



Kevin Thom
Sheriff

Rapid City Police Department Pennington County Sheriff's Office SPECIAL RESPONSE TEAM "Progress Through Cooperation"

300 Kansas City Street, Rapid City, SD 57701



Steve Allender
Chief of Police

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SUPERSEDES: SRT SOP 01-01-2009	EFFECTIVE: 07-15-2011	APPROVED BY: Sheriff Kevin Thom Chief of Police Steve Allender
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ORDER NO:	SUBJECT: Purpose of SOP	CALEA STANDARDS:
SUPERSEDES:	EFFECTIVE: 07-15-2011	APPROVED BY: Sheriff Kevin Thom Chief of Police Steve Allender EDITED BY: S. Murr

This manual establishes the Standard Operating Procedure (SOP) and governing principles and regulations in the selection, training, equipping and use of the Special Response Team (SRT). Tactical principles employed by special response teams are fluid and dynamic, therefore this manual does not include a standard methodology for handling all tactical missions. The current tactical and practical thinking of today may become obsolete tomorrow, making it pertinent that each specific mission calls upon a unique means of resolution. Team members will use their knowledge, training, and abilities to create precise solutions to each mission assigned to the SRT.

The Rapid City Police Department, the Pennington County Sheriff's Office, and the Rapid City Fire Department recognize the value in having a highly skilled tactical unit. These governing bodies commit themselves to maintenance of this highly-trained unit to manage critical incidents. A well-managed SRT greatly reduces risks to the public, law enforcement officers, and suspects.

Team members will maintain their SOP manual with updates and changes made during their assignment to the SRT. Commanders of the SRT submit changes to the Chief of Police and the Sheriff for approval and submission to the SOP manual.

POLICY NO: 1-2	CHAPTER: 1	PAGE NO: 1 of 1
ORDER NO:	SUBJECT: Mission Statement	CALEA STANDARDS:
SUPERSEDES:	EFFECTIVE: 07-15-2011	APPROVED BY: Sheriff Kevin Thom Chief of Police Steve Allender
		EDITED BY: S. Murr

The Special Response Team serves the critical needs of law enforcement and emergency services throughout Western South Dakota by providing a specialized and highly-trained tactical operations unit. This unit meets the critical incident needs while recognizing the sacred value of human life.

The Rapid City Police Department, Pennington County Sheriff's Office, Rapid City Fire Department and Emergency Services Communications Center have combined resources to form the Special Response Team (SRT). The SRT may be utilized whenever any of the following situations occurs anywhere within the borders of Pennington County or at the request of another agency:

1. Barricaded, armed suspect(s).
2. Hostage incidents.
3. Active shooter/Sniper incidents.
4. Serving arrest/search warrants on FELONY suspect(s) when intelligence information indicates suspect(s) may be armed and/or extremely dangerous.
5. Serving of arrest/search warrants on MISDEMEANOR suspect(s) when there is information to believe the suspect may be armed or the service of the warrant presents a substantial risk to those serving the warrant.
6. Technical and VIP Security.
7. Jail or correctional facility incidents involving barricaded inmates or hostage situations.
8. Special events.

POLICY NO: 1-3	CHAPTER: 1	PAGE NO: 1 of 1
ORDER NO:	SUBJECT: Team Composition	CALEA STANDARDS:
SUPERSEDES:	EFFECTIVE: 07-15-2011	APPROVED BY: Sheriff Kevin Thom Chief of Police Steve Allender
		EDITED BY: S. Murr

The Rapid City/Pennington County Special Response Team is comprised of four different agencies as follows:

- Rapid City Police Department
- Pennington County Sheriff's Office
- Rapid City Fire Department
- Emergency Services Communications Center

See Addendum #1 for the organizational chart.

COMMAND STAFF

The Command Staff, composed of members from the Rapid City Police Department and Pennington County Sheriff's Office consists of the Team Commander, Deputy Commander and Tactical Commander.

ENTRY ELEMENT

The Entry Element is composed of twenty members, when fully staffed. This includes two team leaders and two assistant team leader. Ideally, when the team is deployed, one team leader controls the perimeter while the other team leader controls the entry. The Entry Team is composed of members from the Rapid City Police Department and the Pennington County Sheriff's Office.

Any K-9 officer selected to serve on the team, will be one of the twenty positions.

OBSERVATION/SNIPER ELEMENT

The Observation/Sniper Element is composed of eight members, when fully staffed. One of these eight is the team leader who also acts in the position of Sniper Liaison with the Command Staff. The Sniper Team is made up of members from the Rapid City Police Department and the Pennington County Sheriff's Office.

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CRISIS NEGOTIATION ELEMENT

The Crisis Negotiation Element is composed of seven members, when fully staffed. One of the seven is the team leader. The Crisis Negotiation Team is made up of members from the Rapid City Police Department and the Pennington County Sheriff's Office.

COMMUNICATION ELEMENT

The Communication Element is composed of three members, when fully staffed, one of which is the team leader. The Communication Team is made up of dispatchers from the Emergency Services Communications Center.

TACTICAL EMERGENCY MEDICAL SUPPORT ELEMENT (TEMS)

The Tactical Emergency Medical Support Element has four members, when fully staffed, with one being the team leader. This team is composed of four full time paramedics from the Rapid City Fire Department.

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ORDER NO:	SUBJECT: Priority Of Life Model	CALEA STANDARDS:
SUPERSEDES:	EFFECTIVE: 07-15-2011	APPROVED BY: Sheriff Kevin Thom Chief of Police Steve Allender
		EDITED BY: S. Murr

In determining how situations should be resolved, the SRT employs a “priority of life model.” This model is applied during the decision making process for application of force; if and when the need for such intervention is required. The following are listed in order of priority:

1. Hostages

- a. A person kept as a pledge pending the fulfillment of an agreement;
- b. A person held by another person as security for the fulfillment of a certain demand;
- c. A hostage is a victim held against his or her will by threat or the use of force.

2. Innocent Citizens

- a. Bystanders, people unaware a situation exists;
- b. People caught in the wrong place at the wrong time.

3. Law Enforcement Officers

- a. First responders, officers not specifically trained in tactics, and not equipped with specialized equipment.

4. SRT Members

- a. Officers specifically trained and equipped for high-risk incidents; Officers who have made the commitment to the team and accept the risk associated with the position.

5. Suspects

- a. People engaged in a critical incident through their own decisions;
- b. Suspects have the ability to end the crisis at any time by surrendering to authorities.

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The SRT Commander will utilize the Priority of Life model when determining the course of action during an SRT incident. It is the responsibility of the Commander to not place hostages, innocent citizens, police officers, or the SRT members in a situation of greater danger than the suspect; or at an unnecessary level of risk, due to the actions of the suspect.

The SRT places great value on personal rights and property. The SRT will not unnecessarily damage property nor will the SRT treat suspects in an unnecessarily harsh or unprofessional manner. Care is always taken to ensure proper procedures are adhered to during any SRT event. The SRT uses only the force necessary to resolve a situation.

POLICY NO: 1-5	CHAPTER: 1	PAGE NO: 1 of 2
ORDER NO:	SUBJECT: SRT Definitions	CALEA STANDARDS:
SUPERSEDES:	EFFECTIVE: 07-15-2011	APPROVED BY: Sheriff Kevin Thom Chief of Police Steve Allender
		EDITED BY: S. Murr

PURPOSE:

To define specific words, terms and phrases utilized by the members of the Special Response Team to ensure their meanings are clear to anyone using or hearing them. This prevents misunderstanding what was said or meant by the use of the word, term, or phrase.

DEFINITIONS:

SRT INCIDENT: Situations requiring the response of SRT members that include hostage/barricaded subjects, high-risk incidents, and other critical situations.

COMMAND STAFF: SRT Commander, Deputy Commander, and Tactical Commander.

ENTRY ELEMENT/MEMBER: Members of the SRT primarily tasked with making entry into the structure or area of containment for the purpose of hostage rescue, evidence preservation, or suspect control and arrest. These members may be interchangeable with Perimeter Element members.

PERIMETER ELEMENT/MEMBER: The team/member assigned to a perimeter position at an SRT incident. These members may be interchangeable with Entry Element members.

NEGOTIATION ELEMENT/NEGOTIATOR: The group or member(s) of the SRT whose primary responsibility is to establish communications with the suspect(s) in an SRT incident.

SNIPER/OBSERVER ELEMENT: The Sniper Team usually consists of two snipers who may alternately perform the function of spotter and sniper on the gun. The sniper team may, however, be made up differently due to the demands of the situation.

SNIPER/OBSERVER: An individual highly-trained in observation, reading information, navigation, stalking, concealment, field skills, range estimation, and precision shooting skills; whose primary task is to provide detailed observation intelligence to the Tactical Commander and who can deliver precision fire on positively identified targets.

HOSTAGE RESCUE: A rapid and controlled tactical movement by an entry team to effect the release and safety of hostages as a primary mission.

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STEALTH ENTRY: A deliberate and controlled insertion of the Entry Element into a building, area or perimeter, using a very high degree of noise discipline. The objective is to reach a suspect, location, or target, without either giving notice of advance warning of the insertion or the position of the Entry Element. A slow or methodical search technique is utilized.

DYNAMIC ENTRY: An insertion of the Entry Element into a building, area or location using speed, surprise and distraction techniques.

DISTRACTIONARY DEVICE: A specialized piece of equipment used to distract or disorient a person. A distractionary device may produce a loud noise, a brilliant flash, smoke or all three.

TACTICAL RESOLUTION: The use of directed deadly force by SRT personnel to save or protect human life. It most commonly refers to the directed use of deadly force by sniper/observer or entry/perimeter personnel.

POLICY NO: 1-6	CHAPTER: 1	PAGE NO: 1 of 5
ORDER NO:	SUBJECT: Command Authority	CALEA STANDARDS:
SUPERSEDES:	EFFECTIVE: 07-15-2011	APPROVED BY: Sheriff Kevin Thom Chief of Police Steve Allender
		EDITED BY: S. Murr

PURPOSE

Command Authority is a critical element to any incident. Having an identified Incident Commander responsible for the overall incident is ideal. The Incident Command System (ICS) is the format used by the Special Response Team.

SRT COMMANDER:

The SRT Commander is responsible for providing a pool of trained, highly-skilled personnel during an incident. Their primary objective is to resolve the situation with the least amount of force necessary, to minimize the danger of injury to the hostage, innocent citizens, officers, SRT members and suspects; and

1. Receives request for SRT response from a law enforcement official.
2. Obtains permission to deploy SRT resources from the Sheriff and Chief of Police.
3. Evaluates the incident based upon available information and determines the needed resources.
4. Initiates the call-up procedure by notifying the Assistant Commander, Tactical Commander or Team Leaders, based upon needs.
5. Prepares an incident action plan.
6. Assumes the duty as Incident Commander.
7. If not responding personally to the incident, and in the absence of the Assistant Commander:
 - a. Shall designate who shall act as the Incident Commander.
8. In conjunction with the Tactical Commander and the Team Leaders, develops an action plan.
 - a. If responding outside our jurisdiction, coordinating with the lead law enforcement agency.

9. Ensures the following operations:

- a. Establishes both an inner and outer perimeter;
- b. Ensures the evacuation of civilians is handled in the safest manner possible;
- c. Provides for the transportation, processing and confinement of suspects and witnesses.

10. Notifies the Sheriff and the Chief of Police upon completion of the mission.

11. Briefs and handles inquiries from staff, and is responsible for a debriefing should it be required.

DEPUTY SRT COMMANDER:

1. In the absence of the SRT Commander, assumes those duties.
2. Receives command assignments from the SRT Commander.
3. May be designated Incident Commander.
4. Establishes a staging area for responding resources.
5. Coordinates traffic control and outer perimeter.
6. Is in charge of logistics.
7. Is the Public Information Officer at the scene.
8. Is Liaison Officer to other agencies/jurisdictions.

TACTICAL COMMANDER:

1. Receives notification of a critical incident that requires a tactical response and therefore begins the call-out procedure. Reports directly to the SRT Commander or designee.
2. Proceeds directly to the designated briefing area and assigns a Team Leader or Alternate Team Leader to respond to the scene. Maintains communication with the On-Scene Commander, Element Leaders and evaluates the situation. Makes specific assignments and suggests appropriate response.
3. Ensures that support units are responding or are on-scene. Outer perimeter is established and evacuations, if needed, are underway.
4. Establishes a command center, assigns personnel in needed roles.

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5. Gathers continuing intelligence and briefs SRT Commander and Team Leaders of the situation and mission.
6. Ensures snipers, perimeter, and entry teams are deployed.
7. Ensures that a tactical plan takes into account the possibility of numerous suspect actions.
8. Makes recommendation to the SRT Commander for the use of force.
9. Directs team to take tactical action once a decision has been made by the SRT Commander.
10. Monitors negotiations and continues to make decisions on level of tactical response; relays decisions of Team Leaders.
11. Maintains a secure environment, free of interference for team to operate in.

TEAM LEADER:

1. Upon notification, receives information from Tactical Commander and makes joint decisions on SRT resources needed for the incident.
2. Proceeds to scene if so assigned, and arrives at staging area. Acquires intelligence from On-Scene Commander.
3. Ensures that SRT members on scene and serving in patrol functions are relieved and reassigned to SRT roles as needed.
4. Formulates a plan with the Tactical Commander and begins initial planning.
5. Formulates contingency plans.
6. Briefs team and provides information to Tactical Commander.
7. Deploys remainder of team.
8. Adjusts positions and tactics based on environmental conditions, and observations.

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9. Implements actions as directed by Tactical Commander and updates the Tactical Commander as action continues.

ASSISTANT TEAM LEADER:

1. Assumes the duty of Team Leader in the event the Team Leader is not available.
2. Assists Team Leader as needed or directed.

TEAM MEMBERS:

1. Report to Team Leader for assignment.

TEAM SELECTION

CHAPTER 2

POLICY NO: 2-1	CHAPTER: 2 Team Selection	PAGE NO: 1 of 4
ORDER NO:	SUBJECT: Selection Process	CALEA STANDARDS: 46.2.2
SUPERSEDES:	EFFECTIVE: 07-15-2011	APPROVED BY: Sheriff Kevin Thom Chief of Police Steve Allender
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PURPOSE

To ensure the procedures used are fair and nondiscriminatory, providing equal opportunity to all applicants.

POLICY

This policy covers both the selection to the team and any internal transfers from one element to another. Assignment to the Team is made only after successful completion of the testing process and careful consideration of the specific needs of the element where the opening is. These specific needs include an ability to operate for long periods of time in adverse conditions, willingness to follow direction, and an overall high level of confidence.

1. Assignment to the Special Response Team is generally voluntary. Resignations may be accepted only at the discretion of the SRT Commander and with the approval of either the Sheriff or Chief of Police.
2. Prospective members should have a minimum of three (3) years service with their respective agency before being selected to the SRT.
3. Prospective members requesting assignment to the SRT shall submit a memo to the SRT Commander through their respective chain of command. This memo shall detail their qualifications and reasons for requesting assignment to the SRT. The requesting person must also submit a written recommendation from his or her respective shift supervisor and shift commander:
 - a. Before submitting a request, prospective members should be mindful of personal and family considerations such as interrupted plans, time for training, long hours, short notice, call-out, and the possibility of having to function under stress in hazardous working conditions.
4. Prospective members for the Entry, Sniper and Medic Element shall complete the SRT agility course. A time of less than seven (7) minutes is required. See Addendum #3 for agility course specifics.
5. Prospective members for the Entry and Sniper element shall complete the SRT firearms qualification course. See Addendum #2 for firearms qualification course specifics.
6. Interview of Applicants:
 - a. All applicants are entitled to an interview, following the successful completion of the SRT agility course and firearms qualification course.

- b. Applicants are notified as far in advance as possible of their interview time, date and location; as well as the anticipated length of the interview.
7. Interview Board:
- a. SRT Commander or designee
 - b. Tactical Commander
 - c. Two current Team Members
8. Interview:
- a. A standardized set of questions is used which elicit a candidate's understanding regarding chain of command and critical thinking:
 - i. Comments are required;
 - ii. Ratings are required and a scale system is utilized;
 - iii. Follow-up questions are documented;
 - iv. Achieves a fair and non-discriminatory evaluation of applicant
9. Peer/ SRT Review Procedure:

Assignment to the SRT should be viewed as a collateral duty of the entire Special Response Team. Current team members will have the opportunity during their normal duty assignments to work with prospective applicants. These team members will become aware of characteristics, work habits, and personal traits that may be beneficial or detrimental to the applicant's ability to work in the SRT environment.

Team Members are given opportunity to conduct a peer review and evaluation of all applicants passing the Oral Interview Board due to the highly-specialized and dangerous nature of the SRT missions.

- a. The SRT Commander submits the names of recommended applicants to the current team members;
- b. The current team members conduct a peer review and discussion regarding the applicants;
- c. Discussion is limited to the applicant's suitability to perform in the SRT environment, and includes such areas as the applicant's:

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- i. Ability to perform under extreme stress;
 - ii. Ability to follow orders;
 - iii. Ability to work as a team member;
 - iv. Strengths and weaknesses as they relate to the accomplishment of the SRT mission.

- 10. All applicants undergo a psychological exam.

- 11. Team members are chosen for their:
 - a. physical ability, self-discipline, willingness to do extra training, and ability to function as a team member during hazardous situations.

- 12. Evaluation criteria includes:
 - a. Personnel file;
 - b. Training file;
 - c. Past and current evaluations;
 - d. Interview;
 - e. Peer/ SRT review and evaluation;
 - f. Psychological evaluation by agency psychologist;
 - g. Command Staff input;
 - h. Physical agility test;
 - i. Firearms proficiency;
 - j. Use of sick leave.

- 13. Appointment is made by the Sheriff and Chief of Police by Personnel Order following collaboration with the Team Commander.
 - a. Appointment to the SRT is considered an ancillary duty assignment;
 - b. Newly-appointed members are placed on probationary status for a period of (12) twelve months following appointment to the team.

- 14. Personnel from other local, state, and federal law enforcement agencies may apply for openings on the SRT at the discretion of the Team Commander with concurrence from the Sheriff and Chief of Police.
 - a. Prospective members from outside agencies adhere to the same selection process as listed above;
 - b. Prospective members from outside agencies are required to submit a letter on official agency letterhead, stating that their agency recognizes the established chain of command structure; and that the prospective member shall be under

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- c. the authority and jurisdiction of the SRT Commander. This letter shall be signed by the prospective member's commanding officer or agent.

Additional Selection Criteria

1. Each individual applying for a position with the Sniper/Observer Element will attend one training session with the current Sniper/Observer Element. This will enable observation of the applicant's performance and capabilities.
2. Individuals applying for a position with the Crisis Negotiations Element must possess good verbal skills, a clear speaking voice, and good problem solving skills.
 - a. Will undergo a scenario exercise.
3. Candidates for the Communications Team must meet the following criteria:
 - a. Applicants must be certified on all three primary counsels within the Dispatch Center;
 - b. Excellent knowledge of the geographical area of Pennington County;
 - c. Clearly legible handwriting skills;
 - d. Excellent verbal communication skills, including clear speaking voice;
 - e. Good note taking skills.

EQUIPMENT

CHAPTER

3

POLICY NO: 3-1	CHAPTER: 3 Equipment	PAGE NO: 1 of 5
ORDER NO:	SUBJECT: Uniform & Appearance	CALEA STANDARDS: 46.2.3
SUPERSEDES:	EFFECTIVE: 7-15-2011	APPROVED BY: Sheriff Kevin Thom Chief of Police Steve Allender
		EDITED BY: S. Murr

PURPOSE

To define the uniform and appearance of members assigned to the Special Response Team.

POLICY

It is the policy of the SRT that when assigned members are wearing the standard agency uniform, then the policies and procedures applicable to the wearing of the agency uniform applies. Special Response Team specific uniform requirements are listed below.

COMMAND STAFF/NEGOTIATIONS UNIT

The uniform requirements of the SRT may be waived by the SRT Commander or Team Leader(s) to enable its members to better perform their specific mission. Apparel that is suited for the task at hand and/or whatever is deemed appropriate to the mission shall be authorized.

SNIPER/OBSERVER GROUP

1. To remain undetected is of utmost importance to mission success. The Sniper may be forced to operate in areas where no cover is available and concealment is the only protection afforded. Therefore:
 - a. The Sniper will dress to match, as closely as possible, the environment of their assigned position.

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SRT UNIFORM

1. The current authorized uniform for SRT training and call-out is the olive drab green uniform, which will not show visible signs of wear.
2. Camouflage battle dress uniforms (BDU's) may be worn at the option and discretion of the Team Commander.
3. Each member shall have a complete SRT uniform readily available at all times.

NEGOTIATOR UNIFORM

1. The current authorized uniform is olive drab pants and a black polo shirt.

ENTRY/PERIMETER TEAM

1. In special circumstances the SRT Commander may authorize members to wear civilian clothing that is not in accordance with the stated plain clothes sections of the Policies and Procedures Manual. To ensure uniformity, whenever civilian clothing is authorized the following shall govern:
 - a. The Team Leader, with the approval of the SRT Commander, will make a determination as to the suitability of clothing. Clothing worn in public locations should not be soiled, worn, or unkempt. Clean and neat clothing is the standard. Clothing will not display obscene, derogatory, inappropriate graphics or wording unless necessary for the success of the operation or security of the officer;
 - b. When a weapon is displayed, a badge will also be displayed on the beltline near the weapon. If a weapon is not displayed, there is no need to display a badge. The reason is to ensure that the question of identification is not an issue.
 - c. Members in plain clothes will have a duty weapon, at least one spare magazine for the weapon, one set of handcuffs, departmental identification and departmental badge.
2. Both the uniform top and bottom shall be worn if in view of the public. Pants will be bloused at the cuffs and the shirt may be worn either tucked inside the pants or outside the pants.
3. The department issued black baseball style hat with "POLICE," "SHERIFF," or the SRT black baseball-style hat is authorized headgear with the BDU uniform and shall be worn in the proper manner, with the bill pointed to the front, unless the mission requires different headgear such as a ballistic helmet.

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4. A black undershirt will be worn with the BDU uniform. In periods of cool weather, a black sweatshirt or turtle neck sweater may be substituted.
5. Boots shall be black lace-up type.

CALL-OUT AND TACTICAL WEAR *(includes the above with the following additions):*

1. Flame resistant gloves and balaclava.
2. Current issue tactical vest, with “Police” or “Sheriff” clearly marked with tabs.
3. Ballistic helmet, with “Police” or “Sheriff” clearly marked.
4. Eye protection (mandatory); hearing protection (optional).
5. Gas mask, mandatorily carried on all tactical missions, including raid and search warrant service; unless gas is clearly not appropriate for the resolution of the incident.
6. Radio, mandatory for designated team members as determined by the Team Commander or Group Leaders.
7. Tactical holster and equipment carriers.
8. Both a weapon and hand held flashlight.
9. If a load bearing vest is worn, it shall be of such a type as to allow for the detachable POLICE or SHERIFF patch displayed to the front and rear.

HEADGEAR

Headgear should be selected for adaptability to the tactical mission as follows:

1. The balaclava will be made of a fire resistant material. This necessary piece of protective equipment is worn by all entry and close perimeter personnel, as protection from such hazards as broken glass, wood splinters, spent shell casings, or other hazards. The fire resistant balaclava is worn with the bullet resistant ballistic helmet.

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2. The issued bullet resistant ballistic helmet shall be painted black in color and display minimum 1-inch font of a contrasting color, "POLICE" or "SHERIFF."

SHIRTS/ PANTS

1. The OD green and Woodland Camouflage BDU uniforms shall be standard issue to all team members. The BDU shirt will display the following items to facilitate identification:
 - a. Left shoulder – Agency Patch;
 - b. Right shoulder –SRT Patch;
 - c. Above left chest pocket - subdued POLICE or SHERIFF name type tag or sewn on POLICE or SHERIFF Badge;
 - d. Above right chest pocket - subdued name type tag.
2. If authorized by the Team Commander, the following may be substituted for the BDU shirt:
 - a. Black t-shirt with the authorized emblems on the left chest.

GLOVES

1. Made of fire retardant material and leather. Cold weather gloves may be worn during cold or inclement weather.

HOLSTER

1. The issued tactical holster or one of a similar type with an operating, approved retention device. It should be rigid enough to allow for one-handed drawing and re-holstering.

BODY ARMOR

1. The issued tactical body armor and/or the issued concealable body armor, depending upon the mission. The detachable "POLICE" or "SHERIFF" patch shall be worn visible to the front and rear of the body armor when the Tactical Body Armor is worn.
2. All entry/perimeter personnel must wear body armor when deployed.

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LOAD BEARING VEST

1. If load bearing vest is desired, it shall be an individually purchased item. If vest is worn, the detachable “POLICE” or “SHERIFF” patch will be displayed to the front and rear.

KNIVES

1. A quality sheath knife may be carried by all SRT members; however overly large knives shall not be carried.
2. The knife is considered a tool, and is not normally considered a weapon. This does not preclude the use of a knife as a weapon if, in a critical situation, it is inappropriate to use other means to protect the life of a team member or other person.

BELT

1. The issued nylon tactical belt shall be worn. In addition, a nylon handcuff case, radio carrier, magazine pouches, and other authorized pouches will be worn.

HANDCUFFS

1. At least one pair of approved handcuffs shall be carried and spare flexible restraints should be carried.

FLASHLIGHTS

1. The issued flashlight or other flashlight shall be carried or immediately accessible. Spare batteries are highly recommended.

COLD WEATHER GEAR

1. The SRT issues cold weather gear to all members. This does not prevent members from obtaining, at their own expense, additional cold weather gear. The wearing of the winter camouflage uniform is dependent upon the weather and type of incident.

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ORDER NO:	SUBJECT: Authorized Weapons	CALEA STANDARDS: 46.2.3
SUPERSEDES:	EFFECTIVE: 07-15-2011	APPROVED BY: Sheriff Kevin Thom Chief of Police Steve Allender
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PURPOSE

The specific nature of the Special Response Team assignments may require the use of specialized or auxiliary weapons which are subject to the approval of the Team Commander.

POLICY

This policy outlines and governs the types of weapons which may be authorized for use. SRT members shall not deploy any special munitions to include diversionary devices, less lethal and chemical munitions; without receiving proper instruction and certification on those munitions. Qualified training shall be conducted bi-annually on any specialized munitions.

1. SRT members may be authorized to carry departmental issued or personally-owned firearms. Personally-owned firearms are authorized, subject to the member's agency policy.
 - a. Handgun
 - i. Agency issued and approved side arm;
 - ii. Other handgun as may be authorized by the Team Commander. The weapon will be inspected and must be of similar caliber to agency side arm;
 - iii. If a second handgun is carried, it must be of the same make and caliber as the primary handgun, although it may be a different model.
 - b. Shotgun
 - i. 12-gauge smooth bore shotgun, with a minimum 5 round capacity.
 1. 18-inch barrel;
 2. 14-inch barrel.
 - ii. Other shotgun as may be authorized by the Team Commander.
 1. One SRT shotgun will be designated as a chemical munitions shotgun. No other ammunition shall be fired from this weapon.

2. One SRT shotgun will be designated as a low lethality munitions shotgun. No other ammunition shall be loaded into or fired from this weapon.

c. Rifles

- i. Commercial variants of the Colt AR-15/ M-16 .223 (5.56 mm);
- ii. Bolt action rifles are authorized for Observer/Sniper members;
- iii. Other rifles authorized by the Team Commander or Tactical Commander.
- iv. Each authorized rifle will be inspected annually by a competent gunsmith. An armor certified written inspection report/certificate will be kept on file as documentation of the required inspection.

d. Gas Guns

- i. 37 mm or 40 mm Defense Technology Corporation gas guns.

- e. Prior to carrying any personally-owned weapon, the team member must apply, in writing, to the Team Commander. This request will state the following:

- i. Make;
- ii. Model;
- iii. Caliber;
- iv. Serial Number of the particular weapon the request is for;
- v. Maintenance will be the responsibility of the owner;
- vi. Prior to carrying a personally owned weapon, the team member must pass necessary qualifications, and any subsequent qualifications;
- vii. Prior to carrying a personally-owned weapon, it will be inspected by an armorer qualified to inspect that type weapon, and will be certified as meeting the manufacturer's specifications for that type of weapon. Written documentation of the inspection and findings will be provided to the Team Commander.

POLICY NO: 3-2	SUBJECT: Authorized Weapons	PAGE NO: 3 of 4
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2. The following applies to long guns carried by members of the Sniper/Observer Group in addition to the above standards:
 - a. Each Sniper is authorized an optically equipped .308 caliber bolt action rifle capable of accuracy to the required standard on a consistently reliable basis;
 - b. Optical sights will be inspected for security of mounting and how well the optical sights “retain their zero.” The Sniper will check the mounting system and “shoot the box” to test the optics. This test should be completed semi-annually or anytime the rifle and scope are subjected to substantial impact other than recoil from shooting. A record of this inspection and any deficiency or change in optic performance will be logged in the Sniper’s data book;
 - c. Only “**match grade**” ammunition suitable for the rifle shall be utilized. A running total of the number of rounds fired with each weapon shall be kept with a reasonable degree of accuracy. The total shall be updated at reasonable intervals and kept on file with other inspection records. This includes training rounds and non-training rounds that may be fired;
 - d. Sniper/Observers may be assigned a .223 caliber semi-automatic or automatic rifle as a secondary weapon. It may or may not have an optical sight. It will be inspected and maintained pursuant with SRT policy pertaining to this type of firearm. Any optically equipped weapon may be used in conjunction or in place of a primary sniper rifle and will be subject to the data book requirements applicable to the primary sniper rifle. This policy does not prohibit secondary weapons which do not have optics if and when it is appropriate or necessary.

WEAPON ASSIGNMENT/CUSTODY

1. Depending upon their SRT assignment, members may be assigned specific firearms, such as a shotgun, rifle or gas gun.
2. Rather than securing the weapon in a department armory, the individually assigned specialized weapons and ammunition may be maintained and secured by the assigned SRT member having custodial control of same.

3. If an SRT member secures his or her assigned weapon in a department armory then no other SRT member shall use that firearm without the consent of the member to whom it has been assigned; except in emergency situations authorized by the Team Commander.
4. If a team member uses a firearm assigned to another member, they will not make any adjustments or changes to the sights without notifying the assigned member. The weapon will not be used for any critical incident until it has been sighted in by the assigned member. Damage or possible damage will be reported to team member assigned that weapon.
5. The use or carry of specific specialized weapons at an SRT incident shall be at the discretion of the Team Leader.
6. Each entry team member assigned an AR-15/M-4 or its variant, will be issued five (5) magazines for the weapon and one hundred fifty (150) rounds of call-out ammunition. These are maintained by the team member with their call-out equipment.
7. Team members are authorized to carry in both their privately owned vehicle and agency vehicle, all SRT call-out gear, including specialized weapons. This is to ensure that members have any needed equipment should they respond while on duty to an incident which develops into an SRT call-out.
8. Nothing in this SOP precludes the use of assigned specialized weapons by members of the SRT at other than an SRT incident, when the use of that specialized weapon may provide the means to successfully resolving an incident.

POLICY NO: 3-3	CHAPTER: 3 Equipment	PAGE NO: 1 of 2
ORDER NO:	SUBJECT: Low Lethality Munitions	CALEA STANDARDS: 46.2.3
SUPERSEDES:	EFFECTIVE: 07-15-2011	APPROVED BY: Sheriff Kevin Thom Chief of Police Steve Allender
		EDITED BY: S. Murr

PURPOSE

To outline and govern the use of low lethality munitions by the SRT.

PERSONS AUTHORIZED TO USE LOW LETHALITY MUNITIONS

SRT personnel who have successfully completed an approved training course in the use and deployment of low lethality munitions are authorized to use these types of ammunition during actual tactical operations. Because of the specialized nature of these devices and the training needed to properly deploy them, their use is restricted to tactical operations involving SRT members.

AUTHORIZATION FOR USE

Low lethality munitions can be deployed during emergencies that team members respond to, in which their use is requested by a Patrol Supervisor, and their use will likely save a human life and/or avert the use of deadly force by other personnel.

MUNITIONS DESCRIPTION

Low lethality munitions are those which are, by design, likely to cause bodily harm or which create a substantial risk of causing bodily harm and may cause death.

Low lethality munitions are generally 12 gauge, 37mm, 40 mm, or hand- thrown ammunition which include, but are not limited to:

1. Multiple baton rounds (foam, wood, rubber);
2. Stinger 12 gauge rounds;
3. Stun bags/beanbag rounds;
4. Sting ball rounds (multiple rubber pellets);
5. Sting ball grenades (multiple rubber pellets dispersion device);
6. Stinger cartridges;
7. Similar ammunition which is considered low lethality.

POLICY NO: 3-3	SUBJECT: Low Lethality Munitions	PAGE NO: 2 of 2
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JUSTIFICATION FOR USE

Generally, low lethality munitions shall be considered whenever the use of these types of munitions would facilitate the apprehension of suspects, reduce the risk of injury to SRT personnel and facilitate a safe tactical operation, in accordance with the Priority of Life Model. Circumstances justifying the use of low lethality munitions shall include, but not be limited to:

1. Barricaded and/or hostage situations;
2. Violent and riotous crowds;
3. Suicidal subjects, mentally deranged persons, or those under the influence of drugs or alcohol where it is believed that the individual poses a threat to SRT personnel, other officers, or other persons in the area;
4. Situations wherein the authorizing person deems their use necessary to facilitate the tactical operation and to safely resolve the incident.

DEPLOYMENT CONSIDERATIONS

Prior to deploying low lethality munitions, SRT personnel shall consider the overall tactical operation, intelligence information and the circumstances surrounding their use. The authorizing and deploying of SRT personnel shall consider the type of munitions utilized, and ensure that the low lethality munitions will be the most effective tool in resolving the threat. Members are responsible for ensuring that the munition is deployed from a distance in accordance with the manufacturer's specifications. Any and all shots intentionally aimed at and striking the head of an individual should be considered deadly force. All applications of low lethality munitions must be followed up with medical attention for the suspect.

REPORTING AND REVIEW

The Tactical Commander and deploying personnel shall review the use of each low lethality munitions to ensure its use conforms to Policy and is under sound tactical consideration. The Tactical Commander shall make certain the use is documented in an After Action Report and the Response to Resistance Report.

POLICY NO: 3-4	CHAPTER: 3 Equipment	PAGE NO: 1 of 4
ORDER NO:	SUBJECT: Chemical Munitions	CALEA STANDARDS: 46.2.3
SUPERSEDES:	EFFECTIVE: 07-15-2011	APPROVED BY: Sheriff Kevin Thom Chief of Police Steve Allender
		EDITED BY: S. Murr

PURPOSE

To outline and govern the use of chemical munitions by members of the SRT.

PERSONNEL AUTHORIZED TO DEPLOY CHEMICAL MUNITIONS

Only SRT personnel who have successfully completed an approved training course in the proper use and deployment of chemical munitions shall be authorized to deploy them during actual tactical operations. These officers shall maintain any required re-certifications.

AUTHORIZATION FOR USE

Except in extreme emergencies, chemical munitions shall not be deployed without prior authorization of the SRT Commander or Tactical Commander. When a tactical or dynamic entry is commenced, the Team Leader may authorize the deployment of chemical munitions by entry members or close perimeter personnel; wherein their use is deemed necessary to safely conduct the mission.

DESCRIPTION

Chemical munitions used by the SRT usually consist of Chlorobenzylidenemalononitrile (CS) or Chloroacetophenone (CN) chemical agent or Oleoresin Capsicum (OC) agent. The CS and CN munitions are hand thrown, weapon launched or weapon fired devices which contain chemical irritating agents. Some of these devices are safe to deploy indoors, while others are intended for outdoor use only. OC munitions are hand thrown, weapon launched or weapon fired devices which contain OC as the inflammatory agent. The OC devices currently in use are non-pyrotechnic and are safe to use indoors.

These munitions may be delivered by firing out of a standard 37 mm or 40 mm gas gun or a 12 gauge shotgun, and also may be hand thrown, or launched by means of a launching device attached to a 12 gauge shotgun.

The Tactical Commander, with recommendation from the Chemical Munitions Officer, shall be responsible for ensuring the proper type munitions and agent type are utilized. All chemical rounds and munitions must be accounted for at the termination of any tactical operation.

POLICY NO: 3-4	SUBJECT: Chemical Munitions	PAGE NO: 2 of 4
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JUSTIFICATION FOR USE

1. Chemical munitions may be considered as providing a tactical advantage whenever the use of low lethality devices would facilitate the arrest of the suspect, safe entry into a structure and potentially reduce the risk of injury to SRT personnel, other officers, innocent civilians or the suspect. Circumstances justifying the use of chemical munitions may include, but are not be limited to situations wherein the authorizing person deems their use necessary to safely resolve the incident.

DEPLOYMENT CONSIDERATIONS

1. Prior to deploying chemical munitions, personnel shall consider the benefit to the overall tactical operation, intelligence information and circumstances surrounding the event; the presence of either innocent children, the elderly, or other innocent civilians; the intelligence information pertaining to the suspect; and the structure and the interior design of the structure.
2. To facilitate the operation safely when deploying chemical munitions inside a structure, it is the responsibility of the Tactical Commander, with recommendation from the Chemical Munitions Officer, to ensure that the proper type device is used as well as the proper amount or number of munitions are utilized.
3. When deploying chemical munitions outdoors, it is the responsibility of the Tactical Commander, with recommendation from the Chemical Munitions Officer, to ensure the proper type munitions are utilized and the amount or number of munitions are utilized to facilitate the operation and to safely disperse the crowd, facilitate arrests, or safely resolve the incident. When used outdoors against riotous groups an escape route shall be afforded.
4. Because some devices have the potential to ignite flammable materials and cause fires in themselves, a portable fire extinguisher shall be readily available to the SRT members. Medical and Fire personnel and equipment should be staged and available in the immediate area if possible.
5. The deploying members and authorizing person shall consider the reactions of the suspect, reactions of officers on the perimeter, and reactions of others; and ensure their proper tactical deployment.
6. Whenever chemical munitions are deployed, the deploying member and those involved in the tactical operation will utilize the proper safety equipment, including, but not be limited to:
 - a. SRT approved gas mask;

POLICY NO: 3-4	SUBJECT: Chemical Munitions	PAGE NO: 3 of 4
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- b. Fire retardant (Nomex) gloves;
- c. Other equipment provided by the SRT.

DECONTAMINATION AND FIRST AID CONSIDERATIONS

1. Suspects, hostages and others shall be secured and searched prior to commencing first aid or decontamination efforts. Once a determination has been made as to a subject's involvement in the incident (i.e., hostage, or civilian other than suspect), restraints may be removed at the team member's discretion.
2. Contaminated subjects will be monitored at all times for signs of medical distress.
3. The affected persons shall be removed from the contaminated area as soon as is practical. Decontamination and treatment procedures recommended by the manufacturer should be followed unless a medical professional determines a more appropriate alternate method.
4. Medical treatment will be provided for the affected subject.

AREA/ STRUCTURE DECONTAMINATION

1. After an incident in which chemical munitions have been deployed, decontamination process shall be commenced. The decontamination shall, at a minimum, consist of:
 - a. Chemical Munitions Officers gathering spent munitions. *(An effort will be made to account for all expended and malfunctioned munitions);*
 - b. Proper ventilation provided to any structure;
 - c. Proper equipment provided to the decontamination team;
 - d. Proper wash down solutions provided;
 - e. Malfunctioned munitions removed by the Chemical Munitions Officers or by Bomb Technicians; depending upon the munitions type;
 - f. Malfunctioned munitions disposed of in accordance with manufacturer guidelines;
 - g. Area checked a second time if any munitions are unaccounted for. Unexploded rounds or munitions will be properly disposed of.

POLICY NO: 3-4	SUBJECT: Chemical Munitions	PAGE NO: 4 of 4
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REPORTING AND REVIEW PROCESS

1. The Tactical Commander and deploying members review the use of chemical munitions as soon as is practical following each incident and ensure that the chemical munitions were used in accordance with SRT policy and under sound tactical circumstances.
2. The Tactical Commander ensures the use of chemical munitions is documented in the After Action Report, to include: amount and types of agent delivered, approximate capacity or volume of the affected area, weather conditions, and whether ventilation was present during the application of the chemical agent.
3. A "Response to Resistance" form will be completed and attached to the incident report submitted by the Tactical Commander.

POLICY NO: 3-5	CHAPTER: 3 Equipment	PAGE NO: 1 of 2
ORDER NO:	SUBJECT: Flash/Sound Diversionary Devices	CALEA STANDARDS: 46.2.3
SUPERSEDES:	EFFECTIVE: 07-15-2011	APPROVED BY: Sheriff Kevin Thom Chief of Police Steve Allender
		EDITED BY: S. Murr

PURPOSE

To define and outline the use of Flash/Sound Diversionary devices by the SRT.

DEFINITION

A Flash/Sound Diversionary device may also be known as or referred to as, a Distraction Device, a Diversionary Device or a Distract. A diversionary device usually produces a loud noise and brilliant flash designed to temporarily disorient a subject.

PERSONNEL AUTHORIZED TO DEPLOY DISTRACTION DEVICES

Only personnel who have successfully completed an approved training course in the proper use and deployment of these devices are authorized to carry and deploy them during actual operations. Their use is restricted to trained SRT personnel. Certified Instructors handle and dispose of unexploded distraction devices.

AUTHORIZATION FOR USE

Diversionary devices and similar devices shall not be used without prior authorization from the SRT Commander except in emergencies. Once a tactical entry or hostage rescue is commenced, use may be authorized by the Tactical Commander if deemed necessary to safely resolve the incident or to facilitate entry.

JUSTIFICATION FOR USE

1. Diversionary devices may be considered whenever the use of a low lethality diversion would facilitate a tactical entry, enable an arrest, and/or reduce the risk of injury to SRT members, other officers, innocent civilians and suspects.
2. Use of the diversionary devices may not be warranted in areas where explosions may be likely, i.e. a methamphetamine laboratory.

REPORTING AND REVIEW PROCESS

Each situation wherein a diversionary device deploys is reviewed by the authorizing person and deploying team members to ensure its use was in accordance with this SOP; that the device(s) functioned properly, and any affects the devices had on the intended subject. The Tactical Commander shall ensure that any use of a diversionary device is documented in an After Action Report to include the "Response to Resistance" form.

SAFETY EQUIPMENT

- a. Flame resistant gloves (Nomex)
- b. Balaclava
- c. Safety glasses

POLICY NO: 3-6	CHAPTER: 3 Equipment	PAGE NO: 1 of 2
ORDER NO:	SUBJECT: Explosive Breaching Equipment	CALEA STANDARDS: 46.2.3
SUPERSEDES:	EFFECTIVE: 07-15-2011	APPROVED BY: Sheriff Kevin Thom Chief of Police Steve Allender
		EDITED BY: S. Murr

PURPOSE

To outline and govern the use of Explosive Breaching Equipment by the SRT.

DEFINITIONS

Explosive Breach: A technique of employing explosive materials to create an opening through a door, window, wall, or other barrier to allow access.

Breacher: A member of the SRT who is specially trained in the construction, placement, and firing of explosive breaching charges.

Explosive Breaching Device: Target specific device constructed with explosives and non-explosives material for the purpose of gaining entry into a structure.

PERSONNEL AUTHORIZED TO DEPLOY DISTRACTION DEVICES

Only personnel who have successfully completed an approved training course in the proper use and deployment of these devices are authorized to carry and deploy them during actual operations. Their use is restricted to trained SRT personnel. Certified Instructors handle and dispose of unexploded distraction devices.

AUTHORIZATION FOR USE

Diversionsary devices and similar devices shall not be used without prior authorization from the SRT Commander except in emergencies. Once a tactical entry or hostage rescue is commenced, use may be authorized by the Tactical Commander if deemed necessary to safely resolve the incident or to facilitate entry.

JUSTIFICATION FOR USE

The use of an explosive breaching charge can be a safe and viable tactic when supporting Special Response Team personnel during the resolution of certain critical incidents. This may include but not be limited to:

- Terrorist events
- Hostage rescue operations
- Service of high risk search/arrest warrants
- Armed and barricaded felony suspects
- Pre-detonate booby traps

Tactical breaching charges used by the SRT are not weapons, nor are they designed or intended to be used as such. The breaching charge is a specialized tool used by SRT to assist in its legitimate law enforcement duties. A tactical explosive entry utilizes

explosive material to affect an entry. This breaching charge should not be viewed as a bomb, but rather a forced entry tool.

An explosive breach is a design where the most efficient use of the minimum amount of explosive is used to achieve 100% penetration, 100 percent of the time. Effective breaching techniques allow immediate entry with minimal risk to the victims, SRT members, and the suspects. The explosive entry enhances the speed and shock effect required of dynamic rescue or entry operations.

Explosive Breaching Equipment may be considered whenever the use of a low lethality diversion would facilitate a tactical entry, enable an arrest, and/or reduce the risk of injury to SRT members, other officers, innocent civilians and suspects.

Use of the diversionary devices may not be warranted in areas where explosions may be likely, i.e. a methamphetamine laboratory.

REPORTING AND REVIEW PROCESS

Each situation wherein a diversionary device deploys is reviewed by the authorizing person and deploying team members to ensure its use was in accordance with this SOP; that the device(s) functioned properly, and any affects the devices had on the intended subject. The Tactical Commander shall ensure that any use of a diversionary device is documented in an After Action Report to include the “Response to Resistance” form.

TEAMS

CHAPTER 4

POLICY NO: 4-1	CHAPTER: 4 Teams	PAGE NO: 1 of 4
ORDER NO:	SUBJECT: Negotiations Element	CALEA STANDARDS:
SUPERSEDES:	EFFECTIVE: 07-15-2011	APPROVED BY: Sheriff Kevin Thom Chief of Police Steve Allender
		EDITED BY: S. Murr

PURPOSE

To outline and govern the use of the SRT Negotiations Group, including general negotiation principles and outlining the responsibilities of the Negotiation Group members.

POLICY

It is the policy of the SRT to have a Negotiations Group available as the use of trained negotiators is critical to the successful resolution of a barricaded gunman/hostage/high risk incident. Whenever possible, SRT negotiators shall be utilized in an attempt to resolve those incidents where the negotiation effort may be successfully employed.

NEGOTIATION PRINCIPLES

Whether negotiations have begun prior to the arrival of a trained negotiator or whether a trained negotiator has initiated contact with a suspect, several principles must be considered when dealing with any negotiation effort, particularly of a barricaded gunman/hostage/high risk incident nature. These are:

1. Time is generally on the side of the negotiator;
2. Only one person should act as primary negotiator. Allowing more than one person to interact with the suspect at the same time may confuse, disorient or anger the suspect, resulting in a violent stimulus and response;
3. To provide stability for the suspect and potentially produce a calming effect. The negotiator should identify themselves (and their agency affiliation) to the suspect; and inform the suspect that they will be communicating with only that negotiator for the foreseeable future.

PROCEDURE

1. SRT Negotiation Element personnel may be called to the scene of an incident. If called, the following individuals should be notified that SRT assets are being utilized;
 - SRT Commander
 - Sheriff
 - Police Chief
2. Once the SRT Commander has determined the need for negotiator assistance, he or she will direct the Negotiation Element Leader to make team assignments appropriate to the event.

3. It is the decision of the SRT Commander to determine the number of negotiators called to the scene. The number may vary depending upon the incident.
4. A member of the Command Staff is also designated anytime the Negotiations Group members are assigned to an incident.

NEGOTIATIONS ELEMENT LEADER RESPONSIBILITIES

1. Upon the arrival of the Negotiations Element Leader at the scene, they communicate with the acting negotiator if one has been assigned, to determine the following:
 - d. Subject's weapons capabilities;
 - e. Number of hostages involved, if any, and their relationship to the subject;
 - f. Demeanor and attitude of the subject toward law enforcement;
 - g. The negotiations process to this point in time;
 - h. Any demands made by the subject;
 - i. Any demands that have been met.
2. If a rapport has been established between the acting negotiator and the suspect, the Negotiations Element Leader may allow the acting negotiator to continue with the negotiation process, assuring rapport between the subject and law enforcement is maintained.
3. If the acting negotiator is relieved, (s)he will relinquish this duty to an SRT Negotiator after thoroughly briefing the Negotiation Element Leader.
4. Information obtained by the Negotiation Element Leader will be given to the SRT Commander, including information concerning the entirety of events; including the negotiations process thus far, and all other matters concerning the suspect, his motives, intentions, capabilities and threat.
5. The Negotiation Element leader will designate one member to act as the primary negotiator. The primary negotiator will be responsible for maintaining communication with the suspect.
6. The Negotiation Element Leader will designate one member to act as the secondary negotiator. The secondary negotiator will be responsible for assisting and coaching the primary negotiator during the incident.

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7. The Negotiation Element Leader will designate one negotiator as the log recorder. The log recorder will keep a log of events associated with the negotiations process, including information regarding demands made by the suspect and intelligence information gathered through communication with the suspect.
8. The Negotiation Element Leader will act as communication liaison between the Negotiations Group and the SRT Commander.
 - a. The Negotiation Element Leader will assure that only authorized personnel are allowed into the negotiation area. They may delegate this responsibility by assigning an officer to a security detail.
9. The Negotiation Element Leader will maintain contact with the SRT Commander, keeping that person apprised of all developments pertaining to the event.

NEGOTIATOR RESPONSIBILITIES

1. The negotiator will attempt to resolve the situation in a manner which results in the minimum amount of force necessary to successfully resolve the incident.
 - a. The negotiator shall attempt to establish a rapport with the suspect as soon as possible, projecting compassion and empathy, yet remaining rational and unemotional.
 - b. The negotiator plays a vital role in gathering intelligence information and any information about the suspect or any hostages.
 - d. The negotiator shall attempt to determine the motive and purpose behind the subject's actions.
 - e. The negotiator shall attempt to determine the well being of the hostage(s) and will attempt to gain the release of hostages.
 - f. The negotiator shall attempt to determine the weapons capability of the suspect, and any other intelligence information which may prove useful in the successful resolution of the event.
2. The negotiator must remember that when dealing with a hostage situation, the hostage taker usually intends to use the hostage as a bargaining point in order to obtain something else.

3. Under no circumstances will the following demands be complied with:
 - a. Demands for weapons or explosives of any kind;
 - b. Demands for drugs or alcohol;
 - c. Exchange of a police officer or any other person for a hostage;
 - d. A change of location; unless the change is accessible to, or more tactically advantageous for law enforcement.
4. The SRT Commander is advised of any and all demands, and has the final authority as to whether any of the demands will be met. These demands may take the form of being substantive or non-substantive, but all demands are taken seriously.
5. The negotiator will make every attempt to keep the incident from becoming mobile, and will immediately inform the Negotiation Team Leader if there is any indication that this will occur.
6. The negotiator will always recognize that certain situations, despite the best efforts, will not be resolved through the negotiations process.
 - a. When this scenario presents itself, the negotiator will relinquish his/her contact with the suspect at the direction of the SRT Commander;
 - b. The negotiator will also assist the Tactical Group, if possible, in effecting a successful tactical resolution to the incident.
7. At the conclusion of any barricaded gunman/hostage/high risk incident, the negotiators involved will attend a debriefing under the direction of the SRT Commander.

POLICY NO: 4-2	CHAPTER: 4 Teams	PAGE NO: 1 of 4
ORDER NO:	SUBJECT: Observer/Sniper Element	CALEA STANDARDS:
SUPERSEDES:	EFFECTIVE: 07-15-2011	APPROVED BY: Sheriff Kevin Thom Chief of Police Steve Allender
		EDITED BY: S. Murr

PURPOSE

To outline the organization, responsibilities, capabilities, and deployment of the SRT Sniper Element personnel.

POLICY

It is the policy of the Special Response Team to have an Observer/Sniper Element. This element, when deployed, provides for the collection and relay of detailed intelligence, useful in achieving a positive resolution of the crisis. Additionally, they provide the option of resolving the incident by precision fire.

RESPONSIBILITIES

1. The Observer/Sniper Liaison position facilitates the direct line of communication with the Tactical Commander. The liaison remains in close proximity to the Command Staff. The liaison provides the Command Staff with up to date intelligence received from the deployed snipers.
2. The Sniper/Observer Group Leader is responsible for Sniper/Observer assignments during any tactical operation.

CONCEPT AND UTILIZATION

1. The Sniper/Observer Element is an integral element of the Special Response Team and as such, is a vital element in crisis management. When deployed, element members may provide reconnaissance. Further they may provide a protective over watch and as needed the capability of resolving deadly force incidents with precision fire.

RULES OF ENGAGEMENT

1. Snipers will be authorized to use deadly force in accordance with State statutes and agency policy.
2. The SRT Commander is responsible for issuance of clear and precise rules of engagement.
3. A “brief back” procedure by Sniper members ensures they are received correctly. The Sniper member is then responsible to confirm they understand the rules as given, by repeating the “brief back” process.
4. Due to the nature of crisis management situations, information received by the Sniper may result in a change of the rules of engagement during an ongoing incident.

Depending on the circumstances, the SRT Commander could order an immediate engagement of a suspect(s), such as when a suspect intends immediate harm to the hostage(s) or allow for an “open air” option for engagement of the suspect(s). Any such change(s) in the rules of engagement open up the possibility of error, especially if given via radio under stressful conditions or less than optimum conditions. To minimize the possibility for error, the following procedure is instituted:

POLICY NO: 4-2	SUBJECT: Observer/Sniper Element	PAGE NO: 3 of 4
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- a. **If possible**, a member of Command Staff will personally contact the Sniper Group Leader, state the new rules of engagement, and receive a “**brief back**”. The Sniper Group Leader shall, **if possible**, relay the new rules to each Sniper in person, utilizing the “brief back” procedure;
- b. If for any reason a Sniper does not clearly understand the rules of engagement they shall verify prior to any action being taken.

The existence of policy regarding “rules of engagement” will not be construed to take away or limit the authority under accepted legal concepts which allows for the use of force by officers in defense of themselves or others. This rule shall remain in place in addition to any other rules.

ENGAGEMENT PROCEDURES

1. Upon determining firing is within the rules of engagement, including defense of self or others, or upon verifying the directive to fire is from proper authority and understood;
 - a. the involved Sniper(s) may, using all appropriate tactics and procedures, fire their weapon(s) with sufficient volume and accuracy until:
 - i. The objective is achieved; or
 - ii. Firing is no longer within authorized parameters; or
 - iii. A cease fire is called by proper authority; or
 - iv. The sniper(s) determines the risk of firing is unacceptable.
2. **The Sniper is the final authority as to whether they will shoot or not.** Only the Sniper can decide if the shot can be made safely under the conditions present at that moment.

3. Snipers may, by the dictates of tactics or directive, engage inanimate and/or non-human targets.
4. Snipers may, by the dictates of tactics or directive, engage suspects when the target area may or may not be expected to cause immediate incapacitation.

CUSTODY OF WEAPONS:

1. Any Sniper that, in the course of his duty assignment, discharges his weapon will maintain custody of that weapon until the Group Leader or designee can assume custody of the weapon.
2. If required to relinquish custody of their duty sidearm, that sidearm shall be replaced. If necessary, the Group Leader shall replace the sidearm with his own, until such time as the involved Sniper may be issued another.

SNIPER/OBSERVERS:

1. Provide real time intelligence from a concealed position.
2. Provide an over watch for both the perimeter and entry members.
3. Provide cover fire for team members that are pinned down or evacuating from dangerous locations.
4. Utilize deadly force against suspects from positions of cover.

POLICY NO: 4-3	CHAPTER: 4 Teams	PAGE NO: 1 of 1
ORDER NO:	SUBJECT: Tactical Emergency Medical Element	CALEA STANDARDS:
SUPERSEDES:	EFFECTIVE: 07-15-2011	APPROVED BY: Sheriff Kevin Thom Chief of Police Steve Allender
		EDITED BY: S. Murr

POLICY

It is the policy of the SRT to have available Tactical Paramedics whenever the SRT is deployed. The use of trained paramedics is often critical to the successful and safe resolution of any deployment. Tactical Paramedics receive specialized training in various medical procedures.

Tactical paramedics are responsible for the following services:

1. Monitoring and assessment of all team members during a tactical event.
2. Providing emergency medical attention to civilians, law enforcement officers, and suspects as needed.
3. They receive basic tactical training to allow them to move and respond with entry team members.

Tactical paramedics are not armed. During a critical incident they are kept at a perimeter position, unless called upon to enter into a scene for medical service.

Additionally the tactical paramedics will be responsible for keeping a database of medical information for each of the team members, which will be utilized if a team member is injured or transported to a hospital for medical treatment.

It is the responsibility of tactical paramedics to notify medical facilities of a pending critical incident and the possibility of an injured party being transported to the emergency department.

POLICY NO: 4-4	CHAPTER: 4 Teams	PAGE NO: 1 of 2
ORDER NO:	SUBJECT: Communications Element	CALEA STANDARDS:
SUPERSEDES:	EFFECTIVE: 07-15-2011	APPROVED BY: Sheriff Kevin Thom Chief of Police Steve Allender
		EDITED BY: S. Murr

POLICY

It is the policy of the Emergency Services Communications Center to make available a Communications Element within the SRT. The use of trained communicators is critical to the flow of communication and resources during any incident. Communicators on the team will be highly skilled at working multiple radios, keeping track of resources, logging events and the communication of information between teams and command staff. They receive specific training to meet the needs of the SRT. They are not armed and will be located in the Command Post with the Command Staff.

RESPONSIBILITIES:

1. The dispatchers will respond to the location specified within thirty (30) minutes of receiving the call.
2. The dispatchers start a sign-in sheet for all SRT members. At the completion of the call-out, a roll call will be conducted to assure all members are accounted for.
3. The dispatchers gather all pertinent information regarding the situation from the Dispatch Center: the original call-for-service; photograph(s) of the suspect; suspect history in the Records System; location of perimeter units already on scene; and any maps of the location necessary.
4. An event log is started immediately and maintained by the dispatchers throughout the situation. The log is inclusive of times, tracking of units, resources requested and directives given.
5. The dispatchers respond to the scene and assist with set up of the Command Post, including starting up computers, phones, radios, copier and any other equipment deemed necessary by the Command Staff.+

6. The dispatchers keep the Command Staff constantly updated with new information, visual aids, etc.
7. The dispatchers handle all radio traffic related to the situation unless otherwise directed by the SRT Commander.
8. At the completion of the call-out the dispatchers will:
 - tear down the Command Post
 - attend the debriefing
 - write up an after-action report inclusive of the log of events; sending one copy to the Commander and one copy to the Communications Team Leader

POLICY NO: 4-5	CHAPTER: 4 Teams	PAGE NO: 1 of 1
ORDER NO:	SUBJECT: Chemical Munitions Team	CALEA STANDARDS:
SUPERSEDES:	EFFECTIVE: 07-15-2011	APPROVED BY: Sheriff Kevin Thom Chief of Police Steve Allender
		EDITED BY: S. Murr

POLICY

The use of chemical munitions is an effective less lethal tool in subduing armed and dangerous persons, forcing a barricaded subject from a stronghold or dispersing a riotous crowd. It shall be the policy of the SRT that operators will only deploy chemical munitions with the authorization of the SRT Commander or his designee and in accordance with the proper escalation of force. Operators responsible for the deployment of such munitions shall be trained, tested and certified.

PROCEDURES

1. Evacuation procedures should be followed if innocent people are at risk of being contaminated.
2. All operators involved in the deployment of chemical munitions should be equipped with gas masks and gloves.
3. Medical personnel should be staged and prepared to render first aid to contaminated suspects, officers and or civilians.
4. CN, CS, OC and smoke are the only authorized agents utilized by the SRT.
5. Chemical munitions use within a structure:
 - a. Generally non-burning type grenades and projectiles should be used within a structure; however, burning munitions may be used indoors if proper conditions exist. This could include the material used inside of a structure (i.e. Concrete, tile floors) or the use of a metal box to contain the burning munitions commonly referred to as a "burn box."
6. The chemical Munitions Officer shall keep accurate records in regard to the chemical munitions issued, used and recovered.
7. Fire Department personnel should be staged and prepared to control any fire.

POLICY NO: 4-6	CHAPTER: 4 Teams	PAGE NO: 1 of 1
ORDER NO:	SUBJECT: Explosive Breaching Team	CALEA STANDARDS:
SUPERSEDES:	EFFECTIVE: 07-15-2011	APPROVED BY: Sheriff Kevin Thom Chief of Police Steve Allender
		EDITED BY: S. Murr

POLICY NO: 4-7	CHAPTER: 4 Teams	PAGE NO: 1 of 1
ORDER NO:	SUBJECT: Entry/Perimeter Team	CALEA STANDARDS:
SUPERSEDES:	EFFECTIVE: 07-15-2011	APPROVED BY: Sheriff Kevin Thom Chief of Police Steve Allender
		EDITED BY: S. Murr

DEPLOYMENT

CHAPTER 5

POLICY NO: 5-1	CHAPTER: 5 Deployment	PAGE NO: 1 of 1
ORDER NO:	SUBJECT: Non-Emergency Deployment	CALEA STANDARDS:
SUPERSEDES:	EFFECTIVE: 07-15-2011	APPROVED BY: Sheriff Kevin Thom Chief of Police Steve Allender
		EDITED BY: S. Murr

PURPOSE

To outline and govern the utilization of SRT resources when the incident allows for advance notice and planning.

POLICY

1. Whenever possible, the Division Commander requesting assistance should notify the SRT Commander or his designee as far in advance of the following:
 - a. Special Events;
 - b. Building Searches;
 - c. VIP Events;
 - d. Other events that may allow advanced notice and planning.
2. Normally, a meeting will be held between the Division Commander requesting the assistance and the Team Commander. The meeting should include a discussion of the layout of the building/area to be searched, target areas or suspects, and relevant background information concerning the case.
3. A threat assessment, to include manpower recommendations, should be formulated and forwarded to the Chief of Police, the Sheriff, or their designee for a discussion concerning the use of the SRT.
4. When the SRT is authorized, the SRT Commander or his designee will be responsible to activate the appropriate team members and brief them on the assignment prior to the actual deployment.
5. There shall be a debriefing between the Division Commander of the unit requesting the assistance and the SRT Commander or his designee after the incident, to discuss and analyze out come.

POLICY NO: 5-2	CHAPTER: 5 Deployment	PAGE NO: 1 of 1
ORDER NO:	SUBJECT: Dignitary/VIP Protection	CALEA STANDARDS:
SUPERSEDES:	EFFECTIVE: 07-15-2011	APPROVED BY: Sheriff Kevin Thom Chief of Police Steve Allender
		EDITED BY: S. Murr

PURPOSE

The Criminal Investigation Division of the Police Department and Sheriff's Office is normally tasked with the responsibility for protection of dignitaries and other persons requiring special protective services within the jurisdiction of the City. Because this duty may require additional manpower or specialized equipment, the SRT may be summoned to assist in the performance of this activity.

POLICY

1. While providing dignitary protection support to any agency, SRT personnel will be governed by SRT Standard Operating Procedures.
2. SRT personnel will take direction from SRT supervisors only, unless directed otherwise by the SRT Commander.
3. At no time will SRT personnel perform personal chores for a protectee or their staff.

PROCEDURE

1. A request for assistance will be made to the SRT Commander by the Criminal Investigation Division Commander.
2. The SRT Commander gathers information pertinent to the mission and how the SRT can assist and support them.
3. Assigns a team leader and team to conduct the operation.
4. The team leader receives the mission, plans, and then executes plan.
5. Ensures an after-action report is completed and on file.

POLICY NO: 5-3	CHAPTER: 5 Deployment	PAGE NO: 1 of 2
ORDER NO:	SUBJECT: High Risk Warrant Service	CALEA STANDARDS:
SUPERSEDES:	EFFECTIVE: 07-15-2011	APPROVED BY: Sheriff Kevin Thom Chief of Police Steve Allender
		EDITED BY: S. Murr

PURPOSE

To govern the service of warrants by the SRT in accordance with the policies of the Rapid City Police Department and the Pennington County Sheriff's Office. The SRT is directly tasked, by policy, with the service of high-risk warrants and raids. The SRT can also be requested for any other warrant service by these or other agencies. The investigative portion of the warrant will be the responsibility of the requester.

POLICY

All high-risk warrant service should be planned and executed in the manner listed below. The policy is to maintain safety of officers and team members involved, as well as suspects who do not wish to resist attempts to serve the warrants. Investigative concerns will be considered, but **will not** dictate the tactics used by the SRT to complete the mission.

PROCEDURE

1. The SRT Commander receives a request for service and evaluates the request for approval. Upon approval he assigns the Team Leaders involved in the service.
2. The Team Leader(s) receives the request for service, and gathers all known information as to suspect(s), history, general nature of the investigation, children or elderly in the area, confederates in the area, and any other pertinent information.
3. The Team Leader(s) then initiate intelligence gathering and planning for the service.
4. The Team Leader(s) completes the planning phase and identifies manpower, equipment needs, and timeline using the current SRT WARRANT SERVICE PLANNING PACKET. The group leader then begins to gather needed manpower and equipment.
5. The Team Leader(s) notify team members as to when to report for briefing, staging, and execution of the warrant.
6. The Team Leader(s) conducts a briefing, including, but not limited to:
 - a. A review of the recon by a member who conducted it;
 - b. A review by the Team Leader of all intelligence provided by the requesting unit or agency;
 - c. A clear statement of the presence of children or elderly;

POLICY NO: 5-3	SUBJECT: High Risk Warrant Service	PAGE NO: 2 of 2
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- d. An authorization or restriction on the use of diversionary devices;
 - e. An injured or incapacitated officer extraction plan;
 - f. A secondary entry point;
 - g. Approach routes;
 - h. Tactical deployment plan for entry and containment;
 - i. Medical Plan.
7. A supervisor of the requesting agency or unit for confirmation reviews the search warrant location that the warrant is served.
8. A formal debriefing will be conducted upon completion of the service as soon as possible.
9. Upon completion of the service the entire WARRANT SERVICE PLANNING PACKET will be forwarded to the SRT Commander.

POLICY NO: 5-4	CHAPTER: 5 Deployment	PAGE NO: 1 of 2
ORDER NO:	SUBJECT: Mobile Incidents	CALEA STANDARDS:
SUPERSEDES:	EFFECTIVE: 07-15-2011	APPROVED BY: Sheriff Kevin Thom Chief of Police Steve Allender
		EDITED BY: S. Murr

PURPOSE

To outline and govern responsibilities during incidents that have become mobile or have the potential to become mobile.

POLICY

1. Most barricaded gunman/hostage/high risk incidents will involve subjects at a stationary location, i.e., in a building or structure however an incident which begins as a nonmobile incident may also become mobile during the course of the incident.
2. All officers and team members should make every attempt to keep a stationary incident from becoming mobile. The SRT Commander shall be immediately notified if there is any indication an incident may become mobile.
3. Once an incident becomes mobile it is more difficult to contain and control. The only exception would be if the mobility would be to the advantage of the team or if mobility occurs outside L.E. control. If a mobile situation develops, travel routes shall be controlled to the greatest practical extent possible.
4. If the situation becomes mobile the SRT Commander or On Scene Commander shall:
 - a. Assign an unmarked car if available, to follow and maintain constant surveillance. The surveillance car shall follow and maintain surveillance as long as hostages are held or as directed by the SRT Commander. The SRT Commander and the Communications Center personnel shall be kept aware of the location and progress of the mobile incident.
 - b. It is the responsibility of the dispatchers to monitor the mobile units, relay messages as appropriate, and notify the appropriate agencies if the mobile units move into another jurisdiction.

POLICY NO: 5-5	CHAPTER: 5 Deployment	PAGE NO: 1 of 1
ORDER NO:	SUBJECT: Critical Incident Communications	CALEA STANDARDS:
SUPERSEDES:	EFFECTIVE: 07-15-2011	APPROVED BY: Sheriff Kevin Thom Chief of Police Steve Allender
		EDITED BY: S. Murr

PURPOSE

To outline and govern communications between the different elements and Command personnel during any SRT incident.

POLICY

1. Communications procedures and lines of communications must be clearly defined and understood by all groups involved in an SRT operation.
2. Each Team has unique communications needs with both the SRT Commander and Tactical Commander, as such, the SRT will have it's won communications system.
3. Communication of decisions and implementing immediate responses to rapidly changing events requires that the SRT Commander or designee be in a position to exchange critical information directly with the groups in order to avoid any delays or loss of message content. This vital information will in most cases be transmitted from/to the Entry/Perimeter Team, Negotiations Team, or Sniper/Observer Team.
4. The establishment of dedicated radio frequencies for these Teams will allow for clearly understood communication which does not have to be relayed through intermediate personnel, as that may endanger the message and the mission;

SRT radios have the following channels;

Channel 1: (SRT Repeater 1) This is a mobile repeater which can be used to cover larger geographic areas than either channel 2 or 3.

Channel 2: (SRT Talk around) This is a short range channel. While using this channel you will also be able to hear Channel 1 if it is operational.

Channel 3: (SRT Simplex) This is a short range simplex channel.

Channel 4: (SRT Repeater 2) This repeater is located on Skyline Drive. It covers the majority of the Rapid City area. Since this is a non-secured channel it is only to be used for logistical purposes and support functions.

POLICY NO: 5-6	CHAPTER: 5 Deployment	PAGE NO: 1 of 2
ORDER NO:	SUBJECT: Post Use of Force/Critical Incident Event Procedure	CALEA STANDARDS:
SUPERSEDES:	EFFECTIVE: 07-15-2011	APPROVED BY: Sheriff Kevin Thom Chief of Police Steve Allender EDITED BY: S. Murr

PURPOSE

To outline and govern the post incident procedures when members of the Special Response Team may have been involved in a critical incident causing the death or serious bodily injury to another, or in other critical incidents.

POLICY

It is the policy of the Police Department and the Sheriff’s Office to have a single procedure in place for dealing with those incidents that SRT members may be involved in. This includes situations where there has been a use of force or other critical incident involving the death or serious bodily injury to another; or in other critical incidents.

PROCEDURE:

1. **MANDATORY ADMINISTRATIVE LEAVE:** Officers directly involved will be immediately placed on administrative leave (with full pay and benefits) for an indeterminate period. They will be returned to duty only after the Sheriff or Chief of Police, upon examination of appropriate reports, determines that the officer(s) is mentally, physically, and emotionally prepared to resume normal duties. If necessary, retraining will be provided prior to the officer(s) return to duty.
 - a. At the discretion of the Sheriff and Chief of Police, involved officers may be assigned administrative duties within the agency (with no reduction in pay or benefits) while they are undergoing any necessary counseling, treatment, retraining, etc.

2. **COOPERATION WITH INVESTIGATORS AND CHOICE OF COUNSEL:** Officers involved in critical incidents are required to file thorough and complete reports documenting their involvement in the incident. They may be required to cooperate with investigators assigned to the case. However, due process shall apply. If officers become the focus of a criminal investigation, they must be so advised prior to interviews. Officers under criminal investigation may invoke their Constitutional Rights without penalty from their employer.
 - a. Officers charged with or under investigation for criminal or departmental violations are entitled to legal counsel or union representation as outlined in the departmental rules and procedures;

POLICY NO: 5-6	SUBJECT: Post Use of Force/Critical Incident Event Procedure	PAGE NO: 2 of 2
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b. Involved officers may retain private legal counsel of their own choosing, at their own expense. Officers are entitled to have such counsel present at any time.

3. PSYCHOLOGICAL COUNSELING: Professional psychological counseling will be made available to officers involved, and members of their immediate families by the County and/or the City; at no cost to the officer or respective family members. Additionally, the officer may also obtain such other counseling as (s)he desires, but at his or her own expense.

a. Legal and professional standards of confidentiality will be observed. Health care professionals may be required to work with the agency to determine the officer's ability to return to work and perform his or her normal duties.

4. DIVULGING/REVEALING INFORMATION: Until advised otherwise by the Sheriff and/or Chief of Police, involved officers shall not discuss the details of the incident with:

a. Members of the news media. The officer shall refer all media inquiries to the Sheriff or Chief of Police or to a designated Information Officer;

b. Lawyers, private investigators, or any other person who may have been retained by a plaintiff in an action or pending action against the Sheriff's Office, Police Department, or any division, employee, or agent thereof.

POLICY NO: 5-7	CHAPTER: 5 Deployment	PAGE NO: 1 of 1
ORDER NO:	SUBJECT: Incident Debriefing	CALEA STANDARDS:
SUPERSEDES:	EFFECTIVE: 07-15-2011	APPROVED BY: Sheriff Kevin Thom Chief of Police Steve Allender
		EDITED BY: S. Murr

1. At the conclusion of an incident an Incident Debriefing shall be held.
2. All personnel involved in the incident shall attend the debriefing unless they are excused by the SRT Commander.
3. The debriefing will be conducted by the SRT Commander or designee.
4. The purpose of the debrief is to analyze the incident and identify both those things that went well and those things which need to be improved upon during future incidents.
5. Open discussion shall be encouraged. An open and honest dialogue is encouraged and necessary in order for some problems to be identified and solutions discovered. The following guidelines shall apply to the debriefing:
 - a. Open discussion;
 - b. If a problem is identified, discussions will be aimed at correcting the problem to prevent its recurrence;
 - c. Possible solutions;
 - d. The debrief is imperative to help identify and discuss the areas that were helpful and areas of the event that can be built upon; both achieving a more successful future response.

POLICY NO: 5-8	CHAPTER: 5 Deployment	PAGE NO: 1 of 1
ORDER NO:	SUBJECT: After Action Report	CALEA STANDARDS:
SUPERSEDES:	EFFECTIVE: 07-15-2011	APPROVED BY: Sheriff Kevin Thom Chief of Police Steve Allender
		EDITED BY: S. Murr

1. The SRT Commander or designee shall ensure that a complete and detailed After Action Report is completed in a timely manner.
2. The After Action Report shall be available to both the Sheriff and Chief of Police.
3. The report will include the following;
 - a. Description of the situation;
 - b. Concept of the operation;
 - c. Logistics;
 - d. Command and control;
 - e. Communication;
 - f. Response to resistance report;
 - g. Copies of search warrants, if applicable;
 - h. Copies of arrest warrants, if applicable;
 - i. Pictures.

TRAINING

CHAPTER

6

POLICY NO: 6-1	CHAPTER: 6 Training	PAGE NO: 1 of 3
ORDER NO:	SUBJECT: Team Training	CALEA STANDARDS:
SUPERSEDES:	EFFECTIVE: 07-15-2011	APPROVED BY: Sheriff Kevin Thom Chief of Police Steve Allender
		EDITED BY: S. Murr

PURPOSE

To define and govern the training of the Special Response Team. The SRT is required to provide specialized training to its members, and may be called upon to provide specialized training to other members of the Police and Sheriff's Departments, as well as other law enforcement or non-law enforcement agencies.

Training conducted by the SRT will consist of the following:

1. Tactical training that is team specific.
2. Training that is agency mandated.
3. In-service training.
4. Such other training as may be authorized.

To coordinate training, the SRT Commander shall appoint a Team Training Coordinator to develop training programs, maintain training records, and perform such other functions as may be needed to provide for a balanced training program.

Such other instructors as needed may also be appointed by the SRT Commander.

TACTICAL TRAINING

Newly assigned team members shall not be assigned to critical team functions or positions until they have completed a forty (40) hour training course and have demonstrated sufficient knowledge in at least the following areas:

- e. Agency Use of Force policies, Team policies, Training policies, and Team specific rules of engagement;
- f. Has qualified with all assigned weapons, with a minimum score of ninety percent (90%) for each weapon;
- g. Ability to assemble/disassemble and maintain all assigned weapons;
- h. Ability to perform all tactical skills used in hostage/barricade situations, warrant and raid service, and violent crisis situations;
- i. Call out and deployment procedures;

POLICY NO: 6-1	SUBJECT: Team Training	PAGE NO: 2 of 3
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- j. Basic reconnaissance/ intelligence gathering;
 - k. Assembly/disassembly of the issued/approved gas mask and proper wear;
 - l. Use of sight/sound diversionary devices;
 - m. Tactics for injured/incapacitated officer rescue;
 - n. Basic knowledge of the types of chemical munitions used by the SRT.
2. New members, upon completion of the initial training will be tested by the Training Coordinator or designee. Training records and test scores shall be maintained by the Police Department and/or Sheriff's Office Training Administrators.

TEAM TRAINING

1. It is the policy of the SRT to conduct monthly training to ensure that members are current in their tactical skills. Since tactical skills are of a perishable nature, regular training is necessary for the departments, and provides for a qualified, proficient, skilled tactical response.
2. Monthly training may consist of:
 - a. Individual Team training;
 - b. Training involving the entire SRT;
 - c. Field Training Exercises (FTX);
 - d. Other training beneficial in sharpening the skills and abilities needed to perform the SRT mission.
3. Eight (8) hours of training is conducted each month unless otherwise directed by the SRT Commander.
4. There shall be an annual full team FTX organized and administered through the SRT Commander.
5. Attendance at monthly training is mandatory for all SRT members unless absence is authorized by the SRT Commander or designee.
6. All monthly training shall be documented.
7. Copies of all training records shall be forwarded to the respective agency Training Administrators.

AGENCY MANDATED TRAINING

1. Agency mandated training consists of firearms training, qualification and physical fitness training and testing.
2. The SRT Commander may designate instructors to instruct and test SRT members in these areas.
 - a. The SRT Commander may establish higher passing or qualifying standards in these areas as needed, because of the collateral duty status of SRT membership and the unique nature of the SRT mission.

IN-SERVICE TRAINING

1. SRT members may be called upon to provide in-service training.
2. Training conducted by the SRT will include a lesson plan that meets the requirements of the Training Administrator.
3. Requests for training of outside departments or organizations are forwarded to the Training Administrator for approval.
4. SRT personnel are given opportunity to attend tactical training and schools in areas of concern; based upon their seniority on the SRT and their current team assignment, as well as agency needs.

POLICY NO: 6-2	CHAPTER: 6 Training	PAGE NO: 1 of 2
ORDER NO:	SUBJECT: Firearms Training	CALEA STANDARDS:
SUPERSEDES:	EFFECTIVE: 07-15-2011	APPROVED BY: Sheriff Kevin Thom Chief of Police Steve Allender
		EDITED BY: S. Murr

PURPOSE

This section outlines and governs the firearm training given to SRT members. Training by simulation of circumstances and situations likely to occur upon deployment, ensures that each entry team member continually meets the required high standards. These qualification courses create both physical and psychological stress upon the members to test speed, accuracy, ability to move and shoot, and ability to reload under duress.

POLICY

It is the policy of the SRT to provide firearms training to all members of the SRT. This training shall be in addition to any regularly scheduled department training and qualifications. This training will entail basic and advanced training in all firearm types that are in use by the SRT. Individual training in specialized weapons may be limited to those members that are assigned a particular specialized weapon.

1. The SRT shall have certified firearms instructors who will be responsible for conducting firearms training on all assigned weapons.
2. Results will be forwarded to the SRT Training Coordinator and the respective department training administrators.
3. Scoring and remedial training is in accordance with the Proficiency Standards outlined in this SOP Manual.
4. During any live fire training, team members shall wear their issue body armor, along with eye and ear protection.
5. During live fire training using sight/sound diversionary devices, it should be recognized that a device may fail to ignite. When this situation occurs, the deploying member shall audibly count to five (5) before entry into the area of deployment. No team member will handle the device. A trained instructor will recover and dispose of the failed device in accordance with manufacturer guidelines.

NON-LIVE FIRE TRAINING

1. All weapons shall be unloaded.
2. No live magazines or rounds will be carried by any SRT member. This shall include instructors, safety officers, and/or any observers.

POLICY NO: 6-2	SUBJECT: Firearms Training	PAGE NO: 2 of 2
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3. A firearms instructor shall check each weapon and team member.
4. A buddy check will be made to ascertain that no loaded weapons or live magazines are present. If possible, plastic safe barrels will be utilized in all weapons.

POLICY NO: 6-3	CHAPTER: 6 Training	PAGE NO: 1 of 2
ORDER NO:	SUBJECT: Firearms Qualifications	CALEA STANDARDS:
SUPERSEDES:	EFFECTIVE: 03-15-2011	APPROVED BY: Sheriff Kevin Thom Chief of Police Steve Allender
		EDITED BY: PJ Bahr

FIREARMS QUALIFICATIONS WILL BE HELD TWICE PER YEAR; once every six (6) months; in addition to any other agency qualifications. Courses of fire will be determined by the SRT Firearms Instructors.

1. Each member must qualify with each firearm they are assigned.
2. Failure to qualify will result in that member not being allowed to carry that particular weapon (or weapon type) at any SRT incident until they have successfully qualified.
3. The minimum passing score for SRT qualification will be ninety percent (90%) with any weapon.
4. All SRT specific firearms qualifications will be conducted by SRT Firearms Instructors.
5. Firearms training records shall be forwarded to the Training Administrator for inclusion in training files.
6. SRT members are required to have a minimum qualifying score of eighty percent (80%) at all regular agency qualifications. Scores from regularly scheduled agency qualifications will be made available to SRT Firearms Instructors. It is the responsibility of the individual SRT member to notify the agency firearms instructors of the higher standard.

FAILED QUALIFICATIONS

1. Any team member failing to qualify during a regularly scheduled agency qualification shall be subject to the re-qualification provisions of the agency Rules and Procedures and applicable sections of Union Contract.
2. Any team members failing during an SRT specific qualification shall be governed by the following:
 - a. The member shall not be allowed to carry the weapon at any SRT activity except for training purposes;
 - b. The member shall be given a second opportunity to fire any failed course of fire immediately;
 - c. Should the member again fail, they will be asked to leave the range;

POLICY NO: 6-3	SUBJECT: Firearms Qualifications	PAGE NO: 2 of 2
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- d. During the next fourteen (14) days they will be given remedial training, and again permitted to attempt to qualify;
- e. If they again fail to qualify, they will be subject to removal from the team.

POLICY: 6-4	CHAPTER: 6 Training	PAGE NO: 1 of 2
ORDER NO:	SUBJECT: Handgun Qualification Course	CALEA STANDARDS:
SUPERSEDES:	EFFECTIVE: 07-15-2011	APPROVED BY: Sheriff Kevin Thom Chief of Police Steve Allender
		EDITED BY: S. Murr

The course will be thirty eight (38) rounds requiring hits in the category 1 hourglass shaped area of the target. The target will be a U.S. Customs CAT III paper target. The qualification will take place at the indoor range of the Public Safety Building (PSB) and will utilize the rotating target system. A total of thirty five (35) hits must be achieved to pass at a score of ninety percent (90%). Any round fired that misses the subject represented on the target, is a fail for the entire course. If a hit on the target breaks the line, it is ruled as a hit.

This course will be shot in three (3) stages as follows:

STAGE 1

1. From the 3-yard line and standing stationary;
 - A. Two (2) body shots in two (4) seconds;
 - B. Two (2) body shots and one (1) head shot in two (4) seconds. (Failure drill).
2. Starting at the 3-yard line and moving backward to the 7-yard line;
 - A. Two (2) body shots in four (6) seconds.
3. Starting at the 7-yard line and moving forward to the 3-yard line;
 - A. Two (2) body shots in four (6) seconds.
4. Starting at the 3-yard line and moving backward to the 7-yard line;
 - A. Two (2) body shots and one (1) head shot in four (6) seconds. (Failure drill).
5. Starting at the 7-yard line and moving forward to the 3-yard line;
 - A. Two (2) body shots and one (1) head shot in four (6) seconds. (Failure drill).

STAGE 2

1. Starting at the 10-yard line and moving to the 7-yard line;
 - a. Two (2) body shots in three (5) seconds.
2. Starting at the 7-yard line and moving backward to the 10-yard line;
 - a. Two (2) body shots in three (5) seconds.
3. Starting at the 10-yard line and moving to the 7-yard line;
 - a. Two (2) body shots and one (1) head shot in (5) seconds (Failure drill).

4. Starting at the 7-yard line and moving to the 10-yard line;
 - a. Two (2) body shots and one (1) head shot in (5) seconds. (Failure drill).

STAGE 3

1. Starting at the 10-yard line and moving to the 3-yard line;
 - A. Four (4) body shots in four (6) seconds.
2. Starting at the 3-yard line and moving back to the 10-yard line;
 - A. Four (4) body shots in four (6) seconds.
3. Starting at the 10-yard line and moving to the 3-yard line.
 - A. Two (2) shots to the body and one (1) to the head in four (6) seconds. (Failure drill).

POLICY: 6-5	CHAPTER: 6 Training	PAGE NO: 1 of 1
ORDER NO:	SUBJECT: Rifle Qualification Course (Entry Team)	CALEA STANDARDS:
SUPERSEDES:	EFFECTIVE: 07-15-2011	APPROVED BY: Sheriff Kevin Thom Chief of Police Steve Allender
		EDITED BY: S. Murr

PURPOSE

This will be twice per year.

POLICY: 6-6	CHAPTER: 6 Training	PAGE NO: 1 of 2
ORDER NO:	SUBJECT: Sniper Qualification Course	CALEA STANDARDS:
SUPERSEDES:	EFFECTIVE: 07-15-2011	APPROVED BY: Sheriff Kevin Thom Chief of Police Steve Allender
		EDITED BY: S. Murr

PURPOSE

The purpose of the sniper rifle qualification course is to ensure that each Sniper Team member continually meets the high standards that are required for this position. This qualification course is designed to create both physical and psychological stress in order to determine the SRT member's ability to shoot under stress, and with precision within a wide variety of realistic conditions requiring varied shooting positions.

Snipers are required to qualify four (4) times per year with their assigned weapon. The qualification course will be shot in ten (10) stages. It will be shot on the Snipercraft sniper qualification target.

Phase One – Stressed Cold Shot

Starting with an empty rifle, shooter will run 200 yards with his rifle, returning to the 100-yard line. There (s)he will assume a prone position, load and fire one (1) round at the full-face target on the top left of the Qualification Course Target array. The round must strike in the designated cranial vault area to count as a hit. **A miss on this phase is an automatic failure.** *Total time allowed for this phase is 1:30.*

Phase Two – Improvised Position (2 rounds)

The sniper will start with an empty weapon in his or her hands and desired rest building materials at his or her feet. At the signal, the sniper will drop to a prone position, improvise a rest (other than a bipod), load and fire two (2) rounds at the full-face target on the top right of the Qualification Course Target array. The rounds must strike in the designated cranial vault area to count as hits. *Total time allowed for this phase is 45 seconds.*

Phase Three – Rapid Follow-up (2 rounds)

The sniper will start with an empty rifle, grounded at his or her feet. At the signal, the sniper will drop to a prone position, load two (2) rounds, fire one (1) round at one circle (3.125" diameter), and rapidly follow-up with a second round at the second circle. Each round must be in the circle to count as a hit. *Total time allowed for this phase is 30 seconds.*

Phase Four – Position Shooting (4 rounds)

This phase will be conducted from the 25-yard line. Starting with an empty rifle, the sniper will load and fire one (1) round from any one of four unsupported positions (i.e., standing, kneeling, sitting, and squat). The sniper will move to a second position, load and fire one (1) round; then move to a third position, load and fire one (1) round. These shots will be fired at the 5x8 black rectangle in the center of the Qualification Course Target array. Rounds must be in the rectangle to count as hits. *Total time for this phase is 1:00.*

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Phase Five – Hostage Rescue (2 rounds)

Starting with an empty rifle, the sniper will run 400 yards with the rifle, returning to the 100-yard line and there assume a prone position, load and fire two (2) rounds at the hostage-taker in the bottom target on the Qualification Course Target array. Both shots must be in the designated cranial vault area to count. **A miss, or a struck hostage on this phase is an automatic failure.** *Total time for this phase is 2:30.*

These five (5) phases, ten (10) shots, constitute the entire Snipercraft qualification. Ninety percent (90%) is the required score on this section for in-service snipers.

After completion of the Snipercraft qualification, SRT Snipers will fire the five (5) following additional courses of fire (one (1) shot each) on the same target, placing all subsequent shots into the scoring area of Target 1 in the upper left corner of the Snipercraft target. (A 4.25” diameter circle indicating the cranial vault area of a human head target).

Phase Six- Prone Unsupported (1 round)

Fifty (50) yards, prone unsupported, no time limit.

Phase Seven- Sitting or Kneeling, Supported (1 rd)

One hundred (100) yards, sitting or kneeling supported, no time limit.

Phase Eight- Prone supported, weak hand (1 rd)

One hundred (100) yards, prone supported weak hand, no time limit.

Phase Nine- 150 Yard Shot (1 round)

One hundred fifty (150) yards, prone supported, no time limit.

Phase Ten- 200 Yard Shot (1 round)

Two hundred (200) yards, prone supported, no time limit.

Scoring

Snipers must pass the Snipercraft qualification (phases 1-5).
(10 rds)

Snipers will fire the additional (phases 6-10).
(5rds)

Minimum total score is thirteen (13) hits out of a potential maximum of fifteen (15). (86.6%)

POLICY NO: 6-7	CHAPTER: 6 Training	PAGE NO: 1 of 1
ORDER NO:	SUBJECT: Physical Fitness	CALEA STANDARDS:
SUPERSEDES:	EFFECTIVE: 07-15-2011	APPROVED BY: Sheriff Kevin Thom Chief of Police Steve Allender
		EDITED BY: S. Murr

PURPOSE

Physical fitness testing is mandatory for all SRT members and candidates. Testing is conducted for assessing and evaluating the physical fitness condition of each member and the overall organization.

POLICY

All members of the Entry Team and Sniper/Observer Team must pass the physical agility operational fitness requirements. Members shall be required to pass this course at initial selection and on an annual basis. Any member unable to pass the agility test will have thirty (30) days to retest. Should the individual fail the test a second time they will be placed on inactive status until such time they are able to pass the course or they leave the team.

1. The SRT physical agility test will be conducted twice a year for all members. This testing will be conducted in addition to and separately from regularly scheduled agency fitness testing.
2. If for some documented medical reason a member is unable to perform any portion of the physical agility test, that specific disorder must be noted in a letter from a physician.
3. Any member with a medical excuse will be retested no later than thirty (30) days after release from the medical waiver.
4. All Entry Team, Sniper Team and Medics are required to pass the obstacle course in under seven(7) minutes.
5. Any SRT member failing the test will have thirty (30) days to retest. It is the responsibility of the member to contact the team leader to reschedule.
6. If the member does not pass the retest they are permitted a second chance to retake the test during the next thirty (30) day period. The member will have a total of sixty (60) days to successfully pass the agility test.
7. If the member does not pass the agility test the second time they will be suspended from the team until the next biannual agility test.
8. If the member does not pass the agility test at the time of the second biannual exam, the member will be removed from the SRT.

POLICY: 6-8	CHAPTER: 6 Training	PAGE NO: 1 of 2
ORDER NO:	SUBJECT: Physical Agility Test	CALEA STANDARDS:
SUPERSEDES:	EFFECTIVE: 07-15-2011	APPROVED BY: Sheriff Kevin Thom Chief of Police Steve Allender EDITED BY: S. Murr

PURPOSE

These guidelines ensure each member of the Special Response Team meets the highest standard of physical fitness.

POLICY

The intense physical demands placed on members of the SRT requires a physical agility test be conducted during the initial application process and annually for team members.

The Agility Course has been developed as an accurate and job-specific test for prospective members and current team members. The agility test was formulated to better gauge a member’s ability to perform tasks such as running up stairs, climbing over walls, and carrying heavy loads. A baseline minimum standard has been developed by gauging the performance of team members over a two-year period. One of the benefits of utilizing this agility course is elimination of any gender bias or age bias which is evident in the current physical standards seen with many agencies. The SRT agility course makes no designation between male and female standards nor is it age adjusted. It is a team standard, and each participant must meet that requirement.

Prior to the running portion of the physical agility test, it is required that a paramedic be standing by at the test site. The physical agility test consists of the following:

1. Standing at the corner of 2nd & Kansas City Streets, the team member will run up the stairway located at the southeast corner of the parking structure.
2. Upon reaching the top level, the team member will move the 175-lb training mannequin twenty (20) yards.
3. The team member then turns around, finds the rope tied to a 25-lb backpack on the lower level, pulls the backpack up and places it on their back.
4. With the backpack in place, the team member will then begin to run down the parking ramp.

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5. As each level is traversed, the team member is required to crawl through the window of the structure which leads to the level below it.
6. Once at the bottom of the parking structure the backpack is dropped and the team member runs to the sidewalk bordering St. Joseph Street.
7. Here the team member will begin a low crawl in the grass median traveling west for 20-yards.
8. At the end of the crawl, the team member will stand up and run west along St. Joseph Street. Approaching the stairs leading to the north entrance of the Courthouse, the team member will run up the stairs.
9. Once at the far end of the stairs the team member will run down the other side and back onto the sidewalk.
10. The team member then will continue to follow the sidewalk around the west side of the Courthouse where it intersects with the walkway between the Public Safety Building and the Courthouse.
11. The team member will then run east on the walkway until coming to the Jail patio, which is approximately 3-feet high. Here the team member will jump up onto the patio and run to the stairs leading down.
12. Then the team member will run down the stairs and across the walkway to the wall dividing the Public Safety Building from the Buildings and Grounds Office. This wall is about 6-feet tall. After scaling the wall, the team member will run between both buildings coming out onto the sidewalk next to Kansas City Street. .
13. The team member then runs east on Kansas City Street back to their original starting point.

(The physical agility course must be completed in less than seven (7) minutes).

ADDENDUMS

&

FORMS

CHAPTER

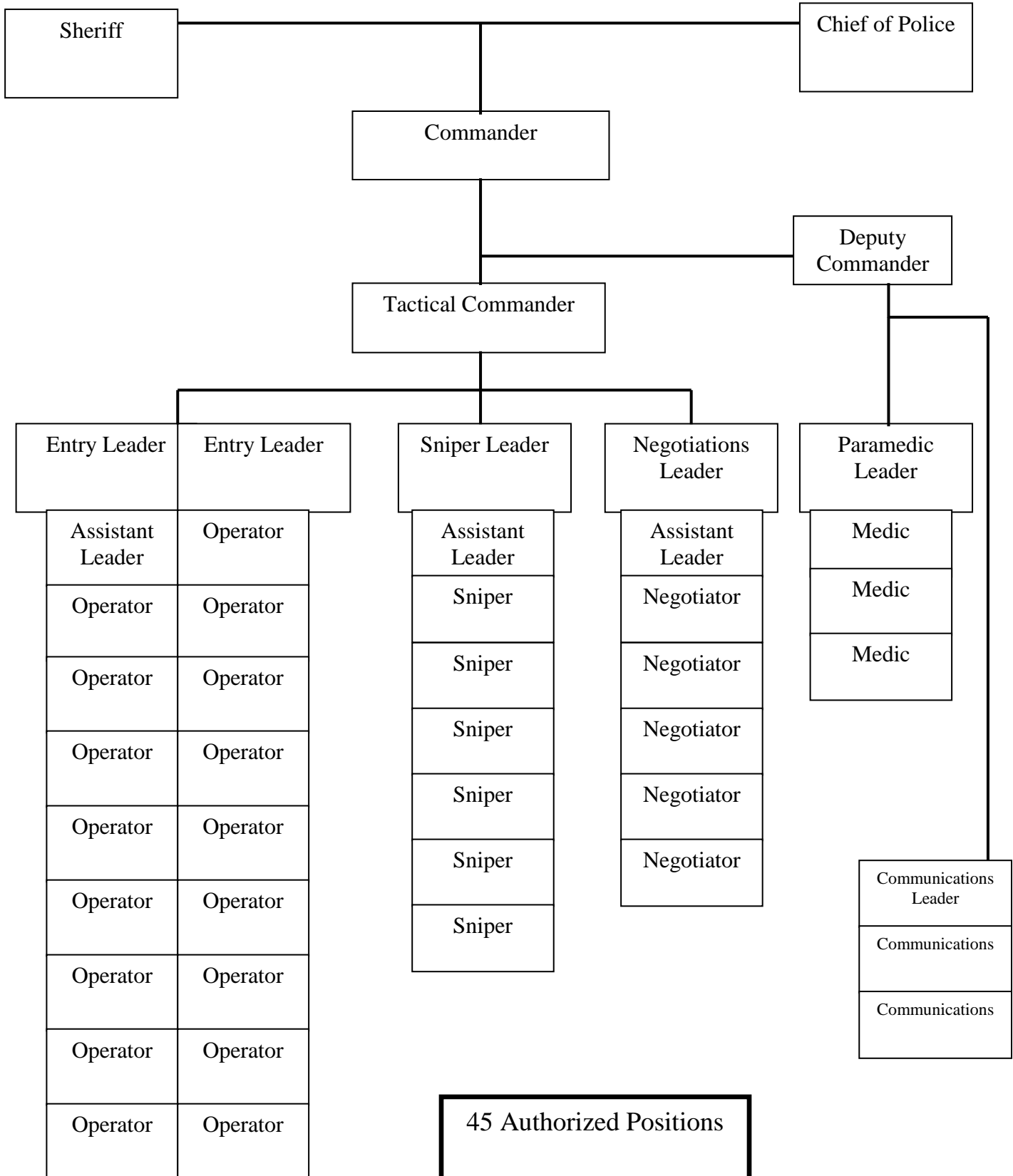
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POLICY NO:	CHAPTER: 7 Addendums	PAGE NO: 1 of 1
ORDER NO:	SUBJECT: Addendum Index	CALEA STANDARDS:
SUPERSEDES:	EFFECTIVE: 07-15-2011	APPROVED BY: Sheriff Kevin Thom Chief of Police Steve Allender
		EDITED BY: S. Murr

ADDENDUMS

1. Organizational Chart
2. New Applicant Firearms Qualification Course

ORGANIZATIONAL CHART



ADDENDUM #2	SUBJECT: New Applicant Firearms Qualification	PAGE NO: 1 of 1
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PURPOSE

To measure the shooting ability of each applicant. This course is designed to create both physical and psychological stress while measuring both the applicant's accuracy and speed.

The initial qualification course will take place at the Public Safety Building using a TQ-15 target. It will consist of the following:

1. Starting in the gym the applicant will run for one minute on the treadmill, which simulates a short sprint.
2. At the completion of the run the applicant will get off the treadmill and run to the Firing Range.
3. Here they will find their handgun lying on the floor in six (6) pieces at the 25-yard line:
 - a. Two (2) magazines with five (5) rds each;
 - b. Upper receiver;
 - c. Lower receiver;
 - d. Barrel;
 - e. Recoil spring.
4. They will reassemble their pistol and run to the 10-yard line.
5. They will then fire five (5) rounds, reload and fire the last five (5) rounds.
6. To successfully pass the firearms qualification this must be completed in less than two (2) minutes and thirty (30) seconds with a score of eighty percent (80%). Only shots within the "inner" ring will count as hits.