Special Weapons and Tactics Team (SWAT)

408.1 PURPOSE AND SCOPE

The SWAT unit is comprised of two specialized teams: the Crisis Negotiation Team (CNT) and the Special Weapons and Tactics Team (SWAT). The unit has been established to provide specialized support in handling critical field operations where intense negotiations and/or special tactical deployment methods beyond the capacity of field officers appear to be necessary.

408.1.1 ADMINISTRATIVE POLICY

Situations that necessitate the need for SWAT response vary greatly from incident to incident and such events often demand on-the-scene evaluation. Standard Operational Procedures will be outlined in a seperate manual that serves as a guideline to department personnel allowing for appropriate on scene decision making as required. See attachment: SWAT SOP version 2022.pdf

408.1.2 SWAT TEAM DEFINED

A SWAT team is a designated unit of law enforcement officers that is specifically 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 including, but not limited to, hostage taking, barricaded suspects, snipers, terrorist acts and other high-risk incidents. As a matter of office policy, such a unit may also be used to serve high-risk warrants, both search and arrest, where public and officer safety issues warrant the use of such a unit.

408.2 LEVELS OF CAPABILITY/TRAINING

408.2.1 STANDARD OPERATIONAL PROCEDURES

The Standard Operational Procedures shall be maintained by the SWAT Commander and included as an appendix to this manual.

408.3 POLICY

It shall be the policy of this office to maintain a SWAT team and to provide the equipment, manpower, and training necessary to maintain a SWAT team. The SWAT team should develop sufficient resources to perform three basic operational functions:

(a) Command and Control.

(b) Containment.

(c) Entry/Apprehension/Rescue.

It is understood it is difficult to categorize specific capabilities for critical incidents. Training needs may vary based on the experience level of the team personnel, team administrators and potential incident commanders. Nothing in this policy shall prohibit individual teams from responding to a situation that exceeds their training levels due to the exigency of the circumstances. The preservation of innocent human life is paramount.

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408.3.1 POLICY CONSIDERATIONS

A overall needs assessment should be conducted to determine the type and extent of SWAT missions and operations appropriate to this office. The assessment should consider the team's capabilities and limitations and should be reviewed annually by the SWAT Commander or his/her designee.

408.3.2 ORGANIZATIONAL PROCEDURES

This department shall develop a separate written set of organizational procedures (see attached appendix) which should address, at minimum, the following:

(a) Locally identified specific missions the team is capable of performing.

(b) Team organization and function.

(c) Personnel selection and retention criteria.

(d) Training and required competencies.

(e) Procedures for activation and deployment.

(f) Command and control issues, including a clearly defined command structure.

(g) Multi-agency response.

(h) Out-of-jurisdiction response.

(i) Specialized functions and supporting resources.

408.3.3 OPERATIONAL PROCEDURES

This department shall develop a separate written set of operational procedures in accordance with the determination of their level of capability, using sound risk reduction practices. The operational procedures should be patterned after the National Tactical Officers Association Suggested SWAT Best Practices. Because such procedures are specific to SWAT members and will outline tactical and officer safety issues, they are not included within this policy. The operational procedures should include, at minimum, the following:

(a) Designated personnel responsible for developing an operational or tactical plan prior to, and/or during SWAT operations (time permitting).

1. All SWAT team members should have an understanding of operational planning.
2. SWAT team training should consider planning for both spontaneous and planned events.
3. SWAT teams should incorporate medical emergency contingency planning as part of the SWAT operational plan.

(b) Plans for mission briefings conducted prior to an operation, unless circumstances require immediate deployment.

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1. When possible, briefings should include the specialized units and supporting resources.

(c) Protocols for a sustained operation should be developed which may include relief, rotation of personnel and augmentation of resources.

(d) A generic checklist to be worked through prior to initiating a tactical action as a means of conducting a threat assessment to determine the appropriate response and resources necessary, including the use of SWAT.

(e) The appropriate role for a trained negotiator.

(f) A standard method of determining whether or not a warrant should be regarded as high-risk.

(g) A method for deciding how best to serve a high-risk warrant with all reasonably foreseeable alternatives being reviewed in accordance with risk/benefit criteria prior to selecting the method of response.

(h) Post incident scene management including:

1. Documentation of the incident.
2. Transition to investigations and/or other units.
3. Debriefing after every deployment of the SWAT team.
    (a) After-action team debriefing provides evaluation and analysis of critical incidents and affords the opportunity for individual and team assessments, helps to identify training needs, and reinforces sound risk management practices.
    (b) In order to maintain candor and a meaningful exchange, debriefing will generally not be recorded.
    (c) When appropriate, debriefing should include specialized units and resources.

(i) Sound risk management analysis.

(j) Standardization of equipment deployed.

408.4 TRAINING NEEDS ASSESSMENT

The SWAT Commander shall conduct an annual SWAT Training needs assessment to ensure that training is conducted within team capabilities and department policy.

408.4.1 INITIAL TRAINING

SWAT team operators and SWAT supervisors/team leaders should not be deployed until successful completion of a Criminal Justice Training Commission (CJTC) approved Basic SWAT Course or its equivalent.

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

408.4.2 UPDATED TRAINING

Appropriate team training for the specialized SWAT functions and other supporting resources should be completed prior to full deployment of the team.

408.4.3 SUPERVISION AND MANAGEMENT TRAINING

Command and executive personnel are encouraged to attend training for managing the SWAT function at the organizational level to ensure personnel who provide active oversight at the scene of SWAT operations understand the purpose and capabilities of the teams.

Command personnel who may assume incident command responsibilities should attend Criminal Justice Training Commission (CJTC) approved SWAT or Critical Incident Commander course or its equivalent. SWAT command personnel should attend a SWAT commander or tactical commander course, or its equivalent.

408.4.4 SWAT ONGOING TRAINING

Training shall be coordinated by the SWAT Commander. The SWAT Commander may conduct monthly training exercises that include a review and critique of personnel and their performance in the exercise in addition to specialized training. Training shall consist of the following:

(a) Each SWAT member shall perform a physical fitness test quarterly. See SWAT Appendix.

(b) Bi-annually, each SWAT team member shall perform the mandatory SWAT handgun qualification course. The qualification course shall consist of the SWAT Basic Drill for the handgun. Failure to qualify will require that officer to seek remedial training from a team range master approved by the SWAT Commander. Team members who fail to qualify will not be used in SWAT operations until qualified. Team members who fail to qualify must retest within 30 days. Failure to qualify within 30 days with or without remedial training may result in dismissal from the team.

(c) Each SWAT team member shall complete the quarterly SWAT qualification course for any specialty weapon issued to, or used by, the team member during SWAT operations. Failure to qualify will require the team member to seek remedial training from the Rangemaster who has been approved by the SWAT Commander. Team members who fail to qualify on their specialty weapon may not utilize the specialty weapon on SWAT operations until qualified. Team members who fail to qualify must retest within 30 days. Failure to qualify with specialty weapons within 30 days may result in the team member being removed from the team or permanently disqualified from use of that particular specialty weapon.

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408.4.5 TRAINING SAFETY
Use of a designated safety officer should be considered for all tactical training.

408.4.6 SCENARIO BASED TRAINING
SWAT teams should participate in scenario-based training that simulates the tactical operational environment. Such training is an established method of improving performance during an actual deployment.

408.4.7 TRAINING DOCUMENTATION
Individual and team training shall be documented and records maintained by the Training Unit. Such documentation shall be maintained in each member's individual training file. A separate agency SWAT training file shall be maintained with documentation and records of all team training.

408.5 UNIFORMS, EQUIPMENT, AND FIREARMS

408.5.1 UNIFORMS
SWAT teams from this agency 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.

408.5.2 EQUIPMENT
SWAT teams from this agency should be adequately equipped to meet the specific mission(s) identified by the agency.

408.5.3 FIREARMS
Weapons and equipment used by SWAT, the specialized units, and the supporting resources shall be agency-issued or approved, including any modifications, additions, or attachments.

408.5.4 OPERATIONAL READINESS INSPECTIONS
The SWAT Commander shall appoint a SWAT supervisor to perform operational readiness inspections of all unit equipment bi-annually. The result of the inspection will be forwarded to the SWAT commander in writing. The inspection will include personal equipment issued to members of the unit, operational equipment maintained in the SWAT facility and equipment maintained or used in SWAT vehicles.

408.6 MANAGEMENT/SUPERVISION OF SWAT
The SWAT Commander shall be selected by the Sheriff upon recommendation of staff.

408.6.1 PRIMARY UNIT MANAGER
Under the direction of the Sheriff, through the Chief of Patrol, SWAT shall be managed by a first line supervisor or higher rank.

408.6.2 TEAM LEADERS
The team leaders shall be selected by the Sheriff upon specific recommendation by staff and the SWAT Commander.

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The following represent the team leaders responsibilities for CNT and SWAT.

(a) The Crisis Negotiation Team Leader's primary responsibility is to supervise the operations of the Crisis Negotiation Team which will include deployment, training, first line participation, and other duties as directed by the SWAT Commander.

(b) The Special Weapons and Tactics Team Leader's primary responsibility is to supervise the operations of the SWAT Team, which will include deployment, training, first line participation, and other duties as directed by the SWAT Commander.

408.7 CRISIS NEGOTIATION TEAM ADMINISTRATIVE PROCEDURES

The Crisis Negotiation Team has been established to provide skilled verbal communicators who may be utilized to attempt to de-escalate and effect surrender in critical situations where suspects have taken hostages, barricaded themselves, or have suicidal tendencies.

Standard Operating Procedures will be outlined in a separate manual that serves as a guideline to department personnel, allowing for appropriate on-scene decision-making as required. See attachment: CNT SOP 2025.pdf

The following procedures serve as directives for the administrative operation of the Crisis Negotiation Team.

408.7.1 SELECTION OF PERSONNEL

Interested sworn personnel, who are off probation, shall submit a letter of interest to the Crisis Negotiation Team Leader Qualified applicants will then be invited to an oral interview. The oral board will consist of SWAT and CNT members as designated by the Chief of Patrol. Interested personnel shall be evaluated by the following criteria:

(a) Recognized competence and ability as evidenced by performance.

(b) Demonstrated good judgment and understanding of critical role of negotiator and negotiation process.

(c) Effective communication skills to ensure success as a negotiator.

(d) Special skills, training, or appropriate education as it pertains to the assignment.

(e) Commitment to the unit, realizing that the assignment may necessitate unusual working hours, conditions, and training obligations.

The oral board shall submit a list of successful applicants to staff for final selection.

408.7.2 TRAINING OF NEGOTIATORS

Those deputies selected as members of the Negotiation Team should attend the Basic Negotiators Course as approved by the Criminal Justice Training Commission (CJTC) or its equivelent prior to primary use in an actual crisis situation. Untrained deputies may be used in a support or training capacity. Additional training will be coordinated by the team leader.

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A minimum of one training day per quarter will be required to provide the opportunity for role playing and situational training necessary to maintain proper skills. This will be coordinated by the team leader.

Continual evaluation of a team member's performance and efficiency as it relates to the positive operation of the unit shall be conducted by the team leader. Performance and efficiency levels, established by the team leader, will be met and maintained by all team members. Any member of the Negotiation Team who performs or functions at a level less than satisfactory shall be subject to dismissal from the unit.

408.8 SWAT TEAM ADMINISTRATIVE PROCEDURES

The Special Weapons and Tactics (SWAT) Team was established to provide a skilled and trained team which may be deployed during events requiring specialized tactics in such situations as cases where suspects have taken hostages and/or barricaded themselves as well as prolonged or predictable situations in which persons armed or suspected of being armed pose a danger to themselves or others.

The Standard Operational Procedures (See Appendix) serve as directives for the administrative operation of the Special Weapons and Tactics Team.

408.8.1 SELECTION OF PERSONNEL

Interested sworn personnel who are off probation and meet the experience requirement shall submit a letter of interest to the SWAT Commander. Those qualifying applicants will then be invited to participate in the testing process. The order of the tests will be given at the discretion of the SWAT Commander. The testing process will consist of an oral board, physical agility, SWAT basic handgun, and team evaluation.

(a) Oral board: The oral board will consist of personnel selected by the SWAT Commander. Applicants will be evaluated by the following criteria:

1. Recognized competence and ability as evidenced by performance.
2. Demonstrated good judgment and understanding of critical role of SWAT member.
3. Special skills, training, or appropriate education as it pertains to this assignment.
4. Commitment to the unit, realizing that the additional assignment may necessitate unusual working hours, conditions, and training obligations.

(b) Physical agility: The physical agility test is designed to determine the physical capabilities of the applicant. The test and scoring procedure will be established by the SWATCommander. A minimum qualifying score shall be attained by the applicant to be considered for the position

(c) SWAT basic handgun: Candidates will be invited to shoot the SWAT Basic Drill for the handgun.

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(d) Team evaluation: Current team members will evaluate each candidate on his/her field tactical skills, teamwork, ability to work under stress, communication skills, judgment, and any special skills that could benefit the team.

(e) A list of successful applicants shall be submitted to staff, by the SWAT Commander, for final selection.

408.8.2 TEAM EVALUATION

Continual evaluation of a team member's performance and efficiency as it relates to the positive operation of the unit shall be conducted by the SWAT Commander. The performance and efficiency level, as established by the team supervisor, will be met and maintained by all SWAT Team members. Any member of the SWAT Team who performs or functions at a level less than satisfactory shall be subject to dismissal from the team.

408.9 OPERATION GUIDELINES FOR SWAT

The following procedures serve as guidelines for the operational deployment of SWAT. Generally, the Special Weapons and Tactics Team and the Crisis Negotiation Team will be activated together. It is recognized, however, that a tactical team may be used in a situation not requiring the physical presence of the Crisis Negotiation Team and that CNT may be used in situations not requiring SWAT. This shall be at the discretion of the SWAT Commander.

408.9.1 ON-SCENE DETERMINATION

The supervisor in charge on the scene of a particular event will assess and confer with the SWAT Commander to determine whether SWAT is to respond to the scene.

408.9.2 APPROPRIATE SITUATIONS FOR USE OF SWAT AND / OR CNT

The following are examples of incidents which may result in the activation of SWAT and / or CNT:

(a) Barricaded suspects who refuse an order to surrender.

(b) Incidents where hostages are taken.

(c) Cases of suicide threats.

(d) Arrests of dangerous persons.

(e) Any situation that could enhance the ability to preserve life, maintain social order, and ensure the protection of property.

408.9.3 OUTSIDE AGENCY REQUESTS

Requests by field personnel for assistance from outside agency crisis units must be routed through the Shift Sergeant. Deployment of the Kitsap County Sheriff's Office SWAT team in response to requests by other agencies must be approved by the SWAT Commander after receiving authorization from a Division Chief, the Undersheriff, or Sheriff.

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408.9.4 MULTI-JURISDICTIONAL SWAT OPERATIONS

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

(a) If it is anticipated that multi-jurisdictional SWAT operations will regularly be conducted; SWAT multi-agency and multi-disciplinary joint training exercises are encouraged.

(b) Members of the Kitsap County Sheriff's Office SWAT team shall operate under the policies, procedures and command of the Kitsap County Sheriff's Office when working in a multi-agency situation.

408.9.5 MOBILIZATION OF SWAT

The Shift Sergeant shall then contact the SWAT Commander when requesting SWAT. If unavailable, a team supervisor shall be notified. The Shift Sergeant will then notify the Patrol Division Chief as soon as practical.

The Shift Sergeant should advise the SWAT Commander with as much of the following information which is available at the time:

(a) The number of suspects, known weapons and resources.

(b) If the suspect is in control of hostages.

(c) If the suspect is barricaded.

(d) The type of crime involved.

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

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

(g) The extent of any perimeter and the number of deputies involved.

(h) Any other important facts critical to the immediate situation and whether the suspect has refused an order to surrender.

The SWAT Commander or supervisor shall then call selected deputies to respond.

408.9.6 FIELD UNIT RESPONSIBILITIES

While waiting for SWAT, field personnel should, if safe, practical, and sufficient resources exist:

(a) Establish an inner and outer perimeter.

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

(c) Establish an arrest/response team. The team actions may include:

1. Securing any subject or suspect who may surrender.
2. Taking action to mitigate a deadly threat or behavior.

(d) Evacuate any injured persons or citizens in the zone of danger.

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(e) Attempt to establish preliminary communication with the suspect. Once SWAT has arrived, all negotiations should generally be halted to allow the negotiators and SWAT time to set up.

(f) Be prepared to brief SWAT Commander on situation.

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

408.9.7 ON-SCENE COMMAND RESPONSIBILITIES

Upon arrival of SWAT at the scene, the Incident Commander shall brief the SWAT Commander and team leaders about the situation. The SWAT Commander will be responsible for the tactical portion of the operation. The Incident Commander shall continue supervision of the command post operation, outer perimeter security, and support for SWAT. The Incident Commander and the SWAT Commander (or his/her designee) shall maintain communications at all times.

408.9.8 COMMUNICATION WITH SWAT PERSONNEL

All of those persons who are non-SWAT personnel should refrain from any non-emergency contact or interference with any member of the unit during active negotiations. Operations require the utmost concentration by involved personnel and, as a result, no one should interrupt or communicate with Crisis Team personnel directly. All non-emergency communications shall be channeled through the Negotiation Team Sergeant or his/her designee.

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Attachments

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SWAT SOP version 2022.pdf

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KITSAP COUNTY SHERIFF'S OFFICE SWAT STANDARD OPERATING PROCEDURES

I. SWAT OVERVIEW

Recognizing that the presence of a highly trained, highly skilled police tactical unit has been shown to substantially reduce the risk of injury or loss of life to citizens, police officers and suspects; and recognizing that a well managed "team" response to critical incidents usually results in successful resolution of critical incidents, it is the intent of the Kitsap County Sheriff's Office SWAT Team to provide a highly trained and skilled tactical team as a resource for handling critical incidents.

The purpose of this Standard Operations Procedure is to establish the governing regulations in the selection, training, equipping, and use of the KCSO SWAT Team.

MISSION STATEMENT:

The mission of the KCSO SWAT Team is to support the Kitsap County Sheriff's Office and any other requesting law enforcement agency with a tactical response to critical incidents. Critical incidents are defined as follows:

Hostage Situations: The holding of any person(s) against their will by an armed or potentially armed suspect.

Barricade Situations: The standoff created by an armed or potentially armed suspect in any location, whether fortified or not, who is refusing to comply with police demands for surrender.

Sniper Situations: The firing upon citizens and/or police by an armed suspect whether stationary or mobile.

Apprehension: The arrest or apprehension of armed or potentially armed suspect(s) where there is the likelihood of armed resistance.

Warrant Service: The service of search or arrest warrants where there is a likelihood of armed or potentially armed suspect(s) and there is the potential of armed resistance.

Personal Protection: The security of special persons, such as VIP's,

witnesses, or suspects, based on threat or potential threat to the well being of those persons.

Special Assignments: Any assignment, approved by the Sheriff or SWAT Commander, based upon the level of threat or the need for a special expertise.

1) COMPOSITION AND STRUCTURE:

a) Incident Commander:
   i) The ranking deputy on scene, until relieved by command staff personnel, or the SWAT COMMANDER or his designee.

b) SWAT Administrator
   i) The SWAT Administrator is appointed by the Sheriff from the ranks of division commanders to oversee the maintenance and operation of SWAT. In the absence of the SWAT Administrator the SWAT Commander shall assume these responsibilities. The administrator is responsible for:
   ii) Monitoring SWAT training and readiness;
   iii) Establishing the chain of command between SWAT and Sheriff's Office administration;
   iv) Establishes procedures, rules and regulations which govern the operation of SWAT;
   v) Maintains liaison with all department commanding officers in matters related to SWAT;
   vi) Liaison with other law enforcement agencies;
   vii) Facilitates disciplinary actions for personnel arising from SWAT duties;
   viii) Overseeing preparation and administration of the SWAT budget;
   ix) Supervises the SWAT Commander;
   x) Approves personnel selected to be recommended SWAT members;
   xi) SWAT public information officer;
   xii) Authorizes utilization of SWAT on a case by case basis where the circumstances fit the SWAT mission;
   xiii) Official recipient of and responder to all formal correspondence relating to SWAT.

c) SWAT Commander
   i) The SWAT Commander is at least a first level supervisor, who is qualified in special weapons and tactics. The SWAT Commander reports to the SWAT Administrator in all SWAT matters, and through his normal chain of command in non-SWAT related issues. In the absence of the SWAT Commander, the Assistant SWAT Commander or a Team Leader assumes these duties. In addition to duties within his normal departmental assignment, the SWAT Commander's duties and responsibilities include, but are not limited to:
   ii) Supervises SWAT Team and the Crisis Negotiation Team (CNT);
   iii) Ensures SWAT training and readiness;

iv) Liaison with other law enforcement agencies;
v) Facilitates communication between all elements of SWAT;
vi) Investigates or causes the investigation of accusations involving SWAT personnel arising from SWAT related duties;
vii) Makes recommendations regarding team member selections;
viii) Evaluates performance of team members;
ix) Plans deployment of SWAT based on situational and tactical information available at the scene of a critical incident to which the SWAT has been authorized to respond;
x) Provides information to the SWAT Administrator regarding specific budget requests and assists in managing the SWAT budget;
xi) Oversees proper accounting and inventory of equipment and supplies assigned to SWAT;
xii) With Team Leaders, evaluates equipment needs of the unit;
xiii) Recommends the acquisition of new equipment;
xiv) Evaluates current tactics in use by the team, and creates new tactics for future use;
xv) Maintains the unit records;
xvi) Tactical advisor to supervisors and command staff;
xvii) Facilitates training for other members of the department in weapons use and tactics;
xviii) Oversees tactical operations during SWAT operations and critical incidents;
xix) Attendance and participation in monthly SWAT training;
xx) Maintaining a level of physical fitness necessary to perform successfully during a SWAT deployment;
xxi) Proficiency with the weapons, equipment and tactics utilized by SWAT;
xxii) Maintain all issued and personal equipment in serviceable condition.

d) Assistant SWAT Commander
   i) Assumes duties of SWAT Commander in his absence;
   ii) Direct supervisor of Team Leaders during normal operations
   iii) Ensures that the SWAT vehicles (SWAT van, Armor Personnel Carrier etc.) and equipment are maintained and ready for deployment.

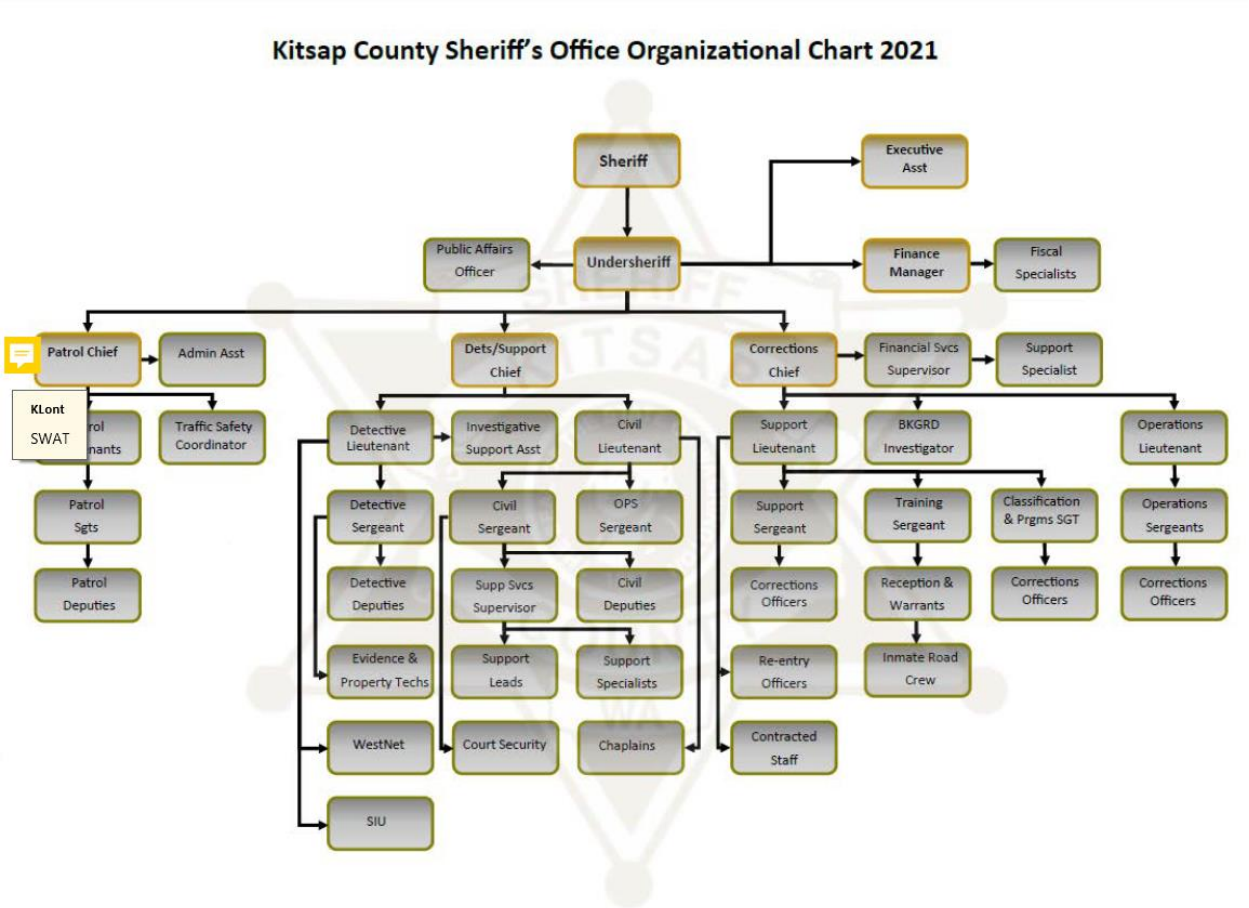
e) Liaison
   i) Assists SWAT Commander at command post;
   ii) Assists the SWAT Commander and administrator with SWAT administrative duties;
   iii) Maintain SWAT training and call out records
   iv) Facilitates equipment orders
   v) Attend and participate in monthly SWAT training
   vi) Responsible for overseeing the inventory of equipment and supplies for SWAT

f) Tactical Team Leaders
   i) Team Leaders are selected from the members of SWAT by the SWAT Commander and confirmed by the SWAT Administrator. Team Leaders will normally report to the Assistant SWAT Commander except during SWAT call outs. They supervise members of SWAT assigned under them. In addition to their normal duties as Deputy Sheriff's, their SWAT duties and responsibilities include but are not limited to:
   ii) The duties of the SWAT Commander or the Assistant Commander in their absence;
   iii) Support of the Assistant Commander with administrative duties;
   iv) Participation in SWAT training and operations;
   v) Supervision of a team of SWAT members including evaluating performance;
   vi) Maintains the SWAT armory;
   vii) Evaluates and recommends the acquisition of new equipment;
   viii) Participates in the selection process of SWAT candidates;
   ix) Preparation of appropriate documents and reports;
   x) Coordinates training with other members of SWAT;
   xi) Attending and participating in monthly SWAT training;
   xii) Maintaining a level of physical fitness necessary to perform successfully during a SWAT deployment;
   xiii) Proficiency with the weapons, equipment and tactics utilized by SWAT;
   xiv) Maintain all issued and personal equipment in serviceable condition.

g) Negotiator Team Leader
   i) All members of SWAT/CNT have collateral duties in patrol, investigation or traffic assignments in addition to SWAT/CNT responsibilities. While performing SWAT/CNT duties personnel will report through the SWAT chain of command.
   ii) While performing normal duties in other assignments these officers report through their normal division chain of command.

h) Tactical Emergency Medical Support (TEMS)
   i) Medical Professionals specifically trained and equipped to assist SWAT
   ii) May be comprised of EMT's, Paramedics, Nurses, Physician Assistants, and Doctors that operate and train with SWAT
   iii) Volunteers supporting SWAT in both Training and Operational environments
   iv) Selection, Training, and Roles as delineated in the TEMS Policy

2) ORGANIZATIONAL CHART



3) COMMAND AND CONTROL STRUCTURE

The KCSO SWAT Team is commanded by the Sheriff's designee who must possess tactical experience. When activated for an operation, the SWAT Team Commander, or the Acting Commander when the Commander is absent, reports directly to the Incident Commander, where one has been designated, or to the on-scene supervisor. The SWAT Team Commander is responsible for deployment of the SWAT Team, tactical decision-making and tactical resolution of the incident. The SWAT Team Commander will evaluate all information that is provided by the Crisis Negotiator on scene to assist

them in the decision making process. The SWAT Team Commander will coordinate with the Incident Commander concerning whether a tactical option will be initiated, not *when* or *how* it will be performed.

During activation, unless the SWAT Team Commander relinquishes his control to another person outside the SWAT Team, no other person, who is not in a leadership position within the SWAT Team, will attempt to direct, supervise, or control any element or member of the SWAT Team.

4) ACTIVATION PROCESS

SWAT Team activations take precedence over all other assignments within the Kitsap County Sheriff's Office or that of other participating agencies. SWAT Team members assigned to the KCSO SWAT Team becomes subordinate to the SWAT Team Commander until the SWAT Team Commander determines that the activation is over.

The KCSO SWAT Team is available, with the approval of the Sheriff or his designee, to any requesting law enforcement agency. When a request for the team is received it shall be immediately forwarded to the SWAT Team Commander who will determine if in fact the situation warrants the activation of the team. If the situation warrants the activation of the team, the SWAT Team Commander will notify the Sheriff or his Designee that the team has been activated.

Any Division within the Kitsap County Sheriff's Office, such as the Narcotics, Detectives, Patrol, Corrections or Warrants Divisions, may request the assistance of the SWAT Team in planning or conducting appropriate operations. The Division Chief or his representative will contact the SWAT Team Commander with the request. The SWAT Team Commander, if approving the request, will then follow the procedures for team activation. See SWAT Team Activation policy, 2.2.

5) SELECTION PROCESS

a) MINIMUM STANDARDS FOR SWAT Team Members
   i) Have completed Kitsap County Sheriff's Office probationary period at time of appointment.
   ii) At least 3 years commissioned law enforcement experience at time of appointment.
   iii) Available for Call-outs and Training
   iv) Must satisfactorily complete WSCJTC Basic SWAT course (or equivalent) within one year after assignment to the team.

b) MINIMUM STANDARD physical fitness and firearms
   i) Physical Fitness Test
   - 40 push-ups in one minute

- 40 sit-ups in one minute
- 1.5 miles in 12:30
- 6 pull-ups

ii) Firearms/Handgun Qualification:

- PPC Course with a minimum score of 90%

Periodic Testing for new SWAT Team Members will be held as needed. The Testing will be conducted as follows and conform to the Team Minimum Standards. A list of eligible applicants meeting the Minimum Standards may be kept for one calendar year to fill future Team openings.

Testing Process for new SWAT Team Members will include:

i. Background review (Includes review of your most recent Evaluation, Personnel Files, and Supervisor's Input)
ii. Oral Interview
iii. Thorough Review of Records and Testing to ensure compliance with the MINIMUM STANDARDS above.

6) TEAM MEMBERSHIP

Once accepted and assigned to the KCSO SWAT Team, all operational team members must maintain acceptable standards of performance as delineated in the selection process. Each SWAT member shall perform a physical fitness test quarterly.

Failure to meet the minimum acceptable standards may result in the team member being placed in a temporary, non-deployable status, for a designated period of time. Failure to meet the minimum acceptable standard within the designated period of time may result in immediate removal from the team. Being placed in a temporary, non-deployable status twice within 3 years may result in removal from the team.

A team member may voluntarily withdraw from the team at any time, for any reason. If a team member chooses to withdraw from the team, if possible, he will give sufficient notice to the commander so as to provide a transitional period. A team member may be removed from the team, without cause, when deemed necessary for the good of the team by a consensus of the leadership elements of the team and approved by the Sheriff or his designee.

7) TRAINING STANDARDS

The KCSO SWAT Team will conduct training a minimum 200 hrs a year. The KCSO SWAT Team will train on appropriate subjects related to law enforcement and the mission of the KCSO SWAT Team. All training will be

documented and the Sheriff's Office and the SWAT Team will maintain training records. Training will be performance-oriented and SWAT Team task specific.

A training outline will be provided to the commander prior to the scheduled training date. The outline will cover an overview of the training plan, training goals, instructors, logistical needs, specific safety / hazard identification and TEMS personnel available, and any other necessary information.

Lead instructors will be identified and utilized to complete specific skill / tactic / equipment focused training (Defensive Tactics, Control Devices, FSDD, Breaching, etc.). Lead instructors will complete and maintain advanced certifications and necessary updates as required.

Outside instructors will be utilized as needed for their specific expertise.

The training program will also include regular updates on legal issues facing SWAT operations, such as warrant service knock and announce and hours for service issues. Deadly force policy and legal issues will also be a regular part of firearms training.

8) USE OF FORCE STANDARDS

The KCSO SWAT Team will adhere to all established Sheriff's Office Use of Force Standards. In recognition that SWAT operations are hazardous and realizing that the successful management and resolution of an incident often involves the need for decisions that may affect the life safety of persons involved, the following shall be the priorities of life during a SWAT operation;

1. Hostages
2. Innocent civilians in the involved area
3. Law Enforcement
4. Hostage takers/suspects

The life safety of a hostage taker/suspect will always be a serious consideration, however, the life of a hostage taker/suspect will not take precedence over the life of hostages, civilians in the involved area, or police officers, regardless of the state of negotiations or any other activity designed to take the hostage taker/suspect into custody. In hostage or barricade operations, negotiations will be the main effort in attempting to resolve the incident, however the SWAT Team will also be prepared throughout the operation to initiate a tactical option if it becomes necessary.

9) EQUIPMENT STANDARDS

a) Standard Equipment
The KCSO and participating agencies will provide their personnel assigned to the SWAT Team with the minimum required safety equipment:

- Ballistic Helmet
- Safety glasses and goggles
- Hearing protection
- Complete coverage ballistic entry vest with ballistic insert
- Load bearing vest or duty belt for tactical equipment
- Gas Mask
- Portable Radio (approved) with whisper mic
- Nomex hood & gloves
- Tactical Uniform
- Special weapons as authorized w/ approved tac holster & tac light
- Appropriate amount of ammunition for weapons training and qualification.

b) Any other additional equipment deemed necessary.SWAT Team members will utilize appropriate utility type uniforms of an approved color/pattern and footwear. Uniforms will utilize clearly visible and identifiable placards, patches, badges, or lettering that identifies the wearer of the uniform as a law enforcement officer. The SWAT Team Commander must approve all other items of personal wear or equipment.

c) Asst. Commander / Team Leaders will perform periodic equipment inspections. SWAT Team members to whom any item of equipment is issued, are responsible for the care and maintenance of the equipment. Failure to appropriately care for or maintain the equipment in full mission readiness may be grounds for removal from the team.

d) Special Equipment
Recognizing that the missions of the KCSO SWAT Team are performed in a hazardous environment, and recognizing that the safety of innocent citizens, officers, and suspects is often jeopardized by the hazardous conditions, it shall be the intent of the KCSO SWAT Team to utilize special equipment, as listed below, in an attempt to lessen the risk of injury of death to all involved during the performance of a SWAT operation. The KCSO SWAT Team recognizes, however, that the use of the special equipment in no way implies or guarantees that injury or death will not occur during a SWAT operation.

i) Primary Entry Weapons: Example: entry shotguns, handguns, rifles and submachine guns; a short-barreled weapon which enables the team member to acquire rapid target acquisition, enhances high levels of accuracy, and provides maneuverability, reliability, stopping

power, and sustained fire capability.

ii) High caliber rifles: Commonly referred to as counter-sniper rifles. These weapons allow the team member to place highly accurate rounds where needed to help resolve life threatening incidents.

iii) Less Lethal Launchers: Launchers, which propel a projectile with a low probability of causing a fatality. Designed to offer an alternative to the use of deadly force when appropriate.

iv) Flash/Sound Diversionary Devices: Low explosive, less lethal, mechanical device that upon initiation emits a loud noise, bright light, and heat. It is intended to divert or distract ones' attention. Designed to save lives and reduce the potential for shooting situations by providing for a diversion for the entry of SWAT Team members into a hazardous area.

v) Breaching Shotgun, Ammunition, and Tools: Items such as rams, pry bars, hydraulic or electronic machines, special frangible shotgun rounds,etc. which are designed to force entry into barricaded or secured areas.

vi) Explosives: Tactical explosives used to force entry into barricaded or secured areas, or to create an entry point for tactical teams where appropriate speed and surprise can only be accomplished through the use of the explosive.

e) The SWAT Commander will ensure that only those Team members properly trained and certified in the use of the special equipment will utilize the equipment. The SWAT Team Commander will be responsible for establishing the certification standards and criteria for the team.

10) SNIPER/ OBSERVER TEAMS:

a) The sniper/observer position represents a critical and sensitive assignment in SWAT. The precision rifleman must have a working knowledge of all aspects of the SWAT mission in addition to being skilled in field craft, observation and intelligence gathering and capable of delivering precision fire on selected targets from extended range. The sniper/ observer is a voluntary position that is filled from the ranks of the team's operators. The command staff, sniper team leader, and active sniper team members will evaluate operators considered for this position. Operators selected for this position will receive training that includes:

- Marksmanship principles
- Cold bore shots, internal and external ballistics
- Position shooting, exertion drills, moving and pop-up targets
- Shooting through glass and barriers
- Low light and night fire using night vision equipment
- Range estimation and target engagement from 25-500 yards
- Observation and scenario training

- Rifle maintenance

b) Prior to being utilized in the capacity of sniper, the operator must successfully complete at least one basic approved SWAT sniper school. Additionally, each sniper is required to meet the following standards:
   - Attend scheduled SWAT sniper training sessions
   - Participate in advanced training (due to the technical and demanding nature of the sniper/ observer assignment operators in this unit will be sent to advanced training to upgrade their skills whenever possible).

c) Sniper Responsibilities
   i) Provide security/ cover fire for entry element
   - Sniper will respond to any lethal threat endangering human life per department guidelines and the legal boundaries of the State of Washington.

   ii) Gather/ report on-site intelligence
   iii) Removal of suspect lethal threat
   - On Command:
     - In a sniper initiated action, if ordered to shoot a suspect at first opportunity irrespective of immediacy of lethal threat, the sniper unit will request confirmation of the order and will not fire without receiving confirmation. This command shall only be given by the Tactical Commander or Assistant Commander.
   - If suspect presents imminent or immediate threat to human life or serious bodily harm standard Departmental guidelines regarding use of force will apply.
   - Cover approach and escape routes which could be used by suspects.

d) Observer Responsibilities
   i) Provide tactical security for sniper
   ii) Ensure sniper has no unnecessary distractions.
   iii) Handles communication
   iv) Observes crisis site and reports to sniper
   v) Assist in intelligence gathering
   vi) Provides second weapon
   vii) Relieve primary sniper on rifle
   viii) Keep situation log
   ix) Observe changes in weather
   x) Assist in calling shots

e) Sniper Team Leader responsibilities
   i) Be familiar with all positions of the tactical element
   ii) Answers to Tactical Team Leader
   iii) Deploys sniper/observer unit for maximum effectiveness
   iv) Coordinates units to avoid cross fire situations, fields of fire,

backstops, angles of fire etc.

v) Responsible for training and evaluation of snipers

vi) Reports on sniper/observer units readiness, progress, requests and concerns to SWAT commanders.

f) Sniper/Observer Unit

i) When possible sniper/observer will deploy in two-man teams

ii) Duties are interchangeable

iii) When possible both operators will bring primary scoped rifles and secondary weapons.

iv) When sniper is fatigued on the scoped rifle, relief will be provided by the observer and duties will be reversed.

v) In the event that a simultaneous shot is required, both officers will become primary using scoped rifles at the same time.

vi) Gathering on-site intelligence.

vii) Sniper/Observers will be required to maintain an issued, scoped, sniper grade rifle

g) Sniper's Log Book

i) The log book serves three primary purposes:

(1) Allows the sniper to sight his weapon to the specific ranges and conditions required at the time of incident.

(2) Allows the sniper to be intimately familiar with the weapon and capabilities.

(3) Serves as evidence of proficiency in court.

ii) The log book will be maintained and used on call-outs and during training. The minimum elements of the book are:

(1) Date

(2) Number of rounds fired

(3) Ammunition type

(4) Visibility and weather conditions at the time of shooting

(5) Any problems with the weapon or ammunition

(6) A representation of the targets should be placed in the log book. This can be a photocopy, digital photo, or an accurate drawing of the target type and bullet placement.

h) Simultaneous Shots

i) Whenever practical, multiple snipers will be used to engage a single shot.

ii) Oftentimes, the sniper will be called upon to engage a target behind glass windows or barriers. Due to external ballistics of a projectile when fired through glass, the round may be thrown off course, or the core of the bullet may separate from the jacket. Coupled with the inherent stress of being called upon to shoot a human target, multiple shots may be required to ensure the target is hit.

iii) The most effective method of ensuring that multiple shots are fire simultaneously is the countdown method. This method works well

when used for the sniper alone, as well as on the sniper initiated entry.

iv) When the command for a countdown is given, the countdown will be performed over the radio by an observer located with the marksmen making the shot.
   (1) The sniper will have practiced in this training and will be used to taking this command from each other, to include the pacing countdown.
   (2) Should it be necessary to stop the countdown or call off the shot, the observer will be there to see this and relay the information over the radio.

11) MISSION PLANNING

a) The KCSO SWAT Team will utilize a written planning process for all operations that are proactive or anticipatory in nature, such as warrant service. The written process will include a Risk Assessment and a format that will document how the operation is to be:
   i) Conducted
   ii) Command
   iii) Control
   iv) Communication
   v) Support required

b) All operations plans will be documented and the Kitsap County Sheriff's Office and the SWAT Team will maintain them consistent with the Washington State Records Retention Schedule. The SWAT Team Commander will cause a log of events to be recorded on all SWAT Operations and will also cause all planning or decision-making documents to be recorded. These documents will be stored and maintained in a file consistent with the Washington State Records Retention Schedule.

12) DOCUMENTATION OF ACTIVATION

a) The KCSO SWAT Team Commander will cause an agency incident report to be generated detailing the activation and use of the team. This report will be a standard police report type document, which details the operation and pertinent information required for follow-up investigators, prosecutors, etc.

13) AFTER ACTION CRITIQUE

a) At the completion of all operations and significant training events the SWAT Team Commander will conduct an after action review. The purpose of this review will be to create a forum for team members to offer information for

the improvement of the team. The after action review will be formatted to develop the following information:

i) Positive factors
ii) Negative factors
iii) Solutions for the negative factors

14) PERIODIC SOP REVIEW

a) The SWAT Team Commander will review and update this SOP annually.
b) Review and Update will include evaluating and ensuring the listed standards meet local, state, and federal requirements/laws and are approved by the Sheriff.

II. SWAT TEAM CALL-OUT PROCEDURE

1) STANDARD OPERATION PROCEDURES

a) It shall be the procedure of the Kitsap County Sheriff's Office that the SWAT team may be utilized in the following situations:

i) Hostage Situations: The holding of any person(s) against their will by an armed or potentially armed suspect.
ii) Barricaded Situations: The standoff created by an armed or potentially armed suspect in any location, whether fortified or not, who is refusing to comply with police demands for surrender.
iii) Active Shooter Situations: One or more suspects actively engaged in death or bodily injury and their actions will not stop without direct and immediate law enforcement intervention.
iv) Sniper Situations: The firing upon citizens and/or police by an armed suspect, whether stationary or mobile.
v) Apprehension: The arrest or apprehension of armed or potentially armed suspect(s) where there is the likelihood of armed resistance.
vi) Warrant Service: The service of search or arrest warrants where there is a likelihood of armed or potentially armed suspects and there is the potential of armed resistance.
vii) Personal Protection: The security of special persons, such as VIP' s, witnesses, or suspects, based on threat or potential threat to the well being of those persons.
viii) Special Assignments: Any assignment, approved by the Sheriff or his designee or the SWAT Commander, based upon the level of threat or the need for a special expertise.

2) STANDARDS FOR RESPONSE

Minimum staffing for the listed Operations (High Risk Warrant, Barricade Subject/Hostage Situation, etc) are meant to be guidelines for unassisted response and resolution of each listed incident. However, not meeting minimum staffing shall not preclude a SWAT response and/or intervention in any situation in which assistance is sought.

3) PROCEDURES

a) Notification and call-out of the SWAT team
i) The on-scene supervisor will determine if the situation meets the SWAT criteria outlined in the SOP.
ii) The on-duty supervisor will notify the SWAT Commander who will evaluate the situation and determine if SWAT will be activated. If a response by the SWAT team is approved, whether a full or partial

team, the patrol supervisor will notify the Patrol Commander that the SWAT team has been activated.

iii) After approval by the SWAT Team Commander or his designee, a call-out of tactical team members will be initiated through the SWAT paging system.

iv) Activation of the tactical team by either the patrol division or investigative division will result in the initiation of a tactical team assignment. The teams operation will be the responsibility of the tactical team commander with the maxim being that the tactical team is independently responsible for the tactics employed to accomplish the mission. Upon completion of the mission, the incident will revert back to the division that initiated the call-out for reports and follow-up investigation.

v) A call-out for the tactical team will include all available team members. Only the SWAT Team Commander or a member of the command staff can decide to activate a limited number of team members.

4) RESPONSIBILITIES:

a) The patrol supervisor at the scene will establish:
   i) Inner perimeter
   ii) Outer perimeter
   iii) Command post
   iv) Staging area to include press liaison, press area
   v) Develop appropriate intelligence information
   vi) Begin evacuation if deemed necessary and accomplished safely

b) The patrol supervisor will brief the SWAT Team Commander of the situation upon his arrival at the scene outlining known factors.

c) Control of the inner perimeter will be released to the SWAT Team Commander who will be responsible for containment and apprehension of the suspect(s).

d) After the situation is resolved, it will be the responsibility of the SWAT Team Commander or his designee to forward a written report to the SWAT administrator on the next working day.

e) The report will include a critique of actions taken by the tactical team to include:
   i) Injuries to any persons
   ii) Use of weapons or chemical agents
   iii) Any property damage

f) Press relations at the scene and issuance of a timely press release will be the responsibility of the incident commander or his designee.

5) PREPARATION PRIOR TO THE ARRIVAL OF THE SWAT TEAM

a) In order to ensure a coordinated effort with minimum expenditure of time, it is suggested that the following preparations be made prior to the arrival of the SWAT Team:
   i) Obtain as much information as possible about the suspect(s), including name, physical description, military background, and mental state. A criminal background and record check should be made to determine if the suspect is wanted.
   ii) Obtain, if possible, firsthand information concerning all locations involved. A diagram of these locations should be prepared showing entrances, exits, windows, inside rooms, adjacent buildings, and any additional information about the location(s) which might prove useful to the team, i.e., dogs, security alarms, etc. If possible, a drive or walk-by should be conducted.
   iii) Develop a comprehensive plan covering the above information, as well as unit personnel assignments and duties. Copies should be prepared for all personnel. The SWAT Team Leader will be responsible for developing the tactical deployment plan for his personnel.
   iv) Ensure that someone is prepared to brief the SWAT Team Leader. A formal briefing should be conducted for all personnel prior to commencing the operation.
   v) Advise the Patrol Commander and any concerned independent agencies that the SWAT Team has been requested and will be responding to assist in their jurisdictional areas.
   vi) If possible, ensure that warrants are obtained, or are in the process of being obtained, prior to the team's arrival.
   vii) When the first report describing the operation is available, a team leader can be assigned to contact the concerned patrol/detective supervisor and participate in applicable stages of planning. In this way, the patrol/detective supervisor can be made aware of team capabilities, and the team leader can obtain firsthand information prior to the arrival of the team.

The suggestions that follow are intended to assist the detective division personnel in requesting SWAT team assistance. By utilizing this information, maximum effectiveness can be realized, and the likelihood of injury to personnel will be minimized.

6) CIRCUMSTANCES WARRANTING SWAT TEAM ASSISTANCE

a) Generally speaking, Detective Division personnel should request SWAT Team assistance whenever any of the following circumstances exist:
   i) There is no possibility of arresting the suspect outside the premises, and entry is considered essential. The situation is beyond the normal capability of the assigned detectives, i.e., suspect possesses superior armament semi or automatic weapons, etc.

ii) Information has been developed that the location will be heavily barricaded against entry.

iii) Information has been developed that the suspect(s) has a history of assaults with weapons or is a member of amilitant group.

iv) The circumstances enumerated above are representative of those warranting a request for SWAT team assistance. There are undoubtedly others, and personnel should not hesitate to contact the Tactical Unit for advice relative to assistance available. Although every effort will be made to provide assistance necessary to ensure the safety of all personnel involved, there is a possibility that the amount of assistance requested may not be available due to commitments in other areas. Should this occur, it may be necessary for Detective Division personnel to request uniformed assistance from the appropriate patrol station, or delay the operation until a team is available.

b) If it is a pre-planned operation a risk assessment should be completed prior to the request.

c) Requests for assistance should be made by a Detective Sergeant/Lieutenant directly to the SWAT Commander. This request must have the concurrence of the requesting unit Commander. Requests should be made as soon as possible so that, if necessary, additional personnel can be scheduled in advance.

7) MUTUAL AID

a) Other law enforcement agencies may request assistance from the department's tactical team. When this occurs, the SWAT Commander shall inform their representatives of our policies and the following operational guidelines:

i) Mutual aid requests require approval of the Sheriff or in his absence, a member of the department's command staff. Written mutual aid agreements ideally should be in place and signed by the Sheriff and the Chief of the requesting agency.

ii) The request for aid is from the agency's Chief of Police/Sheriff or his designee.

b) Primary Assistance: Primary assistance denotes that the tactical team shall assume the entire responsibility involved in resolving a situation. The personnel utilized in the inner perimeter shall be limited to members of the tactical team or other officers the tactical team commander feels are appropriate. The team commander shall respond to the scene and take charge of personnel. This does not preclude consultation between the team commander and the representative of the outside agency. The requesting agency must agree to this criteria or the tactical team will decline primary assistance.

c) Secondary Assistance: Secondary assistance denotes that the tactical team will assume a support role to the requesting agency's tactical team. The requesting agency will retain completeoperational responsibility and control of the incident. The team commander will respond to the scene and will accept mission assignments from the incident commander of the requesting agency. The integrity of the tactical team will remain intact and under the direct supervision of the team commander.

d) Responsibility of requesting agency:
   i) The on-duty supervisor from the requesting agency will:
      - Establish inner perimeter
      - Establish outer perimeter
      - Establish command post
      - Establish staging area including press contact, assigned press area
      - Begin to develop intelligence information relative to the situation
      - Begin necessary evacuation
   ii) The requesting agency will assign a supervisor or command level officer to the command post during the length of the situation.

III. HIGH RISK WARRANT SERVICE

The following procedures can be extremely helpful in achieving operational success for high-risk warrant service. Preplanning should be utilized when time and circumstances permit. It must be understood that each situation has its own distinct dynamics and circumstances.

1) STANDARDS FOR RESPONSE

Minimum staffing

10 SWAT Operators with patrol on containment
Tactical Commander for command post
One Sniper/Observer Team
Entry Team consisting of Team Leader and six operators

2) PLANNING

Meeting between SWAT Commander, Team Leader and requesting supervisor.

a) To obtain available intelligence information.
b) To determine and assign areas of responsibility.
c) To define the mission objective (i.e. arrest of suspect, seize
d) To determine that proper legal authority exists (arrest/search warrants) to execute the plan.

3) INFORMATION

Information should be obtained from:

a) On Scene Supervisor
b) Scouting the location
c) Informants/witnesses/victims
d) Photos, maps, videotape, etc.
e) Law enforcement computer data sources, (i.e. criminal history records, firearm registration records)

4) TACTICAL PLAN

a) Use of Operations Plan
b) Use of check list
c) Use of risk assessment

5) REHEARSAL

a) Ensures everyone knows their assigned role

6) BRIEFING

a) Detailed tactical briefing for SWAT Team
b) Separate general briefing for others involved, including SWAT Teams

7) DEPLOYMENT

a) Non-SWAT team members respond to a pre-selected assembly area and remain until called in.
b) When possible a drive-by is made to obtain last minute information (unless the location is being observed by assigned personnel)
c) The SWAT team responds to the location in marked or unmarked vehicles, depending upon thesituation.
d) Containment positions are assumed
e) Announcements are made (if required)
f) Entry is made
g) If the team is compromised (i.e.: observed by the suspect(s) and/or shoots at the team), the location should be contained and treated as a barricaded suspect situation.
h) An assigned SWAT team member provides the patrol/ detective supervisor at the assembly area with periodic situation reports over the radio.
i) Once the location is cleared, the patrol/detective supervisor is called to the location to conduct a search. At the request of the patrol/detective supervisor, SWAT team members may remain to provide security during the search. SWAT team personnel should not be used for the searching of evidence or prisoner transports.
j) All SWAT activities should be logged.

8) POST OPERATION ACTIVITIES

a) Pertinent information is provided to the patrol/detective supervisor for their report.
b) A property damage assessment is conducted and recorded on videotape or digital photos. All equipment is inventoried.
c) Diagrams of the location are prepared for critique and file purposes.
d) Unless the area is such that the Team is needed for security purposes, their involvement is terminated.
e) A comprehensive post-operation critique is conducted during which all team members are encouraged to participate including command level personnel.

IV. RESOLVING BARRICADED SUSPECT/HOSTAGE SITUATIONS

1) PURPOSE

a) It is the purpose of this SOP to provide general guidelines for handling hostage/barricaded subject situations.

2) STANDARD OPERATIONS PROCEDURE

a) In hostage/barricaded subject situations it shall be the procedure of this law enforcement agency to consider the lives of the hostages, civilians and officers involved to be of the utmost importance; whenever possible, to enhance the prospects of peacefully resolving the incident through communication with the suspect; whenever possible, to develop and maintain the ability to use alternative approaches to resolve the incident should communications fail; and in hostage situations, to make every reasonable effort to effect the safe release of the hostages.

3) STANDARDS FOR RESPONSE

a) Hostage situations – preplanned rescue operation

Minimum staffing

17 SWAT Personnel with patrol on containment
- Tactical Commander for command post
- One Sniper/Observer Team
- Two Entry Teams consisting of Team Leader and six operators

b) Hostage situations – containment – rescue only if required

Minimum staffing

14 SWAT Personnel with patrol on containment
- Tactical Commander for command post
- One Sniper/Observer Team
- Four operators for containment/inner perimeter
- One Entry Team consisting of Team Leader and six operators

c) Barricaded subjects

Minimum staffing

10 SWAT Personnel with patrol on containment
- Tactical Commander for command post
- One Sniper/Observer Team
- Entry Team consisting of Team Leader and six operators

4) DEFINITIONS

a) Barricaded Subject: Any individual who is reasonably believed to be a

threat to commit serious bodily injury or death to hostages, officers or others in the community and who is in a stronghold position.

b) Hostage: Any person held by another against his will by force or threat of force, expressed or implied.

5) PROCEDURES

a) Patrol Officers

Patrol officers confronting hostage/barricaded subject incidents shall not initiate tactical actions other than those necessary to protect the lives and safety of themselves or others consistent with this department's use of force policy.

i) Officers shall then notify a supervisory officer of the incident and circumstances;

ii) Contain and isolate the incident scene, establishing an inner containment perimeter to provide a reasonable degree of safety while maintaining contact with the incident scene and, as time and resources permit, establish an outer containment perimeter to control pedestrian and vehicular traffic into the area; and

iii) Whenever possible, evacuate occupants of affected residences and businesses to a point beyond the perimeter.

b) Officer in Command (OIC)

The ranking officer at the scene shall be in command until specifically relieved by a superior. The OIC shall

i) Inform the watch commander about the nature and circumstances surrounding the Incident;

ii) Delegate the tactical mission to the OIC of the tactical response team;

iii) Ensure development of a communications/negotiations process and an emergency Response team reaction;

iv) Ensure establishment of an inner and outer perimeter, command post, tactical operations center, negotiations center and a staging area for officers and others arriving for assignment;

v) Assign a press center and an officer for press liaison;

vi) Ensure that responsibility for traffic and crowd control is established, and those routes for emergency vehicles have been designated;

vii) Make provisions for recording personnel assignments and developing a chronological record of events at the command center and tactical operations center;

viii) Ensure that necessary equipment from the fire department is made available at the staging area together with any other units or equipment such as canine teams, aviation or marine units; and

ix) Ensure that emergency medical services are available at the site.

c) SWAT Commander

The commander of the tactical response team shall

i) assist the OIC in assessing the situation and formulate and provide the OIC with recommended tactical alternatives should communications with the subject fail to resolve the incident;

ii) determine equipment needs and assign personnel to control and contain the inner perimeter;

iii) designate marksmen and entry team as necessary;

iv) ensure that personnel manning the inner perimeter maintain firearms discipline and are provided with periodic relief by appropriate tactical response team members;

v) prepare appropriate logistical plans to include diagrams of the location in question;

vi) ensure the establishment of a tactical operations center if necessary; and

vii) maintain contact with and keep the command post informed of all developments

b) Crisis Negotiation Team

The individual in charge of communicating with the subject shall

i) provide any requested assistance to the OIC;

ii) provide trained primary and secondary negotiators and, as available and necessary;

iii) a negotiations investigator;

iv) obtain all pertinent information about the hostage taker, the hostages, hostage site and other barricaded subjects; and

v) debrief hostages following the incident.

c) Psychological Services

This may be a resource to the Crisis Negotiators team and may

i) Monitor communications between the negotiators and subjects and provide,

ii) Negotiators with assessments of effectiveness, recommended strategies and other relevant information;

iii) Assist in interviewing witnesses and debriefing hostages; and

iv) Provide professional assistance to hostages, witnesses and others as may be necessary.

14) TACTICAL CONSIDERATIONS

a) Determine probable location of suspect within the structure.

i) Determine access routes & advise concerned units.

ii) Determine the location of all personnel assigned to the operation and maintain a roster.

iii) Upon arrival of SWAT, ensure the unnecessary personnel

leave the area.

b) Maintain control of responding personnel & ensure that:
- i) All personnel report to the tactical operation center prior to deploying.
- ii) All personnel are adequately briefed regarding tactical problem, assignment and unit designation.
- iii) Assigned personnel have communications capability.
- iv) Weapons fire control is maintained.
- v) Establish alternate routes for civilian traffic.
- vi) Establish telephonic communications with suspect. Every effort must be expended to obtain the voluntary surrender of the suspect.
- vii) Determine identity and objective of suspects.
- viii) If suspect's identity can be ascertained, check record through station, departmental and intelligence resources.
- ix) Detain all persons who can supply pertinent information, i.e., relatives, friends, witnesses, and ensure their safety. Do not locate them in the command post.
- x) Thoroughly brief all relief personnel.

15) POST OPERATION CONSIDERATIONS

a) Obtain Statement of Facts, Chemical Agents Use Form, and any other applicable information from SWAT representative, and ensure that:

b) First report is taken by handling unit

c) Memo to the Division Chief is initiated.

d) Account for all departmental equipment, and ensure that it is serviced and returned to its storage place.

e) Return borrowed equipment.

f) Secure location of occurrence for preservation of evidence, etc.

g) Release premises to owner or responsible party.

h) Supervise clean up of areas utilized by department personnel.

i) Provide follow-up service to area residents relative to damaged property, claims against the county, etc.

j) Determine who assisted departmental personnel, and ensure that letters of appreciation are prepared.

k) Replenish rehab supplies

l) As soon as possible, critique the operation with involved personnel, and submit a memo to the unit commander relative to findings.

V. PROCEDURES FOR USE OF FLASH SOUND DIVERSIONARY DEVICES

1) PERSONS AUTHORIZED

Persons Authorized to Utilize Flash Sound Diversionary Devices (FSDD's): Only personnel who have successfully completed a departmentally approved training course in the proper use and deployment of FSDD's shall be certified / authorized to deploy them during actual operations. In order to remain certified / authorized to use the devices, personnel shall successfully complete a refresher course on an annual basis. Because of the specialized nature of these devices and the training required to properly deploy them, their use shall be restricted to trained personnel from the tactical unit/team.

2) AUTHORIZATION OF USE

Except in extreme emergencies (i.e., life-threatening situations), FSDD's shall not be used without prior authorization of the SWAT Team Commander. In the absence of the SWAT Team Commander, the SWAT Team Leader may authorize their use.

3) JUSTIFICATION FOR USE

Generally, FSDD's may be considered whenever the use of a less-lethal diversion would facilitate entry, enable arrest, and potentially reduce the risk of injury.

Circumstances justifying the use of FSDD's shall include, but not be limited to:

a) Barricaded suspect and/or hostage situations
b) High-risk warrant services
c) Circumstances wherein distraction of violent mentally deranged persons or those under the influence of alcohol/drugs is believed necessary in order to facilitate apprehension
d) Situations wherein the tactical commander deems their use necessary to safely resolve the incident

4) DEPLOYMENT CONSIDERATIONS

Prior to deploying FSDD's, personnel shall consider available intelligence information and circumstances (i.e., the presence of children, elderly persons, etc.). Circumstances may dictate the exterior deployment is preferable to deployment on the interior of a structure. The deploying officer shall visually check the area before deploying the FSDD. Generally, these devices shall not be used solely for the preservation of evidence. Because FSDD's have the potential to ignite flammable materials, a portable fire extinguisher shall be readily accessible whenever devices are to be deployed.

5) REVIEW PROCESS

The SWAT team commander or designee shall review the use of FSDD's as soon as practical following each incident or operation to ensure the devices were used according to the SOP and that the devices functioned properly. Information thus obtained shall also be utilized for statistical and training purposes.

VI. LESS LETHAL IMPACT PROJECTILES

1) SCOPE

This Standard Operations Procedure provides guidance for the purchase, storage, transportation, handling and deployment of less lethal impact projectiles and establishes reporting procedures for their use. All departmental personnel are responsible for understanding and complying with this SOP.

2) DEFINITION

For the purposes of this SOP, less lethal impact projectiles are defined as those munitions that can be fired, launched or otherwise propelled for the purpose of encouraging compliance, overcoming resistance or preventing serious injury without posing a significant potential of causing death. Examples of less lethal impact projectiles include beanbags, launchable wooden, foam or rubber batons, rubber pellets, pepperballs and other like items.

a) Persons Authorized to Use Less Lethal Impact Projectiles:
   Only personnel who have successfully completed a departmental approved training course in the proper use and deployment of less lethal impact projectiles shall be authorized to use them during actual operations.

3) JUSTIFICATION FOR USE

The employment and use of these devices are decisive actions that can assist in achieving the goal of protection of life and property and/or the restoration of order. They should be considered whenever the use of less lethal options would assist in enabling an arrest, restoring order and/or reducing the risk of more serious injury. Circumstances justifying the use of these munitions include, but are not limited to:

a) Restoration or maintenance of order during jail or civil disturbances.
b) Safely controlling violent persons.
c) Subduing vicious animals.
d) Situations wherein the authorizing person deems their use necessary to safely resolve the incident.

4) REPORTING

The use of less lethal impact munitions constitutes a use of force and, as such, must be reported in accordance with standard departmental force reporting procedures.

a) Storage, Transportation & Handling:
   i. Storage of less lethal munitions should conform to manufacturer's

recommendations.

ii. Generally, they should be stored in their original container in a cool, dry place. Munitions which have been removed from their original container shall be clearly and conspicuously identified as “less lethal” to prevent confusion with lethal munitions. Under no circumstances shall less lethal impact projectiles be kept in a manner, which might lead to confusing them with lethal munitions. Generally, they should be stored in a separate container or cabinet or on a separate shelf, which is clearly marked.

iii. Except as previously noted, less lethal impact projectiles should be transported in accordance with the department’s customary policy or practice for small arms munitions.

iv. Under no circumstances shall any person be authorized to tamper with or alter in any manner, any less lethal impact projectiles. Misfires and duds shall be recovered, rendered safe and removed from service. Appropriate notifications shall be made and munitions, which have malfunctioned or are damaged, shall be handled according to departmental policy governing other types of ammunition.

v. Upon receiving any munitions, the person actually employing them is ultimately responsible for ensuring that these munitions are “less lethal” and used in accordance with departmental policy.

b) **PROCUREMENT AND INVENTORY CONTROL**

These munitions shall be procured in accordance with normal departmental purchasing procedures. Inventory, serviceability, and tracking shall be the responsibility of the department armoire, range staff, or other designee responsible for handling other types of munitions.

VII. RESPONSE TO ACTIVE SHOOTER SITUATIONS

1) RESPONSE

The SWAT team should be called out for all active shooter situations. This will be to assist with scene security, clearing structures and any other additional duties deemed necessary by on scene command. See addendum.

VIII. CHEMICAL AGENTS USE IN BARRICADE INCIDENTS

1) PURPOSE

It is the purpose of this Standard Operations Procedure to establish guidelines for the use of chemical agents to effectively deal with barricaded suspects that pose a threat to citizens, hostages, or officers, and are believed to be armed and violent.

2) PROCEDURE

Barricaded suspects pose a significant threat to the safety of the neighborhood or area of occurrence and are a threat to the lives of citizens and officers. The refusal to submit to arrest and exit a barricade position is indication of irrational behavior and/or violent criminal intent. Officers called upon to respond to barricade events shall follow the procedures of containment, communications, evacuation, command and control, use of force, and use of chemical agents as enumerated in this Procedure.

3) DEFINITIONS

a) Barricaded Suspect(s)
A person(s) who uses any shelter, conveyance, structure or building as a barrier against law enforcement and refuses to exit and submit to custody or arrest. A person(s) who is known or believed to be armed and in a position of hiding and refuses to submit to custody or arrest.

b) Chemical Agents
ORTHO
CHLOROBENZALMALONONITRILE, CS
CHLORO-ACETO-PHENONE, CN
OLEORESIN CAPSICUM, OC

The above named are the most common chemical agents used by American law enforcement. These agents are most effective on individuals who are lucid with a normal pain threshold. CS is generally considered more effective than CN or OC. Chemical agents can be applied to a target location by firing long range projectiles or hand thrown “Grenades,” or by volume dispensers. These agents are known to be effective on the mentally disturbed and suicidal subjects, as well as on criminal suspects.

4) PROCEDURES

a) A barricaded suspect or subject incident shall be contained and a command structure that is appropriate for the time frame, the location, and the tactical problem presented by the suspect/subject shall be in

place.

b) As soon as reasonably possible, a communications effort should be made directing the suspect to exit the location and submit to arrest or custody.

c) A tactical deployment that would include containment and based upon the terrain or environment, long rifle positions, arrest team, entry team, emergency entry team or mobile option team should be in place.

d) An evacuation of citizens from the affected area should be accomplished to prevent contamination of uninvolved persons.

e) If pyrotechnic chemical agents are to be used, the fire department shall be notified and requested to stand by near the scene of the incident.

f) Only police personnel who are trained and certified shall deploy chemical agents.

g) Prior to deployment of chemical agents, when practical, notification to police personnel present shall be given to avoid exposing unprotected personnel and citizens to the agents.

h) Chemical agents may not be deployed withoutapproval of the On-Scene Supervisor.

5) APPLICATION OF CHEMICAL AGENTS (other than OC)
   a) SWAT personnel should exhaust alternatives to the use of chemical agents that are available and appropriate under the circumstances;
   b) Authorization must come from a supervising officer, who must determine whether the present circumstances warrant the use of chemical agents and whether available and appropriate alternatives have been exhausted;
   c) Deployment methods should include the following;
      i) Announce to the subject or subjects the intent to use chemical agents; and
      ii) Allow sufficient time and space for the subject or subjects to comply with the directives.
6) APPLICATION OF CHEMICAL AGENTS – OC
   a) SWAT personnel may deploy OC in accordance with KCSO Use of Force policy
7) APPLICATION OF CHEMICAL AGENTS (cont.)

   a) Only that amount of chemical agent that is reasonable shall be used.

b) The application of the appropriate amount of chemical agent shall be monitored, determined, and controlled by the on-scene Team Leader. Only a reasonable amount shall be used.

c) The amount of chemical agent to be used should be predicated upon:
   i) The seriousness of the offense;
   ii) The threat to the community posed by the suspect/subject;
   iii) The location: size, single level or multi-level, available windows or areas for insertion of chemical agents, wind and weather, and type of chemical agent being used;
      a. The available positions and locations from which chemicalagents can be deployed;
      b. The available gas team members that can be used todeploy agents;
      c. The potential for injury to persons inside the locationsuch as hostages who are elderly or under the ageof twelve years;
      d. The reaction of the suspect/subject to the gas.

d) When deploying chemical agents the following should be considered;
   i. Munitions shall be fired using trajectory to minimize injury to subjects inside the location;
   ii. When practical, the upper corners of windows will be used in conjunction with upward trajectory;
   iii. Chemical agents projectiles should not be “direct fired” at a human target;
   iv. Verbal directions should be used with the insertion of chemical agents; i.e., “Exit the front door, unarmed, with your hands up, and you will not be harmed;”
   v. Where practical, cover and/or concealment should be used when deploying chemical agents;
   vi. After the scene is secure and the suspect is in custody all deployed munitions and fragments should be removed from the scene.

e) Decontamination
   i. Persons exposed to chemical agents shall be provided with decontamination assistance in a reasonable time;
   ii. Flushing with cool clear water for at least ten minutes can relieve excessive skin contamination;
   iii. Arrestees and custodies shall be taken to a medical facility and given treatment when necessary. A medical facility can be an emergency room, ambulance, EMT provider or nurse in a custody facility. This shall be accomplished in a reasonable length of time.

f) Reporting
   The use of any chemical agent in any amount or number shall be reported

to the SWAT Commander or his designee as soon as practical. A written report prepared by the Team Leader shall document the:

- Chemical agents used;
- The number of devices used;
- The justification for use;
- The names of officers who dispersed the chemical agents;
- Any medical treatment and decontamination provided;
- Any injuries.

IX. TACTICAL EXPLOSIVE BREACHING

1) PURPOSE

With the goal of the Kitsap County Sheriff's Office SWAT Team being a safe and non-violent resolution, considerations must be made for all tactical avenues of approach.

During the course of operations, SWAT may be faced with responsibility of executing an entry into a heavily barricaded and or fortified location. Additional situations include but are not limited to emergency operations involving hostage rescues; armed suspects and high risk warrant services. Typical means of forced entry in these situations (i.e., door rams) are rarely effective and may create an extreme hazard for entry personnel. With an immediate and positive breach being the key to a successful tactical mission, it is critical that the point of entry be breached quickly and safely as possible.

2) DEFINITION

Explosive breaching, i.e. the use of explosive materials to effect a breach, can be an effective option in SWAT team tactics. An explosive breach is an industrial tool. An effective breach is a design where the most efficient use of the minimal amount of explosives is used to achieve 100% penetration, 100% of the time. Effective breaching techniques allow tactical team's immediate entry with minimal risk to themselves, the victims and the suspects. In addition, explosive entry also provides distraction through shock and surprise that may prohibit organized resistance towards the entry team and violence against the victims/ hostages.

3) PROCEDURE

a) Breaching is a SWAT team tactical option that may be utilized when a rapid entry is critical to the success of the mission. The option to use an explosive breach shall be at the discretion of the SWAT commander or designee and will only be employed when there are at least two certified Explosive Breachers available for the operation

b) Prior to the entry, the Breacher will present a "Breacher's brief" to the SWAT Commander and entry team members. The brief will include but is not limited to the charge type, construction, explosive type and amount, calculated pressure and safe minimum stand off, initiation sequence, expected conditions and damage, safety concerns upon entry and misfire procedures. If an interior breach is utilized, overpressures will be calculated and presented.

c) At the conclusion of the mission, the Breacher and Assistant Breacher

are responsible for submitting a “Breacher’s Report.”

d) Definitions
   i. Explosive Breach—A technique of employing explosive materials to create an opening through a wall, door or barrier to allow access by a tactical team.
   ii. Explosive Breaching Charge—a construction of explosive materials created for the specific purpose of using explosives as an industrial breaching tool.
   iii. Breacher—a member of the SWAT team trained and certified in the construction, placement, and initiation of explosive breaching charges.
   iv. Assistant Breacher—a member of the SWAT team trained and certified in the construction, placement, and initiation of explosive breaching charges. For tactical planning purposes the Assistant Breacher may assist the Breacher during the construction, placement and or initiation of the breaching charge.

e) Safety
   i. All explosives will remain in control and stored by the Breacher, Assistant Breacher or members of the Explosives and Hazardous Devices Unit.

   ii. The handling and use of explosive materials will be conducted in a safe and reasonable manner.

   iii. Only Nonel blasting caps will be utilized to initiate breaching charges. Instantaneous (zero-delay) Nonel caps will be used for operational breaches but delay caps can be use for training purposes.

   iv. Electric and non-electric caps will not be used for breaching charges.

   v. The designated Breacher or Assistant Breacher will be in control of the initiating devices at all times to prevent unintentional initiation.

   vi. The designated Breacher or Assistant Breacher will be responsible for construction, placement, and initiating the breaching charge dependent on operation circumstances.

   vii. Double priming will be standard procedure to insure positive initiation.

   viii. Placement of the entry team during the explosive breach will be the responsibility of the team leader with input from the Breacher and Assistant Breacher.

   ix. All members of the SWAT team on missions and training will wear safety clothing. This will include but is not limited to helmet, nomex, balaclava, gloves, eye protection, boots, long sleeve shirt, long pants,

hearing protection and ballistic vest.

f) Training and Documentation:

i. All breachers will attend training and be certified as Explosive Breachers by Rapid Entry Systems Technology Corporation (R.E.S.T) prior to performing operational breaches. Explosive Breachers may attend explosive breaching programs presented by Tactical Explosive Entry Systems (TEES) and other organizations, but R.E.S.T. will serve as the sole program for certification.

ii. Breachers will be involved with one explosive breach quarterly that involves at least one of the basic breaching principles of cut, push, and blast. Explosive Breachers must attend re-certification training with R.E.S.T. every three years to retain their certification.

iii. Explosive breach training is perpetual and will be coordinated and conducted at least quarterly along with the Explosive and Hazardous Devices Unit. All Breachers and Assistant Breachers must maintain a Breachers Logbook and complete a Post-Breach report when explosive breaching charges are use in training or during SWAT missions.

iv. Certified technicians assigned to the Explosive and Hazardous Devices Unit that are also certified Explosive Breachers may fill the role as a Breacher or Assistant Breacher during training and tactical operations.

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Crisis Negotiation Team SOP (December 2025)

Mission

The mission of the Kitsap County Sheriff's Office Crisis Negotiation Team is to establish an ongoing dialog and rapport with people involved in a crisis situation. The Crisis Negotiation Team will work on gathering accurate and timely information and work collaboratively to defuse tension. Our goal is to resolve situations peacefully, protect lives, and restore safety to the community through patience, empathy, and skilled negotiation.

CNT Administration

Overview: CNT is a decentralized sub-unit of the SWAT Team which, when called into existence, is governed by the on-scene Incident Commander and SWAT Commander, at the discretion of the Sheriff.

Team Leader (TL) A supervisory negotiator appointed by the SWAT Commander.

Assistant Team Leader (ATL) A supervisory negotiator appointed by the SWAT Commander.

Negotiator A Deputy, who has successfully completed the application process, when there is an opening for CNT, will be considered for appointment to CNT by the SWAT Commander in consultation with the CNT TL. Negotiators must complete the FBI's Basic Negotiator course (or equivalent) to be eligible for permanent status. Upon completion of training after appointment by the SWAT Commander, the negotiator obtains permanent status.

Probationary Negotiator Deputies that have been selected as a team member for CNT but have not yet completed the required FBI Basic Negotiator Course (or equivalent). Probationary negotiators should not perform the function of a Primary Negotiator without CNT TL approval. (See Operations, below.)

Personnel Positions - Responsibilities

Crisis Negotiator Team Leader

The Team Leader is responsible for supervising the operations of the Crisis Negotiation Team which will include deployment, training, first-line participation, and other duties as directed by the SWAT Commander.

The CNT TL is responsible for the overall operational readiness of the CNT element of Kitsap County Sheriff's Office SWAT. The TL will ensure that training is conducted throughout the year and ensure all team members maintain the skills and knowledge necessary to be effective members of KCSO CNT. The TL is also

responsible, in conjunction and cooperation with the SWAT Commander, Assistant SWAT Commander, and other element Team Leaders with decision making regarding the direction and tactics of any negotiation conducted by CNT members. The TL is responsible for ensuring that command elements are apprised of pertinent negotiation points and the overall tone of negotiations. The TL will ensure that tactical elements are provided with any tactical intelligence acquired during negotiations to include emergent and officer safety information. The TL will determine all assignments of other CNT members during a call out.

Assistant Team Leader

The ATL is responsible for assisting with the training and maintaining of CNT, including logistics. The ATL will act in the role of the TL when the TL is not on-scene.

The ATL is responsible for the administrative duties of CNT. The ATL is the second in command of the CNT element during all KCSO SWAT operations. The ATL will assist the TL in the coordination of all team members as well as have input in any decision to be made during a call out. In the absence of the TL the ATL will be responsible for the overall operational readiness of the CNT element of KCSO SWAT.

Primary Negotiator

The Primary Negotiator's main responsibility is to establish contact within the crisis site and establish rapport with the suspect or individual in crisis. This can be accomplished through phone contact, electronic contact, or face to face (if able to do so while maintaining officer safety and tactical viability). This role is vital to obtaining, maintaining, and increasing the stability of the crisis site. The Primary Negotiator should be aware of all pertinent information regarding the subject. The Primary Negotiator is responsible for the implementation of any operational plans with regards to giving instructions/information to the subject or withholding same as directed by the CNT TL.

Secondary Negotiator (Coach)

The Secondary Negotiator is responsible for monitoring all negotiations between the Primary Negotiator and the suspect/subject in crisis. The Secondary Negotiator shall keep the TL apprised of all developments that occur during negotiations. This will include any demands/threats made by the subject, timelines, and tactical intelligence. The Secondary Negotiator will act as the conduit between SWAT Command and the Primary Negotiator keeping the Primary Negotiator apprised of any operational decisions affecting the negotiation process. The Secondary Negotiator may make suggestions to the Primary Negotiator as to the direction of the negotiations (these will merely be suggestions and do not have to be used by the Primary Negotiator). The Secondary Negotiator shall monitor the physical and

emotional status of the Primary Negotiator and keep the TL apprised of any negative change, in an effort to maintain effective negotiations and look out for the welfare of the Primary Negotiator. The Secondary Negotiator shall keep a written log of the negotiations timeline and ensure that all deadlines set by the subject or CNT are met.

Scribe

The Scribe is responsible for ensuring that all pertinent intelligence and information is written down in an area where all CNT members can access. The Scribe is also responsible for monitoring any audio and visual intelligence from inside the crisis site and passing that information to the TL, ATL, and Secondary Negotiator. The Scribe will be responsible for passing along any intelligence gathered through other means to all members of CNT. The Scribe will also complete an after-action report/log for any callouts and disseminate that to SWAT Command and all Team Leaders.

Intelligence/Interview

The Intelligence officer is responsible for acquiring all intelligence pertaining to the crisis site as well as the suspect/subject in crisis. This will include but is not limited to; phone numbers, floor plans, criminal history/gang affiliation, military history, mental/medical diagnoses, family members, known associates, and possession or history of possession of firearms. The Intelligence Officer will also be the CNT member primarily responsible for interviewing any witnesses, victims, released hostages, family members, friends/known associates of the subject, and property owners. These interviews will be conducted for the purpose of obtaining intelligence that can be used to further negotiations and assist the SWAT Commander in the decision-making process in regard to a safe and efficient resolution of the incident. BWC will be worn and activated during interviews. All criminal intelligence/information relating to the incident should be passed to the investigation lead along with contact information for the subjects providing that information. Any operational intelligence should be passed to KCSO SWAT Command, CNT Team Leaders, the Scribe, and the Secondary Negotiator.

Liaison

The Liaison Officer will act as a conduit between the CNT element and the Command element of KCSO SWAT. The Liaison Officer will monitor all KCSO SWAT radio channels in use during any operation. The Liaison Officer will also ensure that any CNT equipment that is needed during an operation is ready to be deployed and available to those team members that need it.

Requirements to Maintain CNT Status

Refer to policy 408.7.2

Deployment

In the case of a critical incident, normally a minimum of a three-person Negotiation Team will be called out, including the CNT TL or ATL. Response to a critical incident callout will be as follows:

A. TL or ATL will notify by phone call or by sending a message to all CNT with the message headline "CNT callout." The message will include, if available, brief information on situation, location. On-duty responding CNT members should advise Cencom and CNT TL, either over the air or by telephone, that they are responding.
B. On-duty negotiators should respond if available. If insufficient on-duty negotiators can respond, a message will be sent requesting off-duty negotiators. Off-duty CNT personnel will respond, contact Cencom and the CNT TL, and advise they are enroute.
C. CNT TL will determine CNT staffing depending on complexity of incident and circumstances present. Certain incidents may be handled with fewer negotiators and other incidents may require more than standard deployment.
D. For High-Risk Warrant service with SWAT, CNT will normally start with 2 CNT Members. If the Warrant service proceeds and becomes non-compliant, the on-scene members will contact the TL and a call out will be initiated.
    - If CNT members are going in the MRAP to assist SWAT, and there are only 2 members on scene, both members should go in the MRAP. If there are 3 or more members on scene, 1 member can go in the MRAP and the others will be available for the roles as stated above.