



Management of Police Specialized Tactical Units

NATIONAL TACTICAL OFFICERS ASSOCIATION

800-927-9127

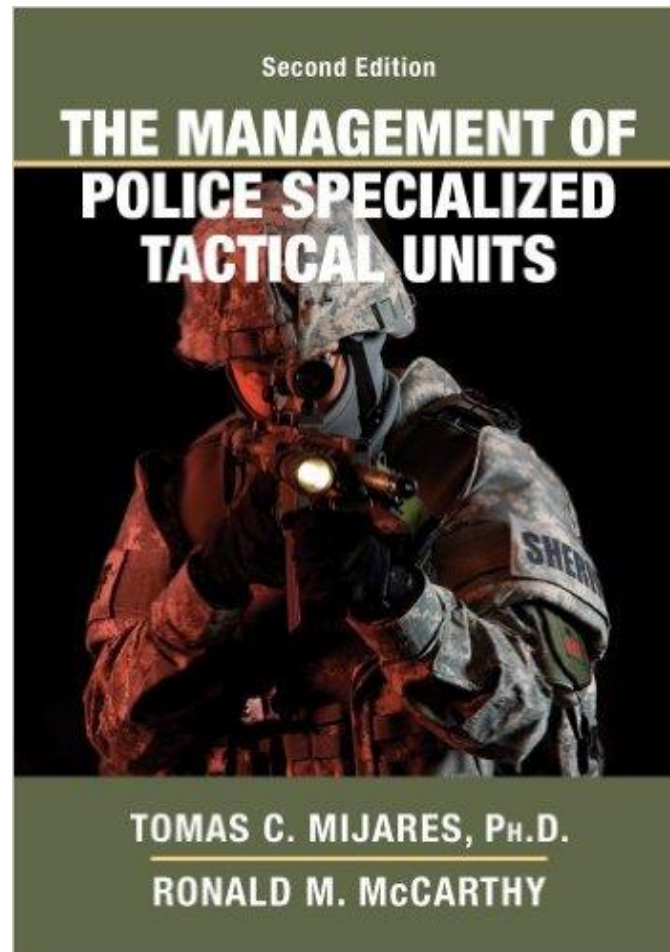
WWW.NTOA.ORG

Overview of the Text

Several events in police history have demonstrated how law enforcement agencies at every level are at times too poorly prepared, organized, trained and equipped to cope with an increasingly violent and sophisticated criminal element. The concept of special events is difficult to define with any degree of precision. Special events are those that are beyond the normal preparation and capability of standard patrol procedures and resources. These events include, but are not limited to, sniper incidents, barricaded subjects, hostage seizures and dignitary protection situations. The increasing frequency and relative magnitude of significant events in recent history are realities that must be addressed by the professional police administrator and by the elected officials to whom he must report. This course will provide a written proactive emphasis for tactical team leaders, police supervisors, and SWAT commanders who are aware of the demands placed on the agency by society, the legal system and their own agency.



Overview of the Text



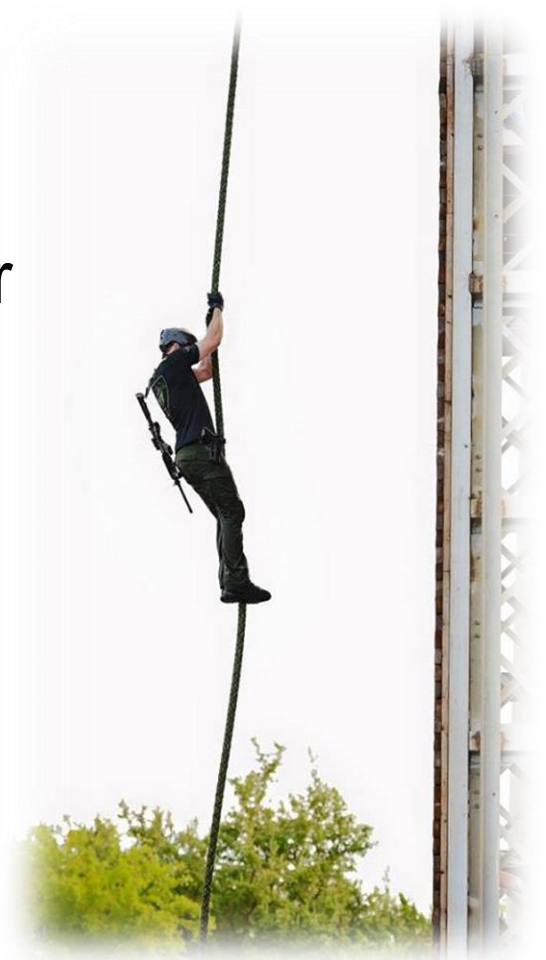
Objectives

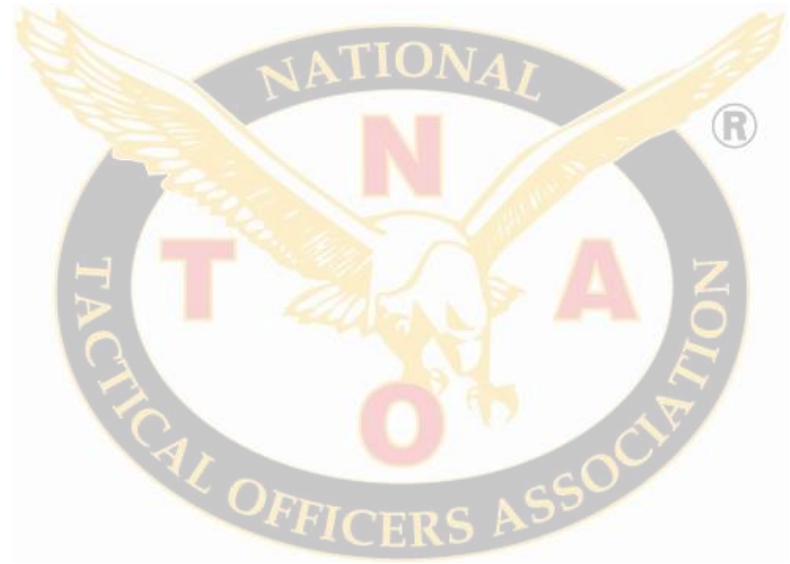
- The objective of this course is to provide team leaders and tactical commanders a blueprint in which to plan, train, and organize their tactical units.
- In addition, the course will cover leadership, incident management, media, and political issues affecting tactical operations.



Objectives

- This course will serve as a fundamental guideline to help the team leader and commander better prepare their tactical unit for ever increasing violent encounters where tactical units are deployed.





Section One

HISTORY AND MISSION OF POLICE TACTICAL UNITS



History and Mission

- Conventional Patterns
- Increasing Violence
- Changes in Procedure



Case History

1972 Munich Olympic Games

Lessons Learned

- Special circumstances require specialized preparation in terms of personnel, training, tactics, organizational structure, and most importantly, the management and leadership at the scene.
- As a result of the incident, West Germany's Grenzschutzgruppe 9 (GSG-9) later became the model of many specialized hostage rescue units.



Case History

1972 Munich Olympic Games (cont.)

- Police were forced to confront perpetrators who were willing to die for their cause. Black September believed in martyrdom for their actions.
- The Criminal tactics were copied by other terrorist groups including the Symbionese Liberation Army (SLA) in LA (1974), Branch Davidians in Waco, Texas (1993), and North Hollywood branch of the Bank of America (1997).

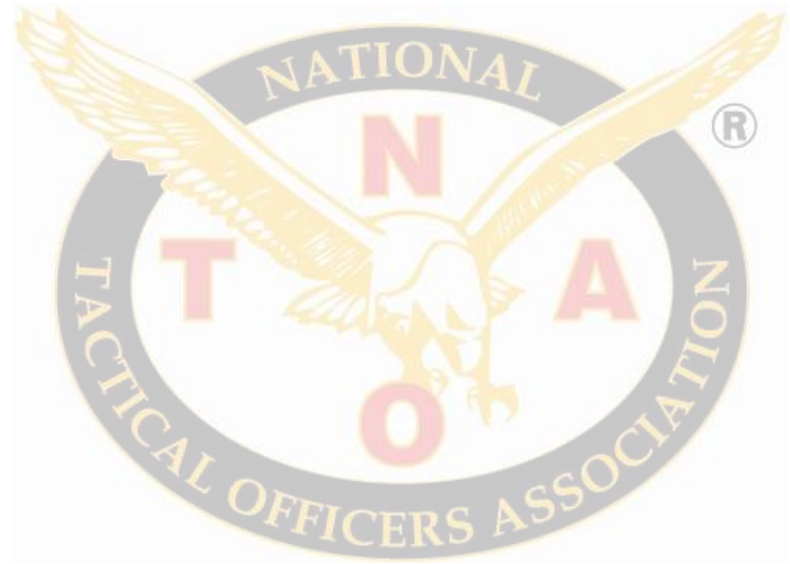


Case History

1972 Munich Olympic Games (cont.)

- Technology used by the media provided live coverage of the event, giving perpetrators a mass audience and forum.





Section Two

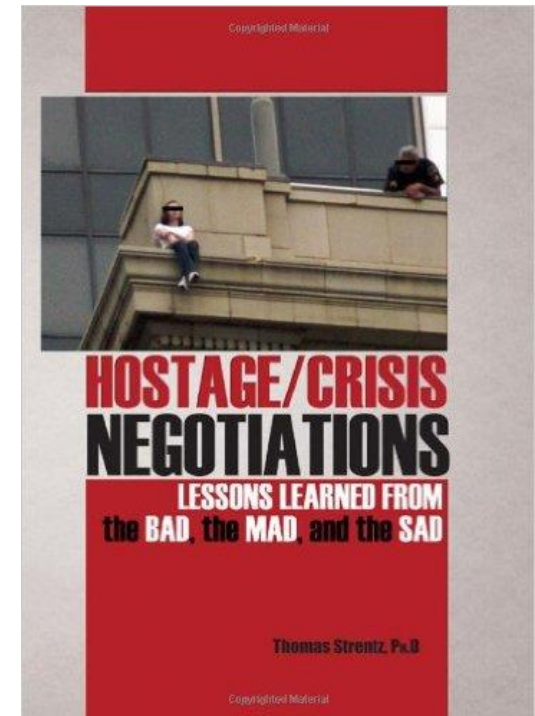
ORGANIZATIONAL ISSUES



Legal Precedent

Downs v. United States

- This case provides discussion for organizational issues relative to the field of critical incident management.
- This case also reveals factors involving civil liability risks.



Identifying Organizational Needs and Goals



Legal Precedent

City of Winter Haven v. Allen

- Any mission with the implication of the use of deadly force by either suspects or officers must be approached as a highly coordinated team effort with appropriate attention to the opposition in terms of joint and multiple training opportunities and as well as strategies, planning, and operation execution.
- As a result of this case the plaintiff was awarded a judgment of \$600,000. The imperative is that teams have cohesiveness in a tactical or operational capacity. There must be structure, organization, and training.



Organizational Policy and Procedures



Policy and Procedures

- A policy is a clearly worded instruction defining the actions that shall be taken by an organization and the reasons for that action.
- Policy defines lines of authority within a department and subdivides procedures that must be followed to a specific sequence in order to achieve the goal stated by the policy.



“The secret of getting ahead is getting started. The secret of getting started is breaking your complex and overwhelming tasks into small, manageable tasks, and then starting on the first one.”

- Mark Twain



Intra- Organizational Placement



Intra-Organizational Placement

- Of important significance is the placement of the tactical team within the organization.
- Similarly, effectiveness of a law enforcement agency lies in the placement of the team in an organizational chart and its direct involvement in critical situations.



Organizational Commitment

- Full Time Units
- Collateral Units
- Containment Units
- Mutual-Aid



Legalities

- Civil Liability
- Litigation
- Common Tort Actions
- Vicarious Liability



Case History

Howard Johnson Hotel – New Orleans

- This incident resulted in several examples of tactical responses for police agencies.
- January 7, 1973



Case History

Howard Johnson Hotel – New Orleans

- Similar to the Texas Tower incident, it was an example of how confusing a major violent situation with only one suspect can be for police. Responding resources (police, fire, civilian) were not managed effectively, causing further confusion. Undisciplined and unrestrained gunfire without knowing the exact location of the suspect led to even more gunfire. Even the best of intentions can lead to poor results when not properly managed.

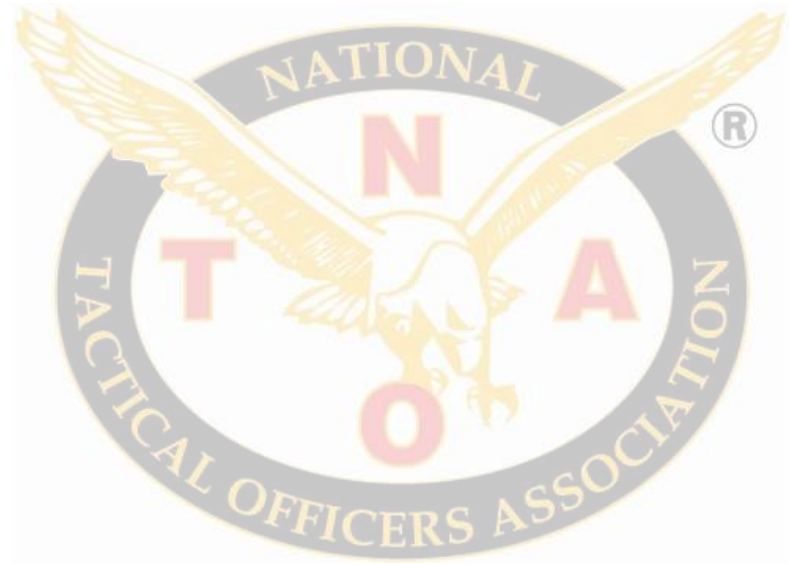


Case History

Howard Johnson Hotel – New Orleans

- Planning, preparation, and practice are needed prior to the incident. A public safety organization is expected to respond effectively and professionally to save lives and protect property. There must be some measure of leadership and discipline in order to resolve operational functions. An ad hoc approach to critical incidents is not proper.





Section Three

SELECTION OF TACTICAL OFFICERS



Early Methods

- In the early days of team selection, many agencies relied on the “good ole boy” system. Acceptability to a team was based upon arbitrary criteria such as social favoritism and even political considerations.



Relevant Issues of Personnel Administration

- Occupational positions are based on qualifications of personnel, whether in private or public service.
- There are some various components that should be considered in identifying and selecting personnel for specialized police assignments through an analysis of seven different classification factors.



Relevant Issues of Personnel Administration

- **Functional Job Analysis: An approach to a technology for manpower planning.**



Legal Precedent

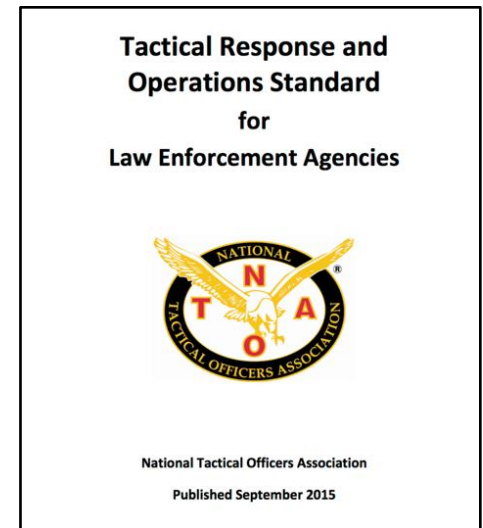
Moon v. Winfield

- This case serves as a legal precedent of poor selection of a candidate for a specialized position (not SWAT) and “failure to act.” Upon review of the trial, the court ruled in favor of the plaintiff.
- Moon v. Winfield decision places the responsibility solely on the employing law enforcement agency.



Tactical Response and Operations Standard

- NTOA Tactical Response and Operations Standard represents a best practices solution to limiting legal liability for tactical teams.



Model Selection Process

Equal Employment Opportunity Act of 1972

- Medical Examinations
- Physical Testing

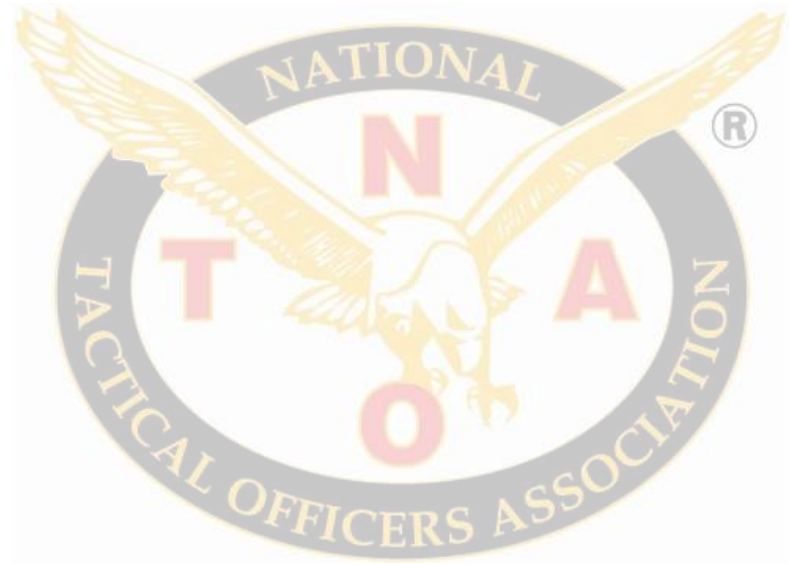


Model Selection Process

Equal Employment Opportunity Act of 1972

- Law enforcement agencies should implement a program to promote health and fitness in a positive and non-punitive manner.
- Mandatory standards should be carefully monitored and reviewed to ensure that a person or group of persons is not unnecessarily disadvantaged.
- Health experts and legal counsel should be consulted prior to the enforcement of any standard to ensure that it is reasonable and defensible.





Section Four

INITIAL TACTICAL TRAINING



Purpose of Training

- Training serves a multitude of purposes for police agencies, and when properly done achieves many goals of the organizations.

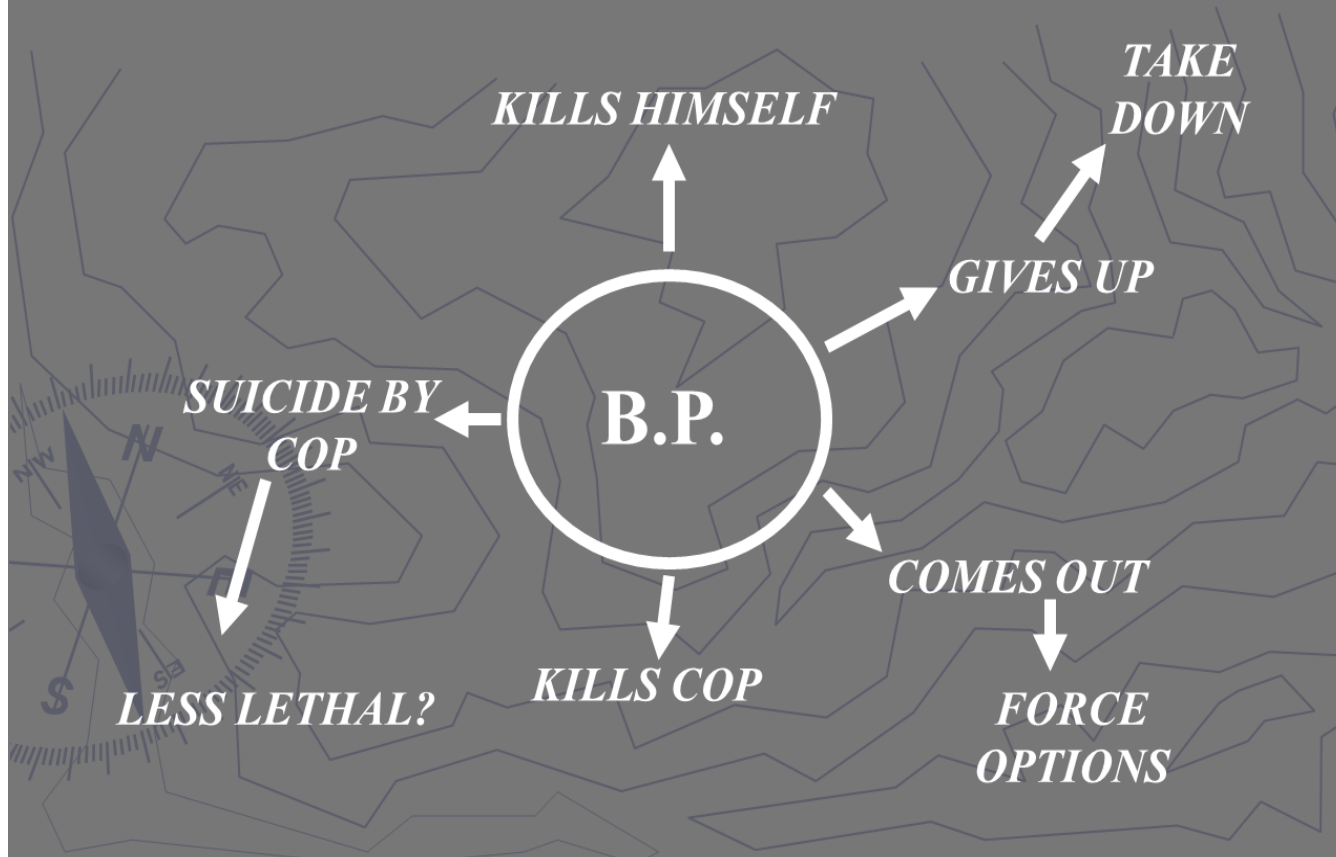


Curriculum Issues

- Most tactical training programs consist of topics ranging from history of specialized operations, physical fitness, diet, individual and team movements, entry techniques, chemical agents, less lethal technology, hostage rescue, building searches, barricade suspects, precision marksmanship, and terrorist events.



OPTION TREE



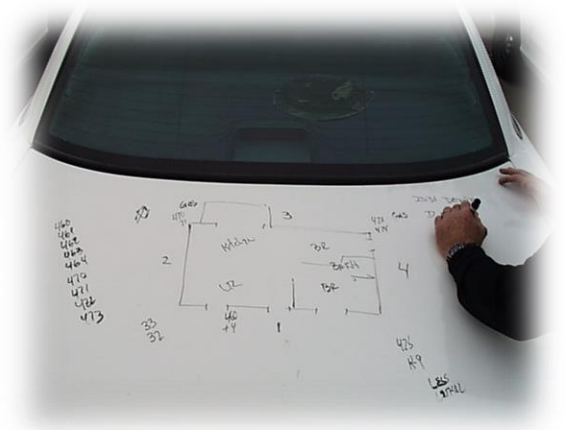
Sources of Initial Tactical Training

- National Tactical Officers Association (NTOA)
- State Tactical Associations



Relationship of Training to Civil Liability

- **Canton v. Harris**
489 U.S. 378 (1989)
 - Failure to Train
- **Sager v. Woodland Park**
543 F. Supp. 282 (1982)
 - Training and Training Adequacy



Documentation of Training Records

- Training and the documentation of it is a constant and continuous process and it is important to ensure the records are maintained and accurate.



Safety Procedures

- **Ryder v. Freeman**
918 F. Supp. 157 - Dist. Court, WD North Carolina (1996)

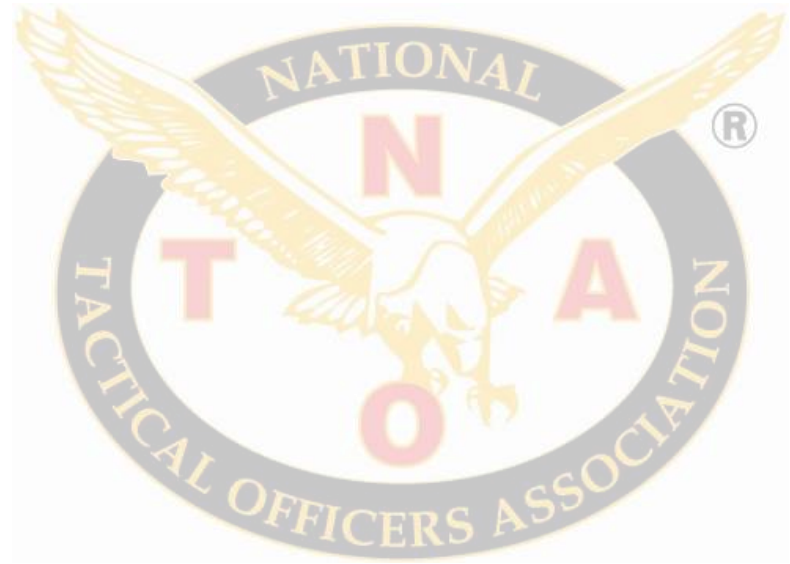


Case History

Kingsville, Texas SWAT

- Most case histories and examples involve larger metropolitan agencies. In this case, the textbook focuses on the success of a smaller agency SWAT team and the role of proper training and preparation.
- Kingsville, Texas is about 100 miles north of Mexico with a population of about 26,000 and about 50 police officers. The major employer for the area is the famous King Ranch. On November 11, 2006 officers responded to a domestic disturbance.





Section Five

ADVANCED TRAINING



Advanced Training

- There is always room for improvement for each and every team. Current events, training, and response to critical incidents are a ever changing process. As a result, new ideas and methods are constantly being introduced to successfully resolve the critical incidents that tactical units respond to everyday.





Advanced Training

- Advanced tactical training increases options and improves the ability for teams to respond successfully. The repeated practices of advance training of existing skills under highly qualified leadership should be an integral part of follow-up training.



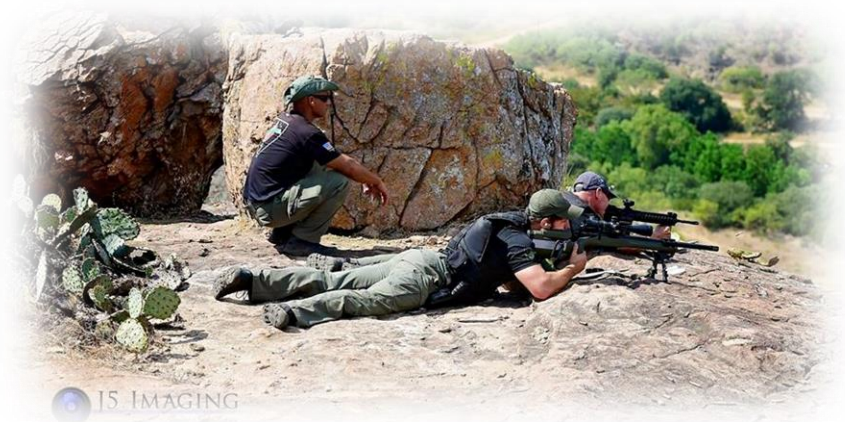
Rationale for Continuous Training

- Canton v. Harris (1989)
- Training must be conducted without ceasing. Training should be continuous throughout an officer's career and assignment.



Training Content

- Tactical teams are required to maintain proficiency and professionalism in several area of expertise at much higher levels of performance than expected of the remainder of the police force.



Sources of Follow-Up Training

These areas of expertise include:

- Knowledge of laws pertaining to agency policy and warrant procedures
- Primary and Secondary Weapon System
- Speed Loading
- Tactical Reloading
- Proficiency with Accurate Fire above 90% Efficiency
- Malfunction Drills
- Hostage Rescue



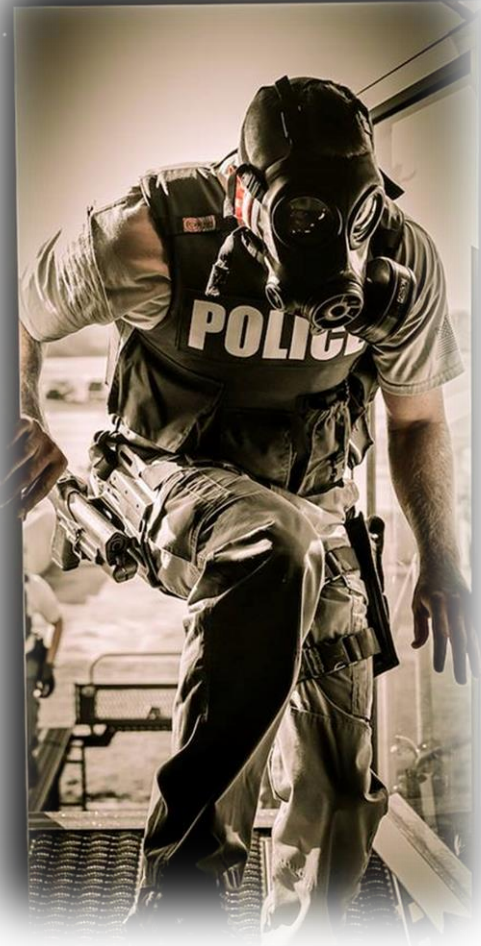
Sources of Follow-Up Training

- Shooting on the Move
- Shooting while Wounded
- Downed Officer/Citizen Rescue
- Emergency Medical Procedures
- Use and Deployment of OC Spray
- CS Gas
- Diversionary Devices
- Gas Masks
- Breaching Tactics and Equipment
- Stealth and Dynamic Entry



Sources of Follow-Up Training

- Breach Points
- Breach and Hold
- Surround and Call-Out
- Interior Flow
- After Incident Protocols



Training Frequency

- The frequency in which to train a tactical team is a matter of wide variation among agencies.
- **Time and Frequency.**



Developing Training Standards

- Salas v. Carpenter (1992) is a specific case involving a SWAT example of training standards.



Enhancing the Training Effect

- Training should be realistic as possible.
- Training should be more demanding than any expected actual operation.
- Tactical training should not be just for SWAT, but also for patrol since they are first on scene.



Enhancing the Training Effect

- Open your tactical training to outside SWAT teams for observation and comment.
- Positive training environment is a must.



Enhancing the Training Effect

- Sage v. Woodland Park (1982) ruling strongly suggests that teaching through negation is not an effective teaching tool. (Cite example of officer sent to outside agency for training and it was demonstrated how not to conduct a particular operation during training. Officers returned to their command and mistakenly followed the procedure which they are told to avoid)

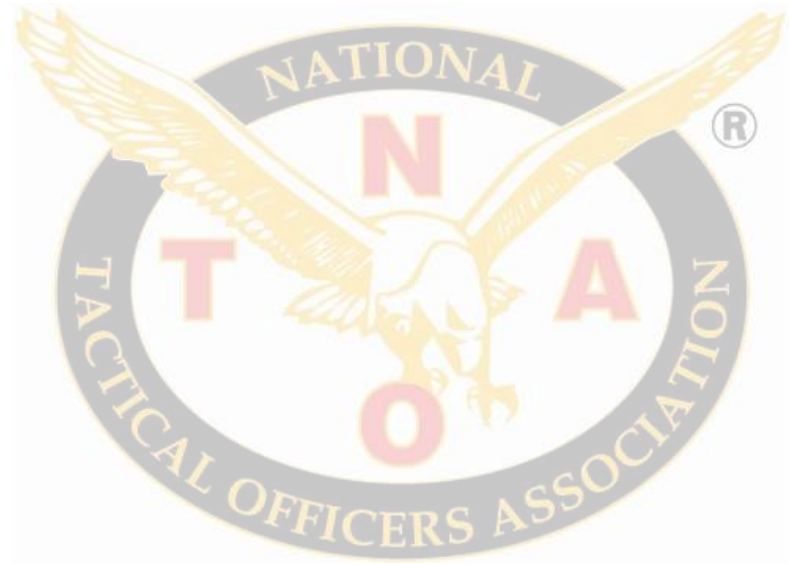


Case History

North Hollywood Bank of America

- Demonstrated the relationship between continuous tactical training and critical incidents.





Section Six

EQUIPMENT



Equipment

- The name itself, SWAT identifies weapons or “special equipment” in itself as part of the suggested use of tactical teams.



Equipment

- In case histories throughout the U.S., suspects have enjoyed however briefly, the element of surprise, fortified positions, or weaponry which have troubled even modern day law enforcement agencies.



Equipment

- In many cases the equipment, tactics, and techniques employed by SWAT has had a positive resolution without loss of life. However, some end in tragedy.



Equipment

- The advantages that police have gained in many instances have been through the use of advancements in law enforcement technology. Technology is not a solution to every situation, but when applied correctly to the right situation it can and often saves lives.



Increasing Options through Less Lethal Weaponry

- The increase in technology has improved the ability of tactical teams to resolve complex and violent incidents with a decrease in harm to innocent citizens, officers, and the suspect.



Legal Precedent

Deorle v. Rutherford (2001)

Less lethal should be used carefully. Less lethal does pose danger to the public and should not be deployed to subdue a suspect for a relatively minor offense. Officers must articulate an immediate need to subdue a criminal suspect and it must meet the objective reasonableness standard.



Officer Safety Equipment

- Kevlar was officially created in 1971 when Richard Davis joined several layers of Kevlar woven into a crisscross pattern to produce soft body armor. The material Kevlar was first mass-produced in 1963 when DuPont scientist, Stephanie Kwolek made a practical and economical means of synthesizing the polyaramid fiber.



Privacy Rights and Law

- In critical incidents involving SWAT the suspect's criminal activity has usually been determined and their harm to society is established. The purpose of sensory enhancing technology during a tactical scenario is to determine location of hostages, suspects, weaponry, and areas of vulnerability. This increases the odds of successfully resolving the situation.



Legal Precedent

United States v. Porco/Cusumano

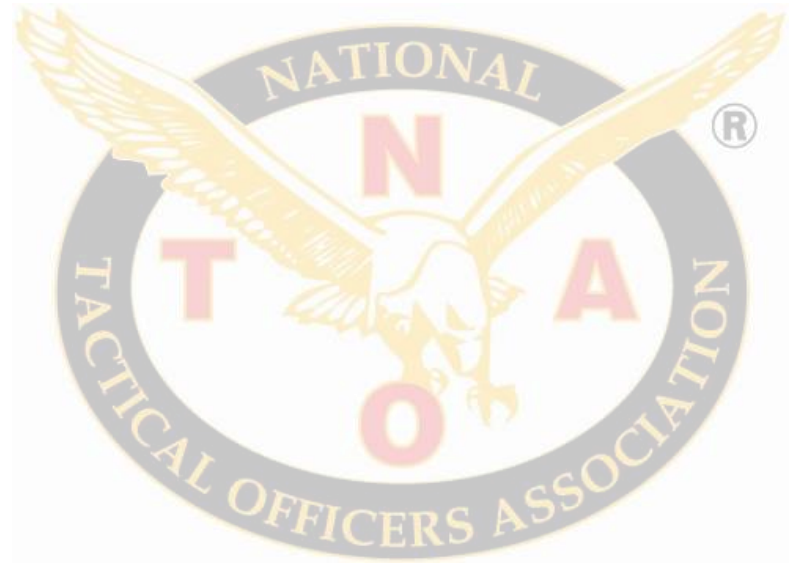
- Thermal imagery used in a narcotic search warrant was inappropriate and violated the fourth amendment rights.



Alternatives to Conventional Purchasing Procedures

- Grants
- Donations
- Forfeiture
- Excess Federal Equipment
- Combining Resources





Section Seven

LEADERSHIP ISSUES IN TACTICAL OPERATIONS



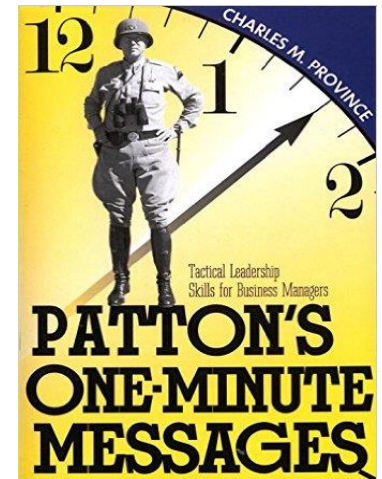
Leadership and Management

- Leadership and management are imperative in tactical operations because these incidents require coordination of resources, whether it is personnel or equipment. Assertive and effective leadership is necessary to ease the flow of information in a high stress situation.



Leadership and Management

- The organizational leader is placed into a place of extreme responsibility during a tactical operation. Unlike other managerial positions, time compresses the situation and adds stress to the leader.



Basic Terms

- Leadership has been defined as the ability to motivate others to do what they would normally not do in order to accomplish organizational goals. Usually tactical operators tend to be naturally motivated, filled with enthusiasm, and rarely need prodding, but just need guidance and channeling. Leadership through making subordinates aware of what must be done is a relatively straightforward task in tactical operations.



Roles of Leadership in the SWAT Environment

- “Success has a thousand fathers while failure is an orphan.” (Author unk) Most decisions usually are followed with some form of criticism from others. The true leader assumes responsibility for the organization successes and failures. That is easier said than done.



Roles of Leadership in the SWAT Environment

- Because a tactical operation is high profile and sometimes has a high impact upon a community, SWAT leadership can be expected to be subjected to scrutiny and criticism. A good leader serves as an anchor during time of change and upheaval. They provide stability, insight, guidance, motivation, and calmness in a time of need. The importance associated with the position of leadership of a tactical unit is tremendous. They serve as liaison between a tactical unit and other units within their respective agency, and many times outside their agency.





Sources of Leadership Power

- Personal power is attributed to a person's character and qualities of charisma, intelligence, expertise, loyalty, and friendships established.
- Position power is formal and granted to a person from the authority of the organization.
- Mijares & McCarthy note that leadership positions in tactical units should appoint a leader who is highly motivated and enthusiastic about developing and maintaining relevant skills and knowledge.



Sources of Leadership Power

- Most failures are a failure of leadership!



Criteria for the Assignment of Tactical Supervisory Personnel

- Many agencies appoint or transfer leadership of a tactical unit based upon false pretenses, irrelevant, contradictory, and counter-productive criteria. Placing a supervisor into a specialized position for career building is also a common strategy in some departments.



Criteria for the Assignment of Tactical Supervisory Personnel

- Command is a matter of wisdom, integrity, humanity, courage, and discipline.
- Are we selecting and training the right people for the role of leadership?

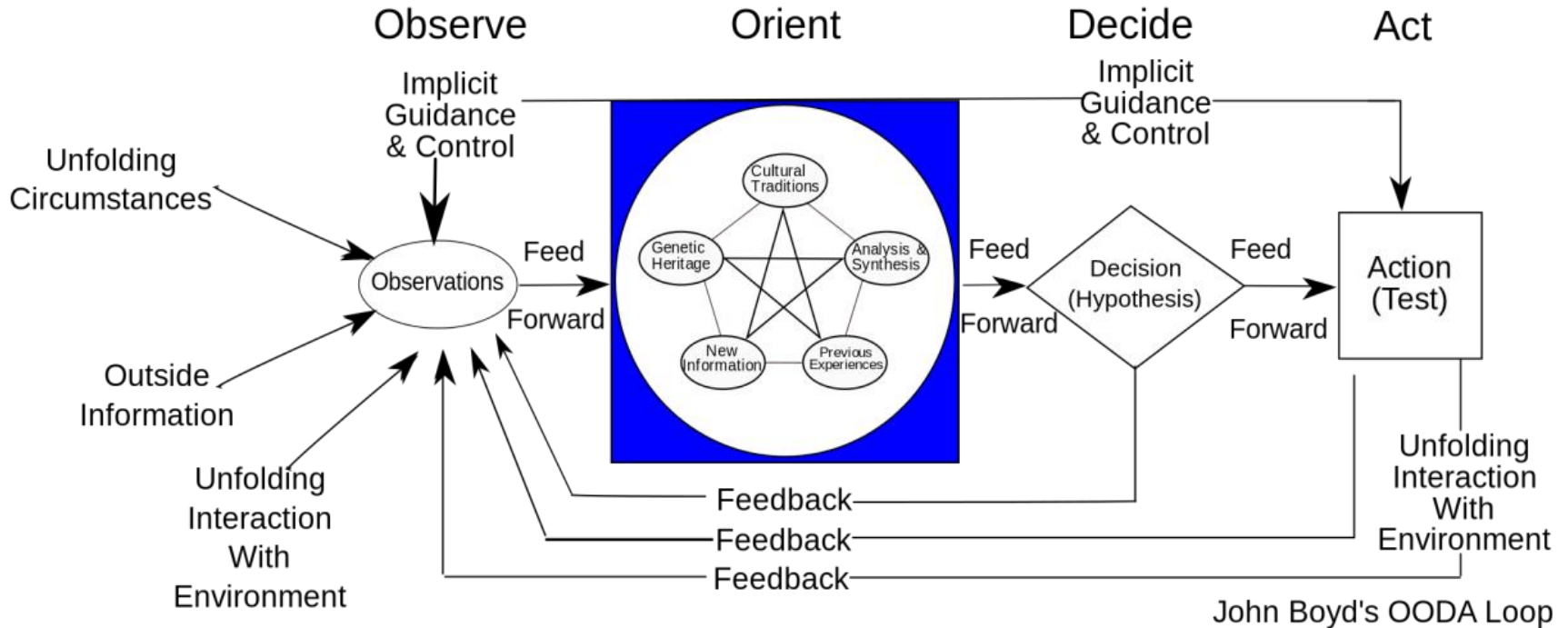


Factors Considered in Tactical Decision Making

- Decision-making is an important factor in management of any organization, but it is critical in a *tactical* leadership position. The tempo or pace of a tactical operation should be controlled by a leader who is not saddled with multiple layers of command, and possesses the training, resources, experience, and authority to make decisions.
- The U.S. Marine Corps adopted the philosophy for battle based upon Boyd's approach to decision making, commonly known as the OODA Loop.



Boyd's OODA Loop



Philosophy of Decision Making

- Sometimes tactical decisions must be made in seconds and can't be buffered through layers of command. The old adage of "time is on our side" is not always true. The decision maker in tactical situations must be well trained, responsible, respected, and allowed the discretion of making immediate on-scene decisions. The decision maker should be trained and constantly abreast of current developing trends, laws, and policy.



Academic Approach for Developing Tactical Leaders

- Leaders must apply accepted principles of police administration within the parameters of the legal system as established by case law and legislation, while meeting the demands and realities of a tactical operation. In 2001 the NTOA produced a concept paper identifying 18 essential knowledge bases, skills, and abilities needed for SWAT commanders in critical situations.





Case History

Detroit Springle Street Incident

- On October 17, 1988, at approximately 0730 am, Charles Knowles was reported by citizens to be carrying a gun and a can of gasoline while walking through hallways. He was pouring gasoline over the building and carrying a pistol. Knowles had a history of mental illness.

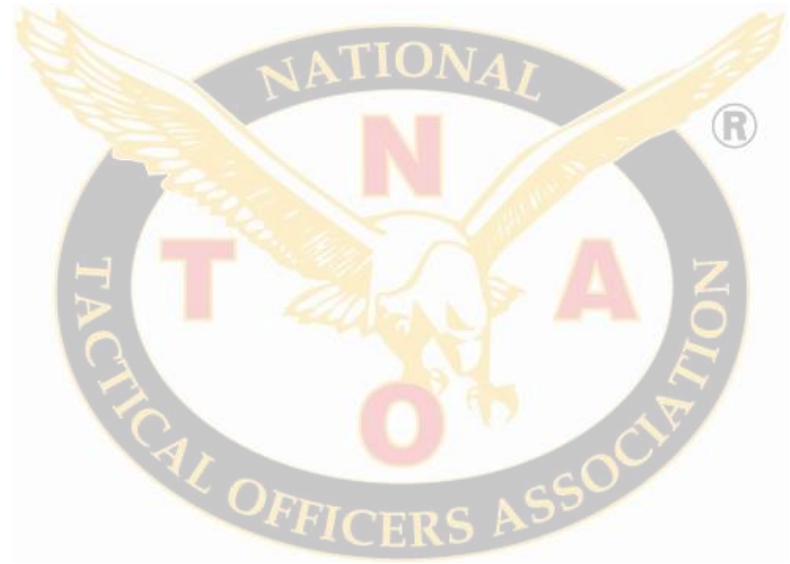


Case History

Detroit Springle Street Incident (Cont.)

- Officers responded to the scene and spoke with Knowles through a closed door; he refused to come out of his apartment. Officers managed to push the door partially open and saw that Knowles was armed with a long gun. They backed out and notified a supervisor that they had a barricaded suspect situation and began evacuating surrounding residents.





Section Eight

INCIDENT MANAGEMENT



Dynamics of Violent Confrontation

- The issue of time and decisions made in responding tactically is often misunderstood. Lengthy containment increases the risk of a negative outcome. Premature tactical action and negotiations without bargaining power are never satisfactory options.



Truth about Incident Command

- Incident Command is a standardized approach to on-scene management of critical incidents. It is based upon a flexible response capability through a standardized framework in which people can work effectively.



Activation and Mobilization Procedures

- Once a critical incident beyond the capabilities of patrol is realized, a quick notification process should occur. The activation system should be preplanned and all members of the unit should be familiar with the procedure upon activation.





Operational Plans

- Training should include historical SWAT scenarios and operational planning for their occurrence in your jurisdiction. Include the planning needed for controlling, containing, and de-escalating a crisis situation; tactical personnel should be prepared in emergency action response.



Rehearsal

- Not every incident allows the opportunity for rehearsals or prepares for every situational condition, however there are benefits to rehearsing probable scenarios.



Post-Incident Critique

- A post incident evaluation should be conducted after each event.

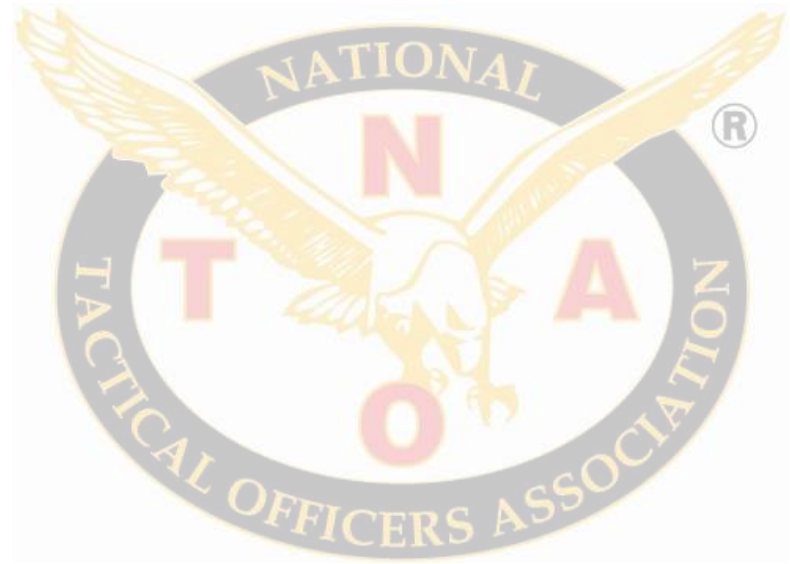


Legal Precedent

Salas v. Carpenter (1992)

- The case of Salas v. Carpenter is a SWAT specific example of a court ruling which illustrates the tragedy that results when an agency fails to comply with the standards of the profession when managing a critical incident.





Section Nine

POLITICAL ISSUES AND TACTICAL OPERATIONS



Political Issues and Tactical Operations

- The U.S. has seen political, social and religious violence in its history. Since tactical units will provide the solution to resolving many of these incidents, they should be familiar with any militant group in their area, learning as much as possible about their beliefs, mindset, political or social agenda.





Case History

The Republic of Texas Incident

- The Republic of Texas case occurred in 1997 in a very rural part of Texas. It is an example of a successful de-escalation of a volatile confrontation. The incident has its roots in the alleged history of Texas where Richard McLaren, a right wing extremist, believed that the United States illegally annexed Texas in 1845. McLaren appointed himself ambassador of Texas and said that Texans had a right to re-establish the Republic of Texas; hence the name of the incident.

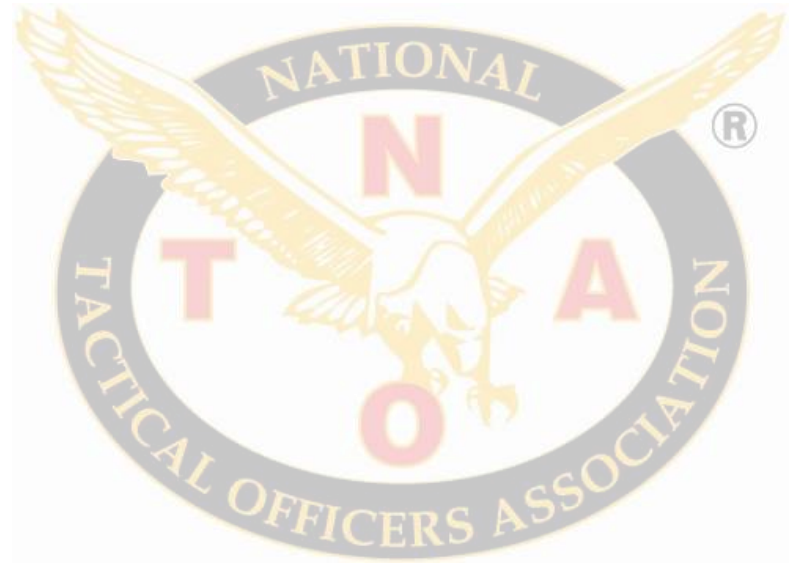


Case History

The Republic of Texas Incident

- Surprisingly, he drew support from financial backers in rural Texas. The incident started when one of McLaren's men was arrested for possession of fully automatic weapons after he was stopped for speeding by a deputy sheriff in Jefferson Davis County. McLaren ordered three of his followers to kidnap a neighbor and his wife and hold them hostage as a bartering tool for his man's release from jail.





Section Ten

MEDIA RELATIONS AND POLICE TACTICAL OPERATIONS



United States v. Sanusi

813 F. Supp. 149 (1992)

- In United States v. Sanusi, out of the US District Court of Eastern District of New York came the decision that law enforcement should be concerned with privacy issues when they allow media access into people's homes.



Ayeni v. Mottola

35 F.3d 680 (1994)

- In Ayeni v. Mottola, out of the 2nd Circuit US Court of Appeals, a litigation case eventually recognized the possibility that a camera crew's presence constituted a Fourth Amendment violation.



Branzburg v. Hayes

408 U.S. 665 (1972)

- The First Amendment guarantees freedom of the press, but the courts have ruled that the media has no constitutional right of access to the scenes of a crime or disaster.

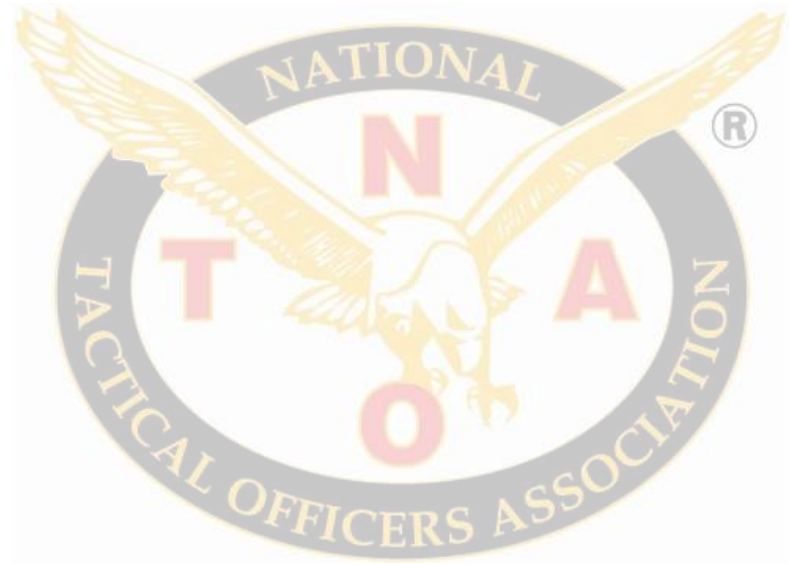


Wilson v. Layne

526 U.S. 603 (1999)

- In Wilson v. Layne, it determined that bringing reporters into a private home during the execution of a valid search warrant violated the Fourth Amendment.





Section Eleven

NON-SWAT USES OF TACTICAL UNITS

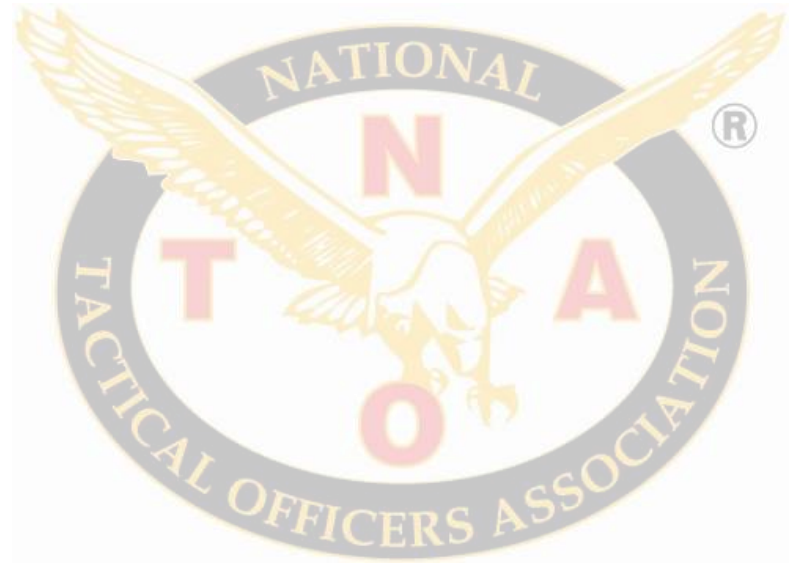




Non-SWAT Uses of Tactical Units

- Most tactical units are collateral duty teams and are staffed by personnel who have other primary assignments. When an operation is over they simply return to the assignment. The agencies that have full-time tactical units usually identify potential auxiliary assignments for SWAT personnel.





Section Twelve

TACTICAL OPERATIONS IN THE FUTURE





Tactical Operations in the Future

- Past events and current trends can provide a reasonable projection of likely scenarios and conditions under which tactical operations will be conducted in the future. Some of the contingencies that we plan for and should continue to expect are calls of suicide by SWAT, terrorism related events including WMD, mass shootings, and increased criticism of the militarization of SWAT.



Questions?



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