

Managing Special Operations

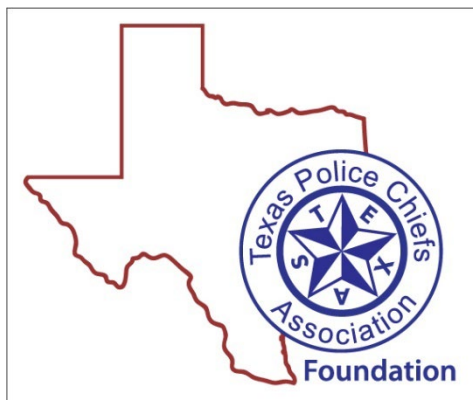
12 Hours – TCOLE Course #37005



Presented by:

***Texas Police Chiefs Association
Foundation***

P.O. Box 819, Elgin, Texas 78621



Welcome to a Texas Police Chiefs Association Foundation (TPCAF) training session. Thank you for participating in some of the best leadership focused training in Texas. Whether you are seeking the coveted Law Enforcement Command Officer Professional (LECOP) status or taking an individual class to sharpen your skill set, we hope you find this class personally and professionally rewarding.

Proceeds from training sessions like this support the TPCA Foundation's work, including the Fallen Officer Fund. The Fallen Officer Fund provides a \$10,000 check to the family of any peace officer killed in the line of duty in Texas. This includes Federal, State, county, local, and other peace officers working in Texas. The goal of the Fallen Officer Fund is to assist the family with any immediate needs by providing funds within 24-48 hours after the line of duty death. The family of a fallen officer should not have to worry about having money to pay a bill, flying in family from out of town, buying groceries, or any other need. Your attendance at this training session directly supports these families.

We encourage you to consider becoming a member of the Texas Police Chiefs Association (TPCA). TPCA is the largest association of police leaders in Texas and one of the largest state police chiefs associations in the nation. TPCA provides members with professional networking opportunities, a voice on legislative matters, resources, training opportunities, and access to model policies through the Texas Law Enforcement Accreditation Program. Please visit www.texaspolicechiefs.org for more information.

We hope you will check out our course catalog at [Texas Police Chiefs Association Conference & Training Site](#) to learn more about other training opportunities available.

Please consider donating to the Fallen Officer Fund

TEXAS POLICE CHIEFS ASSOCIATION FOUNDATION

To make a difference, please scan below



TEXAS POLICE CHIEFS ASSOCIATION FOUNDATION

TRUCK RAFFLE

2025 Chevrolet Trail Boss Valued at \$60,000
Approximate Value

 100% of Proceeds Benefit the TPCAF Fallen Officer Fund

Tickets
\$100 each

[Click Here To Purchase](#)

Drawing to be held:
April 17, 2025

Winner need not be present to win

[SCAN ME](#)



Actual Truck Not Pictured

Winner assumes responsibility for all taxes and registration fees.

TPCA Foundation | PO Box 1030 | Elgin, TX 78621 | www.texaspolicechiefs.org



TPCA Training



Open To All Texas Law Enforcement Agencies

-  Classes offered throughout different regions of Texas
-  Aims to provide the very best of executive and command level training for chiefs, commanders and supervisors to lead and manage throughout their organizations
-  Classes are focused on leadership with common themes of fairness, dignity, respect, trust and non-biased practices that create healthy organization and community confidence.

Details &
Registration
Here



TRAINING TOMORROW'S LEADERS TODAY!



LECOP

Law Enforcement Command Officer Program

Earn acknowledgment as a trained Law Enforcement Command Officer by completing a series of 10 training courses. Classes are open to all Texas Law Enforcement Agencies and designed to develop leadership skills and apply those skills to specific assignments.

TRACK A

Focuses on Individual Leadership Skills

TRACK B

Focuses On Leadership In An Organization & Influencing Culture



TEXAS POLICE CHIEFS ASSOCIATION

66th Annual Conference

APRIL 14-17, 2025
Galveston Convention Center



Training Opportunities

200+ Vendor Booths

Speakers

Golf Tournament

Run 2 Remember

Networking



Plan on attending the annual TPCA Conference.

Register at [Texas Police Chiefs Association Conference & Training Site](#)

Texas Law Enforcement Accreditation Program



The Texas Police Chiefs Accreditation Program allows Law Enforcement Agencies to voluntarily demonstrate compliance with over 170 best practices, developed by professionals, to ensure efficient service delivery and protection of individual rights.



External Review of policies & operations



Enhances knowledge of policing & procedures



Decreased exposure to liability risk & cost



Demonstrates to the community the police department meets or exceeds the highest standards of Law Enforcement excellence





WHAT YOU NEED TO KNOW:

- Open to all Law Enforcement Agencies
- Financial obligations: new application fee, annual program fee, travel costs for review team
- Program manager is required to complete 8 hours of program training - Agency heads are highly encouraged to attend
- Agency has two years to complete the process
- Accredited status is granted for four years. During this period, agencies are required to submit annual reports to demonstrate ongoing compliance with relevant standards
- Participating entities may qualify for scholarship to cover initial fee



www.texaspolicechiefs.org

PROFESSIONAL SERVICES



The Texas Police Chiefs Association (TPCA) is the largest association of police executives in Texas and one of the largest state police chiefs associations in the country. With a diverse group of experts in all areas of policing, TPCA provides a wide range of professional services to Texas governmental entities.

Police Chief Search and Selection

Staffing Studies

Executive Level Training

Comprehensive Organizational Studies

Strategic Planning

Accreditation Program

POLICE CHIEF SEARCH AND SELECTION

The Texas Police Chiefs Association offers valuable technical assistance in evaluating resumes and pinpointing credible candidates. Utilizing these resources can enhance your ability to choose the most suitable candidate for your department. Additionally, the Association can deliver a comprehensive selection process, typically at a significantly lower cost than many consulting firms.

STAFFING STUDIES

We provide Staffing Studies that use the IACP and ICMA recommended workload models to determine the staffing options for various policing strategies.

COMPREHENSIVE ORGANIZATIONAL STUDIES

A comprehensive Organizational Audit is beneficial, as it examines all departmental operations to ensure adherence to legal standards and best practices. This evaluation provides an analysis of crime control strategies, necessary staffing levels, and may include an anonymous employee survey.

STRATEGIC PLANNING

A roadmap providing organizational direction can be an effective management and budget tool. TPCA can assist law enforcement agencies in developing a strategic plan and can facilitate the strategic planning process for other city departments.

EXECUTIVE LEVEL TRAINING

TPCA provides quality training around the state. The Law Enforcement Command Officers Program (LECOP) offers a series of 10 courses to command level officers and supervisors covering the full range of law enforcement operations including Developing Leaders, Managing Administrative Operations, Patrol, Traffic, Special Operations and Criminal Investigations. Upon completing the full course series, they receive a LECOP Certificate and special recognition. All TPCA classes emphasize the importance of Leadership.

ACCREDITATION PROGRAM

A nationally recognized program with over 170 standards outlining best practices for law enforcement agencies in Texas. This program includes independent review of policies and operations of an agency, ensures efficient service delivery to the public, protection of individual rights, and decreased exposure for liability and risk.

FOR MORE INFORMATION PLEASE EMAIL
GELLIS@TEXASPOLICECHIEFS.ORG
OR CALL 512-281-5400



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Texas Police Chiefs Association Foundation

Overview and Macro Curriculum

Managing Special Operations

Rationale:

High risk events can occur anywhere that might require the use of a special operations capability in law enforcement. The understanding of when it is appropriate and beneficial to deploy a SWAT Team or a Negotiations Unit is of utmost importance. Those who have served in tactical operations at some point in their career may not have been exposed to an executive's perspective on the use of this critical resource and those who have never served in a tactical role may not have a working knowledge of the capabilities or limitations of such units. This course is designed to present the principles of SWAT and Negotiations in the context of administrative oversight for those responsible for managing and deploying the resource in any sized organization.

Overview:

This is a 12 hour course presented over 1 1/2 days. It will provide instruction on developing and managing the Special Operations function, including the selection and training of team members, training regiments, the command and control elements for Special Weapons and Tactics as well as Negotiations Teams. The methods for instruction will include lecture and video presentations, discussion as well as desktop scenarios. The course is designed for leaders assigned to manage these units.

Course Goals:

At the conclusion of this course, the participant will:

1. Describe the historical development of SWAT and Negotiations in critical incidents.
2. Articulate the principles of command and control during deployments.
3. Define the role of SWAT and Negotiations in police operations.
4. Recall the legal issues associated with the deployment of these units.
5. Identify leadership points relevant to developing operational readiness.
6. Participate in discussions and scenarios familiarizing leaders with this function.

Schedule of Topics:

Day One

| | |
|---------------|-----------------------------------|
| 0800—0900 hrs | Welcome and Overview |
| 0900—1000 hrs | Historical Perspectives on SWAT |
| 1000—1200 hrs | Team Role, Selection and Training |
| 1200—1300 hrs | Lunch |
| 1300—1500 hrs | Command and Control Models |
| 1500—1700 hrs | Team Design & Tactics |

Day Two

| | |
|---------------|--------------------------------------|
| 0800—1000 hrs | Negotiations Principles/Legal Issues |
| 1000—1200 hrs | Table Top Scenario Training |

Instructor:

Doug Kowalski, Chief of Police- Prosper, Texas



Instructor Bio

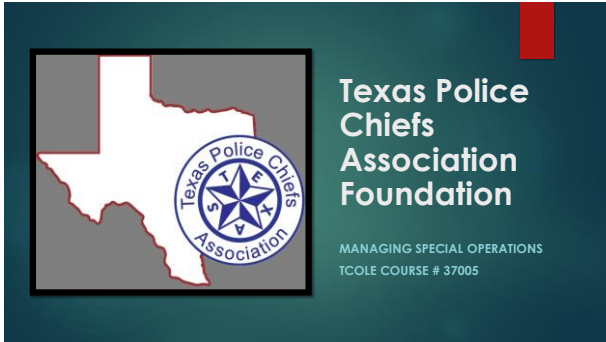
Chief Doug Kowalski

Chief Doug Kowalski began his law enforcement career in 1975 when he joined the New York City Police Department as an Auxiliary Police Officer. In 1977, he moved to Texas and joined the Dallas Police Department, where he advanced through the ranks of Officer, Corporal, Sergeant, Lieutenant, Captain, and Deputy Chief. During his career in Dallas he worked in Patrol, Internal Affairs, Training, Property Crimes, Narcotics, Communications, S.W.A.T. and Special Operations (Tactical and Traffic Divisions).

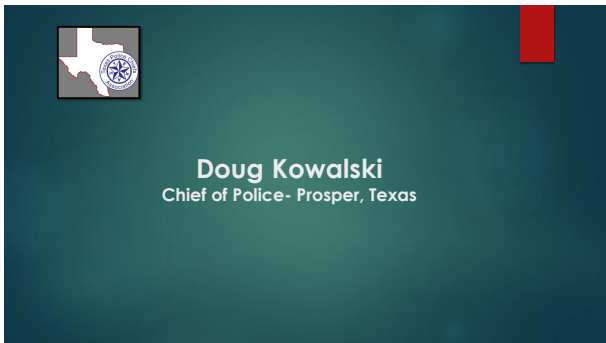
Chief Kowalski retired from the Dallas Police Department in July 2000 and joined the McKinney Police Department as Assistant Chief. He promoted to Chief of Police, serving in that role from January 2001 until October 2012. During this time McKinney was listed as one of the fastest growing cities in America, as the city grew from a population of 54,000 to over 140,000 citizens. Commensurate with this growth, under his leadership, the Police Department grew from a strength of 67 officers and 25 civilians (92 employees) to a force of 164 sworn and 47 civilians (211 employees). Under his command the McKinney Police Department earned recognition status under the Texas Police Chiefs Association Recognition Program for following the best practices for Texas law enforcement. In January 2014, Chief Kowalski was appointed and is currently the Chief of Police in Prosper, Texas.

Chief Kowalski holds a Master of Science Degree in Leadership and Justice Administration from the University of Texas at Dallas and a Bachelor of Science Degree from Wagner College in New York. He also attended Fordham University School of Law. He is a graduate of the Institute for Law Enforcement Administration School of Police Supervision 23rd Command and Management College and the 10th Advanced Management College. He is a vice chair of their Advisory Board and a past president of their Alumni Association. Chief Kowalski also graduated from the 180th Session of the FBI National Academy. Additionally, he is a Certified Fraud Examiner (C.F.E.).

Chief Kowalski holds TCOLE Master Peace Officer and Instructor Certificates. He has lectured at the Dallas Police Academy, the Institute for Law Enforcement Administration, the University of Texas at Dallas, the University of North Texas, and at Collin College. He is currently a faculty member of the Caruth Police Institute at the University of North Texas. He has testified as an expert witness on Tactical Operations before a United States Congressional Sub-Committee. He is a member of the Collin College Law Enforcement Academy Training Advisory Board; a member of the IACP - Patrol and Tactical Operations Committee. He is a Past President of the North Texas Police Chiefs Association. He assisted the Police Executive Research Forum (PERF) in publishing a book, A Conflict of Rights, about Policing Protests, and a White Paper on Community Policing. In 2014 he was the recipient of the Dr. Gary Sykes Award for professional achievement in law enforcement presented by the Institute for Law Enforcement Administration.



1



2



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HISTORY OF SWAT

- ▶ 1925 – Shanghai, Peoples Republic of China
- ▶ 1965 – LAPD WATTS riots = 3 point concept

4

HISTORY OF SWAT

- ▶ 1966 – Texas Tower (17 killed)
- ▶ 1971 – Attica Prison Riot (43 killed)
- ▶ 1972 – Munich Olympics (12 killed)
- ▶ 1974 – John and Al's Sporting Goods NYPD (11 Hostages, 3 days, 1 Police Officer killed) = (4 Point Concept)

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HISTORY OF SWAT

- ▶ Six Point Flexibility

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CRITICAL COMPONENTS

- ▶ Command and Control
- ▶ Outer Perimeter Commander
- ▶ Tactical Unit Commander
- ▶ Chief Negotiator
- ▶ Operational Support
- ▶ Think Tank

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SWAT MISSION

- ▶ **CONTAIN** the suspect
- ▶ **STABILIZE** the situation
- ▶ **SUPPRESS** over-reaction
- ▶ Cause **SURRENDER** without further violence

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SWAT USAGE

- ▶ Barricaded Suspects
- ▶ Hostage Situations
- ▶ Counter-Sniper Operations
- ▶ Counter-Terrorists Operations
- ▶ Narcotics Raids
- ▶ Felony Warrant Service
- ▶ Roadblocks / Armed Felons
- ▶ Dignitary Protection
- ▶ Manhunts and Searches
- ▶ Felony Action Operations



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MAJOR PROBLEM AREAS

- ▶ Lack of Prior Planning and Training
- ▶ Limited Experience of Administrators
- ▶ Limited Training Focus
- ▶ Expense
- ▶ Lack of Policy and Procedures
- ▶ Botched Initial Response
- ▶ Convoluted Chain of Command
- ▶ External Pressures/Hurry-up
- ▶ Inadequate Resources
- ▶ Limited Communications with Suspects
- ▶ External Community Concerns (Procedural Justice)



FAMILY OF UNARMED BLACK MAN KILLED BY SWAT SNIPER SETTLES FOR \$13 MILLION

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COST ANALYSIS

- ▶ Manpower
 - ▶ Deployment Costs (Team Cost and Patrol Backfill Costs)
 - ▶ Training Costs (Overtime and Shift Coverage)
- ▶ Equipment Outlay
 - ▶ Personal Equipment
 - ▶ Heavy Equipment/Vehicles
 - ▶ Tactical and Negotiations




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INSERT CHIP HUTH VIDEO


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TEAM SELECTION & TRAINING

- ▶ TPCA Best Practices
 - ▶ Must have written policy
 - ▶ Must have SOP's governing personnel, selection, training, equipment and operational deployment procedures
- ▶ TIPOA Best Practices
 - ▶ 16 hrs training monthly for part-time teams, and 25% of on-duty time for a full-time team

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TEAM SELECTION & TRAINING

- ▶ Team Selection Considerations (Assignment not Promotion)
 - ▶ Employment History including Complaints
 - ▶ Firearm's Capabilities – Operational History
 - ▶ Psychological Fitness
 - ▶ Physical Fitness
 - ▶ Adaptability/Reliability
 - ▶ Completion of Selection Training (Basic SWAT)
 - ▶ Oral Interviews


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TEAM SELECTION & TRAINING


- ▶ Arlington PD Selection Criteria (Entry Team)
 1. Meet the General Special Operations Application and Psychological criteria outlined in 100.03 of this Special Operating Procedure.
 2. Successfully complete the established Entry/Containment Team entry test.
 3. Successfully complete oral interview conducted by Entry/Containment Team Leaders.
 4. Applicants are evaluated on: • Experience • Performance evaluations • Attendance record and • Disciplinary record.
 5. The Senior Special Operations Team Sergeant will provide the Special Operations Unit Lieutenant a list of candidates who have successfully completed the selection process. The Special Operations Lieutenant shall submit the list of passing candidates to the chain of command for selection.

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TEAM SELECTION & TRAINING

- ▶ Training Concerns
 - ▶ Complete Basic SWAT (60 hours) Before Being Operational
 - ▶ Continuing Training on Specific Skills
 - ▶ Entries and Clearing
 - ▶ Breaching
 - ▶ Firearms
 - ▶ Negotiations
 - ▶ Hostage Rescue
 - ▶ Drug Raids
 - ▶ Equipment usage...etc



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INSERT SWAT FAIL VIDEO

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Slide 19: TEAM DESIGN. 2 Officer Element. The diagram shows two yellow circles: 'Cover Officer' on the left and 'Point Officer' on the right, with a yellow arrow pointing from the Cover Officer to the Point Officer.

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Slide 20: TEAM DESIGN. 3 Officer Team. The diagram shows three yellow circles: 'Team Leader' on the left, 'Cover Officer' in the middle, and 'Point Officer' on the right, with a yellow arrow pointing from the Cover Officer to the Point Officer.

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Slide 21: TEAM DESIGN. 4 Officer Team. The diagram shows four yellow circles: 'Rear Guard' on the left, 'Team Leader' next, 'Cover Officer' next, and 'Point Officer' on the right, with a yellow arrow pointing from the Cover Officer to the Point Officer.

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TEAM DESIGN

▶ 5 Officer Team

Rear Guard Team Leader Cover Equip Cover Officer Point Officer →

22




TEAM DESIGN

▶ 6 Officer Team

Rear Guard Team Leader Asst. T. Ldr. Cover Equip Cover Officer Point Officer →

Rear Guard Team Leader Cover Officer Point Officer Cover Officer Point Officer →

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USE OF FORCE

- ▶ SWAT is subject to the same constrictions as all LE.
- ▶ Use of Force continuum is applicable
- ▶ Some case law has recently questioned the reasonability of SWAT usage. ie...drug raids when no expectation of violence.
- ▶ Recognize the limitations of SWAT.
- ▶ Canton v. Harris – Usual and reoccurring duties.

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TEAM TACTICS

- ▶ Containment
- ▶ Control
- ▶ Surprise
- ▶ Environmental Manipulation
- ▶ Overwhelming Show of Force
- ▶ Specialized Equipment
- ▶ Advanced Observation
- ▶ Negotiations



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NEGOTIATIONS

FBI's Behavioral Change Stairway Model

- ▶ **Active Listening:** Understand the psychology of the perpetrator and let them know they are being listened to.
- ▶ **Empathy:** Understand their issues and how they feel.
- ▶ **Rapport:** When they begin to see how the negotiator feels, they are building trust.
- ▶ **Influence:** Only once trust has been gained can solutions to their problem be recommended.
- ▶ **Behavioral Change:** They act, and maybe surrender.

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NEGOTIATIONS

Chess Game Model – Dr. Wait Stenning

- ▶ **Opening Gambit** – Beginning Communications
- ▶ **Setting Strategy** – Building Rapport Based on Behavioral Inputs
- ▶ **Midgame** – Developing Trust and Establishing Limits/Expectations
- ▶ **Endgame** – Moving Toward Solution and Understanding Reality
- ▶ **Climax** – The Final Moves Toward Resolution and Surrender Strategy

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NEGOTIATIONS

- ▶ Team Construction
 - ▶ Primary Negotiator
 - ▶ Secondary Negotiator – Advisor
 - ▶ Event Scribe
 - ▶ Communicator/Runner/Liaison
- ▶ All Four are Qualified Negotiators
- ▶ Multiple Language Capabilities if Possible
- ▶ Can Rotate on Protracted Events
- ▶ Communicator is in Contact with Command at all Times




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NEGATIVE ISSUES


- ▶ Personnel Costs
- ▶ Training Costs
- ▶ Equipment Costs
- ▶ Community Perspective
- ▶ Department Issues
- ▶ Warrior vs. Servant

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INSERT MILITARIZED POLICE VIDEO (NEWS STORY)

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INSERT "CHAMPION OF GOOD" VIDEO


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LEGAL ASPECTS

- ▶ Scrutiny Regarding Preparedness/Training on Specific Issues
 - ▶ Mental Subjects / PTSD / Autism
 - ▶ Hostage Situations
 - ▶ Incendiary Devices
 - ▶ Explosive Entries
- ▶ Failure to Train/Supervise
- ▶ Unreasonable Force – Overreaction
- ▶ "State-Created Peril/Danger"

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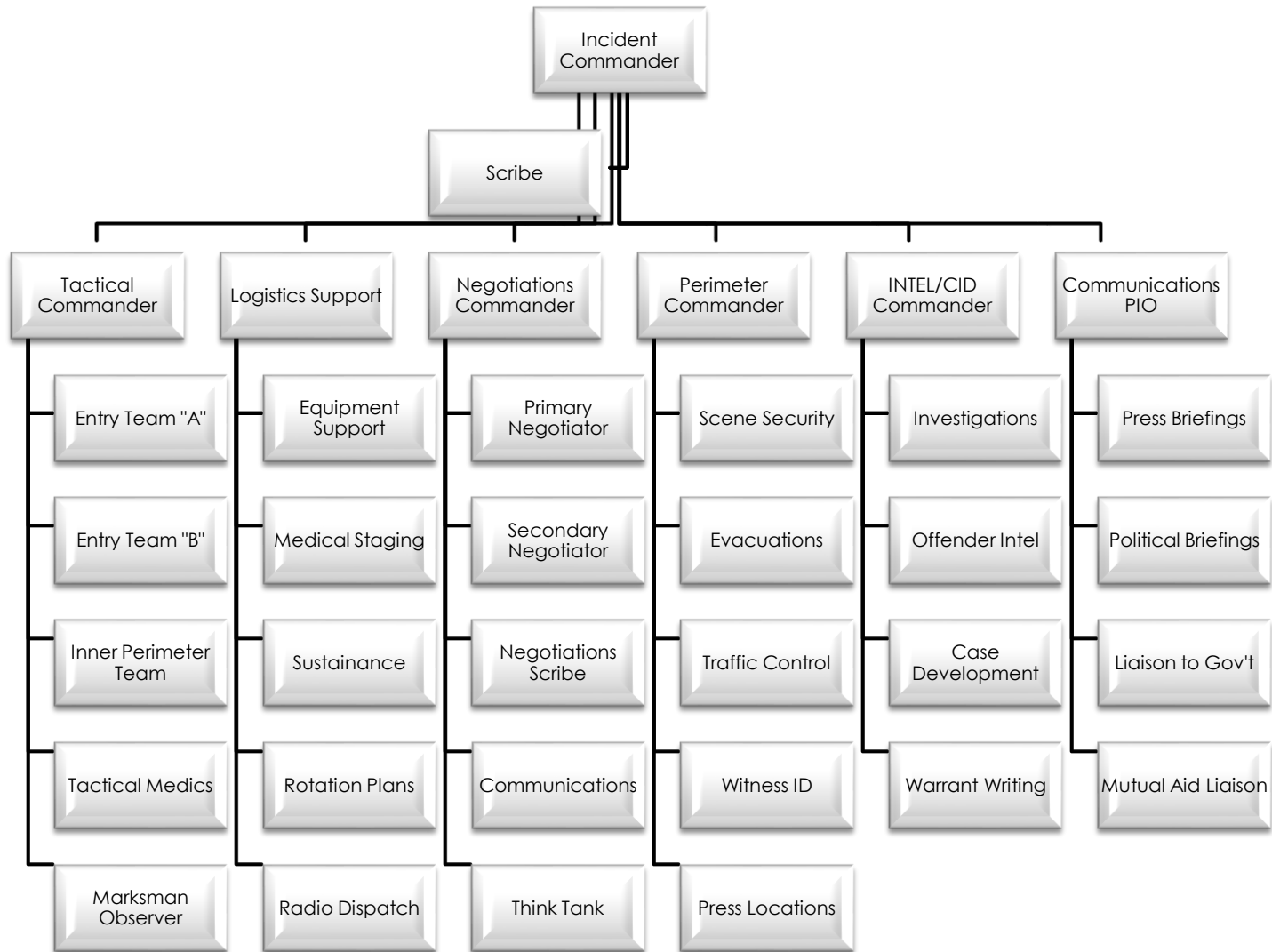
TACTICAL SCENARIOS

- ▶ Is SWAT justified?
- ▶ Are there other reasonable alternatives?
- ▶ Can a smaller contingent of SWAT or HNT units be utilized?
- ▶ What are the administrative concerns that should be considered?
- ▶ What legal processes should be considered? Warrant? Exigent Circumstances?

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Organizational Layout of Special Operations



TPCA Special Operations Cost Analysis Worksheet

Personnel Costs

I. Tactical Team

| # Officers | Avg Hr \$ | Trng Hrs PA | Op Hrs PA | Admin Hrs PA | BF Hrs PA | Total Hrs | Subtotal \$ |
|------------|-----------|-------------|-----------|--------------|-----------|-----------|-------------|
|------------|-----------|-------------|-----------|--------------|-----------|-----------|-------------|

| | | | | | | | |
|--|--|--|--|--|--|--|--|
| | | | | | | | |
|--|--|--|--|--|--|--|--|

II. Negotiation Team

| # Officers | Avg Hr \$ | Trng Hrs PA | Op Hrs PA | Admin Hrs PA | BF Hrs PA | Total Hrs | Subtotal \$ |
|------------|-----------|-------------|-----------|--------------|-----------|-----------|-------------|
|------------|-----------|-------------|-----------|--------------|-----------|-----------|-------------|

| | | | | | | | |
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III. Other Personnel

| # Officers | Avg Hr \$ | Trng Hrs PA | Op Hrs PA | Admin Hrs PA | BF Hrs PA | Total Hrs | Subtotal \$ |
|------------|-----------|-------------|-----------|--------------|-----------|-----------|-------------|
|------------|-----------|-------------|-----------|--------------|-----------|-----------|-------------|

| | | | | | | | |
|--|--|--|--|--|--|--|--|
| | | | | | | | |
|--|--|--|--|--|--|--|--|

IV. TOTAL PERSONNEL COSTS

Subtotal Tactical Team Costs \$ _____

Subtotal Negotiation Team Costs \$ _____

Subtotal Others Pers Costs \$ _____

TOTAL PERSONNEL COSTS Per Annum \$ _____ (A)

TPCA Special Operations Cost Analysis Worksheet

Equipment Outlay Costs

I. Personal Equipment

| | | | |
|-------------------|------------------|----------------------|-------------------|
| Uniforms: | # Officers _____ | \$ per Officer _____ | Subtotal \$ _____ |
| Heavy Armor: | # Officers _____ | \$ per Officer _____ | Subtotal \$ _____ |
| Helmets: | # Officers _____ | \$ per Officer _____ | Subtotal \$ _____ |
| Holster Rigs: | # Officers _____ | \$ per Officer _____ | Subtotal \$ _____ |
| Tactical SABA: | # Officers _____ | \$ per Officer _____ | Subtotal \$ _____ |
| Equipment Bags: | # Officers _____ | \$ per Officer _____ | Subtotal \$ _____ |
| Tool Knives: | # Officers _____ | \$ per Officer _____ | Subtotal \$ _____ |
| Gloves/Coverings: | # Officers _____ | \$ per Officer _____ | Subtotal \$ _____ |
| Camelbacks: | # Officers _____ | \$ per Officer _____ | Subtotal \$ _____ |
| Ropes/Ties: | # Officers _____ | \$ per Officer _____ | Subtotal \$ _____ |
| Protective Masks: | # Officers _____ | \$ per Officer _____ | Subtotal \$ _____ |
| Other: | # Officers _____ | \$ per Officer _____ | Subtotal \$ _____ |
| Other: | # Officers _____ | \$ per Officer _____ | Subtotal \$ _____ |

Total \$ Per Officer _____

TOTAL PERS. EQUIP \$ _____ **(B)**

II. Team Equipment

| | | | | |
|----------------------|--------|-------|-------------|-------|
| Breaching Packs: | # Sets | _____ | Subtotal \$ | _____ |
| Rams: | # | _____ | Subtotal \$ | _____ |
| Gas Guns: | # | _____ | Subtotal \$ | _____ |
| Gas Canisters: | # | _____ | Subtotal \$ | _____ |
| Distraction Devices: | # | _____ | Subtotal \$ | _____ |
| Shields: | # | _____ | Subtotal \$ | _____ |
| Medical Kits: | # | _____ | Subtotal \$ | _____ |
| Tactical Blankets: | # | _____ | Subtotal \$ | _____ |
| Ladders/Ropes: | # | _____ | Subtotal \$ | _____ |
| Body Cams: | # | _____ | Subtotal \$ | _____ |
| Litters: | # | _____ | Subtotal \$ | _____ |
| Other: | # | _____ | Subtotal \$ | _____ |
| Other: | # | _____ | Subtotal \$ | _____ |
| Throw Phone: | # | _____ | Subtotal \$ | _____ |
| Video Interface: | # | _____ | Subtotal \$ | _____ |

TOTAL TEAM EQUIP \$_____ (C)

III. Heavy Equipment

Armored Vehicle: \$ _____

SWAT Van: \$ _____

Surveillance Van: \$ _____

Negotiations Van: \$ _____

Command Van: \$ _____

Robot: \$ _____

Secure Communications/Repeater: \$ _____

Other: \$ _____

TOTAL HEAVY EQUIP \$ _____ (D)

IV: **TOTAL PROGRAM COSTS**

TOTAL Personnel Costs (A) \$ _____

TOTAL Personal Equip (B) \$ _____

TOTAL Team Equip (C) \$ _____

TOTAL Heavy Equipment (D) \$ _____

TOTAL PROGRAM COSTS (Start-up) \$ _____
(A+B+C+D)

TOTAL PROGRAM COSTS (Maint) \$ _____
(A + 20% of B – 5 yr replacement costs)

Cedar Park / Georgetown / Leander

Threat Assessment Worksheet

Date:

Service #:

Officer:

Search Warrant

Arrest Warrant

Search Warrant Location:

Arrest Warrant Name:

DOB

I. Suspect Assessment

| | Yes (2) | No (0) | Unknown (0) | Points |
|---|---------|--------|-------------|--------|
| A. Known to use or propensity for violence: | | | | |
| 1. Homicide (Double Pt Value) | | | | x2 |
| 2. Armed Robbery (Double Pt Value) | | | | x2 |
| 3. Agg Robbery DW (Double Pt Value) | | | | x2 |
| 4. Agg Assault DW (Double Pt Value) | | | | x2 |
| 5. Arson | | | | |
| 6. Weapons Charges | | | | |
| 7. Human Trafficking/Kidnapping | | | | |
| 8. Assaultive Offenses | | | | |
| 9. Evading / Resisting Arrest (Double Pt Value) | | | | x2 |
| 10. Assault on Peace Officer (Double Pt Value) | | | | x2 |
| 11. Other: | | | | |

Notes:

B. Is suspect on parole?

C. Is suspect on probation?

D. Is suspect a drug abuser?
If yes, what type(s)?

E. Is suspect an alcohol abuser?
If yes, does suspect have a history of violence while intoxicated?

F. Is suspect mentally unstable?
If yes, describe condition:

G. Does suspect have military/police background? (Double Pt Value)
If yes, describe branch of service/department, length of service, specialties, etc.

| | | | | |
|---|--|--|--|--|
| <p>H. Is the suspect currently/historically associated with an organization which is known or suspected of violent criminal <i>If yes, what group or organization?</i></p> <p><i>Can the organization be classified as:</i></p> <ol style="list-style-type: none"> 1. Paramilitary 2. Terrorist 3. Religious Extremist 4. Gang 5. Other: | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |

Notes:

| | | |
|--|--|--|
| | Total from "Suspect Assessment" | |
|--|--|--|

"Yes" = 2 points "No" = 0 points "Unknown" = 0 points

**** If "Yes" MANDATORY consult SWAT ****

COMPLETE SECTION (II) ONLY FOR ARREST WARRANTS

| II. Offense Assessment | Yes (2) | No (0) | | Points |
|---|---------|--------|--|--------|
| A. Is the offense a felony? <i>If yes, list the offense:</i> | | | | |
| B. Is the offense a violent felony? | | | | |
| C. Was a weapon used in the commission of the offense? | | | | |
| D. Weapon on Suspect during commission of the offense? | | | | |
| E. Were victims injured during the commission of the offense? | | | | |
| F. Was/were an officer(s) injured during the commission of the offense? | | | | |

Notes:

| | | |
|--|--|--|
| | Total from "Offense Assessment" | |
|--|--|--|

| III. Weapon Assessment | Yes (2) | No (0) | Unknown (0) | Points |
|--|---------|--------|-------------|--------|
| A. Is suspect known or believed to possess: | | | | |
| 1. Rifle - SA, bolt/lever action (Double Pt Value) | | | | x2 |
| 2. Rifle - full-auto* (Double Pt Value) | | | | x2 |
| 3. Shotgun | | | | |
| 4. Handgun | | | | |
| 5. Explosives* (Double Pt Value) | | | | x2 |
| 6. Body Armor | | | | |
| 7. Other Class III (Suppressors, SBS, SBR, DD) | | | | |
| 8. Knives | | | | |
| 9. Other: | | | | |
| <i>type:</i> | | | | |

Notes:

| | | |
|--|---------------------------------------|--|
| | Total from "Weapon Assessment" | |
|--|---------------------------------------|--|

| IV. Site Assessment | | | | Yes (2) | No (0) | Unknown (1) | Points |
|---|--|--|--|-------------------------------------|------------------|--------------------|---------------|
| A. Geographic barriers or considerations? | | | | | | | |
| 1. <i>Extreme Rural</i> | | | | | | | |
| 2. <i>Multiple Structures</i> | | | | | | | |
| 3. <i>Airborne/Waterborne Insect required</i> | | | | | | | |
| 4. <i>Terrain Obstacles</i> | | | | | | | |
| <i>If "yes", describe:</i> | | | | | | | |
| <i>(may include upstairs apartments or rooms, terrain features, etc.)</i> | | | | | | | |
| B. Is the site fortified? (Double Pt Value) | | | | | | | |
| <i>If "yes", describe:</i> | | | | | | | |
| <i>(may include barricaded doors/windows, burglar bars, etc.)</i> | | | | | | | |
| C. Does the site have counter surveillance personnel or monitoring | | | | | | | |
| <i>If "yes", describe:</i> | | | | | | | |
| | | | | | | | |
| D. Are ARMED counter surveillance personnel present?* | | | | | | | |
| E. Number of adults present at the site? _____ | | | | | | | |
| F. Are there children, elderly persons, or handicapped persons present at the site? | | | | | | | |
| <i>If "yes", describe:</i> | | | | | | | |
| | | | | | | | |
| G. Suspected Clandestine Drug Lab* (Double Pt Value) | | | | | | | |
| H. Specialized Equipment required | | | | | | | |
| <i>If "yes", describe:</i> | | | | | | | |
| | | | | | | | |
| I. Additional Occupants with Violent CCH Offenses | | | | | | | |
| Notes: | | | | | | | |
| | | | | | | | |
| | | | | Total from "Site Assessment" | | | |
| "Yes" = 2 points "No" = 0 points "Unknown" = 0 points | | | | | | | |
| ** If "Yes" MANDATORY consult SWAT ** | | | | | | | |
| | | | | | | | |
| V. Time Assessment | | | | <12 hrs | 12-24 hrs | >24 hrs. | |
| Time allowed for operational planning: | | | | | | | |
| Operational Window: _____ | | | | | | | |
| Notes: | | | | | | | |
| | | | | | | | |

| Search Warrant Threat Assessment Score | | |
|---|---------------------------------|--|
| 1-10 Points = SWAT Consult Optional | Total from "Suspect Assessment" | |
| | Total from "Weapon Assessment" | |
| 11-110 Points = Mandatory SWAT Consult | Total from "Site Assessment" | |
| | | |
| SWAT Not Activated <input type="checkbox"/> | | |
| SWAT Consulted <input type="checkbox"/> | | |
| SWAT Activated <input type="checkbox"/> | Overall Total | |

| Arrest Warrant Threat Assessment Score | | |
|---|---------------------------------|---|
| 1-20 Points = SWAT Consult Optional | Total from "Suspect Assessment" | |
| | Total from "Offense Assessment" | |
| 21-122 Points = Mandatory SWAT Consult | Total from "Weapon Assessment" | |
| | Total from "Site Assessment" | |
| | | |
| | | SWAT Not Activated <input type="checkbox"/> |
| | | SWAT Consulted <input type="checkbox"/> |
| SWAT Activated <input type="checkbox"/> | Overall Total | |

Investigating Officer Signature: _____ ID # _____ Date: _____

CPPD

GTPD

LPD

Officer's Supervisor Signature: _____ ID # _____ Date: _____

SWAT Commander's Signature: _____ ID # _____ Date: _____

*All Search Warrants **MUST** have a "Threat Assessment" completed prior to service of the warrant unless exigent circumstances exist for immediate service. Any pre-planned operation involving a Felony Arrest Warrant **SHOULD** have a "Threat Assessment" completed prior to warrant service IF POSSIBLE. Copies of ALL completed "Threat Assessments" requiring Consult of SWAT **SHALL** be given to and reviewed by the SWAT Commander or their designee(s) within 24 hours of warrant service (unless other mitigating factors exist). Copies should include the actual warrant (or hit confirmation), CCH on the suspect and any other pertinent information used in completing the "Threat Assessment" for that case. NO AFFIDAVITS WILL BE ATTACHED*



Texas Police Chiefs Association Foundation

Managing Special Operations

Tactical Scenarios

Scenario 1 – Narcotics Raid

The Narcotics Enforcement Team advises they have developed probable cause that Bob Stoner, a W/M, 30 yoa who lives in a 3 bedroom house alone is selling large amounts of marijuana from the home. The target house is located in an older subdivision on a .4 acre lot surrounded by similar homes, which are occupied. Buyers will call Stone to determine if he has marijuana available and if so, will arrive at the residence, usually between 10:00 pm and 3:00 am, be invited just inside the front door and the exchange will occur there. Normal exchanges occur within 2-3 minutes and the buyer then leaves. A credible confidential informant has made multiple buys from Stone as described with the most recent being 5 hours ago. The informant advises that he knows Stone to be possession of a large amount of marijuana sufficient to supply several buyers. Surveillance has shown at least 3 other apparent buyers at the house since the last CI purchase. Stone is not known to have any weapons in the house and his criminal history consists of one arrest approximately 2 years ago for hot checks. Stone apparently lives alone and is not known to be employed. NET requests SWAT assistance in the service of a search warrant as soon as possible.

Scenario 2 – Barricaded Subject

Patrol Sergeant Rock is on the scene of a barricaded person call in a well know apartment complex in a second floor apartment located near the largest open parking area at the front of the complex. Officers received a call from a female who lives with the barricaded person, Javier Estrada, a H/M approximately 50 yoa in that apartment. The two have been an unmarried couple for several years and have lived in this apartment for just under a year. The female caller advised that a verbal argument had ensued between the two at approx. 2 am. Estrada had been drinking and the argument escalated until he pushed her (without injuring her) and locked himself in a bedroom, claiming he hated the caller and saying he would kill himself. The Caller left the apartment and called from a neighbor and friend's apartment on the other side of the complex. Caller advises Sgt. Rock that Estrada owns one .22 cal. Handgun but she doesn't know where it is located within the residence and hasn't seen it for months. Patrol officers have been able to communicate with Estrada through the front door briefly and Estrada told them that the caller was lying and that he wasn't going to kill himself but would kill any officer who entered the residence. Estrada has also said he just wanted to be left alone. Estrada has no known criminal history. Sgt. Rock is requesting SWAT and HNT to negotiate Estrada out of the home or force entry if required to take him into custody in order to execute an emergency order of detention (mental illness). The only known applicable criminal charge is a Class C Family Violence from when Estrada pushed the female caller.

Scenario 3 – Fugitive Apprehension

Deputy U.S. Marshal Sam “Lefty” Perkins has contacted the Patrol Watch Commander, LT. Harold Hasty at approximately 3 pm with information developed from cell phone tracking that a known fugitive is hiding in mobile home located at the Northern edge of the City. The fugitive, Buddy Wannamaker, is a W/M, 28 yoa, a known associate of the Cossacks Motorcycle Club. Wannamaker is wanted for the attempted murder of a member of the Banditos Motorcycle Club near Vidor, Texas approximately 2 years ago and has been on the run since. Marshal Perkins is the case investigator on the fugitive case and has determined that Wannamaker has been living with a female confederate in this mobile home for approximately 2 weeks. He rarely leaves the property, which is a 1 acre lot in a larger group of large lot mobile home properties. Neighbors have seen Wannamaker (identified by description) moving about on the property periodically but have seen no vehicles other than an 1970’s Ford P/U which occasionally comes to the property and leaves with a female, apparently Wannamaker’s confederate, who then returns with groceries or other items. Wannamaker has an extensive criminal history, including charges related to the distribution and possession of methamphetamines, aggravated assault and robbery. Wannamaker is known to be armed with numerous handguns and was last known to pull a gun in a bar parking lot in Beaumont, Texas after having a dispute with another bar customer about 3 months ago. LT. Hasty is requesting SWAT to assist the USMS in the service of warrants, including a State issued warrant for “Attempted Murder” for shooting the Bandito twice in the chest at a drug house just outside of Vidor, and two federal warrants on gun charges and interstate flight to avoid prosecution.

Talking points

1. Is the use of SWAT justified?
2. Are there other reasonable alternatives?
3. Can a smaller contingent of SWAT or HNT units be utilized?
4. What are the administrative concerns that should be considered?
5. What legal processes should be considered? Warrant? Exigent Circumstances?