

ESCONDIDO POLICE DEPARTMENT

SWAT OPERATIONS MANUAL

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ESCONDIDO POLICE SWAT OPERATIONS MANUAL

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Foreword

No operations manual or set of directives can address all situations that may arise during the performance of duty. Policy is broad in scope and is designed to encompass most situations. It is stated in general terms. No policy can anticipate the type or scope of every critical incident. Any policy must be inherently flexible and allow for decisions based on the unique factors associated with the particular event.

This document conveys the same authority as other Department Instructions, regulations, policies, and procedures. Compliance is required by all personnel assigned to the SWAT Unit. Violations of the standards set forth in this manual may result in removal from the SWAT Unit and / or disciplinary action.

This operations manual will not apply in such a way as to supersede state or federal laws, other Department policies or procedures, or abridge the constitutional rights of members of this Department. If for any reason a portion of this manual is held to be invalid, the remainder of the manual shall not be affected by any such decision.

Use of Force – Nothing in this policy shall preclude the use of necessary force, deadly or otherwise, by members of the SWAT Unit to protect themselves or another from the threat of death or great bodily injury. This manual does not supersede the Escondido Police Department Instructions listed in appendix A. Any use of force will be in compliance with current policy and the law.

This operations manual outlines the purpose of SWAT, personnel issues, various procedures applicable during SWAT deployments, unit structure, organization, equipment, and training.

Justin F. Murphy

SWAT Commander

October, 2015

1.0 SWAT UNIT MISSION

1.1 Background

1.1.1 The Escondido Police Department SWAT Unit is a functional organization providing specialized tools, weapons and tactical expertise not normally available for the resolution of critical incidents. The SWAT Unit was established for the preservation of life. Through its efforts, the SWAT Unit will make every attempt to minimize the potential for the loss of human life or serious bodily injury. To this end, the SWAT Unit will maintain the highest level of operational readiness through the development of sound tactical strategies and innovative training programs.

1.1.2 Law enforcement is confronted with increasingly hazardous situations which expose officers to overwhelming personal danger. The dangers faced today exceed the traditional threats anticipated at the inception of most SWAT teams. To manage these situations more safely and effectively, a group of carefully selected and highly trained officers has been formed into a Special Weapons and Tactics Unit, more commonly referred to as "SWAT". SWAT is an abbreviation for special weapons and tactics.

- A. SWAT is the recognized term according to California Penal Code section 13514.1(a), the California Attorney General - Department of Justice (DOJ), and the California Commission on Peace Officer Standards & Training (P.O.S.T.).
- B. The Escondido Police Department tactical team has traditionally been referred to as the Tactical Operations Unit, but has adopted the term SWAT in recognition of the California Penal Code, California DOJ, and California P.O.S.T. The utilization of this term is also in keeping with the California Association of Tactical Officers (CATO) recommended "best practices", and in alignment with references in state and federal publications.
 - 1. CA Penal Code 2007
 - 2. CA DOJ – 2002 Commission on S.W.A.T.
 - 3. CA P.O.S.T. – Operational Guidelines and Training Recommendations (document #POST2005TPS-0369).

1.1.3 SWAT shall review and critique selected SWAT operations occurring within and outside San Diego County. The review will provide training material and the incidents may be used as scenarios for team training. The reviews may

also be used as a historical resource during any critical incident of a similar nature.

1.2 Mission

1.2.1 SWAT Mission Statement – “To provide enhanced life-saving skills based on sound doctrine and tactics”

1.2.2 SWAT will provide specialized tools, weapons, and tactical support in a wide range of critical incidents including the following:

A. Rescue operations:

1. Hostage incidents
2. Endangered citizens
3. Captured or isolated officers

B. Armed and/or barricaded suspects

C. High risk warrant service

D. VIP protection and security

E. Riot situations

F. Deployment of chemical agents

G. Investigative unit support

1. Surveillance
2. Over watch operations
3. High risk apprehension

H. Patrol division support

1. Natural Disasters
2. Emergency patrol staffing

3. Hazardous materials response
4. Searches (Large Area, Missing Persons, etc.)

I. Acts of Terrorism

1. Homicide / Suicide Bombers
2. Weapons of Mass Destruction
3. Coordinated attacks on selected sites / personnel
4. Mass siege incidents

Note: Mission specific manuals and references may be developed as necessary and appropriate. As needs become apparent, modifications will be made to this manual and will be reflected by policy, procedural, and training adjustments.

1.3 Team Objectives

1.3.1 Develop and maintain a specially trained and well-disciplined SWAT Unit capable of rapid deployment to critical incidents in order to provide the Incident Commander with special tools, weapons and tactical resources.

- Measured through monthly training, qualification testing, after-action reviews, and adherence to daily staffing requirements.

1.3.2 Develop and maintain highly trained and well-disciplined operators possessing specialty skills which support the overall SWAT mission.

- Measured through training, training documentation, qualification testing, emergency incident reports, and after-action reports.

1.3.3 Provide effective specialized weapons and tactical support to other units of the Police Department, other law enforcement agencies, and governmental & VIP organizations.

- Measured through incident reports and strict adherence to established procedures.

1.3.4 Develop and provide specialized weapon and tactical training for other units of the Escondido Police Department, other law enforcement agencies, and other government organizations.

- Measured through training reports, participant critiques and follow-up qualifications.

1.4 SWAT Critical Incident Response Guidelines

1.4.1 The following is an introduction to the Critical Incident Response section. This portion will serve as a guideline to help incident commanders, supervisors, and senior officers when confronted with an incident that requires immediate action and control involving the utilization of SWAT. It is also intended to define SWAT's role within the command structure when a critical incident occurs, and to reaffirm this department's policy and procedures for handling a critical incident. The Escondido Police Department adheres to the Law Enforcement Incident Command System (LEICS) during critical incidents, and recognizes the California State Emergency Management System (SEMS), and the Federal National Incident Management System (NIMS).

1.4.2 Critical incidents involving SWAT may include but are not limited to: An event involving rescue operations, armed and/or barricaded suspects, high-risk warrant service, VIP protection and security, riot situations, searches, acts of terrorism, or any other high risk situation where the deployment of SWAT increases the likelihood of a successful resolution.

1.4.3 The response to critical incidents can be planned. Although the specifics of each event may not be known, the use of general policies and guidelines allow certain response criteria to be pre-established. This procedure allows planned operations (warrant service, high-risk patrol, etc.) to begin with adequate resources. In the event of dynamic incidents (hostage rescue, barricaded suspects, active shooter), pre-planning known components facilitates proper command and control.

1.4.4 Most critical incidents require a response to a crisis that is occurring or is about to occur. In these cases, there is little or no advanced warning. Incident command personnel must gather resources and develop tactical plans as the situation progresses. In the early phases of any critical incident all personnel will be operating in a reactionary mode. For this reason, the LEICS must be used as it facilitates a disciplined and organized response in the middle of a chaotic and shifting environment.

1.5 Incident Management

1.5.1 The Escondido Police Department's approach to handling critical incidents involves the use of resources from throughout the department. Depending on the type, size and complexity of the incident, the on-duty Watch Commander (WC) may assume overall command of the critical incident or may delegate command to another supervisor or senior officer who then becomes the Incident Commander (IC). **Generally, this person should be of the rank of Lieutenant or higher. The IC is responsible for delegating all tasks involved in managing a critical incident and makes all major decisions.** Due to staffing levels and/or availability of management staff, there may be times when the SWAT Commander must assume the role of the IC. A SWAT Sergeant may then be assigned as the Tactical Commander (TC). The IC will remain in overall command of the incident until properly relieved.

1.5.2 The IC has access to resources which include: Patrol, Emergency Negotiations Team (ENT), Canine Officers, Traffic Officers, Investigators, and SWAT. Additionally, the IC may request resources from throughout the County of San Diego. These requests will be coordinated through the San Diego County Sheriff's Department acting in their role as the County Mutual Aid Coordinator. Regional mutual aid requests will be coordinated through the San Bernardino County Sheriff's Department acting in their role as the California Region VI mutual aid coordinator.

1.5.3 In most critical incidents, patrol officers are responsible for the initial containment. As the situation expands, additional resources will be requested. Once containment has been established and resources are assembled,

1.5.4 ENT, along with the Investigations Division, may be assigned to gather intelligence on the suspect, or gather other relevant information related to the incident. For the duration of the incident these resources are under the sole command of the IC.

1.5.5 The IC makes decisions on all major aspects of the response, and the intent of each decision shall be clear to all involved. The IC's decisions related to the tactical operation may include the following:

- When to request SWAT
- Define the SWAT mission for the incident
- When it is appropriate to start or stop negotiations

- When to request additional personnel or resources

1.5.6 Policy establishes the procedure that the IC assigns unit specific missions to the ranking supervisor of each unit, but does not dictate tactics or methods to be used. An example would be giving the order to rescue a hostage without dictating the specific tools or tactics to be used in the completion of the assignment. Time permitting, the IC may veto one plan and ask for another.

1.5.7 The IC's goal in the application of organizational and tactical procedures is to use available resources to successfully resolve the critical incident with the least risk to all parties. All efforts should focus on protecting and minimizing the loss of life, protecting property, stopping criminal action, arresting suspects, securing evidence, and restoring order.

1.6 Command Structure

1.6.1 According to the California Office of Emergency Services (LEICS) manual there are five basic components of the Law Enforcement Incident Command System: Command Staff, Operations Section, Planning & Intelligence Section, Logistics Section, and the Finance Section. Three components should be established early during an incident:

- Command Staff (IC)
- Operations Section (under which the TC operates)
- Logistics Section

These sections may be handled by one person acting as the IC during the early phases of the incident. Typically, the expansion in the number of personnel and assigned resources will dictate the separation of functions to individual supervisors in order to maintain an effective span of control. Generally, the senior representative from SWAT will function in the capacity of TC and will work under the direction of IC.

1.6.2 The defined command structure within a critical incident involving the deployment of SWAT is as follows:

- A. Incident Commander (IC) - The IC is responsible for the overall command of the operation which includes all tactical and support resources committed to the incident. The IC provides the authority for all activities necessary to resolve the incident. The IC will liaison with mutual aid representatives

B. Tactical Commander (TC) - The TC is under the direct control of the IC. The TC coordinates and directs all tactical operations. The TC will liaison with other law enforcement tactical units committed to the incident.

C. SWAT Team Leader (TL) – TL’s are responsible for the supervision of individual elements, overseeing individual deployment, development of tactical plans, ongoing situational assessments, and the communication of relevant information to the TC. In their absence the senior SWAT Operator will assume command of the individual element.

D. SWAT Operators - Individual operators will function at the direction of a SWAT TL or the TC.

1.7 Developing the Basic Plan

1.7.1 When an incident occurs and the first patrol officer arrives, every action from that point on will set the stage for implementing the resolution to the problem. These initial actions may grow into very complicated problems and include such things as the initial officer's approach to the scene, the location where the officer parks his/her car, the initial intelligence gathered, and much more.

1.7.2 [REDACTED] First responders should consider such issues as how to safely approach, where to park, and the worst-case scenarios.

1.7.3 The first responder should immediately begin containment to prevent the incident from growing. [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

1.8 Role of the Incident Commander (IC)

1.8.1 Upon the arrival of the first field supervisor or responding officer, he/she will assume overall command of the incident. This overall command will encompass duties which will be delegated to other individuals as the incident evolves. Tactical operations should be coordinated with senior tactical operators. Directives during this stage of the operation should not constrain operators from employing necessary tactics. The IC will attempt to stabilize the operation until relieved by higher ranking officers. Effective incident management requires the use of LEICS.

A. LEICS components for IC are:

1. Incident managers (Incident Commander, Tactical Commander, field/support services supervisor, etc.)
2. Command posts (incident command post and tactical command post)
3. Command post control of on-scene personnel (Logistics Officer)
4. Communications nets (assigned communication nets and supervised by communications supervisor)
5. Joint operation command procedures (falls under appropriate commander after missions assignment received from Incident Commander)

1.8.2 Whether one agency is involved or the joint effort of multiple departments is required, the chain of command must be clearly established. One person will be designated as the IC. In those incidents involving representatives from multiple agencies the IC will establish a Unified Command Post.

A. In the event mutual aid is required, the IC, in conjunction with the TC, should have the mission/objective established. Those units should then be requested and coordinated by the appropriate command (i.e., tactical units by the TC and supported by the field/support services commander). In the case of SWAT, requests will be made per the existing San Diego County SWAT Commanders MOU.

B. Final decisions related to strategies and missions should remain with the IC. SWAT will control the tactics and methods used after the assignment of missions by the IC.

1.8.3 Each level of management in the chain of command must be aware of its responsibility and authority to make decisions. Incident management must gain control through command action and presence in the most direct and timely manner possible. Each commander is subordinate and responsible to another commander at the next higher echelon.

1.8.4 Once the first responding field supervisor has contained the incident by establishing the inner and outer perimeter, he/she must then establish the incident command post. A scribe should be used to begin making notes for logistical purposes.

1.9 Tactical Command Post (TCP)

1.9.1 The TCP is the headquarters from which the TC functions. This should be established as soon as practical in order to direct activities at the objective site. Until the time the TCP is established, the senior operator from SWAT will act as the TC regardless of the position they hold.

This communications link will preferably be staffed by a trained tactical dispatcher.

1.9.2

This post should be in a position that provides protection from known threats. Initially, this post may be staffed by one of the initial responding units at the scene but will ultimately be staffed by the TC.

1.10 Incident Command Post (ICP)

1.10.1 The ICP is the command operations center from which the IC functions. The ICP has operational control over the entire incident, including the TCP.

1.10.2 The ICP is organized into the incident management functions of situation assessment, tactical operations, logistical support, command and control, and post-operation procedures.

the ICP can be located

easily, and will have a great deal of capabilities. [REDACTED]
[REDACTED]

1.11 Posting Board Displays

There should be an area designated (out of public and media view) for posting board displays that will provide information for the IC and TC. This display should be available to the TC for viewing prior to any major plan decisions. The information placed on these boards should come from the intelligence gathering teams, hostage negotiators, witnesses, etc. The following posting board displays should be used and maintained by the designated scribe(s):

- Situation charts with information about the suspects and criminal actions
- A chart displaying the known or perceived threats
- Hostage chart displaying hostages being held or released
- Charts with witness/informant/investigative information
- Negotiator information: intelligence, demands/deadlines, timing of contacts, profiles of suspects
- Tactical deployment charts—positions, course of action, risk assessment, tactical event control
- Incident site information—area maps, the objective, building plans, surrounding area, route to/from, photos, and drawings
- Administrative—radio call signs, telephone number list, pager number list, list for joint operation/mutual aid personnel, and logistic needs

1.12 Follow-Up Procedures

1.12.1 Once the tactical problem has been resolved, release of department or mutual aid resources may occur and will be done at the direction of the IC or designee. Refer to LEICS demobilization recommendations.

1.12.2 At the conclusion of those incidents where SWAT played an active role in the resolution phase there will be a process of documentation designed to support the after-action report. In the event of a fatal or non-fatal shooting of an individual by a SWAT operator the ensuing investigation will be handled by this department's Crimes of Violence Unit in accordance with the protocols established by the San Diego County District Attorney's Office.

1.12.3

[REDACTED] These methods will be evaluated by the TC and documented in the SWAT after-action report.

2.0 ORGANIZATION

2.1 Administrative Chain of Command

2.1.1 SWAT is assigned to the Uniform Bureau. The SWAT Commanding Officer (CO) reports to the Commanding Officer of the Uniform Bureau. SWAT Team Leaders report to the SWAT CO on matters relating to the daily and operational activities of SWAT.

A. The SWAT CO and SWAT Sergeants administer and supervise SWAT to ensure consistent training and deployment.

2.1.2 The SWAT Team is ideally composed of (2) Lieutenants, (3) Sergeants, (18) Officers, (2) PSD officers, (8) Medics, (3) Technology operators, and (3) Tactical Dispatchers. Additionally, Sworn or Reserve Officers may be assigned as drivers / equipment managers for the team.

A. The Medic element consists of (8) Escondido Fire Department Personnel possessing paramedic certification, at least one of which is a Fire Captain.

B. Fire Captains (or higher-ranking member) are supervisory representatives from the Fire Department and are responsible for all matters related to Fire Department personnel assigned to SWAT.

C. Fire Captains fall under the operational command of the SWAT CO or designee during deployments and training.

2.1.3 While performing SWAT related duties, these personnel will report through the SWAT chain of command.

2.1.4 The number of SWAT personnel in other assignments, or in an unavailable status must allow for sufficient SWAT staffing to maintain callout capability twenty-four (24) hours per day. Callouts for off duty personnel will occur via group messaging. Pre-qualified personnel will be used to backfill for those operators who are in an unavailable status (light-duty, IOD, training, etc.).

A. Pre-qualified personnel are those individuals who have successfully passed the testing process and are eligible for selection to the SWAT Unit. These personnel will be used for all aspects of SWAT operations.

B. Those individuals who have passed the SWAT testing process and are waiting to attend a SWAT academy may be used in non-critical roles such as vehicle driver, prisoner control, crowd control, etc.

2.2 Unit Responsibilities

2.2.1 The SWAT Unit shall operate as a functional team responsible for providing specialized tools, weapons, and tactical expertise when requested.

2.3 SWAT Lieutenants

The SWAT CO and the Executive Officer (XO) will be responsible for the overall administration of the SWAT Unit and supervision of SWAT Sergeants. The SWAT CO is responsible for the overall tactical command in all SWAT deployments.

2.4 SWAT Lieutenant Primary Duties

2.4.1 SWAT CO

A. The CO reports to the Commanding Officer of the Uniform Bureau on all matters related to the operational readiness of the SWAT Unit.

B. The CO will be responsible for the following:

1. Ensuring the operational readiness of SWAT
2. Maintaining high morale and motivation of SWAT
3. Direct supervision of SWAT sergeants
4. Maintaining a liaison with all Department Commanding Officers and administrators on matters relating to SWAT
5. Maintaining liaison with other law enforcement and governmental agencies
6. Facilitating any disciplinary actions for personnel as it relates to SWAT duties
7. Preparation and administration of the SWAT budget

8. Ensuring a proper accounting and inventory of SWAT equipment and supplies

9. Overseeing the evaluation and procurement of equipment, and evaluation of tactics used by SWAT

10. Maintaining SWAT records

11. Submitting SWAT Annual Report to Commanding Officer of the Uniform Bureau

C. The CO will be the official recipient of, and responder to, all formal correspondence relating to the SWAT Unit.

D. During SWAT actions, the CO will be directly responsible for all SWAT actions, and will act as the TC for the IC.

[REDACTED]

2.4.2 SWAT Executive Officer (XO) [REDACTED]

A. The XO is responsible for all duties assigned to the CO in his/her absence.

B. The XO may respond to tactical incidents and will work at the direction of the CO.

C. The XO is encouraged to attend SWAT training to maintain familiarity with the team's operational capability.

[REDACTED]

2.5 SWAT Sergeants

2.5.1 SWAT Sergeants are assigned to one of three groups of operators and are responsible for their individual specialties [REDACTED]

[REDACTED] In addition to specific responsibilities of their elements, SWAT Sergeants shall maintain a working knowledge of all personnel and the capabilities of SWAT as a whole. SWAT Sergeants will be expected to work competently within any element as dictated by mission requirements. In addition to the element responsibilities, the following duties shall fall under the duties of a SWAT Sergeant:

- A. Design and implementation of training necessary to maintain the operational readiness of SWAT
- B. Inspections of SWAT personnel and equipment
- C. Directing, supervising, and evaluating SWAT officers during SWAT operations and training
- D. Respond to any "Code-10" or "Code-11", and ensure SWAT staffing issues and tactical concerns are handled appropriately until the arrival of the CO or designee
- E. Appropriate documentation of SWAT operations and training
- F. Administrative support for SWAT operations and training
- G. Providing effective tactical strategies and expertise for the resolution of critical incidents
- H. Staffing
- I. Preparation of reports as requested by SWAT lieutenants
- J. Preparation of the SWAT portion of personnel evaluations of SWAT officers
- K. Participate in monthly SWAT training to maintain operational readiness
- L. Development of and individual adherence to relevant performance standards for members of SWAT
- M. Maintain records and inventory of team equipment issued to members of SWAT
- N. Participation in the selection process of SWAT candidates
- O. Research and development of equipment and tactics
- P. Element leader during critical incidents
- Q. Liaison with other SWAT sergeants or tactical representatives from agencies throughout San Diego County and the southwest United States.

R. Handle the responsibilities of the CO or XO in their absence

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

2.6 SWAT Officers

2.6.1 Personnel are administratively assigned to their respective SWAT Sergeant on SWAT related matters.

A. During SWAT operations the primary role of the individual SWAT Officer will be:

1. Working within the direction of the SWAT command structure
2. Utilizing sound tactics and methods in support of their current mission dictated assignment
3. Making all decisions in accordance with training, experience, mission profile, policy, and the law

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

2.7 Team Structure

2.7.1 SWAT is divided into different elements. These elements focus on core skills related to the operational responsibilities of the element. All SWAT operators are expected to maintain proficiency in all aspects of SWAT operations and will be assigned to other operational elements as mission requirements dictate. SWAT consists of the following elements and generally maintains the stated numbers:

A. Element [REDACTED]
[REDACTED]

B. Element [REDACTED]
[REDACTED]

C. Snipers [REDACTED]
[REDACTED]

D. Medics [REDACTED]
[REDACTED]

E. PSD's [REDACTED]
• [REDACTED] Dogs with handlers

F. Technology [REDACTED]
[REDACTED]

G. Tactical Dispatchers [REDACTED]
[REDACTED]

H. SWAT Drivers [REDACTED]
• Sworn/Reserve Officers or appointees

I. Additional Personnel [REDACTED]
• Selected and trained personnel beyond authorized operational levels will be utilized as temporary replacements when need arises

3.0 DUTIES OF SWAT PERSONNEL

3.1 General Duties

3.1.1 SWAT Officers are required to perform all duties of patrol, investigations, traffic, etc. while consistently meeting and/or exceeding expectations, with the added responsibility of working SWAT.

3.1.2 Officers and investigators assigned to SWAT are responsible for maintaining a high level of operational readiness as follows:

- A. They shall attend and participate in monthly SWAT Training
- B. They shall maintain a level of physical fitness necessary to perform successfully during the tactical deployment required in SWAT operations
- C. They shall be proficient in the knowledge and use of weapons, equipment, and tactics utilized by SWAT
- D. They shall maintain all issued and personal equipment in serviceable condition
- E. They shall respond to all team activations unless previously placed in a non-operational status
- F. They shall conduct themselves at all times with professionalism and integrity
- G. They shall keep Operational Security (OpSec) in mind at all times
- H. They shall adhere to the team motto, "Semper Paratus" – Always Ready

3.2 Functional Duties

3.2.1 Officers assigned to SWAT will arrive for their shift fully prepared and equipped to assume SWAT responsibilities in addition to their primary duties.

3.2.2 Officers assigned to SWAT shall maintain their assigned police vehicle, issued equipment, and communications equipment in order to respond to critical incidents [REDACTED]

3.2.3 Officers shall be prepared for extended operations beyond their normal workday, and shall be prepared for out-of-county assignments in a mutual aid configuration.

3.2.4 If designated as the VAN Driver, SWAT Equipment Vehicle (SEV) Driver, or Armored Rescue Vehicle (ARV) Driver, they will ensure their respective vehicle is operational.

3.2.5 In the event of a "Code-10", "Code-11", or other SWAT activation, SWAT Officers shall free themselves from minor activities of a routine nature (i.e., lunch, lengthy reports, etc.) and respond to the designated SWAT staging location. Officers will respond Code-3 to Code-11's.

A. SWAT Officers previously involved in urgent matters shall immediately notify their SWAT TL of their soonest availability, and make arrangements to be relieved by other patrol personnel immediately.

B. SWAT Officers in an off duty status shall immediately respond to the designated staging area.

3.2.6 In addition to the events listed in section 1.2.1, SWAT Officers will be utilized as follows:

- A. For site surveys. [REDACTED]
- B. Support special events
- C. High-Risk Patrol
- D. Community outreach
- E. For other duties as directed by the CO or designee

3.3 Special Duties

3.3.1 As a part of their duties, officers assigned to SWAT will be given certain specific tasks to assist with the overall operation of the SWAT Unit. If the operator assigned to a special duty becomes unavailable they will designate an alternate and inform their team leader of the change. These assignments include but are not limited to:

- A. SWAT Equipment Vehicle (SEV) Driver

B. Armored Rescue Vehicle (ARV) Driver

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

G. Equipment Officer

H. Armorer

I. Assistant Team Leader

4.0 UNIT REGULATIONS

4.1 Work Schedules

4.1.1 SWAT personnel will keep their administrative supervisor informed of adjustments in their workday or overall schedule which are done to meet their SWAT responsibilities related to training and operational deployments. SWAT personnel will be provided with a training schedule at least six months in advance. Scheduling will be coordinated with their administrative supervisor at the earliest notice and will be done to avoid staffing conflicts.

4.1.2 Overtime for training and operational deployments will be authorized by SWAT supervision and recorded on the Overtime Management roster.

4.2 SWAT On-Call Responsibility

4.2.1 SWAT Operators are considered in an "on-call" status anytime they are not at work, will respond to any team activation [REDACTED]

[REDACTED] SWAT Operators are required to carry their mobile device at all times.

4.2.2 All SWAT Operators will be on-call for 24 hour emergency response at all times unless arrangements have been previously made (scheduled vacation, out of county schools, using prescription medications, etc.). Their unavailability will be documented in an email to the CO, XO and all TL's.

4.2.3 In the event an operator is unable to respond to a team activation or has an extended arrival time for any reason they will immediately notify their TL.

4.3 SWAT Unit Training

4.3.1 Training is crucial to the operational readiness of SWAT personnel and the effectiveness of the SWAT Unit. SWAT will strive to provide training that is realistic, demanding, viable, and in accordance with department policy, state guidelines and industry recommendations.

4.3.2 Training will intentionally be designed to significantly challenge even the most experienced member of the team. The underlying philosophy for training will support the idea that training should be more challenging and more difficult than operational deployments.

4.3.3 All SWAT Unit Training will be considered on duty training. Efforts will be made to avoid unnecessary overtime for the purpose of training. Department directives may alter training from an “on duty” activity to an overtime authorized training event. Personnel who cannot adjust training time due to staffing requirements in their primary work assignment will attend training “on duty” in an overtime status. Personnel attending training will be available to respond to court subpoena and emergency situations.

4.3.4 SWAT training will be conducted on a monthly basis. Generally, two days will be utilized and will consist of a **minimum** of 16 hours of organized training (Currently 20 hours). Annual available training time will be equal to or greater than 196 hours. Instructors will be approved and assigned by the SWAT Sergeants.

4.3.5 All members assigned to SWAT shall attend all scheduled training. Personnel must obtain approval, in advance, from a SWAT Sergeant or the CO for changes in training dates, or to be excused from training. Any unarranged absence will be considered “unexcused.” An unexcused absence will be documented and may lead to discipline.

4.3.6 Any missed training time during an excused absence may be made up at the direction of and documented by the SWAT Sergeant responsible for the training day missed by the Operator.

A. SWAT Officers are allowed 20 hours of excused absences in the training year. No training makeup time is required.

B. SWAT Officers who exceed 20 hours of excused absences will be scheduled for make-up training days at the discretion of the TL.

C. Officers who exceed the 20 hours of missed training time due to elective absence will be placed in a probationary status for three months, and will be required to make-up the missed training in excess of 20 hours. Any subsequent absences in the three month probationary period will result in disciplinary action. Disciplinary action may include:

1. Reassignment within the team to a non-critical position
2. Special assignments (written, practical, or other) designed to remediate the missed training
3. Dismissal from the team

D. Unexcused training hours shall be made up but may still be cause for dismissal from the SWAT team.

4.3.7 Personnel will participate fully during training sessions. This includes arriving for training on time, being physically prepared for training, having the equipment required for training, bringing authorized personal weapons, and giving complete attention to the instructors. Personnel will not leave the training venue until released by a TL.

4.3.8 Any problems that develop between personnel and the instructors will be reported immediately to the Sergeant in charge of the training.

4.3.9 All training logistic requirements will be handled by the instructor.

4.4 Firearms & Physical Fitness Qualifications

4.4.1 Operators and TL's are required to successfully complete the firearms qualifications and Physical Fitness Test (PFT) when scheduled (minimally twice a year), as part of monthly training. Successfully passing these tests is a demonstration of their ability to maintain operational readiness.

4.4.2 Operators and TL's failing to successfully complete any of the firearms qualifications stages will be immediately placed on probationary SWAT status, and will be relegated to non-critical assignments during SWAT operations.

A. Operators and TL's will be given three opportunities to pass each stage of the firearms qualifications test. In the event the Operator/TL fails all three attempts, this will constitute a failure for that stage. The Operator/TL will then be required to retest for that stage.

1. Verified failure of the weapons platform or ammunition during qualification does not constitute a failure for the Operator/TL. Determinations will be made by a SWAT Sergeant or Armorer.

B. The firearms re-test may take place on the day of the original test, and shall be given within 30 days of the original test. If the re-test is requested on the same day, the re-test will occur at the end of the training day. Failure of the re-test will constitute an overall failure.

C. Any person failing the re-test will remain in a probationary status and will be relegated to duties not dependent upon the specific weapons platform until the next regularly scheduled firearms test during monthly SWAT training.

D. Any member of SWAT who fails a re-test for the third consecutive time will be removed from the SWAT Unit.

4.4.3 Operators and TL's failing the PFT will be immediately placed on probationary SWAT status. These persons will be re-tested on the PFT. Failure to finish the PFT for reasons beyond the control of the Operator/TL will not constitute a failure. Under these circumstances the Operator/TL will be allowed to complete the PFT on the same day.

A. In the case of a failure to qualify, the re-test **will not** take place on the day of the original test.

B. The re-test should be given within 30 days of the original test, and will preferably occur one week from the day of the original test. Any person failing the re-test will remain inactive and must pass the next re-test within 30 days of the second failure. Any member failing this second re-test (third consecutive failure) will be removed from the SWAT Unit.

4.4.4 Operators and TL's who repeatedly fail the regularly scheduled SWAT firearms qualification or PFT can be removed from the SWAT Unit.

4.5 Reportable Individual Training

A. Individual training is a valuable asset to the SWAT Unit and results in a better trained, more confident SWAT Unit. Reportable individual training includes: physical training, firearms training, study of documents, texts, or other educational resources related to SWAT, personal communications related to SWAT, participation in competitions or events that support skills related to SWAT, or any other personal involvement which directly supports the mission of the SWAT Unit.

B. Officers are encouraged to maintain an individual training log to establish expertise and continued learning / professional growth. Off-duty training is NOT reimbursable as overtime or adjusted time, except on a case-by-case basis as deemed appropriate by the TC.

4.6 SWAT Unit Training Documentation

4.6.1 The training instructors will prepare lesson plans prior to the training day. These lesson plans will be kept on file by the assigned SWAT Sergeant in an annual training file. This training file will be maintained on the 'R' drive on the shared network and will follow established departmental retention schedules.

4.6.2 The instructors will evaluate all training sessions and provide a post training report to the SWAT Sergeant responsible for the training day. Any "Below Standard" or "Improvement Needed" performances will be documented in these reports.

4.6.3 The assigned SWAT Sergeant, or either the CO or the XO, will review the performance with the individual(s).

4.6.4 It is the responsibility of the SWAT Sergeant, or designee, to complete the training attendance roster. This roster will contain the names of SWAT members being trained, as well as members of the training cadre and SWAT administrators present.

4.6.5 The attendance record will be accompanied by a SWAT monthly training after action report addressed to the CO. The after action reports should be completed within two weeks. Extension of the two week deadline can be approved by the SWAT CO. The report will contain the following information:

- Date of training
- Hours
- Description of training (subject matter), including copies of lesson plans
- Names of instructors and subjects taught
- Length of each training subject
- Names of SWAT members excused from training
- Names of absent SWAT members who were unexcused
- Any training or logistical discrepancies
- Results of personnel or equipment inspections, including discrepancies
- Injuries to personnel
- Unintended property or equipment damage

4.6.6 The SWAT monthly training after action report will be forwarded to the CO. The assigned SWAT Sergeant will maintain a file of the training reports.

This file is currently maintained on the department shared network under the 'R' drive.

4.7 Element Training

4.7.1 Element training will be conducted by each element at the direction of the Sergeant assigned to the group. Element training is designed to provide time to focus on the specialty areas generally falling under the area of responsibility for the element.

4.7.2 While all SWAT members are expected to maintain operational proficiency in all SWAT tasks, it is recognized that individuals assigned to a specific element should maintain a higher level of task specific knowledge and ability.

4.7.3 SWAT is divided into several operational elements and each element is generally responsible for maintaining a higher degree of proficiency in specific operational areas. All members assigned to SWAT are expected to be familiar and operationally capable of performing any of these tasks. Those specific tasks are generally referred to below.

A. Elements [REDACTED]

[REDACTED]

[REDACTED]

3. Hostage rescue operations

[REDACTED]

[REDACTED]

6. Prisoner control

7. Perimeter management

8. Building construction

[REDACTED]

10. Technology [REDACTED]

B. Sniper Element

- 1. Observation and Reporting
- 2. Protective Over-watch

c. Training requirements: After selection to the position of sniper, the candidate will attend and graduate from at least one formal police sniper school prior to being placed on an operational status.

- 1. To meet the needs of their position the sniper/observer must receive instruction and practice in the following skills and disciplines:



4.8 Weapons Standards Drills

4.8.1 The objective of these standard drills is to ensure that all SWAT personnel meet the minimum necessary qualifications to safely and accurately employ weapons normally carried during SWAT Unit operations.

A. These standards drills are intended to enhance the effectiveness of SWAT personnel in the area of weapon system operation by increasing skills, abilities, and awareness of personal aptitudes.

B. These standards are designed to diagnose training needs, as well as individual performance deficiencies, and will be analyzed semi-annually to determine if proficiency shortcomings exist.

4.8.2 These standards apply to all members of the SWAT Unit in the ranks of Sergeant and below. SWAT personnel will be evaluated on shotgun, handgun, and semi or fully automatic rifle weapons systems authorized for use.

A. Standards drills have been established for all weapons systems authorized for SWAT use.

B. Standards drills [REDACTED] will be conducted at least twice annually, and will be incorporated into monthly SWAT training.

C. Sniper Qualification will generally take place on a month basis as directed by the Sniper TL. Exceptions for not qualifying monthly would be training that takes place in an area not suitable for live fire, or at a range where it is not feasible to administer the monthly qualification. [REDACTED]

4.8.3 The lesson plans for the weapons standards drills will be maintained in the 'R' drive by the assigned SWAT Sergeant. Pass / Fail marks will be kept along with the monthly training report for the training involving the standards drills.

4.9 Physical Fitness Test (PFT)

4.9.1 The SWAT PFT is a job related practical performance test designed to evaluate the operator's coordination, stamina, and strength.

4.9.2 All members of the SWAT Unit in the ranks of Sergeant and below are required to complete and pass the PFT.

4.9.3 The PFT will be a pass / fail event comprised of the SWAT/SED obstacle course, or other course as deemed appropriate by the SWAT Sergeants.

4.9.4 The alternate course will be a 2 mile run (16 minutes or less), pushups (50 or more in less than 2 minutes), sit-ups (50 or more in less than 2 minutes), and pull-ups or chin-ups (minimum of 5).

4.9.5 The PFT will take place at the Miramar Training Facility, utilizing the facilities in and around the SWAT/SED Obstacle Course, or at another appropriate site in the event the alternate PFT is used.

4.9.6 Personnel will be required to complete the SWAT/SED Obstacle Course in four minutes or less (4:00). Each individual will be timed by the assigned SWAT Sergeant. All times will be recorded and maintained with the monthly training after action report.

4.9.7 The PFT will be conducted at least twice annually, and will be incorporated into the monthly SWAT Unit training. At least one of the PFT's will be the obstacle course.

4.9.8 Personnel returning from light duty who have not received medical clearance to perform the PFT will be inactive until he or she completes the course in less than four (4:00) minutes.

A. All personnel returning from "Light Duty" will be held to the same standards to which other SWAT personnel are held.

B. Personnel returning from light duty will not be allowed operational status until the PFT is passed.

4.9.9 Personnel who do not take the PFT at the regularly scheduled time for any reason other than being on light duty will not be placed on inactive status at that time.

A. They will be required to take the PFT no later than thirty (30) days after it was regularly scheduled, or they will be placed on an inactive status.

B. Any personnel taking the PFT at a time other than the regularly scheduled time will take the test when scheduled by the SWAT CO (not at the convenience of the individual).

4.10 SWAT Instructors

4.10.1 Personnel qualified to teach SWAT courses must:

- A. Have knowledge and expertise for specific topic being taught
- B. Be on SWAT for a minimum of 1 year and in a non-probationary status
- C. Be a former SWAT member who left the team in good standing and has maintained a level of expertise required by the team
- D. Be a private contractor training SWAT in the use of new equipment, or other outside instructors approved by the SWAT CO

4.10.2 Responsibilities of each lead instructor:

- A. Submit comprehensive lesson plans as directed:
 - 1. Lesson outline
 - 2. Learning objectives
 - 3. Reference material
- B. Teach course from lesson plan or course outline
- C. Brief assistant instructors on course objectives and training methods
- D. Submit discrepancy reports, when necessary

4.10.3 Training Safety Officer / Range Safety Officer

- A. Responsible for monitoring training activities to ensure safety

B. Will not participate in training while in capacity of Safety Officer to the point their participation reduces their ability to identify and remediate safety issues.

C. Will be designated at the beginning of each training session

4.11 SWAT Vehicles

4.11.1 Personnel assigned to SWAT are assigned a department vehicle appropriate for their primary assignment within the agency. [REDACTED]

4.11.2 Other individuals, as deemed appropriate by the CO, may be authorized to use a vehicle assigned to SWAT (SEV, ARVs, VAN).

4.12 SWAT Vehicle Maintenance

4.12.1 All routine vehicle maintenance will be performed at the city garage. Individuals are required to take the vehicle assigned to them in for service/maintenance at the mileage intervals designated by city garage personnel.

4.12.2 No alterations will be made to SWAT vehicles without approval from the SWAT CO and the EPD Fleet Committee Chairperson.

[REDACTED]

[REDACTED]

[REDACTED]

4.12.3 Vehicles assigned to the team (SEV, ARVs, VAN) will be the responsibility of the currently assigned driver.

4.12.4 Individuals are personally responsible for reporting any damage to the vehicle assigned to them as soon as possible. Reporting will be in accordance with existing department and city policy.

4.13 SWAT Specialty Weapons & Munitions

4.13.1 SWAT utilizes a variety of weapons and ammunition not regulated by the Department Range Master. The SWAT CO, with the assistance of the SWAT Sergeants and the department armorer, has the responsibility for authorizing and regulating weapons and ammunition utilized by SWAT personnel.

4.13.2 Unless designated for training only, all ammunition issued to SWAT personnel has an operational application during SWAT incidents. SWAT personnel must understand the capabilities and limitations of all issued weapons and ammunition.

4.14 Firearms

4.14.1 SWAT personnel authorized to carry special weapons outlined in this Operations Manual shall comply with the procedures detailed in Department Instruction 1.5, 1.24, and 1.46.

4.15 Personal Weapons

4.15.1 SWAT personnel are authorized to utilize personal weapons during performance of official duties only with prior approval from the SWAT CO and Head Range Master or designee.

4.15.2 Approval will be documented in writing and maintained in a designated file on the 'R' drive. This documentation shall include the weapon data (manufacturer, model, caliber, etc.), serial number, and any alterations, modifications, and/or repairs to the weapon.

4.15.3 All personal weapons shall be subjected to a safety inspection by the department armorer / range master prior to initial deployment and once annually following the first inspection.

4.15.4 Only approved ammunition will be used in personal weapons during SWAT operations.

4.16 Training

4.16.1 SWAT personnel shall bring all SWAT issued weapons and / or authorized personal weapons to all SWAT training unless otherwise notified.

The individual will use their assigned and authorized weapon during any training for the specific weapon system.

4.16.2 The weapon must be used to qualify during all weapons standards evolutions. Failure to qualify with a personal weapon will exclude it from being used during operational deployments. The weapon will not be used until the next regularly scheduled qualification is passed.

4.17 SWAT Disciplinary Guidelines

4.17.1 Disciplinary issues within the SWAT Unit will be handled in accordance with guidelines set forth in Department Instructions, the City of Escondido Progressive Discipline guidelines, and the Memorandum of Understanding between the City of Escondido and the Escondido Police Officers' Association.

4.17.2 SWAT is a voluntary collateral assignment. Based on its importance to the Police Department, the community we serve, liability involved, and the amount of fiscal resources required for operation of the unit, members of SWAT are expected to be dedicated, disciplined, well trained, skilled tacticians and outstanding police officers in every respect.

4.17.3 SWAT expects the standards for each member to be higher than what is expected of non-SWAT personnel in their performance, appearance, attitude, and work ethic. Each member is expected to be accountable to these higher standards, and assumes responsibility for these standards when selected for the team.

4.17.4 Should a SWAT Operator be disciplined for SWAT related behavior, a SWAT supervisor will investigate the issue. If potential for any formal discipline results from the initial investigation, the SWAT chain of command will contact the officer's administrative chain of command. Internal Affairs will also be notified and SWAT supervision will assist as deemed appropriate by the Chief of Police or his designee. All disciplinary documentation will be maintained in the appropriate file according to current policy.

4.17.5 Should the investigation result in discipline of the level of a formal reprimand or greater, the individual will be considered for removal or suspension from SWAT at the discretion of the CO and Uniform Bureau Captain as part of the disciplinary process.

4.17.6 Any SWAT operator placed on an Individual Development Plan (IDP) as a result of performance shortcomings in the primary duty may be suspended from the team until the resolution of the IDP. On return to the team the individual will

be required to pass the PFT, firearms qualification, and any other qualifications specifically related to their position on SWAT.

4.18 General Performance

4.18.1 Any team member who fails to perform at a competent level in their patrol duties, fails to maintain SWAT operational readiness, or conducts themselves in a manner which reflects discredit on the SWAT Unit or the Escondido Police Department can be removed or suspended from SWAT by the CO.

4.18.2 Any team member placed on probationary status may be suspended without pay (placed on inactive status) from SWAT, and can be removed from the team in the event the deficient behavior is not corrected within the allotted time.

4.18.3 Administrative supervisors who have discipline or performance problems with a SWAT member should bring the performance to the attention of the SWAT CO or SWAT TL. After conferring with the administrative supervisor, the SWAT CO may remove or suspend (place on inactive status) the individual from the SWAT Unit as part of the disciplinary process.

4.19 SWAT Personnel Status

4.19.1 Personnel who are appointed to SWAT must be in patrol, traffic, or investigative assignments in which they are available for SWAT duties and responsibilities. Personnel assigned to SWAT may be required to rotate shifts regularly to help maintain balanced staffing.

4.19.2 Personnel will relinquish their SWAT status upon their acceptance of a position which conflicts with or is in direct opposition to the mission of SWAT.

4.19.3 Short term special assignments will not have an effect on an individual's SWAT status. Notification should be given in the event the operator will be unable to respond for team activations. The notification should include the start and finish dates and should include emergency contact information if needed. Operators assigned to a special assignment away from SWAT for more than 60 days will be required to pass the PFT, firearms qualification, and any other qualifications specifically related to their position on SWAT upon their return to the team.

4.19.4 Officers or investigators promoted to Sergeant will generally be required to relinquish their SWAT status on the effective date of their promotion. Upon satisfactory completion of their probation, these individuals may re-apply for SWAT as outlined in this manual. In rare circumstances, the individual may be allowed to remain on SWAT when it is deemed to be in the best interest of the Escondido Police Department. This determination will be made by the SWAT CO, and with the approval of the Commanding Officer of the Uniform Bureau.

4.19.5 SWAT Operators will either be classified as "Active" or "Inactive."

A. All personnel assigned to the unit are considered on "Active" status unless otherwise indicated.

B. Personnel can be placed in an inactive status for voluntary or involuntary reasons

1. Voluntary

a. At any time, a member of the SWAT Unit may request to be considered inactive. Any such requests will be discussed with the CO. If the request is approved, the member will be placed in an inactive status. If the request is denied, the individual may elect to either continue in an active status or resign from the SWAT Unit.

2. Involuntary

a. Any member placed on an IDP, or those failing to perform their SWAT responsibilities at a competent level may be placed on the SWAT inactive or probationary roster until a competent level of performance is attained, or the individual is removed from the SWAT Unit.

b. Those involuntarily placed in inactive status for the above stated reasons will not receive SWAT special pay until he or she is returned to active status.

C. Reactivation

1. Before returning to active status, the team member must request approval in writing for reinstatement from the CO.

2. If their request is approved, SWAT members on inactive status for a period of more than 60 days are required to successfully pass the physical fitness test and the firearms qualification test before returning to active status.

3. SWAT members on inactive status for a period of more than nine (9) months may be required to attend the next SWAT academy. This determination will be made by the SWAT CO and SWAT Sergeants and will be documented in writing.

D. Responsibility

1. Voluntary inactive SWAT personnel must continue to attend and participate in SWAT monthly training, unless they are excused from this responsibility by the SWAT CO.

2. Individuals in inactive status will not actively participate in SWAT responses. Individuals on light duty status due to an injury will not be required to physically participate in active training evolutions.

3. Individuals in a light duty status may respond to SWAT activations unless there are specific prohibitions against this outlined in the light duty orders. These individuals will work at the TCP for the SWAT CO or in a location considered "safe" if the TCP is in proximity to the incident.

4.20 SWAT Pay

4.20.1 SWAT pay is **not** to be considered an entitlement. SWAT pay is a component of pay provided with an expectation of high individual performance. This has been confirmed with the Escondido Police Officers Association and the City of Escondido Human Resources Department.

4.20.2 Anytime a member of the SWAT Unit becomes active (i.e., SWAT Academy Graduate) or inactive without pay (i.e., leaves the unit for promotion), city payroll will be contacted by EPD Administration indicating the addition or loss of SWAT specialty pay.

4.21 Payroll & Overtime Management

4.21.1 All planned and unplanned SWAT operations will be entered under the appropriate heading of the individual time sheets (special detail, call-back, adjusted on-duty hours, etc.). A note in the InTime entry will indicate the mission number in year-number format (07-01), along with a brief explanation. The entered hours will correspond to the entry on the overtime management sheet which will be included in the after action report.

4.21.2 ALL overtime must be approved by a SWAT supervisor. Time sheet entries for overtime should be approved by a SWAT supervisor. Overtime may be approved by the officer's administrative supervisor when a SWAT supervisor is not available.

4.22 Correspondence

4.22.1 It is the responsibility of the SWAT CO to respond to all official correspondence concerning the SWAT Unit.

4.22.2 Due to the large quantity of correspondence required in support of the operations of the SWAT Unit, it may become necessary for other SWAT personnel to draft letters of reply for the SWAT CO. The CO may direct any member of the SWAT Unit to prepare certain types of correspondence. Any such correspondence must be drafted and sent to the CO for approval of content and the CO's signature.

4.22.3 All correspondence will be prepared in accordance with the current City of Escondido standardized correspondence formats as found in the citywide intranet files.

5.0 SWAT UNIFORMS

5.1 General

5.1.1 Personnel assigned to SWAT shall wear the currently prescribed SWAT uniform at all times while in the public view. The prescribed uniform (type and configuration) will be approved by the CO. Driving to and from training will be in appropriate attire according to department policy (D.I. 1.2b). For the purposes of this manual the color “olive drab” will include any green color within the same color family.

5.1.2 SWAT uniforms during operational deployments may be modified to support the specific mission assigned to the unit. The uniform will generally be the current operational uniform and will be modified only when necessary to increase the effectiveness of the unit.

5.2 Operational Uniform

Note: Imminent loss of life or other extreme circumstance will preclude the requirement for wearing the full operational uniform.

5.2.1 The SWAT Operational uniform includes the following:

- A. Olive drab utility uniform or Nomex flight suit
- B. Exposed undergarments (i.e. t-shirt, socks) will be a subdued color
- C. Black or tan boots or other approved footwear
- D. Approved headwear
- E. Approved gun belt and holster
- F. Approved weapon(s)
- G. Approved body armor & helmet
- H. The outermost garment will have identifying “Police” shoulder patches, front and rear placards, and embroidered badge.

1. Identifying patches and placards will have an olive drab background with black stitching and border.

5.2.2 Optional equipment & uniform items may be used / worn by officers during the actual mission, only if authorized by a SWAT Sergeant or CO. Some examples are:

- A. Watch cap
- B. Floppy hat
- C. Balaclava
- D. Soft sole shoes
- E. Camouflage utility uniform shirt/trousers
- F. Camouflage hat
- G. Shooting jackets and/or camouflage
- H. Plain clothing

5.3 Training Uniform

5.3.1 The training uniform will typically consist of the olive drab or multi-cam utility uniform and approved footwear.

5.3.2 SWAT officers will, unless otherwise directed, report for training in the above prescribed uniform. Optional equipment or uniform items may be used / worn while actually involved in training only if authorized by a SWAT Sergeant or Lieutenant.

5.3.3 Safety staff will wear an identifiable uniform (i.e. a high visibility vest) or will be pointed out to training participants.

5.3.4 Training cadre will be identified at the beginning of the training day and will wear the same uniform assigned to the rest of the team. In the event this creates an identification or safety problem, the training cadre will also don a high visibility vest, or will use another identification method.

6.0 SWAT ISSUED EQUIPMENT

6.1 General Issue

6.1.1 Equipment is issued to the individual and will likely include more than the following list. Certain operators may have additional equipment issued depending on specific assignments within the team.

6.1.2 A list of assigned equipment will be kept by the SWAT Administrative Sergeant and shall be reviewed annually.

6.1.3 Personnel assigned to the SWAT Unit will minimally be issued the following equipment:

- A. Body armor
- B. Ballistic helmet
- C. Utility pouches
- D. Communication equipment
- E. Gas mask
- F. Pistol equipment
 - 1. Holster
 - 2. 2 extra pistol magazines
- G. Identification patches
- H. Call-out uniform
- I. Embroidered cloth SWAT badge
- J. Ear protection
- K. Eye protection

L. [REDACTED] assigned weapon system with required equipment

[REDACTED]
N. Van and ARV keys

O. Goggles

P. Nomex gloves

Q. Nomex balaclava

6.1.4 Individuals are personally responsible for the proper care and maintenance of issued equipment. Any loss or deficiency will be reported immediately to a SWAT Sergeant. Losses will be documented via department memo, and a copy will be sent to the notified SWAT Sergeant by the individual responsible for the lost equipment.

6.1.5 Each individual who receives equipment assigned to SWAT will sign a receipt listing the equipment received, and any appropriate serial numbers.

6.1.6 Each individual is responsible for returning all issued equipment upon removal, resignation, or other circumstance resulting in leaving the SWAT Unit. Equipment will be collected by the Officer's TL or SWAT CO.

7.0 OPERATING PROCEDURES

7.1 SWAT Staffing

7.1.1 Staffing levels will be based on the SWAT member's current primary assignment. While there is no set requirement for the number of SWAT personnel to be on duty at any given time, there are generally one or more SWAT members available for initial callouts.

[REDACTED]

[REDACTED]

7.2 SWAT Radio Procedures

7.2.1 Each member of SWAT will utilize their issued Escondido Police Department radio during SWAT functions. The individual is responsible for having their radio with them during training and incident responses.

[REDACTED]

[REDACTED]

7.2.4 SWAT personnel will utilize safe, proper, and professional radio techniques at all times. Urgent information will be relayed immediately (suspects

start shooting, suspects are fleeing on foot or by vehicle, when any injury/death occurs, or any similar critical development).

7.3 SWAT Activations

7.3.1 "CODE-10" - A pre-planned SWAT operation. Code-10 is used in radio traffic and over text paging for notification purposes. Briefing times and locations will be included in the Code-10 message. Mission sensitive information (i.e. mission type, address, names, crime types, etc.) SHALL NOT be included in the Code-10 message.

7.3.2 "CODE-11" - An unplanned or emergency activation. When a "Code-11" is called all SWAT personnel will respond. SWAT personnel will respond Code-3 in accordance with department policy and the law.

A. Unless extenuating circumstances exist, SWAT personnel will immediately change into their operational uniform upon arrival at the scene of any emergency response.

7.4 Authorized Deadly Force

7.4.1

Any such order will fall under existing legal guidelines and D.I. 1.24, and will be supported by specific and articulable facts required for the use of lethal force.

A. In this case, the SWAT CO or TL should, time and circumstances permitting, discuss the situation with the IC.

C. It is recommended that plain language be used to convey the order

[REDACTED]

7.8 SWAT Tactical Command Post (TCP)

7.8.1 Generally, the SEV will be utilized as the SWAT TCP during SWAT operations. It will be separate from the ICP.

7.8.2 The equipment necessary for operating the TCP is stored in cabinets located inside the SEV.

7.8.3 The TCP is the command and control center for SWAT during SWAT operations. At the TCP, information is received and analyzed in an on-going basis during the mission.

7.8.4 Command and control of SWAT emanates from this location. The TCP will be the location information is deemed to be intelligence that will support the ongoing tactical plan.

7.9 TCP Staffing

7.9.1 Tactical Command

A. Generally a SWAT Lieutenant will be assigned to this position.

B. In the absence of a SWAT Lieutenant this position will be filled by a SWAT Sergeant.

7.9.2 TCP Scribe

A. The scribe is responsible for keeping an accurate record of SWAT mission events such as:

1. Time mission received
2. Time each team deploys
3. Time each team reports ready
4. Time each team reports its operation began, such as:

- b.) Entry made
- c.) Arrest made

7.9.3 TCP/SEV Officer

A. The TCP/SEV Officer shall be responsible for issuing equipment from the SEV and ensuring the return or documentation of use of this equipment.

B. The TCP / SEV Officer shall set up and operate the TCP unless otherwise directed by the TL or CO.

7.10 SWAT Arrival at Incident Location

7.10.1 Upon arrival, the SWAT supervisor will report to the IC and advise them of SWAT's capabilities and limitations.

7.10.2 The SWAT supervisor will receive a mission from the IC and deploy the team as rapidly as possible to secure the perimeter, perform an emergency rescue, or to perform any other function as directed by the IC.

7.10.3 The SWAT supervisor will ensure the team is adequately equipped and briefed to undertake the assigned mission.

7.10.4 In no instance will a portion of SWAT be utilized beyond the role of a rescue or containment element without the express approval of the CO. [REDACTED]

7.11 SWAT Tactical Elements

7.11.1 SWAT accomplishes its missions through the coordinated efforts of smaller tactical elements. Command and control of these teams originates from the TCP, and is communicated to these elements through the SWAT CO or TL's. Whenever possible, a SWAT Sergeant will be assigned to lead each of these tactical teams.

[REDACTED]

7.11.9 Arrest or Prisoner Control Team

A. This team is used to assist SWAT when suspect(s) and/or hostages are encountered during the incident. Members assigned to this team are not required to be SWAT personnel and may be from patrol, mobile field force, etc. The arrest team will work at the direction of the TL or his designee.

7.11.10 ENT Liaison

A. Generally, a former SWAT Officer is assigned to this position. The officer will be placed with ENT negotiators to relay intelligence information to the SWAT CO.

7.12 After Action Reporting & Incident Debriefs

7.12.1 Mission Debrief

A. Following the resolution of any emergency SWAT response, the SWAT members present will conduct a debriefing of the incident.

B. This debriefing will be facilitated by the assigned TL.

1. The CO may direct units to return to EPD in order to conduct the debriefing in a controlled environment

7.12.2 Tactical After Action Reviews (TAP or AAR)

A. Following any emergency SWAT response, an AAR will be completed by the assigned TL or designee.

1. In the event a situation is resolved prior to the arrival or deployment of all SWAT personnel, the senior SWAT representative will complete the report.
2. This report is in addition to any criminal report or internal department memos generated by other involved police units, and is NOT to be included as part of a crime and/or arrest case.

B. TAP's and AAR's receive high priority since they may be scrutinized in every detail at all levels of the Department Administration.

1. These reports contain details on which budgeting needs, equipment requirements, and future training needs are based. It is vital the report be as candid and detailed as possible.
2. The report will be completed within 30 days from the date of the incident. The report will be supported by and completed using notes, photographs, and other documents obtained at the time of the incident.

C. TAP's and AAR's are internal SWAT documents which deal with mission tactics, weaponry, personnel and equipment, TCP and SEV operations, and other aspects of SWAT deployment. These documents shall only be released with SWAT CO approval and in accordance with legal requirements.

D. TAP's and AAR's are submitted to the SWAT CO for approval and will be stored electronically on the secured "R" drive. Only current SWAT personnel have access to the "R" drive.

1. All information contained in the TAP/AAR is to be considered confidential information and will be labeled accordingly.
2. A paper copy of the entire TAP/AAR will be maintained in accordance with the current security procedures.

E. The TAP/AAR should summarize the incident, and should minimally contain the following:

- A. Date
- B. Day of week
- C. Location
- D. CAD Incident number / Case number
- E. Type of incident
- F. Times, including start of incident, resolution, and duration
- G. Number of suspects, hostages, or other persons involved
- H. Other Information
 - 1. Names of all SWAT personnel present and their assignments
 - 2. Background information on the incident
 - 3. The mission given to SWAT by the IC
 - 4. The SWAT Plan developed to resolve the situation
 - 5. The implementation of the plan by SWAT personnel
 - 6. Munitions used
 - 7. Injuries or death
 - 8. Property damaged by any SWAT actions
 - 9. Time sequence of the events during the incident
 - 10. A critique of SWAT's involvement in the incident, noting any problems or successes
 - 11. Any drawings, notes and plans which were used during the mission should be attached

12. All photos and video taken during and after the mission

7.13 Planned SWAT Operations

7.13.1 The SWAT Unit is utilized for a wide range of responses in addition to SWAT emergency incident responses. Some examples of these responses include but are not limited to:

[REDACTED]

[REDACTED]

[REDACTED]

D. Training sessions

[REDACTED]

E. Public Relations demonstrations

7.13.2 All uses of the SWAT Unit shall be approved by the SWAT Chain of Command.

7.14 Warrant Service

7.14.1 SWAT personnel may assist other law enforcement personnel in the service of high risk arrest and search warrants. The responsibility for SWAT's planning and actions will remain with the SWAT chain of command.

7.14.2 Investigative personnel will generally request SWAT assistance once the risk in performing the intended operation is deemed too high for the originating unit.

7.14.3 The warrant checklist is divided into two categories of information. One category contains criteria where one affirmative response would justify using SWAT. The second category requires two or more affirmative responses.

A. Category One criteria:

1. It is **NOT** likely the suspect can be arrested outside the premises
– It is beyond the normal capabilities of the investigations unit.

2. The location is fortified or barricaded against entry.
3. Semi-automatic or automatic weapons or explosives are believed to be on the premises.
4. Occupants are known or believed to be armed.
5. Suspect(s) is wanted for an armed assault on peace officers.
6. Likelihood of violent confrontation
7. Target location due to size or other factors exceeds investigative unit's ability to safely serve warrant.
8. History of assaults with weapons.
9. Suspect is a member of a criminal organization or militant group.

B. Category Two criteria:

1. Counter-surveillance present?
2. Are suspects 3 strikes candidates?
3. Do the occupants have a violent criminal history?
4. Have threats of violence been made against peace officers – history of resisting arrest?
5. Booby traps believed to be on premises?
6. Suspect is a documented gang member?

7.14.4 Requests for SWAT assistance should normally be channeled through the SWAT Sergeants. The CO will be told of any requests for SWAT assistance.

7.14.5 SWAT Sergeants will utilize the high-risk warrant checklist to make sure the minimum criteria have been met prior to forwarding the request for approval to the CO. The subsequent threat analysis shall be written by the SWAT CO or designee and forwarded to the Uniform Bureau Commanding Officer. Requesting personnel should be advised to provide SWAT with as much lead time as possible in order to prepare for the operation.

7.14.6 In order to maximize the efficiency of SWAT's assistance, as much of the following information as possible should be received from the requestor:

A. Suspect information

1. Name
2. Date of Birth
3. Physical description
4. Mental state
5. Criminal history
6. Current criminal charges

B [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

7.14.7 SWAT personnel [REDACTED] will submit this information to the SWAT CO and TL's during a briefing.

7.14.8 SWAT TL's will develop a comprehensive plan for the operation based on all available information. Included in the SWAT plan will be the assignment of SWAT personnel and their duties.

7.14.9 All SWAT personnel involved in the warrant service operation shall be briefed on the plan to be used. During this briefing, the investigator assigned to the case will read the warrant and have copies available for reading by operators assigned to the warrant service detail.

7.14.10 Prior to the service of the warrant, notifications will be made by the SWAT CO to:

- A. Uniform Bureau Commanding Officer
- B. EPD Watch Commander
- C. ENT supervisor
- D. Communications supervisor
 - 1. Request Tactical Dispatcher
 - 2. Assign operational frequency
 - a. If mutual aid reserve appropriate RCS frequency
- E. Other law enforcement units or agencies (for warrant service in other jurisdictions)
- F. Other units as deemed necessary by the details of the warrant

7.14.11 Tactics to be used during the warrant service will be determined solely by SWAT personnel.

7.14.12 SWAT reserves the right to refuse the service of any warrant based on circumstances, intelligence, staffing, etc.

7.14.13 In the event the request for service is refused, SWAT will help coordinate communication with another county SWAT team in accordance with the San Diego County SWAT mutual aid protocol.

7.15 SWAT Assistance [REDACTED]

7.15.1 [REDACTED]
[REDACTED] If a request for SWAT assistance in one of these areas is received, the CO will be notified immediately. The SWAT CO shall notify the Uniform Bureau Commanding Officer for approval.

[Redacted]

7.17 BEARCAT, SWAT Equipment Vehicle (SEV), & Armored Rescue Vehicle (ARV)

7.17.1 The BEARCAT/SEV/ARV will be driven and operated only by properly trained SWAT personnel, and in emergency situations, trained police officers.

7.17.2 When the BEARCAT/SEV/ARV is not being utilized for SWAT functions or is not receiving maintenance, the BEARCAT/SEV/ARV will be parked at the Escondido Police Headquarters. The external power source will be hooked up, and all vehicle and equipment locks will be engaged.

7.17.3 BEARCAT/SEV/ARV Officer Responsibilities

A. Shall maintain an inventory list of weapons, equipment, and munitions on the BEARCAT/SEV/ARV.

B. Shall perform monthly inspections / maintenance of the BEARCAT/SEV/ARV and equipment stored on the BEARCAT/SEV/ARV.

C. Shall report and correct deficiencies discovered during the inspection.

D. The BEARCAT/SEV/ARV Officer will generally drive the vehicle to any deployment site. The BEARCAT/SEV/ARV officer may make arrangements for a replacement driver due to his or her unavailability (i.e. vacation, sick, training, etc.)

7.17.4 BEARCAT/SEV/ARV Driver Responsibilities

A. Equipment

1. The driver shall be responsible for checking out and receiving back all equipment stored inside the BEARCAT/SEV/ARV.

2. Any damaged, lost or unreturned equipment or supplies will be documented by the driver and reported to the SWAT Sergeant.

3. The driver will report any discrepancies to the currently assigned BEARCAT/SEV/ARV Officer and will assist with the correction.

4. The driver will fill the vehicle fuel tanks and will inspect the vehicle for any mechanical issues prior to parking the BEARCAT/SEV/ARV at EPD.

7.17.5 SWAT Activations

A. In response to a "CODE-10" or "CODE-11", the designated SWAT Officer will drive to the Police Headquarters building and activate the BEARCAT/SEV/ARV. This officer will drive the BEARCAT/SEV/ARV to the designated staging location.

B. During all other SWAT responses, a qualified person will be assigned to handle operation of the BEARCAT/SEV/ARV.

7.17.6 Any special use of the BEARCAT/SEV/ARV by Escondido Police Department personnel must be approved by a SWAT supervisor and coordinated through the assigned vehicle officer. Exceptions to this rule would involve emergency, life-threatening situations that are rapidly evolving where waiting for SWAT to deploy an armored vehicle would jeopardize officers/civilians on scene. In these rare instances, the field supervisor may authorize trained personnel to deploy in an armored vehicle until SWAT personnel arrive on scene and relieve the driver.

7.17.7 Mutual Aid

A. The BEARCAT/SEV/ARV may be required to respond to a request for mutual aid. These requests will generally be made through the Watch Commander's Office, but may come directly to the attention of a SWAT supervisor.

B. The SWAT CO will be notified immediately for approval.

C. Selection of personnel to staff the BEARCAT/SEV/ARV will be made by the SWAT CO or designee.



[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

2. If the mutual aid request is of an urgent life threatening nature and the required minimum personnel are not immediately available an on duty SWAT Officer will respond to the requested location without delay.

3. The assigned SWAT Sergeant and additional officer will respond to the location as soon as possible to meet the minimum personnel requirements.

8.0 SPECIALTY MUNITIONS

8.1 Description

8.1.1 Specialty munitions are valuable tools. Their use has enabled SWAT personnel to safely and effectively handle many critical incidents. [REDACTED]

The use of these munitions may result in injuries similar to those caused by traditional police impact weapons (i.e., PR-24 batons).

[REDACTED]

[REDACTED]

[REDACTED]

8.2 Justification for Use

8.2.1 Generally specialty munitions may be considered for use whenever time is available to properly plan for and execute a tactical mission and reduce the risk of injury.

8.2.2 Circumstances justifying the use of specialty munitions shall include but are not be limited to:

- A. Barricaded suspect and/or hostage situations
- B. High-risk warrant services
- C. Circumstances where the use of specialty munitions should facilitate the apprehension of violent mentally deranged persons or those under the influence of alcohol/drugs
- D. Situations where the authorizing person deems their use reasonable to safely resolve the incident
- E. Civil disturbances

8.3 Persons Authorized to Use Specialty Munitions

8.3.1 Only personnel who have successfully completed a departmentally approved training course and are certified in the proper use and

deployment of specialty munitions shall be authorized to deploy these munitions during actual operations.

8.3.2 In order to remain current in the use of these munitions and retain the authorization to deploy them, personnel shall successfully complete refresher training once every twelve months.

8.3.3 The use of these munitions shall be restricted to trained personnel from the SWAT Unit.

8.3.4 In exceptional circumstances involving immediate threat to life specialty munitions may be provided to and used by non-SWAT personnel provided such use **may prevent** great bodily injury or death.

8.3.5 Specialty munitions may be used by SWAT personnel during routine patrol calls if the threat level and risk to officers is unusually high and makes the use of the specialty munitions a way to safely resolve the incident.

8.3.6 Anytime specialty munitions are requested, a SWAT supervisor will be notified by the SWAT Operator involved in the event. If a SWAT supervisor is not on duty the notification will be made via telephone at the earliest convenience.

8.3.7 The SWAT Operator will provide direction related to any specific medical treatment required as a result of the deployment of the specialty munitions.

8.4 Precautions

8.4.1 **Safety is paramount for officers and citizens.** Specialty munitions should generally not be used by an individual officer without cover officers and a tactical plan in place.

8.4.2 Only factory loaded munitions are to be utilized during actual operations.

8.4.3 Specialty munitions should generally not be used when the suspect is in danger of falling from a significant height.

8.4.4 Each round should be visually inspected by the individual operator during the loading process.

8.4.5 Special consideration should be given when information indicates a suspect has a pre-existing physical or medical condition which could be exacerbated by

the use of specialty munitions. The presence of such condition will not automatically exclude the use of the specialty munitions.

8.4.6 The use of these munitions will consider the procedural guidelines and legal requirements in the applicable department policies.

8.5 Medical Treatment

8.5.1 Once an individual has been struck with one or more specialty munitions, the individual will be treated by SWAT medics, and will be medically cleared in accordance with Department Instruction 1.24 and 1.46.

8.5.2 Each impact area on the suspect's body should be photographed to document the existence, or lack of, any physical injury. Exclusionary photographs should also be taken of the suspect's entire body. Photos will be taken with or without consent from the suspect in a lawful manner. Additional force will not be used to gather the photographs.

8.6 Documentation of Use

8.6.1 Anytime specialty munitions are used operationally, the appropriate reports shall be completed by the SWAT TL.

8.6.2 Any use of specialty munitions as a force option shall be documented in accordance with Department Instructions 1.6, 1.24, and 1.46.

8.6.3 Anytime a suspect is impacted or injured by the deployment of any specialty munition, the CO or SWAT Sergeant shall be notified, even if the suspect has no apparent injury.

8.6.4 The SWAT supervisor at the scene of any use of a specialty munition will notify the SWAT CO.

8.6.5 If the use of specialty munitions results in the death of any individual, the Crimes of Violence Unit will be notified and shall handle the investigation.

8.6.6 When chemical agents are introduced into a structure, the SWAT Officer deploying the munition(s) MUST notify the homeowner/resident, either verbally or in writing, and prior to leaving the scene, of the nature of the contamination and instructions on how to clean the agent properly. This notification must be documented in the TAP/AAR by the assigned TL. When feasible, SWAT should

begin the decontamination procedure with fans provided by the Escondido Fire Department.

8.7 Review

8.7.1 The SWAT CO or a SWAT Sergeant shall review the use of specialty munitions as soon as practical following each deployment of the munitions.

8.7.2 The review will ensure the munitions were used according to policy and that the munitions functioned properly. Information obtained from this review will be utilized for training purposes.

[REDACTED]

[Redacted text block]

[REDACTED]

10.0 OTHER SPECIALTY OPERATIONS

10.1 The Escondido Police Department SWAT Unit does not currently train in those skill sets which are unlikely to be required operationally. Some examples of those operations are:

- A. Dive operations
- B. Ship boarding operations
- C. Marijuana grow operations
- D. Hostage rescue on commercial airlines

10.2 A need for SWAT Operators trained in these types of specialty areas will result in a mutual aid request to the San Diego Sheriff's Department, or the San Diego Police Department according to the regional mutual aid protocol. Circumstances may dictate a request for federal assistance. This request will be forwarded through the Office of the Chief of Police.

11.0 SWAT CANDIDATE SELECTION PROCESS

11.1 Determining Need

11.1.1 When a determination is made by the SWAT CO that additional / replacement personnel are necessary to maintain operational readiness of the SWAT Unit, the CO and TL's will confer and select a potential date for the Academy. This should be done approximately three (3) months prior to the Academy.

11.2 Department Notification

11.2.1 A Department announcement will be sent out via email listing the following:

- A. The minimum qualifications necessary for application to SWAT
- B. A time line for filing their application
- C. A date for physical fitness training and firearms qualifications
- D. A description of the physical fitness test and firearms qualification
- E. The candidates will be required to submit a transfer request to the SWAT Unit as detailed in Department Instruction 1.11 (Department transfers).

11.3 SWAT Personnel Qualifications

11.3.1 Personnel submitting applications for assignment to the SWAT Unit must possess the following minimum qualifications:

- A. Officers and Sergeants must meet requirements outlined in Department Instruction 1.11.
 - 1. In the case of Sergeants, preference will be given to those applicants with prior SWAT experience
- B. Overall performance rating of "Satisfactory" or higher on most recent performance evaluation

C. Commanding Officer approval and recommendation

D. Be in excellent physical condition and have no unusual health medical requirements

E. Have the ability to perform under extremely stressful conditions

F. Be willing to adjust shift, days off, or transfer assignments to facilitate staffing requirements and on call responsibilities.

11.4 Firearms Qualifications Test

11.4.1 The SWAT firearms qualification test is a job related practical performance test designed to evaluate the applicant's ability to use a rifle, shotgun, handgun, and their ability to follow directions.

11.4.2 Applicants for the SWAT Unit must successfully complete the following firearms qualification test:

A. Introduction

1. The firearms test which the applicant is to perform is part of the evaluation process. Individual targets will be scored and the results given to the selection board.
2. The firearms tests (handgun, shotgun, patrol rifle) will be conducted in a safe and organized manner.
3. Instructions and weapons safety rules will be clearly stated prior to the testing.
4. An important part of this firearms test is an evaluation of the ability to follow instructions. If there are any questions, they must be asked of the evaluator prior to the beginning of the test.

B. Automatic Disqualifications

1. Shooting at another candidate's target
2. Failing to follow the course of fire or firing more than the number of rounds indicated for the course of fire
3. Safety violation as determined by the evaluators

C. Safety Rules

1. All weapons will be treated as if they are loaded.
2. Applicants will keep muzzles pointed downrange.
3. Finger will be kept out of the trigger guard until engaging target.
4. Applicants will be sure of their target, backstop, and beyond.
5. **No** weapons handling behind the firing line.
6. Handguns are to be holstered until directed.

D. Weapon Malfunctions

- a. Applicants will be required to clear a malfunction. If the stoppage is caused by a catastrophic malfunction (i.e. broken firing pin, broken extractor) an alibi will be given by the evaluator and the applicant will be allowed to shoot the entire course over.
- b. If applicants have what they think to be a catastrophic malfunction, they will set the weapon on the ground with the muzzle downrange and raise their hand. After the course of fire is completed, one of the evaluators will examine the weapon and make a ruling.

E. Firearms Qualification Test

- a. Candidates will use the current SWAT firearms test for applicants.

11.5 Applicant Physical Fitness Testing (PFT)

11.5.1 The SWAT PFT is a job related practical performance test designed to evaluate the applicant's coordination, stamina, strength, ability to follow directions, and teamwork.

11.5.2 The physical fitness testing will take place at MCAS Miramar, utilizing the facilities in and around the SWAT/SED Obstacle Course.

11.5.3 Scores will be given to each applicant's performance on each of the five evolutions of the test. An overall combined minimum score of 350 (70%) points is required to successfully complete the physical fitness test.

A. Applicants may not score a zero in any category

1. A zero score will disqualify the candidate

B. Applicants must complete each portion of the test

2. Failure to finish a test portion will disqualify the candidate

11.5.4 The test will take place in the following order:

A. 440 yard run

1. Applicants will be required to run 440 yards in 85 seconds or less.

B. Push-ups

1. Applicants will be required to complete a minimum of 30 push-ups in 60 seconds

C. Sit-ups

1. Applicants will be required to complete a minimum of 30 sit-ups in 60 seconds.

D. Pull-ups or Chin-ups

1. Applicants will be required to complete a minimum of 5 pull-ups or chin-ups, no time limit.

E. Obstacle Course

1. Applicants will be required to complete the SWAT/SED Obstacle Course in less than four minutes **while wearing patrol body armor, utility style pants, and boots.**

11.5.5 Applicants who fail at **any** stage of the firearms qualification or physical testing **will be immediately dropped and not allowed to continue further in the selection process.** Applicants will be escorted to their vehicles and asked to

leave the training area. There will be no discussion regarding the removal from the testing process.

11.6 Interviews

11.6.1 Applicants who successfully complete the firearms qualification and physical fitness test will be scheduled for an interview.

A. Interview Panel

1. The interview panel may consist of current and former SWAT personnel at the direction of the CO.
2. The chairperson of the interview panel is required to be a current SWAT member at the rank of Sergeant or above.
3. The SWAT CO may approve select individuals without SWAT experience to participate as a panel member.

B. Questions

1. All questions will be prepared in advance of the interviews and submitted to the SWAT CO for approval.

C. Background Investigation

1. The CO or designee will be responsible for background investigations for applicants who successfully qualify for an interview. The investigation will include:
 - a. A review of the applicant's personnel file
 - b. A review of the applicant's sick leave usage
 - c. A check of the applicant's Internal Affairs files
 - d. Interview of current administrative supervisor
 - e. Candidate review with current team

D. Follow-up interview with supervisors

1. The follow-up interview will be conducted when questionable material is discovered during the evaluation process.

E. All applicants who are interviewed will be notified by the Uniformed Bureau Commander or designee of the results of the interview.

1. Applicants who successfully complete the interview will be scheduled for the Academy.

2. Applicants who are not selected for the Academy will be offered feedback on their interview.

11.7 Academy Completion & Appointment to SWAT

11.7.1 All personnel who successfully complete the selection process shall attend and successfully complete an approved SWAT Academy in order to be appointed as a member of the Escondido Police Department SWAT Unit.

11.7.2 All personnel who successfully complete the SWAT Academy will be entitled to the benefits and responsibilities of the SWAT Unit as outlined in this Operations Manual, Escondido Police Department Instructions Manual, and the Memorandum of Understanding between the City of Escondido and the Escondido Police Officers Association; until such time as they resign from the SWAT Unit or are removed from the SWAT Unit as outlined in this Operations Manual.

11.7.3 All new SWAT personnel will receive a SWAT Training Manual and they will be assigned a SWAT mentor. The training manual will be signed by the new operator and by any team member or instructor that was qualified to sign them off on the particular skill. Once the training manual is complete, it will be signed by the SWAT CO and then placed in the officer's Training Division file.

11.8 SWAT Mentoring Program

11.8.1 In an effort to maintain highly qualified candidates, and in order to prepare those officers interested in joining the SWAT Unit, the SWAT Mentoring Program was established.

11.8.2 Testing to become a SWAT member is purposefully difficult and designed to ensure members are capable of the tremendous tasks they may be asked to perform, many times under extremely stressful situations.

11.8.3 In order to prepare prospective SWAT operators, the mentoring program will provide the following training / mentoring opportunities:

- A. Personally assigned active SWAT member to each candidate
- B. Physical fitness testing and training
- C. Firearms testing and training
- D. Limited opportunities to train with the SWAT Unit at regularly scheduled training days
- E. May be called in to assist with non-critical positions during pre-planned or actively unfolding incidents

11.8.4 Officers interested in joining the program must be off of field training, be progressing and/or excelling in their primary job duties and be recommended by their immediate supervisor.

11.8.5 Any SWAT candidate in the mentoring program will NOT receive any SWAT pay and can be removed from the program without cause and at any time by the CO at the recommendation of the SWAT TL's.

11.9 Sniper Selection

- A. Sniper candidates will be selected from the roster of SWAT Unit members, based on the listed criteria:
 - 1. Current team member in good standing
 - 2. Volunteer for position
 - 3. Good physical condition
 - 4. Emotionally mature and stable
 - 5. Above satisfactory performance ratings
- B. After preliminary selections, sniper candidate will submit to the following screening steps as dictated by the Sniper TL:
 - 1. Oral Interview conducted by Sniper TL and his designee.
 - 2. Review of personnel folder
 - 3. Approval of sniper team members
 - 4. Selected candidate will join sniper team in a probationary status. Regular status will be achieved after the candidate has

graduated from a formal sniper school and has passed the department sniper qualification course.

12.0 SWAT ARMORY

12.1 General Guidelines

12.1.1 Routine access to the inner SWAT Armory shall be restricted to SWAT personnel.

12.1.2 The SWAT Armorer is responsible for maintaining the SWAT Armory in a clean and orderly fashion. SWAT supervision will conduct bi-annual inspections of the SWAT Armory to ensure compliance.

12.1.3 Each member of the SWAT Unit entering the SWAT Armory shall be responsible for cleaning up after themselves.

12.2 Equipment & Supply Check-out Procedures

12.2.1 All persons delivering or receiving equipment or supplies from the SWAT Armory will sign for such delivery or receipt on the appropriate log provided by the SWAT Armorer.

12.3 Armory Inventories

12.3.1 Inventories will be conducted by a SWAT Sergeant or designee to determine the following information:

- A. To ensure supplies, weapons, and equipment are properly accounted for.
- B. The expenditure of ammunition and other expendable items match requests submitted by training instructors.
- C. To provide statistical information in preparing the annual budget.
- D. The inventory shall be submitted to the SWAT CO.

12.4 Reporting

12.4.1 A complete, updated SWAT Armory inventory report will be submitted every six (6) months by the assigned SWAT Sergeant. The report will be forwarded to the SWAT CO. Included in this inventory report will be a list of items used during training and a list of new supplies received during the period.

12.5 Purchasing & Receiving

12.5.1 The purchasing guidelines set forth by the City of Escondido will be adhered to when ordering and receiving supplies for SWAT.

12.5.2 All purchases are approved by the SWAT CO, and are coordinated through the assigned SWAT Sergeant.

12.5.3 The assigned SWAT Sergeant (or designee) will prepare purchase order forms and work with PD finance personnel for SWAT purchases.

12.6 Evaluation of Equipment & Supply Stock

12.6.1 The SWAT Armorer will evaluate the need for supplies and equipment based on current training and operational requirements.

12.6.2 Approved requests will be forwarded through the Uniformed Bureau chain of command to Police Administration. Approved requests will then be forwarded to the city fiscal section for final processing.

12.6.3 A copy of each purchase order will be filed in the Armory in a "Pending Orders" file.

12.7 Receipt of Ordered Supplies & Equipment

12.7.1 The assigned SWAT Sergeant will check the Property Division on a regular basis for delivery of ordered supplies and equipment. After receiving an order, the Armorer will check it in as follows:

- A. Remove the packing slip from the item(s).
- B. Check the packing slip against the contents of package the original purchase order in the "Pending Orders" file.
- C. List the following on the packing slip:
 1. Date and time received
 2. Purchase order number
 3. An indication that items were received

4. An indication if only a partial order was received and how many items are still outstanding (or back ordered)

5. Legible signature of the person receiving the item(s)

6. If the shipment arrives without a packing slip, remove the company label and attach it to a memo with the above explanation.

7. If a partial shipment is received, use the same procedure for checking in the remainder of the order when it is received.

D. The original packing slip will be retained in SWAT records for the current fiscal year plus one.

E. One copy of the completed purchase orders and packing slips should be placed in the "Orders Received" file.

13.0 LOGISTICS AND SUPPLIES

13.1 Training Supplies

13.1.1 All training logistic requests will be completed by the instructor. These requests will be submitted to the assigned SWAT Sergeant at least two (2) weeks prior to the training date. Requests submitted fewer than two (2) weeks prior to training will be directed through the appropriate SWAT Sergeant for approval, and are subject to availability of supplies.

13.1.2 The person responsible for the training day will complete the SWAT "Training Logistics Request" form, and submit the form to the assigned SWAT Sergeant.

13.1.3 The assigned SWAT Sergeant will ensure the request is filled and the supplies are ready for pick up from the SWAT Armory on the date indicated on the form.

13.1.4 If the requested supplies are not available, the assigned SWAT Sergeant will notify the requester as soon as possible.

13.2 Accounting of Supplies

13.2.1 The requestor is responsible for the return of all unexpended supplies and non-expendable equipment.

13.2.2 The assigned SWAT Sergeant or designee will receive, inventory, and inspect the returned supplies at the time and date indicated on the request form.

13.2.3 All defective or malfunctioning equipment and weapons will be tagged as such prior to returning them to the Armory, and brought to the attention of the SWAT Armorer.

13.2.4 It is the responsibility of the requestor to ensure all weapons and equipment are returned clean and correctly assembled.

13.3 General Requests for Equipment & Supplies

13.3.1 Requests for SWAT equipment or supplies other than training, as outlined above, will be routed through the assigned SWAT Sergeant. Any special requests will be submitted in the same manner.

13.3.2 It shall be the responsibility of the requestor to allow a sufficient period of time for delivery of supplies or equipment. The delivery of these supplies and equipment will be coordinated with the SWAT Armorer.

13.3.3 It shall be the responsibility of the requestor to return all unused equipment or supplies. All weapons and equipment will be returned in clean and serviceable condition. In the case of a malfunction any problems will be documented and the equipment will be tagged as non-operational.

13.4 SWAT Equipment Maintenance

13.4.1 The assigned SWAT Sergeant is responsible for the filing and maintenance of the SWAT equipment maintenance files.

13.4.2 All non-operable weapons or equipment will be tagged by the officer who discovers the malfunction. The tag shall include the person's name and identification number, the date the problem was discovered, and a description of the problem.

13.4.3 Any damaged / malfunctioning weapons or equipment will be taken out of service immediately and delivered to the SWAT Armory. The SWAT Armorer should be notified as soon as possible.

14.0 SWAT SUPERVISORS MEETINGS

14.1 Purpose

14.1.1 Due to the decentralized staffing assignments of a large number of SWAT personnel and SWAT supervisors, meetings will be held on a regular basis to keep supervisory personnel apprised of issues affecting the SWAT Unit.

14.1.2 In addition to the Escondido Police Department SWAT supervisor meetings, supervisory representatives shall attend the quarterly San Diego County SWAT Commanders meeting. The supervisory representative shall be prepared to provide a briefing to other commanders regarding relevant team activity, and shall also be prepared to provide a synopsis of a written version of the meeting for SWAT supervisors unable to attend.

14.2 Scheduling

14.2.1 The SWAT CO or assigned sergeant shall schedule SWAT supervisors' meetings at least every other month. Notices of these meetings will be sent to the Uniformed Bureau Commanding Officer, SWAT CO, SWAT Sergeants, and other personnel designated by the CO, via email.

14.2.2 The SWAT CO may, at any time, direct a special SWAT supervisors' meeting to be held. Notifications for any such meetings will be sent by text, telephone call, or department email based on the timing of the notification, and the urgency of the meeting.

14.3 Agenda Items

14.3.1 Any personnel with items to be placed on the formal agenda for SWAT supervisors' meetings will contact the SWAT CO or a SWAT Sergeant with the topic of concern.

14.3.2 The agenda items should be submitted no later than one week prior to the meeting.

15.0 SWAT BUDGET

15.1 Preparation

15.1.1 It is the responsibility of the CO to prepare the annual budget for each fiscal year.

15.1.2 The following items need to be completed eight weeks prior to the budget submission date (determined by request from Police Administration):

A. Contact SWAT Sergeants and obtain a list of recommended items that will be needed.

B. Complete a review of the last inventory and compare with the beginning inventory in order to determine the amount of supplies on hand and the amount of supplies needed to be ordered.

C. Items to be completed six weeks prior to the budget submission date:

1. Review the previous budget
2. Review all recommended items submitted by the SWAT Sergeants and if any contain capital outlay items, list them in descending order of necessity.
3. Assigned SWAT Sergeant to obtain manufacturer(s) information* and approximate prices for items which have previously been ordered.

*If a sole source provider please indicate

D. Items to be done four weeks prior the budget submission date:

1. Draft a budget based upon the information compiled previously. The proposed budget should include:
 - a. Reoccurring expenses
 - b. Intended capital purchases
 - c. Other equipment purchases

- d. Descriptions of items and justifications for purchase
2. Meet and confer with the SWAT Administrative Staff for review of the budget.
3. Prepare rough draft
4. Finalize budget and forward to Department Administration

16.0 TEAM PHILOSOPHY

16.1 Hostage Situations and Barricaded Suspects

16.1.1 This section outlines the operational philosophy SWAT will employ in those situations where suspects have barricaded (with or without hostages), and may reasonably be expected to pose a significant threat to law enforcement officers or innocent citizens.



16.1.3 Barricaded Suspect – A barricaded suspect is defined as a person or persons who are known to be armed or are reasonably believed to be armed and are within a structure, vehicle, or location, and have used, threatened to use, or officers believe will use violence in an effort to avoid apprehension or achieve a desired outcome.

16.1.4 Hostage Situation – A hostage situation is defined as a non-compliant armed or unarmed suspect or suspects, holding another person(s) against their will (hostage), in an effort to avoid apprehension or gain financial or other considerations, through the threat of violence or use of violence against the hostage(s), law enforcement personnel, or any other persons.



16.2 Safety of Hostages

16.2.1 SWAT recognizes negotiations as a valuable tool in hostage recovery operations. [REDACTED]

16.2.2 SWAT sees the use of negotiations and tactical solutions as mutually supportive resolution methods. One method cannot work to the full potential without the presence of the other. While one resolution type may appear to be responsible for the conclusion, the reality of Hostage situations requires the presence of both entities to work together toward the goal of saving the hostage(s).

16.2.3 The safety of hostages is of foremost concern to this unit. [REDACTED]

[REDACTED] This determination will be made based upon sound principle and practice, and will take into consideration the factors associated with the specific event.

[REDACTED]

16.2.9 PERT will be notified and requested to respond to all hostage and barricade situations and will work with personnel from ENT. The ENT Commander will ensure pertinent, relevant information is relayed to the TC in a timely manner.

LIST OF ABBREVIATED TERMS

ARV – Armored Rescue Vehicle

CO – SWAT Commanding Officer

ENT – Emergency Negotiations Team

IC – Incident Commander

ICP – Incident Command Post

IDP – Individual Development Plan

LEICS – Law Enforcement Incident Command System

[REDACTED]

NIMS – Federal National Incident Management System

PFT – Physical Fitness Test

SEMS – California State Emergency Management System

SEV – SWAT Equipment Vehicle

SWAT – Special Weapons And Tactics

TAP – Tactical Action Plan

AAR – After Action Review

TC – Tactical Commander

TCP – Tactical Command Post

TL – Team Leader

TOU – Tactical Operations Unit

WC – Watch Commander

XO – SWAT Executive Officer

RESOURCES

A. NTOA SWAT Standards - 2008

B. CA DOJ – 2002 Commission on S.W.A.T.

C. CA P.O.S.T. – Operational Guidelines and Training Recommendations
(document #POST2005TPS-0369).



CREDITS AND REVISIONS

This SWAT Manual was originally authored by Greg Kogler (at the time a SWAT TL) in conjunction with James Stuard (SWAT CO), Justin Murphy (SWAT TL), and Mike Graesser (SWAT TL).

This Manual will be constantly evaluated and revised as needed by changes in team structure, legal precedence, best practices, etc. The latest revision of this document was conducted by Kevin Toth (SWAT CO) in December of 2019.