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IMPLEMENTATION OF A TACTICAL DISPATCHER TEAM: THE CRITICAL INCIDENT
SUPPORT SYSTEM

by

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B.S., Carthage College, 2014

Research Paper

Submitted in Partial Fulfillment of the Requirements for the
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RESEARCH PAPER APPROVAL

IMPLEMENTATION OF A TACTICAL DISPATCHER TEAM: THE CRITICAL INCIDENT
SUPPORT SYSTEM

by

Kaitlin D. Durband

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Fulfillment of the Requirements

for the Degree of

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in the field of Public Safety and Homeland Security Administration

Approved by:

Andrew Wienckowski

Graduate School
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TITLE: IMPLEMENTATION OF A TACTICAL DISPATCHER TEAM: THE CRITICAL INCIDENT SUPPORT SYSTEM

MAJOR PROFESSOR: Andrew Wienckowski

A Tactical Dispatch Team is comprised of highly skilled and trained 911 Telecommunicators with experience in police, fire, and EMS dispatching. Tactical Dispatch Team members will participate in various training courses and in real-life staged scenarios. Tactical Dispatchers know what and when to document vital information and what data could later be needed in court (*Tactical Dispatcher*, n.d.). Any incident can turn from calm and simple to chaotic and complex. The Tactical Dispatch Team is a major support system for first responder personnel.

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CHAPTER 1

INTRODUCTION

Telecommunicators are specifically defined as public safety dispatchers (The Association of Public-Safety Communications Officials (APCO), 2007). They answer and receive information for 9-1-1 emergency calls and a wide assortment of non-emergency calls. These calls must be arranged by urgency or significance and classified by calls for service call types (The Association of Public-Safety Communications Officials (APCO), 2007). They process all radio traffic for police and fire departments. Telecommunicators work to prioritize and distribute calls for service to the responding units (The Association of Public-Safety Communications Officials (APCO), 2007). Telecommunicators are tasked with providing support, managing, organizing, and tracking field units' locations (The Association of Public-Safety Communications Officials (APCO), 2007). The ability to multitask and work well under pressure are crucial for dispatching success.

CHAPTER 2

TACTICAL DISPATCHER

The main purpose of the Tactical Dispatch Team is to aid and support police units on high-priority incidents (Citrus Heights Police Department, n.d.). Tactical Dispatchers face “low-frequency, high-risk situations” (Merin, 2014). Incidents or emergencies can change in an instant. For example, domestic situations can evolve into hostage situations and peaceful protests can develop into riots. Departments need to be prepared for the unexpected. The position of Tactical Dispatcher is seen as a special assignment or collateral duty meaning that the specific duties fall outside the normal range of responsibilities (Human Resources and Organizational Management, n.d.).

Tactical Dispatchers provide “communications, organization, information, and data to help maintain officer and public safety while they mitigate high risk or critical situations” (Dell & van Dien, 2005). The Tactical Dispatch Team takes on various tasks and challenges including deploying with the Special Weapons and Tactics Team (SWAT), “scribe negotiations,” create sketches, diagrams, and maps to assist the Incident Commander, and maintain in-field radio traffic and accurately comprehend what is being stated or requested (Citrus Heights Police Department, n.d.). This team member takes on the role as the primary dispatcher and will utilize a dedicated special events radio channel (Citrus Heights Police Department, n.d.).

Members of the Tactical Dispatch Team must be knowledgeable in the departments’ written directives, procedures, and policies especially the ones pertaining to tactical operations (Citrus Heights Police Department, n.d.). Additionally, the Tactical Dispatch Team collaborates with “outside agencies during large-scale mutual aid events” and must maintain unit locations and update when those locations shift (Citrus Heights Police Department, n.d.). Tactical

Dispatchers attend incident briefings, regularly respond to the command post that is set up near the scene, and take over communications on the tactical channel (Dell & van Dien, 2005).

Lastly, these dispatchers help with operational and procedural planning and provide explanations or updates to particular commanders referencing their assignment or function (Citrus Heights Police Department, n.d.).

Taking it one step farther, some departments even have mobile command centers (Splain, 2017). These Tactical Dispatchers respond as a team just like Special Weapons and Tactics Team (SWAT) (Splain, 2017). When utilizing this team, two to three dispatchers will respond at a time and rotate every 12 hours. Using the dispatchers outside the center frees up the center's dispatchers for other calls for service. This helps decrease stress in the dispatch center by lessening the in-house radio traffic (Splain, 2017). Additionally, Tactical Dispatchers can be used for preplanned events like festivals and does not only have to be used for high priority emergencies (Splain, 2017).

CHAPTER 3

**NORTHEAST REGIONAL COMMUNICATIONS (NERCOM) AND THE CITY OF
MCHENRY POLICE DEPARTMENT**

Northeast Regional Communications Center (NERCOM) processes all non-emergency and 911 emergency calls for sixteen police, fire, and emergency medical services (EMS) agencies (*Support Services*, n.d.). The consolidated dispatch center is located in and employed by the City of McHenry Police Department in Illinois. The police agencies include McHenry Police Department, Johnsburg Police Department, Fox River Grove Police Department, Marengo Police Department, Woodstock Police Department, Union Police Department, and Harvard Police Department. The fire and EMS departments are the McHenry Township Fire Protection District, Fox River Grove Fire Protection District, Cary Fire Protection District, Nunda Fire Protection District, Woodstock Fire/Rescue District, Harvard Fire Protection District, Marengo Fire, Marengo Rescue, and Union Fire Protection District (*Support Services*, n.d.). NERCOM employs twenty full-time telecommunicators, two lead telecommunicators, one part-time telecommunicator, and one civilian supervisor. The full-time telecommunicators work twelve hour shifts with set schedules. NERCOM operates 24 hours a day, seven days a week, 365 days a year.

CHAPTER 4

POLICY WRITING

McHenry Police Department, McHenry Township Fire Protection District, Woodstock Police Department, and Harvard Police Department formed a partnership during the initial creation of NERCOM in 2017. This partnership is used to effectively utilize funds from taxes and to increase efficiency (Birk, 2021). Policies, written directives, and procedural guidance for dispatching are provided through an Intergovernmental Agreement (IGA) (Birk, 2021). The expenses for the dispatch center are divided based on the numbers of calls for service in the different jurisdictions (Birk, 2021).

The implementation of a Tactical Dispatcher would require current General Orders, policies, or written directives to be updated. One example of this would be the Immediate Action Rapid Deployment General Order. This McHenry Police Department Policy currently states as follows:

It is the policy of the McHenry Police Department to protect life by any legal means possible. Officers responding to an incident where an offender is employing force likely to cause death or great bodily harm against others shall task by using all legal means at their disposal to make contact with the offender and stop him/her. This may include, arrest, containment, or a response to aggression or resistance that is applicable.

The philosophy driving this policy recognizes that the aggression likely to cause death or great bodily harm must be stopped as quickly as practical. This shall be the duty and responsibility of the initial responding officers, and they shall use all legal means to accomplish it. The prioritization of activities, in their order of importance is:

1. Stop the active shooter.

2. Rescue the victims.
3. Provide medical assistance.
4. Preserve the crime scene.

While it is important to provide medical treatment to the wounded, it is our duty as law enforcement officers to first protect all innocent life by stopping the actions of the active shooter.

Policies like this will require an Incident Command Post and a Tactical Dispatcher additionally would respond. Incident Command Post is defined as “The field location where the primary functions are performed. The Incident Command Post may be co-located with the Incident Base or other incident facilities” (*Glossary - FEMA Acronyms, Abbreviations, and Terms*, n.d.). The Incident Commander, the first command officer on the scene, has the following responsibilities:

1. Choose a safe staging area for arriving personnel.
2. Order the dispatcher to initiate the notifications matrix.
3. Form additional contact and rescue teams, as necessary.
4. Establish an inner and outer perimeter.
5. Appoint a media relations officer and group the media in a safe location separate and apart from Incident Command and Staging Areas. Live news coverage may compromise the safety of officers, victims, and bystanders.
6. Arrange a safe staging area for medical units and treatment of the injured.
7. Post additional responding officers to guard crime scenes.

This point of the policy is where Tactical Dispatcher responsibilities need to be added. These responsibilities would include:

1. Respond to the Incident Command Post.

2. Attend informational briefing and take over all radio traffic on the assigned tactical radio channel.
3. Create maps, diagrams, and sketches to assist the Incident Commander.
4. Deploy the Special Weapons and Tactics Team (SWAT) or other specialized teams as requested by the Incident Commander.
5. Utilize on-call lists for the coroner, officers, evidence technicians, detectives, or Public Works as requested by the Incident Commander.
6. Maintain officer safety and current locations by using the Computer Aided Dispatch (CAD) system.

Another high-priority policy that would need to be updated is the Response Plan for Hold-up, Bank, and School Panic Alarms. The policy currently states:

It shall be the policy of the City of McHenry Police Department to respond to call robbery (hold-up) and school panic alarms in such a way as to provide for the safety of citizens, security and control of the crime scene, and effectively conclude the investigation of the incident. Officers responding to robbery (hold-up) and school panic alarms often place themselves and others in a situation, which could result in death or serious injury. Offenders utilize no standard method of operation in the commission of robberies; therefore, the procedures set forth in this Order are not intended to cover each and every possible occurrence, which might arise.

There are current steps that dispatchers need to take, however there needs to be amendments to this current policy. The policy currently requires dispatch two preform two duties with responding officers having other step in-between:

1. When Communications receives a robbery (hold-up) or school panic alarm, they shall assign and dispatch two (2) police officers and one (1) police shift supervisor.

2. After the initial officers' arrival, Communications shall contact the location by telephone. Communications shall determine the legitimacy of the alarm as well. In the event of a false alarm, communications shall determine the reason for the activated alarm and obtain a description of the employee who will exit the building to speak with a police officer.

If the bank fails to answer the phone or the bank official fails to appear after speaking with the telecommunicator or confirms that there is a hold-up in progress, the alarm will be considered legitimate. The shift supervisor will then determine what equipment or manpower will be needed and a Tactical Dispatcher may be utilized at this time.

In addition, Incident Command System (All Hazard Plan) requires updates to make the Tactical Dispatcher position fit into the plan. The purpose of this specific General Order is to provide an effective Incident Command System (ICS), which will be utilized in the event of an incident, man-made or natural, which threatens the security and wellbeing of the public. This General Order defines Incident Command System (ICS) as "An effective method of organizing and coordinating police services, and facilitating the objective of scene management, personnel safety, control, as well as the systematic protection of life and property in an efficient and professional manner." In order for an incident to meet criteria for the implementation of incident command, the incident should fall into at least one of certain categories or the activation would need to be beneficial in maintaining control of a situation. These categories include terrorist activities and weapons of mass destruction (WMD) (i.e. explosive, nuclear, radiological, biological, or chemical), natural disasters (i.e. earthquakes, tornadoes, floods, blizzards/ice storms, or pandemics), and transportation accidents (i.e. serious motor vehicle accidents, plane crashes, or train derailments/collisions). Additional categories are missing persons who may be at risk, fire/hazardous material accidents (i.e. high-rise, hotel, multiple-dwelling fires, industrial

fires/accidents, and hazardous chemical spills or explosions, and criminal activities (i.e. any criminal incident where the public is a risk or where there is a threat to property or major property damage has occurred, high-risk search warrant executions, civil disorder, arson-caused major fire or explosion, bombings/explosions, hostage incidents, barricaded gunman, or active shooter). The Incident Commander activates specific positions based on the nature of the incident and type of call. This is where the Tactical Dispatcher would come into place. The Incident Commander would activate the Tactical Dispatcher, Agency Representative, Liaison Officer, Safety Officer, Public Information Officer, and/or Deputy Incident Commander if needed. Like other high priority incidents, the radio traffic should be handled on a tactical or backup channel.

CHAPTER 5

TRAINING

Becoming a Tactical Dispatcher requires training courses. The first course is called Basic Tactical Dispatcher and is 40 hours. During this course, the dispatcher learns to become an essential and necessary support of operations within a command post during an incident (*Certified Courses In Tactical Dispatch*, n.d.). The course outlines the basic responsibilities, roles, and functions of a Tactical Dispatcher. The cost for this course is \$700.00 per attendee (*Course Registration*, n.d.-a). The second course is Advanced Tactical Dispatcher which is a 24 hour course. The advanced course allows for the review of case studies in reference to Tactical Dispatch Team operations (*Certified Courses In Tactical Dispatch*, n.d.). The cost for this course is \$600.00 per attendee (*Course Registration*, n.d.-b). The advanced course is specifically designed to sharpen, reevaluate, and modernize the skills learned in the basic course (*Certified Courses In Tactical Dispatch*, n.d.).

Other organizations offer or host Tactical Dispatcher courses as well. The National Emergency Number Association (NENA) has described that Tactical Dispatches have become a necessity in the first responder world (*Tactical Dispatch for the Telecommunicator*, n.d.). NENA's course is an 8 hour in person class and the cost ranges from \$199 to \$275 per dispatcher (*Tactical Dispatch for the Telecommunicator*, n.d.). This hands-on approach permits group discussions, various exercises, and allows the participants to acquire information for new methods and changing trends (*Tactical Dispatch for the Telecommunicator*, n.d.). Additionally, this course has an in-depth discussion about "mutual aid for Emergency Communications" (*Tactical Dispatch for the Telecommunicator*, n.d.).

Another option is an online course through The Association of Public-Safety Communications Officials (APCO). This three week online course cost ranges from \$359-\$379. The course combines classroom work and instruction with “practical exercises that help students apply the lessons to their own agency’s policies and procedures” (*Fundamentals of Tactical Dispatch*, n.d.). This course discusses the basics needed to be a Tactical Dispatcher and how they prepare for situations (*Fundamentals of Tactical Dispatch*, n.d.). Additionally, there is a focus on radio communication, pre-deployment preparations, deployment operations to get to the scene of the incident, and various incident types (*Fundamentals of Tactical Dispatch*, n.d.). This particular course has prerequisites which include Federal Emergency Management Agency (FEMA) Independent Study Courses. The courses are IS-100: Introduction to the Incident Command System, IS-200: Basic Incident Command System for Initial Response, IS-700: An Introduction to the National Incident Management System (*Fundamentals of Tactical Dispatch*, n.d.).

Another course option is run by Overland Park Fire Training Academy in Overland Park, Kansas. This course utilizes a hands-on approach and is an in-person class over a four day span. There is a specific focus on “planned events and extended incidents such as hostage situations, multi-alarm fires, search and rescue operations, bombings, and active shooter incidents” (Courtney & McAuley, n.d.). The prerequisites for this course include Federal Emergency Management Agency (FEMA) Independent Study Courses, three years of experience in dispatch operations, and knowledge of essential public safety communications equipment and technology. The specific FEMA courses are IS-100c: Introduction to the Incident Command System (ICS), IS-144: Telecommunicators Emergency Response Taskforce Basic Course, IS-200b: ICS for Single Resources and Initial Incidents, IS-700b: Introduction to National Incident Management

System, and IS-800c: Introduction to National Response Framework (Courtney & McAuley, n.d.). Training opportunities are funded by using the NERCOM training budget.

CHAPTER 6

FIELD TRAINING

Once certified as a Tactical Dispatcher, there is available field training that is outside of the classroom. Training is on-going and should be done throughout the year in partnership with other responders (*Tactical Dispatch*, n.d.). The officers use accessible vacant buildings for the set up location. The scenarios are predetermined by the trainer, usually a sergeant or another higher ranking officer. The Tactical Dispatcher is briefed on the scenario, provided the script, and then starts the training. Officers are dispatched to the specified location and are updated by the Tactical Dispatcher on what the hypothetical caller is reporting. One example of this would be a bank robbery and the situation escalating to a barricaded subject. Another example would be an active shooter arriving on scene of a “routine call.” In reality, calls for service are not routine and are unpredictable. Once officers are provided the appropriate updates, they must implement various trainings they have had throughout their careers. When the sergeant arrives on scene, they will take charge. Other officers need to set up a perimeter around the scene and vocalize a plan over the radio. This is where the Tactical Dispatcher will come into play again. They will document the officer’s locations, track and fulfill requests (e.g. calling out the SWAT team), and provide further updates to the officers. After the training is complete, the Tactical Dispatcher, officer in charge, and the patrol units will review the training exercise. During this discussion, they will converse about what was done correctly, what could be done better, and what type of scenario will be done next time. These types of exercises are especially important in terms of investigating and examining plans, processes, possibilities, procedures, and capabilities (Federal Emergency Management Agency, 2020).

CHAPTER 7

FIELD TRAINING EXAMPLE

The following is an example of a training script that can be used for field training:

Tactical Dispatcher: Woodstock 24, copy a hold up alarm.

Woodstock 24: Dispatch, go ahead.

Tactical Dispatcher: Woodstock 24, 123 Main St repeating 123 Main St at Chase Bank.

Activated hold up alarm called in by the alarm company for bank teller counter.

Woodstock 24: 10-4 responding.

Woodstock 21: In-route to back.

Once officers arrive on scene, the Telecommunicator will pretend to call inside the business to confirm if there was an emergency. During this mock exercise, it has been determined that there is a subject armed with a gun inside the bank demanding money. He is willing to take hostages if he does not receive the money amount he is demanding. At this time, additional units will respond to the scene.

Woodstock 23: On scene.

Woodstock 22: On scene.

Woodstock Sergeant: On scene. Taking command and staging will be at Main St and Green St.

The Woodstock Sergeant will then provide instructions to the officers on scene, acquire about special tasks forces and possibly their estimated times of arrival, and possibly make notifications. The on scene units will continue to communicate their actions and the Tactical Dispatcher will update the Computer Aided Dispatch (CAD) system. After the completion of this particular mock exercise or training, everyone will have the opportunity to discuss the positives and negatives of this trial run. For example, it might be brought up that when the

officers arrived on scene that they did not announce their exact locations in order to set up a perimeter around the building.

CHAPTER 8

ADDITIONAL SPECIALIZED TRAINING

Police, Fire, and EMS Telecommunicators who become Tactical Dispatchers have the opportunity to have continued specialized trainings. These Tactical Dispatchers can become a part of the Telecommunicator Emergency Response Taskforce (TERT) (*Telecommunicator Emergency Response Taskforce (TERT)*, 2020). These special team participants respond to man-made or natural disasters in order to relieve and assist that specific Public Safety Answering Point (PSAP) that has been tragically affected (*Telecommunicator Emergency Response Taskforce (TERT)*, 2020). Hurricanes are ultimately a popular reason to activate TERT (The Association of Public-Safety Communications Officials (APCO), 2007). These particular circumstances do not meet the requirements necessary for state or large-scale relief (*Telecommunicator Emergency Response Taskforce (TERT)*, 2020). This task force is typically deployed within state boundaries (*TERT - Who, What and How*, n.d.). (Check if Illinois has TERT) The TERT program provides “quick deployment for immediate relief of exhausted telecommunicators,” “maintains daily operations within the PSAP regardless of circumstances,” and tirelessly preserves staffing levels to guarantee first responder and public safety (*Telecommunicator Emergency Response Taskforce (TERT)*, 2020). Additional FEMA courses necessary to be part of TERT are IS-400: Telecommunicator Emergency Response Taskforce Training and IS-1200 Team Leader Training (*TERT - Who, What and How*, n.d.). The difference between utilizing Tactical Dispatchers versus utilizing TERT is that Tactical Dispatchers are used for “PSAP to Field deployment” while TERT is essentially used to provide relief to other neighboring dispatch centers (*TERT - Who, What and How*, n.d.). Both specialties take on vital roles.

CHAPTER 9

NERCOM CALL VOLUME

There are two other consolidated dispatch centers in McHenry County, Illinois, however NERCOM is the busiest and largest (Birk, 2020). According to the *McHenry Police Department Annual Report*, there were 79,802 non-emergency calls for service and 38,355 911 calls for service in 2020 (Birk, 2020). In total, that is 118,157 calls for service for the combined sixteen agencies (Birk, 2020). In 2021, NERCOM dispatchers processed 79,842 administrative or non-emergency calls and handled 41,445 emergency 911 calls (Birk, 2021). Dispatchers made 32,741 additional outgoing phone calls in order to complete various tasks (Birk, 2021).

Since NERCOM dispatches for a large amount of Police, Fire, and EMS agencies, a Tactical Dispatcher is a necessity. The call volume is great and high priority emergencies can arise at any time. Statistically, the number of calls increases overall every year and the possibility of needing a Tactical Dispatcher will increase with that.

Table 1 - 2020 Police Calls for Service

| Police Department | Calls for Service |
|--|--------------------------|
| McHenry Police Department | 21,702 |
| Johnsburg Police Department | 3,583 |
| Marengo Police Department | 3,638 |
| Union Police Department | 126 |
| Harvard Police Department | 4,452 |
| Fox River Grove Police Department | 5,122 |
| Woodstock Police Department | 23,553 |
| Total | 62,176 |

Table 2 - 2020 Fire/EMS Calls for Service

| Fire/EMS Department | Calls for Service |
|-----------------------------|--------------------------|
| McHenry Fire | 5,841 |
| Marengo Fire | 465 |
| Marengo Rescue | 1,365 |
| Union Fire | 126 |
| Harvard Fire | 1,426 |
| Woodstock Fire | 4,595 |
| Fox River Grove Fire | 760 |
| Cary Fire | 2,085 |
| Nunda Fire | 388 |
| Total | 17,051 |

Table 3 - 2021 Police Calls for Service

| Police Department | Calls for Service |
|--|--------------------------|
| McHenry Police Department | 22,619 |
| Johnsburg Police Department | 3,308 |
| Marengo Police Department | 3,952 |
| Union Police Department | 81 |
| Harvard Police Department | 4,616 |
| Fox River Grove Police Department | 4,135 |
| Woodstock Police Department | 34,195 |
| Total | 72,906 |

Table 4 - 2021 Fire/EMS Calls for Service

| Fire/EMS Department | Calls for Service |
|-----------------------------|--------------------------|
| McHenry Fire | 6,233 |
| Marengo Fire | 590 |
| Marengo Rescue | 1,376 |
| Union Fire | 132 |
| Harvard Fire | 1,409 |
| Woodstock Fire | 5,113 |
| Fox River Grove Fire | 782 |
| Cary Fire | 2,373 |
| Nunda Fire | 498 |
| Total | 18,506 |

CHAPTER 10

POTENTIAL NEGATIVES

Sadly, there are some perceived negatives to implementing a Tactical Dispatcher position. Paying to continue to train Tactical Dispatchers can be expensive (Dell & van Dien, 2005). Training is typically out in the field which takes manpower away from the communications center. There needs to be a change in attitudes from the police side due to a negative attitude towards having the Tactical Dispatcher's assistance. There is a concern that Tactical Dispatchers will take over a critical incident while in the dispatch center which leaves those dispatchers feeling inadequate (Merin, 2014). However, this is not the case. Tactical Dispatchers respond to the scene and communicate to the dispatchers in the room by using that specified radio channel. The positives of utilizing a Tactical Dispatcher greatly outweigh the negatives (Dell & van Dien, 2005).

CHAPTER 11

CONCLUSION

Tactical Dispatchers are specifically trained Telecommunicators utilized for high risk or high priority situations. These types of situations include, but are not limited to, suicidal subjects, hostage situations, confirmed armed robberies, high risk warrant service attempts, and deployment of SWAT, Crisis or Hostage Negotiation teams (*Tactical Dispatch*, n.d.). Tactical Dispatchers are on call units that responded directly to the staging area or command post. This is intended to be an organized area that is a safe distance from the incident (*Tactical Dispatch*, n.d.). Tactical Dispatchers take on the challenge of handling all vital communications, tracking units' positions and statuses, and providing well-timed and appropriate documentation (*Tactical Dispatch*, n.d.). Tactical Dispatchers are becoming a necessity in the first responder world.

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APPENDIX A

NORTHEAST REGIONAL COMMUNICATIONS (NERCOM): MISSION AND VISSION STATEMENTS

Mission Statement

The mission of Northeast Regional Communications (NERCOM) is to provide a fast, effective communications link between the citizens of our agencies requesting public safety services and the public safety agencies charged with providing emergency and non-emergency services to those citizens.

Vision Statement

To be a successful consolidated 911 center that achieves the highest public confidence, recognized for leadership, professionalism and innovation.

APPENDIX B

CITY OF MCHENRY POLICE DEPARTMENT: MISSION STATEMENT, VISION STATEMENT, AND VALUES

Mission Statement

The mission of the McHenry Police Department is to work in a true partnership with the citizens we serve, enhance the quality of life, and provide excellence in public safety (Birk, n.d.).

Vision Statement

The McHenry Police Department will maintain the highest standards of criminal justice excellence in all aspects of policing. Through these standards the McHenry Police Department will define itself as a leader in the industry by those we serve and protect (Birk, n.d.).

Agency Values

The McHenry Police Department is charged with the responsibility to serve and protect the citizens of McHenry. Our agency values provide the foundation for our mission and guide us in our effort to meet the vision of the agency. The McHenry Police Department operates off of the core values of; Integrity, Courage, Service, Honor and Duty (Birk, n.d.).

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