

Boulder County Sheriff's Office
Leading with Courage
Special Operations Leadership Development



2013



Boulder County Sheriff's Office Leading with Courage Program Summary

Leadership Program Summary

During 2013, Boulder County Sheriff's Office Special Operations began a journey of leadership development. Special Operations includes units from Wildland Fire Management, SWAT and Search and Rescue. Most involved are paid full time professional but the group does include numerous volunteer members.

Among many primary law enforcement responsibilities, the Sheriff's Office in all Colorado counties maintains statutory responsibility for all wild land fire, mountain search and rescue and special law enforcement operations. As the Fire Management Officer (FMO) I encourage our organization to look at the "Leading with Courage" campaign for a guide to develop our internal special operations leadership development program.

The program combined numerous leadership principles and was presented in classrooms, in the field and via video facilitated learning. Over the course of 11-months 75 special operations members completed the three part series of leadership development.

In late March of 2013, the first training began in the remote mountains of Colorado. The group snow machined and hiked to cabins at about 12,000'. We began the 36-hour training with a evening facilitated video discussion on followership using the movie "Band of Brothers" as examples of followership principles. Then we broke into small groups, using "Human Synergistics" teambuilding survival simulations (<http://humansynergistics.com/docs/default-source/product-info-sheets/subarctic-survival-situation-.pdf?sfvrsn=0>) to demonstrate teambuilding through followership. Lastly, we had a guest speaker discuss values and the effect on teams. The next morning, the small groups worked through a series of survival challenges, competing for the best time.

The second training began in June, again we headed to a remote mountain location. We invited Larimer County SWAT to join our



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Cover Photo: BCSO Fire Management, SWAT, Rocky Mountain Rescue team photo during winter leadership challenge.

BCIMT3 Organization

SWAT team and Fire Management Staff to complete the second leadership developmental training. This 36-hour training was to focus on operational readiness and mission planning.

This training began with a short lecture on how leaders develop goals, objectives and strategy. We then divided into small groups, using STEX principles, we used sand tables and “glass house” simulations to build and develop a plan for a simulated mission that would be part of the next days training. The purpose was to demonstrate the advantages of simulations, readiness and ultimately, pre-planning, to ensure for a successful outcome. This was the first time law enforcement was exposed to STEX learning and Fire Staff facilitated the training, sharing wild land fire planning principles with law enforcement. The training concluded with a 8-hour mission, including small team open field navigation, off-highway vehicle training and simulated combat assault of a illegal marijuana grow operation.

The last 36-hour training was held in October of 2013 at the Fort Carson Army training center. This training focused on leadership problem identification, prioritization and delegation. Using video from the movie “Blackhawk Down”, I facilitated small group discussion of these leadership qualities. The team then headed into the open field environment, competing in a simulated and live fire “combat shooting challenge”, testing their teams ability to prioritize and delegate.

Attached you will see numerous lesson plans of each training, video lecture presentations and photos. This year long training combining not only wild land fire fighters but also members of other elite special operations groups has not only further developed existing leaders but also enhanced followership throughout our organization. Many single phases of the training has been found so valuable, we have been asked to present this to non-operational groups, such as administrative staff. This year long effort, encouraged our organization to take leadership development to the next level and has provided a consistent and cohesive message of followership and leadership through the entire organization.

Boulder County Sheriff's Office
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Supplemental Materials

Winter Training

Winter Leadership Training / Phase 1

Topic: Followership to Leadership

Dates: March 26-27, 2013 **Time Allocation:** 36 hours

Location: City Boulder Watershed, CSU Research Station, Niwot Ridge Area, western Boulder County

Participants: Boulder County SWAT, Fire Management, Rocky Mountain Rescue Group

Summary objective(s):

1. Provide introduction to "Followership to Leadership" principles using video, simulation exercises and discussion and lecture
2. Determine potential capabilities and capacities of future team leaders through mental and physical challenges
3. Utilize training environment to assess effectiveness of current equipment and training.

Agenda

March 26

1800 Arrival at CU Research station parking lot

Resources arrive and receive briefing. 4 man teams are established and equipment readiness and inspection completed. Team Leaders ensure operational readiness of "cells" and begin to embed into assigned cell. Provide general outline of expectations and roles and responsibilities.

1830-1900 Team Briefing

Cmdr. Sloan provides inspirational speech

FMO Stalnacker provides general agenda of training.

Craig Skie Provides general area background, safety considerations and rules.

Deputy Henrikson provides medical and rescue plan.

1900-2100 Travel to field site set up camp

Travel by skis, snow machine and snow cat to cabins. Arrive at cabins, assign living quarters.

2100-2300 Followership to Leadership workshop

Stalnacker/Cadre "Band of Brothers" followership facilitated discussion

Stalnacker/Cadre "Desert II Survival Situation" team cohesion simulation

Jim Burgen Lecture on Followership

2300-? Night navigation

Provide each "cell" coordinates to "package". Teams navigate to package, call into command and return back to ICP for EOW.

March 27

0600 Breakfast

0700 Team briefing

(Stalnacker) Provide general ground rules and expectations. Team Leaders and evaluators will use 5 criteria to evaluate "cells" and/or individuals.

1. Leaders command and control
2. Communication
3. Cohesion
4. Effective upwards leadership
5. Task accomplishment

0800-1700 Evolutions

*1. **Range Challenge:** teams are given 6 rounds in one magazine. Each member must shoot at least once. There will be 5 targets and 5 "clues". Each set of targets will have navigation clues to next evolution; each team will travel to separate location.*

15 yards topo map

25 yards legal description of next evolution location

50 yards GPS

100 yards GPS coordinates of next evolution location

150 yards batteries for GPS

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*2. **Object Move:** teams will have to move a disabled snow machine approx. 100 yards. They will be given the below items; once machine is in "box" cell will get next navigation directions.*

(1) "Bungee" style pull rope

(1) 50' 11mm dynamic climbing rope

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(1) Set of Snow shoes

(1) Set of skis

(1) Snow shovel

3. Logistics Mission: Teams will have to move "packages" to a location. They will be given the below items; once package is delivered, cell will get next navigation instructions.

(2) Snow machines

(1) Ski litter

(1) Set of skis

Misc. rope and webbing

4. Rescue: Teams will have to provide care to a wounded officer, then move and navigate to a LZ for a medi-vac. They will be given the below items; once wounded officer is placed into LZ, cell will get next navigation instructions.

(1) Soft litter

(2) Set of snow shoes

Misc. rope and webbing

1700-1800 AAR

Sgt Enholm/ Cadre will facilitate after action review.

1800-? Demob and travel

Medical and Rescue Plan: See attached

Contact: Sergeant Lance Enholm, FMO Jay Stalnacker

2100-2300 Followership to Leadership workshop

Stalnacker/Cadre "Band of Brothers" followership facilitated discussion

Stalnacker/Cadre "Desert II Survival Situation" team cohesion simulation

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Spring Training

JOINT BCSO AND LCSO
S.W.A.T. SPRING LEADERSHIP TRAINING
MAY 21-22, 2013
36-HOUR OPERATIONAL SHIFT

Description: The training is phase 2 of the year-long leadership development plan. The focus on this training is mission readiness and planning. Additional "man-tracking" skills training will also occur.

Objectives:

Participants will use day and night navigation skills to locate and obtain Intel on a simulated exercise target.

Participants will attend a 1-hour lecture based training to help develop basic knowledge, skills and abilities for mission readiness and planning.

Over a 2-hour period, participants will utilize lecture based knowledge in STEX and "glass house" simulations to plan a mission, participants will then present plan.

Participants will implement the mission plan in a condensed 2-hour exercise scenario.

Participants will attend a 4 hour lecture and field based "man-tracking course.

Emergency medical evacuation: TEMS will be assigned field care and triage. Injured parties will be evacuated via UTV, 4x4 vehicle or helicopter if conditions allow. In the event of a major medical injury and inability to utilize a helicopter, RMRG will be used for evacuation.

Safety concerns:

1. Hypothermia is a gradual process with serious immediate consequence; operators should be rotated into a warming environment as conditions dictate. Clothing will be inspected for adequacy prior to deployment into the field.

2. 4x4 vehicle and ATV/UTV operation is dangerous and can result in severe injury, all operators will follow training guidelines for operation and equipment at all times.

Spring Training

3. Hydration and energy consumption is exaggerated in winter conditions. Operators will carry appropriate amounts of drinking water and high calorie food during all field operations.

4. Communications is essential and all 'cells' will have an communication plan, operating radio and extra batteries at all times.

Equipment:

(1) ATV

(1) UTV

(4-6) Motorcycle helmets

Required individual operator equipment (see attached list)

(2) EMT Medical Kits

(21)AR UTM rifle bolts and ammunition

(22)

Schedule:

Tuesday 05/21/2013

0900	Glacier View Ranch ICP	Camp set up and briefing
1030	ICP Mission Planning Lecture	
1300	ICP	Tracking Class
1700	ICP	Open Field Movement
1800	ICP	Dinner
1900	Miller Rock	Night Operations

Wednesday 05/22/2013

0700	ICP	Breakfast
0900	ICP	Mission Planning exercise

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1100	ICP	Lunch
1200	Miller Rock	Operation Gun Runner Exercise
1500	ICP	AAR/DEMOB

Leadership: Mission Planning Lecture

Instructor: J. Stalnacker / Team Leaders

Time: 1 hour

Equipment: Pen/note pad

Operators: (2-3) 4-6 man cells

Learning objective: Introduction and practical application of mission planning principals using lecture case study based learning.

Night Operations

Instructor: Team Leaders

Time: 3 hours

Equipment: Open field packs, unloaded weapon systems

Operators: (2-3) 4-6 man cells

Learning objective: Introduction and practical application of day and evening navigation and intelligence gathering.

Mission Planning Exercise

Instructor: Team Leaders

Time: 2 hours

Equipment: Sand tables and "glass house" construction materials

Spring Training

Operators: (2-3) 4-6 man cells

Learning objective: Introduction and practical application of mission planning simulations. Provide and present mission plan to team leaders for critique.

Operation Gun Runner

Instructor: Team Leaders

Time: 3 hours

Equipment: Open field packs, UTM bolted weapon systems, UTM protective equipment

Operators: (2-3) 4-6 man cells

Learning objective: Execution of pre-planned mission.

Operation Gun Runner

Instructor: Team Leaders

Time: 3 hours

Equipment: Open field packs, UTM bolted weapon systems, UTM protective equipment

Operators: (2-3) 4-6 man cells

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Fall Training

BCSO S.W.A.T. FALL LEADERSHIP TRAINING
October 22-24, 2013

Description: The training is phase 3 and the final portion of the year-long leadership development plan. The focus on this training is practice verbalizing target identification and priority along with delegation of operator engagement.

Objectives:

Participants will attend a lecture based training to help develop basic knowledge, skills and abilities for operational problem identification, prioritization and task delegation.

Participants in "cells" of 4-6, will enter a simulated combat shooting environment. Cell leaders will practice verbalizing target identification and priority along with delegation of operator engagement.

Participants in "cells" of 4-6, will practice 4 tactical operations, critiquing with instructors for execution the specific tasks with minimal failure. These tasks include; dynamic entry, covert to contact, building searches and open field movement and approach to the target.

Participants in "cells" of 4-6, will enter into a force on force simulated hostage rescue. The mission will occur in a structure. Participants will use operational field guide to in-brief, plan and execute the mission.

Use and evaluate SWAT Operation Field Guide and "back brief" systems.

Complete After Action Reviews (AAR) after each evolution.

Implement "buddy check" system.

Emergency medical evacuation: TEMS will be assigned field care and triage. Injured parties will be evacuated via UTV, 4x4 vehicles or helicopter if conditions allow. Fort Carson Range Control will be notified for patient evacuation per protocol.

Safety concerns:

Hypothermia is a gradual process with serious immediate consequence; operators

Fall Training

should be rotated into a warming environment as conditions dictate. Clothing will be inspected for adequacy prior to deployment into the field.

2. 4x4 vehicle and ATV/UTV operation is dangerous and can result in severe injury, all operators will follow training guidelines for operation and equipment at all times.

3. Hydration and energy consumption is exaggerated in fall conditions. Operators will carry appropriate amounts of drinking water and high calorie food during all field operations.

4. Communications is essential and all 'cells' will have a communication plan, operating radio and extra batteries at all times.

Equipment:

(1)ATV

(1)UTV

(4-6) Motorcycle helmets(Kevlar SWAT helmets may be used)

Required individual operator equipment (see attached list)

(3) EMT Medical Kits

(21) AR UTM rifle bolts and ammunition

(15) Cases water

(5) Cases of Gatorade

Food as determined for 30 participants

(6) Site maps

Logistics trailer

laptop, PowerPoint projector, speakers, screen ,cables, power cords and source.

Instructor notes:

Provide clear instruction and keep the message simple. The "leader's intent" is to;" provide training to prepare operators to efficiently identify, prioritize and delegate execution.

Operators need to be able to assemble quickly in "cells" and utilize the "pod" concept of equipment distribution. Each operator must also maintain his own personal survival

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Operators are not expected to master mission delegation techniques. The instructor cadre is to introduce and allow hands on practice so that the operator can begin muscle and intellectual memory.

The "exercise" scenario is designed to allow operators the ability to practice problem identification, prioritization and appropriate delegation

Schedule:

Tue 10/22/2013

0700-1100	Team leaders travel and setup
1100-1330	Team Travel/ Billets
1330-1630	Lectures
1630-1730	Dinner (on base)
1730-2200	Basic Skills on Range

Wednesday 10/23/2013

0700	Breakfast
0830	Basic Skills on range (Range 150)
1330	Lunch (on Range)
1430	Combat Shooting Challenge (Range 150)
1730-2200	Operation Sleepy Weasel Scenario (Range 150)
2200	Team Social

Fall Training

Thursday 10/24/2013

0700	Breakfast / Demob
0900	Range 159
1200	Lunch (on Range)
1300	Range 159
1700	Dinner (on Base)
1800	Travel home

Leadership: Lecture

Instructor: Cmdr. Scot Williams / J. Stalnacker

Time: 1.5-2 hours

Equipment: Operation Field Guide

Operators: All

Learning objective: Recap of yearlong Leadership Training, Followership, Values and Organizational readiness. Introduction of problem identification and priority along with delegation of operator engagement.

Combat Shooting Challenge

Instructor: Team Leaders

Time: 2-4 hours

Equipment: Tactical "kit", loaded weapon systems, targets

Operators: (2-3) 4-6 man cells

Learning objective: Cell leaders and team members will practice verbalizing target identification and priority along with delegation of operator engagement.

SWAT Basic Skills Practical

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Instructor: Team Leaders

Time: 2-4 hours

Equipment: Tactical "kit", Unloaded weapon systems

Operators: (2-3) 4-6 man cells

Learning Objective: Practice 4 tactical operations, critiquing with instructors for execution the specific tasks with minimal failure. These tasks include; dynamic entry, covert to contact, building searches and open field movement and approach to target.

Operation Sleepy Weasel

Instructor: Team Leaders

Time: 3-5 hours

Equipment: Open field packs and tactical "kits", UTM bolted weapon systems, UTM protective equipment

Operators: (2-3) 4-6 man cells

Learning objective: The "exercise" scenario is designed to allow operators the ability to practice problem identification, prioritization and appropriate delegation during a hostage rescue in a school.



Winter

Medical rescue

Members of wild land fire, SWAT and SAR simulate a medical wilderness rescue training in a timed competition.

Classroom

Facilitation of video based discussion groups on leadership concepts.

Spring/ Summer

Survival

Wild land firefighters, SWAT and SAR teammates build "emergency shelters" in timed competition.

2013

Anatomy of Leadership Development



Fall

STEX

Wild land firefighters facilitate a sand table planning exercise.

AAR

Members of SWAT Wild land Firefighters and SAR learn and practice the basic AAR.

Cross training

Wild land firefighters prepare to enter the "live Fire" shoot house for an introduction to urban combat.