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Assessment Executive Summary:

This document serves as a concise summary of the key findings and recommendations outlined in the comprehensive assessment report conducted by the consultants from 13% Solutions. While this summary encapsulates the main points of the evaluation, please note that a more detailed report containing in-depth analysis and additional insights will be provided as an attachment for your reference.

The comprehensive report delves deeper into each aspect of the assessment, providing detailed explanations, supporting data, and actionable recommendations aimed at optimizing the SWAT team's training program, operational effectiveness, and overall performance. It is recommended that the attached detailed report be reviewed thoroughly to gain a comprehensive understanding of the assessment outcomes and proposed strategies for improvement.

Should you require any further clarification or additional information, please do not hesitate to reach out. Your commitment to enhancing the SWAT team's capabilities is commendable, and we look forward to supporting your efforts towards continuous improvement and excellence.



Introduction: The recent evaluation conducted by the consultant focused on assessing the SWAT team's training program, identifying strengths, and pinpointing areas necessitating improvement. Through participant feedback and meticulous observation, the consultant formulated comprehensive recommendations aimed at optimizing operational effectiveness and readiness.

Key Findings:

1. SWAT Week Highlights:

- Participants commended the intensity and practicality of Close Quarters Battle (CQB) exercises, particularly on day two.
- The utilization of full scenarios, including role players, simunitions, and comprehensive equipment, was highlighted as a significant strength of the training program.
- The strategic approach of maximizing time efficiency by having participants bring lunch was acknowledged positively, contributing to uninterrupted training sessions.

2. Areas for Improvement:

- Concerns were raised regarding the inefficiency of range time allocation, with participants noting discrepancies between qualification processes and other training activities.
- Participants emphasized the need for more dynamic and relevant drills directly linked to CQB, aiming to minimize downtime and maximize engagement opportunities.



3. Recommendations for SWAT Week 2024:

- Integrate a dedicated low-light or night range day into the training curriculum to simulate challenging operational conditions effectively.
- Incorporate comprehensive team control tactics and failed breach strategies into Close Quarters Battle (CQB) and Hostage Rescue Team (HRT) training sessions to enhance adaptability and resilience in high-pressure scenarios.
- Emphasize the practice of core SWAT team tactics during scenario-based exercises, focusing on strategic approaches such as "Breaching and Holding" or "Breaching and Fading" to ensure operational precision and effectiveness.

4. Training Priorities for 2024:

- Prioritize CQB training as the cornerstone of SWAT team capabilities, recognizing its pivotal role in enhancing overall operational proficiency.
- Streamline training focus by reducing emphasis on vehicle pinning maneuvers and tactics taught by external agencies, optimizing resources for core skill development.

5. Equipment Needs:

- Acquire a dedicated SWAT radio channel to facilitate secure and uninterrupted communication during critical operations, ensuring operational cohesion and information security.
- Procure throw phones equipped with cords for controlled communication and intelligence gathering, enhancing operational control and situational awareness in crisis situations.



- Consider the procurement of specialized equipment such as the FN 303 Tactical Less Lethal Launcher and Remington LE 870P MCS to augment breaching (ballistic) capabilities and operational versatility.

6. Leadership Improvements:

- Enhance leadership presence and engagement during training sessions to foster effective communication, mentorship, and team cohesion.
- Standardize training roles and assignments to ensure equitable opportunities for all team members, promoting a culture of inclusivity and skill development.

7. Operational Changes:

- Expand Entry Operator proficiency among all team members to enhance operational flexibility and adaptability in dynamic environments.
- Review the composition and deployment strategies of specialized elements such as snipers to optimize resource allocation and operational effectiveness.

8. Additional Comments and Suggestions:

- Strive for Tier 2 status under NTOA guidelines to establish clear standards and capabilities, ensuring alignment with best practices and industry benchmarks.
- Standardize interview processes to ensure fairness, professionalism, and consistency in recruitment practices, fostering a positive organizational culture.
- Address concerns related to team cohesion, leadership effectiveness, and operational decision-making to improve overall performance and mission success.



Conclusion: By implementing these detailed recommendations, the SWAT team can enhance its operational readiness, effectiveness, and overall performance, ensuring a heightened level of preparedness for a wide range of operational scenarios. The consultants at 13% Solutions remains committed to providing ongoing support and assistance in implementing these recommendations to drive continuous improvement and excellence within the SWAT team.