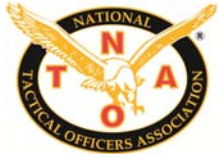


**Tactical Response and  
Operations Standard  
for  
Law Enforcement Agencies**



**National Tactical Officers Association**

**Published September 2015**



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### **NTOA Tactical Response and Operations Standard for Law Enforcement Agencies**

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**National Tactical Officers Association**

**Published September 2015**

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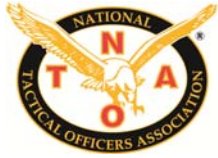
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## NTOA MISSION STATEMENT

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The mission of the National Tactical Officers Association 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 Association's ultimate goal is to improve public safety and domestic security through training, education and tactical excellence. The National Tactical Officers Association operates in accord with the principles of *Veritas Probitas et Virtus* (Truth, Honesty and Integrity).



## Standard Review Committee

- Ed Allen.....Major, Seminole County (FL) Sheriff's Office and NTOA Consulting Editor
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- Thor Eells..... Commander, Colorado Springs (CO) Police Department and Chairman, NTOA Board of Directors
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## ACKNOWLEDGEMENTS

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The NTOA Tactical Response and Operations Standard for Law Enforcement Agencies could not have been developed without the combined effort of numerous dedicated SWAT operators and tactical commanders that are members of the NTOA organization. All member comments were received and taken under consideration by the Standard Review Committee.

The National Tactical Officers Association also gratefully acknowledges the hard work and leadership of many of the state and national law enforcement association partners. This document and the critical work of these pioneers, along with the work of the Commission on Accreditation for Law Enforcement Agencies, Inc. (CALEA), served as a guide for this document.

In addition, the NTOA Standard Review Committee recognizes the work done by the International Association of Chiefs of Police, Patrol and Tactical Operations Sub-Committee (IACP/PTO) on the SWAT Concepts and Issues Paper, October 2010, as well as the 2011 SWAT Glossary document developed by members of the California Association of Tactical Officers (CATO).



## Introduction and Objective

This document is the result of extensive efforts by the National Tactical Officers Association to provide guidance to association members involved in tactical law enforcement operations. The intent of this standard 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 the NTOA 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 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, this standard recommends that multi-jurisdictional resources be combined and coordinated in a manner which is consistent with reliable and safe operations. Over the past 25 years, the National Tactical Officers Association has assisted many law enforcement agencies in developing multi-jurisdictional teams by providing references, documentation and training to facilitate their efforts. The NTOA remains committed and available to any law enforcement agency or its members who require such assistance.

The objective of this document is to establish a basic set of standards for the association's member agencies 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 NTOA does not mandate compliance with this standard or attach such compliance as a prerequisite for any benefit granted under membership.



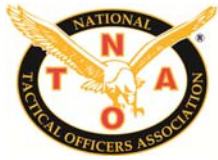
## 1.0

## SCOPE OF STANDARD

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- 1.1 The scope of this standard 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 NTOA organization and its stakeholder partners.





## 2.0 DEFINING TACTICAL LAW ENFORCEMENT OPERATIONS

- 2.1 The NTOA 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. The NTOA offers this set of team titles and corresponding metrics as guidance for its members.
- 2.1.1 Based upon the need to protect and ensure the safe delivery of tactical law enforcement services, the NTOA believes that a SWAT Tier 1 team must be 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. 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 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**

<b>TYPE</b>	<b>CAPABILITIES</b>	<b>PERSONNEL*</b>
SWAT Tier 1 – a stand-alone team or a combination of teams through an MOU	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.	26 members 1 Team Commander 3 Team Leaders 4 Snipers 18 Operators
SWAT Tier 2 – a stand-alone team or a combination of teams through an MOU	All mission capabilities in Section 3.0 of this standard, except planned deliberate hostage rescues. Emergency hostage rescue operations only.	19 members 1 Team Commander 2 Team Leaders 4 Snipers 12 Operators
Tactical Response Team	Can conduct any single or combination of capabilities listed Section 3.1.2 – 3.1.6.	15 members 1 Team Commander 2 Team Leaders 12 Operators
Perimeter Control and Containment Team	Can conduct all capabilities of Section 2.3 of this standard.	Any number of appropriately trained personnel.

*\* The personnel allocations depicted in Figure 1 represent recommended minimums based upon typical residential applications. They were promulgated as a guideline with input and the concurrence of local, federal and international partners. Jurisdictional conditions including but not limited to, topography, operational tempo and anticipated mission requirements may necessitate modifications to these configurations.*

2.2 Special Weapons and Tactics (SWAT) and Tactical Response (TRT) teams 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

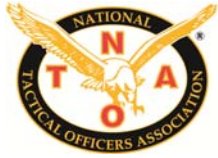


defined above and further defined within this standard. The primary characteristic of such teams that distinguishes them from other units is the focus of effort. Such teams are focused on incident resolution, as opposed to other functions, such as investigation. Their purpose is to increase the likelihood 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.

- 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 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

**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 decon units.

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. When responding to a dynamic or rapidly escalating incident such as an active shooter 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 neutralize the threat before the suspect kills or seriously injures victims. This team should continuously assess and identify its limitations and assist in scene transition to SWAT when appropriate.



- 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 priority of life decision-making process. 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.

<b><i>NTOA training courses relevant to 2.3</i></b>	<b><i>Incident and Tactical Command Post Operations Seminar School and Workplace Violence Preparation and Response Supervising Patrol Critical Incidents Patrol Counter Ambush Tactics 911 Dispatcher Crisis Communications Police Response to Active Shooter 1 and 2</i></b>
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## 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.

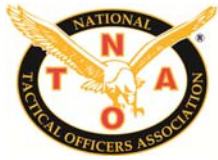
<b><i>NTOA training courses relevant to 3.0</i></b>	<b><i>Basic SWAT Advanced SWAT Advanced Tactics Armored Rescue Vehicle Operations Ballistic Shield Technology in Tactical Operations Carbine Instructor Certification Shoothouse Instructor Certification Defensive Tactics for Aggressive Combative Subjects Handgun, Shotgun and Patrol Rifle Instructor Development Less-Lethal/FSDD/Chemical Agent Projectile Instructor Night Vision Operator Training Management and Risk Mitigation SWAT Team Leader Development SWAT Command Decision Making and Leadership 1 SWAT Command Decision Making and Leadership 2</i></b>
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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)
- Adherence to priority of life matrix
- Communication skills to include basic negotiation techniques
- 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
- 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 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

<p><i>NTOA training courses relevant to 3.1.1</i></p>	<p><i>Hostage Rescue Hostage Rescue Linear Intervention Basic Crisis Negotiations Advanced Crisis Negotiations Negotiations for First Responders</i></p>
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3.1.2 SWAT teams conducting **barricaded subject operations** should train and equip their personnel in the following competencies:

- 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 priority of life matrix
- 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 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

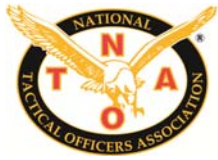
<b><i>NTOA training courses relevant to 3.1.2</i></b>	<b><i>Resolution of Barricaded Subject</i></b>
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3.1.3 SWAT teams conducting **sniper operations** should train and equip their personnel in the following competencies\*:

- Mission analysis and threat assessment
- 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
- 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 documentation

**Reference is made to the *American Sniper Association, Sniper Training Matrix.***



<i>NTOA training courses relevant to 3.1.3</i>	<i>Sniper 1 Sniper 2 Sniper Instructor Certification</i>
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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

<b><i>NTOA training courses relevant to 3.1.4.1</i></b>	<b><i>High-Risk Warrant Service Manual and Shotgun Breaching Techniques</i></b>
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3.1.4.2 High-risk apprehensions

- Mission analysis and threat assessment
- Stronghold takedowns (see above HRWS)
- 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

<i><b>NTOA training courses relevant to 3.1.4.2</b></i>	<i><b>Tactical Tracking and Wooded Terrain Operations</b></i>
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3.1.5 SWAT teams conducting **high-risk security operations** should train and equip their personnel in the following competencies:

- Mission analysis and threat assessment
- Dignitary protection support
- Special event security
- Prisoner and witness security

<i><b>NTOA training courses relevant to 3.1.5</b></i>	<i><b>Protective Operations</b></i>
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3.1.6 SWAT teams conducting **terrorism response operations** should train and equip their personnel in the following competencies:

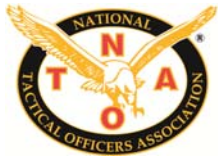
3.1.6.1 Tactical operations in a contaminated environment



- Mission analysis and threat assessment
- Personal Protective Equipment (PPE) selection, use, nomenclature, donning, doffing and decontamination procedures.
- Familiarization of OSHA 1910.132 and 1910.120 (or state equivalent), 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



3.1.6.3 Threat assessment and vulnerability planning

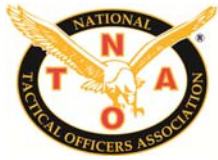
<p><b><i>NTOA training courses relevant to 3.1.6</i></b></p>	<p><b><i>Terrorism Tactics and Countermeasures MACTAC</i></b></p>
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3.1.7 All tactical law enforcement operators should be able to perform self-aid, basic trauma care and extracting casualties to a collection point where they can be handed off to EMS for further care, consistent with the level of training provided through their TEMS leader or medical director.

3.2 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 target environment and ability to adhere to officer safety priorities.
- Sniper Team: typically consists of a two-person element per area of responsibility.





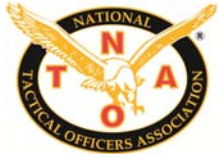
- Tactical Emergency Medical Support (TEMS): A SWAT team should have a TEMS element to assist with mission-preplanning, provide preventative care, and render medical treatment during SWAT operations and training. The medical capabilities of a TEMS element should be tailored to the needs and operating environment of the SWAT team and can include all levels of medical providers. A TEMS element can be implemented using full-time or as-assigned medical providers through departmental agreements, or by contract or memorandum of understanding (MOU) with other government or non-governmental (hospital, private company, or individual) entities.

<p><b><i>NTOA training courses relevant to 3.2 TEMS</i></b></p>	<p><b><i>TEMS</i></b></p>
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3.2.1 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*.

**Hazardous Material (Haz Mat) Support Unit:** Haz Mat technicians to provide direct support in decontamination, hazard detection, air monitoring, etc.



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

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

- 3.3 Where size and/or demographics limit the capabilities of an agency, multi-jurisdictional resources should be combined and coordinated in a manner which is consistent with reliable tactics, techniques and procedures. Coordination should comply with the laws of the relevant state, which may require mutual aid or intergovernmental agreements.



## 4.0 AGENCY POLICY GOVERNING SWAT TEAMS

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- 4.1 Law enforcement agencies should develop and maintain written policies designed to meet the needs of their operational environment and 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 encouraged to explore any and all topics that may need to be established through a 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 and the Incident Command System. If applicable, Mutual Aid Agreements and/or governmental support requests shall 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 leaders. 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 team commanders 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.



- 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 the NTOA standard. 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. The training program should include a documentation and verification process.
  - Training should incorporate current NTOA standards relating to safe conduct and the development of scenario-based exercises.
  - 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: 16-40 hours critical skills maintenance based upon mission capabilities and current operational tempo.
      - 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 team operator. These additional training hours should be based upon the specialized assignment of the operator and any state requirements 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 exercises lasting up to 40 hours. It is recommended that this block of training be scheduled in addition to the regular monthly 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 shall 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 operational 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.
- 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.leo.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 and 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 priority of life model.



All prior versions of SOPs should be archived for historical and potential litigation purposes.



## 5.0

## Operational Planning

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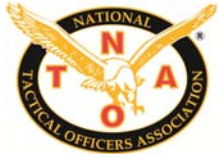
- 5.1 Appropriately trained and designated personnel should develop an operational plan in a consistent format for pre-planning purposes. The planning processes should include target scouting; development of detailed written operations orders, detailed operations order briefings, operation rehearsals and pre-mission inspections. Final approval for all operational planning documents should rest on the team commander or a designee.
- 5.2 All SWAT team members should be trained in and capable of demonstrating proficiency in operational planning concepts.





## 6.0 MULTI-JURISDICTIONAL AND REGIONAL SWAT OPERATIONS

- 6.1 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 for the handling of extraordinary 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). 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 the actions of a SWAT member, such as an officer-involved shooting.



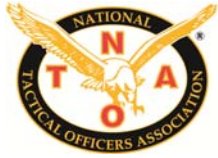
## 7.0

Glossary

Active shooter	An armed suspect who is actively shooting at and/or threatening to cause great bodily harm to other civilians and/or police and continues to do so while having unrestricted access to additional victims.
After-action report	A comprehensive 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. Can possibly serve as “evidence” of an operation should it be needed in criminal or civil court. See also “Debrief/Debriefing”
After-action review	A structured process for analyzing a particular operation or exercise and usually includes subject matter experts or superiors 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 exigent entry team. Also known as “Arrest/React Team”
Barricaded subject	An isolated subject, who comes into armed conflict with law enforcement, poses a danger to themselves or others, and is confined to a relatively fixed position. The subject may create circumstances that warrant law enforcement intervention.
Breach and hold	A tactical technique by operators to maintain and hold their positions in close proximity of the entry point of a target location after breaching that entry point. Also known as “breach and delay”.



Break and rake	Technique used to breach a glass window and prepare it as an entry point or port.
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.
Chemical agents	Any liquid, compound, solid or gas that works by some physiological interaction with the body designed for law enforcement to cause uncomfortable symptoms in humans.
CNT	Crisis Negotiation Team. Responsible for establishing communications and/or conducting negotiations with a person who is the focus of law enforcement activity.
Command and control	The exercise of <a href="#">authority</a> and <a href="#">direction</a> by a properly designated <a href="#">commanding officer</a> 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 target location(s) to control and contain suspect movements.
Contain and call out	Warrant service technique normally associated with a tactical element surrounding and establishing containment of a target location before contact with occupants to facilitate a subsequent callout of those occupants in a controlled manner to a secured and safe area.
Diversion	A physical or psychological tactic used to draw a suspect away from the point of 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 points. The precise application of measured amounts of explosive compounds in order to affect an opening.
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 as security that specified terms or an ultimatum will be met.
Hostage rescue	Deployment of a tactical team in defense of life and to save and rescue hostages.
Improvised Explosive Device (IED)	A homemade explosive.
Incident commander	The ranking officer in charge of an overall incident using the "ICS" command system.
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.



Limited penetration	A tactical maneuver normally associated with a warrant service where forward access by an entry team is limited to a measured and partial entry into a target location rather than fully enveloping 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.
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.
Noise Flash Diversionary Device (NFDD)	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 Flash Noise Device (FND).
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.



Parameters	Parameters during a tactical event are decided by the commander and team leader. In a rapidly evolving situation, the officer may make decisions to preserve life or great bodily injury.
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 protectees.
Port and cover	Breaching and/or removal of all obstructions/barriers within a window and its frame and/or similar opening to allow operators to enter location through window, deploy NFDD and/or safely observe and cover a room's interior and any occupants from outside the location after porting the window.
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.
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 to determine the appropriate risk level of that pending operation.
Ruse	An action or plan which is intended to deceive someone. Often used to lure a suspect outside a location in a secure and controlled setting for the purposes of arrest or neutralization.
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 capable 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	Formal policies that standardize methods and routines within an agency according to established procedures. Provide an ability to quickly and easily incorporate complex functions without extensive elaboration.
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 medics	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" and "weapons fire".
Team command	The designated individual(s) responsible for the operations and deployment of a tactical team.
Team leader	Displays tactical competency and interacts 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. Responsible for the development of personnel.
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 is 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 generally political, religious or ideological.
Vehicle takedown	Perform duties associated with approaching an armed suspect contained within a stationary vehicle (e.g., car, cargo van, minivan, passenger van, pickup truck). 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.





## SUPPORTING DOCUMENTS

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For further sample documents, please refer to the [NTOA website's](#) File Sharing area which is available to members only.