COURSE OVERVIEW AND INSTRUCTIONAL GOALS

COURSE OVERVIEW

This course is designed to expose police SWAT Team Commanders and Supervisors to contemporary SWAT issues, tactics, and procedures. Topics include major incident debriefs; leadership issues, emotional intelligence, justifying SWAT; the use of SWAT Teams; SWAT standards and professionalism; contemporary SWAT issues and concerns; SWAT and the media; selection, training, discipline and removal of supervisors and team members; crisis negotiations considerations; tactical operation center considerations; operational planning; weapons and equipment selection; legal issues and considerations; critical incident management; barricade and hostage procedures; warrant service planning and procedures; and much more.

INSTRUCTIONAL GOALS

Upon completion of this course the attendee will be familiar with:

1. Decision-Making and Leadership
2. Emotional Intelligence
3. Tactical Response & Operations Standards
4. Training Management
5. SWAT Personnel Recruitment, Selection, Training and Retention
6. High Risk Warrant Service Operations
7. Law Enforcement Response to Barricaded Suicidal Subjects
8. Barricaded Subject Operations
9. Contemporary Issues for Tactical Teams
10. Hostage Rescue Operations
11. Incident Reviews from Past Operations
DAY TO DAY / HOUR TO HOUR AGENDA

DAY ONE

<table>
<thead>
<tr>
<th>Hours</th>
<th>Instruction</th>
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<tbody>
<tr>
<td>0800-0830</td>
<td>Course Administration</td>
</tr>
<tr>
<td>0830-0930</td>
<td>Incident Debrief (Springle Street)</td>
</tr>
<tr>
<td>0930-1100</td>
<td>Leading in Teams (PowerPoint)</td>
</tr>
<tr>
<td>1100-1200</td>
<td>Decision-Making (PowerPoint)</td>
</tr>
<tr>
<td>1200-1300</td>
<td>Lunch (not provided)</td>
</tr>
<tr>
<td>1300-1400</td>
<td>Decision-Making (PowerPoint)</td>
</tr>
<tr>
<td>1400-1500</td>
<td>NTOA Tactical Response &amp; Operations Standard (TROS) (PowerPoint)</td>
</tr>
<tr>
<td>1500-1530</td>
<td>Utopia vs. Reality (Discussion)</td>
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<tr>
<td>1530-1700</td>
<td>Incident Debrief or Group Exercises</td>
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**HOMEWORK:** Self-Assessment TROS

DAY TWO

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<tr>
<th>Hours</th>
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<tbody>
<tr>
<td>0800-0830</td>
<td>Day 1 Review and Discussion</td>
</tr>
<tr>
<td>0830-1000</td>
<td>Student Group Personnel Exercise</td>
</tr>
<tr>
<td>1000-1200</td>
<td>Training Management (PowerPoint)</td>
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<tr>
<td>1200-1300</td>
<td>Lunch (not provided)</td>
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<tr>
<td>1300-1400</td>
<td>Introduction to Emotional Intelligence (PowerPoint)</td>
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<tr>
<td>1400-1530</td>
<td>Recruitment, Selection and Retention (PowerPoint)</td>
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<tr>
<td>1530-1700</td>
<td>Incident Debrief (Instructor Choice)</td>
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**DAY THREE**

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<th>Hours</th>
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<tbody>
<tr>
<td>0800-0830</td>
<td>Day 2 Review and Discussion</td>
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<tr>
<td>0830-1000</td>
<td>Student Group Exercise</td>
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<tr>
<td>1000-1100</td>
<td>Warrant Debrief (Maricopa County)</td>
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<tr>
<td>1100-1200</td>
<td>High-Risk Warrant Service Operations (PowerPoint)</td>
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<tr>
<td>1200-1300</td>
<td>Lunch (not provided)</td>
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<tr>
<td>1300-1400</td>
<td>High-Risk Warrant Service Operations (PowerPoint)</td>
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<tr>
<td>1400-1500</td>
<td>High-Risk Warrant Service Exercise</td>
</tr>
<tr>
<td>1500-1600</td>
<td>Law Enforcement Response to Barricaded Suicidal Subjects (PowerPoint)</td>
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<tr>
<td>1600-1700</td>
<td>Incident Debrief (Instructor Choice)</td>
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**HOMEWORK:**
High-Risk Warrant Service Methodologies

**DAY FOUR**

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<tbody>
<tr>
<td>0800-0830</td>
<td>Day 3 Review and Discussion</td>
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<tr>
<td>0830-1000</td>
<td>Incident Debrief (Instructor Choice)</td>
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<tr>
<td>1000-1200</td>
<td>Barricaded Subject Operations (PowerPoint)</td>
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<tr>
<td>1200-1300</td>
<td>Lunch (not provided)</td>
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<tr>
<td>1300-1600</td>
<td>Contemporary Issues for Tactical Teams (PowerPoint)</td>
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<tr>
<td>1600-1700</td>
<td>Incident Debrief (Instructor Choice)</td>
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**HOMEWORK:**
Contemporary Issues Impact

**DAY FIVE**

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<tr>
<td>0800-0830</td>
<td>Day 4 Review and Discussion</td>
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<tr>
<td>0830-0930</td>
<td>Group Exercise (Oxygen Man)</td>
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<tr>
<td>0930-1100</td>
<td>Incident Debrief (Instructor Choice)</td>
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<tr>
<td>1100-1200</td>
<td>Hostage Rescue Operations (PowerPoint)</td>
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<tr>
<td>1200-1300</td>
<td>Lunch (not provided)</td>
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<tr>
<td>1300-1430</td>
<td>Hostage Rescue Operations (PowerPoint)</td>
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<tr>
<td>1430-1645</td>
<td>Hostage Rescue Incident Debriefs (Instructor Choice)</td>
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<tr>
<td>1645-1700</td>
<td>Review and Course Closeout</td>
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COURSE OUTLINE

I. Preface
   A. Course Overview
   B. Instructional Goals
   C. Agenda
   D. Outline
   E. Co-Host Logistics

II. Leading in Teams
   A. Workgroups and Teams
   B. Building Teams
   C. Trust
   D. Group Culture

III. Decision-Making
   A. Administrative Decisions
   B. Tactical Decisions
      a. Life Saving Missions
      b. Safety Priorities
      c. Identify
      d. Isolate
      e. Contain
      f. Contingency Plans
      g. Layered Plans
   C. Time

IV. NTOA Tactical Response Operations Standard

V. Utopia vs. Reality

VI. Personnel Scenarios
VII. Training Management
   A. Training Hours
   B. Training Philosophy
   C. Maximizing Training
   D. Documentation
   E. Legal Issues

VIII. Introduction to Emotional Intelligence
   A. Emotional Intelligence Defined
   B. Why is Emotional Intelligence Needed?
   C. Emotional Intelligence and Decision-Making

IX. Recruitment, Selection, and Retention
   A. Recruiting for SWAT
   B. Testing factors
   C. Essential job functions
   D. Retention of SWAT personnel
   E. Legal liability

X. High-Risk Warrant Service Operations
   A. Criteria for SWAT
   B. Risk Assessment
   C. Mission Planning
   D. Tactical Options

XI. Law Enforcement Response to Suicidal Subjects: Legal Realities and Options
   A. What is Our Duty?
   B. Special Relationships
   C. Example of State Law
   D. Community Caretaker Function
   E. Emergency Aid Doctrine
   F. Legal References
XII. Barricade Subject Operations
   A. Response to Barricaded Suspect Situations
   B. Risk Assessment
   C. Defining Roles
   D. Tactical Options
   E. Duties and Responsibilities

XIII. Contemporary Issues for Tactical Teams
   A. Use of SWAT / Militarization
   B. Operator Fatigue
   C. FSDD Use / Legal
   D. Unnecessary Damage
   E. Regionalization
   F. Professionalism

XIV. Hostage Rescue Operations
   A. Response to Hostage Situations
   B. Force Options
   C. Crisis Negotiations Team (CNT) Strategies and Considerations
   D. Tactical Operations Center (TOC) Considerations

XV. Course Summary

XVI. Incident Debriefs
CO-HOST LOGISTIC REQUIREMENTS

CLASSROOM
- Adequate seating for up to 34 students with tables, good ventilation
- Marker board & markers
- Flip chart with paper

AUDIO VISUAL
- LCD Projector for computer presentation
- Large projection screen (minimum of 6’x6’ screen size)
- Speaker system to connect to laptop for audio
- Extension cord and power strip
- AV table or cart

OTHER
- Access to copier
STUDENT EQUIPMENT LIST

INDIVIDUAL

- Law Enforcement I. D.
- This course is conducted entirely in the classroom
- Laptop is helpful to the student, but not mandatory
- Student notebooks will be made available via Dropbox
- Business casual dress may be worn
NTOA PROVIDED INSTRUCTOR MATERIALS

INSTRUCTOR PACKET (mailed to co-host)
- Extra registration forms for walk-ins
- Course roster
- Instructor agreements
- Dropbox link for student notebook and resource materials

INSTRUCTOR PACKET (emailed in advance)
- Directions to training site and hotel
- Contact numbers for co-host point of contact

COURSE PRESENTATION MATERIALS
- PowerPoint presentations available on Basecamp for download

INSTRUCTOR EQUIPMENT
- Laptop computer

OTHER
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<tr>
<td>Preface</td>
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<td>TROS Homework</td>
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<td>Contemporary SWAT Issues and Concerns</td>
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