

**San Luis Obispo County Sheriff's Office- Presenter # 2440**  
**Tactical Dispatch Basic Concepts- 24094**  
**24- hour Course**  
**Expanded Course Outline**

**STATEMENT OF PURPOSE**

The goal of the Basic Tactical Dispatch Course is to enhance existing skills and provide essential tools to function as a Tactical Dispatcher during a critical incident whether operating in the field or from inside the Communications Center.

**EXPANDED COURSE OUTLINE**

**I. Welcome, Administration, and Introductions**

A. Administration

1. POST roster
2. Networking roster
3. Facilities, security, parking, and emergencies
4. Course goal and overview
  - a. Roles
  - b. Responsibilities

B. Introductions

1. Instructor
  - a. Professional Experience
  - b. Education
2. Attendees
  - a. Agency
  - b. Position

C. Expectations

1. Organizational
  - a. Do you currently have a tactical team or are you looking to start one?
2. Personal
  - b. What do you want to get from this course?

**II. Tactical Dispatchers and Tactical Dispatch Teams**

A. Types of tactical dispatchers

1. Incident Dispatcher
  - a. Fire dispatchers
  - b. Respond to scene of large scale fire working with Incident Commander
2. Tactical Dispatcher
  - a. Law enforcement incidents

**San Luis Obispo County Sheriff's Office- Presenter # 2440**  
**Tactical Dispatch Basic Concepts- 24094**  
**24- hour Course**  
**Expanded Course Outline**

b. Work from center or deployed from the field

B. Composition of a tactical dispatch team

1. Single tactical dispatcher
2. Multiple tactical dispatchers who are local or from a single agency
3. Regional teams
  - a. Tactical emergency response teams
  - b. Regional teams within a county or operational area

**III. Core Competencies of a Tactical Dispatcher**

A. Personal Traits

1. Strong work ethic
  - a. Maintains confidentiality
2. Dependable/Reliable
  - a. Punctual
  - b. Does not abuse sick leave
3. Flexible
  - a. Ability to work in stressful and less than ideal environments
4. Team player
  - a. Keeping teams end goal in mind
  - b. Strong desire or passion to be a part of the team
  - c. Drive-focused on the successful resolution of critical events
  - d. Commitment to the mission, even when difficult
5. Takes pride in their work
  - a. Pro-active
  - b. Holds self to a high standard
  - c. Stays current in knowledge and skills
6. Positive attitude
  - a. Willing to train 100% of the time
  - b. Able to "teach it forward"
7. Assertive
  - a. Able to take or give orders
  - b. Able to work with minimal direction
8. Ability to stay focused
  - a. Long hours
  - b. No breaks
9. Strong ability to multi-task
  - a. Perform two or more tasks with a high degree of proficiency
10. Complete understanding of policies and procedures
  - a. Understand concepts and ramifications of special team's procedures with the ability not to interject

**San Luis Obispo County Sheriff's Office- Presenter # 2440**  
**Tactical Dispatch Basic Concepts- 24094**  
**24- hour Course**  
**Expanded Course Outline**

- b. Ability to understand, apply, and articulate written policies
- c. Understand mutual aid procedures
- 11. Legal issues/civil liability
  - a. Keeps abreast of legal issues related to tactical events
  - b. Understands the consequences for not adhering to or violating policies and procedures

**B. Desirable traits**

- 1. Mentoring qualities
  - a. Willingness to “teach it forward”
  - b. Prepared to take on additional responsibilities as a supervisory role at the command post
- 2. Demonstrates appropriate tactfulness/confidence in situations that require it, without being aggressive or rejecting personal opinions
- 3. Ability to make sound decisions quickly and defend that decision
- 4. Willingness to fully participate in continued training
  - a. Attend training when held during off duty hours
  - b. Volunteer/participate as a role player for the good of the team
  - c. Continued training
  - d. Personal commitment to improve knowledge and skills
- 5. Strong written communication skills
  - a. Legible handwriting
  - b. Ability to comprehensively document events in logical order
  - c. Documentation must be understandable to all
- 6. Strong verbal communication skills
  - a. Great active listening
  - b. Ability to articulate situational briefings
  - c. Ability to accurately parrot information and the knowledge to know when to parrot

**C. Psychological Considerations**

- 1. Suitability
  - a. Tolerance for less than desirable working conditions
  - b. Tolerance for stress
- 2. Willingness to seek assistance
- 3. Stress Management
  - a. Know your strengths and weaknesses
  - b. Know what you are getting yourself into as a tactical dispatcher
  - c. Have family support

**San Luis Obispo County Sheriff's Office- Presenter # 2440**  
**Tactical Dispatch Basic Concepts- 24094**  
**24- hour Course**  
**Expanded Course Outline**

- d. Child and/or pet care
- e. Know resources available to you

**D. Agency/Department Requirements**

- 1. Some teams require the dispatcher's previous annual performance evaluation to be satisfactory or higher in addition to the dispatcher being off probation
- 2. Selection process
  - a. Varies from agency to agency

**IV. Types of Events for Tactical Dispatchers**

**A. Overview of what a tactical incident is and is not**

- 1. Is or has potential to be a prolonged incident
- 2. Is not a chaotic incident that is of short duration

**B. Planned Incident**

- 1. Large-scale events
  - a. Fair/parades/concerts/sporting event/festivals/carnivals/marathons/rodeos
  - b. Planned protests
  - c. Political rally
  - d. Dignitary visits/protection
- 2. Incidents that may exceed the capabilities of the investigative units
  - a. Search warrants
- 3. High risk arrest/apprehension
  - a. Parolee
  - b. Known weapons
  - c. Sweeps
- 4. Drug eradication
  - a. Illegal grows
  - b. Clandestine drug labs
  - c. Raids
- 5. Checkpoints
- 6. Staff/answer "tip line" phone calls

**C. Unplanned/Spontaneous incident**

- 1. Situations which may or may not go mobile
- 2. Barricaded subjects
  - a. Whether domestic violence or other criminal act
  - b. May or may not include hostages
  - c. May or may not be armed
- 3. Hostage Situation/Rescue
  - a. Whether hostages are known to the suspect or not

**San Luis Obispo County Sheriff's Office- Presenter # 2440**  
**Tactical Dispatch Basic Concepts- 24094**  
**24- hour Course**  
**Expanded Course Outline**

- b. May be planned situation where hostages are intended to be held
    - c. May be a spontaneous situation such as robbery gone wrong or domestic violence
  - 4. Active shooter
    - a. Can occur anywhere at anytime
    - b. Typically of short duration and do not require a tactical dispatcher
    - c. Occurring more frequently
  - 5. Mass casualty incident
    - a. Result of natural disaster
    - b. Result of terrorism
    - c. Result of HazMat incident
    - d. Result of an explosion
  - 6. Other types of calls
    - a. Active Kidnapping
    - b. Fugitive/escaped prisoner/manhunt
    - c. Riot/civil unrest
    - d. Officer involved shooting
    - e. Suicidal subject
    - f. Tactical rescue
    - g. Missing person
    - h. Search and rescue
    - i. Staff the JRIC to track resources/teams (Dorner case)
- D. Training events
  - 1. SWAT team training
  - 2. Crisis negotiation team training
  - 3. Multi-assault counter-terrorism action capabilities training
  - 4. Multi-casualty drills
    - a. Large regional MCI drills
    - b. Urban Shield in the bay area
    - c. Golden Guardian statewide
  - 5. Regional training
    - a. Hospital drills
    - b. Regional law enforcement training drills
  - 6. Maintaining a record of participation in training events
    - a. Both individual and team training
    - b. Proof of training on a regular basis reduces liability
    - c. Training may be called into question in court proceedings
- E. Other considerations

**San Luis Obispo County Sheriff's Office- Presenter # 2440**  
**Tactical Dispatch Basic Concepts- 24094**  
**24- hour Course**  
**Expanded Course Outline**

1. Agency policy/practices will dictate the type of response and whether tactical dispatch is included
2. Incident may exceed the capability and/or capacity of an agency's first responder
  - a. Smaller agencies may have limited resources and equipment
  - b. Larger agencies may have longer response times
3. Multiple scene containment is required
  - a. Initial scene and crime scene
  - b. Secondary scene and potential crime scene
4. Fixed versus mobile scenes
  - a. Mobile scenes are more difficult to manage
  - b. Preference is to keep the scene contained and at a fixed location
5. Protracted events
  - a. Events which may exceed three days or more in time
  - b. Examples include evacuation to flooding, earthquake damage, etc..

**V. Duties of a Tactical Dispatcher and/or Tactical Dispatch Team**

- A. Duties common to both field deployment and center operations
  1. Documenting pertinent information Intelligence gathering
    - a. Scribing
    - b. Use of forms
  2. Intelligence gathering/Data mining
    - a. Information necessary for responding units
    - b. Local, state, and national database systems to be used
    - c. Internet information sources
    - d. Other resources available for information gathering
  3. Information for dissemination
    - a. Provide briefing Determine who to give pertinent information to
  4. Communication plans
    - a. Channel assignments/frequencies
    - b. Channel operators
    - c. Backup plan
    - d. Communications accountability
  5. Perimeters
    - a. Elements of perimeters
    - b. Responsibility for ensuring coverage
  6. Potential equipment needs and resource ordering

**San Luis Obispo County Sheriff's Office- Presenter # 2440**  
**Tactical Dispatch Basic Concepts- 24094**  
**24- hour Course**  
**Expanded Course Outline**

- a. Specialized units/equipment
    - b. Mutual aid
  - 7. After action reports
    - a. Based on documentation
    - b. Based on interviews
  - 8. Document resources available
    - a. Policies and procedures
    - b. Print outs such as CADS events, records checks, DMV records, vehicle registrations, warrants, and other database searches
    - c. Accurate accounting of resources and availability
- B. Duties common to field deployment
  - 1. Establishing or setting up a command post
    - a. Generally a temporary facility that signifies the physical location of the tactical level, on scene incident command and management organization
    - b. Typically utilized by the incident commander and immediate staff
    - c. May include other designated incident management officials and responders from federal, state, local, and tribal agencies, as well as private sector , non-governmental and volunteer organizations
    - d. Typically located at or in the immediate vicinity of the incident site
    - e. Focuses on direct, on scene control of tactical operations and incident planning
    - f. Considerations for CP locations
  - 2. Incident management
    - a. Tracking of each team
    - b. Tracking resources/equipment
    - c. Documentation
  - 3. Incident personnel
    - a. Incident commander (IC)
    - b. Tactical commander
    - c. Negotiations commander
    - d. Public information officer (PIO)
    - e. SWAT commander
    - f. Hostage negotiations team
    - g. Tactical dispatch team
    - h. Others as needed and/or based on ICS components
  - 4. Application of the incident command system (ICS)

**San Luis Obispo County Sheriff's Office- Presenter # 2440**  
**Tactical Dispatch Basic Concepts- 24094**  
**24- hour Course**  
**Expanded Course Outline**

- a. Brief history of ICS
- b. ICS provides a flexible framework for any incident
- c. Increased accountability in resource ordering, tracking, oversight, and a clear chain of command
- d. Joint unified command
- 5. Use of technology
  - a. Laptops
  - b. Smart phones and/or tablets
  - c. Maps
  - d. Social media
  - e. Internet access from the field

**VI. Special Teams**

- A. Special weapons and tactics team (SWAT)
  - 1. Purpose
    - a. Focused on tactical solutions as opposed to other functions such as investigations
    - b. Focus is to increase the likelihood of safety resolving critical incidents
  - 2. Components of a SWAT team
    - a. Personnel
    - b. Equipment
  - 3. Tactics
    - a. Set up
    - b. Entry
    - c. Egress
    - d. Rescue
  - 4. SWAT terminology and procedures
    - a. Common phrases
    - b. Key words
    - c. Mapping and plotting
- B. Hostage negotiations teams (HNT)
  - 1. Purpose
    - a. Preserve life during critical incidents by resolving conflict without the use of force
    - b. Defuse potentially life threatening situations using proven crisis management techniques
  - 2. Tactical dispatchers role with HNT
    - a. Primarily, scribing/documentation
    - b. Maintaining information boards
  - 3. HNT components



**San Luis Obispo County Sheriff's Office- Presenter # 2440**  
**Tactical Dispatch Basic Concepts- 24094**  
**24- hour Course**  
**Expanded Course Outline**

- a. Personnel
- b. Equipment
- C. Other special teams
  - 1. Dive team and/or swift water rescue team
  - 2. Fire
    - a. HazMAT team
    - b. Medics (ALS)
  - 3. Chaplain
  - 4. Coroner
  - 5. Bomb squad or EOD
    - a. EOD robot
    - b. Bomb trailer
  - 6. Air operations
    - a. Fixed wing aircraft
    - b. Helicopter
    - c. Small-unmanned aircraft system (sUAS/Drone)
  - 7. Medical/EMS
    - a. Paramedics provide advanced life support (ALS)
    - b. EMTs provide basic life support (BLS)
  - 8. Search and rescue (SAR)
  - 9. FEMA/DHS mobile field force
  - 10. Public works (utilities)
  - 11. Certified emergency response team

**VII. Preparedness**

- A. Team preparedness
  - 1. Team supplies/equipment
    - a. Inventory checklist for consistency
    - b. Laptop that is MDC compatible
    - c. Portable radio with batteries
    - d. Logs/document packets
    - e. Incident information board
    - f. Miscellaneous tools
    - g. Power inverter and extension cords
    - h. Gas masks
    - i. Helmets
  - 2. Manuals
    - a. California interoperability field guide (Cal-IFOG)
    - b. Emergency response guidebook
- B. Family preparedness
  - 1. Family support is critical

**San Luis Obispo County Sheriff's Office- Presenter # 2440**  
**Tactical Dispatch Basic Concepts- 24094**  
**24- hour Course**  
**Expanded Course Outline**

- a. Understand the call to duty
  - b. Support the call to duty
- 2. Child pet/care plans
  - a. Backup plans
  - b. Back up to the back up
- C. Personal preparedness
  - 1. Building your knowledge base
    - a. Training
    - b. Staying current
    - c. Learning from life lessons
  - 2. Personal go-bag
    - a. Inventory checklist for consistency
    - b. Sturdy bag
    - c. Ruler
    - d. Sticky notes
    - e. Headsets/earpiece
    - f. Map book
    - g. Resource manual with call out lists
    - h. Extra clothing
    - i. Toilet paper
    - j. Tactical dispatch vest
    - k. Steno pads or spiral notebooks
    - l. General office supplies
    - m. Logs/document packets
    - n. Cell phone and charger
    - o. Power packs
    - p. Food
    - q. Flashlight and extra batteries
    - r. Inclement weather hat

**VIII. Lessons Learned**

- A. Texas Tower Sniper (1966)
  - 1. First mass shooting and suicide by cop
  - 2. 14 killed, 32 injured
  - 3. Lasted for 90 minutes
  - 4. Shot by two officers who went up the elevator to the tower
- B. San Ysidro McDonalds (1984)
  - 1. Police were outgunned (Uzi, 9mm, and shotgun)
  - 2. Another suicide by cop (mentally ill suspect)
  - 3. 21 killed, 19 injured
- C. North Hollywood Bank Robbery (1997)

**San Luis Obispo County Sheriff's Office- Presenter # 2440**  
**Tactical Dispatch Basic Concepts- 24094**  
**24- hour Course**  
**Expanded Course Outline**

1. Police outgunned and suspects had body armor
  2. Changed response tactics
  3. Self-deployment
- D. Columbine (1999)
1. Completely changed the way law enforcement approached active shooters
  2. Gave birth to the idea of rescue task force
  3. 13 killed, 24 injured
  4. Used guns and explosives
- E. Nickels Mines Amish School in Bart Township (2006)
1. Barricaded suspect and no breaching tools
  2. Jurisdictional and communications issues
  3. 5 killed, 5 wounded
- F. Virginia Tech (2007)
1. Mobile situation
  2. Lack of breaching tools
  3. 32 killed, 23 injured
  4. Told psychiatrist (reference Tarasoff)
- G. Washington Naval Yard (2013)
1. Failure of ICS with no one in command
  2. 69 minute rampage
  3. 12 killed, 8 injured
  4. Extreme chaos
- H. Minkler Incident (2010)
1. Suspect used a rifle with a scope
  2. Suspect was armed, barricaded and had a history of weapons charges
  3. Possible female hostages
  4. Two officers killed

**IX. Practical Exercises and Written Exam**

- A. Students will demonstrate skills learned in class by managing a tactical dispatch scenario including responding to information updates, selecting and tracking appropriate resources, proper documentation, diagrams, ICS forms, perimeters, and briefing oncoming teams
- B. Students will take a written exam that covers all topic areas

**X. Summary and Closing**

- A. Review of key points
  1. Tactical dispatchers must understand and accept various aspects of their job

**San Luis Obispo County Sheriff's Office- Presenter # 2440**  
**Tactical Dispatch Basic Concepts- 24094**  
**24- hour Course**  
**Expanded Course Outline**

2. Tactical dispatchers must strive to keep skills current
  3. Tactical dispatchers must accept their role with flexibility
- B. Certificates and Evaluations