the nineteenth century, the first “electronic reporting device” consisted of telegraph boxes located within a community. Activation of these alarms summoned firefighters.

In 1876, Alexander Graham Bell invented the telephone. Police officers used telephone call boxes, placed in the streets, as a way to stay in contact with the police station. Today, many big cities/universities still use call boxes on street corners/subways that directly connect the caller to a PSAP Center.



In the late nineteenth century, all telephone calls were operator-assisted. To place a call, the caller was required to pick up the telephone receiver and wait for the operator to answer. The caller would ask to be connected to the number they wished to call, and the operator would make the connection manually, by means of a switchboard. Until dial service came into use, no one could place calls without operator assistance. The adoption of 911 allowed citizens a direct link to emergency responders, thereby eliminating the need of the telephone company operator.

Act 640 of 2011

Act 640 allocated funding from 911 monies collected from cellular telephone bills, to be used to train Public Safety Telecommunicators.

Act 640 specified that the training may include call taking, customer service, stress management, mapping, and use telecommunication devices for people who have disabilities, etc.

The Arkansas Commission on Law Enforcement Standards and Training was tasked by Act 640 to establish standards and to provide training.



2011 Arkansas Governor Mike Beebe signs Act 640

Act 919 of 2015

Act 919 of 2015 became Arkansas Code Annotated 12-10-325, which states a Public Safety Agency, Public Safety Answering Point, PSAP Center, or 911 Public Safety Communications Center personnel may receive training through the Arkansas Law Enforcement Training Academy or other basic telecommunications certification courses approved by the Commission on Law Enforcement Standards and Training.

Arkansas Code Annotated 12-10-318

Beginning January 1, 2017, the Emergency Services Telephone Board (ETSB) shall withhold quarterly disbursement from a Public Safety Answering Point or a secondary Public Safety Answering Point until fifty percent (50 percent) of the Telecommunicators for the city or county have completed Telecommunicator training and continuing education approved by the Arkansas Commission on Law Enforcement Standards (CLEST) and Training.

Public Safety Teams

When an emergency event unfolds, will you be ready to take the appropriate actions? Whatever the emergency; fire, severe weather conditions, hazardous material, etc., are realistic scenarios that can occur in your community at any given time. Simple and decisive actions taken in response to an evolving emergency can mean the

difference between life and serious injury/death. Has your team properly prepared for every emergency?

Who is your team? Anyone called on to carry out a service during an emergency. This may not just be a first responder - but may include the utility companies, wrecker services, support groups or a variety of private services. We have many resources that help us do our jobs. Without the team working together resolution may not be easily accomplished.

Practically speaking, this means that you must work efficiently and respectfully with other people who have totally different responsibilities, backgrounds, objectives, and areas of expertise. It is true that individual initiative is important, but as a professional, much of the really important work you do will be done as a member of a group. Your long-term stability and success require that you learn the art of cooperation, team-based decision-making, and team communication.

Working as a team means to prevent, prepare for, respond to and recover from any and all emergencies that could affect your communities such as:

- having a comprehensive plan to prevent situations or emergencies
- preparing personnel on the procedures to follow should a crisis occur
- having a well collaborated response approach from all emergency responders including city, county, state and federal agencies to effectively mitigate any crisis, and

The role of a Telecommunicator is more than dealing with high stress situations and multi-tasking skills. At times your skills are challenged. You will play the role of a meteorologist, lawyer, counselor and a secretary. When citizens call they believe you have the power to look into your crystal ball and solve all of their problems. You probably can't, but the ability to be able to help someone and make a difference is the best feeling you can have.

*Carla Holcroft, RPL
Washington Co. Sheriff's Office*

- being ready and able to recover quickly from emergency events to keep your community moving forward.

Ethics, Professionalism, Values, Personal Conduct, Image of a Telecommunicator

As a Telecommunicator, you have a great deal of authority. With authority come responsibility and accountability. You are in a position to make decisions concerning life and death. Honesty, integrity, reliability, and accountability are cornerstones for the Telecommunicators profession. The way an individual interacts with others exposes their genuine character. The level of professionalism exemplified by the Telecommunicator is a direct reflection upon the agency and the public safety industry. Those with strong values and ethical standards are easily recognized.

Ethics is simply “Doing the right thing, the right way, even when no one is looking.” Public service professionals require that ethics of an individual meet or exceed the standards and expectations of their community served and the industry.

Ethics is defined as the principals of honor, morality, and accepted rules of conduct that govern an individual or group. A high standard of ethical and moral conduct is an essential ingredient in the development of a public safety Telecommunicator on and off duty. Traits associated with a successful agency and Telecommunicators are:

Professionalism: Behavior and attitude patterns, which exhibit standards and character marked by pride in oneself and one's career, respect for the people served, and the development of skills in the pursuit of excellence. *Professionalism* is a vague concept that encompasses honesty, integrity, accountability, and desire to learn new techniques to perfect job skills.

Ethics is simply doing “the right thing, the right way”.

Never Expecting Gratuity: Anything of value intended to benefit the receiver more than the giver to a person because of position and authority.

Never become involved in Unethical conduct: Public Safety Telecommunicators should never involve themselves in unethical conduct the public may view as negative reflection of the agency and the entire profession.

Acts that are considered unethical but not criminal could be: dishonesty, malicious defamation, prejudice, offering or accepting gratuities, giving false or slanted testimony, discourteousness, and willful neglect of duty, discrimination, and sexual harassment.

Avoiding Criminal Acts: Violations of criminal laws and regulations, such as perjury, bribery, theft, identity theft, false report to law enforcement, false official statement, vandalism, burglary, firearms violations, etc.

Avoiding Personal Gain: Use of official positions to secure privileges or advantages for oneself. Doing personal business with one's agency, is typically, frowned upon because of conflict of interest. Most Public Safety agencies have rules that prohibit employees from conducting personal business for profit with their agencies.

Avoiding Negligence: The failure to do that which a public safety Telecommunicator has a direct or moral obligation to do; careless or reckless performance of one's duties.

Duty to Act: The duty of a Telecommunicator to take action that prevents harm to the public or another party. Agency policy, procedures or moral standards could influence a duty to act.

Agency Values: Telecommunicators must always uphold and follow the values and mission of their agency.

Confidentiality: Telecommunicators should maintain the integrity of private information; they should neither seek personal data beyond that needed to perform their professional responsibilities, nor reveal

case information to anyone not having proper professional use for such. Violations of confidentiality are subject to disciplinary actions and/or civil liability and/or criminal prosecution. Public Safety Telecommunicators should refer to their local, county, or state, standards of conduct for employees.

A Telecommunicator shall be mindful of the public's expectations of them as a public safety professional. Carelessness of *values or personal conduct* in community activities, expressing disrespect of their profession, the law, or attempt to gain special privilege, will bring disrespect to them and their agency.

How does the public view your *image* via social media?

Social media is defined as an internet-based technology that allows an individual to share content, information, opinions, media, and experiences with others online. Social media is any online/internet site or application which can be viewed by multiple persons. Some examples are, but not limited to:

- Facebook
- Twitter
- Instagram
- YouTube
- Snapchat



Since Telecommunicators work in the digital age, social media is available using multiple devices. The purpose of maintaining a good image protects yourself and/or your agency from embarrassment and possible litigation due to improper or distasteful posts on social media.



Content could be defined as any item directly related to photos or videos, which depict uniforms, vehicles, identifiable department logos/badges, or similar items, etc.; as well as, statements involving 911 calls, cases, arrests, or comments, which involve your community, your department or your job function.

Telecommunicators must know and understand, while a photo, video or excerpt from an arrest may be innocent to some people, it may invoke anger in others presenting their department in a negative light. As always, Telecommunicators should be familiar and follow their agencies policies and/or procedures.

Telecommunicator Code of Ethics

As a Public Safety Telecommunicator, I will regard myself as a member of an important and honorable profession.

I will keep myself in the best possible physical condition at all times.

I will perform my duty with efficiency at all times.

I will be exemplary in my conduct, edifying in my conversation, honest in my dealings and obedient to the laws of the city, state, and country.

I will not, in the performance of my duty, work for personal advantage or profit.

I will, at all times, recognize that I am a public servant with a duty to serve.

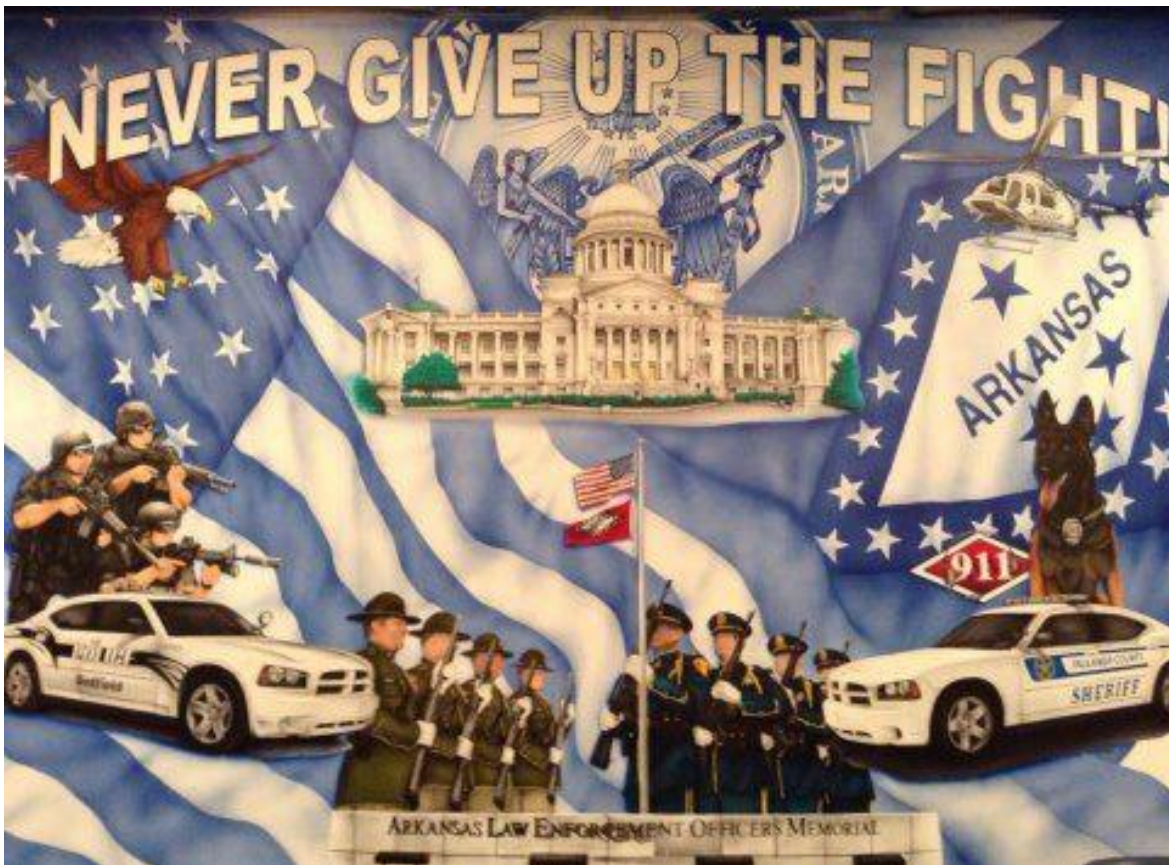
I will be courteous in my contacts at all times.

I will regard my fellow Telecommunicators with the same standards as I maintain myself.

I will be loyal to my fellow Telecommunicators, my superiors and my organization.

I will accept responsibility for my actions.

I will do only those things that will reflect honor on my fellow Telecommunicators, my organization and myself.



Policies, Procedures, Rules & Regulations

What is a Policy?

A policy is the guide to thinking. Policies provide a set of guiding principles to help with decision-making.

Example: Be courteous to fellow Telecommunicators, responders, and the public.

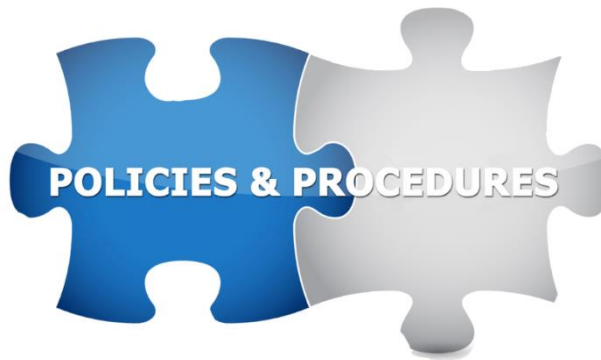
What is a Procedure?

A procedure is a guide to action. These describe how each policy will be put into action within your organization.

Example: Telecommunicators will be prompt, use appropriate language and listen attentively while working with fellow Telecommunicators, responders, and the public.

Policies and procedures are important as they help establish the standard of care that Telecommunicators are committed to perform.

As a Telecommunicator, you are responsible for knowing and following your agency's policies and/or procedures.



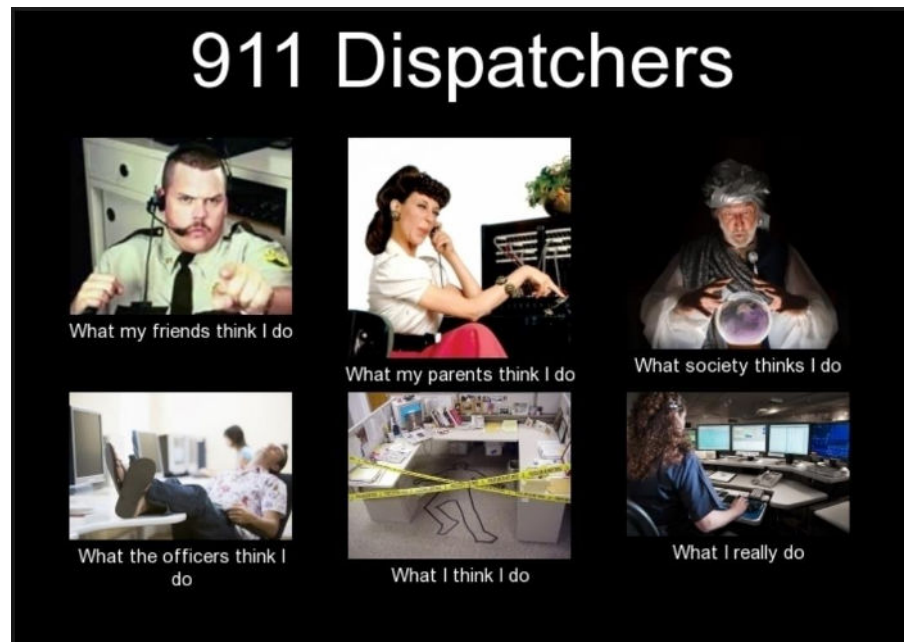
If you are an Emergency Medical Telecommunicator, you are required to follow certain rules and regulations based on those certifications. If your agency is an accredited agency, there may also be certain rules and regulations you are required to follow to maintain the agency's accreditation status.

Telecommunicators Duties and Responsibilities

Some of the duties of a Telecommunicator are:

- Receiving telephone calls
- Prioritizing telephone calls and dispatching the appropriate services
- Using various forms of technology
- Ability to multitask
- Obtaining and relaying accurate information
- Working in a fast paced and stressful environment
- Properly handle telephone calls
- Remaining calm, courteous and professional at all times
- Work long hours, weekends, holidays and various shifts.

As mentioned before, the roles of a Telecommunicator are countless. They are the first line of communication between the citizens and the first responders. Time lost or messages confused on the receiving end could make the difference between life and death. The job entails multiple functions and tasks.



Obtained from Fratz.com

Telecommunicators receive reports of problems by a variety of methods such as alarm systems, radios, telephones, and computers or by individuals who walk into the agency wanting to file a report. However received, the Telecommunicator's job is to get the most

pertinent information in the least amount of time. They may be responsible for giving Emergency Medical Dispatch instructions on the phone with a mother who is holding their unresponsive baby or dispatching the fire department to a burning house with people still inside of the residence.

When the Telecommunicator receives the information, their job is far from finished. They must determine the priority of the incident, what resources are needed, what resources are available and which ones are closest to the incident. As the situation progresses, the Telecommunicator must determine if any additional resources are required.

Telecommunicators are not just answering phones and dispatching calls, there are multitudes of other duties that go along with their job. They may receive ACIC requests, administrative duties, and handle non-emergency calls or public information inquiries. They may also be responsible for giving additional services such as Emergency Medical Dispatching and handling misdirected calls or call referrals to other agencies.

Telecommunicators must ensure that all requests for emergency and non-emergency services are handled appropriately, as well as addressing the requests in a timely fashion.

Agencies Served and Geographical Service Areas

Every Public Safety Center has defined geographical service areas for the agencies within its jurisdiction. PSAP Centers, which provide services for multiple agencies, should know the geographical boundaries and understand any cross-jurisdictional issues.

A call that initiates in one area may end in another. It is important to know the procedures in place that address these issues. Services for one jurisdiction may be unavailable and dependent upon a neighboring agency.

Understanding the community entails understanding it in a number of ways. You have to get to know its people, their culture, their concerns and relationships and then develop your own relationships with them as well.

Physical Aspects

Every community has a physical presence of some sort, even if only one building. It is important to know the community's size, and the look and feel of its buildings, its topography (the lay of the land -- the hills, valleys, rivers, roads, and other features you'd find on a map), and each of its neighborhoods.

Infrastructure

Roads, bridges, transportation (local public transportation, airports, and railroads), electricity, landline and mobile telephone service, broadband service, pipelines and similar "basics" make up the infrastructure of the community.

Responder Service Areas

Arkansas is made up of large cities, small communities and counties. Agencies responsible for one area may not provide services to another area in the same county. In cases like this, a service agreement is usually reached between the cities and counties to outline what services will be provided by which agency.



Regardless of the type of call, a Telecommunicator has to know what services are available and who is responsible for covering that particular area. A caller may not have the address of their location but could recognize a structure or landmark. This could help the Telecommunicator identify the location.

Law Enforcement Service Areas

Most law enforcement agencies operate within certain geographical areas that are separated by city, county and state jurisdiction. Jurisdiction means authority. In other words, within what geographical or other area do your law enforcement officers have authority to take action?

In addition to primary jurisdiction, authority to act can be created or controlled through numerous state and federal laws. In addition, authority can be categorized based upon type of incident officers are responding to. Some officers have statutorily, or other limited authority based upon the type of call.

A county may have an agreement with a smaller city within the county to respond to calls if their officer is off duty.

Fire Department Service Areas

A fire department, also known as a fire protection or simply fire service, is a public or private organization that provides predominantly emergency firefighting and fire protection services for a specific geographical area.

These are typically a municipality, county, state, or special district. Many of the rural communities in Arkansas have volunteer fire departments that may be staffed by career firefighters, volunteer firefighters, or a combination of both.

A fire department may not respond outside the city limits where a community is covered by a volunteer agency.

A fire department may also provide fire prevention services, whereby firefighters visit homes and give fire safety advice and install smoke alarms for members of the public, etc.

Fire prevention outreach is a valuable tool to educate the public about fire safety, as preventing a fire from occurring in the first place can save lives and property. Some fire departments provide Emergency Medical Services (EMS) via first responders.

Emergency Medical Service Areas

Emergency Medical service areas may vary depending on the type of service they can provide. EMS services may be broken down by Advanced Life Support (ALS), Basic Life Support (BLS), privately owned ambulance services, or hospital dispatched services. EMS providers may have boundaries that are not the same as law enforcement or fire departments.

Mutual Aid

Mutual aid is anything requested after a unit arrives on scene or during the incident. Mutual aid agreements (verbal or written) began because it is not economically feasible for any one municipality or county to have all of the staffing and equipment needed to handle every conceivable emergency.

Departments regularly assist one another through mutual aid agreements. This means city and county residents are served as needed by more equipment and manpower. The number one goal is helping the individual that is in need.

Automatic Aid

Automatic aid is assistance dispatched automatically by contractual agreement between fire districts. For example, two fire districts have an agreement that is predetermined, where both fire districts will respond to the incident at the same time.

Assisting Agencies

Where most agencies are limited to their city or county jurisdiction, Arkansas has several agencies that have statewide jurisdiction, even though assigned to a specific district. These are some of those agencies:

Arkansas State Police
Arkansas Game and Fish
Arkansas Highway Police
Alcohol Tobacco and Firearms
Joint Terrorism Task Force
Arkansas Department of Emergency Management
Arkansas State Parks
Drug Enforcement Agency
Arkansas Crime Information Systems
Arkansas National Guard
Union Pacific Railroad Police Department has jurisdiction on all of their tracks throughout the state.



Responder Safety

The Telecommunicator is the vital link in ensuring responder safety. They are the lifeline to field units.

Another important responsibility for Telecommunicators is responder safety. A Telecommunicator's thoroughness and accuracy directly affect Law Enforcement, Fire and EMS responder safety.

Telecommunicators are responsible for tracking units. The unit(s) may be available, unavailable, on a call for service or temporarily out of service. Knowing the location and activities of all the units provides a level of safety for responders.

The Telecommunicators training should detail when a backup unit should be sent, when the net should be directed (follow department

policies and procedures), when a unit should be checked on, but also obtaining and relaying accurate information.

Another way to provide a level of safety is for the Telecommunicator to obtain relevant information from the callers and other officers, which could prevent a dangerous situation.

An example would be for the Telecommunicator to obtain the names of the persons involved in the disturbance and performing a query check on them through ACIC/NCIC to see if the persons are wanted, checking prior calls for the address the units are responding to, asking if weapons are involved and checking to see if the address is flagged. Those are just a few examples that can promote officer safety in your agency.

Conclusion

In summation, we have discussed the history of the Telecommunicator profession. The passage of ACT 640 of 2011 provided standardized training for Arkansas Telecommunicators. Act 919 of 2015 made training mandatory for Primary PSAPs to receive full funding.

Public Safety Telecommunicators in Arkansas strive to be recognized for their professionalism and commitment to their communities. Continued educational opportunities, promoting a positive image of your agency and making moral and ethical decisions both on and off the job helps prove your commitment of excellence to your community.

Chapter 2

LEGAL CONCEPTS

Introduction

Any time there is a call to a PSAP there is an expectation of assistance. Assistance can be something as simple as giving directions or as complicated as dispatching help during a major catastrophe. Citizens expect help and they expect the correct help in the shortest amount of time. Most agencies have well-developed policies and procedures and try very hard to provide a high standard of care. Still, situations can occur when calls are handled inappropriately, and legal and ethical issues can arise at any time.



Federal and Arkansas Laws

Federal Laws

The Freedom of Information Act (FOIA) is a 1967 Federal Law that requires U.S. government agencies to release their records to the public upon request, unless the information sought falls into a category specifically exempt, such as national security, an individual's right to privacy or internal agency management. This act provides for court review of agency refusals to furnish these records. Most states, including Arkansas, have similar laws.

Americans with Disabilities Act (ADA) requires all PSAPs to provide direct, equal access to their services for people with disabilities who use text telephones (TTY), which are also known as

“telecommunication devices for the deaf” (TDD). Dialing 911 is the most familiar and effective way Americans have in finding help during an emergency.

Family and Medical Leave Act (FMLA) provides certain eligible employees up to 12 weeks of unpaid job-protected leave per year. FMLA is designed to help employees balance work and family responsibilities.

Employers must provide an eligible employee up to 12 weeks of unpaid leave each year for the following reasons:

- For the birth and care of the newborn child of an employee
- For placement with the employee of a child for adoption or foster care
- To care for an immediate family member (spouse, child or parent) with a serious health condition
- To take medical leave when the employee is unable to work because of a serious health condition.

Fair Labor Standards Act (FLSA) establishes minimum wage, overtime pay, recordkeeping, and youth employment standards affecting employees in the private sector and in local, state, and federal governments. Nonexempt workers are entitled to minimum wage. Overtime pay at a rate not less than one-half times the regular rate of pay is required after 40 hours of work performed in a workweek.

Federal Discrimination and Harassment Laws

Title VII of the Civil Rights Act of 1964 makes it illegal to discriminate against someone on the basis of race, color, religion, national origin, sex, or sexual orientation.

The Pregnancy Discrimination Act is an amendment to Title VII that makes it illegal to discriminate against a woman because of pregnancy, childbirth, or a medical condition related to pregnancy or childbirth.

Equal Pay Act of 1963 (EPA) makes it illegal to pay different wages to men and women if they perform equal work in the same workplace.

Age Discrimination in Employment Act of 1967 (ADEA) protects people who are 40 or older from discrimination based on their age.

Arkansas Laws

A.C.A.12-10-202: *Transmissions by unauthorized persons -- Penalty.*

It shall be unlawful to transmit over a frequency assigned to a law enforcement agency or department unless it has been approved by the agency or department head or his or her designee. Violation of this or any other portion of this subchapter shall constitute a Class A misdemeanor.

A.C.A.12-10-208: *Official transmissions only.* All radio transmissions should be used for conducting official law enforcement business only and should be as clear and concise as possible.

A.C.A.12-10-306: *Public safety communications personnel.* The staff and supervisors of the 911 public safety communications center and systems shall be

Termination Hearing: I Didn't Believe the Little Girl

October 12, 2011 at 1:52 pm
An Arlington (Tex.) police Telecommunicator was fired earlier this year for violating several departmental policies during the fatal shooting of an officer. She told investigators she did not send officers to a child's report of the incident because she did not believe the child.

personnel other than law enforcement or fire officers will be considered public safety officers for the purposes of public safety communications. Personnel shall be trained in operation of 911 system equipment and other training as necessary to operate a 911 PSAP.

In order to attract and retain professional communications personnel to supervise and operate 911 public safety communications centers and systems, staffing plans are recommended to be based on the level of service, population of the service area, and other duties of the center.

A.C.A.12-10-308: *Response to requests for emergency response outside jurisdiction.* A 911 public safety communications center which receives a request for emergency response outside its jurisdiction shall promptly forward the request to the public safety answering point or public safety agency responsible for that geographical area. Any emergency unit dispatched to a location outside its jurisdiction in response to such a request shall render service to the requesting party until relieved by the public safety agency responsible for that geographical area. Political subdivisions may enter into mutual aid agreements to carry out the provisions of this section.

A.C.A.12-10-309: *Request from the hearing and speech impaired.* Each 911 public safety communications center shall be equipped with a system for the processing of requests from the hearing and speech impaired for emergency response.

A.C.A.12-10-310: *Records of calls.* The 911 public safety communication centers shall develop and maintain a system for recording 911 calls received at the public safety answering point. A magnetic tape will satisfy this requirement.

A.C.A.12-10-313: *Nonemergency telephone number.* Transfers of calls from 911 trunks to nonemergency numbers are discouraged because it ties up 911 trunks and may interfere with true emergency calls.

A.C.A.12-10-315: *False alarm, complaint, or information -- Penalty.*

Any person calling the number 911 for the purpose of making a false alarm or complaint and reporting false information which could result in the emergency dispatch of any public safety or private safety agency as defined in this subchapter shall be guilty of a Class A misdemeanor.

A.C.A.12-10-317: *911 center -- Operation -- Rights, duties, liabilities, etc., of service providers.*

Subscriber information provided in accordance with this subsection shall be used only for the purpose of responding to requests for emergency service from public or private safety agencies, for the investigation of false or intentionally misleading reports of incidents requiring emergency service response, or for other lawful purposes.

A.C.A.12-10-324: *Response to call -- Entrance procedures.*

When responding to a 911 emergency call received at a PSAP, public safety officers of public safety agencies may use reasonable and necessary means to enter any dwelling, dwelling unit, or other structure without the express

permission of the owner when... The dwelling or structure is believed to be the geographical location of the telephone used to place the 911 emergency call as determined by an automatic locator or number identifier.

Only after reasonable efforts have been made to arouse and alert any inhabitants or occupants of their presence and the officers have reason to believe that circumstances exist which pose a clear threat to the health of any person or they have reason to believe there may be a

person in need of emergency medical attention present in the dwelling or structure who is unable to respond to their efforts.

A.C.A.12-10-325: *Training standards.* The Arkansas Law Enforcement Training Academy shall develop training standards for Telecommunicators, supervisors, and instructors in Arkansas in

Lawsuit: His Dog Bit

Woman, He Delayed EMS

September 3, 2011 at 1:01 pm

A woman who was allegedly attacked and injured by a dog in Enfield (Conn.) has now filed a lawsuit against one of the town's Telecommunicators, claiming the Telecommunicator cancelled an ambulance response to the incident and tried to conceal his ownership of the dog.

consultation with the Association of Public-Safety-Communications Officials-International, Inc., and submit the training standards to the Arkansas Commission on Law Enforcement Standards and Training for approval.

A.C.A. 16-84-114: *Surrender of defendant.* Any bail bond agent attempting to apprehend a defendant shall notify the local law enforcement agency or agencies of his or her presence and provide the local law enforcement agency or agencies with the defendant's name, charges, and suspected location. Any person who violates any provision of this section shall be guilty of a Class D felony.

Liability, Accountability, Confidentiality, Negligence, and Duty

Liability

Liability is a legally enforced responsibility to pay damages for wrongful conduct. Being found liable in a situation means you are being held responsible (usually holding someone financially responsible). Liability should be a major concern for Telecommunicators.

Vicarious liability: When one person/agency is held responsible for the actions or inactions of another person. An employer, including supervisors, can be held vicariously liable for the actions or inactions of its employees.

To whom are we accountable?

- *Law Enforcement, Firefighters, and Emergency Medical Personnel* - A Telecommunicator has a duty to gather, input, and relay proper and accurate details to all responders in order for them to do their jobs in a safe and effective manner.

- *Agency and Department Heads* - Entrust their employees to carry out their duties with the upmost accuracy. By following your department's policies and procedures, a Telecommunicator reduces the liability to one's self and the agency.
- *Coworkers* - Understanding that you are accountable to your fellow coworkers and displaying proactive communication can make a difference within your agency. Accountability is doing the work you agreed to do, performing the work correctly, and recognizing that team members are dependent on the results of your work. Trust is formed when team members consistently demonstrate ownership, reliability, and accountability. [Trust is the backbone of high performing teams.](#)
- *General Public* - When calling 911 the caller assumes:
 - ✓ They have reached the right agency
 - ✓ The Telecommunicator is trained, ready, and able to handle their emergency
 - ✓ The Telecommunicator will automatically and immediately send the appropriate responder(s)
 - ✓ The responders will arrive and provide the appropriate assistance in a timely manner.

Confidentiality

Confidentiality involves a set of rules or a promise that limits access or places restrictions on certain types of information. Confidential information should be limited to individuals who are trained and authorized to access the information. When calling 911 the caller has an expectation and/or right of privacy. As a Telecommunicator, your caller instills their trust in you by assuming any and all information

gathered will be provided to the appropriate responders and will only be used and/or discussed for such actions.

Information obtained through Arkansas Crime Information Center (ACIC) is governed by federal regulations, which impose strict confidentiality requirements to individuals who are certified in using the system. Release of information to an unauthorized person or obtaining information for an unauthorized purpose may result in fines and/or imprisonment as prescribed in Arkansas law section 12-12-212.

A ***breach of confidentiality*** occurs when an individual's private information is disclosed to a third party without his or her consent, which could result in criminal and/or civil charges against the agency and/or the Telecommunicator. To reduce exposure of liability, follow your agencies policies and procedures when handling requests from the media, general public, or third-party individuals. Such inquiries should be directed to the agencies Public Information Officer or an individual with the proper authority (keeper of the records).

Negligence and Duty

How is Liability Measured?

When citizens call 911, they have an expectation of service. When the expected service does not meet basic standards, litigation can occur. In litigation, the courts gather and hear all the facts of the case. They weigh them against the standard of care to determine if anyone was negligent.

- ***Negligence*** - Would be the failure to do what a reasonable and prudent person would do, failure to exercise the level of care required by law, or not following required standards. In other words, it is the standard of assistance a person would expect if Telecommunicator were in the caller's shoes.

- ***Duty to Act*** - Before determining if anyone was negligent, it has to be determined if there was a duty to act. Duty is defined as a legal obligation that entails mandatory conduct or performance. Anytime a call for service is answered, a relationship is established. Once that relationship has been established, the Telecommunicator has a duty to act.
- ***Breach of Duty*** - Next, it has to be determined if a Telecommunicator has breached that duty. A breach of duty occurs when one person has a duty to act but fails to live up to that standard. If the Telecommunicator fails to properly do their jobs, willfully or wantonly neglect their responsibilities, then they could be negligent. Then it is up to the court to determine the ultimate damages and causation. In other words, what was the outcome of the incident? As a result, did the action or inaction make it worse?

Mistake Left Dead Body in Home For Months

August 1, 2011 at 12:44 pm

Police in **Hartford** (Conn.) now confirm that a dispatcher's mistake led to police ending their investigation of a possible dead body inside a home last May, and it wasn't discovered until two months later. Neighbors called police in late May when they noticed a strong odor and saw flies near the home, police say.

The Telecommunicator has a duty to obtain enough information to correctly classify the incident as high priority/life threatening or low priority/with no danger against property or persons.

If a PSAP has adopted an Emergency Medical Dispatch (EMD) protocol, Telecommunicators have a duty to question the caller and give correct pre-arrival instructions based on the information they receive.

If a PSAP provides EMD protocol, it is critical that the Telecommunicators be adequately trained and certified. A Telecommunicator who gives incorrect pre-arrival instructions may be held liable.

How to Limit Liability?

The two main reasons that Telecommunicators find themselves in litigation are due to errors in call taking and/or dispatching. Because of the enormous responsibility, Telecommunicators owe it to themselves and their agency to make certain they are not a liability. Statistics have shown that most Telecommunicator lawsuits stem from a failure to send assistance.

Some ways we can reduce the exposure of liability include (but not limited to):

- Practicing effective call-taking and communication skills
- Training and education
- Prioritizing skills
- Following departmental policies and procedures

Although there have been a number of lawsuits filed against Telecommunicators, there are many cases where the Telecommunicator has not been found negligent. In many cases, the agency has been negligent under Title 42 United States Code Section 1983, which permits individuals to hold government employees and, in some cases, their employers accountable for violation of rights secured by the U.S. Constitution. In particular, the scope of employer liability for claims the constitutional violation was caused by a failure to adequately or properly train employees.



The case of DeLong vs. Erie County graphically illustrates the duty a Telecommunicator has to process a call and send the appropriate response. This was one of the first cases involving a public safety Telecommunicator.

DeLong vs. Erie County, New York, 1976

The deceased, Amelia DeLong, lived at 319 Victoria Boulevard in the village of Kenmore near Buffalo, New York. The area where Mrs. DeLong lived was served by the 911 emergency telephone system jointly operated by the Erie County Central Police Services and the City of Buffalo Police Department. At 9:29 A.M. on the morning of October 25th the following call was received when Mrs. DeLong dialed 911. The call lasted 14 seconds.

9:29:29 - Amelia DeLong: *"Police?"*

Telecommunicator: *"911."*

Amelia DeLong: *"Police, please come, 319 Victoria right away."*

Telecommunicator: *"What's wrong?"*

Amelia DeLong: *"There's a burglar."*

9:29:34 - Telecommunicator: *"In there now?"*

Amelia DeLong: *"I heard a burglar; I saw his face in the back; he was trying to break in the house; please come right away."*

Telecommunicator: *"Okay, right away."*

9:29:43 - Amelia DeLong: *"Okay."*

The Telecommunicator recorded the address as 219 Victoria, not 319 Victoria and failed to verify the correct street address. There was a Victoria Boulevard in the village of Kenmore and a Victoria Avenue in the city of Buffalo.

Assuming it was Victoria Avenue, the Telecommunicator relayed the information to the Buffalo police Telecommunicator; and the Buffalo

police were dispatched to 219 Victoria Avenue. Responding officers reported that 219 Victoria did not exist. The Telecommunicator did nothing to attempt to locate the caller.

At approximately 9:42 a.m., Mrs. DeLong was seen running from the front door of her house naked, covered with blood and uttered, "the baby, the baby". She had seven knife wounds and died moments later from wounds to the jugular vein and carotid artery.

Court Decision

Mrs. DeLong's family sued the City of Buffalo and Erie County for wrongful death, resulting from the actions of the Telecommunicator.

The Telecommunicator was found negligent in failing to properly record the caller's address, failing to determine the exact location of the call, failing to repeat the address for verification, and failing to follow up when no such address was reported.



The trial jury found each of the defendants responsible for the death of Mrs. DeLong. The DeLong family was awarded \$800,000 (\$200,000 for pain and suffering as well as \$600,000 for wrongful death).

Law Enforcement Agencies

What if this was the headlines in your local Newspaper?

Los Angeles Times, May 19, 1988

“When a 42 year old woman suffered a heart attack several months ago, her family repeatedly dialed 9-1-1 to report life- threatening symptoms that emergency experts say should have immediately triggered red lights and sirens.” But instead of summoning an ambulance, dispatchers took various stabs at diagnosing her problem as the flu, food poisoning or an anxiety attack.”

Medical treatment consisted of advice to breathe into a paper bag or to go to a doctor. The family of the patient called for help three times during a 30 minute- ordeal on December 16, 1987. The dispatcher never did ask the most basic questions --- like her age nor was she breathing. Although an ambulance was less than five minutes away from the home, there wasn't one sent until the third call. When the paramedics finally arrived, they reported finding her in cardiac arrest and where unable to revive her.

Telecommunicators are an essential element for the command and control of first responder field operations. Telecommunicators provide accurate and detailed information so resources can be deployed in a timely and systematic manner. Following policies and procedures may reduce exposure to liability by reducing errors.

Therefore, when processing calls or dispatching units, Telecommunicators should maximize the efficiency of daily operations to enhance the safety of first responders. Officer safety and liability should remain in the mindset of every Telecommunicator while:

- ✓ gathering the appropriate information and asking the appropriate questions needed for each situation,
- ✓ deploying accurate information to responding unit(s) i.e. location, weapons, intoxicants, suspect/vehicle descriptions, etc., and,
- ✓ maintaining the status of the units.

Fire/EMS Agencies

Public safety is often dependent upon the expert coordination and swift movement of both fire and EMS units. Telecommunicators are front and center for ensuring communication is clear and that all fire/emergency medical dispatching is rapid and precise. Effective Telecommunicators require a number of proven skills including:

- ✓ The ability to adequately document and to communicate facts in a clear and concise manner,
- ✓ The knowledge of basic fire/EMS procedures to effectively dispatch units,
- ✓ A working knowledge of the jurisdictional geography to best determine responses among districts to ensure continuous coverage throughout all districts,
- ✓ The ability to interpret maps, radio codes, and data received from a number of sources, and
- ✓ The ability to provide appropriate emergency medical assistance to callers (if properly trained/certified and per agency policy and procedure).

Public Safety Communications Agencies

The duty of a public safety Telecommunicator requires professionalism, while maintaining composure and self-control in the midst of stressful situations. This means Telecommunicators must maintain high ethical standards, confidentiality, and morality while on or off duty.

The Telecommunicator should possess excellent communication skills, both verbally and written, as well as strong organizational and interpersonal skills, which include (but are not limited to):

- ✓ answering all incoming calls to the PSAP,
- ✓ determining the nature of emergency; prioritizing calls,

- ✓ obtaining vital information regarding the emergency or situation,
- ✓ forwarding information to appropriate personnel; monitoring and responding to radio traffic and/or performing other related activities which includes notifying units, supervisors, and/or other agencies as required, and
- ✓ multi-tasking, exhibiting a professional manner, and exercising good judgment to make sound decisions during emergency situations.

Documentation, FOIA, Recordings, & Records Retention

Documentation

Regardless the scale in which documentation is used; it provides the necessary information to produce an incident report. Any records provided by the Telecommunicator should be accurate and detailed with as much information as possible.

When used in legal proceedings, documentation can often be critical to the outcome and can provide the court with:

- ✓ date and time of the incident,
- ✓ name of the person writing the report,
- ✓ exact location of the incident,
- ✓ list of key participants: suspects, victims, etc.,
- ✓ complete description of the incident in order: injuries; property loss, etc.,
- ✓ how was the incident resolved,

- ✓ emergency actions taken: taser deployment, arrest, medical transport, etc., and,
- ✓ person(s) notified of the incident (including name/date/time).

Administrative records serve as a reliable tool for quality assurance, in reference to policies, procedures, and job performance.

A.C.A. 25-19-103: “Public Records” means writings, recorded sound, films, taps, electronic or computer-based information or data compilations in any medium required by law to be kept or otherwise constitute a record of the performance or lack of performance of official functions that are or should be carried out by a public official or employee, a governmental agency, any other agency solely or partially supported by public funds or expending public funds. All records maintained in public offices or by public employees within the scope of their employment shall be presumed to be public records.

FOIA

Agencies will receive requests for recordings, call logs, or any communication that was received by the PSAP. Any request for documentation maintained by the agency/jurisdiction constitutes a Freedom of Information Act request. Most likely, this would be for records that deal with dispatching a call but could also be for employee records. Check with your supervisor and make certain that you know what records can and cannot be released. All agencies should have someone designed as “keeper of the records” to handle this task.

A.C.A.-25-19-104 Penalty: Any person who negligently violates any of the provisions of this chapter shall be guilty of a Class C misdemeanor.

A.C.A. 25-19-105: The request may be made in person, by telephone, by mail, by facsimile transmission, by electronic mail, or by other electronic means provided by the custodian.

Undisclosed investigations by law enforcement agencies of suspected criminal activity are exempt from release.

Personnel records to the extent that disclosure would constitute a clearly unwarranted invasion of personal privacy are exempt from release.

Upon receiving a request for the examination or copying of personnel or evaluation records, the custodian of the records shall determine within twenty-four (24) hours of the receipt of the request whether the records are exempt from disclosure and make efforts to the fullest extent possible to notify the person making the request and the subject of the records of that decision.

Reasonable access to public records and reasonable comforts and facilities for the full exercise of the right to inspect and copy those records shall not be denied to any citizen.

A citizen may request a copy of a public record in any medium in which the record is readily available or in any format to which it is readily convertible with the custodian's existing software.

Records Retention

Records shall be retained for a period of at least one hundred eighty (180) days from the date of the call and shall include the following information:

- date and time the call was received,
- the nature of the problem and,
- the action taken by the 911 PSAP personnel.

If records are to be kept for longer periods, your agency should have a policy outlining what records should be kept and for how long.

Federal Privacy Laws

HIPAA

The Health Insurance Portability and Accountability Act of 1996 (HIPAA) as well as all the administrative simplification rules, apply to health plans, health care clearinghouses, and to any health care provider who transmits health information in electronic form in connection with transactions for which the secretary of HHS has adopted standards under HIPAA.

FERPA

The Family Educational Rights and Privacy Act (FERPA) is a federal law that governs the access of educational information and records. The law applies to all schools receiving federal funding.

Conclusion

Effective call taking and dispatching procedures, reduces liability for the Telecommunicator and the agency in which they serve. Telecommunicators have a huge impact on the outcome of the call. Proper training, knowledge of policies and procedures, and laws, also reduce the exposure to liability.

When, laziness, neglect, procedural ignorance, inadequate and/or delayed deployment of first responders contributes directly to inappropriate outcome, the agency and the individual(s) involved should be held accountable.

Chapter 3

INTERPERSONAL COMMUNICATIONS

What is Interpersonal Communication?

Interpersonal communication is an exchange of information between two or more people. It can be comprised of nonverbal, oral, and written forms of communication. The basic process of communication begins when a fact is observed, or an idea formulated by one person and they relay the message to another person. Telecommunicators typically use nonvisual methods of communicating with the public. This lesson will explain the cycle of communication and give us an understanding of how to become better communicators.

Types of Communication

There are two types of communications: verbal and non-verbal.

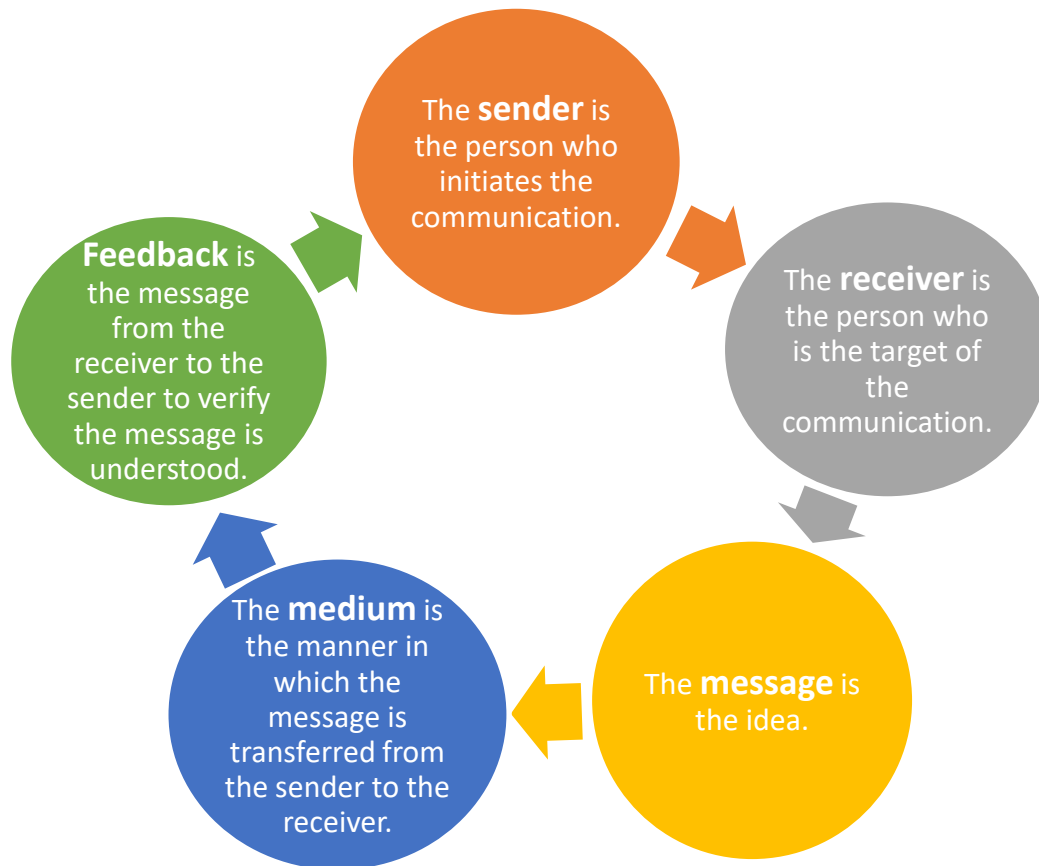
Verbal communication is the ability to communicate through words. Most Telecommunicators will use verbal/non-visual communications to interact with the public and responders. Some Telecommunicator's job descriptions require them to interact with the public face to face. However, the telephone and radio are the two main mediums in which Telecommunicators interact.

Nonverbal communication is the process of communication through sending and receiving wordless, mostly visual messages between people. Most communications are verbal; however, it is important when communicating to be careful how things are said. Communicating is not just the words we speak, but also the way we speak them. It is also the body language displayed during the communication.

Communications Cycle

The communications cycle is the complete process of communication from the beginning of the conversation to the response or acknowledgement of the message.

This cycle consists of five basic parts:



Sender

The sender is the person who initiates the communication. When the Telecommunicator relays the call information, the Telecommunicator becomes the sender.

Receiver

The receiver is the person who is the target of the communication. A Telecommunicator may be either the sender or the receiver. When working as the call taker and interacting with the caller, the Telecommunicator becomes the receiver.

Message

The message is the idea or the purpose for the communication. The method used may make a difference in the effectiveness of the message.

Medium

The medium is the method selected to send the message. Importance should be devoted into the manner in which the message is delivered, because the method could change the meaning behind the message. Methods could be speaking, writing, recording, etc.

Feedback

Feedback is the message from the receiver to the sender to verify the message was understood. Senders must receive feedback from receivers. Without feedback, the message may not have been completely understood.

Tips to Become a Better Communicator

- Slow your speech and speak clearly
- Focus on the caller or the radio traffic
- Actively engage your mind to make sense of what is being said
- Clarify when needed by asking appropriate questions
- Select what information is relevant and filter out information that is not
- Respond to the caller/radio traffic that you understand the message
- Encourage the caller to keep talking

Telecommunicators must multi-task to effectively perform their duties. However, focusing on the information given to them is the most important part of the call taking process.





<http://www.success.com/article/10-ways-to-be-a-better-communicator>

Dos and Do Nots of Dispatching

- Do retain a friendly voice inflection
- Do stay focused
- Do paraphrase
- Do ask the right questions
- Do learn to assess the situation based on what is/is not being said
- Do have patience
- Do be clear and direct
- Do be respectful
- Do demonstrate your concern
- Do listen for the purpose of the call
- Do tailor the conversation to audience
- Do not assume you know everything that is going on
- Do not judge what the caller is telling you—take it at face value
- Do not try to do too many things at once
- Do not complete others' thoughts
- Do not assume every call will be exactly the same
- Do not react or get upset
- Do not interrupt unless needed

Lastly, but most importantly: Do not get complacent. The dictionary definition of complacency is to be self-satisfied or comfortable to the degree of becoming unaware of potential danger.

What happens when the Telecommunicator doesn't find it necessary to do a status check, a trainer may not be as enthusiastic about training, a Telecommunicator doesn't see the point in sending an officer on that same ole' call, or the supervisor thinks the complaints aren't worth investigating?



Responders are not safe. Calls go unanswered. Lives can be lost. Lawsuits are filed.

Communication Techniques

Listening

The art of effective communications requires a lot more than just talking. It also requires listening. Active listening is necessary for the professional Telecommunicator. Many times, a Telecommunicator is given information once. Failure to obtain information at that moment could be detrimental to the outcome.

Listening is the key to all effective communication. It is the ability to accurately receive and interpret messages in the communication process. If there is one communication skill we should all aim to master, it would be listening. Without the ability to listen effectively, messages are easily misunderstood. As a result, communication breaks down and an incident could turn catastrophic.

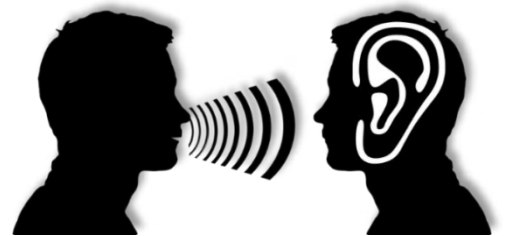
How well you listen has a major impact on your job effectiveness, for instance:

- we listen to obtain information
- we listen to understand, and
- we listen to learn.

Listening means paying attention to not only the story, but how it is told, the use of language and voice, and where the caller is emotionally. If you are face to face, it can mean being aware of both verbal and non-verbal messages. Your ability to listen effectively depends on the degree to which you perceive and understand these messages.

Given all this listening we do, you would think we would be good at it! In fact, most of us are not, and research suggests that we remember between 25 percent and 50 percent of what we hear. That means that when you talk to your boss, colleagues, customers or spouse for 10 minutes, they pay attention to less than half of the conversation.

Turn it around and it reveals that when you are receiving directions or being presented with information, you are not hearing the whole message either. You hope the important parts are captured in your 25-50 percent, but what if they are not?



Clearly, listening is a skill that we can all benefit from improving. By becoming a better listener, you will improve your productivity, as well as your ability to influence, persuade and negotiate – these traits can also be useful in our jobs. What's more, you will avoid conflict and misunderstandings. All of these are necessary for workplace success!

Active Listening

The way to improve your listening skills is to practice "active listening." This is where you make a conscious effort to hear not only the words that another person is saying but also, more importantly, try to understand the complete message being sent. In order to do this, you must pay attention to the other person very carefully.

You cannot allow yourself to become distracted by whatever else may be going on around you, or by forming counter arguments that you will make when the other person stops speaking. Nor can you allow yourself to get bored and lose focus on what the other person is saying. All of these contribute to a lack of listening and understanding.

Acknowledgement can be something as simple as a nod of the head or a simple "uh huh." You are not necessarily agreeing with the person, you are simply indicating that you are listening. Using body language and other signs to acknowledge you are listening also reminds you to pay attention and not let your mind wander.

You should also try to respond to the speaker in a way that will both encourage him or her to continue speaking, so that you can get the information you need. While nodding and "uh huhing" says you are interested, an occasional question or comment to recap what has been said communicates that you understand the message as well.

Becoming an Active Listener

There are five key steps to active listening. These help ensure that you hear the other person, and that the other person knows you are hearing what they say. As stated in the beginning most of the telecommunicators conversations are non-visual; but you never know when your job may take you face to face.

Pay Attention:

Give the speaker your undivided attention and acknowledge the message. Recognize that non-verbal communication also "speaks" loudly.

- Look at the speaker directly.
- Put aside distracting thoughts.
- Do not mentally prepare a rebuttal!

Avoid being distracted by environmental factors. For example, side conversations. "Listen" to the speaker's [body language](#).

Show That You're Listening

- Use your own body language and gestures to convey your attention
- Nod occasionally
- Smile and use other facial expressions
- Note your posture and make sure it is open and inviting
- Encourage the speaker to continue with small verbal comments

Provide Feedback

- Our personal filters, assumptions, judgments, and beliefs can distort what we hear. As a listener, your role is to understand what is being said. This may require you to reflect what is being said and ask questions.
- Reflect what has been said by paraphrasing. "What I'm hearing is," or "Sounds like you are saying," are great ways to reflect back.
- Ask questions to clarify certain points. "What do you mean when you say, or "Is this what you mean"?
- Summarize the caller's comments periodically.

Defer Judgement

- Interrupting is a waste of time. It frustrates the speaker and limits full understanding of the message.
- Allow the caller to finish each point before asking questions.
- Do not interrupt with counter arguments.

Respond Appropriately

- Active listening is a model for respect and understanding. You are gaining information and perspective. You add nothing by attacking the caller or otherwise putting him or her down.
- Be open and honest in your response.
- Treat the other person in a way that you think he or she would want to be treated.
- Do not offer solutions that cannot be produced.

Key Points

It takes a lot of concentration and determination to be an active listener. Old habits are hard to break, and if your listening skills are as bad as many people's, there is a lot of habit-breaking to do! Be deliberate with your listening and remind yourself frequently that your job is to truly hear what the other person is saying.

Set aside all other thoughts and behaviors and concentrate on the message. Ask questions, reflect, and paraphrase to ensure you understand the message. If you do not, then you will find that what someone says to you and what you hear can be amazingly different!

Questions

Telecommunicators can ask certain questions to help clarify information they are receiving to further help them understand the situation.

Open-ended questions really tell the story of what is happening. These questions can be answered with either simple or elaborate responses. Open-ended questions are used by Telecommunicators to obtain detailed information about the incident.

The Telecommunicator must determine what information is relevant to the call before relaying it to responders.

An example of an open-ended question is "Can you tell me exactly what happened?"

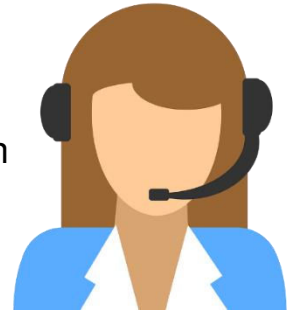
Closed-ended questions can help the Telecommunicator get a quick answer to many questions and eliminate any non-relevant information.

Closed-ended questions are answered with a simple, "yes" or "no" response. Closed-ended questions can lessen liability. An example would be a caller saying they have been involved in an accident but do not think they are injured.

The Telecommunicator should ask the caller the closed-ended question, "Sir, do you want an ambulance, yes or no?" Once the response is given, the liability has been lessened and will direct the Telecommunicator toward further action or no action.

Customer Service

A good definition for customer service is how well an organization is able to constantly, and consistently exceed the needs of the customer. A Telecommunicator's motivation behind offering good customer service would not be the same as that of the business community. The "customers" of Telecommunicators are the general public, first responders, and any additional resources needed to handle a call for service. Often, witnesses to, or victims of crime and are requesting the service during or after, what could be a highly emotional or traumatic event. This is one of the differences between business and emergency services customer service.



The second difference is where businesses provide a service or product they hope will generate a return customer - emergency responders want to offer a service to promote safe communities. The citizen, the business owner, the person who has just been involved in a traffic collision - are the people who are calling upon first responders, and who should be receiving the best personal attention and service possible.

This is why it is so critical that each interaction between the Telecommunicator and its customers are of the highest quality possible. It may be the last time the person will need the help of emergency services, but the impression left with the customer will be lasting (*Heidi S. Roth, Hemet Police Department, September 2008*).

The moment a phone or radio is answered customer service begins. Most citizens do not realize the PSAP may not be directly connected to the agency that responds. Your professionalism may have a direct impact on the way the responder is treated upon arrival and the caller's opinion of emergency services in the future.

- "It takes no more time to provide quality customer service than it does to provide poor customer service" (APCO, 2016, pp. 2-10).

Etiquette

Etiquette is a behavior in a social or professional setting. There are certain rules that apply when Telecommunicators are talking with citizens and responders. Whether you are on the phone or on the radio, you are representing your agency.

Telecommunicators have a fast pace job dealing with a variety of situations. Proper etiquette is essential when dealing with citizens.

Telecommunicators are always required to maintain a polite and friendly tone.

You probably will not be talking to the caller at their best moment. They call because they need help and have an expectation that you will take care of the problem. A Telecommunicator brings more than calm to the caller. They bring hope.



Proper Telephone Etiquette

- Familiarize yourself with the features of your telephone
- End any conversations before answering the phone (recordings start prior to picking up the receiver)
 - Avoid eating, drinking, or chewing before you answer the phone
 - Be polite
 - Be patient
 - Practice active listening
 - Speak clearly
 - Reduce your rate of speech
 - Repeat or rephrase
 - Use professional language
- Ask permission before putting a caller on hold
 - Smile - callers can hear a smile in your voice

Voice Inflection: An alteration in the pitch or tone determines if the message is perceived as friendly or rude. The tone of a person's voice may portray their attitude.

Acronyms: Avoid using acronyms when speaking to members of the public. They may not be familiar with the organizational jargon. Instead, use common words to describe the activity or function.

Positive Statement: Provide the caller with positive statements that indicates they are being heard.

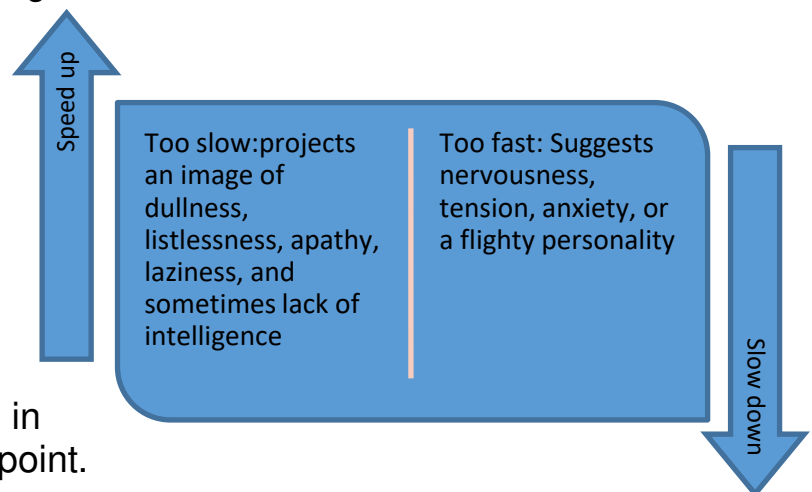
Background Noises: Noises heard in the background can assist Telecommunicators to understand what activities are taking place. Some examples could be shots fired, glass breaking or yelling and screaming.

Speech

The following are some basic guidelines for maintaining good verbal communications:

Speak clearly: You may only have one chance to deliver the message. Make sure your enunciation and diction can be understood in normal conversation. Remain aware of your enunciation of words and slang terms because it may prohibit the caller from understanding what you are saying.

Speed: Most people speak around 150 words a minute. If you are relaying information, make sure the receiver has time to write the message down. Provide pauses when speaking so the caller has time to understand the message. Speed of speech may be helpful in calling attention to an important point.



Volume: If a person speaks too softly, the receiver may not hear the message, or the message may be misinterpreted. If a person is speaking too loud, the message may be distorted causing the information to be broken.

Problem Solving & Critical Thinking

“Critical thinking is that mode of thinking-about any subject, or problem in which the thinker improves the quality of his or her thinking by skillfully analyzing, assessing, and reconstructing it” (The Critical Thinking Community, n.d.).

Most of the calls Telecommunicators receive deal with individuals that may be experiencing stressful events. They may be a witness to or victim of a crime or they may be having a medical emergency. Most likely, they are not accustomed to dealing with these types of situations.

Communicating with individuals that are highly stressed, afraid and/or in a state of shock is very different from normal conversations. They may give you wrong answers to the simplest of questions. Their stress levels may be so high that they cannot focus on what is being said to them or exactly how to answer a question. This may require asking the same question several times (repetitive persistence) or in different ways. They are seeking direction and resolution.

- **Apologize** – I am sorry that happened
- **Sympathize** – I can imagine how you feel
- **Accept Responsibility** – My name is ____ I will handle your call.
- **Prepare to help** – let me tell you what we can do or I am going to do to help.

Remember the louder the caller gets the more you should soften your voice tone.

Stay calm – the caller is not mad at you.

Use the caller name frequently.

End the call – By using the caller name and reinforcing the action in which you will take.

Empathy: Empathy helps open communication channels. It allows the caller to feel understood and free to communicate their feelings.

Patience: A deep sigh or gesture of disgust could cause a breakdown in communication.

Diversity/Demographics

Telecommunicators interact with a variety of individuals with various ethnic and socio-economic backgrounds. “For call taking, the Telecommunicator needs to be sensitive to different ways people express themselves and different ways people may view situations” (APCO, 2016, pp. 14-6). Telecommunicators need to be open to providing public service to individuals with diverse lifestyles.

Emergencies are not specific to any certain area or group of people. Telecommunicators interact with a variety of individuals with various ethnic and socio-economic backgrounds, which may mean they respond differently to circumstances. Some differences that influence the way people react are:

- Race
- Culture
- Gender
- Religion
- Generation
- Economical
- Educational
- Outside Influences



“Institutional discrimination refers to any type of unjust practice of discriminatory behavior toward a person or groups of people by government, agencies, businesses, or public institutions” (Byrd & Scott, 2014, p. 154). Most policies written are for employees to have guidance on how the organization expects an employee to make decisions. Without policies, employees would not have any direction and their decisions may not be in line with the employer’s views and/or may open them up to discriminatory lawsuits.

There are several different generations in the workforce today. A strategy for managing generational diversity that aims to assimilate with a strategy that celebrates differences would be a mentorship program between individuals of other generations. “Due to generational differences, these expectations vary from generation to generation” (Byrd & Scott, 2014, p. 229).

Each generation learns differently, so strategies for organizational knowledge need adjusting for each generation. Using “tech savvy” Millennials to help older generations learn new technologies is paramount for an organization. This would help keep Baby Boomers in the forefront of technology, which is important in today’s public safety workplace.

Conclusion

An important link in interpersonal communications is the relationship between a Telecommunicator and the caller. Communications is the ability to express an idea or thought. Knowing how to effectively communicate is one of the most important skills a Telecommunicator can possess. It is essential to communicate in calm and professional manner at all times.

Breakdowns in communication are often responsible for mistakes and misunderstandings in both our professional and personal life. Problems communicating will always exist, but problems communication in emergency situations can be costly.

Chapter 4

EMERGENCY COMMUNICATIONS TECHNOLOGY

Introduction

Telecommunications is a general term for a vast array of technologies that sends information over distances. Mobile phones, landlines, Computer Aided Dispatch (CAD) systems, Automated Vehicle Locators (AVL) and even the computers we sit at are all examples of current technology we use daily.

Public safety agencies in the U.S. began computerizing PSAPs in the 1960s, but it was not until the 1980s that CAD went mainstream. Today, most emergency service agencies use CAD systems to respond to calls for service. When someone calls 911, the Telecommunicator goes into action. The Telecommunicator puts information such as the address and nature of the call into the CAD system. If the CAD system interfaces with the PSAPs 911 system, the address and telephone number will populate by way of the Automated Number Identifier/Automated Locator Identifier (ANI/ALI) database.

Telephony Technologies

Every telephone carrier/company has a service area for telephone calls. These services are broken up into Local Access and Transport Areas (LATA). Calls made in the same service area are called intraLATA calls. Calls made between customers in different service areas are called interLATA calls.

Local Exchange – The local central office connects local access to LATA's and Interexchange Carriers (IXC), such as long-distance carriers: AT&T, Sprint, Verizon, etc.

Private Branch Exchange (PBX) – A PBX is a private branch exchange is a telephone switching system within a business or organization.

Multi-line Telephone Systems (MLTS) – allow several phone lines to come into a single device so an operator can manage several phone calls from one device versus having several phones for each phone line.

Voice over Internet Protocol (VoIP) – is the transmission of voice and multimedia content over Internet Protocol. A VoIP telephone uses a computer modem, which provides connectivity to the internet to place calls.

Call Distributor Systems (CDS) – Some providers have automatic call distributor systems, which place incoming calls in a queue and distribute them to the next available call taker.

911 Overview

The History of 911 Emergency Telephone Service

Basic 911 came about in the early fifties in Europe and provided a convenient, easy to remember number. In 1957, in the United States, the National Association of Fire Chiefs recommended the use of a single number for reporting fires.

In 1967, the Presidents Commission on Law Enforcement and Administration of Justice recommended that a “single number should be established” nationwide for reporting emergencies. Different telephone numbers for each type of emergency was determined to be contrary to the purpose of a single, universal number. The Federal Communications Commissions (FCC) was tasked with finding a solution.

In November 1967, the FCC met with the American Telephone and Telegraphy Company (AT&T) and 911 was established as the emergency code throughout the United States. The code 911 was chosen because it was a unique code that had not been used as an area, service, office or other code, it was brief, easy to remember, and could be dialed quickly.

Congress backed AT&T's proposal and passed legislation making 911 the standard emergency number nationwide.

On February 16, 1968, Senator Rankin Fite completed the first 911 call made in the United States in Haleyville, Alabama. On February 22, 1968, Nome, Alaska implemented 911 services.

The percentage of the U.S. population with 911 service increased from approximately 17 percent in 1976 to nearly 98 percent in 2017. Approximately 98.9 percent of the United States population have some Phase I and approximately 98.8 percent of the United States population have some Phase II. "An estimated 240 million calls are made to 911 in the U.S. each year. In many areas, 80 percent or more are from wireless devices" (National Emergency Number Association, 2017).

The History of 911 Service in Arkansas

Each political jurisdiction in Arkansas voted to implement 911 within their community. 911 Service in Arkansas was enabled and established by Act 683 of 1985. Pulaski County established the first 911 system in Arkansas followed by Washington County.

During the late 80's and early 90's mobile phones or cellular phones became popular. This new means of communication created struggles and demands for PSAPs. When mobile callers dialed 911 the ANI/ALI screen did not display the address of the calling party.

Telecommunicators had to ask the caller many questions simply to obtain the location of the emergency. Arkansas PSAPs saw this new technology exciting as well as a burden. Taxes were collected on each landline bill. However, there was not a funding mechanism in

place to assist with the wireless calls that many PSAPs across the state were accepting. Cellular calls to 911 needed to be displayed on a map for the Telecommunicator to determine the location of the emergency.

Additional funding needed to be in place to assist PSAPs with the purchase of digital mapping equipment. Act 683 was amended by Act 46 of 1999, which added fifty-cent surcharge on all cell phones with an Arkansas area code to defray the cost of complying with federal law and mandated new standards for 911 calls placed from cell phones. Act 1221 of 2009 increased the surcharge to sixty-five cents on all cell phones with an Arkansas area code.

In 2019, the Arkansas Legislature passed Act 660 to establish the Public Safety Act of 2019. This act established the Arkansas 911 Board, means to develop a next generation system, provide upgrades and maintenance funding for Arkansas Wireless Information Network (AWIN), preparation for a statewide infrastructure for next generation 911, ESInet (internet protocol network used for emergency communications), etc., as well as, increased the surcharge to \$1.30 on all cell phones with an Arkansas area code.

911 System

Types of Answering Points

PSAPs are call centers responsible for answering 911 calls. There are primary and secondary PSAPs. Primary PSAPs are call centers who initially answer 911 calls. Secondary PSAPs are call centers who receive 911 calls from a primary PSAP.



Basic 911

For Basic 911, the phone company created a direct connection from the central telephone office to the PSAP. The PSAP would not

receive any caller identification information such as name, phone number or address.

Sometimes calls were not directed to the correct PSAP. For example, 10-digit phone numbers were programmed to go to designated PSAPs, but telephone service areas did not always line up with jurisdictional service areas. This is a prime example of why it is crucial the Telecommunicator verify the address of the emergency.

Later, basic 911 improved to provide PSAPs ANI/ALI. The ANI displays the telephone number of the telephone from which the 911 call was made. The ALI displays the address of the telephone from which the 911 call was made.

This gave the 911 call taker subscriber information such as customer name and address associated with the 10-digit phone number.

Enhanced 911

Enhanced 911 was an improvement over Basic 911. The system uses a selective router, which would route the 10-digit number to the specific PSAP based on the subscriber's address using an Emergency Service Number (ESN). The ESN is a 3-digit number, which represents a combination of emergency service agencies (Law Enforcement, Fire and Emergency Medical Service,) designated to serve a specific range of addresses within a particular geographical area or Emergency Service Zone (ESZ).

An ESN is assigned to each line of a Master Street Address Guide (MSAG). The MSAG includes the exact spelling of street names, range of addresses for each street (both even and odd), and other pertinent information, etc. When a new telephone account is created, the address is located in the MSAG and the proper ESN is assigned to the 10-digit number, so if a 911 call is made, it selectively routes to the appropriate PSAP. Telecommunicator's should fill out a 911 problem call sheet on landline calls, which do not display an address or show incorrect information.

Call Transfers, Alternate & Default Routing

Enhanced 911 also included the abilities for Selective Transfer, Fixed Transfer, Manual Transfer, Alternate Routing, Default Routing and Overflow Routing.

Selective Transfer is the capability to transfer a 911 call by selecting a console key associated to a response agency based on the type of emergency service needed (law, EMS, or fire).

Fixed Transfer allows the PSAP to transfer a 911 call to a specific agency by selecting a pre-programmed “speed dial” button that corresponds to that agency.

Manual Transfer allows the PSAP operator to manually dial another agency by dialing their telephone number.

Alternate Routing is used when a primary PSAP has a need to transfer all their 911 lines to another pre-determined PSAP. For example, if a PSAP evacuates due to an emergency or if they have 911 equipment failure, the Telecommunicator can flip the switch to transfer the 911 lines or call AT&T resolution center. Telecommunicators should know what agency has been designated as their pre-determined back up PSAP for their 911 lines.

Default Routing is used to deliver a 911 call to a pre-determined PSAP when selective routing is not available. For example, for calls where the record is not found or there is network trouble.

Overflow Routing is used in cases where the primary PSAP is unable to receive calls due to all lines being busy. Pre-determined back up PSAPs are set up to automatically receive these calls during this situation.

Wireless Phase I

Technology was available to display the calling number from cellular phone calls and routed calls to the proper PSAP, commonly known as Phase I.

Wireless service providers are required to provide the telephone number and the location of the cell site and/or sector of the originating 911 call to the PSAP. A pseudo ANI (pANI) is a number used by the wireless service provider to identify the cell tower site from which a wireless 911 call originates as well as route it to the PSAP.

Wireless Phase II

After Phase I technology, new technology known as Phase II became available that enabled equipment to plot cellular 911 calls on maps.

Wireless service providers are required to provide the telephone number and the location of the cell site and/or sector of the originating 911 call to the PSAP as well as the X,Y coordinates. Wireless carriers could choose between handset-based location technology using global positioning systems (GPS) or network-based location technology using cell tower triangulation.

```
SI-195      ESN=000113
(479) 123-4567 12:32 01/17/2007
79 PALAMINO
LAWSON      AR
HAND, LYNDA
479-211-0993 VOIP
ALT#=        TELCO=VNAGE
X=94.1719937  CNF=
Y=36.08834981  UNC=

VOIP CALLER-REQUEST CALLER #

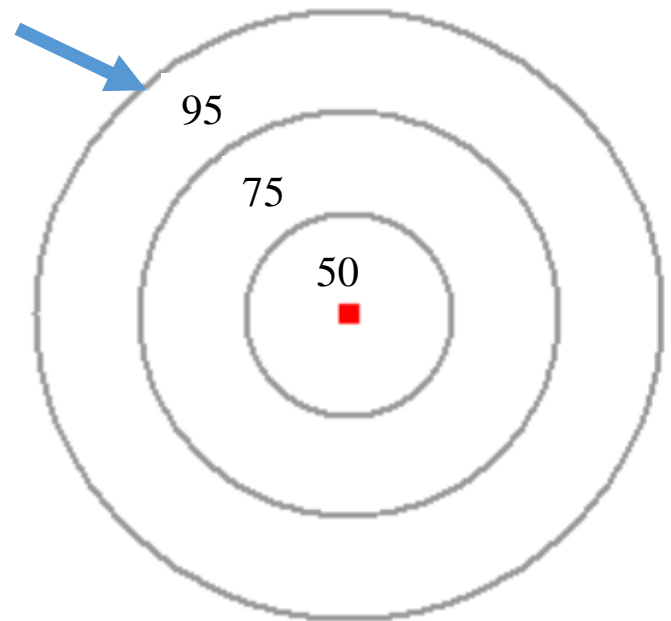
REQUEST CALLER LOCATION
TRANSFER TO PROPER AGENCY
```

Plotting

GPS location accuracy had to be within 50 meters for 67 percent of the calls and 150 meters for 90 percent of the calls.

- Network based (triangulation) accuracy had to be within 100 meters for 67 percent of the calls and 300 meters for 90 percent of the calls.

- Outer Confidence Ring designates the area within which the call is most likely to be located. With each inner ring, the certainty of the location accuracy decreases.
- Confidence Level (CNF) shows the percentage of confidence out of 100 percent. The uncertainty factor (UNC) will show you approximately how many meters the call is from the location that plotted.



Rebid (Retransmitting) is used for wireless calls when the caller's longitude and latitude is unavailable at the time when the call was delivered to the PSAP. Retransmitting can be used to also update the caller's longitude and latitude every 30 seconds during the call if the caller's location is changing.

Call Traces

Pinging a cellular telephone - The Telecommunicator must follow agency policies when pinging a cellular phone.

To locate the wireless service provider (if unknown), google a free cellular provider look up or use (freecarrierlookup.com). Type in the phone number and it will provide the wireless service provider.

To ping a cell phone, the Telecommunicator must contact the wireless service provider and request a ping. The wireless service provider will ask a few questions regarding the circumstances and then will send a fax to be filled out by the requestor. After filling out the request, it should be faxed back to the wireless service provider.

The wireless service provider will verify your employment and they will either approve or disapprove the request. If approved, the wireless service provider may email the requestor with ping updates

or verbally provide updates using latitude/longitude or degrees/minutes/seconds. The Telecommunicator must enter these coordinates into the map to determine where the latest ping is plotting.

Manual landline telephone search - A manual search in the 911 system, allows the Telecommunicator to search a 10-digit landline number, which will give subscriber information (name and address, response agency information, etc.) if it is available.

Voice over Internet Protocol (VoIP)

Voice over internet protocol (VoIP) allows customers (citizens who have VoIP service) to use the internet as the medium for placing phone calls. Since all routers are not static (permanent location) and most are nomadic (no permanent location), customers must update their addresses if their location changes to ensure their 911 call will be routed to the correct PSAP.

Next Generation 911 & Text to 911

Next-Generation 911 (NG911) is an internet protocol that allows digital information (voice, videos, photos, and text messages) to be sent through the 911 system. According to 911.gov: NG911 will enhance the 911 system to create a faster, more flexible, resilient, and scalable system that allows 911 to keep up with the communication technology used by the public. As of February 2018, this technology is not yet available in Arkansas.



FirstNet

This nationwide broadband network will be used only by first responders/agencies to enhance communications between agencies as well as enable information sharing over a secured network. As of February 2018, this technology is not yet available.

TDD/TTY/TRS (Telecommunications for the deaf, Text Telephone, Telephone Relay Service)

Text Telephone (TTY) – This allows callers who are deaf, hard of hearing, or speech impaired to type messages back and forth to one another instead of talking and listening.

Upon receiving a call that is silent or if a series of beeps can be heard it might be an indication of a TTY call. To communicate by TTY, a person types his/her conversation, which is read on a TTY display by the person who receives the call. Both parties must have TTYs to communicate.

A person can also use a computer with a TTY modem and related software to communicate with someone who also has same technology.

When typing on a TTY, each letter is transmitted by an electronic code called Baudot, which is sent from the TTY on the sending end of the call through the telephone line in the form of tones to the TTY on the receiving end of the call, the same way voiced communications occur between two parties. The receiving TTY transforms the tones back to letters on a small display screen.



Communication between two persons using standard TTYs can only occur in one direction at a time. Thus, both persons who are conversing cannot type to each other at the same time; they must

take turns sending and receiving. A person sending a communication by TTY indicates that he/she has finished transmitting by typing the letters "GA," which stand for "go ahead."

List of TTY Abbreviations

If you want to ask...	A TTY shortened phrase will be...
What is your emergency?	What emergency or problem Q GA
What is the address of your emergency?	Emergency address or location Q GA
Do you need police, fire or ambulance?	Police, fire or ambulance Q GA
What is your telephone number?	Your TTY number Q GA
What is your name?	Your name Q GA

Telephone relay services (TRS) are provided by states, as required by Title IV of the ADA, and are regulated by the FCC. Relay services involve a relay assistant who will communicate on the behalf of the caller to the Telecommunicator.

Arkansas Relay Service is a communications system that allows hearing persons and Deaf, hard of hearing, or speech-impaired persons to communicate by telephone.



Informational videos can be found at <http://www.arkansasrelay.com>

Some of the Telephone relay services are:

Hearing Carry-Over (HCO) – This allows a caller with a speech disability (but can hear) to type his/her conversation for the relay assistant to read aloud to the Telecommunicator.



Tele Braille – This allows callers who are blind or have low vision to use special TTYs equipped with Tele Braille or large visual displays for the relay assistant to read aloud to the Telecommunicator.

Voice Carry-Over (VCO) – This allows the caller who is deaf or hard of hearing to speak directly to a Telecommunicator. The relay assistant will serve as the caller's "ears" and type everything the Telecommunicator said on the TTY or VCO phone so the caller can read it.

Speech-Relay Operator (SRO) – SRO is an American Sign Language (ASL) interpreter who has access to seeing the individual through video relay. The SRO then verbally communicates to the Telecommunicator.



Telecommunicators should be very cautious of silent 911 calls. Beeps or tones may or may not be transmitted with every TDD call. It is important for Telecommunicators to recognize this and act on each and every silent call.

Telematics

Tracking Devices

Telematics is a method of monitoring a vehicle by using GPS and cellular technologies for anti-theft protection, navigation, remote vehicle unlocks, emergency reporting, automatic crash collision notification and response, and stolen vehicle assistance, etc. There are several companies that provide devices that track vehicles or property. There are also companies that provide tracking devices that assist banks in the recovery of stolen money.



Vehicle Telematics

Service providers such as OnStar, Ford Sync, Toyota Safety Connect, etc., operate much like a PSAP. They are staffed 24/7/365 by trained personnel and are a link for customers to a PSAP.

PSAPs may receive calls from a Telematics Call Center (TCC) connecting the subscriber to the appropriate PSAP during emergencies.

During a motor vehicle crash, if built-in sensors activate, telematics service providers will automatically contact the subscriber even if the subscriber did not request assistance.

Some telematics service providers provide anti-theft services that can block someone trying to start the vehicle, can slow down vehicles, which are stolen, and can track stolen vehicles using GPS.

Personal Emergency Response Systems

Personal Emergency Response Systems allows a subscriber to push a button during an emergency. When a button is activated, the system is set up to call an emergency response center who will determine the nature of the emergency and will contact the appropriate response agency.

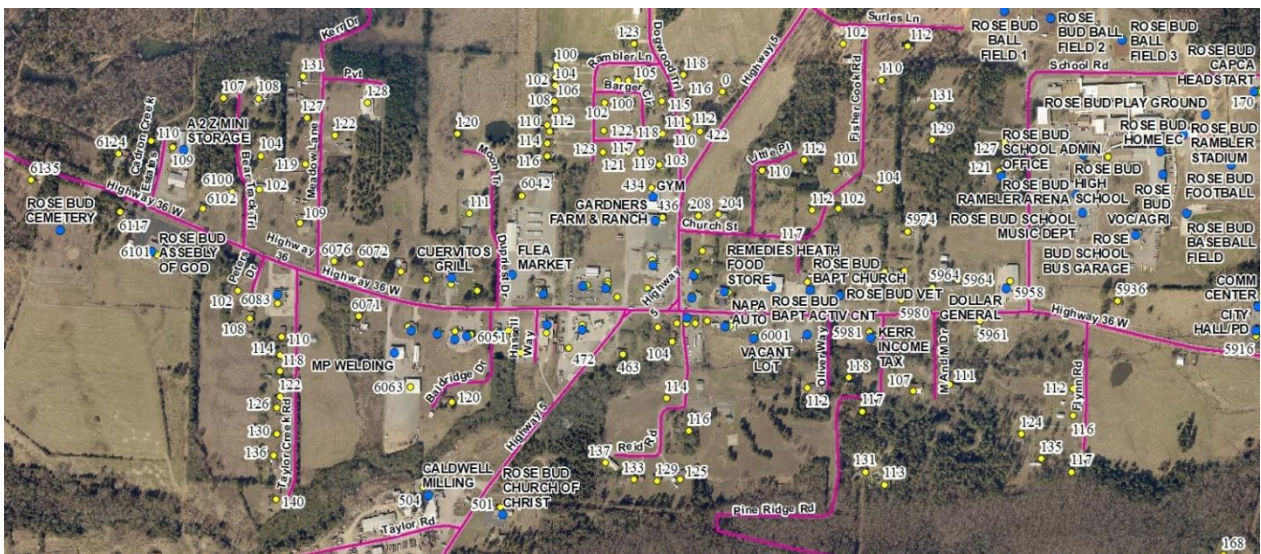
Several companies provide devices that track vehicles or property for the public. OnStar, Low Jack, Find iPhone, etc., are examples of these companies.

Video/Security Cameras

Cameras can be used to track the movement of suspect vehicles and assist in the proper identification of suspects. Some 911 centers have the ability to access video cameras at schools, businesses and/or financial institutions, etc.

Computerized Mapping/GIS

Digital mapping systems are the process by which a collection of data is compiled and formatted into a virtual image. The primary function of this technology is to produce maps that give accurate representations of a particular area, detailing major road arteries and other points of interest.



This technology also allows the calculation of distances from once place to another using applications such as Google earth and GPS. They can provide the responder with names of schools, churches, hospitals, and intersections.

All of this can be useful when a Telecommunicator is trying to identify a location. Information for mapping systems is usually generated from each jurisdictional 911 coordinator.

Logging Recorders

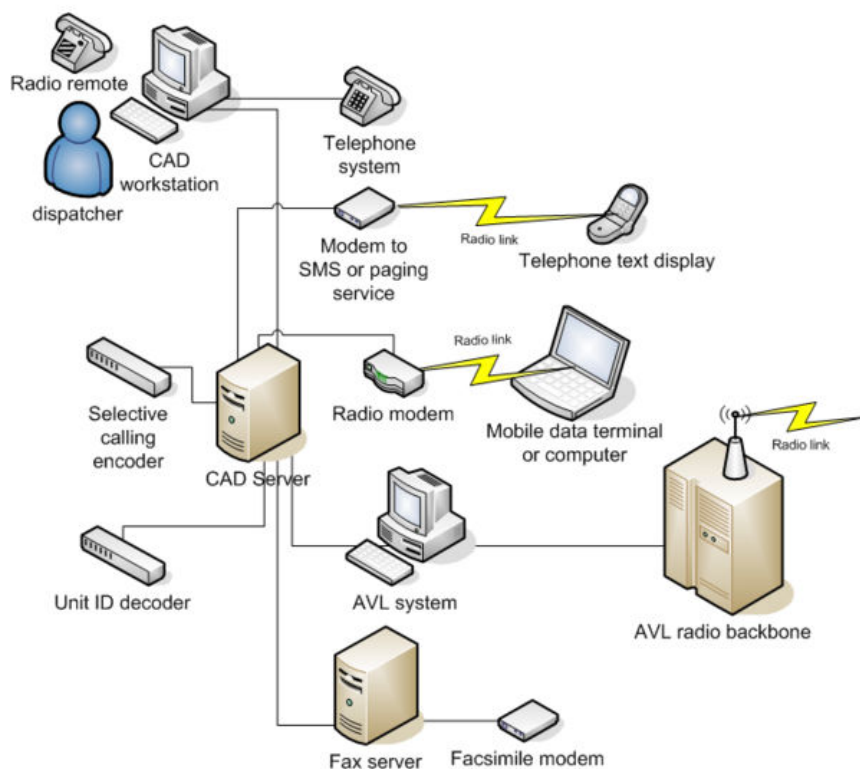
Most PSAPs are equipped with some

Telecommunicators should not become dependent on the playback function; its primary responsibility is for storing information.

type of electronic recording device. These devices record radio traffic and telephone conversations. Each workstation may have a device that is capable of playing back radio or telephone communications.

Computer Aided Dispatch (CAD) Systems

Some possible elements of a CAD system



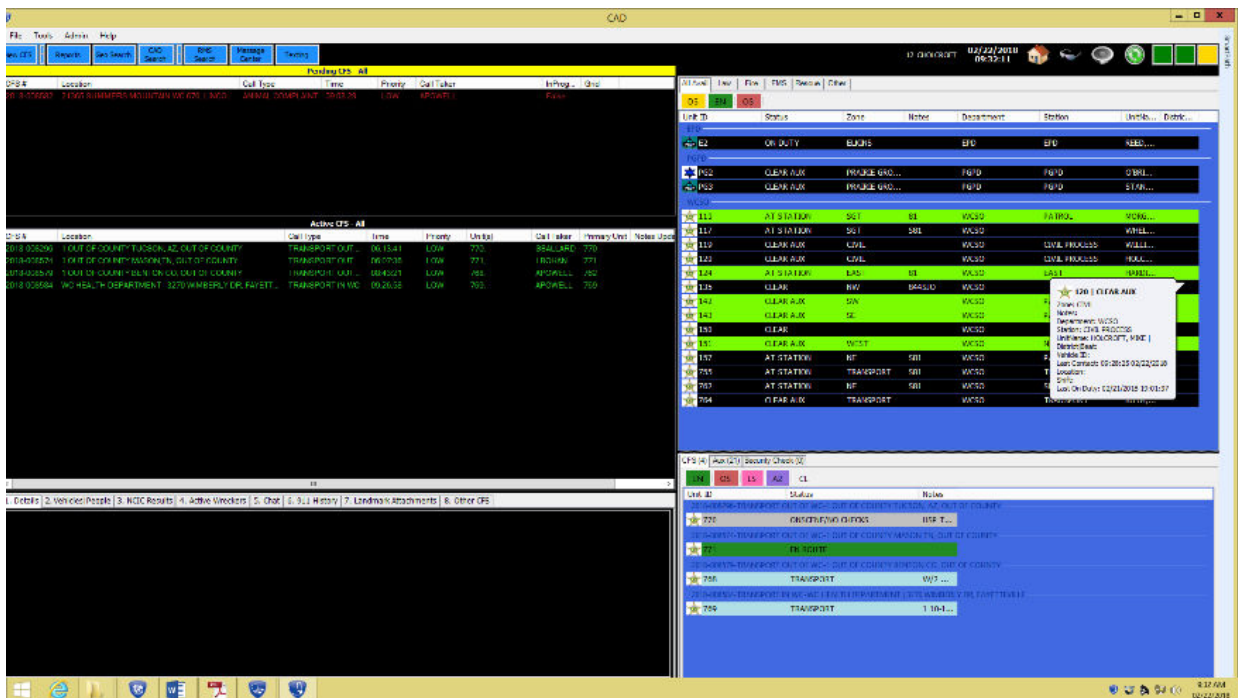
The CAD can be a useful resource for the Telecommunicator. It can offer historical information, alert of potential problems provide guidance on calls for service, special concerns, tracking of units, and preplans, etc. All of this information can be important to a responder.

Telecommunicators enter information

such as the address, the nature of the incident, caller phone number, etc., into the system. If the CAD system is interfaced with the PSAPs

911 system, the address and the telephone number will populate by the way of ANI/ALI database.

CAD systems record information about each call for service that comes in, helping departments keep a record of what is happening in their jurisdiction and to use the information to adjust patrolling areas based on crime.



Today's CAD technology can be linked to criminal history databases from other police jurisdictions, fire and EMS dispatch centers, and jails. This link enables agencies to streamline and share information.

Mobile Data Systems

Law enforcement, fire and EMS agencies thrive on information. They need it to respond to emergencies, anticipate what they will encounter when they arrive, and it helps predict incident trends and patterns. Prior to computers, responders in the field gathered information themselves. The responders were totally dependent on the information provided by the Telecommunicator or on what they might remember from past calls.

MDTs are an additional link between units in the field and the PSAP. With these systems, field units now also have the capability of accessing the internet, ACIC/NCIC, etc.

Law Enforcement - Southern Software MDS v15.22

Law Enforcement

AR PC

Submit

Mapping

Home (7%)

Full Extent (6%)

Zoom In (4%)

Zoom Out (6%)

Plot All Units (4%)

My Location (7%)

My Call (6%)

Options (6%)

Home

ACIC

Dispatch

Chat (M=0)

Ready My Status: n/a ACIC: Available Unit: 361 User: CHICLORFT MDS: CONNECTED - 09/23/20 GPS: Inactive

AVL (Automated Vehicle Locator)

Some PSAPs have AVL systems linked into their CAD systems that can be used to provide the location of responding units. With new technology, AVL is also available for portable radios. This technology works using GPS.

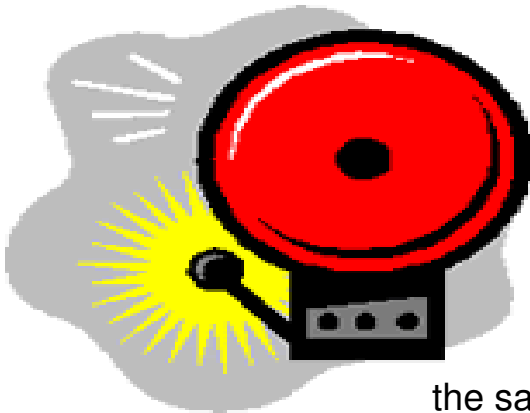
Paging

Some PSAPs use software to deliver emergency messages directly to cell phones just like it would be going to a pager. This allows the PSAP to send emergency messages to response teams to alert them of emergency calls, and allows responders to view a map of the incident, details of the call, etc.



Alarms

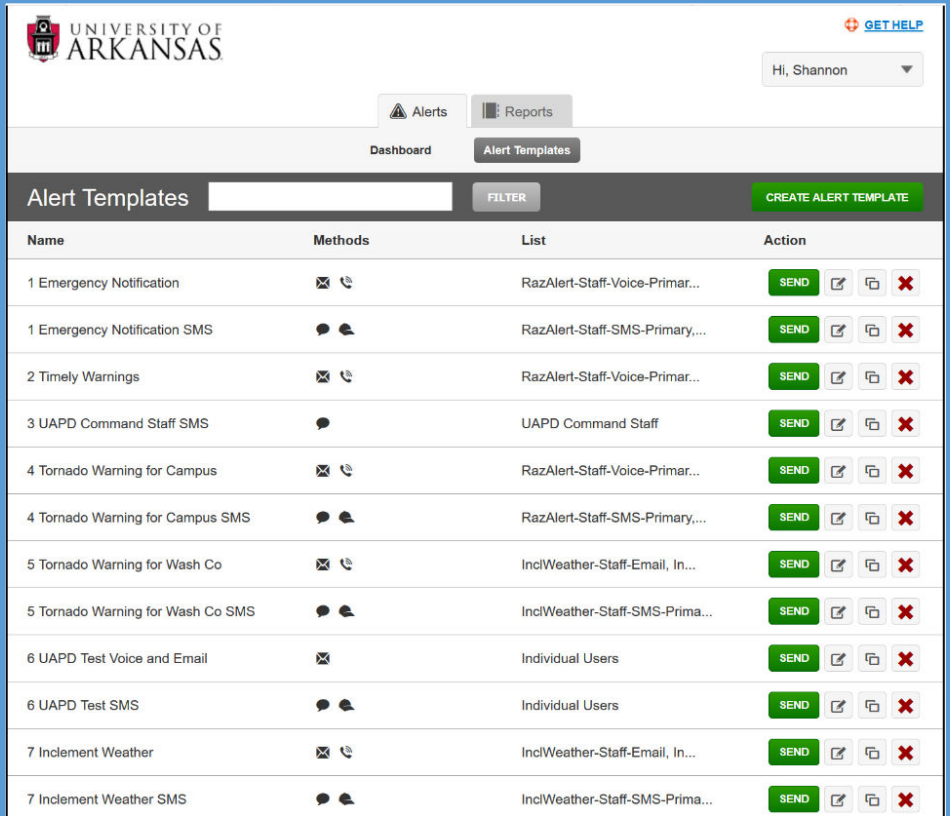
Alarms may come into the PSAP in various ways. Some PSAPs monitor alarms directly, while others may receive calls directly from the alarm company.



Telecommunicators will need to determine the type of the alarm, i.e. panic, burglary, trouble, fire or medical, and send the appropriate responder(s) to the alarm. Due to the high number of false alarms, the Telecommunicator should use caution not to become complacent when dispatching alarm calls. All alarm calls should be processed in the same matter every time.

Mass Notifications

Mass notifications can be operated using different companies. The software can deliver messages by different methods, such as phone, SMS, email, etc., using different platforms (reverse 911, geo-fencing or subscription).



Name	Methods	List	Action
1 Emergency Notification	☒ 📞	RazAlert-Staff-Voice-Primar...	SEND [edit] [copy] [delete]
1 Emergency Notification SMS	📞 📱	RazAlert-Staff-SMS-Primary...	SEND [edit] [copy] [delete]
2 Timely Warnings	☒ 📞	RazAlert-Staff-Voice-Primar...	SEND [edit] [copy] [delete]
3 UAPD Command Staff SMS	📞	UAPD Command Staff	SEND [edit] [copy] [delete]
4 Tornado Warning for Campus	☒ 📞	RazAlert-Staff-Voice-Primar...	SEND [edit] [copy] [delete]
4 Tornado Warning for Campus SMS	📞 📱	RazAlert-Staff-SMS-Primary...	SEND [edit] [copy] [delete]
5 Tornado Warning for Wash Co	☒ 📞	InclWeather-Staff-Email, In...	SEND [edit] [copy] [delete]
5 Tornado Warning for Wash Co SMS	📞 📱	InclWeather-Staff-SMS-Prima...	SEND [edit] [copy] [delete]
6 UAPD Test Voice and Email	☒	Individual Users	SEND [edit] [copy] [delete]
6 UAPD Test SMS	📞 📱	Individual Users	SEND [edit] [copy] [delete]
7 Inclement Weather	☒ 📞	InclWeather-Staff-Email, In...	SEND [edit] [copy] [delete]
7 Inclement Weather SMS	📞 📱	InclWeather-Staff-SMS-Prima...	SEND [edit] [copy] [delete]

Security Breaches and Cybersecurity Threats

With technology ever changing and progressing, it is necessary to ensure proper steps are taken to keep the PSAP secure. Following the National Institute of Standards and Technology (NIST) Cybersecurity Framework and other effective strategies can be employed to thwart the efforts of cybercriminals and their attacks on PSAP systems and data. Breaches can cripple PSAP operations and have a dramatic negative affect on emergency response.

The Multi-State Information Sharing & Analysis Center (MS-ISAC), has been designated by the U.S. Department of Homeland Security as the central resource for cyber threat, prevention, protection, response and recovery for the nation's state, local, territorial and tribal governments as well as fusion centers. You can contact the MS-ISAC at 866-787-4722 anytime as they operate 24/7. Their website is <http://msisac.cisecurity.org>.

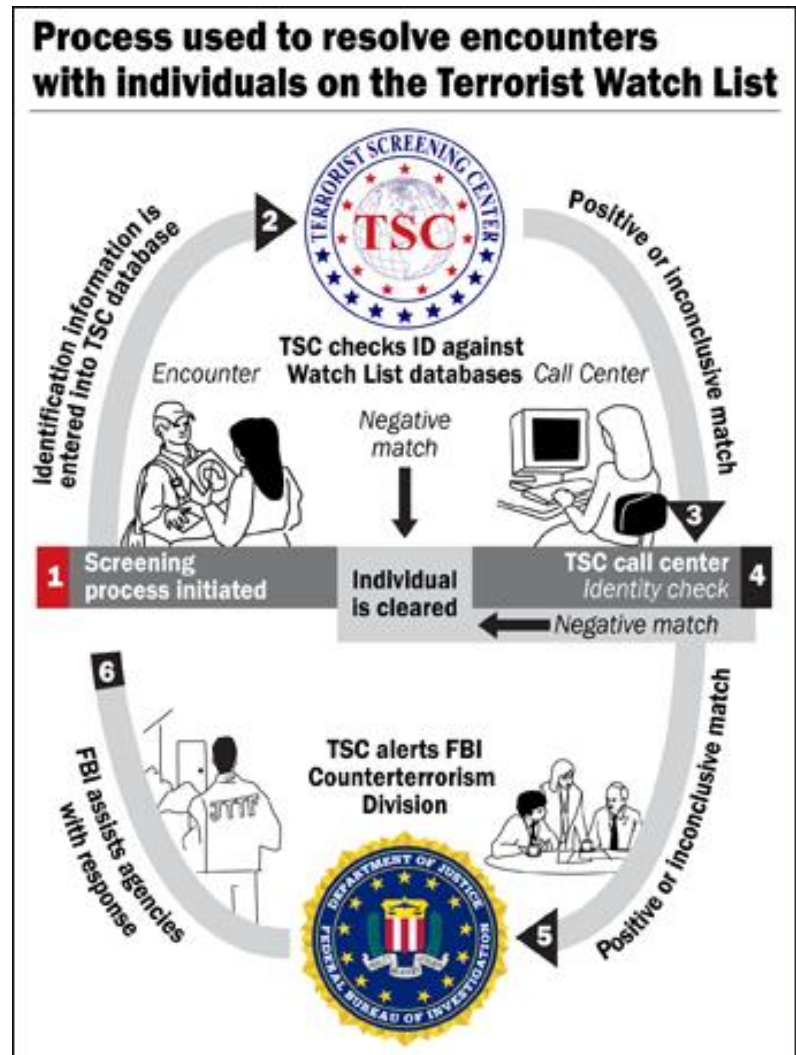
Arkansas Fusion Center (Terrorist Tracking)

The State of Arkansas in conjunction with the Federal Government monitors the movement of national and international terrorists through the Department of Homeland Security's Terrorism Screening Center (TSC).

On May 19, 2008 Governor Mike Beebe signed an Executive Order establishing the Arkansas State Fusion Center (ASFC), highlighting the critical need to protect our Nation and specifically, the citizens of the State of Arkansas, against future terrorist attacks by joining efforts with the Department of Homeland Security, FBI, Department of Justice and many others. The Governor's order stipulated that the ASFC be organizationally located within the Arkansas State Police.

The mission of the ASFC is to provide an integrated, multi-discipline, information sharing network to collect, analyze and disseminate information to stakeholders in a timely manner to protect the citizens and the critical infrastructure of Arkansas.

The purpose of the ASFC is to assist in enabling law enforcement, public safety, emergency management and other partners to mutually aggregate, analyze and disseminate criminal and terrorist-related information.



Any Law Enforcement encounter that results in an ACIC/NCIC check will touch the Terrorist Screening Data Base (TSDB). When reviewing the record of the subject/subjects the officer/Telecommunicator should follow the procedure below if the subject information returns a positive hit.

If the PSAP is coordinating the NCIC/ACIC checks for Law Enforcement, the Telecommunicator should ensure the officer can take the information without disclosure prior to providing the disposition of the subject on the TSDB.

LAW ENFORCEMENT SENSITIVE INFORMATION

- ❖ DO NOT ADVISE THIS INDIVIDUAL THAT THEY MAY BE ON A TERRORIST WATCHLIST.
- ❖ CONTACT THE TERRORIST SCREENING CENTER (TSC) AT (866) 872-9001 DURING THIS ENCOUNTER.
- ❖ IF THIS WOULD EXTEND THE SCOPE OR DURATION OF THE ENCOUNTER, CONTACT THE TSC IMMEDIATELY THEREAFTER. IF YOU ARE A BORDER PATROL OFFICER, IMMEDIATELY CALL THE NTC.
- ❖ ATTEMPT TO OBTAIN SUFFICIENT IDENTIFYING INFORMATION DURING THE ENCOUNTER, WITHOUT OTHERWISE EXTENDING THE SCOPE OR DURATION OF THE ENCOUNTER, TO ASSIST THE TSC IN DETERMINING WHETHER OR NOT THE NAME OR IDENTIFIER(S) YOU QUERIED BELONG TO AN INDIVIDUAL IDENTIFIED AS HAVING POSSIBLE TIES WITH TERRORISM.
- ❖ DO NOT DETAIN OR ARREST THIS INDIVIDUAL UNLESS THERE IS EVIDENCE OF A VIOLATION OF FEDERAL, STATE OR LOCAL STATUTES.
- ❖ UNAUTHORIZED DISCLOSURE IS PROHIBITED.
- ❖ INFORMATION THAT THIS INDIVIDUAL MAY BE ON A TERRORIST WATCHLIST IS THE PROPERTY OF THE TSC AND IS A FEDERAL RECORD PROVIDED TO YOUR AGENCY ONLY FOR INTELLIGENCE AND LEAD PURPOSES. THIS RECORD, AND ANY INFORMATION CONTAINED WITHIN IT, MAY NOT BE DISCLOSED OR USED IN ANY PROCEEDING WITHOUT THE ADVANCE AUTHORIZATION OF THE TSC.

Notification that the subject is showing on the TSDB and the handling code and action required should be provided to the LE partner.

Upon any officer or Telecommunicator running a name that results in a positive hit against the TSDB take note of the associated handling code (1, 2 or 3). Follow the guidance specific to the handling code and call the TSC at 1-866-872-9001 to validate the identity of the subject and update the record with any peripheral information.

If appropriate, provide as much detail as possible to the TSC Analyst. Include the identity, physical descriptions of the occupants or individuals associated with the stop, description of the vehicle or activity that prompted the engagement with Law Enforcement and any other information that you believe would be beneficial to the investigating agency and in the interest of Homeland Security based on the officer's observations (computers, chemicals, technology, etc.)

DO NOT NOTIFY THE SUBJECT THEY HAVE BEEN IDENTIFIED AS BEING ON THE TERRORIST WATCHLIST

- ❖ Handling code 1: APPROACH WITH CAUTION – **ARREST**
 - Call the TSC. A Federal arrest warrant may exist for the subject.
- ❖ Handling Code 2: APPROACH WITH CAUTION – **DETAIN**
 - Call the TSC. To determine if there is a detainer. Question the individual to assist TSC analyst in positively identifying the individual without otherwise extending the scope/duration of the encounter.
- ❖ Handling code 3: APPROACH WITH – CAUTION
 - Call the TSC. If this would extend the scope or duration of the encounter, contact the TSC immediately thereafter. Do not detain or arrest this individual unless there is evidence of a violation of federal, state or local statutes.
- ❖ Handling code 4: APPROACH WITH – CAUTION

- Call the TSC. If this would extend the scope or duration of the encounter, contact the TSC immediately thereafter. Do not detain or arrest this individual unless there is evidence of a violation of federal, state or local statutes.
 - Subject may possibly be a former military detainee.
- ❖ Handling code 5: APPROACH WITH – CAUTION
- Call the TSC. If this would extend the scope or duration of the encounter, contact the TSC immediately thereafter. Do not detain or arrest this individual unless there is evidence of a violation of federal, state or local statutes.
 - Subject may possibly have ties to organized crime.

Forward information pertaining to positive engagements to the Arkansas State Fusion Center, including Field Interview Cards when possible. ASFC will research the subject follow-up with TSC and provide any additional information to the local officer or reporting agency.

Rave Mobile Safety

Smart911

Smart911 is a service used by PSAPs across the country to enhance communication and response for their community. It can be used by PSAPs to inform first responders of supplemental ANI/ALI information.

Plan Ahead for Any Emergency

Sign up for Smart911 so first responders will be aware of important information to help you when you call 9-1-1.



Smart911 allows a citizen to create a safety profile for their household, which proactively provides details on their family, home, vehicles, medical conditions, pets, etc., that PSAPs may need in order to send help in the event of an emergency.

Smart Prepare

Smart Prepare can be utilized by emergency managers to better plan for and respond to disasters. Citizens with a Smart911 profile can opt in to have their information accessed by the emergency manager. The emergency manager can pull various reports to assist emergency responders during large-scale events.

For example, the emergency manager can draw a polygon on a map and request a report of the citizens inside the area that are bedridden, mobility impaired and/or would need assistance evacuating.

Panic Button

Act 950 of 2015, the Arkansas public school safety act, was established to place the panic button alert system in Arkansas public schools.

The Panic Button is an app, which provides facility (schools, hospitals and corporations) information to the Telecommunicator when a panic button is activated. Individuals within the facility have an app that is pre-downloaded. Pressing the panic button on the app, places a 911 call. The 911 call routes to the appropriate PSAP while at the same time, the system notifies key on-site individuals that an emergency exists. The Telecommunicator also receives the facility profile, which includes demographic information, blueprints of the facility and emergency contact information.

Anytime a 911 call is placed within the geofencing of the facility, the facility profile will be made available to the Telecommunicator. The Telecommunicator determines if the incident being reported needs to be sent as an emergency notification to authorized personnel at the facility.

Conclusion

Technology is a great asset in the field of telecommunications. To be efficient, Telecommunicators must be aware of the technology available and possess knowledge of its capabilities. As technology advances, additional resources will become available to better enhance emergency response today and into the future.

Chapter 5

CALL PROCESSING

Call Processing

In any emergency and non-emergency situation the telecommunicator is the primary link between the public and the emergency services they need. A telecommunicator's knowledge and abilities contribute to the success of the public safety response.

In emergency call taking, the term call processing is the action performed by a telecommunicator which includes:

- answering the phone
- controlling the conversation
- gathering and processing pertinent information, and
- ending the call with a final disposition.

For the caller, the Telecommunicator is the voice of reason, so it is imperative that the calls are processed quickly and accurately. If the call is for law enforcement, the possibility of capturing a criminal increase as response times decrease. For fire and medical assistance, minutes may be the difference between life and death. Therefore, response to any emergency call must be made as soon as possible.

All calls should be answered promptly, but calls received on 9-1-1 lines should always have top priority over any other lines. Calls on other emergency lines should be answered next, then business or non-emergency lines. Telecommunicators must answer all emergency lines immediately and determine if an emergency exists. All calls must be prioritized according to your agency's policy or procedure. If the call is not an emergency ask the caller to hold, transfer them to the appropriate department, agency or person or

provide them with the appropriate telephone number. If possible, answer all lines by the third ring.

If other lines are ringing while you are handling a non-emergency call, ask the person to hold while you answer the other lines. Ask each caller if there is an emergency, if not, place the caller on hold. Return to the line in the order it was received and by priority.

You should not answer calls by simply saying, "Please hold" and putting the caller on hold. You must determine the priority of each call by asking each caller, "Do you have an emergency?" and wait for their response.

If you put a caller on hold after obtaining some information about their problem, remember or write down the information so they won't have to start over when you return to them. If you encounter a call that you cannot handle within a short period of time (2-3 minutes), get back on the line with the caller and advise them you are handling an emergency call and will be with them shortly, or if possible, ask another co-worker if they can process the call that you have placed on hold.

It is important for the Telecommunicator to **maintain control** of all telephone conversations, so that all the necessary information is obtained in the least amount of time. Talkative or insistent callers are difficult to question and may take a longer time to handle. The caller usually knows what occurred, but does not know how to convey it so, the Telecommunicator should direct the caller's knowledge into meaningful answers by using key phrases that will let the caller know we are sending help while maintaining control of the caller.

- *"Slow down for a moment, let me ask you some questions,"*
- *"Take a deep breath sir/ma'am and let me ask you some questions."*

During the call process there should be a consistent general order in obtaining information from the caller, although not all information may be needed for every call answered.

One of the best methods for all call takers to use when obtaining information is to use the Six (6) W's. It allows the dispatcher to obtain vital information that any first responder would need related to most types of calls for police, fire or medical.



Location- When the question “**Where**” is asked it helps determine “where” help is needed as well what agency needs to respond. Verify the location by having the caller repeat it. If you are only able to ask one question of the caller, always try to get where so you will have a general location of where to send responders.

Where can also help you find out:

- where did this happen?
- where are you now?
- where is the suspect?
- where is the patient?
- where can you be reached?

Locations can be an exact house addresses, intersections, landmarks, businesses, mile markers, etc. To be efficient in processing calls it imperative that telecommunicators are knowledgeable of the service area. When answering 911 calls the call taker should verify the ALI information if available.

Street Address includes numbers of the house, apartment complex, etc. and the street name. The address from the caller should include the name of the apartments, space or suite numbers. Directional indicators such as north, south, east or west are important when obtaining the street address.

Positional location could be based on where the caller's physical location is at inside a residence, i.e. bedroom or landmark, i.e.

CarMart, south side of the building. This can help responders locate the caller.



When did this happen? (Time Lapse) will help the Telecommunicator determine if the call is **“in-progress”** or not. In-progress calls are high priority calls and emergency responders must be dispatched immediately. Always determine if the caller is safe and out of danger. If they are safe have the caller stay on the line so you can update responding units as changes occur during the call.

Telecommunicators must understand there are different response tactics that are used depending on when the incident occurred. Common terms used to dispatch units to a scene that would inform the units of a timeframe for the incident are in progress, just occurred or not in progress.

These terms should be defined by the agency, but for guidance, we have defined them here:

- In Progress – The incident is still occurring, and the suspects are still at the scene.
- Just occurred - The incident has occurred, and suspects may still be in the area.
- Not in progress - The incident occurred earlier, and it is just now being reported.



Weapons? And Where? When weapons are involved the priority of the call will be classified as high. The Telecommunicator should ask the caller who has the weapons, where are they at and is if the caller safe and out of danger? Questions about weapons should include:

- type of weapon-gun, handgun, rifle, shotgun or other

- if gun, is it loaded?
- description- revolver, semi-automatic, automatic, other information color, caliber, ammunition, how carried i.e. holstered or not-holstered
- cutting/sharp-edged instrument- knife, sword, machete, other information, description, blade length
- was the weapon used, threatened, implied, or brandished?
 - if it is kept in a vehicle, where is it usually kept?
 - is there access to other weapons on the premises?
 - if so, where are they? does, he/she carry weapons or used them before?
- exact location of the weapon (belt, pocket, car, etc.)?

Telecommunicators must know that any object can be used as a weapon. Knowledge of any object that is being used as a weapon must be relayed to the responding units.



What? “What” determines the severity or potential severity of a situation by letting the Telecommunicator know what’s going on and what is needed as far as a priority response? It is important that the Telecommunicator understands what is going on because it gives them the ability to visualize the call that will help responders handle the situation correctly.

- what is happening?
- what happened?
- what is going on?
- what is the problem?
- what do you need?

- what was taken?
- what is the number of vehicles involved?
- what is the extent of injuries?



Who? When someone needs assistance, you need to know the caller's name, and who they are in relation to the call.

By this we mean are they the victim, witness, neighbor, mother, father, husband/wife, boyfriend/girlfriend or what?

Telecommunicators should obtain information about the caller, suspect information and vehicle, i.e. names, date-of-births vehicle descriptions and tags, if known.

Some callers want to remain anonymous. Respect their wishes unless they are the victim of a crime. If they won't give you their name, try to obtain just a phone number so they can be contacted back.



Why? Takes care of all questions you wonder about.

- why did you wait to call?
- why is he/she threatening you?
- why do you think that?
- why did they take your vehicle?
- why are they fighting?
- why did he/she take the pills?



Direction and method of travel:

- An actual direction (north, south, east or west)
- "Down" the street...
- "Up" the road...
- "Toward" the front, back, side of the building....
- "Across" the street or field...
- "Through" the store...

If the suspect(s) have fled the scene it is important for the responding units to know the direction of travel and mode of travel.

Were they in a vehicle or on foot? If the caller or the victim knows the suspect, they may have information of where the suspect may be headed.



Intoxicants/Drugs:

Always ask if any drugs or alcohol are involved and by whom. Different drugs have different effects on the human body because of this it is paramount this information be relayed to responders.

Interviewing, Interrogation and Controlling the Call

In order to obtain information in an efficient manner the Telecommunicator must be able to interview callers in a professional way. Many callers are polite and helpful, some callers may be extremely excited, hysterical, angry or hostile. Other callers may be very uneasy about calling for assistance and may be unsure of the type of help they need.

In order to obtain information in an orderly fashion, the Telecommunicator must be able to control the caller when it becomes necessary.

The Telecommunicator must recognize the difference between controlling the conversation or interfering with the caller relaying information. The telecommunicator should begin to control the conversation firmly, but consistent with their questions when the caller is providing the necessary information about the call.

If the caller is hysterical or overly excited, the Telecommunicator must be able to calm the caller in order to obtain the location as well as all pertinent information about the call. If the caller tends to ramble or stray from the point, the telecommunicator must develop the skills to take control of the conversation.

Confirm Information

Have the caller repeat essential information. Do not assume you understand what the caller is implying, ask explicit questions. Example: The caller might state that his neighbors are fighting. Is it a physical fight? A verbal dispute? A domestic or a dispute between neighbors?

Take Charge

The telecommunicator must take assertive control of the conversation in order to assure the necessary information is obtained. Controlling the conversation is not always easy. At times the telecommunicator may have to speak in a louder, firmer voice to gain the caller's attention, or a quieter tone which causes the caller to stop and listen in order to hear. These approaches will be adequate with most callers. However, some will not respond and the telecommunicator will have to try another method. Often obtaining the caller's name will accomplish this.

Assure The Caller Help Will Be Sent

Often just giving the caller the assurance that the appropriate assistance will be sent is enough to relieve their anxiety and allow the telecommunicator to continue with their questions. Assurance often needs to be repeated, as people in critical situations will not always hear and absorb what they are being told.

At no time should a caller be assured "help is already on the way".

This is a *liability* and Telecommunicators are open to court action if it is proven that help was NOT dispatched when a caller was told they were, or if they were diverted and there was any resulting delay in the response.

Ask Direct Questions

A Telecommunicator must manage the conversation by asking direct and appropriate questions. Ask the question for which you want the

answer. Ask for the address rather “Where do you live?” or “Where is the problem?”

In determining the location of a fire, a Telecommunicator asking “Where is the fire?” might well receive the answer of “in the basement” rather than the address. Instead, ask “What address is this happening at?” This will get the caller to give an address. Establishing and maintain a question and answer type of conversation is more efficient than letting the caller volunteer what he/she thinks is pertinent. Interrupt the caller when necessary but be careful not to interrupt just because you have anticipated the rest of the caller’s answers.

If the caller is rambling about a certain point, it is proper for the Telecommunicator to interrupt to gain necessary information. There is a difference between taking control of the call to obtain needed information and cutting off the caller because you believe you know what the caller has to say.

If the caller is obviously a repeat caller, or it appears they are rambling and have no real need for a response, it is appropriate to interrupt and ask if they need police, fire or medical? Once the caller responds, the Telecommunicator can disconnect or place them on hold due to the need to answer other telephone lines that are ringing.

“Read” The Caller

Learn to recognize the different types of callers and how to handle each one in a professional and efficient manner. Remember what information is necessary for the dispatch of the calls as well as officer and/or responder safety and gather all the information that is pertinent. If the caller is uncooperative, or reluctant to remain on the line, there are various methods of soliciting their cooperation must be applied.

Attempt To Get Firsthand Information

The Telecommunicator should determine whether he/she is speaking to a person involved in the emergency or a passerby. If at all

possible, the Telecommunicator should attempt to speak with an actual participant involved in the incident in order to get firsthand information.

There are times that the victim is standing next to the caller and the caller is used as the relay between the victim and the Telecommunicator. Often a parent will be reporting an incident that occurred involving their child, and they attempted to protect their child, or the caller may feel the victim is too emotionally distraught. This is a very slow and poor interview technique, and attempts should be made to speak directly to the victim. Normally if the caller is asked to give the phone to the victim they will cooperate. If the information is second or third hand, the Telecommunicator must note that on the incident.

Be aware of changing circumstances

Until units are able to arrive on the scene, you are the only one able to provide a picture of what is actually occurring. If the situation is one where things can change prior to the arrival of help, ***“Do not terminate the call”*** Stay on the line to monitor the situation and provide responding units with details that may change the overall picture. By remaining on the line, you are also able to hold the caller’s attention, which prevents them from arguing with the other party(s) involved. This is an effective tool in keeping a situation from escalating.

Visualize

Put yourself visually at the scene. “If you think it” then ask it. If you take the time to make sure you understand, you can paint an accurate picture for other Telecommunicators and units responding.



Managing High Risk Calls

High risk calls are most often in-progress calls that can be anything or anyone, and the Telecommunicator will know in a matter of seconds who the person is and what can be done to help the caller. Those callers may be suicidal and/or homicidal, have hostages or be barricaded. Those callers may be making a final call for help or just notifying the authorities of their actions.



Telecommunicators handle calls of this nature every single day and do amazing things to handle stressful and difficult situations on a regular basis. Talking and listening are what Telecommunicators do best. They are naturally curious and adept at researching background information. Telecommunicators are experts in establishing rapport



and gaining callers' trust. They are also well-trained and well-versed in handling callers in crisis and in being non-reactive to the different personalities and moods they encounter daily.

Active Shooter

The definition of an Active Shooter is one or more subjects who participate in a random or systematic shooting spree, demonstrating their intent to continuously harm others. Their overriding objective appears to be mass murder, rather than other criminal conduct.



Active Shooters in Arkansas

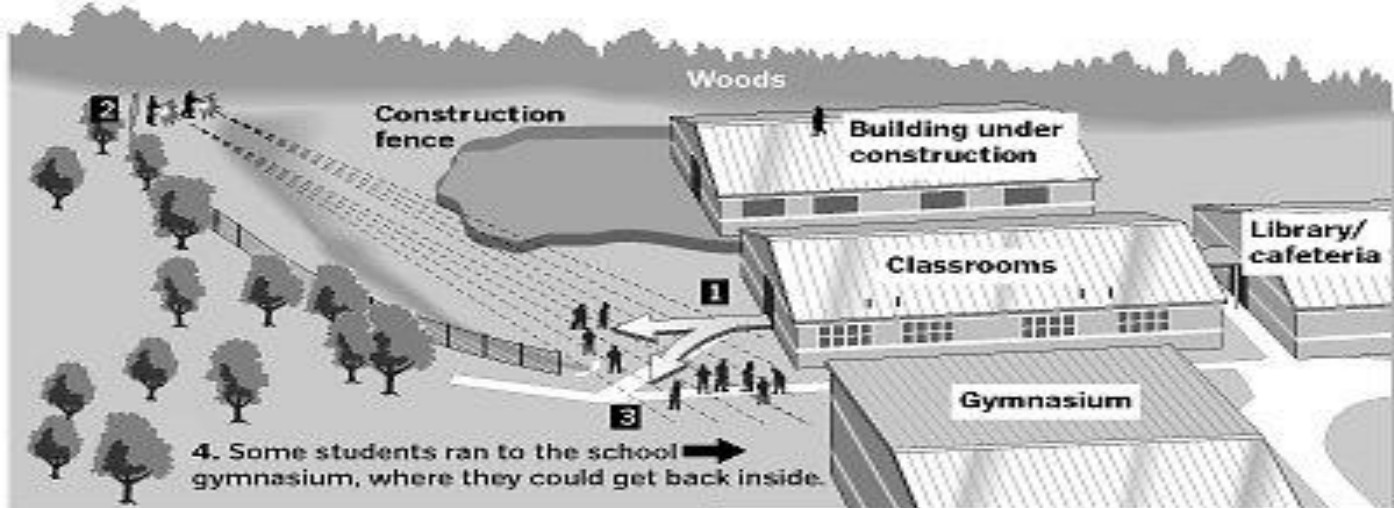


March 24, 1998- in Jonesboro, two students Mitchell Johnson who was 13 and Andrew Golden who was 11 began shooting in an ambush style from the woods in camouflaged clothes.

Caught in a shooting spree

Four students and one teacher were killed and 11 other people wounded Tuesday during a shooting ambush by two students at Westside Middle School in Jonesboro, Ark. Here's what happened:

1. A fire alarm inside the school was pulled at about 12:30 p.m. Sixth- and seventh-graders and teachers began to file out.
2. Two boys dressed in camouflage and armed with rifles and handguns fired repeatedly into the panicked crowd from about 100 yards away. As many as 27 shots were fired in four minutes.
3. Fire doors in the school, which are programmed to lock automatically when shut, trapped many students outside in the line of fire.



Police caught two boys running away from the school toward a white van parked about a half-mile away. More guns and ammunition were found in the van. The boys were arrested.

Sources: Delk Construction Co

USA Today



May 11, 2000- Prairie Grove, Arkansas student, Michael Nichols, left school due to an altercation. Returned later with a rifle and exchanged gunfire in a hay field north of the school with a School Resource Officer. The SRO shot the 12-year-old boy in the abdomen during the exchange of gunfire.



Monday, August 28, 2000- Fayetteville, Arkansas a disgruntled graduate James Kelly shot and killed his faculty advisor at the University of Arkansas, then committed suicide shortly afterwards.



October 27, 2008- Conway, Arkansas- a group of men drove onto the campus of University of Central, Arkansas and opened fire near the Arkansas Hall dormitory. Leaving two dead and two wounded.



James Ray Palmer entered a courthouse in Van Buren, Arkansas on September 13, 2011 opened fire inside a judge's office. Responding officers struck Palmer as he exited the courthouse.

Suggested Basic Instructions and Guidelines for an Active Shooter

- How many shooters are there?
- Where is the shooter/s right now?
- Do you know the shooter/s?
- What do they look like?
- What do the guns look like?
- Was the shooter carrying anything else?
- Was he wearing a vest or military-style gear?
- Was he wearing anything on his head like a helmet or a mask?
- Did you hear any other noises besides gunshots?
- Can you run away?
- Can you barricade the room you are in?
- Are you hurt? Is anyone else hurt?
- Have you turned off the lights?
- Who is in the room with you?
- Is your cell phone on silent?
- What have you heard?
- What can you hear right now?
- Did the subject say anything? If so, what did they say?
- If you have to move, can you take the phone with you?
- If not, can you call us back after you move?
- Does the subject have hostages?
- Has anything changed?
- Did they arrive in a vehicle? Which one is it?
- Are they leaving? If so, how?
- Direction of travel?



Hostage Calls/Detention Center Escapes

There are four (4) different types of hostage situations. An accurate assessment of the type of hostage situation will help in handling the situation more effectively.

1. The first type of hostage situation is one in which hostages are seized during the commission of a crime. It's a crime in which the taking of hostages was a planned event.
2. The second type of hostage situation is when hostages are seized as a by-product of emotional stress or mental disturbance. A person with a mental imbalance may take hostages as a means of obtaining some demand.
3. The third type of hostage situation is when hostages are sized as part of an institutional uprising. Inmates in a Detention or Prison facility would be a good example of this type of situation.
4. The fourth type of situation is referred to as the escalated situation. These are situations in which the taking of hostages was not a planned event. Example, police response to bank robberies is much quicker than it was in the past. With silent bank alarms, it is possible for nearby patrol officers to arrive at the scene before the robber had a chance to escape. The criminal feels trapped and sees him/herself as having no other alternative.

Techniques To Use On Hostage Calls

When handling a call from the hostage taker, there are several techniques to keep in mind. The caller may very well be in an emotional or agitated state. One way to calm the caller is to speak in a voice that is **softer and slower** than the suspects.

Relate to the hostage taker on his/her level. Adapt your conversation to his educational and vocabulary level. Listen for clues as to the subject's emotional state, truthfulness, rationality and

willingness to negotiate. Listen also for a change in these things as well as a change in demands. Again, **speak slowly and softly**.

HOSTAGE SITUATION OVER

MAXIMUM SECURITY UNIT - TUCKER

- ADC: Two inmates took two corrections officers hostage
- Officers released with minor cuts and bruises
- No word on inmates' condition
- ADC: officers had to use force to subdue inmates

KARK 4
10:18 | 53°

HOT SPRINGS TONIGHT PARTLY CLOUDY 47° TOMORROW PARTLY CLOUDY 68° WEATHER



In June of 2014 Timothy Buffington was on work duty at Pine Bluff prison in Jefferson County, AR when he made a run for it. During his escape, police say he reportedly held a woman hostage in the Princeton Pike area of Pine Bluff. Buffington was serving a 20-year sentence for the murder of his ex-wife in 1999.

Detention Center Escapes

If a Telecommunicator works in the same building or area of where detainees are held more than likely you are going to be the main point of contact and will be given the task to notify area law enforcement agencies.

Below is an example of a check list to help you through this emergency situation:

- Secure the dispatch door
- Obtain the following information:
 - name of escapee(s)?
 - mode of transportation?
 - direction of travel?
 - time of escape?
 - what is the detainee(s) incarcerated for?
 - how did he/she escape



- does anyone need an ambulance?

All law enforcement agencies are required to notify/message ACIC immediately in the event of any inmate escape from their holding facility. ACIC is the administering agency of the Arkansas

Vine Program; therefore, is responsible by Arkansas law to notify registered participants in the Vine Program regarding these occurrences.

Prison guard uniforms Jeffrey Grinder and Calvin Adams used to escape the Arkansas Cummins Unit in Grady.

If you need further information you may contact the Arkansas Vine Program Manager at

ACIC at (501) 682-2222.

Gathering Critical Information on Hostage Calls

There are several things that a Telecommunicator must find out in order to effectively help responding personnel with a hostage situation. Some of the questions may vary, depending upon whether one is speaking to the hostage taker himself, or someone calling to report a hostage situation.

Suggested Basic Instructions and Guidelines for Hostage Calls

- Where is it taking place?
- What has occurred and who is involved?
- Who is the suspect, if known?
- Do they have any weapons?
- What are their goals, if known?
- How many hostages are there?
- Physical descriptions?
- Are there any injuries?

Fire/EMS

- Dispatch appropriate fire and EMS responders, according to jurisdiction

Law Enforcement

- Dispatch appropriate LE, according to jurisdiction

Stalling for time

Time is one of the most crucial elements of hostage negotiations. The more time that passes, the more likely the situation will be resolved without loss of life. One method of stalling for time is to discuss everything in detail. Ask for detailed descriptions. Ask questions that elaborate on information the suspect has given you.

It is helpful to keep the suspect in a constant decision-making status. If the hostage taker wants pizza, find out what kind of pizza. "What

type of crust would they like?” The idea is that statements can be elaborated upon to gain time for responding personnel to organize and consider their options.

Using open-ended questions e.g., “Tell me about when you first started to feel this way” or “What events led up to this?” may encourage the hostage taker to vent and again provide additional time, as well as information.

Restatement of content, or paraphrasing, is another stall tactic. Tell the suspect that you want to make sure you understand him, and then repeat the content. Pause to ask questions such as,

- “Am I correct so far?”

This allows the hostage taker to confirm, and perhaps elaborate further on what has been said and may buy additional time.

Having the hostage taker reflect upon his feelings can be another delaying tactic. Statements such as:

- “I understand you are angry, has there been another time when you felt this way?”
- How did you handle it?”
- “Why do you think this upset you so much?”

Requiring the suspect to reflect on his feelings and emotions also has the added bonus of perhaps calming down the suspect.

Suicide

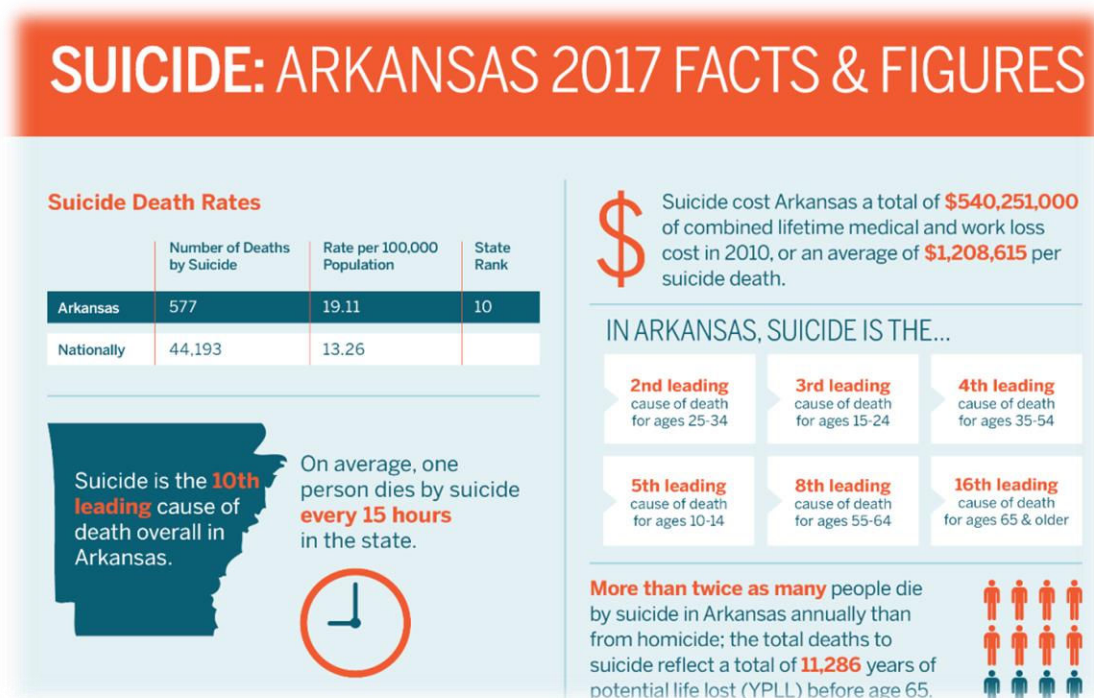
According to Arkansas 2017 Facts & Figures graph below suicide accounts for more than 44,000 deaths each year in the United States. In Arkansas suicide is the 10th leading cause of death. On average, one person dies by suicide every fifteen (15) hours in this state. More than twice as many people die by suicide in Arkansas annually than from homicide.

Suicidal behavior is complex. Some risk factors vary with age, gender, or ethnic group and may occur in combination or change over time.

Depression and other mental disorders, or a substance-abuse disorder (often in combination with other mental disorders). More than 90 percent of people who die by suicide have these risk factors.

Risk Factors:

- prior suicide attempt
- family history of mental disorder or substance abuse
- family history of suicide
- family violence, including physical or sexual abuse
- firearms in the home, the method used in more than half of suicides
- incarceration
- exposure to the suicidal behavior of others, i.e. family members



Research also shows that the risk of suicide is associated with changes in brain chemicals called neurotransmitters, including serotonin. Decreased levels of serotonin have been found in people

with depression, impulsive disorders, a history of suicide attempts, and in the brains of suicide victims.

An estimated eleven (11) nonfatal suicide attempts occur per every suicide death. Men and the elderly are more likely to have fatal attempts than are women and adolescents.

Most suicide attempts are expressions of extreme distress, not harmless bids for attention. A person who appears suicidal should not be left alone and needs immediate mental-health treatment.

Suicide by	Males (%)	Females (%)
Firearms	56	30
Suffocation	24	21
Poisoning	13	40

Telecommunicators will face several challenges with suicidal callers. LE and EMS will need to respond. They may not want to tell you where they are. They may be looking for a reason not to commit suicide. When collecting the basic information, the tone with which a Telecommunicator deals with a suicidal caller may be as important as the questions he/she asks. It is essential that suicidal callers be treated with respect and empathy. When a caller states they are suicidal they should always be taken seriously.

Telecommunicators should remain on the line with the caller until resources arrive and make contact with the caller. When talking with a suicidal person, the Telecommunicator should discuss the attempt openly and build a rapport. This action may cause the caller to reconsider or re-evaluate their situation. If you have someone with special training in handling suicide persons, let them handle the call.

While waiting for help to arrive the Telecommunicators must:

- stay calm
- talk to them in a matter of fact
- listen attentively to everything that the person has to say

- allow the suicidal caller to talk and vent their feelings and frustrations
- use active listening skills to obtain clues as to what is happening
- be as supportive as possible and learn what is causing the suicidal feelings
- comfort the caller with words of encouragement.

A Telecommunicator should ask open-ended questions:

Suggested Basic Instructions and Guidelines for Suicide Calls

- Why are you feeling this way?
- What has happened today to make you feel this way?
- Have you thought about how you would do it?
- Have you thought about when you would do it?
- Do you have what you need to do it?

Fire/EMS

- Dispatch appropriate fire and EMS responders, according to jurisdiction

Law Enforcement

- Dispatch appropriate LE, according to jurisdiction



Suicide by Cop

Suicide by cop has become more prevalent in recent years. This occurs when suicidal individuals choose to use LE officers as their mechanism for suicide, often making life threatening movements toward officers in an effort to have them kill him/her.

Suicide by Cop individuals are often a member of a lower socioeconomic class who has aggressive behavior. He/she may seek to destroy themselves because of depression or desperation.

Because of an aggressive life style, poor self-concept and social standards he/she may not view death at their own hands as a socially acceptable method of death, therefore may confront law enforcement officers in a way that will require them to use deadly force if they are in imminent danger.

Prior to confrontation with law enforcement officer he/she has just killed a significant other in his life, especially if the victim was a child or their Mother.

Suicide by Cop Statistics

- almost all suicide by cop victims were white males (over 90%)
- carry weapons such as guns, but only 1 in 2 are loaded at the time of the incident
- around 17 % actually used fake weapons
- nearly the same amount attempted suicide by cop due to something involving their children
- had a history of substance abuse, domestic violence, or attempted suicide before
- when female did attempt this sort of suicide, around half were white. Over 40% of these individuals were also single, but half had children

General Tips for someone with Disabilities

About one in five people have a mental or physical disability. Disabilities can come in many forms as they all affect either a person's mental functioning, such as the ability to reason and

exercise good judgement, or a person's sensory or physical abilities, such as the ability to see, hear, and walk.

- ask individuals directly how you can effectively communicate with them
- do not act on your curiosity about the individual's disabilities. Restrict your questions to those necessary to accommodate the individual's needs. Focus on the incident at hand not the disability
- acknowledge that someone knowledgeable or close to the individual, such as a caregiver, may be the offender
- be conscious of your tone of voice, and be sure to not treat adult individuals as children, sound condescending, or talk down to the individual's
- if relevant to the response, document individual's disabilities in your CAD report, as well as their individualized communication, transportation, medication, and other accommodation needs

What is Autism?

Autism is one type of disability with a range of developmental disabilities known as autism spectrum disorders (ASDs). Many people with autism are extremely sensitive to sensory stimulation such as lights, noise, and touch.

Safety Concerns

- inclined to wander
- attracted to bodies of water and pools
- drowning is the leading cause of death for an adult or child with autism

- seek out places of interest or comfort and do not understand the present danger or that appear to be running away

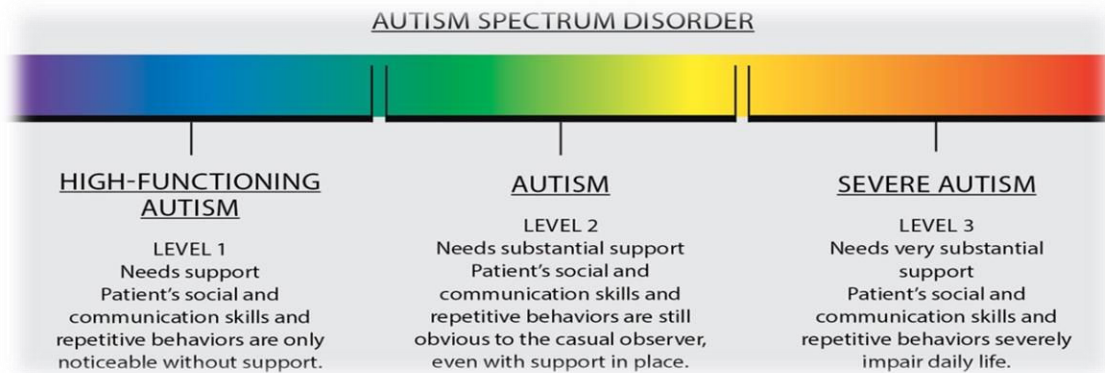
Signs and Symptoms

- may not understand what you say, disregard instructions, or appear deaf
- fixated on a specific topic, ask repeated questions
- appear argumentative or stubborn
- say “No!” or “Yes!” to every question
- bluntness to the point of rudeness; speak in a monotone voice or inappropriate volume
- show an interest in particular objects like your badge, keys, stethoscope, or equipment
- does not recognize your badge, patches or uniform
- appear insensitive to pain
- become anxious or agitated and exhibit fight-or-flight response or appear confused
- react negatively to physical contact



ABC TV Show The Good Doctor

Shaun Murphy, a young surgeon with autism and Savant syndrome, is recruited into the surgical unit of a prestigious hospital



If a call comes in that indicates a person with autism is missing, the following should be asked to best identify the person's ability to comprehend, his/her functioning level, the possible risks involved with this particular individual, and his/her mode of communication.

Suggested Basic Instructions and Guidelines for people with Autism

- Is the person verbal?
- If yes- how extensive is their vocabulary/expressive language?
- If no- do they use any other forms of communication? (i.e. sign language, augmentative communication)
- Do they respond to their name or a nickname?
- Ask their level of comprehension. For instance, would they seek out assistance/look for a police officer?
- Are they a runner? Some individuals will bolt or run away.
- Do they have a tracking device? (Project Lifesaver)
- Do they have identification on them?
- If yes- would they present it if asked?
- If they don't carry ID, do they wear an identifying bracelet or dog tags?
- Are there any characteristics to be mindful of? (i.e. do they have an item they cling to or carry with them like a stuffed animal, pen, etc.)
- Are they familiar with law enforcement? Are they comfortable when interacting with them?
- How does the person respond to touch?
- Can the person become aggressive?

- If yes- ask if there are any Early Warning Signs that indicate when he/she is getting upset
- What is the person attracted to? (i.e. water, a display or exhibit, animals)

Disability Incidents in Arkansas



On March 7, 2006 at around 7a.m. Joseph Erin Hamley was fatally shot by an Arkansas State Trooper on Hwy 412 just west of Tontitown, AR along the Benton and Washington County line. Joseph suffered from cerebral palsy and autism.

On Tuesday, March 7, 2017 an autistic student died after wandering away from school during recess. The student was found unresponsive in a pool adjacent to the elementary school.



Individuals with Intellectual Disability

Intellectual disability (ID) is defined as an individual with an IQ of 70 or below. Most individuals with ID are in the mild range, or “higher functioning.”

Communication:

- may have limited vocabulary or a speech impairment
- may have difficulty understanding or answering questions
- may have a short attention span

Behavior:

- may act inappropriately with peers or the opposite sex
- may be easily influenced by others
- may be easily frustrated
- may have difficulty with the following tasks:
 - giving accurate directions
 - making change
 - using the telephone and phone book
 - telling time easily
 - reading and writing

The individual may:

- not want the disability noticed
- not understand what they did wrong
- not understand commands
- have the tendency to be overwhelmed by police presence
- act very upset at being detained or try to run away
- say what they think they want you to hear
- have difficulty describing facts or details of incident or injury

To Determine If A Person Has A Disability
• What day is it? • What's today's date to include year • Where do you live? • Who is the President? • How old are you? • Where are you now? • What town is this in?

Questions a Telecommunicator can ask a parent, caregiver, or support staff.



Suggested Basic Instructions and Guidelines

- Is the person verbal?
- If yes- how extensive is their vocabulary/expressive language?
- If no- do they use any other forms of communication? (i.e. sign language, augmentative communication)
- Do they respond to their name?
- Do they have identification on them?
- If yes- would they present it if asked?
- What service provider agency is the individual from?
- Do they have any behavior challenges?
- Do they have a behavior plan? If yes, what is in that plan does a first responder need to know?
- Are they familiar with law enforcement? If so, would they willingly come with them?
- What might the individual be attracted to in the vicinity?



Different Caller Types



Foreign Callers

Some call centers have employees who are multilingual. If not, the Telecommunicator should learn the process for handling foreign speaking callers. Some agencies have contract with interpreting companies to provide translation. Many of these companies have a translation staff on duty twenty-four (24) hours a day, seven (7) days a week.



Habitual Callers

Each call to the dispatch center should be carefully screened, even those from persons who call very frequently with non-dispatch incidents. Habitual callers can and do have legitimate requests. Every call must be processed regardless if it is from a habitual caller. Simply disregarding a phone call because the caller is deemed as a chronic caller can place a PSAP in a liability lawsuit.



Elderly Callers

Dealing with an older person does not necessarily mean there will be problems taking the call, but you may be faced with the need to use different methods of communication with them.

Elderly callers are often hesitant about contacting emergency services. The call taker should be prepared to assist them as the need dictates. Utilizing the person's name during the call can help the caller feel assured the agency is dealing with his/her concerns. When using names, be sure to use "Mr." or "Mrs.," as this is a social sign of respect.

They are also apologetic at times about calling—be careful when they advise that “this is not an emergency.” Elderly callers may also be hearing impaired. Speak clearly and turn up the headset volume, if necessary. Tips for the Elderly Caller:

- speak to them in a professional courteous manner
- reassure them they did the right thing by calling
- remember that some elderly people may have speech or hearing impairment from medical problems or age

The Do Not's:

- shout or be abrupt with elderly callers



Angry or Hysterical Callers

When handling callers who are angry or hysterical, the Telecommunicator should remain professional. Although it may be unpleasant to stay on the line with an angry caller, it does not remove the responsibility that the Telecommunicator has to obtain information needed from the caller if they need help.

Hysterical callers at times cannot calm themselves enough to answer the questions that the Telecommunicator is asking them. In these circumstances, the Telecommunicator must take immediate control of the call. If the Telecommunicator's voice is calm, firm and well-modulated most hysterical callers will calm down allowing them to obtain the necessary information, even if extensive details cannot be obtained.

Respond with the idea that the primary focus is to obtain information and assist the caller with their emergency.

- use persistent repetition, “What’s happening?”, “Where are you?” “I’m here to help, please listen to my questions.”

- keep the questions short and simple
- listen to the caller, they may be providing important information, although they are yelling
- listen for background noise
- reassure the caller
- encourage the caller to take a breath and tell you what is happening
- ask for their name and use it with them "Mary, I'm here to help, what is happening?"



The Do Not's:

- hang-up or give up on the caller who is having difficulty calming down
- take their harsh, demanding words or tone of voice personally
- respond with threats i.e. "I can't or won't help you if you don't calm down" or "If you don't calm down, I am going to hang-up"
- yell back at the caller

Callers who are intoxicated from drugs or alcohol can get agitated very easily and do not always respond rationally, so you need to choose your words carefully and have patience with the caller.

Aircraft Incidents

An aircraft incident can happen anywhere at any time. An aircraft can be a helicopter, commercial, non-commercial, hot air balloon or a gyrocopter to name a few. When an aircraft incident is in progress or has occurred there will be different ways that your agency will be notified.

- via radio from field units because they maybe witnessing an aircraft fall from the sky
- 911 lines
- FAA (Federal Aviation Administration) would notify you via phone that they have an emergency situation of an aircraft that was on an approach to a certain air field, giving you last known location and a time when they lost radar connection



February 6, 2010 a plane crashed in southern Washington County.

However, your dispatch center is notified you will see an overwhelming increase in call volume and radio traffic. During a high call volume incident, it is important that everyone work together as a team to lower the stress level.

Telecommunicator's action:

- Enter a call for service
- Advise officers in the field the approximate location of the crash.
- Direct the Net (Radio, for emergency traffic only)
- Contact your local National Weather Service for accurate weather information
 - Temperature
 - Ceiling/cloud cover
 - Visibility-miles and fractions
 - Restrictions to visibilities (fog/haze/night/dusk)
 - Precipitation
 - Wind- direction and speed
 - Wind gusts
 - Condition of light

Suggested Basic Instructions and Guidelines

- What is the address/location of the incident? Geographical Location?
- How to get to the crash site. Coordinates if known, landmarks?
- Urban or rural area?
- Caller name and phone number.
- Identify the aircraft, commercial flight, fighter, cargo, helicopter?
- Identification (plane number)
- What happened?
- How many souls on board, if know?
- Are there any injuries?
- Number of victims?
- Did you see anyone people parachute? Did you notice if the aircraft had a parachute?
- Any hazards?
- Do you see smoke or fire?
- What color was the color and direction of the flames?
- Was there an explosion in the air prior to the crash?
- What sounds did you hear before and after the crash?
- Fatalities?
- Any civilians injured?
- Any property damage?
- Terrain?
- Current weather conditions at the time of the crash

Fire/EMS

- Dispatch appropriate fire and EMS responders, according to jurisdiction

Law Enforcement

- Dispatch appropriate LE, according to jurisdiction

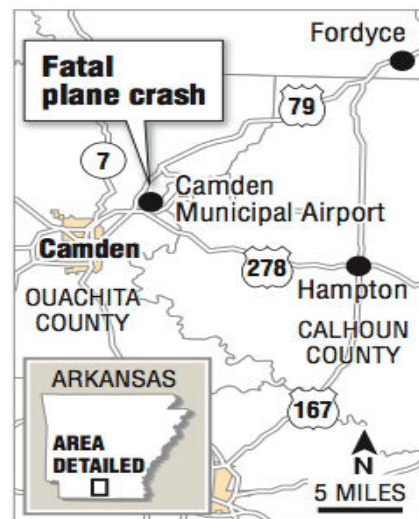
Notify:

- **Airport**
- **Local Military base if military crash**
- **The American Red Cross**



On November 3, 2018, a plane tried to make an emergency landing shortly after taking off Bentonville Airport. The pilot deployed an emergency parachute and the plane landed on MLK in Fayetteville, AR.

September 25, 2017 two National Guard died at Camden Municipal airport when their plane crashed.



On the evening of September 27, 1973, Texas International Airlines Flight 655, a Convair 600 (N94230) was operating as a scheduled flight between Memphis and Dallas along with stops in Pine Bluff, El Dorado, and Texarkana, Arkansas. The flight crashed due to thunderstorms.

Wreckage of Airlines Flight 655 that crashed into Black Fork Mountain near Mena, AR. The wreckage is still there after 40 years.



Railroad Incidents

Public Safety Answering Points (PSAP) may receive emergency calls from railroad call centers, railroad-sworn personnel or other local PSAPs in their response area relating to railroad incidents. PSAPs must work with railroad call centers and other railroad personnel when made aware of an incident requiring emergency assistance involving a railroad.

Emergency response agencies generally respond to calls from the public by responding to an address or street intersection. Railroad incidents generally do not have a street address and instead use a mile post or crossing identification system to describe their location. This poses communication challenges to the railroads and local emergency response agencies.

Most railway incidents are:

- Drivers attempting to beat a train at a crossing
- Motor vehicles struck on the tracks at a crossing
- Suicide attempts
- Persons trespassing on tracks
- Broke tracks and/or faulty rails switches causing trains to derail or strike one another
- Operator faults including high speeds around corners or dangerous intersections

Due to the size, weight and inability to stop quickly trains always have the right-of-way over emergency vehicles, law enforcement or pedestrians. Trains can travel in either direction. It is illegal to trespass on railroad property as well as being very dangerous. Most railway accidents your caller will not know an address. They will either give you cross streets or landmarks.

The information you will be needing in order to help get a good location is the unique DOT identification number or railroad mile marker post. The DOT identification number for each crossing will be located at each grade crossing.



At each grade crossing there is a blue USDOT sign with an emergency phone number and the crossing # which consists of six (6) numbers and one (1) alpha letter or a non-standardized color on a stop sign

Emergency responders and the railroad will need the DOT number or railroad mile post marker to help provide an exact location



Mile markers can be alongside of the railroad tracks or box near the tracks

When Calling the Railroad

- identify yourself
- identify the problem
- give them USDOT number or milepost number

Communicating With the Responder

- use clear, plain English
- do not use jargon
- do not use slang
- provide the responders with both a crew location and train crew point of contact

Suggested

- established protocol
- standard operating procedure
- railroad contact information
- geographical information system
- make a list of your local railway response phone numbers
- know your access routes; how do I get in
- Emergency Response Guide

Possible Risks

- chemical
- electrical
- environmental
- fire

Things to Consider

- access to the scene may be limited or blocked

- the scene may encompass a large area
- the potential for mass casualties
- the possibility of a train derailment
- excursion trains will have passengers
- passengers who are not injured will need transported to a location for friends and family to pick up
- local school buses or transport vans

NLETS can help provide location information from you ACIC Terminal

Railroad Contact Information

- BNSF 1-800-832-5452
- CN- 1-800-465-9239
- Canadian Pacific- 1-800-716-9132
- CSX- 1-800-232-0144
- KCS- 1-800-892-6295
- Norfolk Southern 1-800-453-2530
- Union Pacific 1-888-877-8267

AAR.com - for class one Railroads

Aslrra.com - for all others



On October 16, 2014 at 10:30 a.m. an Arkansas/Missouri railroad passenger train collided into locomotive due to miscommunication. There were 44 injured passengers, five of them were in critical condition

First responders carrying injured passengers from the train to a triage location



July 3, 2014
On July 3, 2014 in Pulaski County a child died, and three other people were injured in a collision between a train and a car



The Arkansas State Police through mutual agreement with the Arkansas Sheriffs' Association and the Arkansas Association of Chiefs of Police hosts an Internet web site providing a public means to receive alert notifications from the Arkansas Silver Alert System.

Time is of the essence when individuals with Alzheimer's or other cognitive disorders wander off or become lost. The Silver Alert Program was developed to provide vital information to authorities to assist in the search and safe recovery of these individuals, and quickly reunite them with their loved ones and/or caregivers.

Modeled after the AMBER Alert, the Silver Alert is an emergency system which law enforcement can use to disseminate statewide alerts for missing seniors and/or other adults with Alzheimer's or other cognitive disorders.

Activation of the Silver Alert System may be initiated at the request of Arkansas sheriffs and police chiefs based on confirmed law enforcement reporting that a missing person can be considered as the subject of an alert if the individual:

- (1) has been adjudicated by a court to be incapable of managing his or her own personal affairs (i.e. through a guardianship proceeding) or
- (2) has a documented diagnosis of a mental illness, injury or other condition causing the person to be incapable of making personal care decisions; or
- (3) is strongly suspected, by that person's caregiver or family member, to be afflicted with some form of dementia

Arkansas sheriffs and police chiefs desiring the issuance of a Silver Alert must complete the ASP created uniform questionnaire designed to capture the data necessary for ASP Troop A Communications personnel to enter that data into the electronic mail template. The uniform questionnaire is publicly available from the ASP website.

Arkansas sheriffs and police chiefs desiring the issuance of a Silver Alert are responsible to ensure that the individual or family member reporting the person missing and, thereby, requesting the issuance of a Silver Alert be:

- (1) the legal guardian of the person who is the subject of the Silver Alert
- (2) an immediate family member living in the same household with the person who is the subject of the Silver Alert
- (3) a caregiver who has had recent contact with the person who is the subject of the Silver Alert

When a fully completed official alert request form (signed by the sheriff, police chief or an official designee), has been received at Arkansas State Police Troop A Communications Center, personnel on-duty at the communication center will immediately notify the ASP Criminal Investigation Division (CID) Commander by telephone and by email. The CID Commander will review the submitted alert request form for consideration of alert activation. Should alert request form lack sufficient detail for activation of the alert, the law enforcement agency making the request may be asked to submit an official missing person report.

Only after the CID Commander has determined the request meets the above mandatory criteria will authorization be given to ASP Troop A Communications personnel to disseminate the alert to the Arkansas Silver Alert subscribers.





Arkansas Amber Alert

The Arkansas State Police serves as the coordinating law enforcement agency in Arkansas to alert the public of missing or abducted children. Known as the Arkansas AMBER Alert System, the Arkansas State Police was one of the first law enforcement agencies in the country to model a statewide notification system based on the local AMBER Alerts used in many large U.S. cities.

It all began very innocently, yet what happened on June 9th, 1995 changed Arkansans lives forever.

Families and friends gathered to enjoy the springtime evening in Alma, Arkansas at a hometown baseball game. Among those in the crowd were six-year-old Morgan Nick and her mother, Colleen.

Children at the park, Morgan among them, moved to the shadows of the field to catch fireflies. It wasn't supposed to happen, but in a matter of minutes Morgan had disappeared.

While the search for Morgan has never stopped, her story and spirit continue to remind us every day of the precious gift there is in the life of a child and the responsibility we must accept to protect those young lives.

From the search for Morgan grew a life force of dedication from state and community leaders, law enforcement agencies across the state and Colleen Nick, Morgan's mother, to insure Arkansas parents and law enforcement have a means to quickly spread the word when a child is abducted.

To Morgan and all the missing children everywhere, we dedicate this mission and our services.





Sweet Morgan,

There are not words enough to describe how much you are missed, how deep our sorrow is without you here, how our hearts are broken more each day you are gone. We have been searching for you for so long now. More than a lifetime. We feel cheated every day that we do not see your smile, hear your bubbly laughter, or listen to your thoughts and ideas. We have never stopped believing we will find you. No one can prove you are not out there somewhere, longing to come home. We will fight with an army or by ourselves, but we will not give up. You are deeply loved and worth fighting for. We are coming for you.

Love Mom and Dad

Arkansas AMBER Alert Plan Protocol

The *Arkansas AMBER Alert Plan* is a statewide initiative between law enforcement, news media and the public, with the shared objectives of using a dependable information delivery system to help quickly locate abducted children and bring them home safely.

The *Arkansas AMBER Alert Plan* provides law enforcement the ability to disseminate information and photographs across the state, following the initial report of an abducted child. The *Arkansas AMBER Alert Plan* is a law enforcement tool and not designed to be relied upon as the sole means of recovery.

While this is part of a national effort, there is not one, unified plan or set of standardized criteria among states. Some states have statewide plans, while others have plans that operate on a regional or metropolitan level, with each plan operating independently of one another. In fact, there are over 100 plans across the United States. The *Arkansas AMBER Alert Plan* is a statewide plan that can interface with other plans if so requested.

The Arkansas AMBER Alert Plan is not:

- the only resource to be used
- applicable to every situation
- for every missing child
- designed for custodial conflicts

Child Abduction and Missing Child Defined

In very general terms, child abduction is the unauthorized taking of a child from a person with a right to custody by a person without a right of custody. The taking can be by force, enticement, luring, fraud or other means.

By federal law, specifically the Missing Children's Assistance Act of 1984 (42 U.S.C. § 5772), a missing child is any individual less than 18 years of age whose whereabouts are unknown to his/her legal custodian. Arkansas law (A.C.A. § 12-12-205), defines a missing

child as any person who is under eighteen (18) years of age; whose residence is in Arkansas or is believed to be in Arkansas; whose location is unknown or who has been taken, enticed, or kept from any person entitled by law or a court decree or order to the right of custody; and who has been reported as missing to a law enforcement agency.

Arkansas AMBER Alert Plan Criteria

The *Arkansas AMBER Alert Plan* will only be activated if the situation meets the minimum criteria for activation of an AMBER Alert and upon authorization of the Arkansas State Police (ASP) Criminal Investigation Division (CID) Commander or his/her designee. ASP is the filtering agency, which forwards the information for public dissemination. It will be used **only** for child abduction cases, and it will not be used for an incident involving a runaway or for most parental abduction cases, unless the circumstances are determined to be life-threatening to the child. Below is a list of the minimum reporting criteria that must be met by a local law enforcement agency before an AMBER Alert will be issued.

Minimum Reporting Criteria:

- There is reasonable belief by law enforcement that an actual **ABDUCTION** has occurred.
- Law enforcement believes that the child is in **IMMINENT DANGER** of serious bodily injury or death.
- There is enough **descriptive information** about the **victim and the abduction** for law enforcement to issue an AMBER ALERT to assist in the recovery of the child.
- The abducted child is **under 18 years of age**.
- The child's name and other critical data elements, including the CHILD ABDUCTION FLAG, have been **entered into the National Crime Information Center (NCIC)** system.

Arkansas AMBER Alert Plan Protocol

When a local law enforcement agency first receives a report of an abducted child and begins to consider the use of the *Arkansas AMBER Alert Plan*, a department commander from the local law enforcement agency should immediately contact the ASP CID office or Troop Headquarters in their area.

ASP will in turn notify the CID Company Commander or CID Sergeant, who will assist the local law enforcement agency with the threat assessment. When conducting the threat assessment, the local law enforcement agency will be asked to provide as much descriptive information as possible about the victim, any known suspect information, known travel information, and victim or suspect photographs. A special agent may be assigned to assist the local law enforcement agency with the threat assessment and investigation.

After assessing the information provided by the local law enforcement agency, the Company Commander or CID Sergeant will contact the CID Division Commander and make a recommendation regarding the issuance of an AMBER Alert.

When an *AMBER Alert* has been authorized, the following procedures will be followed:

- ASP Troop “A” Telecommunications Operators will prepare an electronic template using information from the AMBER Alert Initial Reporting Form ([ASP 500](#)) for the AMBER Alert announcement. This information will provide descriptive information about the missing child, associated suspect(s), and means of transportation. The announcement will include a telephone number for the respective Troop Headquarters and the local law enforcement agency that will be used by the public to report information related to the missing child.
- ASP Troop “A” Telecommunication Operators will work with the Arkansas Department of Transportation (ARDOT) to provide suspect vehicle and license plate information that may be displayed on Dynamic Message Signs (DMS) maintained by ARDOT.

- ASP Troop “A” Telecommunications Operators will work with the National Center for Missing and Exploited Children (NCMEC) to provide information that can be broadcast in a Wireless Emergency Alert (WEA) in a text message format to wireless carriers.
- The ASP Public Information Officer (PIO) will disseminate the information related to the abducted child and suspect to the public via social media and the ASP website.

Missing/Endangered Child Media Advisory

If the circumstances of the disappearance of a child do not meet the *Arkansas AMBER Alert Plan* criteria, a Missing/Endangered Child Media Advisory ([ASP 502](#)) may be issued. ASP can take the available information from the requesting law enforcement agency and forward that information to media outlets from the agency's current statewide media contact list, as well as social media outlets. The telephone number for the law enforcement agency making the request for a Missing/Endangered Child Media Advisory will be listed for the public to contact.

A Missing/Endangered Child Media Advisory may be upgraded at any time to an AMBER Alert if the facts of the case warrant. A police chief, sheriff or their authorized designee should follow the Minimum Reporting Criteria guidelines set forth in the ***Arkansas AMBER Alert Plan Criteria*** section of this plan.

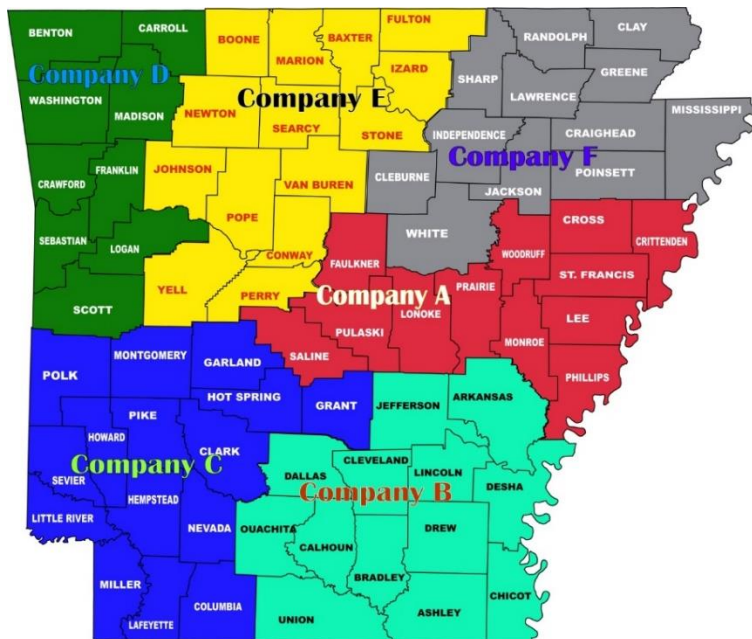
An authorized local law enforcement supervisor must complete the *Missing/Endangered Child Media Advisory Request form*, and email or fax the form to ASP, Troop “A” Communications Center in Little Rock.

Authorization of a Missing/Endangered Child Media Advisory is delegated to the ASP CID commander or his/her designee. If a Missing/Endangered Child Media Advisory notification is authorized, ASP will disseminate information contained in the initial reporting form, along with a current photograph of the missing child or person through an electronic mail server maintained by the ASP. Using an e-mail template, the Troop “A” Telecommunications Operator will

transcribe the necessary information from the initial reporting form onto the template. The photograph may be included as an attached file or sent separately when the photograph becomes available. The e-mail will be sent to a list of subscribers to include both print and broadcast newsrooms across the state. The Missing/Endangered Child Media Advisory does not utilize WEA or DMS and will not interrupt programming.

The ASP PIO will disseminate the information to the public relating to the missing child via social media and the Arkansas State Police web site.

ARKANSAS STATE POLICE CRIMINAL INVESTIGATION DIVISION COMPANY MAP



Criminal Investigation Division Company Offices

Company A (Little Rock)	(501) 618-8400 or (501) 618-8100
Company B (Pine Bluff)	(870) 850-8630 or (870) 247-1483
Company C (Hope)	(870) 777-8944 or (870) 777-4641
Company D (Fort Smith)	(479) 783-5195
Company E (Harrison)	(870) 741-2136 or (870) 741-2136
Company F (Jonesboro)	(870) 931-0043 or 935-7302

CID Administration 501-618-8850



National Center for Missing and Sexually Exploited Children

When a child goes missing the National Center for Missing & Exploited Children® is ready to assist families and law enforcement agencies 24 hours a day. Each case brings its own set of unique challenges, and NCMEC is prepared to help meet those challenges.

NCMEC's case management teams work each case on an individual basis by providing coordinated support and access to analytical and technological resources. NCMEC is prepared to assist in all missing child cases, even when a child has been missing for a long period of time, was abducted internationally by a parent or has special needs.

NCMEC works closely with more than 270 corporate photo partners who disseminate photos of missing children to millions of homes across the U.S. every day. NCMEC is able to assist in the most serious child abduction cases by sending specially trained, retired law enforcement professionals to provide support and technical assistance to local law enforcement agencies.

No missing child is ever forgotten, no matter how long they have been missing. Through the Biometrics Team NCMEC coordinates the collection of DNA, dental records and other unique identifiers from family members to search for potential matches, even for long-term cases. The Case Analysis Unit provides direct analytical support to law enforcement for missing and unidentified deceased child cases.

Every day NCMEC works to find missing children and reunite them with their families.

Association of Public Safety Communications Officials (APCO) has created a Standard for Public Safety Telecommunicators When Responding to Calls for the Missing Adducted and Sexually Exploited Children. It is recommended that PSAPS adopt this standard: APCO ANS 1.101.3-2015

This standard was approved by the Standards Development Committee on 12/8/2014 and received final approval by the American National Standards Institute on 1/8/2015.

Below is the information covered in the standard.

Nonfamily Abduction is defined as the unauthorized taking, retention, luring, confinement or concealment of a child younger than the age of 18 by someone other than a family member.

Family Abduction is defined as the taking, retention or concealment of a child, younger than 18 years of age, by a parent, other person with a family relationship to the child, or his or her agent, in violation of the custody rights, including visitation rights, of another parent or legal guardian.

A Thrown-away child is someone whose caretaker makes no recovery effort after he or she has run away, who has been abandoned/deserted or who has been asked to leave his or her home and not allowed to return. While not necessarily reported to authorities as missing, children in this category frequently come to the attention of law enforcement.

A Lost, Injured or Otherwise Missing case is defined to include:

- A missing child younger than the age of 18 where there are insufficient facts to determine the cause of the child's disappearance; or
- A child missing of his or her own accord, whose young age puts the child at increased risk or makes the child particularly vulnerable to exploitation. Although a child of any age may fall into this category, children 10 years of age or younger are presumed to be at risk and vulnerable to exploitation if circumstances indicate the child is missing intentionally.



Child Sexual Exploitation

When we consider the runaway reports we take, we may not be looking beyond that initial runaway report. However, research done by NCMC indicates that runaways are highly at risk for recruitment into the sex trafficking trade. This organization has been working to change the attitudes and views of the public, law enforcement by viewing runaways as crime victims, not criminals.

As a Telecommunicator have you ever wondered why the child is running away?

Children are routinely approached, groomed and then encouraged to run away from home, after which they are at the mercy of professional sex traffickers or pimps. Some children are actually trafficked by family members. Children who live in homes where parents are drug users are at heightened risk.



Fire Service Calls

Fire calls for service are almost always in-progress emergencies where life and property are threatened. A fire has the potential to double in size every sixty (60) seconds. *All fire calls should be considered "high risk" with special attention paid to the caller, the public and first responders.*



Basic information gathering are as follows:

Location: *Where is help needed?*

What: *What is happening?*

- *Type of fire?*

Severity: *Is there threat to life or property?*

- *Is the caller or occupants in or around the fire, Safe and out of danger?*
- *If the caller says “No” advise them to “Get everyone to a safe place and to call back when they are out of danger.”*

Dispatch: *area fire department and ambulance service*

White smoke can often mean the material is off-gassing moisture and water vapor, meaning the fire is just starting to consume material. White smoke can also indicate light and flashy fuels such as grass or twigs.



Thick, black smoke indicates heavy fuels that are not being fully consumed. At times black smoke can be an indicator that a manmade material is burning such as tires, vehicles or a structure. As a general rule the darker the smoke the more volatile the fire is.

Grey smoke can indicate that the fire is slowing down and running out of materials to burn.

Residential Structure- single family dwellings, which include apartment complexes or multi-family dwellings.

Suggested Basic Instructions and Guidelines

- Is anyone still inside? Where are they?
- Where is the fire located?
- Smoke? Color of smoke?
- Number of stories? Is there a basement?
- Is there an attached garage? Vehicles?
- Hazardous materials?

Fire/EMS

- Dispatch appropriate fire and EMS responders, according to jurisdiction

Law Enforcement

- Dispatch appropriate LE, according to jurisdiction



Structure Fires

Commercial Structure- Businesses, healthcare facility, warehouses etc.

Suggested Basic Instructions and Guidelines

- Are people evacuating?
- Has the building fire alarm been activated?
- Type of business?
- Hazardous Materials?
- Exposures?
- Anything that is close enough to the fire to be damaged by heat, flame or smoke
- Access? Which side of the building, what floor?

Fire/EMS

- Dispatch appropriate fire and EMS responders, according to jurisdiction

Law Enforcement

- Dispatch appropriate LE, according to jurisdiction





Outbuildings- detached garage, shed, barn or shop

Suggested Basic Instructions and Guidelines

- Size of building?
- What's inside?
 - Animals?
 - Hay?
 - Vehicles?
 - Hazardous materials?
 - What type and how much?
 - Access?

Fire/EMS

- Dispatch appropriate fire and EMS responders, according to jurisdiction

Law Enforcement

- Dispatch appropriate fire and EMS responders, according to jurisdiction

Chimney Fire

Suggested Basic Instructions and Guidelines

- Flames showing from the chimney?
- Are the walls adjacent to the chimney hot to the touch?
- Smoke or haze present in the house?
- Is there an attic?
- What is the roofing material?

Fire/EMS

- Dispatch appropriate fire and EMS responders, according to jurisdiction

Law Enforcement

- Dispatch appropriate LE, according to jurisdiction



Emergency Medical Calls

An Emergency Medical Service (EMS) may include dispatch centers, city fire departments, county rural fire departments, private ambulance service or air-vac.

Agencies without EMD Programs

There are agencies that dispatch EMS responders who do not operate within an Emergency Medical Dispatch Program or list of protocols. There are other agencies that only dispatch law enforcement and do not normally take EMS calls but may get requests from field units for an EMS response.

For Telecommunicators taking calls or requests for medical assistance within these agencies there is a minimum amount of information that should be obtained whenever possible.

This information that is obtained and relayed, may allow EMS personnel to generate the appropriate medical response. One way this information is useful is in the situation where a

law enforcement unit makes a request for a medical response. If the information below can be obtained, the emergency medical dispatcher or EMS personnel receiving the call may be able to formulate the appropriate resource and personnel response.

Emergency medical calls like fire calls, require immediate action. The Telecommunicator can help by asking questions that will help determine the nature of the illness or injury.

The image displays two versions of the SEND Protocol form, which is a Secondary Emergency Notification of Dispatch. The left form is the standard version, and the right form is a simplified version for law enforcement use.

SEND™ Protocol
Secondary Emergency Notification of Dispatch

The EMS/Ambulance service relies on you to provide the following information:

1. Chief Complaint and incident type?
 - a. Is there more than one person injured?
2. Approximate age?
3. Conscious: Yes / No... or alert?
4. Breathing: Yes / No... or difficulty?
5. (Illness case – age 35 or over): Is there chest pain?
6. (Accident or injury case): Is there severe bleeding (spurting/pouring)?
7. (Response mode): Do you need a lights-and-siren response?

For Police, Security, Military & Federal Agents when calling in from the field

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The International Academy EMD Protocol System™

Guidelines for EMS Send Protocol, if Ambulance does EMD

When a public safety officer in the field requests an ambulance, the Telecommunicator must obtain the following information:

- Chief Complaint and incident Type?
- Is there more than one person injured?
- Approximate age?
- Conscious? Yes/No.... or alert?
- Breathing: Yes/No.... or difficulty?
- Illness case – age 35 or over: Is there chest pain?
- Accident or injury case – Is there severe bleeding (Spurting/Pouring)?
- Response Mode- Do you need lights and siren response?

Telecommunicators should be trained in Emergency Medical Dispatch before attempting to provide lifesaving instructions over the phone. Telecommunicators are encouraged to seek advice from the supervisor about their department's policies and procedures regarding emergency medical calls.



Marine

Arkansas is a recreational state and has many outdoor activities available. Water accidents can occur on lakes, rivers, ponds, swimming pools and any area that becomes flooded. Arkansas has 2,340 named lakes and reservoirs, and an untold number of unnamed bodies of water. The state has 9,700 miles of rivers and streams. All this water totals more square miles than the largest county in the state (1,143 square miles). Telecommunicators should be familiar with the bodies of water in their jurisdictions and mindful of areas prone to flooding.

Water rescue incidents may require a variety of resources to be dispatched/notified. Telecommunicators should possess knowledge of their agency's procedures for responding to water incidents.



Army Corps of Engineers

The Army Corps of Engineers strengthens the Nation's security by building and maintaining America's infrastructure and providing military facilities where service members train, work and live. They are a valuable resource that provides river flow information. Emergency responders need the flow rate to understand if they will be able to deploy rescue equipment (boats, jet skis, etc.).

Boat builders must comply with Federal law by placing a Capacity Plate in sight of the helm (steering area) on motorized monohulled boats less than 20 feet in length.

This plate displays three important items:

- the maximum weight of persons on board in pounds,
- the maximum carrying weight of the boat in pounds and
- the maximum horsepower recommended for the boat.

If the maximum horsepower for the craft exceeds the flowrate of the river, emergency responders could be at risk if they deployed the unit on the water. During a water rescue involving a Corps of Engineers body of water, the Telecommunicator should obtain the flow rate and pass the information along to all responding units.



Arkansas Game and Fish (AG&F)

AG&F is another valuable resource for water rescue events as well as any emergency response to forest and rural areas. They should be notified during water rescue events, because AG&F Wildlife Officers may be in the area. They can also be additional field units to support in search and rescue efforts.



Search and Rescue (SAR)

SAR teams are individuals that have been trained in search and rescue efforts. They may have canines to assist with their duties. Urban Search and Rescue teams have specific training for searching collapsed buildings during tornado/earthquake events.

Search and Rescue Teams in Arkansas

State Organizations:

[Arkansas Department of Emergency Management](#)

[Arkansas State Search and Rescue Association](#)

Teams:

[Benton County Search and Rescue](#)

[Blytheville Emergency Squad](#)

[Carroll County Special Operations Rescue Team](#)

[Central Arkansas Search and Rescue K-9's](#)

[Civil Air Patrol - Arkansas Wing](#)

[Crawford County Search and Rescue](#)

[Explorer Search and Rescue Post 393](#)

[Franklin County Office of Emergency Services Search and Rescue](#)

[Four States Search and Rescue](#)

[Howard County Search and Rescue](#)

[Johnson County Dive Team](#)

[Madison County Search and Rescue](#)

Marion County Search and Rescue

River Valley Search and Rescue

[Saline County Search and Rescue Underwater Recovery Team](#)

Sharp County Search and Rescue

[Search Dog Alliance of Arkansas](#)

[Washington County Search and Rescue](#)

[Washington County Sheriff's Rescue Venture Crew 76](#)



United States Coast Guard (USCG)

The United States Coast Guard carries out three basic roles, which are further subdivided into eleven statutory missions. The three roles are:

- Maritime safety
- Maritime security
- Maritime stewardship

The eleven statutory missions as defined by law are divided into homeland security missions and non-homeland security missions.

Non-homeland security missions include: Marine safety, search and rescue, aids to navigation, living marine resources (fisheries law enforcement), marine environmental protection, and ice operations.

Homeland security missions include: Ports, waterways, and coastal security (PWCS); drug interdiction; migrant interdiction; defense readiness; and other law enforcement.

The USCG can be notified during water rescue incidents on major waterways. They may have auxiliary units on the river patrolling.

Conclusion

In many cases the caller doesn't know what is happening or what to do. It is up to the Telecommunicator to determine what resources are

needed. By using basic call taking techniques the telecommunicator should be able to retrieve the information that is needed to prioritize, relay, and have necessary resources on standby.

Each agency should have resources available to classify calls so that the correct questions are being asked regarding a certain type of call. Call guides are specific to each incident and may only be applicable to your agency.

Lives are saved and incidents are controlled when you use your training and resources to properly obtain the correct information to dispatch help immediately.

RADIO COMMUNICATIONS TECHNIQUES

Introduction

The radio system is the vital link between the Telecommunicator and the responders. Understanding the components of the radio system and how it works will assist the Telecommunicator with day-to-day operations.

Benefits of Radio's

There are four (4) benefits of a radio:

- A radio is a means of transmitting communications or information without any physical connections between the sender and the receiver
- Because there are no physical connections, it is a valuable and quick way to communicate
- Units can be mobile as opposed to fixed sites
- The radio is a responder's lifeline

Radio Technology (System Types, How Radio Systems Work, Common Malfunctions, etc.)

Types of Radio Systems

There are (3) types of radio systems:

- A Simplex System is basically a radio transmitting to another radio directly without going through a repeater. This can be compared to walkie-talkies.
- A Duplex System typically uses one frequency to transmit and a different frequency to receive, but always uses the same frequency to transmit and receive.
- A Trunking System is similar to a duplex system, but it uses different frequencies to transmit and receive broadcasts instead of using the same frequency each time.
 - For example, if the tower site has three transmit and receive frequencies, the controller at the tower will search for an open frequency to transmit or receive without the user having to select the frequencies.

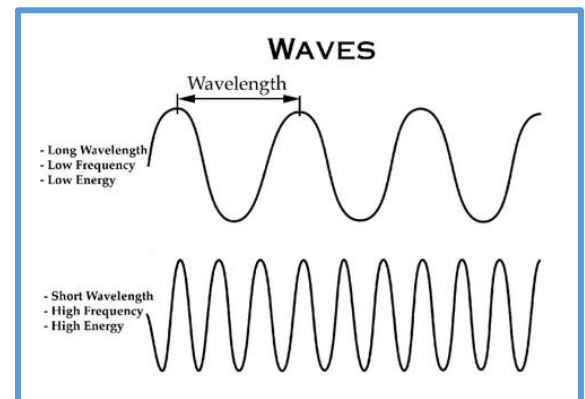
How Radio Systems Work

“Radio communications work using electromagnetic waves. The difference between these types of waves is their frequency and their wavelength. The frequency of the wave is its rate of oscillation. One oscillation cycle per second is called a hertz (Hz)” (U.S. Department of Homeland Security, 2008).

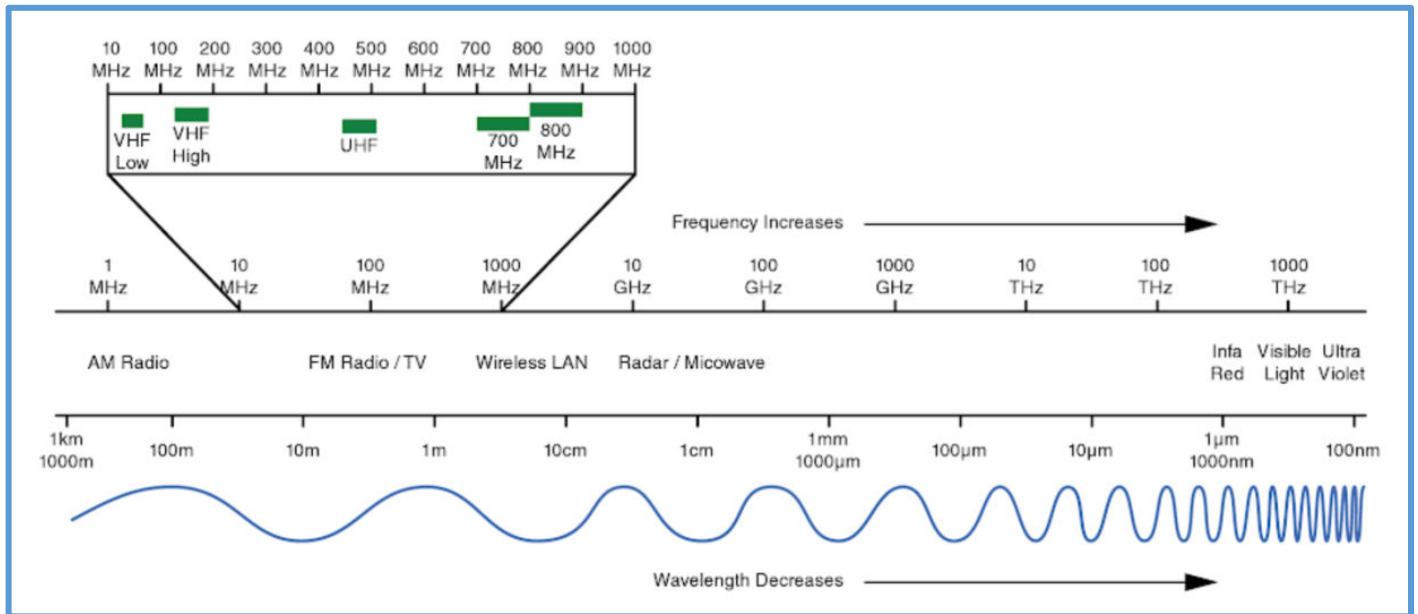
1000 Hz equals 1 KHz (or 1,000 cycles per second). 1 MHz equals 1000 KHz (1,000,000 cycles per second).

Radio spectrum is the range of radio frequencies used, for example, 30MHz to 800 MHz.

Portions of the spectrum are called bands.



Radio systems operate with frequencies in the 30 MHz (VHF low), 150 MHz (VHF high), 450MHz (UHF), 700 MHz and 800 MHz bands.

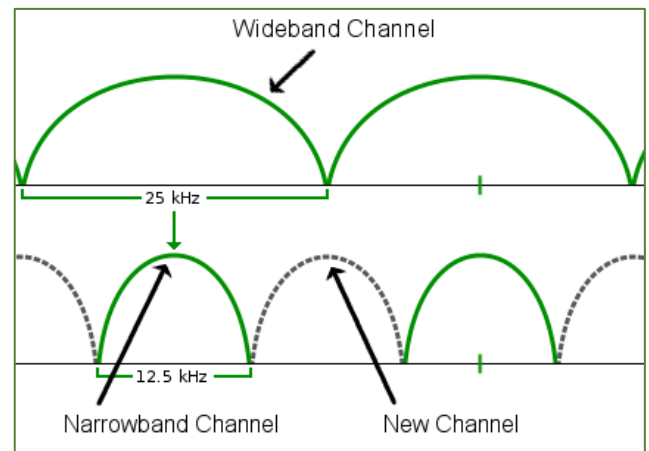


<http://radio-scanner-guide.com/RadioScannerGuidePart3a-Land-Mobile.htm>

Channel Bandwidth

“Channel bandwidth is the amount of radio spectrum used by the signal transmitted by a radio” (U.S. Department of Homeland Security, 2008). Prior to narrow banding, channel bandwidths were usually 25 KHz.

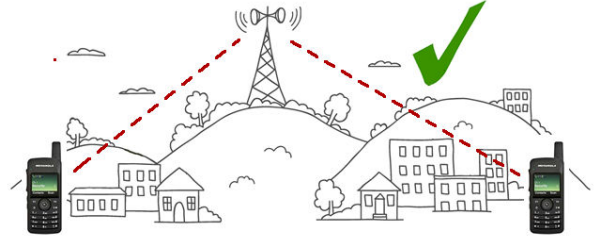
Now, due to the FCC mandating narrow banding, the channel bandwidths have decreased to 12.5 KHz to allow for the creation for more available channels.



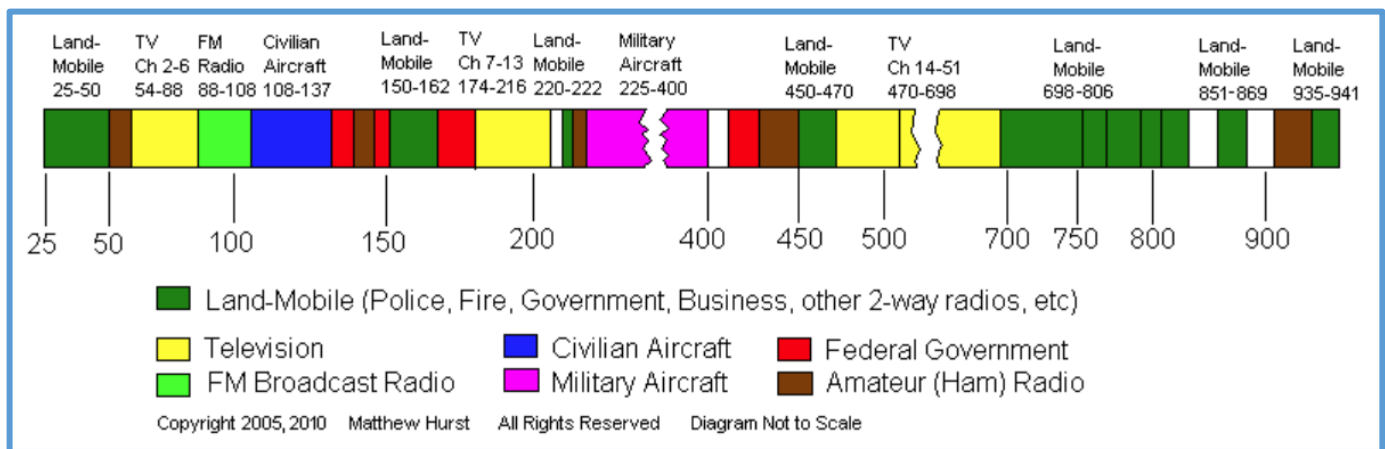
Radio Wave Broadcast

In past when agencies were using lower VHF frequencies, the radio wavelength propagation would travel further because of the longer wavelength it transmitted. When agencies began to transition to UHF

frequencies, the wavelength broadcasted was shorter (narrower), so repeaters had to be used to carry the wavelength signal farther. UHF systems also allowed agencies to carry more users on the system.



When the FCC required agencies to go to narrowband (12.5 KHz), it shortened the wavelength even further, requiring even more installation of repeaters so the wavelength could reach the area needing to be covered.



Common Malfunctions (Interference/coverage issues)

VHF systems, because of their longer wavelength, reach more low spots in valleys or hills. Interference can occur with lower frequencies because the wavelength is longer (wider), so it is hard to penetrate through manmade interferences such as, buildings. UHF and 800 MHz systems have a shorter (narrower) wavelength, so they are able to penetrate through some buildings because the wavelength will bounce off the walls, but the absorption rate is higher which could reduce the reliability of coverage.

Radio waves can travel through some substances, but the strength will decrease as the signal travels through the substance. Since agencies had to meet FCC regulations for narrow banding, this shortened the radio wavelength, so the propagation of the radio signal will have a harder time reaching the bottom of valleys, traveling over hills, or penetrating buildings.

AWIN

The Arkansas Wireless Information Network (AWIN) is the statewide 800 MHz radio system that is available to all government and emergency services in the state. The primary use is to provide statewide interoperability between all agencies that may respond to natural disasters, mass casualty incidents, or mutual-aid requests

	Z1	Z2	Z3	Z4	Z5	Z6	Z7	Z8	Z9	Z10
MODE / TALKGROUP										
1	A-LAW COM	A-DISP N	MAC CALL	A-EMS	ACIC	ASU	ASU	AFC	ADEM 1	SW 1
2	B-LAW COM	A-DISP S	MAC 1	B-EMS	AHP	ASU TAC1	ASU TAC1	AFC LAW	ADEM 2	SW 2
3	C-LAW COM	B-DISP	MAC 2	C-EMS	ALETA	UALR	UALR	AFC TAC1	CENTRAL 1	SW 3
4	D-LAW COM	C-DISP	MAC 3	D-EMS	CRIME LAB	ABC	ABC	DOC	CENTRAL 2	SW 4
5	E-LAW COM	D-DISP	MAC 4	E-EMS	HEALTH	ABC-ATCB	ABC-ATCB	PRISONER	CENTRAL 3	SW 5
6	F-LAW COM	E-DISP	MAC 5	F-EMS	HUMAN SVC	ATCB	ATCB	DOC TAC1	CENTRAL 4	SE 1
7	G-LAW COM	F-DISP	MAC 6	G-EMS	ADPT	NPSPC1D	8CALL90	JC DISP	CENTRAL 5	SE 2
8	H-LAW COM	G-DISP	MAC 7	H-EMS	ADPT ADM	NPSPC2D	8TAC91	SYS NET	NW 1	SE 3
9	I-LAW COM	H-DISP	MAC 8	I-EMS	ADPT TAC	NPSPC3D	8TAC92	JC OES	NW 2	SE 4
10	J-LAW COM	I-DISP	MAC 9	J-EMS	ADPT TAC2	NPSPC4D	8TAC93	JC VFD	NW 3	SE 5
11	K-LAW COM	J-DISP	MAC 10	K-EMS	NAT GRD	NPSPC5D	8TAC94	CLEVELAND	NW 4	NE 1
12	L-LAW COM	K-DISP	MAC 11	L-EMS	ADEQ	NPSPC1R	8CALL90D	EMER NET	NW 5	NE 2
13	PRISONER	L-DISP	MAC 12		CAP	NPSPC2R	8TAC91D	WEATHER	NE 3	
14	SO NET1		MAC 13		AG&F	NPSPC3R	8TAC92D	FIRE ACAD	NE 4	
15	SO NET2		MAC 14		DIS	NPSPC4R	8TAC93D		NE 5	
16	ASMD		MAC 15		DIS TECH	NPSPC5R	8TAC94D			

from other jurisdictions.

Some counties or departments use the system for daily operations and others use it for events (large or small, planned or unplanned). Some counties have placed AWIN radios in the PSAPs while others place them with key administrative personnel for “command and control”. Arkansas DIS (Department of Information Systems) maintains the radio system.

Arkansas Department of Emergency Management and the Arkansas Trauma System use the system for coordination of events. There are several agencies within the state take advantage of using the AWIN radio system for management of large events. It should be noted, AWIN is not a private radio system. These radios may be used on the local AWIN talk-path if needed in an emergency, providing additional communications resources in the community.

An AWIN radio has been placed in every licensed ambulance in the state. The primary use for this system is to give ambulances transporting patients with traumatic injuries a central contact point that monitors the availability of appropriate hospitals and trauma

centers. This system is monitored by the Trauma Communications Center (Trauma Com) which is in Metropolitan Emergency Medical Service (MEMS) dispatch center in Little Rock.

FCC Rules

The Federal Communications Commission (FCC) is an independent U.S. governmental agency, directly responsible to Congress. The FCC, established by the Communications Act of 1934, is charged with regulating communications by radio, landlines, television, satellite, microwave, cable, etc. The FCC's jurisdiction covers all 50 states, the District of Columbia, and all U.S. possessions.

The FCC licenses agencies to utilize specific frequencies for public safety purposes. These licenses must be kept current and displayed in the PSAP. FCC rules include limitations on radio power, antenna height, and frequency use. These rules are meant to reduce radio interference and provide clear communication for everyone.

Rules for Operation

“The FCC authorizes stations broadcasting on public safety radio frequencies to transmit communications essential to official law enforcement, fire service, EMS or other emergency management activities. The FCC requires that all radio transmissions on these frequencies be confined to communications directly related to public safety and the protection of life and property.

The FCC also sets the guidelines for what is non-essential and unlawful in regard to radio equipment and broadcasts on radio frequencies.

- It is unlawful to transmit superfluous signals, messages or communications of any kind.
- It is unlawful to broadcast false calls or fraudulent distress signals.

- It is unlawful to broadcast obscene, indecent or profane language.
- It is unlawful to cause malicious interference with any other radio communications.
- It is unlawful to broadcast unnecessary or unidentified transmissions.
- It is unlawful to willfully damage or permit damage to radio apparatus.
- It is unlawful to intercept and use or publish the content of any radio message without the express permission of the proper authorities.
- The FCC specifically prohibits transmission of unauthorized call letters.” (APCO Public Safety Telecommunicator 1, 2016).

Radio Communication Techniques

Transmitting

There are five (5) steps to transmitting on a radio system:

- A message begins by depressing the talk button. Telecommunicators and responders alike should wait 1-2 seconds before beginning their broadcast. Failure to do so will result in transmissions that are partially received.
- The broadcast is sent to an amplifier, which increases the signal strength to the transmitter.

- The transmitter sends it to the antenna using the correct frequency.
- The antenna is used to send out the broadcast.

To keep maximum possible airtime available:

- Think before transmitting your message
- Know what you want to say
- Speak distinctly
- Be brief

- Some radio transmissions are then sent to a repeater, which boosts the signal and rebroadcasts the original transmission to the receiving radios or station.

Basic Duties & Etiquette

Telecommunicators are required to monitor a frequency on which they intend to transmit prior to transmission. This ensures their transmission will not cause any interference to others who may be using the frequency.

Other departments, news media, and the general public may be monitoring your radio traffic. If the operation of the radio system sounds efficient, it is likely the listeners' impression will be that the communication center operates efficiently.

Emotions tend to distort the voice and render it difficult to copy. Do not use words or voice inflections that reflect or indicate irritation, disgust or sarcasm. Always keep relations cordial.

To keep maximum possible airtime available:

- Think before transmitting your message
- Know what you want to say
- Speak distinctly
- Be brief

Telecommunicator's should broadcast concise and accurate information to the field units during every radio transmission. Broadcast only the facts. Do not form conclusions or offer personal opinions with any information being broadcast.

It is extremely important to be able to understand and answer a unit(s) the first time he/she calls in on the radio. Depending on the situation, that may be the only opportunity they have to talk. Do not advise a unit to “go ahead” if you are not prepared to copy.

**Just the facts, mam.
Just the facts.**

It is a Telecommunicators duty to actively listen and respond to the frequency they are responsible for operating in a timely manner. If the broadcast information is sensitive in nature and the agency has a secure or coded channel, the Telecommunicator should use that channel to broadcast the information to the unit.



Call Up Methods

Initiating radio traffic begins with a call up method. A call up method is the procedure for informing someone that radio traffic is about to be broadcast. Call up methods may differ from agency to agency but your agency's Telecommunicators should be consistent and use one method.

Call-up Method 1 calls for stating the call sign of the station or unit being followed by the call sign of the station calling.

- *Example: “Adam 12 from Communications or Adam 12 this is Communications.”*

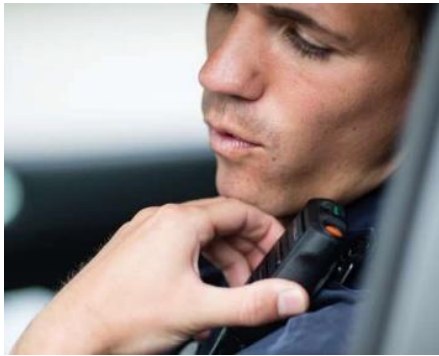
Call-up Method 2 calls for stating the call sign of the station calling followed by the call sign of the station or unit being called.



- Example: “*Communications, Adam 12 or Communications to Adam 12.*”

If the call requires a multi-unit response, contact the units together.

- Example: "Communications (to) Adam 12 and Adam 16."



Make sure both units being assigned to the call acknowledge the assignment and broadcast.

Before proceeding with the assignment, wait for acknowledgment from the unit. Never assume that field personnel have heard the transmission. As a rule, if the

unit does not acknowledge, the radio traffic was not heard.

"Clicking" of the microphone or mic popping should never be considered an acknowledgment.

Procedures and Protocols

There are four (4) general radio practices:

- The radio shall have first priority over all other duties. Telecommunicator involved in a telephone conversation shall request the calling party to hold or standby while the radio call is answered, unless the telephone conversation is in regard to emergency traffic.
- No monitor or receiver is to be turned off or turned down so low as not to be audible.
- Each Telecommunicator is responsible for checking volume levels when taking over a station.

- Telecommunicator should not leave the dispatch center at the end of the shift until properly relieved by the on-coming Telecommunicator. They also should brief the oncoming Telecommunicator on events that could be of importance to their shift.

There are five (5) basic radio duties of a Telecommunicator:

- Maintain Field Unit Status
 - The Telecommunicator will accurately maintain statuses of all units at all times.
 - Status checks should be performed on a regular basis to ensure the location and status of each unit.
- Assign Priority
 - The Telecommunicator has the responsibility for determining the priority assigned to each call for service and for dispatching the appropriate number of field units needed. Some Dispatch Centers have CAD systems that accomplish this task.
 - Telecommunicators are encouraged to obtain a good knowledge of their department's policies and procedures.
- Dispatch Field Units
 - Calls should be dispatched over the radio system. Although some departments allow silent dispatching (dispatching via computer terminals) Telecommunicators should follow their department's policies and procedures.
- Coordinate Response to Emergencies
 - The Telecommunicator will assist in the coordination of multiple unit responses during emergencies such as

vehicle pursuits, foot pursuits, various crimes in progress, weather events, chemical spills, and mass casualty incidents, etc.

- During emergencies or special events where other agencies may be assisting, keep in mind not all agencies use the same 10-codes/signals and some may not use them at all.
- Maintain Accurate Records
 - The Telecommunicator will accurately record all pertinent and required information on the appropriate forms and/or logs. This includes accurate times on calls for service.
 - Telecommunicators may check other resources to gain additional information about the incident/persons involved. (ACIC, tax records, social media etc.)

Assigning Units to Calls

Dispatch calls for service in a timely fashion. High priority calls or emergency calls should be dispatched before low priority calls or non-emergency calls.

- Telecommunicators should dispatch the highest priority call to the unit responsible for that particular area. Subsequent calls should be dispatched to the next nearest and available unit.
- Do not dispatch a unit to multiple calls at one time.
 - If you have assigned a unit to a non-emergency call and then receive an emergency call for service, you may advise the unit to cancel on the non-emergency call and reassign them to the emergency call.

- It is suggested to advise a supervisor of calls that are holding and log the information in the call.
- Once a unit is on the scene of an assigned call, it is suggested not to pull the unit off the call unless it is necessary to assign them to an emergency call.

Broadcast Guidelines

Emergency and non-emergency calls for service should be aired in the same format. There are various ways calls for service can be dispatched. Telecommunicators are encouraged to speak with their supervisor to understand their department's policies and procedures.

Below is an example:

- Address of Call (Area of call (the road name/ community it is close to, etc.)
- Type of call
- BREAK
- Pertinent information (e.g. who, what, when, where, why, how, weapons involved, if intoxicants are involved and what types, vehicle description, direction of travel, house description).
- Complete directions only when requested by unit(s).

During Vehicle/Foot Pursuits, the Telecommunicator should use an echo technique when a unit who is in pursuit gives information, so the information can be relayed to other units/agencies. They should also log all information relayed into the call.

For Fire/EMS calls, initial dispatching will contain minimum information to allow personnel to get to their vehicles or don clothing. Once units are responding, Telecommunicators will provide supplemental information. Post dispatching procedures may require the Telecommunicator to give on scene times, personnel accountability reports (PAR), weather conditions, etc.

Broadcasting Driver's License Returns

Driver's License Returns should be broadcast according to your department's policies and procedures. Below is an example:

- Name
- City
- Class
- Status, Endorsements, Restrictions
- Traffic (this will be Yes or No unless history is specifically requested by the unit(s))
- FBI or SID numbers
- No NCIC wants/warrants or there are wants/warrants



Broadcasting Vehicle License Returns

Vehicle license returns should be broadcast according to your department's policies and procedures. Telecommunicators are encouraged to speak with their supervisors regarding their agency's procedures.

Below is an example:

- Vehicle year
- Vehicle make
- Vehicle model
- Vehicle color
- Expiration date
- Registered owner
- City and street name
- Stolen or not stolen



Broadcasting Vehicle Descriptions

The same sequence should be used each and every time for the sake of uniformity. The sequence to be used is **CYMBALS**, which is an acronym for **C**olor, **Y**ear, **M**ake, **B**ody Style, **A**dditional information, **L**icense number and License **S**tate.

- Color
 - Use only primary colors such as red, yellow, green, or blue. "Light" or "dark" are acceptable.
 - If the vehicle has two colors, always give colors from top to bottom, or give primary color first and then secondary color.
- Year
 - Provide the year of the vehicle.
- Make
 - Give full information such as Chevrolet.
- Body style
 - Two-door, four-door, convertible, pick-up truck, etc.
- Additional information
 - Other identifying markings, body damage, bumper stickers, etc.
- License number
 - If there are letters in the license number, always spell them phonetically.
 - Advise the state the license plate is from.

Broadcasting Descriptions of Persons

When giving out the physical description of a person, it should be done in the same sequential order each and every time. Consistency helps the responders remember key descriptions.

Callers may not give you descriptive information in this manner, however when relaying the information to the responders, it is recommended to use the format head to toe.



- Race and sex
 - Age (or approximate age if unknown)
 - Height and weight
 - Hair color and style
 - Facial hair
 - Complexion
 - Other identifiable features
- Glasses
 - Tattoos
 - Scars, piercings, amputations
 - Other easily visible identifiers

When giving the person's clothing description, always start at the top and work down:

- Hat or cap
- Jacket or coat
- Shirt
- Pants
- Shoes and socks

Bolo's, Alerts, & General Information

Some agencies use alert tones to notify response units or stations that a message is going to be broadcast over the radio, which requires their immediate attention and is of above-average importance. Alert tones can be generated in different ways and used for different types of important transmissions.

When broadcasting BOLO or general information messages, give the units an opportunity to prepare to receive data before you begin the broadcast. **Always** proofread the BOLO before broadcasting.

- Always preface the broadcast with "Dispatch to all units and listening stations stand by for (nature of bolo) out of (state the agency name)", or a similar announcement depending on the nature of the information being given.
- A short pause should follow the preface, and then the message may be broadcast.
- If the message is lengthy, add "breaks" in the broadcast. Do not broadcast it in one radio transmission.
- All pertinent bolo's are to be broadcast as soon as they are received, or as close to that time as emergency calls and radio traffic allows.

Six (6) Proper Unit Safety Recommendations:

- Telecommunicators have the responsibility of assisting the field unit(s) in completing each call as safely as possible.
- Field units depend on the Telecommunicator to obtain all possible information on any given situation and to broadcast that information quickly and accurately to allow them to respond as safely as circumstances allow.
- It is absolutely necessary that all pertinent information be given to the field unit(s) when calls are assigned, such as suspect and vehicle descriptions, information regarding weapons, violent persons, hazardous materials, patient information, etc. Telecommunicators may use a variety of resources to obtain this additional information.
- Although criminal history information is not to be broadcast under normal circumstances, it can be broadcast if the history

contains any information, which may affect the safety of the field unit(s). Any sex offender information may be broadcast so that the unit(s) may check the welfare of anyone with the subject(s).

- The Telecommunicator can assist in calming an excited field unit(s) during a crisis situation by maintaining a steady, calm and confident voice.
- There may be a time a unit(s) is on a high priority call or has an emergency and the radio channel needs to be secured. Securing or directing a channel means that all non-emergency radio traffic is held or is routed to an alternative channel, and only unit(s) dealing with the high priority call or who have an emergency continue to transmit on that channel. This allows top priority to be given and frees up airtime for the unit(s).

Conclusion

Radio communications is vital to responders just as dialing 911 is vital for the public to report emergencies. Radios have great benefits to assist responders in providing a better response. There are various components and types of radios that assist public safety agencies perform their duties. Telecommunicators adhere to radio practices and duties to perform their jobs.

Telecommunicator's attention to the radio provides a link of safety for field units. This radio link brings emergency response to a full circle beginning at the time of the 911 call to the completion of the call and everything in between.

Chapter 7

EMERGENCY MANAGEMENT

Introduction

The Telecommunicator plays a pivotal role in the management of emergency incidents, especially as the scope of an incident grows in complexity. Being aware of available resources and dispatching them to the appropriate disaster location is providing a vital link to the multitude of agencies that must pull together to be successful during all aspects of a disaster.

A Telecommunicator's knowledge and training will better prepare them for large-scale emergencies. Having a basic level of understanding of emergency management and what it entails is necessary to help the Telecommunicator more effectively serve small incident response to disaster level events.

National Incident Management System- NIMS

Because of National Emergencies, on February 28, 2003, President Bush issued Homeland Security Presidential Directive 5, which directed Homeland Security to develop and administer a National Incident Management System (NIMS). NIMS provides a consistent, nationwide system to enable all government, private and/or non-governmental organizations to work together during domestic incidents.

The purpose of NIMS is to remain fully functional in any type of incident or disaster, regardless of the size, through preparedness, communications and information management, resource management, command and management, and ongoing management and maintenance.

Training

Homeland Security Presidential Directive-5 (HSPD-5) requires state and local adoption of NIMS to receive Federal Emergency Disaster Funding. This directive requires agencies to train governmental and non-governmental personnel with response or support roles (including first responders, first receivers (Telecommunicators), disaster workers and all volunteers) in FEMA IS – 700 Introduction to NIMS and in IS – 100 Introduction to Incident Command System (ICS). These courses are free and are located online at the FEMA website.

They were designed for:

Emergency Medical Service Personnel
Firefighters
Hospital Staff
Law Enforcement Personnel
Public Health Personnel
Public Works/Utility Personnel
Skill Support Personnel
Other Emergency Management Response, support, volunteer personnel at all levels

Incident Command Systems - ICS

An important part of NIMS is the Incident Command System (ICS) which is the method used to manage resources and personnel during an incident. To make this action possible, plans are pre-developed to ensure that everyone is working in concert toward a safe, effective resolution during the incident period.

ICS can be used for any emergency (big or small) or planned events. Examples of incidents may include:

- Emergency medical situations (ambulance service)



- Hazardous material spills
- Terrorist attacks
- Natural disasters such as wildfires, flooding, earthquake or tornado
- Man-made disasters such as vehicle crashes, industrial accidents, train derailments, or structure fires
- Search and Rescue operations
- Hostage crisis

An important part of NIMS is the Incident Command System which is the method used to manage resources and personnel during an incident. To make this action possible, plans are pre-developed to ensure that everyone is working in concert toward a safe, effective resolution during the incident period.

Incident Action Plans (IAP) provide a means of communicating efforts that work for the entire process and answer questions such as:



Drew County, 2011

- What do we want to do?
- Who is responsible for doing it?
- How do we communicate with each other?
- What resources do we have to respond to each need?

Emergency Preparedness

A PSAP must be able to operate twenty-four (24) hours a day, seven days a week no matter what the circumstances are. Emergency Action Plans must be in place to ensure their employees will be prepared to handle emergencies inside or outside their Communications Center.

A threat assessment of your PSAP will help determine the risk your center could experience. An emergency action plan should be derived from this assessment. The emergency action plan will detail the procedures that should be followed during a disaster. PSAPs need to have an emergency disaster kit ready.

Emergency Action Plans

According to the Introduction to the Emergency Action Plan Expert System, an emergency action plan (EAP) is usually a written document required by the Occupational Safety and Health Administration (OSHA) standards [29 CFR 1910.38(B)]. The purpose of an EAP is to facilitate and organize employer and employee actions during workplace emergencies.

Six (6) elements of an EAP

OSHA's emergency action guide gives you a general idea of how to develop EAPs for your workplace emergencies. According to OSHA standards the following must be included, but are not limited to:

- means of reporting fires and other emergencies
- evacuation procedures and emergency escape route assignments



- procedures to be followed by employees who remain to operate critical operations before they evacuate
- procedures to account for all employees after an emergency evacuation has been completed
- rescue and medical duties for those employees who are trained
- names or job titles of person who can be contacted for further information or explanation of duties under the plan, and

EAP's for a PSAPs

Each Telecommunicator should have knowledge of how each piece of equipment works in the communications center and the backup procedure for ensuring the operation continues.

Telecommunicators should refer to their agency's EAP for specific details regarding back up procedures for generators, telephone/re-routing calls, technological failures, etc. An automobile accident could cause the electricity at your PSAP to fail. If the generator did not function, how would your PSAP continue to operate?

Below are some examples of emergencies where EAP's could benefit the PSAP:

Power Outages

In case of a power outage, computers are normally on a battery backup system or uninterruptible power supply (UPS). The PSAP will have approximately 15-20 minutes before losing power completely (if the generator fails to turn on).



- If power is out for more than 20 minutes, the Telecommunicator may need to make arrangements to move to the agency's back up facility.

Fires

If a fire is discovered in any portion of the building, immediately contact the fire department, advise units of the situation and notify the supervisor.

If the fire is located in the PSAP, the Telecommunicator(s) on duty should leave the room until the fire department arrives. However, if the fire is small and the Telecommunicator feels they would not be in danger, they may use the portable fire extinguisher and attempt to extinguish the flame.



- Telecommunicator(s) should not put themselves in danger. If the seriousness of the situation cannot be determined, leave until such time as an assessment can be made.

Evacuation Procedures

If an evacuation is needed, below are some suggested guidelines to follow:

- notify the units in the field that the PSAP is evacuating
- immediately contact maintenance personnel (if it is generator or power loss related)
- notify the PSAPs back-up and advise them the 911 lines are being transferred to their agency due to an evacuation

- One Telecommunicator will need forward the 911 lines to the back-up PSAP
- Telecommunicator(s) working a radio should print the CAD screen (if the agency has a CAD) or write down on paper each unit working, the unit location and assignment
 - Use a back-up CAD entry form/paper logs. Calls will have to be recorded by hand until the Telecommunicator returns to the PSAP
- Send a message to ACIC using the free text format (MESS.ACIC.) and advise them the PSAP is evacuating until further notice and the agency will not be able to confirm hit confirmations or handle any other ACIC/NCIC traffic. (Be sure to notify ACIC when we are back up)
- Notify the PSAP supervisor and the patrol supervisor

Return Procedures for the PSAP

- Get all computers back on-line
- Notify ACIC the PSAP is back up
- Notify the back-up facility the PSAP is back up and have a Telecommunicator forward all PSAP lines back
- All information on the CAD forms/paper logs will need to be entered into CAD with notations that it is a delayed entry and the reason it was delayed, as well as
 - Caller name, phone, call type, and all information pertaining to the call
 - Time call was received

- Unit status times such as time dispatched, time en route, arrival time and unit cleared time
- Any additional information given by the first responder
- Before anyone adds new information into the CAD system, the Telecommunicator back entering calls, should finish prior to any new calls being entered to ensure all call entries are in chronological order
- Notify all appropriate supervisors and patrol the PSAP is in full operation

Water Rescues/Emergencies

On Saturday, May 2, 2009, a 49-year-old woman was driving her Ford Escort south on Elliot Street, the same road as the local fire station. She was just on the edge of town, a predominately rural area. There was a small creek that had flooded, and barriers were placed across the roadway as a way to close the road. The time of day was around 8:00 p.m. - sunset was at 8:11 p.m. at that time of year.

The woman apparently drove around the signage and road barriers. As can be heard on the 9-1-1 call, the woman claimed to be somewhat unfamiliar with the area, although she had actually grown up there. She had moved away for some time, only recently returning to the community and apparently not completely re-acclimated with the local area.

Rescuers discovered that her car was swept from the road and was found submerged about 300 feet east of the road. The area was less than two miles south of the fire station. The woman's submerged car was discovered shortly before 1:00 a.m. Sunday with the woman inside - about 5 hours after her call. She had drowned. When found, the woman was still in the front driver's seat with her seat belt on.

The Tulsa World requested the tape of the 9-1-1 call as part of its duty to inform readers about how well their government is working, Executive Editor Joe Worley said. "We believe it is important for citizens to understand how well their emergency operations systems are responding," he said. "This case provides insight into that system and hopefully will bring discussion about possible ways to improve that."

Woman drowns in Pryor, Oklahoma floodwaters



Elliott Street Pryor, Oklahoma



The barrier Kimberlyn went around.

The Telecommunicator who took the 9-1-1 call from Kimberlyn did not know how to tell her to get out of the car; he kept telling her to stay in her vehicle until help arrived. It is not uncommon for a Telecommunicator to tell the caller to stay there, but in this situation, the Telecommunicator should have given her instructions on how to get out of her vehicle before it submerged into the floodwaters. This is why it is very important for us to know what to do in every situation. On the next page is some useful information for your agency to use in case you are ever faced with a caller who is in their vehicle in flooding water.

On sinking vehicle emergencies, there are generally three reasons a person confronted with an important set of circumstances fails to take appropriate action:

- Have not been told or adequately trained to take the appropriate action.
- Lack the capacity to perform the appropriate action.
- Have been taught the appropriate action and possess the capacity to perform the appropriate action but make a conscious choice to not take the action.

Understanding flash flooding will help dispatchers visualize the challenges a caller in a sinking vehicle is facing.

A flood is an overflow of water that submerges land. A flash flood is the result of an excessive quantity of rain that exceeds the drainage capacity of a particular region. Drivers can lose complete control of their vehicles when the water is as little as 6 inches to 2 feet deep because the vehicle's initial reaction to the water is to float. The water follows gravity which creates a current. A floating vehicle will tend to travel in the direction of the current.

The material set forth below relates to escaping from submerged vehicles and has been provided by national aquatics safety & water rescue expert Gerald M. Dworkin of Lifesaving Resources, Inc.

There are approximately 1500 motor vehicle incidents and 600 deaths that occur as a result of occupants of motor vehicles plummeting or finding themselves unexpectedly in water.

The vehicle can float for only a short time. Depending on a number of factors, including the depth of the water, a vehicle's float time at the surface of the water may be as little as 30 seconds, or as much as 4 minutes. Most vehicles will float on the surface of the water for less than a minute before they start to sink. When the water is deeper than the height of the body of the motor vehicle, the vehicle will continue to sink until it is completely beneath the surface.

A vehicle will generally sink nose first, due to the weight of the engine and the lack of trapped air in the front of the vehicle (assuming a

front-mounted engine). If the water depth is greater than 14 feet, the vehicle will usually turn turtle-like and come to rest on its roof. If the water depth is less than 14 feet, the vehicle will usually come to rest on the bottom on all four wheels, assuming there are no large rocks or other debris on the bottom.

The greater the depth of the water the greater the likelihood that most of the air within the interior will escape through the rear seats and out of the trunk as it makes its plunge toward the bottom. If the vehicle comes to rest upright on the bottom, there may be a small amount of air trapped against the interior of the roof.

The faster the water enters the interior of the vehicle, the faster the vehicle loses its buoyancy and the quicker it descends. While the initial descent may be slow, the rate of descent will increase as the vehicle's buoyancy becomes progressively less. A vehicle with the windows (and doors) open will submerge faster than the same vehicle with its windows (and doors) closed. Another factor which effects how fast the water enters the interior of the vehicle (and therefore, the float time) includes the integrity of the seals around the windows and doors.

As a vehicle with the windows (and doors) closed begins sinking and outside water reaches the car doors, it creates a situation where thousands of pounds of water pressure will begin pressing in against the vehicle body and make it impossible to open the car doors. When the pressure on the car from water filling the interior of a submerging vehicle becomes equal to the pressure of the water on the outside of the car door an occupant may be able to open the door.

While opening and closing car doors is a mechanical process that does not involve electricity, many vehicles now have electric door locks and windows. The electric power of a vehicle sinking in water may stay on for as much as 10 minutes, or the battery could short out immediately, making the electric window switches useless.

Callers who are occupants of sinking vehicles have three basic options:

- Escape through a car door
- Escape through a window
- Remain in the vehicle

Because of the relatively limited time frame for self-rescue, the decision to escape the vehicle must be made as soon as the danger from the water becomes apparent (ideally, when the vehicle first enters the water). It is a useful starting point for visualizing the caller's predicament if the dispatcher can determine approximately how much time has passed before the caller made the 9-1-1 call. ["How long ago would you say you got caught up in the water - 1 minute, 2 minutes, 3 minutes, 4 minutes ago, etc.?"]

The occupants of a sinking vehicle must disengage their seat belts and unlock their doors. Electric doors must be unlocked before electricity is lost and the locks become inoperable. If this happens, the locks must be manually unlocked. Door windows that operate electrically must be opened quickly before their electric power shorts out.

If occupants are going to attempt an escape through a door window, they must make sure they can roll the windows down. In vehicles with rear doors and/or windows that open, the occupants can climb into the back seat where there will be more air, more time, and may have more space in which to position themselves to escape. If there is time, the occupants should get rid of any heavy clothing, particularly shoes.

With each passing moment the vehicle will sink more; the available oxygen will be less; the danger greater; and the margin for error smaller. For occupants of vehicles that settle upside down, the occupant's disorientation will tend to instill further panic. The dispatcher wants to keep the caller calm with assurances and clear instructions. ["We can get through this, (use caller's name), but I

need your help. Are you ready to do this with me? Now, listen and tell me when you've done what I've asked you, okay?"]

If the occupants have time to act and act quickly, before water pressure on the outside of the body of the car, which will reach thousands of pounds, becomes too great, they may be able to open a car door and escape to safety.

If they are unable to open the car door to make their escape, they may open the window (see below) to affect their escape if the water has not yet reached the window of the door. If neither a door nor a window can be opened, then they still have a chance to escape by waiting until the water that has entered the passenger cabin of the vehicle is above the upper level of the window, so that the inside pressure is equal to the outside pressure, then opening the door and escape the vehicle.

Because of the angled nose-down position in the water and the pressure exerted by the water against the doors, as well as any structural damage that the vehicle may have sustained, it may be extremely difficult or impossible to open either the driver's side or passenger side doors of the vehicle in order to affect an escape. Therefore, the only avenue of escape may be through the car door windows.

The occupants should be aware that if they open a window that is below the outside water level, water will pour into the interior of the vehicle, a development that has two consequences: a) the vehicle will sink more quickly; and b) the force of the flow of water entering the window will prevent occupants from exiting that window until the flow ceases.

In the event escape through the front door car windows is not feasible, because the nose of the vehicle will usually be in a downward position, the occupants should move to the rear passenger compartment to breathe trapped air and prepare to make their escape attempt through a rear car door window.

The rear car door windows, which operate either manually or electrically, may be opened either before the water level reaches them (so the occupants escape into air), or after the inside water level is above the window through which escape is intended.

If the window mechanism is damaged or the electrical system is inoperable, the occupant must punch out the windows. Because the door windows and rear window are constructed of tempered glass, they can be shattered if struck by hammer-like devices, or they must be kicked out by an occupant.

- An acronym that identifies the key steps in a self-help water rescue from a sinking vehicle is SOS – GO.
- Any callers who express an intent to stay with their vehicle should consider their likelihood of drowning in light of the following considerations:

SOS – GO

S = Stay Calm / Assess the Situation /
Slow your Breathing

O = Open your Window(s) or Door(s)

S = Disengage your Seatbelt

GO = Get Out

- The amount of time the vehicle has been in the water
- Whether the vehicle is sinking or has come to rest
- The conditions outside the vehicle:
 - Speed the water is moving [the current]
 - Apparent depth of the water
 - Amount of daylight/visibility
 - The weather conditions
- The impossibility of an occupant escaping either through a window or door (i.e. the car doors are unable to be opened, the windows cannot be lowered or broken out, the window is too small to provide an escape route for an occupant, or the occupant cannot swim)
- The proximity of rescue boats/personnel

Questions to remember

- If we need to get you out of there, can you swim?
- How long ago did you lose control of the vehicle because of the water—one minute, two minutes, etc.?
- Is the vehicle level or has the front end begun to point down? How much?
- Has the vehicle come to rest on solid ground?
- Is there anyone in the vehicle with you? Who? Ages? (babies, kids, adults, elderly persons, etc.)?
- Has the water reached the bottom of your door yet?
- Do the doors have electric?
- Can you get them unlocked, either electrically or manually?
- We need to get you and all passengers out of the vehicle before it goes under and takes you with it, do you understand?
- Has everyone got their seat belts off?
- Where is the water level outside your car?
- In terms of your body, where is the water level inside your car?
- Can you get your door open?
- Can you get out of the vehicle and get on the back end (trunk, back bumper, etc.) and get your bearings on the safest place to go when the vehicle goes under?
- Can you get your window down?
- There's still some daylight for you to see. We need you to get out of the vehicle and get on the back end (trunk, back bumper, etc.) long enough before it sinks so you can get your bearings on the safest place to go, okay?
- Is there a back seat?
- Does the back seat have doors?
- Is the car still upright?
- Can you use your legs and back to push the door open?

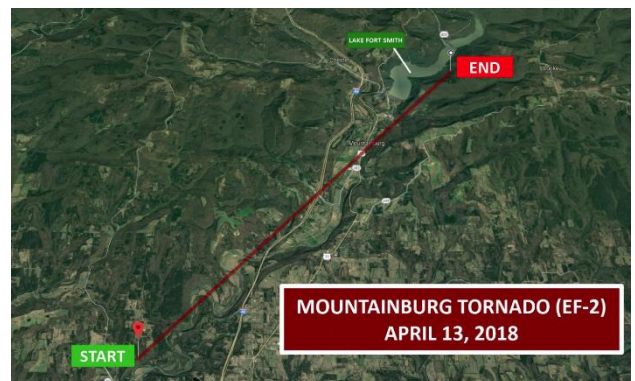
While the circumstances of the target call may not have allowed the dispatcher to ask all of the following questions, they are provided to indicate the type of questions that would have allowed a dispatcher to paint a more complete mental picture of the emergency:

Location questions to remember:

- Can you hear sirens?
- Where were you coming from?
- Where do you live?
- Where were you going?
- The fire station you spoke of, is that the fire station in (the city)?
- Were you going towards the fire station (towards town) or away from it?
- Are you still on or close to the road or has the water carried you away from the road?
- What do you see right now?
- What was the last building or sign you remember passing?
- Did you see any barricades or closed road signs?

Emergency Disaster Books

One useful tool is an emergency disaster book. An emergency disaster book is a quick reference book for the Telecommunicator to grab when they need quick access to plans on how to handle certain emergencies. This book is necessary in order to handle the needs of the individual agency during an emergency.



When a company thinks about developing an emergency action plan, they only have to consider their company. When your company is an Emergency Communications Center that provides a service to an entire community then preparedness has to be on a much larger scale. In emergency disaster situations, there is no norm. At the end of this chapter, there will be samples of emergency disaster plans for Telecommunicators to use as a guide until the PSAP can develop their own.

Disaster Preparedness

If an emergency occurs, where Telecommunicators have to evacuate the building, it is important to make sure an emergency kit is ready and easy to carry when it is time to evacuate. Not all items will be stored in the kit but will need to be easily accessed when needed for an evacuation.

The kit should include items specific to the agency. Some items needed for evacuation kits include:

Emergency Management Roles & Responsibilities

Each of the 75 Counties in the State of Arkansas has an Emergency Management Director.

Paper/Pens

CAD/Telephone entry forms

Clip boards

Binder with important phone contact information that will be needed.

Standard Operating Procedures (SOP) or emergency disaster book with emergency action plans.

Map book, and 911 map index book

Portable Radio/charging base (added at time of evacuation)

Emergency flashlight (added at time of evacuation)

Cell phones (in case backup PSAP need to transfer an emergency call)

First Aid kit

Non-perishable foods optional

Emergency weather radio and any items needed

Emergency Management (EM) is based on the concept of local disaster management supported by higher levels of government to include State and Federal assistance when needed. EM prepares for disasters through training, exercises, planning, and public education. If a disaster occurs, EM may respond to the event(s) and manage the immediate effects on the community.

Emergency Managers recognize that disasters are cyclic through phases. Those phases include preparing for disasters through training, exercises, planning, and public education to name a few preparedness activities. If disaster occurs, responding to the event and managing the immediate effects on the community.

After the emergency phase has passed, often even during the event, recovery begins. The task of returning a community to the pre-disaster state may take years. Reducing or eliminating impacts of hazards is a constant goal of EM through mitigation programs. A new phase of prevention and/or protection has taken a more prominent role in the U.S. after September 11, 2001. From terrorism to disease outbreaks, prevention can involve intelligence, surveillance, threat assessments, and even vaccinations.

The purpose of Emergency Management is to improve the outcome of a disaster. These outcomes can be measured in lives saved, fewer injuries, reduced damages, decreased disruptions, or shorter recovery times, to name a few. If we do not improve the outcome of a disaster, then we have failed.

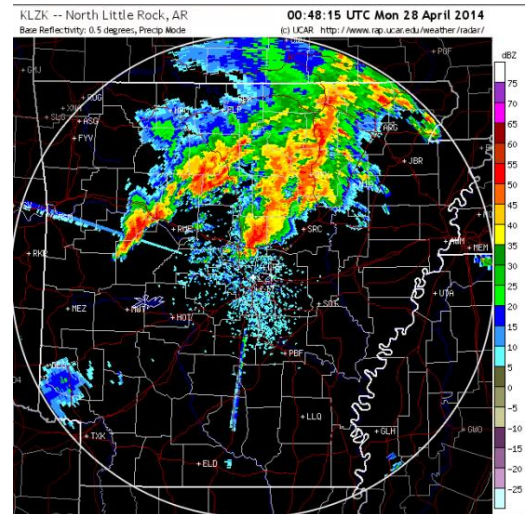
Emergency Management is the managerial function charged with creating the framework within which communities reduce vulnerability to hazards and cope with disasters.

Emergency Management seeks to promote safer, less vulnerable communities with the capacity to cope with hazards and disasters.

Weather

Since Arkansas weather is so unpredictable it makes it hard to know what type of weather incident the PSAP may encounter.

Making sure the PSAP is prepared for emergencies is very important. It ensures that the Telecommunicator knows how to handle emergencies when they arise and will help reduce stress and the operations of the center will continue to operate uninterrupted.



Weather Procedures

Tornadoes

- Thunderstorm Watches, Thunderstorm Warnings, and Tornado Watches

➤ In the event of a thunderstorm watch, thunderstorm warning, or tornado watch, notify the following:

- Responders on duty (via radio) & PSAP Supervisor
- Department of Emergency Management
- Any other applicable departments



- Tornado Warning

➤ In the event of a tornado warning, notify the following:

- Responders on duty (via radio)
 - If your facility has a jail notify personnel on duty
 - Administration staff per your agency policy
 - Department of Emergency Management
 - Any other applicable departments
- If a tornado damages the PSAP, where evacuation would be required, use the emergency disaster book/kit and follow the agency's policies and procedures.
- If a tornado hits a community, where casualties occurred, it is imperative the PSAP comes together as a team to get through the emergency.
- It is recommended that once the first initial 911 call comes into the PSAP, the Telecommunicator should enter in a call for service, notify emergency medical services/fire departments, dispatch officers, and notify supervisors, local Emergency Management and any other personnel needed or according to the agency's policy and/or procedures.
- Use a map to mark the addresses of where the first 911 emergency calls were placed. This will give the first responders a starting point of where the tornado touched down.
- As responders begin to make contact with residents, have them relay the addresses checked, and mark the addresses on the map as checked. This will help the Telecommunicator and the responders know if everyone has been accounted for and will document the path of the storm.
- Call prioritization is paramount during these types of events and Telecommunicators should be familiar with their utility resources and contact information.

Floods

If a flood has damaged the PSAP where evacuation would be required, use the emergency disaster book/kit and follow the agency's policies and procedures.

If the area has been placed under a flood watch or flood warning, the Telecommunicators should arrange ahead of time how they will get to and from work and if they need to arrive or leave early depending on the situation.

Have the Media Relations or Public Information Officer (PIO) for the agency put out a press release, notify the local newspaper or local news and provide them with information from the FEMA website to help the community prepare for the emergency and post information on the agency's social media sites, if applicable.



Ice Storm or Significant Snowfall

Arkansas commonly deals with winter precipitation where large amounts of snow and ice accumulate in the area causing very hazardous conditions. It is imperative that PSAPs be prepared.

If the area has been placed under a winter storm watch or warning, encourage the Telecommunicators to plan ahead of time on how they will arrive to and from work and if they need to arrive or leave early depending on the situation. The Telecommunicator may need to stay with a friend or relative or make alternate arrangements in case they cannot make it home.



Have the Media Relations Representative or PIO for the agency put out a press release, notify the local newspaper or local news, and provide them with information from the FEMA website to help the community prepare for the emergency and post information on the agency's social media sites, if applicable.

Mutual Aid/TERT

Telecommunicator Emergency Response Taskforce (TERT)

In the aftermath of manmade and natural disasters that devastated many areas of our country, PSAPs have faced tremendous challenges. One of the greatest challenges is maintaining adequate staffing levels in the PSAP. To address the problem, APCO and NENA joined together to develop the Telecommunicator Emergency Response Taskforce (TERT). TERT teams assist communication centers during emergencies, providing back up and relief personnel to the regular PSAP staff. TERT teams are considered a state resource.

Conclusion

Emergencies happen at all levels. Whether it is inside the PSAP or involves a community, planning and training beforehand is vital to the recovery. PSAPs should have an Emergency Action Plan and make certain that all Telecommunicators are familiar with the resources each has to offer during an incident.

Every county has an Emergency Management Agency. FEMA directs Telecommunicators to take the NIMS online training. A Telecommunicator's knowledge and training should ensure they know how to handle emergencies when they happen. Preplanning reduces the stress and helps maintain the flow of daily operations.

Telecommunicators play an important role in emergency preparedness. Being aware of available resources and dispatching

them to the appropriate disaster location is providing a vital link to the multitude of agencies that must pull together to be successful during all aspects of a disaster.

A Telecommunicator's knowledge and training in NIMS will better prepare them for large-scale emergencies. Emergency Management Agencies in each of the 75 Arkansas counties encourage all Telecommunicators take the minimum NIMS training courses as outlined by the Arkansas Department of Emergency Management (ADEM) and FEMA guidelines. Telecommunicators should seek information from their supervisor about the NIMS courses they are required to complete.

Chapter 8

STRESS MANAGEMENT

Introduction

Stress is your body's way of responding to any kind of demand. Being a Telecommunicator is extremely stressful. It requires shift work, which is hard on the body and mind. Having weekends off is almost never heard of, unless you are a seasoned Telecommunicator. Many centers are not fully staffed, and this can take a toll on vacations or time off request.

Telecommunicators miss family functions, which can be hard for relatives to understand. Any extended amount of stress that a Telecommunicator endures is hazardous to their health.

Definition

According to an APCO article published in February of 2006, "stress for a Telecommunicator has been defined as our response to anxiety-producing events, our reaction to change and the non-specific response of the body and the demand made on it". No matter what definition you use, stress involves our response to an event.

Causation

Being a Telecommunicator is an important job and it takes a caring person to be able to make a difference in this profession. The stress of listening to someone's worse day EVERYDAY as a routine part of our job can be the causation of our stress. Therefore, it is important that the Telecommunicator be able to recognize the warning signs of stress and learn to reduce it while under the headset.

Identification

Mental Stress

Being a Telecommunicator is mentally stressful. There are many things to learn and remember which can be overwhelming to the Telecommunicator. The responsibilities of the Telecommunicator are great. They deal with life and death situations daily. The stress of performing at a high level of professionalism can have a great bearing on their mental state.

The apparent signs of being mentally stressed are:

- Feeling anxious, irritable or depressed
- Difficulty concentrating
- Apathy, loss of interest in work, job dissatisfaction
- Social withdrawal
- Low morale
- Use of alcohol and drugs to cope

Long-term mental stress can cause “burnout.” Burnout among Telecommunicators is one of the main reasons it is hard to retain seasoned employees.

Physical Stress

Working in a PSAP can be physically stressful. Sitting at a console for hours at a time with no break can be hard on the body.



<http://blog.equature.com/wp-content/uploads/2016/10/image1.jpeg>

The apparent signs of physical stress are soreness in the:

- Back
- Neck
- Shoulders or joints

Stress can also cause conditions such as:

- Indigestion, heartburn and stomach problems
- Headaches
- Weight gain
- Sleeplessness
- Constant feeling of exhaustion

Positive vs Negative Stress

Positive stress helps us reach our peak efficiency. We achieve our peak efficiency and do our best work when it is busy, and once the rush is over; we relax and enjoy a job well done. An example of positive stress is a busy Friday night.

Negative stress creates a work environment that is less than stellar. Management of a PSAP can provide positive reinforcement to attempt to curb negativity, but ultimately attitude is left up to the individual to change. The Telecommunicator must change their own mindset from negative to positive.

Negative stress could be caused by:

- Mandatory overtime
- Long hours
- Rotating shifts
- No breaks due to staff shortage

Effects of Stress in the workplace:

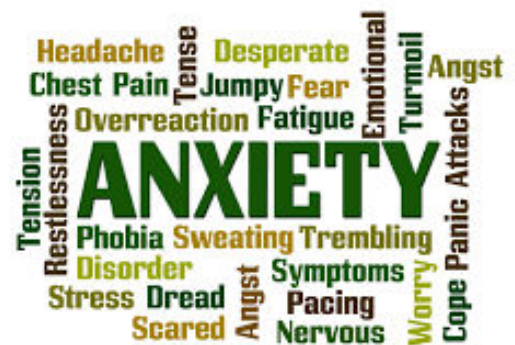
- Increased absenteeism and tardiness
- Decreased productivity
- Increased employee turnover
- Disciplinary problems

Telecommunicators forced to work mandatory overtime should change their negative attitude, understanding that their job is important, and it is important for them to be present. This could also assist management by promoting the department in a positive image.

Fight or Flight

The fight-or-flight response occurs when there is an immediate or physical threat. This is a natural instinct. It gives an adrenaline high or helps us deal with perceived emergencies. An example of a fight-or-flight response would be if you receive a shooting call and your brain perceives it as a threat to your body. Your body will react and start the fight-or-flight response, which could include increased heart rate, dilated pupils, increased blood pressure, etc.

Stress may be caused by interpersonal conflict in the PSAP. Most conflict happens whenever the needs, wants, and desires of one person clashes with another. An example of interpersonal conflict could be when two Telecommunicators working on the same shift disagree on temperature settings. There may be a conflict of needs between the employees.



Common warning signs of being under too much stress are: Muscle tightness, headaches, heartburn, upset stomach, and irritability.

Strategies for Dealing with Stress

Breathing is an easy stress-management technique that any Telecommunicator can use while at the console or at home. Breathing slowly and deeply can reduce your heart rate and your stress level. The next time you are feeling stressed take a few seconds and do this breathing technique at your console.



- Breathe in through your nose for four (4) seconds
- Hold for seven (7) seconds
- Breathe out for eight (8)
- Repeat three (3) times



Think back to when we first started working behind the console; some of us would agree our weight was much lighter than it is now. Sitting stationary for long periods with no exercise and poor diet will begin to pack on the pounds. Therefore, it is up to the Telecommunicator to make sure they are eating healthy and exercising.

Eight Tips for Reducing Stress

Some tips that can be used to reduce stress include:

- Eat a good meal before going to work or take a healthy meal with you
- Make sure you get adequate sleep
- Get away from the console for a few minutes
- Shift your physical position often
- Leave work problems at work and personal problems at home
- Accept that you cannot solve all problems
- Maintain a positive attitude
- Contact your agency's employee assistance program
- Exercising often helps alleviate the effects of stress

Dispatch Environment

When working in a dispatch environment, it is of utmost importance that each employee takes regular breaks. This includes standing up periodically and/or walking around the office to effectively reduce one's stress level. You manage stress all shift long and your body will hold onto it unless you make healthy choices to alleviate the stress.

Off Time

During your off time, your schedule should include an exercise plan. Telecommunicators are devoted to providing service to members of their community, but it is essential that they devote time in taking care of themselves as well.

Mental Health

Telecommunicators are accustomed to processing calls from people dealing with mental health issues, but what happens if the Telecommunicator starts to have mental health issues? A study

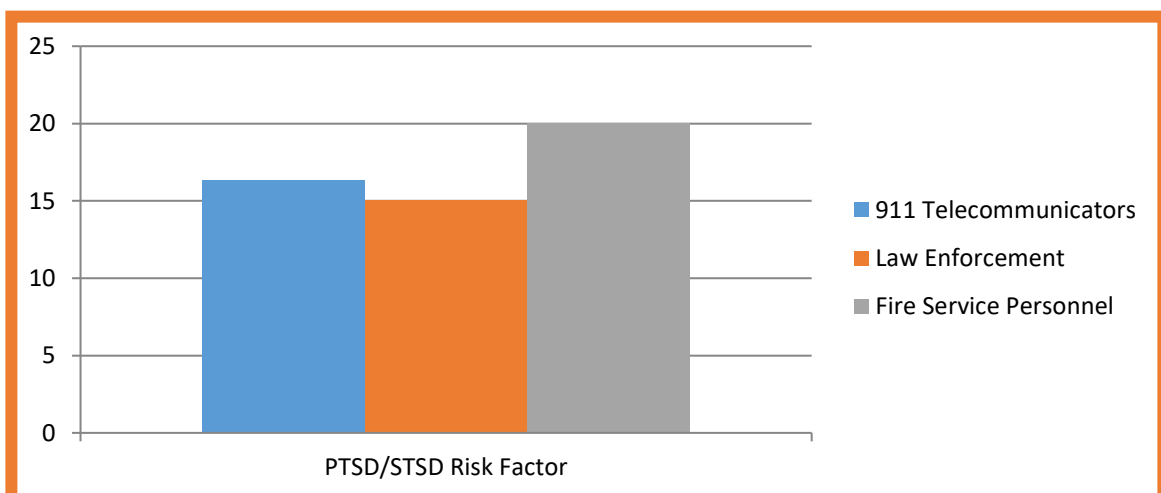
conducted by Northern Illinois University suggests that, “On-the-job, indirect exposure to trauma puts dispatchers at risk for developing symptoms of Post-Traumatic Stress Disorder (PTSD) and that dispatchers experience high levels of peritraumatic distress, the strong emotions felt during a traumatic event”(Northern Illinois University, 2012).

Taking care of your mental health is just as important as your physical health. Some tips that can be used to reduce mental stress include:

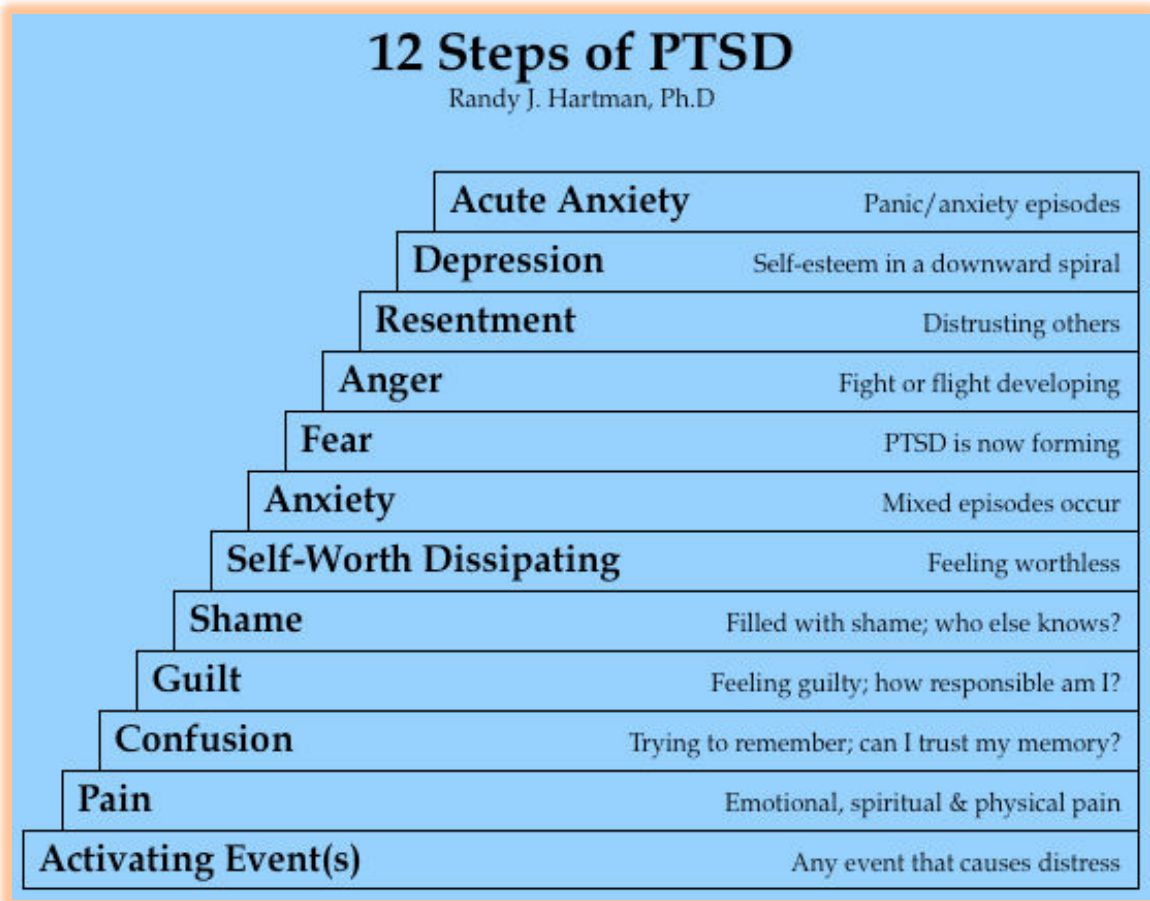
- Get plenty of sleep
- Leave work at work
- Maintain a nutritional diet
- Decompress with hobbies
- Talk to others about non-job-related issues, such as interests/hobbies

PTSD and 911 Telecommunicators

PTSD is real for Telecommunicators. As the first – first responder you hear terror in calls that cannot be erased from your mind. On any given day, you can receive many of these types of calls. On most occasions, the Telecommunicator only knows the beginning of the event and never the conclusion of it.



The Journal of Emergency Dispatch (July 7, 2016) reports that “The rate of PTSD across Telecommunicators is somewhere between 18 percent and 24 percent”.



The article furthermore states “PTSD has four symptom clusters:

- ✓ avoidance (avoiding thoughts, memories, or feelings that bring back memories of a particularly upsetting call).
- ✓ numbing (feeling detached, feeling as though the world has changed or that the world is a bad, malicious place);
- ✓ hypervigilance (having a strong startle response, feeling on edge all the time, having trouble concentrating or sleeping); and
- ✓ re-experiencing (flashbacks, unwanted thoughts, thoughts about the call that come up repeatedly).

The most commonly reported symptom by Telecommunicators was hypervigilance: feeling keyed up or agitated; feeling on edge; trouble concentrating and sleeping. Some of that is related to the job—being on high alert all the time. I was surprised because I thought that avoidance would be necessary to do the job, as burying certain experiences could be helpful when having to handle similar calls.

In fact, it turned out to be one of the lower symptom clusters. Hypervigilance really stuck out. Given that, Telecommunicators who present as really keyed up and who can't calm down and may use alcohol and drugs to fall asleep stand out as having some of the bigger warning signs when looking for Telecommunicators at risk for PTSD."

Management of Critical Stress (CISD) & Employee Assistance Programs (EAP)

Critical Incident Stress Debriefing (CISD)

Stress is a normal reaction to an abnormal event. Stress can be initiated by death or serious injury to responders, serious auto accidents, injuries or abuse to children, weather related incidents or the death of family members that have occurred while the Telecommunicator is on duty.

Usually a Critical Incident Stress Debriefing (CISD) takes place within the first twenty-four (24) to forty-eight (48) hours after a critical incident has taken place. This process is designed to lessen the overall impact of a traumatic incident. Usually a team of trained individuals will guide the affected employees through a group discussion allowing individuals involved (responders and Telecommunicators) to talk about the situation so they can put an emotional closure on the incident.

Employee Assistance Program (EAP)

Some agencies have an EAP, which are intended to help employees cope with personal problems that might adversely influence their job performance, family life, health and well-being.

Conclusion

Even though being a Telecommunicator is a very stressful profession, there are ways to decrease or eliminate the stress. It is the choice of the Telecommunicator to take care of themselves. A positive attitude at work and working together as a team will help decrease the stress level.

Taking care of yourself will reduce stress and create a positive work environment. Telecommunicators are a very elite group of individuals and should be proud of the job they do. You cannot control when the next critical incident comes your way, but you can plan for your response when it inevitably does.

Chapter 9

QUALITY ASSURANCE

Introduction

Performance evaluation is crucial for a Telecommunicator in training. Using tools such as Daily Observation Reports (DOR), Weekly Observation Reports (WOR), and Quality Assurance Reviews (QAR), help ensure the Telecommunicator maintains a level of standard set by the agency in which they work. Objective DOR or WOR evaluations pinpoint areas in which the Telecommunicator needs improvement, meets or exceeds standards, or documents the need for remedial training and should be used while the Telecommunicator is in training. The QAR should be used after the Telecommunicator is released from training to ensure they continually meet the agency's set standards.

“Quality Assurance is a formal assessment process by which actual performance, behavior, and outcomes are compared against established standards to ensure compliance, consistency, and accuracy in the delivery of quality service” (APCO Institute, 2013). To ensure training programs are effectively meeting the needs of the Telecommunicator and the PSAP, measurable evaluations should be utilized to measure the knowledge, skills, and ability of the Telecommunicator as well as the success of the program as a whole.

Quality assurance reviews are beneficial in assessing progress and identifying areas of improvement needed. The same process should be applied to all Telecommunicators to ensure that the training program is consistent and standardized. Each agency may have a different process of evaluating, so it is important for the Telecommunicator to know their agency's protocol.

Definitions

Daily Observation Report (DOR) – Is a report documenting a daily observation of a Telecommunicator in training, who are monitored on their knowledge, skills and ability, which are measured against established guidelines of the agency.

Standard Evaluation Guidelines (SEG) – Are specific guidelines for each performance category being evaluated using specific and objective standards for failure to meet standards, meeting standards, and exceeding standards.

Weekly Observation Report (WOR) – Is a report documenting a weekly observation of a Telecommunicator in training, who are monitored on their knowledge, skills and ability, which are measured against established guidelines of the agency.

Quality Assurance (QA) – “Actions taken to ensure standards and procedures are adhered to and delivered products or services meet performance requirements” (APCO Institute, 2013).

Quality Improvement (QI) – Is an action to improve or to reduce performance gaps in knowledge, skills and abilities.

Quality Assurance and Improvement Program (QAIP) – Is an ongoing program designed for using evaluation data for making decisions to improve training, performance, compliance and/or remediation.

Quality Assurance Process (QAP) – Is a formal process in which the actual performance of a Telecommunicator is assessed to determine if their knowledge, skills and abilities are meeting set standards.

Quality Improvement Process (QIP) – Is a formal approach to correct performance gaps, to establish improvement goals and or strategies to improve performance.

Performance Standards – Rensselaer Polytechnic Institute defines performance standards as “providing the employee with specific performance expectations for each major duty. They are the observable behaviors and actions which explain how the job is to be done, plus the results that are expected for satisfactory job performance”. As a Telecommunicator, you are held to a higher standard and your work should reflect that.

Telecommunicator Training Program

DORs should include measurable categories and in each category, a point rating scale should be utilized to reflect the performance level of the Telecommunicator in training. Besides using a point rating scale, the DOR should include:

- ✓ name of Telecommunicator in training, trainer name, date, DOR number, etc.

INSTRUCTIONS														
GRADE OBSERVED BEHAVIOR USING THE 1 - 7 RATING SCALE BELOW. CHECK "N.O." FOR "NOT OBSERVED" OR "N.R.T." FOR "NOT RESPONDING TO TRAINING." CHECK "NAR" FOR NARRATIVE COMMENT. THE "MOST ACCEPTABLE PERFORMANCE" NARRATIVE IS REQUIRED DAILY. THE "LEAST ACCEPTABLE PERFORMANCE" NARRATIVE IS REQUIRED ONLY IF A FAILING GRADE IS GIVEN, AND IS LEFT BLANK FOR SHIFTS WHEN ALL EARNED GRADES ARE PASSING. COMMENT ON ALL RATINGS OF 1, 2, 3, 5, 6, OR 7, "REMEDIAL TRAINING" AND "N.R.T."														
ASSIGNMENT OR REASON FOR NO EVALUATION			RATING SCALE							ATTACHMENTS				
			NOT ACCEPTABLE PERFORMANCE 1 2 3 MINIMUM ACCEPTABLE 4 EXCEEDS MINIMUM ACCEPTABLE 5 6 7							YES NO				
APPEARANCE										NO	NAR	TIME	REM	NRT
1	GENERAL APPEARANCE		1	2	3	4	5	6	7					
PERFORMANCE TASKS														
2	ACIC/NCIC PROCEDURES		1	2	3	4	5	6	7					
3	ADMINISTRATIVE DUTIES		1	2	3	4	5	6	7					
4	ALARMS: SYSTEM PROCEDURES		1	2	3	4	5	6	7					
5	GEOGRAPHY		1	2	3	4	5	6	7					
6	RADIO: COMPREHENSION/USAGE		1	2	3	4	5	6	7					
7	RECORDER: SYSTEM PROCEDURES/USAGE		1	2	3	4	5	6	7					
8	RMS/CAD: ACCURACY/COMPLETENESS		1	2	3	4	5	6	7					
9	TELEPHONE: PROCEDURES/COURTESY		1	2	3	4	5	6	7					
10	FORMS: ACCURACY/COMPLETENESS		1	2	3	4	5	6	7					
11	PERFORMANCE UNDER STRESS		1	2	3	4	5	6	7					
12	CONTROL OF CONFLICT: VERBAL SKILLS		1	2	3	4	5	6	7					
13	PROBLEM SOLVING/DECISION MAKING		1	2	3	4	5	6	7					
KNOWLEDGE														
14	DEPARTMENTAL POLICIES/PROCEDURES		1	2	3	4	5	6	7					
15	ACIC/NCIC RULES AND REGULATIONS		1	2	3	4	5	6	7					
16	NOTIFICATION PROCEDURES		1	2	3	4	5	6	7					
ATTITUDE & RELATIONS														
17	ACCEPTANCE OF FEEDBACK		1	2	3	4	5	6	7					
18	ATTITUDE TOWARD POLICE WORK		1	2	3	4	5	6	7					
19	RELATIONSHIP WITH PUBLIC IN GENERAL		1	2	3	4	5	6	7					
20	RELATIONSHIP WITH ETHNIC GROUPS		1	2	3	4	5	6	7					
21	RELATIONSHIP WITH OTHER OFFICERS/SUPERVISORS		1	2	3	4	5	6	7					

Sections for:
 Not Observed (NO)
 Narrative (NAR)
 Time
 Remedial (REM)
 Not Responding to Training

During Training, if the trainee is not meeting acceptable standards, the DOR should reflect the score, the narrative (NAR) box should be checked and in the documentation section, the category number should be listed and specific and objective comments regarding that category should be placed in the comment section.

If the Telecommunicator is not progressing to the point of not responding to training, the NRT box should be checked and specific and objective documentation added as to why the Telecommunicator is not responding to training.

DOCUMENTATION OF PERFORMANCE AND COMMENTS	
Narrative documentation is required for ratings of 1, 2, 3, 5, 6, 7, Remedial Training and N.R.T.	
Category Number	Narrative Comments
↓	↓

_____ Trainee Signature & Date	_____ FTO Signature & Date
_____ Communications Supervisor Signature & Date	_____ FTO Commander Signature & Date

If at any time the Telecommunicator in training is not responding to training, remedial training should be given, the REM box should be checked as well as how much time was spent giving remedial training for each category in NRT status.

All narratives should be objective and not subjective in nature. For example:

Subjective: “Telecommunicator Graham knows most areas within our jurisdiction.”

Objective: “Telecommunicator Graham did not know where Lots 26, 25, 10A, Central Elementary, Dollar General, or Barton Pavilion was located. Telecommunicator Graham incorrectly entered a wrong address on a call for service for CFS 2018001234, which caused a delayed in response.”

Quality Assurance Program

Using a QA program assures Telecommunicators are adhering to the agency’s policies or procedures, eliminates errors or deficiencies, increases customer service, increases productivity, as well as employee satisfaction.

QA’s are performed by reviewing recordings of telephone calls for service along with radio traffic with the purpose to provide Telecommunicators with feedback regarding their knowledge, skills and ability to specific job tasks associated with their job position.

QA Forms

QA/QI should include information regarding specific steps of job tasks associated with the Telecommunicator’s position. Each QA form should be based on a point-based rating scale for each specific task associated for each review. Some QA reviews include, police dispatching, fire dispatching, EMS dispatching, non-emergency call taking, 911 call taking, and MDIS traffic, etc.

Location Information:									
100	100% Required								
	Obtains incident location	☐	Yes	☐	Obvious	☐	No	☐	NA
Key Questions:									
25	Nearest Cross Street	☐	Yes	☐	Obvious	☐	No	☐	NA
15	Caller Name	☐	Yes	☐	Obvious	☐	No	☐	NA
15	Caller Telephone	☐	Yes	☐	Obvious	☐	No	☐	NA
5	Time of Occurrence	☐	Yes	☐	Obvious	☐	No	☐	NA
10	Suspect Descriptions	☐	Yes	☐	Obvious	☐	No	☐	NA
10	Vehicle Descriptions	☐	Yes	☐	Obvious	☐	No	☐	NA
15	Weapons	☐	Yes	☐	Obvious	☐	No	☐	NA
5	Alcohol/Drugs	☐	Yes	☐	Obvious	☐	No	☐	NA
Verify Location/E911 Information:									
100	100% Required	☐	Yes	☐	Obvious	☐	No	☐	NA
Obtained Officer Safety Information:									
100	100% Required	☐	Yes	☐	Obvious	☐	No	☐	NA
Policy/Procedure:									
10	Was prepared to listen & understand	☐	Yes	☐	Obvious	☐	No	☐	NA
30	Recognize/React to call type appropriately	☐	Yes	☐	Obvious	☐	No	☐	NA
20	Asked questions pertinent to the call	☐	Yes	☐	Obvious	☐	No	☐	NA
20	Used sensory perception & passed info on	☐	Yes	☐	Obvious	☐	No	☐	NA
10	Controlled Call / Obtained Info Timely	☐	Yes	☐	Obvious	☐	No	☐	NA
10	Kept caller on line if necessary	☐	Yes	☐	Obvious	☐	No	☐	NA
Customer Service:									
10	Answers phone correctly	☐	Yes	☐	Obvious	☐	No	☐	NA
50	Reassured Caller	☐	Yes	☐	Obvious	☐	No	☐	NA
30	Professional & Courteous	☐	Yes	☐	Obvious	☐	No	☐	NA
10	Service Attitude - goes above & beyond	☐	Yes	☐	Obvious	☐	No	☐	NA
Information Dissemination:									
50	Dispatch Entry - Complete & accurate	☐	Yes	☐	Obvious	☐	No	☐	NA
30	Additional Information added to narrative	☐	Yes	☐	Obvious	☐	No	☐	NA
20	Alert other staff of need for action	☐	Yes	☐	Obvious	☐	No	☐	NA

When a Supervisor discovers there is lack of performance that does not meet standards, they should create an improvement plan to correct the deficiencies.

Quality control ensures that each Telecommunicator is following the same rules and regulations of the agency. This better enables the PSAP to prevent future mistakes and ensures that the public receives proficient and timely assistance.

Identifying Trends from QA to address in Continuing Education/In-Service for QI

Any QA/QI Plan must have a variety of approaches in order to create a comprehensive net to improve the overall quality of services. During QA review if the Supervisor is noting several Telecommunicators are making errors in the same area a deficiency in the training programing should be noted. This improves the training program and provides the Telecommunicators with the identified needs to improve their performance.

Employee Recognition

QA is not only looking for errors or areas that need improvement, it also should include recognition to Telecommunicators that completed a call above standards and could have possibly improved an outcome of a call. Something as simple as a letter of commendation or as elaborate as an awards banquet can be used to recognize employees for their outstanding performance and dedication to the department.

Conclusion

Quality Assurance programs enhance services provided by PSAPs and proves to the public the PSAPs dedication to offer the utmost highest level of care. It also is a means of gauging employee's performances and assist management identify areas in need of improvement.

Chapter 10

ON THE JOB TRAINING (OJT) & CONTINUING EDUCATION

Introduction

Telecommunicators need on the job training (OJT) along with continuing education to enhance their skills, keeping up to date on emerging issues, as well as ensure adequate time for development of knowledge, skills, and attitude (KSAs) needed in regards to the Telecommunicator's departmental policies and procedures.

Crisis Intervention Team Training (CIT Training)

The Arkansas Legislature also passed Act 423 that establishes a number of requirements including training, the establishments of Crisis Stabilization Units and other recommendations. This act encourages agencies to have at least twenty (20) percent of certified law enforcement officers that it employs complete the crisis intervention team training, develop and implement a model policy addressing law enforcement response to persons affected by behavioral impairment and to establish a clearly defined and sustainable partnership with one (1) or more community mental health organizations. To assist agencies in meeting this training requirement, CLEST has partnered with the Arkansas Chapter of the National Alliance on Mental Illness to provide the Crisis Intervention Team Course.



On-the-Job Training (OJT)

Each agency should have mandatory training for all of their Telecommunicators. The State of Arkansas has mandated that at least half of the Telecommunicators at each agency have the ALETA

Basic Telecommunicators Course. However, the ALETA Basic Telecommunicator Course should not be the only training the Telecommunicator receives.

OJT should consist of a minimum standard of knowledge and performance of how all equipment at their agency works, expectations of their role as a Telecommunicator, and practical training with a trainer who has completed all training requirements put forth by the agency.

A training program would benefit the agency in two ways. One, it provides a consistent baseline of standardized training for each Telecommunicator, and second, the agency retains records of training, which has been provided to their employees.

An example of required training for your agency could be:



NIMS Training

NIMS 100 & 700 - in order to receive federal disaster money (in the event of an incident) Telecommunicator are required to have this training.

Continuing Education

Not only is minimum training for Telecommunicators important, but continued education should also be incorporated at each PSAP.

Classes that once took the Telecommunicator away from their PSAP are now being offered online. This has allowed Telecommunicators access to essential and meaningful training – opportunities that are designed to meet both individual and agency needs. ALETA has adopted the nationally recognized standard, 24 hours of yearly

continuing education for Telecommunicators. Records of training should be retained by the Telecommunicators agency.

Some examples of where to find continued education:

Videos – these are Telecommunicator based. These videos can be purchased and used to conduct training within the agency. Some videos have many topics and vary in length.

APCO (Association of Public-Safety Communications Officials) and NENA (National Emergency Number Association) are both national organizations that require membership however provide a base for continuing education. Some of their training is free and some require a fee.

ALETA (Arkansas Law Enforcement Academy) has training throughout the year that is free to agencies. Searching online can net you many different sites that offer free or fee training/videos.



NCMEC – National Center for Missing and Exploited Children –

Though not a requirement this is a good resource when handling calls regarding missing or exploited children.

Conclusion

Network with other Telecommunicators from different agencies in your area and across the state to obtain information on how they have structured their training program. Many times, you will find that they will share the information with you.

Training allows you to do your job to best of your ability. The more knowledge you possess the better you are prepared to assist your callers and field units in an emergency.

Chapter 11

ACIC/NCIC

Arkansas Crime Information Center (ACIC)

Arkansas Crime Information Center (ACIC) & National Crime Information Center (NCIC) play a vital role in the day to day operations of the PSAP.



ACIC is the state agency responsible for providing information technology services to law enforcement and other criminal justice agencies in Arkansas. The principal role of ACIC is the administration of a comprehensive data system that is accessible by criminal justice agencies in over 250 locations in Arkansas. This state system is interfaced with the FBI National Crime Information Center, as well as similar systems in the other 49 states. ACIC also collects and publishes statistics on crime, manages the crime victim notification system, and the state sex offender registry. Access to most data maintained in the ACIC system is restricted to governmental criminal justice officials for criminal justice purposes and is specifically exempt from the Freedom of Information Act.

Network control is responsible for technical assistance, and is the general liaison with system users, including offline searches and investigative research, records validation, audit coordination, and information security. It is also responsible for the Crime Victims Notification Program, JusticeXchange, Alert Express, the Electronic Logbook for ephedrine and pseudoephedrine sales (Leads on Labs) and the Metal Theft sales logs/Pawn Shop logs (Leads Online). The division is also responsible for statistical analysis, Uniform Crime Reporting, all of the ACIC Field Agents, and conducts all ACIC training.

Repository Division is responsible for administering the state's central repository of criminal history records and manages the

Arkansas Sex Offender Registry. This division is also responsible for all misuse investigations and is the public information office of ACIC.

Information Services Division is responsible for the technical operations of ACIC. This includes systems analysis, design, programming, information technology security [Criminal Justice Information System (CJIS)], and maintenance of all computer applications.

National Crime Information Center (NCIC)

NCIC is the, “electronic clearinghouse of crime data that can be tapped into virtually every criminal justice agency nationwide, 24 hours a day, 365 days a year” (NCIC, 2018).



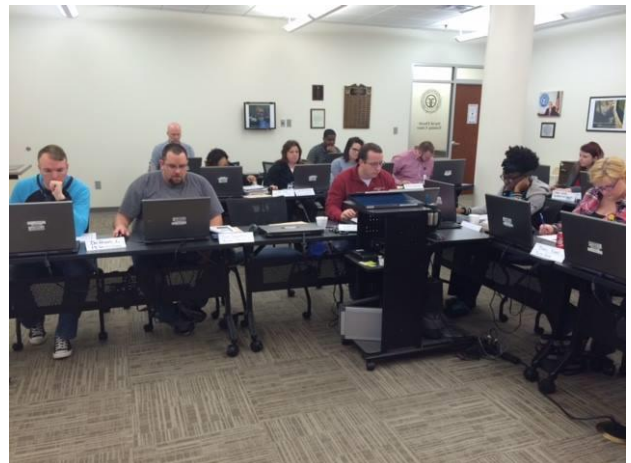
Criminal justice agencies enter records into NCIC that are accessible to law enforcement agencies nationwide. The system also contains images that can be associated within a NCIC record to help agencies identify people and property items.

ACIC Training

A training request must be sent into ACIC within 5 days of an employee's assignment to use a terminal.

ACIC Basic

ACIC basic training is required of all individuals operating an ACIC access device. The ACIC Basic class consists of at least four hours of training on ACIC policy, procedures and the laws regulating the access and use of ACIC and CJIS data. Telecommunicators who successfully complete ACIC Basic training are authorized to query ACIC information only and are not authorized to add or modify ACIC information.



ACIC provides a beginner's guide. You can access this guide by going to the ACIC Launchpad portal. It is MANDATORY for all Telecommunicators to successfully complete this training requirement within 60 days of employment.

ACIC Advanced

ACIC Advanced training is required of all ACIC access device Telecommunicators who wish to enter or modify data in the ACIC system. ACIC Basic training is a prerequisite for enrollment in this course. Additionally, there is a mandatory waiting period of 30 days between successful completion of ACIC Basic training and scheduling of ACIC Advanced training. The ACIC Advanced class consists of at least 32 hours of instruction. Telecommunicators, who successfully complete ACIC Advanced training, have "full access" with the authority to query, modify, enter, and clear data.

CJIS Security

All CJA (Criminal Justice Agency) employees must be set up for training within 30 days of initial assignment, and fingerprint-based background checks must be completed. There are four levels of security awareness training depending on your job requirements. Recertifications are required every two years after initial training and fingerprints retaken every five years after initial fingerprinting.

Missing and Unidentified Persons Training

The Arkansas Legislature passed Act 920, concerning the investigation into a missing or unidentified person, the National Missing and Unidentified Persons System (NamUs) and training. All law enforcement officers in the State of Arkansas shall complete training related to the investigation of unidentified and missing persons. This course encompasses training on laws, ACIC/NCIC entries, utilization of NamUs, issuing ASP Missing Persons (Amber Alerts, Missing/Endangered Child Media Advisories, Silver Alerts), and ALETA training on Investigations of Missing Persons.

Misuse of system

ACIC Policy on Misuse

Misuse of information from the ACIC system is a felony with a fine up to six years in prison and/or \$10,000 fine, as defined in A.C.A. 12-12-212 and 12-12-1002(b).

NCIC Entries

Criminal justice agencies enter records into NCIC that are accessible to law enforcement agencies nationwide. The system also contains images that can be associated with NCIC records to help agencies identify people and property items. The Interstate Identification Index, which contains automated criminal history record information, is accessible through the same network as NCIC.

NCIC Files: The NCIC database includes 21 files (seven property files and 14 person files).

Criminal Justice Agencies/Networks

The Interstate Identification Index (III) contains automated criminal history record information, is accessible through the same network as NCIC.

JusticeXchange is a nationwide information-sharing solution for criminal justice professionals, providing them with an instant, up-to-date database of booking records, warrants and other data from thousands of agencies across the country.



Justice Exchange - an excellent resource when more information may be needed on a person an Officer is attempting to locate.

Victims Information Notification

Everyday (VINE) is a victim notification network, empowering victims and concerned citizens with timely and reliable information regarding offenders. VINE can be accessed 24 hours a day, seven

days a week, to provide the most reliable information for custody status changes and criminal case information.

Conclusion

Telecommunicators are given a vast array of information regarding personal information using ACIC & NCIC, it is imperative that this information only be used for criminal justice purposes and laws and/or rules associated with the systems are followed.

Glossary

ACIC – Arkansas Crime Information Center: The state agency responsible for providing information technology services to law enforcement and other criminal justice agencies in Arkansas.

ADA – American's with Disability Act: is a civil rights law that prohibits discrimination against individuals with disabilities in all areas of public life.

ALI – Automatic Location Identification: is an enhanced electronic location system that automatically relays a caller's address when they call for an emergency.

Amber Alerts – Voluntarily partnership between law enforcement agencies broadcasters, transportation agencies, and the wireless industry to activate an urgent bulletin in the most serious child-abduction cases.

ANI - Automatic Number Identification: is an enhanced electronic location system that automatically relays a caller's phone number when they call for an emergency.

APCO – Association of Public-Safety Communications Officials: international agency that provides training, standards, and guidance for the public safety industry.

ASL – American Sign Language: a visual, gestural language used primarily in the deaf community.

Autism: a neurological complex disorder of brain development.

AVL Automated Vehicle Locator: a means for automatically determining and transmitting the geographic location of a vehicle.

Basic 911- System used to link emergency callers with the appropriate PSAPs.

CAD Computer Aided Dispatch: a system used by emergency response dispatchers to log, track and assign calls for service

Disability: consequence of an impairment that may be physical, cognitive, sensory, development, or some combination of these.

EAP – Emergency Action Plan: a written document required by OSHA standards to facilitate and organize employer and employee actions during workplace emergencies.

Enhanced 911- Provides ANI/ALI information to the PSAP.

FCC – Federal Communications Commission: agency that regulates interstate and international communications by radio, television, wire, satellite and cable.

GPS – Global Positioning System: space-based satellite navigation system that provides location and time information.

Liability: legally responsible for ones acts or omissions.

MDC/MDT – Mobile Data Computers/Mobile Data Terminals: a computerized device used in emergency vehicles to communicate with a PSAP.

Morgan Nick Alert – This is the Arkansas version of the National Amber Alert.

NCIC – National Crime Information Center: the US central database for tracking crime related information.

Negligence: conduct that falls below the standards of behavior established by law for the protection of others against unreasonable risk of harm.

NENA- National Emergency Number Association: A professional organization solely focused on 911 policy, technology, operations and educational issues.

NG9-1-1- Next Generation 9-1-1: Is an initiative aimed at updating emergency services communications in a growing wireless mobile society.

Phase I- Basic 911 data relaying cell tower location only.

Phase II- Technology that allows equipment to more closely identify caller location.

PSAP- Public Safety Answering Point: Emergency calls center responsible for answering 911 calls.

Silver Alert- Public notification system, for missing elderly persons.

SOP- Standard Operating Procedure: Established procedures to be followed in carrying out a given operation in a given situation.

Standard of Care- The degree of attentiveness, caution, and prudence that a reasonable person in the circumstances would exercise.

TDD- Telecommunications Device for the Deaf: Electronic device for text communications over a telephone line that is designed for persons with hearing or speech difficulties.

Telecommunicator- Professional person tasked with gathering and relaying information to emergency services personnel.

TTY- Teletypewriter Device: Special device that transmits or receives messages coded in electrical signals carried on telephone wires. Allowing persons with hearing or speech difficulties to communicate.

Resources

TTY Abbreviations

ABT	About
ADA	American's with Disabilities Act
AM	Morning
<i>AMBL, AMBU</i>	Ambulance
ANS	Answer
ASAP	As soon as possible
BEC, CUZ	Because
CD, CLD	Could
CLR	Clear
CN	Can
DOB	Date of Birth
DOC, DR.	Doctor
* GA	Go Ahead
* GA SK, GA to SK	Anything else?
HCO	Hearing Carry Over
* HD,HLD	Hold
HOSP	Hospital
IMPT	Important
INFO	Information
INT, TERP	Interpreter
LV	Leave
MIN	Minute
MSG, MSSG	Message
N	And
NBR	Number
NP, NO PBLM	No problem!
OK	Okay
PH	Phone
PLS	Please
Q, QQ, QM	Question Mark
SHD	Should
* SK	Stop Keying
STRM	Storm
TDD	Telecommunication Device for the Deaf
THRU	Through
TU, TY	Thank You
TMW	Tomorrow
VCO	Voice Carry Over
WD, WUD	Would
XXX	Errors

Ten Codes

Below is an example of some Ten Codes. Some agencies may use different codes.

10-1 Receiving poorly	10-28 Check vehicle registration
10-2 Receiving loud and clear	10-29 Check for warrants
10-4 Message received okay	10-32 Need breathalyzer test
10-5 Relay Traffic	10-33 Emergency traffic only
10-6 Busy or Out of car	10-35 Confidential information
10-7 Out of Service	10-36 Correct time
10-8 In service	10-37 Dispatcher on duty
10-9 Repeat last transmission	10-42 Officer now at his home
10-10 Out of Service - Subject to call	10-49 Meet at designated location
10-11 Talking too rapidly	10-50 Safety check or No traffic
10-12 Official or visitor present	10-51 NCIC inquiry
10-13 Advise road/weather conditions	10-52 Negative NCIC return
10-15 Have prisoner in custody	10-53 NCIC hit
10-17 Pickup papers or articles	10-63 Net directed-hold all traffic
10-19 En route or Proceed to	10-64 Net free-resume normal traffic
10-20 What is your location?	10-88 Phone number
10-21 Call by telephone	10-97 Arrived at scene
10-22 Cancel or Disregard	10-98 Assignment completed
10-24 Trouble at Station units 10-19	

Police Codes

Below is an example of codes used by Law Enforcement agencies

Code 1	Armed, use caution
Code 2	Drunk driver or intoxicated person
Code 3	Abandoned Vehicle
Code 6	Property damage accident with road not blocked
Code 7	Property damage accident with road blocked
Code 8	Personal injury accident with road not blocked
Code 9	Personal injury accident with road blocked
Code 10	Send Ambulance
Code 11	Send Wrecker

Field Response Codes

Code 1	Respond with no lights or siren
Code 2	Respond with lights but no siren
Code 3	Respond with lights and siren

Phonetic Alphabet

Police Alphabet

A - Adam
B - Boy
C - Charles
D - David
E - Edward
F - Frank
G - George
H - Henry
I - Ida
J - John
K - King
L - Lincoln
M - Mary
N - Nora
O - Ocean
P - Paul
Q - Queen
R - Robert
S - Sam
T - Tom
U - Union
V - Victor
W - William
X - X-ray
Y - Young
Z - Zebra

Military Alphabet

A - Alpha
B - Bravo
C - Charlie
D - Delta
E - Echo
F - Foxtrot
G - Golf
H - Hotel
I - India
J - Juliet
K - Kilo
L - Lima
M - Mike
N - November
O - Oscar
P - Papa
Q - Quebec
R - Romeo
S - Sierra
T - Tango
U - Uniform
V - Victor
W - Whiskey
X - X-ray
Y - Yankee
Z - Zulu

Accepted Abbreviations

Below are a few examples of accepted abbreviations

Advised	Negative	NEG
Approx	Officer	OFC
Also Kn	Parking Lot	P/LOT
Animal	Passenger Car	PC
As Soor	Pick-up	PU
Attempt	Police Department	PD
Be on th	Possible	POSB
Between	Privately Owned Vehicle	POV
Black F	Property	PROP
Black M	Registered Owner	R/O
Black M	Report	RPT
Building	Request	REQ
Busines	Residence	RESD
Check	Reference	REF
Compla	Sheriff's Office	SO
Descrip	Station Wagon	S/W
Directio	Subject	SUBJ
Driver's	Suspicious or Suspect	SUSP
Driving	Truck	TK
Estimate	Unable to Locate	UTL
Failure	Unknown	UNK
Field Int	Vehicle	VEH
For You	Vehicle License	VL
Height	Victim	VICT
Informa	Weight	WGT
Juvenile	White Female	W/F
Last Se	With	W/
Messag	Without	W/O
Motorcy	Years of age	YOA
Motor V		

ACIC Accepted Vehicle Abbreviations

Acura	Acur
BMW	BMW
Buick	Buic
Cadillac	Cadi
Chevrolet	Chev
Chrysler	Chry
Dodge	Dodg
Ford	Ford
GMC	GMC
Honda	Hond
Hyundia	Hyun
Jeep	Jeep
Kia	Kia
Lincoln	Linc

Lexus	Lexs
Mazda	Mazd
Mercury	Merc
Mitsubishi	Mits
Mercedes Benz	Merz
Nissan	Niss
Oldsmobile	Olds
Plymouth	Plym
Pontiac	Pont
Saturn	Strn
Subaru	Suba
Toyota	Toyt
Volkswagen	Volk
Volvo	Volv

Internet Resources

ACIC: www.acic.org

Alert Xpress: www.alertxpress.com

Amber Alert: www.amberalert.gov

APCO International: www.apcointl.org

Arkansas APCO: www.arapco.org

Arkansas Association of Chiefs of Police: www.arkchiefs.org

Arkansas Department of Corrections: www.adc.arkansas.gov

Arkansas Department of Emergency Management:
www.adem.arkansas.gov

Arkansas Department of Health: www.healthy.arkansas.gov

Arkansas Fire Academy: www.sautech.edu/afta

Arkansas Fusion Center: www.arkansas.gov

Arkansas Game & Fish: www.agfc.com

Arkansas Highway & Transportation Department:
www.arkansashighways.com

Arkansas Law Enforcement Training Academy: www.clest.org

Arkansas Municipal League: www.arml.org

Arkansas Poison Center: www.arpoisoncenter.org

Arkansas Sheriff's Association:
www.arkansassheriffsassociation.com

Arkansas State Police: www.asp.arkansas.gov

Association of Arkansas Counties: www.arcounties.org

AWIN: www.awin.arkansas.gov

California Peer Support Association (CPSA):
www.californiapeersupport.wildapricot.org

Central Coast Critical Incident Stress Management Team:
www.criticalincidentteam.com

Denise Amber Lee: www.deniseamberlee.org

Department of Homeland Security: www.dhs.gov

Department of Transportation: www.dot.gov

Dispatch Monthly: www.dispatch911.com

Emergency Response Guidebook: www.labelmaster.com/erg

FCC: www.fcc.gov

Federal Aviation Administration: www.faa.gov

FEMA Training: www.training.fema.gov/is

International Academies of Emergency Dispatch (IAED):
www.emergencydispatch.org

International Critical Incident Stress Foundation (ICISF):
www.icisf.org

Justice Exchange: www.justicexchange.com

Morgan Nick Foundation: www.morgannickfoundation.com

National 9-1-1 Program: www.911.gov

National Center for Missing and Exploited Children:
www.missingkids.com

National Fire Academy: www.usfa.fema.gov/training/nfa/

NENA: www.nena.gov

NJTI-TERT: www.njti-tert.org

NOAA: www.noaa.gov

OnStar: www.onstar.com

Polk's City Directory: www.polkcitydirectories.com

PowerPhone: www.powerphone.com

Professional Pride: www.911trainer.com

Public Safety Training Consultants: www.pstc911.com

Terrorist Screening Center: www.tsc.gov

Training for Safety (Janet Childs): www.trainingforsafety.com

US Corp of Engineers: www.usarmycorpofengineers.mil

Arkansas Forestry Commission: www.forestry.arkansas.gov

US Coast Guard: www.uscg.mil

Storm Spotter: www.meted.ucar.edu/training_course.php?id=23

Call Guide Examples

Below are a few examples of generic guidecards. Some companies have generic or customizable guidecards available for purchase.

All Callers Interrogation:

1. 9-1-1 Where is your emergency?
2. What is the phone number you are calling from?
3. What is your name?
4. Tell me exactly what is happening.

If incident type has been determined: go to appropriate guidecard and supplement the incident with the information obtained.

The “All Callers Interrogation” should be asked at the beginning of each phone call. This will help determine the appropriate guidecard to refer to for further questioning.

Abduction/Kidnapping Call Guide

General Questions

- What makes you think it was an abduction?
- Is it “in progress” or time lapse?
- Can you describe the victim?
- Are the suspects known to the caller??
- How many are there?
- Describe the suspects?
- Was there a vehicle involved?
- What is the description?
- License number?
- What is the direction of travel.

Active Shooter Call Guide

General Questions

- Are you in a safe place?
- If inside a building, where inside the building?
- When did this happen?
- What is happening right now? Are they currently shooting? Has the shooting stopped?
- Where is the suspect right now?
- Do you know who the suspect is? How many are there? Can you give a description?
- What type of weapon(s) are they using?
- How many weapons do they have?
- Are there any explosive devices? Where are they?
- Are there any hostages? How many are there? Where are they?
- Are there injuries? How many are injured?
- What type of injuries?
- What is the location of the victim(s)?
- Is the victim conscious? Is the victim breathing normally?
- Is there excessive bleeding?
- Has the suspect(s) fled the scene?
- What is the vehicle or mode of travel?

Alarms/Burglary Call Guide

General Question

- What is the exact location of the alarm?
- Is this a business or residence?
- Is this a burglary or robbery?
- Did you see anyone in the area?
- What are their descriptions?
- Are there any signs of forced entry?

If received from an Alarm Company

- Is it a burglary, holdup alarm, or panic alarm?
- Audible or Silent
- Where is the alarm coming from?
- Has the owner been notified?
- Is a keyholder responding? Keyholder's name?
- What is the description of their vehicle?
- What is their estimate time of arrival (ETA)?

If audible alarm

- Is there anyone in the area?
- If yes: what are the descriptions?
- What are the vehicle descriptions?
- Are there any signs of forced entry?

Disturbance Call Guide

General Questions

- Number of people are involved?
- What is the relationship of the persons involved?
- Physically fighting or just verbally arguing?
- Weapons involved or available?
- Any children?
- Does the suspect (s) have an order of protection or No Contact order?
- Are there injuries
- Are the suspects still on the scene?
- If the suspects have left the scene:
 - What are their descriptions?
 - What is their mode of travel?
 - How long ago did they leave?
 - What direction are they traveling?
 - Possible known address they are going to?

Escaped Prisoner

General Questions

- Do you know where they escaped from?
- What is the physical description of the suspect (s)
 - Including scars, marks, tattoos?
- Time lapse?
- Method of escape and mode of travel?
- Nature of conviction?
 - Dangerous?
- Are there any possible accomplices?
- Possible destination?

Hostage Situation Call Guide

General Questions

- Location of victim?
 - Type of building (home, apartment, business)?
- When did the incident occur?
- Are the suspects still at the scene?
- Type of weapon/method used?
- Anyone else injured?
 - How severely?
- Description of suspects?
- Method and direction of travel?
- Vehicle description?
 - License plate number?

Officer Down

General Questions

- Are you in a safe place?
- Where is the officer? What is the location?
- What happened?
- Is the officer still in danger?
- Was anyone seen leaving the area?
- Can you give a description?
- What was the mode and direction of travel?
- What is the vehicle description?