



DEPARTMENTAL REGULATIONS
CONCORD POLICE DEPARTMENT

GENERAL ORDER 45
EFFECTIVE DATE: 2/1975
REVISION DATE: 12/2010
REVIEW DATE: 12/2012
I.D. NUMBER: 245

Chief of Police

SWAT AND NEGOTIATIONS MANAGEMENT

A. POLICY STATEMENT

The policy of the Concord Police Department in critical incidents shall be to obtain and maintain complete operative control at the scene, be it stationary or mobile; to protect the lives of every person involved and to control these situations to the degree that the ultimate aim, the arrest of the responsible, is realized. To this end, the Concord Police Department has formed a well trained, part-time SWAT and Tactical Negotiation Teams.

B. GENERAL

1. Purpose

To provide highly trained and equipped teams to respond to law enforcement situations of a highly dangerous or unusual that require expertise in special weapons and tactics and/or critical incident negotiations skills.

2. Definitions

- .1 **Incident Commander** – The first officer on the scene, until relieved by a supervisor of superior rank, shall be in charge of the incident. When Incident Command is divided from Tactical Command based on the complexity of the event, the Incident Commander maintains final authority over the entire incident and is immediately responsible for the outer perimeter actions forward to the inner perimeter.
- .2 **Tactical Commander** – When divided from Incident Command based on the complexity of the event shall be in charge of all tactical actions from the inner perimeter forward to the incident site. The Tactical Commander is responsible to the Incident Commander for final authority to act.
- .3 **SWAT Command Officer (SWAT Command)** – The Lieutenant in charge of the SWAT Team and the Tactical Negotiations Team (or the SWAT Officer in charge) and is the Tactical Commander upon the arrival of SWAT at the incident, once delegated by the Incident Commander.
- .5 **SWAT Officer in Charge** – The highest-ranking SWAT member on the incident scene who is designated the responsibility for completing the SWAT mission. This may be the SWAT Command Officer, Team Leader, or Assistant Team Leader.
- .6 **SWAT** - (Special Weapons and Tactics) - SWAT is composed of a team of officers who have specialized training in the use of special weapons and tactics. The SWAT Team is prepared to perform special tactical missions under the direction of a SWAT Command Officer, or in his/her absence, the SWAT Officer in Charge, at the request of the Incident Commander, any Division Commander or the Chief of Police.

- .7 **Critical or Unusual Incident** – May be, but not limited to high-risk arrest situations, barricaded suspects, hostage situations, protection of VIPs, riot, etc.
- .8 **Barricaded Person** – An individual who resists police intervention through the use of or threatened use of firearms, explosives or other dangerous weapons. Generally the barricaded person is behind cover. As used herein, the barricaded person may or may not have hostages or made a threat to their own life.
- .9 **Tactical Negotiations Team** – A team of officers who have specialized training in conducting negotiations with persons under unusually stressful and/or life threatening conditions. The Negotiations Team operates under the direction of a SWAT Command Officer and in conjunction with the SWAT Tactical Team during critical incidents, and is managed by the SWAT Command Officer for the purposes of personnel selection, incident assignments, training and equipment needs.
- .10 **Tactical Negotiations Team Supervisor(s)** – The Negotiations Team is supervised by two Police Sergeants, who have the responsibility for the supervision of the Tactical Negotiations Team. The Sergeants report directly to the SWAT Command Officer during critical incidents, and the SWAT Commander for the purposes of personnel selection, incident assignments, training and equipment needs.
- .11 **Tactical Dispatcher** – A dispatcher with specialized training in critical incidents. Trained in the operation of the command post the Tactical Dispatcher operates under the direction of a SWAT Command Officer.
- .12 **Safety Officer** – A designated sworn officer or supervisor responsible for monitoring team operations and tactical planning for the purpose of advising the Incident Commander or Tactical Commander on all matters related to operational safety, including the health and welfare of all personnel committed to the incident or training exercise.

C. PROCEDURES FOR IMPLEMENTATION

- .1 The communications center shall be notified immediately of the nature of the situation that has developed. The communications center will immediately notify the Field Supervisor and ranking on-duty Command Officer of the situation.
- 3. Any Division Commander may request SWAT utilization through the Field Operations Division Commander during normal working hours.
- 4. In critical incidents, the on-duty Watch Commander (Lieutenant) or Field Operations Division Commander shall determine when the SWAT and/or TNT teams should be called in for assistance. The requesting Command Officer should also consider the need to activate other resources such as K-9, additional department personnel or allied agencies.
- 5. In the event the Field Operations Division Commander or Watch Commander (Lieutenant) are not on duty, the field supervisor has the authority to call out SWAT and/or TNT. If time and circumstances allow the field supervisor is encouraged to consult with the off-duty SWAT Team Commander or Field Operations Division Commander first, before calling out SWAT/TNT.
- 6. Whenever there is a decision to callout SWAT, TNT should be called out concurrently only if there is an actual need or potential for negotiation. Tactical negotiations with an individual who resists police intervention should not commence with officers who are not trained in the area of negotiations.
 - .1 The SWAT call-out can occur by one of two means.

- .01 After the on-duty Watch Commander (Lieutenant), Field Operations Division Commander or Field Supervisor orders the call-out; Communications personnel can then activate the SWAT group through the TeleStaff system. A brief message will be sent through TeleStaff to include a brief description of the event/mission and a place and time to report.
- .02 The second procedure is for the on-duty Watch Commander (Lieutenant) Field Supervisor or Field Operations Division Commander to contact the SWAT Command Officer directly to initiate the call-out. The SWAT group TeleStaff page will then be activated. to include a brief description of the event/mission and a place and time to report.
- .2 The Tactical Negotiations Team call-out procedure.
 - .01 The Tactical Negotiations Team is normally called out concurrently with SWAT by order of the on-duty Watch Commander (Lieutenant), Field Supervisor or Field Operations Division Commander through TeleStaff. . TeleStaff can be used in the event TNT members are only required. All efforts should be made to first contact the SWAT Commander or TNT Supervisors before contacting individual team members for a response.
- 7. In all cases wherein the SWAT Tactical or Tactical Negotiations Teams are activated, the Field Operations Division Commander shall be notified immediately.
- 8. For determining whether a planned mission is high risk and necessitates a SWAT response, the “Risk Assessment Checklist” (attached) shall be used. The contact and review of the completed assessment shall be by a SWAT Command Officer or, in his/her absence, a SWAT Team Leader.

D. INITIAL RESPONSIBILITIES OF OFFICERS AND SUPERVISORS AT THE SCENE

- 1. Protect life and property.
- 5. Media Access.
 - .1 Movement and restriction of media representatives, including photographers shall be in accordance with General Order No. 4.

E. SWAT TEAM

- 1. Composition
 - .1 The SWAT Team is composed of two Assault Teams and a Sniper Team. The individual composition of each team is as follows:
 - .2 The SWAT Command Officers have the authority to change the composition and alignment of the SWAT Team, to meet the needs of the City, the Police Department and/or the SWAT Team.

2. Utilization

Command officers should consider utilization of SWAT in the following situations:

- .1 High-risk arrest or search warrants by following the Concord Police Department Risk Assessment Checklist.
- .2 Barricaded suspect situations.
- .3 Hostage situations.

- .4 To rescue captured or isolated officers.
- .5 To rescue citizens in areas endangered by gunfire.
- .6 VIP protection.
- .7 Anti-sniping measures.
- .8 Any situation wherein field commanders believe personnel trained in special tactics or rescue operations are necessary.

3. Equipment

SWAT tactical equipment is maintained in the departmental SWAT locker/storage room and clearly marked. Because of the sophistication of the equipment and accountability, its use is restricted to SWAT members for SWAT operations and/or training. Should any member of the department have independent need for the use of this equipment, he/she shall first obtain authorization from a SWAT Command Officer or the Field Operations Division Commander. The use of SWAT equipment, independent of SWAT training or operation, shall be documented by the ranking on-duty Supervisor in the daily log. The log entry shall include the name(s) of the officer using the equipment, the Command Officer authorizing such use, the specific SWAT equipment utilized, the date and time the equipment was checked out, the date and time it was returned, and the reason for the utilization of said SWAT equipment.

.1 SWAT Vehicles

- .01 Specially equipped vehicles have been designated for use by SWAT and the Tactical Negotiation Team to help facilitate the accomplishment of their intended mission.
 - .001 Use of the SWAT vehicles is restricted to SWAT members for use in training and tactical operations. The Field Operations Commander or a SWAT Command Officer may grant exceptions.
- .02 No special license or skills are required of personnel who operate the vehicles. The Tactical Commander is responsible for verifying the designed operator is capable of safely operating the vehicle prior to use. The operator shall first demonstrate his/her ability to safely operate the vehicle(s) in a controlled setting before being allowed to operate the vehicle(s) on the roadway.
- .03 SWAT personnel, as designated by SWAT Command, are responsible for facilitating the maintenance of the SWAT vehicles and the equipment that is contained within them. The City garage should provide mechanical maintenance. A Motorola technician maintains the computer and radio equipment.
- .04 The SWAT Command Officer shall have final approval of any equipment to be stored in the vehicles.
 - .001 At no time will weapons or ammunition be stored in the vehicles, except during tactical operations or training. Necessary steps shall be taken to ensure the security of weapons, ammunition and equipment when stored in any of the vehicles.

4. Chain of Command within SWAT Unit - Duties

.1 SWAT Command Officer

The SWAT Command Officer is responsible to Field Operations Division Commander for the overall functions of the SWAT unit. Those responsibilities include, but are not limited to, supervision, budgeting, planning, training, staffing, recruiting, discipline, logistics, and all other such functions deemed necessary for the operation of the unit. If delegated by the Field Operations Division Commander or Incident Commander, he/she is responsible for implementing the SWAT mission. Once assigned, the SWAT Command Officer is responsible for deciding what tactics and equipment shall be used to achieve the mission.

.2 Team Leaders

SWAT Team Leaders are responsible to the SWAT Command Officer and their duties include, but are not limited to, the supervision of the team personnel under their command, carrying out and completion of assignments, missions, and training. If delegated by the Command Duty Officer or Incident Commander, the Team Leader will take command of the team in the absence of the SWAT Command Officer, and assume all responsibilities of the SWAT Command Officer for the duration of the incident.

Assistant Team Leaders shall assume the above duties and responsibilities in the absence of a Team Leader.

.3 Team Members

SWAT Team Members are responsible to the Team Leaders in the performance of their duties. Team members are to perform those duties necessary to carry out the complete team assignment, mission, and training.

.4 Alternate Team Members

Alternate Team Members are officers who have tested and been selected to establish a ready reserve pool of SWAT Officers. As permanent vacancies occur on the SWAT Team, Alternate Team members will be selected to fill those vacancies. Being an Alternate Team member does not, however, guarantee appointment to the SWAT Team.

.01 Alternate Team members may participate in SWAT training in the same manner and frequency as SWAT Team members.

.02 Alternate Team members who have successfully completed the POST Basic SWAT school may participate in SWAT missions on a limited basis, at the discretion of the SWAT Command Officer.

5. SWAT Tactics

.1 The Field Operations Division Commander or in his/her absence, the Incident Commander shall retain overall authority for the operation, but may delegate SWAT tactical decisions and operations to the SWAT Command Officer or, in their absence, the SWAT officer in charge.

.01 The SWAT Command Officer, or in their absence, the SWAT Assistant Team Commander shall have the responsibility for coordinating SWAT and Tactical Negotiations Team activities and responsibilities.

.2 The SWAT Command Officer or, in their absence, the SWAT Assistant Team Commander shall determine the tactics to be used to accomplish the mission/objective identified by the Incident Commander. The tactics used shall be based on sound SWAT principles of operation.

- .02 All command personnel should coordinate activities employing the proper use of time, talk, and chemical agents.
- .03 An effort should be made to contact the suspect in an attempt to persuade him to voluntarily surrender before SWAT operation force is used, except in those situations where stealth or surprise is necessary to protect life.
- .3 Responsibility of SWAT Team Leader(s)
 - .01 Contact the SWAT Command Officer and/or Incident Commander and evaluate available data.
 - .03 Develop an operation/mission plan.
 - .04 Discuss and provide recommendations to the SWAT Command Officer and/or Incident Commander regarding the SWAT operation/mission plan.
 - .05 Determine the type of equipment and/or weapons necessary to accomplish the operation/mission.
 - .06 Brief the SWAT team(s) on the operation/mission plan.
 - .07 Deploy and direct the team(s) as required to carry out the operation/mission plan.
 - .08 Act as liaison with the SWAT Command Officer and/or Incident Commander.
- .4 Once SWAT is involved, use of deadly force is restricted and shall be limited in the following manner:
 - .01 Officers on the scene of a critical incident shall not fire a weapon, except:
 - .001 In a controlled incident, when ordered to do so by a SWAT Command Officer, who has obtained authorization from the Field Operations Division Commander or, in his/her absence, the Incident Commander, or
 - .002 In defense of life, as described in General Order No. 40 (Discharge of Firearms by Police Officers).
 - .02 Use of force shall be kept to the minimum required to achieve the desired objective.
- .5 Communications
 - .01 Communications between SWAT personnel and other tactical units will normally take place over the tactical channel, while actively engaged in the operation. If more appropriate for the circumstances, radio Channel 1 or 2 may be designated as the primary channel for communications during the operation.
 - .02 All reasonable means should be taken to ensure all personnel involved in the incident, including those from allied agencies, have the ability to communicate with Command and Tactical personnel. A SWAT Command Officer, or his/her designee, prior to implementing the tactical operation will decide the logistics of establishing this type of communication link.

6. SWAT Officer Selection and Criteria

- .1 Have completed probation, with at least two year's experience as a police officer.
- .2 Submit a memorandum to the designated SWAT Command Officer, with the officer's immediate supervisor's approval, expressing a desire to become a member of the SWAT Team.
- .3 Have demonstrated compatibility in terms of personality and team, peer, and supervisor harmony.
- .4 The candidate's most recent Performance Appraisal must rate his/her performance at Meets Standard or above in all measured dimensions.
- .5 Have demonstrated personal discipline and the ability to remain calm and decisive under extreme stress.
- .6 Demonstrated mental alertness and ability to concisely follow orders.
- .7 Prior military experience is desirable.
- .8 Medical, Physical and Cardiovascular Fitness Standards - Ability to pass medical, physical and cardiovascular fitness tests and standards as adopted by the SWAT Team. The SWAT Team will utilize the current FBI SWAT Physical Fitness Test as the standard for the Concord Police Department's SWAT Team.
- .9 Prior to selection to the SWAT Team, potential candidates will be reviewed for compatibility by existing SWAT team members.
- .10 Candidates who are compatible with the team will be evaluated by the SWAT Team Leaders and SWAT Command Officer. Included in the evaluation process will be an assessment of each candidate's firearm proficiency. After reviewing each of the candidates, the SWAT Command Officer will make a recommendation to the Field Operations Division Commander. The Field Operations Division Commander will review the recommendations made by the SWAT Command and make a recommendation to the Chief of Police. The Chief of Police will make the final selection of officers to the Alternate Team.
- .11 Candidates who are selected will attend the SWAT Basic School. Upon successful completion they will be assigned to the alternate team. When vacancies on the SWAT team occur, assignments will be from the alternate team by a designated SWAT Command Officer, with the recommendation of the Team Leaders being taken into consideration. The alternate team will consist of no more than five officers.
- .12 SWAT Team members will be required to successfully complete the adopted physical fitness test four times each calendar year. The SWAT Command Officer may substitute an alternate test that measures task specific skills, such as cardiovascular fitness, overall body strength, and mental discipline, twice a year. The SWAT Command Officer shall give notice to the team members of any substitute fitness test two weeks prior to the substitution. Those SWAT members who fail to successfully complete the test will be required to retake the failed portion of the test within 14 calendar days. If a second failure occurs during this period, the team member will be suspended for a period of up to one month following the second failure. The SWAT Team member will be required to re-take the physical fitness test within the one-month period. If they fail to successfully complete the test during this one-month suspension period, they will be removed from the SWAT Team. It shall be the individual team member's responsibility to meet the time requirements of this policy. The suspended SWAT Team member will not be eligible to participate in any SWAT missions during the suspension period. Suspended members will be eligible to participate in SWAT training.

SWAT Team members, who are not present for a scheduled physical fitness test, will be required to make up the qualification within 14 calendar days of the test missed. The member in question shall contact a SWAT Command Officer and/or his/her Team Leader to facilitate the make up test. Failure to do so, without the approval of a SWAT Command Officer, will result in that member's suspension from the team. Said suspension shall have the same guidelines and requirements as the procedure outlined for SWAT Team members who fail to successfully complete the physical fitness test.

SWAT Team members, who fail to meet the minimum physical fitness standards on two consecutive testing dates; may (at the discretion of SWAT Command) be removed from the team.

.01 Permissible and Prohibited Activities

Workers' Compensation coverage will be provided, in accordance with regular Workers' Compensation provisions, to SWAT Team members injured when participating in acceptable or approved athletic activities in conjunction with this policy. These activities must be non-competitive and involve cardiovascular, flexibility, or strength training designed to meet the standards established by this policy. SWAT Team members are expected to use common sense and to employ safe, recognized techniques and practices in all their physical fitness endeavors.

Permissible activities normally include non-competitive:

- .001 Running, jogging, bicycling (with helmet), or walking.
- .002 Swimming
- .003 Activity using exercise or weight training equipment similar to the type provided at the main Police Facility and/or the Concord Police Officers Association training facility.
- .004 Sit-ups, push-ups or pull-ups.

Prohibited activities, which are generally not covered, include:

.02 Competitive activities (e.g., team sports, tournament or league athletics, games or other competitions)

- .001 Contact sport activities (e.g., football, boxing, wrestling, martial arts, basketball, baseball, softball, hockey)
- .002 Activities involving motorized equipment or vehicles (e.g., jet skiing, motorcycle riding)
- .003 Water sports (e.g., boating, canoeing, water skiing, scuba driving)
- .004 Winter sports (e.g., snow skiing, tobogganing, snow boarding)
- .006 Air sports (e.g., skydiving, and hang gliding)
- .007 Roller sports (e.g., roller-blading, roller-skating, skateboarding)

The City recognizes that a wide variety of athletic activities may benefit the employee's overall fitness. Activities outside those outlined above will be reviewed on a case by case basis. Activities not approved will be undertaken at the employee's own risk. Sporadic or

“one time” activities are generally not covered. Disputes regarding coverage of specific activities and/or injuries will be resolved through the normal workers’ compensation process.

- .13 SWAT Team members will be required to demonstrate a minimum level of proficiency with their handgun, the MP-5 submachine gun, and the Colt M4/AR15 as assigned. Those team members also assigned to the Sniper team will demonstrate the same level and frequency of proficiency with their assigned sniper rifle. The SWAT Command Officer, using the FBI standards as a guideline will establish the minimum level of proficiency. A firearms proficiency test will be conducted at monthly training sessions, at a frequency determined by the SWAT Command Officer, but no less than three times each calendar year. Those SWAT members who fail to demonstrate the minimum level of proficiency will be suspended for a period of up to one month. The SWAT Team member will be required to re-take the firearms proficiency test within the one-month period. If they fail to successfully complete the test during this one-month suspension period, they will be removed from the SWAT Team. It shall be the individual team member’s responsibility to meet the time requirements of this policy. The suspended SWAT Team member will not be eligible to participate in any SWAT missions during the suspension period. Suspended members will be eligible to participate in SWAT training.

SWAT Team members who are not present for a scheduled firearm proficiency test will be required to make up the qualification within 14 calendar days of the qualification missed. The member in question shall contact the SWAT Command Officer and/or his/her Team Leader to facilitate the make up test. Failure to do so, without the approval of the SWAT Command Officer, will result in that member’s suspension from the team. Said suspension shall have the same guidelines and requirements as the procedure outlined for SWAT Team members who fail to successfully complete the firearm proficiency test.

SWAT Team members who fail to meet the minimum firearms proficiency standards on two consecutive qualification dates may (at the discretion of SWAT Command), be removed from the team.

- .14 Sniper Team Additional Selection/Retention Requirements:
 - .01 **Non-smoker:** Smoke or an unsuppressed smoker’s cough can betray the anti-sniper or observer position. While he/she may not smoke on a mission, refrainment may cause nervousness and irritation that may lower his/her efficiency.
 - .02 **Demonstrated marksmanship:** Requalification as directed by the Team Leader is required throughout the year to maintain proficiency and accuracy with anti-sniper weapons.
 - .03 **Emotional balance:** A well disciplined individual; mature and patient.
- .15 Mandatory Training
 - .01 SWAT Team members are required to participate in training and readiness exercises, as determined by the SWAT Command Officer or their designee.

7. Disengagement

- .1 After the mission is complete; the SWAT Team Leader will be responsible for the inventory and recovery of all SWAT equipment prior to securing from duty.
- .2 The Incident Commander shall be responsible for ensuring that physical evidence is collected, the incident scene secured, and that all other procedures are carried out.

8. Debriefing and Reports

- .1 As soon as possible after securing the scene of SWAT activities, the Incident Commander, SWAT Command, and SWAT Team Leader(s) shall conduct a debriefing session. The purpose of the debriefing shall be directed to identify equipment needs or changes; training requirements, tactical operation efficiency; and to identify all police activities conducted for the purpose of reports. The debriefing should be extremely critical; the objective shall always remain improvement of services to both the community and the department.
- .2 SWAT Command, or their designee, shall be responsible for the completion of a "SWAT Activity Report." This report shall include, but not be limited to, the following:
 - .01 A synopsis of the incident, including whether or not the SWAT mission was successful.
 - .02 A description of the tactical plan developed and whether it was, in fact, utilized or changed in operation.
 - .03 Equipment expenditures.
 - .04 Injuries to officers, suspects, and/or the public.
 - .05 Damage reports.
 - .06 A list of all SWAT Team members who participated in the incident.
 - .07 SWAT Command shall, within five working days following the incident, forward a copy of the completed report to the Field Operations Division Commander for his/her review.

9. VIP Protection

- .1 The SWAT team shall be the first unit utilized for the protection of VIPs. Other departmental personnel, as dictated by the specific protection detail, may augment SWAT.
 - .01 Advance planning for protection details should include, but are not limited to:
 - .001 Designating a single person or position as supervisor and coordinator of the security detail.
 - .002 Consideration of special equipment needs, such as vehicles, body protection for VIPs and security personnel, and weapons for officers.
 - .003 Planning and reconnoitering primary and alternate travel routes.
 - .004 Gathering intelligence information.
 - .005 Coordination of operations within the department and with outside agencies.
 - .006 Identification of emergency first-aid, ambulance and medical facilities.
 - .007 Communications equipment and channels to be used.
 - .008 Use of designated insignia to be worn by security personnel, uniformed and plain clothes.

- .2 SWAT shall cooperate with and coordinate their efforts with other agencies responsible for a particular protection detail, such as the U.S. Secret Service or California Highway Patrol.

F. TACTICAL NEGOTIATIONS TEAM

1. Negotiation Procedures

- .1 The Tactical Negotiations Team consists of a minimum of three persons. A minimum of three negotiators should be called upon to negotiate a critical incident. When available, the SWAT Command Officer and a Tactical Negotiations Team Supervisor or Assistant Team Supervisor should be called on all critical incidents necessitating the use of the Team. Tactical negotiations with an individual who resists police intervention should not commence with officers who are not trained in the area of negotiations.

2. Debriefing and Reports

- .1 As soon as possible after securing the scene of SWAT/TNT activities, the SWAT Commander and TNT Supervisor shall conduct a debriefing session. The purpose of the debriefing shall be to identify equipment needs or changes; training issues, tactical negotiation efficiency, and to identify all police activities conducted for the purpose of reports. The debriefing should be critical; the objective always being improvement of services to both the community and the department.
- .2 The SWAT Command Officer or their designee shall be responsible for the completion of a "TNT Activity Report". This report shall include but not be limited to the following:
 - .01 A synopsis of the incident including whether or not the TNT mission was successful
 - .02 A description of the tactical negotiations efforts developed and implemented
 - .03 Equipment expenditures
 - .04 Damage reports related to TNT efforts or equipment
 - .05 A list of all TNT team members who participated in the incident
 - .06 The SWAT Commander shall, within five working days following the incident forward a copy of the completed report to the Field Operations Division Commander for his/her review.

3. Officer Selection and Criteria for the Tactical Negotiations Team

- .1 Have completed probation, with at least two year's experience as a police officer.
- .2 Negotiator applicants shall be of Police Officer rank, (includes appointed position of Corporal/Field Training Officer).
- .3 Negotiator applicants shall have the ability to interrelate and work as a member of a team.
- .4 Negotiator applicants shall submit a memorandum to TNT Command Officer or his/her designee, with the officer's immediate supervisor's recommendation, expressing a desire to become a member of the Tactical Negotiations Team.
- .5 The applicant's most recent Performance Appraisal must rate his/her performance at Meets Standard or above in all measured dimensions.

- .6 Prior to selection to the Tactical Negotiations Team, applicants will be reviewed for compatibility by the existing team members.
 - .7 Applicants who are compatible with the team will be evaluated by the Tactical Negotiations Team Supervisor(s) and SWAT Command Officer. After reviewing each of the candidates, the SWAT Command Officer will make a recommendation to the Field Operations Division Commander. The Field Operations Division Commander will review the recommendations made by the SWAT Command Officer and make a recommendation to the Chief of Police. The Chief of Police will make the final selection of officers to the Negotiations Team.
 - .8 Applicants who are selected will attend the Basic Hostage Negotiations Course. Upon successful completion of the Basic Hostage Negotiations Course, the applicant will become a member of the team. (All negotiators shall complete the basic course prior to participating as a member of the negotiation team in a critical incident).
 - .9 Supplemental training may include, but not be limited to, the following:
 - .01 Basic Crisis Intervention Course
 - .02 Advanced Hostage Negotiations Course
 - .03 In-Service training.
 - .10 Tactical Negotiation Team members are required to participate in training and readiness exercises, as determined by the SWAT Command Officer or their designee.
4. Supervisor Selection and Criteria for the Tactical Negotiations Team
- .1 Tactical Negotiations Team Supervisors should be of Police Sergeant rank.
 - .2 Supervisor applicants shall have the ability to interrelate and work as a member of a team.
 - .3 Supervisor applicants shall submit a memorandum to the SWAT Command Officer, expressing a desire to become a member of the Tactical Negotiations Team.
 - .4 The applicant's most recent Performance Appraisal must rate his/her performance at Meets Standard or above in all measured dimensions.
 - .5 Prior to selection to the Tactical Negotiations Team, applicants will be reviewed for compatibility by the existing team members.
 - .6 Prior experience, as a Negotiator is desirable.
 - .7 Applicants who are compatible with the team will be evaluated by the SWAT Command Officer. After reviewing each of the candidates, the SWAT Commander will make a recommendation to the Field Operations Division Commander. The Field Operations Division Commander will review the recommendations made by SWAT Commander and make a recommendation to the Chief of Police. The Chief of Police will make the final selection of the Tactical Negotiations Team Supervisor(s).
5. SWAT Command Officer Responsibilities/Duties.
- .1 The The SWAT Commander's duties include, but are not limited to, the management of the TNT team personnel under their command, the carrying out and completion of assignments and

missions, and facilitating training for team members, including basic, advanced and in-service training.

.2 The SWAT Command Officer shall, ensure that equipment and training needs are taken care of.

6. Tactical Negotiations Team Supervisor Responsibilities/Duties.

.1 The Tactical Negotiations Team Supervisor is responsible to the SWAT Command Officer during actual missions (call outs) and the TNT Command Officer during non-mission status. Their duties include, but are not limited to, the supervision of the team personnel under their command, the carrying out and completion of assignments and missions, and facilitating training for team members, including basic, advanced and in-service training.

7. Tactical Dispatch Team

.1 The role of the Tactical Dispatch Team is to support the Tactical, Incident and Negotiations Command Officers with accurate and timely documentation of events during high-risk operations. Inherent in this responsibility will be the processing and posting of tactical and operational information.

.2 The Tactical Dispatch Team is generally comprised of three full-time dispatchers selected by the SWAT Team Commander. One of the team dispatchers will be designated as the Team Lead with the responsibility of maintaining all equipment, forms and supplies necessary to the mission of the team and the Command Post vehicle. The Team Lead will also continuously review the capabilities of the dispatch group and facilitate in-service training as needed.

.3 Skills and Knowledge

.01 Tactical Dispatchers shall be equipped/trained in the skills and knowledge necessary to:

.001 Understand/decipher tactical communications traffic.

.002 Process and verify information collected at the command post.

.003 Direct and/or brief critical information to specific commanders, based on their duties and responsibilities.

.004 Understand the General Orders and Policies regarding Department protocol for tactical operations.

.005 Understand the field deployment procedures of the following tactical and support resources:

.0001 SWAT Group

- Sniper Element
- Entry Elements
- Containment Elements

.0002 TNT Team

.0003 Media Officer

.0004 Command Team

.0005 Command Post Support Staff

4. Recommended Training/Knowledge
 - .1 POST Dispatch Certificate
 - .2 Tactical Dispatch Course
 - .3 Agency briefing on command protocol, tactical response and command staff responsibilities
 - .4 Attend tactical command staff, SWAT, and TNT training exercises as necessary to keep current on operational procedures.
 - .5 Obtain a working knowledge of mutual aid agencies.
 - .6 Maintain current certification on all equipment, to include, but not limited to MDCs, radios, Command Post generator, cellular/Nextel phones, and hard-line phones.
 - .7 Advanced tactical dispatcher training
 - .01 Reviews and updates of contemporary procedures
 - .02 Case studies of high-risk incidents
 - .8 Tactical dispatch team training (in-house)
 - .01 Review of basic skills
 - .02 Advanced skills
 - .03 Improvement to existing procedures
 - .04 Tabletop exercises
- .9 Team Organization and Assignment
 - .01 Team Assignment
 - .001 Lead Tactical Dispatcher (Designated by the Tactical Commander)
 - .002 Tactical Dispatch Group (preferred staffing of 3) to assume responsibility for dispatch duties directly related to incident
 - .003 Other on-duty dispatchers to handle the other calls for service
 - .004 May involve overlapping responsibilities until back-up dispatcher can respond for call-out
 - .10 Call-out Procedures
 - .01 Tactical Dispatchers will be called out in accordance with Section C of this General Order.
 - .11 Duties and Responsibilities of the Tactical Dispatch Team

- .01 When the Command Post is located at the Police Department, the on-duty dispatcher or dispatch team member shall work from the communications center or the Emergency Operations Center.
 - .001 When the Tactical Dispatcher is on duty, he/she shall be dedicated to the critical incident only. A replacement dispatcher will be called in to handle the normal operations of the communications center, if needed.
- .02 When the Command Post is located at the incident site, the Tactical Dispatcher shall respond to that designated location.
- .03 Prior to responding to the Command Post, the initial Tactical Dispatcher shall obtain all intelligence information and situation briefing from the on-duty dispatcher working the critical incident. This shall include, but not be limited to:
 - .001 Incident printouts
 - .002 CMS printouts on subjects involved
 - .003 Criminal history information (if available and/or applicable)
 - .004 Photos
 - .005 Driver's license and vehicles registered to suspect/subject
 - .006 Additional information not obtained by officers on scene
 - .007 All threat information, weapons, dogs, environmental, threats, hostages, etc.
- .04 Tactical Dispatch Team members shall load additional tactical dispatch equipment in the Mobile Command Post.
- .05 The Tactical Dispatcher(s) reporting to the Tactical Command Post will receive a situation briefing from the on-scene supervisor or the Tactical Commander and commence tactical dispatch operations. This shall include handling communication traffic to the CP, posting and updating the following information:
 - .001 Criminal activities (what are we there for)
 - .002 Suspect information
 - .003 Threat conditions (weapons, hostages, threats/demands)
 - .004 Incident site information (maps and diagrams)
 - .005 Tactical/operational deployment charts (to include communication nets/cell phone numbers and any other pertinent information)
 - .006 Incident log(s)
 - .007 Positions of officers/teams on scene
- .06 The Tactical Dispatcher shall keep the Tactical Commander informed of operational crime scene information, to include:

- .001 Current status of the incident
- .002 Changes to the current status, if required and/or requested
- .003 Status changes of the SWAT team members
- .004 All corresponding event times
- .07 The Tactical Dispatcher(s) shall also be responsible for the notification of the following resources (preferably over the phone), as directed by the Tactical Commander:
 - .001 Fire units
 - .002 Paramedics
 - .003 Utilities
 - .004 Hospitals
 - .005 Haz-Mat teams
- .08 At no time shall the Tactical Dispatcher interject opinions or unwanted comments regarding the decisions/actions of the command staff. Also, at no time shall the Tactical Dispatcher violate the confidentiality of the command post operations.
- .09 The Tactical Dispatcher shall always be prepared to provide concise, positive, accurate evaluations of the area of his/her involvement and expertise.
- .010 Once the incident is concluded, the Tactical Dispatcher shall secure all documents pertaining to the incident, being careful not to leave anything at the command post location. Those documents will then be handed over to the Tactical Commander and be considered as historical and/or court documents. The Tactical Dispatch Team will attend debriefs, as requested by the Tactical Commander.
- .12 Issued Equipment
 - .01 Pager/SWAT- and TNT-compatible
 - .02 SWAT locker key
 - .03 Portable radio
 - .04 Headset compatible to radio jack in Mobile Command Center

G. SAFETY OFFICER

1. Role

- .1 In the tactical environment the Safety Officer is responsible for monitoring team planning and operations, and all personnel efforts dedicated to the safe execution and resolution of the critical event or training exercise. This is achieved through continuous advisement and communications to the Tactical and Incident Commander.

- .2 The Safety Officer is responsible for the set of systems and procedures necessary to ensure ongoing assessment of hazardous environments, and implementation of measures to promote personnel safety, as well as general safety of incident and training operations.
 - .3 With concurrence of the Incident Commander, the Safety Officer has emergency authority to stop and/or prevent unsafe acts during critical incidents.
 - .4 During large scale events involving other police department work groups and/or outside agencies, the Safety Officer's role expands within the Incident Command System, to encompass the entire event as he/she reports to the Incident Commander.
- .2 Selection and Characteristics of Safety Officer
 - .1 The SWAT Team Commander will make recommendations of those interested in the position to the Field Operations Division Commander for final approval and selection to the position.
 - .2 The ideal Safety Officer should have a background that includes tactical training, preferably tenure with the SWAT Team
 - .3 The Safety Officer needs to understand the role as an advisory position; one that reports directly to the Incident Commander or SWAT Team Commander
 - .4 Vigilance, tact and an understanding of the Safety Officer's role as an advisor within the overall SWAT mission is imperative
 - .3 Typical Job Tasks / Knowledge
 - .1 General knowledge of Weapons of Mass Destruction and related equipment needs for the tactical operator
 - .2 Review of chemical agents plans developed by trained operators
 - .3 Command Post Security
 - .4 Weapons checks during training exercises
 - .5 Critical event and training site safety oversight, review and recommendations
 - .6 Review of tactical plans as they relate to safety equipment needs of operators
 - .7 Knowledge of contemporary tactical planning and skill sets of current operators
 4. Call-out Procedures
 - .1 The Safety Officer will be called out in accordance with Section C of this General Order.