



North Carolina 911 Board
Education Committee Meeting Agenda
Conference Call
Thursday, January 21, 2021
10:00AM to 11:00AM
Virtual Meeting

<u>Tab</u>	<u>Topic</u>	<u>Presenter</u>
1.	Chair Opening Remarks	Chuck Greene
2.	Roll Call	Angie Turbeville
3.	Welcome	Pokey Harris
4.	Legislative Update	Richard Bradford
5.	Website Update	Angie Turbeville
6.	2021 Goals Next Steps	Chuck Greene
7.	Training Class Eligibility <ul style="list-style-type: none">• Wilson County 911 – <i>“Denise Amber Lee Foundation: CTO Best Practices”</i>• Cumberland County – <i>“Priority Dispatch: 2-day refresher class for each EMD/EPD/EFD”</i>• Hoke County – <i>“Priority Dispatch: Online Universal Telecommunications Essentials Course (OUTEC)”</i>• Pasquotank/Camden 911 – <i>“FBI Basic Crisis Negotiation Course”</i>	Angie Turbeville
8.	Richmond Community College: PSAP Managers Class Update	Donna Wright
9.	Information Aids/Fact Sheets	Chuck Greene
10.	Adjourn	Chuck Greene

Next Meeting February 18 at 10:00am



North Carolina 911 Board
Education Committee Meeting
DRAFT- Minutes

November 20, 2020 @ 10am-11pm

Virtual – Meeting was conducted using simultaneous communication.

Meeting Attendees:

Committee Members	Phone	In Person	Not in Attendance	Guests	Phone	In Person
Jeryl Anderson	X			Corrine Walsler (Charlotte Medic)	X	
Chuck Greene	X			Stephen Williams (New Bern PD)	X	
Grayson Gusa	X			Tom Brubaker (New Bern PD)	X	
J.D. Hartman	X			Patty McDaniel (Craven County 911)	X	
Heather Joyner	X			Chad Deese (Robeson County 911)	X	
Hope Downs	X					
Brian Short			X			
Jimmy Stewart	X					
Donna Wright	X					
Staff	Phone	In Person	Not in Attendance			
Richard Bradford			X			
Stephanie Conner	X					
Kristen Falco	X					
Tina Gardner	X					
Pokey Harris	X					
Gerry Means	X					
Stanley Meeks			X			
David Newberry	X					
Marsha Tapler	X					
Sarah Templeton	X					
Angie Turbeville	X					

Agenda

1. Chair Opening Remarks – Chuck Greene kicked off the meeting welcoming the group.
2. Roll Call – Chuck asked Angie Turbeville to conduct the roll call.
3. Executive Director Opening Remarks – Pokey Harris welcomed committee members and guests. Recognition was given to Hoke County 911 and Jimmy Stewart for their most recent migration to the ESInet; Hoke County 911 becoming the 59th PSAP to migrate.

4. Approval of November Minutes – Chuck Greene asked committee members if they had reviewed the minutes and if anyone had any suggested edits or needed changes, if not he asked for a motion to approve the minutes. Grayson Gusa made a motion to approve and Jeryl Anderson seconded the motion. The minutes were approved.

Committee Members	Yes	No
Jeryl Anderson	X	
Hope Downs	X	
Chuck Greene	X	
Grayson Gusa	X	
J.D. Hartman	X	
Heather Joyner	X	
Jimmy Stewart	X	
Donna Wright	X	

5. Education Committee Goals – Chuck Greene presented the latest draft of next year’s goals for the Education Committee and asked for discussion. Donna Wright inquired on whether staff had determined if the goal related to an Advanced Telecommunicator Certificate Program is a certification, certificate, or advanced degree. This led to discussion and suggestion of change in verbiage for this goal. Jimmy Stewart noted he was pleased to see that the goals included working with the NC Community College System.

The final draft of 2021 goals:

1. Develop an information sharing program to effectively communicate the Board and Staff’s vision, initiatives, and responsibilities for NG911 and other state projects.
2. Explore the feasibility of expanding Board sponsored training in conjunction with the Community College system.
3. Explore the feasibility of creating a voluntary Telecommunicator training, certificate and/or certification program in collaboration with the Community College system.
4. Explore methods for public outreach utilizing nontraditional media outlets.

Donna Wright made a motion to approve the 2021 Education Goals. Jeryl Anderson seconded the motion. The Education Goals were approved unanimously.

Committee Members	Yes	No
Jeryl Anderson	X	
Hope Downs	X	
Chuck Greene	X	
Grayson Gusa	X	
J.D. Hartman	X	
Heather Joyner	X	
Jimmy Stewart	X	

Donna Wright	X	

6. Telecommunicator Training and EMD Policy: Stephanie Conner presented the latest draft to the Education Committee. The draft presented included the suggested edits by both Education and Standards Committee. This draft was reviewed by Mr. Bradford. Chuck Greene asked if there were any ad hoc committee members on the conference call who would like to speak. Grayson Gusa stated the ad hoc committee was pleased with the final draft. Donna Wright made a comment she was excited to see this is final and ready to move forward.

Final Draft Policy:

Emergency Medical Dispatch (EMD)

Authority: G.S. 143B-1406(f)(4a) requires each primary PSAP dispatching emergency medical services to develop policies and procedures for implementing an Emergency Medical Dispatch (EMD) program approved by the North Carolina Office of Emergency Medical Services (NC OEMS). EMD instructions must be offered by a Telecommunicator who has completed an emergency medical dispatch course approved by the Office of EMS.

Policy: The PSAP shall document and maintain policies and procedures and a verifying roster of Telecommunicators' EMD certifications. Records may be maintained in electronic or other forms. Proof of certification will be presented to peer reviewers during the PSAP review process; or may be requested by the Board at any time to enable financial reviews, etc.

Telecommunicator Training Requirements

Authority: G.S. 143B-1406(f)(5b) requires persons employed as Telecommunicators who are not required to be certified by the NC Sheriffs' Education and Training Standards Commission to successfully complete a minimum of 40 hours in a nationally recognized training course for 911 Telecommunicators or a basic Telecommunicator course offered by the NC Sheriffs' Education and Training Standards Commission within one year of the date of their employment or a substantially similar minimum training acceptable to the Telecommunicator's employer.

Policy: The PSAP shall present to the peer reviewers during the PSAP review process, a Telecommunicator certificate of course completion or roster of one of the approved courses that includes Association of Public Safety Communications Officials (APCO), International Academy of Emergency Dispatch (IAED) or the NC Sheriffs' Education and Training Standards Commission. For any course not listed, the course must be submitted to the Education Committee for review. Documentation should be maintained on file either electronically or manually. Proof of training and/or certification may be requested by the Board at any time to enable financial reviews, etc.

Grayson Gusa made a motion to approve the policy. Jeryl Anderson seconded the motion. The motion carried.

Committee Members	Yes	No
Jeryl Anderson	X	
Hope Downs	X	
Chuck Greene	X	
Grayson Gusa	X	
J.D. Hartman	X	

Heather Joyner	X	
Jimmy Stewart	X	
Donna Wright	X	

7. Public Relations Materials – Angie Turbeville stated staff is planning a NMAC campaign to promote their visibility to the PSAP community. Board staff will be creating a design that will used for public relations merchandise to distribute to the PSAPs.

With no further business, Chuck Greene wished everyone safe and happy holidays. The meeting was adjourned at 10:40am.

Next Committee Meeting: Thursday, January 21, 2021

DRAFT

Changes made in the Consolidated Appropriations Act, 2021, HR 133, (“CARES Act II”) text of 47 USC 615a-1 was modified for the following:

- a. Purpose – to eliminate states’ diversion of 911 fees for non-911 uses.
- b. FCC to issue final rules within 180 days of the effective date of the new law.
- c. Replaces statutory language that allowed states to identify the scope of 911 fee use and now provides that fees must be consistent with the FCC’s final rules. Also adds a provision for the FCC to determine whether the “obligation or expenditure” is acceptable.
- d. Determination of “acceptability” is to be done by considering the FCC’s laws and rules, the state purposes and functions but those must be “directly supporting 911 services.” 911 services include basic 911, E911 and NG911: as those are defined in federal law. (47 USC 942(e)).
- e. States can seek guidance from the FCC by filing a petition for determination that an obligation or expenditure should be treated as a “proper purpose or function.” This is certain to be addressed more specifically in the FCC’s procedural rules. It appears that a petitioner’s burden must: support public safety answering point functions or operations or have a direct impact on the ability of a public safety answering point to receive or respond to 9–1–1 calls or dispatch emergency responders.
- f. Establishes a “Strike Force” charged with analyzing methods, laws, rules, or other approaches to identify and eliminate 911 fee diversion. Strike force members comprise: (i) State attorneys general; (ii) States or taxing jurisdictions found not to be engaging in diversion of 9–1–1 fees or charges; (iii) States or taxing jurisdictions trying to stop the diversion of 9–1–1 fees or charges; (iv) State 9–1–1 administrators; (v) public safety organizations; (vi) groups representing the public and consumers; and (vii) groups representing public safety answering point professionals.

911 Fees, PSAP Funding	
Federal law changes in the CARES Act	See above
AR 12-10-305	Specifies fund distribution: 83.75% for 911 costs other than NG, 15% for NG, and 1.25% for admin expenses and auditors. The percentage allocations are further based on population counts using latest federal census data.
CA S 96	Amended CA's 911 funding mechanism to impose an \$.80/access line charge / month based on the number of access lines estimated by the Office of Emergency Services. Previously a percentage (ranging from 0.5% to .75%) based on the required funding estimated by the Office. (effective 1/1/20)
MD SB 285, 339	Added cybersecurity as a topic for minimum standards. Also doubled the 911 fee.
MD H 6 – 911 Fees -	Requires service providers to keep records of 911 fees collected and remitted, alters the amount of, and the expenses for, which telephone companies and CMRS providers are entitled to receive a credit, requires the Comptroller to adopt procedures for auditing surcharge collection and remittance. <i>Note that text of the bill appears to intend new audit authority (for the Comptroller) and to fund audit costs through a 0.5% of fees collected; text does not specifically identify funds collected from each subscriber or per access line but that may be implied.</i>
MD S 838	Allows Counties to impose a 911 fee. Requires each 911 Specialist (e.g., telecommunicator) to be certified in each discipline which that person receives and dispatches calls.
NY –	several local bills filed to allow Counties to impose and collect additional 911 fees to pay costs of updating services for E911. (cross ref to federal legislation, FCC fee diversion proceeding and impact / preemption)
OR HB2449	increased 911 fee from \$.75 to \$1.25 per phone line or per device capable of reaching 911.
TN SJR 836 911	Ratifies the increase of the 911 surcharge rate as approved by the Emergency Communications Board. New rate: \$1.50 effective 1/1/2021.

UT S 130	Funding changes include sunseting the CAD fund in 2024 and transferring those funds to the 911 account; establishing a proportionate share for funding PSAPs based on call volume but limited by the PSAP’s call transfer rate (cannot exceed 2% of calls).
WV S 579	Imposed a monthly tower fee of \$.08/month from each “two-way service subscriber.” The wireless E911 fee is \$3.47/month.
PSAP Management, Organization	
CA A 1945	Defines first responder to include “public safety dispatcher.”
CA S 670	Requiring providers to give notice of any outage impacting 911 calling in no more than 60 minutes from discovery, and authorized rulemaking to implement the change.
CO H 1293	Concerns the provision of emergency telephone service, establishes the 911 surcharge, amends the requirements for the emergency telephone charge and the prepaid wireless 911 charge. Imposes a 15% penalty and a 1%/month late charge on providers that fails to submit a report and the collected surcharges. Extends the service provider immunity to network providers, IT services, and cybersecurity service providers. Adds a new definition of “911 Access Connection.”
FL H755, S 1060	Provides an exemption from public records requirements for certain documents that depict the structural elements of certain 911 or E911 communication system infrastructure, structures, or facilities, provides an exemption from public records requirements for geographical maps indicating the actual or proposed locations of certain 911 or E911 communication system infrastructure, structures, or facilities.
KS H 2084	Adds definitions of GIS, GIS data, and “non-traditional PSAP” meaning a PSAP not operated by a city or county and including a PSAP operated by a university, tribal government or the “state federal government.” Also expands the analogue to the 911 Board adding 2 seats for members of non-traditional PSAPs, one of which must be from a tribal government.
2007 Mass HB 5051	“Regional PSAP” defined - PSAP operated by or on behalf of 2 or more municipalities or governmental bodies, or combination

	thereof, approved by the department, for the operation of enhanced 911 call taking and call transfer activities.
VA H 1003	Transfers the support and administration of the 911 Services Board and the Geographic Information Network Advisory Board from the Information Technologies Agency to the Department of Emergency Management
PSAP Technologies	
UT S 130	Requires adoption of CAD-to-CAD call handling and 911 call transfer protocol. The UT Board is to adopt a statewide CAD-to-CAD call handling and 911 call transfer protocol by 11/30/2020. PSAPs must adopt the protocol by 1/1/2021.
UT 61	Requires local government to submit new street & developments to state GIS (Automated Geographic Reference Center's Statewide 911 Emergency Service DB).

2021 Education Committee Goals

1. Develop an information sharing program to effectively communicate the Board and Staff's vision, initiatives, and responsibilities for NG911 and other state projects.
2. Explore the feasibility of expanding Board sponsored training in conjunction with the Community College system.
3. Explore the feasibility of creating a voluntary Telecommunicator training, certificate and/or certification program in collaboration with the Community College system.
4. Explore methods for public outreach utilizing nontraditional media outlets.

From: Brenda Womble
Sent: Friday, October 30, 2020 4:44 PM
To: Gardner, Tina L; Angie Turbeville, NC 911 Board
Cc: Jennifer Etheridge
Subject: FW: Trainer Training

Hi Tina & Angie,

Please Jennifer's email below and the class description below her email and advise what steps she would take to request this course be added.

Thanks and have a great cool and Halloween full moon weekend!!

Brenda B. Womble
Director
Wilson County 911 Team
1817 Glendale Drive SW
Wilson, NC 27893
252-237-8300
www.wilson-co.com

From: Jennifer Etheridge <jetheridge@wilson-co.com>
Sent: Friday, October 30, 2020 4:23 PM
To: Brenda Womble <bwomble@wilson-co.com>
Subject: Trainer Training

I've been looking for a something for the trainers and came across this on the Denise Amber Lee website <https://www.deniseamberlee.org/en> but the only thing listed as on the eligible training classes list for Denise Amber Lee Foundation is "A Victim's Plea, Meeting Expectations". Is it possible to request this to be added to the list or someway to get it approved to be eligible... I'm not sure how it works. There are a lot of ones listed as Supervising/Management and I would think this could fall into that category?

"Best Practices of a Successful CTO; Training the Adult Learner"

During an 8-hour training session, [Travis DeVore](#) will revisit and refresh the minds of your CTOs. As the greatest initial influence of new telecommunicators and as a representative of your agency, we will discuss the vital role of setting the standard and direction of your communications center. From the first orientation, including phased training, documentation, and grading, we will work through proven best practices from experienced CTOs and supervision. Training adult learners is always a challenge, adding the factors of a high stressed work environment, the challenge reaches nearly impossible levels, all while meeting the needs for adult learners while also meeting the needs and demands of a successful CTO Training Program. (8 Hour)

To book a course, [contact us](#).

- I. Introductions
- II. Course Objectives
- III. Vision for your department and training program
 - a. Mission Statement
 - b. Vision Statement
- IV. What is a CTO?
 - a. Description
 - b. Mindset
- V. Your training program
 - a. Requirements
 - i. To become a CTO
 - ii. Throughout training
 1. State requirements?
 2. Department specific requirements
 3. What should be included?
 - b. Process
 - i. Phases
 - ii. Classroom training involved?
 - c. Training Team
 - i. Members
 - ii. Support system
 - d. Pairing
- VI. Expectations
 - a. Expectations for trainees
 - b. Trainee expectations of trainer
 - c. Challenges of training adult learners
- VII. Documentation
 - a. DOR
 - b. SEG's
 - c. WOR
 - d. PIP
- VIII. Learning Styles and the adult learner
 - a. Auditory
 - b. Visual
 - c. Kinesthetic
 - d. Understanding the learning process
- IX. Role of Quality Assurance in training
 - a. Limiting liability
 - b. Use of QA as a training tool
- X. Conclusion

- a. Cutting the cord
- b. Program evaluations
- c. Learning never stops
- d. Keeping the WHY!

CERTIFICATION COURSES

Emergency Medical Dispatch (EMD) Course (3-day)

- Advanced EMD Certification
- EMD Quality Assurance
- EMD Mentor Certification

Emergency Fire Dispatch (EFD) Course (3-day)

- EFD Certification
- EFD Quality Assurance

Emergency Police Dispatch (EPD) Course

- EPD Certification
- EPD Quality Assurance

Emergency Nurse Communicator (ECN) Course (4-day)

- ECN Certification

Emergency Dispatch Quality Improvement (ED-Q) (2-day)

- Emergency Medical Dispatch Quality Assurance (EMD-Q) Certification
- Emergency Fire Dispatch Quality Assurance (EFD-Q) Certification
- Emergency Police Dispatch Quality Assurance (EPD-Q) Certification
- Emergency Communication Nurse Quality Assurance (ECN-Q) Certification

Emergency Telecommunicator (ETC) Course/Emergency Telecommunicator Instructor (ETC-I) Course

- Emergency Telecommunicator (ETC) Certification
- Emergency Telecommunicator-Instructor (ETC-I) Certification



From: Christine Buchanan <cbuchanan@co.cumberland.nc.us>

Sent: Thursday, December 10, 2020 9:43 AM

To: Adam Johnson <ajohnson2@co.cumberland.nc.us>

Cc: Gene Booth <wbooth@co.cumberland.nc.us>

Subject: Dawn IAED Refresher Course

I'd like to confirm with you that Dawn is to be enrolled in 2-Day Refresher courses for EMD, EPD and EFD. The cost for each 2-day refresher course is \$198.00. The total cost to enroll her in all three courses is \$ 594. See below

Added:	 EMD v13.0	USD \$365.00
12/10/2020 8:28 AM	Date: Wednesday, December 16, 2020 8:00:00 AM - Thursday, December 17, 2020 5:00:00 PM	Promo code: -USD \$167.00
[Remove]	Instructor: Barry Bagwell	
	Venue: Cumberland County Emergency Services	
	Address: 131 Dick St., Fayetteville, NC, 28301, USA	

Select a payment method:

-  Credit Card
-  Purchase Order
-  Voucher

 [Attendees]

No Of Seats: 1 |
[Attendees List]

Promo code applied successfully

2 day refresher 11212366

Apply Promo Code

Subtotal: **USD \$198.00**

Total: **USD \$198.00**

 Clear Cart

 Proceed to Checkout

ONLINE UNIVERSAL TELECOMMUNICATION ESSENTIALS COURSE **FAQs**

COURSE INFORMATION

- Q:** If we were to have a combo EMD/EFD Course, how many days would that consist of?
- A:** The OUTEK curriculum takes the place of the familiar Universal material, and now the Advanced EMD portion is included in the instructor-led EMD training. The EMD cert course will still be 3 days, and the EFD and EPD courses will still be 2 days each.
- Q:** How long are you anticipating the course to take? Typically, we allow 2 hours for our employees to complete the Advanced EMD CD-Rom after attending their protocol courses. Will that be enough time or should we allow more?
- A:** Because OUTEK is a self-paced course, completion time may be different for different students. However, most students are able to complete OUTEK in 3 hours.
- Q:** Are all three of these classes going virtual with everything done online or can you still have a classroom setting?
- A:** We have both **remote** and onsite training courses available, both at the same cost.
- Q:** What if I don't take the courses in succession as a combined course. Does that change the number of training days?
- A:** No. EMD is 3 days. EFD is 2 days. EPD is 2 days. Regardless of when you take the courses, as long as you've completed OUTEK.
- Q:** Is there a time frame for which they need to complete EMD/EFD/EPD after completing OUTEK? Can they take OUTEK and EMD in 2020 and then in 2021, take a 2-day EFD or EPD course, and the OUTEK completion from 2020 still counts?
- A:** Additional disciplines can be added within one year of taking OUTEK. After one year, they will need to take OUTEK again. For example, if OUTEK and EMD are completed on Dec. 17, 2020; EFD and/or EPD can be added until Dec. 17, 2021. To add EFD or EPD after Dec. 17, 2021, OUTEK will need to be taken again.

ETC

- Q:** Is it mandatory for all of our new telecommunicators to complete the ETC certification prior to completing any other certification course?
- A:** No. ETC exceeds the requirements of OUTEK, and OUTEK is not required if ETC has been successfully completed.
- Q:** I am an ETC instructor, Is this course intended to replace the Emergency Telecommunicator Course? Will I need to continue my registration as an Instructor or does this course replace it completely? Is there more information on the content available? I will have a class of 4 dispatchers who will require ETC certification in the coming months.
- A:** OUTEK is not replacing ETC. OUTEK only covers the Universal material from the protocol courses. As noted above, ETC exceeds the requirements for OUTEK and will continue.
- Q:** If I understand correctly, after July 2021, OUTEK will be required in order to receive the EMD certification (the requirement for our department). My question is, since we are a DoD agency, the DoD HazMat, Telecommunicator I and II is required for Dispatcher certification. If I understand, your Universal Telecommunication Essentials Course will also be required. How is your essentials course different from the DoD Telecommunicator I and II course?
- A:** OUTEK is a short introduction to the field of Emergency Telecommunications. Although it covers some of the same topics as the Telecommunicator I and II courses, it does not go into nearly as much depth. The IAED Emergency Telecommunicator Course (ETC) is a 40-hour course that is much more similar to Telecommunicator I and II. It is important to understand that OUTEK and ETC are not the same course. OUTEK will be required; ETC will not be. OUTEK pulls from the Universal content that has been part of the EMD, EFD, and EPD Certification Courses for years. This means that the content covered will be similar to what has been covered in the past. What is changing is simply the method used to teach this content.

GENERAL INFORMATION

Q: Is this something that will have to be taken in addition to EMD/EFD/EPD certification courses or will it replace those?

A: OUTEK is a supplement to the existing Protocol courses. It takes the existing Universal content from all of them and makes it a stand-alone session that can be completed online. As noted in the email, this enables us to reduce the EFD and EPD courses to two days (keeping in mind that the completion of OUTEK meets the Universal day requirement). It also enables us to be able to move the Advanced EMD material that currently must be completed after the EMD Course into the instructor-led portion of the course.

Q: I am trying to locate additional information pertaining to this but could not locate it on the IAED website.

A: As this was the initial announcement, we don't have anything up on the web pages yet, but it should be coming soon. Our goal is to have all information out by the December 1ST Go Live. For information, here's the outline for [OUTEK](#).

Q: Is there a charge for taking OUTEK?

A: There are two OUTEK possibilities; OUTEK with a protocol is included in the current cost of the course. If you want someone to take OUTEK as a stand-alone course, the cost is \$149.

Q: Is this something that you would grant medical directors access to preview what is being taught? I still think it would be great to have a medical directors' course specific to dispatch.

A: We can grant a medical director access to this. It is simply the universal content from all three protocol courses (Fire, Medical, and Police). You can view the OUTEK outline [here](#).

Q: Does OUTEK eliminate the need for the Advanced EMD CD-Rom and the need for the extra Universal Day?

A: Correct. All Universal content is included in OUTEK. EMD is 3 days. EFD is 2 days. EPD is 2 days. These are the lengths regardless of when you take the courses, as long as you've completed OUTEK.

Q: So, if anyone needs to certify, they simply attend that protocol certification day, then take the course online either before or after the protocol class?

A: OUTEK must be completed before or after the Protocol Course in order to certify **until** June 30, 2021, when OUTEK will become a mandatory **prerequisite** to the EMD, EFD, and EPD certification courses.

TAKING OUTEK

Q: We're in the process of getting all of our staff thru the certification courses for a Go Live date in December.

A: If your employees are already scheduled in certifications courses, rest assured they are learning the same material from the instructor that is presented in OUTEK.

Q: What is the Academies' take on the value of the new OUTEK training?

A: As the time investment of any required training is always an agency management and instructor concern, we have created OUTEK to somewhat compress this part of the certification courses while making sure everything is consistently covered—while also making it interesting and even fun.

We think the novel imbedding of the "Dispatch Danger Zones" throughout the lesson is a great improvement, not to mention the engaging way the Instructional Design Department has accomplished it.



Basic Crisis Negotiation Course

November 16-20, 2020

FBI Charlotte
Charlotte, NC

Monday	Topic	Tab	Instructor/Staff
9:00 AM - 9:30 AM	Introductions		Staff
9:30 AM - 10:15 AM	Philosophy of Crisis Negotiations	1	Drummond
10:30 AM - 11:15 AM	Fundamentals of Crisis Negotiations	11	Drummond
11:15 AM - 12:30 PM	Lunch		
12:30 PM - 1:45 PM	Malheur Refuge Standoff	11	Hamelryck
2:00 PM - 3:30 PM	Fundamentals of Crisis Negotiations		Staff
3:45 PM - 4:00 PM	Hostage Negotiation Equipment	3	Friedman
Tuesday	Topic	Tab	Instructor/Staff
9:00 AM - 10:15 AM	Active Listening Skills	6	Drummond
10:30 AM - 11:30 AM	Back to Backs	8, 9	Staff
11:30 AM - 1:00 PM	Lunch		
1:15 PM - 2:30 PM	Suicide Assessment and Intervention		Johnson
2:45 PM - 4:00 PM	Positions and Fxs - Sit Boards - "The Incident" Interactive Study		Fletcher
4:15 PM - 5:00 PM	ALS Practical Exercises	5	Staff
Wednesday	Topic	Tab	Instructor/Staff
9:00 AM - 10:30 AM	"Monster of Mayport"		Phelan
10:45 AM - 11:45 AM	Art of Coaching	10	Drummond
11:45 AM - 1:15 PM	Lunch		
1:15 PM - 2:15 PM	TPI's	13	Staff
2:15 PM - 3:15 PM	Social Media		Sabino
3:30 PM - 4:00 PM	Incident Assessment and Indicators of Progress		Staff
4:15 PM - 5:00 PM	Test Review (Test)		Drummond
Thursday	Topic	Tab	Instructor/Staff
8:00 AM - 8:30 AM	Role Players/Staff Briefing and set up		Staff
8:30 AM - 8:45 AM	Students arrive for assignments		Staff
9:00 AM - 11:00 AM	Role Play		
11:00 AM - 12:30 PM	Lunch		Staff
12:30 PM - 4:30 PM	Role Play		Staff
4:30 PM - 5:00 PM	Classroom		Staff
Friday	Topic	Tab	Instructor/Staff
8:30 AM - 9:00 AM	Role Players/Staff Briefing and set up		Staff
9:00 AM - 10:45 AM	Role Play		Staff
11:00 AM - 11:30 AM	Critiques Farewell		Staff