

How Do We Address the Issue of Consistency and Improvement in Training New Tactical Response Team Officers?

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Problem

Each year turnover on the Nampa Police tactical response teams leads to new officers being appointed to the team. These officers must then be trained in the skills of using SWAT tools, weapons and tactics. Currently, there is no formal process to this training of new officers outlined in SOP and the amount of training time and methods vary from one appointment to the next. This issue should be addressed for the sake of both the department and the individual appointed to the team. Officers depend on the Nampa Police Departments training program to provide them with the knowledge and skills necessary to do their job effectively. The development of a training program establishes a consistent method for documenting training and showing the department's action toward improving our ability to protect the community.

“Deliberate indifference” to officer training and failure to properly document or train officers can result in Chiefs and supervisors being personally sued (Farber, 2007). Implementing standards for training new officers reduces that risk, while failure to address this issue may leave the department open to future liability. National recommendations are that SWAT officers should attend a minimum of a 40 hour basic course prior to deployment, which is not occurring in our agency (NTOA, 2008).

Assumptions

- Although growth in the Nampa area has declined with the economic slowdown, there will continue to be a need for a part time tactical team to resolve critical incidents.
- Litigation regarding training or failure to train will continue to remain an issue in law enforcement for the foreseeable future.
- The high expectations of government accountability since 9-11-01, which have spurred the growth of the National Incident-based Management System (NIMS) and Incident Command Systems (ICS), will increase the responsibility to remain in line with national training standard recommendations.
- Tactical team training standards are more likely to increase rather than decrease over the next 20 years.
- Based on past turnover rates of team members, there will continue to be an annual or semi-annual need for training future team members.

Facts

1. The Nampa Police Department tactical response team (TRT) currently consists of 1 commander, 1 team leader, 2 snipers/marksmen, and 10 operators.
2. TRT has members who are certified instructors in chemical munitions, less lethal munitions, distraction devices, firearms, rifle, health and physical fitness, arrest techniques, ground fighting, building search, breaching, and close quarter battle.
3. From 2006 to 2009, six team members have resigned, been removed or been promoted from the tactical team. This has occurred at a rate of 1.5 personnel annually (1 in 2006, 1 in 2007, 2 in 2008, 2 in 2009).
4. The tactical team currently trains 10 hours every 3 weeks, or an average of 15 hours per month.
5. Basic training for new officers has been introduced during the regularly scheduled department training. There have been team training courses during that time, but only one scheduled block of basic tactical officer training (2009).
6. Current policy addresses regular monthly training but does not contain reference to required training prior to deployment (Annex 1).
7. The tactical team has responded to 12 callouts in 2007, 7 callouts in 2008, and 7 callouts year-to-date in 2009 (Annex 2). The team had one officer involved shooting during that time and was called out to assist Canyon County Sheriff's Office during their officer involved shooting.

Discussion

The Nampa Police Department has a part-time tactical team, currently comprised of 14 members. Nampa Police Department standard operating procedure manual (SOP) states that tactical team members must attend 4 hours of training each month in addition to other required monthly training (Annex 1). This manual is currently being revised. Prior to 2006, new team members were given an in-service orientation and then sent through the Idaho Department of Corrections Correctional Emergency Response Team Academy (Cantrell, interview).

The National Tactical Officers Association (NTOA) guidelines require that part time team members must attend a 40 hour basic SWAT course as a prerequisite to deployment (NTOA, 2008). This is in addition to 16 hours of "critical skills maintenance" training each month. This training need not be separate from other closely related department-wide training

incorporating the same skills maintenance as used by tactical team members (i.e. department-wide firearms training that is consistent with the tactics used by the SWAT team would count toward the minimum requirements) (NTOA, 2008).

To better understand the current training practices in the region, a survey of seven agencies from surrounding states was conducted via email and telephone. Team leaders were questioned about team practices regarding: 1. The basic course used by their team members, 2. Are team members deployed on a limited basis before completing a basic course or do they wait until after they complete the basic course, 3. How long is the basic course, 4. Is the basic course taught internally or externally, 5. What does the course cost, and 6. What source of funding is used to pay for the course? Team leaders from the tactical teams responded with the information in the following table:

<i>Agency</i>	<i>Basic Course</i>	<i>Training Period</i>	<i>Length of Course</i>	<i>Internal/ External</i>	<i>Cost</i>	<i>Funding Source</i>
<i>Ada SO</i>	GTI	Immediate	80 hours	External	\$1500	Grant
<i>Boise PD</i>	NTOA	Limited	40 hours	Both	Unknown	Budget
<i>Bothell PD</i>	WA Basic	Immediate	40 hours	External	\$0	Budget
<i>Canyon SO</i>	Hell Week	Limited	110 hours	External	\$600	Budget
<i>IF PD</i>	In-House	Immediate	80 hours	Internal	\$0	Budget
<i>Idaho National Laboratory</i>	DOE	Immediate	6 weeks	Internal	N/A	Budget
<i>Utah HP</i>	Hell Week	Limited	110 hours	External	\$600	Budget

Who Provides Training

The basic training of new tactical officers varies from one agency to the next with regard to which course they use and who teaches the material. The Ogden Metro SWAT team sponsors a 110 hour course called “Hell week” in Ogden, Utah (Annex 3). This 6 day basic course for new SWAT officers is used by CCSO to meet the requirements for their members (survey). The Ada County Sheriff’s Office certifies their tactical officers through GTI (the Government Training Institute) (survey). GTI follows Department of Homeland Security guidelines and offers courses in 3 levels (level I, level II, and level III) depending on the level of team the attending Department has established (Government Training Institute - online, 2007). FEMA guidelines also offer a model for tactical teams, consistent with DHS (Department of Homeland Security), which categorize them into three groups, with standardization a key element. The capabilities of

one tactical team compared with another can vary greatly, and teams must possess the proper equipment and training to qualify for each tier (Fuentes, 2008). These classification levels are a new trend in tactical team classification, which have helped to clarify on a national level the skills and capabilities a team must possess to reach certain proficiency. Due to its conformance with those guidelines, GTI courses can also be funded through DHS grant funds.

Funding of Training

Training costs can be a significant amount of a departments overall budget. For fiscal year 2009, The Nampa Police Department training budget was \$51,000 for school costs and \$35,500 for travel: total \$86,500 (Nampa Police Department budget FY2009). TRT's portion of this budget was \$10,928 and nearly half of that (\$5,080) was for a basic swat school (Annex 4). The Ada County Sheriff's Office, utilizing grant money from DHS, was able to bring GTI's level I basic school to their agency and had zero out of pocket training cost (Aldrich, interview). INL and some other agencies will utilize trained personnel to instruct internal basic SWAT courses (survey table). Springfield (MO) Police Department conducts training internally for their SWAT officers and 25% of on duty time is spent conducting training (Ijames, 2007). Initially, however, this type of internal training program required an expensive outlay of money for training the cadre of SWAT instructors (Ijames, 2007).

When is training implemented

NTOA guidelines require a basic 40 hour course be provided to new tactical officers prior to deployment (NTOA, 2008). All teams surveyed indicated that the basic training programs they use are 40 hours or more in length (survey table). Many courses (i.e. Hellweek) are only offered once per year, yet turnover of team members can occur at various times throughout the year. Agencies such as Ada County S.O., Bothell P.D., Idaho Falls P.D., and INL do not deploy new personnel until they have been through basic training (survey table). Other agencies such as Boise P.D., Canyon County S.O., and Utah Highway Patrol will deploy new members on a very limited basis prior to the basic course, utilizing current monthly training time to familiarize them with team tactics and required skills (survey table). Each of these team leaders expressed that new SWAT officers must attend basic training sometime during their first year on the team (survey).

Performance Measures

The Government Training Institute has a structured format that includes the following types of performance evaluation measures: written pre-test, daily written tests, written post test, daily practical exercise evaluations, and a final comprehensive exercise (Government Training Institute – online, 2007). Students must demonstrate proficiency and knowledge through written testing and practical application of the skills. According to Sgt. Bill Squires, team leader Idaho Falls P.D., new tactical officers were required to conduct practical exercises demonstrating an ability to perform the skills they were taught (Sgt. Squires, interview).

Tactical SOP samples were obtained from Utah Highway Patrol (Annex 5) and Ada County Sheriff's Office (ACSO policy manual). Each of these policies addressed training issues. Ada County SO policy manual stated that the SWAT commander was responsible for “continual evaluation” of team members’ performance and efficiency levels (ACSO policy manual 408.7.2). It also specified consequences for firearms and physical fitness deficiencies (ACSO policy manual 408.3.4). New officers to the Utah Highway Patrol (UHP) SERT team are placed on a field training program and assigned a field training officer (FTO). The FTO documents and monitors their progress in training and provides those reports to the team leader who reviews them for necessary corrective action (Annex 5).

Team Trainers and Resources

TRT currently has several members capable of instructing the majority of topics and skills needed in a 40 hour basic course (Annex 6). These instructors are similarly qualified to those used by Idaho Falls to teach their in-house basic course (Sgt. Squires, interview).

Alternatives

In analyzing the current training practice, recommended national guidelines, and options available, some assessments can be made:

- One option is to maintain the current practice of team members being appointed to the team and deployed on a limited basis until a basic course is scheduled for them to attend.
- Another alternative is to withhold deployment of the new TRT member until such time as they can attend and complete a basic certification course. This practice could leave the team short staffed until a course can be funded and scheduled.
- A third alternative is to establish a 40 hour training program within the department that could be used to teach new team members the basic skills necessary for tactical operations. This could be done with current resources

- As a fourth alternative, the in-house basic course referred to in option three could be supplemented by additional outside course instruction available through GTI or other DHS grant funded sources.

Conclusion

The current practice of deploying members on a limited basis has run the risk of assuming that the individual is operationally ready for certain tasks but not others. This is a subjective analysis that is not based on national standards or other accepted practice. National standards require a 40 basic course before a team member can be considered operationally ready. Several entities provide courses, and some are available through grant funding requiring minimal cost to the department.

Additionally, some agencies provide a basic course taught internally by qualified personnel from their agency. The Nampa Police Department has several personnel qualified to instruct the skills necessary for a basic SWAT operator. Considerations for implementation would be designing a course outline, identifying the required skills and tasks, establishing evaluation measures, designing policy and procedures, utilizing personnel drawn from primary duties to instruct the course, and maintenance of instructor certifications. This option is as cost effective as grant funded courses, but has the added benefit of a faster appointment to deployment time period.

Recommendation

The Nampa Police Department should adopt an internal 40 hour training program for new tactical team members. This program could be taught by current members of TRT who possess the credentials necessary to instruct skills needed for basic SWAT operations. Likewise, SOP should be updated to reflect the requirements for a basic course completion prior to deployment (Annex 7).

Chief Bill Augsburger

August 17, 2009

- Approved
- Disapproved

Works Cited

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- Squires, Sgt. Bill. (telephone interview) Idaho Falls Police Department tactical team leader. July 8, 2009.

CHAPTER VIII
SECTION 3
STANDARD OPERATING PROCEDURE
SPECIALIZED UNITS

8-3-1 TACTICAL TEAM

8-3-2 CALLOUTS FOR OTHER AGENCIES ASSISTANCE

8-3-3 PUBLIC SAFETY BOMB TECHNICIAN

8-3-4 CANYON COUNTY FIRE INVESTIGATION TEAM

8-3-5 CITY COUNTY NARCOTICS UNIT (CCNU)

8-3-1. TACTICAL TEAM:

A. PURPOSE: The Tactical Team is a specially trained organization of police officers, with the purpose of handling situations that arise, that are of a hazardous nature, and that require special weapons or tactics, to resolve.

B. FUNCTION: Tactical Team members are police officers, with the additional training to work in a team mode, and trained to handle, at a minimum, the following situations:

1. Barricaded Suspects
2. Hostage Situations
3. Service of Warrants on Fortified Locations
4. Civil Disturbances
5. Dignitary Protection
6. Searches for Armed Suspects
7. Extraordinary Situations of an Emergency Nature

The team will have the responsibilities of protection, containment, rescue, and neutralization.

C. TACTICAL TEAM COMMAND: The tactical response team is currently made up of officers from both Nampa and Caldwell police departments. The Tactical team Leader will be in command of all tactical situations in the City of Nampa. In his absence, the Assistant Team Leader will assume this duty.

Both the Team Leader and Assistant Team Leader are appointed and shall serve at the pleasure of the Chief of Police. In the event neither the Team Leader or Assistant Team Leader are able to respond to a tactical situation, the senior tactical officer on scene will assume command of the tactical incident.

D. MEMBERSHIP: Membership shall consist of full time Nampa or Caldwell police officers, selected through a testing process and appointed by the Chief of Police. Due to nature of the organization, members shall serve at the pleasure of the Chief of Police, and may be removed by him at any time, for any reason, without recourse.

If during training or an actual incident, the Team Leader determines a member to be deficient in one or more needed skills, the Team Leader may recommend remedial training for such individual. Remedial training shall be approved by the Chief of Police and conducted by the Team Leader as expeditiously as possible. During such period of remedial training, the affected member shall be placed in a Non-Callout status. Following remedial training, if the member continues to be deficient, he/she shall be removed from the Tactical Team.

E. SELECTION PROCESS: The selection process for new Nampa Team members, when openings arise, shall consist of the following:

1. Must be a police officer in good standing, in order to apply.
2. A notice of the opening will be issued on a special Order and posted, for all police officers information, notifying of the testing times, dates, and of the opening.
3. Testing will consist of physical agility (POST Standard), firearms marksmanship; situational judgment scenarios, oral board, review of prior performance evaluations, and exposure to chemical agents.
4. The Chief of Police, then, shall select a candidate from the test results. This candidate will then be required to submit to taking a psychological evaluation, providing profile. Following a review of this profile, a candidate will then be selected, and appointed to the Team, by the chief of Police.

TRAINING: In addition to required training as a police officer, other training will be provided, in order to handle tactical situations that arise. A minimum of one four hour session per calendar month will be required in order to maintain proficiency. The Assistant Chief will approve this training. Team members missing two consecutive unexcused training periods may be placed in a Non-Callout status.

Team members are expected to maintain themselves in good physical condition and are encouraged to participate in some type of exercise regimen on their own. Physical conditioning testing will be conducted on a semi-annual basis. Those individuals failing to complete the POST Standard Physical Conditioning Test shall be given thirty (30) days to successfully pass the test. Members failing the test a second time may be subject to dismissal from the team.

SWAT Callouts

2007

Total SWAT Callouts		12
Search warrants	7	
Barricaded subjects	2	
Suicidal subjects	3	

2008

Total SWAT Callouts		7
Search Warrants	6	
Barricaded subject	1	

2009

Total SWAT Callouts – year-to-date		7
Assist other agency (shooting)	1	
Search warrants	4	
Barricaded/suicidal	2	

*there have also been two callout and call offs before arrival

**OGDEN / METRO S.W.A.T.
HELL WEEK 2009**

The Ogden Metro SWAT team will be conducting a basic SWAT skills course from **26 July through 31 July 2009**. Affectionately referred to as “Hell Week” by course graduates, this will be the eighteenth year this course has been conducted. This course consists of an **intense, six days, 110 hour program of instruction** designed to provide a high level of performance oriented training in the individual and squad skills required for S.W.A.T. missions. Graduates of this course return to their agencies with a “hands on” foundation upon which their team can continue to build. The individual and squad skills taught and tested include: tactical pistol, rifle shooting, mission preparation and scouting, movement in a tactical environment, utilization of distraction devices, conducting operations w/gas, basic hostage rescue techniques, barricade operations, high-risk warrant service and rapid deployment/immediate action.

A high-stress course, this program is designed to teach the officers about themselves, what they are capable of under stress, what their strengths are and what weaknesses they need to work on. Not a “boot camp”, there is very little classroom training or meaningless exercise. The emphasis is on **physically and mentally demanding practical training**. Persons attending the course will need to be available 24 hours per day for the 6 days.

This course is not just for new SWAT officers. Any tactical officer can learn or refresh valuable techniques that apply to the resolution of tactical situations. **The instructors for the course are experienced S.W.A.T. personnel who instruct both locally and nationally.**

Tuition for the course is \$ 200.00 per person. Housing, required for those officers that live more than 20 minutes from Ogden, is at the Weber State University dormitories and costs \$ 25 per person, per night. Lunch, \$ 32.00 per person, only for four days, Monday through Thursday. All other meals are not included.

Class size is limited. Enrollment is on first come, first serve basis. Registration is required by 1 July 2009. Once confirmed registration has been received, a follow-up letter with further instructions will follow. **Only peace officers or military personnel may attend.** For more information contact Officer Bart Heslington at (801) 940-6171, e-mail (BartHeslington@ci.ogden.ut.us) or fax number (801) 629-8055. To register, contact Angel Rosaro, Uniform Division Senior Office Assistant, at (801) 629-8266, e-mail (AngelRosaro@ci.ogden.ut.us)

**TRT Training Budget
FY 2009**

Basic SWAT School (40 hour new operator school – J. Martinez, Kern, Wyatt, Nicodemus)

Location TBD

School cost	\$700 X 4 =	\$ 2,800
Travel	Dept. Vehicle	
Per Diem	45 X 4 (X 6 days)	\$ 1,080
Hotel	\$100 X 2 (X 6 days)	\$ 1,200

Total \$5,080

Camp Perry Sniper School

School Cost	600 X 2 =	\$ 1,200
Travel	Dept. vehicle	
Per Diem	\$45 X 2 (6 days) =	\$ 540

Total \$1,740

Explosive Breaching Symposium (Thomas and Phillips)

Chattanooga, TN

School Cost	250 X 2 =	\$ 500
Travel	554 X 2 =	\$ 1,108
Per Diem	300 X 2 =	\$ 600
Hotel		\$ 450

Total \$ 2,658

CTS Basic chemical and less lethal munitions instructor school

Location TBD

School Cost	\$300
Travel	\$450
Hotel	\$450
Per diem	\$250

Total \$ 1,450

TRAINING

The mission statement will drive training for DPS SERT. The training philosophy is to “Train as you Fight”. In other words, all training will be as realistic as possible in an attempt to duplicate real life situations. All training will be performance oriented and task specific as delineated in the Training Manual. The individual, squad, team and leadership skills listed in the Training Manual will be the basis for the training of SERT members.

The team Training Coordinator, with the direction from the Team Commander and Staff, will be responsible for keeping the training content current and in keeping with the standard and practices of the team. The Training Coordinator will also be responsible to maintain compliance with the training standard and documentation as delineated in 2-5-4 of the DPS policy and procedure.

The Training Coordinator will schedule training days one year in advance, including one week certification training (team school). Tentative training topics will be scheduled three months in advance with the topics being finalized one month out. When feasible, training will be delegated to specific team members. Training assignments should be given out 60 days in advance. The Training Coordinator will periodically check with the members that are assigned these training tasks to see how the preparations are coming. When applicable, a lesson plan or outline should be produced for each training given. These documents will be attached to the training roster and will become part of the training log.

Annual certification of the team of the skills listed in the Training Manual will be the responsibility of the Team Commander. The Team Commander will also “certify: team members in the utilization of the specific items of SERT equipment in the performance of their duties. Only those team members certified to use specific items of equipment will be allowed to utilize them during operations.

All new team members will successfully complete an approved SWAT basic course and a clandestine laboratory certification. All team members will be issued an SOP Manual and a Training Manual. Each member will be required to read and be familiar with every page of both manuals.

All new team members will be on the team in a probationary status with a SERT FTO following and documenting progress during training days listing both positives and negatives. Any negatives need to be addressed to the Team Leader for review and corrective training. This training observation will go into the new members file and will be used as a review for retention or dismissal from the team.

TRT Trainer Summary

Firearms instructors

Rifle:

Matt Thomas, Jamie Burns

Handgun:

Matt Thomas, Jamie Burns, Dan Wyatt

Chemical/Less Lethal/Flashbang Instructors

Chad Shepard, Collin Yates

Fitness Specialists

Scott McCain

Breaching Specialists

Mechanical:

Kyle Pearson

Ballistic:

Kyle Pearson

Explosive:

Matt Thomas, Mike Phillips

Bomb specialists

Mike Phillips

Rappel Masters

Scott McCain, Jed Webb

Close Quarter Battle Specialists

Jason Cantrell, Kyle Pearson, Scott McCain, Matt Thomas

Hostage Rescue Trainers

Jason Cantrell, Matt Thomas, Jamie Burns, Scott McCain

Vehicle Assaults

Jason Cantrell, Matt Thomas, Jamie Burns, Scott McCain

Officer and Citizen Rescues

Jason Cantrell, Matt Thomas, Jamie Burns, Scott McCain

Implementation Guidelines

Requirements:

In order to implement the revisions to standards for new TRT member, increasing the standards to require basic course completion prior to deployment, the following guidelines are recommended;

1. New SOP as described below (assigned to be completed by the team commander) inserting a requirement for team members to complete a basic tactical course prior to deployment.
2. The development of course curriculum (i.e. PowerPoint presentations, lesson plans, etc...) based on the course agenda outlined below. This curriculum will be assigned to the team members assigned to teach each block and could be completed within 30 days.
3. Responsibility for overseeing course curriculum development will be assigned to the TRT team commander.
4. Final approval of curriculum and SOP revisions will be given to Deputy Chief of Operations.
5. Course Management will be the responsibility of the team commander.
6. Instruction during the course will need to be scheduled far enough in advance to allow schedule adjustment of instructors and students in order to avoid overtime cost.
7. Cost accrued for ammunition, chemical munitions, flash bangs, and other items can be absorbed in current munitions/equipment purchases.

SOP revisions

Recognizing the need for team members to possess certain basic skills required for special tactical operations, all newly appointed TRT members must complete a minimum 40 hour basic tactical/SWAT operator course prior to deployment on a TRT callout.

Basic SWAT School

Objectives

- Officers will demonstrate proven dynamic entry and slow and deliberate tactics during practical exercises and force on force scenarios.
- Officers will learn the operation and use of different police technologies including listening device equipment, Pole camera deployment, and remote vehicle deployment.
- Students will become familiarized with SWAT operations to include: High Risk Warrant Services, Vehicle Assaults, Citizen Team Member Recovery, and Ballistic / Mechanical / and Explosive Breaching.
- Students will perform detailed practical tactical shooting techniques associated with close quarter's battle engagements.
- Student's will demonstrate effective break-and-rake techniques, porting and covering through windows, chemical and less lethal munitions deployment, and distraction device deployment.
- Students will perform daily physical training to increase their physical performance in SWAT related mission environments.

Training Agenda

1ST DAY

7:00AM 6:00PM

7:00AM Physical fitness

8:00AM Team assignments, policy review, team rules and orientation

9:30AM

Tactical Firearms: timed shooting, reloading drills, movement shooting

12:00 Noon

Lunch

1:00PM

Room clearing techniques (classroom and practical's)

4:30PM Team technologies: hand held radio operation, remote vehicle, pole camera, listening devices.

2ND DAY

7:00AM 6:00PM

7:00AM Physical fitness

8:00AM chemical munitions

10:00AM less lethal munitions and distraction devices

12:00 Noon

Lunch

1:00PM

The Effects of Being Involved in a Police Shooting

2:00PM Scouting and briefing (classroom and practical's)

3:30PM Principles of dynamic entry and practical's including break and rake and window porting

3RD DAY

7:00AM 6:00PM

7:00AM Physical fitness

8:00AM Principles of mechanical, ballistic, and explosive breaching and practical's.

12:00 Noon

Lunch

1:00PM vehicle assaults

3:00PM Officer and citizen rescues (open air and team movement)

5:00PM First responder to barricaded/suicidal subjects.

4TH DAY

7:00AM 6:00PM

7:00AM Physical fitness

8:00AM Dynamic Entry Realistic Scenarios and hostage rescue.

12:00 Noon

Lunch

1:00PM

Briefing and Execution of a Search Warrant

3:00PM

Obstacle Course

5:30PM

Debriefing, Critiques and Certificates

Module Descriptions

Team Assignments Policy Review- This is partial classroom and partial physical orientation with the location of equipment and items used by the Tactical Response Team (TRT). Classroom will include PowerPoint presentation on team structure and where individuals fit in the team organization. It will also cover current policy and practices. Firearms, fitness, and other performance standards will be among the policies specifically discussed

Tactical Firearms- Officers will have already qualified on the SWAT rifle and pistol course in order to be selected. Tactical firearms training during this course will focus on improving the fundamental skill and improving skills required for transition, movement, and precision application. Timed shooting, reloading drills, and movement shooting will be explained, practiced, and repeated numerous times.

Room Clearing Techniques (Classroom and Practical's)- The classroom phase of this course is given as a PowerPoint presentation. It emphasizes techniques necessary to enter and search buildings and rooms. Practicals will be conducted to ensure each student has the opportunity to practice all techniques.

Team Technologies- This course will introduce students to the location of equipment and how the equipment is used. Students will have an opportunity to assemble and deploy each piece of equipment.

Chemical Munitions- Students will have already been exposed to the physical effects of CS munitions during testing for TRT. During this course students will be instructed on the further effects of munitions used by the team. They will be familiarized with the different types of deployment options and how to safely use them. Students will have the opportunity to deploy munitions from a 37mm launcher during this course.

Less Lethal Munitions and Distraction Devices- This is both a PowerPoint and a practical application course. Team members will learn how to properly deploy less lethal munitions from a 37mm launcher. They will learn when to use this equipment and what the limitations are for its use. Students will also learn the uses and methods for deploying diversionary devices, along with safety concerns when they are deployed. They will also be instructed when these devices should not be deployed. Proper deployment will be demonstrated during practical exercise.

The Effects of Being Involved in a Shooting- This is a PowerPoint presentation that discusses the dynamics of a Police involved shooting. This is not only information needed to deal with it administratively but the physiological considerations also.

Scouting Classroom and Practical's- The students will be instructed in the proper scouting techniques. They will be taught to "paint a picture" of the structure and its surroundings so that their team members will be able to visualize the setting, prior to their arrival.

Principles of Dynamic Entries- This PowerPoint presentation will teach students the complexities of a forced entry. We will discuss briefings, tactics, the mission, and debriefings. Students will also be instructed on proper techniques for breaking and raking windows and will demonstrate during practical exercise the proper use of tools needed for this task. They will also learn proper methods for porting windows and covering/clearing rooms once windows are ported.

Mechanical, Ballistic, and Explosive Breaching- Students will learn various methods for forcing entry and how each method is utilized during classroom presentation. They will also learn how the breacher is incorporated into the team during deployment and what supporting roles exist during the breach. Each student will then demonstrate proper breaching of a door using a ram, hooligan toll, and ballistic breach with a 12 gauge shotgun. They will participate on an immediate entry team during an explosive breach.

Vehicle Assaults- Students will receive a PowerPoint presentation on how to assault an occupied vehicle and what the responsibility is for each assaulter. They will then demonstrate this technique during practical exercise. Team members will participate in each role on the assault team to better understand each role.

Officer and Citizen Rescue- The first section of this module will be presented in a PowerPoint to demonstrate rescues utilizing a team on foot and mobile/vehicle rescues. These techniques will be demonstrated during practical exercises and students will participate in each role on the rescue team.

First Responder to Suicidal/Barricade Situations- This is a PowerPoint presentation on dealing with a barricaded person before tactical teams arrive.

Dynamic Entry/Hostage rescue- The dynamics of hostage rescue will be discussed in a PowerPoint presentation. This will then be practiced in relation to building entries. Hours will be devoted to practice scenarios, involving dynamic entries. We recognize the importance of this technique, as it pertains to narcotic raids, but even more so, as it pertains to hostage rescue situations.

Obstacle Course- This course will test the physical abilities of the individual officer, but, more importantly, it forces officers to work together as a team. Developing a team concept is an absolute necessity for all tactical team members.

Debriefing, Critique and Certificates- As in every mission, a proper debriefing will be necessary. We will answer questions, and solicit suggestions on how to improve our school. We will wrap up the week by passing out certificates.

Executive Summary

Currently, there is no formalized training process for new TRT officers outlined in SOP, and the amount of training time and methods vary from one appointment to the next. This issue should be addressed for the sake of both the department and the individual appointed to the team. Officers depend on the Nampa Police Departments training program to provide them with the knowledge and skills necessary to do their job effectively. The development of a training program establishes a consistent method for documenting training and showing the department's action toward improving our ability to protect the community.

“Deliberate indifference” to officer training and failure to properly document or train officers can result in Chiefs and supervisors being personally sued (Farber, 2007). Implementing standards for training new officers reduces that risk, while failure to address this issue may leave the department open to future liability. National recommendations are that SWAT officers should attend a minimum of a 40 hour basic course prior to deployment, which is not occurring in our agency (NTOA, 2008).

- One option is to maintain the current practice of team members being appointed to the team and deployed on a limited basis until a basic course is scheduled for them to attend.
- Another alternative is to withhold deployment of the new TRT member until such time as they can attend and complete a basic certification course. This practice could leave the team short staffed until a course can be funded and scheduled.
- A third alternative is to establish a 40 hour training program within the department that could be used to teach new team members the basic skills necessary for tactical operations. This could be done with current resources.
- As a fourth alternative, the in-house basic course referred to in option three could be supplemented by additional outside course instruction available through GTI or other DHS grant funded sources.

Recommendation

The Nampa Police Department should adopt an internal 40 hour training program for new tactical team members. This program could be taught by current members of TRT who possess the credentials necessary to instruct skills needed for basic SWAT operations. Likewise, SOP should be updated to reflect the requirements for a basic course completion prior to deployment.

Lieutenant Eric Skoglund