

SWAT Standard For Law Enforcement Agencies

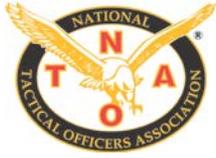


National Tactical Officers Association

Published September 2011

Dedicated to the memory of Sergeant Mark Renninger

End of watch: November 29, 2009



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NTOA SWAT Standard

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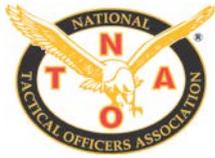
National Tactical Officers Association

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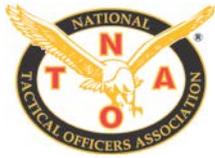
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NTOA MISSION STATEMENT

The mission of the National Tactical Officers Association is to enhance the performance and professional status of law enforcement personnel by providing a credible and proven training resource, as well as a forum for the development of tactics and information exchange. The Association's ultimate goal is to improve public safety and domestic security through training, education and tactical excellence. The National Tactical Officers Association operates in accord with the principles of *Veritas Probitas et Virtus* (Truth, Honesty and Integrity).



STANDARD REVIEW COMMITTEE

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ACKNOWLEDGEMENTS

The NTOA Standard for SWAT could not have been developed without the combined effort of numerous dedicated SWAT operators and tactical commanders that are members of the NTOA organization.

The National Tactical Officers Association also gratefully acknowledges the hard work and leadership of the California Commission on Peace Officer Standards and Training (POST) and the many law enforcement officers, supervisors, managers and support staff who helped to develop California's SWAT Operational Guidelines and Standardized Training Recommendations. This document and the critical work of these pioneers, along with the work of the Commission on Accreditation for Law Enforcement Agencies, Inc. (CALEA), served as a guide for the NTOA Standards for SWAT.

In addition, the NTOA Standard Review Committee recognizes the work done by the International Association of Chiefs of Police, Patrol and Tactical Operations Sub-Committee (IACP/PTO) on the SWAT Concepts and Issues Paper, October, 2010, as well as the 2011 SWAT Glossary document developed by members of the California Association of Tactical Officers (CATO).

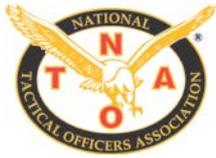


FOREWORD

On February 12, 2007, President George W. Bush signed Homeland Security Presidential Directive 19 (HSPD-19), which addresses the threat of terrorist use of explosives and IED's in the United States. The Directive, entitled: "Combating Terrorist Use of Explosives in the United States", tasks various federal agencies to collaborate in developing a layered national security strategy to deter, prevent, detect, and respond to terrorist use of explosives before the threat becomes imminent and which also ensures that protection and response efforts effectively neutralize or mitigate attacks should they occur.

HSPD-19 and the NTOA recognize that the coordination of joint response operations among bomb squads and tactical teams are critical to preparing for, deterring and defeating terrorist attacks. In order to facilitate joint operational capabilities across the tactical response spectrum, the NTOA believes that the development of Standard for SWAT Teams is critical.

Achieving the requirements to unify a layered security approach includes capabilities and resources to enable, coordinate and modify layered security architecture in response to changing requirements. Designating a coordination mechanism to analyze and steer critical capabilities, such as readiness among first responders and bomb squads, works to integrate these efforts and supports the implementation of strategic goals. The United States can layer a security approach through the creation of an organizational construct or designation of an existing entity responsible for coordinating and improving Federal Government efforts to combat terrorist use of explosives, including:



1. Training, standards and best practices
2. Information sharing
3. Research and development, and
4. Assessment of overall national capabilities

Recommendations for improving our capabilities to combat the terrorist use of explosives within the United States (HSPD-19) include the development of new guidelines for the employment, training and equipping of Special Weapons and Tactics (SWAT) teams for response to explosives operations and for bomb technicians that support SWAT operations.

The NTOA has also participated in several working groups tasked with developing and updating the NIMS Resource typing Matrices as it relates to SWAT teams. Homeland Security Presidential Directive 5 (HSPD-5), Management of Domestic Incidents, also requires all federal departments and agencies to adopt and implement the NIMS. States, territories, tribes and local governments must also adopt NIMS in order to receive federal preparedness funding.

During this process it became very clear that in order to ensure that SWAT/tactical teams meet minimum capabilities, standards for the employment, training and equipping of SWAT teams should be written by practitioners who perform these duties on a daily basis.

The NTOA Project Red II document, published in May 2007, reported the results of focus groups formed during the September 2005 NTOA Annual Tactical Operations Conference representing SWAT officers and commanders from 42 departments and 37 states, as well as the recommendations from two Tactical Technology Seminars (TTS) funded by the Department of Defense, Technical Support Working Group (TSWG). The results of the Focus Groups and the TTS identified numerous urgent needs that must be addressed to better prepare U.S. domestic law enforcement to respond to a terrorist attack on a soft target:

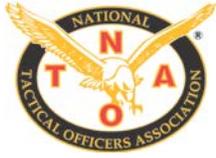


- Develop national standards for the equipment necessary to implement a national strategy for first responders and SWAT teams.
- Develop a national strategy for SWAT teams with guidelines and objectives that can be used by state, county and city police departments in developing local standard operating procedures, equipment requirements and training objectives.
- Develop a national training policy on training curricula and time required to maintain proper proficiency in all basic skills for full-time and collateral duty SWAT members.
- Develop national guidelines on command and control of multiple SWAT teams tasked to work together with other agencies, such as the National Guard.

Based upon the work described above and a growing interest from the association membership to develop a document such as this, the NTOA Board of Directors collectively agreed to move forward on this standard.

In September, 2008, the NTOA published the first version of this standard. Almost immediately, the association received input from members who brought to light that many aspects of the standard could be achieved through the establishment of multi-jurisdictional and regional team formations. In December, 2009, the NTOA republished the standard with the additional information (previously Section 9.0).

As the standard became more widely read among the tactical law enforcement community, additional comments were directed to the Board of Directors through email, letters, phone calls and the online chat forum at www.ntoa.org. Overall, there was far more support than opposition to the document. Despite that, the Board agreed that this should be a living document and directed that it be reviewed on a regular basis and improvements be made based upon the input received from members.

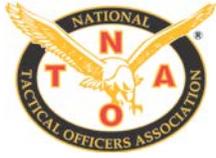


INTRODUCTION AND OBJECTIVE

This document is the result of extensive efforts by the National Tactical Officers Association to provide guidance to association members in managing and operating Special Weapons and Tactics teams. The intent of this standard is to better prepare law enforcement to respond not only to emergency and high-risk incidents on a daily basis, but also to respond to a terrorist attack. It is the position of the NTOA that the decision to form a SWAT team carries with it the responsibility to provide the ongoing training, equipment, leadership and financial support necessary to create and maintain an effective team.

Where size and/or demographics limit the capabilities of an agency, this standard recommends that multi-jurisdictional resources be combined and coordinated in a manner which is consistent with reliable and safe interventions. Over the past 28 years, the National Tactical Officers Association has assisted many law enforcement agencies in developing multi-jurisdictional teams by providing references, documentation and training to facilitate their efforts. The NTOA remains committed and available to any law enforcement agency or its members who require assistance.

The objective of this document is to establish a basic standard for the association's member agencies and to serve as an efficient core set of concepts and principles that improve standardization within the profession of tactical law enforcement services. Any agency that chooses to use this standard as a benchmark for performance and operations does so voluntarily. The NTOA does not mandate compliance with this standard or attach such compliance as a prerequisite for any benefit granted under membership.



1.0

SCOPE OF STANDARD

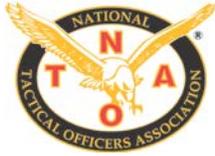
- 1.1 The scope of this standard includes concepts and principles that relate to the organization, training, operational tactics, personnel management and equipment of a SWAT team. The standard will not dictate how member agencies will write and apply any specific policies as it relates to SWAT team operations, but rather provide guidance based upon the terminology and collective viewpoint of the NTOA organization.



2.0

DEFINITION OF SWAT

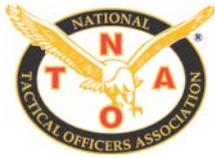
- 2.1 A Special Weapons and Tactics (SWAT) team is a designated law enforcement team, whose members are recruited, selected, trained, equipped and assigned to resolve critical incidents involving a threat to public safety which would otherwise exceed the capabilities of traditional law enforcement first responders and/or investigative units.
- 2.2 SWAT is an accepted title for a team with specialized training, expertise and equipment as defined above and further defined within these standards. The primary characteristic of SWAT that distinguishes it from other units is the focus of effort. SWAT teams are focused on tactical solutions, as opposed to other functions, such as investigation. The purpose of SWAT is to increase the likelihood of safely resolving critical incidents. Nothing in this standard is intended to preclude agencies from utilizing specially trained units in areas such as narcotics investigations, felony apprehension and other tasks. However, it is recommended that agencies that do not have their own SWAT team and instead utilize specially trained units should have a Memorandum of Agreement (MOA) with a SWAT team that recognizes and operates within the guidelines as set forth by this document. This SWAT team can be a full-time, collateral duty, multi-jurisdictional or regional team. The agreement should specify that the named SWAT team is the designated entity to be activated for SWAT-specific incidents such as hostage situations, barricade incidents or other high-risk situations requiring specialized capability.



2.3 Until the arrival of the requested SWAT team, it is recommended that those agencies that do not have SWAT team response capability and currently utilize specially trained units, should focus on engaging in the following activities:

Establish a Tactical Command, which *may include*:

- Identify safe routes of travel for specialized vehicles (ambulances, armored rescue vehicles, etc)
- Identify a staging area
- Identify a Command Post location
- Gather essential tactical elements of information
- Provide a complete and accurate description of suspect(s) and hostage(s) as soon as they are available
- Develop a threat assessment
- Conduct reconnaissance
- Obtain floor plan
- Initiate building labeling/diagramming
- Conduct breach point analysis
- Identify tactical approach routes
- Identify potential precision long rifle hides
- Utilize electronic intelligence
- Make appropriate notifications
- Develop a medical threat assessment
- Initiate emergency rescues of “Citizen Down” and “Officers Down”
- Conduct evacuations of innocents and police that may actively or predictably be in danger of being killed or seriously injured



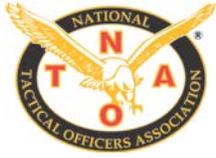
- Provide medical assistance when appropriate
- Preserve a crime scene as needed

Establish an effective Perimeter, which *may include*:

- Coordinating containment/Isolation Security Teams
- Deploying patrol rifle teams
- Deploying canine handlers
- Confirming traffic/pedestrian control
- Deploying aviation support unit

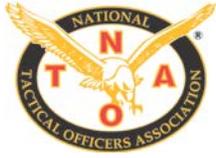
2.3.1 Once a perimeter is set, specially trained law enforcement units should establish an Immediate Action Team in the event that the situation suddenly changes requiring officers on scene to take immediate action. Primary responsibilities of the “Immediate Action Team” are to prevent escape and to take the suspect into custody if surrender occurs. When responding to a dynamic or rapidly escalating incident such as an Active Shooter situation or one that exigent circumstances may require immediate intervention to save lives, the Immediate Action Team will tactically track and move to neutralize the threat before the suspect kills or seriously injures innocents. This contact team should continuously assess and identify its limitations and assist in scene transition from Patrol to SWAT when appropriate.

2.3.2 Timely request of specialized units such as SWAT and HNT are critical and will greatly increase safety and contribute to a successful resolution. When possible, commence with Negotiations once perimeter and Immediate Action Teams are established. This may result in a safe surrender, assist with gathering



intelligence and slow the suspect actions, allowing time for SWAT resources to arrive.

- 2.4 Any action taken during a high-risk incident before SWAT is able to respond, should be reasonable and necessary. Such decisions should be based on the totality of the circumstances and the priority of life decision-making process. The above listed considerations are not mandates, nor all inclusive, and any decision to implement or not implement them should be based upon the training, equipment and capabilities of the officers on scene.



3.0

SWAT TEAM PURPOSE

- 3.1 The primary purpose of SWAT is to provide a systematic approach to saving lives in accordance with the priorities of life and the specific standards set forth herein, in concert with the totality of circumstances presented.
- 3.2 While life safety is a priority of SWAT, the specific circumstances will dictate the level of force necessary to adequately protect the public and the officers involved. Resolution of some incidents may require the specific application of various levels of force, up to and including, deadly force.

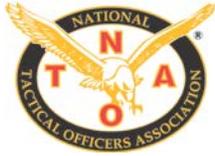


4.0 SWAT TEAM CONFIGURATION AND CAPABILITIES

4.1 The NTOA recognizes that there are many types of specialized tactical teams utilized in law enforcement. However, based upon the need to protect and ensure the safe delivery of tactical law enforcement services, the NTOA recognizes that a SWAT team must be mission capable in ALL of the following areas: hostage rescue, barricaded gunman, sniper operations, high-risk warrant service and high-risk apprehension, dignitary protection support, terrorism response, special assignments and other incidents which exceed the capability and/ or capacity of an agency's first responders and/or investigative units.

4.1.1 SWAT teams conducting hostage rescue operations should train their personnel on the following competencies:

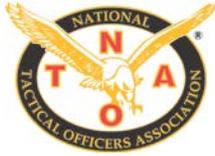
- Threat assessment
- Intelligence gathering techniques
- Reconnaissance techniques
- Technology support (robotics, electronic surveillance)
- Tactical planning (timing and transition of crisis, deliberate, contingency phases)
- Adherence to priority of life matrix
- Breach point analysis (mechanical, explosive, thermal, ballistic)
- Tactical communication techniques



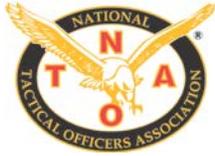
- Containment and surveillance
- Sniper support roles
- Use of APC and other specialized vehicles
- Failed breach tactics
- Diversionary device tactics
- Less lethal applications
- Window porting
- Compromise procedures
- Communication procedures
- Integration of negotiators
- Medical threat assessment
- Post Incident documentation
- Floor plans, photographs
- Unusual incidents (damage, use-of-force, injuries)
- Arrest and control procedures
- Tactics
 - Open air/stronghold
 - Vehicle, vessel, aircraft

4.1.2 SWAT teams conducting barricaded gunman operations should train their personnel on the following competencies:

- Threat assessment
- Mission analysis
- Determination of criminal offense
- Determination of mental illness



- Consideration of local requirements for search warrant prior to entry
- Intelligence gathering techniques
- Reconnaissance techniques
- Technology support (robotics, electronic surveillance)
- Tactical planning (timing and transition of crisis, deliberate, contingency phases)
- Adherence to priority of life matrix
- Breach point analysis (mechanical, explosive, thermal, ballistic)
- Tactical communication techniques
- Containment and surveillance
- Sniper support roles
- Use of APC and other specialized vehicles
- Failed breach tactics
- Diversionary device tactics
- Less-lethal applications
- Window porting
- Compromise procedures
- Communication procedures
- Integration of negotiators
- Medical threat assessment
- Post incident documentation
- Floor plans, photographs
- Unusual incidents (Damage, Use of Force, injuries)
- Arrest and control procedures
- Tactics



- Open air/stronghold
- Vehicle, vessel, aircraft
- EOD/entry integration

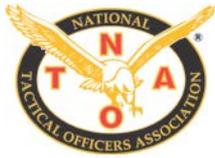
4.1.3 SWAT teams conducting sniper operations should train their personnel on the following competencies:

- Firearm nomenclature and capabilities
- Environmental influences on shot placement
- Shooting through mediums, *i.e.*, glass, lexan, and wood
- Concealment and camouflage techniques
- Data books and record keeping
- Urban versus rural operations
- Surveillance and communication

4.1.4 SWAT teams conducting high-risk warrant service and high-risk apprehension operations should train their personnel on the following competencies:

4.1.4.1 High-risk warrant service

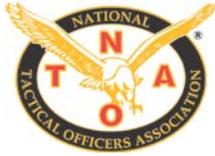
- Threat assessment
- Intelligence gathering techniques
- Reconnaissance techniques
- Tactical planning
- Breach point analysis
- Briefing techniques
- Containment
- Pre raid surveillance



- Failed breach tactics
- Diversionary device tactics
- Less-lethal applications
- Window porting
- Compromise procedures
- Communication procedures
 - Announcement procedures
 - Tactical communications
- Medical threat assessment
- Post raid documentation
 - Floor plans
 - Unusual incidents (Damage, Use of Force)
- Arrest and control procedures
- Entry tactics
 - Dynamic search techniques
 - Deliberate search techniques
 - Transitional tactics
- Surround and Call-out
- Aggressive animal mitigation
- EOD / Entry Integration

4.1.4.2 High-risk apprehensions

- Stronghold assaults (see above HRWS)
- Open air assaults
- Vehicle assaults



- Surveillance
 - Air/Ground
- Containment/vehicle blocking
- Rear assaults
- Frontal assaults
- Side assaults
- Long gun support
- Canine support

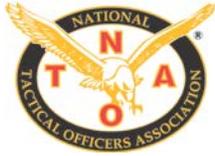
4.1.5 SWAT teams conducting terrorism response operations should train their personnel on the following competencies.

4.1.5.1 Tactical operations in a contaminated environment

- Personal Protective Equipment (PPE) selection, use, nomenclature, donning, doffing and decontamination procedures.
- Familiarization of OSHA 1910.132 and 1910.120 (or State equivalent), as well as NFPA 472 Standard for *Competence of Responders to Hazardous Materials/Weapons of Mass Destruction Incidents*.
- Familiarization of the NIOSH Emergency Response Resource Guides (<http://www.cdc.gov/niosh/topics/emres/ppe.html>)
- Incident Command System and multi-level integration of line level supervisors and managers into a larger command structure.

4.1.5.2 Tactical operations integrating SWAT and bomb squad

- Improvised Explosive Device component and HME (Homemade Explosive) identification and chemical precursor recognition

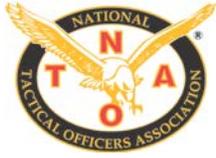


- Destructive capabilities and scene consequences of tactically deployed IED's
- IED Threat Stream planning and intervention/response tactics to include suicide bombers and VBIED'S
- Overview of bomb squad deployment, RSP (render safe procedures) and operational capabilities
- Suicide bomber planning and response tactics

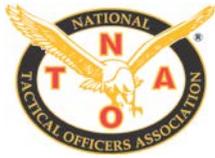
4.1.5.3 Threat assessment and vulnerability planning

4.2 SWAT teams conducting the operations listed above should have the following elements available when appropriate;

- Tactical Command: typically consists of the commander, assistant commander, team leader and scribe.
- Containment Team: typically consists of a two-person (or more) element capable of utilizing either lethal or less-lethal force, per area of responsibility. This may also include the use of tactical canine teams.
- Entry Team (Either emergency or deliberate): members required will be based upon the mission type, complexity of target environment and ability to adhere to officer safety priorities.
- Precision Long Rifle Team: typically consists of a two-person element per area of responsibility.
- Tactical Emergency Medical Support: Team configuration to include medical support or MOA with agency to provide medical support.

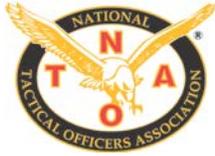


- 4.3 Where size and/or demographics limit the capabilities of an agency, multi-jurisdictional resources should be combined and coordinated in a manner which is consistent with reliable tactics, techniques and procedures. Coordination should comply with the laws of the relevant state, which may require mutual aid or intergovernmental agreements.



5.0 AGENCY POLICY GOVERNING SWAT TEAMS

- 5.1 Individual agencies should develop and maintain written policies designed to meet the needs of their operational environment and consistent with this standard.
- 5.2 The SWAT policy topics listed below are not all inclusive, but do provide the minimum basis for the sound management of any tactical team. Team commanders are strongly encouraged to explore any and all topics that may need to be established through a specific policy:
- 5.2.1 Team organization and function which includes an organizational diagram.
- Command relationships between the SWAT team, Incident Commander, Crisis Negotiation Team (CNT) and any other joint or support elements that ensure clear lines of responsibility and compliance with the protocols of the National Incident Management System and the Incident Command System.
 - If applicable, Mutual Aid Agreements and/or governmental support requests shall be incorporated into this policy.
- 5.2.2 Personnel management
- Selection, retention, mandatory physical and tactical competency and other appropriate personnel management processes, to include the development of protocols and processes for the selection of team members and team leaders.

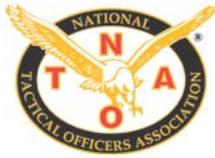


- Selection, retention, mandatory physical and tactical competency and other appropriate personnel management processes; development of protocols and processes for the selection of SWAT commanders including minimum training and experience criteria before assumption of command.

5.2.3

Training requirements as designated by tasks. Minimum time periods should be established to develop and maintain assigned critical skills.

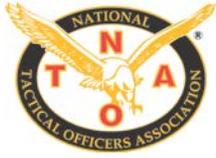
- Team command should facilitate the development of appropriate annual plans, lesson plans, schedules, and management protocols for the conduct of training which are consistent with NTOA standard. This should include, but is not limited to, designation and delineation of critical skills and the required internal certification processes as well as development of minimum training hour requirements based on the critical skills identified. The training program should include a documentation and verification process.
- Training should incorporate the current NTOA standard as it relates to safe conduct and the development of scenario-based exercises.
- Based upon the mission competencies previously described in this standard, it would be difficult for most collateral duty or full time teams to maintain operational readiness without meeting the following training recommendations:
 - New member initial training: Minimum 40-hour Basic SWAT course
 - Monthly: 16-40 hours critical skills maintenance based upon mission capabilities and current operational tempo.
 - Specialty assignments: Critical skill training such as long rifle, tactical emergency medical support, explosive breaching, etc. should be in addition to the above listed hours. These additional training hours



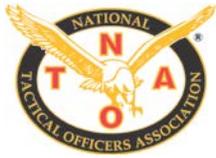
should be based upon the specialized assignment of the operator and any state requirements or certification process that is required of them,

- Annual: Training attended by all members to address consistency in tactics and procedures, that may consist of lecture, drills and exercises lasting up to 40 hours.

- 5.2.4 Activation and deployment of the SWAT team.
- 5.2.5 Equipment: Appropriation, care, maintenance and removal of obsolete or faulty team equipment.
- 5.2.6 The design, activation and implementation of an appropriately staffed command post, which may include a Tactical Operations Center, Crisis Negotiation Center, Media Relations Center, etc.
- 5.2.7 The development of appropriate protocols and procedures, for the conduct of long-term or extended operations. Protocols shall include, at a minimum, processes for relief and rotation of personnel and proper staffing and training of a supplemental incident command center.
- 5.2.8 If TEMS is utilized, incorporation of medical threat assessment in mission planning, and utilization of TEMS support in training and during team deployments.
- 5.2.9 After Action Reports (AARs) which capture tactical and incident debriefing information for training purposes. SWAT command should review all AARs, critiques, tactics and actions taken by all elements during the critical incident.



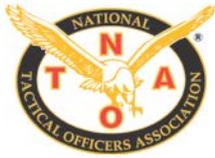
- 5.2.10 SWAT command should be capable of producing a written annual report, which shall include a recap of all activations, nature of incident, resolution, injuries occurred, use-of-force and other critical information.
- 5.3 Agency policies and Standard Operating Procedures (SOPs) should be reviewed annually and any changes shall include a risk assessment based on the following criteria;
- Case law review: Implications of national and jurisdictional rulings and precedents on current training, operations and policy.
 - Training updates: Ensuring agency policy and SOP correspond with latest training received. Compliance with applicable law and as well as an ongoing assessment of risk management processes.
 - Operational practices: Ensuring actual operational tactics are reflective of policy and a risk assessment of team assignments and tactical incident responses are consistent with the priority of life model.



6.0

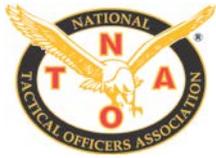
OPERATIONAL PLANNING

- 6.1 The SWAT team will develop an operational plan in a consistent format for pre-planning purposes. The planning processes shall include target scouting; development of detailed written operations orders, detailed operations order briefings, operation rehearsals and pre-mission inspections. Final approval for all operational planning documents should rest on the SWAT Commander or their designee.
- 6.2 All SWAT team members will be trained and should demonstrate proficiency in operational planning concepts.
- 6.3 Operational planning concepts will include procedures for responding to ongoing or evolving incidents, including the development of SOPs relating to rapid responses to emergent situations.



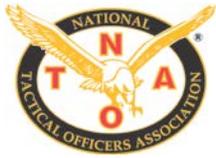
7.0 SWAT TEAM AUGMENTATION

- 7.1 Where SWAT teams have access to additional supporting elements, they shall establish internal Standard Operating Procedures (SOPs) and/or external Memorandums of Understanding (MOUs), Memorandums of Agreement (MOAs) or Inter-Governmental Agreements (IGAs). At a minimum, these agreements shall clearly delineate, establish and specify law enforcement chain of command, operational control, duties and responsibilities of supporting units and joint training requirements. Agreements shall also specify which agency is charged with jurisdiction in the event of a criminal investigation involving the actions of a SWAT member, such as an officer involved shooting. Examples of this may include supporting elements such as an aviation unit, EOD team or armored rescue vehicle and drivers from another jurisdiction.



8.0 MULTI-JURISDICTIONAL AND REGIONAL SWAT OPERATIONS

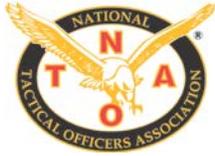
- 8.1 The SWAT team shall develop appropriate agreements, protocols and procedures for support relationships between and among neighboring teams for the handling of extraordinary incidents which exceed the capabilities and resources of the primary jurisdictional team. Standard Operating Procedures (SOPs) and/or external Memorandums of Understanding (MOUs), Memorandums of Agreement (MOAs) or Inter-Governmental Agreements (IGAs) shall clearly delineate, establish and specify law enforcement chain of command, operational control, duties and responsibilities of supporting units and joint training requirements. Agreements shall also specify which agency is charged with jurisdiction in the event of a criminal investigation involving the actions of a SWAT member, such as an officer-involved shooting.



9.0 ALTERNATIVE MEANS OF COMPLYING WITH STANDARD

9.1 The NTOA recognizes that there are significant numbers of small-agency based SWAT teams that do not or cannot attain the number of personnel required by this standard. The NTOA also recognizes that as stand-alone entities these same agencies would struggle to achieve the training requirements. It is not the intent of the NTOA to diminish local control of SWAT teams, nor to cause the loss of SWAT teams as an agency critical incident response tool. Rather, it is the intent of the NTOA to provide support for existing teams and to enhance the physical and legal safety of team members engaged in a department-sponsored, high-risk and potentially life-threatening activity.

The NTOA realizes that some necessary modification of the means of accomplishing this standard may need to occur in certain agency cases. The NTOA accepts this necessity as long as the established standard is maintained. As an example, a small-agency SWAT team, whose agency leadership prefers not to hold membership in a multi-jurisdictional team and that has insufficient numbers of personnel to meet the standard, may enter into a joint response MOA with a neighboring small-agency team. Based on the resulting joint response protocol, both teams would respond to an incident, but the team with original jurisdiction would retain command and control authority.



In agreements such as these, the NTOA recommends that regular joint training events for all levels, from tactical officer to incident commander, occur and that required small-agency team incident response SOPs be very similar, if not the same. The NTOA accepts that by combining the separate small-agency teams together in a joint response, the intent of the standard for numbers of personnel is met.

With reference to training, regular department training could be combined with SWAT training. For instance, department patrol rifle training that includes drills in keeping with SWAT team tactics, techniques and procedures could be counted as SWAT training. In keeping with this standard, regular policy and procedure training that includes SWAT policies, SOPs and response protocols could also count as SWAT training. The NTOA recognizes that there are many ways to accomplish training objectives, and that stand-alone, scheduled SWAT-training-only events, while preferable, are not the sole means of meeting the intent of this standard.

The NTOA is dedicated to its members, to the profession of law enforcement and to the communities that are served by SWAT teams. Accordingly, the NTOA remains ready to assist agencies and teams in meeting this standard.



SUPPORTING DOCUMENTS

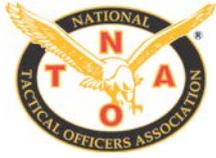
Supporting Documents

- A. Sample SWAT SOP
- B. Sample Multi-Jurisdictional/Inter-Governmental Agreement
- C. Sample Memorandum of Understanding
- D. CATO SWAT Glossary – (While this has not been adopted as the official glossary of the NTOA, it should be recognized as a valuable resource that supports many of the concepts within this standard)

For further sample documents, please refer to the NTOA website in the File Sharing section: <http://ntoa.org/site/member-resources/file-sharing.html>

OR

the NTOA Resource Library: <http://ntoa.org/site/resource-library/>



National Tactical Officers Association

SAMPLE NTOA STANDARD OPERATING PROCEDURES (SOP)

This document contains procedures for personnel, training, equipment management and operations for the SWAT team in accordance with NTOA Standards for SWAT. This SOP shall be annually reviewed for content and currency.



SECTION 1: SWAT Missions

Definitions and explanations of the SWAT missions.

SECTION 2: NIMS ICS

Delineation of the ICS as the command management methodology; delineates relationship between Incident Commander and Tactical Commander, if one exists.

SECTION 3: Risk Management

The team's philosophy and concept for the analysis and mitigation of unacceptable risk for the three main risk categories: Training, Operations and Legal.

SECTION 4: Personnel Positions and Duty Descriptions

Descriptions of each team position and the duties that position fulfills. Includes terrorism information position in accordance with CALEA standard (46.3.1), for the purpose of "information sharing and intelligence dissemination of terrorist-related materials inter-agency."

SECTION 5: Selection, Retention, Dismissal and Reinstatement of Team Personnel.

A. Personnel Selection

- A statement on the reasons for selection.
- Application criteria.
- An explanation of the selection process.

B. Probationary Status

- An explanation of probationary requirement for initial selection to SWAT.
- An explanation of requirements for successful completion of probationary period.

C. Dismissal

- An explanation of the factors which will result in dismissal from the team.



- An explanation of the impact of injury on team membership.

D. Reinstatement

- An explanation of the process by which former team members may be reinstated to the team.

SECTION 6: Training Management

A. Training Philosophy

- An explanation of the importance of training.
- An explanation of the team's complete training management program.
- An explanation and delineation of the team's Critical Skills List and a reference to the location of the specific document.

B. Training Certification

- An explanation of how the Team Leader will "certify" the team as mission-capable.
- An explanation of how the Team Leader will "certify" individual team members as mission-capable.

C. Training Management Process

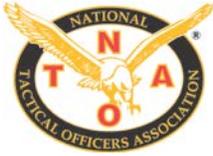
- An explanation of documents created and utilized for managing team training, including Training Calendar, Training Schedules, Training Support Forms, Training Orders and Instructions.

D. Training Safety

- An explanation of required training safety processes and procedures.

E. After Action Reports (AARs)

- An explanation of and the process for the conduct and documentation of AARs for all training events and operations.



SECTION 7: Equipment Management

A. Issued Equipment

- An explanation and list of equipment and uniform requirements that are the responsibility of the individual team member.
- An explanation and list of the equipment and uniform requirements that are the responsibility of the team.

B. Care and Maintenance of Equipment

- An explanation of the team's equipment maintenance program, including the spreadsheet and other documents for equipment tracking.
- An explanation of the maintenance requirements and the sanctions for failure to maintain equipment or fulfill assigned maintenance responsibilities.
- An explanation of the equipment maintenance inspection process, including the mandatory quarterly inspection and the once-per-year 100% inventory.

C. Equipment Storage

- An explanation of the storage requirements and processes for the storage of team equipment, including applicable federal, state and local laws and ordinances.
- An explanation of the maintenance process and storage of team vehicles.

D. Purposes of Special Equipment

- An explanation of why and for what purpose items of special equipment are utilized; includes the explanation of required special weapons and munitions (recommended that this become required knowledge for all team members).

SECTION 8: Response Processes and Operational Protocols

- A delineation of the main operational responses and requirements, e.g., Command Post operations, Containment, Long-Rifle operations, Emergency Actions operations, Negotiation, Medical Support operations, CBRNE operations.
- An explanation of the expectation for initial stabilization procedures by patrol/first responders, as well as designation of duties until SWAT arrives.



A. Use of Deadly Force

- An explanation, with legal and policy references, as to the use of deadly force by team members.

B. Deadly Force Investigation and Protocols

- An explanation of how the process of investigating deadly force incidents will be conducted in regards to team members and incidents.

C. Priority of Life

- An explanation of the team's philosophy of life priority during incidents for tactical planning processes, e.g., hostages, officers, suspects.

D. Call Out Response Procedures

- An explanation of the activation and call out process for the team.
- An explanation of the initial planning process for response to an activation.
- Processes that facilitate initial and continual planning and response.
- Processes for responses to pre-planned (staged) and emergent (immediate action) operations.
- Leadership processes for incident response, planning and operations.
- An explanation of tactical response options and emphasis thereon.
- A description of the written order format, content and process.

E. SWAT Team Leaders Duties and Responsibilities

- An explanation of the individual and team duties of all team leaders according to team organization.
- An explanation of the operational duties of all team leaders.



SECTION 9: Annual Report

- An explanation and template for the drafting of the annual report.

SECTION 10: Mutual Aid

- An explanation of mutual aid relationships affecting the team.
- Attachment of exhibits containing copies of all agreements.



**AN AGREEMENT
FOR POLICE SERVICES BY AND BETWEEN
(City Name) AND (City Name)**

WHEREAS, it is in the best interest of **(City Name)** and **(City Name)** to provide for certain police services upon request; and

WHEREAS, the 1970 Illinois Constitution (Article VII, Section 10) and the Illinois Compiled Statutes (5 ILCS 220/1) provide authority for intergovernmental cooperation; and

WHEREAS, the two Cities may obtain more effective and efficient police services when their police officers cooperate with and assist each other in providing certain police services;

NOW, THEREFORE, in consideration of the mutual promises contained in this Agreement, the **(City Name)** and the **(City Name)** agree as follows:

A. DEFINITIONS

The following terms are defined for use in this Agreement:

1. "Agency" means the Police Departments of **(City Name)** and **(City Name)**.
2. "Requesting Agency" means an Agency requesting emergency police services or assistance pursuant to this Agreement.
3. "Responding Agency" means an Agency providing emergency police services or assistance pursuant to this Agreement, or an Agency that may be called upon to provide emergency services or assistance pursuant to this Agreement.
4. "Emergency police services and assistance" means personnel and equipment necessary for providing emergency police protection and services in police matters involving a life threatening situation, a situation in which there is grave danger of bodily harm, or a situation involving mob action, a riot, or other similar civil disturbance.
5. "Jurisdiction" of the Agency shall be as follows:



- a. “**(City Name)**” means the corporate limits of said City.
 - b. “**(City Name)**” means the corporate limits of said City.
6. “Policies and procedures” means the policies and procedures adopted by the Agencies which set forth, among other things:
- a. The persons in each Agency who are authorized to request emergency police services or assistance from another Agency and the matter in which such requests are to be processed and approved.
 - b. The persons in each Agency who are authorized to approve requests for their police officers to provide emergency police services or assistance in another Agency, and who are thus responsible for determining whether or not their Agency will respond, and if so, the number of personnel and the amount and type of equipment which will be provided.

B. POLICE SERVICES AND ASSISTANCE

The Chief of Police, or designee, shall be responsible for receiving requests for emergency police services and assistance in accordance with the policies and procedures adopted by the Agencies. The manner in which Agencies shall request emergency police services and assistance from other Agencies, and themselves respond to such requests, shall be as follows:

1. Any Agency, through its authorized personnel, may request police emergency police services or assistance from other Agencies.
2. The requesting Agency shall specify the type of emergency police service or assistance, which is needed, and state the number of personnel and the amount and type of equipment, which are being requested.
3. The responding Agency shall make a reasonable effort to provide the emergency police services or assistance requested pursuant to this Agreement, subject to its workload and availability of police officers at the time of the request, the nature and urgency of the request, and other such similar limiting factors. If it agrees to provide emergency police services or assistance, the responding Agency shall, at its sole discretion, determine the number of personnel and the amount and type of equipment that will be provided.
4. The Agency which is requesting emergency police services or assistance from other Agencies, and the types of emergency police services and assistance which they are requesting are as follows:
 - a. The **(City Name)** hereby requests that the police department of **(City Name)** provide emergency police services and assistance in situations where they receive calls or other requests for emergency police services and assistance from persons who would ordinarily be within the jurisdiction of the police department of **(City Name)**, or where the police officers or other personnel of said Agencies view circumstances indicating probable cause that there has



been, is, or other rule or regulation within the jurisdiction of the police department of **(City Name)**.

b. The **(City Name)** hereby requests that the police department of **(City Name)** provide emergency police services and assistance in situations where they receive calls or other requests for emergency police services and assistance from persons who would ordinarily be within the jurisdiction of the police department of the **(City Name)** or where the police officers or other personnel of said Agencies view circumstances indicating probable cause that there has been, is, or other rule or regulation within the jurisdiction of the police department of the **(City Name)**.

C. POLICE AUTHORITY

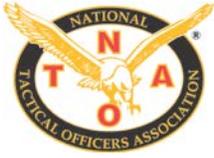
Police officers and other personnel who are providing emergency police services and assistance within the jurisdiction of another Agency shall have the following police authority and power, and be subject to the following working procedures and measures:

1. When acting pursuant to this Agreement within the jurisdiction of the requesting Agency, police officers and other personnel of a responding Agency shall therein have the same police authority and power as police officers or other personnel of the requesting Agency.
2. The heads of the Agencies shall establish working procedures and measures as they deem necessary for the control and direction of police officers, personnel, and equipment that are acting within the jurisdiction of a requesting Agency pursuant to this Agreement; provided, however, that until such working procedures and measures are established, the police officers, personnel, and equipment of a responding Agency shall be subject to the direction and control of the Police Chief of the requesting Agency.

D. LIABILITY

The statutes and case law of the State of Illinois shall be used to establish the liability of the parties to this Agreement or for injuries caused to third parties. In the event of any injury to the person or property of the police officers or other personnel of a responding Agency, when acting pursuant to this Agreement within the jurisdiction of a requesting Agency, the governmental entity of the responding Agency shall be responsible for any damages from any liabilities arising out of such injury.

E. SEVERABILITY



If any provision of this Agreement is invalid for any reason, such as invalidation shall not render invalid other provisions of this Agreement that can be given effect without the invalid provision.

F. EFFECTIVE DATE

This Agreement shall be effective when duly executed by the authorized representatives of the **(City Name)** and the **(City Name)**.

G. AMENDMENT

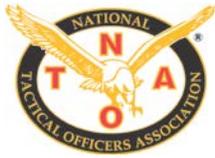
This Agreement may be modified or amended by unanimous agreement of the **(City Name)** and the **(City Name)**.

H. TERMINATION

This Agreement shall terminate, and shall have no force or effect, upon the passage by the **(City Name)** and the **(City Name)** of an ordinance, resolution, or other document indicating withdrawal from this agreement.

I. GOVERNING LAW

This Agreement shall be construed in accordance with the laws and Constitution of the State of the **(Name of State)**. IN WITNESS WHEREOF, the City Council of **(City Name)** and the City Council of the **(City Name)** have authorized their representatives to execute this Agreement; and said representatives have caused this Agreement to be executed, and have attached herewith a copy of the ordinance, resolution, or other documents adopted by their respective governing body authorizing them to execute this Agreement.



**NTOA SWAT Standard
Document C – Supporting 9.0**

MEMORANDUM OF UNDERSTANDING

This Memorandum of Understanding is being executed between the Board of Trustees of the University of _____ on behalf of its University of _____ Division of Public Safety and the _____ Police Department to establish operating procedures for the joint Explosive Ordnance Disposal Unit (Unit). The agencies jointly and separately agree to abide by the terms and provisions of this Memorandum of Understanding and their respective Explosive Ordnance Disposal Unit departmental policies during the existence of the joint Unit.

PURPOSE AND MISSION The purpose of this Memorandum of Understanding is to formally adopt the procedures contained in the University of _____, Division of Public Safety Unit Order 95-1 and the _____ Police Department Policy and Procedure Statement 38 for operating the joint Explosive Ordnance Disposal Unit. The mission of the joint Unit is to provide a professionally trained Unit capable of rendering safe and/or removing suspected improvised explosive devices, incendiary devices, explosives, explosive chemicals, pyrotechnics and ammunition. In addition, to provide for legal, proper and safe transportation, disposal and/or storage or explosives and other items referred to above.

GENERAL AGREEMENTS

A. COMPOSITION AND COMMAND

The University of _____, Division of Public Safety and the _____ Police Department agree to assign three (3) officers each to the Unit as bomb technicians. Increases to the Unit by either agency may occur upon agreement by both participating agencies. Selection and dismissal of personnel to/from the Unit will be in accordance with the provisions outlined in Unit Order 95-1 and Policy and Procedure Statement 38



respectively. Each department reserves the right to make changes in its personnel assigned to the Unit at any time. This will include the number of personnel assigned. Commanders of the Unit will be designed by the Chiefs of Police of the University of _____, Division of Public Safety and the _____ Police Department. Both commanders have equal responsibility for overall supervision, training, assignments, call-outs, and equipment purchase and replacement for the Unit. Command of the Unit shall rest with the Unit Commander or his/her designee. He/she shall assume responsibility for the conduct of the Unit and shall be in charge of the scene until the device has been rendered safe and the scene released to local authorities.

B. POLICY AND DIRECTION

The policy and direction of the Unit will be the joint responsibility of the University of _____ Division of Public Safety and the _____ Police Department.

C. INVESTIGATIVE GUIDELINES AND PROCEDURES

After the Unit has responded and secured an incident, the agency with jurisdiction will be responsible for processing the crime scene. The Unit will assist when requested to the extent possible.

D. COOPERATION BETWEEN AGENCIES

To the extent possible, all Unit activity will be joint activity, with no agency acting independently of the other agency.

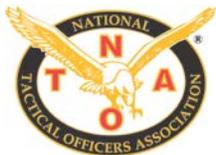
E. OPERATIONAL PROBLEMS

Operational problems encountered will be mutually addressed and resolved by the participants from each agency. Ideally, it is agreed that resolution of operational problems will be at the lowest level possible. Any problem not resolved at this level will be referred to the heads of the respective agencies.

F. EQUIPMENT

Equipment acquisition will occur jointly with each agency attempting to divide the costs equally. In the event the Unit is dissolved, an inventory of all equipment shall be made, and the equipment shall be returned to the purchasing department. Equipment will be stored in accordance with University of _____ Division of Public Safety Unit Order 95-1 and _____ Police Department Policy and Procedure Statement 38. It is understood that from time to time, some equipment may need to be stored temporarily at other locations until such time that it can be moved to a regularly assigned location.

G. PRESS RELEASES



Press releases and/or the release of information to the media will be made by the agency that has jurisdiction where the event occurred in accordance with the releasing agencies established media release policy. No unilateral press releases will be made by any participant without the prior approval by the other participants. No information pertaining to the Unit itself will be released to the media without the mutual approval of all participants.

H. EVALUATION AND REVIEW

The Unit will be evaluated on an annual basis by the supervisors from each department who may make recommendations for improving the performance of the Unit.

It is agreed that this Memorandum of Understanding will remain in effect until further notice contingent upon agreement of the parties. This agreement may be terminated at any time by any participating agency delivering a written notice of termination to the other participating agency.

Signed this _____ day of _____, 20__

The Board of Trustees of University of _____

City of _____

By: _____

By: _____

Name, Comptroller

Name, City Manager

Attest: _____

Name, Secretary

Name, City Clerk

Approved: _____

Approved as to form:

Legal Counsel: _____

City Attorney: _____



SWAT Glossary

*A terminology project initiated by the
California Association of Tactical Officers (CATO)*
Ken Hubbs (San Diego PD) - CATO President

Background and Purpose:

The primary goal of this project was to initially develop a glossary of SWAT terminology that will achieve statewide consensus to promote and encourage similar dialogue and definitions being used within the California tactical community. The secondary goal of this project was to invite and encourage other statewide tactical associations in the United States to simultaneously participate with this project in an effort to achieve consensus nationwide upon project completion. The project has been completed and was finalized on October 29, 2010. It has been approved by CATO and is now posted on its membership web site. Other associations and tactical teams are welcome to adopt this glossary accordingly for their respective teams and members. Additionally, it is important to note this glossary is not set in stone and CATO will maintain, update, and review annually. If you have terms you would like to submit for consideration of inclusion, you may forward to Bill Lewis II at the e-mail address provided, realizing the scope and challenges to list every definition that will pertain more universally to teams as opposed to team specificity.

CATO Terminology Project Team:

Bill Lewis II – Project Lead (Oxnard PD - Retired) – SgtBLewis2@aol.com
Randy Winn – Project Member (Sacramento County Sheriffs) - rwinn@sacsheriff.com
Josh Dafoe – Project Member (San Diego PD) - jdafoe@pd.sandiego.gov
Bill Crisostomo – Project Member (Oxnard PD) – billcrisostomo@oxnardpd.org

In addition to contributions from tactical teams, individuals and training providers from California, contributions to this project from outside California as of July 15, 2010 were also provided by:

John Jeffries (Ohio Tactical Officers Association)
Mark Renninger (Washington State Tactical Officers Association)
Joe Carter (Florida SWAT Association)
Mark Hicks (Mississippi Tactical Officers Association)
Ed Mohn (Illinois Tactical Officers Association)
M.L. “Sandy” Wall (Houston Police Department - Retired)

This terminology project is dedicated to the memory of Sergeant Mark Renninger from the Lakewood (WA) Police Department. Sergeant Renninger last contributed to this project on behalf of the Washington State Tactical Officers Association (WSTOA) one week before he and three fellow officers were killed during an ambush in Tacoma, Washington. (EOW 11/29/2009)

Term	Definitions
360	360 degrees. Commonly associated with providing 360 degrees of ground-level coverage during operation or open area movement.
540	360 degrees of ground-level coverage plus “180” (degrees) above the ground surface.
55 Familial Rule	A self-imposed reality check question by a tactical commander related to a pending critical tactical decision regarding a hostage situation: “Would you make this same decision if a family member were being held as one of the hostages?”
55 Rule	A set of two coinciding questions self-imposed by a tactical commander related to critical decision making prior to initiating a tactical action; “Is this decision the right one within the next 5 seconds?” and “Will this decision be the right one 5 years from now in civil court?”
6 (“Six”)	A reference to the rear or back of an individual operator or team. Often used as part of a request to provide cover as “Cover my six”
A	
Abort	Order given by team leader or any operator that identifies a discrepancy with predetermined plan. Command for mission termination and emergency egress.
Active shooter	An armed suspect who is actively shooting at and/or threatening to cause great bodily harm to other civilians and/or police and continues to do so while having unrestricted access to additional victims.
After action report	A comprehensive document to be completed following a debriefing or after action review of a planned or spontaneous operation to include the actions taken (or failures to act and omissions) by personnel, mission results and any pertinent and relevant information related to same operation including lessons learned and any training recommendations identified. Documentation should be supported with the operational plan, related reports, and any other written or photographic material associated with the operation. Can possibly serve as “evidence” of an operation should it be needed in criminal or civil court. See also “Debrief/Debriefing”
After action review	A structured process for analyzing a particular operation or exercise and usually includes subject matter experts or superiors specifically tasked with identifying areas for improvement. Informal reviews are normally reserved for small units and when there is no specific need or resources to conduct a more formal review. Formal reviews are reserved for larger organizations in examining complex training exercises or operations resulting in calamities and may take several months. See also “Debrief / Debriefing”
Air operations	The tactical use of an aircraft (plane or helicopter) for surveillance, scouting, aero-medical evacuation, direct action during a tactical situation and/or deploy operators at or near a target location while rapidly and safely exiting under potential adverse conditions while cognizant of inherent dangers. Also known as “Air Ops”
Alternate Firing Position	A pre-designated firing position that allows the sniper team to deliver precision fire to an area different than the original target in the event a suspect assaults from a different location.
Ambush drills	A predetermined procedure for immediately reacting to direct gunfire and clearing a kill zone by using available cover and concealment and returning suppressive fire.

APR	Air Purifying Respirator
Area search	Any search in which the location is terrain rather than a structure.
Armored/sedan rescue	Perform downed officer/citizen rescue utilizing an armored vehicle or a car.
Arrest team	A team of operators established to contact, control and detain suspect(s). Primary function is to safely and effectively receive anyone exiting a location. May also serve as exigent entry team. Also known as "Arrest/React Team"
ARV handling	Drive an "armored rescue vehicle" in a safe and approved manner. May require specialized drivers license endorsement.
Armored vehicle	A vehicle that is or has been hardened to protect the occupants from small arms fire and fragmentation. Also known as an "ARV" and "APV"
"Assault"	Command for start of entry at the target location.
Attention-getting techniques	Tactics and techniques utilized in an attempt to encourage and convince the suspect(s) to communicate with negotiators or operators, respond to direction given, and/or establish contact with tactical personnel. These techniques and tactics may also be utilized to establish and/or maintain psychological distractions directed at the suspect. See also "Environmental altering techniques"
Attic clearing	Safely clear and enter an attic using operators, available equipment and/or K9.
Attic mirror	See "Pole mirror"
"Avalanche"	Term used if operators find an explosive device or discover other exigent condition and orders immediate evacuation of the location. Also known as "Landslide"
B	
Backup / Backup operator	Operator who is second in the entry lineup and provides cover for and partners in primary cell with the scout (or point). Assists in reconnaissance and formulating tactical plans.
Background	That area behind a target where a bullet or other projectile would strike if it missed or passed through a suspect.
Backlighting	A condition in which a person is illuminated by a light from behind causing a strong silhouette.
Ballistic blanket	Flexible ballistic blanket.
Ballistic shield	A portable shield used to provide cover and ballistic protection.
"Bang out"	Term used when distraction device ready for deployment (pin pulled) but cannot be thrown where initially planned. May be tossed outside or into an empty room away from situation and involved personnel. Also known as "No bang" and "No bang zone." See also "Coming out location"
"Bang up"	Term used to call for deployment of distraction device and/or serve notice to other operators of pending device deployment. Also known as "Banger up" and "Bang"
Bar pull	A procedure in which the wrought iron security bars (or similar) are pulled from the doors or windows of a location in preparation for an entry.
Barricaded suspect / situation	A suspect who is reasonably believed to be armed in a location, whether fortified or not, and is refusing to comply with lawful police demands to surrender.

“Blue”	Code word for unplanned contact with other operators or law enforcement personnel to identify one as “law enforcement” to avoid friendly fire and other confrontations.
“Blue-on-blue”	Unplanned contact with operators or law enforcement personnel that may or may not result in friendly fire or other confrontations. This unplanned contact is usually the result of plainclothes personnel not identifiable as law enforcement and visual obscurity.
Booby trap	Any device that is set, positioned, constructed, or placed to hinder the movement of, or cause injury or death to persons. Ability to recognize, mark and avoid booby traps.
Bearcat	Lenco Armored Vehicle. See “Armored vehicle”
Block	Tactical movement to temporarily provide cover and protection to an operator from a threat zone not cleared and visible to that operator as the operator is moving toward another zone. This position is rescinded once all operators are out of the covered threat zone.
Bounding overwatch	The tactical movement of two team members wherein one is in a position to provide cover fire while the other operator displaces and moves to a further position of cover. Once that operator is set in a cover position, the other moves forward to a position of cover. Depending on the need for stealth movement, the operators can give the verbal notification “Covering” and “Moving.” Movement in this manner backwards is called “Reverse Bounding Overwatch.” Also known as “Leap Frog”
Break and rake	Technique used to breach a glass window and prepare it as an entry point or port.
“Breach and hold”	A tactical maneuver by operators to maintain and hold their positions in close proximity of the entry point of a target location after breaching that entry point. An alternative to dynamic entry and immediate clearing of a location when armed and/or dangerous suspects are believed to be present. Suspects and other occupants can be called out from the location from the breach point to an area controlled by the operators. Also known as “breach and delay”
Breacher	Operator assigned the tool(s) and responsibilities for breaching. Also known as “Door Breaker”
“Breacher up”	Verbal command for breacher to respond to entry point or other fortified location for breaching.
Breaching	Forced entry into secured target location utilizing mechanical, explosive and/or manual tool to include use of specially-equipped vehicles and specialty 12-gauge shotgun munitions.
Breaching stick	Metal stick or pole (or similar) used to break and rake windows. Also known as a “Halligan tool”
Brief back	The formal process after an operational briefing (or as part of that process) wherein an operator will recite back to the team leader or operational leader his/her specific assignment/s and tactical/equipment responsibilities for a pending operation. This process may also be included within a staged rehearsal prior to the operation. Also known as “Assignment confirmation”

Briefing	The formal meeting process conducted prior to an operation or warrant service to; a) Account for all personnel involved in the operation, b) Ensure that the required materials and equipment are assigned (and subsequently distributed) to the proper personnel, c) Ensure the dissemination of the same information to all concerned personnel, d) Ensure the same level of understanding, by all personnel, of the information which is briefed and which is contained in the tactical operations plan, e) Provide an opportunity for any necessary clarifications or questions, f) Provide an opportunity to raise concerns not included in the tactical operations plan, g) Ensure that all personnel are properly equipped with the required safety equipment as well as appropriate equipment for communications, during the tactical operation, and h) Ensure uniformity in the commencement of the operation. Briefings are not restricted to tactical teams, and can include patrol personnel, investigators, specialty units like gangs and narcotics, and K9 teams.
Building labeling / identification	System using numbers and/or letters that identifies a specific location and allows everyone to understand which side, which opening and which level they are looking at or communicating about. Also known as "Site Identification" and "Sectorization System"
Bus assault	Perform duties associated with a hostage rescue or barricaded suspect aboard a stationary bus to control and/or enter onto a bus for the purpose of arresting suspect(s), rescuing hostages and/or securing person contained within. See also "Linear Assault"
Button hook	Tactical maneuver by operator to enter a room by wrapping quickly around the immediate door jamb to minimize exposure in the doorway and clear large portion of area during movement.
Bypass / "bypassing"	Order or action by team leader or operator related to passing by a (normally closed) door or passage way. Also known as "Pass" and "Blow-by"
C	
Call-out	Activation of a tactical (SWAT) team.
Call-out responsibilities	The individual actions of team leadership and personnel responsibilities that ensure preparedness and result in the swift response to a spontaneous call-out.
CBRNE	Chemical, Biological, Radiological, Nuclear - enhanced explosive devices
Chemical agents	Any liquid, compound, solid or gas that works by some pharmaceutical interaction with the body designed for law enforcement to cause uncomfortable symptoms in humans.
Chemical agents responsibilities	The ability to determine the appropriate type and amount of chemical agents necessary for a tactical operation as directed by the Commander/Team Leader and deliver the (chemical agent) munitions into the target location.
Civilian rescue	Operators perform a standardized civilian rescue.
"Clear"	Verbal confirmation that a room or area is safe. A "thumbs up" is often used as the hand signal.
Climb Assist	Tool used by operators to scale wrought iron fences or provide elevated stationary shooting position against a fence.

CN	Chloroaoetphenon (CN) a fast-acting irritant that affects the lachrymal glands, causing visual impairment and tearing, upper respiratory system irritation, itching, and may blister the skin. International color code: Red.
CNT	Crisis Negotiation Team. See "HNT"
"Coming out"	Verbal notification made before exiting a room or hallway into area where operators are located. Should wait for reply before exiting. See also "Room exit"
Coming out location	A location to safely deploy a diversionary device if the primary location has been deemed unsafe. Also known as "no bang zone" and "ditch point"
Comm	Abbreviation for (radio) communications. Radio communication capabilities.
Command and control	The exercise of authority and direction by a properly designated commanding officer over law enforcement personnel in the accomplishment of the mission.
Command Post / CP	Location of and designation for Tactical Command Post.
Communication of team movement	Communication to perimeter officers and Command Post of team movement which should ideally result in receiving acknowledgement/confirmation of movement before it occurs.
Competing interest	Anything that engages the attention and results in a division of attention or resources. To be effective, need not be so startling that it diverts attention. It is sufficient that it just can't be completely ignored.
Comprehensive training plan	A yearlong training plan listing the tactical skills and techniques employed by a tactical team, both team and individual, to include a desired frequency of training for each skill and technique over a 12-month period, that is crafted into a calendar (or matrix) to accommodate the training.
Compromise	A verbal acknowledgment meaning a team or team member has been observed by a hostile force or individual.
Compromise authority	Direct action authority granted by the Incident Command / Tactical Commander to a team leader authorizing the initiation of specific action and or series of actions in response to actions taken by the suspect(s).
Compromise drill	Either of two immediate action drills in which an unanticipated shot is taken by a sniper during a coordinated sniper-initiated assault or when an entry team is discovered during their approach for a planned entry.
Concealment	An area or object that prevents or limits suspect observation of an operator but does not always provide protection (cover) from fire.
Contained threat escort	Typically used in active shooter situations as a block and/or to secure a given portion of a structure or area, to provide an escort for EMS personnel to a triage location inside a much larger, but otherwise unsecured area to provide aid.
Containment	Pre-designated perimeter positions of target location(s) to control and contain suspect movements.
Contingency plan	An alternate plan that focuses thought and effort on anticipated problems that may arise during the conduct of an operation. Also known as "Plan B"
Convoy driving	A procedure for quickly moving a tactical team in vehicles through an urban area.

Count and condition	See "Roll Call"
Counter sniper operation	Tactics and techniques to deploy and secure a position of safety from and tactically superior to a criminal sniper location to provide precision fire to neutralize activity of a criminal sniper.
Counter sniper position	A position of safety and observation that is tactically superior to a criminal sniper location.
Cover	An area of protection from hostile fire or effects from fire. Ability to provide security to a designated area of responsibility or threat.
"Cover"	Verbal request (or command) for another operator to provide security or secure threat for an operator when that operator prepares to reload weapon, sustains malfunction and/or is unable to cover appropriate threat for other reasons. Also known as "Bravo" (see "Red")
Covered pile	The use of a blanket and/or any other item used in an attempt to obscure the ability to identify and/or observe involved individuals. Typically, a group of hostages being walked out by a suspect, covered by a blanket.
"Cover my six"	A request by an operator for any operator(s) to provide cover for his/her backside. See also "6"
Covered pile rescue	Technique used to rescue hostages being walked out by a suspect in a group (see "Covered pile") and neutralize suspect. Also known as "Blanketed Hostage Rescue"
Covert / covert clearing	The art of stealth, combined with slow, coordinated, quiet team movement, utilized in systematically entering and clearing a location while searching for and/or neutralizing a suspect safely. Also known as "Slow and deliberate" and "Methodical search"
CQB	Close Quarters Battle
Crisis communications	Recommended strategy by attorneys working for a law enforcement agency that hire a "public relations" firm for the high-profile "top situations" to maintain the attorney-client privilege; can include use of force incidents, SWAT incidents, K9 incidents, pursuits, officer misconduct (on and off duty), workplace harassment, and jail operations.
Crisis entry	Any entry which requires an immediate and sudden emergency assault to gain admission prior to the planned entry. See also "Exigent entry"
Criss cross entry	A tactical maneuver with two operators staged at a door with the first operator crossing through the doorway to a point inside followed immediately by the second operator crossing through the doorway to the opposite side.
Critical incident	Any incident that's scope goes beyond the normal ability of the personnel on duty.
Cross cover	A tactic whereby two operators mutually support each other by covering the area opposite of the other
CS	Orthochloroldenzalmalonitrile (CS) is an irritant that affects the lachrymal glands, causing involuntary closing of the eyes, burning sensation in the eyes, stinging skin, runny nose, and a feeling of tightness in the chest. International color code: Blue.

D	
Deadly force	Force which is likely to cause death or great bodily harm.
Debrief / Debriefing	1) A moderated discussion completed prior to the initiation of an after action report that focuses on gaining understanding and insight regarding a specific operation or training exercise and involving those people who were personally involved. 2) A review and critical critique of the actions taken or not taken and thoughts by all personnel involved during an operation or high risk patrol encounter. 3) Serves as a source in determining lessons learned from the incident so that good performance continues, satisfactory performance improves, and poor performance is not replicated. Also known as "Tactical debrief" or "After action debrief." See also "After action review"
Delivery missions	The ability to tactically and safely deliver specified items to a target location (e.g., throw phone, food).
Diagram	A representation of an area or building floor plan based on available information.
Diagramming	A procedure used by tactical teams for determining likely placement of walls, doors, closets and so forth, of the inside of a building from exterior architectural features.
Dignitary protection	See "Personal Protection Detail"
Directed fire	Fire that is directed at location, area or suspect attempting to kill the suspect and/or suppressing the suspects ability to return fire while a tactical team, element or individual movement is conducted. Also known as "Suppressive Fire" – "Cover Fire" and "Weapons Fire"
Distraction device	A device intended to create surprise with a combination of sound, light and pressure to temporarily overwhelm a suspect's senses and prevent an effective response. Also known as NFDD, flashbang, light-sound diversionary device, diversionary device, DD, noise sound distraction device.
Distraction device deployment	Safe and effective use of deploying distraction device to enhance a tactical operation.
Diversion	A tactic used to draw a suspect away from the point of the principal attack; used to draw attention away from the real threat or action.
Diversionary device	See "Distraction device"
Dog abatement	Techniques and appropriate equipment used to repel, secure and/or neutralize a civilian dog so as not to jeopardize an operation and prevent injury to operators.
Drownproofing	Demonstrate the ability to self-rescue in training when immersed in above-head deep water while wearing full SWAT gear and carrying assigned weapon (simulated gear/substitute weapon acceptable). Also known as "water immersion testing"
Dual entry	An entry into a building which utilizes two or more entry teams, simultaneously, at more than one different points of entry.
Dynamic / dynamic movement	Team movement within a location or open area in a rapid controlled manner to clear an objective as safely and quickly as possible.
E	
Elevated position movement	Deploying to an elevated position, normally atop a building or higher terrain.

Emergency vehicle exit	Rapidly exiting a vehicle that is under fire, taking positions of cover and concealment, and returning suppressive fire.
End state	The desired result or final outcome of a tactical operation. Used to provide a focal point for directing the efforts to attain it without requiring excessive instructions or meticulous supervision.
Entry	Any procedure to gain admission.
Environmental altering techniques	Tactics and techniques utilized to alter the environment of the suspect(s) in an attempt to convince the suspect(s) to communicate with negotiators or operators, respond to direction given, or establish contact with tactical personnel. These techniques and tactics may also be utilized to establish and/or maintain psychological distractions directed at the suspect.
Evacuations	The removal of civilians from areas where they may be in danger due to suspect's ongoing or anticipated threat-related actions.
Exigent entry	Making an emergency entry into a location with little or no intelligence when there is an imminent threat of death or serious bodily injury to civilians or law enforcement personnel.
Explosive Breaching	Use of explosives to breach entry points. The surgical application of measured amounts of explosive compounds in order to affect the opening of a fortified portal.
Exploitation window	A period of time in which an individual or unit is at some sort of disadvantage as a result of an intentional action by their opponent. One of the most common methods for creating the window is by dividing attention, frequently with a distraction of some sort, because when a suspect's attention is even temporarily diverted they are less capable of quickly employing effective countermeasures.
F	
Failure drill	An immediate action drill in which the target/suspect is shot center mass, immediately followed by a carefully placed shot to the head that is often used for suspects using or attempting to use deadly force who may also be under the influence of drugs and/or wearing body armor. Also known as "Mozambique Drill," "Failure to stop" and "Drug and armor drill"
Fallback	Tactical retreat
Fast rope	An insertion technique which uses a thick woven fabric rope to slide down.
Field of fire	The area an operator can cover effectively from a given position with assigned weapon.
Fill and flow	A tactic used during entries in which members interact and position themselves based upon informal cues or movement from each other as they move within a location.
Final Firing Position / FFP	The position chosen by a sniper team that gives it the best tactical advantage and observation/firing position to engage suspects in an urban or rural environment. Selection of an FFP may require the sniper team to construct a hide.
Flashbang	See "Distraction device"
Flashbang pole	Collapsible or stationary pole used to place and deploy distraction devices into elevated positions or other access points to minimize exposure to operators.

Floaters	Two to four operators following the entry team to cover, control and secure subjects inside a location. See also "Trailers"
Focus of effort	The predominant activity or assignment that must be accomplished to achieve a successful resolution.
Fog	A condition that prohibits a tactical commander from obtaining accurate information in a timely manner.
Forced vehicle stops	Tactic using marked or unmarked police vehicles (or a combination of both) to 'box in' an unsuspecting suspect vehicle, preventing its flight.
Fourth-man bag	Equipment bag containing extra ammunition, first aid equipment and collapsible stretcher; initially deployed with one operator and usually left at the entry point or inside the entry point readily accessible by other operators if needed. Also known as a "Go bag"
Front 5 / Rear 5	Designates the initial perimeter cover positions of a location with minimum operators based on the numbering system assigned to a location for an immediate containment with "1" designating front side, "2" is left front side, "3" is rear side, and "4" is right front side. Front 5 represents perimeter coverage of both "1" and "4" sides (1+4=5) with Rear 5 covering both "2" and "3" sides (2+3=5).
Front 5 / Rear 5 Deployment	Deploying two teams of operators to initially secure perimeters using Front 5 / Rear 5 coverage. Also see "Front 5 / Rear 5"
G	
Great bodily harm	Serious physical injury that creates a substantial risk of death, causes serious permanent disfigurement/disability, or results in long term loss or impairment of the functioning of any bodily member or organ.
"Green"	Verbal signal used to communicate to other operators that your weapon is now functioning properly. See also "Red"
Groucho walk	The exaggerated bend of the knees to stabilize the operator's mobile shooting technique to increase accuracy.
H	
Hall boss / Hallway boss	Team leader that directs operators into rooms and positions of cover in a large hallway or open area during a dynamic movement, such as a rapid deployment or rapid team movement.
Handcuffing	Appropriately and safely apply handcuffs or flex-cuffs while wearing full tactical gear.
Hand signs	A method of non-verbal communications.
Hasty defense	A perimeter established between hostages or victims and an anticipated threat.
HHA	Hostage holding area.
Hide	The construction of a "Final Firing Position" (FFP) by means of using natural or man-made materials to blend in with the immediate area, whether in an urban or rural environment, so as to remain undetected by suspects.
High-low corner clear	A tactic whereby two operators, acting as a team, one kneeling and one standing, snap and hold a corner simultaneously.

High-low criss cross	A tactical maneuver designed for quicker secondary cover into a room with almost simultaneously entry made by two operators staged at a door. The first operator crosses through the doorway in a low crouched movement to a point inside followed immediately (or simultaneously) by the second operator crossing through the doorway high and above first operator to the opposite side. The intent of this maneuver is to enable second operator quicker access into the room to minimize the time of exposure for the first operator whose backside is temporarily exposed to the unknown threat zone and potential threat.
High risk warrant	A search or arrest warrant characterized by known or suspected hazards and risks to such a degree that the service of which poses a significant threat to the safety of officers.
HNT	Hostage Negotiation Team. Responsible for establishing communications and/or conducting negotiations with a person who is the focus of police activity. Also known as "CNT"
"Hold"	Verbal command for operators to stop and not move. Can be used as a reply to the request for "Moving" if not ready for movement into a room. A "closed fist" is often used as the hand signal.
Hostage	A person held by force or fear by a hostage taker as security that specified terms or an ultimatum will be met.
Hostage crisis / incident	Any incident where hostages are being held against their will inside a location or vehicle and controlled by a barricaded suspect(s) reasonably believed to be armed,
Hostage rescue	Deployment of tactical team in defense of life and to save and rescue hostages.
Hostage taker	A suspect which seizes a hostage(s).
"Hot"	Verbal signal that an area is not yet safe which may include oddities, furniture, or an unknown situation that can jeopardize the entry team.
HRT	Hostage Rescue Team. Perform duties for hostage rescue.
I	
IED	Improvised Explosive Device
Immediate action drill	Immediate response to an unplanned event and/or incoming or ongoing gunfire from a suspect(s).
Immediate deployment	Any deployment by a tactical team which is initiated immediately upon the arrival at a barricaded situation without further scouting, intelligence or coordination.
Immediate threat assessment	Method of clearing where the first operator to identify a threat addresses the threat and/or moves directly toward the threat or person in the room, giving verbal commands as they close the distance.
Impact munitions use	The ability to use such munitions accurately in a manner appropriate to the suspect's actions or other tactical needs such as window breaching and removal of exterior lights or other features.
Incident Commander	The ranking officer in charge of an overall incident using the "ICS" command system.
Inner perimeter	A close proximity boundary maintained initially by first responding officers, later transferred to the tactical team and designed to contain the situation and suspect(s) to the smallest possible area and prevent access to the target location by persons from the outside.
K	
K9	Police service dog; police canine

K9 team	Police service dog and K9 handler. A designated team specifically selected, trained, and equipped to work in conjunction with a tactical (SWAT) team to assist in tactical operations. Works under the direction and supervision of a tactical team leader during a tactical operation and training. Also known as "SWAT K9 Team"
K9 interaction/ integration	Working with a K9 team during a tactical operation or training. Using a K9 team to supplement a tactical team's ability to search for and locate a concealed suspect(s). Also known as "K9 Operations"
Knock & Announce	Verbal notice required by law before entering a building by force or otherwise during service of a search or arrest warrant. Directive to operator to recite legal notice required before entering a building by force or otherwise during service of a search or arrest warrant.
Knock & Notice	See "Knock & Announce"
L	
Ladder/wall	Climb over a wall with a ladder or use a ladder against a wall while maintaining proper weapon positioning and cover.
Ladder/window	Enter a window using a ladder wearing full tactical (SWAT) gear.
Ladder work	Using a ladder to secure an elevated position, or safely climb over or onto obstacles.
Landslide	See "Avalanche"
"Last man"	Verbal confirmation given by last operator to exit a location to advise operators handling rear security that no other operators are present within the location.
"Last room"	Verbal notification that an operator (or cell) has reached and cleared the last room in the direction being traveled. Often used during rapid deployments and rapid team movement when the layout is unknown or unclear.
LCC	Last cover and concealment on an approach of an objective.
Less lethal	Use of tools or police dog where the force is less likely to result in death or serious injury than force commonly considered deadly.
Light discipline	Eliminating or minimizing the use of lights to allow for undetected movement within a location.
Light-sound diversionary device	See "Distraction device"
Limited entry	A tactical maneuver normally associated with a warrant service where forward access by an entry team is limited to a measured and partial entry into a target location rather than fully enveloping the location. An alternative to dynamic entry followed by an immediate clearing of a location when armed and/or dangerous suspects are believed to be present. Suspects and other occupants can be detained at the point of the entry and/or be called out from other places within the location to the area controlled by the entry team.
Limited penetration	See "Limited entry"
Linear assaults	A planned assault to clear a linear-shaped confined space conveyance or elongated area such as a bus, train, subway, airplane or close-quarter hallways. See also "Tubular Assault"

Link up points	Locations within a containment area that provide for visual observations between operators and/or the team leader during a clearance operation.
Long cover	Area of cover responsibility down a hallway or tubular structure. A verbal notification (“I’ve got long”) meaning operator holds the end of a hallway or extended security during tubular or linear assaults.
Long line	A lengthy rope or nylon line secured to the K9 that limits penetration by the dog into a search area and controls movement of the dog (generally 30 to 40 feet in length).
Long rifle team	One team of two operators functioning as sniper and spotter. Also known as a “Sniper team”
Low light/smoke clearing	Operate safely in a vision obscured environment.
M	
Malfunction drill	An immediate action drill in which a procedure is implemented to clear a weapon stoppage.
Mechanical breaching	Use of hand held tools designed for breaching.
Mirroring	Use of a mirror while covertly observing and clearing a location or item of interest, including attics, to minimize exposure risk.
Mission planning	Properly plan for a tactical mission incorporating tactical priorities and techniques.
Mobile Field Force / MFF	The formations and techniques involved in MFF operations. A rapid response detail, highly mobile and capable of a variety of missions including crowd dispersal and mass arrests/bookings.
Modified button hook	A combination of the “button hook” and “criss cross” as an entry maneuver for two operators with first operator executing a “button hook” at the door followed by the second operator crossing to the opposite side of the door for entry.
Moosemuss	Acronym for the “Nine Tactical Principles” used during operational planning; Manuever, Objective, Offensive, Security, Economy of force, Mass, Unity of command, Simplicity, and Surprise.
“Move”	Verbal acknowledgement to operator requesting to move (see “Moving”) that it is safe to do so and coverage is being provided.
“Moving”	Verbal notification from one operator to other operators that the operator intends to move.
N	
NFDD	Noise Flash Diversionary Device. A device creating a bright flash and loud report designed to temporarily divert the attention of persons in the immediate vicinity, giving tactical teams a window of opportunity to exploit to their advantage. See also “Distraction device”
Noise discipline	Eliminating or minimizing noise by operators to allow for undetected movement within a location. Ensuring each operator and assigned gear are rigged for silence during methodical searches.
No-knock operation	Any tactical operation in which law enforcement officers have been legally exempted from the usual requirements of knocking, identifying themselves and demanding entry. Circumstances and justifications must be documented.
Non-compliant	Any person not following police orders, including demonstrators, suspects, and resistant arrestees.
Non-compliant arrests	Perform as part of an arrest team encountering non-compliant persons.
NVG / NVD / NOD	Night vision goggle; night vision device; night observation device.

NV ops	Training and equipment for use of night vision devices during tactical operations
○	
Observer	See "Spotter"
OC	Oleoresin Capsicum (OC) is an inflammatory agent that is derived from the cayenne pepper. Produces a burning sensation when it contacts the eyes and skin. May cause the eyes to close involuntarily and may produce inflammation of the mucus membranes in the nose and esophagus.
"Officer down"	Verbal reference signifying an injured operator unable to move or continue operation.
Officer down rescue	Operators perform a standardized officer rescue.
OODA Loop	Decision making model that allows officers to prepare general tactics for commonly encountered situations as well as specific tactics when detailed circumstances are known ahead of time; Observe, Orient, Decide, Act.
Open area movement	Techniques and tactics used while traversing open areas safely and without cover in a fire zone.
Operational briefing	See "Briefing"
Operational guidelines	Serves as a training guide to aid operators in building a base of tactical knowledge which will provide them with options during actual operations.
Operational manual	Provides operational guidance in the administration and performance of a tactical team and issues specific to the team and its operations. It is not intended as a substitute to the agency policy manual and is subordinate to that manual should there be a conflict.
Operational plan	Any scheme, strategy or method, written or unwritten, which seeks to achieve an acceptable end state by focusing efforts, resolving conflicts, distributing power, allocating resources and affixing responsibility to members of the organization assigned to handle it. Generally identified as the written document for the planned deployment of a team or group of officers for the execution of an arrest and/or search warrant, deployment, or high risk operation that includes accessing the threats and risk of the operation with respect to tactics and techniques to be considered and used to accomplish the goal of the mission. Lists all personnel involved in operation and contingencies. Following an unplanned or spontaneous operation or callout, an operational plan is often recommended to be developed afterward to serve as a record of the incident.
Operator	Law enforcement officer assigned to a tactical team who has completed required (or pending) certification and/or basic SWAT school. Also known as "team member" and "tactical operator"
Operator identification	When necessary and required by policy and mission, appropriate insignias, patches, badges and/or agency markings clearly visible on the operator's vest, raid jacket, uniform and/or headgear to readily identify the operator visually to all persons within a target area or other location during an operation to eliminate any doubt as to the identification and authority of that operator. Identification markings may also apply to, but not limited to, vehicles, police dogs, shields, and ballistic blankets.

Opposite threat	Team movement fast or slow wherein each team member behind the scout ("point") covers a different arc of the 360 degree threat zone to provide coverage for "opposite threat." A fluid movement, not absolutely predetermined, and usually based upon the layout of the location to be searched.
Ops	Abbreviation for "Operations"
Outer perimeter	A boundary normally maintained by patrol units to prevent unauthorized personnel from entering into a critical incident and/or inner perimeter.
P	
Pain compliance	Tactics, techniques and munitions designed to gain compliance by the appliance of pain, but that typically do not cause serious physical injury.
Parameters	Established by tactical commander or team leader to define specific geographic boundaries within a designated perimeter wherein a suspect/s is allowed access prior to initiating available use of force options. In the absence of specific parameter orders, operators will rely on the standard use of force policy and contain the suspect's movement to the inner perimeter.
Partner tap up	A physical contact initiated by the second operator in a two-man cell ("partners") to notify the first operator the second operator is ready to accompany the first operator for entry into a room. Can be supplemented with a verbal command. Methods vary; shoulder tap(s), forearm tap(s), forearm squeeze, back-quad squeeze, shoulder squeeze, butt-cheek squeeze.
PBIED	Personnel Borne Improvised Explosive Devise
Performance standards	Levels of performance required for planning and carrying out missions or tasks, used to evaluate individual and team performance, serve as a guide for evaluating a training session and as a basis for debriefing an operation. See also "Standard"
Perimeter	A designated boundary maintained and controlled by law enforcement personnel to prevent unauthorized persons from entering into or exiting from an operational area. See also "Inner perimeter" and "Outer perimeter"
Perimeter unit	Patrol personnel or tactical operators responsible for containment of target location. Can be an intelligence source. May contain specialty teams; arrest/rescue team, K9 teams, chemical agent team, phone insertion team.
Personal Protection Detail	Perform duties associated with providing protection to dignitaries, VIP's, witnesses, or other protectees
PFQ	Physical Fitness Qualification
Pick	Manual tool used to breach doors.
Point / Point man	Lead operator in a lineup during a team movement. Position may be rotated during an operation.
Point of relinquished authority	When the Incident Commander / Tactical Commander has authorized a tactical action, and that action is initiated, they relinquish tactical decision making authority in regards to the action to the team leader responsible for leading and accomplishing the action.
Pole	Collapsible or stationary pole used during covert clearing to open doors and keep doors open. Also known as "Painter's pole"

Pole camera	Camera attached to collapsible or stationary pole. Usually used to clear attic spaces or around corners. See also "Search Cam"
Pole mirror	A mirror on a pole to assist in clearing an attic, basement, cellar, and crawlspace access prior to entry by an operator. Also can be used to view into window and door openings.
Porting	See "Window porting"
Post / "Post" / Posting	A tactical position taken by an operator at a door or passage way to cover movement of other operators. The position is held until rescinded by another operator or no longer necessary to provide protection. Also used as a verbal command or notification for same positioning.
PPE	Personal Protective Equipment (hazardous material suits)
Precision shooting	The ability to consistently shoot a target at a given distance and retain accuracy. Accurately shoot the head of a suspect or similar target that may be wearing body armor or holding a hostage during a dynamic (HRT) entry or training session. Also known as "Head Shot"
Press check	Technique of ensuring a weapon is loaded.
Primary entry	Primary location that team plans to make entry into location.
Primary sweep	The clearing responsibilities of a location given to operators to search for people with an emphasis on the areas where people normally live and are located (standing, sitting, lying).
Priority of Life (NTOA)	An explanation of the team's philosophy of life priority during incidents for tactical planning processes, e.g., hostages, officers, suspects. (Source: NTOA)
Priority of shot	The first operator (point man) is the operator with first opportunity to engage a suspect down range or shoot ("priority of shot") when team is moving linear in single file lineup.
Prioritization of Human Life	The ability to recognize previously established priorities that apply to human life during tactical operations and deployments (e.g., 1. Hostages, 2. Civilians, 3. Law enforcement personnel, 4. Suspects) See also "Safety Priorities"
Probe	Examine thoroughly and closely; an exploratory action made before entering a unknown area or room.
Proficiency testing	Annual process conducted in conjunction with comprehensive training plan to test and evaluate operators on identified individual and team skills and techniques through a combination of written/oral testing and practical application. Recommended as competition-based for morale/enthusiasm with remediation provided as needed. See also "Comprehensive training plan"
Push	Method by where operators "bump up" their positions through an area instead of "leap frogging".
R	
Rally point / "Rally point"	The verbal order to meet at and designation of a specific or predetermined location for operators to meet during an operation outside the primary target location when ordered to do so. Often designated during a briefing as a withdrawal or retreat point. Also known as "Rally"
Ram	Manual tool used to breach doors. Also known as "battering ram"

Rapid deployment	The immediate deployment of law enforcement resources to life threatening situations where the delay in such deployment could result in death and/or great bodily harm to persons; generally accomplished by using "rapid team movement" under the direction of a team leader
Rapid team movement	Dynamic movement as part of a team toward objective while providing 360-degree cover while passing low risk threats.
React Team	A team of operators assigned to rapidly deploy to a developing tactical situation in order to provide SWAT capabilities and tactics. Also known as "Immediate reaction team:
Read and react	Tactic involves non-verbal communication during a dynamic or covert movement where an operator "reads" the action and movement of a forward-moving operator(s) and determines the appropriate "reaction" accordingly. Also known as "Initiative-based tactics"
Rear guard	Operator(s) responsible for rear security of tactical team. Also known as "Cover 6" (covering 6 o'clock position)
Reconnaissance	See "Scouting mission"
"Red"	Verbal signal used to communicate to other operators that you are unable to shoot your weapon due to reloading, malfunction or other circumstance. Also known as "Alpha" (See also "Green")
Reloading drill	A procedure in which a weapon is quickly reloaded in a simulated tactical situation.
Reverse Bounding Overwatch	See "Bounding Overwatch"
Rip-and-ram	Manual hand-held breaching tool used to forcibly open security doors or screens.
Risk assessment	The process of evaluating and determining the presence of any or all potential hazards or dangerous conditions to law enforcement personnel that may be present or may occur during an operation to determine the appropriate risk level of that pending operation.
Robot	A mechanical devise, remotely controlled, that is self-propelled, utilized as an observation tool and equipped with specialty devices to perform missions and obtain information while limiting the risk of exposure to tactical operators.
Roll call	Communicating verbally or via radio the current status of each operator. Also known as "Count and condition"
Room entry	Enter room or series of rooms, with a partner, utilizing proper entry and clearing techniques.
Room exit	Exit a room after giving proper visual and/or verbal notification.
Rules of engagement	Tactical language/orders delineating rules of engagement for tactical operators. Also known as "use of force policy"
Rural movement	Move undetected within rural or open area to a final shooting position or staging area.
Rural operation	Tactical operation conducted in a rural area. Also known as "Rural Ops"

Ruse	An action or plan which is intended to deceive someone. Often used to lure a suspect outside a location in a secure and controlled setting for the purposes of arrest or neutralization. An alternative to dynamic entry followed by an immediate clearing of a location when armed and/or dangerous suspects are believed to be present.
S	
Safe room	A room or area which is easily defended and is used to safeguard a dignitary or hostages during tactical operations.
Safety officer	Designated officer(s), upon completion of approved safety course, who understands and can identify those factors that may create unsafe training scenarios and will take appropriate action if such factors exist when assigned as "safety officer" to scheduled, non-range tactical training that involves the use of firearms, including the use of blanks, Simunition, less lethal munitions, breaching munitions, and movements in a live-fire house. Additional training may include, but are not limited to, role-play scenarios, distraction devices, K9 interaction, defensive tactics, and rappelling.
Safety guidelines	Serve as a guide for ensuring a safe atmosphere within which maximum training benefit can be realized when conducting realistic tactical (SWAT) training where operators often engage in training activities such as the use of Simunition, distraction devices, chemical agents, shooting-on-the-move, live fire exercises, defensive tactics, K9 interaction, rappelling, etc.
Safety Priorities	An established policy of priorities in regards to considerations of health and the well-being of all persons involved within an operations in determining a course of action. Typically stated that the life of a suspect will not take precedence over the life of hostages, innocent persons/citizens or law enforcement officers. See also "Prioritization of Human Life" and "Priority of Life"
Scout	Generally designated as first operator in the primary cell or lineup of entry team during tactical movements primarily responsible for reconnaissance and assisting in formulating tactical plans. May also serve as "Point" or "Point man" during an operation.
Scouting mission	The systematic observation and documentation of the physical characteristics of an objective and the surrounding area usually conducted by scout, backup and assistants as necessary. Process of gaining intelligence on a target location, to include overview, exterior layout and interior layout. View a location and accurately assess threats, suspect resources, entry points, avenues of egress and ingress, rally points, etc. Also known as "Site Survey," "Recon" and "Reconnaissance"
Scouting report	Report provided to team leader and/or Tactical Commander by scout of the scouting mission.
Search Cam	A night vision fiber optic tool used to clear around corners, into rooms and attics, before deployment of operators. See also "Pole camera"
Search - Covert	Searching and securing of location and persons within the location covertly. See "Covert clearing"
Search - Dynamic	Searching and securing of location and persons within the location rapidly. See "Dynamic movement"

Search warrant checklist	A checklist-style document to ensure that all arrest and search warrant service operations have been thoroughly prepared and reviewed for accuracy and risk level prior to service. It should also include a "risk assessment" (or risk matrix) with a list of risk criteria to evaluate and determine threat level and the need for a tactical team to serve the warrant.
"Secondary"	Command usually given by team leader to abort primary entry point and proceed to secondary entry.
Secondary entry	Alternate entry point into a location in case primary entry point is not used.
Secondary Firing Position	A pre-designated firing position that is prepared in the close vicinity of a "Final Firing Position" that the sniper team can displace to it and retain the same ability to observe and deliver precision fire on the same target. See also "Final Firing Position" and "Alternate Firing Position"
Secondary sweep	The clearing responsibilities of a location given to operators to search for people with an emphasis on the areas where people might be located if given an opportunity to conceal themselves.
Sector of fire	An assignment which defines the limits within which a weapon is allowed to be fired. Not to be confused with a "field of fire" which is dependent only upon the characteristics of the weapon and terrain. See also "Field of fire"
"Set corridor"	Verbal order by team leaders for available operators to establish security via a simulated hallway to facilitate extraction of hostages, suspects or other operators.
Shelter in place	Providing protection to hostage or victim where they are initially located.
Shielded rescue	Using a shield to safely maneuver as part of a team to rescue a downed officer/citizen.
Shoot house	Live fire training structure or location.
"Shots fired"	Term used on radio to communicate when shots are fired during operation by any involved personnel.
Shots fired communications	Concise radio communications with Command Post and other involved personnel that relay critical information about shots fired and by whom during an entry.
Simuntion®	A trademark for training ammunition and encompasses many types of training rounds and marking cartridges. Simuntion rounds are designed to be fired through police service weapons requiring slight modification to the weapon to ensure that normal service rounds cannot be fired during training and to simulate full recoil with reduced-pressure/reduced-velocity rounds for more realistic training.
Site survey	A procedure used during personal protection details which employs a physical examination of a site in which the protectee will be present.
Situational awareness	A commander's complete understanding of the significance and relationships of every facet of an operation. Situational assessment includes not only factors such as the intentions and capabilities of an adversary, but other influences such as terrain, weather, and lighting conditions. Also important to all other personnel involved in high-risk and/or complex assignments with severe time constraints.
Skid drop	A vertical insertion technique in which team members ride on the skids of a helicopter and step off while the helicopter is hovering.
SKIDDS	Acronym for "SWAT & K9 Interacting During Deployment School" but also includes a routine reference to scheduled training with K9 teams and tactical team as well as "hands-on" dog handling by tactical team members. "SKIDD" is sometimes used to describe a K9 team clearing a location.

Slicing-the-pie	A tactical maneuver for searching around corners and obstacles, normally done covertly, designed to minimize exposure around cover by angular acquisition of an area and maximize the tactical advantage for the operator. Ideally enables the operator to see the suspect (or a part of the suspect) before the suspect observes the operator. Also known as "Pie-Slice Technique" and the "Israeli 7-Step"
Slow-and-deliberate	Movement that is slow and deliberate, similar to covert, but not necessarily quiet like stealth.
SMEAC	Acronym used for operational planning; Situation, Mission, Execution, Administration/Logistics, and Command/Signal.
Span of control	A pre-determined or estimated number of operators that can be effectively managed and supervised by one team leader during an operation.
Split / "Split"	Tactical maneuver and/or command to execute the movement by a two-man cell first in a lineup to split cover responsibilities as they approach or have arrived at opposing open doorways or hallways to temporarily provide cover simultaneously while they await additional operators to form new two-man cells for subsequent entries.
Snap & hold	Tactical movement whereby an operator exerts control and covers around an uncleared corner.
Sniper	A highly-trained operator capable of delivering precision fire with a rifle. Operator with long rifle capability; long rifle marksman.
Sniper hides	Concealed shooting position within various terrain and environments.
Sniper-initiated assault	The tactic of initiating a coordinated assault on a building or vehicle immediately after the sniper takes a dedicated pre-planned or spontaneous precision shot.
Sniper situation	The active firing upon citizens and/or police by a stationary armed suspect.
Spotter	Operator deployed with sniper to provide designated duties and usually trained as a sniper also.
Spotter duties	Provides cover/security, observation assistance, target acquisition and radio communications for sniper.
Stack / Stacked	Two operators (or more) form a single file lineup parallel to the outside wall of a location to be entered.
Stage / Staged	Operators take positions on opposite sides of an entry point prior to making an entry.
Stairway clearing	Safely move and clear a stairway, covering all areas of threat, up and down.
Standard	Something established for use of a rule or basis of comparison In measuring or judging capacity, quantity, content, extent, value, quality, etc., a level of excellence, attainment, etc. regarded as a measure of adequacy. Refers to the level of proficiency with which the team completes its mission. All standards will refer to the minimum level of proficiency required to safely and effectively complete the team's assignments.
Standard Operating Procedures / SOP's	Formal policies that standardize methods and routines within an agency according to established procedures. Provide an ability to quickly and easily incorporate complex functions without extensive elaboration.
Static rappel	Any rappel which uses a fixed anchor point as opposed to a helicopter.
Stealth / stealth movement	See "Covert clearing"

Strategy	The science and art of employing all available forces in as effective a manner as possible to achieve a successful resolution.
Stress fire	Ability to accurately place shots after physical exertion, on difficult targets, in compressed time frames during training.
String of fire	A sequence in which a number of shooters complete a shooting assignment from one position, or one shooter completes an assignment from a number of positions or with more than one weapon. Also known as a "string"
Stronghold	A location or area where the suspect and/or police have established control.
Surrender commands	Recite standardized instructions to suspect while preparing the suspect for an arrest.
Surround-and-callout	Tactics normally associated with a warrant service used to surround and establish containment of a target location before contact with occupants to facilitate a subsequent callout of those occupants in a controlled manner to a secured and safe area. An alternative to dynamic entry followed by an immediate clearing of a location when armed and/or dangerous suspects are believed to be present.
Surveillance	Close (and usually clandestine) observation of a specific location or people. Recommended to be conducted in advance for a location prior to a warrant service or other deployment by a tactical team to provide additional and updated intelligence.
SWAT	Acronym for Special Weapons and Tactics team. A designated law enforcement team, whose members are recruited, selected, trained, equipped and assigned to resolve critical incidents involving a threat to public safety which would otherwise exceed the capabilities of traditional law enforcement first responders and/or investigative units. Also known as Special Enforcement Team (SET), Special Response Team (SRT), and Emergency Response Team (ERT).
SWAT K9 team	See "K9 team"
SWAT Team Purpose	Primary purpose is to provide a systematic approach to saving lives in accordance with the priorities of life and specific standards established in concert with the totality of circumstances presented. (Source: NTOA)
T	
Tactical Commander	The designated individual responsible for the operations and deployment of a tactical team.
Tactical debrief	See "Debrief / Debriefing"
Tactical engagement orders	Tactical language/orders delineating when deadly force can be used by snipers and long rifle teams if not previously covered within standard "use of force" policy.
Tactical intelligence	Raw data processed into useful information to develop and implement an operational plan.
Tactical liaison	A member of a tactical team designated as a conduit of information between a negotiation team and the tactical team.
Tactical out	Physically removing a K9 from a bite/apprehension. Also known as "strong out"
Tactics	Maneuvering for advantageous position. Methods and concepts used to accomplish particular missions.
Target acquisition drill	A procedure in which a shooter is required to quickly acquire a target and take it under fire.

Target identification	Accurately identify the person (or target) and assess the threat posed by that same person before initiating further action.
Target identification drill	A procedure in which an operator is required to identify a particular target from multiple targets and take it under fire. Also known as "Target discrimination"
Tactical Medics	Medically-trained operators or tactically-trained medical personnel who are trained to conduct life-saving measures and evacuations in a tactical situation.
Team assessment	Independent assessment, evaluation or audit of a tactical team to address potential civil liability, reduce the risks associated with operations, and ensure the team is operating within current standards. Should include, but not limited to, a review of policies, procedures, operations, supervision, training, litigation, use of force, documentation, discipline, and standards/certifications.
Team Leader	Responsible for the tactics and deployment of the team.
TEMS	Tactical Emergency Medical Support
Terminology	Recite definitions for commonly used verbal tactical (SWAT) terms and visual hand signs.
Threat assessment	See "Risk assessment"
Threat assessment drill	An immediate action drill in which an operator is simultaneously confronted by multiple threats and must remove them in the order of greatest danger first.
Threat discrimination	See "Target identification"
Thresh-hold assessment	Tactically "quick scan" clearing a room from outside of a doorway. Also known as "Thresh-hold evaluation"
Throw phone	Phone (or other communication device) designed to be thrown into location and used by negotiators to make contact and negotiate with persons (e.g., suspects, victims, hostages) within a contained perimeter.
Throw phone delivery	Deliver a throw phone (or other communication device) for negotiators into a location while minimizing exposure and damage to equipment.
Trailer / "Trailer"	Operator assigned to accompany entry team into location, or stages directly outside the entry point, but not initially assigned a specific duty or task during operation to enable rapid response during the deployment to location or assignment when and where needed. "Trailer" or "Trailer up" is common command requesting immediate response by the designated Trailer(s).
Train	A linear lineup of operators with a team leader and cover operator(s) offset that are deployed for a "linear assault" and/or rapid deployment.
Train assault	Perform duties associated with a hostage rescue aboard a stationary train. See also "Linear Assault"
Training documentation	A comprehensive record of all individual and team training, including, but not limited to, the names of the personnel in attendance, date/duration of training, instructor(s), location, and the subject matter. Can incorporate overview of the training to include lessons learned for future training endeavors.
Transition / Transitioning	The changing from a long gun to a side arm (or vice versa) in times of need. Switching from a strong-hand shooting platform/position to a support-hand platform/position.

Transition drill	An immediate action drill in which the operator transitions and relies on his secondary weapon when the primary weapon is disabled.
Tubular assault	Clearing of a “tubular” structure such as an airplane, train or bus. See also “Linear Assault”
U	
Urban operations	Tactical operation conducted in a town, village or city. Movement within and around buildings or structures associated with a community.
Use of another’s rifle	Use of long rifle sighted to another operator while completing qualifications and standards.
Use of light	Use of discipline in operating a light source while at risk during clearing.
V	
VBIED	Vehicle Borne Improvised Explosive Device
Vehicle assault	Perform duties associated with approaching an armed suspect contained within a stationary vehicle (e.g., car, cargo van, minivan, passenger van, pickup truck). Also known as “High Risk Vehicle Takedown”
Verbal commands	Recite standardized initial commands to a suspect when encountered during an entry or encounter.
Verbal out	Verbal command to K9 to release from bite.
VIP Protection	See “Personal Protection Detail”
W	
Wallbanger™	A tactical utility pole system that can be extended to different lengths and angles. It has several implements that can be attached to the end of the pole in order to accomplish 1) Single or Double command initiated bang pole utilizing thermal tube and pin gun technology, 2) Break and Rake feature that can also remotely deliver OC fog formulation into an objective and 3) DoorKey that can breach typical residential and commercial doors with the use of the over-pressure created from one or two flash-bangs.
Water immersion training	See “Drownproofing”
Warehouse ops	The utilization of an undercover facility specifically designed for tactical takedowns of suspects. An alternative to dynamic entry followed by an immediate clearing of a location when armed and/or dangerous suspects are believed to be present.
Warrant planning	An operational plan for the execution of an arrest and/or search warrant that includes accessing the threats and risk of the operation with respect to tactics and techniques to be considered and used to accomplish the goal of the mission.
Warrant service	Performing or carrying out an arrest or search warrant on a location.
Window covering	Observe and cover a window for interior movement.
Window entry	Rapidly and safely enter a building via a window with weapon and wearing full tactical (SWAT) gear after completion of window porting. Also see “Window porting”
Window of opportunity	A set of favorable circumstances that offer an advantage during a tactical operation if appropriately exploited.

Window of vulnerability	Occurs when conditions exist that place a tactical team at a disadvantage. Nearly inseparable with certain activities, especially those involving movement of some kind, such as movements to contact, such as entries and assaults. Because these conditions are difficult to completely eliminate, efforts are usually directed toward diminishing their duration or reducing their effects.
Window porting	Breaching and/or removal of all obstructions/barriers within a window and its frame and/or similar opening to allow operators to enter location through window, deploy distraction device and/or safely observe and cover a room's interior and any occupants from outside the location after porting the window. Also known as "Port and Cover" and "Porting"
WMD	Weapons of Mass Destruction