SPECIAL WEAPONS AND TACTICS TEAM

A. Policy

When it becomes necessary for the Police Department to manage incidents, which are beyond the scope of normal operations, the Special Weapons and Tactics Team (SWAT) is maintained to supplement other departmental resources. SWAT is comprised of a Tactical Unit and a Negotiations Unit and tactical dispatchers, which are specially trained and equipped to respond and handle such incidents. Examples of incidents in which the SWAT Team may be utilized include: armed, barricaded suspect situations; hostage situations; sniper situations; high risk warrant service; civil disorder/crowd control; security deployment for VIP protection; or other incidents as assigned.

B. Procedure

1. The SWAT Team shall be a non-divisional unit, which reports to the Patrol Division Chief.

2. The SWAT Team shall be comprised of the following personnel:
   a. SWAT Commander(s) - Commander
   b. Tactical Team leaders - Sergeants
   c. Assistant Team Leaders - Agents
   d. Tactical Team - Agents
   e. Negotiations Team leader - Commander or Sergeant
   f. Negotiators - Sergeants or Agents
   g. Tactical Dispatchers – Police Dispatchers

3. Assignment to the SWAT Team is voluntary. Personnel assigned to the SWAT Team assume this duty as a secondary assignment to their regular duties.

4. Incident command at a SWAT operation rests with the SWAT commander.
   a. The SWAT commander has the authority to direct the operation and shall be responsible for its outcome.
   b. The SWAT commander has complete responsibility for the overall operations at a SWAT situation.
Exception: When the SWAT Team is but one component of department resources involved in a major operation, the SWAT Commander and SWAT personnel shall function as assigned under the Incident Command system then in place.

c. Appearance of a command staff officer at a SWAT scene by itself, does not indicate he/she has assumed command, unless the staff officer makes an announcement indicating otherwise.

d. A command staff officer may make suggestions, however, he/she may not actively direct the operation unless the SWAT commander is properly relieved.

e. In situations, which develop from radio calls or spontaneous activities, the senior agent present shall initially be in command. The agent shall immediately request a supervisor who, upon arrival, assumes command. The supervisor remains in command at the scene until the arrival of the SWAT Team commander, at which time the SWAT Team commander assumes command of the operation.

f. Immediate deployment teams are under the command of the supervisor in charge of the incident until the arrival of SWAT supervisors.

g. During a tactical operation, the SWAT Team commander may authorize the use of less-lethal devices. Examples of these devices are diversionary distraction devices, tear gas/kinetic energy projectiles, and "shok-lock" rounds.

5. After the conclusion of a SWAT operation, a debrief and SWAT After Action Report will be completed.

C. Rule

1. Activation of the SWAT Team shall be at the direction and the discretion of the Sector Commander, except that:

a. The SWAT Team shall be activated in all cases wherein the suspect has committed a criminal act; and is possibly armed, and is in a position of advantage allowing him cover and concealment; and is a potential threat to the lives of citizens and police; and refuses to submit to arrest.

b. Utilization of the SWAT Team for warrant service is at the discretion of the Division Chief of the division holding the warrant, except that:

1) The SWAT Team shall be used in all warrant service cases wherein the location is barricaded or fortified against entry;
2) or there is reason to believe the suspect is armed and will use the weapon against police;

4921 SELECTION OF SWAT TEAM PERSONNEL

B. Procedure

1. The SWAT commander(s) are appointed by the chief of police.

2. SWAT Team sergeants are appointed by the SWAT commander(s).
   a. Sergeant appointments are subject to review and approval by the Patrol Division Chief and the chief of police.
   b. SWAT sergeant applicants may be screened by an oral board interview process.

3. Assistant Team leaders are appointed by the SWAT Commander(s)
   a. An Assistant Team Leader is assigned to each of the four SWAT Tactical Teams.
   b. The Assistant Team Leader assists SWAT Team Sergeants during training and tactical missions.

4. Tactical Team Member Selection
   a. Openings are announced to all sworn personnel. Agents wishing to be considered will submit a memorandum of interest via the chain of command.
   b. An agent requesting assignment to the SWAT Tactical Team shall be evaluated on the following criteria:
      (1) Minimum of 2 years of police experience at Lakewood beyond recruit level training.
      (2) Excellent physical condition, job proficiency, and firearms skills.
      (3) Demonstrated ability in handling high stress situations.
      (4) Recommendation of applicant’s supervisor.
   c. SWAT Tactical Team applicants may be screened by an oral interview process. The board will consist of SWAT supervisory personnel.
   d. All appointments to the SWAT Tactical Team are subject to the approval of the Patrol Division Chief and the chief of police.
5. Selection of SWAT-Crisis Negotiation Team (CNT) Negotiators

   a. Openings are announced by memorandum department wide. Agents wishing to be considered will submit a memorandum of interest via the chain of command.

   b. Selection of negotiators shall be based on the following criteria:

   c. Openings are announced to all sworn personnel. Agents wishing to be considered will submit a memorandum of interest via the chain of command.

   d. An agent requesting assignment to the SWAT Tactical Team shall be evaluated on the following criteria:

      (1) Minimum of 2 years of police experience at Lakewood beyond recruit level training.

      (2) Excellent physical condition, job proficiency, and firearms skills.

      (3) Demonstrated ability in handling high stress situations.

      (4) Recommendation of applicant’s supervisor.

   e. SWAT Tactical Team applicants may be screened by an oral interview process. The board will consist of SWAT supervisory personnel.

   f. All appointments to the SWAT Tactical Team are subject to the approval of the Patrol Division Chief and the chief of police.

6. Selection of SWAT Tactical Dispatchers

   a. Openings are announced by memorandum to all Communication Center personnel. Dispatchers wishing to be considered for the position will submit a memorandum of interest via the chain of command to the SWAT Commander.

   b. Selection of Tactical Dispatchers shall be based on the following criteria:

      (1) At least 2 years as a Communications Center Dispatcher.

      (2) Recommendation by applicant’s supervisor.

      (3) Past performance – demonstrated knowledge of communication and computer processes, adaptability to changing circumstances, resourcefulness, effectiveness under stress and strong teamwork ability.
c. Tactical Dispatcher applicants may be screened by an oral interview process. The board will consist of designated SWAT personnel.

d. All appointments to the SWAT-CNT are subject to the approval of the CNT leader, the SWAT commander, the patrol division chief, and the chief of police.

4922 SWAT TACTICAL TEAM STANDARDS

B. Procedure

1. Firearms Proficiency: A 90% accuracy rate is the expectation of all SWAT Team members during range qualifications. This standard is applicable to each weapon used by the team member during an actual call-out.

2. Physical Fitness: SWAT team members are required to meet or exceed all department physical fitness standards. The SWAT commander(s) may establish minimum fitness test criteria for team members.

3. Attendance: SWAT Team members shall miss no more than three SWAT training days during each year.

4. Tactical Skills: Tactical Team members must maintain a proven record of tactical efficiency and safety. This standard will be evaluated based on employee log entries, annual performance evaluations, performance during SWAT training scenarios, and performance during actual call-outs.

5. Failure to meet SWAT Team standards as established by the SWAT Commander(s) will result in removal from the team.

4923 SWAT EQUIPMENT

B. Procedure

1. The following is a list of equipment issued to each SWAT Tactical Team member:

   a. Two-piece BDU uniform
   b. One pair black boots
   c. One gas mask and carrier
   d. One black balaclava
   e. One pair Nomex gloves
   f. One pair goggles
g. One helmet

h. Tactical Level III body armor

2. Supplemental equipment may be purchased by individual team members.

3. Weapons

a. SWAT Team weapons shall be properly and safely stored by the assigned personnel at all times when not in use. Team members may carry their assigned SWAT weapon(s) while on duty.

b. Issue of SWAT weapons, ammunition, chemical agents, and less-lethal devices shall only be done at the direction of a SWAT Team supervisor.

d. Prior to training exercises a safety officer will be designated, all weapons shall be inspected by the safety officer or his designee to ensure that they are clear and that live ammunition is not immediately available to any participant in the exercise.

4. Mobile Command Post

The SWAT vans are intended for use as a mobile command post. It may be used for emergency situations or special events. The SWAT van will contain maps, radio and telecommunications capability as well as tools and equipment for forcible entry and emergency response including battering rams, fire-entry tools, tear gas, smoke, ballistic shield(s), throw phone for negotiations, and other equipment.

a. The responsibility for the inventory control and maintenance of team equipment in the mobile command post is assigned by team supervisors.

b. The responsibility for the storage and maintenance of communications equipment in the mobile command post shall be shared by the designated SWAT negotiators and team leaders.

c. Personnel designated to operate the mobile command post shall complete familiarization training, conducted by designated SWAT personnel, prior to being authorized to operate the mobile command post.

d. A list of those personnel authorized to operate the mobile command post shall be maintained in the mobile command post.

e. The SWAT Team commander(s) or designee shall be responsible for the maintenance of the mobile command post.

5. A SWAT supervisor must authorize the deployment of the Searchcam 2000 IR tactical camera.
a. The Searchcam 2000 IR tactical camera shall only be used for authorized law enforcement actions.
b. Only personnel trained in the operation of the Searchcam 2000 IR tactical camera are authorized to deploy the camera.
c. The Searchcam 2000 IR may be utilized to search for a lost or missing person(s). In addition to searches for subjects, who maybe armed, and are believed to have barricaded themselves or are intentionally hiding from law enforcement.
d. Under no circumstances shall the Searchcam 2000 IR tactical camera be used to monitor the legal activities of any person(s).
e. Under no circumstances shall the Searchcam 2000 IR camera be used to monitor the legal activities of any person(s).

C. Rule

1. Agency equipment designated for use in emergency or unusual circumstances shall be inspected at least once each month for operational readiness.

2. All SWAT equipment, whether issued or personal, shall be kept clean and serviceable.

3. All SWAT personnel shall keep their equipment readily available for call-outs at all times.

4. Personal, non-issued, equipment shall be approved by the SWAT commander(s).

5. Personal weapons shall be approved for use per department procedure.

6. No agent shall carry any firearm with which he has not successfully qualified.

7. Weapons shall not be loaded or unloaded in the mobile command post.

8. Only department-approved ammunition shall be utilized in any weapon owned by or assigned to a SWAT agent.

9. Any damaged, lost, or malfunctioning SWAT equipment shall be reported to a SWAT supervisor immediately.

10. Repairs to any SWAT Team weapon shall only be made by qualified personnel, expressly authorized by the SWAT commander(s).

11. The gun vault shall remain locked at all times and the weapons assigned to the SWAT Team shall not be disturbed except by one of the following:
   a. SWAT Team personnel
b. Department command staff personnel

4924 NEGOTIATIONS

A. Policy

There is no set formula that can be applied for the successful resolution of all negotiation situations, which might be encountered by SWAT and its negotiator

B. Procedure

1. Ensure that the final authority on negotiation decisions is known to everyone concerned -- SWAT commander, negotiator, and suspect alike.

2. Have professionals who may have had contact with the suspect easily accessible to the command post, along with pertinent friends and relatives of the subject. They should be used as resource people for intelligence purposes. They should not be placed in direct, unsupervised contact with the subject.

3. Direct communications with the subject should be established early in the incident and control of the subjects' telecommunications capabilities should be obtained as soon as possible.

4. Limit the number of persons who attempt to negotiate with the subject.

5. Do not permit anyone to enter the subject's area of control (no additional hostages).

6. Provide neither weapons, alcohol, nor drugs to the subject during negotiations.

7. Attempt to ascertain the number, identity, and condition of any hostages.

8. Conduct assessments, on a continuing basis, of the offender's willingness and ability to negotiate, along with his rationality. Indicators of his willingness and ability to negotiate may include:

   a. Lessening of demands.
   b. Uneventful passage of deadlines set by him.
   c. Favorable treatment by him of his hostages.
   d. Continuing participation in the negotiation process.

9. Telephone conversations engaged in-between a negotiator and suspect, should, when practical, be recorded and preserved as any other evidentiary material.
10. Face-to-face negotiations are recognized as a very hazardous technique and are highly discouraged.

11. SWAT commander(s), sergeants, and negotiators are the police agents specifically designated by the District Attorney’s Office to authorize or perform emergency wire, oral, or electronic interception (throw phone) in compliance with C.R.S. 16-15-102 (18) (a) and submit an application for interception within the specified 24-hour period in compliance with C.R.S. 16-15-102 (18) (c).

C. Rule

1. Designated SWAT negotiators shall be primarily responsible for conducting negotiations with barricaded suspects and hostage-takers.

2. During negotiations, SWAT negotiators shall be responsible for keeping the on-scene SWAT commander(s) advised of the progress of negotiations.

3. Negotiators shall make no concessions or agreements with a suspect that would endanger hostages or SWAT personnel.

4. Any agreements or offers made to a suspect by the negotiator shall be subject to approval by the SWAT commander(s).

5. Prior to connecting a SWAT communications system into a private residence or business, a permission-to-attach consent form shall be obtained from the owner or responsible person of the location.

4925 SWAT TRAINING

B. Procedure

1. The SWAT Team supervisory staff will be responsible for coordinating monthly or bi-monthly training exercises.

2. Training for police negotiators will be coordinated by the Crisis Negotiations Team leader.

3. SWAT training sessions should stress basic skills, use of equipment, firearms training, team building, and other specialized skills needed to prepare the team to complete its mission effectively and safely.

4. The Tactical Team and hostage negotiators will train together on a regular basis.

5. The SWAT Team will routinely train a minimum of 192 hours per year.

6. Training records will be maintained by the SWAT commander(s). A training report shall be submitted to the Training Unit documenting specific training and team members attending training.
VIP SECURITY AND PROTECTION

B. Procedure

1. Requests for VIP protection shall be approved or disapproved by a Division Chief or above.

2. Supervision of a VIP protection team shall be by a SWAT Team sergeant or above.

3. The supervisor shall complete a written plan to include:
   a. Planning and coordinating equipment needs including: vehicles, radios, body armor for VIP'S and team members, and weapons for the team.
   b. Planning and reconnoitering travel routes, and alternates.
   c. Advance inspection of sites and facilities.
   d. Coordinating with the Investigations Division and other agencies for intelligence information.
   e. Coordination of operations within the department and with outside agencies.
   f. Identification of emergency first aid, ambulance, and medical facilities.
   g. Communications planning.
   h. Planning for identification by designation of individuals from different agencies (e.g. lapel pins).

4. Operational plans for a VIP security protection detail are maintained in a confidential file by the commander(s) of the SWAT Team.

HIGH-RISK WARRANT SERVICE

B. Procedure

1. Searches, seizures, and arrests at high-risk locations shall normally be empowered by a warrant.

2. No operation against a high-risk location shall be undertaken without a warrant unless there are clear and compelling exigent circumstances.

3. Each operation location shall be supervised by a sergeant or designated team leader.
4. Strategy and tactics for approaching, entering, securing, and leaving each target shall be planned in advance.

5. Tactical personnel shall not ordinarily engage in searching for or seizing evidence or contraband. These tasks will be performed by assigned investigators and crime scene technicians.

6. Equipment needs will be determined by supervisors in planning the operation.

7. Communications and call signs between tactical units, investigators, and the command post will be planned in advance.

8. Suspects to be arrested will be identified, secured, and transported by tactical personnel assisted by investigators, and patrol units.

9. Persons on scene, who are not to be arrested will be identified and controlled by tactical personnel.

10. Forced entry, without announcement, must be specifically authorized by warrant or by clear and compelling exigent circumstances. These warrants must comply with the provisions of C.R.S. Section 16-3-303. In addition:
   a. Any affidavit in support of the request for an Immediate Entry/No Knock warrant search must be reviewed for legal sufficiency and approved either by the Chief Deputy District Attorney, the Assistant District Attorney or the District Attorney.
   b. Affidavits requesting immediate entry or a no-knock authorization must be submitted in written form to the District Attorney supervisor for review and approval.
   c. The SWAT Commander(s) shall ensure that the search warrant affidavit for a no-knock entry includes the date of review by the assigned District Attorney representative, the signature of the DA’s representative and attorney registration number on the affidavit.

11. Paramedics shall be requested to stand-by to provide emergency medical aid prior to initiating the operation.

12. After-action reports shall be written by the sergeant in charge of each location.

13. Investigators, assisted by prosecutors, are responsible for warrant service receipts and returns of service.

4928 TACTICAL EMERGENCY MEDICAL SUPPORT TEAM (TEMS)

B. Procedure
1. The Lakewood Police Department and West Metro Fire Protection District (WMFR) have entered into an inter-governmental agreement to form a Tactical Emergency Medical Support Team (TEMS). The purpose of the TEMS Team is to provide medical support to the SWAT Team.

2. The TEMS Team will assist the SWAT Team by:
   a. Providing pre-hospital care to individuals at the scene of a SWAT operation.
   b. Provide the SWAT Commander with a medical and environmental threat assessment and action plan.
   c. Provide individualized medical support to SWAT team members with specific medical conditions or problems.
   d. Act as a liaison with the SWAT Commander and other fire or EMS providers, including medical facilities where the injured or sick may be transported.
   e. Provide training to SWAT Team personnel.

3. Upon notification of a SWAT callout, the SWAT Commander shall request TEMS. The Lakewood Police Department Communications Center shall contact the WMFR Communications Center and provide the following information:
   a. The nature of the callout.
   b. The location of the Command Post.
   c. The safest route to the Command Post.
   d. The radio channel being utilized by the police department.

4. Upon arriving at the Command Post, the senior TEMS officer shall report to the SWAT Commander(s). The senior TEMS officer shall:
   a. Act as a liaison to the SWAT Commander(s).
   b. Receive briefings and provide direction on medical unit assignments.
   c. Coordinate all TEMS and medical activities with the SWAT Commander(s).

5. During SWAT tactical operations, TEMS will be acting in support of the SWAT Team and will function within the Incident Command System, under the SWAT Commander(s).

6. EMS will function in accordance with established TEMS procedures and the Denver Metro Paramedic protocols.

7. TEMS are not authorized to make arrests or use force except as authorized by applicable Colorado Revised Statutes.

8. When deployed in a tactical situation, TEMS personnel shall be equipped with the necessary protective equipment (tactical vest; helmet, tactical uniform, balaclava, nomex gloves, gas mask and protective glasses).

9. All TEMS activations will be non-emergency unless requested to respond otherwise.

10. Personnel assigned to TEMS will participate in monthly SWAT Team training that is relevant to their mission.
11. The WMFR TEMS Coordinator will attend monthly SWAT supervisor meetings and participate in discussions on training and equipment needs for TEMS.

12. TEMS will be responsible for providing all medical equipment and supplies. The police department will provide tactical vests, helmets and other tactical equipment as authorized by the SWAT commander(s).

13. During SWAT activations, TEMS personnel will wear uniforms and tactical vests with markings identifying them as paramedics.

C. Rule

   1. TEMS personnel shall not be armed.

   2. TEMS personnel shall be escorted by SWAT tactical personnel at all times and shall never be left alone when inside the perimeter of a SWAT situation without SWAT tactical team support.

4929 SWAT TEAM PRESS RELEASES

B. Procedure

   1. The Public Information Officer (PIO) or designee, at the request of the on-scene SWAT commander, shall respond to the scene of SWAT call-outs for the purpose of handling press inquiries.

   2. Pending arrival of the PIO, an agent shall be designated by the on-scene SWAT commander(s) as press liaison officer.

   3. While SWAT negotiators shall be allowed to retain the option of granting an audience with the press for a hostage-taker in exchange for compliance with the negotiator’s demands, the practice of granting “press conference” privileges to a surrendered suspect shall be strongly discouraged.

C. Rule

   1. All press releases regarding an ongoing SWAT operation shall be cleared through the involved SWAT commander(s) prior to release.

   2. No information shall be released to the press if the publication of that information would endanger the lives of SWAT personnel or others engaged in an ongoing SWAT operation. Likewise, no detailed information shall be released on a completed operation if the publication of that data would hinder or endanger future operations of a similar nature.