

SWAT



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OPERATIONAL GUIDELINES AND STANDARDIZED TRAINING RECOMMENDATIONS

California POST



SWAT

OPERATIONAL GUIDELINES
AND
STANDARDIZED
TRAINING RECOMMENDATIONS

POST2005TPS-0369.1



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■ **SWAT Operational Guidelines
and Standardized Training Recommendations**

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California Commission on Peace Officer Standards and Training (POST)

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■ This manual could not have been developed without the combined efforts of a great number of dedicated individuals and interested parties.

POST would like to extend its gratitude to the many law enforcement officers, supervisors, managers, and support staff who contributed to the success of this project.

FOREWORD

■ Penal Code Section 13514.1 directs the Commission to develop and disseminate guidelines and standardized training recommendations for law enforcement officers, supervisors, and administrators, who are assigned to perform, supervise, or manage Special Weapons and Tactics (SWAT).

The operational guidelines address legal and practical issues of SWAT operations, personnel selection, fitness recommendations, planning, tactical issues, safety, after-action evaluation of operations, logistical and resource needs, uniform and firearms recommendations, risk assessment, policy considerations, and multi-jurisdictional SWAT operations.

POST assembled over 130 law enforcement practitioners, managers, and executives to develop these guidelines. SWAT subject matter experts met throughout 2004 to provide input regarding the highly specialized components of SWAT operations and training. The SWAT Executive Committee, comprised of law enforcement chief executives, administrators, and SWAT practitioners, met to review recommendations of subcommittees. The California Attorney General’s Blue Ribbon SWAT Report 2002 has been considered at each step in the process and used as a guiding document in developing these operational guidelines and standardized training recommendations. The Commission appreciates the efforts of the POST Special Weapons and Tactics committee members who developed and reviewed the guidelines.

These SWAT guidelines reflect recent law changes and contemporary thinking concerning tactical law enforcement operations. They are deliberately brief and are intended to be elaborated upon by law enforcement administrators and training presenters.

For questions concerning the guidelines, please contact Training Program Services at (916) 227-4885. For questions concerning basic or update training, please contact your area consultant in Training Delivery at (916) 227-4863 or via the Regional Map on our website at www.post.ca.gov.

KENNETH J. O’BRIEN
Executive Director

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INTRODUCTION

■ The following are guidelines and standardized training recommendations for managing, operating, and training law enforcement SWAT teams in the State of California in accordance with Penal Code Section 13514.1. The intent of these guidelines is to provide helpful guidance to law enforcement agencies in the formation, oversight, operation, and training of effective SWAT teams. To the extent possible, “best practices” have been identified and incorporated into these guidelines. While these guidelines encourage some degree of standardization of SWAT, it is recognized that local conditions and needs vary considerably and therefore flexibility is afforded agencies. These guidelines pay particular attention to the SWAT aspects that focus on effectiveness, safety and prevention of problematic critical incidents.

NOTE: In the following sections, operational guidelines and standardized training recommendations are identified in **regular type** with explanatory information in *italicized type*.



1.0

DEFINITION OF SWAT

1.1 A Special Weapons and Tactics (SWAT) team is any designated group of law enforcement officers who are selected, trained, and equipped to work as a coordinated team to resolve critical incidents that are so hazardous, complex, or unusual that they may exceed the capabilities of first responders or investigative units.

▶ *The primary characteristic of SWAT that distinguishes it from the other units is the focus of effort. SWAT teams are focused on tactical solutions, as opposed to other functions, such as investigation. The purpose of SWAT is to increase the likelihood of safely resolving critical incidents. Nothing in these guidelines is intended to preclude agencies from utilizing specially trained units in areas such as narcotics investigations, felony apprehension, and other tasks.*



2.0

SWAT TEAM COMPONENTS

- 2.1 SWAT teams should develop sufficient resources to perform the three basic operational functions:
1. Command and Control
 2. Containment
 3. Entry / Apprehension / Rescue
- ▶ *Appendix A* provides a suggested listing of activities for each operational component.



3.0

POLICY CONSIDERATIONS

3.1 A needs assessment should be conducted to determine the type and extent of SWAT missions and operations appropriate to the particular agency. This assessment should consider the team’s capabilities and limitations and should be reviewed periodically.

3.2 Policies and procedures specific to SWAT organization and operations should be established and maintained by the agency. These policies and procedures should address, at a minimum:

- The locally identified specific missions the team is capable of performing
- Team organization and function
- Personnel selection and retention criteria
- Training and required competencies

3.0 *continued*

POLICY CONSIDERATIONS

- Procedures for activation and deployment
 - Command and control issues, including a clearly defined command structure
 - Multi-agency response
 - Out-of-jurisdictional response
 - Specialized functions and supporting resources
- ▶ *These policies and procedures should take into consideration POST guidelines and standardized training recommendations.*



4.0

RISK ASSESSMENT

4.1 Agencies should conduct a threat assessment to determine the appropriate response and resources necessary, including the use of SWAT.



5.0

PLANNING

- 5.1 Mission briefings should be conducted prior to an operation, unless circumstances require immediate deployment.
 - ▶ *When possible, briefings should include the specialized units and supporting resources.*

- 5.2 SWAT teams should designate personnel responsible for developing an operational or tactical plan prior to and during SWAT operations.

- 5.3 All SWAT team members should have an understanding of operational planning.
 - ▶ *Skill redundancy in knowledge of planning procedures for SWAT team members improves performance in rapidly developing scenarios.*

5.0 *continued*

PLANNING

5.4 SWAT team policies and training should consider planning for both spontaneous and planned events.

5.5 SWAT teams should incorporate medical emergency contingency planning as part of the SWAT operational plan.

▶ *Where resources allow, consideration should be given to integrating Tactical Emergency Medical Support (TEMS) personnel within the structure of the SWAT team.*



6.0

LOGISTICAL AND RESOURCE NEEDS

6.1 SWAT teams that anticipate augmentation by specialized resources should incorporate use of those resources into their planning and training.

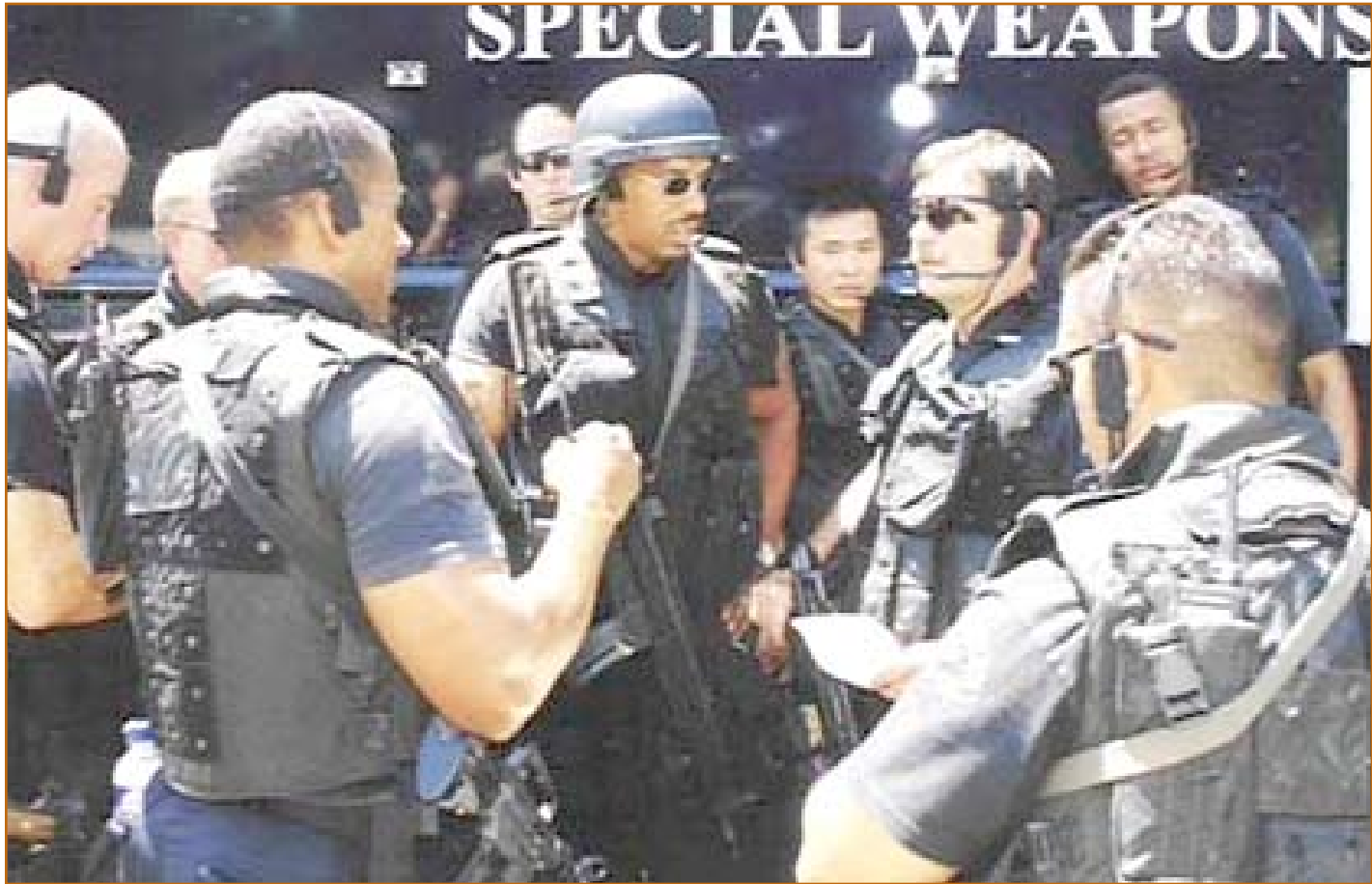
▶ *Refer to section 13.0 for further guidelines on Specialized Functions and Supporting Resources.*



7.0

LEGAL AND PRACTICAL ISSUES OF SWAT OPERATIONS

- 7.1 Agencies should develop protocols to maintain sustained operations, which may include relief, rotation of personnel, and augmentation of resources.
- 7.2 Agencies should develop procedures for post-incident scene management, including documentation and transition to investigations and other units.
- 7.3 Agencies should consider the use of tactically trained personnel for communications and record keeping during SWAT operations.



8.0 UNIFORMS, EQUIPMENT, AND FIREARMS

- 8.1 SWAT teams should wear uniforms that clearly identify team members as law enforcement officers.
 - ▶ *It is recognized that certain tactical conditions may require covert movement. Attire may be selected appropriate to the specific mission.*
- 8.2 SWAT teams should be adequately equipped to meet the specific mission identified by the agency.
- 8.3 Within the respective agency, weapons and equipment used by SWAT, the specialized units, and the supporting resources should be agency-issued or approved, including any modifications, additions, or attachments.



9.0

PERSONNEL SELECTION, PHYSICAL FITNESS AND CORE SKILLS PROFICIENCY

- 9.1 Minimum requirements for both initial selection and full deployment with the SWAT team should be established by the agency based upon resources available and identified local needs, POST guidelines, and sound risk management practices.
 - ▶ *Agencies should ensure that the SWAT selection process is reasonable, job related, and unbiased.*

- 9.2 Agencies should establish physical fitness standards for the selection and retention of SWAT team members.
 - ▶ *Agencies should consider conducting physical fitness assessment at least annually. Policies should be established for failure to comply with these standards.*

PERSONNEL SELECTION, PHYSICAL FITNESS
AND CORE SKILLS PROFICIENCY

9.0 continued

9.3 Agencies should establish SWAT core skills proficiency levels for SWAT team members.

▶ *Agencies should consider conducting core skills proficiency assessment at least annually. Policies should be established for failure to maintain these proficiencies.*

▶ *See **Guideline 10.2** and **Appendix C** for a listing of core competencies and elements.*



10.0

SWAT TRAINING

10.1 Initial Training

10.1.1 SWAT team Operators and SWAT Supervisors/team leaders should not be deployed until successful completion of the POST-certified Basic SWAT Course or its equivalent as determined by the agency.

▶ *Appendix B* provides the training recommendations for the POST Basic SWAT Course.

10.1.2 Appropriate training, prior to full deployment, should also be incorporated into agency policy for the specialized SWAT functions and other supporting resources.

10.2 **Recurrent Core Competency Training**

10.2.1 SWAT teams should participate in documented and verifiable monthly training to maintain individual and team core competencies as determined by the type and extent of SWAT missions and operations performed.

- ▶ *SWAT core competencies fall within three general categories:*
 - Weapons, munitions, and equipment training
 - Individual and team movement and tactics
 - Decision-making
- ▶ *Appendix C provides a listing of SWAT operator core competencies and elements for each competency.*
- ▶ *Ongoing training in the respective core competencies should also be incorporated into policy for the specialized SWAT functions and supporting resources.*

10.3 **Update and Refresher Training**

10.3.1 SWAT team Operators and SWAT Supervisors/team leaders should attend 24 hours of POST-certified SWAT update or refresher training, or its equivalent (as determined by the agency), every 24 months.

- ▶ *Appendix C provides a listing of SWAT operator core competencies and elements for each competency.*

10.4 **Supervision and Management**

10.4.1 Command and executive personnel who provide active oversight at the scene of SWAT operations should understand the purpose and capabilities of the team(s).

▶ *Command and executive personnel are encouraged to attend training for managing the SWAT function at the organizational level.*

10.4.2 Command personnel who may assume incident command responsibilities should attend a SWAT or critical incident commander course, or its equivalent.

10.4.3 SWAT command personnel should attend a POST-certified SWAT commander or tactical commander course, or its equivalent.

▶ ***Appendix D** provides the training recommendations for the POST Tactical Commander Course.*

10.5 **Approval of Prior Training**

10.5.1 Agencies with SWAT teams should establish procedures to recognize previous training of members so as to preclude unnecessary, redundant training.

▶ *As a general rule, previously completed training may be considered equivalent when the hours and content (topics) meet or exceed agency requirements or POST’s standardized training recommendations.*

10.0 continued

SWAT TRAINING

10.6 **Training Safety**

10.6.1 Use of a designated safety officer should be considered for tactical training.

▶ *Refer to POST Guidelines for Student Safety in Certified Courses for further training safety information.*

10.7 **Scenario-Based Training**

10.7.1 SWAT teams should participate in scenario-based training.

▶ *Scenario-based training that simulates the tactical operational environment is an established method of improving performance during an actual deployment.*

10.8 **Annual Training Plan**

10.8.1 SWAT teams should develop an annual training plan based on a training needs assessment.

▶ *An annual training plan helps SWAT teams to identify and prioritize training needs and schedule accordingly.*

10.9 **Training Documentation**

10.9.1 Individual and team training should be documented and records maintained by the agency.

▶ *Documentation of individual and team training/performance can contribute to long-term reduction of liability and aid in investigations.*



11.0 MULTI-JURISDICTIONAL SWAT OPERATIONS

11.1 The SWAT team, including relevant specialized units and supporting resources, should develop protocols, agreements, or working relationships to support multi-jurisdictional or regional responses.

11.2 SWAT multi-agency and multi-disciplinary joint training exercises are encouraged. Specialized SWAT units and supporting resources should also participate.

▶ *Some agencies may choose to consolidate resources into a regional SWAT team concept.*

▶ *Samples of initial suggested protocols and multi-jurisdictional agreements can be obtained through the POST clearinghouse, upon request.*



12.0

AFTER-ACTION EVALUATION

12.1 After-action team debriefings should be conducted.

- ▶ *Evaluation and analysis of critical incidents affords opportunity for individual and team assessment, helps to identify training needs, and reinforces sound risk management practices. When appropriate, the debriefings should include specialized units and resources.*



13.0

SPECIALIZED FUNCTIONS AND SUPPORTING RESOURCES

13.1 SWAT K-9 Teams

▶ *These guidelines are intended as helpful guidance for agencies who utilize K-9 teams on a recurrent basis for deployment with a tactical team.*

Definition of a SWAT K-9 Team

▶ *A SWAT K-9 team is a designated unit, consisting of a handler and dog, which is specifically selected, trained, and equipped to work in conjunction with SWAT /tactical teams to assist in tactical incidents.*

Formation and Policy Considerations

- Agencies should establish procedures for both initial selection and full deployment of canine handlers with the SWAT team, which are consistent with POST K-9 guidelines.
- Agencies should establish procedures for the selection of dogs used as part of the SWAT K-9 team.
- Not all police canines are suitable for SWAT operations.

Planning

- SWAT K-9 handlers should be provided with appropriate SWAT-specific safety and communications equipment appropriate to the assigned tactical mission, consistent with department policy.
- SWAT K-9 teams should participate in mission briefings prior to a tactical operation, after-action evaluations and team debriefings.

Training

- Agencies should establish SWAT K-9 core skills proficiency levels for K-9 tactical teams.
- Agencies should conduct core skills proficiency assessment on an ongoing basis.
- [Appendix E](#) provides a suggested listing of core competencies for SWAT K-9 teams.
- SWAT teams and SWAT K-9 teams should jointly participate in documented quarterly scenario-based training to maintain SWAT K-9 team core competencies, consistent with the type of SWAT missions performed.
- It is recommended that the K-9 handler and K-9 successfully complete a SWAT orientation program that emphasizes basic SWAT procedures, practices, and equipment.

13.0 continued

- Command personnel who may assume SWAT K-9 Team command responsibilities and SWAT K-9 handlers should remain current on legal issues pertaining to law enforcement K-9 deployment.

Safety Considerations

- Rescue procedures for the SWAT K-9 team (i.e. handler down) should be developed, trained, and practiced prior to deployment.
- Medical emergency contingency planning should be incorporated as part of the rescue procedures.

Legal and Practical Issues

- SWAT K-9 Teams should be evaluated as to their suitability for deployment with a tactical team prior to deployment and on an ongoing basis.

13.2 Crisis Negotiations Team

Definition of a Crisis Negotiations Team

▶ *A Crisis Negotiations Team (CNT) is a designated group of personnel specifically selected, trained, and equipped to assist in the resolution of critical incidents by means of communication and negotiation with criminal suspects and other persons, often in conjunction with the SWAT/tactical unit.*

Formation

- Agencies that field a SWAT team, or who participate in a regional or multi-jurisdictional team, should develop a Crisis Negotiations component for response to identified critical incidents.
- A Crisis Negotiations Team may be developed as an integral part of the SWAT team/unit, or as a separate entity with its own command structure.

Policy Considerations

► Agencies should organize CNT with regard to the following policy considerations:

- Development of written operating procedures.
- Identification of personnel responsible for operations, training, and equipment maintenance.
- Development of written criteria for the activation and deployment of a Crisis Negotiations Team.
- Institution of procedures for establishing and running the Negotiations Operations Center in coordination with the Tactical Commander and the Incident Commander.

CNT Operational Functions

► Agencies should develop resources sufficient to perform the four CNT operational functions:

- Communications/Negotiations
- Intelligence
- Tactical Liaison
- Logistics.

Initial Training

- CNT members should successfully complete a POST-certified Basic Crisis Negotiator course or its equivalent.
- [Appendix F](#) contains a listing of recommended topics for the Basic Crisis Negotiator course.

Recurrent Core Competency Training

- CNT members should participate in documented quarterly training that maintains proficiency in core competencies, consistent with the type of SWAT missions identified by agency policy. Periodic scenario-based training, in conjunction with the SWAT team, is encouraged.
- [Appendix G](#) provides a suggested listing of CNT core competencies.

13.0 *continued*

SPECIALIZED FUNCTIONS
AND SUPPORTING RESOURCES

CNT Supervision and Management

- Command personnel who may assume CNT command responsibilities should attend a SWAT or critical incident commander course, or its equivalent, which includes curriculum regarding crisis negotiations protocols.

13.3 Long Rifle/Observer Teams

Definition of a Long Rifle/Observer Team

▶ *A Long Rifle/Observer Team is a designated unit of law enforcement officers who are selected, trained, and equipped to work as an element of the SWAT team in the resolution of critical incidents by providing observation, cover, and the employment of precision fire.*

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

Formation and Policy Considerations

- Agencies should develop sufficient training and resources to perform the basic functions of the Long Rifle/Observer Team.
- A Long Rifle/Observer Team should consist of two officers, cross-trained as both Long Rifle Operator and Observer.

Initial Training

- Long Rifle Operators should not be deployed until successful completion of a POST-Certified Basic Long Rifle Course, or its equivalent.
- [Appendix H](#) provides information about the Basic Long Rifle Course.

13.0 *continued*

SPECIALIZED FUNCTIONS
AND SUPPORTING RESOURCES

Recurrent Core Competency Training

- Long Rifle Operators should participate in documented and verifiable training on a monthly basis that maintains individual and team core competencies consistent with the type of SWAT missions performed.

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

- Fundamentals of Precision Shooting
- Tactics
- Observation/Communication

Long Rifle Operators should demonstrate proficiency on at least a quarterly basis with assigned firearms.

Safety Considerations

- Appropriate safety precautions should be incorporated into Long Rifle/Observer Team training.
- The use of a safety officer is recommended.

▶ *Refer to POST Guidelines for Student Safety in Certified Courses for further training safety information.*

13.4 SWAT Operations in a Weapons of Mass Destruction (WMD)/Terrorism Event

▶ *SWAT teams may be tasked with preparing the tactical component of the governmental response to a potential exposure to chemical, biological, radiological, nuclear, or explosive (CBRNE) hazards. Agencies should recognize that tactical operations in a CBRNE environment are highly specialized. SWAT teams may not be prepared to handle these incidents alone, and should consider a coordinated regional response by local, state, and federal agencies.*

13.0 *continued*

13.5 SWAT Waterborne Operations

▶ *Definition*

For the purposes of this section, waterborne operations refer to the deployment of specially trained SWAT Operators to engage in tactical operations associated with the waterborne environment.

Needs Assessment

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

Training

- SWAT teams who anticipate utilizing waterborne support in recurrent missions should complete initial vessel orientation and training prior to deployment.
- SWAT Teams who anticipate utilizing waterborne support for recurrent missions should incorporate maritime training in the annual training plan.
- [Appendix I](#) provides a listing of SWAT operator core competencies associated with the maritime environment.

Planning

- Consideration should be given to the proper selection of equipment related to locally identified mission profiles.
- Vessel operators should participate in the development phase of mission planning to ensure appropriate assets are in place for the identified mission profile.
- Prior to commencing underway operations, the vessel operators and crew should conduct a safety briefing, including vessel safety and emergency procedures.

13.0 *continued*

SPECIALIZED FUNCTIONS
AND SUPPORTING RESOURCES

Multi-jurisdictional Issues

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

13.6 SWAT AIRBORNE OPERATIONS

▶ *Definition*

For the purposes of this section, a tactical airborne operation refers to the use of air support as a resource in coordination with SWAT to resolve critical incidents.

■ Formation and Policy Considerations

A needs assessment should be conducted to determine the type and extent of SWAT air support missions and operations appropriate to the particular agency.

- The agency, in coordination with SWAT and the air support provider, should develop procedures for the tactical use of the aircraft.

Planning

- Aircrews should participate in the development phase of mission planning and risk assessment to ensure appropriate assets are in place for the identified mission parameters.
- Aircrews should participate with SWAT in after-action evaluation of operations and debriefings.

Safety Considerations

- Prior to commencing operations, a designated air crew member should conduct a safety briefing, including aircraft safety and emergency procedures.

Training

- SWAT teams who utilize air support for recurrent missions should incorporate airborne training with the aircraft and air crew members in the annual training plan.

Firearms

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

APPENDIX A

BASIC SWAT TEAM OPERATIONAL COMPONENTS

- SWAT teams should develop resources sufficient to fulfill the following three minimum operational components:
 1. **Command and Control Element**
 - a. Planning, organizing, staffing, and directing the overall SWAT operation
 - b. Coordination with the Crisis Negotiations Team
 - c. Liaison with allied agencies
 - d. Mission documentation
 - e. Communications
 - f. Medical support
 - g. Mission debriefings
 2. **Containment Element**
 - a. Control of inner perimeter
 - b. Evacuation
 - c. Tactical deliveries (chemical munitions, equipment, etc.)
 - d. Precision long rifle/observer deployment and support
 3. **Entry/Apprehension/Rescue Element**
 - a. Scouting missions
 - b. Breaching
 - c. Enter, search, and secure objective(s)
 - d. Rescue operations
 - e. Subject/suspect detention

APPENDIX B

BASIC SWAT COURSE TOPICS

■ These course topic recommendations are designed for officers who are assigned to a SWAT/tactical team. The topics address the basic concepts of SWAT, and include practical application and problem solving simulations as effective learning methods. Typical scenarios would include barricaded subjects, hostage situations, warrant service, active shooters, and other high-risk situations. The course should include the following topics:

1. **Introduction**
 - a. Course Objectives
 - b. POST SWAT Project and Guidelines
 - c. Historical Perspective of the SWAT Concept
2. **Performance Evaluation of Team Members**
 - a. Core Competency Training and Compliance
3. **Policy Issues**
 - a. Legal Issues/Civil Liability
 - b. Use of Force
 - c. Mutual Aid Procedures
 - d. SWAT Policies and Procedures
 - e. Importance of Correct Terminology
4. **Basic SWAT Concepts**
 - a. Common SWAT Responses
 - b. Incident Command and Direct Supervision of the SWAT team
 - c. SWAT Activation Criteria
 - d. Team Composition and Duties
5. **Psychological Considerations**
 - a. Post-Trauma Stress
 - b. Stress Management
 - c. Mental Conditioning for Confrontations

Appendix B *continued***Basic SWAT Course Topics**

6. **Physical Considerations**
 - a. Fitness Standards for SWAT Team Members
 - b. Lifetime Fitness Recommendations
 - c. Physical Training for SWAT Team Members
 - d. Emergency Medical Procedures

7. **Overview of Individual and Team Equipment**
 - a. Uniform Equipment
 - b. Weapons and Firearms
 - c. Communications Devices
 - d. Support Equipment and Technology

8. **Operational Planning**
 - a. Importance of Planning
 - b. Structured Planning Format
 - c. Principles of Containment
 - d. Intelligence Gathering
 - e. Pre-Event Planning
 - f. Contemporaneous Planning
 - g. Implementation/Resolution
 - h. Incident De-Briefing

9. **Overview of Specialized SWAT Functions**
 - a. Canines
 - b. Airborne
 - c. Crisis Negotiations
 - d. Explosive Breaching
 - e. Long Rifle/Observer
 - f. Rescue Operations
 - g. Mobile Assaults
 - h. SWAT Response to WMD-related incidents

Appendix B *continued***Basic SWAT Course Topics**

10. **Command Post Operations**
 - a. Field Command Post
 - b. Tactical Operations Center
 - c. Media Considerations

11. **Individual and Team Movement**
 - a. Cover and Concealment
 - b. Team Communications
 - c. Overcoming Obstacles
 - d. Practical Application

12. **Basic Entry and Search Techniques**
 - a. SWAT Arrest and Control
 - b. Buildings and Structures
 - c. Mechanical Breaching
 - d. Open Area Searches
 - e. Practical Application

13. **Chemical Agents in SWAT Operations**
 - a. Overview of Chemical Agents
 - b. Less Lethal Munitions
 - c. Practical Application

14. **Diversionsary Devices**
 - a. Overview of Diversionsary Devices
 - b. Practical Application

15. **Crisis Negotiation**
 - a. Negotiation Concepts and Strategies
 - b. Relationship Between SWAT and Crisis Negotiation Teams

Appendix B *continued***Basic SWAT Course Topics**

16. **Individual and Team Firearms Training**
 - a. Handguns
 - b. Shoulder-fired Weapons
 - c. Practical Application

17. **Training Scenarios and Problem-Solving Simulations**
 - a. Table Top Exercises
 - b. Reality-based Exercises

APPENDIX C

SWAT CORE COMPETENCIES

- This list is intended to assist agencies in determining areas of responsibility for individual SWAT teams and in developing an annual SWAT training plan.

1. Weapons, Munitions, and Equipment

- a. Armored Vehicle Operations
- b. Equipment Familiarization and Maintenance
- c. Firearm Skills (live fire)
 - (1) Handgun
 - (2) Low light/night training
 - (3) Shoulder-fired weapons
- d. Individual Operator's Uniform Maintenance and Wear
- e. Ladder and Other High Angle Access
- f. Lighting Systems (personal, weapons, other)
- g. Mechanical Breaching
 - (1) 12-gauge shotgun breaching
 - (2) Rams, picks, pullers, etc.
- h. Munitions
 - (1) Chemical agents: Options and delivery systems
 - (2) Less lethal impact munitions and delivery
 - (4) Light/sound diversionary devices
 - (5) Other less lethal devices
- i. Night Vision Equipment
- j. Use of Ballistic Shields
- k. Weapons Maintenance

Appendix C *continued***SWAT Core Competencies**

2. **Individual and Team Movement/Tactics**
 - a. Active Shooter Response
 - b. Aircraft Intervention
 - c. Barricaded Subject Operations
 - d. Booby Traps
 - e. Camouflage Techniques
 - f. Conducting Evacuations
 - g. Containment Techniques
 - h. Cover and Movement
 - i. Covert Clearing
 - j. Downed Officer/Citizen Rescues
 - k. Dynamic Clearing
 - l. Emergency Deployment Techniques
 - m. Entries
 - n. High Risk Warrant Service
 - (1) Contain & call-outs
 - (2) Dynamic
 - (3) Remote takedowns
 - (4) Ruses, etc.
 - o. Homicide Bombers
 - p. Immediate Action Drills
 - q. Long Rifle Initiated Assaults
 - r. Night Movement
 - s. Rappelling (rural and/or urban)
 - (1) Airborne
 - (2) Static
 - t. Reactionary Responses
 - u. Rescue Operations – Basic
 - v. Rural Operations

Appendix C *continued***SWAT Core Competencies**

- w. Scouting
 - x. Searching Techniques
 - y. Small Unit Tactics
 - z. Tactical Operation Center
 - aa. Vehicle Assaults
 - (1) Bus assaults
 - (2) Car/van/truck assaults
3. Decision-Making
- a. Mission and Tactical Contingency Planning
 - b. Training Simulations (scenario-based training)
 - c. Barricaded subject/suspect
 - d. High Risk Warrant (dynamic, contain & call-outs, etc.)
 - e. Hostage situations
 - (1) Suicide intervention
 - (2) Other
 - f. Warrant Service Work-ups and Planning
4. Specialized Functions and/or Supporting Resources
- a. Airborne Operations
 - b. Counter-Terrorism
 - c. Executive Protection
 - d. Explosive Breaching
 - e. Long Rifle/Observer
 - f. Marijuana Grow Operations
 - g. Rescue Operations – Advanced
 - h. Riot Response
 - i. Surveillance
 - j. SWAT Canine Integration

Appendix C *continued***SWAT Core Competencies**

- k. Tactical Emergency Medical Support
- l. Team Leader Training
- m. Train/Trolley Assaults
- n. Waterborne Operations
- o. WMD Response

APPENDIX D

SWAT/TACTICAL COMMANDERS' COURSE TOPICS

■ These course topic recommendations are designed for supervisory and command level officers who have SWAT/tactical team responsibility. The topics address the employment of SWAT teams, long rifles, and observers, negotiators, containment, command posts, and other special operations resources. Typical training scenarios would include barricaded subjects, hostage situations, warrant service, active shooters, and other high-risk situations. The course should include the following topics:

1. **Introduction**
 - a. Course Objectives
 - b. POST SWAT Project and Guidelines
2. **Definition of a Critical Incident**
 - a. History of Tactical Operations
3. **Administrative Duties and Responsibilities**
 - a. Personnel Selection and Retention
 - b. Core Competency Training and Compliance
 - c. Documentation
 - d. Policy and Procedures Update and Compliance
 - e. Equipment/New Technology
4. **Legal Issues**
 - a. Civil Liability/Case Law
 - b. Use of Force
5. **Mutual Aid Procedures**
 - a. Policy
 - b. MOU's

Appendix D *continued***SWAT/Tactical Commanders' Course Topics**

- c. Communications
- 6. **Deployment Guidelines**
 - a. Suspect Initiated Events
 - b. Department Initiated Events
- 7. **Tactical Team Operations**
 - a. Warrant Service
 - b. Hostage Rescue
 - c. Barricaded Suspect/Subject
 - d. Mobile Suspect Interdiction
 - e. Open Area Clearing
 - f. Specialty Tactics
 - g. Protection Details
- 8. **Command and Control**
 - a. Incident Command
 - b. Tactical Command
- 9. **Command Post Operations**
 - a. Definition and Functions
 - b. Duties and Responsibilities
 - c. Communications
- 10. **Tactical Operation Procedures**
 - a. Situation Assessment
 - b. Operational Planning
 - c. Force Options
 - d. Medical Support
 - e. Briefing
 - f. Post Operational Debriefing

Appendix D *continued***SWAT/Tactical Commanders' Course Topics**

11. **Tactical Components/Capabilities**
 - a. SWAT Team
 - b. Long Rifle/Observer Team
 - c. Crisis Negotiations Team
 - d. Tactical Dispatch

12. **Tactical Considerations/Missions**
 - a. Containment team (SWAT or Patrol)
 - b. Tactical Emergency Medical Support (TEMS)
 - c. Air Support
 - d. Evacuation
 - e. Arrest/Reaction Team
 - f. Chemical Agents
 - g. Less Lethal Munitions
 - h. Breaching
 - i. Throw Phone/Food Delivery
 - j. Hostage Rescue
 - k. Bomb Squad
 - l. WMD

13. **Training Scenarios and Problem-Solving Simulations**
 - a. Table Top Exercises
 - b. Reality-based Exercises

APPENDIX E

CORE COMPETENCIES FOR SWAT K-9 TEAMS

■ SWAT K-9 handler:

1. Firearms qualification with assigned weapon(s) at least twice per year with K-9 in close proximity to handler.
2. Team and stealth movement techniques (tactical obedience)
3. Team approach to objective
4. Team entry into objective
5. Directed and non-directed tactical searches
6. Confined space and limited access insertion and extraction
7. Limited access searching (confined spaces – attics, crawlspaces, vehicle interiors, etc.)
8. Long-line utilization
9. Ability to recall K-9 during tactical searches
10. Auditory alert by K-9 upon locating inaccessible suspect
11. Hand and/or audible down commands for K-9 during tactical search
12. Calm/controlled behavior by K-9 during search exercises.
13. Calm/controlled behavior by K-9 with team during live fire exercises.
14. Operating in a chemical agent and smoke environment
15. Operating in conjunction with diversionary device deployment
16. Tactical out and team arrest procedures.
17. Tactical tracking consistent with agency procedures
18. Suspect containment
19. Suspect apprehension
20. Suspect distraction
21. Clearing high-risk areas (entryways, stairwells, hallways, etc.)
22. Extraction of a non-compliant high-risk subject
23. Other skills consistent with agency mission profile, based on local needs

APPENDIX F

BASIC CRISIS NEGOTIATOR COURSE RECOMMENDED COURSE TOPICS

■ These course topic recommendations are designed for personnel who are assigned to a Crisis Negotiation Team (CNT.) These topics address the basic concepts of crisis negotiations, and include practical application and problem solving simulations as effective learning methods. The course should include the following topics:

1. Historical Perspective
 - a. Significant Events Affecting Early Negotiations
 - b. Modern Day Negotiations
 - c. Centralized vs. Decentralized Team Concepts

2. Basic Negotiations Theory
 - a. Three “Cs” of Negotiations
 - (1) Containment
 - (2) Control
 - (3) Communication

3. Crisis Negotiations Team Structure
 - a. Various Agency Standards
 - (1) Command Post Operations
 - (2) ICS
 - (3) Tactical Element
 - (4) Positions, Roles, Responsibilities
 - b. Logistics
 - (1) On Site Support – CNT
 - (2) On Site Support - Tactical

Appendix F *continued***Basic Crisis Negotiator Course Recommended Course Topics**

- c. Intelligence
 - (1) Interview
 - (2) Subject Profile
 - (3) Information Sharing
- 4. Incident Types
 - a. Hostage Situations
 - b. Non-Hostage Situations
 - c. Special Circumstances
 - (1) Custodial/Corrections Incidents
 - (2) Suicide by Cop
 - (3) Repeat Offenders
 - (4) Law Enforcement Personnel
- 5. Subject Types
 - a. Mental Health Issues
 - (1) Psychological Disorders and Diagnosis
 - b. Suicide
 - c. Interrupted Crimes
 - d. Domestic Violence
 - e. Terrorism
 - f. Chemical Influence
- 6. Response Protocol
 - a. Team Activation
 - (1) First Responder Evaluation
 - (2) Department Policy Issues

Appendix F *continued***Basic Crisis Negotiator Course Recommended Course Topics**

7. Critical Incident Assessment
 - a. Risk Assessment
 - (1) Type of Incident
 - (2) Appropriate Action to Resolve
 - b. Walk away assessment
 - (1) To Negotiate or Not to Negotiate
 - c. Stockholm Syndrome
 - d. Victimology
 - e. Hostage Behavior
8. Equipment
 - a. CNT Specialized Equipment (Use and Maintenance)
 - b. Technology
9. Negotiation Techniques
 - a. Verbal Communications
 - (1) Face to Face
 - (2) Electronic Communications
 - (3) Third Party Communications
10. Negotiation Strategies
 - a. Communication Skills
 - (1) Active Listening
 - b. Indicators of Progress / Violence
 - c. Time Considerations
11. Surrender Phase
 - a. Tactical / CNT Coordination
 - b. Transfer of Communications

Appendix F *continued***Basic Crisis Negotiator Course Recommended Course Topics**

12. Debriefing
 - a. Incident Review
 - (1) Individual
 - (2) Team
 - (3) Tactical / CNT Joint Debriefing
 - b. Critical Incident Stress Debriefing
 - (1) Incident Driven
 - (2) Individual Assessment

13. Media Relations
 - a. Media Management
 - (1) 409.5 PC / Media Access
 - (2) No Fly Zones

14. Post Incident Considerations
 - a. Crime Scene
 - (1) Evidence
 - (2) Securing from the Scene
 - b. HOBAS / LEO
 - c. Documentation
 - (1) Reports and Recorded Material

15. Legal Aspects
 - a. Risk Management
 - b. Ethics
 - c. Case Law
 - d. Individual Negotiators' Resumes
 - (1) Expert Witness

Appendix F *continued***Basic Crisis Negotiator Course Recommended Course Topics**

16. Training Scenarios / Role-Playing
 - a. Safety
 - b. Group Scenarios
 - c. Debriefing of Scenarios
 - (1) Student Performance Evaluations

APPENDIX G

CRISIS NEGOTIATIONS CORE COMPETENCIES

■ CNT core competencies will diminish unless maintained through meaningful, recurrent training. Based upon a needs assessment, department policy, and sound risk management practices, Crisis Negotiators should maintain proficiency in the core competencies deemed necessary for their local area or region:

1. Core Competencies:
 - a. Knowledge of incident management, team roles and responsibilities
 - b. Equipment and technical knowledge
 - c. Communications skills
 - (1) Active listening
 - (2) Tactical communications
 - (3) Interview and Interrogation skills
 - d. Risk assessment/incident evaluation
 - (1) Behavioral/emotional factors
 - (2) Diminished capacity
 - e. Homicide/Suicide indicators
2. Expanded Listing - Knowledge of:
 - a. Drug/alcohol/medication interactions
 - b. Third-party intermediary skills
 - c. Juvenile issues
 - d. Faith-based negotiations
 - e. Extremist groups
 - f. Media influences and effects

Appendix G *continued***Crisis Negotiations Core Competencies**

- g. Critical incident assessment (feedback to Incident Commander)
- h. Suicidology ('Suicide by Cop')
- i. Mental disorders
- j. Special circumstances (negotiation w/known persons, agency personnel, etc.)
- k. Mutual aid protocols
- l. Linguistics
- m. Socio-cultural awareness
- n. Legal issues and case law regarding crisis negotiations
- o. Prison/jail/holding facility issues
- p. After action/incident reporting
- q. Emerging technology issues
- r. Joint training with tactical units and other groups
- s. Other high risk incidents

APPENDIX H

LONG RIFLE/OBSERVER TEAM COURSE TOPIC RECOMMENDATIONS

■ These course topic recommendations are designed for officers who are assigned to a Long Rifle/Observer Team. These topics address basic concepts of Long Rifle Team functions and include practical application and problem solving simulations as effective learning methods. The course should include the following topics:

1. Safety Issues
 - a. Classroom
 - b. Range
 - c. Operational
2. Weapons and Equipment Considerations
3. Roles and Duties
4. Common Mission Profiles
5. Legal Issues
 - a. Use of force – policy issues
 - b. Case studies
 - c. Documentation
 - (1) Training records
6. Fundamentals of Precision Shooting
 - a. Mental and physical preparedness
 - b. Optics

Appendix H *continued***Long Rifle/Observer Team Course Topic Recommendations**

- c. Low-light shooting
 - d. Fundamentals of shooting a scoped rifle
 - (1) Zeroing
 - (2) Cold bore zeroing
 - f. Wind and range estimation
 - g. Position shooting
 - h. Rifle care
 - i. Data books
7. Ballistics
- a. Internal ballistics
 - b. External ballistics
 - (1) Environmental factors
 - (2) Angle shooting
 - c. Terminal ballistics
 - (1) Intermediate barrier shooting
8. Basic Fieldcraft – Urban and Rural
- a. Camouflage
 - b. Cover and concealment
 - c. Hides
 - d. Movement

Appendix H *continued***Long Rifle/Observer Team Course Topic Recommendations**

9. Observation/Communication Skills
 - a. Observation/retention exercises
 - b. Intelligence gathering
 - c. Reporting
 - (1) Observation log
 - d. Diagramming
 - (1) Range cards
 - (2) Field sketching
 - e. Team member communications

10. Practical application and evaluation

APPENDIX I

TACTICAL WATERBORNE CORE COMPETENCIES

1. If limited to boat operations:
 - a. Use and maintenance of a Personal Flotation Device
 - b. Basic water safety techniques
 - c. Night and low light conditions
 - d. Familiarization with vessel operations, including safety briefing
 - e. Small boat tactics
 - f. Boarding techniques and tactics

2. If conducting surface swimmer operations:
 - a. Agency-approved swim test, to include water tread
 - b. Self-rescue techniques
 - c. Boarding and offloading techniques

3. If conducting sub-surface operations:
 - a. Certification from a recognized certifying agency, including NAUI, PADI, the military or equivalent.
 - b. Medical exam and certification for SCUBA as per Cal OSHA guidelines
 - c. Cal OSHA regulations pertaining to underwater operations