



Training, Strategy and Mission Planning

NATIONAL TACTICAL OFFICERS ASSOCIATION

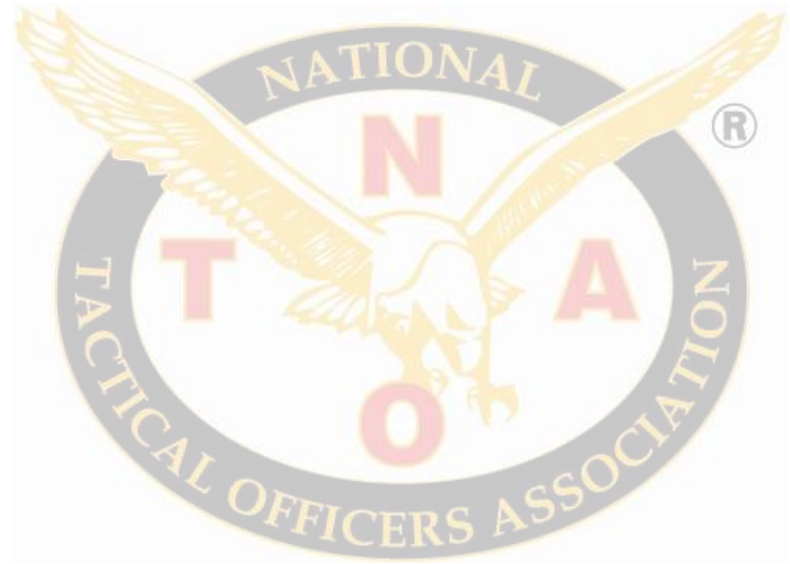
800-927-9127

WWW.NTOA.ORG

Warrior's Creed

“Out of every one hundred men, ten shouldn't even be there, eighty are just targets, nine are the real fighters, and we are lucky to have them, for they make the battle. Ah, but the One, One is a Warrior, and He will bring the others back.”

~ Heraclitus c. 500 B.C.



Section One

TRAINING



Team Leader as a Trainer

- Know your operators
- Know your team
- If you coach at practice, you should call the plays on game day.



Training

- NTOA suggested guidelines and best practices say a part-time team should train at least 16 hours a month
- It is your responsibility as a team leader to be well versed in case law, suggested practices, and the norms in the tactical community.
- It is further your responsibility to tactfully and innovatively translate and convince your administration that these standards are in the best interest of your department to follow.



Training

- It is your responsibility to determine your team's training needs and it rests on your shoulders to prepare your team for the missions your administration expects your team to be able to handle.



Training and Networking

- Teams that only do in-house training run the risk of inbreeding bad tactics.
- You are only as good as your last operation.
- Contact other teams and find out what they are doing and why.



Training Needs

- To determine your teams training needs you have to look at a few variables.
 - Operational Tempo
 - Types of Incidents
 - Equipment in your Inventory
 - Tactical Community Norms



Training Needs

- To tackle these issues break your training down into the following categories:
 - Annual Training
 - Bi-Annual Training
 - Quarterly
 - Monthly



Annual Training

- **Annual** - Topic area requires annual certification and qualification. That particular task does not require individual attention and can be incorporated into other training blocks and / or scenario training.



Bi-Annual Training

- **Bi-Annually** - Topic area requires bi-annual certification, qualification and/or bi-annual proficiency level maintenance. This particular topic area will be incorporated into training evolution once every 6 months.



Quarterly Training

- **Quarterly** - Topic area requires certification, qualification and/or the quarterly maintenance of proficiency levels. The task will be incorporated into training sessions once every three months



Monthly Training

- **Monthly** - Topic area requires monthly proficiency maintenance and will be included in every monthly training evolution for a minimum of 2 hours.



Training Plan

Topic Area of Instruction	Hours Trained	Frequency
Tactical Doctrine and Movement	24	Monthly
Immediate / Rapid Deployment	8	Annually
Self-Contained Breathing Apparatus Operations	10	Bi-Annually
Hostage Rescue / Barricaded Gunman Resolution	24	Monthly
Officer Rescue / Citizen Recovery	4	Bi-Annually
Tactical Ladder / Second Floor Entry	8	Quarterly
NFDD	4	Annually



Training Plan

Topic Area of Instruction	Hours Trained	Frequency
Less Lethal Munitions	4	Annually
Gas Deployment	8	Bi-Annually
Tactical Command and Operational Planning	4	Annually
Terrorism and WMD	8	Bi-Annually
Rappelling	4	Annually
Firearms and Multiple Weapons System Training	48	Monthly
SWAT Case Law / Civil Liability	4	Annually
EOD Support / IED Recognition / Interop	4	Annually



SWAT Tactical Doctrine

Principle Based SWAT



Principle Based SWAT

Basic Plays

- High/Low
- Standard Criss/Cross
- Snapping Off
- Back to back
- Porting
- By-Pass
- Cross-Check
- Need a Two
- Small Room
- Post Up
- Changing
- Cover/Ready



Principle Based SWAT

Advanced Plays

- Break & Rake/
Porting
- Window Entry
- Camera/Mirror Work
- LL Opportunity
- Contact Team
- E-Team
- PRO Initiated Entry
- Vehicle Assault
 - L – Assault
 - U – Assault



Principle Based SWAT

Advanced Plays

- Gas Deployment
 - *Hard and Heavy*
 - *Space Deprivation*
- Breach and Hold
- Officer Down Rescue
- Secondary Entry
- Limited Penetration
- Armored Rescue Vehicle Operations



Principle Based SWAT

Fundamentals

- Mindset
- Movement
- Intensity
- Tactical Mindset
- Angles
- Shooting Platform
- Grip/Sight Alignment
- Trigger Control
- Trigger Manipulation
- Breathing
- Mission Assignment
- Fit for Duty



Principle Based SWAT

Audible

- Blitz
- Bang Up
- SAGE Up
- Compromised
- Lock it Down
- Hold
- Suspect
- Cover Me
- Hands Up
- Clear
- Searching
- Need a “2”



Principle Based SWAT

Speed of Movement

- Covert
- Stealth Probe to Contact
- Warrant Speed
- Crisis Entry Speed
- Hostage Rescue Speed



Principle Based SWAT

SWAT Principles

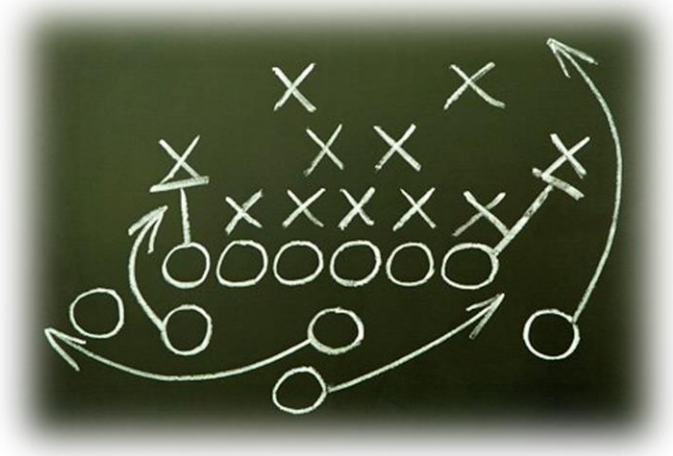
- Maintain a Shooting Platform
- First Operator is Always Correct
- Communicate
- Always Take an Angle
- Stay Out of the Hallway
- Maintain Rear Security
- Handle Open Doors before Closed Doors
- Work the Angles
- Splash Light to Mask Movement
- Maintain Muzzle Discipline



Principle Based SWAT

SWAT Principles

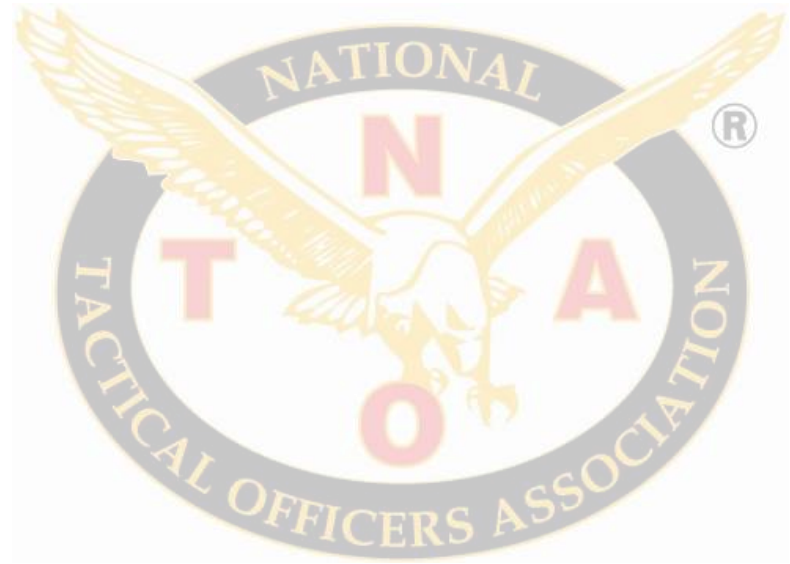
- Dominate your Target with Light
- Watch for Back Lighting
- Use Diversions to Confuse, Overwhelm and Buy Time
- Slow is Smooth and Smooth is Fast
- Move as Fast as you have to and as slow as you can to protect each other



Principle Based SWAT

- Team has trained the tactics and techniques.
- Team knows their philosophy and doctrine.
- Team picks tactics based on the mission and situation at hand.
- Team is tested during training and performs during missions.





Section Two

STRATEGY AND MISSION PLANNING



Tactical Planning

- Team Leaders should not be the first operators through the door.
- Team Leaders should be in a position to see the big picture in order to direct resources, identify and mitigate potential problems.
- Commanders should be in the CP facilitating resources. **Balcony view!**



Tactical Planning

- The key to safety and success is matching the correct entry method with the team's mission, intelligence known, environment, suspect's profile, skills, and equipment.
- Tactical operations that are executed, but not documented, ***never happened.***



Tactical Planning

- Tactical operations planned, but not written down in a formal document, ***were never planned.***
- Not having a written plan means the outcome is the way it is, for better or worse.
- A five paragraph operational order is a critical document to the success of any tactical operation.



Tactical Planning

- Failure to formulate an operational plan and conduct an operational briefing is unexcusable unless the exigency of the situation does not allow.
- For example “***progression deployment***” situations (barricade or hostage situations).



Pre-Planning and Intelligence

- Intelligence gathered on a tactical mission is equally important.
 - Location to be Served
 - Photographs
 - Criminal History of Suspect(s)
 - Fortifications
 - Counter Surveillance
 - Weapons and Threats



Pre-Planning and Intelligence

- When planning a tactical mission: If you plan the mission, ***you execute it.***
- Ideally, your Team Leaders & Marksman/Observer Teams should gather intelligence on the location.



Pre-Planning and Intelligence

- After gathering all intelligence, you should determine your manpower needs based on:
 - Tactical Needs
 - Tactical Doctrine
 - Threat Level



Pre-Planning and Intelligence

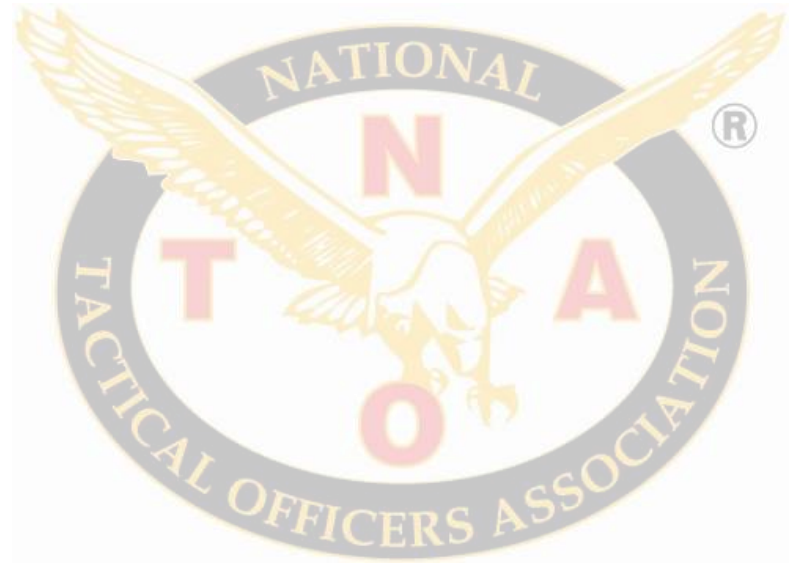
- Have other members of the team review the plan (i.e., snipers, lead scouts, senior operators, etc.).
- Be open to change and be prepared to defend your strategy.



“Never attempt to win
by force what can be
won by deception.”

- Machiavelli





Section Three

S.M.E.A.C. PLANNING



1. Situation

- Should contain what is happening, the type of activity, number of suspects involved and any unique or special threats.



2. Mission

- The mission should include the purpose for SWAT involvement and what function the team is to perform in the overall incident/event.
- Your situation and mission combined formulate your warning order to the team.



3. Execution

Methods & Tactics

- This should detail how your team plans to complete the mission.
- The execution should include all team members names and functions, alternate entry points, breach or entry methods, and any contingencies. Contingencies should include layered plans.



3. Execution

Methods & Tactics

- Additionally, it should include what weapon systems, equipment, and position each operator will function in as part of the mission.



Evaluation

Entry or Abort?

- Compromised on approach – continue or transition to other tactics?
- Failed or delayed breach – continue or transition to other tactics?
- Shots fired (by SWAT or suspect).



Evaluation

Entry or Abort?

- Compromised on approach - The element of surprise has been totally lost in such cases, the position to other tactics.
- The longer you work outside, the less chance you have of success using deliberate and controlled entry tactics.
- Failed or delayed breach if the breaching effort continues beyond that or three hits with ram.
- Shots fired (by SWAT or suspect).

What's the Plan?



4. Administration and Logistics

- Should include information regarding support elements such as fire, medics, patrol, etc.
- Should include pertinent contact numbers, vehicles needed for transport, staging areas, etc.



5. Command, Control and Communications (C3)

- Should contain the names of the Incident Commander, Tactical Commander, Team Leader, Lead Scouts, Marksman Observer Coordinator, Detectives, etc.
- Delineation of “Chain of Command.”
- Organize the incident and resources.



After Action Briefings

- Debriefings should be held after every mission. ***Be critical!***
- Look to improve and strive for perfection.
- Don't get into the habit of making the debrief a “feel good pat on the back.”
- Ends do not justify the means.



After Action Briefings

- Don't critique your performance based on the outcome, but rather by what actually happened with each operator.
- Don't air your dirty laundry to non-SWAT personnel. Debriefings should stay within the team.
- Be careful if critical incident happened
- Write good police reports!



Questions?



The National Tactical Officers Association maintains and declares a proprietary interest in this outline, presentation and/or material. The materials are provided for the exclusive use of the student. Any other use is strictly prohibited without the written authorization of The National Tactical Officers Association , except as provided by law.

© 2016 NTOA

