Special Teams

404.1 PURPOSE AND SCOPE

This policy provides guidelines regarding Special Teams in the handling of critical field operations where special tactical deployment methods or intense negotiations are beyond the capacity or capability of field officers.

404.1.1 DEFINITIONS

Definitions related to this policy include:

Crisis Negotiation Team (CNT)- Designated officers, including those in a multijurisdictional team, who are specifically trained and equipped to provide skilled verbal communications to de-escalate or effect surrender in situations where suspects have taken hostages or barricaded themselves or are suicidal and pose a public safety threat.

Explosive Ordnance Disposal Team (EOD)- Designated officers, including those in a multijurisdictional team, who are specifically trained and equipped to resolve situations with actual or suspected explosive devices.

Special Weapons and Tactics Team (SWAT)- Designated officers, including those in a multijurisdictional team, who are specifically trained and equipped to resolve critical incidents that are so hazardous, complex or unusual that they may exceed the capabilities of first responders or investigators. This includes, but is not limited to, hostage taking, barricaded suspects, snipers, terrorist acts and other high-risk incidents. As a matter of department policy, a tactical team may also be used to serve high-risk warrants, both search and arrest, where public and officer safety issues necessitate such use, and any other occurrence or situation requiring additional advanced training, equipment or personnel, beyond the capacity or capability of field officers.

404.2 POLICY

It shall be the policy of the Missoula Police Department to maintain Special Teams, either internally or through participation in a regional team, composed of negotiation, explosive ordinance and tactical teams, and to provide the equipment, manpower and training necessary to maintain such teams. Special Teams should develop sufficient resources to perform necessary operational functions.

404.3 CAPABILITIES

The Missoula Police Department strives to maintain a SWAT team which adheres to current Tier 2 Standards established by the National Tactical Officers Association (NTOA). See attachment: TROS.pdf

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404.4 MANAGEMENT AND SUPERVISION

Under the direction of the Chief of Police, through the Assistant Chief of Police, Special Teams shall be managed by the appointed Tactical Operations Commander. The Tactical Operations Commander shall be selected by the Chief of Police upon recommendation of command staff.

404.4.1 TEAM SUPERVISORS

CNT, EOD, and SWAT shall be under the direction of designated team leaders, who shall be selected by the Chief of Police upon specific recommendation by command staff and the Tactical Operations Commander.

The primary responsibility of the team leaders is to oversee the operation of their teams, which includes deployment, training, first-line supervisor participation and other duties as directed by the Tactical Operations Commander.

404.5 READINESS

Operational readiness should be reviewed annually by each respective Special Teams Team Leader to determine the type and extent of Special Teams missions and operations appropriate to this department. The review should consider the capabilities, training and limitations of the Special Teams and should be reviewed by the Tactical Operations Commander or the authorized designee.

404.5.1 EQUIPMENT INSPECTIONS

The Tactical Operations Commander shall appoint individual team quartermasters to perform operational readiness inspections of all Special Teams equipment annually. The result of the inspection will be forwarded to the Tactical Operations Commander in writing. The inspections will include personal equipment issued to members of the Special Teams, operational equipment maintained in the Special Teams facility and equipment maintained or used in Special Teams vehicles.

404.5.2 MULTIJURISDICTIONAL OPERATIONS

Special Teams, including any supporting resources, should develop protocols, agreements, memorandums of understanding (MOUs) or working relationships to support multijurisdictional or regional responses.

(a) If it is anticipated that multijurisdictional Special Teams operations will regularly be conducted, multi-agency and multidisciplinary joint training exercises shall occur.

(b) Members of the Missoula Police Department Special Teams shall operate under the policies, procedures and command of the Missoula Police Department when working in a multi-agency situation.

404.6 PROCEDURES

Situations that necessitate the need for a Special Teams response vary greatly from incident to incident and often demand on-scene evaluation. These guidelines allow for appropriate on-scene decision-making and development of organizational and operational procedures.

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404.6.1 ORGANIZATIONAL PROCEDURES

The Department shall develop a separate written set of organizational procedures that should address, at a minimum:

(a) Specific missions Special Teams are capable of performing.

(b) Special Teams organization and function.

(c) Member selection, retention and termination criteria.

(d) Training and required competencies, including record production and retention.

(e) Procedures for notification, activation, deactivation and deployment.

(f) Command and control issues, including a clearly defined command structure and dedicated lines of communication.

(g) Multi-agency response.

(h) Out-of-jurisdiction response.

(i) Specialized functions and supporting resources.

These organizational procedures shall be outlined within the appropriate Special Team's respective standard operating procedure (SOP).

404.6.2 OPERATIONAL PROCEDURES

The Department shall develop a separate written set of operational procedures in accordance with the determination of the Special Team's level of capability, using sound risk-reduction practices. The operational procedures should be patterned after the National Tactical Officers Association's (NTOA) SWAT Standard for Law Enforcement Agencies. Because such procedures are specific to Special Teams members and outline negotiation, tactical and officer safety issues, they are not included within this policy.

404.7 OPERATIONAL GUIDELINES

The following are guidelines for the operational deployment of Special Teams. Generally, SWAT and CNT will be activated together. It is recognized, however, that the teams can be activated independently as circumstances dictate, as well as EOD may be activated in addition to either team or independently. SWAT may be used in a situation not requiring the physical presence of the negotiation team, such as warrant service operations. Planned operational deployment of special teams shall be at the discretion of the Tactical Operations Commander. Deployment of special teams for response to in progress critical incidents shall be at the discretion of the Shift Commander.

404.7.1 APPROPRIATE USE

Incidents that may result in the activation of the Special Teams include:

(a) Barricaded suspects who are subject to arrest and refuse an order to surrender.

(b) Incidents where hostages are taken.

(c) Individuals who are threatening suicide *and* pose an immediate public safety threat.

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(d) Arrests of potentially armed or dangerous persons.

(e) Any situation that could threaten or undermine the ability of the Department to preserve life, maintain social order and ensure the protection of persons or property.

(f) Any other occurrence or situation requiring additional advanced training, equipment, or personnel, beyond the capacity or capability of field officers.

Requests by field personnel for assistance from specialized units from another agency must be approved by the Shift Commander. Deployment of the Missoula Police Department Special Teams in response to requests by other agencies must be authorized by a Staff Officer.

404.7.2 ON-SCENE DETERMINATION AND NOTIFICATION

The officer-in-charge at the scene of a particular event will be designated as the Incident Commander and will assess whether Special Teams are needed. This information shall then be relayed to the Shift Commander if the Shift Commander is not currently serving in the role of Incident Commander. If the Shift Commander determines that activation of special teams is necessary, they shall then notify the on-shift Police Support Specialists in order to initiate call-out procedures. As soon as is practical, the Shift Commander shall notify the Tactical Operations Commander directly. If the Tactical Operations Commander is unavailable, then the appropriate special team leader shall be notified.

The Shift Commander shall brief the Tactical Operations Commander about the incident. Such information should include:

(a) The type of crime involved.

(b) The number of suspects, identity and criminal history.

(c) The known weapons and resources available to the suspect.

(d) If the suspect is in control of hostages and/or barricaded.

(e) Whether contact has been made with the suspect and whether there have been demands.

(f) If potential victims are still within the inner perimeter.

(g) If the suspect has threatened or attempted suicide.

(h) The location of the command post and a safe approach to it.

(i) The extent of any inner or outer perimeter and the number of personnel involved.

(j) Any other assets or resources at the scene including other involved agencies.

(k) Any other important facts critical to the immediate situation.

A current mobilization list shall be maintained at the Missoula Police Department Support Desk and shall be updated as needed by the Tactical Operations Commander.

The Shift Commander will notify the appropriate Staff Officer as soon as practicable.

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404.7.3 FIELD PERSONNEL RESPONSIBILITIES

While waiting for the Special Teams to respond, field personnel should, if determined to be safe and practicable and sufficient resources exist:

(a) Establish an arrest/response team in case the suspect takes action. The response team's tasks may include:

1. Taking action to mitigate a deadly threat or behavior either inside or outside the location. This may include emergency action during hostage situations if necessary to save lives.
2. Securing any subject or suspect who may surrender or attempt to escape.

(b) Evacuate any injured persons in the zone of danger.

(c) Evacuate or provide safety instructions to other people in the zone of danger.

(d) Establish an inner and outer perimeter.

(e) Establish a command post outside of the inner perimeter.

(f) Attempt to establish preliminary communication with the suspect. Once Special Teams have arrived, all negotiations should be maintained until negotiation and tactical teams have time to organize, position and assume the appropriate roles and responsibilities.

(g) Plan for, and stage, anticipated resources.

404.7.4 ON-SCENE COMMAND RESPONSIBILITIES

Upon arrival of the Special Teams at the scene, the Incident Commander shall brief the Tactical Operations Commander and team supervisors. Upon review, it will be the Tactical Operations Commander's decision, with input from the Incident Commander, whether to deploy the Special Teams. Once the Tactical Operations Commander authorizes deployment, the Tactical Operations Commander or the authorized designee will be responsible for the tactical response and negotiations. The Incident Commander shall continue to supervise the command post operation, outer perimeter security, evacuation and media access and will support the Special Teams. The Incident Commander and Tactical Operations Commander or the authorized designee shall maintain direct communication at all times.

404.7.5 COMMUNICATIONS WITH SPECIAL TEAMS MEMBERS

All persons who are non-Special Teams members should refrain from any non-emergency contact or interference with any Special Teams member during active negotiations or tactical response. Special Teams operations require the utmost in concentration by involved members and, as a result, no one should interrupt or communicate with Special Teams members directly. All non-emergency communications shall be channeled through the CNT or SWAT Team Leader or the authorized designee.

404.8 SWAT TEAM ADMINISTRATIVE GUIDELINES

The SWAT team was established to provide a skilled and trained team for deployment to events that require specialized tactics, in situations where suspects have taken hostages and/or barricaded themselves, preplanned high-risk warrant service or operations, and prolonged or

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unpredictable situations where persons who are armed or suspected of being armed pose an immediate threat to others.

Administravive procedures to include but not limited to the selection, retention, evaluation and removal of SWAT Team members, physical fitness, firearms qualifications, and training shall be outlined in the respective SWAT Standard Operating Procedures (SOP's). These SOP's shall be reviewed annually by the Tactical Operations Commander, and any changes shall be presented to and approved by the Chief of Police prior to implementation.

404.9 CNT ADMINISTRATIVE GUIDELINES

CNT was established to provide skilled verbal communicators who will attempt to de-escalate and effect surrender in critical situations where suspects have taken hostages or barricaded themselves or have suicidal tendencies and pose an immediate threat to others.

Administrative procedures to include but not limited to the selection, retention, evaluation and removal of CNT members and training shall be outlined in the respective CNT Standard Operating Procedures (SOP's). These SOP's shall be reviewed annually by the Tactical Operations Commander, and any changes shall be presented to and approved by the Chief of Police prior to implementation.

404.10 UNIFORMS AND EQUIPMENT

Special Teams from this department shall wear uniforms that clearly identify them as law enforcement members and shall adhere to all standards and stipulations outlined in each team's respective SOP. It is recognized that certain tactical conditions may require covert movement. Attire may be selected that is appropriate to the specific mission at the discretion of the Tactical Operations Commander.

404.10.1 EQUIPMENT

Special Teams from this department shall be adequately equipped to meet the specific missions identified by the Department.

404.10.2 FIREARMS

Weapons, equipment, or any supporting resources used by the Special Teams shall be department-issued or approved, including any modifications, additions or attachments.

404.11 TRAINING

The Tactical Operations Commander shall conduct an annual Special Teams training needs assessment to ensure that training correlates to the team's capabilities and department policy.

404.11.1 TRAINING SAFETY

Use of a designated safety officer shall be utilized for all tactical training.

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404.11.2 INITIAL TRAINING

SWAT and CNT members and team leaders shall not be deployed in the field until successful completion of a basic respective Special Teams course or its equivalent that has been approved by this department.

(a) To avoid unnecessary or redundant training, previous training completed by members may be considered equivalent when the hours and content or topics meet or exceed requirements determined by the Department.

(b) Untrained members may be used in a support or training capacity.

404.11.3 UPDATE/REFRESHER TRAINING

SWAT and CNT members, team leaders and certified tactical dispatchers should complete update or refresher training every 24 months.

404.11.4 MANAGEMENT TRAINING

Command and executive personnel are encouraged to attend training for managing the Special Teams functions at the organizational level. This is to ensure that those who provide active oversight at the scene understand the purpose and capabilities of these specialized teams.

Command personnel who may assume incident command responsibilities should attend a tactical commander or critical incident commander course or its equivalent that has been approved by this department.

404.11.5 SCENARIO-BASED TRAINING

Special Teams should participate in scenario-based training that simulates the critical field operations environment. Such training is an established method of improving performance during an actual deployment.

404.11.6 TRAINING DOCUMENTATION

. The hours and description of Special Teams training shall be maintained by the department Training Coordinator andmaintained in each member's department training file. A separate department Special Teams training file shall be maintained with documentation and records of all team training by the Tactical Operations Commander.

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Attachments

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TROS.pdf

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Tactical Response and Operations Standard for Law Enforcement Agencies

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NTOA Tactical Response and Operations Standard

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NTOA MISSION STATEMENT

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

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The NTOA Tactical Response and Operations Standard for Law Enforcement Agencies were only developed with the combined effort of numerous dedicated SWAT operators and tactical commanders. The Standard Review Committee reviewed and considered all comments and suggestions received.

The National Tactical Officers Association also gratefully acknowledges the hard work and leadership of many state and national law enforcement association partners. This document and the critical work of these pioneers 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).

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INTRODUCTION AND OBJECTIVE

This document results from extensive efforts by the National Tactical Officers Association to guide the law enforcement community, specifically those involved in tactical operations. This standard better prepares law enforcement to respond to emergencies, high-risk and critical incidents, and terrorist attacks.

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, staffing, 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 consistent with United States Constitutional principles, emphasizing professional deportment under all circumstances.

Where size or demographics limit the capabilities of an agency, this standard recommends that multi-jurisdictional resources be combined and coordinated in a manner that is consistent with reliable and safe operations. Over the past 40 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.

This document aims to establish a basic set of standards for law enforcement agencies and serve as an efficient core set of concepts and principles that improve standardization within the tactical law enforcement services profession. Any agency that uses 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.

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SCOPE OF THE STANDARD

The scope of this standard includes concepts and principles related 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 specific policies related to such operations. Instead, it will provide guidance based on the terminology and collective viewpoint of the NTOA organization and its stakeholder partners.

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DEFINING TACTICAL LAW ENFORCEMENT STANDARDS

The National Tactical Officers Association (NTOA) Tactical Response and Operations Standards (TROS) cover metrics, strategies, inventories, and other capabilities related to tactical operations. These areas guide administrators in command of tactical teams of **minimum** capabilities based on their TIER status as defined and indicated in this document. Tactical Teams are classified into two general categories “Special Weapons and Tactics Teams” (SWAT) and “Tactical Response Teams” (TRT). To have some and not all in a given category is to fall short of the definition of a SWAT Team. Though agencies and task forces may implement some tactical capabilities, inventories, metrics, and strategies, a SWAT Team includes all minimum capabilities based on the assigned TIER.

Those agencies and task forces that do not meet the (TIER 1) or (TIER 2) status, which is the minimum requirement to be classified by this standard as a SWAT Team, are classified as a Tactical Response Team (TIER 3) or Perimeter Control and Containment Team (TIER 4). The cornerstone philosophy of the NTOA is that minimum metrics provide the foundation for the proper implementation of tactical assets, the execution of tactical strategy, and adherence to the NTOA Safety Priorities Model that speaks to the safety of all concerned during critical incidents and high-risk operations.

The NTOA Safety Priorities Model and critical thinking provide for reasonable decision-making and risk mitigation implementation strategies and reduce agency liability exposure. (See NTOA Safety Priorities Model Figure A-1.)

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NTOA Safety Priorities Model (*Figure A-1*)

NTOA Safety Priorities:

1. **Hostages/Victims**
2. **Innocent Bystanders/The Public**
3. **Public Safety Personnel/SWAT/EMS**
4. **Hostage Taker/Suspect**

The National Tactical Officers Association (NTOA) created the Safety Priorities to provide decision-makers with a model based on sound doctrine, law, policy, ethics, and tactical principles. Entities within the model are categorized based on an individual's potential jeopardy and ability to control the overall outcome of the situation. The greater the potential danger or lesser the ability to control the outcome, the higher that entity rests in the Safety Priorities.

The objective of a situation is the overarching reason for law enforcement involvement and the basis for planning and decision-making. In the chaos of tense, uncertain, and rapidly evolving situations, command and line-level personnel must clearly understand and apply risk mitigation principles in congruence with this principle.

Critical thinking and decision-making are the cornerstone of tactical operations and are **imperative** for the leadership of all tactical teams' leadership. Understanding the Safety Priority Model, the Intelligence and Information during a situation, the environment and fact situations, tools and tactics available to the operators, team leaders, and tactical commanders, based on their competency levels, must provide for the application of risk mitigation principles and timely decision making in condensed time frames.

Based on the need to protect the public and ensure the safe delivery of tactical law enforcement services, the NTOA believes that a SWAT TIER 1 and TIER 2 Team must be mission capable of responding to a broad scope of emergencies and high-risk operations. Recognized also is the difference between a SWAT Team and "tactical capability."

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The NTOA acknowledges that many specialized tactical teams and capabilities exist in law enforcement, and several commonly accepted names identify them. The NTOA offers this set of team titles, TIER 1 through TIER 4, and corresponding metrics as guidance for its members.

TIER 1-4 Snapshot (*Figure A-2*)				
Metric	**Tier 1 SWAT Team**	**Tier 2 SWAT Team**	**Tier 3 Tactical Response Team**	**Tier 4 Perimeter Control and Containment Team**
Definition	A single agency team, multi-jurisdictional team, regional team, or through an MOA	A single agency team, multi-jurisdictional team, regional team, or through an MOA.	A single agency team, multi-jurisdictional team, regional team, or through an MOA.	A single agency team, multi-jurisdictional team, regional team, or through an MOA.
Mission Capability	See (***Figure A-3***) Mission Profiles	See (***Figure A-3***) Mission Profiles	See (***Figure A-3***) Mission Profiles	See (***Figure A-3***) Mission Profiles
Minimum Personnel Assigned	**Minimum 34** or greater personnel	**Minimum 25** or greater personnel	**Minimum 16** or greater personnel	**Less than 15** Personnel
Team Commander	**1**	**1**	**1**	**Any number of tactically trained personnel for Perimeter control and Containment**
Team Leaders	**4**	**4**	**2**	
Snipers	**8**	**6**	**0**	
Entry Operators	**18**	**12**	**12**	
TEMS Personnel	**3**	**2**	**1**	
Totals	**34**	**25**	**16**	**See Above**

Mission Profiles

Based upon the need to protect the public and ensure the safe delivery of tactical law enforcement services, the NTOA believes that **SWAT Teams TIER 1 and TIER 2, and Tactical Response Teams (TIER 3), and Perimeter Control and Containment Teams (TIER 4)** must be mission capable in of the following areas:

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Mission Profiles *(Figure A-3)*				
Capability Requirement	**Tier 1 Team**	**Tier 2 Team**	**Tier 3 Team**	**Tier 4 Team**
Hostage Rescue Operations				
• Crisis Entry	YES	YES	YES	YES
• Deliberate Planned Hostage Rescue	YES	NO	NO	NO
Barricaded Subject Operations				
• Criminal (crime has occurred)	YES	YES	OPT	NO
• In Crisis (mentally disturbed and in need of intervention)	YES	YES	OPT	NO
High-Risk Warrant Service and Apprehension Operations				
• Search Warrants	YES	YES	YES	NO
• Arrest Warrants	YES	YES	YES	NO
Terrorism Response Operations	YES	YES	NO	NO
Critical Infrastructure Protection	YES	YES	OPT	NO
Dignitary Protection Operations	YES	YES	OPT	NO
Man Tracking Operations (Rural and Woodland)	YES	YES	OPT	OPT
Active Assailant (Shooter/Killer)	YES	YES	YES	YES
Public Order Operations Support	YES	YES	YES	OPT

Legend	
YES	The TIER status **is required to have the capability requirement**. It is acknowledged that the necessary training must be established and maintained to ensure competency.
OPT	The TIER status is **optional and not required to have the capability requirement**. A team that takes on an optional capability outside of its assigned TIER status acknowledges that the associated training must occur.
NO	The **capability requirement is not necessary** and does not meet the function of the TIER status, and should not be considered or implemented until an appropriate TIER Status is achieved

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TIER 1 Special Weapons and Tactics Team (SWAT Team)

A **TIER 1 SWAT Team** is based upon the need to protect the public and ensure the safe delivery of tactical law enforcement services. The NTOA recognizes that a SWAT Tier 1 team must be staffed and mission capable in ALL of the following areas:

TIER 1 Special Weapons and Tactical Team (SWAT) *(Figure A-4)*						
Position/ Metric	**Team Commander**	**Team leader(s)**	**Snipers**	**Entry operators**	**TEMS Personnel**	**Total Personnel**
Amount	**1**	**4**	**8**	**18**	**3**	**34**

Team Capability and Mission Profiles	• Hostage Rescue Operations
	  ○ Emergency/Crisis Entry
	  ○ Deliberate Planned Hostage Rescue
	• Barricaded Subject Operations
	  ○ Criminal (crime has occurred)
	  ○ In Crisis (mentally disturbed and in need of intervention or tactical support)
	• High-Risk Warrant Service and Apprehension Operations
	  ○ Search Warrants
	  ○ Arrest Warrants
	• Sniper Operations
	• Terrorism Response Operations
	• Critical Infrastructure Protection
	• Dignitary Protection Operations
	• Man Tracking Operations
	• Active Shooter/Killer
	• Public Order Operations Support					

Composition and Requirements	• SWAT Tier 1 – a single-agency team, multi-jurisdictional team, regional team, or through an MOA with another team. • Additionally, SWAT Tier 1 teams must be able to respond as a primary SWAT mutual aid team to another Tier 1 or 2 SWAT Team.					

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Tier 2 Special Weapons and Tactics Team (SWAT Team)

A **TIER 2 SWAT Team** is based upon the need to protect the public and ensure the safe delivery of tactical law enforcement services. The NTOA recognizes that it must be staffed and mission capable in ALL the following areas:

TIER 2 Special Weapons and Tactical Team (SWAT) *(Figure A-5)*						
Position/ Metric	**Team Commander**	**Team leader(s)**	**Snipers**	**Entry operators**	**TEMS Personnel**	**Total Personnel**
Amount	**1**	**4**	**6**	**12**	**2**	**25**

Team Capability and Mission Profiles	• Hostage Rescue Operations
	  ○ Emergency/Crisis Entry
	• Barricaded Subject Operations
	  ○ Criminal (crime has occurred)
	  ○ In Crisis (mentally disturbed and in need of intervention or tactical support)
	• High-Risk Warrant Service and Apprehension Operations
	  ○ Search Warrants
	  ○ Arrest Warrants
	• Sniper Operations
	• Terrorism Response Operations
	• Critical Infrastructure Protection
	• Dignitary Protection Operations
	• Man Tracking Operations
	• Active Shooter/Killer
	• Public Order Operations Support					

Composition and Requirements	• A single-agency team, multi-jurisdictional team, regional team, or through an MOA.					

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Tier 3 Tactical Response Team (TRT)

Tactical Response Teams (TIER 3) are not SWAT Teams; they possess a defined skill set or metric for situations other than Hostage Rescue and have an MOU with a TIER 1 or TIER 2 SWAT Team. A **TIER 3 Tactical Response Team** is typically formed to address one or more mission capabilities other than deliberate hostage rescue operations; TIER 3 Teams may have a specific mission profile and exist based on one or more missions. Tactical Response Teams (TRT Tier 3) may be mission capable in ANY or ALL of the following areas:

TIER 3 Tactical Response Team (TRT) *(Figure A-6)*						
Position/ Metric	**Team Commander**	**Team leader(s)**	**Snipers**	**Entry operators**	**TEMS Personnel**	**Total Personnel**
Amount	**1**	**2**	**0**	**12**	**1**	**16**

Team Capability and Mission Profiles	• Barricaded Subject Operations (Optional) (MOA with TIER1 or TIER 2 Team for Support)
	  ○ Criminal (crime has occurred)
	  ○ In Crisis (mentally disturbed and in need of intervention or tactical support)
	• High-Risk Warrant Service and Apprehension Operations
	  ○ Search Warrants
	  ○ Arrest Warrants
	• Critical Infrastructure Protection
	• Dignitary Protection Operations
	• Man Tracking Operations
	• Active Shooter/Killer/Crisis Entry before the arrival of a TIER 1 Team
	• Public Order Operations Support					

Composition and Requirements	• A single agency team, multi-jurisdictional team, regional team, or through an MOA. • MOA with TIER 1 or TIER 2 Team for Support for Barricade and Hostage Situations					

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TIER 4 Perimeter Control and Containment Teams (PCCT)

TIER 4 Perimeter Control and Containment Teams are typically formed as an immediate response to an ongoing incident and are primarily responsible for containing the incident, evacuations, and establishing incident command before a TIER 1 or 2 SWAT Team arrives. Perimeter Control and Containment Teams (TIER 4) are not SWAT Teams, rather they possess a defined skill set or metric for situations other than Hostage Rescue, do not meet the minimum metric of a Tactic Response Team (TIER 3), and have an MOU with a TIER 1 or TIER 2 SWAT Team for Critical Incident Resolution. Perimeter Control and Containment Teams (TIER 4) may be mission capable in ANY or ALL of the following areas:

TIER 4 Perimeter Control and Containment Team *(Figure-A-7)*						
Position/ Metric	**Team Commander**	**Team Leader(s)**	**Snipers**	**Entry operators**	**TEMS Personnel**	**Total Personnel**
Amount	Any number of tactically trained personnel for Perimeter control and Containment	Any number of tactically trained personnel for Perimeter control and Containment	Any number of tactically trained personnel for Perimeter control and Containment	Any number of tactically trained personnel for Perimeter control and Containment	Any number of tactically trained personnel for Perimeter control and Containment	Any number of tactically trained personnel for Perimeter control and Containment
Team Capabilities	• May be capable in all or any of the following areas: ▪ Critical Infrastructure Protection ▪ Dignitary Protection Operations (Optional) ▪ Man Tracking Operations (Optional) ▪ Active Shooter/Killer/Crisis Entry before the arrival of a TIER 1 or 2 Team ▪ Public Order Operations Support (Optional)					
Composition and Requirements	• A single-agency team, multi-jurisdictional team, regional team, or through an MOA. • MOA with TIER 1 or TIER 2 Team for Support for Barricade and Hostage Situations					

Important: Nothing in these standards is intended to prevent or delay law enforcement from acting in defense of life.

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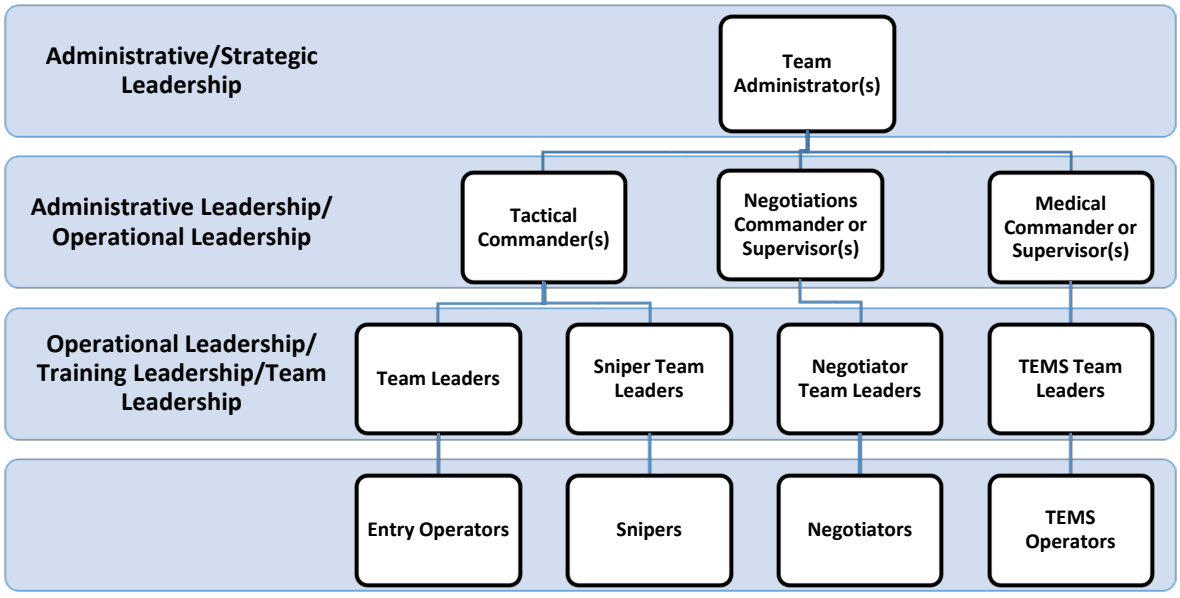
AGENCY POLICY GOVERNING SWAT TEAMS

Administration, Selection, and Standard Operating Guidelines

- Law enforcement agencies should develop and maintain written policies designed to meet the needs of their operational environment and be consistent with this standard. At a minimum, agencies should have policies for the following:
- Team organization and function, which includes an organizational diagram. Command relationships between the SWAT Team or TRT, Incident Commander, Crisis Negotiation Team (CNT), Medical Command for TEMS, and any other joint or support element(s) that ensure clear lines of responsibility and compliance with the protocols of the National Incident Management System (NIMS) and the Incident Command System (ICS). Mutual aid agreements or governmental support requests shall be incorporated into this policy if applicable.

Span of Control Example *(Figure B-1)*



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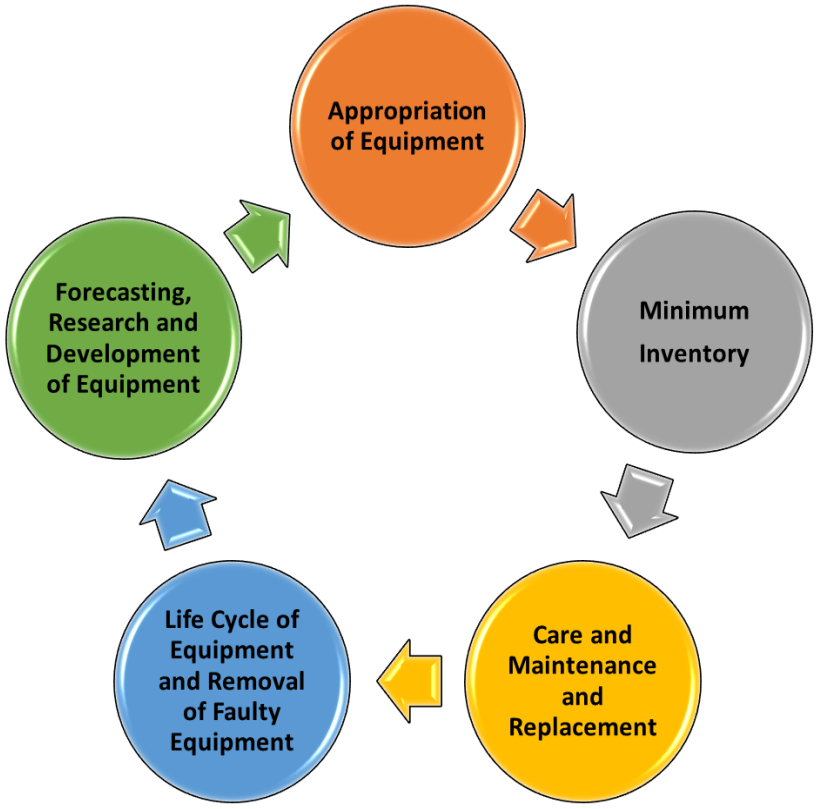
- Personnel management, including selection, retention, and mandatory physical and tactical competency. Such policies should address minimum training and experience requirements for tactical leadership positions before they assume command. This policy should also address appropriate behavior and acceptable language when interacting with the public.
- Training requirements as designated by tasks. Minimum time periods should be established to develop and maintain assigned critical skills.
- 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 based on the event's significance.
- The appropriation, care, maintenance, and inventory of team equipment. It should also address normal life-cycle wear and the removal of obsolete or faulty team equipment.

Equipment Policy Example *(Figure B-2)*



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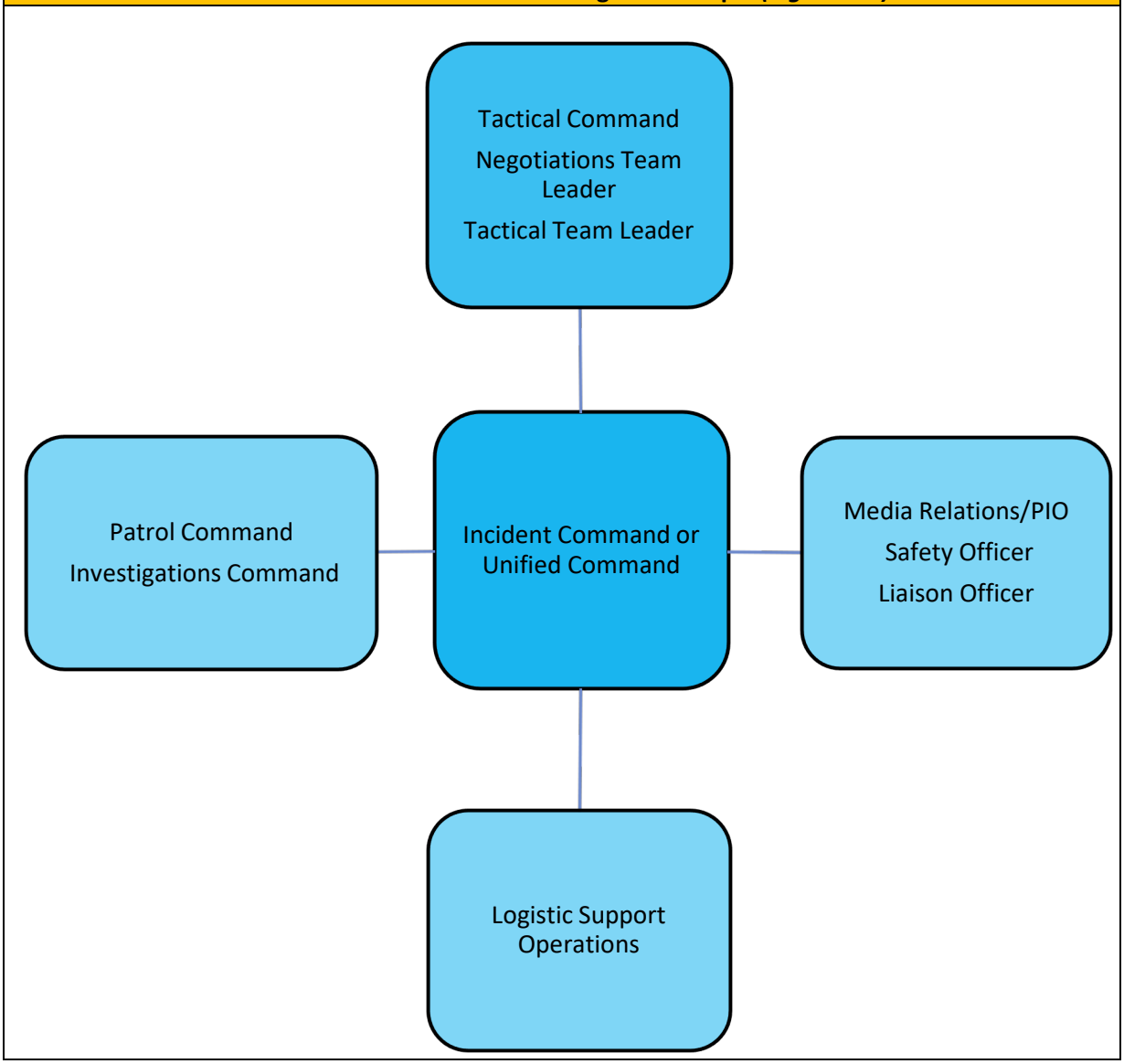
- The design, activation, and implementation of an appropriately staffed command post, which may include a Tactical Operations Center, Negotiation Operations Center, Media Relations Center, etc.

Incident Command Structure Diagram Example *(Figure B-3)*



- 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.

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- Requirements for threat/risk assessments 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.
- Requirements for after-action reports (AARs) that capture tactical and incident debriefing information for training purposes. SWAT command should review all AARs, critiques, tactics, and actions taken by all elements during the critical incident. Documentation should be retained per agency policy and state statute.
- Requirements for mandatory individual officer reporting through supplemental case reports, including deadlines and a review by command. Officers may testify to individual work products only. Supplemental case reports should detail the officer's individual actions and observations, beginning with the briefing or response phase and concluding with the incident debrief.
- SWAT command should be capable of producing a written annual report, which should include a summary of all activations, the nature of the incident, resolution, injuries that occurred, use of force, and other critical information. It is highly recommended that agencies enter relevant data into the FBI Hostage Barricade System (HOBAS) database (http://www.cjis.gov/). (Username and password are required to accomplish this task.)
- 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 the latest training received, compliance with applicable law, and an ongoing assessment of risk management processes.
    - **Operational practices:** Ensuring actual operational tactics are reflective of policy and a risk assessment of team assignments and tactical incident responses are consistent with the safety priorities model.

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Standard Operating Guidelines Selection and Administration

- The NTOA recognizes the importance of establishing standard operating guidelines, selection processes, and administrative functions to provide the proper foundation for a tactical team. Below are areas that outline core capabilities, minimum training requirements, standards for selection, and the development of administrative support personnel, subject matter experts, and instructors. Additionally, it includes foundational areas of risk mitigation policies, procedures, and strategies that should be adhered to for tactical operations teams.
- The NTOA recognizes that tactical team members have specialties in addition to their primary responsibility as entry operators. For this standard, a specialty includes any responsibility above and beyond the entry operator's responsibility. Specialties may include but are not limited to the following positions (specialty):
  - Sniper
  - Team Leader
  - TEMS Operator
  - Explosive Breacher
  - Drone Operator
  - Negotiator
  - K9 Operator
- If individuals assigned to these specialties are assigned to be entry operators on the team, it is assumed by this standard that the individual assigned will meet the training requirement for the specialty in addition to the monthly in-service requirements for basic entry training.
- The policy topics listed below are not all-inclusive but provide the minimum basis for the sound management of any tactical team. Team administrators are strongly encouraged to explore all topics that may need to be established through a specific policy.

Standard Operating Guidelines, Selection Process, and Administration *(Figure B-4)*					
Capability Requirement **TBDBA - Item to Be Determined by Agency** **SME - Subject Matter Expert**	**Training Hours**	**Tier 1 Team**	**Tier 2 Team**	**Tier 3 Team**	**Tier 4 Team**
Guideline mandating 192 Hours minimum of SWAT Entry Tactical Training per Year. (Average 16 hrs. per month/48 Per quarter)	192	YES	YES	YES	YES

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Guideline Mandating 192 Hours minimum of specialty Skills Training per Year . (Average 8-16 hrs. per month/24-48 hrs. per quarter) (Sniper, Negotiator, Explosive Breacher, etc.) **Hours are based on team TIER Status and if the team deploys the specialty.**	96-192	YES	YES	YES	YES
Guidelines establishing minimum retention standards surround hours completed per quarter for operational status and deployment.	TBDBA	YES	YES	YES	YES
Adherence to the Safety Priority Model	TBDBA	YES	YES	YES	YES
Team Deployment Activation System	TBDBA	YES	YES	YES	YES
Mission analysis and threat assessment process	TBDBA	YES	YES	YES	YES
Intelligence gathering techniques for operations	TBDBA	YES	YES	YES	YES
Established Span of Command and Control	TBDBA	YES	YES	YES	YES
Adhere to Incident Command Systems	TBDBA	YES	YES	YES	YES
Mutual Aid/MOU with other agencies	TBDBA	YES	YES	OPT	OPT
Use of Force Policy	TBDBA	YES	YES	YES	YES
Search and Seizure Policy	TBDBA	YES	YES	YES	YES
Operational Planning Methodology	TBDBA	YES	YES	YES	YES
Guideline mandating initial training process with a minimum of 80hrs training prior to any operational status or deployment	80	YES	YES	YES	YES
Guidelines for specialty positions outlining initial training minimum standards prior to deployment and operational status (Sniper, Negotiator, Explosive Breacher, TEMS, etc.)	40	YES	YES	YES	YES
Guideline mandating a selection process for SWAT operator	TBDBA	YES	YES	YES	YES
Establish minimum years of Service Prior to assignment to SWAT	TBDBA	YES	YES	YES	YES
Establish minimum weapons system proficiency levels	TBDBA	YES	YES	YES	YES
Minimum academic competency levels	TBDBA	YES	YES	YES	YES
Review of disciplinary history of personnel	TBDBA	YES	YES	YES	YES
Minimum competency in teams' tactical doctrine and departmental policies	TBDBA	YES	YES	YES	YES
Guideline mandating a probationary period for new operators	TBDBA	YES	YES	YES	YES
Guideline outlining selection for the following:	**Training Hours**	**Tier 1 Team**	**Tier 2 Team**	**Tier 3 Team**	**Tier 4 Team**
Team Commander	TBDBA	YES	YES	YES	YES
Team Leader	TBDBA	YES	YES	YES	YES
Sniper	TBDBA	YES	YES	OPT	NO
Sniper (SME)/Instructor	TBDBA	YES	YES	OPT	NO
Less Lethal (SME)/Instructor	TBDBA	YES	YES	YES	YES

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Breacher (SME)/Instructor	TBDBA	YES	YES	YES	YES
Support Staff/Personnel	TBDBA	YES	YES	YES	NO
Negotiator	TBDBA	YES	YES	YES	NO
Negotiator (SME)/Instructor	TBDBA	YES	YES	YES	NO
TEMS Operator	TBDBA	YES	YES	YES	NO
TEMS (SME)/Instructor	TBDBA	YES	YES	YES	NO
K9 Operator (if applicable)	TBDBA	YES	YES	NO	NO
K9 Operator SME/Instructor (if applicable)	TBDBA	YES	YES	NO	NO
Technology	TBDBA	YES	YES	YES	NO
Technology SME/Instructor (if applicable)	TBDBA	YES	YES	YES	NO
Rope/Access Operators (if applicable)	TBDBA	YES	YES	NO	NO
Rope/Access SME/Instructor (if applicable)	TBDBA	YES	YES	NO	NO

Training Hours: It is the position of the NTOA that an agency, multi-jurisdictional team, or task force that uses the above specialties must provide training, education, policy implementation, and recertification to ensure competency during tactical operations.

Legend	
TBDBA	"To Be Determined by Agency." The agency will determine the hours/frequency of training based on the capability needs of the agency, multi-jurisdictional, or task force to ensure competency.
YES	The TIER status **is required to have the capability requirement**. It is acknowledged that the necessary training must be established and maintained to ensure competency.
OPT	The TIER status is **optional and not required to have the capability requirement**. A team that takes on an optional capability outside of its assigned TIER status acknowledges that the associated training must occur.
NO	The **capability requirement is not necessary** and does not meet the function of the TIER status, and should not be considered or implemented until an appropriate TIER Status is achieved.

- The NTOA recognizes the need for subject matter experts (SME/Instructor) to be able to provide instruction and technical expertise in various disciplines within a tactical team. These individuals are to support the operational and administrative capabilities of the tactical team based on their assigned discipline. These designated individuals will have the requisite instructor-level training and education level to deliver necessary basic and advanced in-service training for the tactical team members.
- **Subject Matter Expert/Instructor (SME):** An individual with the requisite education and training in a particular discipline who can transfer that knowledge and educate personnel through instruction to develop or maintain competency levels for assigned personnel.
    - **Tactical Commander (SME):** Individual(s) assigned to the operational, administrative, and training function surrounding tactical command operations. This

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individual(s) understands tactical leadership, incident command, case law, and criminal culpability and civil liability associated with tactical operations and critical incident mitigation.

- **Team Leader (SME/Instructor):** Individual(s) assigned to the operational, administrative, and training leadership concepts along with the understanding of control concepts for command concerning critical incident mitigation during tactical operations.
- **Sniper (SME/Instructor):** Individual(s) assigned to the operational, administrative, and training needs of the discipline (sniper operations). These individuals are responsible for understanding leadership control concepts for command and the specific role of the assigned sniper discipline for tactical resolve and critical incident mitigation during tactical operations.
- **Entry Operator (SME/Instructor):** Individual(s) assigned to the discipline's operational, administrative, and training needs. These individuals are responsible for the understanding of leadership, control concepts for command, and the specific role of the assigned entry discipline related to tactical operations.
- **Breacher (SME/Instructor):** These individuals are responsible for understanding the concepts, methodology, and strategy for compromising fortifications and providing entry personnel with access points based on tactical command strategies to critical incident mitigation, high-risk operations, and tactical resolve.
- **Less Lethal Chemical Agents (SME/Instructor):** This individual(s) is responsible for understanding and instruction of all resources assigned to the tactical team concerning noise/flash diversionary devices (NFDD), chemical munitions, specialty impact munitions, and kinetic energy systems for critical incident mitigation, high-risk operations, and tactical resolve.
- **Technology (SME/Instructor):** This Individual(s) is responsible for instructing any night vision, drones, lasers, camera systems, listening devices, and other assigned technology systems assigned to the tactical team for high-risk operations, tactical resolve, and critical incident mitigation.
- **Crisis Negotiations Team (CNT) (SME/Instructor):** This individual(s) is assigned to provide the necessary instruction concerning equipment, strategy, and tactics surrounding communication with suspects and refuse to surrender to the police or are in crisis due to mental health issues surround high-risk operations, critical incident mitigation, and tactical resolve.

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- **Tactical Emergency Medical Support (TEMS) (SME/Instructor):** This individual(s) is assigned to provide basic and advanced training to both designated TEMS operators and tactical operators to provide operator wellness and medical care techniques in austere conditions at the point of wounding during tactical operations.

Subject Matter Experts/Instructors *(Figure B-5)*					
SME - Subject Matter Expert/Instructor **The number established below indicates the ideal number of instructors to provide ongoing training. (i.e., 1-2 instructors)**					
Capability Requirement	**SME Assigned**	**Tier 1 Team**	**Tier 2 Team**	**Tier 3 Team**	**Tier 4 Team**
Team Tactical Commander	1-2	1-2	1-2	1	OPT
Team Leader(s)	1-2	1-2	1-2	1	OPT
Sniper(s)	1-2	1-2	1-2	1	OPT
Entry Operator(s)	2-4	2-4	2-3	2	OPT
Breachers	2-4	2-4	2-3	2	OPT
Less Lethal/Chemical Agents	1-4	1-4	1-3	1	OPT
Technology Operator(s)	2-4	2-4	2-3	2	OPT
CNT Personnel	2-4	2-4	2-3	2	OPT
TEMS personnel	2-4	2-4	2-3	2	OPT
Training Hours: It is the position of the NTOA that an agency, multi-jurisdictional team, or task force that engages in the use of the above subject matter experts/instructors must provide training, education, policy implementation, and recertification to ensure competency during delivery of discipline content and risk mitigation principles.					

Legend	
SME/ Instructor	An individual with the requisite education and training in a particular discipline who can transfer that knowledge and educate personnel through instruction to develop or maintain competency for assigned personnel. The number of SME/Instructors is the minimum to ensure capabilities and redundancy to deliver training and education based on tactical team size, mission capability profile, and TIER status.
YES	The TIER status **is required to have the capability requirement**. It is acknowledged that the necessary training must be established and maintained to ensure competency.
OPT	The TIER status is **optional and not required to have the capability requirement**. A team that takes on an optional capability outside of its assigned TIER status acknowledges that the associated training must occur.
NO	The **capability requirement is not necessary** and does not meet the function of the TIER status, and should not be considered or implemented until an appropriate TIER Status is achieved.

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Training and Education

- Team administrators should facilitate the development of appropriate annual training plans, lesson plans, schedules, and management protocols for implementing training consistent with the NTOA TROS. These items should include but are not limited to, the designation and delineation of critical skills and the required internal certification processes, as well as the development of minimum training hour requirements based on the critical skills identified and the team's unique operational tempo. The training program should include lesson plans, training plans, training documentation, and a verification process. (See Figure B-6.)

- Based upon the mission competencies of a SWAT Tier 1 or Tier 2 team previously described in this standard (See Figures A-4 and A-5.), 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. Completing 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 (Entry Operator SME/Instructor).

    - **Monthly/Annually:** 16-40 hours monthly or 192-480 hours annually of regular, reoccurring, and documented critical skills training that is dynamic and realistic. Critical skills training should be based on mission capabilities and current operational requirements identified by the individual agency.

    - **Specialty assignments (Monthly/Annually):** 8-24 hours monthly or 96-288 hours annually of regular, reoccurring, and documented 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 are based upon the specialized assignment of the operator and any state requirements or certification process required of them; subject matter experts, in collaboration with the administrators in charge of the tactical team, determine compliance related to hours of training.

    - **Annual:** Training attended by all members to address consistency in tactics and procedures, which may consist of lectures, drills, and exercises for a minimum of 40 hours. It is recommended that this block of training take place in addition to the

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regular monthly/annual critical skills maintenance training. However, it can be blended in certain situations but must be justified through training reports and appropriate documentation.

- Training should incorporate current NTOA standards for safe conduct and developing scenario-based exercises to test and ensure capability requirements as designated by TIER status.
- The training program should require an operational risk assessment for all training activities.

Lesson Plans for Areas of Training and Education

- The NTOA encourages both the training and education of assigned personnel. Lesson plans and training plans congruent with a policy are imperative to an efficient and effective tactical team. Development of Subject Matter Experts (SME)/Instructors by obtaining outside training and education from reputable organizations to ensure state-of-the-art tactics, procedures, and strategies are implemented and adhered to during deployments is critical for success. Tactical teams should have developed lesson plans on file for all discipline areas for continuity in training and legal defense, should the need arise.
- The amount of training for these areas or disciplines is the responsibility of the governing agency. The amount of training or education is determined by the level of competency required based on the team's current level of training and experience. The administrative leadership responsible for the tactical team determines the number of hours for each area of discipline. The diagram below shows the requirement based on TIER status and mission profile. (See Figure B-6.)

Lesson Plans for Training and Education *(Figure B-6)*					
Capability Requirement **The team should have lesson plans established on the following:**	**Training Hours**	**Tier 1 Team**	**Tier 2 Team**	**Tier 3 Team**	**Tier 4 Team**
Legal and Liability Issues Concerning SWAT Operations	TBDBA	YES	YES	YES	YES
Use of Force Issues Policy and Procedures	TBDBA	YES	YES	YES	YES
Deployment for Mental Health Crisis Intervention and Suicide	TBDBA	YES	YES	YES	YES

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Incident Command and Unified Command Operations	TBDBA	YES	YES	YES	YES
Crisis Negotiations and Communication Strategies and Procedures	TBDBA	YES	YES	YES	YES
Emergency Vehicle Operations for SWAT-Assigned Vehicles	TBDBA	YES	YES	YES	YES
Multiple Weapons Systems, including long gun and pistol	TBDBA	YES	YES	YES	YES
Established Weapon System Qualification Courses of Fire	TBDBA	YES	YES	YES	YES
Marksmanship (Handgun and long gun)	TBDBA	YES	YES	YES	YES
Hostage Rescue (Handgun and long gun)	TBDBA	YES	YES	OPT	NO
Air Purifying Respirator (APR.) Application (Handgun and long gun)	TBDBA	YES	YES	OPT	NO
Tactical Breaching Operations	TBDBA	YES	YES	YES	YES
Tactical Doctrine for Entry Operations	TBDBA	YES	YES	YES	YES
Less Lethal Application and Philosophy	TBDBA	YES	YES	YES	YES
Chemical Munitions Deployment	TBDBA	YES	YES	OPT	OPT
Noise Flash Diversionary Devices	TBDBA	YES	YES	OPT	OPT
Ladder Operations	TBDBA	YES	YES	OPT	NO
Elevated Tactics for Window Entry and Multiple Floor Access	TBDBA	YES	YES	OPT	NO
Low Light Operations and Qualifications	TBDBA	YES	YES	YES	YES
Night Vision Applications	TBDBA	YES	YES	NO	NO
Technology Deployment and Integration Operations	TBDBA	YES	YES	OPT	OPT
Vehicle Interdiction and Rescue Operations	TBDBA	YES	YES	OPT	NO
Operator-Level Medical Training	TBDBA	YES	YES	YES	YES
Access/Rappel/Rope Rescue/High Angle Operations	TBDBA	YES	OPT	NO	NO
Negotiations Operations	TBDBA	YES	YES	OPT	OPT
Court Testimony and Preparation	TBDBA	YES	YES	YES	YES
Crowd Management and Control Operations	TBDBA	YES	YES	OPT	OPT
EOD Integration Operations	TBDBA	YES	YES	OPT	NO
K9 Integration Operations	TBDBA	YES	YES	NO	NO
All Hazards CBRNE Operations (If Applicable)	TBDBA	YES	OPT	NO	NO

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Mitigation Strategies for Structure Fires During Tactical Operations	TBDBA	YES	OPT	OPT	NO
Sniper Operations	TBDBA	YES	YES	OPT	NO
Active Shooter/Killer Operations Rescue Task Force Integration	TBDBA	YES	YES	YES	YES
Tactical Emergency Casualty Care - First Responder **with a duty to act Guidelines**	TBDBA	YES	YES	YES	YES
Dignitary Protection Operations (If Applicable)	TBDBA	YES	YES	OPT	OPT
Critical Infrastructure Protection Operations (If Applicable)	TBDBA	YES	YES	OPT	NO
Land, Water, and Terrain Navigation Operations (If Applicable)	TBDBA	YES	YES	NO	NO
Air Support and Infiltration Operations (if Applicable)	TBDBA	YES	YES	NO	NO
Maritime Waterborne Operations (If Applicable)	TBDBA	YES	YES	NO	NO
Training Hours: It is the position of the NTOA that an agency, multi-jurisdictional team, or task force that engages in the use of the above subject matter experts/instructors must provide training, education, policy implementation, and recertification to ensure competency during delivery of discipline content and risk mitigation principles.					

Legend	
TBDBA	"To Be Determined by Agency." The agency will determine the hours/frequency of training based on the capability needs of the agency, multi-jurisdictional, or task force to ensure competency.
YES	The TIER status **is required to have the capability requirement**. It is acknowledged that the necessary training must be established and maintained to ensure competency.
OPT	The TIER status is **optional and not required to have the capability requirement**. A team that takes on an optional capability outside of its assigned TIER status acknowledges that the associated training must occur.
NO	The **capability requirement is not necessary** and does not meet the function of the TIER status, and should not be considered or implemented until an appropriate TIER Status is achieved.

Tier Core Competencies by Mission Profile and Tier Status

- TIER 1 and 2 SWAT Teams conducting **hostage rescue operations** should train and equip their personnel in the following competencies:

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TIER 1 and 2 SWAT Teams Hostage Rescue Operations Competencies (Figure B-7)	
SWAT teams conducting **hostage rescue operations** should train and equip their personnel in the following competencies:	• **Mission analysis and threat assessment** ▪ Span of Control ▪ Comprehension of Entry Tactics, Strategy, and incident Command integration ▪ Intelligence gathering techniques ▪ Reconnaissance techniques ▪ Technology support (robotics, electronic surveillance) ▪ Tactical planning (timing and transition of crisis, deliberate, contingency phases, and rehearsals) ▪ Adherence to the safety priorities model ▪ Communication skills include basic negotiation techniques. ▪ Floor plan estimation and analysis, photographs • **A breaching capability that includes:** ▪ Mechanical ▪ Hydraulic ▪ Thermal ▪ Ballistic ▪ Explosive • **Tactics, Techniques, and Strategies** ▪ Tactical communication techniques ▪ Containment and surveillance ▪ Sniper support roles and interdiction tactics ▪ Use of armored rescue vehicle and other specialized vehicles ▪ Officer/victim rescue procedures ▪ Victim separation tactics ▪ Known crisis site tactics ▪ Unknown crisis site tactics ▪ Failed breach tactics ▪ Diversionary device tactics ▪ Fire suppression equipment and tactic ▪ Chemical agent applications ▪ Less-lethal application ▪ Window porting ▪ Compromise procedures ▪ Communication procedures ▪ Integration of negotiators ▪ Post-incident debriefing and documentation ▪ Unusual incidents (damage, use-of-force, injuries)

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	▪ Arrest and control procedures • **Environments** ▪ Open air - sniper initiated ▪ Stronghold – dynamic and covert ▪ Vehicle, vessel, aircraft

- TIER 1 and 2 SWAT Teams conducting **sniper operations** should train and equip their personnel in the following competencies:

SWAT Tier 1 and 2 Sniper Operations Competencies (Figure B-8)	
SWAT teams conducting **sniper operations** should train and equip their personnel in the following competencies:	• **Mission analysis and threat assessment** ▪ Span of Control ▪ Comprehension of Entry Tactics, Strategy, and incident Command integration ▪ Intelligence gathering and reconnaissance ▪ Firearm nomenclature and capabilities ▪ Shooting through mediums (*i.e.,* vehicles, glass, Lexan, and wood) ▪ Concealment and camouflage techniques ▪ Data books and record keeping ▪ Surveillance and communication ▪ Ballistics (internal, external, and terminal) ▪ Operational sniper tactics specific to your jurisdiction ▪ Counter sniper operations ▪ Hide construction and management ▪ Individual movement skills ▪ Observation skills – positive target identification ▪ Position shooting – standard and unorthodox ▪ Stress shooting ▪ Discretionary shooting ▪ Low light shooting ▪ Weapon maintenance ▪ Post-shot communication protocol ▪ Post-incident debriefs and documentation ▪ Countering hard target threats

- TIER 1 and 2 SWAT Teams and TIER 3 Tactical Response Teams conducting **barricaded subject operations** should train and equip their personnel in the following:

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SWAT TIER 1, 2, and Tactical Response Teams Tier 3 Barricaded Person Operations (Figure B-9)	
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 warrants before entry ▪ Intelligence gathering techniques ▪ Reconnaissance techniques ▪ Technology support (robotics, electronic surveillance) ▪ Tactical planning (timing and transition of crisis, deliberate, contingency phases) ▪ Adherence to the safety priorities model ▪ Officer/victim rescue drills ▪ Breach point analysis (mechanical, explosive, thermal, ballistic) ▪ Tactical communication techniques ▪ Containment and surveillance ▪ Sniper support roles ▪ Use of armored rescue vehicle and other specialized vehicles ▪ Failed breach tactics ▪ Diversionary device tactic ▪ Fire suppression equipment and tactics ▪ Chemical agent applications ▪ Less-lethal applications • **Strategies, Tactics, and Techniques** ▪ Slow and deliberate clearing techniques ▪ Covert clearing techniques ▪ Anxiety Manipulation Techniques (NFFD, Breaking of Windows, etc.) ▪ Breach and Hold techniques ▪ Window porting techniques ▪ Limited Penetration techniques ▪ Use of robotic(s), drones, and technology ▪ Communication procedures for barricaded persons ▪ Integration of negotiators with a tactical team • **Surrender and Custody Operations** ▪ Arrest and control procedures ▪ Tactics ▪ Open air/stronghold ▪ Vehicle, vessel, aircraft ▪ Medical evaluation in custody • **Administrative Concepts** ▪ Crime scene preservation ▪ Body-worn camera preservation (if applicable)

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	▪ Post-incident debriefing and documentation ▪ Floor plans, photographs ▪ Unusual incidents (Damage, Use of Force, injuries) • **EOD Integration** • **Canine Support Operations**

- TIER 1 and 2 SWAT Teams and TIER 3 Tactical Response Teams conducting **high-risk warrant service and high-risk apprehension operations** should train and equip their personnel in the following competencies:

TIER 1, 2, SWAT Teams and Tactical Response Team Tier 3 High-Risk Search and Apprehension Warrant Service (Figure B-10)	
SWAT teams conducting **high-risk warrant service and high-risk apprehension operations** should train and equip their personnel in the following competencies:	**High-risk warrant service** • **Mission analysis and threat assessment** ▪ Intelligence gathering techniques. ▪ Adherence to the safety priorities model ▪ Reconnaissance techniques ▪ Operational 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 ▪ Compromise procedures ▪ Communication procedures ▪ Announcement procedures ▪ Tactical communications ▪ Post-incident documentation ▪ Floor plan estimation and analysis ▪ Unusual incidents (damage, use of force) ▪ Arrest and control procedures • **Warrant service options** ▪ Contain and call out ▪ Breach and hold ▪ Window porting ▪ Limited penetration ▪ Ruse ▪ Surveillance and takedown away ▪ Deliberate clearing/search techniques ▪ Transitional tactics

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	▪ Aggressive animal mitigation ▪ Bomb squad/entry integration • **Explosive device recognition and mitigation** **High-risk apprehensions** • **Mission analysis and threat assessment** ▪ Adherence to the safety priorities model ▪ Stronghold takedowns (see HRWS above) ▪ Open-air environments ▪ Tactical tracking (to include coordination with canine) ▪ Land navigation ▪ Multi-Assault Counter Terrorism Action Capabilities (MACTAC) ▪ Officer/victim rescue drills ▪ Surveillance and Low Visibility Tactics • **Vehicle takedowns** ▪ Vehicle to vehicle/ mobile ▪ Air/ground ▪ Containment/vehicle blocking ▪ Rear takedowns ▪ Frontal takedowns ▪ Side takedowns • **Sniper support and overwatch** • **Canine Support and Integration**

- It is recommended that TIER 1 and 2 SWAT Teams, TIER 3 Tactical Response Teams, and those agencies that do not have SWAT team response capability and currently utilize a TIER 4 Perimeter Containment and Control Team should focus on engaging in the following activities as time permits:

TIER 1 and 2 SWAT Teams, TIER 3 Tactical Response Teams, Perimeter Control and Containment Teams Tier 4 (Figure B-11)	
Establish a tactical command, which may include:	• Identify safe travel routes 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 the suspect(s) and hostage(s) as soon as they are available. • Develop a threat assessment • Conduct reconnaissance

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	• Obtain or estimate 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.
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, HazMat, and decontamination units
Basic medical competencies:	• 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. 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 causalities to a collection point where they can be transferred to EMS for further care. • Preserve a crime scene as needed.

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TACTICAL LAW ENFORCEMENT CAPABILITIES

- Each agency should develop its team's tactical law enforcement capabilities based on a reasonable threat assessment, risk analysis, and clear direction from the organization's leadership. A vision of what the team is expected to do will help define the type of team needed for the agency. Subsequently, it will help determine the necessary capabilities (TIER 1-4) (See Figure A-2). 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 starts with individual, element, or unit and then team competencies. A team can perform that tactical operation once acceptable competency levels are achieved (See TIER 1-4). Such teams should be capable of performing these mission capabilities in any environment, including all weather conditions, adverse lighting, or unique terrain.

  To perform when called upon, the administrative support for training and budgeting for necessary lifesaving /protective equipment is the foundation for a viable tactical team. The tables below indicate metrics to meet the tactical team's TIER status and mission profile. This list is not all-inclusive. Technology, equipment, and lifesaving systems are constantly evolving. These metrics demonstrate a minimum financial and administrative commitment to maintaining a viable tactical response capability for an assigned jurisdiction.

Individual Operator Equipment

- Individuals assigned to tactical teams must have essential individual equipment and gear necessary to operate in various environmental conditions. This personal gear and equipment, along with proper training, provide the assigned individual the capability to operate in austere conditions, execute tactical doctrine, and provide necessary safety measures during tactical operations.

Individual Operator Equipment (Figure C-1)				
Uniform	**TIER1**	**TIER 2**	**TIER 3**	**TIER 4**
• BDU Style Uniform for Operations in Urban and Rural Environments	YES	YES	YES	YES
• Balaclava (for use with explosives, thermal torches for safety purposes, environmental conditions, UC)	OPT	OPT	OPT	OPT
• Gloves	YES	YES	YES	YES

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• Boots	YES	YES	YES	YES
• Knee pads	OPT	OPT	OPT	OPT
• Elbow Pads	OPT	OPT	OPT	OPT
• Police Identifier's high and low visibility insignia	YES	YES	YES	YES
• Tactical Level 3A Body armor with Rifle Plates and shoulder Armor Protection	YES	YES	YES	OPT
Level 3A Ballistic Helmet	**TIER1**	**TIER 2**	**TIER 3**	**TIER 4**
• Integrated or Attached White light Source	YES	YES	OPT	NO
• Integrated IR Light Source	YES	OPT	OPT	NO
• Integrated IR identifiers	YES	OPT	OPT	NO
• Air Purifying Respirator/Gas Mask	YES	YES	YES	YES
• Voice Amplifier for Air Purifying Respirator	YES	YES	YES	YES
• Integrated Communication Capability	YES	YES	OPT	NO
• Pistol Holster with Level 2 retention holster or greater	YES	YES	YES	YES
• Rappel harness with EXO or bailout capability	OPT	OPT	OPT	OPT
• Protective Eyewear Eye Protection (ANSI/ISEA Z87.1:2020)	YES	YES	YES	YES
• Face Shield for Helmet	OPT	OPT	OPT	OPT
• Noise-canceling Ear Protection	YES	YES	OPT	NO
Medical	**TIER1**	**TIER 2**	**TIER 3**	**TIER 4**
• IFAK Kit (tourniquet, chest seal, trauma dressing, nasal airway, wound packing)	YES	YES	YES	YES
Rifle	**TIER1**	**TIER 2**	**TIER 3**	**TIER 4**
• Holographic sighting system	YES	YES	YES	YES
• Three compatible magazines	YES	YES	YES	YES
• Backup Flip-Up Iron Sights	YES	YES	YES	YES
• Mounted white Light System	YES	YES	YES	YES
• Adjustable sling system	YES	YES	YES	YES
• Integrated Visible Laser System	OPT	OPT	OPT	OPT
• Integrated IR Laser System	OPT	OPT	OPT	OPT
Handgun/Pistol	**TIER1**	**TIER 2**	**TIER 3**	**TIER 4**
• Three compatible magazines	YES	YES	YES	YES
• Night sights	YES	YES	YES	YES
• Mounted white light system	YES	YES	YES	YES
• Integrated or mounted Visible Laser	OPT	OPT	OPT	NO
• Integrated or mounted IR Laser	OPT	OPT	NO	NO
Night Vision	**TIER1**	**TIER 2**	**TIER 3**	**TIER 4**
Night Vision (any of the following per operator) • BNVD, • Monocular or • PANO	YES	OPT	OPT	NO
Training Hours: It is the position of the NTOA that an agency, multi-jurisdictional team, or task force that uses the above specialties must provide training, education, policy implementation, and recertification to ensure competency during tactical operations.				

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Legend	
TBDBA	"To Be Determined by Agency." The agency will determine the hours/frequency of training based on the capability needs of the agency, multi-jurisdictional, or task force to ensure competency.
YES	The TIER status **is required to have the capability requirement**. It is acknowledged that the necessary training must be established and maintained to ensure competency.
OPT	The TIER status is **optional and not required to have the capability requirement**. A team that takes on an optional capability outside of its assigned TIER status acknowledges that the associated training must occur.
NO	The **capability requirement is not necessary** and does not meet the function of the TIER status, and should not be considered or implemented until an appropriate TIER Status is achieved.

Individual Sniper Equipment

- Individuals assigned to sniper responsibility must operate in austere conditions and sustain operations for lengthy periods. This personal gear is necessary to ensure the individual can perform during tactical operations. This equipment and proper training ensure the assigned operator is minimally equipped based on the tactical teams' TIER status and mission profile.

Individual Sniper Equipment and Operations (Figure C-2)				
Capability Requirement	**Tier 1 Team**	**Tier 2 Team**	**Tier 3 Team**	**Tier 4 Team**
Administrative				
Training Records, Lesson Plans, and Research and Development Selection Processes	YES	YES	OPT	NO
Records of any certifications, qualifications Weapon Accessories and modifications, and ammunition inventories	YES	YES	OPT	NO
Uniform	**TIER1**	**TIER 2**	**TIER 3**	**TIER 4**
BDU Style Uniform to operate in rural and urban environments	YES	YES	OPT	NO
Proper Uniform/camouflage for deployment: • All environments/weather Uniform • Over Whites **(if Applicable for jurisdiction)** • Ghillie Suit **(if Applicable for jurisdiction)**	YES	YES	OPT	NO
Equipment Backpack	YES	YES	OPT	NO
Support Equipment	**TIER1**	**TIER 2**	**TIER 3**	**TIER 4**
Hydration System	YES	YES	OPT	
Stand-alone Long-Range Observation Aid • Spotting Scope • Long-Range Camera System	YES	YES	OPT	NO
Binoculars	YES	YES	OPT	NO

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Range Finder	YES	YES	OPT	NO
Shooter Mat/Surface barrier	YES	YES	OPT	NO
Tripod Appropriate to support weapon system	YES	YES	OPT	NO
White Light Source	YES	YES	OPT	NO
Hands-Free White Light Source and Low Visibility Red, Green, or Blue	YES	YES	OPT	NO
Night Vision Binoculars	YES	OPT	OPT	NO
Night Vision any of the following per operator • BNVD, • Monocular or • PANO	YES	OPT	OPT	NO
Long Gun/Precision Rifle	**TIER1**	**TIER 2**	**TIER 3**	**TIER 4**
Issued precision rifle system	YES	YES	OPT	NO
Handgun (see Operator Issued Equipment)	YES	YES	OPT	NO
Secondary Weapon system (M4, AR-10 or other Entry System)	OPT	OPT	OPT	NO
Precision Rifle Maintenance Logbook	YES	YES	OPT	
Magnified Optics	YES	YES	OPT	NO
Adjustable Sling system	YES	YES	OPT	NO
Bipod	YES	YES	OPT	NO
Field Logbook for Data and Maintenance Records	YES	YES	OPT	NO
Weapons Drag bag (protection or concealment system)	YES	YES	OPT	NO
Clip on Night Vision for Magnified Optics	YES	OPT	NO	NO
IR Illuminator	YES	OPT	NO	NO
IR laser handheld for Target Identification	YES	OPT	NO	NO
Ammunition Inventory, Selection, and Operational Capability	**TIER1**	**TIER 2**	**TIER 3**	**TIER 4**
• Inventory of Appropriate Ammunition for Precision Rifle and Deployment Operations and Department Tested for Reliability and Over-penetration	YES	YES	YES	NO
• Capable of Long-Range Open-Air Engagement	YES	YES	YES	NO
• Capable of Engagements through Intermediate Glass Barrier	YES	YES	OPT	NO
• Capable of Hard Target Barrier Penetrating	OPT	OPT	OPT	NO

Training Hours: It is the position of the NTOA that an agency, multi-jurisdictional team, or task force that uses the above specialties must provide training, education, policy implementation, and recertification to ensure competency during tactical operations.

Legend	
TBDBA	"To Be Determined by Agency." The agency will determine the hours/frequency of training based on the capability needs of the agency, multi-jurisdictional, or task force to ensure competency.
YES	The TIER status **is required to have the capability requirement**. It is acknowledged that the necessary training must be established and maintained to ensure competency.

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OPT	The TIER status is **optional and not required to have the capability requirement**. A team that takes on an optional capability outside of its assigned TIER status acknowledges that the associated training must occur.
NO	The **capability requirement is not necessary** and does not meet the function of the TIER status, and should not be considered or implemented until an appropriate TIER Status is achieved.

Breaching Operations

- Breaching operations are a critical component of high-risk tactical operations. Tactical Teams should maintain an inventory of breaching tools and systems based on their TIER status and Mission Profiles. Each area in the diagram represents breaching operations requiring the requisite purchase of items to support each area and the commensurate ongoing training to ensure competency. Tactical teams should ensure that they have multiple tools in each category for redundancy and deployment of multiple teams should the mission or strategy dictate.

Breaching Operation (Figure C-3)					
Capability Requirement	**Training Hours**	**Tier 1 Team**	**Tier 2 Team**	**Tier 3 Team**	**Tier 4 Team**
Manual Breaching Tools	TBDBA	YES	YES	YES	YES
Hydraulic Breaching	TBDBA	YES	YES	YES	OPT
Ballistic Breaching	TBDBA	YES	YES	OPT	NO
Thermal/Exothermic Breaching	TBDBA	YES	OPT	NO	NO
Explosive Breaching	TBDBA	YES	OPT	NO	NO
Break and Rake Tools	TBDBA	YES	YES	YES	NO
Training Hours: It is the position of the NTOA that an agency, multi-jurisdictional team, or task force that uses the above specialties must provide training, education, policy implementation, and recertification to ensure competency during tactical operations.					

Legend	
TBDBA	"To Be Determined by Agency." The agency will determine the hours/frequency of training based on the capability needs of the agency, multi-jurisdictional, or task force to ensure competency.
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Access/Elevated Tactics/Rappel

- Tactical teams may be required to conduct operations in structures that require the team to gain access from locations other than ground level. Tactical teams must be able to take advantage of the floor plan by providing unorthodox methods of access and entry, along with diversions and intelligence-gathering methods, by utilizing techniques that allow for the proper insertion of assets when necessary.

  Below are the capability requirements for accessing elevated tactics and rappelling. Based on their TIER Status and Mission Profile, tactical teams should meet the following minimum capabilities:

Access/Elevated Tactics/Rappel (Figure C-4)					
Capability Requirement	**Training Hours**	**Tier 1 Team**	**Tier 2 Team**	**Tier 3 Team**	**Tier 4 Team**
Rappel Operations/High Angle Insertion or Rescue					
• Individual rappel gear for operators assigned to specialty to include necessary ropes, bags, and anchoring equipment	TBDBA	YES	OPT	OPT	NO
Ladders					
• Variable-size ladders for 1st and 2nd story access	TBDBA	YES	YES	OPT	OPT
• Bridging ladders for elevated horizontal or pitched access	TBDBA	YES	YES	OPT	OPT
• One-person portable ladders for sniper insertion	TBDBA	YES	YES	YES	OPT
• Small portable ladders 6ft or less for window porting, walls, or rescue operations	TBDBA	YES	YES	YES	OPT
Elevated Mobile Platform for Special Environments					
• Elevated Vehicle Platform (MARS System)	TBDBA	OPT	OPT	NO	NO
• Boarding Ladders for Vessels and aircraft (If Applicable)	TBDBA	OPT	OPT	NO	NO
Training Hours: It is the position of the NTOA that an agency, multi-jurisdictional team, or task force that uses the above specialties must provide training, education, policy implementation, and recertification to ensure competency during tactical operations.					

Legend	
TBDBA	"To Be Determined by Agency." The agency will determine the hours/frequency of training based on the capability needs of the agency, multi-jurisdictional, or task force to ensure competency.
YES	The TIER status **is required to have the capability requirement**. It is acknowledged that the necessary training must be established and maintained to ensure competency.

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OPT	The TIER status is **optional and not required to have the capability requirement**. A team that takes on an optional capability outside of its assigned TIER status acknowledges that the associated training must occur.
NO	The **capability requirement is not necessary** and does not meet the function of the TIER status, and should not be considered or implemented until an appropriate TIER Status is achieved.

Less Lethal Munitions

- The NTOA advocates providing law enforcement officers and tactical teams with use-of-force options that bridge the gap between standard use-of-force applications (hands, baton, OC) and deadly force in keeping with the Safety Priorities. Using less lethal options does not eliminate the potential for serious bodily injury or death, but these options are designed and intended to reduce that possibility. Therefore, the following table guides agencies based on tier status and mission profile.

Less Lethal Operations (Figure C-5)					
Capability Requirement	**Training Hours**	**Tier 1 Team**	**Tier 2 Team**	**Tier 3 Team**	**Tier 4 Team**
Short Range					
• Energizing Devices Direct Application	TBDBA	YES	YES	YES	YES
Medium Range					
• 12-gauge Platform and Munitions	TBDBA	YES	YES	OPT	OPT
Long Range					
• 37/40 mm Platform and Munitions	TBDBA	YES	YES	OPT	OPT

Training Hours: It is the position of the NTOA that an agency, multi-jurisdictional team, or task force that uses the above specialties must provide training, education, policy implementation, and recertification to ensure competency during tactical operations.

	Legend
TBDBA	"To Be Determined by Agency." The agency will determine the hours/frequency of training based on the capability needs of the agency, multi-jurisdictional, or task force to ensure competency.
YES	The TIER status **is required to have the capability requirement**. It is acknowledged that the necessary training must be established and maintained to ensure competency.
OPT	The TIER status is **optional and not required to have the capability requirement**. A team that takes on an optional capability outside of its assigned TIER status acknowledges that the associated training must occur.
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Noise Flash Diversionary Device Operations

Noise Flash Divisionary Devices (NFDD) or Flash Sound Diversionary Devices (FSDD) are less-lethal devices. These devices are necessary for a tactical team's inventory for a broad scope of high-risk operations. The ATF strictly controls the use of these devices and requires that a member of the agency's tactical team attend an Instructor Certification Course and maintain that certification in order for the agency to purchase these devices. It is an ATF requirement that teams document and submit the use of the devices on agency letterhead. Below are the types of devices tactical teams will need based on their TIER status and Mission Profiles.

Noise Flash Diversionary Devices (Figure C-6)					
Capability Requirement	**Training Hours**	**Tier 1 Team**	**Tier 2 Team**	**Tier 3 Team**	**Tier 4 Team**
Noise Flash Diversionary Device					
Single-use Noise Flash Diversionary Device	TBDBA	YES	YES	OPT	NO
9 Banger Nosie Flash Diversionary Device	TBDBA	OPT	OPT	OPT	NO
2 Banger Noise Flash Diversionary Device	TBDBA	OPT	OPT	OPT	NO
12-Gauge Launchable Noise Flash Diversionary Device	TBDBA	OPT	OPT	OPT	NO
40/37mm Launchable Noise Flash Diversionary Device	TBDBA	OPT	OPT	OPT	NO
Bang Pole Systems for NFFD initiation	TBDBA	YES	YES	YES	NO
Remote initiation capability	TBDBA	OPT	OPT	NO	NO
Administrative		**Tier 1 Team**	**Tier 2 Team**	**Tier 3 Team**	**Tier 4 Team**
Training Records, Lesson Plans, and Research and Development Selection Processes of Munitions	TBDBA	YES	YES	YES	YES
Records of any certifications, qualifications, inventory, and rotation of munitions	TBDBA	YES	YES	YES	YES
Training Hours: It is the position of the NTOA that an agency, multi-jurisdictional team, or task force that uses the above specialties must provide training, education, policy implementation, and recertification to ensure competency during tactical operations.					

Legend	
TBDBA	"To Be Determined by Agency." The agency will determine the hours/frequency of training based on the capability needs of the agency, multi-jurisdictional, or task force to ensure competency.
YES	The TIER status **is required to have the capability requirement**. It is acknowledged that the necessary training must be established and maintained to ensure competency.
OPT	The TIER status is **optional and not required to have the capability requirement**. A team that takes on an optional capability outside of its assigned TIER status acknowledges that the associated training must occur.
NO	The **capability requirement is not necessary** and does not meet the function of the TIER status, and should not be considered or implemented until an appropriate TIER Status is achieved.

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Chemical Munitions Deployment and Operations

- The use of chemical munitions during tactical operations is a use of force and de-escalation tool necessary for proper risk mitigation. Using chemical munitions provides tactical commanders with strategic options to resolve critical incidents. Tactical teams using these munitions recognize the need for instructor-level training for personnel assigned to training the team and the necessary administrative support to maintain a sufficient inventory of munitions for both tactical operations and training. The following are basic chemical munitions categories for SWAT Teams and are recommended by TIER.

Chemical Munitions Deployment and Operations (Figure C-7)					
Capability Requirement	**Training Hours**	**Tier 1 Team**	**Tier 2 Team**	**Tier 3 Team**	**Tier 4 Team**
Short Range					
• Throwable munitions OC/CS	TBDBA	YES	YES	YES	OPT
• Smoke	TBDBA	YES	YES	YES	OPT
• Extension poles mounted munitions OC/CS	TBDBA	YES	YES	OPT	OPT
Medium Range					
• 12 Gauge/OC/CS	TBDBA	YES	YES	OPT	OPT
• 12 Gauge Barricade Penetrating Rounds	TBDBA	YES	YES	OPT	OPT
Long Range					
• 37/40mm Ferret/OC/CS	TBDBA	YES	YES	OPT	NO
• 37/40mm Barricade Penetrating Rounds	TBDBA	YES	YES	OPT	NO
Administrative	**Training Hours**	**Tier 1 Team**	**Tier 2 Team**	**Tier 3 Team**	**Tier 4 Team**
• Training Records, Lesson Plans, and Research and Development Selection Processes of Munitions	TBDBA	YES	YES	YES	YES
• Records of any certifications, qualifications, inventory, and rotation of munitions	TBDBA	YES	YES	YES	YES
Training Hours: It is the position of the NTOA that an agency, multi-jurisdictional team, or task force that uses the above specialties must provide training, education, policy implementation, and recertification to ensure competency during tactical operations.					

Legend	
TBDBA	"To Be Determined by Agency." The agency will determine the hours/frequency of training based on the capability needs of the agency, multi-jurisdictional, or task force to ensure competency.

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YES	The TIER status **is required to have the capability requirement**. It is acknowledged that the necessary training must be established and maintained to ensure competency.
OPT	The TIER status is **optional and not required to have the capability requirement**. A team that takes on an optional capability outside of its assigned TIER status acknowledges that the associated training must occur.
NO	The **capability requirement is not necessary** and does not meet the function of the TIER status, and should not be considered or implemented until an appropriate TIER Status is achieved.

K9 SWAT Operations and Integration

- K9 Integration with SWAT Teams provides a detection, containment, and apprehension capability that provides tactical resolution, high-risk operations, and risk mitigation options. Integrating a K9 can be achieved on various levels.
  - A patrol K9 Officer may be assigned to support the SWAT Team only or to conduct open-air tracking operations and tasks the canine would perform during regular patrol activity.
  - A patrol-capable K9 and an officer who is an assigned operator on the tactical team that trains his canine partner to properly socialize and integrate with the tactical team to a level commensurate with the canine's capabilities.
  - A specifically selected and assigned canine trained only for tactical operations, integrated with the SWAT Team, and assigned to a tactical operator with the requisite tactical training background to operate with the assigned canine and is aware of the performance capabilities of the assigned canine.
- If a canine integrates on any level with the tactical team, the agency should provide the necessary training, familiarization, and equipment. This tool (canine) will require additional training to ensure tactical competency is met and the team and canine perform to the level expected during operational deployment.

K-9 SWAT Operations (Figure C-8)					
Capability Requirement	**Training Hours**	**Tier 1 Team**	**Tier 2 Team**	**Tier 3 Team**	**Tier 4 Team**
One K9 Dog **assigned or attached** to the SWAT Team	TBDBA	YES	OPT	OPT	OPT
Integrated K9 to work with Entry Team	TBDBA	YES	OPT	OPT	OPT
• Long Line Search Capable	TBDBA	YES	OPT	OPT	OPT
• Off-line Search Capable	TBDBA	YES	OPT	OPT	OPT

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• Open Air Search Capable	TBDBA	YES	YES	OPT	OPT
• Camera Equipped Capable	TBDBA	YES	OPT	OPT	OPT
• Bomb Detection Capable	TBDBA	YES	OPT	OPT	OPT
Patrol K9 Assigned to the Team perimeter Only	TBDBA	YES	OPT	OPT	OPT
Administrative	**Training Hours**	**Tier 1 Team**	**Tier 2 Team**	**Tier 3 Team**	**Tier 4 Team**
Training Records, Lesson Plans, and Research and Development Selection Processes	YES	YES	YES	OPT	OPT
Records of any certifications, qualifications Weapon Accessories and modifications, and ammunition inventories	YES	YES	YES	OPT	OPT
Training Hours: It is the position of the NTOA that an agency, multi-jurisdictional team, or task force that uses the above specialties must provide training, education, policy implementation, and recertification to ensure competency during tactical operations.					

Legend	
TBDBA	"To Be Determined by Agency." The agency will determine the hours/frequency of training based on the capability needs of the agency, multi-jurisdictional, or task force to ensure competency.
YES	The TIER status **is required to have the capability requirement**. It is acknowledged that the necessary training must be established and maintained to ensure competency.
OPT	The TIER status is **optional and not required to have the capability requirement**. A team that takes on an optional capability outside of its assigned TIER status acknowledges that the associated training must occur.
NO	The **capability requirement is not necessary** and does not meet the function of the TIER status, and should not be considered or implemented until an appropriate TIER Status is achieved.

Explosive Ordnance Disposal Integration (Bomb Squad)

- Explosive Ordnance Disposal (Bomb Squad) Integration is critical to tactical operations. Tactical Teams with appropriate TIER status and mission profiles are required to establish interoperability with the associated EOD asset.
- Coordination with local EOD assets is critical to incident response management and mitigation. Depending on their TIER status or Mission Profile, tactical teams may need to integrate EOD assets at multiple levels. Integration and various capabilities are considered state-of-the-art practices.
- Bomb technician support (Bomb Squad/EOD) should follow the training and standards outlined in the National Guidelines for Bomb Technicians under the Tactical Bomb Technician Special Program Area.

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Explosive Ordnance Disposal Integration (Bomb Squad) (Figure C-9)					
Capability Requirement	**Training Hours**	**Tier 1 Team**	**Tier 2 Team**	**Tier 3 Team**	**Tier 4 Team**
Integration of Bomb Squad for Operational Capability	TBDBA	YES	YES	OPT	NO
• Ability to Integrate EOD personnel in support Roles with Entry Team	TBDBA	YES	YES	OPT	NO
• EOD personnel can support the Entry Team from a staging area	TBDBA	YES	YES	OPT	NO
Ability to call neighboring jurisdictions for EOD Support	TBDBA	YES	YES	OPT	NO
Explosive Breaching Support for render safe operations	TBDBA	YES	OPT	NO	NO
• Builds Charges for Explosive Breachers during tactical operations	TBDBA	OPT	OPT	NO	NO
• Places Charges for SWAT Team and executes explosive breach	TBDBA	OPT	OPT	NO	NO
Training Hours: It is the position of the NTOA that an agency, multi-jurisdictional team, or task force that uses the above specialties must provide training, education, policy implementation, and recertification to ensure competency during tactical operations.					

Legend	
TBDBA	"To Be Determined by Agency." The agency will determine the hours/frequency of training based on the capability needs of the agency, multi-jurisdictional, or task force to ensure competency.
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OPT	The TIER status is **optional and not required to have the capability requirement**. A team that takes on an optional capability outside of its assigned TIER status acknowledges that the associated training must occur.
NO	The **capability requirement is not necessary** and does not meet the function of the TIER status, and should not be considered or implemented until an appropriate TIER Status is achieved.

Mobility, Transportation, Armored Support

- The NTOA recognizes the importance of having vehicles to transport tactical personnel and equipment and the ability to deploy those tactical assets into the crisis area to deliver tactical assets. The importance of tactical team and support personnel to respond to the crisis location as quickly as possible is imperative for agencies and task forces to consider when establishing their teams. To have trained personnel and equipment ready to respond and have no way for them to get to the crisis location or deploy tactical assets to rescue citizens or officers in danger

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hampers strategy and tactical asset implementation, unnecessarily putting citizens and public safety personnel at unnecessary risk.

Mobility/Transportation/Armor Support (Figure C-10)					
Capability Requirement	**Training Hours**	**Team**	**Team**	**Team**	**Team**
Armor		**TIER 1**	**TIER 2**	**TIER 3**	**TIER 4**
Assigned/Owned Armored Vehicle of the assigned team not through MOU (TIER 2 Teams can have MOU with TIER 1 Team for armor support operations	TBDBA	YES	OPT	NO	NO
Armor Vehicle Carry 8 Operators	TBDBA	YES	YES	NO	NO
Second Armor Capability or Second Armor through mutual aid agreement	TBDBA	YES	YES	NO	NO
Armor Rated to 50 Caliber	TBDBA	YES	YES	NO	NO
Armor with camera capability	TBDBA	YES	YES	NO	NO
Armor with SCBA Capability	TBDBA	YES	OPT	NO	NO
Armor with Water Monitor (Fire Suppression) Capability	TBDBA	OPT	OPT	NO	NO
Armor with multiple shooting ports for rescue operations	TBDBA	YES	YES	NO	NO
Armor with Gas Delivery Capability	TBDBA	OPT	OPT	NO	NO
Armor with tow and Pull Capability	TBDBA	YES	YES	NO	NO
Transportation and Mobility		**TIER 1**	**TIER 2**	**TIER 3**	**TIER 4**
Assigned vehicles to move all personnel and equipment to the crisis location	TBDBA	YES	YES	YES	YES
Assigned vehicles that carry necessary support equipment for tactical operations	TBDBA	YES	YES	YES	YES
Training Hours: It is the position of the NTOA that an agency, multi-jurisdictional team, or task force that uses the above specialties must provide training, education, policy implementation, and recertification to ensure competency during tactical operations.					

Legend	
TBDBA	"To Be Determined by Agency." The agency will determine the hours/frequency of training based on the capability needs of the agency, multi-jurisdictional, or task force to ensure competency.
YES	The TIER status **is required to have the capability requirement**. It is acknowledged that the necessary training must be established and maintained to ensure competency.
OPT	The TIER status is **optional and not required to have the capability requirement**. A team that takes on an optional capability outside of its assigned TIER status acknowledges that the associated training must occur.
NO	The **capability requirement is not necessary** and does not meet the function of the TIER status, and should not be considered or implemented until an appropriate TIER Status is achieved.

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Unique Environment and Technical Capabilities

- Due to geography, terrain, and other environmental conditions, SWAT Teams may be required to have established trained skill sets specific to their jurisdiction. This training may also be required based on Mutual Aid Agreements established with other teams or to meet requirements specified in the Federal Emergency Management Administration (FEMA) National Incident Management System (NIMS) standards. Administrators should consider the necessity to engage in particular environments and technical capabilities training solely based on the need and refrain from engaging or depleting other necessary core competencies to establish competency in areas the team will never use.

Unique Environment and Technical Capabilities (Figure C-11)					
Capability Requirement	**Training Hours**	**Team**	**Team**	**Team**	**Team**
Woodland and Urban Open Environment Tactics		**TIER 1**	**TIER 2**	**TIER 3**	**TIER 4**
Tactical Tracking Urban environment	TBDBA	YES	OPT	OPT	OPT
Land Navigation	TBDBA	YES	OPT	OPT	OPT
Integration of Canine Support	TBDBA	YES	OPT	OPT	NO
Integration of Air Support	TBDBA	YES	OPT	OPT	NO
Integration of Drone Support	TBDBA	YES	OPT	OPT	NO
SCBA/HAZMAT Environment		**TIER 1**	**TIER 2**	**TIER 3**	**TIER 4**
PAPR Capability	TBDBA	YES	YES	NO	NO
Self-Contained Breathing Apparatus	TBDBA	YES	OPT	NO	NO
Waterborne Tactical Operations		**TIER 1**	**TIER 2**	**TIER 3**	**TIER 4**
Vessel Interdiction Operations	TBDBA	OPT	OPT	OPT	NO
Force Boarding Operations	TBDBA	OPT	OPT	OPT	NO
Aircraft Recuse Operations		**TIER 1**	**TIER 2**	**TIER 3**	**TIER 4**
Helicopter Insertion	TBDBA	OPT	OPT	OPT	NO
FAST Rope or Rappel Insertion	TBDBA	OPT	OPT	OPT	NO
Airborne Sniper Platform Capability	TBDBA	OPT	OPT	OPT	NO

Training Hours: It is the position of the NTOA that an agency, multi-jurisdictional team, or task force that uses the above specialties must provide training, education, policy implementation, and recertification to ensure competency during tactical operations.

Legend	
TBDBA	"To Be Determined by Agency"- amount/frequency of training to be determined by the agency based on agency, multijurisdictional, or task force needs of the capability required to ensure competency.
YES	The TIER status **is required to have the capability requirement**. It is acknowledged that the necessary training must be established and maintained to ensure competency.
OPT	The TIER status is **optional and not required to have the capability requirement**. A team that takes on an optional capability outside of its assigned TIER status acknowledges that the associated training must occur.

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NO	The **capability requirement is not necessary** and does not meet the function of the TIER status, and should not be considered or implemented until an appropriate TIER Status is achieved.

Tactical Emergency Medical Support Operations

- The NTOA recognizes the importance of integrating medical personnel into tactical operations. Tactical Emergency Medical Support (TEMS) operations are a mission imperative for delivering lifesaving procedures as quickly as possible. The ability to provide medicine and lifesaving procedures in austere conditions is a necessary component of a tactical team's life-preserving mission. Below are the minimum personnel ratios for each TIER status, administrative standards, operational capability requirements, and training minimum standards.
- The NTOA recognizes the importance of integrating a medical element into tactical operations. Law enforcement specialized tactical teams often deploy to high-risk, large-scale, and extended operations under conditions that place hostages, bystanders, police officers, and suspects at increased risk for injury or illness.
- This risk profile calls for incorporating a medical element into all phases of these operations. In addition to rendering immediate medical care, properly trained medical providers assigned to law enforcement teams can assist commanders with developing pre-deployment medical risk assessment, implementing risk-reduction strategies, providing logistic support, and serving as a liaison to coordinate medical operations with local emergency medical services (EMS).
- The ability to render potentially lifesaving medical interventions in proximity to the time of wounding is essential to a tactical team's lifesaving mission.
- The table below (Figure D-1) outlines suggested minimum ratios of medical care providers for each TIER status and provides training and operational capabilities objectives.

Tactical Emergency Medicine Support (Figure D-1)					
Capability Requirement	**Training Hours**	**Tier 1 Team**	**Tier 2 Team**	**Tier 3 Team**	**Tier 4 Team**
The ratio of assigned Tactical Medical Providers to SWAT operators.		**1:6**	**1:12**	**1:18**	**OPT**

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Tactical medical providers are trained and equipped with basic medical capabilities based on the team's mission profile and the foreseeable medical consequences of its actions.	TBDBA	YES	YES	YES	OPT
Assigned tactical medical providers are trained and equipped with advanced medical capabilities based on a team's mission profile and the foreseeable medical consequences of its actions.	TBDBA	YES	YES	OPT	OPT
Medical Director is on call and able to provide onsite direction and support for Tactical Operations.	TBDBA	YES	YES	OPT	OPT
Establish mutual aid Agreements with allied TEMS Teams to support extended or large-scale operations.	TBDBA	YES	YES	YES	YES
Established Procedures and Protocols to support all aspects of tactical operations and training, allowing rapid access to casualties and use of medical countermeasures impacting team performance.	TBDBA	YES	YES	YES	YES
Implements written policies for the selection, training, and operational role of TEMS personnel.	TBDBA	YES	YES	YES	YES
Minimum Skill Sets	**Training Hours**	**Tier 1 Team**	**Tier 2 Team**	**Tier 3 Team**	**Tier 4 Team**
Competency-based policies are in place that define the medical scope of practice based on Tactical Emergency Casualty Care (TECC) standards.	TBDBA	YES	YES	YES	YES
The medical director or designee conducts annual performance-based evaluations to ensure that medical providers maintain the ongoing competencies necessary to provide medical care during tactical operations.	TBDBA	YES	Yes	YES	YES
Medical providers undergo initial and annual refresher training based on the TEMS Core Competency domains established by the National TEMS Initiative Council (NTIC).	TBDBA	YES	YES	YES	YES
Medical providers assigned to the TEMS element are provided scheduled clinical practice opportunities permitting them to maintain their current medical certification.	TBDBA	YES	YES	YES	YES

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Medical providers undergo initial and recurrent training to provide support and emergency veterinary care to working canines where applicable.	TBDBA	YES	YES	OPT	OPT
The medical element provides ongoing training using the core competencies of tactical medical care as defined by TECC, including scenario-based.	TBDBA	YES	YES	OPT	OPT
Established mutual aid agreements that provide the ability to collaborate, transition, and handoff casualties to adjunct medical responders and structured medical teams.	TBDBA	YES	YES	YES	YES
Demonstrated ability to implement and execute mutual aid agreements through regular TEMS training exercises	TBDBA	YES	YES	YES	YES

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Crisis Negotiations Teams

- A Crisis Negotiations Team (CNT) responds to high-risk, high-profile cases of hostage-taking, suicide where the means of suicide represents a risk to the public or public order, barricaded criminals, as part of a pre-planned operation for large-scale civil unrest where the actors are open to a negotiated surrender or when there is a likelihood for a barricade or hostage situation as in a high-risk warrant service. A capable CNT can develop actionable intelligence regarding any negotiations or tactical problem,

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provide a risk assessment, open lines of communication with a suspect, and use active listening and bargaining techniques to negotiate a surrender. At the heart of the CNT response to a crisis is a belief that time is a precious commodity. The CNT uses time to calm emotions, develop the best tactical plan, and create rapport between negotiator and suspect. The CNT distracts the suspect during SWAT activity and is the statistically best chance for a safe resolution.

- A CNT should be composed of at least three negotiators. Every team member is a trained negotiator filling a specific assigned role in an incident. The Primary Negotiator communicates directly with the suspect(s). The Secondary Negotiator supports, critiques, and serves as a buffer for the primary. A CNT should also have a designated Team Leader that develops strategies for the negotiation, monitors the effectiveness of the Primary/Secondary pairing, manages intelligence production, and coordinates with the tactical and command elements.
- Just as the SWAT component of any operation has its own Tactical Operations Center (TOC), so does the Crisis Negotiation Team. Additionally, teams can add trained negotiators to this basic structure to serve as intelligence officers, tactical liaisons, technical equipment officers, and scribes. Optimally, a team has a qualified mental health professional as the Mental Health Liaison to serve as an advisor on mental health issues, coordinate information gathering from health care providers, and monitor negotiator wellness. The Negotiations Operations Center (NOC) should be close to or collocated with but outside the TOC to allow both components to perform their functions efficiently and without interference. A NOC can be a dedicated vehicle or temporary space within a structure if allowed by the circumstances. A dedicated communications system with a listening-only option (headset, speakers) for the tactical commander is advisable.
- Individuals selected to become negotiators should receive training which includes a minimum of 40 hours in a training course, as recommended by the National Council of Negotiations Associations (www.ncna.us).
- Training should include basic concepts and techniques, abnormal psychology assessment, crisis/suicide intervention, active listening skills, case studies, meaningful role-playing drills, and an incident management overview.
- As with all critical law enforcement skills, such as firearms, negotiators should periodically receive updated training and practice to maintain proficiency.

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- Negotiators should attend at least 40 hours of outside training in addition to their monthly training for their assigned TIER status to stay proficient and current with state-of-the-art practices.
- Additionally, they should attend regional or national conferences, learn from case study presentations, and conduct joint training with tactical teams.

Negotiations Operations (*Figure E-1*)					
Capability Requirement	**Training Hours**	**Team**	**Team**	**Team**	**Team**
Personnel		**Tier 1**	**Tier 2**	**Tier 3**	**Tier 4**
Number of Team personnel	TBDBA	6-8	4-6	OPT	OPT
Basic Negotiator Training		**Tier 1**	**Tier 2**	**Tier 3**	**Tier 4**
• Basic Negotiator Training	40	YES	YES	YES	YES
• CNT Monthly training (hours)	TBDBA	8-10	8-10	4-6	1-4
• Joint Scenario Training with CNT and Tactical for **non-integrated teams**. (Hours per month)	TBDBA	2-4	2-4	1-2	1-2
Team Members		**Tier 1**	**Tier 2**	**Tier 3**	**Tier 4**
• Team Leader	TBDBA	YES	YES	YES	YES
• Primary/Secondary	TBDBA	YES	YES	YES	YES
• Intel Officer/Liaison/Scribe/	TBDBA	YES	YES	NO	NO
Capability Requirement		**Tier 1**	**Tier 2**	**Tier 3**	**Tier 4**
• Face to Face (w/ lethal cover as necessary)	TBDBA	YES	YES	YES	YES
• Throw phone capable of being introduced into a barricaded area (audio/visual)	TBDBA	YES	YES	NO	NO
• Drone (w/ audio/visual capabilities)	TBDBA	YES	YES	NO	NO
• A cellular device capable of voice, data, text, and video	TBDBA	YES	YES	YES	YES
• Public address system (LRAD, unit PA)	TBDBA	YES	YES	YES	YES
• An internet-capable device with the ability to run social media applications.	TBDBA	YES	YES	YES	YES
• Mental Health/social services/CAT	TBDBA	YES	YES	YES	YES
SWAT Team Integration Capabilities		**Tier 1**	**Tier 2**	**Tier 3**	**Tier 4**
• Familiar with Armor Vehicle Operations for forward-deployed communication efforts	TBDBA	YES	YES	OPT	NO
• Familiar with Integration with SWAT Team close to crisis location for unorthodox communication	TBDBA	YES	YES	NO	NO
Minimum Skill Set		**Tier 1**	**Tier 2**	**Tier 3**	**Tier 4**
• Communication Skills ▪ Active Listening ▪ Tactical Communications	TBDBA	YES	YES	YES	YES

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• Interview and Interrogation Skills					
• Equipment & Technical Knowledge • Operation/Driving Armor • Integration with Tactical Teams ▪ Tactical team movement ▪ PPE (Gas Masks) ▪ Deployment of vehicles/types ▪ Use of Shields ▪ Robots/Drones for communication • Use of intermediate weapons	TBDBA	YES	YES	YES	YES
• Negotiation Theory & Legal Aspects	TBDBA	YES	YES	YES	YES
• Knowledge of incident management, team roles, and responsibilities	TBDBA	YES	YES	YES	YES
• Homicide/Suicide Indicators	TBDBA	YES	YES	YES	YES
• Risk assessment/incident evaluation/types ▪ Behavioral/emotional indicators ▪ Diminished Capacity ▪ Hostage Situations ▪ Non-Hostage/Barricade Situations • Special Circumstances	TBDBA	YES	YES	YES	YES

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GLOSSARY

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

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Casualty collection point	A designated and secure location for the collection of injured persons.
Chain of Command	The orderly line of authority within the ranks of the incident management organizations.
Chemical agents	Any liquid, solid, or gas compound that works psychologically or physiologically to create discomfort in humans.
CNT	Crisis Negotiation Team. Responsible for developing actionable intelligence regarding any negotiations/tactical problem, contributing to a risk assessment, opening lines of communication with a suspect, and using active listening and bargaining techniques to negotiate a surrender.
Command	The exercise of authority delegated by a properly designated command officer over law enforcement personnel in the accomplishment of a mission. Command involves delegated authority, that is, the authority that a person possesses by their position within an organization. The power one holds because of their position in the organization.
Command and control	A design or system to provide for the interaction of the essential components and assures that all efforts are directed toward achieving a command goal. It is necessary to effectively define lines of authority, distribute power and allocate resources.
Control	Authority over the activities of subordinate elements or other portions of the organization's response personnel in the accomplishment of a mission within the commander's intended end state. Authority is bestowed upon a leader by those in command.
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 at the incident location(s) to control and contain suspect movements.
Contain and call out	A technique associated with a tactical element surrounding and establishing containment of an incident location before contact with occupants to facilitate a subsequent callout of those occupants in a controlled manner to a secured and safe area. Also known as “Surround and Call Out.”

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Covert Tactics	Any tactic characterized by stealth and movement that is not openly shown to the suspect.
Diversion	A physical or psychological tactic to draw a suspect away from the principal point of contact is used to draw attention away from the primary action.
Dynamic Tactics	Tactics comprise a group of techniques characterized by continuous productive activity and not specifically by the speed of movement.
Emergency entry/rescue	An emergency entry into a location with little or no intelligence when there is an imminent threat of death or serious bodily injury to civilians or law enforcement personnel.
Entry	Any procedure to gain entrance to any tactical threat environment, such as structures, conveyances, or property.
Explosive breaching	Use of explosives to breach entry/access points and porting. The precise application of measured amounts of explosive compounds to affect an opening.
Flash Sound Diversionary Device (FSDD)	A device creating a bright flash and loud report designed to temporarily divert the attention of persons in the immediate vicinity, giving tactical teams a window of opportunity to exploit to their advantage. It may also be referred to as a Noise Flash Diversionary Device (NFDD).
Hard target weapon system	A weapon system that, due to its unique kinetic energy and terminal penetration qualities, can defeat armored locations and vehicles that threaten public safety.
High-risk apprehension	A search for or arrest of a suspect in any environment that is characterized by known or suspected hazards and risks to such a degree that the service of which exceeds the capabilities of the normal patrol and investigative functions.
High-risk warrant	A search or arrest warrant is characterized by known or suspected hazards and risks to such a degree that the service exceeds the capabilities of the normal patrol and investigative functions.
Hostage	A person held by force or fear by a hostage taker who intends to harm the person or as security that specified terms or ultimatums will be met.
Hostage rescue	Deployment of a tactical team in defense of life to save and rescue hostages.
Improvised Explosive Device (IED)	A homemade explosive device.

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Immediate reaction team	A team prepared to respond to unplanned events at the crisis site. This team may also be tasked with Arrest Team responsibilities based on available personnel.
Incident commander	The individual is responsible for all incident activities, including developing strategies and tactics and ordering and releasing resources. The IC has overall authority and responsibility for conducting incident operations and is responsible for managing all incident operations at the site.
Incident command post/ICP	The field location at which the primary tactical-level, on-scene incident command functions occur.
Inner perimeter	A close proximity boundary initially maintained by the 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 and knocking (physical), to include identity, purpose, and waiting a reasonable period of time, required by law before entering a building during service of a search or arrest warrant.
Last Cover and Concealment (LCC)	A specific area in relation to the operational sight provides the team or individual operators cover and concealment before being exposed to particular threats while on approach.
Limited penetration	A tactical maneuver where forward access by an entry team is limited to a measured and partial entry into an incident location rather than fully entering the location. Suspects and other occupants can be detained at the point of entry or called out from other places within the location to the area controlled by the entry team.
Linear takedowns	A planned approach to clear a linear-shaped confined space conveyance or elongated area such as a bus, train, subway, airplane, or close-quarter hallways.
Limit of exploitation (LOE)	Separation of areas within the operational site where team members can advance to but not cross. Also known as Limit of Advancement (LOA).
MACTAC	Multi-Assault, Counter Terrorism Action Capabilities. Multiple deadly force incidents occurring simultaneously or concurrently; a terrorist attack involving explosives (IED), high-powered weapons; or a hostage siege where the armed persons have used deadly physical force or are preparing to use deadly force on other persons, and it is an ongoing dynamic incident.

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Multi-casualty violence	An act or acts of violence resulting in multiple casualties when committed by a subject or subjects (active killer) by any means that may or may not be conventionally classified as a weapon.
No-knock entry	Any tactical operation in which law enforcement officers have been legally exempted from the usual requirements of knocking, identifying themselves, and demanding entry. Circumstances and justifications must be documented.
Objectives	The desired result or final outcome of a tactical operation. Used to provide a focal point for directing the efforts to attain it without requiring excessive instructions or meticulous supervision.
Operator	A sworn law enforcement officer trained, equipped, and assigned to a tactical law enforcement operations unit or team.
Operational plan	Any plan, written or unwritten, which seeks to achieve an acceptable resolution by allocating resources and affixing responsibility to members of the organization.
Performance standards	Levels of performance required for planning and carrying out missions or tasks used to evaluate individual and team performance serve as a guide to assess a training session and as a basis for debriefing an operation.
Personal protection detail	Perform duties associated with protecting dignitaries, VIPs, witnesses, or other protectees.
Port and cover	Breaching or removing all obstructions/barriers within a window, door, wall, or similar opening allows operators to enter a location, deploy FSDD or other tactics, and/or safely observe and cover a room's interior and any occupants from outside the building after porting.
Rapid deployment	The immediate deployment of law enforcement resources to life-threatening situations where the delay in such deployment could result in death or great bodily harm to persons.
Reactionary authority	Unless otherwise specified during a SWAT mission, SWAT officers should react to deadly threats according to their agency policy governing the use of force. Officers must use sound tactical judgment when responding to death threats, and the safety of innocent victims is paramount.
Reconnaissance	The systematic observation and documentation of the physical characteristics of an objective and the surrounding area.

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Risk assessment	The process of evaluating and determining the presence of any potential hazards or dangerous conditions to law enforcement personnel and the public that may be present or may occur during an operation or training. Used to determine the appropriate risk level of that pending action.
Ruse	A psychological tactic intended to distract or deceive someone to gain a tactical advantage.
Safety priorities	A decision-making process that provides the framework for making tactically sound decisions, utilizing objective criteria based on an individual's current or likely risk of suffering serious bodily injury or death and their direct ability to remove themselves from that danger. Those exposed to the greatest potential of injury with the least ability to escape the situation are placed at the top of the priorities, i.e., a hostage is in grave danger of injury when held against their will and has little ability to control their situation. On the other end of the continuum is the suspect, who has little threat of injury and absolute control over the situation. The safety priorities value all life, and its sole intent is to assist law enforcement in making tactical decisions to assist in saving lives.
Slow and deliberate	A systematic, methodical, and orderly movement without regard for time.
SMEAC	Acronyms used for operational planning: Situation, Mission, Execution, Administration/Logistics, and Command/Signal.
Sniper	A highly-trained operator whose missions include intelligence gathering, observation, and the capability of delivering precision fire with a rifle. Operator with long rifle capability; long rifle marksman.
Sniper-initiated takedown	The tactic of initiating a coordinated approach on a building or vehicle immediately after the sniper takes a dedicated, pre-planned, or spontaneous precision shot.
Standard Operating Procedures/SOPs	Established or prescribed methods followed routinely for the performance of designated operations or in designated situations in accordance with agency policy.
SWAT	Acronym for Special Weapons and Tactics team. A designated law enforcement team whose members are recruited, selected, trained, equipped, and assigned to resolve critical incidents involving a threat to public safety which would otherwise exceed the capabilities of traditional law enforcement first responders and/or investigative units.

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

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

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