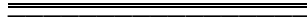
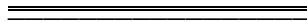


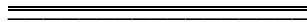
**The Bill Blackwood
Law Enforcement Management Institute of Texas**



High Risk Warrant Operation Tactics



**A Leadership White Paper
Submitted in Partial Fulfillment
Required for Graduation from the
Leadership Command College**



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ABSTRACT

The profession of law enforcement carries inherent dangers and operations such as planned arrests of known violent offenders increases the dangers substantially. To mitigate these increased risks, operations need to be planned and executed considering the safety of all parties involved as well as legal, moral, and ethical standards. Tactical teams have regularly employed dynamic entry tactics for conducting these types of operations (Aaron, n.d. a). These tactics are often indiscriminately applied to circumstances that do not justify the risk to the officers and citizens involved in the operations (Howe & Pacillas, 2009). According to the Federal Bureau of Investigation *Law Enforcement Officers Killed and Assaulted* report, 25 of the 231 law enforcement officers who were feloniously killed, and 103 of the officers assaulted in the line of duty between 2013 and 2017 suffered their injuries in tactical situations including high-risk entries (FBI, 2018). Additionally, a minimum of 81 civilians were killed by police in dynamic warrant service operations from in a similar time frame (Sack, 2017).

Law enforcement units tasked with high risk search and arrest operations should limit the application of dynamic entry tactics to situations where innocent people are at risk of serious injury or death. High risk search and arrest operations by their very nature carry with them a higher degree of danger to both officers and citizens. Each year officers and citizens end up as casualties in these types of operations. The employment of dynamic entry tactics as the first, and sometimes sole, tactical solution to high risk search and arrest operations undoubtedly increases that danger. Planning and use of alternate tactics can reduce the deadly risk to officers and civilians while still preserving the intent of the mission.

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INTRODUCTION

The profession of law enforcement carries inherent dangers, and few would argue that conducting a hostage rescue is a much greater risk than an officer's day to day duties. There is an obvious risk from the hostage taker, but often underestimated is the risk created by the tactics used and how they are applied. Tactical teams accept higher risk in the situation of hostage rescue because of the necessity of the mission at hand, to save a life (Clark, 2009).

For decades, many agencies accomplished the majority of their high-risk search and arrest warrant operations through the application of dynamic entries based on hostage rescue tactics (Aaron, n.d.a). Many high-risk operations are conducted with limited information about suspects and/or the environment. Sometimes the suspect is known and has an articulable propensity for violence or access to weapons. Nearly always the operation is conducted in an area that is familiar to the suspect and is virtually unknown to the officers. Despite the increased risks, law enforcement tactical units still routinely employ dynamic entry tactics based on hostage rescue or rapid deployment training to conduct high risk search and arrest warrant operations (Clark, 2009). While there is no way to know the exact number of high-risk warrant operations conducted through dynamic tactics, the American Civil Liberties Union (ACLU) asserts that in their survey of 260 law enforcement agencies conducted in 2013, "The majority (79 percent) of SWAT deployments the ACLU studied were for the purpose of executing a search warrant, most commonly in drug investigations" (ACLU, 2014).

The early theory on high risk warrant operations was that to be successful, teams had to enter and "flood" the house with officers as quickly as possible. It was

thought that this rapid violent entry would mentally overwhelm the suspects and interrupt their thought process. This would in turn allow the officers enough time to detain the suspects before they could flee, retaliate, or destroy evidence (Aaron, n.d.b).

Law enforcement units tasked with high risk search and arrest warrant operations should limit the application of dynamic entry tactics to situations where innocent people are at risk of serious injury or death. While dynamic entry will always be a viable tactic for particular situations, there are other options available to teams conducting high risk warrant operations. These alternate tactics can reduce the deadly risk to officers and civilians while still preserving the intent of the mission.

POSITION

The practice of arbitrarily employing hostage rescue-based tactics when other viable options exist, exposes officers and citizens to unnecessary danger. The hazard created by the overuse of dynamic entry tactics has been noticed and addressed by the National Tactical Officers Association (NTOA), the organization that publishes the *Tactical Response and Operations Standard* that serves as a voluntary best practice guide for tactical units. In his 2010 message to organization members on the issue of using dynamic tactics for warrant operations, former NTOA Chairman Phil Hansen wrote, “Year after year, I have seen good police officers killed and wounded in the line of duty while utilizing dynamic entry as a “one size fits all” solution, without the element of surprise, and without a mission that supports its use” (Hansen, 2010, p.2 para. 6). Hansen’s declaration is substantiated by the 2017 Federal Bureau of Investigation (FBI) *Law Enforcement Officers Killed and Assaulted* (LEOKA) report. According to the report, 25 of the 231 law enforcement officers who were feloniously killed, and 103 of

the officers assaulted in the line of duty between 2013 and 2017 suffered their injuries in tactical situations which includes high-risk entries. The only two single circumstances with a higher number of officers feloniously killed are premeditated attacks at 45 and investigating suspicious circumstances and persons at 34 (FBI, 2018). Currently there are no government vetted statistics to indicate the number of citizens killed or injured by police, the FBI will begin to collect and disseminate that information in 2019 (FBI, 2018, November 20). In the meantime, however, Sack (2017) estimated with the aid of open record requests, that a minimum of 81 civilians were killed by police in dynamic warrant service operations over the seven-year period covered by his research, from 2010 to 2016.

High risk search and arrest operations by their very nature carry with them a higher degree of danger to both officers and citizens. Each year officers and citizens end up as casualties in these types of operations. The employment of dynamic entry tactics as the first, and sometimes sole, tactical solution to high risk search and arrest operations undoubtedly increases that danger.

In addition to Hansen's letter, the NTOA has included several independent articles in their periodical publication *The Tactical Edge* over the years describing the use of dynamic entry tactics for search and arrest warrants. However, the organization has never endorsed it as the only tactic for these operations nor has the tactic been authoritatively condemned by the group. The NTOA instead maintains that the circumstances of each situation should be assessed on its own merits and the most reasonable tactic should be chosen based on that assessment (Hansen, 2010).

The misuse of aggressive dynamic tactics to conduct search and arrest warrant operations can present an abusive appearance to the public. There is no question that law enforcement in a democratic society such as the United States is only able to police the citizens to the level that they will allow. If the citizenry does not believe in the mission or accept the tactics used to accomplish the mission, they will not sanction the law enforcement actions. Citizens will typically be more acceptant of actions by law enforcement that seems to them to be fair or just and critical of those that do not seem to be (Moule, Parry, & Fox, 2019). Related to the public's acceptance of these tactics is the issue of police militarization. According to Koslicki (2017) "There has been growing concern that the police institution in the USA has been growing increasingly more militaristic in its appearance, behavior, culture, and function" (p.1 para.1). This belief is only hardened when a police SWAT team forces entry into someone's home in the name of drug enforcement (Koslicki, 2017).

Tactical teams have to remain cognizant of public opinion of their tactics. The majority of society will accept the everyday business of law enforcement so long as it appears to them to be fair and just. Once the tactics employed by police begin to seem abusive public outcry will mandate changes.

COUNTER ARGUMENTS

Proponents of using dynamic entries for warrant operations often refer to the "surprise, speed and domination" of the entry as the key to its success, and they point to the uncountable number of dynamic operations that have been conducted without injuries or deaths (French, 2010). Tracey (1994) goes a step further with his opinion and states that "speed for safety and recovery of evidence is essential" (para. 1). These

result driven arguments are based on the premise that because a tactic has been successful in the past it must be the right way in all cases. It is very likely that the overwhelming majority of operations, even those we deem to be high risk, involve the majority of the population who are not willing to engage in a deadly gun battle with police in any situation (Danaher, 2014). In addition, the application of speed to an already dangerous situation is often contrary to safety. According to Clark (2009) "Throughout the United States, sound instructors in the area of unknown and high-risk search warrants preach and practice: The higher the danger, the slower your speed of execution" (para. 15).

Howe & Pacillas (2009) contend that teams can employ breach and hold tactics when the evidence is pertinent to a case and easily destroyed. In this type of tactic, the teams would breach key points of a structure in order to locate the suspect and control his movements from outside the structure. When executed quickly enough and aggressively enough this tactic accomplishes some of the goals of the dynamic entry such as surprising the suspect and affecting his decision process. It also allows the team to establish control of most of the structure without ever having set foot inside. Once the occupants have been located and pinned in place by this tactic there is little risk of destruction of evidence or opportunity for the suspect to retrieve a weapon. Depending on the layout of the structure the team can then call the suspect out to one of the breach points or conduct a slow methodical search to each occupant location to take them into custody.

Concerned that teams are too often improperly using dynamic entry tactics, Howe & Pacillas (2009) caution that operation planners should conduct their planning

from a neutral position. They offer the opinion that engaging in a gun fight in close quarters with a determined suspect in his own environment is not ideal. The best option is to place the suspect in an unfamiliar situation that he is not prepared for. Safety priorities must be applied to every potential operation, in order to determine the correct tactic for the situation (Hansen, 2010). Off the cuff mission planning, particularly in missions planned by detectives who are personally invested in an investigation, often fails to apply these priorities and items such as drugs and money “creep” above the safety of people involved (Davis, 2007).

Others contend that using SWAT teams to conduct high risk warrant operations keeps the team active and hones their skills that can be transferred to other operations where innocent lives are at stake (NTOA, 1988). While using SWAT for these operations does provide experience, the deployment of a tactical team is subject to judicial review just as any other use of force. Law enforcement agencies have to be able to justify SWAT team deployments and the selection of tactics as objectively reasonable. The courts will assess these actions based on the totality of circumstances and it is possible that the use of dynamic tactics could be deemed unreasonable if there is not a defensible reason to use them (Ryan, 2007).

RECOMMENDATION

The use of dynamic entry tactics for operations when there is no credible articulable threat to hostages or bystanders puts officers and citizens at undue risk and should be restricted to those instances where innocent lives are endangered. When the mission is evaluated and is found to be anything other than preserving the lives of imperiled innocent people who are incapable of removing themselves from danger, then

something other than dynamic entry as a tactical option should be considered. The objective of these types of missions do not typically support the use of dynamic entry.

Champions of dynamic entry-based warrant operation tactics proclaim that the use of the quick, aggressive entry is the only way to preserve the safety of officers and citizens and to guard against the destruction of evidence in these operations. While dynamic entry is recognized as a possible option, more than a few nationally recognized experts in the field of special weapons and tactics advocate for evaluating each mission individually and arriving at the best tactical solution for that mission's objective (Clark, 2009). They also speak heavily of understanding the increased risk that comes from the use of dynamic entry tactics and warn against its overuse as the gold standard tactic for high-risk scenarios (Hansen, 2010).

Another perspective is that the use of SWAT teams in these situations keeps the team sharp and provides real word experiences that cannot be simulated in training scenarios. The deployment of SWAT and other tactical teams to serve warrants will be judged by courts to be a use of force, and an objectively reasonable person would not justify any other use of force by the same logic. They will instead be evaluated on the circumstances of the case (Ryan, 2007).

A significant portion of the SWAT team deployments, according to a 2013 survey, were related to narcotics cases (ACLU, 2014). Historically tactical teams have predominantly employed dynamic entry tactics for conducting high risk warrant operations. In the early years of deploying and using tactical teams, it became standard to use dynamic entry tactics to overcome the dangers of the operation with the application of fast and aggressive tactics. These tactics were meant to distract and

overwhelm dangerous suspects and arrest them before they could respond violently. Through years of trial and error, teams have started rethinking their response to these operations. Often the information for the operation was inadequate for the mission and tactics were poorly chosen based on that meager information (Aaron, n.d.b).

While there is obvious increased risk with the use of dynamic tactics their employment is sometimes useful when there is a credible necessity to justify that risk (Clark, 2009). Tactical teams will accept greater risks to save people from imminent danger. To determine when these risks are acceptable the safety priorities have to be applied to the situation (Hansen, 2010). Safety priorities categorize people by their proximity to imminent harm and their ability to remove themselves from the dangerous environment (NTOA, 2018). When missions are planned with too much haste by people with a vested personal interest, the safety priorities are sometimes disregarded and the desire to save evidence takes a precedence to the safety of people (Davis, 2007).

According to Hansen (2010) the NTOA has neither endorsed nor sanctioned the use of dynamic entry tactics for high-risk warrant service operations. The NTOA's official position is that each operation should be subjected to a planning process to determine the safest tactic relative to the mission. He does include that dynamic entry should not be the only tactic that is considered (Hansen, 2010). Applying the safety priorities to many of the warrant service missions, it does not make sense that teams use dynamic entries to force officers into a structure that is believed to be controlled and occupied by a person that has been deemed to be dangerous (Clark, 2009).

Tactical teams conducting high-risk warrant operations should employ a standardized planning process that accesses each situation differently and explores all

of the tactical options available. The plans must at least include some mechanism for evaluating the risk posed by the suspect and an analysis of the risk weighed with the safety priorities. The tactical community has long considered mission planning to be critical to the success of any operation, and serving high risk warrants is no exception. Teams planning these warrant operations should follow a framework that outlines important information. That outline should include such things as the mission and objective of the operation, logistics such as vehicles and equipment to be used, the tactics to be used and contingency planning to address what to do if things go wrong (Kolman, 1983).

Operation planning does not have to be difficult. It can be simplified and structured through the use of checklists, risk assessments matrix, and operation plans that address the most commonly needed information. These pre made planning documents can be stored digitally to facilitate a formal planning process for meticulously planned operations when early notice is provided or kept in a notebook in the field to allow expedient planning in developing situations.

The Texarkana, Texas Police Department SWAT team developed a “work book” that includes the basic information needed to initiate a plan upon deployment (Appendix A). When the team is called to deploy, planning immediately begins and the same process is followed regardless of who is assigned to lead the planning. The workbook helps the planner see what tasks have been completed and what tasks need to be delegated. The foremost theme in the mission planning, and the first page of the workbook, is “Apply the Safety Priorities”. The best tactical solution for an operation cannot be selected without applying the safety priorities. The planner uses a risk

assessment matrix that is nationally recognized to evaluate the threat of the suspect to determine if a SWAT teams should conduct the operation or if it can be performed by an investigative unit such as a drug task force or detective group. In some cases, it may recommend that a SWAT command be consulted for advice or as a backup unit.

In addition, the work book contains two checklists for high risk warrant operations. One is a general task checklist for pre briefing and briefing tasks. The other is a scouting or reconnaissance checklist used to obtain information about the target location. The final portion is the operation plan outline. The operation outline can stand alone as the operation plan or it can be used when time allows to create a detailed written plan. Photographs of suspects, houses, sketches, or maps can be attached to the plan to provide more detail to the team(s) carrying out the operation.

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APPENDIX A
Texarkana, Texas Police Department SWAT Team
Deployment Work Book

APPLY SAFETY PRIORITIES

(The Priorities of Life)

Hostages

Innocents

Police

Suspects

A decision-making process which provides the framework for making tactically sound decisions, utilizing objective criteria based on an individual's current or likely risk of suffering serious bodily injury or death and their direct ability to remove themselves from that danger.

Those exposed to the greatest potential of injury with the least ability to escape the situation are placed at the top of the priorities, i.e. a hostage is at grave danger of injury when held against their will and has little ability to control their situation.

On the other end of the continuum is the suspect, who has little threat of injury and absolute control over the situation.

The safety priorities value all life and its sole intent is to assist law enforcement in making tactical decisions to assist in saving lives.

CCN: _____

Texarkana, TX SWAT
Warrant Service Briefing Checklist

Complete before briefing:

- ☐ Review/Complete Threat Matrix
- ☐ Prepare copies of handouts, diagrams, and photos
- ☐ Draw diagram on board
- ☐ Write out route to Final Staging Point
- ☐ Write out vehicle assignments
- ☐ Read all affidavits and warrants prior to briefing team

At Briefing:

- ☐ Conduct Roll Call
- ☐ Pass out handouts
- ☐ Briefing by the warrant Affiant
- ☐ Review Operation Plan
- ☐ Command Post Location
- ☐ Staging point for Investigators
- ☐ Vehicle Assignments
- ☐ Questions and answers?

THREAT ASSESSMENT MATRIX					
Date:	Report #		Officer:		
Search Warrant <input type="checkbox"/>		Arrest Warrant <input type="checkbox"/>			
Search Warrant Location:					
Arrest Warrant Name:		DOB:			
Put an "X" in the appropriate box. Only check "U" if a high probability exist. U=Unknown					
I. Suspect Assessment		Yes	No	U	Points
A. Known to use or propensity for violence					0
1 Homicide					0
2 Armed Robbery					0
3 Assault					0
4 Resisting Arrest**					0
5 Assault on Police Officer**					0
6 Other: Weapons offenses					0
B. Is suspect on parole?					0
C. Is suspect on probation?					0
D. Is suspect a drug abuser?					0
E. Is suspect an alcohol abuser?					0
F. Is suspect mentally unstable?					0
G. Does suspect have military/police background?**					0
G1. Does suspect have martial arts training/background?**					0
H. Is the suspect currently/historically associated with an organization which is known or suspected of violent criminal behavior?					0
				Total from "Suspect Assessment"	0
"Yes"= 2 points "No" =0 points "Unknown"= 1 point					
**If "Yes" Mandatory activation of S.W.A.T.					
II. Offense Assessment		Yes	No	U	Points
A. Is the offense a felony?					0
If yes, list the offense:					0
B. Is the offense a violent felony?					0
C. Was a weapon used in the commission of the offense?					0
D. Were victims injured during the commission of the offense?					0
E. Was/were an officer(s) injured during the commission of the offense?					0
				Total from "Offense Assessment"	0
III. Weapons Assessment		Yes	No	U	Points
A. Is suspect known or believed to possess:					
1. Rifle-Semi-auto or bolt/lever action**					0
2. Rifle-full-auto*					0
3. Shotgun					0
4. Handgun					0
5. Explosives**					0
6. Knives					0
7. Other:					0
				Total from "Weapons Assessment"	0

IV. Site Assessment		Yes	No	U	Points
A. Are there geographic barriers or considerations?					0
If "yes", describe:					
B. Is the site fortified?*					0
If "yes", describe:					
C. Does the site have counter surveillance personnel or monitoring?					0
If "yes", describe:					
D. Are there more than 4 adults present at the site?					0
E. Are there children, elderly persons, or handicapped persons present at the site?					0
Total from "Site Assessment"					0
"Yes" = 2 points "No" = 0 points "Unknown" = 1 point					
**If "Yes" MANDATORY activation					
V. Time Assessment		<12 hrs	12-24 hrs	>24 hrs	Points
					0
"Less than 12 hours" = 4 points "12-24 hours" = 2 points "Greater than 24 hours" = 0 points					
*If any boxes are marked Unknown on this document, explain:					
Box Marked Unknown		Why?			
Box Marked Unknown		Why?			
Box Marked Unknown		Why?			
Box Marked Unknown		Why?			
Box Marked Unknown		Why?			
Box Marked Unknown		Why?			
Box Marked Unknown		Why?			
THREAT ASSESSMENT SCORE					
1-16 Points = S.W.A.T. Optional		Total from "Suspect Assessment"			0
17-24 Points = Consult with S.W.A.T. Commander		Total from "Offense Assessment"			0
25+ Points = Mandatory S.W.A.T. Activation		Total from "Weapon Assessment"			0
S.W.A.T. Not Activated <input type="checkbox"/>		Total from "Site Assessment"			0
S.W.A.T. Commander Consulted <input type="checkbox"/>		Total from "Time Assessment"			0
S.W.A.T. Activated <input type="checkbox"/>		Overall Total			0
Investigating Officer Signature:		Badge#		Date:	
Officer's Supervisor Signature:		Badge#		Date:	
S.W.A.T. Commander's Signature:		Badge#		Date:	
<p>ALL search warrants for an "occupied" dwelling 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" SHALL be given to and reviewed by the S.W.A.T. Commander or his designee within 24 hours of warrant service. 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.</p>					

**Texarkana, TX SWAT
Target Scouting Checklist**

I.	Location of Structure Address _____	
II.	Type of Structure (Ranch, Bi-Level, 2-Story, Attached Garage, etc)	
III.	Doors (Locations, Types, Hinges, Locks, etc)	Notes: _____ _____
	<input type="checkbox"/> Bars? Yes _____ No _____	_____
IV.	Windows (Locations, Types, Size, Height from ground)	Notes: _____ _____
	<input type="checkbox"/> Bars? Yes _____ No _____	_____
	<input type="checkbox"/> Portable? Yes _____ No _____	_____
V.	Possible Hazards (Lighting, Fences, Bushes, etc)	Notes: _____ _____
	<input type="checkbox"/> Cameras? Yes _____ No _____	_____
	<input type="checkbox"/> Dogs? Yes _____ No _____	_____
	<input type="checkbox"/> Children's Toys? Yes _____ No _____	_____
VI.	Other Considerations	Notes: _____ _____
VII.	Photographs of Location? Yes _____ No _____	_____
VIII.	Video of Location? Yes _____ No _____	_____
IX.	Floor plan? Yes _____ No _____	_____
X.	Recommended Route of Approach for Entry Team	
XI.	Recommended Route of Approach for Containment Team	
XII.	Primary Entry Point	Notes: _____ _____
XIII.	Secondary Entry Point	Notes: _____ _____
XIV.	Final Staging Point	Notes: _____ _____
XV.	Containment Positions (Gas Plans)	Notes: _____ _____
XVI.	Parking Considerations	Notes: _____ _____
XVII.	Special Equipment Needs	Notes: _____ _____
	Shields / Ram / Pick / Bang Pole / Pole Camera	_____
	Fire Extinguisher / Blankets / Ladder / Fire Pole	_____
	Step Stools / Other	_____

**Texarkana, TX Police Department
Special Weapons and Tactics Team
Operation Plan**

Case ID Number:

Date Prepared:

Operation Date:

Operation Commander:

Operation Time:

Situation Description

Operation Type: Choose

No Knock

Address:

Description:

Operation Objective:

Available Intelligence

Photos of Site: Choose

Diagrams/Floor Plans: Choose

Aggressive Animals:

Counter Surveillance:

Children Present:

Medical Conditions:

Additional Suspects:

Barricades/Reinforced Doors:

Suspect Information

Suspect #1

Weapons: Choose	Fugitive: Choose	Confirmed: Choose		
Name/DOB: /		SSN:		
Aliases:				
Sex:	Race:	Height:	Weight:	Eyes:
Vehicle Make:	Model:		Color:	LPN:

Suspect #2

Weapons: Choose	Fugitive: Choose	Confirmed: Choose		
Name/DOB: /		SSN:		
Aliases:				
Sex:	Race:	Height:	Weight:	Eyes:
Vehicle Make:	Model:		Color:	LPN:

Suspect #3

Weapons: Choose	Fugitive: Choose	Confirmed: Choose		
Name/DOB: /		SSN:		
Aliases:				
Sex:	Race:	Height:	Weight:	Eyes:
Vehicle Make:	Model:		Color:	LPN:

Suspect #4

Weapons: Choose	Fugitive: Choose	Confirmed: Choose		
Name/DOB: /		SSN:		
Aliases:				
Sex:	Race:	Height:	Weight:	Eyes:
Vehicle Make:	Model:		Color:	LPN:

Name	Participants in Operation	
	Assignment	Equipment
Admin	Choose	Choose
	Choose	Choose
	Choose	Choose
	Choose	Choose
Team 1	Choose	Choose
	Choose	Choose
	Choose	Choose
	Choose	Choose
	Choose	Choose
	Choose	Choose
	Choose	Choose
	Choose	Choose
	Choose	Choose
	Choose	Choose
	Choose	Choose
	Choose	Choose
Team 2	Choose	Choose
	Choose	Choose
	Choose	Choose
	Choose	Choose
	Choose	Choose
	Choose	Choose
	Choose	Choose
	Choose	Choose
	Choose	Choose
	Choose	Choose
	Choose	Choose
	Choose	Choose
Marksmen	Choose	Choose
	Choose	Choose
	Choose	Choose
	Choose	Choose

Execution of Entry**Primary Entry Point:****Secondary Entry Point:****Staging Area:****Radio Channel:****Approach to Location:****Contingency Plans:****Mobile Suspect**☐ Continue ☐ Abort Operation ☐ Surveillance and Takedown Away**Shots Fired (Suspect or Officer)****Roll Call / Lock Down / Barricade Operations****Officer Down:****Step over / Move Back To Hard Cover****Compromise on approach:**☐ Continue ☐ Contain and Call Out ☐ Challenge**Fall Back Area:****Handling of Injured**☐ Life Net Notified**Staging Area:****Nearest Hospital/Trauma Center:****Clan Lab Plans**☐ Fire Department Notified**Staging Area:**

Administration and Equipment

- All officers will have identifying clothing and assigned gear.
- All gear will be operational and tactical vests/body armor will be worn.
- Double check your gear for any malfunctions and notify a supervisor if any are found.
- Officers will carry their assigned weapon(s).
- If at any time you are not sure of your assignment or responsibilities, ask an operation supervisor for clarification.
- The search of a residence or other area will not commence until the location is secured. Officers are reminded to complete a secondary search prior to the all clear signal.
- If at any point officers must fall back to a secondary staging area, a head count is required so that no one is left behind. ACCOUNT FOR YOUR PARTNER THEN FALL BACK.