Special Weapons and Tactics (SWAT) Team

404.1 PURPOSE AND SCOPE

The Special Weapons and Tactics (SWAT) Team is comprised of four (4) components: four (4) Tactical Elements, the Precision Rifle Operator Team, Crisis Negotiation Team (CNT), and Tactical Dispatch. The purpose of the Team is 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. This policy complies with the guidelines established in the Attorney General's Commission on Special Weapons and Tactics Report (September 2002) and the POST revised 2019 SWAT Operational Guidelines and Standardized Training Recommendations (Penal Code § 13514.1).

404.1.1 OPERATIONAL AND ADMINISTRATIVE POLICY

The Policy Manual sections pertaining to the SWAT Team are divided into Administrative and Operational Policy and Procedures. Since situations necessitating the need for such a police response vary greatly from incident to incident and such events often demand on scene evaluation, the Operational Policy outlined in this manual section serves as a guideline to Department personnel allowing for appropriate on scene decision making as required. The Administrative Procedures, however, are more restrictive and few exceptions should be taken.

404.1.2 SWAT TEAM MISSION

The mission of the SWAT team is to save lives. The primary focus of SWAT is to provide tactical solutions that increase the likelihood of de-escalation and safe resolution of high-risk incidents. High-risk incidents include, but are not limited to, hostage situations, barricade situations, sniper situations, high-risk apprehension, high-risk warrant service, personal/dignitary protection details, supporting special events, special assignments, civil unrest and acts of terrorism.

404.2 CAPABILITIES/TRAINING

SWAT is a team of professional, highly trained, skilled and motivated law enforcement officers who have been specially selected, trained and equipped to respond to and resolve hostage incidents, barricaded gunman incidents, sniper situations, high risk warrant service, personal/ dignitary protection and other special assignments or other emergency situations, which are beyond the capability of other police personnel. Membership on the SWAT Team is a voluntary, ancillary assignment. A minimum of 5% of a SWAT Member's annual on-duty time should be available for training.

404.3 POLICY

It is the policy of this Department to maintain a SWAT Team and to provide the equipment, manpower, and training necessary to maintain the Team. The SWAT team should maintain sufficient resources to perform four basic operational functions:

- (a) Command and Control
- (b) Containment

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- (c) Entry/Apprehension/Rescue
- Precision Rifle/Observer (d)

It is understood that 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 officers from responding to situations exceeding their training levels due to the exigency of the circumstances. The preservation of human life is paramount.

404.3.1 POLICY CONSIDERATIONS

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

404.3.2 ORGANIZATIONAL PROCEDURES

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

- Locally identified specific missions the team is capable of performing. (a)
- (b) Team organization and function.
- Personnel selection and retention criteria. (c)
- (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) Integration with specialized units/functions and supporting resources.

404.3.3 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 Team 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:

- Designated personnel responsible for developing an operational or tactical plan prior (a) 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.

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- 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.
 - 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) Such debriefing should not be conducted until involved officers have had the opportunity to individually complete necessary reports or provide formal statements.
 - (c) In order to maintain candor and a meaningful exchange, debriefing will generally not be recorded.
 - (d) When appropriate, debriefing should include specialized units and resources.
- (i) Sound risk management analysis.
- (j) Standardization of equipment deployed.

404.4 TRAINING NEEDS ASSESSMENT

The SWAT Commander shall conduct an annual SWAT Training needs assessment to ensure training is conducted within team capabilities, department policy and the training guidelines as established by POST (11 C.C.R. § 1084).

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404.4.1 INITIAL TRAINING

SWAT team operators and SWAT supervisors/team leaders should not be deployed until successful completion of the POST-certified Basic SWAT Course or its equivalent.

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

404.4.2 UPDATED TRAINING

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

SWAT team operators and SWAT supervisors/team leaders should complete update or refresher training as certified by POST, or its equivalent, every 24 months.

404.4.3 SUPERVISION AND MANAGEMENT TRAINING

Command and executive personnel shall 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 SWAT or Critical Incident Commander course or its equivalent. SWAT command personnel shall attend a POST-certified SWAT commander or tactical commander course, or its equivalent.

404.4.4 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 twice each year. A minimum qualifying score must be attained by each team member.
- Any SWAT team member failing to attain the minimum physical fitness gualification (b) score will be notified of the requirement to retest and attain a qualifying score. Within 30 days of the previous physical fitness test date, the member required to qualify shall report to a team supervisor and complete the entire physical fitness test. Failure to qualify after a second attempt may result in dismissal from the team.
- (c) Those members who are on vacation, ill, or are on light duty status with a doctor's note of approval on the test date, shall be responsible for reporting to a team supervisor and taking the test within 30 days of their return to regular duty. Any member, who fails to arrange for and perform the physical fitness test within the 30-day period, shall be considered as having failed to attain a qualifying score for that test period.
- (d) Quarterly, each SWAT Tactical Operator shall perform the mandatory SWAT firearms gualification courses. The gualification courses shall consist of the SWAT handgun and rifle qualification courses. Failure to qualify will require the operator to seek remedial training from a team range master approved by the SWAT Commander.

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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.

404.4.5 TRAINING SAFETY

Regardless of the type of tactical training, one (1) SWAT Member shall be designated as the overall Training Safety Officer (TSO). The TSO shall be responsible for completing the Training Safety and Evacuation Plan and providing team members with a verbal safety briefing, prior to the beginning of training. In addition to the TSO, the following specialty safety officers may be designated depending on the type of training taking place:

- (a) Simmunitions Safety Officer (SSO): A certified Simmunitions Training Officer who shall be designated as a SSO anytime Simmunitions marking rounds are utilized.
- (b) Range Safety Officer (RSO): A certified Rangemaster who will monitor the safety of live fire weapons training.

404.4.6 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.

404.4.7 TRAINING DOCUMENTATION

Individual and team training shall be documented and records maintained by the SWAT Custodian of Records. 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.

404.5 UNIFORMS, EQUIPMENT, AND FIREARMS

404.5.1 UNIFORMS

SWAT Team Members wear uniforms clearly identifying them as law enforcement officers. It is recognized that certain tactical conditions may require covert movement. Attire may be selected appropriate to the specific mission. For further details see, the SWAT Procedural Manual.

404.5.2 EQUIPMENT

The SWAT team should be adequately equipped to meet the specific mission(s) identified by the agency.

404.5.3 FIREARMS

Weapons and equipment used by SWAT, the specialized units, and the supporting resources should be agency-issued or approved, including any modifications, additions, or attachments. For further details, see the SWAT Procedural Manual

404.5.4 OPERATIONAL READINESS INSPECTIONS

The SWAT Commander shall appoint a SWAT supervisor(s) to perform operational readiness inspections of all unit equipment at least twice a year. The result of the inspection will be forwarded

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to the SWAT Commander in writing. The inspection will include personal equipment issued to members of the unit, operational equipment maintained in the SWAT storage rooms and equipment maintained or used in SWAT vehicles.

404.6 MANAGEMENT/SUPERVISION OF SWAT TEAM

404.6.1 SWAT COMMANDING OFFICER

- (a) The Chief of Police will designate a Deputy Chief to be the SWAT Commanding Officer and primary senior staff position responsible for SWAT and Crisis Negotiations Team training, readiness, and deployment.
- (b) Operational Policies and Procedures will be developed and maintained at the Bureau Command level of the designated SWAT Commanding Officer.
- (c) All other members may be from assignments throughout the Department.

404.6.2 SWAT COMMANDER

- (a) A Commander recommended by the SWAT Commanding Officer and approved by the Chief of Police.
- (b) Responsible for the SWAT Team selection process, training, and deployment.
- (c) Equipment, control, maintenance, and use will be the SWAT Commander's responsibility. Various tasks within the unit can be assigned to SWAT personnel in order to complete this function.

404.6.3 ASSISTANT SWAT COMMANDER

- (a) A Commander recommended by the SWAT Commanding Officer and approved by the Chief of Police.
- (b) Assists in SWAT Team selection process, training, and deployment.
- (c) Assists in overseeing and assumes command of the SWAT Team in the absence of the SWAT Commander.
- (d) Responsible for various administrative duties as assigned.

404.6.4 TEAM LEADERS

- (a) Sergeants or Corporals recommended by the SWAT Commander and approved by the SWAT Commanding Officer.
- (b) Responsible for assertive leadership, team integrity and unity as well as performing other duties as assigned.
- (c) SWAT Team Leaders will be selected utilizing a formal testing process to include an examination of their training, experiences, maturity, decision-making skills, supervisory and leadership abilities.
- (d) Assistant SWAT Team Leaders may also be designated, and shall be experienced SWAT members and/or Corporals given specific supervisory authority to oversee tasks and operations.

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404.7 TACTICAL ELEMENT ADMINISTRATIVE PROCEDURES

The Tactical Elements were 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 following procedures serve as directives for the administrative operation of the Tactical Elements.

404.7.1 SELECTION OF PERSONNEL

Interested sworn personnel who are off probation, with three (3) years of full-time Police Officer experience, preferably in a non-custody environment, shall submit a change of assignment request to their appropriate Bureau Commander, which will be forwarded 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 a physical agility, firearms proficiency test, oral board, tactical assessment, personnel record review and Team Leader assessment.

- (a) Physical agility: The physical agility test is designed to determine the physical capabilities of the applicant as it relates to performance of SWAT-related duties. The test and scoring procedure will be established by the SWAT Commander. A minimum qualifying score shall be attained by the applicant in order to continue on in the selection process.
- (b) Firearms proficiency test: Candidates will be invited to shoot the SWAT Handgun Qualification course. A minimum qualifying score of 80 percent must be attained to qualify.
- (c) 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.
- (d) Team Leader assessment: Team Leaders will evaluate each candidate on his or 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 the SWAT Commanding Officer, by the SWAT Commander, for final selection.

404.7.2 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

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efficiency level, as established by the team supervisors, 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.

404.8 PRECISION RIFLE OPERATOR (PRO) TEAM ADMINISTRATIVE PROCEDURES

The Precision Rifle Operator Team was established to provide a skilled and trained team that 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 following procedures serve as directives for the administrative operation of the Sniper Team.

404.8.1 SELECTION OF PERSONNEL

Interested Tactical Element members who are off SWAT probation shall submit a change of assignment request to their appropriate Team Leader, which will be forwarded 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 a firearms proficiency evaluation and Team Leader Assessment.

- (a) Firearms proficiency evaluation: Candidates will be invited to shoot the Precision Rifle Operator Qualification course.
- (b) Team Leader Assessment: Applicants will be evaluated by the following criteria:
 - 1. Recognized competence and ability as evidenced by performance.
 - 2. Demonstrated good judgment and understanding of the critical role of a Precision Rifle Operator Team member.
 - Special skills, training, or appropriate education as it pertains to this assignment. 3.
 - 4. Commitment to the unit, realizing that the additional assignment may necessitate unusual working hours, conditions, and training obligations.
- A list of successful applicants shall be submitted to the SWAT Commanding Officer, (c) by the SWAT Commander, for final selection.

404.8.2 TRAINING OF PRECISION RIFLE OPERATOR TEAM MEMBERS

Those selected as PRO Team members shall attend a Basic Sniper/Observer Course prior to primary use in an actual crisis situation. Untrained Sniper Team members may be used in a support or training capacity. Additional training will be coordinated by the PRO Team supervisor.

A minimum of one, sniper specific, training day per month will be required to provide the opportunity for weapons qualification and situational training necessary to maintain proper skills. This will be coordinated by the PRO Team supervisor.

Continual evaluation of a PRO Team member's performance and efficiency as it relates to the positive operation of the Team shall be conducted by the PRO Team supervisor. Performance and efficiency levels, established by the PRO Team supervisor, will be met and maintained by all

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PRO Team members. Any member of the PRO Team who performs or functions at a level less than satisfactory shall be subject to dismissal from the PRO Team.

404.9 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.

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

404.9.1 SELECTION OF PERSONNEL

Interested Communications personnel, who are off probation, shall submit a change of assignment request to their appropriate Bureau Commander. A copy will be forwarded to the SWAT Commander. Qualified applicants will then be invited to an oral interview. The oral board will consist of the SWAT Commander (or his/her designee), the Crisis Negotiation Team supervisor, and a third person to be selected by the two. Interested personnel shall be evaluated by the following criteria:

- (a) Recognized competence and ability as evidenced by performance.
- (b) Demonstrate good judgment and understanding of the critical role of negotiators 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 the SWAT Commanding Officer for final selection.

404.9.2 TRAINING OF NEGOTIATORS

Those officers selected as members of the Crisis Negotiation Team should attend the Basic Negotiators Course as approved by the Commission on Peace Officer Standards and Training (POST) prior to primary use in an actual crisis situation. Untrained officers may be used in a support or training capacity. Additional training will be coordinated by the team supervisor.

A minimum of one training day per month 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 supervisor.

Continual evaluation of a team member's performance and efficiency as it relates to the positive operation of the team shall be conducted by the team supervisor. Performance and efficiency levels, established by the team supervisor, 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 Crisis Negotiations Team.

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404.10 TACTICAL DISPATCH ADMINISTRATIVE PROCEDURES

Tactical Dispatch has been established to provide skilled dispatchers during critical situations where the SWAT Team has been activated.

The following procedures serve as directives for the administrative operation of Tactical Dispatch.

404.10.1 SELECTION OF PERSONNEL

Interested Communications personnel, who are off probation, shall submit a change of assignment request to their appropriate Bureau Commander. A copy will be forwarded to the SWAT Commander. Qualified applicants will then be invited to an oral interview. The oral board will consist of the SWAT Commander (or his/her designee), the Crisis Negotiation Team supervisor, and a third person to be selected by the two. 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 the dispatcher during crisis events.
- (c) Effective communication skills to ensure success.
- (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 SWAT Commander shall submit a list of successful applicants to the SWAT Commanding officer for final selection.

404.10.2 TRAINING OF TACTICAL DISPATCHERS

Those selected as Tactical Dispatchers should attend a SWAT Tactical Dispatcher Course as approved by the Commission on Peace Officer Standards and Training (POST) prior to primary use in an actual crisis situation. Untrained dispatchers may be used in a support or training capacity. Additional training will be coordinated by the team supervisor.

A minimum of one training day per year 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 supervisor.

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 supervisor. Performance and efficiency levels, established by the team supervisor, will be met and maintained by all team members. Any member of Tactical Dispatch who performs or functions at a level less than satisfactory shall be subject to dismissal from the unit.

404.11 OPERATION GUIDELINES FOR SWAT

The following procedures serve as guidelines for the operational deployment of the SWAT Team. Generally, all SWAT Team components will be activated together. However, it is recognized that not all crisis incidents rise to the level of requiring the entire SWAT Team. In those instances, the

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CNT may be deployed with one Tactical Element to support negotiation efforts. This manner of deployment must be approved by the SWAT Commander or his/her designee.

404.11.1 ON-SCENE DETERMINATION

The supervisor in charge on the scene of a particular event will assess whether the SWAT Team should be requested to respond to the scene. Upon final determination by the Watch Commander, he/she will notify the SWAT Commander.

404.11.2 OUTSIDE AGENCY REQUESTS

Requests by field personnel, who are conducting operations outside the Santa Ana City limits, for assistance from outside agency SWAT Teams must be approved by the Watch Commander. Deployment of the Santa Ana Police Department SWAT Team, or SWAT supporting resources, in response to requests by other agencies must be authorized by the SWAT Commander.

404.11.3 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 multi-jurisdictional SWAT operations will regularly be conducted; SWAT multi-agency and multi-disciplinary joint training exercises are encouraged.
- (b) Members of the Santa Ana Police Department SWAT team shall operate under the policies, procedures and command of the Santa Ana Police Department when working in a multi-agency situation.

404.11.4 MOBILIZATION OF SWAT

SWAT is trained to handle a multitude of incidents, such as barricaded incidents, hostage situations, high-risk warrant service, personal/dignitary protection details, and Special Enforcement Details. Their role is to assist in those situations that demand specific tactics, weapons, and/or equipment that exceed routine deployment and resources available to patrol officers or detectives. The following four elements should exist before the emergency deployment of SWAT:

- (a) A criminal act exists, and there is a threat to the life of a hostage, victim, or officers; or where abandonment of the situation by the police would present an unacceptable danger to the community.
- (b) The suspect(s) is/are armed, or there is a reason to believe they are.
- (c) The suspect(s) is/are in a position of cover, concealment, or tactical advantage. Due to the dynamic nature of critical incidents and the likelihood a suspect will not communicate with officers once they have attained a position of cover, concealment, or tactical advantage, a reasonable belief by the field supervisor that, based on articulable information, the suspect is still present shall be sufficient to meet this criteria (i.e. rapid establishment of a perimeter, witness statements, etc.)
- (d) The suspect(s) refuse(s) to surrender.

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The on-scene supervisor shall make a request to the Watch Commander for the SWAT Team. The Watch Commander shall notify the SWAT Commander or, in the absence of the SWAT Commander, the Assistant SWAT Commander. The SWAT Commander shall evaluate the request and either approve or deny. If the deployment is approved, the SWAT Commander or designee shall immediately notify the SWAT Commanding Officer and the Chief of Police and provide them with a synopsis of the incident. At their discretion, the Chief of Police may cancel the SWAT Team deployment if he/she believes it to be unwarranted.

The Watch Commander should provide the SWAT Commander with as much of the following information 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 officers involved.
- (h) Any other important facts critical to the immediate situation and whether the suspect has refused an order to surrender.

Following the approval of the SWAT Team deployment, the SWAT Commander or supervisor shall initiate the SWAT call-out. For further details, see the SWAT Procedural Manual.

404.11.5 FIELD UNIT RESPONSIBILITIES

While waiting for the SWAT Team, 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.
 - 1. Members should attempt to obtain contact information for anyone evacuated from the scene.
- (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 the SWAT Commander on the situation.

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

404.11.6 ON-SCENE COMMAND RESPONSIBILITIES

Upon arrival of the SWAT Team at the scene, the Incident Commander shall brief the SWAT Commander and team supervisors about the situation. Upon review, it will be the SWAT Commander's decision, with input from the Incident Commander, how the SWAT Team will be deployed. 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 the SWAT Team. The Incident Commander and the SWAT Commander (or his or her designee) shall maintain communications at all times.

404.11.7 COMMUNICATION WITH CRISIS NEGOTIATIONS TEAM (CNT) PERSONNEL

Members who are not part of the CNT should refrain from any non-emergency contact or interference with any member of the CNT during active negotiations. Operations require the utmost in concentration by involved personnel and, as a result, no one should interrupt or communicate with CNT personnel directly. All non-emergency communications shall be channeled through the CNT Supervisor or his or her designee.