

TEXARKANA, TEXAS POLICE DEPARTMENT
GENERAL ORDERS MANUAL

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<i>Subject</i> Emergency Response Team Procedures					
<i>Reference</i>					
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				<i>Pages</i> 11	

This Operations Directive is for internal use only and does not enhance an officer's civil or criminal liability in any way. It should not be construed as a creation of a higher standard of safety or care in an evidentiary sense, with respect to third party claims. Violations of this Operations Directive, if proven, may only form the basis for a complaint by this Department, and only in a non-judicial administrative setting.

SECTION 1 PURPOSE

The purpose of this policy is to provide a synopsis of the operational procedures for Special Weapons and Tactics (SWAT) Team personnel.

SECTION 2 POLICY

The presence of a highly trained, highly skilled police tactical unit has been shown to be a life saving resource that can substantially reduce the risk of injury and loss of life to citizens, police officers and suspects, when called upon to assist in the resolution of critical incidents. It is the intent of the Department to maintain such a unit, and this directive outlines the unit mandate, structure, and general operating procedures for the Special Weapons and Tactics unit. It is the policy of the Department to resolve difficult police situations outside the realm of the ordinary patrol response, through the use of the SWAT Team's developed skills, tactics, specialized equipment, and specialized capabilities. It is the policy of the Department to bring the incident to a safe and peaceful conclusion for all persons whenever possible.

SECTION 3 DEFINITIONS

1. Hostage Situation - The holding of any person against their will by an armed or potentially dangerous person.
2. Barricade Situation - A standoff created by an armed or potentially dangerous person, in any location, fortified or not, who is refusing to comply with lawful police demands for surrender / compliance.
3. Sniper Situation - The firing upon citizens and / or police by an armed suspect, stationary or mobile.
4. High Risk Apprehension - The arrest or apprehension of armed or potentially dangerous suspects, where the likelihood of armed resistance or substantial danger to officers (i.e., undercover officer, buy bust situation) is higher than normal.
5. High Risk / Unknown Risk Search Warrant Service - Search warrants requiring, or likely requiring, forced entry / dynamic room clearing techniques.

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6. High Risk Surveillance - Surveillance and / or stake out operations involving suspect / operations with a high potential for armed encounters or violence.
7. Personal Protection - The security of special persons (i.e. visiting dignitaries, VIPs, witnesses / suspects), based on threats or potential threats to their safety and /or security.

SECTION 4 PROCEDURES

A. PHILOSOPHY

1. In all situations involving SWAT deployment, the SWAT Commander shall have overall command responsibility and shall coordinate the implementation of established procedures for handling the situation, subject to review by the Chief of Police.
2. Firearms discipline shall be maintained at all times during tactical operations. Firearms should not be discharged, except in self-defense, to prevent serious or fatal injury to a hostage or innocent third party, or as authorized by the SWAT Commander or SWAT Operations Commander.
3. Most demands are negotiable with the following exceptions:
 - a. Weapons will not be supplied to a suspect.
 - b. Hostages will not be given or exchanged.
4. Recognizing that, by their nature, tactical operations are hazardous situations, the successful management and resolution of an incident often involves the need for decisions that may affect the safety of persons involved. As a result, all operational / tactical decision making will be made based on the unit's established priority of life known as the Safety Priorities:
 - a. Hostages / Innocent Bystanders
 - b. Police Officers
 - c. Subject / Suspect
5. Where possible, the safety of suspects will be a consideration, however, the life of a suspect will not take precedence over the life of hostages, innocent persons / citizens, or police officers - regardless of the state of negotiations or any other activity designed to take the suspect into custody and peacefully resolve the tactical incident.

B. COMMAND RESPONSIBILITIES

1. The SWAT Team operates under the direction of the SWAT Administrative Commander. This person is a top or middle level manager, usually a division commander, who participates in the decision making and problem solving process, and approves all tactical decisions, but generally is not involved with specific deployment of personnel and the implementation of tactical plans.
2. The SWAT Team unit also has personnel designated as Operations Commanders / Coordinators, who assist in the decision making and problem solving process, and can assume operational command in the absence of the appointed SWAT Commander.
3. The SWAT Commander will establish and operate from a command post (CP). He can establish other locations as necessary, such as the Tactical Operations Center, (TOC), Negotiations Center, or other designated areas.

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4. The SWAT Team consists of 19 positions:
 - a. SWAT Administrative Commander (Incident Commander) (1)
 - b. Operations Commander (Tactical Coordinator) (1)
 - c. Assistant Operations Commander / Marksmen Coordinator (1)
 - d. HNG (Hostage Negotiation) Coordinator (1)
 - e. Team Leaders (2)
 - f. Team Members (7)
 - g. Police Marksman (3)
 - h. Negotiators (3)

5. CHAIN OF COMMAND

The chain of command for SWAT is as follows:

- a. SWAT Administrative Commander (Incident Commander)
- b. Operations Commander (Tactical Coordinator)
- c. Assistant Operations Commander / Marksmen Coordinator
- d. HNG Coordinator and Team Leaders
- e. SWAT Team members

C. DUTIES AND RESPONSIBILITIES OF SWAT PERSONNEL

1. The SWAT Administrative Commander is responsible and accountable for the overall operation of the SWAT Team. He is the direct line supervisor of the Operations Commander , Marksmen Coordinator, Hostage Negotiation (HNG) Coordinator, and provides broad supervision of all officers assigned to the SWAT Team.
2. The Operations Commander and HNG Coordinator are subordinate to the SWAT Commander. They assist in the decision making process and perform the duties of the Administrative Commander in his absence. They assist in the deployment of tactical personnel, provide input to the Commander as to tactical options and insure that team members are provided necessary equipment and training for tactical responses. The Coordinators should work closely, communicating regularly regarding personnel and training issues, and should report their recommendations and actions to the SWAT Operations Commander regularly.
3. The Operations Commander serves as the Tactical Coordinator. He is primarily responsible for the supervision and direction of the Tactical Entry Teams. The Tactical Coordinator is responsible for coordinating with the SWAT Administrative Commander, other members of the command staff,

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and team leaders in the development and implementation of tactical plans of action during tactical operations. The Tactical Coordinator is responsible for ensuring that personnel assigned to the teams receive necessary training, and possess the equipment necessary for the completion of their assigned tasks. The Tactical Coordinator should maintain a high level of tactical problem solving knowledge / skills in order to develop and implement plans of action, as well as contingency plans during tactical operations. The Tactical Coordinator is responsible for ensuring that members of the entry teams receive both in-service and other formal training. Documentation of this training will be forwarded to the SWAT Administrative Commander for inclusion in the training file.

4. The Hostage Negotiation Coordinator (HNG Coordinator) shall be responsible for the first line supervision of personnel assigned to the SWAT Team as negotiators as described in Directive 8.03.1.
5. Team leaders are responsible for first line supervision of personnel assigned to their team regardless of rank. The team leader coordinates and directs activities involving team members with that of other teams. He shall maintain a sufficient level of tactical problem solving knowledge and skills to manage situations that the SWAT Team is likely to encounter. The team leader assists in determining the equipment needs of the team and ensures that team members are adequately equipped to meet the requirements of their assigned duties. The team leader ensures that the SWAT Administrative Commander and Operations Commander are fully apprised of team activities, including but not limited to equipment, training needs, and personnel matters. The team leaders assist in selection criteria for officers assigned to the SWAT unit.
6. Team members are assigned to the unit in a part time capacity, and are subordinate to the Team Leader, with the team leader having operational authority during SWAT operations and training days. Primary SWAT responsibility is the timely completion of assigned tasks, and demonstrating the high standards of performance expected of SWAT members. Team members are expected to participate in regularly scheduled training and provide input regarding SWAT operations through their operational chain of command.
7. Police marksmen are officers assigned the responsibility providing observation, intelligence and precision marksmanship in tactical situations. Marksmen will use the department deadly force policy as a guide in determining what action they should take in defense of persons from death or serious bodily injury, unless otherwise directed by a member of the SWAT command staff. The SWAT Operations Commander may establish specific fire control based upon the circumstances of a particular situation. The police marksman may be called upon to engage in directed fire upon a subject / suspect in a hostage or barricade situation. The SWAT Operations Commander shall have the authority to give authorization for this directed fire. The Commander making this determination for directed fire should also consider the safety priority system described in the SWAT Team philosophy. Once the determination has been made to authorize directed fire, the Commander should notify the marksmen and team leaders. The Commander may direct the police marksmen to engage the target at the first available opportunity or upon command as dictated by the circumstances. The police marksmen may be designated to perform other functions as directed by the SWAT Administrative Commander or the Operations Commander.
8. The Assistant Operations Commander is assigned to provide intelligence and information to the SWAT Administrative Commander, Operations Commander, HNG Coordinator, and others during tactical operations. The Assistant Operations Commander may also be responsible for the interview, interrogation, debriefing of suspects, witnesses, hostages, family members, acquaintances, and associates of persons involved in tactical operations. The Intelligence Officer operates at the command post and is also responsible for accessing information from in-house

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information systems, including mugshot photograph. They serve as a liaison with other law enforcement agencies during tactical operations.

9. Negotiators are responsible for initiating communication with subject(s) / suspect(s) at the scene of a tactical situation. They will attempt to achieve the peaceful surrender of the suspect. They will attempt to secure the safe release of hostages during the negotiation process. They will closely monitor the mental state and provide ongoing information to command through the Negotiator Coordinator or his designee. The HNG will attempt to record all communication between themselves and the suspect during the negotiation process. The negotiators will be under the direct supervision of the HNG Coordinator. Negotiators will attend training as directed by the HNG Coordinator and command staff regarding negotiation practices and conflict resolution.

D. CALL OUT PROTOCOL

In the event an agency supervisor requests that SWAT be notified, the following protocol will be followed:

1. The Dispatch Supervisor shall contact the below listed personnel in the order listed and advise that SWAT has been requested by a supervisor. Advise the requesting supervisor's name, unit number, location, and how to contact the requesting supervisor.
 - a. SWAT Administrative Commander
 - b. SWAT Operations Commander
 - c. Assistant Operations Commander / Marksmen Coordinator
 - d. HNG Coordinator
2. Only the above listed personnel or the Chief of Police may authorize a call out of all SWAT personnel.
3. In the event a SWAT supervisor authorizes a call of all SWAT personnel, the SWAT supervisor will designate a staging area and directions if necessary. The Dispatch Supervisor will initiate the following procedure:
 - a. Ensure that staging area directions and radio channel designations are written as directed by the authorizing SWAT Supervisor authorizing the call out.
 - b. Announce on all frequencies that Non-SWAT radio traffic on the designated SWAT Operational Channel is suspended.
 - c. Open the Supervisor Radio Console in Dispatch and enable the tactical channel authorized by the SWAT supervisor. Ensure that the channel is clear of all Non-SWAT radio traffic.
 - d. Commence the Code Red SWAT Notification protocol for all SWAT personnel.
4. When special circumstances arise which require the utilization of SWAT personnel for the purposes of surveillance, robbery detail, dignitary protection, execution of high risk arrest warrant, execution of search warrant, or other missions that do not require all personnel to be called out, the SWAT

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Administrative Commander or Operations Commander shall be notified and will give approval prior to the implementation of the plan.

5. The SWAT Administrative Commander, Operations Commander, or their designee will be responsible for selection of personnel and the development of a plan of action based on the information obtained from the requesting supervisor. The SWAT Commander, Assistant Commander, or their designee will be responsible for briefing all personnel associated with the special assignment.

E. REQUESTS FOR SERVICE FROM OTHER JURISDICTIONS

1. When other jurisdictions request assistance from the SWAT Team, only the Chief of Police or his designee may authorize deployment of SWAT to another jurisdiction.
2. Operational command of the SWAT Team will not be relinquished to another jurisdiction. The SWAT Administrative Commander or the Operations Commander will maintain operational control regarding the tactical operations of the SWAT Team including control over the HNG unit. The Chief of Police or his designee will be informed throughout the incident and will retain authority to commence or cease operations.
3. The Department will refer to any existing MOUs when considering reimbursement for time and/or materials expended during the course of the incident.

F. USE OF LESS LETHAL MUNITIONS

1. The employment and use of less lethal devices are decisive actions that can assist in achieving the goal of protection of life and property and / or the restoration of order. They should be considered whenever the use of less lethal options would assist in enabling an arrest, restoring order, and / or reducing the risk of more serious injury. Circumstances justifying the use of the munitions include, but are not limited to;
 - a. Restoration or maintenance of order during jail or civil disturbances.
 - b. Safely controlling violent persons.
 - c. Subduing vicious animals.
 - d. Situations when the authorizing person deems their use necessary to safely resolve the incident.
2. The use of less lethal impact munitions constitutes a use of force, and as such, must be reported in accordance with standard departmental force reporting procedures.
3. Storage of less lethal munitions should conform to the manufacturer's recommendations. Generally, they should be stored in their original container in a cool, dry place. Munitions which have been removed from their original container shall be clearly and conspicuously identified as "less lethal", to prevent confusion with lethal munitions. Under no circumstances shall less lethal impact projectiles be kept in a manner, which might lead to confusing them with lethal munitions. They shall be stored in a separate container or cabinet, which is clearly marked.

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4. Except as previously noted, less lethal impact projectiles should be transported in accordance with the Department's customary policy or practice for small arms munitions.
5. Under no circumstances shall any person be authorized to tamper with, or alter in any manner, any less lethal impact projectiles. Misfires and duds shall be recovered, rendered safe, and removed from service. SWAT personnel will recover all expended munitions for inventory purposes. Appropriate notifications shall be made and munitions, which have malfunctioned or are damaged, shall be handled according to departmental policy governing other types of ammunition.
6. Upon receiving any munitions, the person actually employing them is ultimately responsible for ensuring that these munitions are less lethal, and used in accordance with Department or unit policy.

G. USE OF DIVERSIONARY DEVICES

1. The employment and use of diversionary devices are decisive actions that can assist in achieving the goal of protection of life and property and / or the restoration of order. They should be considered whenever the use of less lethal options would assist in enabling an arrest, restoring order, and / or reducing the risk of more serious injury. Circumstances justifying the use of the munitions include, but are not limited to:
 - a. Restoration or maintenance of order during jail or civil disturbances.
 - b. Safely controlling violent persons.
 - c. High risk warrant service.
 - d. Hostage Situations.
 - e. Situations when the authorizing person deems their use necessary to safely resolve the incident.
2. The use of diversionary devices constitutes a use of force and must be reported in accordance with standard departmental force reporting procedures. Such documentation will include the serial number(s) of the device.
3. Storage of diversionary devices should conform to the manufacturer's recommendations. Generally they should be stored in their original container in a cool, dry place. Munitions that have been removed from their original container shall be clearly and conspicuously identified as a diversionary device.
4. Except as previously noted, diversionary devices should be transported in accordance with the Department's customary policy or practice for small arms munitions.
5. Under no circumstances shall any person be authorized to tamper with, or alter in any manner, any diversionary device. Misfires and duds shall be recovered, rendered safe, and removed from service. Appropriate notifications shall be made and munitions, which have malfunctioned, or are damaged shall be handled according to departmental policy governing other types of ammunition. SWAT personnel will recover all expended munitions for inventory purposes.

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6. Upon receiving any munitions, the person actually employing them is ultimately responsible for ensuring that these munitions are used in accordance with Department policy.

H. USE OF IRRITANT GAS MUNITIONS

1. The employment and use of irritant gas devices are decisive actions that can assist in achieving the goal of protection of life and property and / or the restoration of order. They should be considered whenever the use of irritant gas munitions options would assist in enabling an arrest, restoring order, and / or reducing the risk of more serious injury. Circumstances justifying the use of the munitions include, but are not limited to:
 - a. Restoration or maintenance of order during jail or civil disturbances.
 - b. Safely controlling violent persons.
 - c. Subduing vicious animals.
 - d. Barricaded suspects.
 - e. Situations when the authorizing person deems their use necessary to safely resolve the incident.
2. The use of irritant gas munitions constitutes a use of force, and as such, must be reported in accordance with standard departmental force reporting procedures.
3. Launchable gas and smoke rounds are lethal and these options are not considered "less lethal", but their deployment methods are the same as less-lethal OC/CS canisters and impact rounds. The following are major factors that will determine when, and if, less-lethal chemical munitions are used:
 - a. Type of structure.
 - b. Weather/wind conditions.
 - c. Officer safety and approach.
 - d. Presence of children.
 - e. Flammables.
 - f. Keep in mind which munitions will burn.
 - g. CS foggers do not go indoors unless in a "hot box".
 - h. NFDD "flash bangs" can cause fires/ explosions in a chemical environment, such as a methamphetamine lab.
 - i. Smoke should be used outdoors only to create concealment for officers and confuse the suspect. Smoke canisters are considered lethal force if you put one inside a confined structure with little or no ventilation.

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4. If CS/OC is introduced into a structure, the building must be cleared even if the suspect surrenders.
5. Storage of irritant gas munitions should conform to the manufacturer's recommendations. Generally they should be stored in their original container in a cool, dry place. Munitions which have been removed from their original container shall be clearly and conspicuously identified as "irritant gas", to prevent confusion with other munitions. Generally they should be stored in a separate container or cabinet or on a separate shelf that is clearly marked.
6. Except as previously mentioned, irritant gas munitions should be transported in accordance with the Department's customary policy or practice for small arms munitions.
7. Under no circumstances shall any person be authorized to tamper with, or alter in any manner, any irritant gas munitions. Misfires and duds shall be recovered, rendered safe, and removed from service. Appropriate notifications shall be made and munitions, which have malfunctioned, or are damaged shall be handled according to departmental policy governing other types of ammunition. SWAT personnel will recover all expended munitions for inventory purposes.
8. The on-scene SWAT commander will oversee the type, dosage, and deployment of irritant gas munitions. This deployment will be based on pertinent information known to personnel at the time of deployment.
9. Upon receiving any munitions, the person actually employing them is ultimately responsible for ensuring that these munitions are less lethal and used in accordance with department, or unit policy.

I. SWAT TEAM GENERAL OPERATING PROCEDURES

1. Upon notification of a SWAT call, all members will report to the designated staging area with all assigned equipment as rapidly and as safely as possible.
2. A member of Command will designate someone to retrieve the SWAT vehicle as determined by the circumstances and who can most quickly respond with the vehicle.
3. The first team leader or team member on scene should immediately assemble a rapid response team from available personnel.
4. The rapid response team should don all necessary equipment and obtain as much information as possible about the suspect and situation. The rapid response team will brief Command on the situation and immediately stage in an area of cover / concealment near an entry point. Team will carry diversionary devices, gas, shields, and less lethal force options. The rapid response team will be prepared to disconnect utility services to target structure, i.e. water, electrical, phone, and gas.
5. The marksmen will take up positions and immediately provide information to Command about their position, personnel, and range to target.

J. TACTICAL PROCEDURES AND CONSIDERATIONS

Upon arrival, the Assistant Operations Commander will begin obtaining all available information related to suspects and any hostages involved in the situation.

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1. The Assistant Operations Commander will immediately establish a log documenting all tactical operations and the suspect's actions if known.
2. The Assistant Operations Commander must ensure that EMS personnel are staged nearby.
3. If necessary, the Assistant Operations Commander must ensure that fire department personnel and equipment are staged nearby.
4. The Assistant Operations Commander should gather at least the following information if possible:
 - a. Photographs.
 - b. Criminal history information.
 - c. Drug / alcohol use.
 - d. Employment information.
 - e. Personal relationship info.
 - f. Propensity for violence.
 - g. Medical information.
 - h. Financial information.
 - i. Weapons.
 - j. Animals on premises.
 - k. Children.
 - l. Biographical information.
 - m. Medical information.
 - n. Diagram of structures.
 - o. Obtain information from friends, family, landlord, manager.
 - p. Obtain keys if available.
 - q. Vehicle information.
 - r. Cell phone number & provider.
 - s. Telephone information: number, type of phone, and location.
5. All suspect information will be provided to Command and the Hostage Negotiations Unit.
6. The Assistant Operations Commander will plot all information on a diagram in the Command Post.

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7. Marksmen and the rapid response team(s) will provide intelligence to Command regarding the structure composition, doors, windows, window coverings, barricades, obstacles, utility connection locations, suspect location, and suspect vehicle locations.
8. Rapid response team will be prepared to disable vehicles if necessary.
9. Rapid response team will develop plan for immediate entry if situation deteriorates and results in immediate peril to hostage(s).

K. COMMUNICATIONS

- a. Whenever possible, all instructions, directions, and information should be transmitted in plain language not utilizing 10-codes or jargon.
- b. Whenever possible, all radio traffic should be transmitted on encrypted frequencies.

L. RESPONSIBILITY

1. All members of the Department shall know and comply with all aspects of this directive.
2. All Division Commanders and supervisory personnel are responsible for ensuring compliance with the provisions and intent of this directive.