

Nevada Commission on Peace Officer Standards and Training



Recommended Standards for Tactical Operations and Response Teams

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MISSION STATEMENT

The mission of the Nevada POST SWAT Board is to enhance the performance and professional status of law enforcement personnel by providing a credible and proven training resource, as well as a forum for the development of tactics and information exchange. The Board's ultimate goal is to improve public safety and domestic security through training, education and tactical excellence. The Nevada POST SWAT Board operates in accord with the principles of *Veritas Probitas et Virtus* (Truth, Honesty and Integrity).

This manual serves as recommended standards based on best practices discovered through a POST working group. Any implementation or adoption of standards should be reviewed and approved by the agency's legal representation. POST provides these recommendations for reference and encourages agency input and adoption of standards that meet the individual agency needs.

STANDARD REVIEW BOARD

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National Tactical Officers Association

Nevada Commission on Peace Officer Standard and Training (POST)

California Commission on Peace Officer Standards and Training (POST)

American Sniper Association

National Incident Management System (NIMS)

INTRODUCTION AND OBJECTIVE

This document is the result of extensive efforts by the National Tactical Officers Association and the Nevada POST SWAT Standards Board to provide guidance to agencies involved in tactical law enforcement operations. The intent of these recommended standards is to better prepare law enforcement to respond not only to emergency and high-risk incidents on a daily basis, but also to respond to a terrorist attack.

It is the position of Nevada POST that the decision to form a tactical law enforcement resource, specifically a SWAT team, carries with it the responsibility to provide the ongoing training, equipment, leadership and financial support necessary to create and maintain an effective response capability. Integral to this responsibility is the obligation to deploy and operate these resources in a manner that is consistent with Constitutional principles, with an emphasis on professional deportment under all circumstances.

Where size and/or demographics limit the capabilities of an agency, the Board recommends that multi-jurisdictional resources be combined and coordinated in a manner consistent with safe and effective operations.

The objective of this document is to establish a set of basic recommended standards for State of Nevada agencies who utilize tactical resources and to serve as an efficient core set of concepts and principles that improve standardization within the profession of tactical law enforcement services. Any agency that chooses to use this standard as a benchmark for performance and operations does so voluntarily. The State of Nevada POST does not mandate compliance with this standard or attach such compliance as a prerequisite for any benefit granted under membership.

SECTION 1.0 – SCOPE OF STANDARDS

1.0

The scope of these standards includes concepts and principles that relate to the organization, training, operational tactics, personnel management and equipment of tactical law enforcement teams. The standard will not dictate how member agencies will write and apply any specific policies as it relates to such operations, but rather provide guidance based upon the terminology and collective viewpoint of the Nevada POST.

SECTION 2.0 – DEFINING TACTICAL LAW ENFORCEMENT OPERATIONS

2.1 The Nevada POST recognizes that there are many types of specialized tactical teams utilized in law enforcement and they are identified by a number of commonly accepted names. Nevada POST offers this set of team designations and corresponding metrics as guidance for its agencies and members.

2.1.1 Based upon the need to protect the public and ensure the safe delivery of tactical law enforcement services, Nevada POST believes that a SWAT Tier 1 team should be fully mission capable in ALL of the following areas: hostage rescue, barricaded gunman, sniper operations, high-risk warrant service and high-risk apprehension, high-risk security operations, terrorism response, special assignments and other incidents which exceed the capability and/ or capacity of an agency's first responders and/or investigative units. The most resource demanding of these missions is clearly planned deliberate hostage rescue operations. An appropriate number of personnel is necessary to rapidly and effectively dominate a structure and have an adequate number of operators in place for a failed breach. As an **example**, during a hostage situation occurring at a common residential structure, this would typically require a Team Commander (1) and Team Leader or Tactical Operations Coordinator (1) to run a command post, two Sniper/Observer Teams (4) to cover all sides of the structure, at least four Operators for containment (4), an Immediate Reaction Team of one Team Leader and seven operators (8) and a comparable team of the same size (8) who is given time to plan and rehearse a deliberate rescue plan. Recognizing of course that containment and immediate reaction functions can be shared responsibilities. This is also with the assumption that all team members arrive and the incident can be resolved in one operational period. Those teams that do not possess the appropriate number of personnel, but maintain all of the necessary mission capabilities, are defined as SWAT Tier 2 teams. SWAT Tier 2 teams may be faced with conducting emergency hostage rescue operations if circumstances require it.

2.1.2 Tactical Response Teams are typically formed to address one or more mission capabilities other than deliberate hostage rescue operations, such as warrant service, barricaded subject or some type of high-risk security operations.

2.1.3 Perimeter Control and Containment Teams are typically formed as an immediate response to an ongoing incident and primarily responsible for containing the incident, evacuations and establishing incident command

Figure 1

TYPE	CAPABILITIES	PERSONNEL*
SWAT Tier 1 – a single agency team, multi-jurisdictional team, regional team or through an MOA.	All mission capabilities in Section 3.0 of this standard and is capable of serving as a primary SWAT mutual aid team to another Tier 1 or 2 team.	Able to fulfill mission capabilities <ul style="list-style-type: none"> • Explosive capabilities recommended
SWAT Tier 2 – a Single agency team, multi-jurisdictional team, regional team or through an MOA.	All mission capabilities in Section 3.0 of this standard, except planned deliberate hostage rescues. Emergency hostage rescue operations only.	Able to fulfill mission capabilities <ul style="list-style-type: none"> • Explosive capabilities recommended
Tactical Response Team	Can conduct any single or combination of capabilities listed in Section 3.1.2 – 3.1.6.	Able to fulfill mission capabilities
Perimeter Control and Containment Team	Can conduct all capabilities of Section 2.3 of this standard.	Any number of Appropriately trained personnel.

2.2

Special Weapons and Tactics (SWAT) and Tactical Response Teams (TRT) are designated law enforcement teams, whose members are recruited, selected, trained, equipped and assigned to resolve critical incidents involving a threat to public safety, which would otherwise exceed the capabilities of traditional law enforcement first responders and/or investigative units. SWAT and TRT are accepted titles for teams with specialized training, expertise and equipment as defined above and further defined within this standard. The primary characteristic of such teams that distinguishes them from other units is the focus of effort. Such teams are focused on incident resolution, as opposed to other functions, such as investigation. Their purpose is to increase the likelihood of safely resolving critical incidents. Nothing in this standard is intended to preclude agencies from utilizing specially trained units in areas such as narcotics investigations, felony apprehension and other tasks. However, agencies that do not have their own SWAT team and instead utilize specially trained units should have a Memorandum of Agreement (MOA) with a SWAT team that recognizes and operates within the guidelines as set forth by this standard. This SWAT team can be a full-time, collateral-duty, multi-jurisdictional or regional team. The agreement should specify that the named SWAT team is the designated entity to be activated for SWAT-specific incidents such as hostage situations, barricade incidents or other high-risk situations requiring specialized capabilities. SWAT and TRT teams should have the following elements available when appropriate:

- Tactical Command: typically consists of the commander, team leader, and command post support personnel, such as tactical dispatchers, intelligence officer and incident recorder.
- Containment Team: typically consists of a two-person (or more) element capable of utilizing either lethal or less-lethal force, per area of responsibility. This may also include the use of tactical canine teams.
- Entry Team (either emergency or deliberate): members required will be based upon the mission type, complexity of operational environment and ability to adhere to officer safety priorities.
- Sniper Team: typically consists of a two-person element per area of responsibility.

2.3

Until the arrival of the requested SWAT team, it is recommended that those agencies that do not have SWAT team response capability and currently utilize a Perimeter Control and Containment Team, should focus on engaging in the following activities as time permits:

Establish an effective perimeter, which *may include*:

- Coordinating containment/isolation security teams
- Deploying patrol rifle teams
- Deploying canine handlers
- Confirming traffic/pedestrian control

- Deploying aviation support unit
- The deployment and staging of EMS, fire suppression, Haz-Mat and De-con units.

Establish a tactical command, which *may include*:

- Identify safe routes of travel for specialized vehicles (ambulances, armored rescue vehicles, etc.).
- Identify a staging area.
- Identify an appropriate incident command post location (consider stand-off distances, required security and other hazards).
- Gather essential tactical elements of information.
- Provide a complete and accurate description of suspect(s) and hostage(s) as soon as they are available.
- Develop a threat assessment.
- Conduct reconnaissance.
- Obtain floor plan.
- Initiate building labeling/diagramming.
- Conduct breach point analysis.
- Identify tactical approach routes.
- Identify potential sniper hides.
- Utilize electronic intelligence.
- Make appropriate notifications.
- Initiate emergency rescues of “person down” and “officers down”.
- Conduct evacuations of innocents and police that may actively or predictably be in danger of being killed or seriously injured.
- Initiate a medical threat assessment and establish a liaison with local EMS Services. An initial medical threat assessment should include an estimated number of casualties, identify locations for casualty collection points and medical staging areas, and consider the operational and environmental conditions that may affect operator performance and mission success.
- In the absence of acts of active violence, first responding police officers should be able to perform basic medical care and coordinate with responding EMS units. In an effort to reduce the number of potentially preventable deaths, first responding units should triage casualties for the presence of immediate life-threatening injuries, apply tourniquets and pressure dressings, initiate basic airway maneuvers, and extract casualties to a collection point where they can be handed off to EMS for further care.
- Preserve a crime scene as needed.

2.3.1

Once a perimeter is set, law enforcement units should establish an Immediate Action Team in the event that the situation suddenly changes requiring officers on scene to take immediate action. Primary responsibilities of the “Immediate

Action Team” are to prevent escape and to take the suspect into custody if surrender occurs. This team should continuously assess and identify its limitations and assist in scene transition to SWAT when appropriate. In the event of a dynamic or rapidly escalating incident such as an active killer situation or one that exigent circumstances may require immediate intervention to save lives, the Immediate Action Team, or a single officer if necessary, will track and move to stop the threat before the suspect kills or seriously injures victims.

2.3.2 Timely request of specialized units such as SWAT and CNT is critical and will greatly increase safety and contribute to a successful resolution. When possible, commence with negotiations once perimeter and Immediate Action Teams are established. This may result in a safe surrender, assist with gathering intelligence and slow the suspect actions, allowing time for SWAT resources to arrive.

2.3.3 Any action taken during a high-risk incident before SWAT is able to respond, should be reasonable and necessary. Such decisions should be based on the totality of the circumstances and the safety priorities model. There may be a need for a single officer intervention to a violent event in order to stop an active on-going threat.

The above-listed considerations are not mandates, nor all inclusive, and any decision to implement or not implement them should be based upon the training, equipment and capabilities of the officers on scene.

SECTION 3.0 – TACTICAL LAW ENFORCEMENT CAPABILITIES

3.1 Each agency should develop the tactical law enforcement capabilities of its team based upon a reasonable threat assessment, a risk analysis and clear direction from the organization’s leadership. A vision of what the team will be expected to do will help define the type of team that is needed for the agency and subsequently will help determine what capabilities are necessary. Developing the capabilities of a tactical team begins with a sound training management and budgeting plan. Contemporary training management philosophy encourages a building block approach that begins with individual, element or unit, and then team competencies. Once acceptable levels of competency are achieved, a team is considered capable of performing that specific tactical operation. Such teams should be capable of performing these mission capabilities during both daytime and nighttime lighting conditions and all weather conditions relevant to the team’s local environment.

3.1.1 SWAT teams conducting **hostage rescue operations** should train and equip their personnel in the following competencies:

- Mission analysis and threat assessment.
- Intelligence gathering techniques.
- Reconnaissance techniques.
- Technology support (robotics, electronic surveillance).
- Tactical planning (timing and transition of crisis, deliberate, contingency phases and rehearsals).
- Adherence to safety priorities model.
- Communication skills to include basic negotiation techniques.
- Breaching capability that includes mechanical, thermal and ballistic. **(Tier 1 team should include Explosive Breaching)**

Tactical communication Techniques

- Containment and surveillance.
- Sniper support roles.
- Use of armored rescue vehicle and other specialized vehicles.
- Officer/victim rescue procedures.
- Failed breach tactics.
- Diversionary device tactics.
- Fire suppression equipment and tactics.
- Chemical agent applications.
- Less-lethal applications.

- Window porting.
- Compromise procedures.
- Communication procedures.
- Integration of negotiators.
- Post incident debriefing and documentation.
- Floor plans, photographs.
- Unusual incidents (damage, use-of-force, injuries).
- Arrest and control procedures.
- Environments.
- Open air - sniper initiated.
- Stronghold – dynamic and covert.
- Vehicle, vessel, aircraft.

3.1.2

SWAT teams conducting **barricaded subject operations** should train and equip their personnel in the following competencies:

- Search warrant considerations (local, state and federal)
- Mission analysis and threat assessment
- Determination of criminal offense
- Determination of mental illness
- Consideration of local requirements for search warrant prior to entry
- Intelligence gathering techniques
- Reconnaissance techniques
- Technology support (robotics, electronic surveillance)
- Tactical planning (timing and transition of crisis, deliberate, contingency phases)
- Adherence to safety priorities model
- Officer/victim rescue drills
- Breach point analysis (mechanical, explosive, thermal, ballistic)
- Tactical communication techniques
- Containment and surveillance
- Sniper support roles
- Use of armored rescue vehicle and other specialized vehicles
- Failed breach tactics
- Diversionary device tactics
- Fire suppression equipment and tactics
- Chemical agent applications
- Less-lethal applications
- Window porting
- Communication procedures
- Integration of negotiators
- Post incident debriefing and documentation
- Floor plans, photographs
- Unusual incidents (Damage, Use of Force, injuries)
- Arrest and control procedures

- Tactics
- Open air/stronghold
- Vehicle, vessel, aircraft
- EOD/entry integration

3.1.3

SWAT teams conducting **sniper operations** should train and equip their personnel in the following competencies*:

- Mission analysis and threat assessment
- Intelligence gathering and reconnaissance
- Firearm nomenclature and capabilities
- Shooting through mediums (*i.e.*, vehicles, glass, Lexan, and wood)
- Concealment and camouflage techniques
- Data books and record keeping
- Surveillance and communication
- Ballistics (internal, external and terminal)
- Operational sniper tactics specific to your jurisdiction
- Counter sniper operations
- Hide construction and management
- Individual movement skills
- Observation skills – positive target identification
- Position shooting – standard and unorthodox
- Stress shooting
- Discretionary shooting
- Low light shooting
- Weapon maintenance
- Post shot communication protocols
- Post incident debrief and documentation
- Countering hard target threats

3.1.4

SWAT teams conducting **high-risk warrant service and high-risk apprehension operations** should train and equip their personnel in the following competencies:

3.1.4.1

High-risk warrant service

- Mission analysis and threat assessment
- Intelligence gathering techniques
- Reconnaissance techniques
- Tactical planning
- Breach point analysis
- Briefing techniques
- Containment
- Pre-event surveillance
- Failed breach tactics

- Officer/victim rescue procedures
- Diversionary device tactics
- Fire suppression equipment and tactics
- Less-lethal applications
- Window porting
- Compromise procedures
- Communication procedures
- Announcement procedures
- Tactical communications
- Post incident documentation
- Floor plans
- Unusual incidents (damage, use of force)
- Arrest and control procedures
- Warrant service options
- Contain and call out
- Deliberate search techniques
- Transitional tactics
- Aggressive animal mitigation
- Bomb squad/entry integration
- Explosive device recognition and mitigation

3.1.4.2

High-risk apprehensions

- Mission analysis and threat assessment
- Stronghold takedowns (see HRWS above)
- Open air environments
- Tactical tracking (to include coordination with canine)
- Land navigation
- Multi-Assault Counter Terrorism Action Capabilities (MACTAC)
- Officer/victim rescue drills
- Vehicle takedowns
- Surveillance
- Air/ground
- Containment/vehicle blocking
- Rear takedowns
- Frontal takedowns
- Side takedowns
- Long gun support
- Canine support

3.1.5

SWAT teams conducting **high-risk security operations** should train and equip their personnel in the following competencies as resources allow:

- Mission analysis and threat assessment
- Dignitary protection support

- Special event security to include additional SWAT personnel and resources
- Prisoner and witness security

3.1.6 SWAT teams conducting **terrorism response operations** should train and equip their personnel in the following competencies:

3.1.6.1 Tactical operations in a contaminated environment

- Mission analysis and threat assessment
- Personal Protective Equipment (PPE) selection, use, nomenclature, donning, doffing and decontamination procedures
- Adherence to OSHA 1910.132 and 1910.120, as well as NFPA 472 Standard for *Competence of Responders to Hazardous Materials/Weapons of Mass Destruction Incidents*
- Familiarization of the NIOSH Emergency Response Resource Guides (<http://www.cdc.gov/niosh/topics/emres/ppe.html>)
- Incident Command System and multi-level integration of line level supervisors and managers into a larger command structure

3.1.6.2 Tactical operations integrating SWAT and Bomb Squad

- Mission analysis and threat assessment
- Improvised Explosive Device component and HME (Homemade Explosive) identification and chemical precursor recognition
- Destructive capabilities and scene consequences of tactically deployed IEDs
- IED threat stream planning and intervention/response tactics to include suicide bombers and VBIEDs
- Overview of bomb squad deployment, RSP (render safe procedures) and operational capabilities
- Suicide bomber planning and response tactics

3.2 SWAT and Tactical Response Teams should be equipped appropriately for the mission capabilities they are tasked with. The following lists provide guidance to teams regarding the minimum levels of equipment that are necessary for both SWAT and Tactical Response Teams.

3.2.1 Any officer assigned to either a SWAT Team (Tier 1 or 2) or a Tactical Response

Team **should** be equipped with the following items **assigned to that officer**:

National Institute of Justice (NIJ) rated Ballistic Vest and/or Plate Carrier

- Misc. Gear Pouches

NIJ rated Ballistic Helmet

Weapon System(s)

Handgun

- Holster/Light/Magazines

Rifle/Sub-gun/Shotgun

- Optics/Slings/Accessories/Magazines

Communications Equipment

Radio, Headset, Ear Piece, PTT (push to talk) switches

Protective Eyewear/Goggles (Impact Resistant)

Hearing Protection

Elbow & Knee Pads

Protective gloves

Deployment Uniform, appropriate for the local climate and hazards

Air Purifying Respirators with National Institute for Occupational Safety and Health (NIOSH) approved filters for potential exposure to airborne hazards

Individual First Aid Kit (IFAK)/Tourniquet etc.

Restraint devices

Less lethal option unless supported by team equipment

3.2.2

SWAT Teams (Tier 1 or 2) and Tactical Response Teams **should** be equipped with the following items as **general team equipment** based on mission capabilities:

Level III/Level IV Ballistic Shield(s), Bunkers and/or Blankets

Short & Long Range Less Lethal Munitions and Delivery Systems

Chemical Munitions & Delivery Systems

- Hand delivered
- Launch-able

Precision rifle systems

- Optics
- Night vision

Fire suppression device

Distraction Devices

- FSDDs
- Bang Poles

Manual Breaching Equipment

- Ramming Tools
- Pry Tools
- Sledge/Bolt Cutter Tools
- Rake and Brake Tools
- Straps and Hooks

Deployment Vehicle(s)

3.2.3

Tier 1 SWAT Teams, conducting **planned deliberate hostage rescue operations** **should** be equipped with the following items:

Armored Rescue Vehicle(s) (ARV)

Tactical Robot(s)

- Large Robot Platforms
- Medium Robot Platforms
- Small Robot Platforms

Unmanned Aerial Vehicle(s) (UAV)

Technical Support/Surveillance Equipment

- Video/Audio/Fiber Optic Equipment
- Pole Cameras
- Under Door Cameras
- Pinhole Cameras
- Monitors & Accessories

Explosive Breaching Equipment

Specialized Breaching Equipment

- Ballistic
- Mechanical
- Thermal
- Hydraulic

Navigation Equipment

- Night Vision Goggles/Optics
- Global Positioning System (GPS)

3.2.4

Tier 1 SWAT Teams also conducting these **advanced mission capabilities** may require additional corresponding specialized equipment:

Airborne Operations

- Airship Mounted Shooting Platforms
- Airship Mounted Rope Insertion Systems
- Safety Harnesses

Waterborne Operations

- Personal Flotation Devices (PFD's)
- Personal Swim Gear
- Waterproof Containers

High Angle or Elevated Entry/Rescue Operations

- Rappelling Equipment

No/Low Light Rescue Operations

- Night Vision Goggles/Optics w/IR Illuminators
- Thermal Imaging Devices

3.3

Law enforcement specialized tactical teams often deploy to high-risk, large-scale, and extended operations and under conditions that place hostages, bystanders, police officers, and suspects at increased risk for injury or illness. The risk profile calls for incorporating a medical element into all phases of these operations. In addition to rendering immediate medical care, properly trained medical

providers assigned to law enforcement teams are able to assist commanders with developing pre-deployment medical risk assessment, implementing risk-reduction strategies, providing logistic support, and serve as a liaison to coordinate medical operations with local emergency medical services (EMS).

- Specialized tactical teams should train and equip medical providers to deploy routinely with specialized tactical teams in a manner appropriate to the threat, the mission objectives, and in accordance with respective team protocols. TEMS elements should operate under protocols that permit the rapid access to casualties, the opportunity to provide medical countermeasures, and in a manner that directly supports tactical operations.
- TEMS providers should be involved in all aspects of law enforcement special operations. They should serve as consultants to law enforcement commanders on all stages of planning and operations in matters of mission planning, team health and safety, and serve as the liaison between law enforcement operations, EMS services, and other state and local health care services.
- Law enforcement agencies are encouraged to incorporate TEMS providers into non-operational roles such as training agency personnel in first-responder medical care, and managing health and safety matters such as maintaining team health and immunization records.
- The selection, training, and operational role of TEMS personnel should occur under written policies and procedures that include guidelines that establish clearly defined chains of operational and medical command, and scope of practice.
- TEMS providers should practice under the medical directions of a physician trained and experienced in tactical medical care. The duties of the medical director should include the oversight of training, determining clinical competencies, authorizing the scope and competencies for medical procedures and directing a quality assurance program.
- Law enforcement agencies should advocate for state and local EMS guidelines that define the scope of practice for Emergency Medical Technicians and Paramedics supporting law enforcement operations.
- Medical care providers supporting law enforcement operations should undergo TEMS specific didactic and skills training that provides for a working competency of medical best practices and tactics. Once trained, programs should validate ongoing provider competency through periodic retraining and skills reviews. Training should conform to established core competencies and be evidence-based. TEMS skills should include, but not be limited to, tactical theory and techniques, use of specialized medical

equipment, tactical emergency casualty care (TECC), and casualty extraction.

- Medical providers expected to provide emergency care when operating in high-stress environments should be provided opportunities to remain highly proficient in their technical and clinical decision-making skills. Maintaining clinical proficiency requires that EMTs and paramedics supporting law enforcement operations continue ongoing experience as field EMS providers.

3.4

Operational support functions may also include, but are not limited to, the following mission specific elements:

Tactical Bomb Squad Support: Bomb technicians to provide direct and general support to SWAT in high-risk incidents involving explosive hazards. Refer to *Guide to Writing Standard Operating Procedures for Operations Involving the Combined Resources of Bomb Squads and SWAT Teams*. (www.nbscab.org)

Tactical Canine Support: Canine handlers that assist with perimeter control and high-risk search operations.

Aviation Support (both manned and unmanned aircraft systems): Fixed wing aircraft for surveillance, rotary aircraft for team insertion/rescue and aerial shooting platforms and Unmanned Aircraft Systems for surveillance and intelligence collection.

SECTION 4.0 – AGENCY POLICY GOVERNING SWAT TEAMS

- 4.1 Law enforcement agencies should develop and maintain written policies designed to meet the needs of their operational environment and be consistent with this standard.
- 4.2 The policy topics listed below are not all inclusive, but do provide the minimum basis for the sound management of any tactical team. Team commanders are strongly encourage to explore any and all topics that may need to be established through specific policy.
 - 4.2.1 Policy that identifies team organization and function which includes an organizational diagram. Command relationships between the SWAT or TRT team, incident commander, Crisis Negotiation Team (CNT), and any other joint or support elements that ensure clear lines of responsibility and compliance with the protocols of the National Incident Management System(NIMS)and the Incident Command System. If applicable, Mutual Aid Agreements and/or governmental support requests should be incorporated into this policy.
 - 4.2.2 Personnel management policy that addresses selection, retention, mandatory physical and tactical competency and other appropriate personnel management processes to include the development of protocols and processes for the selection of team members. This policy should also address appropriate behavior and acceptable language when interacting with the public. Such policies should also address minimum training and experience requirements for tactical leadership positions before they assume command.
 - 4.2.3 Policy that outlines training requirements as designated by tasks. Minimum time periods should be established to develop and maintain assigned critical skills.
 - 4.2.3.1 Team command should facilitate the development of appropriate annual training plans, lesson plans, schedules, and management protocols for the conduct of training that are consistent with Nevada POST. This should include, but is not limited to, designation and delineation of critical skills and the required internal certification processes as well as development of minimum training hour requirements based on the critical skills identified and the team’s unique operational tempo. The training program should include a documentation and verification process.

4.2.3.2 Training should incorporate current Nevada POST standards relating to safe conduct and the development of scenario-based exercises.

4.2.3.3 Based upon the mission competencies of a SWAT Tier 1 or Tier 2 team previously described in this standard, it would be difficult for most collateral-duty or full-time teams to maintain operational readiness without meeting the following training recommendations:

- New member initial training: Minimum 40-hour Basic SWAT course that introduces new operators to the fundamental skill sets required for most mission capabilities. Successful completion of an introductory course is not meant to be all encompassing and should not suggest that an operator is fully competent. Basic SWAT courses should be followed by a formal competencies-based field training program, supervised by a senior SWAT trainer.
- Monthly / Annually: 16-40 hours monthly and/or 192-480 hours annually of regular, reoccurring, and documented critical skills training that is dynamic and realistic. It is recommended that critical skills training be based upon mission capabilities and current operational requirements as identified by the individual agency.
- Specialty assignments: Critical skill training such as sniper, tactical emergency medical support, explosive breaching, etc. should be in addition to the above-listed hours, if cross trained as an entry operator. These additional training hours should be based upon the specialized assignment of the operator and/or certification process that is required of them.
- Annual: Training attended by all members to address consistency in tactics and procedures, that may consist of lecture, drills, and exercise for a minimum of 40 hours. It is recommended that this block of training be scheduled in addition to the regular monthly/annual critical skills maintenance training, although in certain situations it can be blended together.
- The training program should require an operational risk assessment for all training activities.

4.2.4 Policy that explains the activation and deployment approval process of the team. Teams operating through an MOU, should include an automatic notification and activation system to ensure the appropriate resources are deployed for the significance of the event.

4.2.5 Policy that addresses the appropriation, care, maintenance, and inventory of team equipment. It should also address normal life-cycle, wear, and removal of obsolete or faulty team equipment.

- 4.2.6 Policy that explains the design, activation, and implementation of an appropriately staffed command post, which may include a Tactical Operations Center, Crisis Negotiation Center, Media Relations Center, etc.
- 4.2.7 The development of appropriate protocols and procedures for the conduct of long-term or extended operations. Protocols should include, at a minimum, processes for relief and rotation of personnel and proper staffing and training of a supplemental incident command center.
- 4.2.8 Policy requiring a threat/risk assessment for team deployments, specifically for pre-planned events such as high-risk warrant service. The operations threat/risk assessment should include an appropriate medical response plan.
- 4.2.9 Policy requiring after-action reports (AARs) which capture tactical and incident debriefing information for training purposes. SWAT command should review all AARs, critiques, tactics and actions taken by all elements during the critical incident. Documentation should be retained in accordance with agency policy and state statute.
- 4.2.10 SWAT command should be capable of producing a written annual report, which should include a summary of all activations, nature of incident, resolution, injuries occurred, use of force, and other critical information. Agencies should consider entering relevant data into the FBI Hostage Barricade System (HOBAS) database (<http://www.cjis.gov/>). Username and password are required.
- 4.3 Agency policies and Standard Operating Procedures (SOPs) should be reviewed and approved annually and any changes shall include a risk assessment based on, but not limited to, the following criteria;
- Case law review:** Implications of national and jurisdictional rulings and precedents on current training, operations and policy.
 - Training updates:** Ensuring agency policy and SOP correspond with latest training received. Compliance with applicable law as well as an ongoing assessment of risk management processes.
 - Operational practices:** Ensuring actual operational tactics are reflective of policy and a risk assessment of team assignments and tactical incident responses are consistent with the safety priorities model.
- All prior versions of SOPs should be archived for historical and potential litigation purposes.

SECTION 5.0 – CRISIS NEGOTIATION TEAMS

5.1 A Crisis Negotiations Team (CNT) responds to high-risk, high-profile cases of hostage-taking, suicide where the means of suicide represents a risk to the public or public order, barricaded criminals, as part of a pre-planned operation for large-scale civil unrest where the actors are open to a negotiated surrender or when there is a likelihood for a barricade or hostage situations as in a high-risk warrant service. A capable CNT can develop actionable intelligence regarding any negotiations or tactical problem, provide risk assessment, open lines of communication with a suspect, and use active listening and bargaining techniques to negotiate a surrender. At the heart of the CNT response to a crisis is a belief that time is a precious commodity. The CNT works to buy time for the calming of emotion, the development of the best tactical plan, the creation of rapport between negotiator and suspect, to serve as a distraction of the suspect during SWAT activity and the statistically best chance for a safe resolution.

5.2 A CNT **should** be composed of at least three negotiators. Every member of the team is a trained negotiator filling a specific assigned role in an incident. The Primary Negotiator communicates directly with the suspect(s). The Secondary Negotiator supports, critiques, and serves as a buffer for the primary. A CNT should also have a designated Team Leader that develops strategies for the negotiation, monitors the effectiveness of the Primary/Secondary pairing, manages intelligence production and coordinates with the tactical and command elements. Where possible, additional trained negotiators can be added to this basic structure to serve as intelligence officers, tactical liaisons, technical equipment officers and scribes. Optimally, a qualified mental health professional should be added to a team as the Mental Health Liaison, to serve as an advisor on mental health issues, coordinate information gathering from health care providers, and monitor negotiator wellness.

5.3 Just as the SWAT component of any operation has their own Tactical Operations Center (TOC), so does the Crisis Negotiation Team. The Negotiations Operations Center (NOC) should be close to or collocated with, but not within the TOC, to allow both components to carry out their functions efficiently and without interference. A NOC can be a dedicated vehicle or temporary space within a structure if allowed by the circumstances. A dedicated communications system that provides a listening only option (headset, speakers) for the tactical commander is advisable.

5.4

As recommended by the National Council of Negotiations Association (www.ncna.us) individuals selected to become negotiators should receive training which includes:

- A minimum of 40 hours in a qualified course
- Training should include basic concepts and techniques, abnormal psychology, assessment, crisis/suicide intervention, active listening skills, case studies, meaningful role-playing drills, and an incident management overview

As with all critical law enforcement skills, such as firearms, negotiators should periodically receive updated training and practice in order to maintain proficiency. It is recommended negotiators annually attend a minimum of 40 hours of training in order to stay proficient. Additionally, it is highly recommended that they attend regional or national conferences, learning from case study presentations, and conduct joint training with tactical teams.

5.5

Negotiations teams should at a minimum be equipped with reliable and diverse methods to communicate with suspects in a wide variety of environments and to record these communications. At a minimum:

- Throw phone capable of being introduced into a barricaded area
- Cellular device capable of voice, data, text, and video
- Public address system.
- An internet capable-device with the ability to run social media applications.

If negotiators are sworn law enforcement officers, they should be armed and equipped with industry standard ballistic armor. Those sworn negotiators should consider carrying intermediate weapons (Taser, baton, OC spray) as they will invariably interact with the emotional friends and families of barricaded subjects in the process of gathering intelligence.

If sworn negotiators are tasked with negotiating from within threat areas (i.e. an armored rescue vehicle, from behind cover or while wearing an APR in a chemical agent environment), they should be trained and equipped appropriately to do so. Such training should include movement with tactical operators, familiarization with deployment vehicles and proper donning and use of relevant personal protective equipment.

SECTION 6.0 – OPERATIONAL PLANNING

- 6.1 Appropriately trained and designated personnel should develop an operational plan in a consistent format for pre-planning purposes. The planning processes should include location scouting, development of detailed written operations orders, detailed operations order briefings, operation rehearsals and pre-mission inspections. Final approval for all operational planning documents should rest on the team commander or a designee.
- 6.2 All SWAT team members should be trained in and capable of demonstrating proficiency in operational planning concepts.
- 6.3 Documentation should be retained in accordance with agency policy and state statute.
- 6.4 All personnel shall have thorough knowledge of the “Deadly Force” or force continuum for their agency, State and Federal law.

SECTION 7.0 – MULTI-JURISDICTIONAL AND REGIONAL SWAT OPERATIONS

7.1

The SWAT team (refer to Section 2.0 Team Typing) should develop appropriate agreements, protocols and procedures for support relationships between and among neighboring teams. By establishing formal relationships with supporting teams, agencies will be better prepared to handle incidents which exceed the capabilities and resources of the primary jurisdictional team. Where SWAT teams have access to additional supporting elements, they may also establish internal Standard Operating Procedures (SOPs) and/or external Memorandums of Understanding (MOUs), Memorandums of Agreement (MOAs) or Inter-Governmental Agreements (IGAs) in compliance with any local, state or federal law. At a minimum, these agreements shall clearly delineate, establish and specify law enforcement chain of command, operational control, duties and responsibilities of supporting units and joint training requirements. Agreements shall also specify which agency is charged with jurisdiction in the event of a criminal investigation involving actions of a SWAT member, such as an officer involved shooting.

7.2

Policy Considerations - An assessment should be conducted to determine the type and extent of SWAT missions and operations appropriate to the agency. This assessment should consider the team's capabilities and limitations and should be reviewed periodically.

Policies and procedures specific to SWAT organization, training, and operations should be established and maintained by the agency. They should take into consideration the guidelines and standardized training recommendations contained within this document. Policies and procedures should address, at a minimum:

- Locally identified missions the team can reasonably expect to respond to and is capable of performing
- Team organization and function
- Personnel selection, retention, and removal
- Training and required competencies
- Criteria and procedures for activation and deployment
- Command and control issues, including a clearly defined command structure
- Multi-agency response/regional agreements
- Memorandum of Understanding (MOU)
- Out-of-jurisdiction response
- Integration with specialized units/functions and supporting resources

7.3

Threat assessment - Agencies should have a threat assessment process to research and evaluate risks associated with pre-planned or spontaneous events. The purpose of a threat assessment is to determine when a SWAT deployment would be beneficial to the safety of those involved and reasonable for the circumstances. The use of a standardized threat assessment process helps ensure that decisions to deploy SWAT are made using objective, defensible, and clearly articulated criteria. Threat assessments should be documented and maintained.

The threat assessment should be verified, to the extent possible, and include objective factors such as:

- Nature of the crime
- Location considerations
- Suspect considerations
- Weapons
- Contributing known factors
- Any other reason justifying the use of a SWAT team

7.4

Risk Assessment Matrix

- System recommendations
- If using a point matrix system, it is recommended that the points only generate consultations with SWAT Command not activation.
- The SWAT command staff should ultimately determine if SWAT is activated

Example:

0-12 points optional consultations with SWAT

13-20 points recommended consultations with SWAT

21 or more mandatory consultations with SWAT

7.5

Core Competencies - Minimum requirements for initial selection and full deployment with the SWAT team should be established by the agency, consistent with their personnel and risk management policies.

- Agencies should ensure that the SWAT selection process is reasonable, job-related (based on activities a SWAT officer in that agency is likely to engage in), and unbiased.
- The policy should include standards for the removal of SWAT personnel.

Agencies should establish physical fitness standards for the selection and retention of SWAT team members.

- Agencies should ensure that the SWAT fitness test is reasonable, job-related, and unbiased.

- Agencies should consider conducting a physical fitness assessment for SWAT team members at least annually. Policies should be established for failure to comply with these standards.

Agencies should establish SWAT core competency proficiency levels for SWAT team members.

- Agencies should consider conducting core competency assessments of SWAT team members at least annually. Policies should be established for failure to maintain these proficiencies.

7.6

Command Staff Training - SWAT command personnel should attend a POST-certified SWAT commander or tactical commander course, or its equivalent. Command personnel are strongly encouraged to participate in their agency's scheduled SWAT training. Command and executive personnel who may function in an incident command role should attend SWAT or critical incident commander course, or its equivalent.

- This training provides a needed understanding of the purposes and capabilities of the team.
- A minimum of 40 hours annually of SWAT Command related training is recommended.

7.7

Training Safety - SWAT training involves the active participation of students who are training for high-risk operations.

- To achieve a maximum training effect, some element of risk is inherent in the training.

- Instructors must balance the training value of any given exercise or scenario against the risk of injury.

Primary consideration must be the mitigation of risk. All SWAT training should include a documented safety plan and have a designated safety officer

7.8

SWAT K9 Teams - A SWAT K-9 team consists of a handler and canine who are specifically selected, trained, certified and equipped to work in conjunction with SWAT /tactical teams to assist in tactical operations.

Formation and Policy Considerations

- Agencies should establish policies and procedures for the selection of handlers and canines used as part of a SWAT K-9 team.
- Not all police canines are suitable for SWAT operations.
- Agencies should establish policies and procedures for the deployment of SWAT K-9 teams.
- A SWAT K-9 team's suitability for deployment should be evaluated on an ongoing basis.

- SWAT K-9 teams should participate in mission briefings prior to a tactical operation, and after- action evaluations and team debriefings.

Training

- The K-9 handler and canine should participate in a SWAT orientation program that emphasizes basic SWAT procedures, practices, and equipment prior to deployment.
- The SWAT K-9 team should attend a SWAT and K-9 integration training course.
- Agencies may want to consider the value in having their SWAT K-9 handlers attend a basic SWAT school.
- Agencies should establish SWAT K-9 core competencies.

Precision Rifle/Observer Teams - Precision Rifle/Observer Teams are designated officers specifically selected, trained, and equipped to work as an element of the SWAT team in the resolution of critical incidents by providing observation, force protection, intelligence gathering, and the employment of precision shooting.

- Precision Rifle/Observer Teams are most often a component of SWAT. However, it is recognized that some agencies train and deploy Precision Rifle/Observer Teams in coordination with, but distinct from, the SWAT team.

7.9

Precision Rifle/Observer core competencies fall within three general categories:

- Fundamentals of precision shooting
- Tactics
- Observation/Communication/Intelligence

Training -

- Precision rifle operators should not be deployed until the completion of a minimum 40 hour POST-certified precision rifle course and should be required to attend a monthly training. This is to provide the necessary foundation for the Precision Rifle/Observer Team to function in support of high-risk law enforcement operations.
- Basic rifle, long rifle or tactical rifle courses (commonly referred to as the Patrol Rifle course) do not provide adequate training in fundamentals of precision shooting and SWAT tactics.

7.10

Explosive Ordnance EOD - EOD provides support to SWAT operations where the threat of explosive hazards may be present. EOD may additionally support SWAT operations by providing specialized resources such as remotely controlled robotic platforms.

- EOD members should participate in a SWAT orientation program that emphasizes fundamental SWAT procedures, practices, and equipment prior to deployment.
- SWAT teams and EOD should regularly participate in joint scenario-based training.

- Agencies may want to consider the value in having selected EOD members attend a basic SWAT school.
- Agencies should develop strategies/policies for integrating SWAT and EOD operations.

7.11

SWAT Airborne Operations - Tactical airborne operations refer to the use of air support as a resource in coordination with SWAT to resolve critical incidents. Airborne Operations fall into two categories: Manned and Unmanned.

Formation and Policy Considerations

- A needs assessment should be conducted to determine the type and extent of SWAT air support missions and operations appropriate to the agency.
- Agencies, in coordination with SWAT and the air support provider, should develop procedures for the tactical use of the aircraft.
- Agencies should develop strategies for information exchange between aircrews, incident command, and tactical teams.
- Agencies should develop policies and procedures for integrating air and ground operations.
- Agencies should develop appropriate mutual aid protocols for regional air support/SWAT joint operations.
- Use of manned and unmanned airborne assets concurrently will require airspace coordination.

Manned Airborne Operations

Training

- SWAT teams that anticipate utilizing air support in recurrent missions should complete initial aircraft orientation and training prior to deployment.
- SWAT teams who utilize air support for recurrent missions should incorporate airborne training with the aircraft and aircrew members in their annual training plan.

Planning

- Aircrews should participate in the operational planning of missions that anticipate utilizing air support to ensure appropriate assets are in place.
- Aircrews should participate with SWAT in the after-action evaluation of operations and debriefings.
- Agencies should develop strategies for information exchange between air support, incident command, and tactical teams.
- Agencies should develop policies and procedures for integrating airborne and ground operations.

Safety Considerations

- Prior to commencing air support operations, the aircrew should conduct a safety briefing, including aircraft safety and emergency procedures.

Firearms

- Agencies should develop policies regarding the use of firearms and firearms training in an airborne environment.
- Weapons safety is of extreme importance in airborne operations. SWAT teams involved in airborne weapons utilization should conduct periodic training using the aircraft as a shooting platform.

Unmanned Airborne Operations - Unmanned Aircraft Systems (UAS) offer an observation platform that may assist in facilitating command and control, containment, and entry/apprehension/rescue requirements for SWAT operations. The utilization of UAS can protect team members from direct exposure to lethal threats while accomplishing mission objectives.

Unmanned airborne capabilities can be provided internally (SWAT Team) or externally (Support unit or regional provider) based on the mission requirements and resources available.

- External unmanned airborne support considerations are similar to those for manned airborne operations.
- Agencies should obtain UAS operator certification through the Federal Aviation Administration through 14 CFR Part 107, or through the Public Use Certificate of Authorization process.
- Security should be provided for the UAS operator.
- During a tactical operation, the UAS operator may be attached to the team element or operate from another location.
- All aviation support operations should comply with all FAA, state and federal requirements.

7.12

SWAT Waterborne Operations - Waterborne operations refer to the deployment of specially trained SWAT operators to engage in tactical operations associated with the waterborne environment.

Needs Assessment

- A needs assessment should be conducted to determine the type and extent of SWAT waterborne missions and operations appropriate to the agency.

Training

- SWAT teams who anticipate utilizing waterborne support in recurrent missions should complete initial vessel orientation and training prior to deployment.

- SWAT Teams who anticipate utilizing waterborne support for recurrent missions should incorporate joint training with applicable marine units in their annual training plan.

Planning

- Consideration should be given to the proper selection of equipment in response to locally identified mission profiles.
- Marine unit members should participate in the operational planning of missions that anticipate utilizing waterborne support to ensure appropriate assets are in place.
- Marine unit members should participate with SWAT in the after-action evaluation of operations and debriefings.
- Agencies should develop strategies for information exchange between the marine unit, incident command, and tactical teams.
- Agencies should develop policies and procedures for integrating waterborne and ground operations.

Safety Considerations

- Prior to commencing waterborne operations, the marine unit should conduct a safety briefing, including vessel safety and emergency procedures.

Multi-jurisdictional Issues

- Agencies involved in waterborne tactical operations should develop protocols, agreements, and working relationships with other agencies, which may be operationally affected due to statutory, cross jurisdictional, or multi-jurisdictional requirements.

SECTION 8.0 - GLOSSARY

Active killer	An armed suspect who is actively killing or attempting to kill civilians and/or law enforcement and continues to do so while having access to additional victims.
After-action report	A document to be completed following a debriefing or after-action review of a planned or spontaneous operation to include the actions taken (or failures to act and omissions) by personnel, mission results and any pertinent and relevant information related to same operation including lessons learned and any training recommendations identified. Documentation should be supported with the operational plan, related reports, and any other written or photographic material associated with the operation.
After-action review	A structured process for analyzing a particular operation or exercise and usually includes subject matter experts or superiors, not assigned to the team, specifically tasked with identifying areas for improvement.
Armored rescue vehicle	A vehicle that is or has been hardened to protect the occupants from small arms fire and fragmentation. Also known as an "ARV."
Arrest team	A team of operators established to contact, control and detain suspect(s). Primary function is to safely and effectively receive anyone exiting a location. May also serve as the Immediate Reaction Team or Emergency Reaction Team depending on personnel available.
Barricaded subject	A barricade situation may be defined as the standoff created by an armed or potentially armed suspect in any location, whether fortified or not, who is refusing to comply with lawful orders for surrender.
Breach and hold	A tactical technique by operators to maintain and hold their positions in close proximity of the entry point of a incident location after breaching that entry point. Also known as "breach and delay."
Brief back	The formal process after an operational briefing (or as part of that process) wherein an operator will recite back to the team leader or operational leader his/her specific assignment/s and tactical/equipment responsibilities for a pending operation.
Casualty collection point	Designated secure location for the collection of injured persons.
Chemical agents	Any liquid, solid, or gas compound that works psychologically and/or physiologically to create discomfort in humans.
CNT	Crisis Negotiation Team. Responsible for developing actionable intelligence regarding any negotiations/tactical problem, contribute to a risk assessment, open lines of communication with a suspect, and use active listening and bargaining techniques to negotiate a surrender.

Command and control	The exercise of authority and delegated by a properly designated commanding officer over law enforcement personnel in the accomplishment of the mission.
Compromise authority	Direct action authority granted by the Incident Command/Tactical Commander to a team leader authorizing the initiation of specific action and or series of actions in response to actions taken by the suspect(s).
Containment	Pre-designated perimeter positions of incident location(s) to control and contain suspect movements.
Contain and call out	A technique associated with a tactical element surrounding and establishing containment of an incident location before contact with occupants to facilitate a subsequent callout of those occupants in a controlled manner to a secured and safe area. Also known as "Surround and Call Out."
Diversion	A physical or psychological tactic used to draw a suspect away from the principal point of contact, used to draw attention away from the primary action.
Dynamic tactics	Tactics comprised of a group of techniques that are characterized by continuous productive activity and not specifically by the speed of movement.
Emergency entry/rescue	Making an emergency entry into a location with little or no intelligence when there is an imminent threat of death or serious bodily injury to civilians or law enforcement personnel.
Entry	Any procedure to gain entrance to any tactical threat environment, such as structures, conveyances or property.
Explosive breaching	Use of explosives to breach entry/access points and porting. The precise application of measured amounts of explosive compounds in order to affect an opening.
Flash Sound Diversionary Device (FSDD)	A device creating a bright flash and loud report designed to temporarily divert the attention of persons in the immediate vicinity, giving tactical teams a window of opportunity to exploit to their advantage. May also be referred to as a Noise Flash Diversionary Device (NFDD).
Hard target weapon system	A weapon system, that due to its unique kinetic energy and terminal penetration qualities, is capable of defeating armored locations and/or vehicles that pose a threat to public safety.
High-risk apprehension	A search for or arrest of a suspect in any environment that is characterized by known or suspected hazards and risks to such a degree that the service of which exceeds the capabilities of the normal patrol and investigative functions.
High-risk warrant	A search or arrest warrant characterized by known or suspected hazards and risks to such a degree that the service of which exceeds the capabilities of the normal patrol and investigative functions.

Hostage	A person held by force or fear by a hostage taker who intends to harm the person or as security that specified terms or an ultimatum will be met.
Hostage rescue	Deployment of a tactical team in defense of life to save and rescue hostages.
Improvised Explosive Device (IED)	A homemade explosive device.
Immediate reaction team	A team prepared to respond to unplanned events at the crisis site. This team may also be tasked with Arrest Team responsibilities based upon personnel available.
Incident commander	The individual responsible for all incident activities, including the development of strategies and tactics and the ordering and the release of resources. The IC has overall authority and responsibility for conducting incident operations and is responsible for the management of all incident operations at the incident site.
Incident command post/ICP	The field location at which the primary tactical-level, on-scene incident command functions are performed.
Inner perimeter	A close proximity boundary maintained initially by first responding officers, later transferred to the tactical team and designed to contain the situation and suspect(s) to the smallest possible area and control access to the area of operation.
Knock & announce entry	Verbal notice, to include identity and purpose, required by law before entering a building during service of a search or arrest warrant.
Last Cover and Concealment (LCC)	A specific area in relation to the operational sight that provides the team or individuals from the team cover and concealment prior to being exposed to specific threats while on approach.
Limited penetration	A tactical maneuver where forward access by an entry team is limited to a measured and partial entry into an incident location rather than fully entering the location. Suspects and other occupants can be detained at the point of the entry and/or be called out from other places within the location to the area controlled by the entry team.
Linear takedowns	A planned approach to clear a linear-shaped confined space conveyance or elongated area such as a bus, train, subway, airplane or close-quarter hallways.
Limit of exploitation (LOE)	A separation of areas within the operational site where team members can advance to but not cross. Also known as Limit of Advancement (LOA).

MACTAC	Multi-Assault, Counter Terrorism Action Capabilities. Multiple deadly force incidents occurring simultaneously or concurrently; a terrorist attack involving explosives (IED), high-powered weapons; or a hostage siege where the armed persons have used deadly physical force or are preparing to use deadly force on other persons, and it is an ongoing dynamic incident.
Multi-casualty violence	An act or acts of violence resulting in multiple casualties when committed by a subject or subjects (active killer) by any means that may or may not be conventionally classified as a weapon.
No-knock entry	Any tactical operation in which law enforcement officers have been legally exempted from the usual requirements of knocking, identifying themselves and demanding entry. Circumstances and justifications must be documented.
Objectives	The desired result or final outcome of a tactical operation. Used to provide a focal point for directing the efforts to attain it without requiring excessive instructions or meticulous supervision.
Operator	A sworn law enforcement officer trained, equipped and assigned to a tactical law enforcement operations unit or team.
Operational plan	Any plan, written or unwritten, which seeks to achieve an acceptable resolution by allocating resources and affixing responsibility to members of the organization.
Performance standards	Levels of performance required for planning and carrying out missions or tasks, used to evaluate individual and team performance, serve as a guide for evaluating a training session and as a basis for debriefing an operation.
Personal protection detail	Perform duties associated with providing protection to dignitaries, VIP's, witnesses, or other protected subjects.
Port and cover	Breaching and/or removal of all obstructions/barriers within a window, door or wall and/or similar opening to allow operators to enter location, deploy FSDD and/or safely observe and cover a room's interior and any occupants from outside the location after porting.
Rapid deployment	The immediate deployment of law enforcement resources to life-threatening situations where the delay in such deployment could result in death and/or great bodily harm to persons.
Reactionary authority	Unless otherwise specified during a SWAT mission, SWAT officers should react to deadly threats according to their agency policy governing the use of force. Officers are cautioned that the use of the sound tactical judgement is to be utilized when reacting to deadly threats and the safety of innocent victims is paramount.

Reconnaissance	The systematic observation and documentation of the physical characteristics of an objective and the surrounding area.
Risk assessment	The process of evaluating and determining the presence of any or all potential hazards or dangerous conditions to law enforcement personnel and the public that may be present or may occur during an operation or training to determine the appropriate risk level of that pending action.
Ruse	A psychological tactic which is intended to distract or deceive someone to gain a tactical advantage.
Safety priorities	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.
Slow and deliberate	Movement technique characterized by stealth and without regard for time.
SMEAC	Acronym used for operational planning: Situation, Mission, Execution, Administration/Logistics and Command/Signal.
Sniper	A highly-trained operator whose mission includes intelligence gathering, observation and the capability of delivering precision fire with a rifle. Operator with long rifle capability; long rifle marksman.
Sniper-initiated takedown	The tactic of initiating a coordinated approach on a building or vehicle immediately after the sniper takes a dedicated pre-planned or spontaneous precision shot.
Standard Operating Procedures/SOPs	Established or prescribed methods followed routinely for the performance of designated operations or in designated situation in accordance with agency policy.
SWAT	Acronym for Special Weapons and Tactics team. A designated law enforcement team whose members are recruited, selected, trained, equipped and assigned to resolve critical incidents involving a threat to public safety which would otherwise exceed the capabilities of traditional law enforcement first responders and/or investigative units.

Tactical medic	A tactical medic is a licensed medical practitioner with specialized training and a demonstrated ability to work in and provide medical care within an active law enforcement operation.
Target-specific directed fire	Controlled gunfire that is directed at the suspect, reducing the suspect's ability to return fire while a tactical team, element or individual movement is conducted. Also known as "suppressive fire," "cover fire," "return fire" and "weapons fire."
Team commander	The designated individual(s) responsible for the management, operation and deployment of a tactical team.
Team leader	A team member, regardless of rank, with an appropriate level of experience and competence who works directly with team members. Acts in an administrative, tactical and operational capacity under the Team Commander to coordinate and supervise training, planning and deployment activities.
TEMS	The mission-preplanning, preventative care and medical treatment rendered during mission-driven, high-risk, large-scale, and extended law enforcement operations. The TEMS scope of practice includes medical interventions that further the health and safety of all law enforcement personnel and are intended to reduce the incidence of injury, illness, disability, and death associated with police operations. TEMS adapts and incorporates sound medical practices with police tactics for use in operations characterized by competing mission objectives, diagnostic uncertainty, limited resources, and performance decrement under stress to permit the delivery of effective medical care in an unfolding law enforcement mission. The needs and operating environment of the SWAT team determine the medical capabilities of the TEMS element.
Terrorism	The calculated use of violence or the threat of violence to create fear, intended to coerce or to intimidate governments or societies in the pursuit of goals that are generally political, religious or ideological.
Tactical operations center (TOC)	The location that supports Tactical Command decision-making processes by analyzing, assessing and evaluating information on, and activities of, the suspect(s). In doing so, the TOC documents activities and processes of the Commander and Team Leader(s). The four primary activities of the TOC include operations, intelligence, negotiations liaison and sniper control.

Vehicle takedown	Perform duties associated with approaching an armed suspect contained within a stationary vehicle. Also known as "high-Risk vehicle takedown."
Warrant service	Performing or carrying out an arrest or search warrant on a location.
Window of opportunity	A set of favorable circumstances that offer an advantage during a tactical operation if appropriately exploited in a timely manner.

SECTION 9.0 – SUPPORTING DOCUMENTS

SAMPLE DOCUMENTS

Risk Matrix Document

Risk assessment document

NTOA Explosive Breaching Policy

American Sniper Association Training Matrix

The SWAT Commander or his designee should make the final decision based on the totality of known facts whether or not to utilize the SWAT team. Each agency/team will be responsible for determining the point value for each category. This form should only trigger consultations and **NOT** automatic SWAT activation.

Risk Assessment MATRIX Form

SWAT- Threat Assessment Matrix

Intelligence Information (from affidavit, criminal history, address history, etc.) **Points** **Score**

Intelligence Information (from affidavit, criminal history, address history, etc.)	Points	Score
Search Warrant Intelligence (Check All that apply)		
Search warrant is for evidence of property crime only		
Search warrant is knock and announce		
Search Warrant is no knock		
Search Warrant is for evidence of narcotic violation(s)		
Search Warrant is for evidence of crime against person(s)		
Search Warrant is for suspect of violent felony (name on warrant)		
Arrest Warrant Intelligence (Check all that apply)		
Arrest Warrant is for property crime only		
Arrest Warrant is for narcotic violation		
Arrest Warrant is for misdemeanor crime against person		
Arrest Warrant is for violent felony		
Suspect Intelligence (Check all that apply)		
Suspect(s) have property crime history		
Suspect(s) have misdemeanor crime against person history		
Suspect(s) have resisting police history (fleeing, resisting, interfering, etc.)		
Suspect(s) have history of illegal possession of firearms crime		
Suspect(s) have made recent statements indicating resistance to service		
Investigative inability to identify or gather intelligence on suspect(s)		
Suspect(s) have history of aggravated crimes		
Suspect(s) are identified as associates of a violent gang		
Suspect(s) are identified as members of a violent gang		
Suspect(s) present during a previous no-knock search warrant service		
Suspect(s) have history of violent crimes against police		
Suspect(s) have used firearms in the commission of crimes		
Weapons Intelligence (Check one)		
Body Armor present at target location		
Firearms are readily available to suspect(s) at target location		
Suspect(s) know to carry/ display firearms at target location		
Suspect(s) always armed		

Target Intelligence (Check all that apply)			
Target may contain boxed clandestine drug laboratory			
Target may contain operational clandestine drug laboratory			
Approach to target is difficult (Terrain, human counter-surveillance, etc.)			
Electronic counter-surveillance			
Vicious dog(s) present at target			
Target is fortified (Requires specialty breaching "explosive, bar pull, etc.")			
Intel indicates target may be; booby trapped or contain a hazardous device			
Total			

- 0-12 Optional consultation with SWAT
- 13-20 Recommended consultation with SWAT
- 21+ Mandatory consultation with SWAT

Supervisor of Case Agent: _____ Date: _____

SWAT Supervisor: _____ Date: _____



Planned Operations PRE-DEPLOYMENT RISK ASSESSMENT for SWAT Teams



Note: Other forms may be used to assist investigators in determining whether they should contact SWAT for guidance or assistance.

Date Received:

Date of Service:

Activation #:

Form Completed By:

Mission Type:

Requesting Unit / Agency:

Case #:

Deconfliction: Y

N

Deconfliction #:

Case Investigator:

Subject Address:

Jurisdiction:

SWAT Team Scouts:

Authorizing Judge:

Warrant Expiration:

Detailed Case Synopsis:



Suspect Information Sheet



SUSPECT INFORMATION (Complete Separate Assessment for each Suspect/Known Person Associated with the Residence) For all sections include applicable case number(s). Include facts relative to the suspect's history that indicates that he/she may be a threat.

Name: _____ DOB: _____

Sex: M F Height: _____ Weight: _____

In Custody: Y N Arrest Warrant: Y N

Scars, Marks, Tattoos, Features: _____ Arrest Warrant(s) Details: _____

Criminal History:

Probation/Parole: Y N Case Agent/Contact Number: _____

Known Associates:

Associations / Organizations / Gang Affiliation:

Violence / Weapon History:

Department Contacts:



Suspect Information Sheet

(Continued)



DRUG / ALCOHOL HISTORY: Does the suspect use illegal drugs, if so, what and when? Does the suspect abuse alcohol?

MENTAL / EMOTIONAL STABILITY: Provide all intelligence available regarding suspects mental & emotional stability. Describe incidents, diagnosis, physician's care, medication and hospitalization.

SPECIALIZED TRAINING: Describe any type of specialized training the suspect has had or claims to have had. Is suspect an avid shooter? Does the suspect physically train on a regular basis? Does the suspect have a current or past martial arts background? Is the suspect former, or current, military or police?

VEHICLES: Describe all vehicles owned or used by the suspect, year, make, model, color, license plate #, identifying features and where normally parked on the property.

CURRENT PHOTOGRAPH: Please attach the most currently available photo of the suspect.

ARREST WARRANTS: Please attach a copy of the arrest warrant for this suspect.



Suspect Information Sheet



SUSPECT INFORMATION (Complete Separate Assessment for each Suspect/Known Person Associated with the Residence) For all sections include applicable case number(s). Include facts relative to the suspect's history that indicates that he/she may be a threat.

Name: _____ DOB: _____

Sex: M F Height: _____ Weight: _____

In Custody: Y N Arrest Warrant: Y N

Scars, Marks, Tattoos, Features: _____ Arrest Warrant(s) Details: _____

Criminal History:

Probation/Parole: Y N Case Agent/Contact Number: _____

Known Associates:

Associations / Organizations / Gang Affiliation:

Violence / Weapon History:

Department Contacts:



Suspect Information Sheet

(Continued)



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Suspect Information Sheet

(Continued)



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Location Information Sheet



Residential Apartment Business Industrial

Will the location be under surveillance just prior to warrant service? Y N

Are keys to the location available? Y N

Is the location in close proximity to a school, business, daycare center, etc. that is open during the service of the search warrant? Y N

Construction Intelligence:

Geographic Barriers (Fences, Hazards, etc.):

Fortifications:



Location Information Sheet

(Continued)



Point of Primary Entry:

Secondary Point of Entry:

Surveillance (Type and Locations):

Children / Elderly / Uninvolved:



Location Information Sheet

(Continued)



Health Concerns:

Animals (Type, Location, Contained, Aggressive):

Weapons:

Surrounding Area Threats / Neighborhood Hazards:



Location Information Sheet

(Continued)



Information Assessment (Information Reliability, CI, Officer, etc.):

Describe Vehicles / Foot Traffic / Volume at Proposed Time of Service:

Copy of Affidavit Received: Y N Copy of Search Warrant Received: Y N

Does the location match the description provided in the warrant? Y N

Additional Pertinent Details:

Location Diagrams: On additional pages, provide diagrams of the location structure (include doors, windows, interior walls, stairways, etc.). Provide separate diagrams for each floor of the structure. Include driveway access, location of utilities, location of weapons and/or hazardous materials, location of any furniture that may obstruct movement, known booby traps and any other pertinent information.

Photographs: Please provide a photograph of the structure from each of its sides.



Review / Approval



Reviewed By:

Requesting Supervisor:

Date:

SWAT Supervisor:

Date:

Mission Approved for SWAT: Y N

Mission Approved By:

Date:

Mission Declined by SWAT Reason(s):

Warrant Night Service Endorsed: Y N

No-Knock Service Endorsed: Y N

SWAT Commander:



MODEL POLICY FOR TACTICAL EXPLOSIVE ENTRY

INTRODUCTION

This document serves as a suggested framework intended for use by public safety agencies when developing policies or standard operating procedures (SOP) for their respective agencies. Any resultant policies, procedures and/or regulations are for their internal administrative purposes only. It suggests categories and topics that can be included in a policy and procedures manual but is not intended to be all-inclusive or limiting. Each agency should create SOP's that are in line with their team's mission, abilities, and needs. Each operational situation/ incident will have unique factors that should be considered. This document is not intended to create any higher legal standard of care or liability in an evidentiary sense than is established by law.

BACKGROUND

The proper utilization of explosive breaching charges can be a safe and viable tactic when supporting Tactical Teams (SWAT) during the resolution of specific critical incidents.

This may include:

- Terrorist incidents
- Hostage rescue/recovery operations
- Service of high-risk search/arrest warrants
- Barricaded subject/suspect scenarios
- Clearance of booby traps
- Civil disaster scenarios

Tactical breaching charges are specialized tools that are deployed in the furtherance of legitimate law enforcement functions. An effective breach includes the efficient use of explosives to achieve successful penetration or defeat of a specified target. Successful breaching techniques facilitate entry to minimize risk to victims/hostages, innocent civilians, tactical officers, and the suspect(s). These techniques may enhance tactical advantages desirous when performing specific, deliberate rescue/recovery missions or other law enforcement operations.

GENERAL FRAMEWORK

Written Policy or SOP's may follow the below-suggested format, including critical categories and topics. Additional categories/ topics may be added or expanded upon as needed and written in any order that is logical and relevant for the particular agency.

Suggested Format & Categories or topics:

- Cover Page
- Table of Contents
- Explosive Breacher's Objective/s (A brief overview)
- Definitions
- Standards of Operations & Training
- Safety Procedures
- Equipment, Storage & Transportation Requirements
- Charge & Initiation System General Standards
- Deployment Considerations & Guidelines
- Fundamental Tactics
- Documentation of Training and Operations

Below, is a **SAMPLE POLICY** with key categories or topics covered using the above-suggested MODEL:

COVER PAGE

Department Name

Team Name (ex: SWAT, SRT, etc.)

Logo

Explosive Breaching Policies & Procedures

TABLE OF CONTENTS

- DEFINITIONS
- CRITERIA FOR THE USE OF EXPLOSIVE BREACHING
- GENERAL PROCEDURES
- SAFETY PROCEDURES
- TRAINING AND DOCUMENTATION

I. DEFINITIONS

- A. **Explosive Breach** – A technique of employing explosive materials to create an opening through a door, window, wall, or other barriers to allow access for personnel or other tactical assets.
- B. **Lead Breacher** – A member of the Bomb Squad or Tactical Unit who has specially trained in the construction, placement, and firing of explosive breaching charges.
- C. **Assistant Breacher** – A member of the Bomb Squad or Tactical Unit who works with and trains under the direction of the Breacher, who assists with the construction, placement, and firing of explosive breaching charges.
- D. **Explosive Breaching Charge**– A target-specific charge constructed with explosives and non-explosive materials to enter a structure or support other tactical maneuvers.
- E. **Breachers Report** – A form used to document the use of explosive breaching charges during training and actual operations.
- F. **Explosive Breacher**- A member of the Tactical team or Bomb Squad who has been trained and certified through a training course in the following topics and hands-on skills at a minimum:
 - a. 40 hours of instruction and hands-on skills
 - b. Explosive handling, storage, safety, and construction
 - c. Target analysis, charge placement, construction, and initiation
 - d. Misfire procedures and Breachers Briefing
 - e. Data collection, reporting requirements, and safety procedures
 - f. Blast pressure, overpressure, and hazards of explosive breaching
 - g. Successful completion of a written test

II. CRITERIA FOR THE USE OF EXPLOSIVE BREACHING

In general, one or more of the following threshold criteria should be met to justify the use of explosive breaching charges:

- A. The severity of the crime at hand
- B. The probable effectiveness of other breaching methods
- C. The risk to victims /citizens, officers, and suspect/s if other breaching methods fail.
- D. The likely outcome of the entry team's failure to accomplish quick and positive entry into the intended target
- E. Overall target analysis
- F. Situations where a penetration/compromise of the barrier is desired. Regardless of whether an entry is being made at that time, i.e., Breach and Hold/Delay tactics.

III. GENERAL PROCEDURES

- A. The option to utilize an explosive breach is at the discretion of the Tactical Unit Commander or his designee and may be delegated in advance.
- B. Explosive breaching charges shall be constructed or supervised by Certified Explosive Breachers.
- C. Scouting and thorough target analysis is an essential pre-breach responsibility of the Explosive Breaching element.
- D. Construction of the specific charge to be used will vary from situation to situation. It will be designed based on the known intelligence, experience, and training of the breaching team. A selection of certain pre-made charges may be on-hand and available for immediate deployment.
- E. Before setting the explosive breach, the breaching team should present a "Breachers Brief" to the Tactical Unit Commander, Supervisor, team members, and others involved in the situation.
- F. Placement of the explosive breaching charges shall be at the direction of or by the Lead Breacher or the Assistant Breacher.

- G. The location and placement of the tactical team will be determined by the Tactical Unit team leader in consultation with the Breacher(s).
- H. The Lead Breacher and Assistant Breacher have the ultimate authority to refuse to breach explosively.

IV. SAFETY PROCEDURES

- A. All explosives will remain in control of the designated breaching team. They will be stored and transported per applicable law to ensure their safety and security.
- B. If feasible, medical support personnel should be present during missions and training events where explosive breaching operations are performed.
- C. The Lead Breacher or Assistant Breacher should maintain control of the firing device at all times to prevent an unintentional detonation by other persons.
- D. Dual-priming is a recommended standard procedure in all operational missions to ensure positive detonation of breaching charges. Shocktube initiation systems are encouraged. Misfires should be incorporated into routine training. Breachers will work through misfire procedures as trained. It is recommended that these procedures be outlined during the Tactical Brief or Operations Plan for the mission.
- E. Safety clothing and equipment should be worn by all personnel participating in explosive breaching training and operations. This includes, but is not limited to, Nomex uniform or synthetic blends with at least 80% cotton, balaclava, and gloves, eye protection, hearing protection, ballistic helmet, ballistic/load-bearing vest, and boots.
- G. It is recommended that personnel use portable blast/fragment protection such as ballistic shields or breaching blankets.

V. TRAINING AND DOCUMENTATION

- A. Certified Explosive Breachers should have completed a formal Tactical Explosive Breaching Course/Program.
- B. Explosive breaching training should be conducted with all members of the tactical unit before their operational participation.
- C. Teams that have Instructors for Train-the-Trainer programs, should outline how the Instructors received (and maintain) their training & certification.
- D. Lead Breachers and Assistant Breachers should conduct additional on-going proficiency training to test and evaluate the types of charges best suitable for various targets.
- E. A Master Breaching Log should be maintained to document all explosive entry training and operations. This log may be used as a database for future use when determining the most appropriate charge to be selected.



Sniper Training Matrix

Content and Hours

After graduating from a comprehensive police sniper school, sniper team members must receive ongoing training year-round to maintain their operational readiness. This document is a framework of necessary annual content, hours and justification for a police sniper skills maintenance program. The justification is based on the ASA’s Police Sniper Essential Skills List, which was created to give form and purpose to sniper training. Note that by necessity and the unique nature of the competencies covered, much of this training will have to be conducted by, and administered to the sniper team, independent of other team elements.

Some areas of instruction should be addressed as a SWAT team at the beginning of the training year. Others should be scheduled quarterly, and others must be part of the monthly training evolution. Some topics will overlap synergistically with others, diminishing the need to train each area separately, and to avoid redundancy. The goal is to make sure all topics and skills are addressed with the frequency and duration necessary for snipers to learn them, master them, and maintain operational readiness at all times.

Operational Skills:

Team Review

- Annual policy review (state use of force statutes, department deadly force policy, SWAT and sniper team SOP, officer-involved shooting policy). This should be conducted with the entire SWAT Team – 4 Hours
- Annual equipment inventory and detailed inspection – 4 Hours
- Annual equipment review and testing (function, nomenclature) – 4 Hours

Total Annual Review Hours **12**

Classroom Instruction	Frequency	Duration	Total Hours
Ballistics (external and terminal)	1x	2hr	2
Intermediate barriers	1x	2hr	2
Special shooting conditions (high angle, wind, low light)	1x	2hr	2
Hide construction (interior, exterior and vehicle)	1x	2hr	2
Observation	1x	4hr	4

Tactical Vision exercises	12x	.5hr	6
Reporting and communications	1x	2hr	2
Camouflage	1x	2hr	2
Counter-sniper operations	1x	2hr	2
Sniper Survival Skills	1x	2hr	2
Target Assessment Program	1x	2hr	2
Case studies	12x	1hr	12

Practical Exercises

Full team scenario training	2x	4hr	8
Site diagramming (Range Cards)	4x	1hr	4
Distance estimation	2x	1hr	2
Observation exercises	4x	1hr	4
Concealment exercises	4x	1hr	4
Movement skills	4x	1hr	4
Hide construction	4x	2hr	8
Target Assessment	2x	4hr	8
Sniper Cover	2x	1hr	2
Sniper-initiated assaults	2x	1hr	2

Total Annual Academic Hours **82**

FIREARMS

- This section of the matrix is meant to organize the overall training goals. The design of the courses of fire is left to the individual training officer.
- In some instances, one range exercise may encompass several individual skill sets.
- The scheduling of range training must take into account the need to practice all of these listed skills in all seasons, and in both daylight and low light conditions. ALL of the listed firearms skills have to be duplicated and mastered in low light training conditions.
- If the team has night vision sighting equipment, additional training hours may be needed for both classroom instruction and live fire exercises.
- Range exercises take into account time to set up, execute and then evaluate each course of fire.

Firearms Skills	Frequency	Duration	Total Hours
Cold Shot	12x	.25hr	3
Zero confirmation	12x	.5hr	6
Fundamental drills	12x	.5hr	6
Cover Safe drill	12x	.5hr	6
Position work (Standing, Sitting, Kneeling)	12x	.5hr	6
Stress shooting	12x	.5hr	6

Simultaneous shooting	4x	.5hr	2
Rollover prone	4x	.5hr	2
Weak shoulder	4x	.5hr	2
Hawkins position	4x	.5hr	2
Partner supported shooting	4x	.5hr	2
Improvised positions	4x	1hr	4
Gas mask	4x	.5hr	2
Hostage-rescue	4x	.5hr	2
Sniper-initiated techniques	4x	.5hr	2
Vehicle hides	4x	1hr	4
Moving targets	4x	2hr	8
Target ID/discretionary shooting	4x	.5hr	2
Extended distance shooting (2 – 300 yards)	2x	4hr	8
Defensive handgun drills	6x	1hr	6
Secondary rifle drills	6x	2hr	12
Weapon maintenance	12x	1hr	12
Total Annual Firearms Hours			105

Testing and Evaluation

Sniper Functional Fitness Test	2x	1hr	2
Qualifications (All carried weapon systems)	4x	1hr	4
Total Annual Testing Hours			6

Cumulative Annual Sniper Training Hours 205

Supporting Documents and Publications

ASA Training Position Paper
 ASA Police Sniper Essential Skills List
 ASA Police Sniper Utilization Survey Reports, 2005 – 2013 inclusive
ASA Police Sniper Training and Operations Manual – WIISAD Books
Sniper Resource Manual - Snipercraft
100+ Sniper Exercises – Paladin Press
Snipercraft: Laying the Groundwork for a Career as a Sniper – Paladin Press
 SWAT Standard for Law Enforcement Agencies – National Tactical Officers Association