

The Laura Recovery Center Manual

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1 Introduction

The focus of the Recovery Center is to recover the missing child.

A Recovery Center represents a **triangle of trust** among a missing child's family, law enforcement, and the community. It is support to the family, an adjunct to law enforcement and a focus for the community. It is hoped that the Laura Recovery Center Manual will help you build that triangle of trust.

The LRC Manual was written from the lessons learned during the heart-breaking search for Laura Kate Smither. To anyone who needs this Manual, our prayers will be with you for a safe recovery of the missing child. We offer you the following Mission Statement:

We come together as a community with a single purpose in mind: to recover a missing child. We undertake this mission, blind to all distractions, without prejudice or egos. We will be mindful of the needs of the missing child's family, and include them as partners in the search. We will support the efforts of the law enforcement agencies and share all information obtained during the search. We will do no harm to the community or to a possible criminal investigation. We will work together diligently and prayerfully.

1.1 Purpose of the LRC Manual

The LRC Manual describes how to conduct a massive, citizen directed, effort to recover a missing child. It is expected that the recovery effort will be carried out in full cooperation with the presiding local law enforcement agency. It is recognized that each missing child incident will be different in scope and size and that not all of the material contained in this Manual will be applicable in all cases. We have assumed that the resources described will be made available by the community. Ideally, pre-incident preparations will have been made. We realize that this may not be the case in all circumstances. Nevertheless, the effort should be made with whatever resources are available. It is hoped that the experiences and guidelines we share will prove useful in recovering your missing child.

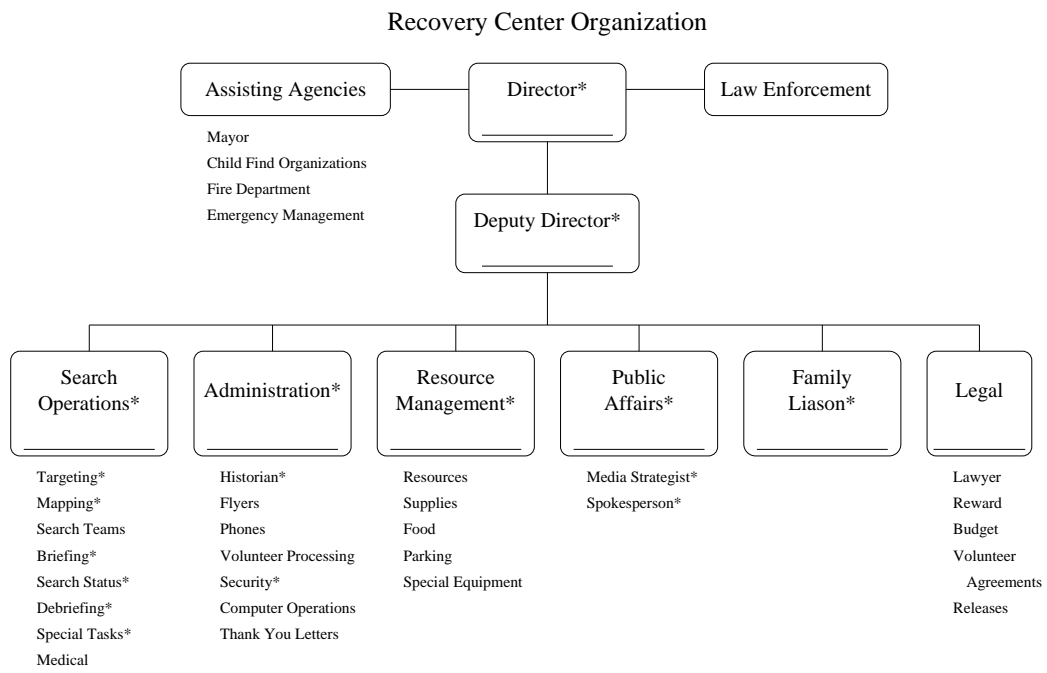
1.2 Organizational Concept of the LRC Manual

Recovery Center operation is based upon seven functions, each of which is depicted on the Organization Chart (Figure: *Organization Chart*) and has a dedicated section in the Manual. In the printed form of this Manual these sections are available as individual pullouts to be used by the volunteers filling each function. The pullouts are grouped together at the end of the Manual.

1.3 Feedback to the LRC Team

The LRC Manual is a work in progress. As improvements to the recovery techniques described here are developed they will be incorporated into the Manual. The LRC Team solicits your feedback on the content, usefulness, and organization of the LRC Manual. Please provide feedback by E-mail to ***Info@LRCTeam.org*** or through our web site at ***http://WWW.LRCFoundation.org***.

The Manual is organized into 13 sections. The most current version of the Manual is available on the Laura Recovery Center site at ***http://WWW.LRCFoundation.org***.



* - These positions handle sensitive information and wear red nametags

Other positions listed wear blue nametags

All volunteers not listed wear yellow nametags

Figure 1: Organization Chart

2 Recovery Center Organization

The focus of the Recovery Center is to recover the missing child.

It is recognized that each missing child incident will be different and that details of the organization and structure of the Recovery Center will vary from incident to incident. In particular, the distribution of the duties and responsibilities will vary from those presented here. The responsibilities listed here should be considered in establishing the duties of the core group of Recovery Center volunteers.

2.1 Recovery Center Core Group and Responsibilities

The core group within the Recovery Center consists of the volunteers responsible for the following functions:

- Director and Deputy Director - Responsible for the establishment of the Recovery Center, the overall planning and execution of all search operations, establishing communication with law enforcement and other government agencies, maintaining communication with the missing child's family, directing analysis of the recovery information generated by Center operations, and coordinating the staff. The Director and Deputy Director should schedule regular meetings to keep all core group personnel informed and to identify and resolve problems as they arise (Section 3 (on Director's Summary)).
- Search Operations - Responsible for the collection, processing and dissemination of relevant search information, providing detailed maps of areas to be searched, prioritizing and targeting areas to be searched, briefing and deployment of search teams, maintaining status information about the search and the search teams, maintaining communication with the search teams, and securing and caring for special search teams required such as dog search teams, air search groups, or water search teams (Section 4 (on Search Operations)).
- Administration - Responsible for flyer design, telephone installation and maintenance, telephone bank operation, the generation and transmission of FAXs (such as flyers and press releases), registration of Recovery Center Volunteers, the installation and configuration of computer systems, establishing procedures for the collection and filing of sensitive and non-sensitive information with the Historian, maintaining security at the Recovery Center, setting up and maintaining internet communications and a Web Site, the maintenance of lists of volunteers and resources, and the provision of first aid services (Section 5 (on Administration)).
- Resource Management - Responsibilities include the solicitation and disbursement of day to day operating funds, acquisition of supplies, arranging for food service, acquiring any special equipment needed, and getting flyers reproduced and distributed. (Section 6 (on Resource Management)).
- Public Affairs - Responsible for planning all media events, preparing press releases, passing requests from the other groups along to the media (request for supplies, for example), and keeping the story alive in the local and national media. A media spokesperson should be designated (Section 7 (on Public Affairs)).
- Family Liaison - Responsible for maintaining communications with the missing child's family, seeking advice and consent from them as appropriate, and ensuring that the family's needs such as meals and spiritual assistance are met. This function may be a shared responsibility of several core group members (Section 8 (on Family Liaison)).

- Legal & Financial - Responsible for avoiding any legal entanglement by the operation of the Recovery Center, maintaining an operating budget, tracking donated funds and the purpose for which they were donated (Reward or Expense), reviewing volunteer agreements and release of liability, and checking the wording used on any reward statements or flyers (Section 9 (on Legal & Financial)).

Several of the core group members will access and process information that may be sensitive. These core group members must be reliable and discrete. These functions are indicated on the Organization Chart as wearing red nametags (Figure: *Organization Chart*).

Ideally each core group function will be shared by two or more persons who can distribute the responsibility. Note that the core positions may quickly become full time commitments and a trusted person to provide relief will be required to prevent exhaustion.

Each member of the core group is responsible for setting up and maintaining the space, procedures, staff, and facilities that they require at the Recovery Center. Any questions or conflicts should be discussed with the Director.

2.2 Organization Chart / Nametag System

The Organization Chart (See Figure: *Organization Chart*) documents a color coded volunteer nametag system. Red nametags indicate those core group members that deal with sensitive and confidential information. All other core group members shown on the Organization Chart should have blue nametags. Yellow nametags are to be issued to all other volunteers. Avery nametag holders (either with clips or neck straps) are recommended.

2.3 Physical Facility

Consideration should be given to traffic control when selecting a location for the Recovery Center. A large search effort will require hundreds of search volunteers. Suggested public hours of operation are 8 AM to 7 PM. Note that core group members may need access to the Recovery Center 24 hours a day.

The Recover Center location should:

- be easily accessible.
- provide ample parking (for media, hundreds of volunteers, horse & boat trailers, etc.).
- be in close proximity to the responsible law enforcement agency.
- be available for several weeks.
- be on private property (if possible) - this allows easier access control (Section 5.9.4 (on Bouncer)).

The following physical features should be considered in selecting a location:

- A large office area away from the general public for administrative functions such as the phone bank and computer operations.
- A public area for news briefings and volunteer sign in.

- Availability of at least two private rooms
 - Targeting / Mapping
 - Debriefing
- Adequate electrical power and outlets.
- Permission to install up to 10 dedicated phone lines (Section 5.6 (on Phone Lines)).
- Ability to control public access.
- Provision of food distribution to the volunteers (Section 6.4 (on Food Management)).
- Location for daily press conferences (Section 7 (on Public Affairs)).

2.4 Information Sensitivity

The Recovery Center generates and uses at least three types of information:

- Sensitive information related to Targeting such as tips received by the Phone Bank and information obtained from Debriefing.
- Other sensitive information such as personal information about volunteers and the missing child's family.
- Public information such as the statistics of the search, area covered by the search, donations received, supplies requested, information about the flyers, tip and FAX line phone numbers, and internet addresses.

Sensitive information about volunteers should be treated carefully. All sensitive information should be restricted to those volunteers that require access to it.

2.4.1 Targeting Area Displays

In addition to public information consider posting the following in the private areas of the Recovery Center:

- A current search map showing areas searched, being searched, and to be searched.
- Aerial Photographs.
- Contact information (phone, pager, cell phone, FAX, e-mail) for core group members.
- Contact information (phone, pager, cell phone, FAX, e-mail) for law enforcement personnel working the incident.

2.4.2 Office Area Displays

In addition to public information, consider posting the following in the office (non-public) area of the Recovery Center:

- Contact information (phone, pager, cell phone, FAX, e-mail) for core group members.
- A message center for core group messages.
- Contact information (phone, pager, cell phone, FAX, e-mail) for law enforcement personnel working the incident.

2.4.3 Public Area Displays

Public information should be displayed in the public area of the Recovery Center and should be kept up to date. Consider posting:

- *Photos of the missing child* - a montage if possible.
- Number of search teams completed for the day.
- Number of active search teams.
- Weather forecasts.
- A copy of the current flyer.
- Copies of appropriate e-mail received by the Center.
- Copies of the Web Site material.
- Current Recovery Center needs list.
- Press releases.

3 Director's Summary

The focus of the Recovery Center is to recover the missing child.

The Recovery Center Director's responsibility is the overall management of all search activities and volunteer efforts. The volunteer designated to the Director's position must establish a relationship with, and become the principle liaison with, the presiding law enforcement agency. *A clear understanding should be reached defining the lines between search and investigation.* The level of trust generated is of key importance and will ultimately determine the effectiveness of the recovery efforts.

The volunteer that accepts this position cannot forget that he or she will be working with volunteers who are in a highly charged emotional state. To most, this will be the most stressful event in which they will ever be involved. These emotions will manifest themselves throughout the search in various ways: anger, depression, fear, and anxiety. Be on guard for warning signs indicating conflicts between core members that could compromise the search operations. Address these situations as soon as possible as these problems escalate rapidly. Be aware that these powerful forces will be ongoing and will continue long after the recovery efforts have ceased.

3.1 Phase One - The First Six Hours

Start at the Beginning - The Site the Missing Child was Last Seen

- Verify that the missing child's family has called 911.
- Saturate the neighborhood and a five mile radius of the site last seen with flyers *immediately*. Flyers are always appropriate, no matter what the situation (Section 5.1 (on Flyers)).
- Determine the type of situation you are faced with: lost, runaway, parental conflict, abduction, etc. Respond appropriately.
 - Contact friends, teachers, clergy, and law enforcement with the goal of establishing the child's character, emotional state, and, if necessary, vouching for the child.
- The family of the missing child should be encouraged to seek guidance from professional child-search organizations (Section 12.1 (on Missing Child Organizations)).
- Ensure that the missing child's clothing is not disturbed or removed from the site last seen or the home. It is absolutely imperative that the scent be preserved for use by canine search teams (Section 4.3 (on Special Search Methods and Tasks)).
- The missing child's room and belongings must be left undisturbed until the child is recovered or the investigation is concluded. This includes items that may have the child's fingerprints, and, for DNA evidence, their hair and tooth brushes, and unwashed undergarments.
- Preserve the site last seen for future investigation.
- Familiarize key personnel with the site last seen and surrounding areas.
 - Secure maps of the site last seen and immediate area as soon as possible (Section 4.1.4 (on Mapping)).
 - Take photographs of the site last seen and surrounding area. This will help with briefings later on.

- Fly the area with a helicopter and take aerial photos. This view will help in organizing the search, and will give you a feel for the overall dynamics of the area.
- Mobilize the community. Contact the *leadership* of organizations such as local Scout groups, PTO, Churches, Chamber of Commerce, fraternal and professional groups, especially those that the missing child's family may be associated with. These groups will be a source for Recovery Center volunteers. *All volunteers should be at least 18 years old.*
- Arrange for any specialized search teams and equipment as soon as possible. These tools are most valuable in the first hours of the search: dogs, helicopters, horses, etc.
- Commence search operations as soon as possible. *Begin at the beginning - the site last seen.* Never assume that any area searched prior to Recovery Center involvement has been properly and thoroughly searched.
 - Start a concentric search from site last seen. Divide the area within a radius of 1.5 miles of the site last seen into sectors that can be covered by 20 person teams in periods of 3-6 hours.
 - Simultaneously, search major roads and highways leading to and from the site last seen, with emphasis on those leading to remote locations.
 - Search all secondary thoroughfares such as waterways, railroad tracks, jogging paths, etc.
- Consider establishing roadchecks on roads entering and leaving the area. Coordinate with law enforcement.
- Identify any unusual traffic flow or dynamics in the area of the site last seen that might yield clues. (Example: construction sites, high traffic, migrant workers, etc.)
- Identify and document unusual individuals who become involved early in the search effort. This monitoring will continue throughout the recovery operation.
- Document all search activities for future reference. Keep all records, no matter how insignificant they may appear to be, to give to the Historian (Section 5.5 (on Historian)).

3.2 Phase Two - The First 72 Hours

- Locate office space for the Recovery Center. It is better to have too much space than too little. Plan for several hundred people a day to come through the Recovery Center. Allow for ample parking, restrooms, medical care, water, food, etc. See section 2.3 (on Physical Facility).
- Guidance and trained personnel should be sought from professional child-search organizations such as the Heidi Search Center, Polly Klass Foundation, and the National Center for Missing and Exploited Children (Section 12.1 (on Missing Child Organizations)).
- Institute security measures immediately upon opening the Recovery Center (Section 5.9 (on Recovery Center Security)). Begin civilian tracking, including background checks (seek advice and cooperation from local law enforcement) of volunteers with access to sensitive information, valid driver's license or other photo ID, and liability waivers See Figure: *Volunteer Registration Agreement Form*.
- Begin selecting and training volunteers to fill key management positions based upon personality, skills, contacts, and talents. The appropriate personnel will emerge! Be aware and watchful. See Figure: *Organization Chart*) and section 2 (on Recovery Center Organization).

- Establish a data management system to record and track tips, leads, search results, and data that will be coming in. This must be given high priority. See Figure: *Information Control Form* and Section 5.5 (on Historian).
- Establish search team Briefing and Debriefing procedures. See sections 4.4 (on Briefing) and 4.9 (Debriefing).
- Review reward wording on flyers that may already be in circulation. Word any future flyers carefully. Obtain legal advice. Laws vary per jurisdiction (Section 9 (on Legal & Financial)).
- Expand the search radius to a minimum of 5 mile from the sight last seen.
- Be aware of expenses that are incurred in the heat of the search. Some bills will be deferred for the cause, some will not. It is imperative that you assign appropriate personnel to act as a treasurer and to manage finances. *Bills will come in*; you must plan for this in your *exit strategy*. See section 9 (on Legal & Financial).

3.3 Phase Three - Expanded Search and Assessment

- Reevaluate Phase One operations. Research areas as needed. Correct any obvious errors.
- Monitor data management systems and historical tracking of data, volunteers, and search results.
- Coordinate with law enforcement to expand radius as the situation dictates. Reevaluate search parameters continuously.
- Re-energize media strategy as needed to maintain positive involvement in the search. Media brings searchers; searchers bring media. See section 7 (on Public Affairs).
- Monitor Recovery Center operations.
- Brief staff regularly. Keep the volunteers focused on the missing child. Fatigue is inevitable by this point. Be on guard for warning signs of any conflicts that may cause problems to search operations.
- Rotate operations and planning staff by overlapping shifts. Establish a routine.
- Establish operational hours the Recovery Center is open to the public.
- Anticipate fallout of volunteers in key positions.
 - Recruit and train as needed.
 - Monitor stress levels.
 - Focus
- Begin to think about exit from search activity.

3.4 Phase Four - Information Assessment and Preservation / Search Ramp-down

- Reevaluate the scope of the search.
- Ensure proper routing of tips, leads, search results, and all pertinent information to presiding law enforcement agency
- Keep the media involved - maintain positive public opinion.
- Plan exit strategy and termination of search. See section 10 (on Recovery Center Shutdown).

3.5 Phase Five - Search Termination / Critical Incident Stress Debriefing

- Finalize transfer of all pertinent information to presiding law enforcement agency.
- Terminate search operations (Section 1 () 10 (on Recovery Center Shutdown)).
- Conduct Critical Incident Stress Debriefing (See section 5.10 (on Counseling)).
- Secure all Historian records and decide who retains custody. Every situation is unique - but consider the following:
 - Long term family needs for future investigations.
 - Archival records for law enforcement agency.
 - Law enforcement agency may ask for all records - remember that they belong to the Recovery Center and may be needed in the future by other agencies or the family.

4 Search Operations

The focus of the Recovery Center is to recover the missing child.

An early and thorough search of the local community is critical. It is the number one priority of the Recovery Center to recover the child, mark any evidence, collect tips and document witness accounts. Under direction of the Targeting function, the planned search areas should be mapped and assigned priority, and the searches conducted accordingly.

The number of people who volunteer to help will vary greatly from case to case. Some aspects affecting the volume of volunteer help may include media coverage, community awareness, search status, weather, etc.

A call for volunteers may be required. Flyers asking for search volunteers can be distributed, appeals can be made through the media, and local organizations contacted. Check for local resources such as state and national reserve units, state guard units, and military bases.

Monitor and flag any potential problems that may help or hinder a searcher's ability (health or family considerations, criminal backgrounds [seek advice and cooperation from local law enforcement], and psychological problems). Turn any suspect information over to investigating authorities.

Screen for special skills or equipment to be identified on the Resource List (Section 5.4 (on List Maintenance)) such as previous military or police experience, boating or kayaking experience, search and rescue experience, etc.

A search group of no more than twenty searchers should be assembled close to the departure time so they do not get separated or distracted.

The safety of the search teams is important. *No one should search remote or isolated areas alone.*

The Recovery Center must assess the number of volunteers it can process and accommodate in an efficient and timely manner.

4.1 Targeting

Confidentiality is imperative. Sensitive information shared inappropriately can start rumors, compromise the search, unnecessarily distract the family, and hamper the investigation.

Targeting involves the selection and sequencing of the search areas, and setting the search team size and type. Targeting decisions are made based on information collected from law enforcement agencies, eyewitness accounts and evidence / information obtained from the search parties during debriefing.

The targeting team needs to be one of the first groups organized. The speed the team is put into action is critical early in the search. The targeting team should be prepared to work the entire duration of the search effort. Individuals with knowledge of the search area, terrain, and buildings are imperative.

A secure room with restricted access is essential. *Lock the door.*

The targeting group interfaces with:

- Director and Deputy Director - Serves as the liaison between the targeting team and law enforcement agencies. Analyses Debriefing information and provides prioritized feedback to Targeting.
- Debriefing team - Provides information to Targeting through the Search Team Status Board and Information Control Forms. (Section 4.9 (on Debriefing))

- Communications - Provides the link to teams in the field. (Section 4.8 (on Communications))
- Briefing - Targeting provides information and maps. (Section 4.4 (on Briefing))
- Resource Management - Serves to obtain needed specialty teams and equipment. (Section 6 (on Resource Management))
- Administration - Records must go to the Historian. (Section 5 (on Administration))

4.1.1 Master Search Map

Targeters maintain a master search map. A search sector numbering system must be established immediately (example: sector LRC-001 through LRC-999). The master search map contains the following information:

- Numbers assigned to search sectors.
- Sections (highlighted) that have been searched
- Type of search used.
- Location of any evidence found.

4.1.2 Search Journal

The targeting group keeps a Journal that allows a rapid assessment of significant searches. The Journal, maintained in a spiral notebook, should include the following information:

- Date & time of the search.
- Search Team number.
- Search Sector number.
- Recovery Center Control number from the (debriefing) Information Control form.
- Pertinent details of the Debriefing information.

4.1.3 Targeting Strategy

The Targeting team designates areas to be searched by foot, and those that require door - to - door canvassing (with flyer distribution). Targeters are also responsible for designating areas for specialty teams such as dogs, infrared imaging, ultra light aircraft, helicopters, horsemen, and boats. Specialty search teams are most effective during the first three days of the search while evidence is fresh.

The targeting team should be readily available to re-evaluate or change search efforts at any time during the search as new "hot" information is received. Re-searching previously searched locations is often recommended. Information and possible evidence changes occur where a new set of searchers or a specialized search team might see an area in a "different way". It is also possible for evidence to be "dumped" back into areas already searched. If an area is to be searched again, use the original search sector number plus '-1', '-2', etc.

Targeters must insure that no sites under current investigation are disturbed by the search parties. Work through the Director and Deputy Director to get information from Law Enforcement agencies.

The Targeting for the next day should be done after the final search parties of the day have returned and are debriefed.

If the missing child is in an urban environment the dynamics of the search will concentrate more on door-to-door canvassing. Seek permission from managers of apartments and commercial businesses. These searches will be more dependent on sightings and personal observations. Searchers should note the presence of security cameras and ask their owners not to erase tapes. Cameras should be reported to debriefing.

The search involves two simultaneous efforts: A) A systematic, expanding search starting with the last known location of the missing child and B) Specifically targeted areas that are selected as a result of effort A.

The search areas that should be considered include:

- The immediate area (1.5 mile radius centered from the site last seen).
- Expand search area (5 mile radius centered from site last seen) after searching the immediate area.
- Adjacent roads and highways near last known location for the missing child.
- Start a concentric search from the last known location of the missing child. Divide the area within a radius of 5 miles of the location that can be covered by 20 person teams in periods of 3 - 6 hours.
- Simultaneously search major roads and highways, within 10 miles and 10 minutes, leading to and from the last known location of the missing child.
- All waterways, drainage ditches, jogging paths, culverts and bridges that intersect the above mentioned roadways.
- Vacant buildings and lots.

Targeting is based upon:

- Information on the master map for the entire search, showing areas that have been searched, type of search used, and location of evidence or leads.
- Information obtained by Debriefing.
- Evidence or leads received by local law enforcement.
- Tips received from the telephone "hot-lines".
- Relative priority of information obtained.
- Time constraints
- Weather conditions
- Availability and numbers of volunteer searchers
- Availability of special search teams (tracking dogs, infrared imaging, helicopters....).

4.1.4 Mapping

Obtaining maps of the areas to be searched is critical and may be difficult and time consuming. Mapping is done by 2 or 3 persons who have a good knowledge of the search area. This knowledge includes the terrain, roadways, local structures, waterways, etc.... They are responsible for:

- Generating the maps for the search parties under the direction of the Targeting team.
- Identify maps by the Sector Numbers.
- Recommending the number of searchers for a given search area.
- Recommending any special teams required based on the Sector terrain.

The mappers need to immediately obtain as many detailed maps of the search area they can. Maps that display natural and man made boundaries are best for determining search areas. Use those boundaries to lay out the search sectors. Detail is more important than the exact scale.

Maps can be obtained from many sources like local county government agencies, power companies, chambers of commerce, state highway departments, U.S. geological surveys, local map makers and map companies, flood control or water authorities and utility companies. Local maps can sometimes be found at bookstores.

If a computer is available to the mappers the use of a mapping program may be better than available local maps. There are numerous computer mapping programs available (Section 12.2 (on Recommended Software)).

Depending on the size of the search effort, the mappers should have at least 50 search areas ready for the next day. Because of this, mappers usually work from late afternoon and late into the night. The number of the search areas will increase around the weekends and decrease after the search has lasted over one week.

In anticipation of a long search, several mappers should be trained and available to relieve each other. Overlapping some work hours will allow a smooth transition.

4.1.5 Equipment Needed

Equipment needed for the start-up of the targeting team:

- A secure room at the Recovery Center, with access limited to key personnel.
- Master search map showing completed search sectors. This map should include the areas that have been searched, type of search and location of evidence or leads.
- Local Maps
- Aerial Photographs of the area.
- Journal.
- Computer and printer for producing maps.
- A copier if search maps cannot be done by computer.
- Recovery Center Directory (Section 5.4.2 (on Recovery Center Directory)).
- Office supplies- paper, clipboards, file folders, hi-lighters, color markers, file cabinet, post-it notes, tape, push-pins, rulers, notebook, color stickers

4.1.6 Shutdown Tasks

Upon completion, a final meeting should document any unfinished or uncompleted searches. The targeting journal and all maps should be secured and archived with the Historian. The targeting room should be cleared of all maps, notes, communications equipment and office supplies.

4.2 Search Patterns

4.2.1 Introduction

The objective of the search is to find the missing child or evidence related to the child's disappearance. Search methods and patterns are determined by many factors, including the following:

- Size of search sector.
- Type of terrain to be searched.
- Weather conditions.
- Available manpower.
- Time required to organize and brief searchers, conduct the search, and debrief the searchers.

This section discusses the basic grid patterns for foot searches. For more details on these and other search patterns, as well as general search information, see the web site for the National Association of Search and Rescue (NASAR) at: <http://www.NASAR.org>. See Section 4.3 (on Special Search Methods and Tasks) for other types of searches if specialized resources are available.

4.2.2 Single Line Search

The Figure: *Single Line Search Pattern* illustrates the single line search. If manpower is available, this is the preferred pattern. This pattern is highly efficient and effective with minimal training.

4.2.3 Pivoting Line Search

The Figure: *Pivoting Line Search Pattern* illustrates the pivoting line search. This method is used when the area is wider than the width of the team. The team will pivot and sweep the adjacent area. The outside edge of each sweep should be marked.

4.2.4 Multiple Pass Search

The Figure: *Multiple Pass Search Pattern* illustrates the multiple pass search. Two passes are made at right angles to each other. The overall chances of detection are higher than with the single pass method. It is recommended when a greater degree of coverage is required, for example when searching for potential evidence.

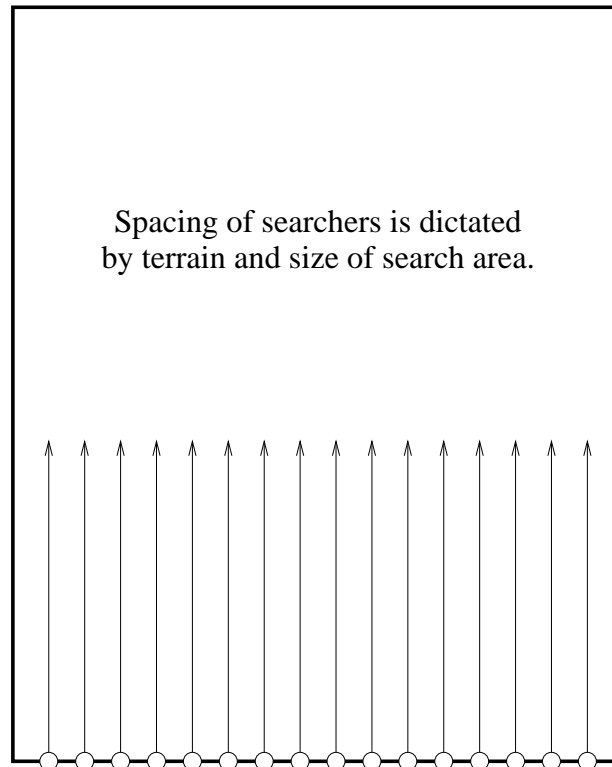


Figure 4: Single Line Search Pattern

4.3 Special Search Methods & Tasks

Throughout the search, needs will arise requiring specialized personnel and equipment. These assets are most valuable in the early hours of the search. Refer to the Resource List (Section 5.4.3 (on Resource List)) for availability. Be sure to update the Resource List to indicate which offers of equipment and personnel have been accepted.

Examples of special task teams are as follows:

- Helicopters should be used as soon as possible for an overview of the site last seen and surrounding area. They are helpful for targeting search areas and for infrared and thermal imaging searches.
- Fixed wing aircraft are useful in covering large, remote areas, and are available through the Civil Air Patrol and Coast Guard Auxiliary. These organizations operate under special FAA regulations that allow them to fly lower and slower than normal category aircraft. Ultralights may also be used. Direct communication with the aircraft is important.
- Canine search teams are most effective if used very early in the search effort. *All canine teams are not created equal! Ask specific questions about training standards and accreditation.* First response canine search teams will conduct their search in specific scent mode. This requires personal items that have the missing child's specific scent. These items include unwashed clothing, bedding, toiletries, toys, stuffed animals, and personal effects.

– It is imperative that controls are implemented to preserve all possible sources of missing child's

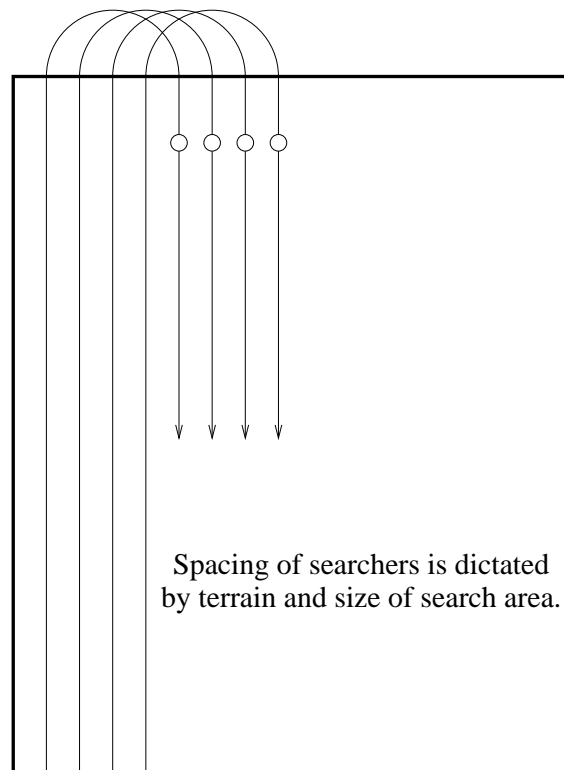


Figure 5: Pivoting Line Search Pattern

scent articles. These controls must remain in effect until the child is recovered or all investigations have been terminated.

- *Coordinate retrieval of scent items with law enforcement.*
 - Since a scent article can only be used one time, it will be necessary to secure several items.
 - It is imperative that extreme care be used during retrieval. Never touch scent articles with bare hands.
 - Retrieved articles must be stored in paper bags marked with collector's name, collection place, time, and type of article.
 - All articles collected must be uncontaminated. Do not include items that have been shared with other family members or disturbed in any way since the child's disappearance.
 - Utmost care should be taken while retrieving scent articles from child's room or residence. Do not disturb the area any more than necessary.
 - Keep records of all scent articles: who used it when, where, and how.
 - Other canine team methods are cadaver search and air scent search.
- Horse team searches are best used after 48 hours. Due to the likelihood of the destruction of evidence, it is preferable to use horse teams outside the 1 mile radius of the site last seen.
 - Marine equipment includes airboats, kayaks, small, flat-bottom boats, and divers. Use accordingly.
 - Off-Road vehicles - avoid 4 wheel ATVs - these will destroy evidence and are too loud to hear a voice. Use more conventional 4 wheel drive vehicles as needed.

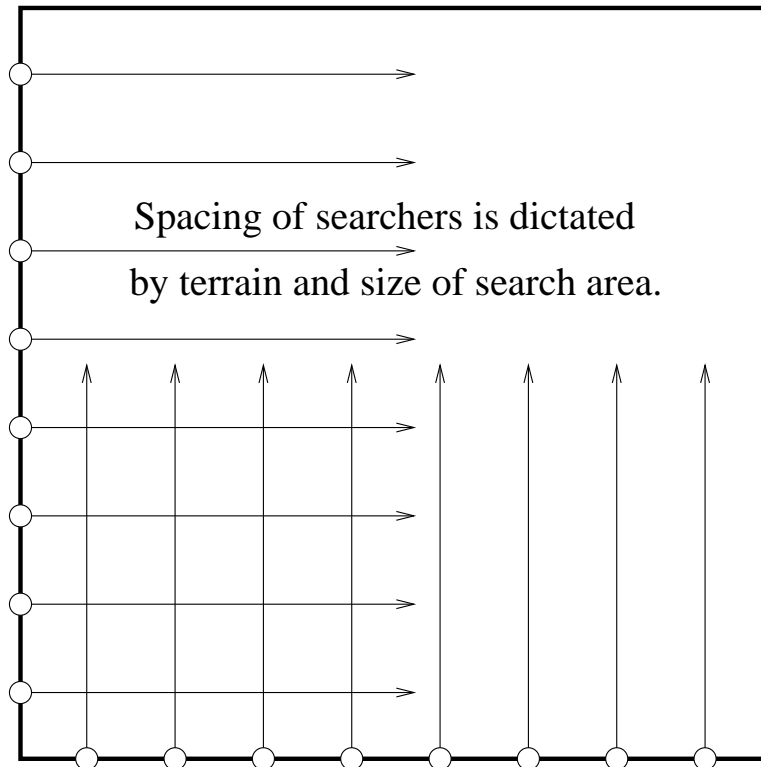


Figure 6: Multiple Pass Search Pattern

- Fire and rescue teams may provide generators, tents, outside lighting and expertise.
- Disaster management teams can also offer equipment, expertise and skills.
- Reaction team - Occasions will arise when second opinions will become necessary based on information gathered by teams in the field. The director will have organized teams of two to three people each that will be dispatched to follow up on information that may be of immediate importance. These teams will help the Director determine the need for law enforcement involvement.

4.4 Briefing

Briefers will be needed throughout the day as search teams form and depart. More briefers are needed in the morning when most search teams are formed.

Briefers should remember to be positive, to smile and to thank the volunteers. They should deliver information about the situation in a way that will inform the searchers, yet maintain the integrity of the investigation. The searcher's job is to find as much information as possible without disclosing any key elements that may be important. They should be asked to use discretion about their conversations, and to use their judgment about any information they find or reveal.

Two forms are used in Briefing: the Briefing Form (See Figure: *Briefing Form*) and the Search Team Roster Form (See Figure: *Search Team Roster Form*). Both forms should be completed as a search team is briefed.

Press Hard

Recovery Center Control No: _____ Control No: _____

BRIEFING FORM

DATE: ____/____/____ TIME: ____:____ AM / PM SECTOR NUMBER: _____ TEAM NO: _____

TEAM LEADER: _____ VOL. REGISTRATION NUMBER: _____

ASSIGNMENT: SEARCH TEAM: ____ [SPECIAL TEAM: ____ TYPE: _____]

COMMUNICATIONS:

MOBILE PHONE: _____ RADIO / CHAN. _____ FREQ. _____

SITUATION OVERVIEW:

NAME OF MISSING CHILD: ____ DESCRIPTION: ____ FLYER: ____ SITE LAST SEEN: ____

WEATHER: ____ TERRAIN: ____ HAZARDS: ____ SAFETY: ____

Briefer must check that every searcher presents the yellow copy of his or her Volunteer Registration Agreement Form.
Briefer should be on the alert for any volunteers who may not be physically or emotionally prepared for the search assignment.

TEAM CHECKLIST:

MAP: ____ TEAM ROSTER: ____ TEAM PHOTO: ____ COMMUNICATIONS: ____

RECOVERY CENTER CONTACT: ____ MARKING TAPE: ____ WATCH: ____ COMPASS: ____ FLASHLIGHT: ____

TRANSPORTATION: ____ FIRST AID KIT: ____ FLYER: ____ WHISTLE: ____

INDIVIDUAL CHECKLIST:

APPROPRIATE CLOTHING: ____ WATER: ____ SPECIAL EQUIPMENT: ____

UNDER NO CIRCUMSTANCES SHOULD ANY VOLUNTEER TOUCH OR DISTURB POTENTIAL EVIDENCE. MARK WITH POLICE TAPE. SECURE AREA. RESTRICT ACCESS. CALL FOR APPROPRIATE PERSONNEL. YOUR INVOLVEMENT IN THIS EFFORT IN NO WAY ALLOWS YOU TO IGNORE OR VIOLATE ANY LOCAL, STATE, OR FEDERAL LAW.

BRIEFED BY: _____

White copy - Analysis Yellow copy - Historian Pink copy - Law Enforcement Gold copy - Law Enforcement

Press Hard

Figure 7: Briefing Form

4.4.1 Equipment Needed

The briefing room should be closed, away from the public and media. It should be equipped with:

- Briefing forms.
- Search Team Roster forms.
- Large wall map of search operations area.
- search sector maps (2 for each sector)
- copier

Recovery Center Control No: _____ Press Hard _____ Control No _____

SEARCH TEAM ROSTER

TEAM NO: _____ SECTOR NO: _____ RADIO: _____
 TEAM LEADER: _____ MOBILE PH: _____
 Recovery Center Contact: _____ Phone: _____
 Time Out: _____ Time In: _____

	NAME	ADDRESS	PHONE
1			
2			
3			
4			
5			
6			
7			
8			
9			
10			
11			
12			
13			
14			
15			
16			
17			
18			
19			
20			
21			
22			
23			

Do not touch, lift, or move any evidence in any way!

Returned to Recovery Center Debrief: Radio _____ Phone _____ Roster _____ Map _____ Team Photo _____
 Marking Tape _____ First Aid Kit _____ Flashlight _____ Compass _____ Other _____

White copy - Analysis Yellow copy - Historian Pink copy - Law Enforcement Gold copy - Law Enforcement

Press Hard

Figure 8: Search Team Roster Form

- evidence marking tape
- individual first aid kits
- Polaroid camera and film

4.4.2 Briefing the Search Team

After the search team is assembled there are several tasks that need to be done at the Recovery Center:

- Complete the briefing form (See Figure: *Briefing Form*). Be sure that all searchers have the gold copy of their Volunteer Registration Agreement.

- Select group leader - the leader may be one that volunteers for the job, has law enforcement or military training and experience or be more familiar with the area to be searched. The group leader's responsibilities include:
 - Accounting for all team members upon departure and return.
 - Gather search team supplies and return them to the Recovery Center.
 - Communications with the Recovery Center.
 - Speaking for the group during debriefing.
 - Return maps, notes, team roster, and team photograph to debriefers.
- Assign additional roles:
 - Navigator to and from the search area.
 - Mapreader during the search.
 - Note-taker during the search.
- Take a group Polaroid photograph and give to the team leader so that the leader can easily identify and account for his group.
- Fill in search team roster, make a copy for team leader, retain a copy.
- Issue search sector map to team leader, retain a copy.
- Inform the search team of the following:
 - Search synopsis - include a description and photograph of the missing child, the last known clothing, jewelry, identifying marks, any released information about suspects, vehicles, or witnesses.
 - Check in / check out times and expected duration of the search.
 - Where to report for debriefing.
 - Directions to the search site.
 - Chain of command at the Recovery Center / contact person and phone number(s).
 - How and when to call the Recovery Center with "hot" evidence.
 - How to record and flag evidence (Section 4.6 (on Preservation of Evidence)).
 - ***Do not touch, lift, or move the evidence in any way!***
 - Notification of available support: first aid, portable restrooms, food and water, transportation.
 - If the missing child is in an urban environment the dynamics of the search will concentrate more on door-to-door canvassing. Seek permission from managers of apartments and commercial businesses. These searches will be more dependent on sightings and personal observations. Searchers should note the presence of security cameras and ask their owners not to erase tapes. Cameras should be reported to debriefing.
 - Notification of legal rights to access private property. Seek permission beforehand.
 - Description of Search methods. For the purpose of a civilian volunteer effort, the search methods will be limited to sweep searches, neighborhood searches, and door to door canvassing with flyer distribution. A sweep search in brushy areas is in a line with searchers spaced 6 feet apart. In extremely brushy areas concentrate the search to routes of easy access and any areas obviously disturbed. In open areas the spacing can be expanded to no more than 30 feet (Section 4.2 (on Search Patterns)).

- Search 50 yards on either side of all throughfares in targeted areas, including bridges, culverts, abandoned buildings, and automobiles.
- Weather Conditions.
- Issue supplies to the team as they leave. See Team Checklist in Figure: *Briefing Form*.
- Post team information to the Search Status Board (Section 4.7 (on Search Status Board)).
- Forward following items to the debriefing team
 - Search Team Roster
 - Search Sector Map
 - Briefing Form

4.5 Transportation

In the event that an unusually large number of searchers is required in one area, transportation may need to be provided. Contact the local school district and see if they can provide drivers and buses. Commercial bus lines may donate their services. Large passenger vans may be available from car dealerships.

4.6 Preservation of Evidence

Evidence is one of the most important items obtained from a search effort. Potential evidence might include: anything that matches descriptions of clothing, personal items, anything that appears "out of place," documents, tire tracks, shoe prints, fingerprints, blood and body fluids, hair, fibers, and other trace evidence. It is imperative that any evidence or crime scene be left undisturbed. Too many cases are lost by "chain of custody" and "preservation of evidence" errors. If possible photograph overall scene as found, but do not encroach upon the scene. It is better to make a false call for law enforcement than to miss or mis-handle evidence.

Take names, addresses, and phone numbers of all team members involved in the discovery of evidence for later debriefing.

If potential evidence is found, the procedure is:

- ***Do not touch, lift, or move the evidence in any way!***
- Secure the site (including an area within a 75 yard radius) and restrict access.
- Positively mark the location of the evidence and the trail leading to the evidence with easy to see marking tape "flags" so it can be retrieved by law enforcement.
- Immediately notify the Recovery Center so they can notify law enforcement.
- If possible keep two individuals with the evidence until it is processed.
- Document the evidence with:
 - location (mark it on the search team map or draw a more detailed map)
 - detailed description of the evidence (every last detail)

- Team Information
 - team leader
 - cell phone number or radio frequency
 - team size
- Team Assignment
 - foot search
 - horseback search
 - air search
 - boat search
- Briefed By
- Time Out
- Check In Calls - Times
- Special Tasks Requested
- Time In
- Debriefed By

The status board should be maintained by the Briefing and Debriefing teams. The initial, pre-search information will be provided by the briefing team and the follow-up information should be provided by the debriefing team.

The status board can be drawn on ruled posterboard. The status board should be maintained through out the active search and archived at the Recovery Center shutdown.

4.8 Search Team Communications

Communications is an important aspect of the search effort. A communication network needs be established within a few hours of the startup of the organized search.

The communications link between the Recovery Center and the search teams is critical. Cellular telephones and/or two-way radios are two proven systems. The cellular phones are preferred for their distance, mobility, security and tractability.

The cellular telephones can be obtained (often donated) from local cellular providers.

Two-way radios can be obtained (often donated) from local sources.

4.8.1 Search Team Communications Desk

- Pick a location near the Briefing and Debriefing areas for the Communications Desk.
- Keep a current Recovery Center phone directory at the Communications Desk.

- Communications personnel should be able to work for the duration of the search. Several people could switch-off running communications.
- The communications desk handles sensitive information - background checks (seek advice and cooperation from local law enforcement) should be run on all Communications volunteers.
- Man the Communications Desk the beginning of each day's search activity to the return of the final search team of the day.
- The person(s) working at the communications desk should be able to rapidly relay information to and from the search teams.
- Runners may be helpful to transfer important information to other groups at the Recovery Center or to law enforcement.

4.8.2 Equipment Management

Communication equipment should be checked-out and checked-in by the individual in charge of communications.

- Each device should be clearly labeled on the front with a large telephone or unit number. Associated batteries and charge bases should carry the same number.
- Log all equipment out with a name, team number, search location, and device number.
- Keep a group of phones or radios charged and available.
- If a team leader chooses to use his own phone, record the name and number.
- Log all equipment in by name and device number and place on charge.
- Equipment logs and communication records for each day should be turned into the Historian.

4.8.3 Shutdown Tasks

The shutdown for the search communications involves the gathering and documentation of all the equipment. All components (phone, case, radio, chargers and batteries) should be grouped by device number and returned to the original source.

4.9 Debriefing

Debriefing involves collecting as much information as possible from returning search teams, evaluating their findings, and channeling that information as appropriate.

Debriefing teams will be needed throughout the day as teams continue to return. Generally debriefers are needed from noon to 7PM.

The Debriefing team consists of an interviewer and a notetaker. Interview Guidelines, based on those of the Heidi Search Center (See Figure: *Interview Guidelines*), provide guidance for the interviewer.

Some training or prior experience is required. At a minimum, the debriefers should be familiar with the maps of the areas being searched and the search procedures being used. Debriefers should remember to take their time, don't rush, be positive, smile, make the searchers feel comfortable, and thank them.

A professional or experienced search team may be able to debrief themselves before their interview with the debriefer.

The Debriefing team interfaces with:

- Director and Deputy Director.
- Law Enforcement Liaison - Information collected by the debriefers may need *immediate* attention.
- Targeting - Further searches of an area may be indicated.
- Historian (Section 5.5 (on Historian)) - All debriefing forms must be filed.

4.9.1 Equipment Needed

The Debriefing team needs the following equipment and supplies:

- A secure room with access limited to key personnel.
- Information Control forms. (Filled in from notes taken during the debriefing. Print on all forms)
- A wall map of the entire search area.
- Copier.
- Tape recorder.
- Office supplies - highlighters, staplers, colored stickers.

Individual search forms, maps, and search team photo should be collected from returning team leaders.

A Debriefing team assigned to the returning team will:

- Elect to interview every member of the team at once, or select only the team leader.
- Interview individuals with specific or "hot" information in a separate debriefing (if warranted).
- Collect as much specific information as possible about the area searched and how well it was searched. The team or its leader needs to identify areas that were not searched, not searched thoroughly, or areas they feel might need a special search team to look at again. Ask, "Would you further search this area?"
- Lead with questions and do not put words in the interviewees' mouth. Ask for their "gut feelings" and use their words on the debriefing form. Let them sketch maps with as much detail as possible. Indicate any flagged evidence that was marked at the search area with detailed descriptions.
- Collect and assess any evidence brought back. Package and secure it appropriately, turning it over to authorities if necessary.
- Attach any notes or maps brought in from the searchers.

- Request that the searchers not discuss any findings or theories with anybody else.
- Make notes about the mental state of the searchers and screen for possible counseling needs.
- Plot completed search area on the Master Search Map (Section 4.1.1 (on Master Search Map)) in the Targeting room.
- Prioritize Information Control forms using the check boxes at the bottom of form.
- Route Information Control forms through Targeting as necessary for further search of an area, *then to the Historian*.

4.10 Medical - First Aid

The First Aid Medic personnel should have EMT or Paramedic backgrounds.

The Medic should be on duty until the last search team of the day has returned.

4.10.1 Medic / First Aid Duties

- Phone local pharmacies and grocery stores for donated medical supplies.
- Organize a First Aid room / area in the Recovery Center.
- Make certain that Briefers and Search Team leaders include First Aid Kits, and drinking water in the check-lists for all searchers.
- Be available to searchers upon return - be prepared for:
 - Dehydration
 - Scratches from rusty metal, barbed wire and thorns
 - Raw sewage
 - Snake bites.
 - Allergic reactions
- Be aware of symptoms of exhaustion.
- Make arrangements with local doctor/clinic for free DPT (Tetanus) shots and post this notice in the Recovery Center: *Anyone who has been through raw sewage or come in contact with rusty metal and has not had a DPT vaccination within the last 5 years must see the Medic*

4.10.2 Searcher First Aid Kit

First Aid Kits are of *immediate priority* for the Recovery Center. They are to be sent out with *every* searcher in individual sized packaging. Consider including:

- Insect repellent - for example, Skintastic
- Triple antibiotic first aid ointment
- Anti-Itch cream

- Antiseptic towelettes
- Sterile adhesive bandages/bandaids
- Tylenol or similar headache remedy
- Wet-wipes in individual ziplock bag

Put all items in sealable bags.

4.10.3 First Aid Center Supplies

The following items should be on hand at the First Aid Center:

- Examination gloves, synthetic vinyl, powder free, disposable.
- Gauze sponges, bandaids (knuckle, fingertip, etc) surgical tape.
- Steri-strip skin closure surgical tape strip.
- Tubes of hydrocortisone
- Sting-Eze, poison oak/poison ivy lotion. Absorbine Jr. Solarcaine sun screen, Blistex, eye drops, Rolaids/Tums, Incodium, Maalox, Alka Seltzer
- Tylenol (500 mg), Aspirin, Benadryl, Ibuprofin
- Needle, safety razor, scissors, knife, slings, rubber tubing
- Saline (.9% Sodium Chloride Irrigation). Hydrogen Peroxide, Septisol solution
- Surgical towels (cloth), clean socks, sun glasses

4.10.4 Ambulance

A mobile ambulance with crew would be an ideal resource for the Recovery Center. The First Aid Medic could be in touch with the ambulance crew by cell phone. When requested by a search team leader, the ambulance could be dispatched to specific search areas in the field. Immediate transportation to a hospital could be provided if needed.

5 Administration

The focus of the Recovery Center is to recover the missing child.

The Administrator is responsible for all **computer** and **general office support** of the recovery effort.

Computers are needed to conduct the electronic aspect of the search for the missing child. This includes the generation of flyers of the missing child, distribution of flyers and press releases by FAX, internet communications, and maintaining lists of people and resources which support the search effort.

If at all possible, there should be dedicated computers for each task. Extra computers may be needed for List Maintenance and preparing various documents. There will be inevitable conflicts if it becomes necessary to share a computer for several tasks.

Interoperability is More Important Than Exact Hardware or Software. One approach to the interoperability problem is to reformat any machine that is volunteered and to install a single operating system and a consistent set of applications. If this approach is used, it must be clearly communicated to people volunteering machines since *existing software and data on these machines will be lost.*

The basic functions to be done by computer include:

- Document Preparation
 - Press Releases (Bilingual), Flyers (Section 5.1 (on Flyers)), Letters of Introduction, Web Site Documents (Section 5.3 (on Internet)), Signs for Recovery Center, Thank you letters
- Flyer Graphics
 - Color, high resolution scanning, Photograph format conversion, Color to B/W conversion, Photograph enhancement
- Printing
 - Text and graphics, flyer masters (on *Bright White* paper) and other documents
- Computer FAXing
 - with list management software
- Internet access
 - WWW access, E-Mail send / receive, FTP send / receive
- List Maintenance (Section 5.4 (on List Maintenance))
 - Volunteer List (from Sign-in Sheets), Resources List, (supplies and resources donated or offered, resources for special search tasks, information for Thank You letters), Recovery Center Directory.
- Mapping Function (Section 4.1.4 (on Mapping)).

Since machines will be volunteered, a minimum system requirement should be established early. Older machines that are volunteered from closets may be useful for routine tasks such as list maintenance, but not for more graphic intensive tasks.

The Administrator, with procurement assistance from Resource Management, is responsible for office supplies and equipment as well as **general office support**:

- Staffing
- Office Routine and work flow
- Telephone Operations
- Filing and Archiving of Recovery Center documents
- Volunteer Processing
- Recovery Center Security

A copier for the office area should be obtained as soon as possible. Supplies should include pens, pencils, paper clips, spiral notebooks, copy paper, fax paper, computer disks, tape, Post-It notes, scissors, rulers, and poster board.

5.1 Flyers

A copy of every version of flyer that is produced should be filed with the Historian (Section 5.5 (on Historian)).

5.1.1 TRAK Systems

A local law enforcement agency may have a TRAK (Technology to Recover Abducted Kids) (Contact *Social Tech Inc.*) system available for use in missing child incidents. TRAK is a dedicated computer system that can generate and distribute professional quality flyers very quickly. A recent photograph of the missing child and information about the incident is entered on a TRAK system in a matter of minutes, resulting in a ready to transmit flyer. The flyer can be transmitted *simultaneously* to a list of destination FAX machines and other TRAK systems.

While designing flyers, Recovery Center personnel should also investigate the availability of this powerful tool and consider using it as an adjunct to or replacement of the Recovery Center's efforts. Even if a TRAK system is available, mass flyer distribution, especially locally, is necessary.

5.1.2 Flyer Creation

The person creating flyers will:

- Scan photographs to create computer image files.
- Manipulate image files.
 - enhance color rendition
 - convert color to B/W images
 - enhance B/W images for FAXing and printing.
- Combine image files with text data using a computer document processor.
- Prepare printed, Web Site, and FAX versions of all flyers.

- (these should ideally all be produced from the same source document)
- Interface with the missing child's family to get recent photographs.
- Interface with the missing child's family and law enforcement to get and clear details for the flyer.
- Interface with person responsible for Web Site maintenance.
- Interface with person responsible for FAXing the flyers.
- Interface with person responsible for distributing the flyers.

5.1.3 Flyer Distribution

Post flyers in the offices and stores of the following organizations and businesses: Chambers of Commerce and their members, local and regional law enforcement agencies, shopping centers, service stations and truck stops, hotels and motels, child related businesses, hospitals, doctor's offices, apartment complexes, airports, and rental car agencies.

5.1.4 Equipment Required

- Computer workstation with large, high resolution, color monitor.
- Color scanner
- High resolution color or black and white printer.
- Scanning software
- Document preparation software
 - with ability to produce FAX file, printed, and Web Site versions from the flyer document
- Image manipulation software
- Photographs of the missing child
- Computer disks to exchange files
- *Bright White* printer paper for masters.

5.1.5 Types of Flyers

Once the initial flyer is designed and printed any required changes need to be incorporated as quickly as possible. Flyers with different photographs can be useful in keeping the child's image in the public's eye. Flyers to support the ongoing law enforcement effort may need to be produced.

During the search the following types of flyers may be required:

- Initial flyer as described below.
- Flyers with updated information and photographs.
- Flyers to support law enforcement efforts.

- (witness sketches, vehicle descriptions)
- Flyers in different languages.
- Flyers for use by search team briefers.
- Prepare and post Web Site versions of all flyers.

5.1.6 Flyer Content

Flyers must contain accurate, complete, and concise information. Flyers will be the principal means of notifying the community about the missing child and his or her appearance. In many cases the most likely way that the child will be found will be by an observant citizen who has seen a flyer.

Flyers for Mass Distribution When creating any flyer that will be distributed or published the following items are necessary:

- Child's name
- Photograph(s) of the child (representational, *not* a glamor shot)
 - preferably a color close up of face *and* a standing shot showing body style
- Child's age
- Child's Height
- Child's Weight
- Description of Distinguishing Marks
- Description of Last Known Clothes (style, brand names)
- Description of Jewelry
- Glasses / Braces
- Hair Color
- Eye Color
- Telephone Numbers (Recovery Center and Police, not family's)
- Police Case Number
- Reward (Section 9.1 (on Reward Fund))
- Web Site URL (address)
- Recovery Center E-mail Address
- Version number and date in small print.

A sample flyer is shown in Figure: *Sample Public Flyer*.

Specialty Flyers Special 'flyers' may be needed for other uses. For example, a flyer format is appropriate for the case synopsis information (Section 4.4 (on Briefing)) that is given to searchers. The synopsis flyer should contain, in addition to the above:

- Details of last known clothing (style, color, size, and brand names)
- Any *released* information about suspects, vehicles, or witnesses.
- Updated information related to the recovery effort.

5.1.7 Shutdown Tasks

For archival purposes a copy of all computer files used in the production of flyers should be archived with the Historian.

5.2 FAX Operation

It is important to cover the area with the missing child's picture and to remind people that the child is missing. As more people see the flyer, more people will be on the lookout. This may increase pressure on the abductor to the point where the child is released.

Immediately saturate the area surrounding the site last seen. As soon as feasible, begin to FAX locally, regionally, statewide, and nationally in that order. Keep in mind that the missing child may be taken further away with each passing hour. Do not wait for the ground search to be completed to begin expanding the FAX area.

If available, consider the use of a TRAK system (Section 5.1.1 (on TRAK System)) as a supplement to the Recovery Center FAX efforts.

5.2.1 FAX Distribution

FAX flyers to the following organizations and businesses: Chambers of Commerce and their members, local and regional law enforcement agencies, shopping centers, service stations and truck stops, hotels and motels, child related businesses, hospitals, doctor's offices, apartment complexes, airports, and rental car agencies.

5.2.2 Stand Alone FAX

FAXs can be sent from a stand alone FAX machine by manually dialing the number that is to receive the FAX. This will be a slow, tedious process. A FAX machine with broadcast capability will allow an operator to enter a list of destination numbers and let the FAX process them unattended.

If possible, a computer with FAX capability should be dedicated to this function.

5.2.3 Computer FAX

The best way to FAX flyers is from a dedicated computer FAX. Flyers sent from FAX machine to FAX machine will have very poor graphics. The use of a computer FAX will *greatly* improve the quality of the received FAX, even if the FAX is being sent to a FAX machine and not another computer.

The computer FAX operator needs to work with the flyer designer and agree on a file format that is compatible with both operations.

Normally a FAXed graphic image is darkened by FAXing. This should be considered, and a version of the flyer with a lightened image should be produced for FAXing.

The FAX software used should allow for batch FAXing to a list of phone numbers. The FAX number lists can be provided to the FAX software and the entire lists FAXed to without operator intervention.

5.3 Internet

The use of the Internet is becoming more important each year. As quickly as possible easily accessed Web Site and e-mail addresses should be established and publicized on flyers and press releases.

5.3.1 Web Site Maintenance

The Web Site Maintainer will need to:

- Select a reliable, fast, and robust web service provider and establish an account.
- Obtain the use of a registered domain or an available directory to use for the URL.
- Create and maintain the Recovery Center pages.
- Establish a "mail-to" button on the Recovery Center Home Page for E-mail to the Recovery Center and the missing child's family.
- Process e-mail directed to the family and to the Recovery Center.
 - *filter family e-mail before forwarding*
 - forward any relevant material to law enforcement
 - make available general e-mail directed to the Recovery Center
- File copies of all material with the Historian.

5.3.2 Information for Web Pages

As quickly as it becomes available and is *approved* by the Director or Deputy Director, the following information should be posted to the Web Site:

- Flyers with photographs in a ready to print format
 - bilingual if appropriate
 - as similar to printed flyer as feasible
- A collection of photographs of the missing child for use by others in creating flyers (obtain permission from the family).
- Press releases about the search effort.
- Any other *approved* material requested by the Director, Deputy Director, or law enforcement.

5.3.3 Equipment Required

- Computer Workstation with large color monitor
- High Resolution Color Scanner and supporting software
- Internet Access Software
- HTML Authoring Software
- Web Browser
- FTP Software
- E-mail Processing software
- Dial up Internet Access - MODEM and dedicated phone line
- Printer to print e-mail messages and archival copies of posted material
- See section 12.2 (on Recommended Software).

5.3.4 Supplies Required

- Disks to exchange files (if not networked)
- Photographs of missing child

5.3.5 Shutdown Tasks

After the search is concluded the need for Web Site support is ended. The e-mail address might be maintained for some time after the search is concluded. Any e-mail received should be forwarded to the appropriate persons. The web pages might be left for some time in order to support any on-going investigations or simply to provide information about the Recovery Center's effort.

5.4 List Maintenance

At least one dedicated computer will be required to keep up with the lists that are needed by the Recovery Center.

5.4.1 Volunteer List

Critical to efficient operation of the search effort is a complete list of all volunteers, and each and every time they volunteered. Two people will be required to see that lists are rigorously maintained and input to the computer on a daily basis. Constant referral will be made to this list during the search.

Information for the Volunteer List comes from the Sign In (See Figure: *Sign In Form* forms and the Volunteer Registration Agreement (See Figure: *Volunteer Registration Agreement Form* forms. There are a multitude of reasons for this list, including tracking of searchers who may not return as expected. History has shown that the abductor often wants to be part of the recovery team, and these lists have proven useful to law enforcement at a later stage in the investigation.

5.4.2 Recovery Center Directory

It is important that core group members be able to discuss situations as they arise. A Recovery Center Directory addresses this need by providing contact information for the core group and other staff (volunteers with red nametags and blue nametags). The Directory should include:

- Name and Address.
- Position at the Recovery Center.
- Home Phone, Office Phone, Beeper, Cell Phone.
- FAX, E-mail, and other contact means if available.

5.4.3 Resource List

A master Resource List should be maintained on a dedicated computer. This information will be prepared from the Resource List Entry Forms (See Figure: *Resource List Entry Form*) gathered from the reception area and from the phone bank operators.

Make a copy of the Resource List Entry form for any offer of specialty items that might be needed by the targeting team (helicopters, infrared cameras, horse teams, dog teams, boats). Forward the copy to the targeting team immediately. All originals of the form go to the Resource List computer operator for entry.

It is important that the list be kept current and made available to Search Operations and to Administration so that offered resources are quickly matched with Recovery Center needs.

Be sure to get complete information including any limitations or costs attached to the offer to prevent misunderstandings and needless followup contacts. List *all* offers, even if not needed for the current phase of the search.

This list should contain the following information:

- Name of Donor
- Address of Donor
- Status of Resource or Donation
 - offered
 - received
- Contact information
 - day / nighttime phone; FAX; cell phone; e-mail address
- Description of Resource or Donation
- Restrictions attached to the offer.
- Type of Resource or Donation
 - search team resource (horse, plane, boat, etc.)

- significant donated food items
 - donated supply (paper, pen, etc.)
 - loaned equipment (copier, computer, FAX machine, etc.)
 - technical skills
- Name of the volunteer accepting the offer or donation.

5.5 Historian

The person who accepts this position will have ultimate control of all Historian records generated by the Recovery Center. This position must be managed with a firm hand. This is a fulltime job, and may even require more than one person. The Historian must not be assigned to or take on other duties.

The Historian's main goal is to acquire one copy (the Historian Copy) of each essential document generated during the Recovery Center operation. If using multiple part forms, one part is designated as the Historian copy. If using individual forms, a copy must be made for and retained by the Historian. *Archiving of these records is essential for documentation and future investigation.* Records must be stored daily under lock and key in restricted areas of the Recovery Center.

5.5.1 Records to be Archived

The Historian Copy *as well as any otherwise unused copies* of the following are to be archived:

- Volunteer Registration Agreements
- Sign-In Sheets
- Team Rosters
- Briefing Forms
- Information Control Forms (and Supplements)

In addition the following items should also be archived:

- Financial Records
- Flyers
- Targeting and mapping records
- Search Team Maps, Photos, and Forms
- Search Journals
- Master Search Map (upon Recovery Center shutdown)
- Telephone Records
- Security Camera Video Tapes

- Photographs
- Computer Records and Files
 - Resource Lists
 - Donation Lists
 - FAX Lists
 - E-Mail Files
 - Web Document Files
 - Flyer Files
- Reward Information
- Legal Agreements
- Press Releases
- Media Coverage

5.5.2 Access to Historian Records

Access to this archival information must be restricted to the Historian, the Director, and personnel designated by the Director. The Historian must be on guard for persons who will try to gain access to sensitive records for their own personal use or gain. Beware that this is a real problem throughout search activities. If any such dynamic is detected, advise the Director.

5.5.3 Shutdown Tasks

When the Recovery effort is terminated, the Director must determine who retains permanent custody of the archival records. Every situation is unique. Consider the following:

- *If allowed*, law enforcement will try to secure *all copies* of these records. Remember, they belong to the Recovery Center.
- *Backup* records for the presiding law enforcement agency.
- Future needs of other agencies
- Possible long-term family needs for private investigations.

5.6 Phone Lines

Immediate installation of the telephone bank is a high priority in the first critical moments of the search effort. Contact should be made with local carriers to secure up to ten phone lines, *all with individual caller ID units*.

Minimize publication of any temporary Recovery Center phone numbers. Upon installation, immediately publicize the permanent numbers.

5.6.1 Required Phone Lines

- Toll Restricted Lines:
 - 1 Dedicated Tip Line - Establish early and publicize
 - * 3 additional rollover lines
 - 1 Incoming FAX Line
 - 1 Dedicated Field Communications
 - 1 Dedicated Internet Access
- 1 Long Distance Line
- 1 Long Distance Outgoing FAX Line
- 1 Long Distance for Director

5.6.2 Core Group Cellular Phones

Cellular telephones should be utilized to maintain communication when core team members must be away from the Recovery Center. The use of pagers may be considered if cellular phones are unavailable. Usage should be restricted to the core team and to the missing child's family. A cellular unit should be secured for the exclusive use of the family, with the number available only to search executives and to law enforcement.

Restrict all but one or two to local calling; long distance units must be well controlled—probably only needed for Director when off site. Maintain a supply of batteries, chargers, etc.

5.7 Phone Bank Operations

Telephone Personnel are *very* important, and should be carefully screened. Discretion is vital, as very sensitive information may be received by phone volunteers and runners. A phone bank supervisor must be available at all times. Only trained personnel should answer the phones. A calm and comforting manner is required, and related experience is preferred. Police or Fire dispatcher experience is ideal, but reception or related work in hotline or counseling services is also beneficial. If necessary, local police or fire services can give whirlwind training to volunteers.

To avoid having trained personnel abandoning the phone lines, a runner should be used to deliver messages.

Schedule experienced phone operators to work alongside new volunteers. Note that people will have family conflicts - allow for these. If you can't get good operators, it is better to temporarily forward the calls or go to a recording system. Establish a small reliable group with a routine as soon as possible.

Normally phone operations will slow down after 6 PM, then peak after the 10 PM news. Identify peaks/valleys for your particular case and plan accordingly. 24 hour coverage may be needed as events warrant.

5.7.1 Equipment and Supplies Required by Phone Bank Personnel

- Interview Guidelines (See Figure: *Interview Guidelines*).
- Received Threat Description (See Figure: *Received Threat Description*).

- Prepared Answers. See Figure: *Prepared Answers* .
- Clock
- Map showing Recovery Center location.
- Information Control Forms (See Figure: *Information Control Form*).
- Information Control Supplements (See Figure: *Information Control Supplement Form*).
- Resource List Entry Forms (See Figure: *Resource List Entry Form*).
- Organizational Chart (Figure: *Organization Chart*).
- Recovery Center personnel message board.
- Spiral notebook for each station containing:
 - the phone number, date, and time of each call
 - a short description of the call
 - a reference to any Information Control Forms created
 - the signature of the current operator.

5.7.2 Information Required by Phone Bank Personnel

- Current flyer.
- Full physical description of the missing child, including clothing and jewelry.
- Full physical description of any suspects, including clothing and jewelry.
- Description of any pertinent vehicles.
- Status updates from Director.
- Press release for the day.
- Any "hot" instructions.
- List of the needs for the day - update daily. Example: paper for flyers; yellow ribbon; searchers with special skills or equipment.
- List of the planned activities for the day.
- Recommended supplies for searchers, such as special clothing, water, bug spray, etc.
- Availability and phone numbers of counseling staff for referring callers.

5.7.3 Telephone Personnel Rules

- Must have no personal opinion or theories—it's much too easy to start rumors, or be quoted as a "reliable source."
- Do not approve anything (e.g. donations, expenditures, media quotes)—refer to phone supervisor.
- Refer media inquiries to the Media Spokesperson (Section 7.1 (on Media Strategist)).
- Give first name only.
- Takes tips and complete Information Control forms.
- Refer callers for counseling as needed.

5.8 Volunteer Registration

A mature person should be selected to be in charge of registration. Each volunteer registering at the Recovery Center is to be issued a nametag (Section 2.2 (on Nametags)) appropriate to the volunteer's task.

Choose people with pleasant personalities to work in the registration area, since both volunteers and the media are more apt to continue if greeted with a positive and appreciative attitude.

Registration personnel are responsible to:

- Register every volunteer every day. Everyone must sign the Sign-In Form (See Figure: *Sign In Form*) and complete a Volunteer Registration Agreement Form (See Figure: *Volunteer Registration Agreement Form*) A volunteer does not need to complete a new Agreement on subsequent days if he or she can show their gold copy from a previous day.
- See that forms are to be dated and numbered and filled in completely.
- Enforce all rules concerning minimum age (18 years), appropriate clothing, and physical condition for searchers.
- Prepare a schedule of volunteers to work shifts at the registration area, making sure all Recovery Center hours are covered.
- Route Volunteer Sign-In Sheets and Volunteer Registration Agreements to List Maintenance (Section 5.4 (on List Maintenance)) personnel and to the Historian (Section 5.5 (on Historian)) as soon as completed.
- Coordinate the daily need for volunteers with each group working in the Recovery Center.
- Have a runner available at all times to be dispatched on whatever errand may be needed.
- Give accurate information to volunteers.
- Keep an accurate log of each day's activities regarding the registration area.

There are several categories of volunteers that must be signed in each day at the Recovery Center. These groups include:

- Volunteers working in the Recovery Center.

- Searchers.
- Flyer Distributors. Have a map at the door for volunteers to place a dot where they will be distributing. You will rapidly spot any holes in your coverage.
- People making donations. The Resource List Entry form (Figure: *Resource List Entry Form*) or Donation Form (See Figure: *Donation Form*) should be used to document items and services donated, loaned, or available for future use.

5.9 Recovery Center Security

Overall security of the Recovery Center is important for the safety of the volunteers and for the family. All persons entering the Recovery Center and all property donated and used at the Recovery Center must be accounted for.

5.9.1 Background Checks

Background checks should be run if possible on every volunteer who registers or works at the Recovery Center. You should seek the advice and cooperation of the responsible local law enforcement agency in conducting background checks. The level of the check will depend on the volunteer's position within the search organization. The check should include prior convictions, warrants and allegations of illegal or questionable activity.

The levels of background checks are:

- Security/High Level Clearance individuals {indicated by red nametags (Section 2.2 (on Nametags))} - Individuals who are key persons within the organization should be checked through law enforcement. These people need to be the most reliable and will be exposed to the most sensitive and secured information obtained during the search. This is no place for questionable individuals that could release vital information or have a questionable background.
- Intermediate Clearance {individuals indicated by blue nametags (Section 2.2 (on Nametags))} - Individuals that work within the Recovery Center in a "staff" position. These persons should be checked through local law enforcement agencies. These people also need to be reliable and will work within secured areas of the Recovery Center. These individuals are exposed to minimal security information and run the day-to-day operations of the search.
- Low Level Clearance {individuals indicated by yellow nametags (Section 2.2 (on Nametags))} - Volunteers that work outside secured areas of the Recovery Center. These are usually the actual searchers or "runners". They are not allowed into secured areas. They are usually checked by name and drivers license numbers with cooperation of local law enforcement agencies.

The initial background checks should be made before the end of the first day of the search. The checks should be monitored by:

- Director
- Deputy - Director

- Security

Persons who refuse to give personal information at the initial sign-in should be automatically omitted from operations at the Recovery Center.

A list of persons who do not pass a background check, (previous offenses, arrests or suspicion of illegal activity) should be maintained (with a high level of security) by:

- Director and Deputy - Director
- Security
- Administration (volunteer list coordinator)

The daily sign-in information should be cross-checked against the "bad/background" list. If conflicting information is given by a volunteer, (different names or addresses) it should be noted and reported to local law enforcement.

The background checks will taper off with the repeated return of some volunteers. The background checks will continue until the search has been completed or terminated. Upon completion, all the background lists should be secured and archived by the Historian.

5.9.2 Security Camera

A security camera system is helpful to monitor people coming and going throughout the center. A system with multiple camera capability is preferred. Videotapes of all Recovery Center visitors should be made and stored with the Historian. If possible, all volunteers should be filmed as they register. Other cameras may be placed where volunteers congregate. The camera system should continuously monitor the public entrances to the Recovery Center. A date and time stamp should be recorded on the tapes and the dates and times covered should be written on the tape cartridge. The video camera monitor should be set up in a restricted area. Do not reuse the tapes.

If a security camera system is not available, consider taking still photographs or home video, especially of the registration and briefing areas. Document any unusual activities or volunteers.

5.9.3 Recovery Center Sign In - Name Tags

- All persons entering the Recovery Center must sign in (Section 5.8 (on Volunteer Registration)) and present a photo ID.
- Issue each volunteer a color coded nametag according to Section 2.2 (on Nametags)
- Be sure all sign in sheets are safe-guarded and forwarded to the Historian.

Just because you give a volunteer a nametag one day, does not mean he or she will get one permanently. This may upset some people, they just want to help. Remind them that this is a large team effort, and "What I need from you today is".

5.9.4 Bouncer

A discrete but firm "bouncer" is a very necessary person to have. You have no way of knowing who will walk into the Recovery Center. The overwhelming majority are good hearted people, willing to help in any way, but there will also be a few strange folks, perhaps even the abductor. Most will be well meaning, but will want to tell all that will listen about their macabre problem, their theories about the missing child, or some totally unrelated sad tale. Someone to nicely assist these people to leave, get counseling, or see the police will make the Recovery Center a more comfortable and safer place.

If the Recovery Center is established on private property it is easier to control access.

5.9.5 Search Party Photographs

A group photograph (Section 4.4.2 (on Briefing the Search Team)) of each assembled search team should be taken before the team leaves the Recovery Center. The abductor may want to involve himself with the search for any number of reasons. By taking group photos, no searcher is missed. The photograph will be given to the search team leader and returned to the debriefing team for filing by the Historian.

5.10 Counseling

The family, the core group, and the community in general will be under stress. Be sure that counseling services are made available. Contact area ministers and social service agencies. Available counseling services vary from state to state. For example, in Texas, the Victims of Crime Act Grant provides money for counseling secondary victims of violent crime. The Grant is administered by the Criminal Justice Division of the state Governor's office and contact can be made through the local Council of Governments.

Families of victims may be eligible for compensation for lost wages and medical, counseling, and burial expenses. Local law enforcement agencies may be aware of these programs.

MISSING CHILD - REWARD: \$50,000*

Laura Kate Smither (12 year old girl)

Friendswood - Alvin Area, Texas

Off Moore Road and Ware Dairy Road (near FM528)

Last Seen:

Jogging, Thursday, April 3, 1997, 9AM

Physical Description:

5'3"; 98 lbs (44.5 Kg)

Braces; Fair Complexion

Long Curly Dark Hair; Green Eyes

Clothing Description:

Black T-shirt

Dark blue soccer shorts

White running shoes



Friendswood Police Department

(***)***_****, Case 97-***

Laura Recovery Center (*)***_******

* for information leading to the safe return of Laura

RECOMPENSA: \$50,000* **Niña Extraviada** - Téjas

Laura Kate Smither (Niña de 12 Años)

Ultimo Vista: corriendo a las 9 AM el Jueves 3 de Abril

Descripción:

Altura 5' 3"; Peso 98 lbs (44.5 Kg)

Frenos en los dientes; Tez Clara

Pelo Café Oscuro - Largo y Rizado; Ojos Verdes

Descripción de Ropa:

Playera negra; Pantalones cortos azul oscuro

Zapatos de correr blancos

Departamento De Policia De Friendswood

(***)***_****

Centro de Recuperación de Laura

(***)***_****

* para información que resulta in el retorno seguro de
Laura



Figure 10: Sample Public Flyer

Interview Guidelines

All Information is Important

- Don't frustrate the source. You may need to jog their memory by asking questions. Even visions need to be reported as they may enable law enforcement personnel to think of something new.

Notes

- Take notes to keep you on track.

Repetative Persistence

- Repeat your question to bring the person back to the questions you need answered.

Guidelines to Extract Needed Information

1. Personal Information

- Name
- Phone Number
- Address
- If they prefer to be anonymous, that is OK.

2. Key

- Identify the key item(s) they are trying to tell you.

3. Where

- Have they seen the missing child?

4. Details

- Get an address or the name of a building

5. Directions

- Name of the street
- Use landmarks
- If they are unsure:
- Pinpoint the location where they were, then get directions to where they went from there
- Road number
- Nearby business name or sign

6. Vehicle (CYMBOL)

- Color
- Year
- Make/Model
- Body style (2 door, 4 door, van, hatchback, sports utility, ...)
- Other details (bumper sticker, dents, rust, striping, ...)
- License number

7. Description

- Describe a person from the head down:
 - hair - color, length, bald, ...
 - glasses?
 - beard, moustach
- Describe clothing from the outside in:
 - jacket
 - shirt
 - pants
 - shoes, ...
- If they got a good look:
 - tatoos, scars, eye color, ...
 - color - white, hispanic, black, asian - ask for specifics such as light skinned black, tanned white, ...
- male / female
- height
- weight
- build

8. Time

- How long ago?
- What time was it?

9. Repeat all Information back to Source

Figure 12: Interview Guidelines

Received Threat Description

Use Information Control Form to document a received threat.
Note exact wording of threat if possible.
Note any accents.

Describe the callers voice as:

Calm	Nasal	Raspy
Angry	Stutter	Deep
Excited	Lisp	Ragged
Slow	Laughter	Distinct
Rapid	Crying	Slurred
Whispered	Clearing throat	Disguised
Soft	Deep breathing	Accent
Normal	Cracking Voice	Familiar (who?)
Loud		

Background Sounds:

Street noises	Office machinery	Local
House noises	Factory machinery	Long distance
Animal noises	Car Engine	Phone booth
Restaurant noises	Motor	Aircraft
Voices	Clear	Other
PA System	Static	

Threat Language:

Irrational	Well spoken (educated)	Taped
Incoherent	Foul or vulgar	Prepared

Figure 13: Received Threat Description

Phone Procedure - Prepared Answers

Answer Phone: _____ Recovery Center

If Caller Asks:	You Can Answer:
Anything new?	Nothing new, do you have any information or can you volunteer?
How do I get there, what is the address?	_____ _____
How much is the reward?	\$---
Who do I make a check out to?	There are 2 funds, one for the reward and one to cover expenses of the Recovery Center. For the reward fund make checks out to _____ Reward Fund. For the expense fund make checks out to _____ Recovery Expense Fund. Either drop them by or mail to: _____ _____
How can I help?	<p>Foot search:</p> <ul style="list-style-type: none"> • must be 18 years old or older • wear protective gear (hat, long pants, boots, sunscreen, bug spray, gloves, walking stick, fanny pack, ...) • expect to get here and wait, the search is very detailed, teams come in and out at various times • actual search crews can be in the field from 1 to 4 hours <p>We need for the search effort:</p> <ul style="list-style-type: none"> • first aid supplies, fruits, vegetables, sunscreen, crackers, cookies, drinks, bottled water, napkins, paper towels, toilet paper, soap <p>We need for the Recovery Center:</p> <ul style="list-style-type: none"> • office paper, permanent markers, posterboard, highlighters, pushpins, paper clips <p>We need the following services:</p> <ul style="list-style-type: none"> • computer expertise, FAX outs from home computers or FAX machines <p>We always need prayer</p>
What can children do?	At home, at Scouts, at School (not at the Recovery Center) make ribbons to wear, put ribbons on trees
Does the family need anything?	We believe the family has all the material goods they need, but they need your prayers.

Figure 14: Prepared Answers

Date: _____ Time: _____ Page: _____

SIGN IN - Please PRINT and fill out completely

	Name	Address	Phone Number	Duty
1				
2				
3				
4				
5				
6				
7				
8				
9				
10				
11				
12				
13				
14				
15				
16				
17				
18				
19				
20				

Entered on computer by: _____ File This Form with Historian

Figure 15: Sign In Form

Recovery Center Control No: _____ **Press Hard** _____ Control No _____

VOLUNTEER REGISTRATION AGREEMENT
This form must be completed by each civilian volunteer - Photo ID required

DATE: ___/___/___ TIME: ___:___ AM / PM LOCATION: _____
 NAME: _____ M ___ F ___ D.O.B.: ___/___/___
 ADDRESS: _____ DL / ID#: _____
 CITY: _____ STATE: _____ ZIP: _____
 HOME PHONE:(___) _____ WORK PHONE:(___) _____
 E-MAIL: _____

PHYSICAL PROFILE: **HEALTH:** (circle one)
 HEIGHT: _____ POOR FAIR GOOD EXCELLENT
 WEIGHT: _____ SPECIAL CONSIDERATIONS: _____
 HAIR: _____ _____
 EYES: _____ _____

COMMUNICATIONS:
 MOBILE PHONE: _____ RADIO - CHAN: _____ FREQ: _____
 VEHICLE - YES: ___ NO: ___ MAKE: _____ YR: _____ LIC# _____

SPECIAL EQUIPMENT or TRAINING _____

EMERGENCY CONTACT:
 NAME: _____ PHONE:(___) _____

NOTICE: Your service is appreciated. It is essential that you follow some basic ground rules.
 1. You must follow any and all instructions given by designated personnel.
 2. Personal safety is a priority for everyone. Do not attempt a task for which you are not physically or emotionally prepared. Do not leave the team or area to which you are assigned.
 3. You must check in each time you return from a field assignment, and account for any special equipment issued.
 4. With this type of effort, there is an element of risk. You agree to be responsible for your own safety and conduct. Should you be injured, no individuals or groups connected with this effort will be held liable.
 5. YOU agree that any information acquired during your service will not be used for any personal profit or gain and will be held confidential.
 6. Your involvement in this effort in no way allows you to ignore or violate any local, state, or federal laws.

I agree to follow the above ground rules

SIGNATURE: _____ **WITNESS:** _____

White copy - Analysis Yellow copy - Historian Pink copy - Law Enforcement Gold copy - Law Enforcement

Press Hard

Figure 16: Volunteer Registration Agreement Form

Date: _____

Time: _____

Page: _____

DONATIONS - Please Print

	Name	Address	Phone Number	Item
1				
2				
3				
4				
5				
6				
7				
8				
9				
10				
11				
12				
13				
14				
15				
16				
17				
18				
19				
20				

Entered on computer by: _____ **File This Form with Historia**

Figure 17: Donation Form

6 Resource Management

The focus of the Recovery Center is to recover the missing child.

Responsibilities include the solicitation and disbursement of operating funds. The funds should be administered by a board (Section 9.2 (on Expense Fund)). However, money for the day to day operating expenses needs to be available to Resource Management quickly.

The Resource Manager will work closely with Administration (Section 5.4.3 (on Resource List)) to insure that the Resource List is kept current - in particular, what has been offered and what has been accepted by the Recover Center. Use the Resource List Entry Form (Figure: *Resource List Entry Form*).

Although Administration is responsible for the creation of flyers (Section 5.1 (on Flyers)), it is the function of Resource Management to have the flyers reproduced and distributed.

Volunteers will need food and water. It may be possible to arrange for an outside organization to handle this critical need. A plan should be established as quickly as possible to avoid being overwhelmed.

6.1 Procuring Supplies

General office supplies are essential to run the Recovery Center and will be required immediately. Eventually there will be an Expense Fund (Section 9.2 (on Expense Fund)), but in the mean time you will rely on your friends, business contacts, etc. When you have an Expense Fund, thank the people who donated if possible by buying the needed items at their store. Be sure the manager knows, this may make the difference in their decision to donate to a future child search.

Consider the following potential sources for supplies:

- The chamber of commerce is a great source for business contacts.
- Call local businesses and ask for donations and at-cost contributions.
- Resource List (Section 5.4.3 (on Resource List)).

To avoid confusion have a limited number of people calling the stores. If the store agrees to donate, tell the manager that a runner will come to pick up the items and will have a Recovery Center nametag for identification. Inform the manager that all requests will be done in this manner. This procedure will protect businesses from theft in the name of child search efforts.

Upon termination of the recovery effort, send thank you letters to the proper management. This courtesy may make the difference in the decision to donate to a future child search.

All resource procurement needs to be controlled by the Resource Manager to avoid duplication and to ensure that all requests originate with the proper staff persons and that they get recorded. This care is especially important when arranging donations of expensive or difficult to obtain items. Find out what is being offered, how many, for how long, what is will cost, and what the Recovery Center is responsible for. These questions answered ahead of time will help to avoid confusion and unnecessary expense. Use the Resource List Entry Form (See Figure: *Resource List Entry Form*).

6.2 Flyer Reproduction

After flyers have been reviewed and proof read *many* times (Section 5.1 (on Flyers)) they must be reproduced. A small copy shop will have trouble copying them as fast as you will need them.

- Businesses have copy machines - ask local businesses, offer to send a runner with a ream of paper.
- Colleges and school districts may be able to print flyers.
- Large companies like Xerox and Kinko's may mass reproduce your flyers for free.
- Record information about the businesses that help on the Resource List Entry Form (See Figure: *Resource List Entry Form*). Deliver the Form to the person responsible for the Resource List (Section 5.4 (on List Maintenance)).

6.3 Flyer Distribution

It is important to cover the area with the missing child's picture and to remind people that the child is missing. As more people see the flyer, more people will be on the lookout. This may increase pressure on the abductor to the point where the child is released.

- Have a map at the door for volunteers to place a dot where they will be posting and distributing flyers. You will rapidly spot any holes in your coverage.
- Saturate the area where the child was last seen.
- Post in fast food restaurants, gas stations, convenience stores, grocery stores, post offices, shopping malls, schools, city halls, police stations, fire stations, rental car agencies, airports, hotels, motels, banks, drive in tellers, UPS offices, utility company offices, dentists offices, doctors offices, hospitals, morgues, ...
- FAX a flyer to all missing child agencies.
- See if local papers will insert flyers in the paper.
- Ask churches to put them in their Sunday bulletins.
- You may be able to distribute flyers at major sports events.
- Ask pizza companies and video rental stores to place a flyer on each box or rented video.
- Ask Wal-Mart, UPS, and other companies that deliver items if their truck drivers can drop off flyers at every stop.
- See if businesses will send flyers to branch locations.
- Record names of cooperating businesses - refer to Section 5.4 (on List Maintenance).

6.4 Food Management

There is more than one way of thinking about providing food during a missing child incident: No food may be provided - especially if there is no source of refrigeration - or food may be provided for all the volunteers.

The public will want to help, and many will choose to help by donating food and by cooking and serving food and drink at the Recovery Center. Volunteers put in many hours, and if food is provided, more searching will take place. Having food available enables these searchers to continue as long as their stamina allows.

Because of these considerations, the Recovery Center needs to have in place a plan for handling food.

The Food Manager must work closely with the Resource Manager. The Resource List (Section 5.4.3 (on Resource List)) will be the major source of items offered to the Recovery Center. It should be checked often for availability of food and related supplies and *must be updated as offers are accepted*. This is done on a Resource List Entry Form (See Figure: *Resource List Entry Form*).

6.4.1 Start Up Tasks

As soon as practical notify the phone bank personnel and the media spokesperson of the following needs:

- Individual (e. g.. 20 oz) sized bottled water.
- Ice.
- Loan of portable refrigeration trucks.
- Ice coolers which are labeled with name and phone numbers of owner.
- Monetary donations from corporate offices (e. g.. large grocery stores) designating funds available to the search team, to be used at the local store. (This eliminates a lot of waste).
- Large coffee pots, coffee, tea, sugar, cream, cups, stir sticks
- Coolers filled with bottled water and soda
- Coolers for storing prepared sandwiches etc.
- Paper goods including plates, cups, napkins and utensils
- Extension cords.
- Canopies (if your operation is to be conducted out of doors). Open sided canopies work best.
- Folding tables and chairs.
- Source to wash hands (if your operation is conducted out of doors).
- Source of light (if your operation is conducted out of doors.) e. g.. generator with light.
- Food/meal/soup/non-perishable snack food donations.

6.4.2 Recommended Food Management

- Contact local churches to see if one of them will accept responsibility for food service. One of the advantages in using church groups is that they usually have experience in providing food for large numbers of people and most churches have kitchens with the appropriate equipment to accommodate safe and hygienic food handling and preparation. Try to locate a church convenient to the Recovery Center. It is ideal to have one person from the church designated as the contact for food service.
- If church groups are not available, any organization that has experience providing food for large groups could be contacted.
- In many communities the Salvation Army has a food truck that will come to the Recovery Center and serve at no charge. It may be advisable to check on the availability of this service for the first day or so of the search effort, or until a food service can be established.
- If no organization can be located to take responsibility for the food service, it may be advisable to choose to provide only non-perishable snacks and drinks unless experienced people can be found from the Recovery Center volunteers.

6.4.3 Food Management Suggestions

If a local church or organization cannot be enlisted to provide a food service, the following is recommended:

- Water (in individual size bottles), ice and coolers must be in place before searchers are sent into areas to search. This is especially important if the weather is warm. Put the owner's name and phone number on each cooler and complete a Resource List Entry Form.
- It is advisable for the public to be asked to donate only non-perishable foods. Prepared food should be brought to the Recovery Center only by the organization responsible for the food service. This eliminates the possibility of improper food handling, and having to return dishes etc. All food stuffs being donated should be taken to a drop off point established by the responsible organization. The public can be asked to donate gift certificates to local markets rather than actual food stuffs. The media is helpful in getting this information to the public.
- One method that may be used is for contacts to be made to the corporate offices of local grocery stores, advising that a search operation is ongoing and the location of that effort. A request could be made that if they would like to help they could designate a money amount that could be drawn upon in the search area. This eliminates a potential problem of people requesting donations that may not necessarily benefit the recovery operation.
- The person designated as the responsible party for food operations should take a daily inventory of donated goods and make a list of items still needed. A food plan should be developed daily and volunteers can be used in picking up donations, preparation of food items, delivery of food items to the Recovery Center, serving the food, and clean up. The first duty of each day should be to make sure there is plenty of water, that there is ice in the coolers, and that the coolers are located in a convenient place for the searchers.
- If there is an abundance of food items that must be refrigerated, adequate refrigeration must be found. This could include the loan of a refrigeration truck or something similar from a local source. In the

event there is an abundance of ice, local grocery stores may be willing to store the surplus ice until it is needed.

- It is of utmost importance that any and all perishable food items be refrigerated or put on ice until ready for consumption. It is not acceptable to assemble lunches prior to the time they are to be consumed.
- Any excess food stuffs should be disposed of or donated to charity organizations.

6.5 Shut Down Tasks

- Let the media spokesperson and phone bank personnel know that the search is closing down and no more donations are needed.
- Supplies not used may be returned to the donor or given to local charities.
- Send excess food items to local food pantries.
- Consult the Resource List and make phone calls to the owners of loaned equipment to come and claim their items.
- Use the Resource List to identify those donors who should receive Thank You letters.

7 Public Affairs

The focus of the Recovery Center is to recover the missing child.

Public affairs is a very important component of the recovery effort. Media exposure keeps the missing child's face in the public's mind and may very well lead to their recovery. News coverage of the Center's activities will serve to bring in needed resources and volunteers. Although the Center may not be able to control the media, it can certainly influence the type and extent of coverage that the missing child event has.

7.1 Media Strategist

It is the responsibility of the media strategist to organize and direct all activities that will have an impact on the public perception of Recovery Center operations. It should be understood that the media strategist works under the Recovery Center Director and any major decisions or announcements need the Director's approval.

The news media is a very important element to a successful recovery. The child's face on the news may help the child be seen and recovered. The media coverage will bring needed resources, searchers, reward donations, etc. Let the media help you, but don't let them become the focus. The child is always the focus. Police involvement serves to legitimize the recovery effort in the eyes of the media. Coverage is also important in letting people know about any reward.

Solicit the media's personal involvement in the case. Remember, search activities bring media; media brings more searchers. Reinforce this dynamic as much as possible.

Suggestions:

- Take every opportunity to keep the missing child's face in front of the public. Personalize the child's life in all ways possible: home videos, school activities, special interests, hopes and dreams. *Continue this effort throughout the search.*
- Establish relationships with news media personnel. Try to be fair in the distribution of information to all media. *Avoid favoritism.*
- Create media contact lists with names, phone numbers, pagers, FAX numbers, etc.
- Make family accessible to the media on a regular basis if feasible.
- Recruit two to three volunteers to be your media spokespersons. These volunteers must be straightforward and honest with the media.
- You do not have to divulge all information. The media is aware that some information is sensitive and must be held back for purposes of investigation. Simply state that you can't discuss certain issues.
- Coordinate with law enforcement on the release of information about search activities. *Avoid any criticism of the investigation.*
- Prepare a press release (See Figure: *Sample Press Release*) after 10 PM and FAX to all stations. They will use this in the AM news programs. The Recovery Center should present a timeline of ongoing search activities.
- Maintain a journal of all press releases, fact sheets, announcements, and related community activities. See Appendix. Forward copies of each of the above to the Historian.

- Be aware of potential misuse of press releases and sensitive information by individuals for personal gain. *Any information acquired must be held confidential, and remains the property of the Recovery Center.* Security precautions should be taken accordingly. Be sure that all pertinent volunteers have signed the Volunteer Registration Agreement.
- Centralizing media briefings at the Recover Center will allow law enforcement to conduct their investigation more efficiently. Give the media a specific place to go to obtain information and updates.
- Schedule regular media briefings two to three times daily, customized to media deadlines. For example, 10AM and 2 PM may be good times for television, and 5 AM to 10 AM may be good for radio, especially live interviews. Ask the media what their needs are. *Be on time.*
- Respond to requests by media for information as promptly as possible.
- During search activities, rumors will surface. It is very important that they be dealt with immediately. Verify or discount as soon as possible.
- Orchestrate media briefings to show search activities ongoing in the background. It is important that you make television interviews as visually interesting as possible.
- Recruit volunteers for live interviews. The media will want responses and comments from a variety of sources. These volunteers might include the mayor, police chief, core group members, and family friends.
- Advise news media of special search methods that might be of interest to the public; i.e. dog teams, horse teams, thermal imaging, etc.
- Encourage the media to participate in the ground search or to accompany special search teams when appropriate.
- In the afternoon, plan the "media theme" for the next day. Examples might include:
 - Prayer Vigil
 - Ribbon making
 - Find <missing child's name> Day
 - Look in Your Back Yard for <missing child's name> Day
 - Look in the Park for <missing child's name> Day
- Organize community activities relating to missing child situation, i.e., prayer vigils, church services, ribbon distribution, fundraisers, etc. Notify media well in advance.
- Consider holding back non-critical but newsworthy information for later release during slower periods of search activity.
- Maintain a library of television coverage and videotape the Recovery Center's press conferences.
- Think about using programs such as Unsolved Mysteries, America's Most Wanted, 20/20, and 48 Hours, to expand the scope of the search to a national level. Be aware that control may be lost as regards the way the story is presented.
- Anticipate the need to re-energize the media when it seems they have lost interest in the story. Be creative.

- A daily fact sheet is good for reporters who come into the story late.
- Have a realistic, recent photo of the child to give to media, no glamour shots.
- Encourage the police department to communicate with the media.
- TV must have something to *show* in order for the story to be aired.
- Radio needs soundbites and frequent updates.

7.2 Media Spokesperson

The media spokesperson works under the supervision of the Media Strategist and the Director. No major decisions or announcements should be made without their approval.

The spokespersons should develop personal relationships with media personnel. Take every opportunity to keep the missing child's face in front of the public and to personalize the child's life as much as possible.

- *Always speak of the missing child in the present tense.*
- Be yourself. An honest and sincere presence is more appealing than a staged performance.
- Avoid criticism of law enforcement investigation.
- Answer questions as honestly and thoroughly as possible. If you do not know the answer, state that you don't know, and that you will try to find out as soon as possible. If you cannot discuss a particular aspect of the search, plainly state so. *Never lie.*
- Anticipate media's questions. Be prepared for questions asked for shock value.
- 5a.m. - 10a.m. is the best time for radio - do live phone interviews
- *Be on time* for scheduled media briefings.
- If you have concerns as to if you are doing a good job with the media, ask them for tips, they will help you.

April 8, 1997

Press Release: Immediate

Website: www.*****.com

e-mail: *****@*****.com

Contact: Mr. Director

Phone: (***)***-****

Fax: (***)***-****

SEARCH CONTINUES FOR MISSING 12 YEAR-OLD FRIENDSWOOD GIRL

Friendswood, Texas - More than a thousand volunteers, including Scouts, Texas State Guard, Coast Guard, and community members have been working around the clock since Thursday, April 3, searching for 12-year-old Laura Smither.

The serenity of this small suburban town was shattered that morning, as word began to spread that Laura had vanished. Laura, schooled at home, had gone for a short jog at 9:00 AM near her rural home on Ware Dairy Road in the Friendswood/Alvin area (20 miles Southeast of Houston). She was expected back in twenty minutes. When Laura did not return by 9:30 AM, her parents, Bob and Gay Smither, knew that something was very wrong and immediately notified the Friendswood Police Department.

The outpouring of support from the community has been incredible. More than 50,000 flyers have been distributed by volunteers throughout the community. Thousands of yards of yellow ribbon, cut by volunteers (many of them children), blow in the wind. Tied around trees and car antennas, they show this community's faith and hope for Laura's safe return.

Search teams are being dispatched continuously from dawn to dusk, braving treacherous conditions. In addition to the Texas State Guard and Coast Guard, there are more than 1,000 local volunteers helping in many ways. They staff the Laura Recovery Center, and search on foot, horseback, in all-terrain vehicles and with dogs in the surrounding area and bayous. Telephone lines are constantly in use, with incoming tips, faxing Laura's flyer and volunteers calling out asking for donations and assistance.

Laura is a member of the Girl Scouts, and her mother is the troop leader. The Girl Scouts' national office is faxing flyers to every troop in the country. The Smither family is a member of their local Episcopal Church of the Good Shepherd. Episcopal dioceses and churches nationwide also are receiving fliers trying to help find the girl.

Laura was last seen wearing a black T-shirt, dark blue shorts and white running shoes. She is 5'3" tall and weighs 98 pounds. She has long curly dark brown hair, a fair complexion, braces and green eyes. A \$50,000 reward is being offered for information that leads to Laura's safe return. Anyone who can provide information is asked to call the Friendswood Police Department at (***) ***-****, (***) ***-**** or 1-800-***-****.

News coverage is continuing to spread, as is the search. Thanks to the Internet and fax machines, fliers are rapidly moving across the United States, Mexico, Canada and Europe.

Donations are needed to cover both recovery expenses and to fund the reward. There are separate accounts for each of these. To make a donation to the reward fund, checks should be made payable to the Laura Smither Reward Fund at P.O. Box 34, Friendswood, TX 77549. Checks for the recovery expense fund should be made payable to the Laura K. Smither Recovery Expense Fund and mailed to the same address.

Anyone interested in volunteering in any capacity can call (***) ***-****.

The volunteers are committed to the search until Laura is brought home. For this Texas community, Laura Smither has become every family's child.

8 Family Liaison

The focus of the Recovery Center is to recover the missing child.

Throughout search operations the Recovery Center staff must have a direct line of communication with the missing child's family and relatives. It is recommended that appropriate personnel be assigned to handle family liaison duties. Careful thought must be given to the selection of persons involved with these duties. *This is a high stress assignment.*

Things to remember:

- Family Liaison's main purpose is to coordinate communications between the Recovery Center and the family. However, keep in mind that all major decisions must be made by the Director or other designated personnel.
- The family will be overwhelmed with well wishers, media attention, volunteers, psychics, curious onlookers, etc. Shield them as much as possible. Try to get a sense of the family's wishes and establish limits accordingly.
- Provide assistance to family in areas that have been disrupted by recent events, i.e., normal activities and duties such as meals, cleaning, laundry, bill paying, childcare, transportation, etc.
- Remember at all times that the family is in a fragile condition. Emotions displayed will vary from anger to denial and disbelief. Try to listen without giving advice.
- Steps should be taken to guide the family in preservation of the missing child's personal items. Clothing, bedding, toiletries, toys, etc., should be preserved and access should be restricted for future investigative use. See preservation of evidence.
- Encourage the family to become proactively involved with the news media in order to maintain positive coverage of the search. If media is not properly informed, their coverage may not be beneficial to the overall effort. See Media
- Encourage the family to seek spiritual and emotional support.
- Recommend that the family visit the Recovery Center when possible. This will boost family spirit and energize volunteers.
- Screen mail for the family if requested to do so. Be on guard for inappropriate letters and gifts. Save for later.
- The family may be unaware of activities going on outside their sphere, and could feel isolated and uninformed. Be as informative as possible.
- It is very important to protect the family from false rumors that will occur during search operations. Advise them that until confirmed, no rumor is to be believed.
- Encourage the family to establish a visitor and phone log, if this has not already been done by law enforcement.
- Depending on the family and the amount of media attention the recovery effort receives, a road check may be desirable at the family's home. Be sure to coordinate the road check with local law enforcement as neighbors and others may be inconvenienced. The family can provide a list of friends and family

that they want passed, otherwise the crew can call the house, before allowing visits. The presence of the road check is, in itself, enough to help keep away the merely curious.

9 Legal & Financial

Laws vary greatly from state to state, therefore it is very important to seek competent local legal counsel.

9.1 Reward Fund Management

A reward is one of the most powerful motivators for anyone with pertinent information to come forward and assist an investigation. Therefore, as soon as possible, funds should be solicited to acquire as large an amount of reward money as is feasible. There are basically two types of contributions:

- A reward pledge is a written guarantee stating an amount donated and conditions required for funding. Because of this guarantee, records should be kept on all pledges, including all limitations. No funds change hands until conditions and limitations are met. Example: *Will pay \$10,000 for the arrest and conviction of ...*
- Cash contributions will make up a smaller portion of the reward funds. Consideration must be given for custody of said funds, short-term, as well as long-term.

Anticipate potential problems setting up bank accounts because of tax reporting considerations.

- Seek assistance from law enforcement.
- Tax deductibility of contributions is a questionable situation.
- Set up a board to administer these funds. Ideally, long-term custody of these funds should be transferred to the family.

Reward money should be deposited in a bank. If a checking account is used, at least 2 signatures should be required. Money donated for reward purposes should be kept separate from other donations.

You may want to set up a committee to make decisions regarding the reward. The committee could consist of 3 members - one from the Recovery Center, one from the family, and the third from law enforcement.

A reward may help in recovering a missing child or in apprehending an abductor/murderer. Someone with knowledge about the situation may be reluctant to come forward. Reasons for this reluctance are varied, but a reward may provide the incentive they need to overcome their reluctance.

Care must be exercised in managing large sums of reward money. In the rush to do things quickly, it is tempting to just put **\$xxxx Reward** at the top of a flyer. This can lead to undesirable results. Imagine the following scenario: a poorly thought out flyer announces a large reward for the return of the missing child, a passerby locates the child's body, the passerby claims the reward. If this is allowed to happen, the reward is not available for the next phase - the arrest and conviction of the murderer.

A reward is a valuable tool. *If a reward is offered, it is mandatory that it be carefully managed, just like other valuable tools.*

Decisions involving the reward should be coordinated between the Recovery Center, law enforcement, and the family. Since laws vary from state-to-state, this guide can only discuss general considerations involving rewards. Local legal counsel is required. Counsel should consult with other organizations which offer rewards, such as Crime Stoppers or local child-find offices.

- Decide the objective for the reward

The reward objective may change through the duration of a missing child incident. Early on, the objective is probably **the safe return of <child's name>**. If the child is found, alive or dead, the objective may switch to **information leading to the arrest and conviction of the person or persons who ...**. If the child is not found after a long period of time, the objective may switch to **information leading to the return of <child's name>** (note that **safe** has been removed).

- Decide the reward amount

It is inadvisable to advertise a reward sum that you don't have. Pledges for reward donations should be double-checked to ensure they are real. It is best to have cash in the bank, or a written/signed pledge.

Once you pick a reward amount, stick to it for a while. A slowly increasing reward may have the effect of delaying tips. People with information may be waiting for the next reward increase.

- Decide who will determine the validity of a reward claim

Be specific. We have seen examples where law enforcement made the determination - **the chief of the xxxx division of the xxPD**.

- Decide what other restriction apply

For example: - not to anyone involved in the crime - reserve the right to change the amount - reserve the right to cancel - expiration date

- Formulate specific wording for the flyer

Seek legal counsel before finalizing and advertising any reward. Also coordinate with law enforcement and the family. The following is one format you may want to consider.

The top of the flyer should be short: **\$xxxx REWARD ***

The * refers to fine print at the bottom of the flyer: **A \$xxxx reward will be paid for <objective>. <the decider> will determine to whom the reward is paid. Other restrictions apply**

Make sure the other restrictions are clearly written and available to anyone who inquires.

- Periodically review the reward for changes in objective or amount.

9.2 Expense Fund

- *Bills will come in!*

Expenses will be incurred during Recovery Center operations. Solicit funds to cover normal operating expenses as soon as possible. A portion of funds contributed should be set aside to cover future bills such as lights, phones, printing, gas, etc.

A separate board should be established to administer and distribute these funds, however arrangements need to be made with the Resource Manager so that day to day expenses are covered.

After all bills are paid, any remaining funds should be transferred to the reward fund.

9.3 Volunteer Agreements / Releases

Consult competent local legal counsel regarding the desirability and wording of a volunteer agreement and release form. A sample agreement is illustrated in Figure: *Volunteer Registration Agreement Form*.

A volunteer agreement can serve several purposes:

- Gather complete identification information on the volunteer.
- Inform the volunteer regarding risks associated with the search.
- Release Recovery Center from liability.
- Release all rights regarding ownership of information obtained and work products generated while involved in the search.
- Inform the volunteer that they may be exposed to sensitive information.
- Document that the volunteer will not divulge sensitive information.

Gathering complete information on the volunteers is important for several reasons.

- You may need to call the searcher to do more searching.
- You will later be interested in a count of how many people participated.
- You may want to send thank you notes.
- It may be necessary to contact searchers to inform them of something.
- *And finally, since abductors / murderers often get involved in search efforts, law enforcement will be interested in the identification of those who searched.*

Because of this last point, volunteers should present some form of photo ID (e.g. driver's license) when submitting the agreement.

Informing the volunteer of risks and releasing liability is important. It is possible that the search effort is not a formal legal entity. Some states recognize these defacto organizations and provide limited legal protection, others do not. Local counsel should carefully consider the liability release section of the agreement.

Some volunteers may think that, since they are not getting paid, they own the work products they produce during the recovery effort such as press releases, lists of volunteers and resources, and the information on Information Control Forms. Questions of *ownership* have caused problems on previous searches. It is desirable to clarify this issue *before* it becomes a problem.

Sensitive information will be handled during the operation of a Recovery Center. For example, mappers will know which areas have been searched and which have not and this information must be kept from the abductor. A medical volunteer may be exposed to medical histories, administrative personnel will compile lists of volunteer names and addresses, debriefers and phone operators will collect tips including names and alleged prior criminal activity, etc. Some of this information will be turned over to law enforcement, and is considered sensitive to the potential legal prosecution of the case. The rest is to be treated as sensitive to respect the privacy of the volunteers and the family.

10 Recovery Center Shutdown

The Director, in cooperation with the family and law enforcement, will decide when the Recovery Center is to be shut down. It is inevitable that recovery operations will end. Shutdown will be a difficult and ongoing process - stay focused. Shutdown tasks will include disposition of equipment, supplies, and records.

Shutdown tasks include:

- Terminate all field search operations.
- Close facility to the public.
- Finalize transfer of all pertinent *non-Historian* records to presiding law enforcement agency.
- Transfer all Recovery Center information from computer hard drives to floppies and *remove all Recovery Center information from computer hard drives.*
- Conduct critical incident stress debriefing. See Counseling
- If applicable, transfer long-term flyer distribution to family and law enforcement.
- Establish long-term management of any funds accumulated, i.e., reward, operating expenses. Create a board to oversee these operations.
- Evaluate financial situation. *Bills will come in.* Some will be deferred for the cause, some will not.
- Consider future needs for family support.
- Arrange for transfer of appropriate effects of Recovery operation to be turned over to family in the future, i.e., gifts, posters, banners, ribbons, newspaper articles, etc.
- Return all loaned items to their owners promptly. Document date returned and by whom.
- Distribute any unused goods to appropriate charities or other organizations.
- Preparing Thank You letters and acknowledgements.

As a result of Recovery Center shutdown, volunteers will be in a highly charged emotional state with unresolved issues that must be dealt with. These emotions will manifest themselves in various ways depending upon the outcome of the effort: joy, relief, satisfaction, anger, depression, fear, and anxiety. Shutdown operations will include dealing with volunteers' wishes and aspirations (Section 5.10 (on Counseling)). Many will aspire to create a permanent entity from this effort. It is recommended that current operations cease. If individuals wish to start permanent organizations, they should do so at a later date and on their own.

10.1 Historian Records

Records and documents that were filed with the Historian should be carefully archived (Section 5.5 (on Historian)). Any information on computer hard drives should be put on floppies and stored with the Historian. Label the disks.

The Director must determine who retains permanent custody of the archival records. Every situation is unique. Consider the following:

- *If allowed*, law enforcement will try to secure *all copies* of these records. Remember, *these records belong to the Recovery Center*.
- *Backup* records for the presiding law enforcement agency.
- Future needs of other agencies.
- Possible long-term family needs for private investigations.

10.2 Feedback to the Laura Recovery Center Team

The Laura Recovery Center Manual is an ongoing project. The LRC Team solicits your suggestions to improve the LRC Manual (Section 12.3 (on Feedback)). We are interested in learning from any application of the Manual.

11 Pre-Incident Preparation

Pre-incident preparations can be divided into two different parts. The first part is being prepared and thereby developing an understanding of the process that surrounds the search for a missing child. The second part consists of actual field training exercises. Using this Manual as a guide you can bring your community to a reasonable level of preparedness. Following are some guidelines to organize your community effort.

11.1 Being Prepared

- Identify a possible facility for use as a Recovery Center. See Section 2.3 (on Physical Facility).
- Prepare a "crash kit" which includes supplies needed for the first 24 hours of operation; maps, nametag system, forms, *Organization Chart*, volunteer list, flyer materials, signs, and office supplies (customize per your preference).
- Identify sources willing to provide computers, FAX machines, and other required office equipment on a moments notice.
- Identify sources for obtaining appropriate maps for your area. See Section 4.1.4 (on Mapping).
- Create a phone tree. List the names of volunteers willing to fill key positions as well as general volunteers. Update regularly. See Volunteer List.
- Create a FAX list. An up to date database of FAX numbers can save precious time at the beginning of a search effort. Consider having an on going volunteer process in place that maintains the following FAX number lists:
 - Local and regional merchants willing to post flyers received by FAX.
 - Local and regional law enforcement agencies.
 - Local and regional media contacts.
 - National child find organizations.
 - Regional and national lists of gas stations, car rental agencies, hotel chains, motel chains, public libraries, private schools, public schools, and hospitals.
- Identify businesses willing to provide goods, equipment, and supplies as needed. The Chamber of Commerce is a good starting point. See Resource List.
- Align your effort with local law enforcement; solicit their advice.
- Familiarize yourself with regional media contacts. Build an appropriate FAX list. Media can be a powerful ally. See Public Affairs.
- Identify any special assets that may be locally available, i.e. dog teams, fire and rescue, disaster management, helicopters, ultralights, etc. See Special Search Methods and Tasks.
- Recruit appropriate legal counsel willing to be of assistance.

Preparedness can include informal classroom sessions that familiarize potential community volunteers with the mechanics of running a Recovery Center:

- Conduct training classes, which portray a missing child scenario.
- Using this guide, divide responsibilities based on the Organizational Chart (Figure: *Organization Chart*). Appropriate nametags and forms should be used during simulation.
- Go through the motions of running a Recovery Center. In this simulation, the class will be representative of a community effort. *A child is missing; this is your community - who does what?*
 - As questions arise during the simulation, seek answers in this Manual and other sources. All situations are unique; you may have to create your own solutions for problems not specifically covered. Please provide feedback to the LRC Team (Section 12.3 (on Feedback)).
 - Assemble a mock-up flyer and plan for distribution. See Section 5.1 (on Flyers).

11.2 Field Training

Field training exercises may be used to extend the missing child simulation to an imaginary site last seen. See Section 4.1 (on Targeting). Such exercises can be used to train potential Core Group (Section 2.1 (on Core Group)) volunteers. Conduct the recovery simulation as realistically as possible.

- If possible, invite news media to the field exercises. This will serve two purposes: it will give volunteers realistic experience with media personnel and it will promote public awareness of preplanning activities. See Public Affairs.
- Appropriate nametags and forms should be used during the simulation. See Organization Chart and Forms.
- Consider the possibility of concealing a mannequin representing a missing child in a location where likelihood of detection is reasonable. Be creative.
- Field exercises should include realistic briefing and debriefing sessions (Section 4.4 (on Briefing)) (Section 4.9 (on Debriefing)).
- Use special teams if available: dogs, horses, aircraft, etc. (Section 4.3 (on Special Search Methods and Tasks)).
- Take note of specific needs or specialized equipment that may be needed in your area.
- At the end of the field training exercises, the core group should conduct a lessons learned meeting. The LRC Team requests feedback as you learn from these exercises (Section 12.3 (on Feedback)).

11.3 Prevention

This Manual does not deal in detail with prevention. As part of your pre-incident preparation you might want to contact:

- Child Lures, Inc.
 - 2119 Shelburne Road
 - Shelburne, Vermont 05482

- 802-985-8458
- 802-985-8418 - FAX
- WWW: <http://www.childlures.com>
- E-mail: lures@together.net
- Escape School
 - <http://www.mcginisvideo.com/escape.html>

12 Web Page

The LRC Team maintains a web page at <http://WWW.LRCFoundation.org>.

The web page will contain the latest information about missing child organizations, software that the LRC Team has found useful, and updates to the LRC Manual.

In addition, the web page can be used to provide feedback to the LRC Team about the LRC Manual and other missing child issues. Some of the web information is included here.

12.1 Missing Child Organizations

The following organizations can help in the search for a missing child:

- Laura Recovery Center Foundation
 - 307 B-1 South Friendswood Drive
 - Friendswood, Texas 77546
 - Voice: 281-482-5723(LRCF)
 - FAX: 281-482-5727
 - E-mail: Info@LRCFoundation.org
 - WWW: <http://www.LRCFoundation.org>

- Heidi Search Center
 - Windsor Park Mall
 - 7900 IH 35 North
 - San Antonio, Texas 78218-2215
 - Voice: 210-650-0428 / 800-547-4435
 - FAX: 210-650-3653
 - E-mail: info@heidisearchcenter.org
 - WWW: <http://www.heidisearchcenter.org/index.html>

- Klass Kids Foundation
 - WWW: <http://www.klasskids.org>

- Beyond Missing
 - WWW: <http://www.beyondmissing.com>

- National Center for Missing and Exploited Children
 - 2101 Wilson Boulevard, Suite 550
 - Arlington, Virginia 22201-3077
 - Voice (24 hour): 1-800-THE-LOST (-843-5678)
 - Voice: 1-703-235-3900

- FAX: 703-235-4067
- E-mail:
- WWW: <http://www.missingkids.com>

- Polly Klaas Foundation
 - P. O. Box 800
 - Petaluma, CA 94953
 - Hotline: 800-587-4357
 - Business: 707-769-1334
 - FAX: 707-769-4019
 - E-Mail: pklaasfdtn@aol.com
 - WWW: <http://www.pollyklaas.org>

- Child Search Ministries
 - P. O. Box 73725
 - Houston, Texas 77273
 - Voice: 281-350-KIDS(5437)
 - FAX: 281-355-MISS(6477)
 - E-mail:
 - WWW: <http://www.childsearch.org>

12.2 Recommended Software

Mapping Software (USA):

Delorme Mapping

Delorme Street Atlas USA, v 5.0

Two DeLorme Drive

P. O. Box 298

Yarmouth, Maine 04096

www.delorme.com

12.3 Feedback to the LRC Team

Feedback is solicited by the LRC Team. We can be reached by e-mail at Info@LRCTeam.org or through our World Wide Web site at <http://www.LRCTeam.org>.

A Appendix

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