

WEBER COUNTY SHERIFF'S OFFICE POLICY AND PROCEDURES	
SUBJECT: The Weber Metro SWAT Team	CHAPTER/SECTION NO.: 35.1.1
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35.1.1 Purpose:

The purpose of this policy is to:

- 1) Provide direction for the creation and management of a multi agency tactical unit capable of handling critical incidences within the jurisdictional boundaries of Weber and Morgan Counties.
- 2) Establish a baseline for the types of missions the SWAT Team will be equipped for and trained to handle.
- 3) Establish guidelines for the selection and training of SWAT Team personnel
- 4) Set forth the standards for the team in terms of physical fitness, weapons qualifications and discipline.
- 5) Outline the role and scope of authority for both SWAT Command and Incident Command during critical incidences.
- 6) Provide authorization and guidance for the use of specialized weapons and equipment

35.1.2 Rationale:

There are incidents within the scope of law enforcement and corrections that cannot be handled appropriately by a traditional response from standard field personnel and that require the use of a highly trained and well equipped tactical unit.

Those incidents include, but are not limited to: Riots within the correctional facilities, forced cell extractions, security details for high risk trials within our courts, transportation of high risk prisoners, hostage rescue operations within or outside of the correctional facilities, barricaded subjects, high risk apprehensions, high risk warrant services, counter sniper operations, V.I.P. protective details, assistance during civil disturbances, response to terrorism events, and other assignments at the direction of the Weber County Sheriff.

Many of these incidents will require the use of specialty equipment and training, will drain available personnel resources and can become a heavy financial burden to individual agencies. In order to reduce the negative impacts of such demands on any one department or agency, and in order to ensure that all communities within Weber and Morgan Counties have a highly trained and well equipped tactical unit available to them, we feel it is in the best interests of our citizens to form a multi-jurisdictional tactical unit capable of a rapid response anywhere within Weber and Morgan Counties.

The careful selection of command staff, tactical team members and hostage negotiators is critical to the ability of the SWAT Team to function properly. The selection process is designed to identify candidates who have the right temperament, personality, and skill sets necessary to become a successful team member. This policy will help establish guidelines for the selection of personnel to this unit.

This unit will be known as the Weber Metro SWAT Team, hereafter referred to as the

SWAT Team or simply the Team.

35.1.3 Authority:

The SWAT Team will be governed by a board of directors made up of the Sheriff(s) and Police Chief(s) from the jurisdictions that we serve and who have signed the inter-local agreement supporting the creation of this multi-jurisdictional unit. This board of directors will be responsible for the adoption of policy, the approval of the budget, and the appointment of a commander for the Team.

The commander will be appointed by the board of directors from personnel within one of the participating agencies. The Commander must be someone who is either a current or former SWAT TACTICAL team member who is of Sergeant rank or higher.

35.1.4 Definitions:

After Action Report: A brief internal report generated by senior members of the team after each operation and training event. The purpose of this report is to improve the teams operational capabilities through honest and objective introspection. Among its main components will be a section identifying who was present, a concise summary of the event, what went right, what went wrong and suggestions to correct any deficiencies.

ASP - An expanding or telescoping handheld baton that is carried in the shortened or collapsed profile but is extended to its full length for application.

Assistant Squad Leader: The second in command of a squad sized element. This team member is responsible for helping the squad leader run their element and is capable of assuming squad level command in the absence of the squad leader.

Breacher: A member of an entry squad who is specially trained in the techniques and tools used to gain entry into a structure.

Barricade operation: An incident where an individual(s) is believed to be armed with a deadly weapon, is inside a structure or vehicle, is committing or has committed some criminal act and it is apparent that the individual(s) intends to unlawfully defend a fixed position against police entry. This does not require that the suspect be completely alone, but does require that anyone inside with them is there by choice and not being held against their will.

Chemical Agents – Includes OC and CS: these are chemicals that are delivered by use of frangible projectiles, aerosol spray, smoke dispensing canisters and by other delivery systems. These chemicals cause irritation and

physical discomfort to anyone exposed. Such discomfort often dissuades a combatant from continuing their aggressive behavior.

Containment: This concept describes our ability to control who enters or exits from a specific area, such as the inner perimeter.

Deliberate Action: Those actions that we take against the suspect that have been carefully thought out (specific to this event) and rehearsed prior to their use.

Entry Squad: A squad sized element (up to 8 people) who as a group are charged with being capable of making entry into a structure to preform tactical operations.

Flash Bang: Also referred to as a Noise Flash Diversion Device. This is a munition which can be hand deployed or mounted to a “ Bang Stick “ and which when activated produces a bright light and loud noise capable of temporarily overwhelming a persons senses. Typically used to distract or divert a persons attention in order to provide time and safety for the tactical element.

Hostage Rescue Operation: An operation put in place to rescue a person (or people) who is / are being held against their will by one or more suspects hoping to gain some advantage for themselves or to force a particular course of action on another person or upon law enforcement.

Immediate action: Our ability to immediately intervene in whatever actions the suspect is currently involved in. This often includes plans hastily drawn up by the containment element to deal with reasonably anticipated actions by the suspect, but that are also flexible enough to allow reaction to those things not anticipated.

Incident Commander: The officer in charge from the Law Enforcement agency which has primary jurisdiction over the location of the incident. Has overall command of the incident and is responsible for the decision to use the SWAT Team.

The incident commander has the burden of managing the entire scene, including coordinating all of the available resources, handling all media inquires, any criminal investigations that occur, etc. The incident commander works closely with the tactical commander to achieve the best possible outcome for the incident.

The Incident Commander's direct control over the tactical commander is limited to the decision to use the SWAT team or not. All tactical decisions, including the use of negotiations, marksmen or entry into a structure rest solely with the tactical commander.

Inner Perimeter: That area of the crisis scene that lies within the outer perimeter and in which only tactical team members are allowed. All other police officers, medical personnel and civilians must be excluded from this area unless under the direct control of a tactical team member. This area is usually the smallest area that can be effectively controlled to maintain containment.

Marksmen Squad: In addition to being trained on entry weapons and tactics, this squad is expertly trained in the use of precision rifles and the tactics necessary to utilize them properly during a tactical operation. Their primary responsibilities as listed in order of priority are;

1. To deliver an accurate and well timed round on the suspect at any point throughout the operation.
2. Provide over watch during operations
3. Provide real time intelligence information to the command post during pre-operation and operational periods.
4. Support the entry squads as needed once entry has been made.

Mission Set: Those types of missions that the SWAT Team are charged with handling. They include but are not necessarily limited to ; forced cell extractions, riots (within our own facilities as well as in support of the mobile field force operations throughout our community) , high risk transportation details, dignitary protection, high risk warrant services, counter sniper operations, high profile or high risk trials, barricaded subjects, hostage rescue missions and depending on the specific circumstances, SWAT may be used to assist with suicidal subjects.

Negotiations Operations Center (N.O.C.) : A location, which will likely be the Mobile Command vehicle, but may be any specified area within the outer perimeter designated for use of the negotiations squad. In order to avoid disruptions to the negotiations process, this area must be restricted to use / entry by the negotiations squad and the tactical commanders.

Negotiations Section: Those members whose function it is to communicate with the suspect (s) in a deliberate effort to bring about a peaceful resolution to the situation. Negotiators are not restricted to use in hostage situations, and may be utilized in any event where a person trained in communication and experienced at diffusing tense situations is needed.

Non Deployable Status: A condition in which a team member is not allowed to participate fully in tactical operations. They may be used in a support role (at the T.O.C, helping with gear or driving vehicles etc.)

Being placed in non-deployable status is usually the result of failing to maintain physical fitness standards or to qualify with a primary weapon system, but may be due to injury or severe illness as well.

Operations Officer: The “ assistant commander “. This person is the second in command of the team and who acts on behalf of the team commander during his / her absence.

Operations Order: A specifically formatted document that lays out a planned

operation. It is a very well thought out, detailed and comprehensive plan that seeks to ensure a coordinated and controlled operation.

Outer Perimeter: That area of the incident which is restricted to police officers and fire / medical personnel only. It is in this area where the T.O.C. and the N.O.C. are usually located. It is that area where we would not expect people to come under fire from the suspects or to be placed in jeopardy by the actions of the team.

SWAT Commander: The person responsible for the day to day operations of the Team. His / her primary responsibilities include command during critical incidents, insuring the operational readiness of the unit, and maintaining the budget.

Squad Leader: A senior member who is responsible for the leadership of a single squad.

Suicidal Subject: A person who has demonstrated a desire to end their own life. This person may or may not have committed any crimes, but who's life appears dependent on police intervention.

Tactical Commander: This person has all decision making authority and responsibility for the management of the tactical situation, including the use / continued use of negotiations, what tactics are used throughout the incident and if / when to end the incident through the use of a tactical option.

The Tactical Commander will be the highest ranking SWAT **tactical** officer on scene.

Tactical Operations Center (T.O.C.): The location where the tactical commander is conducting the planning for and management of the incident. This command center should be located within the outer perimeter. Entry to the T.O.C. must be restricted to the command staff and those requested to be there in order to assist with the tactical planning (the incident commander for example).

35.1.5 Policy

It shall be the responsibility of the SWAT Commander to select, equip and train a SWAT team capable of handling those incidents within the jurisdictional boundaries of Weber and Morgan Counties that require a tactical response greater than what would be possible by traditional Police Officers or Deputies using normal equipment and standard patrol / corrections tactics.

35.1.6 Operating Philosophy :

The Weber Metro SWAT Team operates with the basic philosophy that there are “ priorities of life “. While we would prefer to see a nonviolent resolution, it is important

to realize that this decision lies strictly with the suspect (s) and is governed by his / her choices, actions and willingness to comply. Although regrettable, it may be necessary and proper to end the life of the suspect in order to save the lives of hostages, officers or civilians in danger.

Should a member be forced to take the life of a suspect (s), that decision, and all decisions made by the Tactical Commander, will be governed by the philosophy of a priority of life. Those priorities of life, in order of highest priority to lowest, are as follows;

- 1.Hostages
- 2.Civilians / bystanders in the area
3. Police / SWAT
4. Suspects

Weber Metro SWAT further believes that command and control are critical components to any effective organization and that adherence to a rigid chain of command leads to a disciplined and well run unit. Therefore, the SWAT Team will be organized in such a way as to establish a clearly defined structure that outlines the chain of command and the delineation of duties within the organization.

35.1.7 Team structure / delineation of duties:

- A) The team will be made up of two primary elements . They are Tactical and Negotiations. The tactical component is further broken down into two entry squads and a marksmen squad.

Element	Recommended min. number of personnel
1.Command	2
2. Alpha Squad (Entry)	7
3. Bravo Squad (Entry)	7
4. Charlie Squad (Marksmen)	4
5. November Squad (Negotiations)	5
Technicians (answer to November Squad ldr.)	2

- B) The team will be lead by the SWAT Team Commander. It shall be the Commanders responsibility to:

1. Assume tactical command over all operations that he / she is present for
2. “ Certify” the team annually
3. Approve all training.
4. Select personnel to fill leadership roles within the team
5. Manage the budget and oversee expenditures
6. Report to the Board of Directors
7. Plan operations and create the operations orders for pre-planned events
8. Approve tactics / equipment being used during an incident.
9. Coordinate with the Incident Commander to insure a proper and

- effective response to the incident
10. Ensure documentation of all operations in a detailed report
 11. Preparing quarterly and annual reports
 12. Oversee all aspects of the SWAT function.

C) The Operations Officer is the second in command of the team. It is his / her responsibility to:

1. Plan and manage training for the team
2. Manage the inventory of all team equipment
3. Attend pre-operation briefings with the commander and the unit / agency requesting SWAT assistance
4. Assign, oversee and approve scout packets prior to turning them over to the team commander
5. Assist in the operational planning process
6. Coordinate operational elements during an incident
7. Act as a liaison between the Negotiations squad leader and the commander during incidents
8. Compile, manage and disseminate intelligence during operations
9. Review After Action reports
10. Assist with the day to day maintenance of the team.
11. Ensure operational readiness of the team
12. Assume command during the absence of the Team Commander

D) The Entry Squad Leaders are responsible for insuring the operational readiness of their squads. Their primary responsibility is providing effective leadership and guidance to their squads during operations while carrying out directives from tactical command. They also:

1. Assist with training at the direction of the Operations Officer
2. Assign Squad members scouts and review the packets prior to submission to the Operations Officer
3. Set up rehearsal areas and help refine the operations plan
4. Conduct pre-operation inspections to ensure all team members are properly equipped and fully understand the concept of the operation
5. Ensure proper positions and deployment of their squads while acting as containment / immediate action
6. Formulate the “ Hasty Rescue “ plan on hostage rescue operations and ensure that team members have the equipment necessary to carry out the plan
7. Prepare After Action Reports for all training events and operations for which they are present
8. Ensures their squads ability to act as both a containment / immediate action and a deliberate action
9. Prepare “ gas plans “

10. Assume the role of the Operations Officer or Tactical Commander in case of their absence.
11. Assist with the day to day maintenance of the team.

E) The Marksman Squad Leader is third in command of the SWAT team. His / her duties include:

1. Ensuring the operational readiness of their squad at all times
2. Creating and implementing a training plan
in accordance with their required mission sets and
submitting it to the Operations Officer for review.
3. Assign scouts and review the scout packets prior to submission to the
Operations Officer
4. Ensure squad members are appropriately dressed and properly equipped
prior to deployment
5. Submit training and equipment needs to the Operations Officer
6. Assisting in the command post as needed
7. Ensuring the proper positioning of marksmen
8. Deploying as a marksmen when needed
9. Prepare After Action Reports for all training events and operations for
which they are present
10. Act as Operations Officer or Team Commander in case of their
absence
11. Assist with the day to day
maintenance of the team.

F) The Negotiations Squad Leader is responsible for:

1. The operational readiness of his / her squad
2. Training members of the Hostage Negotiations squad
3. Supervising the negotiations process and making recommendations to
the Operations Officer regarding the current status of negotiations
and the likelihood of successful negotiations versus the need for a
tactical intervention
4. Establishing rapport with professionals in the mental health field
throughout our community who are available to assist as needed
with regard to a suspects mental state, likelihood of successful
negotiations, and an overall plan on how to best approach the
negotiations process with a particularly difficult suspect, etc
5. Seeing to the maintenance of the Mobile Command Post, ensuring that
it is stocked with the necessary equipment and supplies, clean and
available for call outs
6. Completing an After Action Report for all training events and call outs
that they are present for

- G) All positions within the team are assigned by the Team Commander based on over all needs as well as the interests and capabilities of team members. The Operations Officer and Squad leaders serve at the discretion of the Team Commander and may be removed if the Team Commander feels it is in the best interests of the team.

Note: Actual dismissal from the team is done in accordance with this policy as listed in section 35.1.16 “ Removal from the team” .

35.1.8 Chain of Command

- A) The nature of tactical operations requires that the most experienced and capable person be in command, not necessarily the person who holds a higher rank. Therefore the rank structure for SWAT may deviate from traditional philosophies.

- B)With respect to rank within the Sheriff’s Offices or participating Police agencies, the chain of command for the SWAT Team will be as follows:

1. Team Commander
2. Operations Officer
3. Charlie Squad Leader
4. Alpha Squad Leader
5. Bravo Squad Leader
6. Next, in order comes the assistant squad leaders and so on (A-2, B-2 , C-2 , A-3 B-3 C-3 etc .)

- C) For tactical operations purposes and all purposes relating to the Team, the SWAT command structure shall supercede agency command structure.

35.1.9 Operational Authority / Decision making

The Tactical Commander has responsibility for the tactical operation and will work closely with the Incident Commander to ensure the best possible outcome of the incident.

- A) During tactical operations, the Tactical Commander has final decision making authority related to:

1. The use or continued use of negotiations vs. the pursuit of a tactical

resolution.

2. What tactics are to be utilized during an operation.

3. All use of force options including.

a) Negotiations.

b) Destruction of property (port and cover techniques, door breaching, use of explosives and directed destruction)

c) The use of Noise Flash Diversion Devices (Flash Bangs)

d) The use of chemical and speciality impact munitions

i. O.C.

ii. C.S.

iii. Less lethal anti-personnel munitions

a. 12 gage “ bean bags “

b. 37 or 40 mm “ bean bags “ or baton rounds

c. Stingballs (with or without chemical agents)

e) The planned use of deadly force (each officer still retains the authority to exercise deadly force in situations where that force is immediately necessary to protect their life or the life of others).

4. Whether or not to evacuate structures or shelter in place.

5. To call in outside resources to assist when needed.

a) Preferred options for additional SWAT assistance are:

i. Ogden Metro SWAT

ii. Layton Police Department SWAT

iii. Davis County SWAT

6. All other decisions relating to the outcome of the tactical operation.

B) The incident Commander (I.C.) shall be responsible for managing the overall incident. His / her responsibilities include but are not limited to:

1. Pre SWAT Arrival

a) Evacuating civilians in danger as is reasonably safe for the Deputies / Officers to do so.

b) Having those civilians who can not be evacuated shelter in place

- until they can be moved safely.
- c) Containing the area. Limiting all pedestrian and vehicular traffic into the area
- d) Contacting the SWAT Commander and request SWAT Assistance. Confer with the Commander as needed prior to arrival of the Team.
- e) Making required notifications when appropriate based on the situation and how it is unfolding
- f) Designating an appropriate location for the Tactical Operations Center. This location must:
 - i. Not be subject to actions by the suspect
 - ii. Be inside the outer perimeter away from access by civilians, media, evacuees and non essential police personnel
 - iii. Large enough to handle multiple command vehicles
 - iv. Close enough to observe / support the tactical operations
- g) Determining the need for and calling fire / medical support

2. When SWAT Arrives

- a) Meet with and brief the first arriving SWAT Officer
- b) Provide man power to assist in the collection of intelligence to aid the Tactical Commander which may include;
 - i. All known information about suspect (s) including
 - * Complete Criminal History
 - * Recent Photos / mug shots
 - * Known associates / family members
 - * Medical / psychological conditions
 - ii. All information available on hostages if applicable
 - * Number
 - * Location
 - * Condition (physical, medical)
 - * Names, ages
 - * Photographs
 - * Relationship to hostage taker (s)
 - iii. Site intelligence to include:
 - * Maps of the area
 - * Blueprints / drawings of the incident site

- * Phone numbers inside the structure
- * Keys to the structure if possible
- * Location of power supply
- * Location of phone lines
- * Location of water main
- * Presence and kind of Surveillance systems
- * Presence and kind of hazardous materials
- iv. Interviewing witnesses or released or escaped hostages

c) Obtaining necessary search / arrest warrants

d) Coordinating with fire / medical personnel

e) Coordinating with other government agencies and private companies as needed

- i. Utility companies
- ii. School districts
- iii. Transit authorities (U.T.A, Frontrunner)
- iv. Red Cross
- v. F.B.I. and other Federal agencies where applicable
- vi. Bomb Squads
- vii. Others as necessary

f) Arrange shelter for evacuated persons

g) Media interaction

h) Coordination with the Tactical Commander to ensure an effective and proper response

3. When the incident has ended

a) Ensuring the suspect (s) is transported and booking

b)Oversee the incident investigation

c) Securing damaged structures

c) Ensuring proper documentation of the incident and crime scene management (The Tactical Commander will prepare the SWAT team's own report and ensure After Action reports for team purposes are complete)

d) Releasing the scene at the conclusion of the incident

35.1.10 Selection of SWAT Personnel:

A) Negotiators:

A Person wishing to be a negotiator for the WEBER Metro SWAT Team must meet the following minimum requirements:

1. Be a sworn law enforcement or corrections officer from a participating agency.
2. Have a minimum of three (3) years service with acceptable performance evaluations.
3. Provide a recommendation from his / her immediate supervisor stating that he / she has the personality, demeanor and aptitude necessary to be a successful negotiator.
4. Have no disciplinary action taken against them within the three (3) immediately previous years which resulted in time off without pay.
5. Undergo an interview with the team commander and others designated by him / her.
6. Possess the following:
 - a) The ability to work closely as a member of a team.
 - b) An understanding of good verbal communication skills.
 - c) The ability to perform under tremendous amounts of stress.

B) Tactical team

A person wishing to be a member of the tactical component of the Weber Metro SWAT Team must meet the following minimum requirements.

1. Be a sworn Law Enforcement Deputy or Officer from a participating agency or be a sworn corrections Deputy willing to and capable of obtaining law enforcement certification through P.O.S.T. as soon

as scheduling allows.

2. Submit a written letter of interest, including qualifications, experience and reasons why they believe they will be a competent team member.

3. Satisfy general health, eyesight and hearing requirements.

a) The Weber Metro SWAT Team believes that:

i. The ability to see clearly is critical to discern threats from hostages, other officers or non-threat persons present during an operation.

Visibility is reduced in many incidents due to nighttime or low light, or the use of chemical agents.

A person who cannot see clearly during optimal conditions while in an eye exam, cannot be reasonably expected to do so under adverse and highly strenuous situations where it is likely that people's lives depend on the team members' ability to immediately identify all conditions.

ii. A team member's ability to hear information and instructions clearly is critical.

There are often times when stealth is critical to the ability to successfully accomplish a mission. Whispering person to person or over the radio may be necessary. A team member who cannot hear these communications may miss critical information, affecting the success of the mission.

iii. Physical Fitness is paramount to the ability to carry out a SWAT function.

Physical fitness requirements are in place to ensure that all tactical team members are fit enough to perform all SWAT functions. Such as carrying necessary equipment to the incident site quickly enough and with

enough energy remaining that they can intervene as appropriate. The standard weight each officer carries while on an operation is approximately 45 pounds. This can go up dramatically depending on their assignment. Tactical team members may be required to run, crawl, climb stairs or ladders, sprint or to drag other team members to safety while wearing all of their gear.

Depending on mission requirements, tactical team members may be required to conduct these activities while wearing a Self Contained Breathing Apparatus.

The process of “ Selection “ is designed to ensure that candidates are capable of enduring extreme amounts of stress and physical exertion while operating in full gear in a tactical environment. Even healthy people have a difficult time, and those not in optimum physical condition often quit during the process or are dismissed for medical reasons based on the recommendations of the team paramedics or a doctor.

- b) Prior to being allowed to attend “ Selection “ candidates must report to the I.H.C. Workmed facility located at 1355 W. 3400 S. in Ogden for a series of tests designed to ensure their fitness level, eyesight and hearing are suitable for participation in the selection process and to ensure their ability to function as a SWAT team member.

These tests will include:

- i. Physical exam which includes
 - a) Eye Test
 - b) Urine Test
 - c) Blood Test
 - d) Pulmonary Function Test
 - e) Chest x-ray
 - f) E.K.G.
- ii. Hearing test

C) Minimum acceptable test results are:

- required
least
- i The physician, based on their examination, states the candidate appears healthy enough to handle extremely demanding physical activity, and high levels of stress.
 - ii. The eye exam shows that if corrective lenses are the candidates vision can be corrected to at 20 / 40 in each eye.
 - iii. The hearing exam indicates that if hearing loss is present there is no more than 20 decibels of loss within the vocal frequency range.
- standards.
- 4. Complete the physical fitness test and obstacle course to team standards.
 - 5. Be capable of qualifying with the S.W.A.T. issued weapons to team standards.
 - 6. Have an exemplary work history with no disciplinary action taken against them within the three (3) immediately previous years which resulted in time off without pay.
 - 7. Successfully pass “ Selection Day “ , a physically and mentally demanding 24 hour event designed to identify those candidates who can act as a member of a team and who possess the proper attitude, demeanor, physical characteristics, aptitude, decision making ability, weapons proficiency and the ability to function properly under tremendous amounts of stress.

At the conclusion of the selection process, the tactical team leadership (SWAT Commander, Operations officer and the squad leaders from Alpha, Bravo and Charlie squads) will meet and discuss the candidates performance throughout the event. If the majority of this panel feel that the candidate demonstrated an understanding of the fundamentals of tactics, team work, weapons skills, physical fitness and decision making under stress, the candidate will be offered a position with the team.

If the majority of this panel feels that the candidate did not

adequately demonstrate these skills and abilities, a vote of “ no confidence “ by this panel will preclude the candidates appointment to the team.

8. Because of the amount of training that goes into a SWAT member, and the costs associated with training and equipping them, each person who is selected to the Team (and each Sheriff’s Office / Police Department) should be willing to commit a minimum of three years to the team.

C. All new SWAT Team members (Negotiators and Tactical personnel) will undergo a 6 month probationary period designed to ensure that they are progressing within there respective discipline and that they are becoming an effective team member.

1. At the completion of the 6 month probationary period the Operations Officer will meet with the team member and their squad leader for an assessment of their performance and to identify any deficiencies. If their performance is satisfactory they will be released from probation.
2. If necessary, a remedial training plan will be put into place and the team member will remain on probation for an additional 6 months while undergoing remedial training.
 - a) At the end of the second 6 month probationary period another evaluation will be conducted by the Operations Officer and the members Squad leader. At that point the members performance and abilities will either be considered satisfactory and they will be released from probation or they will be dismissed from the team.
3. The Operations Officer will be required to file a written report with the Team Commander containing a summary of the probationary members performance along with his / her recommendations for release from or an extension of their probation.
 - a) The Team Commander will keep these probationary reports on file indefinitely.

35.1.11 Equipment:

- A) The following weapons are authorized for use by the team if approved by the

WCSO Sheriff and team commander:

1. The Glock model 22 (40 caliber) semiautomatic pistol will be the only handgun authorized.
2. A .223 caliber AR-15 style semiautomatic or automatic carbine.
 - a) When used by an entry team member for close quarters work they may be used with iron sights or a red dot type optic, providing the optic still allows for the immediate use of the iron sights if the optic should fail.
 - b) All carbines will have an approved sling attached.
 - c) Marksmen may attach a scope to the .223 as long as it complies with the specifications listed for “ Marksmen Rifles “.
3. Marksmen rifles will be 308 caliber, bolt action or semi-automatic precision rifles .
 - a) Marksmen rifles shall have a variable scope (capable of a magnification of at least 14 power) mounted on the weapon.

The scope must be:

 - i. Of quality and reputable manufacture
 - ii. Approved by the team commander
 - b) Night scopes (or attachments allowing the use of the standard scope in low light conditions) are authorized .
4. The Remington 870 pump action shotgun shall be the only authorized shotgun for use by the team.
5. 37 or 40 mm Launchers used to deliver gas or less lethal munitions
6. “ Less Lethal “ weapons including but not necessarily limited to;
 - a) Tasers
 - b) O.C.
 - d) Asp batons
 - c) Pepperballs
 - e) Impact munitions such as 12 ga., 37 or 40 mm “ less lethal “ rounds
 - f) “ Stingballs “

7. Noise and flash suppressors (“ silencers “) may be used on team weapons if:

- a) Owned by the team
- b) approved by the
 - i. The Weber County Sheriff’s Office Armorer
 - ii. The Swat Team Commander
 - iii. The Weber County Sheriff or his / her designee

8. Operational use of these weapons is limited to those certified by the team in their use.

B) Approved munitions:

1. All munitions, whether lethal or “ less lethal “, used by the Team must be:

- a) Commercially manufactured by a reputable company.
- b) Issued to team members by the Team, or if issued by the team members department, approved by the team commander.
- c) All chemical munitions will utilize either
 - i. Oleoresin Capsicum (O.C.)
 - ii. Chlorobenzalmalononitrile (C.S.)
 - iii. A combination of the two.

C) In addition to equipment and weapons issued to all deputies / officers, the following equipment will be issued to each S.W.A.T. team member by their parent agency

- 1. Earpiece and microphone system compatible for use with their hand held radio
- 2. .223 caliber Ar-15 style carbine with a sling
- 3. Tactical lighting systems for their weapons (pistol and rifle) .
- 4. Ballistic helmet.
- 5. Nomex hood and gloves.
- 6. Utility uniform.
- 7. Tactical body armor with front trauma plate. It must provide ballistic protection to N.I.J. standards for level III A or greater

8. A gas mask of the same make and model as is currently being used by the Team.

9. Pager or cell phone capable of receiving text messaging

D) The following items will be furnished by the team and issued as needed.

1. Specialized weapons relating to team assignment.

- a) Marksmen rifles
- b) Breaching Shotguns
- c) 37 / 40 mm launchers

2. Specialized chemical and less lethal munitions

- a) hand tossed
- b) weapon launched

3. Noise Flash Diversion Devices (also referred to as N.F.D.D's or flash bangs)

4. Explosives

5. Other items may be issued / used if deemed necessary and approved by the team commander.

E) Ownership of equipment

1. The agency that purchases equipment to be used by their personnel as a member of the Weber Metro SWAT Team or items / equipment purchased to be used collectively by the team, shall retain ownership of such equipment.

2. If a participating agency decides at any time to remove their personnel from the Weber Metro SWAT Team, they will be allowed to take all equipment they have purchased.

3. " Team Owned " equipment shall be considered to belong to the Weber County Sheriff's Office. This shall include;

- a) Equipment purchased through grant funds and obtained on behalf of the Weber Metro SWAT Team, regardless of who secured the money.
- b) Equipment purchased by team member funds contributed to an account set up to aid the team

F) Maintenance

1. Team members are required to properly clean and maintain their issued weapons and equipment as well as to aid in the cleaning and

maintenance of team equipment.

2. All costs associated with maintenance or replacement of damaged equipment will be born by the agency who owns the equipment.
3. Equipment which is “ Team Owned “ shall be maintained by the Weber County Sheriff’s Office

G) Inventory:

1. The Team Commander shall be responsible for an accurate accounting of all issued and team equipment.
2. A complete inventory of all equipment will be completed at least once every 6 months, and filed with the quarterly report.
3. The inventory log shall list the owner of every item, whether it is agency, team, or individually owned equipment.
4. Flash Bangs will be closely monitored. The team Commander will be responsible for their use. The use of each one, whether for training or operational purposes, will be reported the Bureau of Alcohol, Tobacco and Firearms as required by law.
5. A record will be kept of all damaged, destroyed or sold property and added to the quarterly report.

H) Storage:

1. All non-issued equipment will be stored in the SWAT Warehouse.

A) SWAT Team vehicles will not be issued to individual members, but will be:

1. Assigned to a team member who will be responsible for the vehicles being:
 - a) properly stocked
 - b) serviced
 - c) fueled
 - d) clean
 - e) Present for all operations and training events unless specifically exempted by the Operations officer or Team Commander.

2. Stored in the SWAT Warehouse

3. The Armored Personnel Carrier (APC) is exempt due to its size and weight. It will be stored at the County Shops.

B) Ammunition stored in the SWAT Warehouse shall be locked inside the " Powder Magazine " or inside one of the safes on the vehicle.

C) Weapons shall be stored inside the safe on the vehicle or in the Sheriff's Office armory.

1. Simunitions weapons are training aids and are specifically designed not to be able to fire lethal ammunition. They may be stored in the warehouse.

2. Access to the SWAT Warehouse will be restricted to SWAT Team members, members of the Mobile Field Force the Sheriff, Undersheriff or the Chief Deputies..

35.1.12 Training:

A) Mandatory training for tactical team members (command element, entry squads and marksmen) will be:

1. Two 8 hour days per month
2. One 40 hour " re-certification " week each year

B) Due to specialized skill requirements for sub units of the team, the following training will be in addition to the above listed requirements for the tactical team:

1. Marksmen: an additional 8 hour day each month focusing on shooting skills.

2. Breachers: an additional 8 hour day each month foccusing on breaching techniques and scenarios.

C) Negotiators will train 1 four (4) hour day each month.

D) At least two times each year the entire team will be put through a practical exercise designed to mimic a full operation with all of its components. This includes Negotiators and technicians.

E) All above listed training is considered **Mandatory** and every effort should be made by supervisors to allow their subordinates to attend such training.

Continuous or excessive absence from training could result in the member being placed on non-deployable status. If it happens often enough that it becomes apparent the team members skill level has suffered and that he / she has lost the confidence of fellow team members, they may lose their position within the team.

35.1.13 Standards:

The Weber Metro SWAT Team recognizes the need for adherence to a clearly defined and rigid set of performance standards in order to maintain operational effectiveness.

It is equally important that each team member recognizes the example and leadership role that they have within their own departments, and that their conduct and character be beyond reproach.

It shall be the policy of the Weber Metro Swat Team that each member be held to the following minimum standards.

A) Physical Fitness: In order to be operationally effective, each team member has to be physically fit. The team will use two methods to ensure the minimum fitness level for each team member.

In order to insure that fitness levels are consistent and adequate throughout the year, one of the tests will be run each quarter.

The P.T. test will be run in January and July, the obstacle course will be run in April and October.

1. The **P.T. Test**. Requirements are:

Event	Standard
a) 1.5 mile run	13:24
b) Vertical Jump	18.5 "
c) Bench Press	1 rep @ 98 % of own body weight
d) Push ups	37- no time limit, rest in up position only
e) Sit ups	46 in 1 minute
(Standard exercise attire)	

2. The **Obstacle Course** requires that each member successfully navigate obstacles commonly encountered in tactical operations. They must pass the event while in full tactical gear (tac. vest, helmet, B.D.U.'s , boots, gloves, knee and elbow pads, thigh rig).

The event must be completed in 8 minutes or less.

B) Weapons qualifications:

1. All tactical team members will be required to pass weapons qualification with their pistols and rifles each quarter.
2. The course of fire will be determined by the Team Commander and will ensure proficiency with the weapons related skills necessary to carry out the mission set of the team.
3. Accurate records will be kept of all qualifications

C) Consequences of failure:

1. Any team member who does not successfully pass a P.T. test, obstacle course or weapons qualification will be immediately placed on non-deployable status.
2. They will have 30 calendar days to successfully pass the event, or they will be removed from the team.
3. It will be the responsibility of the team member who failed to schedule any remedial training necessary as well as to arrange for a new test date.
4. All re-tests will be taken as a complete and single event. If a team member fails a P.T. test because they fell short on sit ups, the re-test must be taken and passed in its entirety (all events back to back) rather than just making up the deficient event.
5. The Team Commander may make exceptions to the 30 day time limit for legitimate injuries / medical conditions, or for absences approved ahead of time.
6. Any Team member who is not able to pass a required event for a continuous period of 6 months due to medical conditions will be removed from the team, but may be considered for re-selection if able to meet the standards at a later time.
7. “ Probationary “ team members are considered to be works in progress and are not subject to dismissal from the team based solely on a failed p.t. test, obstacle course or weapons qualification, however, **no probationary team member shall be deployed on an operation until they have successfully passed all three events.**

Until the required events are successfully completed, the probationary team member may take a support role during operations by reporting to the T.O.C. for assignments made by the Tactical Commander.

35.1.14 Activation of the Team

A) Any Law Enforcement Agency within Weber or Morgan County may request the Team by following these protocols:

1. A supervisor from the agency requesting SWAT assistance will contact the team commander (through dispatch) and outline the situation.
2. The team commander will evaluate the situation and determine if a SWAT response is warranted.
3. If the use of the team is warranted, the team commander will determine what resources and personnel are required and activate them.
4. If the team commander is not available, the request should be made to the highest ranking available team member.

B) Due to the critical nature and demands of SWAT operations:

1. All team members are subject to call out at any time. These call outs take precedent over normal departmental duty, part time employment and with few exceptions, off duty activities.
 - a) Team members accept this on call status as part of the assignment and understand that there is no compensation offered because of it.
 - b) Team members activated for a call out will be compensated appropriately based on departmental policy.
2. Team members who are on duty and called out should be immediately relieved and allowed to respond to the call out.
3. Team members will remain under the control of Tactical Commander until released at the conclusion of the call.

C) Notification

1. It shall be the responsibility of the Tactical Commander to advise the Captain over the Investigations / Professional Standards Bureau of the Weber County Sheriff's Office of the call out.
 - a) Notification of planned or staged operations should be made prior to the call out.
 - b) Immediate response call outs do not require notification ahead of time, but notification should be made as soon as it is practical.
 - c) If the Undersheriff is un-available, notification will be made directly to the Weber County Sheriff or designee.
2. This notification is required regardless of the jurisdiction of the call out.
3. Sheriff's / Chiefs of participating agencies shall decide how they are to be notified. In order to ensure a rapid and effective response, the Tactical Commander shall not be required to make any notifications other than what is outlined in paragraph (1) above.

35.1.15

Reporting / Documentation

A) Operations:

1. Each call out shall be fully documented in a written report filed by the Tactical Commander.
2. Every call out provides a learning opportunity and a chance for the development and growth of the team.
 - a) In order to facilitate learning and growth and to ensure positive development, a debrief will be held as soon as possible after each operation. The purpose of the debrief is to illicit an honest appraisal of team performance with a focus on ways of improving in the future.
 - b) In addition to the official report filed by the tactical commander, the top two ranking team members from each participating squad will provide a detailed After Action Report (A.A.R.) for each call out. This document is intended to provide a critical analysis of team performance and to draw out the opinions of senior team members along with their suggestions on how to improve.
3. A.A.R.'s are to be completed within 3 days following the call out and given to the Team Commander and the Operations Officer.
They will:
 - a) Evaluate the operation

- b) Consider the information provided
 - c) Implement changes in training, policy or S.O.P.'s as necessary.
4. A.A.R's are an internal document (not attached to or a part of the formal report) and are intended for the sole purpose of self improvement. In order to be effective, they must be a completely honest assessment, free from the worry of retribution.

B) Training :

1. The team commander will ensure that every training event is documented and forwarded to the Training Bureau so that an accurate account of all employee training can be maintained. Each document will contain the date of training, the topic (s) covered, who instructed and who attended the course.
2. For every in house training event, the top two ranking members from each squad will complete an after action report on the approved format.
3. Training A.A.R.'s are to be completed and given to both the Team commander and the Operations Officer within three (3) working days of the training. They will:
 - a) Evaluate the training
 - b) Consider the information provided in the A.A.R's.
 - c) Implement changes in training, policy or S.O.P.'s as necessary.
4. The Team Commander will maintain records of all SWAT training separate from the Sheriff's Office or Departmental files and store those records for a period of at least ten years.
5. Training records shall be made available to the Chief or Sheriff of any participating agency upon their request.

C) Quarterly Reports

1. The Team Commander will be responsible for preparing a written report each quarter and submitting it to the Board of Directors. Each report will contain, at a minimum, a summary of the following;
 - a) call outs and events
 - b) training
 - c) civic presentations
 - d) Upcoming special events and training

- e) budgetary issues
- f) major personnel or equipment issues

D) End of year report

1. The SWAT Commander shall be responsible for filing an end of year report with the Board of Directors.

That report shall:

- a) Be filed by January 15th
- b) Contain:
 - i. A summary of each of the categories listed in the quarterly reports
 - ii. A policy review
 - iii. A detailed report of all expenses for the year
 - iv. A budget Summary
 - vi. The anticipated needs of the team for the upcoming year
 - vii. A Statement to the Board of Directors that the team is current with its training, skills and practices and “certifying” them to carry out SWAT operations throughout the coming year, or an explanation of what the deficiencies are and a detailed plan for correcting them.

E) Retention / storage of records

1. All operational reports will be written electronically in the format currently being used by the Weber County Sheriff’s Office for case reports and stored indefinitely in their computer files.
2. Quarterly reports, after action reports (operational as well as training) and training summaries will be stored electronically by the Team Commander for not less than 10 years.

35.1.16 Removal from the team:

- A) Assignment to the Weber Metro SWAT Team is voluntary. Therefore, a team member may resign at any time by submitting a written letter of resignation to the Team Commander.
- B) Although there is no limit specified as to the length of assignment with the Team, the Sheriff / Chief of Police or their designee may remove their personnel from the team as they desire.

C) A team member will forfeit their position on the team by:

1. Failing to perform satisfactorily during their probationary period
2. Failing to maintain physical fitness standards
3. Failing to maintain weapons qualifications
4. Disciplinary action taken against the team member;

a) A member who, as a result of disciplinary action, receives time off without pay, will be immediately removed from the team.

b) Any team member who receives disciplinary action rising to the level of a written reprimand (this may include days off without pay which are held in abeyance), will be placed on formal probation for a period of 1 year. Any subsequent disciplinary action rising above documented counseling within that 1 year probationary period will result in the members dismissal from the team.

5. A majority vote of “ no confidence “ from the team leadership will result in immediate dismissal.

This vote may come as the result of cowardice, continued deficiencies in p.t. or weapons skills, or a pattern of conduct that reflects poorly on the team.

a) For purposes of this paragraph the team leadership is defined as:

i. Tactical Team

- a) Team commander
- b) Operations Officer
- c) Three squad leaders

ii. Negotiations Section

- a) Team Commander
- b) Operations Officer
- c) Squad Leader

b) A member subject to a vote of no confidence shall not vote and the next ranking team member will be brought in for voting purposes.

D) A team member who is involved in an investigation of serious misconduct may be immediately suspended pending the outcome of the investigation.

35.1.17

Re-Selection:

A: With the approval of the Sheriff, a former team member may be re-selected regardless of the original reason for leaving if they meet **all** listed requirements for selection.

1. A former member who has been off the team for less than 5 years may be re-selected after having passed P.T. and weapons qualifications only.
2. A former team member who has been off the team for a period of 5 years or more will be required to go through “ Selection “.

35.1.18 Use of Force

- A) Use of force by any member shall be governed by policies and procedures set forth by the Weber County Sheriff's Office and in accordance with Utah Codes 76.2-403 (Force in arrest) and 76.2-404 (Peace Officer's use of deadly force).
- B) All incidents involving the use of deadly force by a team member shall be investigated by the County Attorneys office by invoking the Officer Involved Shooting Protocol.

35.1.19 Standard Operating Procedures

- A) The Team Commander and Operations Officer shall compile a manual of Standard Operating Procedures (S.O.P.'s) which are intended to provide team members with guidelines for what we do and how it is accomplished absent specific instructions from command.
 1. The S.O.P. manual will include a list of all skills deemed critical for individuals, squads and the team in general.
- B) Once compiled, this S.O.P. manual will become a supporting document and will be attached to this policy.

35.1.20 Policy Review

- A) The Team Commander shall review all policies relating to SWAT annually and ensure that those policies are still adequate and appropriate.
- B) The Team Commander shall include his / her policy review in the year end report to the Board of Directors. This review will include any recommended changes and reasons for the change.

35.1.21 Supporting Documents

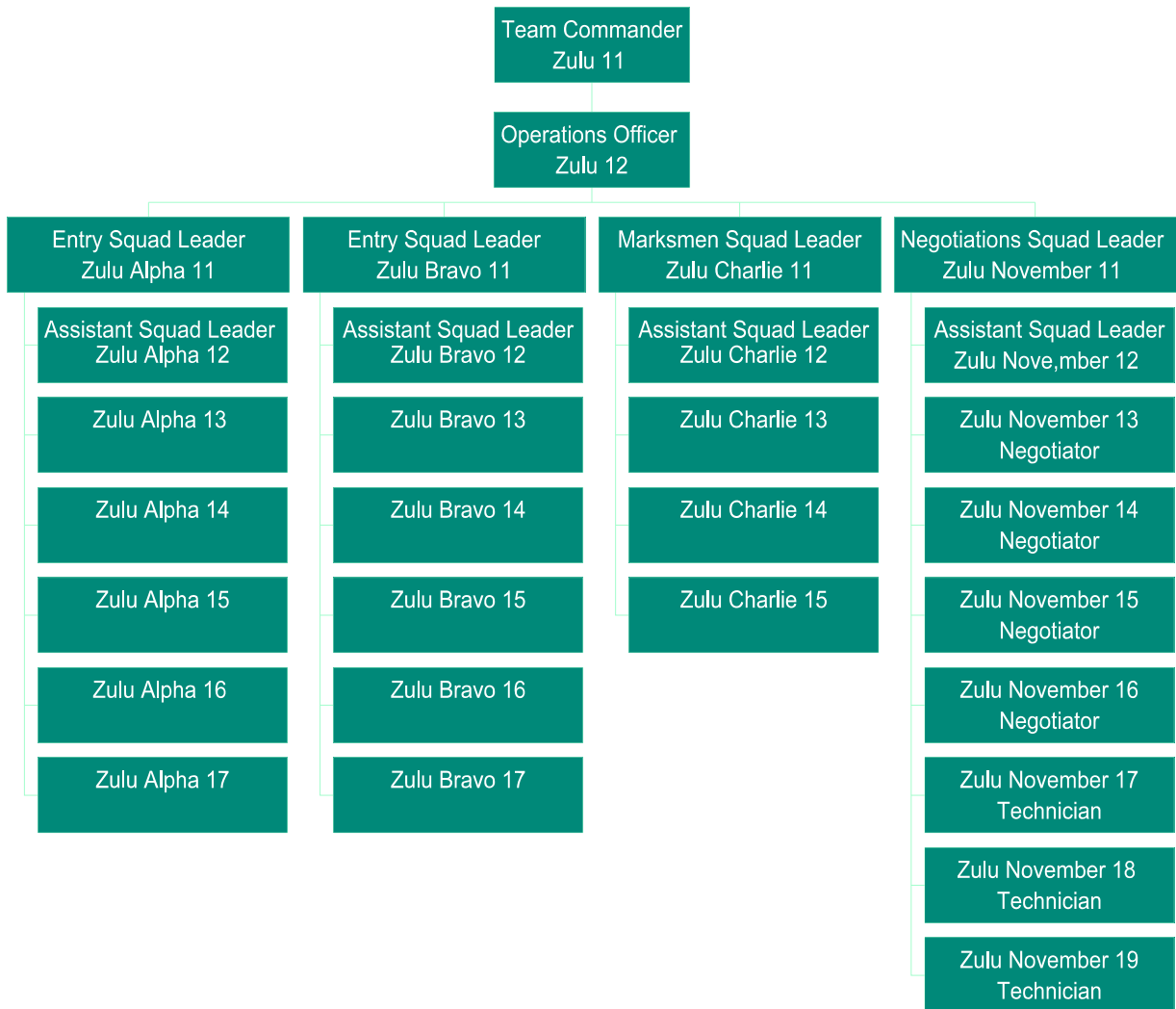
- A) The following supporting documents have been attached to and shall be

considered as part of this policy:

1. The Weber Metro SWAT Organization chart.
2. Operations Order format
3. After Action Report format- Missions
4. After Action report Format- Training

Attachment 1

Weber Metro SWAT
Organization Chart



Attachment 2

Operations Order Format

Date:
Prepared by:

Case Number: _____

References:

- 1. Affidavit for the search warrant**
- 2. Search warrant**
- 3. Scout packet**
- 4. Risk Assessment Matrix:**

Task Organization:

Incident Command:

Tactical Command:

Alpha:

Bravo:

Charlie:

Medical support:

Drivers:

We-haul:

Van:

Announcements:

Camera:

Arrest / Search team:

Traffic control:

Authorizations:

No knock:

Noise Flash Diversion Device:

Breaching:

Situation:

A. Threat:

B. Weather:

C. Other

Mission:

Execution:

Commanders Intent:

A. Concept of the Operation:

B. Coordinating instructions:

1.The route of travel will be:

2. Announcements:

C. Contingencies:

E. Rehearsals / Inspections :

Service and Support:

A. Supply:

1. Food / Water:

2. Uniform:

3. Weapons / Special Equipment:

B. Transportation:

C. Medical Support:

D. Prisoners:

E. Hostage Control Plan:

Command and Signal:

A. Command:

B. Signal:

Primary:

Secondary:

Contingency:

Emergency:

Changes :

Attachment 3

After Action Report Format
Missions

Author:

Date:

Case numbers:

Mission:

Date:

Time:

Location:

Description:

Weather conditions:

Suspect (s) :

Injuries:

Treatment:

Tactical Commander:

Incident Commander:

Damage caused by the team:

Team injuries:

Squad members:

Present:

Absent:

Synopsis:

Positive aspects:

Negative aspects:

Suggestions:

Attachment 4

After Action Report Format
Training

Author:

Date:

Training:

Date:

Location:

Subject:

Instructor (s) :

Squad members:

Present:

Absent:

Synopsis:

Positive aspects:

Negative aspects:

Suggestions: