Standard Operating Procedures Manual

“911 – Where is Your Emergency?”
# Standard Operating Procedures Manual

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VISION – MISSION – VALUES

Lakeland Police Department &
Public Safety Communications Center

Department Vision

Our shared vision for the Lakeland Police Department is dedicated professionals working together to provide excellent service which enhances the quality of life in Lakeland.

PSCC Vision

Our vision is to consistently achieve excellence in public safety telecommunications services to all customers.

Department Mission

In partnership with the community, while affording dignity and respect to all persons, our mission is to maintain order and improve the quality of life of the citizens we serve.

PSCC Mission

In order to save lives and property, our mission is to promptly and efficiently answer all calls for assistance and dispatch the appropriate resources that will meet the needs of those seeking help.

Values – Doing Things RITE

- **Respect** – Everyone at the Lakeland Police Department shares in the recognition that all people are to be treated respectfully.

- **Integrity** – Each member has a solemn commitment to maintain the highest levels of personal and organizational integrity.

- **Teamwork** – No single member of the department can do their job without the unwavering assistance from other members. Together, we accomplish more than a group of individuals working alone.

- **Commitment to Excellence** – We strive to do our very best in every aspect of our operations, providing exceptional service to the community, dedicated to nothing less than the best we can do.
PURPOSE: The purpose of this directive is to establish the organizational structure and functions of the Public Safety Communications Center of the Lakeland Police Department. [PSC 1.1.1]

DEFINITIONS:

Component – a subdivision of the agency, such as a bureau, division, section, unit, or position that is established to provide a specific function.

Function – a general term for the required or expected activity of a person or an organizational component.

RULES AND PROCEDURES:

1-1.1 Mission and Organizational Structure

A. The Public Safety Communications Center is responsible for providing emergency communications and all related incidental functions for telecommunicating and public safety dispatching services between the public and public safety agencies.

B. Primary components and functions of the Communication Center are organized by various tasks and responsibilities, which include:

1. Administration
   a. Communications Manager
   b. Communications Training Coordinator
   c. Communications Administrative Assistant

2. Communications Squads
   a. Shift Supervisor
   b. Call-taker/Intake function
   c. Police dispatch function
   d. Fire dispatch function
   e. Data/Teletype function
3. Specific functional responsibility for Communications Administrative members, Communications Shift Supervisors, and the Emergency Communications Specialists are contained in those positions’ job descriptions, which are available on the City’s website.

C. Additional functional responsibilities that are not full-time components include:

1. Training Committee
   a. Committee Chair
   b. Squad representatives

2. Public Education Committee
   a. Committee Chair
   b. Squad Representatives

3. Communications Training Officer (CTO) Program
   a. Communications Training Coordinator
   b. Communications Training Officers (CTOs)

4. Specific functional responsibility for the Training Committee (SOP 7-1), Public Education Committee (SOP 9-1), and the CTO Program (SOP 7-3) are contained in the relevant SOPs for each component and are available to members in the Communications SOP Manual.

1-1.2 Chain of Command

A. The chain of command for the Communications Center includes:

1. Chief of Police
2. Assistant Chief of Police of the Special Services Bureau
3. Captain of Support Services Division
4. Manager of the Public Safety Communications Center
5. Comm Center Shift Supervisor

1-1.3 Organizational Chart  [PSC 1.1.2]

A. The organizational chart for the Communications Center illustrates the formal lines of authority and communication within the Comm Center.

B. The chart is available on the Communications Center's Section Folder and is accessible to all members there.
COMMAND AUTHORITY AND RESPONSIBILITY

PURPOSE: The purpose of this directive is to establish the rules and procedures for employee accountability and command responsibilities within the Public Safety Communications Center of the Lakeland Police Department.

DEFINITIONS:

RULES AND PROCEDURES:

1-2.1 Accountability and Responsibility

A. Each member of the Communications Center is accountable to only one supervisor at any given time. [PSC 1.1.3]

B. Each organizational component within the Communications Center is under the direct command of only one supervisor. [PSC 1.1.4]

C. All members of the Communications Center are responsible for the commensurate authority granted to them to complete their duties. [PSC 1.1.5 a]

D. Each member is accountable for the use of their delegated authority. [PSC 1.1.5 b]

E. Supervisors are accountable for the activities of members under their immediate control. [PSC 1.1.6]
**DUTIES AND RESPONSIBILITIES**

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**PURPOSE:** The purpose of this directive is to explain the general duties and responsibilities for each job classification within the Communications Center.

**DEFINITIONS:**

**RULES AND PROCEDURES:**

**1-3.1 Formal Job Descriptions**

A. Formal job descriptions that delineate the legal duties and responsibilities of each job classification within the Communications Center are available to all members from the Personnel Management function of the Department's Fiscal Management Section. [PSC 3.1.4]

B. This directive does not supersede the formal job descriptions for each job classification within the Comm Center.

**1-3.2 Job Position Duties and Responsibilities**

A. Communications Manager – is responsible for the overall management of the administrative and operational processes of the Communications Center. Those duties include strategic and tactical planning, budgetary oversight, personnel matters, and emergency management functions for the Comm Center.

1. The Communications Manager is designated as the Manager of the Lakeland Police Department’s Public Safety Answering Point (PSAP).

2. The Communications Manager is also responsible for ensuring ongoing compliance with all accreditation programs of the Communications Center as the designated Communications Accreditation Manager, and shall maintain Accreditation Manager training as required by SOP directive.

B. Administrative Assistant – responsible for general administrative, clerical, and support functions, including organization of records and responding to public record requests.

C. Emergency Communications Shift Supervisor (ECSS) – responsible for supervisory oversight of all emergency communication functions of a specific Squad, either day or night shift. The Supervisor handles payroll duties, completes performance
evaluations of squad members, ensures compliance with applicable laws, policies, and procedures that govern telecommunication operations for the Communications Center.

1. EC Shift Supervisors are required to maintain State of Florida certification as a Public Safety Telecommunications Operator. [CFA 33.17]

2. EC Shift Supervisors shall complete all required promotional training as established by SOP directives within the first year following promotion. [PSC 5.2.12]

D. Emergency Communications Training Coordinator (ECTC) - responsible for duties associated with coordinating the in-service training program for Emergency Communications Specialists (ECS) and the Communications Training Officer program for ECS trainees.

1. The Communications Training Coordinator is required to maintain State of Florida certification as a Public Safety Telecommunications Operator. [CFA 33.17]

2. The Communications Training Coordinator shall complete all required promotional training as established by SOP directives within the first year following promotion. [PSC 5.2.12]

E. Emergency Communications Specialist (ECS) – responsible for duties associated with specific emergency communication functions, to include call-taker/intake, police dispatch, fire dispatch, and teletype operations.

1. Full-time ECS members are required to maintain State of Florida certification as a Public Safety Telecommunications Operator and be fully trained in all functions performed within the Communications Center operations. [CFA 33.17]

2. Part-time ECS members, as designated by the City of Lakeland’s personnel system, are required to maintain State of Florida certification as Public Safety Telecommunications Operator and be fully trained for their specific assigned functions. [CFA 33.17]

F. Contract Employees (Code 11) are regular employees of the City of Lakeland, not assigned to the Communications Center, who work in the area in a part-time, overtime basis at a designated rate of pay.

1. Code 11 ECS members are required to maintain State of Florida certification as Public Safety Telecommunications Operator and be fully trained for their specific assigned functions. [CFA 33.17]

2. Code 11 ECS members are required to complete CTO training on their own time. In-service training may be completed while on-duty.

3. Code 11 ECS members shall work a minimum of five hours per month to maintain skill proficiency.
G. Communications Training Officer (CTO) – these ECS positions are responsible for providing training for new ECS members in the CTO program. Duties include training, mentoring, evaluating the job performance of Trainee ECS members, and assisting when necessary to provide in-service training.

H. Public Safety Information Technology Manager – a position within the City of Lakeland’s Department of Information Technology (DoIT) assigned to provide oversight of the implementation, performance, and maintenance of specific technology systems within the Communications Center.
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PURPOSE: The purpose of this directive is to establish a written directive system to help guide, inform, direct, clarify, and document established rules and procedures for the Department’s Public Safety Communications Center. [PSC 2.1.5]

DEFINITIONS:

Written Directive System – a system of written documents used to guide or affect the performance of employees. The term includes policies, procedures, rules and regulations, general orders, standard operating procedures, special orders, training manuals, systems manuals, memorandums, and instructional material.

RULES AND PROCEDURES:

2-1.1 Authority to Issue Written Directives Within the Comm Center

A. The Chief of Police, by authority of the Department's General Orders Manual, may issue, modify, or approve written directives for the Communications Center. [PSC 2.1.5 b]

B. The Neighborhood Services Bureau Commander or the Communications Manager are authorized to issue written directives applicable to the rules and procedures of the Communications Center. [PSC 2.1.5 c]

C. Training Bulletins are issued by the Communications Manager or Communications Training Coordinator and are in effect until either cancelled, revised, or amended.

D. Memoranda may be issued by any member.

E. Systems manuals are issued by system vendors to describe how their system operates and are in effect until either cancelled, revised, or amended.

F. The CTO Training Manual is issued by the Communications Manager and the Training Coordinator.

2-1.2 Description of the Comm Center’s Written Directives System Format

[PSC 2.1.5 d]

A. Department General Orders (GO) - are written directives issued by the Chief of Police that establish policy, procedure, rules or regulations for all Department members.
B. **Standard Operating Procedures (SOP)** - are written directives issued to create rules and procedures for use within the Communication Center that are not in conflict with established General Orders or other department directives.

C. **Procedural Bulletins** – consist of directives that temporarily modify, amend, or rescind SOP.

D. **Call Handling Guides (CHG)** – consist of specific rules and procedures for handling various types of calls or requests for service, including procedures for intake, dispatch, and teletype operations.

E. **Training Bulletins** – consist of instructional materials that are designed to instruct members on operational procedures or other general information.

F. **Memoranda** – are informal written communications (either as a memo or e-mail) that contain information, advisories, or announcements of general or specific interest that do not change departmental general orders, policy, rules, or standard operating procedures.

G. **Systems Manuals** – written directives that delineate procedures for operating various computer systems, such as Computer Aided Dispatch (CAD) system, CML phone system, Maverick mapping system, etc.

H. **CTO Training Manual** – written directives that establish a comprehensive training system for new Emergency Communications Specialists.

I. **Other Department Directives** - all other written directives issued by the Department, such as Personnel Orders or Legal Bulletins, are considered to be part of the Communications Center's written directive system.

### 2-1.3 Elements of Standard Operating Procedures (SOP)

A. **Agency Policy** - authority to issue statements of agency policy is restricted to the Chief of Police, and are established through the Department's General Orders Manual. [PSC 2.1.5 f]

B. **Rules and Regulations (Rules)** - a set of specific guidelines to which all employees must adhere. [PSC 2.1.5 g]

C. **Procedures** – a guideline for carrying out agency activities, perhaps with some allowance or latitude for discretion in carrying out an activity, but may also use a mandatory tone suggesting limited latitude or discretion. [PSC 2.1.5 h]

### 2-1.4 Procedures for Indexing, Purging, Updating, and Revising Directives

A. **Procedure for indexing and numbering of directives** – Prior to issuance, all SOP and Call Handling Guide directives will be indexed by the Communications Manager, arranged by chapter according to the subject material, and assigned a number within the appropriate manual. Any specific purge date will be designated. If no purge date is assigned, the directive will remain in effect until rescinded by the Chief of Police. The Communications Manager is responsible for assigning numbers for new directives. [PSC 2.1.5 e]
B. **Procedure for updating and purging directives** – At least annually, or sooner if the need arises, the Communications Manager will coordinate a review of all Standard Operating Procedures and Call Handling Guides, including a review for compliance with applicable accreditation standards. Changes will be implemented as necessary following established procedures for revising directives. Outdated directives will be purged by order of the Chief of Police. [PSC 2.1.5 e]

C. **Procedure for revising Standard Operating Procedures or Call Handling Guides** - In addition to the annual review of directives, any member may propose a change to existing SOP or Call Handling Guide directives or suggest new rules, regulations, or procedures. The procedure for revising directives and review of proposed directives prior to their promulgation are as follows: [PSC 2.1.5 e, i]

1. Proposals for updates or revisions will be submitted through the member's chain of command in draft form to the Communications Manager, who will review proposals to ensure that any recommended updates or revisions are in compliance with applicable accreditation standards and do not conflict with existing written directives.

2. After review by the Communications Manager, a draft of proposed directives will be submitted to the Communications supervisory staff with a seven day time frame to submit comments, suggestions, or revisions. No response is deemed to indicate agreement with the proposed directive.

3. Final recommendations for a revised directed will be forwarded via the chain of command to the Chief of Police for review. The Chief of Police reserves the authority to accept, modify or reject the directive as proposed. Upon approval by the Chief of Police, the Communications Manager will prepare a Change Notice memorandum, disseminate the directive to members, and insert the directive into the electronic SOP Manual.

### 2-1.5 Dissemination and Acknowledging Receipt of Directives

A. Members will be provided electronic access to all issued SOP, Call Handling Guides, Procedural Bulletins, Training Bulletins, or other relevant directives. Existing, new, or newly revised directives will be disseminated to affected personnel through the Department's electronic document management system. Electronic copies shall be backed up by hard copies of the directives that are maintained at the Supervisor's desk or the Communications Manager's office. [PSC 2.1.6 a]

B. Members are required to read and electronically sign all directives within 10 days of placement on the electronic document management system acknowledging receipt and review of disseminated directives. [PSC 2.1.6 c]

### 2-1.6 Access to the Standard Operating Procedures Manual [PSC 2.1.6 b]

A. A printed copy of the SOP manual and Call Handling Guides will be maintained at the following locations:

1. In the Communications Center at the Supervisor’s desk

2. In the Communication Manager’s office
B. An electronic copy of the SOP manual and Call Handling Guides will also be maintained as an online resource in the Department’s electronic document management system.

C. The Communications Manager is responsible for maintaining archived copies of all previous versions of the SOP Manual and Call Handling Guides.

2-1.7 Access to Other Written Directives

A. An electronic copy of all Procedural Bulletins and Training Bulletins will be maintained as an online resource in the Department’s electronic document management system.

B. Printed copies of other written directives, such as system manuals, will be maintained at the Supervisor's desk.
PURPOSE: The purpose of this directive is to establish various rules and procedures for operations within the Public Safety Communications Center that are addressed in other SOP directives.

DEFINITIONS:

RULES AND PROCEDURES:

2-2.1 Food and Beverage in the Communications Center

A. Non-alcoholic beverage may be consumed in the Communications Center, but it must be in a spill-proof container to prevent spills and damage to electrical equipment or the overall facility.

B. Consumption of food is permitted in the Communications Center provided liquids (e.g. soups or similar food) are in a spill-proof container and all containers of food are kept away from electronic equipment.

C. Containers of food set out for meals to be consumed as a squad meal shall be set up on counter surfaces away from computers, radios, telephones, or other electronic equipment.

2-2.2 Cleanliness of the Work Area

A. Each member is responsible for cleaning their work area immediately prior to the completion of their shift. The oncoming member accepts responsibility for the cleanliness of the work area.

1. The shift supervisor going off duty is responsible for the overall cleanliness of the Communications Center for the oncoming shift.

2-2.3 Communications Break Room

A. The Communications Break Room is for the convenience and use of all members. Each shift is responsible for the appearance and cleanliness of the Break Room area.

1. The shift supervisor going off duty is responsible for the overall cleanliness of the Communications Break Room for the oncoming shift.
2. The kitchen counter and table shall be kept clean and spills wiped clean immediately.

3. Eating utensils and drink containers shall not be left dirty in the sink.

4. Squad supervisors are responsible for ensuring the refrigerators are cleaned on a weekly basis.

5. Squads working each weekend shall rotate responsibility for performing an overall cleaning of the Break Room area and refrigerators.

2-2.4 Non-job Related Activities in the Communications Center

A. Non-job related activities are allowed within the Communications Center by members who are released from the CTO training program. These activities shall not interfere with job duties and responsibilities or delay a member from performing such duties in a prompt manner.

B. Approved activities include, but are not limited to, reading, various forms of sewing, such as knitting or needle point, and use of personal electronic devices, such as e-readers.

1. Any electronic devices that use Wi-Fi shall not create interference with radio operations.

2. Cell phones are permitted the Communications Center and may be used for such activities as e-reading or text messages. Cell phones may not be used for personal phone calls while in the Communications Center.

3. Personal phone calls of a critical nature from family members may be accepted on non-emergency lines; however, members shall use caution to limit any such phone calls to emergencies and not general conversations.

C. Members are expected to use good judgment in choosing the type of non-job related activities or materials so as not to offend others working around them.

D. Televisions in the Communications Center room are limited to viewing news programs, unless otherwise authorized by the Communications Manager. Televisions in the Break Room area may be used for other acceptable programming and shows.

2-2.5 Cash Funds [PSC 2.4.6 e]

A. Members of the Communications Center are prohibited from receiving, maintaining, or disbursing cash in the course of business operations.

B. Receiving cash for matters such as copies of public records are processed through the Records Section and the cash handling procedures established for that component.
2-2.6 Forms Control [PSC 1.2.4]

A. The function of Forms Control for all forms utilized by the Department is the responsibility of the Office of Professional Standards/Accreditation Unit (OPS). Procedures related to departmental policy and rules on department forms can be found in the General Orders Manual.

B. All approved forms, other than forms supplied by outside agencies or one time use forms, will be issued a Department form number and an implementation date. Forms used exclusively by the Communications Center will be assigned a three digit number with a three letter prefix (COM###).

C. The Communications Center’s Administrative Assistant is designated as the Forms Control Officer for the Comm Center.

D. Procedure to be used to develop or modify a form used by the Communications Center:

1. Submit to the Communications Manager a written request to develop or modify a form, including:

2. A draft of the proposed form.

3. A brief description of how the form will be used and why.

4. The expected usage of the form, i.e., daily, weekly, monthly, yearly, etc., whether the form is for temporary or permanent use.

5. The desired date of implementation.

6. The Administrative Assistant will forward the proposed form to OPS for review and approval before final implementation.

2-2.7 Geographic Boundaries

A. The boundary of the Communication Center’s service area for police service is the city limits for the City of Lakeland as established by City ordinances. [PSC 2.3.1 a, b]

B. The boundary of the Communications Center’s service area for fire/rescue services is the city limits for the City of Lakeland as established by City ordinances and any geographical areas Outside Protection Area (OPA) that outside the city limits where the Fire Department is contractually obligated to provide fire/rescue services. [PSC 2.3.1 a, b]

2-2.8 Procedures for Intra-Agency Communication [PSC 2.1.4]

A. The Communications Center supports the exchange of information with Comm squads and other department components for the purpose of coordinating activities. This includes an open-door policy for the Communications Manager.

B. Department Morning Briefings
1. The Communications Manager is responsible for attending Department Morning Briefings for the purpose of gathering information to be shared with the entire Communications Center.

2. This information can be shared via emails, voice messages, personal communications, or electronic systems.

C. Communications Supervisor Meetings

1. The Communications Manager is responsible for scheduling a monthly Comm Supervisors meeting of all Shift Supervisors and the Training Coordinator for the purpose of exchanging information.

2. Shift Supervisors are responsible for exchanging information presented at the meeting with their respective squads.

D. Squad Meetings

1. The Communications Manager is responsible for scheduling periodic meetings with each Comm Squad for the purpose of exchanging information directly with all ECS members in an open forum.

E. E-mail

1. The use of e-mail is an accepted method for exchanging information, crime bulletins, procedural bulletins, training bulletins, and other forms of written communication.

2. All members of the Communications Center are responsible for checking their email at least once during each tour of duty.

2-2.9 Expectations of Privacy [PSC 1.2.2]

A. Public Records Laws – Any member’s actions during and related to their job duties and responsibilities as an employee of the City of Lakeland that create a public record are generally open to inspection and copying by the public. The exception to this is where state statutes designate certain types of records as exempt or confidential and not subject to public inspection. [PSC 1.2.2 a]

B. Mail and Correspondence – All mail and correspondence, including email, received by the Public Safety Communications Center is presumed to be a department-related public record and subject to inspection at any time. No expectation of privacy should be presumed. [PSC 1.2.2 b]

C. Agency Telephones and Fax Machines – Members must understand that personal business discussed on agency telephones may be recorded and subject to review during investigative and or quality assurance tape reviews. No expectation of privacy should be presumed. [PSC 1.2.2 c]
D. Agency Property – Other forms of agency property, such as issued computer hard drives, equipment, desks, workstations, etc. are subject to inspection at any time for reasons of security, suspected violation of department policy or law. No expectation of privacy should be presumed. [PSC 1.2.2 d]

E. Lockers – All members are issued a locker. Members may store any personal or agency assigned property or materials in their locker in compliance with City policy that may restrict certain items from being brought into the workplace. All lockers are subject to inspection at any time for reasons of security, suspected violation of department policy or law. No expectation of privacy should be presumed. [PSC 1.2.2 e]

2-2.10 Collection of Data for Lakeland Fire Department [PSC 6.7.3]

A. The Communications Center will collect data relevant to fire dispatch operations and other necessary data as requested by the Fire Department to assist in planning and other contingent efficiencies.

B. Procedures for the collection of data related to fire dispatch are incorporated in the basic Fire CAD training material. The Fire Department may access CAD data directly or request specific data from the Communications Manager for planning needs.

C. Procedures for the collection of data related to audio recordings of 911 phone calls, administrative phone calls, or of radio transmissions are incorporated into Comm SOP 4-2 “Audio Recordings.” The Fire Department may access NICE Inform logger recordings directly or request specific recordings from the on-duty shift supervisor, the Communications Training Coordinator, or the Communications Manager.

2-2.11 Disposal of Work-Sensitive Documents [PSC 6.1.6]

A. Each member is responsible for the disposal of work-sensitive documents at the end of the work day, such as working notes or copies of computer printouts, in compliance with this written directive.

B. Each Shift Supervisor is responsible for ensuring work-sensitive documents from their squad are properly disposed at the end of the work day.

C. Work-sensitive documents, such as hand written notes, may contain relevant information for calls for service or investigations, which is then entered into the CAD system or may contain other criminal justice information.

   1. Handwritten notes used for these purposes that are not otherwise circulated for review by others will be disposed of at end of the shift.

   2. Additional work-sensitive documents include copies of CJIS printouts from Teletype that are no longer needed or otherwise disseminated.

D. Disposal will be completed by using a paper shredder to completely destroy the document.
ACCREDITATION MANAGEMENT

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ACCREDITATION STANDARDS

PSC 1.2.10, 5.2.9, 5.2.13 CFA 3.03

PURPOSE: The purpose of this directive is to establish an accreditation management system which provides authority for administration of the accreditation process and the delegation of responsibilities to those involved.

DEFINITIONS:

Accreditation - A certification process in which an agency meets a body of professional standards as demonstrated through a formal inspection or audit by the authority granting the certification.

Accreditation Cycle – The continuous process where compliance is monitored at established time periods. The formal on-site assessments occur triennially. During the years when an on-site is not scheduled, annual reports are due to the accrediting bodies stating the department’s level of compliance. The Accreditation Manager will complete these reports. [CFA 3.03]

Accreditation Manager - The Communications Manager who is primarily responsible for the daily monitoring and management of the accreditation processes within the Communications Center.

Applicable Standard - Professional activities that must be accomplished within specified time periods in an acceptable manner to achieve or maintain accredited status. Applicability of particular standards is determined by virtue of an agency's size and function. Applicable standards are divided into two categories, mandatory and other-than-mandatory.

Bullets - Many applicable standards have sub-sections (bullets) which require specific, individual proofs of compliance.

CALEA - The Commission on Accreditation for Law Enforcement Agencies, Inc., is the international law enforcement accrediting body.

CFA - The Commission for Florida Law Enforcement Accreditation, Inc., is the state law enforcement accrediting body.

Comparative Compliance - A CFA program where CALEA accredited agencies can achieve CFA accreditation by meeting a limited number of CFA standards generally specific to Florida law enforcement or not covered by CALEA.
**Directives, written documentation, and signatures** – for the purpose of this Standard Operating Procedure shall include those maintained electronically or in hard copy.

**Mandatory Standards** - Those standards where compliance is required to achieve accredited status.

**Mock Assessment** - A stringent, voluntary quality control review of the agency by outside law enforcement personnel who have been trained as assessors by the accrediting body. Mock assessments usually occur approximately three months prior to an on-site assessment to identify any problem areas that need corrective action.

**On-site Assessment** - The triennial formal inspection, by a team of law enforcement personnel trained as assessors by the accrediting body, of an agency seeking initial accreditation or re-accreditation to ensure compliance with applicable standards.

**Other than Mandatory Standards** - Remaining standards for which an 80% compliance rate is required to achieve accredited status.

**PSCA or PSC** - Public Safety Communications Accreditation, an accreditation program sponsored by CALEA for communications units of public safety agencies.

**Self-assessment** - A continuous process of agency self examination to determine compliance with applicable accreditation standards. This process results in the production of forms, reports, audits, inspection reports, evaluations and other forms of documentation that are used as proofs of compliance. Proofs of compliance completed by department members are assembled into files by the Accreditation Manager for review by assessors during on-site assessments.

**RULES AND PROCEDURES:**

**2-3.1 Basic Processes and Responsibilities**

A. All members are responsible for accomplishing and accurately documenting their assigned duties in compliance with applicable accreditation standards and as outlined in department general orders and standard operating procedures.

B. Department Bureau Commanders, Captains, Lieutenants and supervisors are responsible for ensuring that personnel under their commands comply with applicable accreditation standards and provide the required written documentation in a timely manner as prescribed by the standard or general order.

C. Personnel assigned to positions with accreditation responsibilities will ensure that proofs of compliance are maintained and available for inspection during accreditation on-sites.

D. Personnel generating reports of analysis, audits, reviews or activities required by any written directives or accreditation standards are responsible for gathering required signatures, maintaining the original document and forwarding a copy of the signed document to the Accreditation Manager for inclusion in the files in a timely manner as prescribed by the standard, standard operating procedure, or general order. Documents, written documentation and signatures for the purpose of this directive may include electronic or hard-copy materials.
E. The Accreditation Manager is responsible for maintaining the accreditation files with proofs of compliance forwarded by the responsible person(s); locating, preparing and filing representative samples of proofs of compliance and reports required by the accrediting bodies; coordinating mock and on-site assessments; maintaining liaison with CALEA and CFA; familiarizing the Communications Center with process and standard changes; and, ensuring that department general orders and Communications Center standard operating procedures and practices comply with applicable accreditation standards.

F. Bureau and Division Commanders are responsible for all general orders and standard operating procedures pertaining to their components, including an annual review. If components have separate procedural/operational manuals by which they operate, the manuals must be reviewed annually and approved by the Chief of Police. The Accreditation Unit will be supplied with copies of all separate procedural/operational manuals whether departmentally or commercially produced, preferably in an electronic format. The Office of Professional Standards will be notified of all changes and updates made to these manuals.

G. The Accreditation Manager through the authority of the Chief of Police is responsible for ensuring that periodic reports, reviews, and other activities mandated by applicable accreditation standards are accomplished as required. The Accreditation Manager will have direct access to all Bureau and Division Commander and any other members whose expertise and/or authority is needed for the successful operation of the accreditation process.

2-3.2 Proofs of Compliance

A. Accreditation standards mandate that certain professional activities are accomplished by the agency. Standards specifically identify what is to be accomplished, but allow significant department flexibility regarding how the activities occur. Most standards require a written directive describing how the agency will accomplish mandated activities.

1. Documentation must be on file for the year prior to initial accreditation and each of the three years in each accreditation cycle verifying the agency actually accomplished mandated activities as described in its written directives.

2. Various written documents are utilized as proofs of compliance.

3. Most documents, such as event reports, are produced in the normal course of business and are available for accreditation purposes in their normal storage locations. The Accreditation Manager will locate and prepare representative samples of these documents for inclusion in the accreditation files.

4. Some offense reports are written to document incidents covered by an accreditation standard that rarely occurs or are difficult to locate. Supervisors, through the normal course of fulfilling their duties, can identify the reports required as proofs of compliance and forward the information to the Accreditation Manager for inclusion in the accreditation files.
5. Other documents which are specifically required by accreditation standards, such as program evaluations or analyses that might not otherwise be produced may serve as a proof of compliance. Entries pertaining to these documents are to be completed by the responsible person and forwarded through the chain of command for review and approval. Original signed documents will be returned to the author for safekeeping with electronic copies forwarded to the Accreditation Manager.

B. The Accreditation Manager is responsible for maintaining a system to ensure:

[PSC 1.2.10]

1. All periodic reports, reviews, and other activities mandated by applicable accreditation standards are accomplished.

2. Collecting and assimilating the required proofs of compliance into the appropriate paper and/or electronic file folders.

3. Notifying members that items are due. Members are responsible for complying with the requirement within a reasonable amount of time.

C. The Communications Accreditation Manager is responsible for assisting all components with maintaining ongoing compliance.

2-3.3 Accreditation Files

A. Two sets of accreditation files will be maintained for each accrediting body. The accreditation files from the previous accreditation cycle will be maintained until the department achieves reaccredited status for the current cycle. The accreditation files for the current accreditation cycle will be maintained for inspection during the on-site and then stored for the next cycle of accreditation.

B. The accreditation files will be constructed in the manner prescribed by the accrediting body.

C. Accreditation files will be secured when not in use.

2-3.4 Accreditation Training

A. Members assigned to the accreditation manager position will complete specialized training in the area of accreditation within one year of being assigned. [PSC 5.2.13]

B. All newly hired Communications members will receive familiarization training on the accreditation program and process within 30 days after their employment begins. The Communications Training Coordinator is responsible for ensuring this training is properly administered. [PSC 5.2.9 a]

C. The Accreditation Manager will maintain close liaison with CALEA and CFA. During the self-assessment phase associated with achieving initial accreditation, the Accreditation Manager will familiarize all Communications Center members with the accreditation process including but not limited to new standards and interpretations of standards. [PSC 5.2.9 b]
D. Prior to the on-site inspection, the Accreditation Manager will familiarize all Communications Center members with the onsite process, personnel assignments for the on-site activities, problem areas identified during the mock assessment requiring special attention, and other information as required. [PSC 5.2.9 c]
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The purpose of this directive is to establish a process of formulating and updating written goals and objectives for the Public Safety Communications Center.

**DEFINITIONS:**

*Goals* – a relatively broad statement of the end or result that one intends ultimately to achieve. A goal usually requires a relatively long time span to achieve and, whenever possible, should be stated in a way that permits measurement of its achievement.

*Objectives* – an end or result that one intends to attain in order to achieve partial fulfillment of a goal. An objective is a sub-goal or an element of a goal, and therefore, requires a shorter time to accomplish than does a goal.

**RULES AND PROCEDURES:**

**2-4.1 Goals and Objectives**

A. In conjunction with the Department's annual goals and objectives process, the Communications Center shall formulate and document annual updating of written goals and objectives for each organizational component with the Center. [PSC 1.2.5]

B. Established goals and objectives shall be electronically posted in the Communication Center's Section folder and made available to all affected personnel. [PSC 1.2.5]

C. The Communications Manager is responsible for documenting progress made toward the attainment of goals and objectives on an annual basis. [PSC 1.2.6]

**2-4.2 Multi-Year Plan**

A. The Communications Manager is responsible for maintaining a multi-year plan, which includes the following elements: [PSC 1.2.9]

1. Long-term goals and operational objectives. [PSC 1.2.9 a]
2. Anticipated workload and population trends. [PSC 1.2.9 b]
3. Anticipated personnel levels. [PSC 1.2.9 c]
4. Anticipated capital improvements and equipment needs. [PSC 1.2.9 d]
5. Provisions for documented annual review and review as needed. [PSC 1.2.9 e]
PURPOSE: The purpose of this directive is to establish a personnel management system within the Public Safety Communications Center and responsibility for maintaining the system.

DEFINITIONS:

Specialized Assignments – an assignment often characterized by increased levels of responsibility and training, but within a given position classification; a specialized assignment may involve higher pay or additional benefits.

RULES AND PROCEDURES:

2-5.1 Position Management System

A. The Communications Manager is responsible for maintaining a position management system that contains the following information: [PSC 1.3.1]

1. The number and type of each position authorized in the Comm Center's budget. [PSC 1.3.1 a]

2. The location of each authorized position within the Comm Center's organizational structure; and, [PSC 1.3.1 b]

3. Position status information, whether filled or vacant, for each authorized position in the Comm Center. [PSC 1.3.1 c]

2-5.2 Specialized Assignments

A. The Communications Manager is responsible for maintaining a listing of all specialized assignments within the Comm Center.

B. Anticipated openings for specialized assignments will be announced throughout the Communications Center. Positions will be filled through a designated selection process. [PSC 1.3.4]

C. The Communications Manager is responsible for completing an annual review of each specialized assignment for the purpose of determining if the assignment should continue. The review shall include: [PSC 1.3.3]
1. A listing of the Comm Center's specialized assignments [PSC 1.3.3 a]

2. A statement of purpose for each listed assignment [PSC 1.3.3 b]

3. Evaluation of the initial problem or condition that required the implementation of the specialized assignment. [PSC 1.3.3 c]
PURPOSE: The purpose of this directive is to establish a performance measurement program to provide timely, accurate, and useful information about the quality and efficiency of service delivery for the Public Safety Communications Center. [PSC 2.5.1]

DEFINITIONS:

Outcomes - Events, occurrences, or conditions that represent some aspect of the quality or results of a program or service. Examples include average call-processing times, complaint-resolution rates, and error rate changes.

Performance measurement – a management tool that provides timely, accurate, and useful information of service delivery, quantitatively or qualitatively identifies progress toward goals and objectives, and may also identify ways in which to improve the quality and efficiency of service delivery.

RULES AND PROCEDURES:

2-6.1 Performance Measurement Program Responsibilities

A. The Communications Manager is responsible for the overall operation of the performance measurement program. This responsibility includes data collection, processing, data cleaning, and reporting functions. [PSC 2.5.1 a]

B. Specific responsibility for data collection and data cleaning may be delegated to other Communications Center personnel as deemed necessary.

2-6.2 Training of Designated Personnel on the Performance Measurement Program [PSC 2.5.1 b]

A. The Communications Manager is responsible for developing and maintaining a training presentation on the Communications Center's performance measurement program. The training shall include learning objectives related to general performance measurement concepts and implementation of specific performance measurement techniques.

B. Designated members who must successfully complete the performance measurement training program includes the Comm Shift Supervisors, the Comm Training Coordinator, and the Comm Administrative Assistant.
2-6.3 Activities and Outcomes to be Measured

A. The following activities and outcomes, at a minimum, shall comprise the Communications Center’s performance measurement system: [PSC 2.5.1 c]

1. Number of 9-1-1 calls received at the Lakeland PD PSAP.

2. Number of administrative calls received at the Lakeland PD PSAP.

3. Number of 9-1-1 calls transferred to the Polk County Fire Rescue Emergency Communications Center.

4. Number of 9-1-1 calls transferred to the Polk County Sheriff’s Office Emergency Communications Center.

5. Number of 9-1-1 calls transferred to other primary or secondary PSAPs.

6. Average time to answer incoming 9-1-1 calls.

7. Average call processing times for:
   a. 9-1-1 calls
   b. Administrative calls

8. Percentage of 9-1-1 calls received from cell phones and landlines.

2-6.4 Performance Measurement Methodology [PSC 2.5.1 d]

A. Data collection for 9-1-1 calls is available through query of the Aurora software system. The Communications Administrative Assistant and Communications Manager have access to the system in addition to the Polk County E9-1-1 system vendor.

B. Processing of performance measurement data shall include analysis of basic statistical analysis, such as mean averages, modes, standard deviations, and outliers.

C. Analysis and processing of performance measurement data shall include careful evaluation and identification of missing data that can give inaccurate measurement results. Erroneous data can be cleansed by deletion for statistical analysis.

D. Reporting of quarterly and annual performance measurement data shall be in data table format, with comparison to previous quarters and years. Potential performance issues indicated by the measurement data shall be noted in a written administrative report and submitted via the Communication Center’s chain of command to the Chief of Police. [PSC 2.5.4]
2-6.5 Emergency Line Performance Measure Benchmarks and Performance Review

A. The following performance benchmarks are established for answering and processing emergency line performance. [PSC 2.5.2]

1. Average time to answer all incoming 9-1-1 calls in less than 10 seconds 99% of the time.

2. Average time to answer all incoming 9-1-1 calls during the busiest hour of the day in less than 10 seconds 90% of the time.

3. Average call processing time for all incoming 9-1-1 calls is 00:03:30 minutes or less.

B. The Communications Administrative Assistant is responsible for collecting quarterly performance measurements data for incoming 9-1-1. [PSC 2.5.3]

1. The Communications Manager is responsible for reviewing the data and preparing a written report and identifying any policy, procedure, training, or remedial actions necessary to correct potential performance deficiencies.

2. The written report is submitted to the Chief of Police via the Communications Center’s chain of command for review.

C. Quarterly and annual reports will also be disseminated to the Lakeland Fire Department, the Communications Shift Supervisors, and posted on the Center’s intranet Section Folder for comment and feedback. [PSC 2.5.1 e]
PURPOSE: The purpose of this directive is to establish an administrative reporting program for the Public Safety Communications Center. [PSC 1.2.3]

DEFINITIONS:

Administrative Report – various management reports that are designed to provide information within an agency on a day-to-day operational basis, as well as provide a mechanism to report agency activities outside the immediate structure of the agency. Examples include daily reports, monthly reports, annual reports, etc.

Analytical Report – a management report documenting a systematic, structured process for dissecting an event into its basic parts to identify any patterns or trends. Analysis should reveal patterns or trends that could be predictive or could indicate program effectiveness, training needs, equipment upgrade needs and/or policy modification needs.

RULES AND PROCEDURES:

2-7.1 Administrative Reporting Program

A. The Communications Manager is responsible for formulating a listing of all administrative reports required for the efficient operation of the Public Safety Communications Center and necessitated by accreditation standards. [PSC 1.2.3]

B. The listing of administrative reports will include:

1. Responsibility for producing the report [PSC 1.2.3 a]
2. Purpose of the report [PSC 1.2.3 b]
3. Frequency of the report [PSC 1.2.3 c]
4. Distribution of the report [PSC 1.2.3 d]

2-7.2 Analytical Reports

A. All analytical reports shall be distributed to the affected internal or external organizational units. [PSC 1.2.8]
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PURPOSE: The purpose of this directive is to establish Quality Assurance reviews (QA), a system of documented quality checks of member’s call taking and dispatch skills. This directive requires reviews of all full-time, part-time, and Code 11 members. [PSC 6.1.5 a]

DEFINITIONS:

RULES AND PROCEDURES:

2-8.1 Goals of the Quality Assurance Reviews

A. The primary goal of Quality Assurance reviews is to ensure the highest possible quality of service is provided to all customers.

B. Equally important goals of Quality Assurance reviews are to seek ways to monitor members’ job performance and determine where training or guidance may be beneficial to improve job skills.

2-8.2 Performance Standard Guidelines

A. Standardized guidelines for evaluating call handling or dispatch operations shall be the Communication Center’s Standard Operating Procedures manual, Call Handling Guide, and other relevant dispatch training materials in order to ensure adherence to established 9-1-1 and radio dispatch procedures.

B. Personal preference of how to handle calls shall not be used as the basis for performance standards.

2-8.3 Basic QA Procedures

A. Communications Supervisors will conduct periodic assessments of each member of their squad using established performance dimensions for each classification applicable to the employee’s position.

B. The Communications Manager shall conduct similar assessments for the Supervisors.

C. The goal is for each supervisor to conduct a minimum of two assessments for each member of their squad per month; one for call-taker call processing and one for police or fire radio dispatch operations. [PSC 6.1.5 b]
D. Telephone calls or radio transmissions shall be selected on a random basis, either by direct monitoring of calls or by playback of audio recordings. Reviewers shall listen to the audio and compare the member’s actions within the specified criteria on the review form to the relevant performance standard guidelines.

2-8.4 Documentation and Review of Quality Assurance Reviews

A. All formal QA reviews shall be documented using the appropriate Quality Assurance Review form for telephone or dispatch procedures. [CFA 6.1.5 a]

B. Upon completion of a QA review, the supervisor shall meet with the ECS member to discuss the audio recording and job performance. This discussion should highlight the positive aspects of a job performance and identify areas where a telephone call or radio transmission might be improved.

1. Such discussions should include self-assessments by the ECS member in addition to feedback from the supervisor.

2. ECS members are encouraged to provide their own feedback and incorporate it into the QA review form. [PSCA 6.1.5 c]

2-8.5 Compliance Standards

A. QA reviews that score below the acceptable threshold shall be further discussed between the supervisor and ECS member. Remedial training shall be provided to ensure the ECS member understands proper call handling procedures.

B. Three QA reviews per quarter or at least six in a calendar year that score below minimum thresholds shall require a written Improvement Action Plan.

1. The inability of an ECS member to improve their job performance after completing an Improvement Action Plan and may become the basis for disciplinary action for unacceptable job performance.

C. Disciplinary action is not the intended purpose of a Quality Assurance review, but may result from any instance where it is determined the ECS member displayed deliberate indifference to following established call handling guides or other operational procedures.

2-8.6 Management Reporting, Review, and Retention of QA Review Forms [PSC 6.1.5 d]

A. Completed QA review forms shall be forwarded to the Communications Training Coordinator for review to determine if in-service training may be beneficial to correct consistent non-adherence to established policies or procedures.

B. The Communications Training Coordinator shall then forward all completed QA review forms and any recommendations for in-service training to the Communications Manager for final review and filing.

1. QA review forms shall be retained in accordance with established departmental guidelines or State of Florida Public Records Retention Schedules.
RISK MANAGEMENT AND AGENCY LIABILITY

PURPOSE: The purpose of this directive is to establish a risk management program for the Public Safety Communications Center. [PSC 1.2.1]

DEFINITIONS:

Liability issues – inclusive of issues or conditions that create potential injury to the public or employees, events that create liability for the Department, matters related to possible omission or failure of policies and procedures, incidents of employee or supervisor negligence, or deficient equipment or training.

RULES AND PROCEDURES:

2-9.1 Risk Management Program

A. The Communications Manager is responsible for the overall management of the Communication Center's risk management program. [PSC 1.2.1 a]

B. Duties and responsibilities for management of the risk management program include: [PSC 1.2.1 b]

   1. All members of the Communications Center are responsible for being cognizant of any conditions that may create liability for the Department and reporting such risks to a supervisor or the Communications Manager.

   2. Supervisors are responsible for documenting any physical conditions inside or outside of the Communications Center area that either caused or could have caused physical injury. All such documentation shall be forwarded to the Communications Manager for follow-up.

   3. The Communications Manager is responsible for follow-up of any reported conditions that caused or could have caused physical injury.

2-9.2 Liability Coverage

A. The Department shall provide adequate liability coverage to members of the Communications Center for actions or omissions within the scope of their assigned duties and responsibilities. [PSC 1.2.1 c]
B. The Department shall provide adequate worker's compensation coverage as part of the overall City of Lakeland's Worker's Compensation program.

2-9.3 Reporting and Reviewing Incidents of Potential Agency Liability

A. A written report is required whenever a member is involved in an incident where there may be a question as to agency liability. [PSC 2.2.3]

1. City of Lakeland Injury/Property Damage Report - is required whenever an employee is injured on the job or Department property is damaged for any reason.

2. Summary Report of Other Incidents - a written memorandum and any supplemental documentation is required whenever an incident occurs that may create agency liability, other than employee injury or Department property damage.

B. All written reports submitted after an incident of potential agency liability shall be forwarded via the chain of command to the Communications Manager for administrative review. [PSC 2.2.4]

1. The review will analyze potential issues related to policy, procedures, training, and discipline issues.

2. The Communications Manager shall forward the completed review to the chain of command for review.

3. Critical incidents shall be reported promptly to the City of Lakeland Risk Manager for necessary action.

C. The Communications Manager is responsible for conducting an annual documented analysis of all potential liability reports. The analysis shall focus on patterns or trends related to training needs, equipment upgrades, and/or modification of written directives. [PSC 2.2.5]

2-9.4 Periodic Reporting of Risk Management Issues

A. The monthly Administrative Report submitted by the Communications Manager shall contain a section listing all incidents of risk management concerns, worker's compensation, and potential liability that were documented during the previous month.

B. The Communications Manager shall complete an annual review and written report of all issues or conditions that affect risk, worker's compensation, liability with the operations of the Communications Center. [PSC 1.2.1 d]
PURPOSE: The purpose of this directive is to establish the Code of Conduct for members of the Communications Center. [PSC 3.6.1]

RULES AND PROCEDURES:

3-1.1 Adherence to the Department's Code of Conduct

A. Members of the Communications Center shall abide by the Department's Code of Conduct as established in General Orders.

B. The Code of Conduct is readily available to Communications Center members through the Department's intranet-based electronic document storage system.
PURPOSE: The purpose of this directive is to incorporate the APCO Public Safety Telecommunicators' Code of Ethics into the values of the Communications Center of the Lakeland Police Department.

DEFINITIONS:

RULES AND PROCEDURES:

3-2.1 Requirement to Read, Sign, and Abide by the Code of Ethics

A. All members of the Communications Section are required to read, sign, and abide by the Public Safety Telecommunicators' Code of Ethics. [PSC 2.2.2]

3-2.2 Public Safety Telecommunicators’ Code of Ethics

As a Public Safety Telecommunicator, I am dedicated to serve the public; to safeguard life and property; to keep my personnel informed on all calls that may require their attention; to assist all public safety vehicles and personnel in the performance of their duties; assure that all rules and regulations which govern my position are not violated in any manner.

I will keep my private and social life free from all criticism; maintain a calm attitude during times of stress and emergencies; develop self-control and be constantly mindful of the welfare of others, regardless of race, creed, or religion. I will obey the laws of the land, rules, and regulations of the Federal Communications Commission and my department. Whatever information I receive of a confidential nature will be revealed only in the official performance of my duties.

I will never act in a selfish or unofficial manner or let my personal feelings, friendships, prejudices or animosity influence my decisions. I will enforce the rules and regulations of my department and the Federal Communications Commission without fear, favor or ill will, never employing unnecessary force and never accepting gratuities.
I recognize the high responsibility of my position as a symbol of public faith and trust and will accept it to be held as long as I am faithful to the ethics of public safety service. I will constantly strive to achieve those objectives and ideals, which govern my profession, dedicating myself, before God, to my chosen profession, public safety telecommunications.
### UNIFORM AND GROOMING STANDARDS

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### PURPOSE:
The purpose of this directive is to establish rules and regulations that specify grooming and appearance standards for members of the Public Safety Communications Center. [PSC 3.6.2]

### RULES AND PROCEDURES:

#### 3-3.1 Uniforms

**A.** All ECS members, except as noted, are to wear the regulation uniform of the Communications Center.

1. Undershirts or Undergarments – Blue, black, or white undershirts or other undergarments, such as turtlenecks, may be worn with uniform shirt.

2. Members may wear dark athletic style sneakers or boot style footwear that is kept clean at all times.

3. A black belt is to be worn with uniform pants that have belt loops.

**B.** A member may choose to purchase their own equipment and/or uniform items at their own expense. These personally owned items must meet the specifications set forth in this policy and must be approved by the Communications Manager prior to wearing.

#### 3-3.2 Business Attire

**A.** Members who are not required to wear uniforms shall conform to standards normally worn by office personnel in private business firms (non-casual), unless otherwise directed. The Communications Manager will determine if the attire is appropriate and professional.

1. Male members - business attire for non-uniformed male members is an open collar, button up, dress shirt (with only the top button unbuttoned), dress slacks, and dress shoes or dress boots. Members shall have available a suit coat or jacket and a tie to put on when the occasion dictates. The member's immediate supervisor will dictate when a tie and coat/jacket are necessary.

   a. Collarless shirts of any kind/type shall not be worn.
b. The tie, when worn, must be of a conservative, contemporary length, width, design and color.

c. Overalls, dungarees, shorts, etc., shall not be worn.

d. Denim of any color shall not be worn unless approved by the Chief of Police.

2. Female members - business attire for non-uniformed female members is a dress or dress suit, or pant suit, or a dress skirt or dress pants and blouse, and dress shoes or dress boots. Hemlines will not extend an unreasonable distance above the kneecap, in keeping with good taste and current fashion trends.

3. Denim of a conservative color and denim blue jeans may be worn by members under the following conditions, with supervisor approval:

   a. “Call out” situations in which members are not required to wear a specific uniform.

   b. Special needs that would damage business clothing.

   c. On designated casual dress days.

B. Any deviations require the approval of the Chief of Police.

### 3-3.3 Grooming Standards

A. All Members - Hair may be artificially colored but must be conservative in shade, mimic a naturally occurring human hair color, and must not detract from the Department’s professional image. Ultraviolet colors and multiple colors are prohibited.

B. Male Members - Grooming standards for male members of the Department when on-duty or when representing the Department include:

1. Hair - There are many hairstyles that are acceptable for the members who do not wear uniforms. The hair must be kept neat and clean and the length and bulk of the hair will not be excessive or present a ragged, unkempt, or extreme appearance and must reflect favorably on the department.

2. Sideburns (All Male Members) may not extend in length below the bottom of the ear. They are to be neatly trimmed, not bushed nor flared. Sideburns will be cut level when the head is held in the position of attention. The width of the sideburns may not be more than 1-1/4 inch.

3. Mustaches (All Male Members) - will be neatly trimmed and not extend in length below the top border of the upper lip nor extend more than 1/4 inch upward (e.g., handle bar), downward, or to the side from the corner of the mouth.

4. Facial Hair – Beards, if worn, will be neat and well trimmed.
C. Female Members - Grooming standards for female members of the Department when on-duty or when representing the Department include:

1. Hair - There are many hairstyles that are acceptable for the members who do not wear uniforms. The hair must be kept neat and clean and the length and bulk of the hair will not be excessive or present a ragged, unkempt or extreme appearance and must reflect favorably on the department.

D. Fingernails - All members shall maintain their fingernails in a neat, clean, well groomed, and conservative fashion as not to interfere with the performance of their duty, detract from their professional image, nor present a safety hazard.

1. All male members are prohibited from painting their fingernails.

2. Female members are permitted to paint or color their nails with conservative shades, which do not detract from the department’s professional image. Ultraviolet colors, multiple colors, and bright colors are prohibited.

E. Wigs and hairpieces - Wigs and hairpieces are permitted, but they must conform to the requirements in this directive for natural hair.

F. Personal Jewelry - Members wearing civilian clothes may wear conservative styled rings, necklaces, and chains.

1. Earrings - All male members are prohibited from wearing earrings. All female members who choose to wear earrings will wear their earrings in the ear only. Wearing of earrings in the fingernails, nose, etc., is prohibited while on duty.

2. Body Piercing - Wearing of any earrings and/or body jewelry piercing to the tongue, lips, nose, cheeks, eyebrows, fingernails and the ears (with the exception to the member’s ear lobes) or any other location that can be visibly seen by another, is prohibited while on duty.

3-3.4 Tattoos

A. Effective December 1, 2011, all members are prohibited from obtaining any tattoo of which any portion is visible to the public while wearing the standard uniform of the day for their assignment.

B. Tattoos existing on current members as of November 30, 2011, shall be exempted and need not be removed or covered unless deemed to be prohibited as outlined below.

C. Members hired after November 30, 2011, must wear appropriate clothing to completely cover their tattoos while on duty or otherwise representing the Department.

D. Any member with a tattoo deemed to be prohibited as outlined below must wear the appropriate uniform for their assignment that provides coverage of the tattoo (e.g., long sleeve uniform shirt, long sleeve utility uniform, and/or long pants).
E. Prohibited tattoos are those determined to detract from the professional appearance of their person or their uniform, or deemed racist, sexist, offensive, obscene, or excessive shall be deemed to be prohibited. Examples of prohibited tattoos include, but are not limited to:

1. Depiction of nudity or sexual acts
2. Display of obscene, racist, sexist, or vulgar words or illustrations
3. Depiction of symbols used by militant and/or racist or hate groups
4. Depiction of symbols, text, or images that promote, support, or identify gangs, gang activity, or gang affiliation
5. Tattoos that are continuous or multiple and cover more than half of the extremity on which they appear
6. Tattoos that detract from the mission of law enforcement
7. Tattoos on the face, head, or visible on the neck

F. These rules shall also apply to members appearing in court, administrative hearings, deposition, or any public event or other proceeding in which members appear as a representative of the Lakeland Police Department.

G. The Chief of Police, or designee, shall have the final authority to determine if any tattoo is deemed to be prohibited.

3-3.5 Personal Hygiene

A. Members are expected to maintain their personal hygiene in a manner that does not negatively affect co-workers or citizens in the workplace.

B. Complaints regarding a member’s personal hygiene should be brought to the appropriate supervisor’s attention, preferably in writing, for appropriate action. Supervisors should first meet with the affected member privately to discuss the complaint and to allow the member the opportunity to correct the deficiency. Repeated violations may result in disciplinary action.
PURPOSE: The purpose of this directive is to establish hours of operation and personnel staffing levels for the Public Safety Communications Center.

DEFINITIONS:

RULES AND PROCEDURES:

4-1.1 Responsibilities

A. The Communications Manager is responsible for ensuring periodic workload and staffing studies are completed at least once every three years to establish minimum staffing levels. [PSC 1.3.2]

1. Upon determining minimum staffing levels, personnel are allocated and distributed to organizational components to handle reasonably anticipated workloads.

B. The Communications Manager is authorized to modify minimum staffing levels based on changes in workloads as the Department's needs require.

C. Communications Shift Supervisors are responsible for monitoring requests for benefit leave from their allocated personnel, such as requests for vacation leave, comp time, training time, or scheduled sick leave, to ensure sufficient resources are available, consistent with established policies and procedures, and limit the need for overtime expenditures.

4-1.2 Hours of Operation

A. The Communications Center operates 24 hours per day, seven days per week, including holidays. During these hours of operation, the Communications Center provides 24-hour, continuous two-way communications with police and fire units. [PSA 6.6.1]

B. Emergency Communications personnel are required to work odd hours, holiday, and weekends as a condition of employment.
C. Shift schedules are, in general, as follows:

1. Day shift ............... 0700 – 1900
2. Night shift ............. 1900 – 0700
3. Alternate hours ....... as established by the Communications Section Manager based on workload and staffing studies.

4-1.3 Work Schedules

A. Work schedules and specific work hours will be established based on fluctuating minimum staffing needs, as determined by workload assessments. These minimum staffing levels will change by hour of day based on high and low periods of calls for service.

B. Assignment to a particular work schedule will be through a seniority-based bidding process; however, the Communications Manager is authorized to make necessary modifications to work schedules as the Department's needs require.

4-1.4 Minimum Staffing Levels

A. Minimum staffing levels are calculated based on the total number of positions required to efficiently and effectively operate the Communications Center. Those positions include:

1. Shift Supervisor (or Acting Supervisor) - 1
2. Police Dispatch North - 1
3. Police Dispatch South - 1
4. Fire Dispatch - 1
5. Data/Teletype - 1
6. Call-Taker/Intake positions – varies from 2 – 4 based on hour of day

B. Required staffing levels are calculated on the number of personnel needed to meet the workload. Counts of positions needed to be filled do not include members on meal breaks. Therefore, overtime positions are authorized if needed to cover members on meal breaks in order to ensure sufficient personnel are available to handle the anticipated workload.

C. Trainees who are in a training phase do not count as members filling a position. However, trainees who are working in a position for which they have been previously released to perform, such as a trainee in the police dispatch phase of training who is working in the Call-taker/Intake position, will count as a filled position.
4-1.5 Supervisory Approval for Leave Requests

A. Supervisors are authorized to permit a total of two squad members to be on some form of pre-approved leave (except sick leave and FMLA) at any one time in order to establish minimum staffing levels.

1. This count includes the Shift Supervisor.

2. This count does not include position vacancies.

B. It is understood that last minute requests for vacation or comp time may arise on short notice and will be handled on a case-by-case basis. Otherwise, requests for vacation or comp time are to be submitted and reviewed in accordance with established City and Department policies.

4-1.6 Daily Time Report

A. Shift Supervisors are responsible for submitting a Daily Time Report form (COM108) that is used to account for all personnel on-duty, off-duty, or absent from duty.

B. Hours worked or hours credited to specific benefit leave or Code 041 time are recorded on the form and forwarded to the Communications Manager, who is responsible for preparing a monthly analysis report of staffing levels, leave usage, and overtime expenditures.
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PURPOSE: The purpose of this directive is to establish procedures for retention and security of radio and telephone audio recordings, as well as procedures for processing public record requests for audio recordings and CAD printouts. This directive applies to the Public Safety Communications Center.

DEFINITIONS:

Internal Request for radio or telephone recording – for purposes of this directive means a request from within the Police Department or the Fire Department.

Public Record – all documents, papers, letters, maps, books, tapes, photographs, films, audio recordings, data processing software, or other material, regardless of the physical form, characteristics, or means of transmission, made or received pursuant to law or ordinance or in connection with the transaction of official business by the Department.

RULES AND PROCEDURES:

4-2.1 Retention and Security of Radio and Telephone Recordings

A. Radio and telephone audio recordings are retained for a period of 180 days. [CALEA 81.2.8 a] [PSC 6.5.4 a]

B. Original audio recordings are to be stored in a digital logging system, with the telephony loggers maintained within the secure facility of the Communications Center and the radio loggers maintained within a secure facility at the Radio Shop. [CALEA 81.2.8 b] [PSC 6.5.4 b]

C. The only department personnel authorized for direct access to the audio recordings include the Communications Manager, the Communications Administrative Assistant, Communications Shift Supervisors, designated Step-Up Supervisors, the Communications Training Coordinator, Fire Department Battalion Chiefs, members of the Planning and Research Section, and the Public Safety IT Manager. [CALEA 81.2.8 c] [PSC 6.5.4 c]

1. System vendors and repair personnel for both telephone loggers and radio loggers are also permitted access to the recordings.

2. Requests for other persons with a need to access recordings will be evaluated for approval by the Communications Manager on a case-by-case basis.
D. Each Dispatch and Intake workstation is equipped with technology capable of repeating an audio recording while continuously recording other radio or telephone transmissions within the Communications Center. [CALEA 81.2.8] [PSC 6.5.4]

4-2.2 Criteria for Reviewing Radio and Telephone Recordings [CALEA 81.2.8 c] [PSC 6.5.4c]

A. Department personnel and representatives of the State Attorney's Office (SAO) are permitted to review all radio and telephone recordings, including obtaining copies, except if such recordings have been deemed confidential as part of an ongoing criminal investigation.

B. Requests from the public to review all radio and telephone recordings, including obtaining copies, are subject to department review.

1. Those recordings deemed to be a public record may be reviewed and released in accordance with, state statutes, department procedures, and this directive.

2. Those recordings, or parts thereof, deemed to confidential and not a public record may not be reviewed or released.

4-2.3 Responsibilities for Receiving and Logging Public Records Requests to Review or Obtain Radio and Telephone Recordings

A. The Planning and Research Section is responsible for receiving and logging requests for public records of radio and telephone recordings received from outside the Department.

B. The Planning and Research Section or a Communications Shift Supervisor are responsible for logging internal requests for radio and telephone recordings, depending on who receives the request.

4-2.4 Procedures for Processing Public Record Requests to Review or Obtain Radio and Telephone Recordings [CALEA 81.2.8 c] [PSC 6.5.4c]

A. Public record requests received from outside the Department shall be forwarded to the Planning and Research Section, who will accept and log each request and determine who is in possession of the requested record.

4-2.5 Procedures for Processing Public Record Requests to Review or Obtain Radio and Telephone Recordings From Outside the Department [CALEA 81.2.8 c] [PSC 6.5.4 c]

A. Members who are to create a copy of a audio recording for a request received from outside the Department that will not require redaction of confidential information shall follow these basic procedures.

1. Locate the requested audio recording within the logger system.

2. Create a single audio .wav file of the requested audio recording. Limit the audio that is copied to exactly what is requested.
3. Burn the audio .wav file to a CD-ROM disc.

B. Members who are to create a copy of a audio recording for a request received from the SAO will follow the same basic procedure outlined above, except:

1. The completed CD-ROM will be forwarded to the Department’s Court Liaison Officer for routing or transport to the SAO.

2. There is no charge for copies of audio recordings made for the SAO.

C. Members who are to create a copy of a audio recording for a request received from outside the Department, wherein the recording contains confidential information not subject to release and will require redaction, will follow the same basic procedures as above, except:

   1. Confidential information as described in Public Records laws are to be electronically redacted.

   2. Members shall be responsible for carefully reviewing the copy of the audio recording to ensure no confidential information is released.

4-2.6 Procedures for Processing Internal Requests to Review or Obtain Radio and Telephone Recordings

A. Members who are to create a copy of a audio recording for a request received from within the Department shall follow these basic procedures.

   1. Locate the requested audio recording.

   2. Create a single audio .wav file of the requested audio recording. Limit the audio that is copied to exactly what is requested.

   3. Burn the audio .wav file to a CD-ROM disc.

   4. Forward the CD-ROM to the requestor.

B. In lieu of providing a audio recording on a CD-ROM for an internal request, the audio .wav file may be forwarded via email as an attachment, subject to email restrictions for the size of attached files. Any such emails with attached .wav files that contain confidential information not subject to release via public records requests and should be marked as CONFIDENTIAL in the Subject line.

4-2.7 Procedures for Processing Other Public Records Requests From Outside the Department Not Involving AUDIO Recordings

A. All other public records requests from outside the Department that do not involve audio recordings are to be forwarded to the Planning and Research Section for logging and processing.
B. Any member in possession of a public record, other than a audio recording, shall promptly respond to the request and forward the requested record to the Planning and Research Section for processing.

C. Providing copies of requested records, other than audio recordings, shall be processed in accordance with departmental procedures.
**STAFF ALERTS**

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**ACCREDITATION STANDARDS**

| PSC 2.1.4 |

**PURPOSE:** The purpose of this directive is to establish procedures for issuing Staff Alerts to various organizational entities. The directive applies to the Public Safety Communications Center. [PSC 2.1.4]

**DEFINITIONS:**

*Staff Alert*– a text message via SMS technology and email notification to alert designated personnel of a significant incident and to immediately inform staff in the event of immediate operational needs or general awareness in cases of local media interest.

**RULES AND PROCEDURES:**

**4-3.1 Responsibilities**

A. The on-duty Patrol OIC is responsible for determining when a law enforcement staff alert is to be sent and notifying the on-duty Comm Supervisor. This responsibility is shared with OICs from other sections, such as Special Operations or Criminal Investigations, when staff alerts are necessary from those operational components.

B. An LFD Battalion Chief is responsible for determining when a fire or medical staff alert is to be sent and notifying the on-duty Comm Supervisor.

C. The Communications Center is responsible for sending a staff alert after notification from an appropriate level of authority as designated within this directive.

D. The Communications Center's Administrative Assistant is responsible for maintaining the distribution list for all Staff Alerts. Any changes to the list are to be forwarded to the Administrative Assistant for updating and distribution.

**4-3.2 General Guidelines**

A. Staff alerts should be sent as soon as practical after a significant events occurs, even during normal business hours.

B. Staff alerts should be sent for significant events when the media responds to the scene.
4-3.3 List of Events for Sending Staff Alerts

A. When consideration is given as to whether a staff alert should be sent or not, go ahead and send the alert.

B. Law enforcement staff alerts should be sent for the following significant events upon a request from the Patrol OIC or other Divisional OICs:
   - Active shooter
   - Aggravated battery (serious bodily injury)
   - Airplane crashes
   - Amber Alert / Silver Alert / Suspicious missing person (CIS callout)
   - Any incident involving the evacuation of a large number of people (schools, etc.)
   - Any incident involving a VIP, government employee, or political figure
   - Armed robbery (business, bank, serious injury, etc.)
   - Bomb threats
   - Drowning
   - Fatal industrial accidents
   - Fire to any City facility or government building
   - Home invasion
   - Homicide (confirmed - confer with CIS on-scene if questionable)
   - Large scale disturbances requiring police intervention
   - Motor vehicle pursuits only involving serious injury
   - Officer involved shooting
   - Officer serious injury or death
   - Natural disasters (tornado touchdown, gas leak, haz-mat incident, etc.)
   - Traffic fatality
   - Serious injury to City or government employee and/or family member
   - Suicide - only if it is a prominent person, VIP, or family member
   - SWAT and/or HNT callouts

C. Fire or medical staff alerts shall be sent only when a Battalion Chief determines it is necessary.

D. SWAT/HNT alerts shall be sent only upon a request from the Patrol OIC or a member of the SWT/HNT chain of command.

E. Rules and procedures for Airport staff alerts are delineated in other directives within the Airport Section of the Communications SOP Manual.
4-3.4 Procedure for Issuing Staff Alerts

A. Upon direction from Patrol OIC or other authorizing person, the Communications Supervisor will prepare a staff alert message through the Outlook email system.

B. The Staff Alert message is to be sent out using the appropriate distribution list, which will include SMS addresses and email addresses for designated recipients.

C. Staff alerts shall be written in plain language rather than with 10-Codes or Signals.

D. Dispatchers are to indicate in the CAD chronology of the call that a Staff Alert was sent.
PURPOSE: The purpose of this directive is to establish rules and procedures for monitoring various fire, burglary, panic, and other alarms within the Public Safety Communications Center. [PSC 6.2.10]

DEFINITIONS:

RULES AND PROCEDURES:

4-4.1 Private Alarm Monitoring

A. The Lakeland Police Department's Public Safety Communications Center does not monitor private fire, burglary, panic, or other alarms within the Communications Center. [PSC 6.2.10 a]

B. The Communications Center will accept requests for service from private alarm companies who call the police department or fire department with an activated alarm. Normal dispatch and call handling procedures will be used for these types of calls. [PSC 6.2.10 b]

4-4.2 Agency Alarms

A. The Communications Center monitors alarms within the police department facility, to include: [PSC 6.2.10 a]

1. Quartermaster area
2. Property and Evidence area
3. Department's vehicle impound area
4. Fire alarm at the police station
5. Panic alarms at the police station
6. Equipment Room behind the Communications Supervisor's workstation.

4-4.3 Response Procedures for Alarm in Quartermaster Area [PSC 6.2.10 b]

A. The Communications Center monitors door and motion alarms installed in the Quartermaster area.
B. An activation will be indicated by the blue flashing light located closest to the dispatch consoles at the south end of the Communications Center and a high pitch audible sound.

C. Confirm the type of alarm on the key pad next to fire dispatch.

D. During normal business hours contact personnel assigned to the Quartermaster area and advise of the activation.

E. Notify in-house Patrol Sergeant of the activation, or unavailable then notify a field supervisor.

F. After business hours contact the on call personnel listed on the call out list located in TeamLPD.

4-4.4 Response Procedures for Alarm in Property and Evidence Area [PSC 6.2.10 b]

A. The Communications Center monitors door, motion, and refrigerator/freezer alarms in the Property and Evidence area.

B. An activation will be indicated by the blue flashing light near the Comm Supervisor’s work station and a high pitch audible sound.

C. Confirm the type of alarm on the key pad next to fire dispatch.

D. During normal business hours contact personnel assigned to Property and Evidence and advise of the activation.

E. After business hours contact the on call personnel listed on the call out list located in TeamLPD.

F. Notify in-house Patrol Sergeant of the activation, or unavailable then notify a field supervisor.

4-4.5 Response Procedures for Alarm in Department's Vehicle Impound Area [PSC 6.2.10 b]

A. An activation will be indicated from the Pinnacle terminal.

B. If notification is not received of a false alarm from a LPD unit on scene at the impound lot, enter a call for service in Tiburon.

C. Dispatch zone unit and notify a Patrol Sergeant.

4-4.6 Response Procedures for Fire Alarm in Police Station

A. The fire alarm panel at the police station is located at the Station Duty Officer’s desk on the first floor. Department personnel assigned to the SDO are responsible for operating the panel and seeking to determine the location of a fire in the event of an alarm activation.
B. The Communications Center shall immediately dispatch the fire department, including any information relevant to an actual fire at the police station or information pertaining to the conditions where the alarm was activated.

1. In the event of a fire at the police station, the Communications Center will be evacuated via the stairway.

2. The Communications Center's evacuation plan will implemented immediately.

4-4.7 Panic Alarms at the Police Station

A. Panic alarms for Book-In areas (Adult, Juvenile, and Sally Porte) CIS, GSS, SDO, third floor Admin, and the DUI Room are installed at the police station and monitored at the alarm box on the wall by the Fire dispatch console.

B. The fire dispatcher, when able, should monitor the video surveillance camera for the second floor landing by the elevator outside of CIS or GSS. The dispatcher should be cognizant of suspicious persons or incidents in the area.

C. Upon activation of a panic alarm, the alarm box will flash and produce an audible alarm signal.

1. Press the "Reset" button and contact the SDO, OIC, or Patrol Supervisor to determine if a sworn officer is inside the building to respond and investigate where the alarm was activated.

2. If no sworn officer is available inside the building, advise Police Dispatchers of the activated alarm to request the closest available unit respond to the police station, and enter a call for service to be dispatched as Signal 54 at LPD, giving a specific location of the panic alarm.

   a. These calls will be handed as a Priority 2 call.

D. Any problems with a panic alarm locking up or going off continually, the ALARM RESET is located in the Computer Equipment room at the Electric rack.

1. Pull out the handle and put it back in to reset the alarm.

4-4.8 Equipment Room Behind the Communications Supervisor’s Workstation

A. Equipment and fire alarms within the Equipment Room behind the Communications Supervisor’s workstation are monitored via flashing lights and an audible alarm.

B. Upon activation of the fire alarm, members are to grab portable radios and immediately evacuate the Communications Center to a safe location.

1. Notify the Fire Department and on-duty Patrol OIC.

2. Follow procedures established in the Communications Center’s Evacuation Plan.
ISSUANCE AND MAINTENANCE OF DEPARTMENT EQUIPMENT

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PURPOSE: The purpose of this directive is to establish rules and procedures for issuing department equipment, maintaining department-issued equipment, and regulating the use of any other equipment to that specifically authorized by the department.

DEFINITIONS:

RULES AND PROCEDURES:

4-5.1 Authorized Equipment

A. Members are required to only use telecommunications equipment either issued by or specifically approved by the department during the course of their official duties. [PSC 2.4.11]

1. This requirement includes, but is not limited to, earpieces, headsets, phones, handsets, mouse, and keyboards.

2. Authorization to use personally-owned equipment must be submitted via the chain of command to the Communications Manager for review and approval.

3. The police department is not responsible for maintenance or repair of any personally-owned equipment used in the course of a member's official duties.

4-5.2 Maintaining Department Equipment

A. Each member who is issued department-owned equipment is responsible for maintaining those items in a state of operational readiness. This includes the proper care, cleaning, preventative maintenance, repair, workability and responsiveness of these items. [PSC 2.4.10]

B. Supervisors of department components that have agency owned equipment assigned to their units are responsible for inspecting the equipment on a monthly basis and ensuring these items remain in a state of operational readiness.

C. Members shall promptly report to their supervisor the loss of, damage to, or unserviceable condition of any department-issued equipment.

1. Roughness or carelessness in the handling of department-issued equipment will not be tolerated and shall be subject to disciplinary action.
2. Members found responsible for the loss, mutilation, or destruction of any department-issued equipment may be required to pay all costs of repairs or replacement thereof.

4-5.3 Issuance of Department Equipment

A. Communications Center members will receive specific department-issued equipment during their orientation program and a locker for storage of personal items and equipment.

4-5.4 Reporting Damaged Equipment for Repair

A. Members shall immediately report to their supervisor any department-owned or issued equipment that breaks or becomes inoperable during the course of normal usage.

1. Equipment, such as headsets, jacks, keyboards, or computer mouse will be forwarded to the Communications Center Administrative Assistant for repairs.

2. Department equipment, such as chairs or other large items, will be removed from service and reported to the Communications Center Administrative Assistant for repairs.

4-5.5 Return of Department Equipment

A. Upon separation of employment with the Communications Center or upon last day of employment, all assigned equipment shall be turned in to the Communications Center Administrative Assistant for inventory control.

4-5.6 Inventory of Equipment [PSC 2.4.8]

A. The Department’s Quartermaster is responsible for maintaining inventory records for each item of departmental equipment or property, exclusive of those items exempted by the Office of the Chief of Police.

B. Where applicable, these records should show serial numbers, date of acquisition, item description, cost, purchase order number, and the division/section/unit to which the piece of equipment has been assigned.
PURPOSE: The purpose of this directive is to establish rules and procedures for an electronic document storage system within the Public Safety Communications Center.

DEFINITIONS:

RULES AND PROCEDURES:

4-6.1 Purpose of the Section Folder

A. The purpose of the Communications Center Section Folder is to provide a central point of access for electronic document storage of various reference and resource documents, directives, and related materials. [PSC 2.1.4]

B. The Section Folder is not intended for use as a general storage area for members' work files. The City of Lakeland's IT department provides such storage space on individual drives within the City's network.

4-6.2 Access to the Section Folder

A. Read-only access to the Section Folder is limited to members of the Communications Center and other members designated by the Communications Manager.

B. Permission to write, save, or delete files in the Section Folder is limited to the Communications Manager, the Communications Center Administrative Assistant, the Communications Training Coordinator, and the Public Safety IT Manager.

1. The intent of limiting access to who can write, save, or delete files in the Section Folder is to maintain the integrity of the material stored in the folder and to prevent inadvertent deletion or modification of electronic documents.

2. Material to be added to the Section Folder for the benefit of all Comm Center members may be forwarded to members with write/save permission.
PURPOSE: The purpose of this directive is to establish the rules and procedures for scheduling overtime duty assignments using the CYA software program within the Public Safety Communications Center.

DEFINITIONS:

CYA – the trade name of a software system used to manage and schedule overtime duty assignments.

RULES AND PROCEDURES:

4-7.1 Responsibilities

A. The Communications Manager is responsible for the overall management of the system used to schedule and select overtime duty assignments.

B. Shift Supervisors are responsible for maintaining their squad's work schedule for approved leave.

C. The Communications Administrative Assistant, or designee, is responsible for entering overtime duty assignments in the CYA system and general operation of the system.

4-7.2 Eligibility for Overtime Duty Assignments

A. All full-time ECS members are eligible for overtime duty assignments upon their release from training. Full-time ECS members still in training are eligible for overtime duty assignments at positions for which they have successfully completed training.

B. Part-time ECS members are eligible for overtime duty assignments at positions for which they have successfully completed training, subject to limitations on how many hours a part-time employee may work in one week.

4-7.3 Posting Overtime Duty Assignments

A. Known or scheduled overtime duty assignments will be posted for ECS members to bid for via the CYA system, based on seniority and the procedures established for the software.
B. Unanticipated or last-minute overtime duty assignments will be filled by supervisors notifying ECS personnel via a callout system.

C. When an overtime duty assignment is not filled, which results in staffing levels falling below minimum limits, on-duty ECS members may be held over to fill the vacancy (subject to maximum number of permitted consecutive work hours).

**4-7.4 Bid Procedures for Overtime Duty Assignments**

A. Bids for overtime duty assignments will be conducted on a weekly basis for ease in scheduling and equitable distribution of opportunities for overtime pay.

B. By 0700 hours every Monday, Communications Shift Supervisors are to provide to the Communications Manager their squad’s scheduled absences for the following week.

   1. The Communications Manager will review the absences and determine what overtime jobs are needed to ensure staffing levels are appropriate within Communications SOP guidelines.

   2. The Communications Manager will forward the overtime job requests to the Communications Administrative Assistant who is responsible entering the jobs into the CYA system.

C. At approximately 1200 hours every Monday, the Communications Administrative Assistant will release the scheduled overtime jobs for the following week for review and bids by interested ECS members.

   1. ECS members have three days (72 hours) to review the available overtime jobs and enter bids for those they would like to work.

   2. ECS members may bid for as many overtime jobs as they want to obtain, but they will only get one job from the auto-assign process.

D. At approximately 1200 hours every Thursday, the Communications Administrative Assistant will complete the auto-assign process of the CYA system that will assign overtime jobs to ECS members based on seniority and their bid requests.

E. At approximately 1300 hours every Thursday, all remaining overtime jobs for the following week that were not filled by the auto-assign process become available for a self-select process.

   1. ECS members have two days (48 hours) to review the remaining available overtime jobs and self-select one more job for the following week.

   2. Members are not permitted to self-select additional overtime jobs during this 48-hour period in order to obtain jobs for which they are not entitled.

F. At approximately 1200 hours every Saturday, all remaining overtime jobs for the following week are available to interested ECS members to self-select on a first-come, first-served basis without a limit to the number of jobs they may obtain, provided:
1. The overtime jobs do not require the member to work more than 16 hours in a 24-hour period (with an 8-hour rest period in between jobs); or,

2. The overtime jobs are traded or given to other ECS members when the original member is ineligible to work them due to maximum allowable work hours in a 24-hour period.

### 4-7.5 Cancelling Overtime Assignments

A. Members who bid for and receive overtime jobs accept responsibility for the OT assignment. If the member is unable to fulfill the obligation, it is their responsibility to make reasonable efforts to find a replacement.

B. Members are prohibited from cancelling an overtime assignment within CYA.

C. Should the member be unable to locate a replacement, the member will advise the supervisor of the overtime assignment he or she was scheduled to work and explain why they are unable to report for duty.

1. The Shift Supervisor is responsible for using existing procedures to fill the vacancy.

2. It is recognized that personal emergencies may occur that necessitate deviation from these procedures to find a replacement.

3. The Shift Supervisor will send an email to the Communications Administrative Assistant explaining the matter and who, if anyone, was able to work the overtime so modifications can be made within the CYA system.
**PURPOSE:** The purpose of this directive is to establish rules and procedures for providing alternate sources of electrical power to ensure continued operation of emergency communications equipment. [PSC 6.4.3]

**DEFINITIONS:**

Alternate Source of Power – for purposes of this directive, refers to backup generators and UPS systems.

UPS – Uninterrupted Power Source, a battery-operated electrical system that provides emergency electrical power in an uninterrupted manner to the Communications Center in the event of the loss of power through regular circuits.

**RULES AND PROCEDURES:**

4-8.1 Alternate Sources of Power

A. The Department shall maintain an emergency generator capable of providing an alternate source of electrical power sufficient to operate the Communications Center in the event of the failure of the primary power source. [PSC 6.4.3]

1. The emergency generator shall be tested and documented at least monthly or in conformance with manufacturer recommendations. [PSC 6.4.3 a]
2. The emergency generator system shall be tested and documented at least quarterly under full load. [PSC 6.4.3 b]
3. The emergency generator shall undergo a documented annual preventive maintenance inspection. [PSC 6.4.3 c]

B. The Department shall maintain a UPS system for the Communications Center that is capable of providing a continuous source of alternate electrical power between the loss of the primary source of electrical power and activation of the emergency generator. [PSC 6.4.3]

1. The UPS system shall be tested at least monthly or in conformance with manufacturer recommendations. [PSC 6.4.3 a]
2. The UPS system shall be tested at least quarterly under full load. [PSC 6.4.3 b]
3. The UPS system shall undergo an annual preventive maintenance inspection. [PSC 6.4.3 c]
STANDBY CALL-OUT SYSTEM

PURPOSE: The purpose of this directive is to establish rules and procedures for a standby call-out system for the Communications Center.

All full time ECS personnel are required to be available for standby call-out staffing due to sick leave, sudden increase in workload or other extenuating circumstances. ECS trainees must have their Public Safety Telecommunicator certification from the State of Florida to be eligible for the standby call-out system.

DEFINITIONS:

CYA – the trade name of a software system used to manage and schedule overtime duty assignments.

RULES AND PROCEDURES:

4-9.1 Necessity to Maintain Minimum Staffing Levels

A. The Communications Center periodically measures workloads in order to allocate personnel and establish minimum staffing levels. These levels are determined to be essential to efficiently provide public safety telecommunications services.

B. It is recognized that public safety telecommunications services are deemed to be mission-critical.

C. In order to meet the mission-critical objective, it is essential that minimum staffing levels be maintained through the allocation of ECS personnel in accordance with periodic documented workload studies. [PSCA 1.3.2]

1. Allocation of personnel, including the determination of regular work schedules, how many members may be off at one time for some form of benefit leave, adjustments to work schedules as necessary, scheduling overtime assignments, or distributing mandatory overtime hours are personnel decisions that are management responsibilities.

D. Adjustments to work schedules may be ordered as necessary to ensure minimum staffing levels are maintained; however, it is preferred to provide as much advanced notice for instances when a member may be required to work overtime.
4-9.2 Procedures for Establishing an Standby Call-out System

A. The Communications Manager is responsible for establishing a Standby Call-out system for ECS members that is rotation-based in order to ensure fairness with the distribution of call-out or other non-voluntary overtime assignments.

B. Standby assignments will be for 12-hour blocks of time. Day shift personnel will be on-call for day shift needs and vice versa for night shift personnel.

C. Compensation for Standby Call-out status shall be in accordance with City of Lakeland policy.

D. ECS members who are on standby shall be responsible for not taking voluntary overtime assignments that might conflict with standby call-out obligation or restrict additional overtime in order to meet mandatory rest periods.

4-9.3 Position Vacancies

A. A position vacancy may exist based on any of the following circumstances:

1. Unfilled authorized positions awaiting hiring a new employee.

2. Advanced scheduled time off, such as vacation leave, compensatory time, saved holiday, etc.

3. Spontaneous time off, such as use of sick leave, FMLA, or other exigent circumstances.

4-9.4 Procedures for Filling Position Vacancies

A. Advanced Time Off Vacancies

1. Unfilled authorized positions will be counted as a scheduled position vacancy and filled via overtime as necessary to meet minimum staffing levels.

2. Overtime assignments will continue to be offered via the CYA overtime system for advanced scheduled time off to meet minimum staffing levels.

3. Supervisors may work overtime to backfill whenever another supervisor is on vacation to meet minimum staffing levels. Such overtime work is not restricted to any rotation or shift assignment.

B. Unfilled Advanced Time Off and Spontaneous Time Off Vacancies

1. Any unfilled advanced time off or spontaneous time off vacancies that create the need for overtime to meet minimum staff levels shall be filled in the following steps:

   a. Fill the position vacancy by offering to on-duty personnel to holdover.
b. Offer the position vacancy to all off-duty personnel through a Comm Center staff alert to those members who want to receive such notifications. Members will have 15 minutes to respond to the staff alert.

c. Order the on-call ECS member to report for duty if no response is received or only a portion of the time is filled voluntarily.

4-9.5 Responsibility to Report for Duty During Standby Call-out Status

A. ECS personnel are required to report for duty if called for their assigned time.

1. All mandatory overtime with less than 48 hours advanced notice will be paid at the applicable overtime rate.

2. Mandatory overtime hours worked will not count towards sweat time.

3. Failure to report for mandatory overtime will be documented in AIM and may result in disciplinary action.

4. ECS personnel that have a conflict working the time they signed up for will be responsible for finding a replacement or finding another ECS to trade assigned times with them.

B. ECS personnel will provide a contact number they may be reached at during their assigned standby period of time.

C. ECS personnel must respond to an attempt to contact them ref reporting for mandatory overtime within fifteen minutes.

D. ECS are required to report for any immediate callback overtime assignment within 60 minutes of notification.

E. The designated uniform of the day shall be worn when reporting for call-out duty.
PURPOSE: The purpose of this directive is to describe various forms of benefit leave provided by the City of Lakeland and establish administrative rules and procedures for scheduling the use of benefit leave. Complete details for each form of benefit leave can be located in the City's Personnel Policy and Procedure Manual, either in a hard copy in the Communication Manager's office or online in the City's InSite intranet.

DEFINITIONS:

Planned Vacation - a period of at least seven consecutive days off, including regularly scheduled days off.

RULES AND PROCEDURES:

5-1.1 Annual Vacation Leave [PSC 3.2.2 e]

A. Annual leave is accumulated monthly and based upon years of service as follows:
   Less than five years.........................12 days per year
   Five through 15 years.......................15 days per year
   More than 15 years .........................20 days per year

B. Annual leave may be taken as earned by employees hired after January 1, 1989. Employees hired prior to that date use annual leave within the calendar year following the year the leave is earned. All employees may carry over up to a maximum of 20 days at the end of the calendar year. Regular part-time employees who work at least 20 hours per week accrue annual leave at the rate of 4 hours per month.

5-1.2 Holiday Leave [PSC 3.2.2 b]

A. Eleven (11) holidays, includes one personal floating holiday to be used at any time after three months of employment and prior to the end of the calendar year.

B. Due to the shift work of emergency communications personnel, holidays either fall on a scheduled work day or on a scheduled day off.
   1. Members working a 12-hour shift on a holiday will be compensated with 12 hours of overtime and 8 hours of normal pay rate.
2. Members on a regular scheduled day off on a holiday will be compensated with 8 hours of straight pay.

C. Members may elect to save a holiday for later use in lieu of receiving monetary compensation.

5-1.3 Sick Leave [PSC 3.2.2 c]

A. Sick leave is accrued at the rate of one day per month, without a maximum number of hours that can be accrued.

B. Members are eligible to use sick leave as soon as earned. Regular part-time employees who work at least 20 hours per week accrue sick leave at the rate of 4 hours per month.

C. The City of Lakeland provides a Sick Leave Pool that allows members to receive sick leave benefits in cases involving catastrophic or long-term illnesses or injuries after all personal leave time has been depleted. Participation in this program is voluntary.

1. Participating regular full-time employees contribute 8 hours and regular part-time employees contribute 4 hours on an annual basis.

2. Employees must have completed one full year of service on or before December 31st of the calendar year enrollment and have accumulated at least 40 hours of sick time (20 hours for Regular part-time employees).

5-1.4 Family Medical Leave [PSC 3.2.2 d]

A. Federal legislation guarantees up to 12 weeks per year off work under certain circumstances outlined in the City's Personnel Policy and Procedure manual. The employees must have been employed by the City for at least 12 months and have at least 1,250 hours of service during the 12 month period before the requested leave.

B. The City will continue its group life and health insurance for an employee on leave at the same level and under the same conditions that existed while the employee was working.

C. Maternity Leave – Refer to Family & Medical Leave for those employees who qualify. Others may take up to three months leave of absence available upon approval of the Department Head. Employees may opt to utilize any combination of paid (sick or annual leave) or unpaid leave.

5-1.5 Administrative Leave [PSC 3.2.2 a]

A. Funeral Leave – Up to three days off (24 hours) with pay due to death of an immediate family member (as defined in the City's Personnel Policy and Procedure manual). Up to four hours off with pay may be obtained through supervisor approval to attend local funeral services of persons other than immediate family.

B. Jury/Witness Duty – Employees required to serve on jury duty will be relieved of responsibility for their regular work shift or portion thereof and receive full pay while serving.
1. All fees received for such service may be retained by the employee.

2. Employees subpoenaed to any civil or criminal court proceeding, which employee is not personally or monetarily interested, shall be paid as if engaged in regular work activities.

C. Military Leave – Allows for up to 17 working days in any one calendar year for annual military training without loss of pay or benefits for any employee in some type of reserve status for the United States Armed Forces. (see the City’s Personnel Policy and Procedure manual for additional information).

D. Leave of Absence Without Pay – Written requests are subject to approval by Department Head and City Manager or designee for less than 90 days. Requests for more than 90 days also require Civil Service Board approval for employees in a Civil Service classification.

5-1.6 Requests to Use Annual Leave  [PSC 3.2.2 e]

A. At the start of each shift year, Communications Shift Supervisors will conduct a bid among squad members for use of annual leave within their respective squads for that entire year.

B. First bid - beginning with the Shift Supervisor and then continuing by seniority, ECS members may bid for multi-days of annual benefit leave for a planned vacation.

C. Second bid – following the first bid, a second bid will be conducted to allow members to bid for a second set of multi-days of annual leave for a planned vacation.

D. Third bid – a final bid will then be conducted for a third set of multi-days of annual leave for a planned vacation.

E. Upon completion of these three bids, all remaining requests for annual leave will be considered for approval on a first-come, first-served basis, subject to availability.

1. Should two such requests be received at the same, approval will be determined on a seniority basis.

2. If minimum staffing levels already exist for the days being requested for annual leave, such requests may be submitted pending the chance of cancellations.

F. Squad calendars of planned vacations and other approved leave requests are to remain available to squads members for review.

G. General rules for scheduling benefit leave within the Communications Section include:

1. Annual bids are to be completed by January 31, unless extended by the Communications Manager.
2. Members may only bid for annual leave that they currently have on the books or will earn throughout the year.

3. Members may not use annual leave time for second or third bids that were used for a previous bid.

4. Members may not bid for time-off using compensatory time or saved holidays that they do not have on the books.

5. Authorization to use benefit leave for planned vacations is contingent upon the member accumulating the leave at least four weeks prior to the requested time off. Should a member not have sufficient leave time available, the request for planned vacation will be revoked and the availability for time off will be extended to others in the following manner:
   a. Bids for annual leave that were previously denied will be granted based on seniority; or,
   b. The time will be offered to anyone wanting to use benefit leave for which a request has not been previously submitted.

5-1.7 Requests to Use of Sick Leave [PSC 3.2.2 c]

A. Members wanting to use sick leave must speak with the on-duty Communications Shift Supervisor, who will complete a leave slip and provide the information to the affect squad supervisor.

B. Notification, if possible, shall be made at least one hour prior to shift and no later than one hour after the start of the shift.

C. Members on sick leave longer than three working days may be required to provide a physician's note upon return to work.

D. Members who miss work due to an off-duty injury and use sick leave may be required to provide a physician's release to return to work attesting the member is capable of performing the essential functions of the job.

E. Sick leave longer than five working days for serious health conditions of the member or qualifying family member requires submission of a Family Medical Leave Act (FMLA) request as required by Fiscal policy. [PSC 3.2.2 d]

5-1.8 Request to Use Compensatory (Comp) Time [PSC 3.2.1 e]

A. Members may earn and use compensatory time in accordance with the City Personnel Policy and Procedure Manual.

B. Members wanting to use earned compensatory time must schedule such leave with the appropriate squad supervisor. Use of earned comp time will be granted only when doing so will not cause the squad to go below minimum staffing levels.

C. No member shall submit a request to use compensatory time in excess of the amount currently accrued.
PURPOSE: The purpose of this directive is to describe various personnel programs available to members through the City of Lakeland. Complete details for each program can be located in the City's Personnel Policy and Procedure Manual, either in a hard copy in the Communication Manager's office, online in the City's InSite intranet, or in the Communications Center’s Section Folder. [PSC 3.2.3]

DEFINITIONS:

RULES AND PROCEDURES:

5-2.1 Retirement Program  [PSC 3.2.3 a]
A. The City of Lakeland offers a retirement program, which consists of a pension plan, retiree health insurance benefits, and other benefits as retiree life insurance to all regular full-time employees.
B. Earnings through employment with the City of Lakeland are not covered under Social Security.
C. All written directives describing the City’s retirement program are located on the City’s InSite intranet website and are available to all employees there.

5-2.2 Health Insurance Program  [PSC 3.2.3 b]
A. The City of Lakeland offers a health insurance program, including dental and vision options, to all regular full-time employees.
B. All written directives describing the City’s health insurance program are located on the City’s InSite intranet website and are available to all employees there.

5-2.3 Disability and Death Benefits Program  [PSC 3.2.3 c]
A. After one year of continuous service with the City, all regular full-time and part-time regular employees who become totally disabled by an injury or illness sustained on or off the job, are eligible to apply for a monthly benefit of 60% of their base salary under the City’s Long Term Disability Policy.

1. Refer to the City PPPM entitled “Long Term Disability Insurance” that can be found on the City’s InSite intranet site and are available to all employees there.
2. A copy of the City policy is also located in the Communication Center’s Section Folder and is available to all employees there.

B. All regular full-time employees are provided with statutory accidental death benefits.
   1. Refer to the City PPPM entitled “Life Insurance”, which is available to all employees on the City’s InSite intranet site.
   2. A copy of the City policy is also located in the Communication Center’s Section Folder and is available to all employees there.

5-2.4 Liability Protection Program  [PSC 3.2.3 d]
A. All regular full-time and part-time employees are eligible for the City’s liability protection program.

5-2.5 Educational Assistance Program  [PSC 3.2.3 e]
A. All regular full-time employees who have completed one year of employment are eligible for the City’s Educational Assistance tuition reimbursement program.

B. Limitations and other educational benefits offered under the program can be found in the City Policy “Educational Assistance”.
   1. Refer to the City PPPM entitled “Educational Assistance”, which is available to all employees on the City’s InSite intranet site.
   2. A copy of the City policy is also located in the Communication Center’s Section Folder and is available to all employees there.

5.2.6 Physical Examinations  [PSC 3.2.5]
A. All ECS members must successfully complete a medical examination after receiving a conditional offer of employment as part of the selection process. [PSC 4.3.7]

B. The City of Lakeland does not provide routine hearing, vision, or physical examinations as a benefit to ECS members subsequent to being hired. However, such examinations may be required in situations where there is reasonable concern that an employee is having difficulties performing the essential functions of their job due to medical issues, including hearing or vision problems.
   1. Any such examination will be limited to confirming the member’s continued fitness to perform the essential functions of their job.
   2. The City of Lakeland will provide any such examinations at no cost to the employee.
PURPOSE: The purpose of this directive is to establish rules and procedures for determining seniority within the Communications Center.

DEFINITIONS:

Department Seniority - The relative position of a member to all other members within the Department.

Seniority in rank – is the position of Department members in relationship to other members of the same rank.

RULES AND PROCEDURES:

5-4.1 Seniority Criteria

A. For purposes within the Communications Center, seniority is determined according to the following criteria in the order listed:

1. By rank (ECSS, ECTC, or ECSS positions)
2. By continuous service in rank
3. By continuous service with the Department
4. By initial date of hire by the Department
5. By alphabetical ordering of the last name of members who have the same initial date of hire. In cases where a member changes their last name, e.g., by marriage, their seniority will remain based on their legal name at the date of hire.
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PURPOSE: The purpose of this directive is to establish rules and procedures for instances when a member receives a work-related subpoena to testify in court, at a deposition, or at some other legal proceeding.

DEFINITIONS:

RULES AND PROCEDURES:

5-5.1 Members’ Obligations When Issued a Subpoena

A. Members of the Communications Center may be required to appear at a legal proceeding and give testimony as part of their job responsibility when properly notified by subpoena.

B. Members shall respond to and honor all subpoenas unless excused by the issuing authority. Failure to do so may result in disciplinary action or other corrective action.

C. Members shall be prepared to give testimony and testify in a professional manner.

5-5.2 Court Liaison Officer

A. The Department’s Court Liaison Officer (CLO) serves as the official for the Court, the State Attorney’s Office (SAO), the Public Defender’s Office, and private attorneys for:

1. Scheduling required appearances of Communications Center members

2. Coordinate inquiries into problems encountered with members.

B. Members should contact the CLO, when necessary, to deal with difficulties, conflicts, etc. that may develop regarding scheduled appearances.

1. Members who are scheduled to appear for a deposition with the Public Defender or a private attorney will treat their notification from the CLO as if it was a subpoena.

2. Unless otherwise excused by the attorney who scheduled the deposition, members will attend at the time and place established. Failure to comply or appear for a scheduled deposition may be cause for disciplinary action.
C. Members who want to avoid having depositions, SAO conferences, or other court hearings scheduled during a planned vacation, compensatory days off, or other scheduled leave must notify the CLO, preferably 60 days in advance, using the “LPD Court Liaison Notification Form” (LPD179).

1. The CLO will schedule appearances according to the information available at the time the request is made by the SAO, Public Defender, Private Attorney, other Court Offices, etc.

2. Members who have been issued a subpoena for any official court hearing, deposition, conference, etc., are responsible for appearing as directed. The Court Liaison Officer may serve as an intermediary in attempting to resolve scheduling conflicts but, unless officially excused by the Court or an authorized representative thereof, the member must appear.

3. The Court Liaison Officer will maintain regular contact with the Office of Witness Management in order to identify members who fail to appear as directed by subpoena.
   a. It will be the responsibility of the Court Liaison Officer to notify a member's supervisor, via chain of command, of any missed appearance.
   b. The member's supervisor will be responsible for taking/recommending appropriate corrective action.

5-5.3 Acceptance of Subpoenas and Compensation

A. Members who receive a subpoena accepted by the Department shall sign for subpoena, retain their copy, and return the original and all other copies to the CLO.

B. A subpoena served upon a member that is deemed to be job-related shall be considered to be compensable time. Subpoenas that are not job-related are not deemed to be compensable time.

1. Rate of compensation for subpoenas during normal duty hours will be at straight time.

2. Rate of compensation for subpoenas during off-duty hours will be the member's normal overtime rate.

5-5.4 Overtime Compensation for Court Appearance

A. On-duty members testifying in court will not receive overtime compensation; however, mileage fees paid by the Court may be retained for use of a personal vehicle.

B. Off-duty members testifying in court will be compensated at their overtime rate from the time they leave their residence in order to appear in court at the time specified by subpoena till they return home after being released from their subpoena.

1. Members will not be compensated for remaining at court after being released from their subpoena.
CRITICAL INCIDENT STRESS MANAGEMENT PROGRAM

PURPOSE: The purpose of this directive is to establish procedures for assisting members in dealing with the effects of stress associated with critical incidents. [PSC 2.2.6]

DEFINITIONS:

*CISM Team* – An organized group of individuals trained to support public safety personnel who are involved in emergency operations. The purpose of this group is to assist in mitigating long-term effects of stress.

*Critical Incident* – Any situation faced by fire and EMS personnel or other IFD personnel that causes them to experience unusually strong emotional reactions which have the potential to interfere with their ability to function.

*Debriefing* – A process coordinated by a trained facilitator and peer provider where personnel can discuss their feelings and reactions regarding a stressful incident, thus reducing the reactions stress which can result from exposure to a traumatic event or series of traumatic events. There are no written or recorded notes and all debriefing(s) will be strictly confidential. A CISM debriefing is not a critique of the incident.

*Defusing* – A process that is similar to a debriefing, but is usually done 3 to 4 hours post incident or before the end of the shift. All defusing(s) will be strictly confidential.

RULES AND PROCEDURES:

5-6.1 Critical Incident Stress Management Program (CISM)

A. The Lakeland Police Department Public Safety Communications Center is committed to providing assistance to members dealing with stress associated with critical situations, traumatic events, or the stressful aspects of the overall public safety telecommunicator’s occupation to minimize the accumulative effects of Critical Incident Stress.

B. The Department provides basic training in stress recognition to all ECS members and periodic refresher training. [PSC 2.2.6 c]

5-6.2 Authorization for Relief From Duty

A. Department General Order 4-10 “Relief From Duty/Administrative Leave” establishes procedures for relief from duty from traumatic critical incidents. [PSC 2.2.6 a]
B. Such relief from duty is not considered to be punitive or negative. It is considered to be an essential aspect of helping a member to appropriately deal with the stress of a traumatic incident.

5-6.3 CISM Activation

A. All members share the responsibility for identifying and recognizing common signs of stress in coworkers, either following a critical or traumatic event, or if a coworker exhibits signs of stress.

B. When a critical incident is identified, the on-duty shift supervisor will be notified of the event and the potential impact to an ECS member. The shift supervisor will notify the Communications Manager who is responsible for coordinating activation of local or regional CISM Teams.

1. The Communications Manager shall also notify the Bureau Commander and provide an update on the CISM activation.

2. Consideration should be given to notifying the Department’s Senior Chaplain as well in order to provide additional counseling services.

C. Initial response by a CISM Team will include a defusing session, followed by a debriefing session.

D. In consultation with the CISM Team, consideration should be given for relief from duty as previously noted in this directive.

5-6.4 Additional Referral Services [PSC 2.2.6 b]

A. In addition to activating local CISM Teams and their CISM services of defusing or debriefings or counseling through the Department’s Chaplains, the City of Lakeland provides an Employee Assistance Program (EAP). Specific procedures for using EAP services are noted in the City's Personnel Policy and Procedure Manual.

5-6.5 Follow-up Action

A. The Communication Manager is responsible for ensuring feedback for follow up action is received from CISM Teams to further assist the affected member.

B. Shift Supervisors are responsible for paying close attention to the individual to detect whether or not follow up action is required based on observable work behaviors or conversations with the affected employee.
PURPOSE: The purpose of this directive is to establish rules and procedures for conducting an annual shift bid within the Public Safety Communications Center to determine yearly squad assignments and procedures for mid-year squad assignments.

DEFINITIONS:

RULES AND PROCEDURES:

5-7.1 Annual Shift Bid

A. Squad assignments for full-time ECS personnel released from training will occur based on seniority requests and annual shift bidding. Seniority is determined by the member’s date of hire as a full-time ECS.

B. The Communications Manager may designate personnel for specific squad assignments throughout the year as needs of the Communications Center dictate.

C. Annually, the Communications Manager will provide ECS members with an opportunity to bid for their squad assignment preference, with such assignment due to begin at a designated pay period in January of each year.

   1. Final squad assignments will be based on seniority; however,

   2. The Communications Manager may modify shift bids and assign personnel to squads as needs of the Communications Center dictate.

D. ECS members may make changes to their shift bid preferences prior to the squad assignments being finalized and published.

5-7.2 Mid-year Squad Assignments

A. Transfers to fill squad vacancies that occur throughout the year will be announced and made available on a seniority basis to full-time members who have completed training.

   1. The Communications Manager is responsible for determining when squad vacancies will be filled through the transfer process based on management authority to allocate personnel to squads to meet staffing needs and workload requirements.
2. Should no one request a transfer to fill an announced vacancy, the Communications Manager will assign an ECS member as the needs of the Communications Center dictate.

5-7.3 Trainee Squad Assignments

A. ECS Trainees will be assigned to rotate with various squads throughout their training period. It is preferred to assign a Trainee to a particular rotation and keep them on that rotation to avoid disruption of personal schedules as much as possible. However, changing rotations may be necessary due to department needs.

B. ECS Trainees may give a preference for rotation and squad assignments while in the CTO Training Program; however, final squad assignment will be based on training needs of the Trainee, CTO availability, or other department needs.
PURPOSE: The purpose of this directive is to establish rules and procedures for the recruitment of new members to the Communications Center.

DEFINITIONS:

RULES AND PROCEDURES:

6-1.1 Recruiting Program

A. The Communications Center is committed to participating in an active recruitment program. [PSC 4.1.1]

B. Any individuals responsible for, or engaged in, recruitment activities shall be knowledgeable in personnel matters, especially equal employment opportunity. [PSC 4.1.2]

6-1.2 Recruitment Plan

A. The Communications Center shall maintain a recruitment plan for full-time positions that outlines steps to achieve the goal of ethnic, racial, and gender workforce composition that approximates the makeup of the available workforce in the Lakeland community. [PSC 4.1.3]

B. The recruitment plan shall include:

1. A statement of objectives [PSC 4.1.3 a]
2. A plan of action designed to achieve the objectives [PSC 4.1.3 b]
3. Identify members inside and outside the police department responsible for plan administration [PSC 4.1.3 c]
4. Annual analysis of the plan for progress toward stated objectives [PSC 4.1.3 d]
5. Process to revise or reissue the plan as needed. [PSC 4.1.3 e]
6-1.3 JOB ANNOUNCEMENTS AND PUBLICITY

A. All job announcements and recruiting notices for all personnel will provide a description of duties, responsibilities, and requisite skills; establish minimal educational requirements, state any physical requirements, and other minimum qualifications or requirements. [PSC 4.1.4 a]

B. All advertisements for entry-level job vacancies shall use a variety of methods, including electronic, print, or other media. [PSC 4.1.4 b]

C. All employment applications and recruitment advertisements used by the Police Department and the Communications Center in recruiting activities will clearly contain reference that the Department and/or the City of Lakeland is an Equal Opportunity Employer. Furthermore, any recruitment literature is to depict women and minorities in law enforcement roles. [PSC 4.1.4 c]

D. All job announcements and recruiting notices will advertise official application filing deadlines. [PSC 4.1.4 d]

E. The Department shall post all job announcements with various community service organizations and seek cooperative assistance from community organization leaders. [PSC 4.1.5]

F. The Communications Center and the General Services Section share responsibility for maintaining contact with applicants for all positions and documenting such contacts from initial application to final employment disposition. [PSC 4.1.6]

G. Applications for all positions are not rejected because of minor omissions or deficiencies that can be corrected prior to the testing or interview processes.
   1. The Civil Service Office is responsible for reviewing initial applications notifying applicants of any such omissions or deficiencies.
   2. The Department is responsible for reviewing all other applications filed directly with the agency and notifying applicants of any such omissions or deficiencies.
**PURPOSE:** The purpose of this directive is to describe all elements and activities of the selection process for members of the Public Safety Communications Center. [PSC 4.2.1]

**DEFINITIONS:**

*Applicant* – any person who applies or makes formal application for employment.

*Candidate* – any person seeking employment who meets the minimum requirements of the department and has completed a formal application.

**RULES AND PROCEDURES:**

**6-2.1  Responsibility for the Selection Process**

A. The Communications Manager is responsible for administering the Communications Center's role in the selection process; however, responsibility for the final selection of applicants to fill vacancies rests with the Chief of Police.

B. The selection process for new members is under the regulation of the City of Lakeland Civil Service. The police department submits selection criteria for consideration by the Civil Service Board in conjunction with the City of Lakeland Human Relations Office. The Civil Service Board, upon approval of the recommendations submitted by the Department, establishes selection criteria.

**6-2.2  Requirements of the Selection Process**

A. All elements of the selection process for members are designed to use only those rating criteria or minimum qualifications that are job related. [PSC 4.2.2]

B. All elements of the selection process for all personnel will be administered, scored, evaluated, and interpreted in a uniform manner within the job classification. [PSC 4.2.3]

C. All candidates not selected for positions are to be informed of such in writing. [PSC 4.2.5]

D. General Services Section (GSS) and Civil Service are responsible for ensuring all selection materials are stored in a secure area when not being used and are disposed of in a manner that prevents disclosure of the information within. [PSC 4.2.7]
6-2.3 Notification of Elements of the Selection Process

A. Prior to the beginning of the selection process, candidates are informed, in writing, of the following: [PSC 4.2.4]

1. All elements of the selection process [PSC 4.2.4 a]
2. The expected duration of the selection process [PSC 4.2.4 b]
3. The Department’s policy on reapplication [PSC 4.2.4 c]

6-2.4 Eligibility Requirements

A. The Department does not have maximum age qualifications for any employment opportunities. Minimum age requirement for all full-time positions are established by City of Lakeland policy at 18 years of age.

B. The following criteria apply to all applicants who have illegally used controlled substances and will be used to determine disqualification from further consideration as an applicant. In order to be considered for employment:

1. An applicant shall not have illegally acquired, used, or possessed any Florida Statute 893.03 Schedule III, IV or V controlled substance, or the Schedule II controlled substance, Cannabis, within the twenty-four months preceding their application.

2. An applicant shall not have illegally acquired, used, or otherwise possessed any Florida Statute Section 893.03 Schedule I or II controlled substance, except Cannabis, within the sixty months preceding their application.

3. An applicant shall not have illegally sold or delivered a controlled substance at any time.

C. All applicants shall not have had a DUI conviction within 60 months of application.

D. An applicant shall not have been convicted of a felony or a misdemeanor involving perjury or a false statement, or convicted of any other misdemeanor within the last five years from date of application in order to meet FDLE and FBI requirements for access to criminal justice information systems.

E. An applicant shall not have received a dishonorable discharge from any of the Armed Forces of the United States.

6-2.5 Cognitive Skills Tests

A. All candidates for ECS positions are required to pass a basic cognitive skills test to measure skills in arithmetic, reading comprehension, and grammar.

B. Candidates for ECS positions who pass the basic cognitive skills test are required to also pass a CritiCall® test to measure basic telecommunicator skills in situations that simulate live calls which require multi-tasking, prioritization, map reading, data entry, and memory recall.
6-2.6 Interview Panel
A. An interview board or panel will convene to interview at least the top three scoring candidates per vacancy of those who successfully pass the cognitive skills tests.

B. The interview panel will consist of at least three members who will ask each candidate a series of department-approved questions that are job related.

6-2.7 Conditional Job Offer
A. Those candidates successfully endorsed by an interview panel will be given conditional job offers to continue in the selection process.

B. No questions related to medical or psychological issues shall be asked during the selection process until a conditional job offer is given.

6-2.8 Background Investigations
A. A background investigation of each candidate will be conducted prior to employment and probationary status. All potential employees must have a background investigation completed to include, but not limited to: [PSC 4.3.1]

1. Verification of a candidate’s qualifying credentials [PSC 4.3.1 a]
2. A review of any criminal record [PSC 4.3.1 b]
3. Fingerprints check
4. Prior employment check
5. Verification of at least three personal references. [PSC 4.3.1 c]
6. Warrants check
7. Local records check

B. Any member used to conduct background investigations will be trained in the proper methods of collecting the required information. [PSC 4.3.2]

C. A record of each candidate’s application package, including the background investigation, is maintained on file for five years. City of Lakeland Records Retention is used to store old applications. [PSC 4.3.3]

6-2.9 Polygraph Examination
A. A polygraph examination is administered to all candidates by a department-approved examiner who is trained in the use of polygraph procedures. [PSC 4.3.5]

B. Candidates shall be provided a list of areas from which polygraph questions will be drawn prior to such examination. [PSC 4.3.4]
C. The results from a polygraph examination will not be used as a single determinant of employment status. [PSC 4.3.6]

6-2.10 Psychological Fitness Examination

A. All candidates who receive a conditional offer of employment will undergo an emotional stability and psychological fitness examination conducted by a department-approved qualified professional prior to final selection and appointment to probationary status. [PSC 4.3.8]

B. Results of all emotional stability and psychological fitness examinations will be retained for the entire period of employment and, thereafter, as per the General Records Schedule promulgated by the Florida Department of State. [PSC 4.3.9]

C. All psychological fitness related files retained by the Department will be kept in a secure file by General Services Section, separate from the personnel files and not subject to unmonitored disclosure. [PSC 4.3.9]

6-2.11 Medical Examinations

A. All candidates who receive a conditional offer of employment will undergo a basic medical examination tailored to the specific job description for which they have applied to determine whether they can or cannot perform the essential duties of a particular job and certify the general health of the candidate. [PSC 4.3.7]

B. Medical examinations will be coordinated by GSS through the Office of Risk Management City Nurse’s Office with the City’s licensed physician.

C. The Office of Risk Management will maintain original medical examination reports and forward copies of the reports to the Department, General Services Section.

1. All medical related files retained by the Department will be kept in a secure file by GSS, separate from the personnel files and not subject to unmonitored disclosure.

2. For candidates selected for employment, copies of medical examinations will be retained for the entire period of employment and, thereafter, as per the General Records Schedule promulgated by the Florida Department of State. [PSC 4.3.9]

3. For candidates not selected, copies of medical examinations will be kept on file as per the General Records Schedule promulgated by the Florida Department of State. [PSC 4.3.9]

6-2.12 Drug Screen Testing

A. To be considered for employment, all candidates must consent to provide an authorized testing laboratory a urine sample to be tested for controlled substances.

B. The urine sample will be tested for designated prescription drugs in addition to controlled substances including but not limited to the following:
1. Designated prescription drugs; 6. Cocaine;
2. Cannabis 7. Amphetamines;
3. Phencyclidine (PCP); 8. Barbiturates; and/or
5. Benzodiazepines (Valium); (codeine)

C. All candidates for employment who test "positive" or fail any of the screening measures may be disqualified from any further consideration for employment with the department.

6-2.13 Employment

A. A hire date for all new members selected for employment must be coordinated and approved by the Communications Manager and Fiscal Management before the member may begin employment.

1. New members without prior public safety telecommunications experience will start at Step 1 of the relevant pay grade.

2. New members with prior public safety telecommunications experience may be eligible for a higher starting salary.
   a. Factors to determine the starting salary include the number of years of experience, current certifications, and the agency size of any former employers.
   b. The General Services Section is responsible for maintaining a matrix chart used to determine starting salaries for prior experience.

B. Each newly hired member is required to satisfactorily complete entry-level training relevant to the position and complete a one-year probationary period before being granted tenured status. [PSC 4.3.11]

6-2.14 New Personnel Orientation and Handbook

A. All new personnel shall attend a new employee orientation with the City of Lakeland Human Resources Department.

B. All new personnel shall participate in a new member orientation as part of the initial classroom training for ECS personnel. That orientation shall include:

  1. Information regarding the Communication Center's role, purse, policies, and procedures [PSC 4.3.10 a]
  2. Working conditions and regulations [PSC 4.3.10 b]
  3. Responsibilities and rights of employees [PSC 4.3.10 c]
6-2.15 Rules for Reapplication and Retesting

A. Reapplication, retesting, and re-evaluation of candidates not hired on a previous attempt(s) is permitted after six months as long as nothing in the applicant’s history indicates an unfitness for employment.

1. Conditions that qualify as unfitness for employment include revelations of unacceptable drug usage, criminal records, or other factors discovered during the selection process.

2. Retesting prior to the six month period is at the discretion of the Chief of Police.

B. Testing sessions are scheduled based on actual or forecasted vacancies.

6-2.16 Retention and Disposition of Candidate Records

A. All records of candidates not selected for employment will be maintained by GSS for the period of time prescribed by the Florida Department of Archives. [PSC 4.2.6]

B. Storage of these records in the City of Lakeland Record Retention Center is permissible.
PURPOSE: The purpose of this directive is to establish rules and procedures maintaining a job classification plan consistent with rules of the City of Lakeland Civil Services Department.

DEFINITIONS:

RULES AND PROCEDURES:

6-3.1 Task Analysis

A. The Communications Manager is responsible for maintaining a written task analysis of every class of employee within the Communications Center. [PSC 3.1.1]

B. Each task analysis shall include at a minimum the following:

1. The work behaviors, to include duties, responsibilities, functions, tasks, etc. [PSC 3.1.1 a]

2. The frequency with which the work behavior occurs. [PSC 3.1.1 b]

3. The criticality of the job-related skills, knowledge, and abilities. [PSC 3.1.1 c]

C. The Communications Manager is responsible for a documented review of each written task analysis at least every three years. [PSC 3.1.1 d]

6-3.2 Classification Plan

A. The Communications Manager is responsible for maintaining a copy of the City of Lakeland's written classification plan. The plan shall include the following: [PSC 3.1.2]

1. Categorization of every job by class on the basis of similarities in duties, responsibilities, and qualification requirements. [PSC 3.1.2 a]

2. Class specifications for every job within a class. [PSC 3.1.2 b]

3. Provisions for relating compensation to classes. [PSC 3.1.2 c]

4. Provisions for reclassification. [PSC 3.1.2 d]
6-3.3  **Role in Developing Class Specifications**  [PSC 3.1.3]

A. The City of Lakeland’s Human Resources Department is the governmental entity responsible for creating and maintaining class specifications with the Lakeland Civil Service program.

B. The role of the Lakeland Police Department, and specifically the Communications Center, is to assist in the development and maintenance of class specifications as requested by the City of Lakeland Human Resources Department.

6-3.4  **Job Descriptions**  [PSC 3.1.4]

A. The Communications Manager is responsible for maintaining copies of all current job descriptions for all employees of the Communications Center.

B. Job descriptions for each job within the Communications Center shall be maintained in the Section Folder and is available to all personnel.
PURPOSE: The purpose of this directive is to establish a Training Committee within the Public Safety Communications Center. [PSC 5.1.1]

DEFINITIONS:

RULES AND PROCEDURES:

7-1.1 Composition of the Training Committee

A. The Training Committee is composed of the following members: [PSC 5.1.1 a]

1. One Emergency Communications Shift Supervisor (ECSS) who serves as chairperson of the Committee

2. Four Emergency Communications Specialist (ECS) members, one from each squad

B. Selection of members of the Training Committee will be determined annually through appointment by the Communications Manager. [PSC 5.1.1 b]

1. Selection of the EC Shift Supervisor will be by interest in the position.

2. Selection of ECS members from each squad will be by recommendation from the Squad Supervisors.

3. Members may serve more than one consecutive year.

4. Members who are unable or unwilling to serve on the committee may resign at any time. Such vacancies will be filled through appointment by the Communications Manager.

7-1.2 Relationship of the Training Function to the Training Committee

A. The relationship of the Training Committee to the Communications Center training function is of an advisory nature as to the evaluation of the training needs and recommendations for in-service training programs. [PSC 5.1.1 c]
B. The Communications Center Training Coordinator is responsible for evaluating and implementing the Committee's recommendations, whenever possible.

### 7-1.3 Authority and Responsibility of the Training Committee

A. The Training Committee is authorized and responsible for conducting an annual review of training needs, including all mandatory training requirements, and developing a recommended annual training calendar. [PSC 5.1.1 d]

B. The Training Committee reports to the Communications Manager. [PSC 5.1.1 e]
PURPOSE: The purpose of this directive is to establish a comprehensive training program for the Public Safety Communications Center to meet the training needs of the members and enhance their job skills.

DEFINITIONS:

RULES AND PROCEDURES:

7-2.1 Responsibilities

A. The Communications Manager is responsible for the overall implementation and effectiveness of the training program for the Communications Center. This includes monitoring costs and managing the training budget.

B. Communications Shift Supervisors are responsible for monitoring their squad member's job performance and making recommendations for individual training opportunities. Supervisors are also responsible for ensuring an equitable distribution of training opportunities among their squad members.

C. The Communications Training Coordinator is responsible for administering the CTO Training Program and In-Service Training Program.

7-2.2 Bi-annual Training Requirements For Certification Renewal

A. All ECS members are required to complete annual retraining of at least 12 hours. [PSC 5.2.6]

B. The State of Florida requires 20 hours of specific types of training every two years in order to renew certification as a 911 public safety telecommunicator. State biennial training requirements are limited to a maximum number of hours in the following categories:

1. Journal review ..................................................12 hours
2. Workshop/Seminar/Classroom .........................16 hours
3. Multi-media ......................................................12 hours
4. QA/QI Review ..................................................12 hours
5. Planning and Management Meetings .................. 12 hours
6. Teaching .................................................. 12 hours
7. Protocol Review ......................................... 12 hours

7-2.3 Training Attendance Requirements [PSC 5.1.2]

A. Members assigned to authorized training courses, including in-service training courses conducted by the Department or training courses conducted outside the agency, are expected to attend 100% of the training course.

B. Members are required to attend at least 90% of all mandatory training courses conducted by the Department or by other entities in order to meet attendance requirements.

C. Situations may arise, such as mandatory court appearance, sick or medical leave, or other excused reasons. In these cases, members are required to make up all mandatory training courses.

7-2.4 Training Expenses

A. The Department will cover the costs for approved training programs in or outside the Department's service area, and the biennial recertification fee. [PSC 5.1.3]

B. Eligible expenses include registration fees, mileage, meals, housing, fees, and other materials required for the training, subject to any limitations established by Department policy.

7-2.5 Lesson Plans

A. Lesson plans are required for all training courses conducted by the Communications Center lesson plans and shall include: [PSC 5.1.4]

1. Statement of performance and job related objectives [PSC 5.1.4 a]
2. Content of the training and specification of the appropriate instructional techniques [PSC 5.1.4 b]
3. Process for approval of lesson plans [PSC 5.1.4 c]
   a. In order to meet requirements for mandatory retraining, all lesson plans for training courses conducted by the agency are to be submitted to the Communications Training Coordinator and the Communications Manager for review and approval.
   b. Training courses to meet requirements for mandatory retraining that are taught by outside organizations should be reviewed and approved by the Communications Training Coordinator and the Communications Manager to ensure the content meets requirements for lesson plans.
4. Identification of any tests used in the training process [PSC 5.1.4 d]
7-2.6 Training Records

A. The Communications Training Coordinator is responsible for updating and maintaining current training records for all ECS members following their participation in training programs. [PSC 5.1.6]

B. The Communications Training Coordinator is responsible for maintaining records of all training classes conducted by the Communications Center, to include: [PSC 5.1.7]

1. Copy of the training class lesson plan [PSC 5.1.7 a]
2. The names of all attendees [PSC 5.1.7 b]
3. Performance of individual attendees as measured by any tests that are administered as part of the training course [PSC 5.1.7 c]

C. Members who attend a training course outside the agency are required to submit a copy of the course's training certificate to the Training Coordinator.

7-2.7 Requirements for Trainers

A. Communications Center personnel assigned to conduct training activities are required to have completed some type of instructor course or training. The instructor course must have included: [PSC 5.1.5]

1. Lesson plan development [PSC 5.1.5 a]
2. Performance objective development [PSC 5.1.5 b]
3. Instructional techniques [PSC 5.1.5 c]
4. Testing and evaluation techniques [PSC 5.1.5 d]
5. Resource availability and use [PSC 5.1.5 e]

B. Completion of the "Instructor Techniques" course offered by the Florida Criminal Justice Standards and Training Commission or the "Public Safety Telecommunicator Instructor" course offered by APCO meets this requirement.

7-2.8 Promotional Training

A. The Communications Center will provide job related training to all newly promoted personnel within the first year of promotion. [PSC 5.2.12]

1. Supervisory personnel shall complete all CityU Level I courses within one year of promotion. The "New Supervisor Orientation" course should be completed within six months of promotion.

2. Supervisory personnel shall complete all CityU Level II courses within two years of promotion.
7-2.9 Accreditation Training

A. The Communications Manager is responsible for ensuring all ECS members are familiar with the Department’s accreditation process. [PSC 5.2.9]

B. All newly hired ECS members will receive accreditation familiarization training within 30 days after their employment begins. [PSC 5.2.9 a]

C. All ECS members will receive accreditation familiarization training during the self-assessment phase associated with achieving initial accreditation. [PSC 5.2.9 b]

D. All ECS members will receive accreditation familiarization training prior to an on-site assessment. [PSC 5.2.9 c]

7-2.10 Shift Training [PSC 5.2.7]

A. Shift Training – in order to keep employees current between formal training sessions, the Communications Center shall provide shift training.

B. Planning – the Communications Training Coordinator is responsible for planning shift training and establishing training topics, in consultation with the Communications Manager and Shift Supervisors.

C. Techniques and instructional methods – shift training shall be complimentary to academy classes for each position, by updating or building on fundamental skills. The training shall be provided in the form of training material that can be reviewed by the employee during independent study, on-line training, or material that must be reviewed with the employee by the Shift Supervisor or their designee. The training material may be related literature, recurring training reviews, tests or scenario based training.

D. Roles and Responsibilities – each Shift Supervisor is responsible for ensuring shift training is accomplished in a timely manner. Each ECS member is responsible for completing shift training assignments.

E. Evaluation of Shift Training – the Communications Training Coordinator shall evaluate the delivery of shift training and update as needed.

7-2.11 Remedial Training [PSC 5.2.8]

A. Any member, either entry-level in the CTO training program or a member released from CTO training, may be required to undergo remedial training, which is used to reinforce policies and/or improve performance

1. Remedial training may be required as a part of a job performance review or as a result of a formal Employee Incident Report.

2. Remedial training can be as simple as verbal review of an inquiry or as complex as classroom instruction.
B. The Shift Supervisor or Communications Training Coordinator shall determine the extent of remedial training, timeline, and any follow-up evaluation required.

C. Remedial training is mandatory; therefore failure to participate may subject the member to the disciplinary process.

7-2.12 Specialized Training [PSC 5.2.10]

A. Positions that require specialized training include supervisory, technical, and training positions. Pre-assignment specialized training is required Communications Training Officers (CTO). Post-assignment specialized training is provided for all other positions that require additional special skills. [PSC 5.2.10 a]

B. Specialized training for a Communications Training Officer consists of:
   1. Completion of an accepted CTO training program, such as the APCO CTO course [PSC 5.2.10 a]
   2. CTOs are required to retrain and recertify every two years. [PSC 5.2.10 b]

C. Specialized training for the Training Coordinator consists of:
   1. Completion of an accepted Instructor Techniques training program, such as the APCO Instructor course [PSC 5.2.10 a]

D. Specialized training for the Shift Supervisor consists of: [PSC 5.2.10 a]
   1. Completion of an accepted First Line Supervisor training program, such as the APCO Supervisor course [PSC 5.2.10 a]
LAKELAND POLICE DEPARTMENT
PUBLIC SAFETY COMMUNICATIONS CENTER
STANDARD OPERATING PROCEDURE

SOP Number

7-3

CTO TRAINING PROGRAM

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PURPOSE: The purpose of this directive is to establish the general rules and procedures for the Department's CTO Training Program. A separate CTO Training Program Manual outlines the specific rules and procedures for the training program, and is incorporated in the Communication Section's written directive system. [PSC 5.2.2]

DEFINITIONS:

*Continuing Dispatcher Education (CDE)* – department-approved training material or training programs that are relevant to public safety telecommunicator operations.

*Communications Training Officer* – a designated ECS trainer, as certified by APCO, who is responsible for training new ECS members during the CTO Training Program.

*CTO Training Program* – a five-phase formal training program designed to instruct new ECS members on their duties and responsibilities, as well as teach the skills necessary to successfully perform their jobs.

*CTO* – a Communications Training Officer, as designated by the Department and certified by APCO.

RULES AND PROCEDURES:

**7-3.1 New Hire Training Program**

A. All newly hired ECS members are required to complete a training program prior to routine assignment in any capacity in which the member is allowed to answer calls for service or is in a position to make dispatching decisions, except as part of the CTO Training program. [PSC 5.2.1]

B. The Department's required training program for all newly hired ECS members is referred to as the CTO Training Program. This is a six-phase program that lasts approximately 7 to 8 months, and encompasses both classroom training and on-the-job training. [PSC 5.2.2 c]

1. Classroom orientation training  
   80 hours
2. Classroom Basic Telecommunicator training  
   40 hours
3. Call-taker / Intake training  
   320 hours
4. Police dispatch training 480 hours
5. Fire/medical dispatch training 280 hours
6. Data/Teletype training 120 hours

C. An orientation handbook will be provided to all new entry-level ECS members at the time their CTO Training Program begins. [PSC 5.2.3]

D. The curriculum is based on an analysis of tasks deemed to be most important and most frequent assignments. [PSC 5.2.2 a]

E. The CTO Training Program uses multiple evaluation techniques and guidelines that are designed to measure competency in the required skills, knowledge, and abilities for each phase of training. [PSC 5.2.2 b]

F. Newly hired ECS members with prior telecommunicator experience, and thus considered to be a lateral-entry classification, are required to complete all six phases of training as established in the CTO Training Program manual. Length of training can only be reduced for lateral-entry members who show above satisfactory job performance and can successfully complete the job tasks for each phase. [PSC 5.2.2 d]

7-3.2 Evaluation of New Hire Training

A. Upon a member's completion of the CTO Training Program, the following documented evaluations will be conducted. [PSC 5.2.5]

1. CTO Feedback of the program's effectiveness [PSC 5.2.5 a]
2. Trainee evaluation of the CTOs' effectiveness [PSC 5.2.5 b]
3. Supervisor reviews of the Trainee and the overall program effectiveness [PSC 5.2.5 c]
4. Measurement of learning that occurred during the training [PSC 5.2.5 d]
5. Identification of results or tangible consequences of training [PSC 5.2.5 e]

7-3.3 Communications Training Officer Requirements [PSC 5.2.11]

A. Selection Process for CTO [PSC 5.2.11a]

1. Any Emergency Communications Specialist (ECS) with at least one year of experience with Lakeland PD may apply to become a CTO by submitting a written memorandum via the chain of command to the Communications Manager.

2. Upon designation as a CTO, the member must complete the APCO 40-hour CTO Training Officer course of instruction and obtain APCO certification. [PSC 5.2.11 b]
3. CTOs may not begin training an ECS Trainee, to include formal training or completing Daily Observation Reports (DORs) until certified by APCO.

B. Training and In-Service Training of CTO Trainers [PSC 5.2.11 b]

1. In addition to obtaining APCO CTO certification, CTOs must maintain State of Florida Public Safety Telecommunicator certification, which includes at least 20 hours of CDE every two years. [CFA 33.17]

2. CTOs must complete at least four hours of annual department-approved specialized training for CTOs that is beyond the basic in-service training provided to all ECS members.

C. Supervision of Trainers [PSC 5.2.11 c]

1. Shift supervisors are responsible for daily oversight and supervision of CTOs as they work with trainees through all phases of the CTO program.

2. The Communications Training Coordinator is responsible for monitoring all aspects of the CTO program, including training activities by CTOs, documentation of training and trainee progress via DORs or other written reports, and providing annual specialized training to CTOs.

3. The Communications Manager is responsible for the overall supervision of CTOs, including feedback from trainees on CTO effectiveness and training skills.

D. Reporting Responsibilities of Trainers [PSC 5.25.11 d]

1. CTOs are responsible for completing various administrative reports that include:
   1. Daily Observation Report
   2. Training Status Report for each phase of training
   3. Remedial Training Report

2. Other forms of specific reporting may be required by the Shift Supervisor, Communications Training Coordinator, or the Communications Manager to document a trainee's progress and proficiency in the CTO program.

E. Liaison With Training Staff [PSC 5.2.11 e]

1. CTOs may offer recommendations to the Communications Training Coordinator for training topics or suggested training programs.

2. CTOs shall coordinate with the Communications Training Coordinator to develop any remedial training necessary for a trainee.
7-3.4 9-1-1 Public Safety Telecommunicator Training Program

A. The 40-hour classroom training program for 9-1-1 Public Safety Telecommunicator certification is required for all ECS members.

1. Personnel who are providing this training program, whether in-house or from outside the department, must be certified by the State of Florida Department of Health to instruct this course. [CFA 33.16 a]

2. The curriculum used for the 9-1-1 Public Safety Telecommunicator certification must be approved by the State of Florida Department of Health. [CFA 33.16 b]

B. All ECS Trainees must complete an approved training program and receive 9-1-1 Public Safety Telecommunicator certification. Additionally, this certification must be achieved within 12 months of assignment. [CFA 33.18 b, c]

7-3.5 Supervision of ECS Trainees

A. An ECS Trainee must work under the direct supervision an Emergency Communications Specialist (ECS) who is a certified 9-1-1 Public Safety Telecommunicator and an Emergency Communications Shift Supervisor (ECSS) who is a certified 9-1-1 Public Safety Telecommunicator. [CFA 33.18 a]
PURPOSE: The purpose of this directive is to establish rules and procedures for security measures and authorized access to the entire Public Safety Communications Center area.

DEFINITIONS:

Communications Center – the area of the police station that encompasses the public safety telecommunications function, to include E9-1-1 Intake, Police and Fire Dispatch, and Data/Teletype operations of the Lakeland Police Department.

Controlled Area – an area, a room, or a storage container, for the purpose of day-to-day CJI access or storage, that with limited access during CJI processing times to only those personnel authorized to access or view CJI, or that is locked when unattended.

Criminal Justice Information (CJI) – includes all FBI CJIS provided data necessary for law enforcement to perform its mission including, but not limited to biometric, identity history, biographic, property, and case/incident history data.

1. Biometric data is data derived from one or more intrinsic physical or behavioral traits of humans typically for the purpose of uniquely identifying individuals from within a population. Used to identify individuals, to include fingerprints, palm prints, iris scans, and facial recognition data.

2. Identify history data is textual data that corresponds with an individual’s biometric data, providing history of criminal and/or civil events for the identified individual.

3. Biographic data is information about individuals associated with a unique case, and not necessarily connected to identity data. Biographic data does not provide a history of an individual, only information related to a unique case.

4. Property data is information about vehicles and property associated with crime.

5. Case/Incident history is information about the history of criminal incidents.

Physically Secure Location – a facility or an area, a room, or a group of rooms, within a facility with both the physical and personnel security controls sufficient to protect CJI and associated information systems.
RULES AND PROCEDURES:

8-1.1 Designation of Physically Secure Locations

A. The Communications Center and Computer Information Services (CIS) are designated as a “Physically Secure Location” in compliance with Lakeland Police Department’s General Orders and the Federal Bureau of Investigation’s (FBI) Criminal Justice Information Services (CJIS) Security Policy (CSP). [CSP 5.9.1]

B. Designation as a physically secure location with restricted access is due to the sensitive nature of access to CJI and the critical infrastructure of telecommunications equipment and systems, to include servers and routers in the CIS area.

C. The administrative area outside of the actual Communications Center is designated as a Controlled Area.
   1. Access to the Controlled Area is limited during CJI processing times to only those personnel authorized by the Department to access or view CJI.
   2. When unattended, Controlled Areas shall remain locked and be accessible via an electronic key card system to persons authorized to enter the area.
   3. All information devices and documents containing CJI shall be positioned in such a way as to prevent unauthorized persons from access or view.
   4. Encryption requirements for electronic storage of CJI shall meet minimum standards established by other Comm SOP directives.

8-1.2 Security Perimeter of Communications Center Area

A. The perimeter of the Communications Center and CIS areas as a physically secure location shall be prominently posted and separated from non-secure locations by physical controls. [CSP 5.9.1.1]

B. Exterior doors from the main hallway of the third floor area at the police station shall be kept locked and secured at all times. Access to the physically secured locations via the doors shall be controlled by an electronic key card system with restrictions established in the system to verify individual access.

C. Any incidents that require a door to be temporarily left open or unsecured due to unusual circumstances will require constant monitoring by Comm Center personnel to ensure no unauthorized access occurs.

8-1.3 Access to Communications Center Area Limited to Authorized Personnel

A. Members assigned to the Communications Section, including part-time and Code 11 employees, are authorized access to the Comm Center area.
B. The following personnel are authorized unrestricted access to the physically secure locations:

1. All on-duty law enforcement supervisors who have at a minimum CJIS limited access training certification.

2. On-duty police officers who have at a minimum CJIS limited access training certification with a specific reason to be in the Comm Center or CIS area.

3. On-duty firefighter personnel who have at a minimum CJIS security awareness training certification with a specific reason to be in the Comm Center.

4. Authorized vendors, systems personnel, or maintenance and repair workers who are cleaning or repairing equipment who have at a minimum CJIS security awareness training certification and have undergone a fingerprint-based background check.

5. All other individuals as specifically authorized by the Communications Center Manager or on-duty shift supervisor.

C. The following personnel are permitted restricted access to the Comm Center area provided they are escorted by an authorized Comm Center member:

1. Tour groups, with supervisory approval.

2. Other short-term visitors, such as family members, with supervisory approval.

8-1.4 Background Checks

A. All employees who will have unescorted or unrestricted access (either physical or logical access) to the Communications Center area, and specifically CJIS systems, must be fingerprinted and a background check completed prior to employment or assignment. Results of all background investigations will be maintained by the Lakeland Police Department’s General Services Section (GSS).

B. All other personnel, including maintenance workers and repair personnel, must be fingerprinted and a background check completed prior to being authorized for unescorted or unrestricted access to the Communications Center area.

8-1.5 Annual Review of Individuals Authorized for Unescorted Access

A. On an annual basis, the Local Agency Security Officer (LASO) shall review the list of all persons with access to the Communications Center area to ensure each has proper background checks and an appropriate level of security awareness training for their level of access. [CSP 5.9.1.2]

B. Appropriate action per Department or Communications Center directive will be taken immediately for any authorized person found with unescorted access in the Comm Center.
8-1.6 Visitor Control to Communications Center

A. All visitors to the Communications Center, defined as any person who is not properly authorized to have unescorted access to the physically secure location, shall be authenticated by the Comm Center member permitting access to the location.

B. All visitors shall be escorted by a Comm Center member at all times and have the visitor’s activity monitored. [CSP 5.9.1.7]

8-1.7 Access Control for Display Medium

A. All physical access to information system devices that display CJI (e.g., computer monitors) shall be arranged and positioned such that visitors within or viewing into the physically secure location within the Communications Center cannot access or view CJI. [CSP 5.9.1.5]
COMMUNITY EDUCATION

PURPOSE: The purpose of this directive is to establish rules and procedures for the community education function of the Public Safety Communications Center.

DEFINITIONS:

Community Education – the functional effort to establish and maintain proactive relationships with community organizations to foster cooperative efforts that resolve community issues and meet the community's needs. This function includes such efforts as educational programs about 9-1-1 and public safety communication procedures, addressing problems that have a bearing on public safety communications, and maintaining liaison with formal community organizations.

RULES AND PROCEDURES:

9-1.1 Community Education Objectives

A. The Communications Center is committed to the Department's community policing philosophy, including establishing and maintaining proactive relationships with community organizations in an effort to collaboratively resolve community issues and meet the community's needs.

B. Objectives of the community education function include:

   1. Educate the community on 9-1-1 and public safety communication procedures.
   2. Proactively identifying potential problems that have a bearing on public safety communications activities in the community.
   3. Establishing and maintaining liaison with formal community organizations.
   4. Identifying the community's needs for public safety communications services.
   5. Developing policies, rules, and procedures.

C. All ECS members share in the responsibility to promote community education and are expected to understand the community education objectives of the Communications Center.
9-1.2 Community Education Committee

A. The Community Education Committee is responsible for directing and evaluating the overall community education function of the Communications Center.

B. The Community Education Committee is comprised of the following members:

1. Communications Manager - Chairperson

2. One ECS member from each squad as assigned by the Communications Manager

3. Other members as assigned by the Communications Manager

C. Specific duties of the Community Education Committee include:

1. Informing members about the Communication Center's community education objectives. [PSC 2.6.1 a]

2. Developing community education policies and procedures for the Communications Center. [PSC 2.6.1 b]

3. Publicizing the Communications Center's objectives, problems, and successes. [PSC 2.6.1 c]

4. Conveying information transmitted from citizens and/or organizations to the Communications Center. [PSC 2.6.1 d]

5. Improving practices bearing on public safety communications-community interaction. [PSC 2.6.1 e]

6. Identifying training needs with input from citizen representatives, those involved in internal investigations, and conferences with supervisors. [PSC 2.6.1 f]

9-1.3 Liaison With The Community

A. The Communications Center is committed to establishing and maintaining liaison with formal community organizations and other community groups. [PSC 2.6.2]

B. Such liaison shall, at a minimum consist of the following activities:

1. Attending community meetings

2. Participating in various citizen academies

3. Giving informational presentations to schools, youth organizations, or other civic groups.

4. Assisting with tours of the police department and the Communications Center
9-1.4 **Annual Community Involvement Report** [PSC 2.6.3]

A. By March 1 of each year, the Communications Manager is responsible for preparing and submitting to the Chief of Police via the chain of command a report that includes, at a minimum, the following elements:

1. **Description of potential problems that have a bearing on public safety communications activities in the community** [PSC 2.6.3 a]

2. **A statement of recommended actions that address previously identified concerns and problems** [PSC 2.6.3 b]

3. **A statement of progress made toward addressing previously identified concerns and problems** [PSC 2.6.3 c]

B. All members are responsible for transmitting information relevant to potential problems described above that they receive. Members shall forward such information via their chain of command to the Communications Manager through an email or written memorandum. [PSC 2.6.4]
MEDIA RELATIONS

PURPOSE: The purpose of this directive is to establish rules and procedures for the public information function and media relations by members of the Public Safety Communications Center.

DEFINITIONS:

RULES AND PROCEDURES:

9-2.1 Media Relations Philosophy and Function

A. The Department's philosophy regarding media relations is to provide an open atmosphere for authorized media representatives to obtain news information by contacting appropriate levels of authority within the Department.

B. In order to implement department policy, rules, and procedures related to the release of public information and media relations, this directive establishes procedures for members of the Communications Center to address the essential elements of the Department's public information and media function.

9-2.2 Assisting Members of the Media [PSC 2.6.6 a]

A. Members of the Communications Center shall assist news personnel in covering news stories that may involve the Department's public safety communications function.

B. During in-progress incidents, media representatives contacting the Police Department should be referred to the Officer in Charge of Uniform Patrol Division, the Public Information Officer (PIO), or other designee for information concerning the incident.

C. Inquiries from media representatives concerning in-progress incidents or investigations being handled by other divisions should be referred to the PIO or ranking supervisor in that division.

D. Routine requests from media personnel for information not of incident nature (e.g., statistical information, interviews of members pertaining to any facet of police operations, administrative matters, etc.) should be referred to the PIO.

E. Whatever basic information about an ongoing or in-progress incident that would be released to the general public shall be provided to media upon inquiry or request.
9-2.3 Availability for On-Call Responses to the News Media [PSC 2.6.6 b]

A. The Communications Center is always available to assist the news media with requests for contacting department personnel who are on-call to assist the media with news stories.

B. Members are authorized to answer questions from the news media just as any questions from the general public would be answered.

C. Members are not authorized to answer specific questions from the news media about ongoing investigations or other operational concerns.

9-2.4 Preparing and Distributing Media Releases [PSC 2.6.6 c]

A. Members are required to obtain authorization from the Chief of Police or PIO prior to disseminating official Department media releases.

B. The Communications Manager shall assist the Chief of Police or the Public Information Officer with the preparation or distribution of media releases as necessary.

9-2.5 Arranging For and Assisting at News Conferences [PSC 2.6.6 d]

A. Members may not arrange for or schedule a news conference without authorization by the Chief of Police or the PIO.

B. Members shall assist the Chief of Police or the PIO with arranging news conferences or assisting at news conferences as requested.

9-2.6 Release of Information About Victims, Witnesses, and Suspects [PSC 2.6.6 e]

A. Members are not permitted to release to the news media or anyone else information about victims, witnesses, or suspects unless specific information is provided to the Communications Center and authorized for release.

9-2.7 Assisting With Crisis Situations Within the Department [PSC 2.6.6 f]

A. Members shall assist with the collection of information relevant to crisis situations within the Department.

B. Such information shall be provided to the department members requesting assistance and copies provided for the Communications Manager.

9-2.8 Release of Confidential Information; Investigations and Operations [PSC 2.6.6 g]

A. Members may not release information related to confidential department investigations or operations, either as a department spokesperson or as a private citizen.
9-2.9  Release of Information When Other Agencies Are Involved  [PSC 2.6.6 h]

A. In situations involving multiple public service agencies (e.g., Lakeland Fire Department, Polk County Sheriff's Office, Florida Highway Patrol, Florida Department of Law Enforcement, etc.), the following procedures are to be followed:

1. The agency with primary jurisdiction over the incident is responsible for releasing or coordinating the release of media information unless;

2. Other arrangements have been established between the involved public service agencies.
**PURPOSE:** The purpose of this directive is to establish rules and basic procedures for basic telephone operations and call processing.

**DEFINITIONS:**

**RULES AND PROCEDURES:**

10-1.1 Call Answering Priority

A. Emergency 9-1-1 calls are to be answered first, followed by non-emergency lines.

1. All calls must be answered as quickly and efficiently as possible.

2. All calls should be answered by the third ring, if possible.

B. In extremely busy situations, it may be necessary to place a non-emergency call on hold to answer a 9-1-1 incoming call.

1. Make certain the call on a non-emergency line is truly not an emergency.

2. Always preface the action by telling the caller that they will be placed on hold and tell them that you need to answer a 9-1-1 call.

3. As soon as possible, return to and complete the call you placed on hold. It may be necessary to repeat this process several times during your shift.

10-1.2 Proper Telephone Greetings

A. Emergency Lines - the recommended telephone greeting for emergency lines is:

"911 - where is your emergency?"

1. Emphasis should be placed on determining the location of the emergency first so resources can be dispatched to where the emergency is occurring if no other information can be obtained.

2. Determining location should also included bits of information, such as the numeric street address, business or building name, cross streets, subdivisions, landmarks, etc.
B. Non-emergency Lines - the recommended telephone greeting for a non-emergency line is:

"Lakeland Police Department, Operator ###, How may I help you?"

C. Workstation Lines - the recommended telephone greeting for a non-emergency line at a workstation other than Intake is to use the position, such as:

"North Dispatch" – "South Dispatch" – "Fire Dispatch" – "Teletype"

10-1.3 Basic Telephone Etiquette

A. Members answering the telephone shall maintain a polite, calm, and friendly tone of voice. Emphasis is to be on the incoming call rather than other distractions that may be occurring in the room.

B. Members are not expected to tolerate profane or verbally abusive callers, but proper diffusion techniques are appropriate to overcome a caller's anger or hostility.

C. If the caller has a legitimate request of the police department, ask appropriate questions in order to analyze and properly classify the call, and then put in a call for service for an officer or public safety aide to be dispatched.

D. If the caller clearly does not have a call that requires police response but persists on continuing the conversation, members shall attempt to provide the caller with acceptable alternatives, suggest other possible options, or refer them to the appropriate department, agency, etc. that can better assist them in their request.

E. Members are prohibited from giving legal advice.

F. Members are prohibited from giving emergency medical instructions over the phone or the radio. [PSC 6.2.11]

G. Members shall not advise a caller that the Department is unable to assist with the caller's problem or request for service.

1. Explain the department’s policy on that particular subject, and that the nature of the incident is handled by another department, agency, etc. Do not get caught up in a confrontation with the caller.

H. Members shall remain focused, professional, and calm when dealing with hysterical, agitated, emotional, distraught, or difficult callers. Keep emotions in check and just remember that you are not the problem, you are part of the solution.

I. Members who must place a caller on hold should address the caller by their name when you have them back on the line to indicate that you have not forgotten them and that their call matters.

J. Members shall maintain a professional attitude with active listening when taking calls, even if the situation seems humorous or funny.
1. A member’s voice should reflect empathy and maturity in your demeanor.

2. Members shall refrain from making jokes or relating funny stories to illustrate a point as this may offend the caller.

3. Members may agree if the caller comments that the situation is funny or odd, but refrain from making the caller feel foolish.

4. Members shall remain in control of the conversation and get the job completed correctly the first time.

K. Members shall refrain from making remarks of race, particular group, culture, class, etc. Emergency and non emergency services are provided to everyone equally who needs assistance regardless of their ethnicity.

L. Members are to provide a a sincerely-made apology for a dispatch delay, previous misunderstanding, or another intake operator’s action to satisfy a caller, and put a call "back on track."

   1. Members do not have to feel defensive about admitting a previous mistake.
   2. Apologize – give them the correct information and then move on to helping them with their problem.

10-1.4 Using Appropriate Tone of Voice

A. Members shall use an appropriate tone of voice that reflects patience, politeness, professionalism, and calm understanding to gain the caller’s cooperation and trust.

B. Members shall use clear speech and proper diction to ensure the caller understands you.

C. Members shall use a tone of voice that projects authority and knowledge, backed up by a certainty of what you are telling/asking the caller.

   1. Hesitance or seeming unsure should be avoided. If you do not know an answer, simply state this and tell the caller you will get the information being requested.

D. Members shall use plain-talk and everyday language with the public. The use of 10-Codes, Dispatch Signals, legal terms, or law enforcement jargon should be avoided.

10-1.5 Control of the Conversation

A. Intake operators shall take charge of the conversation and gather all pertinent information necessary to identify the nature of the emergency or request for service. Pertinent information is described as:

   1. Information needed to get response units to the incident location
   2. Information needed to prepare the response units to deal with what may confront them when they get there

C. Intake operators should focus on asking open-ended questions that cannot be answered with just a "yes" or "no" response.

1. Members should listen for the main point, stay focused, and listen for the importance behind what is being said.

2. Members dealing with emotional or hysterical callers who are out of control should speak in a calm, competent, and decisive tone of voice to take control of the situation.

3. Only in extreme cases may a member need to raise their voice to match the emotions of the hysterical caller, but then promptly return to normal voice tones once you have the attention of the caller.

4. Members may need to use persistent repetition which requires the request or question be repeated each time in the same way.

5. Members who are unable to interact with a hysterical, emotional, or abusive caller may refer the call to a supervisor or another intake operator who may be able to resolve the conflict.

10-1.6 Handling Different Types of Callers

A. Chronic Callers – may be lonely individuals who are seeking attention. Most often, the intake operator is successful in dealing with these types of calls by listening to the caller and providing reassurance that someone will respond, if needed. Never dismiss the call without questioning the individual to obtain what type of problem they may want to report, as this time there may be a legitimate emergency. [PSC 6.2.7]

B. Intoxicated Callers – Intoxicated callers can be very difficult to deal with. Remain professional, control the call, gather pertinent information and dispatch assistance, if required. Always remember to keep an open mind to avoid categorizing individuals as intoxicated or drugged when they may actually be sick or injured. [PSC 6.2.7]

C. Child Callers – require special consideration and attention. [PSC 6.2.8]

1. Obtain the child’s name and use their name throughout the conversation as this will help reassure the child that you are getting help to them.

2. Children facing a crisis may often appear to be calm because they generally do not understand the severity of the situation. Members should not judge the severity of the call by the level of emotion expressed by the child caller.

3. Children will commonly refer to someone who possibly is unconscious as looking like “they are asleep” or “…is sleeping and won’t wake up.”

4. Children are very capable of answering questions and following instructions. Questions may have to be asked one at a time so as the child does not get
confused. It may be necessary to repeat and rephrase the questions to simplify them for the child. Be sure that the child is not answering “yes” out of reflex to an authority figure.

5. In a non-English speaking family, a school-aged child may be the most fluent in English and may have to be the chosen one to be the translator. Always ask the child if any other adults are present.

6. Remember that some children may have been warned about playing on the phone and to only call 9-1-1 when there is an emergency. In some cases, children may be apprehensive about calling because they are not sure if the situation is an emergency.

7. Always reassure children that they did the right thing by calling 9-1-1.

D. Elderly Callers – Intake operators must consider how the thought process works in the mind of an elderly person. Elderly callers often have to organize thoughts differently than that of a younger person. Some may have to start “at the beginning” with specific events or signs and symptoms that lead to the reason for calling, rather than coming right to the point and stating the problem up front. [PSC 6.2.8]

1. Elderly callers may process information slower, so do not overwhelm them with a series of questions.

2. Ask one question at a time, and wait for an answer.

3. An elderly caller may try to minimize their problem from a fear they are “bothering” you with their problem or call. They may also wait until the problem has persisted for an extended period before calling.

4. If there are indications that the caller is having a difficult time hearing, change the style of communication. Slow the rate of speech and make sure you speak clearly.

5. Another option would be to ask if there is another person available you can speak with.

6. Some elderly callers are unsure how the 9-1-1 system works so they may be hesitant to call, and may apologize for bothering you, even though they have a serious emergency.

7. Intake operators will be most effective if you take the time to reassure them that they did the right thing by calling, and that you are there to help them.

E. Abusive Callers – Many abusive callers try to put the intake operator on the defense mode by asking for their name and operator number. [PSC 6.2.7]

1. Members are required to give this information to any citizen that may request it. [PSC 1.1.7 c]

2. Refusal to provide the information allows the caller to take advantage of your defensive demeanor and make further complaints.
3. The easiest way to handle these types of callers is to immediately give your operator number or name and offer to connect the caller to a supervisor to resolve any complaint or issue.

F. Suicide Callers – Any mention by a caller that they are considering suicide should be taken seriously. Refer to the Call Handling Guide for Suicide Callers for specific actions.

10-1.7 Alternative Communications Methods and Criteria [PSC 6.5.5]

A. Personal cell phones, department cell phones, or other unrecorded means of communications will not be used to conduct business within the Communications Center except in emergency situations or when the normal phone system does not work.

B. This restriction includes text messaging of official department business as such messages that may constitute a public record.
PURPOSE: The purpose of this directive is to establish rules and procedures to be used when answering 9-1-1 calls.

DEFINITIONS:

PSAP - Public Safety Answering Point

Primary PSAP - the first communications center to answer a 9-1-1 call, and may be the location point from which calls are dispatched.

RULES AND PROCEDURES:

10-2.1 Primary E9-1-1 PSAP

A. The Public Safety Communications Center of Lakeland Police Department operates as a primary PSAP for E9-1-1 calls in Lakeland.

   1. This includes both landline and cell phone calls that originate from within the City of Lakeland jurisdictional boundaries.

10-2.2 Standard Protocol for Answering E9-1-1 Calls

A. The recommended answering statement at the Lakeland Primary E9-1-1 PSAP is:

   "9-1-1, Where is your emergency?"

10-2.3 Verification of ANI/ALI Information

A. The Primary PSAP E9-1-1 operator will verify the displayed ANI/ALI information with the caller to include the city of the caller.

   1. If there is no ANI/ALI information displayed, or if the ALI information is incorrect or incomplete, the Primary PSAP E9-1-1 operator shall obtain the information from the caller and complete an E9-1-1 discrepancy report (COM130) detailing the correct ALI information as obtained from the caller.

   2. If there is no exact match on the GIS map from information obtained from the ALI or caller, the E9-1-1 operator shall submit a GIS discrepancy detailing the correct GIS information as obtained from the caller.
10-2.4 Protocol for Handling Emergency Medical Calls

A. All E9-1-1 calls received by the Lakeland Primary PSAP requiring emergency medical services shall be transferred to the Polk County Emergency Communications Center. Specific procedures for handling emergency medical calls is located in Comm SOP 15-1.

10-2.5 Protocol for Handling Emergency Calls Requiring Emergency Medical and Law Enforcement Response

A. All E9-1-1 calls received by the Lakeland Primary PSAP requiring emergency medical services and law enforcement response will be initially processed to determine the extent of the emergency situation. Upon determining that emergency medical services and law enforcement response are necessary, the call will be transferred to the Polk County Emergency Communications Center.

B. Intake Operators at the Lakeland Police Department and the Polk County Emergency Communications Center must work together to determine if the emergency involves an active threat at the scene to victims or responders.
   1. Should an active threat exist, such as violent offender is still on scene, then the Lakeland Police Department will retain control of the call and coordinate a law enforcement response to secure the scene before turning over control to the Polk County Emergency Communications Center for EMD processing.
   2. Should no active threat exist, the Polk County Emergency Communications Center will retain control of the call and begin EMD. Lakeland Intake Operators are responsible for entering a police and medical call for service, and gather as much information as possible during the EMD process.

10-2.6 Procedures for Minimum Response to Unverified Calls

A. Instances in which a call is received via E9-1-1, accompanied by location data, but in which the operator cannot question the caller, the following procedures shall apply:
   1. Attempt to recall the ANI displayed phone number.
   2. If the return call is answered, identify yourself as the Lakeland Police Department and advise the individual that the E9-1-1 system indicated someone at that location attempted to place an emergency call.
   3. If it is an actual emergency, initiate the appropriate response.
   4. If it is not an emergency, transfer the call to the proper RDP.
   5. If the attempt to recall the ANI displayed telephone is unsuccessful (no answer, busy signal, disconnected signal, etc.), then the Intake Operator will enter a police call for service as a Sig 90 - Unverified or Unconfirmed 911 Call."
B. Attempt to recall the telephone number recorded by the ANI/ALI printer. If the call is answered, identify your agency and advise the individual that the E9-1-1 system indicated that someone at that location attempted to place an emergency call.

1. If it is an actual emergency, initiate the appropriate response.

C. If the attempt to recall the ANI/ALI printer recorded number is unsuccessful (no answer, busy signal, disconnected signal, etc.), attempt to obtain an address of the telephone number from your local cross-referenced directory or by calling the local telephone office.

1. Once an address or location has been determined, contact the proper RDP with the information.

10-2.7 E9-1-1 Transfers to Other Agencies

A. Any E9-1-1 call, which would be handled by an PSAP law enforcement or fire emergencies, will be immediately transferred to the appropriate agency, following verification of the information displayed.

B. When a call is transferred to another agency, the Lakeland E9-1-1 Intake Operator will tell the caller they are being transferred to the proper agency and to please remain on the line.

1. When the other PSAP agency answers, the Lakeland PSAP will state:

“This is the Lakeland Police Department with a transfer. Can you copy the information?”

2. The receiving PSAP will reconfirm the location information and take over questioning of the caller. The Lakeland PSAP will remain on the line until no longer needed or the receiving PSAP has gathered enough information to initiate the proper response.

C. If the E9-1-1 Intake Operator determines the caller needs emergency assistance from another location other than the one displayed on the ALI screen, the Operator should state upon the receiving PSAP answering:

“This is the Lakeland Police Department with a transfer. Can you copy? Correct location for response is (Location Obtained from Caller.)”

1. The receiving PSAP will take control of the call with the Lakeland PSAP remaining on the line until no longer needed.

10-2.8 Wireless Telephone Generated E9-1-1 Calls

A. All E9-1-1 calls from wireless caller in Lakeland will route to Lakeland Police Department’s Primary PSAP on a designated wireless trunk group.

B. Because of the increased possibility of a call from a wireless telephone being cut off when transferred, the E9-1-1 Operator shall determine the location and nature of an
incident, to include the call back number prior to transfer.

1. If the caller is disconnected during the transfer, the Intake Operator shall relay the information to the proper PSAP agency and request they attempt to make contact with the caller.

### 10-2.9 Trouble Reporting Procedures

A. All E9-1-1 trouble will be reported to the on-duty Comm Shift Supervisor. If the Supervisor deems it necessary, the E9-1-1 Duty Officer shall be contacted.

B. The following procedure shall be followed by the Shift Supervisor to report trouble:

1. Contact the E9-1-1 Duty Officer via pager 863-819-3181 immediately for critical trouble defined as:
   
   a. No ALI display on all available positions
   b. No ANI display on all available positions
   c. No mapping display on all available position
   d. TTY inoperable on all available positions
   e. Unable to transfer a call to another agency
   f. Static, noises, squeals, etc. on the E9-1-1 circuits that prevent a conversation from being understood
   g. PSAP/RDP affected by a lightning strike, i.e. smell of smoke or equipment damage, alarms activated in equipment
   h. Total PSAP/RDP failure
   i. E9-1-1 logging recorder equipment not recording at the PSAPs

2. Contact the E9-1-1 Duty Officer via answering service at 863-819-3181 between the hours of 8:00 A.M. to 9:00 P.M., seven days a week, for non-critical trouble, defined as:

   a. ANI/ALI/mapping failure at one position (when another is available)
   b. Printer problems

C. When contact is established, the person reporting the trouble shall provide the following information:

1. The piece(s) of equipment that is not working properly
2. If the trouble is at one position only or at all positions
3. Describe the problem encountered.

D. If there is no response from the E9-1-1 Duty Officer 20 minutes after the initial attempt, contact the E9-1-1 Systems Manager via cell phone 863-559-5293.

**10-2.10 Automatic Alarms Procedures**

A. Polk County Ordinance 87-07 states it is unlawful for any person, firm, corporation, or association to install, maintain, own, possess, operate or use any telephone alarm device regulated or programmed to make connection with any E9-1-1 telephone installed in any PSAP in Polk County.

B. If a E9-1-1 call is received by this means, the receiving operator is to use the standard Call Answering Procedures and then report the automatic notification to the Comm Shift Supervisor who will in turn notify the Communications Section Manager and the E9-1-1 Systems Manager.

1. The E9-1-1 Systems Manager will contact the company and advise prohibition of such
PURPOSE: The purpose of this directive is to establish rules and procedures for processing calls via TTY, training of personnel to correctly operate TTY equipment, and the documented testing of such equipment. [PSC 6.5.2]

DEFINITIONS:

Audible Tones – TTY callers may press keys to emit audible tones to notify the public safety telecommunicator that at TTY call is being placed.

Open Line Call – any phone call received where there is an open line with no response from the caller. It does not include hang up or abandoned calls.

Silent Call – synonymous with an open line call; the caller's equipment does not recognize that the call has been answered until the telecommunicator sends a TTY response.

TDD – a Telecommunications Device for the Deaf, but TTY is the preferred term used by the communications impaired community.

Telephone Relay Service – a telephone relay service operator who uses a standard telephone and TTY to type voice communication to a TTY operator and then reads the TTY user's typed communication to a voice telephone user.

TTY – Typewriter, sometimes referred to as TDD. A terminal-type device with a keyboard and display used by deaf, hearing impaired, and speech impaired persons to communicate via telephone lines.

RULES AND PROCEDURES:

10-3.1 Standards of Care for Equal Access to Emergency Services

A. The Communications Center is responsible for providing the following standards of care for TTY callers:

1. In compliance with State requirements, maintain and operate a TTY.

2. Ensure persons using TTY equipment have equal access to emergency services via E9-1-1 and administrative lines as persons without impairments.
3. Ensure that in the event of an individual line or system failure, there is an alternative method for receiving emergency calls from TTY callers.

4. Ensure all intake and dispatch positions where 911 calls may be answered shall be equipped with an integrated Power 911 TTY module to allow communication by typed messages between the caller and call receiver.

5. Ensure a backup TTY machine shall be maintained in the Communications Center for processing TTY calls in the event that Sentinel 911 becomes inoperable.

6. Ensure that back-up TTY equipment is available at any alternate sites used to establish a secondary Comm Center in the event of an evacuation.

10-3.2 TTY Call Processing  [PSC 6.5.2 a]

A. A TTY call may be received in one of the following ways:
   1. A high pitched chirping is heard and the TTY window will open.
   2. Florida Relay Service; the TTY user goes through a voice interpreter when placing a call.

B. Upon answering a 911 or administrative line and a TTY tone is heard, intake operators will process the calls for service using established call handling and interview techniques no different than any other caller.

C. TTY calls will be handled in the same manner as all other E9-1-1 calls when transferring to another PSAP or the Polk County Emergency Communications Center, except to announce a TTY call during the transfer process.

10-3.3 Open Line or Silent Calls

A. Upon receiving a silent call or open line call, the intake operators will adhere to the following procedures:
   1. Make two attempts at giving the voice greeting.
   2. If there is no response, mouse click on the TTY icon on the computer screen to enable the TTY module.
   3. Send a greeting of your choice via TTY messaging.

10-3.4 Training and Proficiency Testing

A. All ECS members shall receive initial training for TTY call-taking protocol and etiquette as part of the CTO Training program, and shall demonstrate proficiency in processing TTY calls.  [PSC 6.5.2 b]
B. All ECS members shall receive retraining every six months for TTY call-taking protocol and etiquette. [PSC 6.5.2 c]

C. Shift supervisors are responsible for conducting regular practice calls at a minimum of once a month for each ECS member for proficiency testing to evaluate:
   1. Recognition of TTY calls
   2. Successfully connecting with the TTY caller
   3. Transferring TTY callers to other agencies correctly
   4. Demonstrate proficiency to determine if a silent or open line call is from a TTY caller
   5. Demonstrate proficiency in making outgoing TTY calls

D. The Communications Training Coordinator is responsible for conducting an annual review of training materials related to TTY operations to keep updated with changes that may impact the provision of accessible services. When changes in services or technologies occur, timely updates to training materials are required.

10-3.5 Equipment Testing [PSC 6.5.2 d]

A. Each Communications Shift Supervisor is responsible for completing monthly documented testing of all TTY equipment to ensure operability.

B. All squads shall receive and transmit a minimum of one test TTY call during each shift.

C. All technical call handling problems arising from such tests will be reported to the Communications Manager who shall forward the problem to the Polk County E9-1-1 Systems Manager, who will take necessary actions to have the equipment repaired.

10-3.6 Florida Relay Service

A. The Florida Relay Service is the communications link for people who are deaf, hard of hearing, deaf/blind, or speech-disabled. It is available 24 hours a day/365 days a year. Impaired callers with TTY equipment may call the Florida Relay Service in lieu of contacting the police department directly.

B. To call Florida Relay Service, dial 7-1-1 or use the appropriate toll-free numbers:
   1. 1-800-955-8771 (TTY)
   2. 1-800-955-8770 (Voice)
   3. 1-800-955-1339 (ASCII)
   4. 1-877-955-8260 (VCO-Direct)
   5. 1-877-955-5334 (STS)
   6. 1-877-955-8773 (Spanish)
C. Calls for service received from an impaired caller using the Florida Relay Service shall use established call handling and interview techniques no different than any other caller.

1. Intake operators should speak directly to the relay operator as if they were talking to the impaired caller themselves.
**PURPOSE:** The purpose of this directive is to establish rules and procedures for Abandoned 911 calls received in the Lakeland 9-1-1 PSAP.

**DEFINITIONS:**

*Abandoned 911 call* – any call that is terminated before it makes connection to the 911 PSAP or immediately disconnects upon receipt. Abandoned 911 calls terminating before connection is made to 911 will display on the Sentinel Patriot 9-1-1 tab in blue font.

**RULES AND PROCEDURES:**

**10-6.1 General Rules and Procedures**

A. Every landline Abandoned 911 call must be resolved in some manner.

B. For wireless Abandoned 911 calls, one attempt must be made to re-contact the calling party. Personnel at Intake positions will work together to ensure Abandoned 911 calls are responded to in a timely fashion.

**10-6.2 Landline Calls**

A. Upon receiving an Abandoned 911 call, the call taker will make two attempts to call back the phone number, to determine if any assistance is needed.

B. If there is no response or the call taker is not satisfied with the response, the call taker will initiate a call for service listing 911 as the complainant and including the information from the ALI screen.

C. 911 may be indicated in the first line of remarks followed by dividing slash marks if the ANI/ALI interface information is placed in the call entry screen using the CAD interface.

D. The call taker will include any pertinent information in the call entry, such as what occurred during the call back attempts.

E. Once the call is forwarded for dispatch, the call taker will discontinue any further attempts to contact.
10-6.3 Wireless Calls

A. The Lakeland Police Department Public Safety Communications Center follows NENA guidelines in responding to wireless 9-1-1 calls.

B. Upon receiving an Abandoned 911 call from a wireless phone, when the phone number is obtained, the call taker will make one attempt to call back the wireless customer in order to determine if assistance is needed.

C. If the wireless phone is busy or there is no answer, additional attempts to contact the caller will not be made by communications personnel.

D. If the call back attempt goes to voice mail, no message will be left.

E. If contact is made on any Abandoned 911 call back attempt, the call taker will follow established call-handling procedures to process the call.

10-6.4 Information to Believe an Emergency Exists

A. For any call received from a landline or wireless phone on any line, if sufficient information exists to lead the call taker to believe a possible emergency exists, (i.e. a person sounds distressed or disturbance can be heard in the background), a response will be generated if enough information is available to generate a response.

B. If location information is not available, the call taker shall initiate trace procedures in an attempt to obtain location information.

10-6.5 Uninitialized Wireless Phones – (911) Area Code Display

A. When a wireless call display showing '911' as the area code is received, this indicates the call is coming from an uninitialized phone. This means there is currently no service to the wireless phone, it is either unregistered or deactivated. If the wireless phone is charged, it can still call 9-1-1.

B. The display will show (911) xxx-xxxx. As a result, the system will not receive a usable call back number. A 911 caller who stays on the line will not be able to provide a call back number because there is no number assigned to the wireless phone.

10-6.6 Silent Calls

A. Silent calls are those in which a connection to 911 is made however there is no voice response from the calling party.

B. In compliance with the Americans with Disabilities Act, all silent calls whether received from landline or wireless telephones will be interrogated with a TDD/TTY to determine if the caller is attempting to seek assistance using a special communications device for hearing impaired individuals. Refer to Comm SOP 10-3.
**9-1-1 HANG-UP CALLS**

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**ACREDITATION STANDARDS**

PSC 6.2.6

**PURPOSE:** The purpose of this directive is to establish the rules and procedures for handling 9-1-1 hang-up calls. [PSC 6.2.6]

**DEFINITIONS:**

9-1-1 **Hang-up Call** – any incoming 9-1-1 call which is disconnected by the calling party prior to the call taker’s interview.

**RULES AND PROCEDURES:**

**10-7.1 Procedures for Landline 9-1-1 Hang-ups Calls**

A. When a landline 9-1-1 Hang-up Call is received with a callback number, the call taker shall call back using the number provided. Calling inside on a hang-up should take priority over answering incoming 9-1-1 calls during routine and normally busy call volumes.

B. If no one answers, the call taker shall not leave a message on an answering machine or advise that the Police are on the way, as it may expose the caller to a potential aggressor.

1. The call taker shall initiate a response using the type code “Signal 90”, indicating that no one answered the call back.

C. If a busy signal is received on a landline callback, the call taker shall enter a “Signal 90” incident indicating that the callback was busy.

D. If the call taker is able to speak to a person from the location where the call originated from, an attempt will be made to ascertain whether or not an emergency response is necessary.

1. If the call taker is able to determine that no problem is apparent by speaking to a reliable person (adult, employee, etc.), an advised incident will be generated in CAD using Signal 90. The circumstances that led to the 9-1-1 call (children playing on the phone, misdial, etc.) will be identified in the text.

E. If the answering party advises that an emergency exists, the call taker shall initiate an appropriate response.
F. If the answering party advises that no problem exists, but the call taker determines that a response is necessary based on the conversation or background noise, an appropriate response shall be generated in CAD (Signal 90, WELCHK, etc.) indicating that the call originated as a hang up and the reason for the response (i.e. sounds of crying in background).

G. If a call is placed back into a location where a 9-1-1 Hang up call originated from and someone answers on a telephone located in a different area, the answering party shall not be directed to go investigate whether a problem exists (i.e., a convenience store clerk checking the pay phone outside the store).

1. The answering party shall only be asked to describe what they can observe from where they are standing. If they are not able to determine if a problem exists, no further direction should be provided (do not direct them to go outside or into another room to investigate).

2. The only exception to this rule is where security officers are able to check for unusual circumstances (i.e., Malls or large retail stores) and report back to Communications if they encounter a problem.

   a. If security officers will be checking on a 911 hang up calls, the incident shall not be closed until the on-duty police supervisor is informed and determines that no response is necessary, then an appropriate sergeant notification shall be entered and the incident closed.

10-7.2 Procedures for Wireless 9-1-1 Hang-ups Calls

A. PSAPs are required to make a reasonable attempt to respond to wireless 9-1-1 hang-ups and Open Lines. Most carriers provide a callback number for wireless calls (Phase 1). If a callback number is unavailable, contact is not possible. Many Wireless carriers are capable of providing locations of the call as well (Phase 2). The following procedures represent a reasonable response:

B. "Phase 1" Wireless hang-ups calls with no location information shall require the call taker shall attempt to re-contact the cellular phone, twice if necessary.

1. If a busy signal is received or no one answers on the two callbacks, no further action is required.

2. The call taker shall not leave a message as it may expose the caller to a potential aggressor.

3. If the call taker is able to speak to someone, an attempt will be made to ascertain whether or not an emergency response is necessary.

   a. If the call taker is able to determine that no problem is apparent by speaking to a reliable person (adult, etc.), no further actions are necessary.

   b. If the answering party advises that no problem exists, but the call taker feels that a response is necessary based on the conversation or
background noise, an attempt will be made to obtain necessary information for a response.

c. If the answering party is unwilling to provide the location for a police response, then no further action is required and document in CAD the actions taken for this phone call.

d. If the answering party advises that an emergency exists, the call taker shall obtain the necessary information and initiate a response.

C. “Phase 2” Wireless hang-ups Calls with location information displayed shall required the call taker to attempt to re-contact the cellular phone, twice if necessary.

1. If a busy signal is received or no one answers on the two callbacks, the call taker shall enter a Signal 90, hang-up, incident indicating that it is a cellular call and determine the radius that the call hit after a Rebid process.

2. The call taker shall not leave a message at it may expose the caller to a potential aggressor.

3. If the call taker is able to speak to someone, an attempt will be made to ascertain whether or not an emergency response is necessary.

a. If the call taker is able to determine that no problem is apparent by speaking to a reliable person (adult, etc.) and the location is in Lakeland Police jurisdiction, an advised incident will be generated in CAD using Signal 90.

   1) The circumstances that led to the 9-1-1 call (misdial, etc.) will be identified in the text.

b. If the call originated from a location outside Lakeland Police jurisdiction, no incident is required and the answering party should be transferred to another PSAP – no further action is required.

c. If the answering party advises that no problem exists, but the call taker feels that a response is necessary based on the conversation or background noise, an appropriate response shall be generated in CAD using the Phase 2 location displayed.

   1) The call taker shall indicate in CAD that it is a cellular call that originated as a hang-up and the reason for the response (i.e. sounds of crying in background).

   2) If the call originated from a location outside Lakeland Police Com’s service area, the information should be forwarded to the appropriate PSAP.

d. If the answering party advises that an emergency exists, the call taker shall obtain the necessary information and initiate a response.
1) If the incident is occurring outside Lakeland Police Department’s service area, the answering party shall be transferred to the appropriate PSAP.

4. Cellular Hang-up incidents originating from an area where security officers are able to check for unusual circumstances (i.e., Malls or large retail stores) shall be relayed to security after the initial incident is created to check and report back to Lakeland Police Communications if they encounter a problem.

   a. If security officers will be checking on a 9-11 hang-up call, the incident shall not be closed until the on-duty police supervisor is informed and determines that no response is necessary, then an appropriate Sergeant notification shall be entered and the incident closed.
PURPOSE: The purpose of this directive is to establish the rules and procedures for handling all open line calls, including 9-1-1 and non-emergency lines.

DEFINITIONS:

9-1-1 Hang-up Call – any incoming 9-1-1 call which is disconnected by the calling party prior to the call taker’s interview.

Open Line – a 9-1-1 or non-emergency call that has been answered by a call taker, but no response is being received from the caller. The difference between an Open Line and a Hang-ups Call is that the telephone connection is still established between the calling party’s location and Lakeland Police Communications. If the call is disconnected at some point after the call taker has answered and no response was received from the caller, the Open Line would then be considered a Hang-up Call.

RULES AND PROCEDURES:

10-8.1 Initial Assessment if Open Line is a TTY Call

A. In all instances when no response is received after answering a 9-1-1 call or a non-emergency line call and the telephone connection is still established, the call taker must confirm that the call is not a TDD/TTY user.

B. If the call is a TTY user, the call receiver shall interview the caller and take appropriate action based on the circumstances of the call following established TTY procedures.

10-8.2 Procedures for Wire-Line (Non-Cellular) 9-1-1 Open Lines

A. If the Open Line is coming from a wire-line phone with location information available, an incident shall be generated in CAD using Signal 90 indicating that the Open Line is being monitored and describing any noise heard.

B. If at any time the call taker hears background noise that indicates an emergency is occurring, they should immediately initiate the appropriate response (Domestic Violence, Welfare Check, etc.) type code.
10-8.3 Phase 1 Wireless (Cellular) Open Line With No Location Information

A. If the call is not a TTY user and there are no suspicious noises in the background, the call taker shall hang up and attempt to call the phone back.
   1. If no contact is made after two call backs, no further action is required.
   2. Open lines with suspicious noise in the background should be monitored for any clues to the phone’s location or for the potential that a victim may eventually be able to communicate about the incident.

B. If the call taker reaches someone on a callback, the procedures for Phase 1 Hang-up Calls shall be initiated.

10-8.4 Phase 2 Wireless (Cellular) Open Lines With Location Information Displayed

A. If the call is not a TTY user and the open line is silent, the call taker shall consider it suspicious and create a HANGUP incident in CAD requiring the call taker to monitor the location for changes.
   1. The call taker shall retransmit (rebid) for an updated location approximately every 15 seconds and supplement any location changes in the CAD incident.

B. If the call taker can determine from the background noise that no problem is apparent (laughing, normal conversation, etc.), the call taker shall hang up and attempt to call the phone back. The call taker shall then initiate the procedures for a Phase 2 Hang-up Call.
ROUTING MISDIRECTED EMERGENCY CALLS

PURPOSE: The purpose of this directive is to establish rules and procedures for prompt handling and appropriate routing of misdirected emergency calls received at the Lakeland PSAP that are from outside service response areas for the Lakeland Police and Lakeland Fire Departments. [PSC 6.2.5]

DEFINITIONS:

PSAP - Public Safety Answering Point, a facility equipped and staffed to receive emergency calls requesting police, fire, emergency medical and other public safety services via telephone and other communication devices.

RULES AND PROCEDURES:

10-9.1 Prompt Call Handling

A. Intake operators shall promptly identify misdirected calls for service and courteously transfer those calls to the appropriate PSAP or public safety agency.

10-9.2 Emergency Calls

A. In cases of misdirected emergency calls via E9-1-1, intake operators shall obtain sufficient information for the caller, the location and nature of the emergency, and a call-back phone number.

1. Should the connection be lost with the caller, Intake will have sufficient information to relay to the appropriate PSAP.

B. Keep the caller on the line and transfer the E91-1-1 call to the appropriate PSAP. Remain on the line long enough to ensure all required information is related by the caller.

10-9.3 Non-Emergency Calls

A. In cases of a misdirected non-emergency call, intake operators shall do one of the following:

1. Refer the caller to the appropriate agency and provide the telephone number to call.
2. Transfer the caller if a speed dial key is available.

3. If the caller seems confused, take the information and pass it on to the proper agency.

B. In cases of a non-emergency call being received on an E9-1-1 line, intake operators shall:

1. Attempt to handle the call if doing so will only take a moment

2. Transfer the call to a non-emergency line using a preformatted transfer button.

10-9.4 Suspected Master Street Address Guide Database Errors

A. Missdirected emergency calls that appear to be the result of errors in the E9-1-1 Master Street Address Guide (MSAG) shall be reported to the on-duty Communications shift supervisor. An ALI Discrepancy Report (COM130) shall be completed for the potential database error and forwarded to the Communications Manager for routing to the County E9-1-1 Office.

10-9.5 Misdirected VoIP and Wireless Calls

A. Intake operators shall remain cognizant that some emerging technologies, such as Voice Over Internet Protocol (VoIP) or wireless calls can be routed to the Lakeland PSAP due to system coding and not the result of a database error.

B. These types of misdirected emergency calls do not require a report to the on-duty Communications shift supervisor.

C. Intake operators should direct the caller to contact their VoIP or wireless service provider to ensure the phone’s service address is listed properly in system records.
PURPOSE: The purpose of this directive is to establish procedures to utilize the services of interpreters with the Language Line when telephone calls are received from non-English speaking callers. [PSC 6.2.12]

DEFINITIONS:

RULES AND PROCEDURES:

10-10.1 Initial Receipt of a Call from a non-English Speaking Caller

A. Upon receipt of a call from a non-English speaking reporting party, the Intake Operator shall immediately conference with the Language Line for assistance with the interview if the call receiver does not have certification on file for that language.

B. The Language Line Operator will request the following information:

1. Client ID - Lakeland PD Client ID is 903007
2. Organization Name - Lakeland Florida Police Department
3. Language needed - The Language Line Operator will be advised of the language if known, or will conduct a brief interview of the RP to determine what language they are using, then conference in an interpreter.
4. Personnel Code - the three digit Operator ID LPD Badge number (Operator 5xx)

C. If the Intake Operator does not have an approved language certification on file they may communicate briefly with the non-English speaking caller as they are connecting to the Language Line in an attempt to determine the basic circumstances and location of the incident. Any significant information should be confirmed with the translator once they have joined the conversation.

10-10.2 Working With the Language Line Operator

A. When a Language Line interpreter is accessed, the interpreter shall be advised to relay to the RP what is occurring with their call and to stay on the line until the call is complete. Succinct questions should be asked and after each, the interpreter will
relay the question to the RP in their language and in turn, relay the answer back in English.

B. If the connection with the Language Line is delayed, or the interview is not progressing expediently, a WELCHK incident shall be created. As the circumstances become known through the interview, the incident shall be upgraded or downgraded accordingly, and/or a fire/EMS incident created.

C. The Language Line should be utilized as long as necessary to conclude the call safely.

10-10.3 Assisting Officers With the Language Line

A. Officers or public safety aides at the scene of an incident may require the use of the Language Line to communicate with individual’s on scene. This does not include lengthy investigations or taking statements. Officers or PSA will call Communications for assistance and be connected to the Language Line.

B. The Communications operator shall stay on the line and provide Client ID and the officer’s identifier (i.e. LPD-200) as the Personnel Code.

1. Other departments members shall not be given the Language Line telephone number or Lakeland Police Department's Client ID to use with future incidents. All requests to use the Language Line must be processed through the Communications Center.

C. Communications members are not required to remain on the line with the officer and the Language Line for the purpose of recording the communication, with the only exception of an officer attempting to bring an emergency situation under control.

1. This restriction also applies to other methods that would allow continued recording of the conversation between the officer and the interpreter through the Communications Center logging recorder even without an employee’s involvement (leaving the connection open at a given Position, etc.).
VICTIM/WITNESS INFORMATION PROCEDURES

PURPOSE: The purpose of this directive is to establish rules and procedures for how members of the Public Safety Communications Center shall provide information and assistance to victims and witnesses of crime or other critical incidents.

DEFINITIONS:

RULES AND PROCEDURES:

10-11.1 Procedures For Initial Contact With Victims and Witnesses

A. Members of the Communications Center are often the first contact a victim or witness has with the police department after a crime or critical incident occurs.

1. All members are charged with the responsibility of assisting the public and treating all victims and witnesses with fairness, compassion, and dignity.

2. Members shall work to ensure the initial contact sets a proper tone by using a supportive and empathetic approach to assisting the victim or witness.

B. Members shall provide comprehensive information and other relevant assistance whenever a victim or witness calls the police department to report a crime or other critical incident. Such assistance shall include:

1. Judge the characteristics of the call for service to determine whether an emergency or non-emergency response is required based on call prioritization protocols. [PSC 6.2.3 a]

2. Determine what services the victim or witness needs at the moment, including fire rescue and emergency medical assistance.

3. Reassure the victim or witness and inform them of information relating to how a call for service will be handled at dispatch.

4. Determine if an immediate referral to another agency is appropriate for the victim or witness.
**10-11.2 Procedures For Referral to Other Agencies**

A. Listings of community service agencies that are available to victims and witnesses, with address and/or telephone contact information, are maintained in the Communication Center's Sentinel phone system.

B. The Communications Training Coordinator shall provide biennial refresher training for all ECS members for familiarization with currently available means of victim and witness assistance.

**10-11.3 Comprehensive Victim/Witness Assistance**

A. The Lakeland Police Department's Victim Assistance Program provides a wide range of comprehensive assistance to victims of crime or other critical incidents. That assistance includes, but is not limited to:

1. Counseling services
2. Assistance with filing for eligible reimbursement of certain medical expenses to specific types of crime victims
3. Assistance during participation in various legal proceedings, such as court or depositions, to victims of crime

B. Department General Order 15-2 "Victim/Witness Rights" establishes the Department's Victim Assistance Program. Members of the Communications Center shall refer to the General Order for specific policies, rules, and procedures relating to the Victim Assistance program.

**10-11.4 Procedures for Subsequent Requests for Information**

A. Members of the Communications Center may often serve as point of contact for victims or witnesses seeking supplemental information for assistance needs.

B. Non-emergency and administrative calls involving victims or witnesses seeking additional information on a case shall be evaluated on a case-by-case basis.

1. Instances where the Communications member can provide the requested assistance shall be dealt with immediately.
2. Cases that require specific information on the victim's case shall be referred to either the investigating officer, the detective conducting a follow-up investigation, or the Victim Assistance Program based on the needs of the caller.
3. Cases where the victim or witness needs immediate assistance beyond what can be provided over the phone shall be promptly referred to on-duty Patrol supervisors for further coordination.
PURPOSE: The purpose of this directive is to establish the rules and procedures for ensuring all public safety radio operations are conducted in accordance with FCC rules and regulations.

DEFINITIONS:

FCC - Federal Communications Commission

RULES AND PROCEDURES:

11-1.1 Compliance with FCC Requirements

A. All radio operations will be conducted in accordance with FCC procedures and requirements, or other appropriate legal requirements. [PSC 6.1.2]

B. An electronic copy of Part 90 of the FCC Rules and Regulations that detail the operational, technical, and administrative requirements for radio systems for public safety purposes is maintained online in the Section folder.

C. The FCC can access monetary fines and even suspend/revoke the license of a radio system owner, including public safety agencies who violate the rules. Radio dispatchers must follow the FCC rules.

11-1.2 Basic FCC Rules

A. This section is not intended to delineate all of the FCC rules for public safety radio operations. However, it does list some of the more important operating rules.

1. Radio operators are not required to be licensed by the FCC. Licenses are issued to the local government unit operating the radio system.

2. Priority is to be given to any communications involving the safety of life or property.

3. Only calls as authorized by the rules governing stations may be transmitted. False calls, false distress signals, unidentified and unnecessary communications, obscene, indecent, and profane language, and the transmission of unassigned call signals are strictly prohibited.
4. Radio operators should always monitor before transmitting to avoid interfering with an urgent transmission.

5. Radio transmissions are to be kept brief and to the point, and operate in a correct and professional manner.

6. The radio must be operated only by those who have authority to use the equipment.

7. Radio operators should avoid causing a "dead carrier" by accidentally pressing the transmit button and making the frequency unusable.

8. All ECS members shall not divulge or use information overhead on the radio which is not intended for personal use by the sender. Dissemination of such information is only permitted after approval by the Department.

9. Slang language or profanity shall not be used on the air.

10. The City of Lakeland Radio Shop maintains all FCC licensing requirements on behalf of the Lakeland Police Department.

11. It is prohibited to willfully damage or permit radio apparatus to be damaged.

12. It is prohibited to cause unlawful or malicious interference with other radio communications.

13. Repairs, adjustments, or alterations to the radio transmitter may only be performed by a professional radio technician holding a second-class or higher license.

14. It is prohibited to deny a properly identified representative of the FCC access to the radio equipment who asked to inspect it. The radio equipment must be made available for inspection at any reasonable time.

**11-1.3 Required Radio Log**

A. The FCC requires all radio operators be signed on during their tour of duty.

B. Radio operators who assume radio duty shall log in to the CAD system using the Log-In command and log out of the CAD system using the Log-out command when ending radio duty.
PURPOSE:  The purpose of this directive is to establish rules and procedures for maintaining the City of Lakeland's radio fleet map system, and in particular the talk groups used by the Public Safety Communications Center.

DEFINITIONS:

Fleetmap – a template of the assigned talk groups in each zone for every zone programmed into a subscriber unit.

Subscriber Unit – in-field portable (handheld units), mobile (mounted in vehicles), or fixed radios (installed in offices or control stations) used by the system.

Talk Group – an assigned group on a trunked radio system

Trunked Radio System – a complex type of computer-controlled two-way radio system that allows sharing of relatively few radio frequency channels among a large group of users. Instead of assigning, for example, a radio channel to one particular organization at a time, users are instead assigned to a logical grouping, a "talk group".

Zone – a grouping of up to 16 channels, such as a Police zone or a Fire zone.

RULES AND PROCEDURES:

11-2.1 Responsibility for Establishing the Radio Fleet Map System

A. The City of Lakeland's Radio Shop is responsible for creating and maintaining the fleet map system used by the Department for public safety communications.

B. The radio fleet map system establishes various talk groups for all City of Lakeland radios and incorporates various other talk groups, such as Polk County Sheriff's Office, Polk County Fire Rescue, Polk County Disaster Channels, and National Mutual Aid Channels.

11-2.2 Radio Fleet Map

A. The entire radio fleet map for the City of Lakeland's 800 MHz radio system is available in the Communications Section folder.
B. The radio fleet map below lists the most frequently used radio fleets and channels for public safety operations. These channels are available to Lakeland Police and Lakeland Fire radios, or can be patched with Lakeland channels via a console patch.

<table>
<thead>
<tr>
<th>POLICE</th>
<th>PCSO</th>
<th>FIRE</th>
<th>PC DISASTER</th>
<th>TA/MUTUAL AID</th>
<th>700 MUTUAL AID</th>
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<tr>
<td>1-North Dispatch</td>
<td>1-NW Dispatch</td>
<td>1-Tac-A</td>
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<td>1-LPD-TA</td>
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<td>4-SW Dispatch</td>
<td>4-Tac-D</td>
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<td>4-PW-TA</td>
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<td>5-SW Tac 1</td>
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<td>10-7CALL70D</td>
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LAKELAND PUBLIC SAFETY RADIO SYSTEM FLEET MAPS

Police Radios

Effective Date: 10/01/2014
**LAKELAND PUBLIC SAFETY RADIO SYSTEM FLEET MAPS**

**Fire Radios**

<table>
<thead>
<tr>
<th>FIRE</th>
<th>PC FIRE</th>
<th>PC DISASTER</th>
<th>PC MAT CHANNEL</th>
<th>TA/MUTUAL AID</th>
<th>700 MUTUAL AID</th>
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<td>1-Tac-A</td>
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<td>16-MAT-16</td>
<td>16-Ma-FLA</td>
<td>16-7TAC77D</td>
</tr>
</tbody>
</table>

Other Radios:

- 17- BRMC H
- 18- WH H
- 19- HOF H
- 20- LWMC H
- 21- FH Wachula
PURPOSE: The purpose of this directive is to establish rules and procedures for maintaining spare portable radios in the Public Safety Communications Center.

DEFINITIONS:

Portable Radio – a handheld radio.

RULES AND PROCEDURES:

11-4.1 Portable Radios

A. Each dispatch console, the data/teletype position, and the supervisor's work station are equipped with a back-up portable radio for use in the event the position's console becomes inoperable for whatever reason or to access talk groups or other channels not available on the console.

B. Several other portable radios are maintained in the Communications Center for emergency use by PCSO Communications personnel who might need to evacuate their Communications Center and relocated to the Lakeland Public Safety Communications Center. Lakeland ECS personnel may also use these radios in the event of radio system failure, other technical problems with the console radios, or other unspecified communications needs.

C. These radios are not to be issued or loaned to other department members or other agencies.

11-4.2 Portable Radio Maintenance

A. The Communications Manager or designee is responsible for ensuring the portable radios are inspected and checked on a monthly basis to ensure their operational readiness. [PSC 7.1.4]

B. Portable radios will be left in their chargers on a trickle charge.

C. Any maintenance or repair issues for the portable radios shall be directed to the City of Lakeland Radio Shop.
PURPOSE: The purpose of this directive is to establish rules and procedures for establishing communications plans and designated talk groups for critical incidents and special events to support first responders.

DEFINITIONS:

Radio Communications Plan – a plan that establishes what radio channels are necessary in support of first responders to meet their radio communications needs, to include limited incidents involving just a single department to more comprehensive critical incidents that involve multiple responding agencies requiring multiple radio channels.

Special Events – may include parades, community events, entertainment or sporting events, VIP visits, demonstrations or protests, etc. that results in the need for control of traffic, crowds, crimes, possible fire hazards, and related potential medical emergencies.

RULES AND PROCEDURES:

11-5.1 Responsibility for Establishing Radio Communications Plans

A. The on-duty Communications shift supervisor is responsible for coordinating with Incident Commanders and first responders to establish a radio communications plan for spontaneous critical incidents and designating radio channels to be used by field units.

1. This responsibility includes plans for both Police and Fire/Rescue operations.

B. The Communications Manager is responsible for coordinating with Incident Commanders of pre-scheduled Special Events to determine radio communications needs as part of Incident Action Plans (IAP), specifically using ICS Form 205 and ICS Form 217. [PSC 7.2.1]

1. Spontaneous critical incidents do not require ICS Form 205 unless a formal written IAP is completed.
11-5.2 Elements of a Radio Communications Plan

A. Each radio communications plan should assess the radio needs of first responders and designate specific radio fleets and channels for various operational functions as determined by Incident Commanders.

B. Consideration shall be given to including first responders under mutual aid agreements to determine what radio equipment and capabilities they have upon arriving on scene.

C. Radio communications plans may involve using separate channels from various sub-fleets of the City's entire radio fleet map, patching different radio channels at the dispatch console into a single channel operation, using Polk County Disaster channels or National Mutual Aid channels if outside agencies are involved, or establishing a patched radio channel network via the Florida Interoperability Network (FIN).

1. Use of the Polk County Disaster or Mutual Aid channels requires approval from the Polk County Emergency Communications Center (ECC) shift supervisor. Request for these channels must be approved first by the on-duty ECC supervisor prior to usage.

2. Use of the FIN shall follow protocols established by the State of Florida as part of the State’s Emergency Communications Plan.
PREFACE:

The purpose of this directive is to establish an interoperable radio communications plan for the Lakeland Police and Lakeland Fire Departments.

DEFINITIONS:

RULES AND PROCEDURES:

11-6.1 Listing of Interoperable Equipment [PSC 6.6.3 a]

A. All radio dispatch consoles at the Lakeland Public Safety Communications Center are capable of interoperable radio communications through public safety work groups, zones, and available radio channels.

1. Dispatch consoles are also equipped with the ability to create interoperable communications via channel patches with the following systems and zones:

   a. All City of Lakeland work groups
   
   b. Polk County Sheriff and Polk County Fire channels

2. Polk County disaster channels and national mutual aid channels are programmed into the dispatch consoles or consolettes. Dispatch access to these channels is also possible through the portable radios at each dispatch console.

B. All mobile and portable radios used by the Lakeland Police and Lakeland Fire Departments are capable of interoperable radio communications through designated public safety work groups, zones, and available radio channels.

C. The City of Lakeland Radio Shop has a cache of portable radios that can be used in the event of a critical incident or emergency that necessitates the use of additional portable radios for radio swaps as part of an interoperable radio plan.
11-6.2 **Listing of All Frequencies Used by All Public Safety Agencies in the Area**

A. A listing of all frequencies used by all public safety agencies in the area is maintained in a separate document. The document includes specific frequencies and identifies which agencies use 800 MHz trunked systems or other systems, such as UHF or VHF.

B. The listing of frequencies is available to all personnel in the event of a critical incident or special event planning within the Communications Section folder.

11-6.3 **Responsibility for Monitoring CALL Channels and Assigning Tactical Channels**

A. The Polk County Sheriff’s Office (PCSO) Emergency Communications Center (ECC) is designated as the agency responsible for oversight of CALL channels in the Lakeland area.

B. The ECC monitors the CALL channels and assigns tactical channels involving national mutual aid channels or the Polk County Disaster channels.

C. Any requests to use these tactical channels must be coordinated through and approved by PCSO ECC, including activation of state repeaters for using the 8TAC90 - 8TAC94 channels.

11-6.4 **Other Available Means of Audible Communications**

A. The Lakeland Public Safety Communications Center does not utilize any other communications equipment capable of audible communications, such as Nextel phones or other technologies.

11-6.6 **Other Available Resources for Interoperable Radio Communications**

A. The Polk County Radio Shop is able to provide backup interoperable radio equipment, to include:
   1. A mobile backup radio system, complete with radios transmitters and towers
   2. A cache of digital portable radios

B. The State of Florida, through the Florida Department of Law Enforcement, is able to provide backup interoperable radio equipment, to include:
   1. A mobile backup radio system, complete with radio transmitters and towers
   2. A cache of digital portable radios
   3. Gateways capable of creating a patch between various radio frequencies (VHF, UHF, and trunking systems)
C. The Lakeland Public Safety Communications Center can access the Florida Interoperability Network (FIN). FIN provides the ability to patch radio systems from participating public safety agencies throughout the state of Florida.

11-6.7 Annual Documented Interoperable Equipment Testing

A. The Communications Manager is responsible for conducting and documenting an annual interoperable equipment testing process that shall include: [PSC 6.6.3 e]

1. Testing portable radios being able to access Polk County Disaster channels or national mutual aid channels
2. Testing the ability to establish a radio patch with Polk County channels
3. Testing the ability to establish a patch through FIN
PURPOSE: The purpose of this directive is to establish the rules and procedures for recording calls for service received from the public or self-initiated activity and obtaining/recording information within the CAD system to maintain a permanent record of the request for service.

DEFINITIONS:

RULES AND PROCEDURES:

12-1.1 RECORDING REQUESTS FOR SERVICE

A. Requests for assistance from the public or calls for service within the Department’s scope of responsibility will be entered into the CAD system for the dispatch of police or fire resources, unless alternative means for handling the call for service are used. [PSC 6.7.5 a]

1. Only one CAD entry is required if additional calls for service are received for the same incident.

2. If two or more persons report the same incident, Call-takers who receive the additional calls will make a CAD comment entry of any subsequent call or additional information for the original call.

B. Citizen complaints regarding the service of the Department, the Communications Center, or any employee from the Police or Fire departments, will be forwarded to the appropriate supervisor for further action and recording either as a citizen complaint or as an entry into the Complaint Log within the Administrative Investigation Management (AIM) System. [PSC 6.7.5 b]

C. Field units who engage in self-initiated activity, either for criminal cases, noncriminal cases, or police service incidents are to notify the Communications Center of such activity. Police dispatchers will record the activity in the CAD system unless the field unit does so using the Mobilcom system. [PSC 6.7.5 c]
12-1.2 OBTAINING AND RECORDING INFORMATION

A. Members will be diligent in obtaining and recording as much information as possible regarding a call for service to enhance the safety of the assigned unit and assist in anticipating conditions to be encountered at the scene.

B. The CAD system maintains a permanent record of each call or request for service or self-initiated activity that is entered into the system. Each CAD entry shall include:

1. A call number (control number) will be assigned automatically to each call for service that is entered in the CAD system. In addition to a call number, a case number will be assigned to all calls requiring a report. [PSC 6.2.4 a]

2. Date and time of request. [PSC 6.2.4 b]

3. Name, address and phone number of complainant, if possible. [PSC 6.2.4 c]

4. Type of incident reported and its reported location. [PSC 6.2.4 d, e]

5. Identification of unit(s) assigned as primary and backup. [PSC 6.2.4 f]

6. Time of dispatch, time of officer arrival at the scene, and time of each officer's return to service. [PSC 6.2.4 g, h, i]

7. Disposition or status of reported incident. [PSC 6.2.4 j]

12-1.3 SUPPLEMENTAL INFORMATION

A. Supplemental information for persons and/or vehicles will be entered into the appropriate Info Tab, either through the event entry screen or the designated command line function.
PURPOSE: The purpose of this directive is to establish the rules and procedures for prioritizing calls for service.

DEFINITIONS:

RULES AND PROCEDURES:

12-2.1 Call Prioritization Responsibilities

A. Proper call prioritization is essential to ensure necessary resources are dispatched to meet emergency needs.

B. Call takers shall be diligent in questioning callers to assess the true nature of a situation and determine if an emergency exists. Care must be exercised to evaluate all information received from the caller and not rely on screaming or call demeanor to determine if an emergency exists.

12-2.2 Assigning Call Priority Levels

A. Call takers, assisted by the Computer Aided Dispatch System, will prioritize calls and assign units as follows:

1. Priority 1 (P1): Calls where life is known to be in immediate danger or in-progress felonies or just occurred felonies.

   a. “In-progress” includes just occurred events where the offender may be in the area and prompt dispatch is necessary for citizen safety or apprehension.

   b. “Just occurred” generally refers to less than five minutes from occurrence to reporting.

   c. Two officers and a supervisor shall be dispatched. The supervisor should advise if he will or will not respond to the call. If the primary supervisor is not available, other supervisors may be cross-dispatched. [PSC 6.3.2 a, b]

   d. Officers responding should advise if they need further backup. If a supervisor is not responding to the scene, the dispatcher may dispatch
2. Priority 2 (P2): Calls that may turn into life threatening situations but it is not known that human life is in immediate danger and in-progress or just occurred non-felony crimes.
   
a. All "in-progress" forgery/fraud calls (S71) will also be classified and dispatched as Priority 2.

b. Two officers shall be dispatched. Supervisors should be notified and respond as they deem necessary. [PSC 6.3.2 a, b]

c. Officers responding should advise if they need further backup or a supervisor. The primary officer may "Code 4, or Signal 77," the second officer when it is safe or practical to do so.

3. Priority 3 (P3): Calls that pose no immediate threat to life or property.
   
a. One officer or public safety aide will be dispatched. [PSC 6.3.2 a, b]

b. Officers or public safety aides responding should advise if they need further backup or other assistance such as traffic direction.

### 12-2.3 Response to Emergency Calls

A. Call prioritization and response as defined herein should not be confused with Department General Orders addressing response codes to emergency calls.

B. Field units will determine their own response code. The police dispatcher may explain the nature of the call for service and the level of urgency as noted by the Intake operator, but shall not assign a response code.

### 12-2.4 Priority Dispatching

A. Calls will be dispatched based on their established priority rating.

B. Generally, calls in the same priority will be dispatched on a first come first served basis based on available units. However, consideration may be given to dispatching a field unit who is closest to a pending call to avoid cross beat dispatching and efficiently deploy available resources.
PURPOSE: The purpose of this directive is to establish the rules and procedures for maintaining a Premise Information File (PI File) within CAD that contains safety warnings and other critical informational entries for Police Officers, Firefighters, and other public safety first responders.

DEFINITIONS:

RULES AND PROCEDURES:

12-3.1 INTENDED USE OF PREMISE INFORMATION FILE

A. The intended use of the Premise Information File is to maintain critical safety information about businesses or residences in order to alert first responders enroute to certain locations. This file can be used to maintain non-critical information that is consistent with the intended use of this directive.

B. The PI File has the ability to track information of a nature deemed to be pertinent to the safety of police officers or firefighters responding to a call for service at a specific location or dealing with a specific subject. This information is generally referred to as officer or firefighter safety information.

C. The PI File shall not be used to maintain confidential medical information for a specific location or person, such as patient medical information, presence of infectious diseases at a specific location, or similar data.

12-3.2 PROCEDURE TO ENTER PREMISE INFORMATION

A. Any member of the Lakeland Police or Lakeland Fire Departments may submit premise information to the Public Safety Communications Center for review and possible inclusion into the PI File.

B. Information submitted for inclusion in the PI File shall be recorded on the Premise Information Form (COM222) and forwarded to the on-duty Communications Shift Supervisor for review to ensure it meets the requirements and restrictions for entry into the PI File.
C. Examples of types of information that would qualify for entry into the PI File follows. This is not an all inclusive list. Each request for entry into the CAD system is subject to review and approval.

- Hazardous materials stored in a facility requiring the alert of responders.
- Combative patient/resident who is known to be antagonized by the police or fire department.
- Locations where the structure of a facility is degraded to the point where a defensive attack only is permitted.
- Subjects known to carry weapons or be overly aggressive to police or firefighters.
- Other circumstances with similar magnitude or consequence.

D. Entry of any Premise Information into the CAD file is restricted to specific Communications Center personnel.

E. Upon receipt of a request for an entry to the CAD system PI File, the request will be evaluated against the criteria in this directive and either entered into the system or returned to the member making the request with comments.

F. The premise information for a location should be entered as CE – Call Entry information to flag the information as a Warning during initial call entry.

**12-3.3 EXPIRATION OF PREMISE INFORMATION FILE ENTRIES**

A. Premise information data that is entered into the CAD system shall be retained for a period of 180 days. Approximately 30 days prior to the expiration of the PI File warning, the requesting party shall be contacted by the Communications Center to determine if the entry should be maintained for another 180 days or removed from CAD.

B. Requesting parties who validate the need to retain the premise information data shall be required to complete an email to be attached to the original Premise Information form.

C. The expiration date shall be updated for the location.
PURPOSE: The purpose of this directive is to establish basic rules and procedures for police radio dispatch operations.

DEFINITIONS:

RULES AND PROCEDURES:

13-1.1 Priority Dispatch of Calls for Service

A. Calls for service will be dispatched by voice, based on the call's established priority.

B. Supplemental information for the call for service will be sent via MobileCom to the field unit’s in-car mobile computer terminal.

C. Generally, calls with the same priority will be dispatched on a first come first served basis.

13-1.2 Dispatching Emergency Calls for Service

A. Emergency calls will be simultaneously broadcast (multi-select) over all in-service radio channels except in those instances where the broadcast may endanger human life.

B. The Dispatcher will activate the tone alert and voice broadcast the following:
   1. Nature of the event
   2. Location, including Cross Street if available and Business name

C. Updated information on the Emergency or In-Progress call shall be broadcast on all channels as soon as possible.

D. A dispatcher handling an emergency calls shall not be required to handle non-essential radio traffic over other channels.

13-1.3 Dispatching Non-Emergency Calls for Service

A. Non-emergency calls will be broadcast over the proper district channel to the primary and back-up units (if necessary).
B. Field units will acknowledge their ID, assignment, and current location when called by Dispatch, who will request this information if the field unit fails to advise when called.

C. Dispatch will then broadcast the following:

1. Nature of the event
2. Location, including Cross Street if available and Business name
3. Once units advise they are enroute, Dispatch will broadcast any updated information.

13-1.4 Security Codes

A. Security gate codes for neighborhoods, businesses, security systems, or similar types of codes will not normally be broadcast over the air. This information may only be provided over the telephone or by CAD message.

B. If there is an apparent officer safety issue or a Priority 1 call for service where anyone’s life is in immediate danger, the dispatcher may give responding officers the security code keys over the air, if the officer(s) does not have the gate code available.

C. Following any incident where a security code was broadcast over the air, the zone officer will be advised to keep a close patrol (R/P) on the area, and this should be passed on to the relief via the R/P file.

1. The on duty communications shift supervisor will contact the gated community, advise them of the incident, and request a new code ASAP. If this is after hours, the supervisor will pass this duty to the relief supervisor via email, and cc the Communications Manager.

2. The shift supervisor will follow up to see that the new code is obtained, will update the GATECODE.XLS file in the network public folders, and distribute to NSB via email.

13-1.5 Recording Police Unit’s Status

A. Dispatch will place an officer “out of service” at the appropriate location when unavailable for calls; date and time will be automatically recorded in CAD. [PSC 6.3.1 b]

B. Dispatch will place an officer "in service" at the appropriate location when available for calls; date and time will be automatically recorded in CAD.

C. Officers who advise they are in a 10-10 status "busy subject to call" shall be noted in CAD as such but will be considered as "in service".
13-1.6 Issuing a BOLO (Be On The Lookout)

A. The Communications Center receives messages concerning criminal and non-criminal matters that should be brought to the attention of the field officers. These messages shall be evaluated for importance and urgency by the shift supervisor to determine if the message should be broadcast over the radio.

1. Information concerning wanted vehicles, attempts to locate, missing persons, etc., will most frequently be given to field officers by means of "hot sheets".

B. In those instances when a message is of sufficient importance that the field officer must be promptly notified by means of a BOLO radio broadcast, the message will be as concise as possible.

1. If the BOLO message is of citywide importance, it shall be broadcast over all available police channels.

2. If the BOLO broadcast is of such importance that all field officers must be advised of it, the broadcast shall be repeated as necessary to ensure that all officers received it.

3. If only certain zone officers should be made aware of the broadcast or BOLO message, they shall be specifically alerted.

13-1.7 Call Holding Threshold

A. Priority 1 calls shall be dispatched immediately. In the event that an emergency call for service is received and the zone car is unavailable, the next closest unit will be dispatched, even if it means calling a car from another district.

1. The dispatcher shall notify the OIC or supervisors if no units are available for a Priority 1 call.

B. Priority 2 calls shall be dispatched as soon as a unit becomes available. In the event that other high priority calls for services are received and the zone car is unavailable, the Supervisor will be notified.

1. If the assigned zone car would be unavailable for more than 10 minutes, based upon the type of call the zone car is handling, the Supervisor will have the call holding assigned to the next closest unit (including a unit from another district if necessary) or in certain instances, handle the call themselves.

C. Priority 3 calls shall be dispatched as soon as a unit becomes available. However, the dispatcher shall notify the OIC or supervisors if a Priority 3 call has been holding for 30 minutes or longer.

D. Patrol supervisors are responsible for assigning calls for service for dispatch and determining which calls can be held for dispatch pending unit availability.

1. Dispatchers are to make notations in CAD notes explaining any calls held by a supervisor or if there no units are available for dispatch.
13-1.8 Wearing Headsets at Dispatch Consoles

A. All Dispatchers are required to wear a headset while dispatching Police and Fire units.

   1. The exceptions to this rule include during an electrical storm in the immediate vicinity which raises concerns for a dispatcher's safety or if relieving a dispatcher for a short break.

B. Headsets are not required at the Data/Teletype console.

13-1.9 Dispatch of Back-up Units

A. The Police Dispatcher shall dispatch the closest available unit as back up to assist the original unit.

   1. Units containing two experienced Police Officer shall require no back-up, however, a unit containing one experienced officer and one trainee shall be treated as a one-man unit and back-up may be necessary.

   2. Additional units shall be dispatched upon the request of the Officers on the scene, or by the Field Supervisor.

   3. Assigned back-up units shall be recorded on the call for service in CAD.

13-1.10 In Progress Calls Initiated By In Field Units

A. When a Police Dispatcher is advised by a Field Unit of an in-progress crime, the channel shall be placed in the emergency mode by immediately broadcasting, "All Units, Emergency Traffic".

B. The information received from the Field Unit will be re-broadcast and the closest available unit dispatched as back up.

C. Notify the other Police Dispatcher of the channel's emergency status. The other Police Dispatcher shall immediately broadcast the emergency status of the other channel.

13-1.11 Delay in Dispatch

A. An officer shall respond immediately to any emergency or in-progress call for service regardless of impending shift change.

B. No field supervisor shall order that a call be held for an oncoming shift if it involves a crime that has just occurred, is in-progress, or involves the personal safety of the public.

C. The Communications Supervisor or Field Supervisor shall have the authority to delay dispatch of a call for service when little or no change in response time will occur; the off-going unit is at or near the station awaiting relief or due to nature of the call it might involve an extended investigation into the next shift.
D. On calls held with the approval of a supervisor, the Communications Center will make every effort to re-connect the complainant(s) and advise on the delay.

13-1.12 Canceling of Calls

A. No calls for service shall be cancelled by any Emergency Communication Specialist without the approval of the on-duty Emergency Communication supervisor.

B. Alarm calls shall not be canceled once an officer is on the scene. Alarm calls may be excused (EXA) due to inclement weather or by external power failures.

13-1.13 Emergency Radio Button Activation Procedures

A. Police portable radios are equipped with an emergency button that activates an alarm and is intended to indicate the member needs assistance.

B. The emergency button alarm will activate at the dispatch consoles and on other mobile and portable radios the field.

C. Upon a radio emergency button activation, the police dispatcher shall perform the following procedures:

1. Attempt to raise the unit on the radio
2. After three unsuccessful attempts to raise the unit on the radio, tone out and go to emergency radio traffic
3. Notify the appropriate field supervisor
4. Send units to the member's last known location
5. Attempt to raise the member on their cell phone
6. Attempt to call on private

D. Upon communicating with the member and determining an emergency situation exists, send backup resources as necessary.

E. Upon communicating with the member and determining that no emergency situation exists, resume normal radio traffic.

F. The dispatcher is responsible for clearing the unit's emergency alarm at the console.
**UNIT STATUS CHECKS**

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**PURPOSE:** The purpose of this directive is to establish rules and procedures for performing unit status checks to ensure officer safety. The directive applies to the Communications Center.

**DEFINITIONS:**

*Signal 77 (Sig 77 or S77)* – a police communications radio signal that can either ask a unit’s status (Are you okay?) or serve as the unit’s response (Yes, I am okay).

**RULES AND PROCEDURES:**

**13-2.1 Responsibilities**

A. Police Dispatch is responsible for performing unit status checks in compliance with this directive.

B. This responsibility addresses unit status checks while on calls for service, traffic stops, and in-between calls for service or other activity. [CFA 33.11 F]

**13-2.2 Procedures for Officer Safety Checks**

A. Upon initial dispatch to a call for service, Communications personnel shall check on status of responding unit promptly three minutes after the unit is on scene.

   1. After the initial three minute timer, if the dispatcher selects S77 or Ok on Scene, the default for CAD is to not activate the alarm again.

   2. The operator will have to manually check the unit status themselves or reset the unit alarm using the UC “unit contact” command.

B. Communications personnel shall check on the same on-scene unit fifteen minutes after initial unit contact.

   1. Dependent upon priority or call type, communications personnel will continue to check officer’s status every 15 minutes unless he/she is with another officer or if the officer initiates contact with dispatch. The amount of time the officer spends on the call will also be a factor.
2. All units on extra-duty details will be checked on hourly regardless of their assignment.

C. Timers, “Unit Contact” will be placed on officers during periods of less-frequent activity set for 45 minutes.

D. Timers will flash to alert the dispatcher to check unit. The dispatcher will verbally call the unit and ask if they are okay. The officer’s response will be documented in his/her unit history.

13-2.3 Procedures When Unable to Contact Officer For Safety Check

A. When a dispatcher gets no response during an initial officer safety check, an immediate second contact should be attempted.

B. If there is no response following a second check, immediately attempt a third time after an all-channel tone alert.

C. If there is no response after three checks, place the channel in emergency radio traffic until the unit is located and/or advise they are okay, notify the district field supervisor and continue attempts to make contact via radio.

D. Coordinate alternative methods for contact, which may include any of the following:

   1. Dispatch a unit to the officer's last known location.

   2. Attempt contact the officer on other radio channels.

   3. Send a CAD message in case the officer's radio is not working properly.

   4. Attempt to call the officer on a personal cell phone, if known.

E. If contact is still not made, notify the Communications shift supervisor and coordinate with the district field supervisor for additional search efforts.

F. Upon the officer being located, place the channel back in normal radio traffic ensure district field units are made aware of the contact.
PURPOSE: The purpose of this directive is to rules and operational procedures for the Comm Center when a motor vehicle pursuit occurs. Department General Order 19-1 "Vehicle Pursuits" contains specific responsibilities for the Communications Center; however, this directive expands beyond the G.O. to establish broader responsibilities.

DEFINITIONS:

RULES AND PROCEDURES:

13-3.1 Primary Police Dispatcher

A. Upon being advised by a field unit of an in-progress motor vehicle pursuit, the primary police dispatcher should clear the air for emergency radio traffic (10-33) and advise the other dispatcher(s) of the pursuit.

B. If the pursuit is close to or about to go over district lines, a simulcast/patch operation is to be initiated.

C. The dispatcher will immediately verify that the affected patrol supervisor and OIC are made aware of the pursuit.

D. The dispatcher should use the minimum amount of air time to keep the air clear for field units to communicate. This includes repeating transmissions only as needed when units cannot understand each other. Routine repeating (echo transmitting) of radio transmissions should be avoided.

E. Promptly run a stolen vehicle check on the fleeing vehicle and other wanted checks on the registered owner or driver, if known.

F. Update locations given by field units as soon as possible in the CAD Remarks section.

G. If a back up dispatcher is not available to assist, check other resources for possible information on the vehicle, the driver, or the owner.

H. Resume normal radio traffic upon conclusion of the pursuit.
13-3.2 Other District Police Dispatcher

A. The second police dispatcher for the other district will advise their district units and the shift supervisor of the pursuit, its location, and direction of travel.

B. Monitor the pursuit’s location changes and notify district units when the pursuit get close to, or crosses over, district boundary lines.

13-3.3 Back-Up Police Dispatcher

A. Should conduct vehicle registration checks, stolen vehicle checks, persons checks, and gather another relevant information to assist field units.

B. Notify other affected law enforcement agencies if a pursuit appears to be headed into their jurisdiction and confirm with the pursuit supervisor if such notification is a courtesy notification or a request for assistance.

1. Notifications should include the nature of the offense, vehicle description, speed and direction of the pursuit, suspect description.

2. Requests for assistance should reference the type of assistance being sought, such as additional patrol units, K-9 units, or air units.

3. Notify fire rescue or emergency medical services quickly as the need arises.

4. Support the primary dispatcher as necessary as the pursuit situation changes.

13-3.4 Communications Shift Supervisor

A. The on-duty Shift Supervisor should immediately assume responsibility as a back-up dispatcher to the primary police dispatcher or assign someone to this function.

B. Assume overall management of all Comm Center operations during the vehicle pursuit.

13-3.5 Radio and Telephone Recordings

A. Before the end of the shift, the Shift Supervisor is to create a copy of all radio and telephone sound recordings related to the pursuit.

1. One copy of the recordings is to be forwarded via email as a .wav file or saved on a CD-ROM and forwarded to the Pursuit Supervisor. Also, provide a copy of the CAD printout to include the "Remarks" section.

2. A second copy is for internal use within Comm Center.
13-3.6 Critique and After-Action reports

A. The Shift Supervisor shall conduct a critique of all members' performance with the squad as soon as possible.

B. The Shift Supervisor shall submit an after-action summary email to the Communications Manager that includes:

1. Evaluation of the Comm Center's performance as compared to this SOP and G.O. 19-1
2. Summary of the squad-level critique conducted by the supervisor
3. Summary of key learning points made during the critique
4. Recommendations for follow-up actions
PURPOSE: The purpose of this directive is to establish the rules, responsibilities, and procedures for the Public Safety Communications Center when handling calls involving missing, runaway, abandoned, or abducted children.

DEFINITIONS:

RULES AND PROCEDURES:

13-4.1 Responsibilities of Call Takers, Dispatchers, and Supervisors [PSC 6.2.14 a]

A. Call takers who receive a call of a missing child are to immediately determine if the child is missing from the jurisdiction of this agency, the age of the child, and the known facts surrounding why or how the child is missing.

1. If a child 14 years of age or older is missing from within the jurisdiction of this agency, and no unusual circumstances are suspected, the reportee will be directed to respond to the Lakeland Police Department to complete a missing person affidavit (LPD121). The reportee should be advised to bring a recent photograph of the missing person, as well as any relevant custodial or physician’s documentation.

2. An exception is when the location from where the child is missing is a group home and the reportee is unable to respond, an officer/PSA will be dispatched to the location to complete the report or pick up the required affidavit and photo for the Station Duty Officer (SDO) to complete the report. If unusual circumstances are suspected, an officer shall be dispatched to the location.

3. If a child 13 years of age or younger is missing from within the jurisdiction of this agency or unusual circumstances are suspected with any missing child, a police officer will be dispatched to the location to conduct an on-scene investigation.

B. Police Dispatchers are responsible for dispatching officers to missing child calls for service. The dispatcher will also notify a field supervisor of the missing child call for service.

C. Communications Shift Supervisors are responsible for monitoring all missing and exploited child calls during their shift and ensuring compliance with all policies and procedures for these types of calls.
13-4.2 Entry of Missing Child Data Into NCIC/FCIC [PSC 6.2.14 b]

A. The investigating member will contact the Communications Section via telephone to report the necessary identifying or descriptive information on the missing child for FCIC/NCIC entry.

B. The ECS member receiving the information on the missing child shall complete a Quick Entry form for missing children (COM123) and confirm that all information is correct as provided by the investigating member. The Quick Entry Form shall be promptly forwarded to the Data/Teletype operator for entry into FCIC/NCIC.

C. Unless exigent circumstances exist, the Data/Teletype operator is responsible for entering the missing person into FCIC/NCIC within two hours after the officer obtains the necessary personal information.

   1. Compliance with the two-hour rule is determined from the time the officer obtains the information to the time of entry into FCIC/NIC and not from the time the Communications Center is notified by the investigating member.

D. The Shift Supervisor is responsible for reviewing all Quick Entry forms for missing children, to include ensuring that all information from the form was correctly entered into FCIC/NCIC.

   1. The original form and attached teletype shall be routed to the Records Section for filing in the original case file.
   
   2. A copy of the form and teletype shall be routed to the Criminal Investigations Section (CIS) for the missing persons investigator.
   
   3. A copy of the form (without the teletype) shall be filed in the designated file drawer at Teletype.

E. BOLOs will be issued for all missing children entered into FCIC/NCIC, including:

   1. A BOLO issued to all on-duty LPD officers.
   
   2. A BOLO issued to other local law enforcement agencies having jurisdiction in Polk County via a BOLO to FCIC Region 3.

13-4.3 Florida AMBER ALERT [PSC 6.2.14 c]

A. The Florida AMBER Alert plan requires the following criteria to be met prior to activation:

   1. The child must be under 18 years of age
   
   2. There must be a clear indication of an abduction
   
   3. The Department’s investigation must conclude that the child’s life is in danger
   
   4. There must be a detailed description of the child and/or abductor/vehicle to broadcast to the public
5. The activation must be recommended by the law enforcement agency of jurisdiction.

B. The Communications Center is responsible for the following actions upon an AMBER Alert being issued for a missing child being investigated by the Lakeland Police Department.

1. Coordinate with OIC/CIS, CO/ISB, and FDLE in setting up the personnel and location to accept incoming calls regarding the Amber Alert until FDLE can assume control.

2. Ensure information called in is documented and forwarded to OIC/CIS and FDLE.

3. The Communications Shift Supervisor may attend any debriefing held at the conclusion of the Amber Alert.

**13-4.4 Training Requirements Specifically Related to Missing or Exploited Children** [PSC 6.2.14 d]

A. All ECS members shall receive training in department procedures for handling missing or exploited children as part of the CTO program.

B. The Comm Training Coordinator shall provide biennial refresher in-service training on procedures to handle missing or exploited children.

**13-4.5 Follow-up Responsibilities**

A. CIS is responsible for all follow-up investigative efforts. Those responsibilities include attempting to obtain dental records after the child has been missing after 30 days and attempting to obtain DNA specimen after the child has been missing for 90 days.

B. The Data/Teletype operator is responsible for entering dental records or DNA information into FCIC/NCIC using established NCIC procedures and codes. This includes making appropriate entry to record in NCIC that dental records or DNA specimens was attempted but could not be obtained.

C. Conduct a monthly review of each missing child case to determine if the case should remain in the FCIC/NCIC database. [CFA 18.14 D]

**13-4.6 Procedures for Removing a Recovered or Return Missing Child From FCIC/NCIC**

A. Upon receiving information that a missing child has been recovered or returned home, investigating members will personally verify that the located child is, in fact, the missing child and determine if the child is in need of any medical services or physical examinations.

1. The investigating member shall contact Communications to have the missing child removed from FCIC/NCIC.
B. The ECS member receiving the information on the recovered or returned missing child shall complete a Quick Entry form for a recovered missing child (COM124) and confirm that all information is correct as provided by the investigating member. The Quick Entry Form shall be promptly forwarded to the Data/Teletype operator for removal from FCIC/NCIC.

1. The original form and attached teletype shall be routed to the Records Section for filing in the original case file.

2. A copy of the form and teletype shall be routed to the Criminal Investigations Section (CIS) for the missing persons investigator.

C. The Teletype operator is responsible for cancelling all alerts, teletypes, and BOLOs on the missing child.

13-4.7 Procedures for Unidentified Children

A. Initial procedures - An officer assigned to the report of an unidentified person, whether living or deceased, who appears to be a child shall obtain a complete description, submit a written event report, and ensure the unidentified child’s description is entered in the FCIC/NCIC Unidentified Person File.
PURPOSE: The purpose of this directive is to establish the rules, responsibilities, and procedures for the Public Safety Communications Center when handling calls involving missing, lost, or abducted adults. [PSC 6.2.13]

DEFINITIONS:

Missing Adult – includes adults who are missing, lost, or abducted.

RULES AND PROCEDURES:

13-5.1 Responsibilities of Call Takers, Dispatchers, and Supervisors

A. Call takers within the Communications Center who receive a call of a missing adult are to immediately determine if the adult is missing from the jurisdiction of this agency, the age of the adult, and the known facts surrounding why or how the adult is missing.

1. If an adult 18 years of age or older is missing from within the jurisdiction of this agency, and no unusual circumstances are suspected, the reportee will be directed to respond to the Lakeland Police Department to complete a missing person affidavit (LPD121). The reportee should be advised to bring a recent photograph of the missing person, as well as any relevant custodial or physician’s documentation.

2. An exception is when the location from where the adult is missing is a group home and the reportee is unable to respond, an officer/PSA will be dispatched to the location to complete the report or pick up the required affidavit and photo for the Station Duty Officer (SDO) to complete the report. If unusual circumstances are suspected, an officer shall be dispatched to the location.

3. If an adult 18 years of age or older is missing from within the jurisdiction of this agency and unusual circumstances are suspected, a police officer will be dispatched to the location to conduct an on-scene investigation. The dispatcher will also notify a field supervisor of the missing adult call for service.

B. Police Dispatchers are responsible for dispatching officers to missing adult calls for service. The dispatcher will also notify a field supervisor of the missing adult call for service.
C. Communications Shift Supervisors are responsible for monitoring all missing adult calls during their shift and ensuring compliance with all policies and procedures for these types of calls.

13-5.2 Criteria for Entering a Missing Adult Into FCIC/NCIC

A. A missing adult shall be entered into FCIC/NCIC whenever they meet one of the following categories as defined by NCIC:

1. Disabled – a person of any age who is missing and under proven physical/mental disability or is senile, thereby subjecting him/herself or others to personal and immediate danger.

2. Endangered – a person of any age who is missing and is in the company of another person under circumstances indicating that his/her physical safety may be in danger.

3. Involuntary – a person of any age who is missing under circumstances indicating that the disappearance may not have been voluntary, i.e., an abduction or a kidnapping.

4. Catastrophe Victim – a person of any age who is missing after a catastrophe.

5. Other – a person 21 and over not meeting the criteria for entry in any other category but who is missing and for whom there is a reasonable concern for his or her safety.

B. Circumstances that cause an investigating member to complete a Missing Person Affidavit (LPD121) as part of the investigation shall be sufficient to establish a reasonable concern for the missing person’s safety and shall be classified as “Other” if no other category applies.

13-5.3 Procedures for Entering a Missing Adult into FCIC/NCIC

A. An investigating member will contact the Communications Center via telephone to report the necessary identifying or descriptive information on the missing adult for FCIC/NCIC entry.

B. The ECS member receiving the information on the missing adult shall complete a Quick Entry form for a missing person (COM123) and confirm that all information is correct as provided by the investigating member, and note on the form the date and time the information was provided to the Communications Center.

1. The completed Quick Entry Form shall be promptly given to the Data/Teletype Operator for entry into FCIC/NCIC.

2. The Data/Teletype operator shall enter the missing person into FCIC/NCIC promptly and within two hours after the officer first obtains the necessary personal information, unless the information was not provided to the Communications Center in a timely manner to allow a two hour entry.

[CFA 18.14 B]
C. The Shift Supervisor is responsible for reviewing all Quick Entry forms for missing adults, to include ensuring that all information from the form was correctly entered into FCIC/NCIC.

1. The original form and attached teletype shall be routed to the Records Section for filing in the original case file.

2. A copy of the form and teletype shall be routed to the Criminal Investigations Section (CIS) for the missing persons investigator.

3. A copy of the form (without the teletype) shall be filed in the designated file drawer at Teletype.

D. Upon entering a missing adult into FCIC/NCIC, BOLOs will be promptly broadcast including:

1. A BOLO issued to all on-duty LPD officers.

2. A BOLO issued to other local law enforcement agencies having jurisdiction in Polk County via a BOLO to FCIC Region 3.

13-5.3 Florida Silver ALERT

A. The standardized criteria for the statewide Silver Alert Plan are as follows:

1. The missing person is 60 years of age or older.

2. There must be a clear indication that the individual has an irreversible deterioration of intellectual faculties which is verified by law enforcement; or

   a. Under extraordinary circumstances when a person age 18 to 59 has irreversible deterioration of intellectual faculties, and

   b. Law enforcement has determined the missing person lacks the capacity to consent, and the use of dynamic message signs may be the only possible way to rescue the missing person.

B. The Communications Center is responsible for the following actions upon a Silver Alert being issued for a missing adult being investigated by the Lakeland Police Department.

1. Coordinate with OIC/CIS, CO/ISB, and FDLE in setting up the personnel and location to accept incoming calls regarding the Silver Alert until FDLE can assume control.

2. Ensure information called in is documented and forwarded to OIC/CIS and FDLE.

3. The Communications Shift Supervisor may attend any debriefing held at the conclusion of the Silver Alert.
13-5.5 Follow-up Responsibilities

A. CIS is responsible for all follow-up investigative efforts. Those responsibilities include attempting to obtain dental records after the adult has been missing after 30 days and attempting to obtain DNA specimen after the adult has been missing for 90 days.

B. The Data/Teletype operator is responsible for entering dental records or DNA information into FCIC/NCIC using established NCIC procedures and codes. This includes making appropriate entry to record in NCIC that dental records or DNA specimens was attempted but could not be obtained.

C. Conduct a monthly review of each missing adult case to determine if the case should remain in the FCIC/NCIC database. [CFA 18.14 D]

13-5.6 Procedures for Removing a Recovered or Return Missing Adult From FCIC/NCIC

A. Upon receiving information that a missing adult has been recovered or returned home, investigating members will personally verify that the located adult is, in fact, the missing adult and determine if the adult is in need of any medical services or physical examinations.

1. The investigating member shall contact Communications to have the missing adult removed from FCIC/NCIC.

B. The ECS member receiving the information on the recovered or returned missing adult shall complete a Quick Entry form for a recovered missing adult (COM124) and confirm that all information is correct as provided by the investigating member. The Quick Entry Form shall be promptly forwarded to the Data/Teletype operator for removal from FCIC/NCIC.

1. The original form and attached teletype shall be routed to the Records Section for filing in the original case file.

2. A copy of the form and teletype shall be routed to the Criminal Investigations Section (CIS) for the missing persons investigator.

C. The Teletype operator is responsible for cancelling all alerts, teletypes, and BOLOs on the missing adult.

13-5.7 Procedures for Unidentified Adults

A. Initial procedures - An officer assigned to the report of an unidentified person, whether living or deceased, who appears to be an adult shall obtain a complete description, submit a written event report, and ensure the unidentified adult’s description is entered in the FCIC/NCIC Unidentified Person File.

1. Officers shall attend to the welfare and needs of a living unidentified adult and contact the Florida Department of Children and Families to arrange for the care of the adult if family cannot be immediately determined or notified.
2. Officers investigating a deceased unidentified adult shall contact detectives of the Criminal Investigation Section for further follow up following Department procedures for death investigations.

B. Follow up investigative procedures – In cases of an unidentified living adult, the event report and investigative responsibility shall be forwarded to CIS who is responsible for utilizing all available resources to aid in the identification of the adult, and subsequently cancelling all notifications after identification is confirmed.
EMERGENCY MESSAGE DELIVERY

PURPOSE: The purpose of this directive is to establish the rules and procedures for the delivery of emergency messages, which can include next-of-kin notifications regarding deceased, seriously injured, or ill persons. [PSC 6.3.3]

DEFINITIONS:

RULES AND PROCEDURES:

13-6.1 Delivering Emergency Messages for Other Law Enforcement Agencies

A. The Lakeland Police Department will attempt to deliver emergency messages, including next-of-kin notifications regarding deceased, seriously injured, or ill persons for other law enforcement agencies.

B. Requests from another law enforcement agency to deliver an emergency will be accepted via an FCIC Administrative message or a phone call. Any such phone call will require verification of the message's legitimacy.

C. Requests to deliver an emergency message that are received in the Communications Center from another law enforcement agency shall be entered in CAD and an officer dispatched to the applicable address.

1. If no specific address is provided to make contact, ECS members shall researched to determine if an address can be located in official department or other public records.

2. If no specific address can be located after researching available sources of address information, the emergency message request shall be forwarded to the Communications Shift Supervisor for further consideration, that may include a county-wide BOLO based on the nature and magnitude of the request or consult with Patrol and/or Investigative supervisors for further assistance.

D. The Communications Center will reply back to the requesting law enforcement agency to advise if the emergency message was successfully delivered, if a message was left for the person to be contact, or if the message was unable to be delivered and why.
13-6.2 Delivering Emergency Messages for Private Individuals

A. The Lakeland Police Department will attempt to deliver "emergency messages" or requests for "attempt to contact", including next-of-kin notifications regarding deceased, seriously injured, or ill persons received from private individuals.

B. Extreme caution shall be exercised to determine the legitimacy of such messages.
   1. Verification of the message may require receipt of an FCIC Administrative message from a local law enforcement agency or by contacting the appropriate medical or social organization within the jurisdiction of the requester.
   2. Once the Communications Center has verified the request as legitimate, a patrol unit is dispatched to deliver the message.

C. The Communications Center will reply back to the requester to advise if the emergency message was successfully delivered, if a message was left for the person to be contact, or if the message was unable to be delivered and why.

13-6.3 Use of CAD or CAD Messaging for Message Content

A. Care shall be exercised to avoid broadcasting the content of an emergency message, particularly related to a death notification, over a radio channel.

B. ECS members shall attempt to use CAD Comments or CAD Messaging via the MobileCOM system to relay the content of such messages to patrol units.

13-6.4 Use of Police Chaplains for Death Notifications

A. The delivery of emergency messages to next-of-kin that relate to death notifications or serious injuries shall be coordinated with Patrol supervisors to request assistance from Police Chaplains.

13-6.5 Department Request for Emergency Message Delivery by Other Law Enforcement Agency

A. All department requests for out-of-jurisdiction assistance in delivering an emergency message will be documented.

B. A FCIC Administrative message shall be sent to the appropriate law enforcement agency with the request for contact to be made and any other pertinent details of the message.

C. A reply documenting the delivery of the emergency message shall be requested.
PURPOSE: The purpose of this directive is to establish rules and procedures for contacting wrecker companies for a variety of wrecker services and subsequently maintaining records of all vehicles removed, stored, or towed as the direction of a police officer or public safety aide.

DEFINITIONS:

RULES AND PROCEDURES:

13-7.1 Rotation Wrecker System

A. The Special Services Bureau maintains the Department's rotation wrecker system. This includes determining which local wrecker companies are on the rotation wrecker system at any given time.

   1. A single rotation wrecker system is maintained for all types of service calls, such as removing a vehicle from a crash scene, impounding vehicles per the authority of a police officer, or disabled vehicle service requests.

B. The Communications Center maintains the rotation log for wrecker companies who are on the Department's rotation wrecker system.

13-7.2 Processing a Request for a Rotation Wrecker

A. The following procedures shall be followed whenever a police unit contacts the Communications Center for the next rotation wrecker:

   1. Determine how many vehicles at the event location need a wrecker service.

   2. Obtain the vehicle make, model, color, year, and tag information for each vehicle that needs a wrecker service.

   3. Obtain the specific location where the wrecker needs to go to remove the vehicle.

   4. Determine if there are any hazardous conditions or special circumstances at the scene that the wrecker company needs to know about when responding.
B. The following procedures shall be followed when contacting a next wrecker company on the rotation list:

1. Explain the nature of the service request, such as type of incident and number of vehicles, and inquire if the company is able to handle the service request, to include if the company can handle multiple vehicles.
   a. If the first wrecker company cannot respond to handle all vehicles at the scene, determine how many they can handle and contact the next company on the rotation list for any remaining vehicles needing a wrecker service until sufficient wrecker companies are contacted to handle all vehicles.

2. Provide the wrecker company with the location of the incident, and include any specific information about the scene, such as hazardous conditions or a specific path to take to arrive at the scene.

3. If the company on the top of the rotation list is unable to respond to the service request, move to the next company on the list.

4. Make necessary notations in the rotation wrecker log system, to include date and time of contact.

C. The following procedures shall be followed when advising field units of the responding rotation wrecker company:

1. Advise the field units which wrecker company or companies are responding.

2. Make a notation in the CAD comments of when the wrecker company was contacted.

3. Record any other pertinent notes in CAD comments.

### 13-7.3 Owner Requests for a Specific Wrecker Service

A. Police field units shall contact the Communications Center with owner or driver requests for a specific wrecker company.

B. Members shall contact the requested wrecker company and forward the service request to assist the police field unit.

C. Members shall notify the police field unit of the requested company’s ability or inability to respond to the service request.

D. Make a notation in the CAD comments of when the wrecker company was contacted.

### 13-7.4 Department Contract Tows

A. The Department maintains a contractual agreement with a local wrecker company to provide specific wrecker or tow services for the police department.
B. Police field units shall contact the Communications Center whenever the contract wrecker company is needed.

C. Members shall contact the contract wrecker company and notify them of the request for service.

D. Should the contract wrecker company be unable to respond to the service request, this information is to be noted in the CAD comments and the police field unit advised of the situation.
PURPOSE: The purpose of this directive is to establish rules and procedures for basic fire dispatch operations.

DEFINITIONS:

Enroute – used for all calls involving a non-emergency response (no lights or siren).

Responding – used for calls involving an emergency response (lights and sirens).

RULES AND PROCEDURES:

14-1.1 Fire Dispatch Responsibilities

A. Fire Dispatch is responsible for the following duties and tasks:

1. Conduct public safety dispatch of fire units for fires, fire alarms, emergency medical calls, and other relevant calls for service that require a fire department response.

2. Monitor the security cameras at the video monitors next to the fire dispatch console, to include providing remote gate access to the rear compound area of the police station.

3. Answer the ring-down phone from the Airport Control Tower to the police station.

B. The Fire Dispatch position is capable of answering incoming 9-1-1 calls. It is preferred that Fire Dispatch not answer 9-1-1 calls if at all possible to avoid diverting attention from the dispatch duties; however, Fire Dispatch may answer such calls to avoid having an unanswered call route to the Polk County Emergency Communications Center.

14-1.2 Fire Station Telephone Numbers

A. Fire station telephone numbers are non-published and are not to be given to the public.

B. It is permissible to give out the Fire Department’s business number, 834-8200.
14-1.3 Staff Contact List

A. Call personnel to respond using the Staff Number list in the Fire Manual located at the Fire Dispatch console.

14-1.4 Fire Department Channel Assignments

A. FDTAC-A: The primary channel for dispatching all fire calls and routine traffic. The Battalion Chiefs and units that are available via mobile radio will monitor this channel.

B. FDTAC-B: The responding channel for all medical calls, Motor Vehicle Crash, and Motor Vehicle Crash with Entrapment.

C. FCTAC-C: The responding channel for all structure fires, haz-mat, alarms, brush fires, and all other fire-related incidents.

D. FDTAC-D: Talk-around channel.

E. FDTAC-E: Administrative channel.

F. FDTAC-F: Lakeland Linder Regional Airport administrative channel.

G. FDTAC-G: The Air Tower Channel used for all aircraft emergencies at the Lakeland Linder Regional Airport, including initial dispatching and operations.

14-1.5 Dispatch Procedures

A. Fire Dispatch is responsible for performing all CAD functions for fire units, including but not limited to enroute/responding, arrived on scene, etc.

B. Dispatch Procedures for when Units are at Quarters

1. The fire dispatcher will dispatch all fire calls over FDTAC-A and the station alert channel.

2. Alert tone 2 will be utilized when dispatching Medical and Fire calls.

3. Dispatch will verbalize the address, then perform the “dispatch” function in CAD.

4. Dispatch will repeat/echo the enroute, on-scene, arrived, clear call, available mobile, and at quarters notices from field units.

5. Monitor the appropriate channel.

C. 2 Minutes Second Tone

1. If the responding units do not advise “enroute” within 2 minutes, fire dispatch will dispatch the call again and state “Unit second tone” and give call information.
D. Dispatch Procedures for when Units are Available Mobile

1. Dispatch will select the station alert channel, Alert tone 1, and give a brief tone.
2. Dispatch will raise the units on FDTAC-A and request them to copy a call.
3. When the unit acknowledges, dispatch will provide location, cross street, name of business (if location is a business), and information related to the call.
4. Monitor the appropriate channel.

E. Dispatch Procedures for Using the Paging System

1. The fire dispatcher will dispatch all fire calls over FDTAC-A and Fire Paging talkgroups.

14-1.6 Response to Automatic Fire Alarms

A. The primary responding engine will respond to automatic fire alarms using lights and sirens while all other LFD units assigned to the call will proceed in a non-emergency status (enroute).

B. Upon arrival, the first arriving units will perform a size up of the incident and shall upgrade all other incoming units to emergency response status if any sign of fire or other emergency conditions are discovered.

C. Cancellations – if it is determined that the incident is a false alarm, the primary engine will continue non-emergency response to verify the false alarm and determine what caused the alarm.

14-1.7 Emergency Radio Traffic

A. Any Fire personnel (i.e. BC1 or BC2, station lieutenant, driver, firefighter, etc.) can request "Emergency Traffic" on any Fire radio channel when witnessing circumstances they believe place personnel in immediate danger.

B. When "Emergency Traffic" is requested, the Fire dispatcher will:

1. Immediately echo the declaration "I copy, Emergency Traffic."
2. Immediately, on the channel requested, broadcast the ALERT 3 tone (same as the one used for POLICE emergency traffic) for approximately 5 seconds.
3. Announce "All units stand-by for emergency traffic on ..." (the affected channel).
4. At this point the Fire personnel requesting emergency traffic will detail the current situation. The dispatcher must simply monitor ongoing radio traffic and assist as necessary.
C. Upon Fire Command advising to clear emergency traffic, the Fire dispatcher will:
   a. Use FD Tac A, B, C, and D channels to clear emergency traffic
   b. Announce on these channels “Dispatch to all units, emergency traffic has been cleared”

14-1.8 Canceled Fire Calls

A. Cancellation of any fire call (i.e. alarm, medical, etc.) will be done so by the Fire Dispatcher, ONLY. Whenever a FIRE call of any kind (i.e. alarm, medical, etc.) is cancelled, whether before or after a run number is generated, but prior to the Fire Dispatcher accepting CAD’s unit recommendation, the Fire Dispatcher will:
   1. Complete the entire “unit recommend” procedure, thereby creating a written call printout;
   2. Open the intercom at the appropriate station(s) and without the usual “tone out”, voice the call stating, “disregarded due to cancellation”, (this applies regardless to time of day or night).
   3. Notify the appropriate Battalion Chief of the cancellation.

B. The purpose of procedure allows the Fire Department to track their run numbers.

14-1.9 Fire Investigators

A. During Business Hours (Monday – Friday from 0800 to 1700 hours)
   1. Contact LFD Car 7 via the radio.
      a. Alpha channel
      b. Echo channel – if unable to raise the Investigator on Alpha channel
      c. Via landline – if unable to raise the Investigator on the radio, call the Fire Department’s Administrative line at 834-8200 and ask for the Fire Investigator.

B. After Hours Call-Out of the On-Call Investigator (after 1700 hours or weekends and holidays)
   1. A call-out list shall be posted at the fire dispatch console where it is visible at all times. The red magnetic thumbtack denotes the on-call investigator for the week.
   2. The call-out list contains the Car #, Investigator’s Name, Departmental cell/ home/ personnel cell phone numbers. Cell phone numbers and home phone numbers shall not be provided to citizens.
3. Procedures to contact the On-call Fire Investigator:
   a. Call the Departmental cell phone first
   b. Call the home telephone number on the call-out sheet second
   c. Call the personal cell phone number last

C. The Fire Investigator for the LFD service area (outside city limits) is the State Fire Marshall. Direct contact can be made via Fire Marshall’s office in Lake Wales or after normal business hours through the Regional Dispatch Center. Contact numbers are maintained in the Section Folder.

D. Weather Conditions - occasionally, the Fire Investigator will contact Communications for weather information. This can be retrieved by any member available to assist.

   1. The following information will be obtained by calling the McIntosh Control Room at 834-6681 (or other available sources, such as the Internet, NOAA).
      a. Temperature
      b. Wind Speed
      c. Wind Direction

14-1.10 Towing Service & Tire Repair for Fire Department Equipment

A. Designated Towing Service – The Lakeland Fire Department prefers to use a local towing company that has various special equipment necessary to handle agency-specific towing needs. The designated towing service is maintained at the Fire Dispatch console.

   1. This company may be different from the company that the City Of Lakeland Motor Pool has under annual contract.

   2. The towing company that Maintenance Division designates should always be used, especially when towing the fire apparatus.

B. Designated Emergency Tire Repair Service – The Lakeland Fire Department has an annual tire purchase and repair Purchase Order with a local tire company. The designated emergency tire repair service provide is maintained at the Fire Dispatch console.

   1. This company may be different from the company that the City Of Lakeland Motor Pool has under annual contract.

   2. The emergency tire repair service company that Maintenance Division designates shall always be used.

C. Contact a Battalion Chief for further direction if the designated towing service or tire repair service cannot be reached or is unable to respond.
14-1.11 Paging Alert Tests for Fire Stations

A. The paging alert testing for all Fire Stations will be accomplished on:
   a. Monday 0900 hours
   b. Tuesday 2000 hours
   c. Wednesday 0900 hours
   d. Thursday 2000 hours
   e. Friday 0900 hours
   f. Saturday 2000 hours

B. If the intercom is not working properly when using the station alert channel, fire dispatch will need to use the page alert system.

14-1.9 Emergency Radio Button Activation Procedures

A. Fire portable radios are equipped with an emergency button that activates an alarm and is intended to indicate the member needs assistance.

B. The emergency button alarm will activate at the dispatch consoles and on other mobile and portable radios the field.

C. Upon a radio emergency button activation, the fire dispatcher shall perform the following procedures:
   1. Attempt to raise the unit and ask if the situation is under control (wait for a response)
   2. Advise they hit the emergency button
   3. If no response from the unit, create a call for PD and have a Code 3 response until the fire unit responds
   4. Notify the Battalion Chief
PURPOSE: The purpose of this directive is to establish dispatch radio procedures for the use of “Code 100” by Lakeland Fire Personnel. The directives applies to the Public Safety Communications Center.

DEFINITIONS:

Code 100 – a covert signal designating a situation involving on-scene Fire units to alert Dispatch that an immediate need for law enforcement is required, with no questions asked.

RULES AND PROCEDURES:

14-2.1 Responsibilities

A. Fire Department personnel are responsible for notifying Dispatch of a Code 100 situation when a transmitting unit has perceived a threat and cannot verbalize the specific need for law enforcement without endangering themselves or others.

1. Code 100 will not be initiated in situations that allow the on-scene unit to give a more thorough and accurate description of the nature of the request.

2. Code 100 will not be utilized in an effort to expedite law enforcement arrival for non-emergency events.

B. Fire Dispatch is responsible for acknowledging Code 100 and notifying Police Dispatch of the need for immediate law enforcement response to assist the Lakeland Fire units.

C. Police Dispatch is responsible for notifying Police field units of the request by Lakeland Fire for immediate law enforcement assistance. The call type for CAD entry of a police response to a Code 100 by Lakeland Fire Department is Signal 50 – Assist Other Agency.

D. Fire Dispatch shall provide Police Dispatch with relevant information for the type of call for service the on-scene Fire units were handling and any other premise information or call history at a scene.
14-2.2 Guidelines for Use

A. Fire Department personnel may initiate a Code 100 whenever an on-scene crew perceives an immediate threat to the safety of rescuers and further information cannot be safely transmitted at that moment. Code 100 is to be used only under such a perceived threat.

B. Fire Dispatch should not attempt to solicit any further information from the requesting unit and will immediately dispatch law enforcement to respond to the request for assistance. However, if changes have been made in the fire unit’s location, Fire Dispatch must verify the location for quick response.

C. Fire Department personnel should provide updated information when possible due to the exigencies of the situation, and may downgrade the level of urgency if circumstances change that will permit law enforcement to slow their response.

D. Use of Code 100 does not replace the “Emergency” button on portable radios. The button may be used when emergency assistance is needed and Fire Department personnel are unable to speak into the radio for whatever reason.

1. Fire Dispatch should attempt to contact any Fire Department personnel who activate their “emergency” button to determine if activation was intentional or accidental.

2. Upon not receiving a response to a status check for an “emergency” button activation, Dispatch will send available units to check on the welfare of the individual if they are not assigned to a fire call with more than one unit on scene.
PURPOSE: The purpose of this directive is to establish rules and procedures for Burn Permits.

DEFINITIONS:

RULES AND PROCEDURES:

14-4.1 Authority to Issue Burn Permits

A. The Lakeland Fire Department is authorized to issue Burn Permits within the City of Lakeland.

1. Burn permits, once issued, are good for five working days.

2. A onetime extension of five working days is available, provided a legitimate need for the extension exists.

3. Burning is only allowed Monday through Friday. Weekend or holiday burning is not allowed. All burning must occur during daylight hours.

B. The Polk County Fire Department has the authority to issue Burn Permits within the unincorporated area of Polk County, including the surrounding Lakeland coverage area.

C. Individuals with questions regarding the procedure to obtain a Burn Permit shall be referred to the Lakeland Fire Department.

14-4.2 Burn Permits

A. Burn Permits issued by the Lakeland Fire Department are routed to the Florida Forestry Department.

B. The Communications Center receives email notices from the Florida Forestry Department of authorized Burn Permits for Lakeland and the surrounding coverage area.

C. Burn Permits for the Lakeland area shall be printed and routed to Fire Dispatch for retention and use should questions arise regarding controlled burns in the Lakeland area.
14-4.3 Procedures to Handle Reports of Uncontrolled Burn Areas

A. Reports from the public of a questionable burn area should be checked against the list of authorized Burn Permits. Information for areas permitted to conduct a controlled burn may be provided to the public.

B. Should a location with a controlled burn not be on the authorized list, then a service call shall be generated and the recommended engine dispatched to investigate. If there is any doubt, send an engine to investigate.

C. Reports from the public that indicate a controlled burn may be out of control or threatening life or property shall be entered into CAD to generate a service call, the recommended engine dispatched, and the Battalion Chief advised on the call who will determine what, if any, additional resources need to be dispatched.
PURPOSE: The purpose of this directive is to establish rules and procedures for handling mutual aid requests, either requested by the Lakeland Fire Department or such requests from outside agencies directed to the Lakeland Fire Department.

DEFINITIONS:

*Mutual Aid* – a specific request once an agency gets on scene and needs additional resources or is tied up and cannot respond to a call for service in their area. The request goes to the closest agency for resources.

RULES AND PROCEDURES:

**14-5.1 Procedure Upon Receipt of Mutual Aid Request**

A. Upon receipt of a mutual aid request from another agency, the Call Taker or Dispatcher receiving the request shall ascertain the following:

1. The specific location and nature of the event for which mutual aid is being requested.
2. The specific resources being requested, such as type of apparatus and number of units.
3. Send the CAD call to fire dispatch.

B. Immediately contact the Battalion Chief over the radio with the mutual aid request for a determination if the Fire Department can respond.

C. Upon approval of the Battalion Chief, dispatch the closest available unit to meet the requirements of the requested resource or enter the specific unit designated by the Battalion Chief.

D. If an engine or truck goes to stand by at a County Fire station, that apparatus will set one of their portable radios to monitor the PCFD dispatch channel while also monitoring Fire Dispatch A-channel on another radio.
14-5.2 Procedure to Initiate Request for Mutual Aid Request

A. The Battalion Chief will contact the fire dispatcher and advise them to call PCFD for mutual aid.

B. The Battalion Chief will advise our dispatcher on what types and/or how many resources (i.e., engine, tanker, ambulance, etc.) being requested for assistance.

C. A PCFD supervisor will then decide based on their availability what they can send.

D. Fire Dispatch will relay this information to the LFD Battalion Chief that made the request.

E. All key event times for mutual aid requests shall be entered into CAD call history.
PURPOSE: The purpose of this directive is to establish intake, dispatch, and radio procedures for response by the Lakeland Fire Department (LFD) to Zone 120AA under an automatic aid agreement with Polk County Fire Rescue (PCFR).

DEFINITIONS:

*Automatic Aid* – an automatic response protocol that is previously approved by written agreement for specific resources to be sent for certain types of calls in a geographical area.

*Mutual Aid* – a specific request once an agency gets on scene and needs additional resources or is tied up and cannot respond to a call for service in their area. The request goes to the closes agency for resources.

RULES AND PROCEDURES:

14-6.1 Automatic Aid Agreement

A. The Lakeland Fire Department and the Polk County Fire Rescue have entered into an agreement for LFD to provide automatic aid in Zone 120AA.

B. The agreement calls for one LFD Engine to be dispatched automatically to reports of a structure fire or fire alarm in the designated area of Zone 120AA.

14-6.2 Intake Procedures of Requests for Automatic Aid

A. Upon a need to implement automatic aid in Zone 120AA, PCFR Dispatch will tone-out PCFR units and LFD E-61 via voice pager carried by LFD Station 6. A duplicate voice pager at LFD Fire Dispatch will also be activated.

B. PCFR Dispatch is also responsible for contacting LFD Dispatch directly via inner-city radio channel to confirm receipt of the call automatic aid.

C. It is possible for the Lakeland PD PSAP to get a 9-1-1 call reporting a structure fire or fire alarm in the Zone 120AA area, even though this area outside of the city. Should such a call be received at the Call-taker/Intake position:

1. The call shall be entered into LFD CAD for immediate dispatch.

2. Notify PCFR immediately via telephone to the ECC.
3. Upon receipt of the CAD fire call, Fire Dispatch shall notify PCFR via inner-city radio channel to confirm receipt of the fire call for service in Zone 120AA.

**14-6.3 Dispatch Procedures for Automatic Aid Response**

A. LFD Dispatch is responsible for receiving requests for automatic aid and generating a call for service in Tiburon CAD system.

B. Engine 61 is the initial resource for response to requests for automatic aid. If Engine 61 is not available, the next available unit will be dispatched.

C. LFD Fire Dispatch is responsible for notifying the Battalion Chief of the request for automatic aid. B/C approval is not required prior to automatic aid dispatch.

D. The Dispatcher shall reset the pager once the call for service has been generated.

**14-6.4 Radio Procedures for Automatic Aid Response**

A. LFD units responding to requests for automatic aid will switch to the designated PCFR radio channel and communicate directly with PCFR Dispatch.
PURPOSE: The purpose of this directive is to establish rules and procedures for dispatching the Lakeland Fire Department’s Technical Rescue Team.

DEFINITION:

RULES AND PROCEDURES:

14-8.1 Technical Rescue Team - USAR

A. The Lakeland Fire Department has a Technical Rescue Team (TRT) that is capable of providing technical rescue. TRT specializes in confined space, high angle and trench rescue.

1. Confined space rescue incidents generally occur in industry when a person is injured or entrapped within tanks, vessels and machinery with limited access. It is not considered a confined space rescue when a patient’s extremities only are entrapped.

2. High angle rescue includes any incident involving rope to either gain access to the patient or remove a patient from an obstacle.

3. Trench rescue involves entrapment of a patient below ground level.

B. Whenever the Technical Rescue Team is requested, verbally dispatch the team first. Then, if there is any doubt whether it is a technical rescue, request clarification from a Battalion Chief.

14-8.2 Intake Procedures

A. The following tasks are the responsibility of the member working Intake or otherwise receiving a request for TRT/USAR.

1. Obtain a precise location

2. If outside of the Lakeland fire coverage area, obtain:
   a. Name of town
   b. Name of facility (if applicable)
3. Determine the type of incident
   a. Confined space rescue
   b. Low/High angle rescue
   c. Trench collapse rescue
   d. Vehicle/Machinery rescue
   e. Structural collapse rescue
   f. Specialty rescue

4. Identify who is calling and their call back number

5. Determine how many victims and what is the nature of their injuries

6. Identify what other agencies have been contacted and/or are on the scene
   a. If other agencies are on scene, obtain their radio frequency or designated talk-group.

14-8.3 Dispatch Procedures

A. The following tasks are the responsibility of Fire Dispatch for a request for TRT/USAR.

1. Dispatch as normal on channels “A” and “E”, and line-alert all fire stations and personnel.
   a. “Truck 14 and Tower 15 respond to . . . . . for a technical rescue.”
   b. “All other TRT/USAR personnel respond to Station #1 for further instructions and equipment request.”

2. Send LFD staff alert:
   a. That the Technical Rescue Team has been activated and give the type of incident
   b. Give the location, including address and city

3. TRT members will respond on channel B to LFD Station #1.

4. Any additional call information should be given to a Battalion Chief when he calls dispatch upon arrival at Station 1.
B. Repeat message to insure all staff understood transmission.

C. Contact E&W dispatch and have them notify E&W Safety personnel.

D. Car 14 – EMS Supervisor must be contacted (the LFD Rescue Chief).

14-8.4 TRT Stand-By

A. The Polk County Fire Rescue Emergency Communications Center (ECC) or any other public safety agency may request that TRT be placed on “standby” status.

   1. When this happens, dispatch as above, but announce that LFD TRT/USAR is to assemble to Station #1 NON-EMERGENCY for a stand-by situation. Give the name of requesting agency and a reference to the type of incident.

   2. Send LFD Staff Alert advising TRT/USAR has been placed on stand-by and give type of incident and the incident location.

B. LFD TK14 is the primary vehicle utilized for technical rescue, but other equipment and personnel may be assigned to a TRT call depending upon the type of incident.
**PURPOSE:** The purpose of this directive is to establish rules and procedures for alternate Fire Dispatch channels during multiple major incidents.

**DEFINITIONS:**

**RULES AND PROCEDURES:**

**14-9.1 Alternate Fire Dispatch Channels During Multiple Major Incidents**

A. In the event that multiple calls are received by fire dispatch which are serious in nature, i.e., structure fires, the fire dispatcher and/or the Battalion Chiefs have the option of utilizing an alternate channel to direct responding units to switch to and utilize while working the related call.

B. Channel A will not be utilized as an alternate channel. Channel A will remain dedicated to the initial dispatching of all calls. Channels B, C, D, E and F available options for alternate channels.

C. If a major incident is being worked and additional call(s) are received for dispatch, the Fire Dispatcher has the option of advising responding units of an alternate channel assignment for that particular call at the time of the initial dispatch. Units will advise enroute and relay all other transmissions on the alternate channel to which they were assigned for the duration of the related call.

D. In the event that manpower permits, a second dispatcher may be assigned to Fire when alternate channels are in use to assist with radio traffic.

   1. In the event that a second dispatcher is not available, units will be advised of such and will also be advised that multiple incidents are being worked on multiple channels by one dispatcher.

   2. In this case, it will be essential for the incident commander to monitor their assigned personnel closely in the case that an emergency arises and dispatch does not copy due to multiple transmissions.

E. When multiple channels are being utilized, all requests directed to the Fire Dispatcher should come through the Incident Commander whenever possible to alleviate excessive radio traffic during critical periods.
F. When normal work load resumes all units will revert back to the standard radio assignments:

LFD Channel A- Initial dispatch of all calls
LFD Channel B- Medical Calls
LFD Channel C- Fire Calls
LFD Channel G- Airport calls involving aircraft
**PURPOSE:** The purpose of this directive is to establish rules and procedures for call handling and dispatching Fire units to emergency medical calls.

**DEFINITIONS:**

**RULES AND PROCEDURES:**

15-1.1 Rules for Immediate Response to Emergency Medical Calls for Service

A. The Lakeland Fire Department (LFD) will immediately respond to all emergency medical calls received by the Comm Center without regard to call level or chief complaint. Such response will be prior to an EMD level classification being assigned by the Polk County Emergency Communications Center (ECC).

1. The exception to this rule is for emergency medical calls at designated Skilled Medical Facilities (SMF) that may be minor level calls based on the initial chief complaint. In these instances, Call-takers are authorized to delay the dispatch of fire rescue units until the call’s EMD level is determined by Polk County ECC.

2. Emergency medical calls at SMF with an Alpha or Omega EMD level will not have a fire rescue unit dispatched.

3. All other emergency medical calls at SMF will be dispatched following normal procedures.

B. Other than calls at SMF as noted above, the Comm Center will immediately dispatch a Fire unit to all emergency medical calls and transfer phone calls to Polk County Fire Rescue (PCFR) for EMD processing.

C. If there is any doubt as to whether an immediate response is necessary to any medical call, go ahead and dispatch.

15-1.2 Intake Procedures for Emergency Medical Calls for Service

A. Upon answering an emergency medical 911 call, Intake operators are responsible for:

1. Verifying the address, phone number, and chief complaint
2. Transferring all 911 emergency medical calls to Polk County Emergency Communications Center/PCFR Intake for EMD processing.

3. Entering a Fire emergency medical call for service for immediate LFD dispatch.

4. Remaining on the 911 line with PCFR/ECC to ascertain additional information on the nature of the medical call, such as patient condition or other updates, including the assigned EMD level or changes in EMD level, safety issues or threats to responders, or weapons on scene.

B. Medical calls for service received on an administrative or non-emergency line shall be transferred to the PCFR/ECC for processing by using the XEMS ADM button under the administration transfer tab (adm xfer).

C. Upon transferring an emergency medical call for service on an administrative or non-emergency line, Intake operators are responsible for:

1. Entering a Fire medical call for service for immediate dispatch.

2. Remain on the phone to obtain an EMD response level from PCFR and forward it to Fire Dispatch.

3. Intake operators are permitted to disconnect from the call and monitoring the EMD process by PCFR only when other incoming 911 emergency calls are pending and providing that LFD has been dispatched to the medical call with basic call information.

15-1.3 Fire Dispatch Procedures for Emergency Medical Calls for Service

A. Upon receiving a CAD emergency medical call from Intake, Fire Dispatch will dispatch appropriate Fire units per the unit recommend CAD function or as directed by a Battalion Chief.

B. Fire Dispatch will provide as much information regarding the nature of the medical emergency as is known at the time, such as chief complaint, and update responding Fire units as additional information becomes available.

C. The assigned EMD level will be provided to responding Fire units upon receipt from PCFR.

1. A response decision to run “hot” rests with the responding Fire unit. Fire Dispatch will not advise Fire units how to respond.

2. Any downgrade in EMD level will be communicated with responding Fire units who are responsible for deciding to continue responding “hot” or slow their response.
15-1.4 Cancelling Emergency Medical Responses

A. The Lakeland Fire Department will cancel response to an emergency medical call under these circumstances:

1. PCFR unit is on-scene and advises that LFD response is not needed.
   a. Cancellation from an on-scene PCFR unit shall only be accepted from Polk County Fire Dispatch.
   b. Lakeland Fire Dispatch shall not cancel LFD response based on a radio call received directly from an on-scene PCFR unit over an LFD radio channel to ensure County Dispatch is aware of the request for cancellation.

2. A Lakeland Police officer or public safety aide is on-scene of a call, such as traffic crash dispatched with injuries or unknown injuries and subsequently determines there are no injuries, or cannot locate a victim upon arrival to the reported scene.

B. An on-scene LFD unit may cancel PCFR response. Fire Dispatch is responsible for notifying PCFR Dispatch of the cancellation.

C. Should any questions arise regarding a request to cancel response, Fire Dispatch will notify a Battalion Chief for further direction.

D. Notification of emergency medical calls receiving an “Omega” level will be forwarded to responding Fire units, who will continue responding to the scene. Response will not be cancelled due to the “Omega” call level.

15-1.5 Private Ambulance Transports

A. 911 calls or non-emergency medical calls that request a private ambulance transport will be handled according to established protocols and do not require a Fire unit to respond, provided there is no immediate medical emergency that requires PCFR-EMS activation.

B. Non-emergency medical transports may include any of the following:

   1. Private ambulance transports or transfers
   2. Facility to facility transfers of a non-emergency medical nature
   3. Transports to physician appointments

15-1.6 Unable to Determine Chief Complaint

A. Phone calls of such nature that a chief complaint of a medical emergency cannot be determined right away will require immediate Fire and Police response.

B. These calls will be classified as "Unknown Medical Emergency" and entered in Police CAD as "Signal 50 – Assist LFD" in addition to Fire CAD.
C. Updated information shall be forwarded to responding units as soon as it becomes available.

15-1.7 Requests for Fire/EMS from Police Field Units

A. Requests for Fire/EMS from police officers and public safety aides in the field are to be processed promptly with a CAD entry for Fire and notification to PCFR.

B. These requests are to also include gathering basic information on the nature of the medical emergency to assist Fire/EMS responders while enroute to the scene, which include:

1. Chief complaint or incident type?
2. Number of injured person(s)?
3. Approximate age of the patient?
4. Is the patient conscious or alert?
5. Is the patient breathing or having difficulty breathing?
6. Any signs or complaint of chest pains?
7. Is there any severe bleeding, spurting?
8. Is a full emergency response needed (lights and siren)?

15-1.8 Airlift Operations

A. Polk County Disaster 15 will be designated as the channel to which all med-evac operations and airlift operations shall be assigned.

B. All pre-arrival instructions, landings and post take-off radio traffic with the air units shall be conducted on this channel.

C. County Radio will notify Communications that the helicopter has been notified. The Battalion Chief will switch over to Polk County Disaster 15.

1. The Fire dispatcher will not switch channels at the dispatch console, instead using the portable radio at Fire Dispatch to monitor Polk County Disaster 15.
PURPOSE: The purpose of this directive is to establish the rules and procedures for intake and fire dispatch of mass casualty incidents.

DEFINITIONS:

Delayed Treatment (Yellow) – secondary priority in patient treatment. Patients require aid, but injuries are less severe.

Immediate Treatment (Red) – a patient who requires rapid assessment and medical intervention for survival.

Mass Casualty Incident (MCI) – an incident that has produced more casualties than a customary response assignment can handle.

Minor Treatment (Green) – a patient whose injuries require simple rudimentary first-aid.

RULES AND PROCEDURES:

15-2.1 Intake Procedures for Mass Casualty Incidents

A. Intake operators shall handle all requests for emergency medical assistance following normal procedures and attempt to determine the number of casualties. This information, if known, shall be provided to PCFR upon transfer of the call for emergency medical dispatch and entered into Fire CAD.

B. Any information obtained during initial call handling that suggests the incident may be an MCI shall be forwarded to the Fire dispatcher who will advise the Battalion Chief of the initial information.

15-2.2 Declaring a Mass Casualty Incident

A. Normally, an MCI shall be declared by the Incident Commander or the first unit on scene based on the number of patients involved.

B. The Fire dispatcher controlling the incident may upgrade to a level one MCI response prior to the first unit on scene if reports indicate multiple patients are involved. The dispatcher may not upgrade an incident beyond a level one MCI without approval of the Incident Commander, even if the number of patients is greater than ten.
C. The Communications Shift Supervisor shall be immediately notified when it appears a MCI has occurred or when an MCI has been declared.

15-2.3 Mass Casualty Incidents Levels

A. The MCI system is a predetermined response based on a patient count; therefore, the requesting unit must identify the number of patients involved when declaring an MCI.

B. MCI levels are based on the number of casualties and include:
   1. MCI Level 1 – 5-10 victims
   2. MCI Level 2 – 11-20 victims
   3. MCI Level 3 – 21-100 victims
   4. MCI Level 4 – 101-1,000 victims
   5. MCI Level 5 – over 1,000 victims

15-2.4 Fire Dispatch Procedures for Mass Casualty Incident

A. Determine the MCI level based on the number of patients identified by the requesting unit and note the level in Fire CAD.

B. Fire CAD does not have response matrices with Unit Recommend for MCI events. The Fire Dispatchers will need to ascertain from the Incident Commander or Battalion Chief what additional resources are needed and dispatch accordingly.
   1. Once additional resources are requested to respond to the MCI scene, determine if Mutual Aid assistance is necessary and coordinate the request with the Battalion Chief.

15-2.5 Notification of MCI to Closest Hospitals and Trauma Centers

A. The Fire Dispatcher shall coordinate with the Battalion Chief on who will notify the closest hospitals and trauma centers. The Battalion Chief is responsible for ensuring the notification is made but can defer the actual call for Fire Dispatch if necessary.

15-2.6 Notification of Polk County Emergency Management

A. For all MCI Level 2 or above, the Communications Shift Supervisor is responsible for notifying the Polk County Emergency Management Office of the incident.

15-2.7 Interoperability Radio Communications Plan

A. The Communications Shift Supervisor shall coordinate with the Incident Commander through Fire Dispatch and determine if a modified radio communications plan needs to be established and designate alternate channels for various operational branches under ICS.
B. Consideration shall be given to requesting Polk County Disaster channels or national Mutual Aid channels to ensure interoperable radio communications with responding resources under mutual aid assistance.

15-2.8 Treatment Priority Designators

A. MCI protocols include a color-code system to designate injury severity and treatment priority. Dispatchers are responsible for monitoring information regarding the number of patients and their color-codes.

1. Red – *Immediate Treatment* involves a patient who requires rapid assessment and medical intervention for survival.

2. Yellow - *Delayed Treatment* – secondary priority in patient treatment. Patients require aid, but injuries are less severe.


15-2.9 Radio Channels for Medical Transports

A. Med 9 radio channel is designated for Private Ambulance operations.

B. Polk County Disaster Channel 15 is designated for Medical Helicopter operations.
PURPOSE: The purpose of this directive is to establish the rules and procedures for determining who is required to have what level of CJIS certification to have logical or physical access to CJI.

DEFINITIONS:

CJI – Criminal Justice Information, which consists of CJIS data necessary for law enforcement and civil agencies to perform their missions including, but not limited to biometric, identity history, biographic, property, and case/incident history data.

CJIS – Criminal Justice Information Systems, which consists of various state, national, and international computer systems that store and provide access to CJI.

RULES AND PROCEDURES:

16-2.1 CJIS Certification [PSC 6.4.5]

A. All Emergency Communications employees are required to maintain full-CJIS certification, as designated by the FBI CJIS Security Policy and the Florida Department of Law Enforcement (FDLE).

1. New members are required to achieve certification within six months of employment or assignment at an FCIC workstation.

B. All law enforcement officers must maintain CJIS certification, either full-access or limited access training for use and access to CJI or to be authorized unescorted access to the Communications Center area.

C. All other department personnel must complete a one-hour security awareness training prior to being authorized unescorted access to the Communications Center area or other areas where they may have access to CJI.

D. CJIS certification must be renewed on a periodic basis as designated by the FBI and/or FDLE.

1. Failure to maintain CJIS certification may be grounds for disciplinary action, including termination, for ECS members.
2. At a minimum, access to the entire CJIS system will be denied upon loss of certification.

16-2.2 Responsibility for Maintaining CJIS Certification

A. All ECS members are responsible for maintaining their CJIS certification and completing biennial recertification as necessary.

B. The Administrative Assistant for the Communications Center is responsible for maintaining CJIS certification records of all department members and other individuals who have such certification in order to access areas where CJI may be present. Records shall include effective date and expiration date of current certification.

B. The Administrative Assistant shall send a courtesy notice at 60 and 30 days prior to the CJIS certification expiring as a reminder.

C. Upon a member's CJIS certification expiring, the Communications Manager shall send a message to the affected division commander noting that the member's certification has expired and that the member is prohibited from accessing CJI until the certification is renewed.
PURPOSE: The purpose of this directive is to establish rules and procedures for use of the DAVID system, procedures for instances of misuse, and procedures for periodic audits of DAVID usage.

DEFINITIONS:

DAVID - Driver and Vehicle Information Database, an CJNET based system that provided drivers license and vehicle registration information for specific and limited law enforcement purposes.

DCC – Digital Certificate Coordinator, an appointed individual responsible for coordinating the digital certificate process for the Department and for communicating with the FDLE Registration Authority to approve or revoke a user’s digital certificate.

Digital Certificate – an electronic credential saved on the owner’s computer used to identify the owner and provide access to the DAVID system.

QQCR - Quarterly Quality Control Review, a quarterly review of the DAVID system conducted by the Digital Certificate Coordinator that includes evaluation of certified user lists and usage reports as specified by the Florida Highway Safety and Motor Vehicle Department.

RULES AND PROCEDURES:

16-3.1 Restricted Use of DAVID System

A. Only members with a digital DAVID certificate are permitted to access the DAVID system.

B. The DAVID system shall only be used for specific law enforcement purposes as outlined in the DAVID user agreement. Misuse of the DAVID system may be grounds for disciplinary action, as well as civil and criminal prosecution.

16-3.2 Application for DAVID Digital Certificate

A. Any department member with a law enforcement need for access to the DAVID system may apply for a digital certificate.
B. To apply for a digital certificate, members shall go to the DHSMV website where an online application is submitted.

C. The application is referred to the Department's DCC who reviews and validates the applicant is a member of the police department.

D. The member will receive an email from DHSMV noting the applicant’s digital certificate is available for installation. The DAVID system can be used once the certificate is installed on the member's computer.

1. Access to the DAVID system is dependent upon login via the computer with the user's digital certificate. Members cannot access DAVID except with the computer where the digital certificate is stored.

16-3.3 Prohibited Uses

A. The DAVID system may not be used for any personal use or non-business purpose.

B. Members are prohibited from running their own Drivers License or vehicle registration, or that of family members or acquaintances simply to determine if the DL is valid or similar personal reasons.

C. The DAVID system may not be used to run background checks as part of the selection process for employment candidates.

D. Copies of DAVID printouts may not be retained in unsecured files.

16-3.4 Quarterly Quality Control Reviews (QQCR)

A. The DCC is responsible for conducting four QQCRs per year following procedures established by DHSMV. Copies of each completed QQCR are to be retained in file and made available during the triennial CJIS and DAVID audits.

B. The Communications Manager is responsible for conducting random quarterly audits of DAVID usage reports to look for incidents of potential misuse. Any incidents of questionable DAVID use shall be referred to the affected division commander and the Office of Professional Standards.

16-3.5 Annual Audit

A. The Communications Manager is responsible of conducting an annual audit following audit procedures established by DHMSV. Copies of each completed annual audit report are to be retained in file and made available during the triennial CJIS and DAVID audits.

16-3.6 Reporting Incidents of Misuse to DHSMV

A. All incidents of misuse shall be reported to DHSMV using documentation requirements established by DHSMV.
16.3-7 Revocation of a Digital Certificate

A. The Department shall revoke a member’s digital certificate:
   1. Within five days of a member separating from employment with the police department for any reason; or
   2. Promptly upon a member being placed on an extended leave of absence as part of an administrative investigation or when a member is alleged to have misused the DAVID system, pending further investigation.

B. The DCC is responsible for notifying DMSHV and initiating the revocation process.

C. A member may reapply for a new digital certificate upon completion of an administrative investigation and a rendered finding that allows the member to resume use of DAVID.
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PURPOSE: The purpose of this directive is to establish rules and procedures for maintaining a Terminal Agency Coordinator position as required by the FBI CJIS Security Policy and the Department's CJIS Users Agreement with the Florida Department of Law Enforcement.

DEFINITIONS:

CJI – Criminal Justice Information, which consists of CJIS data necessary for law enforcement and civil agencies to perform their missions including, but not limited to biometric, identity history, biographic, property, and case/incident history data.

CJIS – Criminal Justice Information Systems, which consists of various state, national, and international computer systems that store and provide access to CJI.

RULES AND PROCEDURES:

16-4.1 Designation of Terminal Agency Coordinator

A. The Chief of Police shall designate a member to serve as the Department's Terminal Agency Coordinator (TAC) and a member to serve as the Alternate Terminal Agency Coordinator (ALT-TAC).

B. The TAC and ALT-TAC are responsible for department matters relating to CJIS information access. These individuals administer the CJIS systems programs with the department oversee the department's compliance with CJIS systems policies.

C. The TAC and ALT-TAC shall be knowledgeable about CJIS systems, CJI rules and regulations, the National Law Enforcement Telecommunications System (NLETS), and related procedural requirements.

1. The TAC and ALT-TAC are required to have full-access CJIS certification.

2. The TAC and ALT-TAC shall attend a TAC training class within six months of being assigned to their position.

D. The Communications Manager is responsible for ensuring any changes in the TAC or ALT-TAC positions are approved by the Chief of Police and notice send to the Information Security Officer at the Florida Department of Law Enforcement's (FDLE) Criminal Justice Information Section.
16-4.2 Authority and Responsibilities of the TAC and ALT-TAC Positions

A. The TAC and ALT-TAC are authorized to function across bureau and division lines within the police department to coordinate the department's FCIC/NCIC activities.

B. The TAC and ALT-TAC are responsible for:

1. Ensuring that CJIS technical memoranda, bulletins, newsletters, and operating manuals are distributed and made available to appropriate personnel.
2. Informing appropriate personnel of new CJIS procedures and capabilities when they become available.
3. Ensuring that a log is maintained for secondary dissemination of criminal history information.
4. Updating department records, both internal and with FDLE CJIS, and either adding or deleting a record whenever an employee separates from the department or a new employee begins employment.
5. Scheduling new users for training classes and maintaining a log of such training.
6. Preparing the Department for triennial CJIS audits conducted by FDLE.
7. Attending Regional Workgroup Meetings in the department's region for the purpose of updates in procedures and legal requirements.
PURPOSE: The purpose of this directive is to establish the rules and procedures for radio operations on a designated data channel.

DEFINITIONS:

Criminal Justice Information (CJI) – includes all FBI CJIS provided data necessary for law enforcement to perform its mission including, but not limited to biometric, identity history, biographic, property, and case/incident history data.

1. Biometric data is data derived from one or more intrinsic physical or behavioral traits of humans typically for the purpose of uniquely identifying individuals from within a population. Used to identify individuals, to include fingerprints, palm prints, iris scans, and facial recognition data.

2. Identify history data is textual data that corresponds with an individual’s biometric data, providing history of criminal and/or civil events for the identified individual.

3. Biographic data is information about individuals associated with a unique case, and not necessarily connected to identity data. Biographic data does not provide a history of an individual, only information related to a unique case.

4. Property data is information about vehicles and property associated with crime.

5. Case/Incident history is information about the history of criminal incidents.

RULES AND PROCEDURES:

16-5.1 Designated Data Channel

A. The Lakeland Police Department shall designate a specific radio channel separate from the main dispatch, talk-around, or other operational channels for data operations and CJI inquiries.

B. Members may utilize the data channel for manual and automated computer controlled criminal justice information without interruption to regular or emergency dispatching of calls for service.
C. All radio operations on the data channel shall adhere to proper radio protocol and FCC regulations.

16-5.2 Criminal Justice Information (CJI) Available from the Data Channel

A. Criminal justice information is available from FCIC and NCIC systems via the data channel. However, any CJI obtained from the data channel is not for release to the general public. It may only be used for law enforcement purposes.

B. Information available from the data channel includes, but is not limited to, vehicle registrations, drivers license status, wanted persons check, status files (officers safety or probation/parole, violent gangs, terrorist related activity, etc.)

C. The content of criminal history information should not be broadcast over any radio channel. Any oral dissemination of this sensitive information via the radio or cell phone shall be prohibited unless a life is in imminent danger.
Purpose: The purpose of this directive is to establish the rules and procedures to query and disseminate computerized criminal history record information.

Definitions:

Computerized Criminal History (CCH) – A detailed account of a subject’s criminal past, which includes the state the subject has a history in, the subject’s physical and personal descriptors, aliases, arrests, charges, judicial information, disposition, confinement terms, restitution, court provisions, terms of probation or parole and whether the subject is a single state or multi-state offender.

Criminal Justice Information (CJI) – includes all FBI CJIS provided data necessary for law enforcement to perform its mission including, but not limited to biometric, identity history, biographic, property, and case/incident history data.

1. Biometric data is data derived from one or more intrinsic physical or behavioral traits of humans typically for the purpose of uniquely identifying individuals from within a population. Used to identify individuals, to include fingerprints, palm prints, iris scans, and facial recognition data.

2. Identity history data is textual data that corresponds with an individual’s biometric data, providing history of criminal and/or civil events for the identified individual.

3. Biographic data is information about individuals associated with a unique case, and not necessarily connected to identity data. Biographic data does not provide a history of an individual, only information related to a unique case.

4. Property data is information about vehicles and property associated with crime.

5. Case/Incident history is information about the history of criminal incidents.

Interstate Information Index (III) – automated system that allows states to electronically receive CCH information from other automated states.
RULES AND PROCEDURES:

16-6.1 General Rules and Procedures

A. Computerized criminal history information obtained via FCIC/NCIC is for use by law enforcement or criminal justice agencies only for official criminal justice purposes. Criminal History record information may only be used for the purpose that it was originally obtained.

B. Criminal history information is sensitive and should be treated as such. CCH records are disseminated on a need-to-know, right-to-know basis.

C. Requests for CCH from other criminal justice agencies or their members shall be forwarded to the Communications Shift Supervisor for review and confirmation of the authenticity of the requestor as a criminal justice employee who is permitted to access CCH data.

D. Requests for CCH from non-criminal justice agencies or for non-criminal justice purposes should be directed to the Florida Department of Law Enforcement. FDLE will ensure copies of records made available to the public contain no information deemed confidential by law.

E. Access to running CCH queries via the eAgent system in the Communications Center, as a designated Physically Secure Location, shall be limited to ECS members with full CJIS certification. [PSC 6.7.1 a]

F. A Case Number or Drug Hotline Number is required in order to obtain a computerized criminal history. Teletype operators shall enter the Case Number or Drug Hotline Number in the Attention Field of the CCH Query Screen and note the number on the CCH Dissemination Log (COM116). CCH information may not be released to a requestor without one of these numbers.

16-6.2 Dissemination and Release of CCH [PSC 6.7.1 b]

A. Printed copies of all CCH that are disseminated from the Communications Center shall be entered into the Dissemination Log (COM116) maintained at the Data/Teletype workstation.

B. The log shall be filed with the following information:

1. Date of the dissemination
2. To whom the information relates (the subject)
3. The subject’s SID or FBI #
4. Who requested the information
5. Reason for disseminating the information and Case or Hotline Number
6. Purpose Code
7. To whom the information was released
8. Who released the information
C. Completed pages of the Dissemination Log shall be forwarded to the Communications Administrative Assistant for filing.

1. Retention of Dissemination Logs and subsequent purging or destruction shall be in compliance with Florida Public Records laws and guidelines, but the logs shall be retained for a minimum of four years for audit purposes.

D. CCH information that is provided verbally to a requestor from within the Department and not disseminated in printed form does not need to be logged. Any printed material used to provide the CCH shall be destroyed by the Teletype Operator.

1. Dissemination of any CCH to a requestor outside the Department, whether in verbal form or in printed form, must be logged onto the Secondary Dissemination Log.

E. CCH information shall not be disseminated over unsecure means, i.e., telephone, texting, or radio broadcast, unless the officer is in immediate danger.

F. CCH information shall not be disseminated via email or SMS text message, either as the body of the email message or as a scanned attachment.

G. Numeric identifiers (SID number, FBI number, etc.). In Florida, the State Identification number (SID) and the FDLE (DLE) is the same number.

H. CCH information shall not be stored in files, drawers or books within the Communications Center. [PSC 6.7.1 a]

1. This information shall be shredded if the requesting officer has not picked up the information prior to the end of their tour of duty for the current date.

16-6.3 Types of Criminal Histories

A. The Lakeland Police Department will request one of two types of criminal histories:

1. Florida (FC) online Complete – Detailed History of the subject; used mainly for C.I.S./S.I.S.

2. Florida (FS) online Summary – Rap sheet that should be run for Patrol Officers; this form will advise the number of convictions of a subject.

16-6.4 Commonly Used Purpose Codes

A. All inquiries into CCH or III files shall have an appropriate Purpose Code used to validate the reason for the query. Approved purpose codes include:

1. Criminal Justice (Purpose Code "C") - must be used when the CCH/III transaction is for official duties in connection with the administration of criminal justice

2. Firearms (Purpose Code “F”) – must be used with the CCH/III transactions for National Instant Check System (NICS) checks (FDLE only) or checks of
firearms transfers by law enforcement agencies and being returned to the owner.

3. Housing Authority (Purpose Code “H”) – must be used with CCH/III transactions for criminal justice agencies on behalf on housing authorities. The records are not released to the agency, just the indication if there is a hit on the name.

4. Criminal justice employment (Purpose Code "J") - must be used when the CCH/III transaction involves employment with the previously described authorized agencies. Criminal justice employment has been separated from other criminal justice purposes due to the requirements of some state agencies participating in CCH/III.

16-6.5 Interstate Identification Index

A. Queries into criminal history record information outside Florida can be performed via the NCIC Interstate Identification Index (QH-message key for III), an automated system designed to provide for the exchange of criminal history record information between states.

B. The III contains an index record consisting of an individual’s name, aliases, physical description, identifying numbers, fingerprint classification and the location (state) of the criminal history record, including a Florida hit and will also advise if the subject is a multi-state offender.

C. III is only considered to be current upon receipt of record data. III record should be treated same as retrieving CCH, as the information is updated constantly.

D. Confidentiality provisions for CCH obtained via III are the same as with the FDLE CCH system.

16-6.6 Public Access to Criminal History Information

A. Members of the public requesting Florida criminal history information shall be directed to FDLE (http://www.fdle.state.fl.us) for access to what information may be released to the public. FDLE sets a fee for this service.

B. Partial CCH information may be obtained by the public at the following locations:

1. Florida Department of Corrections (http://www.dc.state.fl.us/inmateinfomenu.asp)


3. Local criminal history may be obtained from the local Sheriff's Office or police departments that took place in a specific jurisdiction.

4. Local criminal history information, along with civil and traffic case information, may be available via the local Clerk of the Court office.
PURPOSE: The purpose of this directive is to establish the rules and procedures for running warrants checks on individuals and confirming warrant or other "hits".

DEFINITIONS:

RULES AND PROCEDURES:

16-7.1 Format for Warrant Queries

A. Queries for warrant checks may be conducted using two formats. Both are acceptable for use in the Communications Center, depending on how the officer or public safety aide provides the personal identifying information to be run.

1. A "QW" query is run by the name of the individual and will return information based on the name that is entered.

2. A "OLN" query is run by the Drivers License number of the individual and return information based on whether the DL is listed in warrant information OR based on a warrants check by the name listed on the Drivers License.

a. A query based on OLN will provide two search results. Operators shall confirm the return of both query results and carefully review the data before determining if a warrant hit exists or not.

16-7.2 Hit Confirmation

A. The hit confirmation process begins when an officer inquires on a person or property, and finds that another agency has an outstanding warrant on that person or has entered property as stolen. This is known as a “Positive result” or a “hit” from the FCIC II/NCIC system.

1. The confirmation must be completed prior to the agency arresting the wanted person, detaining the missing person or seizing the stolen property.

2. A Hit along is not probable cause for an arrest, so the prompt confirmation of a hit is essential for an officer to make an arrest.
B. Confirming a hit means to contact the agency that entered the record via FCIC/NICIC to:

1. Verify that the person or property inquired upon is identical to the person or property identified in the record.

2. Verify that the warrant information, missing person report, or theft report is still outstanding and active.

3. When you are confirming a hit, the Operator is the confirming party. (i.e., your name/agency name/phone number).

4. If an officer makes a request for confirmation, use the Officer as the requesting party. (i.e., Officer's name/agency/phone number, act).

5. Obtain a decision regarding the (1) extradition of the wanted person, (2) return of the missing person, (3) return of the stolen property to the rightful owner.

C. Operators are cautioned to read the entire record very carefully, paying particular attention to the “Remark” field.

D. Operators are not required to send any hit confirmation request if Lakeland is outside the designated extradition limit.

E. If the Hit is “in-house”, following procedure as above obtain a copy of the original report and confirm the same.

F. Hit confirmation time limits are set according to level of need.

1. Urgent queries require a 10-minute response.

2. Routine responses can take up to 1-hour response.

3. If any agency fails to respond within the established time frame, a second request for hit shall be sent. The second notice will generate a notification to FDLE/FCIC that the entering agency required a 2nd notice.

4. A third notice will generate a notice to the FBI audit staff for appropriate action.

G. All operators must use the Hit Confirmation Request and Response message keys. (YR/YQ; FAM/FYR)

H. Communications members will confirm warrants/stolen/missing entry with the entering agency and must place a “locate” on the same.
PURPOSE: The purpose of this directive is to establish the rules and procedures for responding to aircraft incidents at the Lakeland Linder Regional Airport.

DEFINITIONS:

RULES AND PROCEDURES:

17-1.1 General Readiness Procedures

A. The Lakeland Air Traffic Control Tower (Tower) is responsible for notifying the Communications Center via the Ring Down Phone when a condition exists that requires Fire and/or Police personnel and equipment to respond to the Airport.

B. Ring Down Phones are located at Fire Dispatch and the Intake area of the Communications Center. Communications Shift Supervisors are responsible for ensuring at least one Intake operator utilizes the intake position closest to the Ring Down Phone in the Intake area.

C. The Communications Center shall continually monitor Fire Channel G at the Fire Dispatch console.

17-1.2 Initial Notification of Aircraft Emergencies and Accidents

A. The Tower shall specify the type of emergency (in plain language) and whether the situation requires an immediate response. Additional information to be provide by the Tower includes:

1. Location of an accident using grid coordinates, unless the location is obvious, or can be better understood using street names or location at the airport

2. Type of aircraft involved and/or general description

3. Number of persons on the aircraft (souls on board)

4. Amount of fuel in gallons or pounds and type of fuel

5. Any other information deemed advisable, such as whether persons were seen escaping from the aircraft, etc.
6. Estimated time of arrival (ETA) of an aircraft with an in-flight emergency

B. The Tower is staffed with Air Traffic Controllers who may have to set the phone down while handling other emergency duties and responsibilities. ECS members answering the Ring Down Phone are to remain on the line for further updates until advised by the Air Tower personnel to disconnect.

C. The Communications Shift Supervisor is responsible for ensuring an Airport Staff Alert is issued for all declared aircraft emergencies (Alert I, Alert II, or Alert III).

17-1.3 Police Staff Notifications

A. The Police South Dispatch is responsible for ensuring notification of an airport emergency is made to the Lieutenant or Sergeant of the Special Operations Section.

B. The Communications Shift Supervisor is responsible for ensuring notification of an airport emergency is made to the Officer in Charge of the Uniform Patrol Division, the Battalion Chief, and the Communications Manager.

17-1.4 Response to Aircraft Emergencies and Accidents

A. Immediately upon notification of an aircraft emergency (either an accident or an in-bound emergency), the Communications Center will dispatch the following resources:

1. Police South Dispatch – At least two Police units and a Police supervisor. Preference should be given to dispatching Traffic Units if available.

2. Fire Dispatch – A full Fire Department response that includes the Battalion Chief, two Engines, one Rescue, either Truck 14 or Tower 15, and the ARFF.

3. Fire Dispatch – Contact Polk County Fire Rescue (PCFR) via intercom and request two EMS units, one Tender, and one EMS Supervisor.

B. Additional Police and Fire units will be dispatched as requested by the Battalion Chief, Police Supervisor, or the declared Incident Commander.

17-1.5 Staging Area

A. All emergency vehicles responding to the Airport will stage at the designated Staging Area located at Gate 1 – 3855 Airfield Drive Court West.

B. All ECS members shall be familiar with the location of the Staging Area and its proximity the overall layout of the Airport.
17-1.6 Communications Plan for Airport Incidents

A. All Police units responding to the Airport will be directed to switch to Police Channel 5 – South TAC.

B. All Fire units responding to the Airport will switch to Fire Channel G.

C. The Police South Dispatcher will coordinate with Fire Dispatch for interoperable communications until the south field supervisor arrives at the airport and establishes on-scene contact with the Fire Department’s Incident Commander.

D. In addition to channels used to dispatch LFD and/or LPD personnel, Fire Dispatch shall select under the radio fire tab, channels F and G during initial call and assign a tone-alert thereby ensuring that the Airport Manager, Airport Maintenance, the Tower, and others having a need, are aware of the situation, and that the equipment and personnel have been dispatched.

E. The Incident Commander (IC) shall establish communications with Tower on “Ground 121.4” as soon as practicable, in order to reduce frequency congestion.
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PURPOSE: The purpose of this directive is to establish the rules and procedures for issuing Airport Staff Alerts and related notifications of aircraft emergencies and non-aircraft emergencies.

DEFINITIONS:

RULES AND PROCEDURES:

17-2.1 Issuing Airport Staff Alert for Aircraft Related Emergencies

A. An Airport Staff Alert shall be issued for all aircraft related emergencies using the designated Airport Staff Alert distribution list.

B. This requirement includes all such emergencies within the city and is not limited to incidents at the airport.

17-2.2 Notification of ARFF-1 Activation for Non-Aircraft Related Emergencies

A. Fire Dispatch shall contact the Airport Manager on duty at (863) 834-4911, 24 hours a day, whenever the ARFF-1 is responding to a non-aircraft emergency, such as a medical call or fire alarm, and is temporarily unavailable for ARFF duties.

1. Airport Ops will then issue a NOTAM (Notice To Airmen) as required by the FAA.

B. An Airport Staff Alert is not required for ARFF-1 activation to non-aircraft related emergencies.
PURPOSE: The purpose of this directive is to establish an emergency operations plan for the specific operations within the Public Safety Communications Center. The entire plan comprises all directives within Section 18 of the Communications SOP Manual and any other noted directives. [PSC 7.1.2]

DEFINITIONS:

**Critical or Unusual Incident** – any incident, either man-made or a natural disaster, that disrupts systems essential for operations within the Communications Center or exceeds the capabilities of normal staffing levels.

RULES AND PROCEDURES:

**18-1.1 Critical and Unusual Incident Planning Responsibility**

A. The Communications Manager is responsible for overall planning a response within the Communications Center to critical and unusual incidents. [PSC 7.1.1]

B. The Communications Training Coordinator is responsible for conducting documented annual training on the Comm Center's Emergency Operations Plan for all ECS members. [PSC 7.1.5]

C. Pre-planning activities shall include coordination with police, fire, EMS providers, and Polk County Emergency Management.

1. Coordination within the police department shall include liaison with the Department's Emergency Management Coordinator.

2. Coordination within the fire department shall include liaison with the Assistant Chief responsible for Operations.

**18-1.2 General Scope of the Emergency Operations Plan**

A. The general scope of this emergency operations plan is to establish standardized management processes, protocols, and procedures for use in the event of a critical and unusual incidents, either man-made or a natural disaster, that impacts normal operations within the Communications Center by disrupting essential systems or creating a workload that exceeds the capabilities of normal staffing levels.
B. This emergency operations plan is intended to establish procedures that are consistent with the Department's overall emergency operations plan. However, the focus of this plan is to address issues directly impacting the overall operations and planning needs of the Communications Center.

C. This plan is predicated on the implementation of the Incident Command System (ICS) for managing all operations of a critical or unusual incident.

D. This emergency operations plan shall be accessible to all Communications Center members through: [PSC 7.1.6]

1. An electronic copy is available through the department's electronic document storage system.

2. A printed copy is available as part of the hard copy of the SOP Manual maintained at the Supervisors workstation and Communications Manager's office.

18-1.3 Risk and Impact Assessment [PSC 7.1.2 a]

A. A Risk and Impact Assessment for possible threats to essential systems necessary for the continuity of operations by the Communications Center includes the following vulnerabilities:

1. Threats to the safety and welfare of all affected Communications personnel

2. Interruption and loss of electrical power

3. Loss of telephone services, including both E9-1-1 and administrative non-emergency phone lines

4. Loss of the radio system, including limited loss of the dispatch consoles within the Communications Center or total loss of all radio capabilities

5. Loss of the Computer Aided Dispatch systems (police and/or fire)

B. An assessment of likely risks to the Communications Center includes the following man-made or natural disasters:

1. Forecast weather threats, such as hurricanes, severe thunderstorms, tornadoes, heat waves, and cold weather conditions that may interrupt essential systems and affect available manpower staffing levels

2. Critical and unusual incidents, such as hazardous materials, aircraft emergencies, mass casualty incidents, and related events that may overwhelm normal staffing levels in the Communications Center

3. Structural damage to the Communications Center or risks associated with fire or flooding from burst water pipes

C. Elements of the overall emergency operations plan are predicated on the Risk and Impact Assessment.
18-1.4 Ensuring the Safety of All Affected Personnel [PSC 7.1.2 b]

A. All decisions involving emergency operations and responses to critical and unusual incidents shall be based first and foremost on ensuring the safety of all affected personnel.

B. Threats to Communications personnel that shall be considered to ensure their safety include:
   1. Safe working conditions within the Communications Center, include extreme heat/cold conditions, threats of fire or the release of hazardous materials, availability of water and food, restroom facilities. etc.
   2. Safe conditions that allow ECS members to report for duty or to return home from a tour of duty
   3. Length of shifts and number of working hours to ensure adequate rest

18-1.5 Activation of Additional Communications Center Personnel [PSC 7.1.2 c]

A. In emergency situations, Communications Shift Supervisors are authorized to activate additional ECS members if additional personnel are needed to safely handle communications operations.
   1. Supervisors shall call off-duty ECS personnel and explain the nature of the emergency situation and determine if they are able to respond and assist.
   2. Should no ECS personnel agree to respond in an emergency situation, the Shift Supervisors or Communications Manager are authorized to order any member to respond and assist.

B. Long-term needs for additional Communications Center personnel shall be evaluated by the Communications Manager as part of the Planning function under ICS.

18-1.6 Continuity of Communications Systems [PSC 7.1.2 d]

A. Planning for continuity of communications systems includes consideration for maintaining safe working conditions and evacuation to alternate communications center, and functioning systems, such as telephone, radio, and computer aided dispatch.

B. Specific continuity of operations plans and/or procedures that are incorporated into this overall emergency operations plan include the following directives:
   1. SOP 18-2 Phone System Failure Procedures
   2. SOP 18-3 Radio System Failure Procedures
   3. SOP 18-4 CAD System Failure Procedures
   4. SOP 18-5 Evacuation Plan
18-1.7 Obtaining Additional Support and/or Resources [PSC 7.1.2 e]

A. Planning for how to obtain additional support and/or resources includes incorporating in directives that outline procedures for continuity of communications systems.

B. Planning consideration for sources of additional personnel if a critical or unusual incident or emergency situation includes local resources from surrounding jurisdictions. However, consideration must be given if the scope of a critical or unusual incident exceeds the boundaries of the City of Lakeland and also impacts local jurisdictions, such as a hurricane.

1. In such events, requests for additional telecommunications personnel will be coordinated through the City of Lakeland EOC and the Polk County EOC to the State of Florida EOC with a request for specific assistance under TERT (Telecommunicators Emergency Response Taskforce).

2. Requests for specific equipment resources shall also be coordinated through the City of Lakeland EOC and the Polk County EOC to the State of Florida EOC. Such equipment that is available through county and statewide assets include entire radio systems, telephone systems, wireless systems, radio caches, and supporting equipment.

18-1.8 Public Information and Media Relations [PSC 7.1.2 f]

A. All planning for emergency operations shall include consideration for providing public information and media relations.

B. Release of public information and information provided to media representatives shall be coordinated through the Communications Center's chain of command and the Department's designated Public Information Officer.

C. No Communications Shift Supervisor or ECS member is authorized to release any information regarding emergency operations or critical and unusual incidents except as approved by the chain of command or that which is a public record and subject to release upon request under any circumstances.

18-1.9 Resumption of Normal Operations [PSC 7.1.2 g]

A. Demobilization planning and the resumption of normal operations should begin soon after activation of the emergency operations plan.

B. The resumption of normal operations shall include a general phase out of resources to be released from an incident, and will include the following points:

1. Complete all work assignments and required forms/reports.

2. Brief replacements, subordinates, and supervisor.

3. Follow incident and agency check-out procedures.
4. Return any incident-issued equipment or other nonexpendable supplies.

5. Complete post-incident reports, critiques, and medical follow-up.

6. Complete all payment and/or payroll issues or obligations.

18-1.10 Recording of Personnel Time and Expenses  [PSC 7.1.2 h]

A. It is essential that accurate records of personnel time and expenses be maintained throughout a critical or unusual incident to ensure cost controls and to provide documentation of personnel costs for possible reimbursement processes.

B. Documentation to be maintained by Communications Shift Supervisors include Daily Time Reports, Requests for Overtime Compensation, or any other specific ICS Personnel Time Recorder Forms that may be utilized by the Department's Fiscal Management Section during a critical or unusual incident.

18-1.11 Documented Review of Plan  [PSC 7.1.2 i]

A. The Communications Manager is responsible for conducting a documented review of the Emergency Operations Plan by March 1 of each year.

1. Recommendations to modify the plan shall be submitted for review and approval by the chain of command.

2. Any approved changes shall be distributed to all ECS members.

B. The documented review shall include continued availability of resources identified as part of the overall plan.

18-1.12 Critical and Unusual Incident Equipment Inspection

A. The Communications Training Coordinator is responsible for completing a documented monthly inspection for operational readiness of all equipment designated for use in support of all critical and unusual incidents.  [PSC 7.1.4]

18-1.13 After-Action Reports

A. The Communications Manager or designee shall prepare a written after-action report for events where the Emergency Operations Plan was activated. The report will include, at a minimum the following elements:

1. Nature or circumstances causing the plan to be activated  [PSC 7.1.3 a]

2. Specific components & resources within the plan that were utilized  [PSC 7.1.3 b]

3. Impact of command and supervisory actions  [PSC 7.1.3 c]

4. Areas where future operational or administrative improvements should be considered, if any  [PSC 7.1.3 d]
18-1.14 Procedures for Relaying Terrorism or Other Homeland Security Threats
[PSC 7.3.1]

A. The Department's liaison for the exchange of terrorism information with other law enforcement agencies is the Crime Analysis and Intelligence Center (CAIC).

B. Communications members who receive any information related to terrorism or other homeland security threats will forward that information to the Communications Shift Supervisor.

C. Information that is general in nature will be forwarded to the CAIC and to the on-duty Patrol Officer in Charge (OIC) for further evaluation. The Patrol OIC is responsible for determining what type of law enforcement action is appropriate for the threat.

D. Information that is specific in nature will be handled in accordance with established procedures in call handling guides and promptly forwarded to the Patrol OIC for any additional law enforcement response to the threat.
PURPOSE: The purpose of this directive is to establish rules and procedures for reporting and managing failure of the Public Safety Communications Center E9-1-1 phone system and administrative phone lines.

DEFINITIONS:

RULES AND PROCEDURES:

18-2.1 E9-1-1 Phone System Failure

A. In the event the E9-1-1 telephone system completely fails, immediately contact the following:
   1. AK Associates, who are responsible for servicing the E9-1-1 phone system.
   2. Polk County E9-1-1 System Manager, Sally Jackson.
   3. Lakeland PD Patrol OIC
   4. Lakeland FD Battalion Chief
   5. Polk County Sheriff's Office Emergency Communications Center (PCSO ECC)
   6. Communications Manager

B. In the event the E9-1-1 telephone system encounters service problems that are not a complete system failure, contact the following:
   1. AK Associates, who are responsible for servicing the E9-1-1 phone system.
   2. Communications Manager

18-2.2 Determining Extent of E9-1-1 System Failure and Long-Term Operations

A. In the event a complete system failure of the E9-1-1 telephone system is expected to be of such duration that the routing of incoming E9-1-1 calls to the PCSO ECC will create an unmanageable increase in workload for ECC members, the Comm Supervisor will direct a group of ECS members to respond to PCSO ECC to assist with answering E9-1-1 calls.
1. Lakeland ECS members assigned to the PCSO ECC to assist with answering E9-1-1 calls for the City of Lakeland shall take sufficient portable radios and backup batteries to relay emergency calls to the Lakeland Communications Center.

2. Consideration should be given to calling in additional off-duty ECS members to assist in the Lakeland Comm Center to provide sufficient manpower to handle E9-1-1 calls once service is restored while ECS members return to PCSO ECC.

C. If the anticipated duration of the E9-1-1 system outage will create an unacceptable level of service to the public, coordinate with the Polk County E9-1-1 Manager for implementation of the County's portable E9-1-1 backup system at the Lakeland PSAP or alternate Communications Center site.

18-2.2 Administrative Phone System Failure

A. In the event the City of Lakeland's Administrative telephone system completely fails, immediately contact the following:

1. City of Lakeland Telecomm personnel, who are responsible for servicing the administrative phone system

2. Lakeland PD Patrol OIC

3. Lakeland FD Battalion Chief

4. Polk County Sheriff's Office Emergency Communications Center (PCSO ECC)

5. Communications Manager

B. In the event the City of Lakeland's Administrative telephone system encounters service problems that are not a complete system failure, contact the following:

1. City of Lakeland Telecomm personnel, who are responsible for servicing the administrative phone system.

2. Communications Manager.

C. A cache of cell phones shall be available for use when the administrative telephone system fails. These phone are stored in the Comm Supervisor's Office for use in emergency situations.

1. These phones may be used to make outgoing calls when the admin phone system is not working.

2. These numbers may be given to PCSO as a way to reach LPD when incoming calls cannot be received through the admin phone system.

3. These numbers may be provided to the public to call if the admin phone system will be inoperable for an extended period of time.
PURPOSE: The purpose of this directive is to establish the rules and procedures for critical incidents involving complete or partial radio system failure within the Public Safety Communications Center.

DEFINITIONS:

RULES AND PROCEDURES:

18-3.1 General Procedures

A. The City of Lakeland Radio Shop is responsible for maintaining the public safety radio communications system and coordinating maintenance and repairs with the local Motorola shop.

18-3.2 Procedures for Complete Radio System Failure

A. A complete radio system failure is indicated by a "Failsoft" response that prohibits any radio transmissions from being broadcast.

B. The Communications Shift Supervisor shall immediately contact the Radio Shop whenever the radio system goes into Failsoft mode. The next persons to be contacted shall be the Patrol OIC, the Battalion Chief, and the Communications Manager.

   1. CAD Messages should be sent to on-duty units via MobileCom to advise of radio system failure.

   2. Attempts to contact on-duty units may also include cell phones, if available.

   3. Phone calls to the Battalion Chief and fire stations should completed as well.

C. An assessment shall be made to the expected period of Failsoft for planning purposes.

D. The Communications Shift Supervisor or Communications Manager shall contact the Polk County Sheriff’s Office (PCSO) Emergency Communications Center (ECC) in the event the complete radio system failure is expected to last more than a few minutes and request authorization to utilize designated channels for Lakeland police and fire dispatch operations.
1. Upon determining which Polk County may be used, this information shall be disseminated to police and fire units using any available means.

18-3.3 Procedures for Partial Radio System Failure

A. A partial radio system failure is indicated by the loss of a simulcast tower site that reduces the quality of transmission, particularly in the northmost and southmost areas of the city, or static during a transmission, bleed over of some type, or other incidents of poor quality transmission or reception.

B. The Communications Shift Supervisor shall immediately contact the Radio Shop whenever a partial radio system failure occurs. The next persons to be contacted shall be the Patrol OIC, the Battalion Chief, and the Communications Manager to acknowledge the partial system failure.

C. Partial ability to transmit shall be evaluated as to whether it is safe to continue radio operations on normal channels or determine if alternate radio channels shall be requested from Polk County.

18-3.4 Procedures for Radio Console Failure

A. Radio console failure is indicated by the inability to transmit, for whatever reason, from a dispatch console when mobile or portable radios are able to transmit.

B. The Communications Shift Supervisor shall immediately contact the Radio Shop whenever the radio console failure occurs. The next persons to be contacted shall be the Patrol OIC, the Battalion Chief, and the Communications Manager.

C. Portable radios are located at each police and fire dispatch console and shall be used for dispatch operations while the consoles remain inoperable.

18-3.5 Procedures for Backup Radio Tower at Lakeland Electric

A. A backup radio tower system is located atop the Lakeland Electric building at 501 E. Lemon Street. This tower can be utilized in the event the main tower at Parker Street and the simulcast tower sites cease to operate.

B. The City of Lakeland Radio Shop is responsible for activating the backup radio tower when necessary.

18-3.6 Procedures for Talk-around Channels

A. All radios and consoles have the ability to talk in "talk-around" mode, a radio system that does not rely on the trunking system but has a greatly reduced range for operations, often considered to be less than a mile or line of sight coverage.

B. Talk-around channels may be used in certain situations when all other alternate systems or channels remain inoperable.
18-3.7 Procedures for Backup Radio System

A. In the event of a complete radio system failure that is expected to last for a significant period of time to the extent that reliance on using PCSO channels is not reasonable, a backup radio system is available from the Polk County Radio Shop.

B. Coordination of using the Polk County backup system is the responsibility of the City of Lakeland Radio Shop.
PURPOSE: The purpose of this directive is to establish the rules and procedures in the event the Computer Aided Dispatch (CAD) system fails or becomes inoperable for any reason within the Public Safety Communications Center.

DEFINITIONS:

RULES AND PROCEDURES:

18-4.1 General Procedures

A. In the event of a CAD system failure or scheduled maintenance, the manual card system must be utilized to process calls for service and make dispatch assignments.

1. Cardstock incident cards are located at each call take/ dispatch position and in the supply cabinet.

B. Manual entry on the cards will require the same information as the CAD screen to be handwritten in the appropriate space on the dispatch card. It is necessary to manually note the received time, priority of the call and operator number before forwarding the card to be dispatched.

C. No case numbers will be available to user agencies during the time the CAD system is down. Once CAD has been restored, manual entry of the cards will be completed as workload permits in order to obtain and distribute case numbers as needed.

18-4.2 CAD Failure Notifications

A. The Public Safety IT Manager and the Communications Manager must immediately be notified of a CAD failure.

B. Upon reporting a CAD failure, the Communications Supervisor shall note which portion of the system has failed, entire system completely down, status monitors only are down, one position or many affected, etc.
18-4.3 Police Dispatch Procedures

A. Police Dispatchers will utilize the card slots for extended CAD outages. These are located in the Equipment Room in the LECC. A grease pencil is used to indicate the officer number above each officers assigned card slot.

B. Once assigned, the dispatch card is placed into that respective officer’s card slot. Unit ID’s written on the card slots with a grease pencil are grouped according to team and beat assignment.

18-4.4 Fire Dispatch Procedures

A. The Fire Dispatchers shall utilize the Fire Resource Book and Street Index Book and/or computerized mapping to manually look up unit recommendations.

1. Dispatchers are responsible for maintaining familiarization with these resources in the event of an unplanned CAD crash or scheduled system down time.

18-4.5 Review of CAD System Failure Procedures

A. All ECS members are responsible for routinely reviewing back-up procedures and resources for CAD system failures.

B. Each member is further responsible to solicit assistance from a supervisor if additional training or direction is needed. Each employee must ensure they are adequately prepared to initiate back-up procedures should they become necessary.

C. Each Shift Supervisor is responsible for conduct shift training twice a year and practicing the use of CAD cards for one hour during each training session.
PURPOSE: The purpose of this directive is to establish emergency plans for the Lakeland Police Department Communications Center in the event that a manmade or natural disaster warrants the evacuation of the communications center. An evacuation order will be issued when eminent danger is approaching and poses immediate danger to on duty personnel and or essential communications equipment.

DEFINITIONS:

Backup Communications Center – the Polk County Sheriff’s Office Communications Center is the primary backup center in the event of an emergency, disaster or evacuation where dispatch and call taking functions can be transferred.

Emergency Evacuation Kit – contains all the supplies and reference materials needed for the communications center to continue dispatch operations at another communications center or PSAP.

Immediate Evacuation - a major event requiring immediate evacuation of the Communications Center with little or no time to make preparations or notifications. (If time permits, proper notifications of critical personnel will be made).

Rally Point – a predetermined point which all members of communications will meet after evacuation and remain unless moved for safety reasons. All members will remain together until evacuation is over.

RULES AND PROCEDURES:

18-5.1 Goals of the Evacuation Plan

A. The primary goal of this evacuation plan is to ensure the safety of members working in the Public Safety Communications Center and to ensure the safe exit from the facility in the event an evacuation becomes necessary.

B. This plan is designed to ensure continuity of operations for all essential public safety telecommunications functions, as well as accountability for training and testing of the plan on a regular basis.
18-5.2 Process for Initiating an Immediate Evacuation

A. The on-duty Communications Shift Supervisor, Communications Manager, on-duty Patrol Officer in Charge (OIC), Lakeland Fire Department Battalion Chief, or other Police or Fire staff members may declare an evacuation at any point eminent danger is confirmed that puts the Communications Center in danger.

18-5.3 Process for Implementing an Immediate Evacuation  [PSC 6.4.2 a]

A. In the event an immediate evacuation of the Communications Center must be implemented, the following responsibilities are delineated for the various duty posts.

B. Communications Supervisor and Acting Shift Supervisor is responsible for the following actions:
   - Announce to all Emergency Communications Specialist to evacuate.
   - The supervisor will announce over department PA system that communications is evacuating (give reason). Repeat
   - Retrieve all communications cell phones (if available).
   - Gather the Emergency Evacuation Kit.
   - If time permits, locate the next police and fire event and call number to be distributed.
   - After everyone is evacuated make remainder notifications.
   - Once evacuated, ensure all members are accounted for at rally point, then send staff alert notification of evacuation, if possible.
   - Contact the Polk County 911 office to cut all 911 calls over to the Polk County Sheriff’s Office and Polk County Fire Rescue. Have Polk County Sheriff’s notify FDLE.
   - Contact City of Lakeland Telecommunications.
   - Contact Polk County Sheriff’s Office that they will be receiving all of our police and fire calls (to switch calls).
   - Notify radio shop that the communications center is evacuating.
   - Contact Department and City IT personnel.

C. Call-takers
   - One available call-taker will gather the cell phones assigned to the Communications Center and distribute them if the shift supervisor is unable to do this.
   - Available call-taker will snag the current screen and available officers.
   - Log out of CAD; however, one terminal must remain logged on but made unavailable.
   - Gather personal belongings.
   - Exit the Communications Center opposite of incident at supervisor’s direction and meet at the assigned Rally Point.
D. Police Dispatcher Duties

- Multi-select and declare the communications center is evacuating and invoke emergency traffic (10-33).
- Notify units which radio channel to turn use for dispatch from PCSO. [PSC 6.4.2 b]
- Each dispatcher should snag their current work screen.
- Secure portable radio for each Police Dispatch console.
- Gather personal belongings.
- Exit the Communications Center opposite incident at supervisor’s direction and meet at the assign Rally Point.

E. Fire Dispatch

- Select all stations and all channels and announce the evacuation and that Polk County Fire Rescue and the Polk County Sheriff’s Office will be receiving and dispatching all medical and fire service calls.
- Determine which PCFR channel will be used and advise all units to remain on that channel for dispatch of fire calls from Polk County Fire Rescue [PSC 6.4.2 b]
- Announce over intercom that the Comm Center is evacuating and give the reason
- Secure portable radio for Fire Dispatch
- Snag work screen
- Gather personal belongings
- Exit the Communications Center opposite incident at supervisor’s direction and meet at the assigned Rally Point.

F. Teletype

- The TTY operator is to notify the FDLE of the evacuation evacuating and that the FCIC/NCIC system is being shut down
- terminal is being shut down
- Log out E-agent, help as needed
- Retrieve portable radio assigned to Teletype
- Gather their belongings
- Gather all CAD screen prints from the printer
- Exit the Communications Center opposite incident at supervisor’s direction and meet at the assigned Rally Point.
18-5.4 Evacuation to Designated Rally Points [PSC 6.4.2 a]

A. The best rally point location where Comm members should evacuate to depends on environmental conditions at the time of the evacuation. Locations to be considered for determining the safest rally point include:
   - LPD Community Room
   - LPD Sally Porte area
   - Greyhound Bus Station

B. In the event ECS members do not report to the designated Rally Point and cannot be accounted for, notification to the Fire Department is required for a possible building search. Evacuated members should continue attempts to notify missing members via personal cell phones.

C. Upon determining that all on-duty members have safely evacuated and are accounted for, the Patrol OIC and Comm Shift Supervisor will decide where to send members to establish an alternate Comm Center, based on the anticipated length of time before a safe return to normal operations may occur.

18-5.5 Alternate Back-up Communications Center Sites [PSC 6.4.2 b]

A. In the event of an evacuation of the Communications Center, the initial alternate back-up site is the Polk County Emergency Communications Center (ECC) located at the Polk County Sheriff’s Office Operations Center.
   1. All law enforcement radio operations will be transferred to the Polk County Sheriff’s Office, using a designated County radio channel for LPD dispatch.
   2. All fire rescue radio operations shall be transferred to Polk County Fire Rescue, using a designated radio channel for LFD dispatch.
   3. Lakeland ECS members will respond to the Polk County ECC to resume continuation of public safety telecommunications for the Lakeland Police and Fire departments.

B. In the event of an evacuation of the Communications Center that is likely to last more than 24-48 hours, the alternate site for long-term back-up operations is the Lakeland Police Department Training Center.

C. Other alternate locations, such as the Lakeland Fire Department’s Training Room at Station 1 may be designated for activation, depending on the circumstances and expected duration of the evacuation.
18-5.6 Technology Systems for Long-term Activation of Alternate Comm Center Site

A. Activation of an alternate Communications Center may require the implementation of backup 911 phone systems, administrative phone systems, backup radio systems, and back up CAD systems. Other sections of the Communications Center EOP specifically address operational procedures for backup systems as outlined below:

18-2 Phone System Failure Procedures
18-3 Radio System Failure Procedures
18-4 CAD System Failure Procedures

18-5.7 Return to Normal Operations

A. A return to normal operations within the Communications Center requires the facility to be assessed, all infrastructure is found to be in standard working order, the facility cleared of any hazard, and deemed safe for personnel to return, all Emergency Communications Specialists will be authorized to return to normal operations.

B. Communications Supervisor
   • Notify communications staff it is safe to return to center, ensure all are accounted for.
   • Send staff alert
   • Prepare center to bring all equipment back on line.
   • Notify City of Lakeland Radio Shop.
   • Notify Polk County 911 Office to redirect 911 calls back to Lakeland PSAP.
   • Notify Polk County Sheriff’s Office Emergency Communications Center.
   • Notify Polk County Fire Rescue.
   • Confirm all equipment is in working order.

C. Call-takers
   • Return all cell phones to supervisor.
   • Ensure all phone and call-taker equipment is working properly.

D. Police Dispatcher Duties
   • Announce on all channels that the evacuation has been lifted and operations are returning to normal.
   • Ensure all equipment is in normal working order.
   • Perform a time check to ensure all units are back on work channel and accounted for.
E. Fire Dispatch

- Announce on all channels that the evacuation has been lifted and operations are returning to normal.
- Ensure all equipment is in normal working order.
- Perform a roll call check to ensure all units are back on work channel and accounted for and equipment is in working order.

F. Teletype

- Log back into E-agent, send AM message to FCIC advising Lakeland Police Department is back on line.
- Ensure all equipment is in working order.
- Check for any missed alerts.

18-5.8 Annual Training Exercise for the Evacuation Plan

A. The Communications Training Coordinator is responsible for conducting annual training for all ECS members in the processes associated with this evacuation plan. [PSC 6.4.2 c]