



Integrating SWAT into Large-Scale Planned Operations

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“In preparing for battle I have always found that plans are useless, but planning is indispensable.”

- Dwight D. Eisenhower



Class Objectives

- Identify the critical mission areas of a large operation.
- Utilize the framework to staff out the missions.
- Identify the logistics needed to support the mission.
- Identify other issues that need addressed.



Past Major Events and Issues

- What are some major planned events in the past and what issue(s) occurred that made them notable?
 - 2004 American League Pennant celebration in Boston
 - 1996 Summer Olympics in Centennial Park
 - 1999 WTO Ministerial Conference in Seattle



Past Major Events and Issues

- What major event has occurred in which your team was involved?
- Were any issues of note present from your perspective?
- Take 5 minutes and discuss.



Relationships

- All After Action Reports (AAR) stress the importance of relationships.
- Why are we still failing to establish good SWAT working relationships in some areas of the country?
- Relationships can extend to vendors too.



Relationships

- What are some of the natural areas of friction when trying to establish relationships?
- Think of a product that you currently don't have and how it could prove beneficial in a large operation?



Past Incidents Discussed

- Did these events have a SWAT mission?
- Knowing your command staff, do you think they would have wanted to incorporate SWAT into a civil disorder plan based upon your team's equipment, training and expertise?



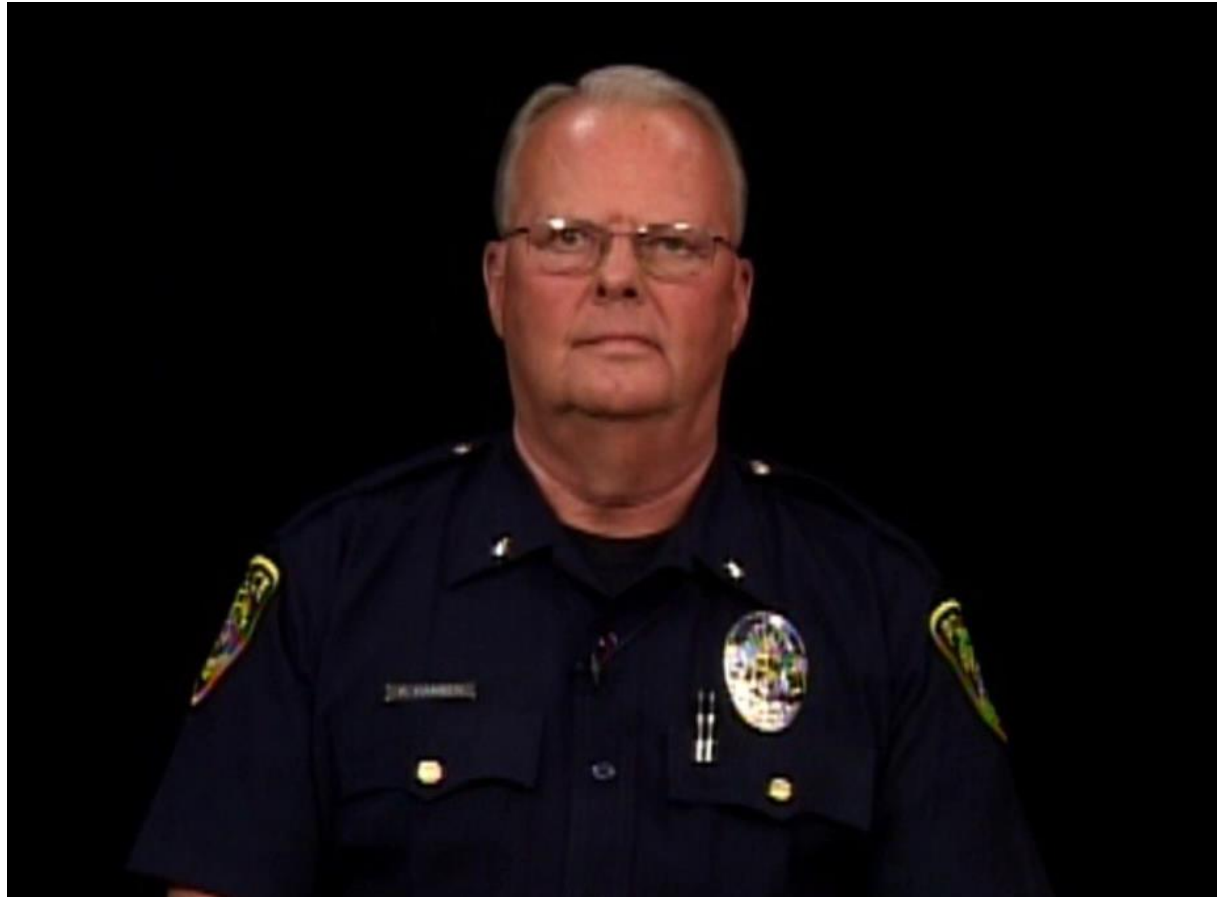
Past Incidents Discussed

- Are the job tasks given appropriate for your unit?
- It is important to review some previous events in preparation for your event, especially if a similar event was held in other communities. Specifically, lessons learned?



“Considerations for Integrating SWAT”

Phil Hansen



Large-Scale Operations

- What are some critical mission areas of a large-scale operation that need to be planned?
 - SWAT Call-Outs (unrelated to the event)
 - SWAT Call-Outs (related to the event)
 - Security Detail
 - Motorcade Detail (high level dignitaries)



Large-Scale Operations

- What are some critical mission areas of a large-scale operation that need to be planned?
 - Integration of SWAT resources to assist with Crowd Control in Unique Situations
 - Should be extremely limited and with specific skill set.
 - Intelligence Gathering from Elevated Positions
 - Scanning and reporting critical information.



Large-Scale Operations

- What are some critical mission areas of a large-scale operation that need to be planned (continued)?
 - Downed Officer Rescue/Extraction
 - Citizen Rescue
 - Other Missions Depending on Event Type and Venue Considerations



Planning Process

- **Step #1 is to identify all of the possible critical mission areas!**
- **Think divergently.** You can always thin your list down. Consult the IC and/or designated supervisors to develop.



Planning Process

- Ensure that the identified critical mission areas match command expectations.
- Start you documentation process.
 - Capture everything you can to memorialize who was involved in the planning process and decision-making.



Class Activity

- Develop a list of critical mission areas. Think divergently to come up with your list, then use convergent thinking to condense your list. Objective is to end up with SWAT-based missions.
- Prioritize the list.



Class Activity

- Criterion might have missions as a category, with weights associated to each mission.
 - Definite
 - High Probability
 - Medium Probability
 - Low Probability



Class Activity

- **Definite**
 - Known missions associated with the event.
- **High Probability**
 - Team averages a call-out per week and the event is a week long.



Class Activity

- **Medium Probability**
 - May include things like SWAT call-out directly related with the event.
 - Reporting hostile crowd movement.
 - Officer rescue type event.



Class Activity

- **Low Probability**
 - Normally would assist USSS with CAT detail, but still unsure if POTUS is attending the event.

Using a problem solving system / method will help you in justifying the number of teams or personnel you will need.



Class Activity

- **Develop criterion for Weighted Ranking and prioritize the list.**
- **Examples.**



“The one who adapts his policy to the times prospers, and likewise that the one whose policy clashes with the demands of the times does not.”

- Machiavelli



Large-Scale Operations

- SWAT is but one subcommittee (portion) of the event. Other subcommittees could include:
 - Personnel Resources
 - Legal Issues
 - Communications
 - Intelligence
 - Fire/EMS/Hospital Services



Large-Scale Operations

- Stay within your mission area.
- **Avoid mission creep. Don't over-task teams.**
- Watch for logistical overlap and be prepared to de-conflict these situations.



Framework for Preparation

Working off of your prioritized list. . .

- Number of SWAT teams needed?
 - How many are actually available and how many will Chief(s) actually commit?
- Each team gets its own tab on spreadsheet.
 - Number of personnel, equipment, specialties, certifications, commander / TL / ATL contact information, medical info, etc.



Framework for Preparation

Working off of your prioritized list. . .

- Number of personnel needed for each critical mission area.
 - May be delayed until meeting with that team commander.
 - Number of supervisors needed (span of control).
 - Shift length. Will relief be needed?
 - Will team/task integration be needed? Trained?



Framework for Preparation

Working off of your prioritized list. . .

- Will bomb squad integration be needed?
- Administrative issues?
 - Overtime, communication channels, etc.
 - Mandatory classes / training in advance (UoF, legal updates, equipment, etc.)?
- Equipment control protocols.



Framework for Preparation

Working off of your prioritized list. . .

- What specific skills may be required?
 - Wooded terrain, SCBA, explosive breaching, etc.
- Command structure within SWAT and between disciplines.



“Framework for Preparation”

Ed Allen



Framework for Preparation

- Maintain a roster of all SWAT personnel from all participating agencies.
- Class Activity – Plug information into spreadsheets.



Identify Logistics Needed for Each Mission

- What are some of the logistical needs that you can foresee for your operational base?



Logistic Considerations

- Where are the teams to be housed?
- Protection for equipment and vehicles?
- How will vehicles be arranged to provide immediate access and proper order of march?
- Security plan for each location? Evacuation plan?
- Adequate space for briefings, meals, etc.
- K9 accommodations (kennels, vets, food, etc.).
- Fuel station locations, emergency repair services, gyms, etc.
- Transport to / from mission location.
- Coordinate transportation between daily missions.



Logistic Considerations

- Primary and secondary routes to the mission location.
- Meal delivery.
- EMS / Bomb Unit integration.
 - Usually limited personnel.
 - Anticipate operational friction.
- Command of the mission.
- Radio channel and call signs.
- Mandatory communication such as departing, arrival, in-service, return to base, etc.
- Necessary equipment distributed and documented.
- Specialized skills needed to accomplish the mission tasked such as negotiators, explosive breachers, etc.



Logistic Considerations

- Don't be overwhelmed by size of operation!
 - Break it down to lowest common denominators, just like you'd do for a single mission.
 - Handle one at a time logistically.
 - Look at what you need (number of personnel, vehicles, etc.), then focus on coordination of each.



Communications

- Not limited to the hardware.
- Plain speak to avoid code / terminology issues.
- Documentation begins at start of planning process.
- SWAT operational channels are separate.
- Distribute radio frequencies, command contact information to all Team Commanders, Team Leaders and Assistant Team Leaders.



Communications

- **Plan and prepare for communication breakdown and have a redundant system!**
- **Prepare for cell phones to go down!**
- Obtain all radio types and frequencies from participating teams and distribute.
- **Test system in venues where known missions will occur!** Are there dead areas? All teams need to check.



Communications

- **During the event . . .**
 - Report outs (departing, on-scene, operational, etc.).
 - Each team documents its own mission, radio traffic, decisions, etc.
 - Ensure post mission debriefs occur upon return.
 - Team Leaders should bring important information to you for next shift, operational period, mission, etc.



Communications

- **During the event . . .**
 - End of shift debrief for TOC personnel.
 - Reduce this to writing so important points can be included in the AAR.



Command

- Who is in charge of what?
- Who is lead agency for specific events?
 - Confirmed terrorist event (FBI).
 - Discuss (in advance) how transition is to occur?
 - Other investigations (OIS, etc.)?



Command

- Each mission is a stand-alone operation with that Commander / TL in charge, but they answer to the overall TOC Commander.
 - Expected to handle their mission.
 - Depending on the event occurrence, a transition to the on-call SWAT team may be necessary.



Command

- SWAT call-out with a hybrid team. Which command structure will be used? This needs to be discussed and agreed to in advance.



Critical Items

- If an incident has a critical event occur, how will important equipment get to the scene?
 - Ammo
 - Armored Vehicles
 - Explosive Breaching
 - Chemical Agents
- * **Consider forward deploying supplies and equipment (remember security considerations).**



Critical Items

- If an incident has a critical event occur, how will important equipment get to the scene (continued)?
 - Technology
 - What is available to assist from a command viewpoint?
 - What is each team bringing from their personal inventory?
 - What can manufacturer's sales representatives lend you for the event?



Critical Items

- EMS should be integrated for each Operational Group.
 - They will need their own operational plan in place.
- How will Bomb Squad units be utilized?
 - Consider central deployment, zone assignments or integration with SWAT.
- Document your planning!



Critical Items

- Is special training required?
 - Plan for time needed to accomplish before the event.
- What system are you going to use to record decisions and information flow within the TOC?
 - Sophisticated computer programs?
 - **Back up for computer system**
 - Use a scribe and intelligence officers just like on normal SWAT call-outs.



Critical Items

- Demobilization plan!
 - Developed in same way as mission plan.
 - Tab on spreadsheet, which includes important steps of the demobilization plan.
- What are some of the important steps that should be considered in a demobilization plan?



Demobilization

- How are teams to be released?
- When are teams to be released?
- What administrative paperwork is required of the Team Commander before release?
 - Mission command post logs.
- Is all their equipment accounted for?



Demobilization

- Is there any damage that needs reported?
 - Vehicles / Equipment with **explication!**
- Has their housing area been cleared?
- Did their Commander notify you of the time they arrived back at their jurisdiction or departure of your state?



Information Packets

- Information packets should be created and distributed to each Team Commander upon their arrival. This is a professional courtesy for teams coming to help YOU! Be a good host.
- What should be included in these information packets?



Information Packets

- Overview of the city and operational area.
- Quality of life issues for operators/teams:
 - Gym, running routes, restaurants, coffee shops, convenience stores, etc.
- Contact information for local police station and key point of contacts.



Information Packets

- Contact list (cell phone numbers) for all team commanders, team leaders and assistant team leaders.
- Any cautionary statement that is advisable. . .
 - What areas to avoid?



After Action Reporting

- This takes place from the inception of the planning process.
- Ensure good notes are taken during meetings, conference calls, etc. Document issues addressed and decision-makers.
- All critical information must be disseminated to other team commanders that will be assisting at the event.
- Sniper Support on Dignitary protection missions.



Questions?



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